



ROSEMONT DISTRICT FIRE BOARD AGENDA

Friday, May 30, 2025 - 9:00 AM

Meeting Details

In-Person Meeting Location: Rosemont District Fire Hall, 955716 7th Line EHS, Mono

Phone Connection: 1 647 374 4685 Canada / 1 647 558 0588 Canada

Video Connection: <https://us02web.zoom.us/j/82393072272>

Meeting ID: 823 9307 2272

1. Call To Order

2. Land Acknowledgement

We begin this meeting by acknowledging that we are meeting upon the traditional Indigenous lands of the Anishinaabe, and Petun peoples.

We recognize and deeply appreciate their historic connection to this place and we also recognize the contributions Indigenous peoples have made, both in shaping and strengthening our community, province and country as a whole.

3. Approval of the Agenda

Recommendation: THAT the May 30, 2025, agenda be approved.

4. Approval of Previous Meeting Minutes

Recommendation: THAT the minutes of March 14, 2025, be approved.

5. Declarations of Pecuniary Interest

If any member of the Board has a pecuniary interest, they may declare the nature thereof now or at any time during the meeting.

6. Public Question Period

7. Deputations and Presentations

7.1 **Draft 2024 Financial Statements – Presented by Matthew Betik**

Recommendation: THAT the Board approve the 2024 Financial Statements as presented.

8. Administration

8.1 Draft Fire Chief Job Description

8.2 Draft Deputy Fire Chief Job Description

8.3 Draft Firefighter Job Description

8.4 Draft Capital Asset Policy

8.5 Draft Training Cost Recovery Policy

8.6 Draft Mileage Policy

9. Information

9.1 Purchases

Recommendation: THAT the Board receive the accounts payable listing in the amount of \$66,499.56 that were paid in accordance with the budgets.

9.2 YTD Comparative Income Statement

9.3 County-Wide Fire Chief's Minutes

9.3.1 Dated March 12, 2025

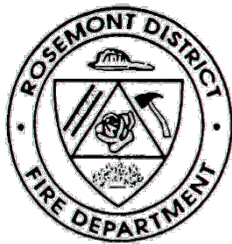
9.3.2 Dated May 20, 2025

9.4 Fire Service Delivery Review Information

10. Items For Future Meetings

11. Adjournment

Recommendation: THAT the meeting adjourn at _____ to meet again on September 26, 2025 or at the call of the Chair.



Minutes

**Rosemont District Fire Board
Friday, March 14, 2025 at 9:00 am**

Present: Julius Lachs – Chair-Adjala-Tosorontio Melinda Davie – Vice Chair-Town of Mono
Miklos Borsos – Adjala-Tosorontio Patricia Clark – Township of Mulmur
Elaine Capes – Town of Mono Earl Hawkins - Township of Mulmur
Mike Blacklaws - Fire Chief Chris Armstrong - Deputy Fire Chief
Heather Boston - Secretary-Treasurer

1. Call to Order

The Secretary called the meeting to order at 9:03 am.

2. Land Acknowledgement

We begin this meeting by acknowledging that we are meeting upon the traditional Indigenous lands of the Anishinaabe, and Petun peoples.

We recognize and deeply appreciate their historic connection to this place, and we also recognize the contributions Indigenous peoples have made, both in shaping and strengthening our community, province and country as a whole.

3. Appointment of the Chair and Vice-Chair

Moved by: Clark/Borsos

THAT Julius Lachs be appointed as Chair, Melinda Davie be appointed as Vice Chair and that Heather Boston be appointed as the Secretary/ Treasurer for the Board.

Carried.

4. Approval of the Agenda

Moved by: Clark/Davie

THAT the March 14, 2025 agenda be approved.

Carried.

5. Approval of Previous Meeting Minutes

Moved by: Davie/Clark

THAT the minutes of November 8, 2024, be approved.

Carried.

6. Declarations of Pecuniary Interest

Chair Lachs stated that if any member of the Board has a pecuniary interest, they may declare the nature thereof now or at any time during the meeting.

7. Public Question Period

- None

8. Deputations and Presentations

- None

9. Treasury

9.1 Operating Surpluses

Moved by: Clark/Davie

That the Board approve the transfer of the 2024 and any future operating surpluses into Capital Reserves.

Carried.

10. Administration

10.1 Fire Board Governance

The Board discussed municipal impacts regarding Board governance and possible changes to eliminate or change the Board structure.

Earl Hawkins joined the meeting virtually at 9:24 am

Discussion ensued regarding equal service levels, the idea of creating a North Dufferin fire service, financial implications, inclusion of the Fire Chiefs in the discussion, next steps, varying agreements and by-laws, and the high infrastructure costs related to multiple fire departments.

Direction was given to the Secretary to provide background reports related to fire services.

Direction was given for the Chief to provide a report for the next agenda summarizing the impacts of the North Dufferin Service Area and elimination of the Boards.

Councillor Hawkins left the meeting 10:15 am

10.2 Medical Oversight

Moved by: Capes/Lachs

That the Board approve the Fire Chief to move forward with implementing medical oversight for the Rosemont District Fire Department as budgeted.

Carried.

10.3 Fire Chief General Update (Verbal)

The Chief would like to have meetings at fire hall, since they have fixed their internet speed issues.

Earl Hawkins joined the meeting in person at 10:57 am

The Board needs to provide direction on the required level of tech rescue training. An assessment of area risks, such as water rescue, should be conducted, noting that Orangeville and Clearview have trained teams.

Direction was given to Chief Blacklaws to prepare a report outlining options, costs, current capabilities, and services offered by neighbouring departments. This report may include a chart summarising call types, certifications, and potential service expansions.

The new tanker is now in service, and the old 2001 tanker is ready to be sold. An offer from a fire department in Saskatchewan has been received. The Board approved listing it on GovDeals, with the option to sell privately if necessary.

11. Information

11.1 Fire Chief's Year-End Report 2024

Moved by: Davie/Clark

THAT the Board receive the Fire Chief's Year-End 2024 Report as information.

Carried.

11.2 YTD Fire Call Summary

11.3 Purchases

Moved by: Clark/Capes

THAT the Board receive the accounts payable listing in the amount of \$223,005.07 for 2024 and \$66,639.56 for 2025 that were paid in accordance with the budgets.

Carried.

11.4 YTD Comparative Income Statement

11.5 County-Wide Fire Chief's Minutes October 9, 2024

11.6 County-Wide Fire Chief's Minutes November 13, 2024

11. Items for Future Meetings

- Job Descriptions
- Report on Technical Rescue Training
- Board Governance
- Update on Inspections
- Minutes from January meeting
- Community risk assessments

12. Adjournment

Moved by: Clark/Borsos

That the meeting adjourn at 11:54 am to meet again May 30, 2025 at 9:00 am or at the call of the Chair.

Carried.

Approved by:

Chair

Secretary/Treasurer

DRAFT Financial Statements of

**ROSEMONT DISTRICT FIRE
DEPARTMENT**

Year ended December 31, 2024

ROSEMONT DISTRICT FIRE DEPARTMENT

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INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Township of Rosemont District Fire Department

We have reviewed the accompanying financial statements of Rosemont District Fire Department, which comprise the statement of financial position as at December 31, 2024, the statement of operations and changes in accumulated surplus and statement of changes in net financial assets and statement of cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Rosemont District Fire Department as at December 31, 2024, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

DRAFT

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada

ROSEMONT DISTRICT FIRE DEPARTMENT

Statement of Financial Position

DRAFT

December 31, 2024, with comparative information for 2023

	2024	2023
Financial assets:		
Cash	\$ 273,192	\$ 66,309
Accounts receivable	83,066	17,339
Investments and marketable securities	-	686,455
	356,258	770,103
Financial liabilities:		
Accounts payable and accrued liabilities	67,164	28,350
Net financial assets	289,094	741,753
Non financial assets:		
Tangible capital assets (note 5)	1,701,272	1,179,054
Prepaid expenses	4,580	3,831
	1,705,852	1,182,885
Accumulated surplus	\$ 1,994,946	\$ 1,924,638

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director _____ Director

ROSEMONT DISTRICT FIRE DEPARTMENT

Statement of Operations and Changes in Accumulated Surplus

DRAFT

Year ended December 31, 2024, with comparative information for 2023

	2024 Budget	2024 Actual	2023 Actual
Revenue:			
Municipal levy - Operating	\$ 322,584	\$ 322,584	\$ 313,071
Municipal levy - Capital	140,000	140,000	130,000
Fire calls	25,000	12,988	14,338
Other income	10,000	53,547	38,930
	497,584	529,119	496,339
Expenses:			
Amortization of tangible capital assets	-	114,945	88,763
Bad debts (recovery)	-	1,995	-
Building repairs and maintenance	5,500	5,051	5,974
Clothing	11,500	5,855	10,299
Dispatch fees	12,000	11,561	10,850
Employee benefits	8,900	10,773	10,052
Equipment repairs and maintenance	20,600	18,344	12,943
Firefighter recognition	500	-	-
First aid supplies	5,000	5,430	2,173
Insurance	36,000	35,871	31,088
Miscellaneous	1,925	3,093	1,764
Office	2,925	5,964	2,836
Professional fees	12,645	15,166	12,544
Salaries	176,189	180,308	156,748
Telephone	5,200	4,670	4,583
Training	22,900	14,728	34,050
Utilities	10,700	8,282	6,693
Vehicle	24,000	16,775	25,301
	356,484	458,811	416,661
Annual surplus	141,100	70,308	79,678
Accumulated surplus, beginning of year	1,924,638	1,924,638	1,844,960
Accumulated surplus, end of year	\$ 2,065,738	\$ 1,994,946	\$ 1,924,638

See accompanying notes to financial statements.

ROSEMONT DISTRICT FIRE DEPARTMENT

Statement of Changes in Net Financial Assets

DRAFT

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Annual surplus	\$ 70,308	\$ 79,678
Acquisition of tangible capital assets	(637,163)	(94,746)
Amortization of tangible capital assets	114,945	88,763
Change in prepaid expenses	(749)	(675)
Change in net financial assets	(452,659)	73,020
Net financial assets, beginning of year	741,753	668,733
Net financial assets, end of year	\$ 289,094	\$ 741,753

See accompanying notes to financial statements.

ROSEMONT DISTRICT FIRE DEPARTMENT

Statement of Cash Flows

DRAFT

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 70,308	\$ 79,678
Item not involving cash:		
Amortization	114,945	88,763
Changes in non-cash operating working capital:		
Accounts receivable	(65,727)	12,610
Investments and marketable securities	686,455	(686,455)
Prepaid expenses	(749)	(675)
Accounts payable and accrued liabilities	38,814	(809)
	844,046	(506,888)
Capital activities:		
Acquisition of tangible capital assets	(637,163)	(94,746)
Increase (decrease) in cash	206,883	(601,634)
Cash, beginning of year	66,309	667,943
Cash, end of year	\$ 273,192	\$ 66,309

See accompanying notes to financial statements.

ROSEMONT DISTRICT FIRE DEPARTMENT

Notes to Financial Statements

DRAFT

Year ended December 31, 2024

The financial statements of the Rosemont District Fire Department (the "Department") are the representation of management prepared in accordance with accounting principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. The Department is a Fire Department in the Province of Ontario and operates under the provisions of the Community Charter. The department provides fire services to the Township of Mulmur, Town of Mono and Township of Adjala-Tosorontio. Summarized below are the significant accounting policies:

1. Significant accounting policies:

(a) Basis of consolidation:

The operations of this joint board are to be consolidated in the financial statements of the participating municipalities on a proportionate consolidation basis.

(b) Basis of accounting:

The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(c) Credit risk management:

The Department is exposed to credit risk on the accounts receivable from insurance companies. They do not have significant exposure to any individual customer or counterpart.

(d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

ROSEMONT DISTRICT FIRE DEPARTMENT

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2024

1. Significant accounting policies (continued):

(d) Non-financial assets (continued):

Tangible capital assets:

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Amortization is provided over the estimated useful life of the assets, using the straight-line method. The useful life of the assets is based on estimates made by Council. The following rates are being used:

Asset	Rate
Firehall and improvements	5 to 20 years
Truck mounted equipment	10 to 25 years
Vehicles	15 to 25 years
Equipment	5 to 15 years

A full year of amortization is charged in the year of acquisition and no amortization is charged in the year of disposal. Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

The organization has established a \$2,500 capitalization threshold for all items with the exception of pooled assets. Assets purchased below this threshold are expensed in the statement of operations in the year of purchase. Assets under construction are not amortized until the asset is available for active service to the department.

(e) Revenue recognition:

Fire calls and services are recorded as revenue when the emergency services are provided.

Municipal contributions are recognized as the budgeted amounts are approved by the council of the participating municipalities.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant estimates made by management include the useful lives of tangible capital assets. Actual results could differ from those estimates.

ROSEMONT DISTRICT FIRE DEPARTMENT

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2024

2. Reserves:

The balance of the accumulated surplus included in the statement of financial position includes assets that have been specifically restricted (internally) by the Joint Board of Management as outlined in schedule 1.

3. Holdbacks receivable:

The Department is managed by a six member board known as the Rosemont District Fire Department Joint Board of Management. Two members have been appointed from each participating municipality to the Fire Department Joint Board of Management.

Annual minor capital, operating and administration costs of the department are shared on a combined average percentage of the number of acres, the number of households, and the equalized assessment of the previous year of each participating municipality as follows:

	2024	2023
Township of Adjala-Tosorontio	21.81 %	21.82 %
Town of Mono	26.02 %	26.05 %
Township of Mulmur	52.17 %	52.13 %

4. Budget figures:

The budgeted figures are presented for comparison purposes as prepared and approved by the Joint Board of Management and have been prepared on a cash basis of accounting.

ROSEMONT DISTRICT FIRE DEPARTMENT

Notes to Financial Statements (continued)

DRAFT

Year ended December 31, 2024

5. Tangible capital assets:

Cost	December 31, 2024	Additions	Disposals	December 31, 2023
Land, firehall and improvements	\$ 495,900	\$ -	\$ -	\$ 495,900
Truck mounted equipment	153,771	-	-	153,771
Vehicles	1,262,472	617,050	-	1,879,522
Equipment	327,537	39,054	-	366,591
Work in progress	18,941	598,109	(617,050)	-
	\$ 2,258,621	\$ 1,254,213	\$ (617,050)	\$ 2,895,784

Accumulated amortization	December 31, 2024	Amortization expense	Disposals	December 31, 2023
Land, firehall and improvements	\$ 253,918	\$ 7,386	\$ -	\$ 261,304
Truck mounted equipment	126,234	7,247	-	133,481
Vehicles	587,446	75,872	-	663,318
Equipment	111,969	24,440	-	136,409
	\$ 1,079,567	\$ 114,945	\$ -	\$ 1,194,512

Net book value	December 31, 2023	December 31, 2024
Land, firehall and improvements	\$ 241,982	\$ 20,290
Truck mounted equipment	27,537	234,596
Vehicles	675,026	1,216,204
Equipment	215,568	230,182
Work in progress	18,941	-
	\$ 1,179,054	\$ 1,701,272

ROSEMONT DISTRICT FIRE DEPARTMENT

Schedule 1 - Accumulated Surplus

DRAFT

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Surpluses:		
Surplus from general fund operations	\$ 7,690	\$ 7,691
Invested in capital assets	1,701,272	1,179,054
	1,708,962	1,186,745
Reserves:		
Capital reserve	285,984	737,893
	\$ 1,994,946	\$ 1,924,638



Rosemont District Fire Department Job Description

POSITION: Volunteer Fire Chief

REPORTS TO: Rosemont District Fire Board

POSITIONS SUPERVISED: Deputy Chief, Captains, Lieutenants, and Firefighters

JOB PURPOSE:

This is a senior administrative, operational and supervisor position responsible for planning, organizing, coordinating and directing all fire suppression, related emergency services, and fire prevention operations and programs for the Rosemont District Fire Department. The Fire Chief is responsible for the continuous development and improvement of all departmental services and exercises a high degree of independent action, judgement and initiative on administrative, operational and technical matters, problems and decisions in accordance with Department and OFM policies, procedures and objectives.

DUTIES & RESPONSIBILITIES:

- Carries out all statutory duties of the position in accordance with federal and provincial statutes, including the *Fire Protection and Prevention Act, 1997* (FPPA), Occupational Health & Safety Act (OHSA), and the municipal Establishing and Regulating By-Laws.
- Supervises the overall administration of the Fire Department including the assignment and discipline of staff, preparation of operating and capital budgets and forecasts, requisitioning and control of materials, supplies and equipment and the preparation and maintenance of departmental records and reports.
- Organizes and assumes command of firefighting activities and related emergencies as required.
- Directs the operation, maintenance and repair of firefighting equipment.
- Plans for the orderly addition or replacement of facilities, vehicles and equipment relating to use, age or community growth.
- Directs the training of personnel engaged in firefighting, other emergency services and fire prevention and in the use of related equipment.
- Establishes rules, regulations and procedures for efficient departmental operations and consults with the Fire Board regarding major policy determination.
- Determines priorities to enable the most effective fire safety inspection and public education program delivery possible within available resource levels.
- Meets regularly with the Deputy Chief, Lieutenants, and Captains to ensure that all are following the policies, procedures and objectives of the department.

- Develops, implements and maintains Standard Operational Guidelines (SOG's) as required.
- Maintains the department communication systems.
- Maintains personnel records, prepares of payroll as required.
- Performs all duties as an assistant to the Fire Marshal, as prescribed by the FPPA.
- Demonstrates, promotes and instills professionalism in every aspect of the position.
- Exercises sound expenditure control activities within the Procurement Policy as adopted by the Board.
- Maintains a variety of statistical data, utilizing an electronic records management system and generates reports as required.
- Provides assistance and expertise to the Chief Building Official in respect of fire safety and protection systems required by the Ontario Building Code.
- Approves all training plans and programs for the department and ensures an acceptable skill level in areas of emergency response, fire safety inspections and public education programs, and ensures compliance with health and safety requirements relative to staff training.
- Maintains adequate staffing levels to permit the delivery of appropriate emergency response service.
- Attends Fire Board Meetings and Sub-Committee Meetings as required.
- Maintains records in accordance with retention policies.
- Other duties as assigned.

EDUCATION:

- Ability to handle physical/psychological demands.
- Ability to operate a variety of equipment safely and efficiently.
- A valid DZ driver's license
- Knowledge of safety procedures so that work can be carried out in a safe manner.
- Knowledge of the Municipality and surrounding areas would be an asset.
- Be bondable.
- Secondary School Graduation Diploma (or equivalent)
- Completed or enrolled in a recognized Officer Training Program.
- NFPA 1001 - Firefighter I & II
- NFPA 1021 - Fire Officer I & II or willingness to obtain
- NFPA 1035 - Public Education Officer considered an asset
- NFPA 1041 - Fire Training Officer I & II or willingness to obtain
- NFPA 1521 - Incident Safety Officer or willingness to obtain
- NFPA 1033 - Fire Investigator an asset
- NFPA 1031 - Fire Inspector an asset
- Demonstrated commitment to continuous learning; an equivalent combination of education and experience would also be considered acceptable.

EXPERIENCE:

- Must have at least five (5) years experience in progressively more responsible positions, preferably at Captain to Deputy position.

- Must have demonstrated leadership and managerial ability, good communication skills, and a proven work record in the area of personnel management.
- A balance of education, training, and broad practical experience is essential.
- Experience in developing and monitoring annual plans, objectives, and budgets an asset.

JOB SKILLS:

- Extensive knowledge of Fire Department rules, regulations, standing orders, policies, procedures and applicable Municipal and Provincial Codes, Acts and By-Laws.
- Thorough knowledge of the principles of effective supervision, training, Fire Prevention techniques and discipline of personnel.
- Thorough knowledge of the geography, building conditions and major fire hazards of the fire catchment area.
- Ability to effectively administer the operations of a fire department and exercise sound judgement in emergency situations.
- Thorough knowledge of current trends regarding the administration of firefighting and fire prevention activities.
- Ability to establish and maintain effective working relationships with various civic and business officials, staff and the general public.
- Strong verbal and written communication skills to promote and maintain effective public relations for the Department, the Board, and the participating municipalities.
- Ability to supervise and participate in the preparation of all necessary reports, including records and correspondence, including but not limited to all aspects of computer and technologically generated correspondence (i.e. Microsoft Word, Excel, PowerPoint, emails, texts, and other fire-related software as necessary)

MAINTAIN CONFIDENTIALITY:

- Reports, memoranda and correspondence.
- Knowledge of department matters.
- Knowledge of personnel and legal matters.
- Attends Closed Sessions of the Board.

SUPERVISION AND/OR STAFF ADVICE:

- Supervises 1 Deputy Chief, approximately 4 captain positions and approximately 21 firefighting positions (all volunteer).
- Provides advice to staff, colleagues, board members, public and other agencies.
- No formal working hours; on call 24/7 for emergency situations.
- Exposure to extremely dangerous physical hazards when commanding firefighting operations.
- Exposure to poor weather conditions and prolonged time on the job during firefighting and emergency situations.

JOB LOCATION:

- Rosemont District Fire Hall – 955716 7th Line E, Rosemont, Ontario

COMPENSATION:

- In accordance with the Rosemont District Fire Department's Adopted Wage Policy

DRAFT



Rosemont District Fire Department Job Description

POSITION: Volunteer Deputy Fire Chief

REPORTS TO: Fire Chief & Rosemont District Fire Board

POSITIONS SUPERVISED: Captains, Lieutenants, and Firefighters

JOB PURPOSE:

Under the direction of the Fire Chief, the Deputy Fire Chief is responsible for firefighting and training in a supervisory role. The Deputy maintains discipline within the department. Assumes the duties of the Volunteer Fire Chief in his/her absence and enforces fire service legislation such as the Ontario Fire Code, the Fire Protection and Prevention Act, and the Ontario Building Code.

DUTIES & RESPONSIBILITIES:

Under the direction of the Fire Chief the Deputy:

- Assists with carrying out all statutory duties of the position in accordance with federal and provincial statutes, including the Fire Protection and Prevention Act, 1997 (FPPA), Occupational Health & Safety Act (OH&SAO), and the municipal Establishing and Regulating By-Laws.
- Assists with the supervision of the overall administration of the Fire Department including the assignment and discipline of staff, preparation of operating and capital budgets and forecasts, requisitioning and control of materials, supplies and equipment and the preparation and maintenance of departmental records and reports.
- Organizes and assumes command of firefighting activities and related emergencies as required.
- Assists with the direction of the operation, maintenance and repair of firefighting equipment.
- Assists with plans for the orderly addition or replacement of facilities, vehicles and equipment relating to use, age or community growth.
- Assists with the direction of the training of personnel engaged in firefighting, other emergency services and fire prevention and in the use of related equipment.
- Assists with establishing rules, regulations and procedures for efficient departmental operations and consults with the Fire Board regarding major policy determination.
- Assists with determining priorities to enable the most effective fire safety inspection and public education program delivery possible within available resource levels.
- Meets regularly with the Chief, Captains and Lieutenants to ensure that all are following the policies, procedures and objectives of the department.

- Assists with the development, implementation and maintenance of Standard Operational Guidelines (SOG's) as required.
- Assists with maintaining the department communication systems.
- Assists with maintaining personnel records, preparation of payroll as required.
- Performs all duties as an assistant to the Fire Marshal, as prescribed by the FPPA.
- Demonstrates, promotes and instills professionalism in every aspect of the position.
- Exercises sound expenditure control activities within the Procurement Policy as adopted by the Board.
- Maintains a variety of statistical data, utilizing an electronic records management system and generate reports as required.
- Provides assistance and expertise to the Chief Building Official in respect of fire safety and protection systems required by the Ontario Building Code.
- Assists with approval of all training plans and programs for the department and ensures an acceptable skill level in areas of emergency response, fire safety inspections and public education programs, and ensures compliance with health and safety requirements relative to staff training.
- Assists with maintaining adequate staffing levels to permit the delivery of appropriate emergency response service.
- Attends Fire Board Meetings and Sub-Committee Meetings as required.
- Assists with maintaining records in accordance with retention policies.
- Other duties as assigned.

EDUCATION:

- Secondary School Graduation Diploma (or equivalent); Completed or enrolled in a recognized Officer Training Program.
- NFPA 1001 Fire fighter I & II
- NFPA 1021 Fire Officer I & II or willingness to obtain
- NFPA 1041 Fire Training Officer I & II or willingness to obtain
- NFPA 1521 Incident Safety Officer or willingness to obtain
- Demonstrated commitment to continuous learning through the Ontario Fire College is an asset; an equivalent combination of education and experience would also be considered acceptable.
- A valid DZ driver's license.

EXPERIENCE:

- Preferably five (5) years experience as a Firefighter – including one year of satisfactory service as a Captain or Officer.
- Must have demonstrated leadership and managerial ability, good communication skills, and a proven work record in the area of personnel management.
- Must have at least five (5) years experience in progressively more responsible positions.
- A balance of education, training, and broad practical experience is essential.

JOB SKILLS:

- Extensive knowledge of Fire Department rules, regulations, standing orders, policies, procedures and applicable Municipal and Provincial Codes, Acts and By-Laws.
- Thorough knowledge of the principles of effective supervision, training, Fire Prevention techniques and discipline of personnel.
- Thorough knowledge of the geography, building conditions and major fire hazards of the fire catchment area.
- Ability to effectively administer the operations of a fire department and exercise sound judgment in emergency situations.
- Thorough knowledge of current trends regarding the administration of firefighting and fire prevention activities.
- Ability to establish and maintain effective working relationships with various civic and business officials, staff and the general public.
- Ability to communicate effectively, both written and verbally, to promote and maintain effective public relations for the Department, the Board, and the participating municipalities.
- Ability to supervise and participate in the preparation of all necessary reports, including records and correspondence, including but not limited to all aspects of computer and technologically generated correspondence (i.e. Microsoft Word, Excel, PowerPoint, emails, texts, and other fire-related software as necessary)

MAINTAIN CONFIDENTIALITY:

- Reports, memoranda and correspondence.
- Personnel and legal matters.
- Closed Sessions of the Board.

SUPERVISION AND/OR STAFF ADVICE:

- Supervises approximately 4 captain positions and approximately 21 firefighting positions (all volunteer)
- Provides advice to staff, colleagues, board members, public and other agencies.
- No formal working hours; on call 24/7 for emergency situations.
- Exposure to extremely dangerous physical hazards when commanding firefighting operations.
- Exposure to poor weather conditions and prolonged time on the job during firefighting and emergency situations.

JOB LOCATION:

- Rosemont District Fire Hall – 955716 7th Line E, Rosemont, Ontario

COMPENSATION:

- In accordance with the Rosemont District Fire Department's Adopted Wage Policy

DRAFT



Rosemont District Volunteer Firefighters

POSITION: Volunteer Firefighter

REPORTS TO: Fire Chief & Deputy Fire Chief

JOB PURPOSE:

To provide firefighting emergency services under the direction of the Fire Chief.

DUTIES & RESPONSIBILITIES:

- Assists with carrying out all statutory duties of the position in accordance with federal and provincial statutes, including the Fire Protection and Prevention Act, 1997 (FPPA), Occupational Health & Safety Act (OH&SAO), and the municipal Establishing and Regulating By-Laws.

QUALIFICATIONS:

- Minimum 18 years of age.
- Reside or work near the Fire Station located at 955716 7th Line E, Rosemont.
- Hold a valid G driver's license and the ability to obtain DZ license within 1 year of hire date.
- Previous fire and/or medical training is an asset.
- Must provide a clean driver's abstract.
- Applicants with daytime/midweek availability for emergency calls will be considered an asset.
- Clean vulnerable sector criminal record check.

JOB LOCATION:

- Rosemont District Fire Hall – 955716 7th Line E, Rosemont, Ontario

COMPENSATION:

- In accordance with the Rosemont District Fire Department's Adopted Wage Policy



Approved on:

Tangible Capital Asset Policy

1. Purpose

A framework is established for the management and control of the Board's capital assets. Included in this framework is proper recognition, measurement, thresholds, amortization, reporting, safeguarding and disposal. This capital asset policy promotes sound corporate management of capital assets and complies with the PS3150 which regulates the accounting treatment of capital assets for local governments.

2. Scope

All tangible property owned by the Board, either through donation or purchase and which qualifies as a capital asset is addressed in this policy. In accordance with PS 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- a) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes, or for the development, construction, maintenance or repair of other tangible capital assets;
- b) have useful economic lives extending beyond an accounting period;
- c) are to be used on a continuing basis; and
- d) are not for sale in the ordinary course of operations.

Where a tangible capital asset is being held in inventory for use in the construction of a tangible capital asset they will be accounted for as "work in progress" until they form part of the new tangible capital asset is put into service.

3. Principles

The principles in this policy provide guidance for policy development and assist with the interpretation of the policy.

- a. This policy is for the benefit of the Board as a whole; for the users of the Board's financial statements and managers of the Board's tangible capital assets.
- b. The cost associated with data collection and storage must be balanced with the benefits achieved by users of the data and reports.
- c. Budgeting follows PS 3150. Only capital items meeting the capital asset criteria in this policy will be recorded as capital.
- d. Compliance is with all legislation applicable to municipalities.

- e. Financial, operational and information technology system limitations are considered.
- f. Materiality is considered.
- g. Reporting guidelines are met.

4. **Asset Classification**

4.1 All TCA's will be classified within one of these major categories:

- a) Land
- b) Land Improvements (includes amortizable improvements to land such as parking lots, fences, pathways, etc.)
- c) Building
- d) Vehicles
- e) Equipment
- f) Furniture and Fixtures

5. **Recording and Valuing Assets**

5.1 **Capitalization Threshold**

The capitalization threshold shall be \$2,500 for every TCA set up in the Asset Register.

5.2 **Donated/Downloaded Assets**

Assets that were acquired by donation or by downloading will be valued using fair market value at the date of contribution, if available. If not, value will be based on discounted replacement cost and set-up at that value.

5.3 **Shared and Jointly Owned Assets**

All assets are shared and jointly owned by Mulmur Township, Adjala-Tosorontio Township and the Town of Mono in accordance with the agreement establishing the joint Board.

Where an asset is not treated as owned by the Fire Department such as land and building, the Fire Department's share for any major upgrades will be treated as a grant paid by the Fire Department to the party claiming ownership, and the grant will be an operating expense of Rosemont District Fire Department.

6. **Betterments vs Maintenance**

Betterments occur when physical output or service capacity is increased, when useful life is extended, and when quality of output is improved. Betterments are to be treated as a Capital Asset addition for the TCA to which they relate and shall be recorded as a separate asset with its own useful life. Betterments may in fact be a replacement of an asset (such as a new roof) and so the old asset will be written-off as disposed, and the betterment set up as a new asset.

7. Pooled Tangible Capital Assets

TCA's will be pooled when they are numerous enough that, when taken collectively, their value exceeds the Pooling Threshold of \$2,500. Exceptions are made, however, in some cases, where it has been decided the value of amortizing is not worth the time to set up those assets, and therefore the Board accepts that these assets will continue to be expensed in full in the year of purchase (as they were pre-PSAB). Examples of pooled assets would be:

- Furniture and fixtures
- Small tools/equipment
- Hoses & couplers
- Breathing equipment
- Bunker gear
- Communication Equipment (portable radios & pagers)

When additional items are bought, accounting treatment will be to set up the bulk purchase as a new, single pooled asset (e.g. 5 tables are bought in 2020 to replace some already in use). A disposal will be recorded against the old, pooled asset, in proportion to the number of units replaced versus the number of units in that pooled asset.

8. Components

The following tangible capital asset will be set up as a multiple component, and not as a single asset:

- Buildings will be set up as 3 components: HVAC systems, roof, and structure.

9. Constructed Assets

Tangible capital assets, which are newly constructed, will be treated as Work-in-Progress, and reflected in the financial statements as a separate category of TCA, with zero amortization, whenever they remain incomplete as at year end. Whenever the asset begins to be used which is not necessarily when the asset is completed, it will be set up as one or more TCA under the applicable rules and amortization will begin in the year following the start of usage of the asset.

10. Element of Cost

Any single TCA's cost will, per PSAB, include the purchase price as well as:

- Installation costs
- Design, engineering and architectural fees and staff costs
- Legal fees
- Survey and site preparation costs
- Freight, transportation insurance, and duties

- Carrying charges/interest in the case where borrowing is done to finance a project, but only during the period up to the time that the asset is recorded as a TCA. Interest paid after capitalization will be treated as an operating budget expense.

11. Valuation

All TCA's will be valued at cost.

12. Amortization

All TCA's, excluding land, will be amortized using the *straight-line method*. This method is preferred for its simplicity and ease-of-use. Assets will be amortized for half of the year in the year that the asset is purchased.

Amortization entries shall be posted by the applicable staff to the General Ledger on an annual basis, so that it may be presented to the Board and Councils on the year end statements.

The useful life of each sub-class of a TCA will be set based on consultation with department staff, and review of estimates used in other municipalities. Unless there is a significant difference in the type of sub-class, only one useful life estimate will be used to every TCA in that sub-class. e.g. if one building has a steel roof and another building has a shingle roof, then their useful life estimates may be different.

Residual values will not be estimated or used by the Fire Department. When an asset is sold or traded, the proceeds will be compared to the remaining Net Book Value (NBV), and the disposal will be recorded, the asset's NBV shall be written-off, and a gain or loss on sale recognized.

Write-downs will be done after annual reviews of useful life estimates. The Treasurer or designate will conduct an annual review in conjunction with the Fire Chief or designate to determine if there are any write-downs to be recorded.

When a write-down is required, a journal entry to record the additional amortization required, per the review decision, and before year-end, will be posted immediately following the review, and before year-end, so that the NBV at the year-end matches the decision made jointly at the review by the Treasurer or designate.

A record of all annual reviews, and a written authorization for any write-downs, will be kept in the TCA files within the accounting department, as evidence, for auditing purposes.

13. Asset Register/Records:

The accounting department is responsible for maintaining the TCA records.



Approved on:

Training Cost Recovery Policy

1. Purpose

- 1.1 To set out rules on the recovery of training costs should a Volunteer Firefighter Cease Volunteering for the department while undertaking sponsored training, or for a specified period of time after completion.

2. Scope and Application

- 2.1 This policy applies to all Firefighters of the Rosemont District Fire Department.

3. Definitions

- 3.1 **Ceases Volunteering** means the firefighter has quit their position or has been terminated but does not include medical or other approved leaves of absence.
- 3.2 **Department** shall mean the Rosemont District Fire Department.
- 3.3 **Firefighter** shall mean a first responder trained in firefighting volunteering for the Rosemont District Fire Department.
- 3.4 **Fire Chief** shall mean the highest-ranking officer and leader within the Rosemont District Fire Department.
- 3.5 **Training Course** shall mean training outsourced to external providers in which the department incurs expenses. The training may be in person, virtual, etc.

4. Repayment Of Training Costs

- 4.1 If a Firefighter Ceases Volunteering after the Department has incurred costs for a Training Course, the Firefighter shall repay all fees and expenses associated with the Training Course in accordance with Clause 3.2.
- 4.2 Firefighters shall repay the Department as follows:
 - (a) If a Firefighter Ceases Volunteering before attending the Training Course but the Department has already incurred liability for the costs, the Firefighter shall repay the proportion of the costs that the Department cannot recover from the external provider;

- (b) If a Firefighter withdraws from a Training Course for which the Department will incur costs, the Firefighter may be held responsible for 100% of the cost.
 - (c) If a Firefighter Ceases Volunteering during the Training Course or within 12 months of completing the Training Course, the Firefighter shall repay 100% of the costs.
- 4.3 The Department shall deduct the sums under this policy from the Firefighter's final salary or any outstanding payments due to the Firefighter. If a remaining balance is owed, the Firefighter will be responsible for reimbursing the Department for the outstanding balance.

5. Exemptions

- 5.1 Firefighters shall not be required to repay the costs if
- (a) The Department terminates the Firefighter; or
 - (b) The Firefighter Ceases Volunteering in response to a fundamental breach by the Department.
- 5.2 In cases where the Firefighter is terminated for just cause, the Firefighter shall repay the costs as outlined in section 4.2

6. Other Practical Aspects

- 6.1 The Fire Chief will record the following details in the Firefighter's record and the Department training files:

Name of Department	
Name of Firefighter	
Course Title	
Course Dates (Commencement and expected end dates)	
Course fees and other costs Eg. <ul style="list-style-type: none"> • Course fees • Travel, meals & accommodation to training sessions • Memberships • Exam fees • Books and Materials 	
Firefighter Signature	
Date	
Fire Chief Signature	
Date	

Appendix 1

Rosemont District Fire Department Training Approval Request Form

Name of Firefighter: _____

Course Title: _____

Course Dates: _____

Location of Course: _____

Fees and Costs-

Course Fee \$ _____

Travel \$ _____ approximate KMs _____

Membership \$ _____

Exam Fee \$ _____

Total Costs requested \$ _____

I understand that I may be required to reimburse all or part of the costs if the Training Cost Recover Policy is not followed.

Signed: _____ (Firefighter) Date: _____

Approved by: _____ (Fire Chief) Date: _____



Approved on:
Mileage Policy

1. Purpose

The purpose of this policy is to provide clear guidelines for the reimbursement of mileage expenses for firefighters of the Rosemont District Fire Department. This ensures fair and consistent compensation for the use of personal vehicles.

2. Eligibility

All Firefighters of the Rosemont District Fire Department are eligible for mileage reimbursement under this policy when traveling on official department business.

3. Definitions

3.1 **Department** shall mean the Rosemont District Fire Department.

3.2 **Firefighter** shall mean a member of the Rosemont District Fire Department.

3.3 **Chief** shall mean the Chief and/or Deputy Chief of the Rosemont & District Fire Department.

3.4 **Training Course** shall mean training outsourced to external providers in which the Department incurs expenses. The training may be in person, virtual, etc.

3. Reimbursement Rate

The Department will reimburse Firefighters at a rate consistent with the current CRA standard mileage rate or an alternative rate approved by the Chief or the Rosemont District Fire Board. The rate may be updated annually or as needed to comply with CRA guidelines.

- **Rate Adjustments:** The rate is subject to change and will be updated annually in line with CRA updates or by Department policy.

4. Eligible Mileage

The following types of travel are eligible for mileage reimbursement:

- **Training:** Mileage will be reimbursed for travel to and from scheduled training.
- **Supplies:** Travelling to pick up supplies ordered for the Department

Mileage will be calculated based on the shortest direct route between locations unless additional travel is necessary due to circumstances.

5. Ineligible Mileage

The following types of travel are not eligible for mileage reimbursement:

- **From Home to Fire Station and Incident Scene:** Mileage will not be reimbursed for travel from a firefighter's home to the fire station and/or incident scene.
- **Fire Station to Incident Scene:** Mileage will not be reimbursed for travel from the fire station to an incident scene and vice versa.
- **Non-Department Related Activities:** Travel to and from personal events or non-official activities.
- **Routine Local Travel:** Daily or regular commuting from home to the fire station or station-related activities.
- **Travel Without Prior Authorization:** Mileage will not be reimbursed for unauthorized trips or activities outside the scope of official duties.

6. Procedure for Submitting Mileage Claims

To receive mileage reimbursement, Firefighters must submit a completed mileage reimbursement form to the Department Treasurer or designated staff member by the last day of each month. The form must include:

- **Date of Travel**
- **Destination** (including the specific addresses or location names)
- **Purpose of Travel** (e.g., emergency response, training, meeting)
- **Total Kilometres Traveled** (round-trip)
- **Signature of the Firefighter**
- **Chief Signature of the Approval**

Mileage reimbursements will be processed monthly, following the approval of the Chief, Treasurer or designated authority.

7. Limitations and Conditions

- **Approval:** All mileage claims are subject to review and approval by the Chief, Treasurer or designated staff member before reimbursement.
- **Documentation:** Firefighters are responsible for maintaining an accurate log of their travel and must submit all necessary documentation as required.
- **Compliance with Laws:** All travel and reimbursement must comply with applicable laws, regulations, and CRA guidelines.

- **Reimbursement Limits:** The Department reserves the right to limit or suspend reimbursement for excessive or unjustified mileage claims.

8. Amendments

The Rosemont District Fire Board reserves the right to modify, amend, or terminate this mileage reimbursement policy at any time. Any changes will be communicated to the Firefighters in writing.

This policy is subject to periodic review and updates to ensure the fair and effective management of mileage reimbursements within the Department.

DRAFT

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
02-26-2025	J144	6266-20020,	Gord Davenport Automotive Inc				
				1018	HST Receivable	17.72	-
				5079	Equipment & Uniform Supplies	160.46	-
				2002	Trade Accounts Payable	-	178.18
03-06-2025	J145	IVC2439,	Township of Adjala-Tosorontio				
				5062	Breathing apparatus maintenance	620.80	-
				2002	Trade Accounts Payable	-	620.80
03-13-2025	J146	2025,	Ontario Municipal Fire Prevention Officers Associati				
				5082	Membership fees	150.00	-
				2002	Trade Accounts Payable	-	150.00
03-04-2025	J147	00000123989,	Avenir Energy				
				1018	HST Receivable	209.39	-
				5096	Propane	1,895.64	-
				2002	Trade Accounts Payable	-	2,105.03
04-01-2025	J158	04012025,					
				1018	HST Receivable	22.99	-
				5012	Firefighter Payroll Total:Officers	1,886.92	-
				5028	Travel	208.13	-
				2002	Trade Accounts Payable	-	1,814.17
				2006	CPP Payable	-	94.92
				2007	EI Payable	-	30.95
				2009	Federal Income Tax Payable	-	178.00
03-26-2025	J159	0000278678,	Point to Point				

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
				1018	HST Receivable	828.05	-
				5104	Capital Expenses:Radio & Page	7,496.66	-
				2002	Trade Accounts Payable	-	8,324.71
03-26-2025	J160	006375,	Advanced Gas Technologies				
				1018	HST Receivable	314.96	-
				5062	Breathing apparatus maintenance	2,851.44	-
				2002	Trade Accounts Payable	-	3,166.40
03-26-2025	J161	0000190252,	A.J. Stone Company Ltd				
				1018	HST Receivable	5.68	-
				5078	Equipment repairs	51.40	-
				2002	Trade Accounts Payable	-	57.08
03-25-2025	J162	857930,	Wayne Bird Fuels				
				1018	HST Receivable	1.47	-
				5074	Vehicle Fuel & Oil Purchases	13.29	-
				2002	Trade Accounts Payable	-	14.76
03-25-2025	J163	8018,	Butler Electric				
				1018	HST Receivable	73.40	-
				5098	Building Maintenance	664.49	-
				2002	Trade Accounts Payable	-	737.89
03-25-2025	J164	8019,	Butler Electric				
				1018	HST Receivable	58.45	-
				5098	Building Maintenance	529.15	-
				2002	Trade Accounts Payable	-	587.60

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
03-01-2025	J174	03012025,	Vianet				
				1018	HST Receivable	12.36	-
				5040	Telephone & Internet	111.88	-
				2002	Trade Accounts Payable	-	124.24
02-26-2025	J175	02252025,	Bell Canada - North York				
				1018	HST Receivable	17.59	-
				5040	Telephone & Internet	159.27	-
				2002	Trade Accounts Payable	-	176.86
02-26-2025	J176	02252025-0555,	Bell Canada - North York				
				1018	HST Receivable	11.90	-
				5040	Telephone & Internet	107.76	-
				2002	Trade Accounts Payable	-	119.66
02-13-2025	J177	02132025,	Bell Mobility Cellular				
				1018	HST Receivable	3.82	-
				5040	Telephone & Internet	34.62	-
				2002	Trade Accounts Payable	-	38.44
03-13-2025	J178	03132025,	Bell Mobility Cellular				
				1018	HST Receivable	3.78	-
				5040	Telephone & Internet	34.26	-
				2002	Trade Accounts Payable	-	38.04
03-20-2025	J179	03312025,	WSIB				
				5006	Workers Compensation	2,471.63	-

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
				2002	Trade Accounts Payable	-	2,471.63
03-01-2025	J180	03012025,	WSIB				
				2002	Trade Accounts Payable	6,506.97	-
				5006	Workers Compensation	-	6,506.97
03-05-2025	J181	03052025,	TD VISA				
				1018	HST Receivable	52.19	-
				5029	MTO Reports	70.00	-
				5044	Office Supplies	159.24	-
				5072	Vehicle maintenance	64.08	-
				5098	Building Maintenance	249.14	-
				2002	Trade Accounts Payable	-	594.65
03-28-2025	J182	03282025,	TD VISA				
				1018	HST Receivable	261.56	-
				5004	Recognition - Firefighters	270.68	-
				5038	Postage	77.43	-
				5044	Office Supplies	214.23	-
				5068	Training	1,840.93	-
				5070	Radio repairs and supplies	8.64	-
				5074	Vehicle Fuel & Oil Purchases	33.58	-
				2002	Trade Accounts Payable	-	2,707.05
02-21-2025	J187	02202025,	Hydro One Networks Inc.				
				1018	HST Receivable	36.98	-
				5092	Hydro	291.75	-
				2002	Trade Accounts Payable	-	328.73

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
04-07-2025	J198	20250025377,	Receiver General For Canada	5080	Licenses	1,905.58	-
				2002	Trade Accounts Payable	-	1,905.58
04-01-2025	J199	3200022832,	City of Barrie	5056	Dispatch Fees	5,951.75	-
				2002	Trade Accounts Payable	-	5,951.75
03-30-2025	J200	105303,	Currie Heavy Towing	1018	HST Receivable	111.84	-
				5072	Vehicle maintenance	1,012.51	-
				2002	Trade Accounts Payable	-	1,124.35
04-02-2025	J201	00000176650,	Avenir Energy	1018	HST Receivable	8.99	-
				5096	Propane	81.35	-
				2002	Trade Accounts Payable	-	90.34
03-31-2025	J202	18668,	Sani Gear Inc	1018	HST Receivable	125.09	-
				5064	Protective Clothing Maintenance	1,132.50	-
				2002	Trade Accounts Payable	-	1,257.59
03-28-2025	J203	0000190361,	A.J. Stone Company Ltd	1018	HST Receivable	19.97	-
				5078	Equipment repairs	180.81	-
				2002	Trade Accounts Payable	-	200.78

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
05-01-2025 J213 05012025,				1018	HST Receivable	22.70	-
				5012	Firefighter Payroll Total:Officers	1,886.92	-
				5028	Travel	205.54	-
				2002	Trade Accounts Payable	-	1,811.29
				2006	CPP Payable	-	94.92
				2007	EI Payable	-	30.95
				2009	Federal Income Tax Payable	-	178.00
03-21-2025 J215 03212025, Hydro One Networks Inc.				1018	HST Receivable	44.41	-
				5092	Hydro	350.24	-
				2002	Trade Accounts Payable	-	394.65
04-01-2025 J216 04012025, Vianet				1018	HST Receivable	12.36	-
				5040	Telephone & Internet	111.88	-
				2002	Trade Accounts Payable	-	124.24
04-01-2025 J217 01P99945, STEER ENTERPRISES LTD				1018	HST Receivable	5.17	-
				5072	Vehicle maintenance	46.78	-
				2002	Trade Accounts Payable	-	51.95
04-02-2025 J218 01S45393.02, STEER ENTERPRISES LTD				1018	HST Receivable	8.76	-
				5072	Vehicle maintenance	79.33	-

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
				2002	Trade Accounts Payable	-	88.09
03-26-2025	J219	03252025,	Bell Canada - North York	1018	HST Receivable	11.57	-
				5040	Telephone & Internet	104.71	-
				2002	Trade Accounts Payable	-	116.28
03-26-2025	J220	03252025-3417,	Bell Canada - North York	1018	HST Receivable	17.09	-
				5040	Telephone & Internet	154.77	-
				2002	Trade Accounts Payable	-	171.86
04-25-2025	J221	04152025,	Receiver General	2006	CPP Payable	284.76	-
				2007	EI Payable	92.85	-
				2009	Federal Income Tax Payable	534.00	-
				5005	EI Expense	129.99	-
				5007	CPP Expense	284.76	-
				2002	Trade Accounts Payable	-	1,326.36
03-03-2025	J222	0046177,	Township of Mulmur	5026	Municipal Administration Fees	2,500.00	-
				2002	Trade Accounts Payable	-	2,500.00
04-16-2025	J223	0046181,	Township of Mulmur	5026	Municipal Administration Fees	2,500.00	-
				2002	Trade Accounts Payable	-	2,500.00

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
04-07-2025	J224	04072025,	TD VISA				
				1018	HST Receivable	343.28	-
				5068	Training	82.94	-
				5072	Vehicle maintenance	3,052.80	-
				2002	Trade Accounts Payable	-	3,479.02
04-14-2025	J232	18777,	Sani Gear Inc				
				1018	HST Receivable	64.98	-
				5064	Protective Clothing Maintenance	588.27	-
				2002	Trade Accounts Payable	-	653.25
05-01-2025	J234	H677247,	Homewood Health Inc.				
				1018	HST Receivable	113.30	-
				5052	Insurance	1,025.74	-
				2002	Trade Accounts Payable	-	1,139.04
05-01-2025	J235	2664,	Barrie Scuba House				
				1018	HST Receivable	27.26	-
				5062	Breathing apparatus maintenance	246.77	-
				2002	Trade Accounts Payable	-	274.03
05-01-2025	J236	05082025,	Michael Blacklaws				
				1018	HST Receivable	108.22	-
				5004	Recognition - Firefighters	102.55	-
				5044	Office Supplies	35.19	-
				5064	Protective Clothing Maintenance	20.35	-
				5078	Equipment repairs	229.11	-
				5079	Equipment & Uniform Supplies	509.42	-

ROSEMONT DISTRICT FIRE DEPARTMENT

Purchases Journal J144 to J263

				Account Number	Account Description	Debits	Credits
				5098	Building Maintenance	83.19	-
				2002	Trade Accounts Payable	-	1,088.03
04-21-2025 J249 8006009313, KPMG LLP, T4348				1018	HST Receivable	89.50	-
				2010	Accrued Liabilities	5,085.00	-
				2002	Trade Accounts Payable	-	5,174.50
05-08-2025 J258 2675, Barrie Scuba House				1018	HST Receivable	16.35	-
				5062	Breathing apparatus maintenance	148.07	-
				2002	Trade Accounts Payable	-	164.42
05-21-2025 J259 0000191550, A.J. Stone Company Ltd				1018	HST Receivable	342.33	-
				5062	Breathing apparatus maintenance	3,099.20	-
				2002	Trade Accounts Payable	-	3,441.53
						66,499.56	66,499.56

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ROSEMONT DISTRICT FIRE DEPARTMENT

Comparative Income Statement

	Actual 01/01/2025 to 05/26/2025	Budget 01/01/2025 to 12/31/2025	Difference	Actual 01/01/2024 to 12/31/2024	Budget 01/01/2024 to 12/31/2024	Difference
REVENUE						
Income						
Municipal OpsLevies:Twp AdjTos	38,917.38	77,834.79	-38,917.41	70,378.84	70,378.85	-0.01
Municipal Ops Levies:Town of Mono	46,394.06	92,788.11	-46,394.05	83,922.56	83,922.57	-0.01
Municipal Ops Levies:Twp Mulmur	93,460.56	186,921.10	-93,460.54	168,282.60	168,282.58	0.02
Municipal Operating Levies:Net	178,772.00	357,544.00	-178,772.00	322,584.00	322,584.00	0.00
Large Capital Levy:AdjalaTosorontio	16,381.40	32,762.78	-16,381.38	30,544.12	30,544.10	0.02
Large Capital Levy:Mono Special Lev	19,528.52	39,057.04	-19,528.52	36,422.04	36,422.02	0.02
Large Capital Levy:Mulmur Special L	39,340.08	78,680.18	-39,340.10	73,033.88	73,033.88	0.00
Large Capital Levy:Net	75,250.00	150,500.00	-75,250.00	140,000.04	140,000.00	0.04
Fire Calls	4,362.50	10,000.00	-5,637.50	12,987.50	25,000.00	-12,012.50
Interest	4,248.13	5,000.00	-751.87	28,337.20	10,000.00	18,337.20
Donations - Operating	0.00	0.00	0.00	1,005.52	0.00	1,005.52
Donations - Capital	4,746.50	0.00	4,746.50	2,000.00	0.00	2,000.00
Miscellaneous Income	75.00	0.00	75.00	0.00	0.00	0.00
Transfer From Capital Reserve	0.00	32,500.00	-32,500.00	612,957.36	622,500.00	-9,542.64
Government Funding	8,230.45	0.00	8,230.45	22,206.00	0.00	22,206.00
Sale of Capital Assets	35,000.00	0.00	35,000.00	0.00	0.00	0.00
Total Income	310,684.58	555,544.00	-244,859.42	1,142,077.62	1,120,084.00	21,993.62
TOTAL REVENUE	310,684.58	555,544.00	-244,859.42	1,142,077.62	1,120,084.00	21,993.62
EXPENSE						
Direct Cost						
Amortization	0.00	0.00	0.00	114,944.51	0.00	114,944.51
Recognition - Firefighters	513.66	500.00	13.66	0.00	500.00	-500.00
EI Expense	129.99	650.00	-520.01	519.80	500.00	19.80
Workers Compensation	-4,035.34	11,000.00	-15,035.34	10,773.02	8,900.00	1,873.02
CPP Expense	284.76	1,400.00	-1,115.24	1,122.72	850.00	272.72
Firefighter Payroll Total:Officers	9,434.60	42,103.00	-32,668.40	40,064.96	44,214.00	-4,149.04
Firefighter Payroll Total:Hourly Pa	0.00	143,296.00	-143,296.00	134,449.91	130,625.00	3,824.91
Firefighter Payroll Total:Net	6,327.67	198,949.00	-192,621.33	186,930.41	185,589.00	1,341.41
Municipal Administration Fees	5,000.00	10,000.00	-5,000.00	10,000.00	10,000.00	0.00
Travel	660.06	5,000.00	-4,339.94	4,150.95	500.00	3,650.95
MTO Reports	70.00	300.00	-230.00	140.00	300.00	-160.00
Fire Prevention	0.00	1,000.00	-1,000.00	1,000.00	1,000.00	0.00
Public Education	0.00	1,000.00	-1,000.00	1,026.46	1,000.00	26.46
Postage	77.43	225.00	-147.57	67.66	225.00	-157.34
Telephone & Internet	1,358.10	5,200.00	-3,841.90	4,669.72	5,200.00	-530.28
Office Supplies	408.66	2,700.00	-2,291.34	5,896.78	2,700.00	3,196.78
Bank charges	2.00	100.00	-98.00	142.95	100.00	42.95

Audit	0.00	2,645.00	-2,645.00	4,579.79	2,645.00	1,934.79
Insurance	30,503.26	36,000.00	-5,496.74	35,871.37	36,000.00	-128.63
Legal Fees	0.00	0.00	0.00	586.19	0.00	586.19
Dispatch Fees	5,951.75	12,000.00	-6,048.25	11,560.73	12,000.00	-439.27
Medical Supplies	0.00	5,000.00	-5,000.00	5,430.07	5,000.00	430.07
Breathing apparatus maintenance	7,213.05	5,000.00	2,213.05	3,310.27	5,000.00	-1,689.73
Protective Clothing Maintenance	2,317.34	4,000.00	-1,682.66	0.00	4,000.00	-4,000.00
Protective Gear Non-Capital	0.00	7,500.00	-7,500.00	5,854.86	7,500.00	-1,645.14
Training	2,113.87	20,000.00	-17,886.13	13,707.80	16,400.00	-2,692.20
Radio repairs and supplies	8.64	1,500.00	-1,491.36	2,852.49	1,200.00	1,652.49
Vehicle maintenance	8,121.32	13,000.00	-4,878.68	7,980.25	13,000.00	-5,019.75
Vehicle Fuel & Oil Purchases	181.27	9,000.00	-8,818.73	6,864.06	9,000.00	-2,135.94
Certifications & Medical Oversight	0.00	5,500.00	-5,500.00	20.00	5,500.00	-5,480.00
Equipment repairs	1,275.44	4,500.00	-3,224.56	3,309.61	4,500.00	-1,190.39
Equipment & Uniform Supplies	2,746.92	3,000.00	-253.08	8,872.09	9,900.00	-1,027.91
Licenses	1,905.58	2,100.00	-194.42	1,930.41	2,000.00	-69.59
Membership fees	150.00	525.00	-375.00	885.92	525.00	360.92
Miscellaneous	0.00	600.00	-600.00	896.80	600.00	296.80
Hydro	979.36	4,000.00	-3,020.64	3,530.02	4,000.00	-469.98
Propane	3,811.63	6,700.00	-2,888.37	4,752.04	6,700.00	-1,947.96
Building Maintenance	1,785.69	5,500.00	-3,714.31	5,051.14	5,500.00	-448.86
Total Operating Costs	76,641.37	173,595.00	-96,953.63	154,940.43	171,995.00	-17,054.57
Capital Expenses:Radio & Page	7,496.66	5,000.00	2,496.66	0.00	5,000.00	-5,000.00
Capital:Bunker Gear	12,134.88	17,500.00	-5,365.12	0.00	17,500.00	-17,500.00
Capital: Hose, Nozzles & Equipment	0.00	10,000.00	-10,000.00	0.00	0.00	0.00
Large Capital-Vehicle	4,328.77	0.00	4,328.77	0.00	600,000.00	-600,000.00
Tsfr to % Capital Reserve	0.00	150,500.00	-150,500.00	161,048.42	140,000.00	21,048.42
Capital Expenditures	23,960.31	183,000.00	-159,039.69	161,048.42	762,500.00	-601,451.58
Bad Debt Write-offs	0.00	0.00	0.00	1,995.00	0.00	1,995.00
Total Direct Cost	106,929.35	555,544.00	-448,614.65	619,858.77	1,120,084.00	-500,225.23
TOTAL EXPENSE	106,929.35	555,544.00	-448,614.65	619,858.77	1,120,084.00	-500,225.23
NET INCOME	203,755.23	0.00	203,755.23	522,218.85	0.00	522,218.85

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Dufferin County Fire Chiefs Meeting Minutes

March 12, 2025, 18:00
Orangeville Fire Department

Welcome

- Introduction of Ron Demarest, Fire Comm
 - Ron presented on his Fire Communication Centre in Tillsonburg
 - Discussion about Running Assignments
 - Teams meeting held March 11th with Roger Ruby, Ron Demarest, Justin Foreman and Dave Pratt. Discussion on eventual Phase 1 of radio project and how it will impact dispatch.
 - Ron provided sample County Communications procedure, and to provide list of automated 'benchmarks'

Minutes from December 10, 2024

- Review minutes of January 14, 2025, meeting, no issues arising.

Old Business

- Lithium Ion Battery Presentation - Laura King – NFPA (March 25th)
- Mobile Live Fire Training Unit (MLFTU), July 12th to 15th
 - MLFTU schedule (updated schedule provided to Chiefs)
- NFPA 1002 June 6th, 7th & 8th & 14th & 15th, 2025 (course full)
- SP 103 Wildland Firefighter Training (April 26th Shelburne FD and Agriculture Society)
 - Conversation with Dan Hawkins Rosemont to host a practical session, maybe get 4 participants from each department.
- Boots on the Ground – February 20th (Promotional materials arrived, to be distributed)
- Automatic Aid Agreement sample
 - Discussion Automatic Aid versus Mutual Aid, Chief's to set-up separate meeting

Standing Items

- Dufferin County Fire Services Modernization Plan
 - Dufferin County Fire Department Modernization Report, Grand Valley dissolving Board December 31st, Shelburne still having conversations
- Dufferin County Mutual Aid Plan
 - Fire Coordinator's Annual Mutual Aid meeting March 25 – 27
 - Discussion around Wildland Fire Response from each Department
- Radio Project (update from Roger Ruby)
 - See above
- Fire Danger Rating
 - Nothing to report
- NFPA 1006 Technical Rescue Certification
 - Added to standing items list to continue discussions
 - Shelburne reporting to Fire Board (Rope, Haz Mat Mission Specific)
 - Source providers for other specialties

Dufferin County Fire Chiefs Meeting Minutes

March 12, 2025, 18:00
Orangeville Fire Department

Update from OFM Advisor John Doucet

- Report from OFM Advisor Doucet (unable to attend or provide update)

New Business

- 2025 Recruitment
 - Shelburne introducing “Cadet” program bringing on staff continually
- Annual Pump testing C-Max July 29th/30th (Shelburne, Grand Valley)
- Automatic Crash Notification responses
- Blue Card command training

Departmental Updates

- a) Dundalk – FF XX Responses to date:
 -
- b) Grand Valley – FF 36 Responses to date: **41**
 - Approved 3 FT Hires (Admin, Training, Prevention)
 - Plan ahead for dissolution of the Fire Board
- c) Mulmur-Melancthon – FF 23 Responses to date: **9**
 - Gear dryer with Fire Protection Grant \$
- d) Orangeville – FF 28 & 20FT Responses to date: **411**
 - 6 recruits, new Pick Up, Fit Testing machine, working on new fire station (\$1,000 ft²)
 - RFP’s out for dispatch, radio upgrade, new engine
- e) Rosemont – FF 24 Responses to date: **25**
 - radio tower repaired, new Tanker in service, gear dryer with Fire Protection Grant \$
- f) Shelburne – FF 35 Responses to date: **62**
 - Final stages of Lieutenant promotional process

Round Table Discussion

Next Meeting: April 8th @ 6 pm (Dundalk)

Rotation: Honeywood, Shelburne, Rosemont, Grand Valley, Orangeville

Dufferin County Fire Chiefs Meeting Agenda

May 20, 2025, 18:00
Mulmur Melancthon Fire Department

Guest Speaker - None

Minutes from April 8, 2025

- Review minutes of April 8, 2025, meeting, nothing arising from the minutes

Old Business

- Mobile Live Fire Training Unit (MLFTU), July 12th to 15th - still spots available, hoping to fill out or will have to cancel some of the sessions
- 2025 Training Courses
 - NFPA 1002 June 6th, 7th & 8th & 14th & 15th, 2025
- Orangeville RFP for Dispatching Services - nothing new to report
- Xtreme Firefighter Challenge July 19, 2025

Standing Items

- Dufferin County Fire Services Modernization Plan
 - Grand Valley & District FD - Foreman working on new agreement & E&R Bylaw with Amaranth
- Dufferin County Mutual Aid Plan - nothing new to report
- Radio Project – Phase 1 complete – Fire Comm unable to report Ops 1 & Ops 2 channels, departments continue to use County Paging channel for all incidents
- Dufferin County GIS – Next Gen 911 boundary update – Pratt to reach out to Eric Carr for updated boundaries and mapping
- Fire Danger Rating
 - Weekly updates – Pratt to provide weekly, Monday mornings
- NFPA 1006 Technical Rescue Certification
 - see attached spreadsheet / review current situation – discussion around joint response to specialty rescues

Update from OFM Advisor John Doucet

- Report from OFM Advisor Brittany Costoff – nothing provided

New Business

- 2025 Recruitment (Shelburne has 1 potential candidates), Rosemont potentially 6 - 8
- Elevator Emergency Evacuation Training for Firefighters/ First Responders, most departments have trained technicians, Pratt to reach out to other departments to host
- Melancthon Day - First Responders Challenge June 21, 2025 – this is not a FD event, SDFD is having their Association golf tournament on the same day
- June 11th meeting MOH presenting on MPDS
- WSIB Claims triggering MOL Station visits – provided summary of various conversations
 - Safety Officer program – discussion amongst Chief's to respond to Mutual Aid calls and providing assistance to I.C. if requested

Dufferin County Fire Chiefs Meeting Agenda

May 20, 2025, 18:00

Mulmur Melancthon Fire Department

- Inner Township Technical Silo Rescue – spoke with Chief Gautreau , planning to attend June 11th meeting

Departmental Updates

- a) Dundalk – 28 FF 105 Responses for 2025:
 - R.J. promoted to Deputy Chief
- b) Grand Valley – 34 FF 76 Responses for 2025:
 - 3 FT position currently posted internally
- c) Mulmur-Melancthon – 22 FF 42 Responses for 2025:
 -
- d) Orangeville – 32 FF & 20FT **788** Responses for 2025:
 - 6 recruits completing training, RFP for new Engine, staff out testing truck repeaters wit the upgraded radio system, new Radio project
- e) Rosemont – 24 FF 47 Responses for 2025:
 - 8 potential recruits, Deputy Armstrong on LOA
- f) Shelburne – 33 FF 163 Responses for 2025:
 - Continued discussions with the Fire Board about dissolving board, levels of response, new fire hall, 4 staff completed the pilot Rope Course in Caledon (Operations Level)

Round Table Discussion

-

Next Meeting: June 11th, 2025 Shelburne

Rotation: Dundalk, Honeywood, Shelburne, Rosemont



Dufferin County

Multi-Jurisdictional Fire Prevention and Protection Modernization Plan



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ACRONYMS

AHJ	Authority Having Jurisdiction
CFES	Caledon Fire and Emergency Services
DFD	Dundalk Fire Department
EFD	Erin Fire Department
FSB	Fire Service Board
FUS	Fire Underwriters Survey
GVDFD	Grand Valley and District Fire Department
MMFD	Mulmur-Melancthon Fire Department
NFPA	National Fire Protection Association
OFD	Orangeville Fire Department
POC	Paid-on-Call
RDFD	Rosemont District Fire Department
SDFD	Shelburne and District Fire Department



SECTION 1

Preface

SECTION 1: PREFACE

County Background

Nestled in Central Ontario, Dufferin County spans an area of 1,486.31 square kilometres and is home to 66,257 residents, according to the 2021 census. Established as the Provisional County of Dufferin in 1881, it was carved out from portions of Grey, Simcoe, and Wellington counties. Looking ahead, the 2017 Official Plan projects that Dufferin County's population will rise to approximately 81,000 by 2036, marking an anticipated 18% increase. Detailed population projections for each of the county's eight municipalities are provided in the table below, which incorporates both the initial estimates from the Dufferin County Official Plan and updated figures from Statistics Canada.

Industrial Revolution of Fire Service ¹

The fire service's history dates back to the relics of portable water pumps found in ancient Egypt. The first organized fire service recorded in history began in Rome under the rule of Augustus Caesar over 2,000 years ago; groups of enslaved people were dispatched through the night, in charge of watching for fires and crime – herein the fire brigade was born.

Throughout ancient times, firefighting equipment evolved along with the demand for better firefighting services. Insurance companies began supporting local fire brigades which in turn protected insured buildings. By the 1900s, the need for governance by municipal and district partnerships became evident. Mid-century expansion of urban areas, changes in government responsibilities, and government initiatives led to a massive wave of municipal mergers.²

Hereon, we can infer that independent agencies were developed, which governed the vast regions of populated land; this is where the concept of a Fire Service Board (FSB) was established.

As civilization has evolved, there has been a shift from rural to urban communities, for which the needs of either differ tremendously, highlighting challenges in a wide range of governance.

¹ Jim Spell. "A brief history of the fire service: from ancient equipment to modern technology." FireRescue1. Accessed March 22, 2024. <https://www.firerescue1.com/firefighting-history/articles/a-brief-history-of-the-fire-service-from-ancient-equipment-to-modern-technology-uTSiJ1nGr7xUm5fm/>

² "How Local Government Works." Association of Municipalities of Ontario. Accessed March 26, 2024. <https://www.amo.on.ca/about-us/municipal-101/how-local-government-works>

Evolution of Dufferin County and Fire Service Challenges

Dufferin County (the County) is an upper-tier municipality composed of 14 Council members representing eight municipalities, including the Town of Orangeville, Town of Shelburne, Town of Grand Valley, Township of Amaranth, Township of East Garafraxa, Township of Melancthon, Town of Mono, and Township of Mulmur.

For more than 30 years, the residents of the County have relied on fire services provided by various lower-tier municipalities and several Fire Service Boards (FSBs), including some that are based outside the County's borders.

Currently, the County does not oversee fire service delivery nor possesses the authority to alter the existing model. Some have criticized the Fire Service Board (FSB) governance model in use for its inadequacy in addressing the needs of a growing population. Operating fire services has become increasingly costly, and more technically demanding. Pumper trucks now exceeding a million dollars and aerial trucks costing upwards of three million dollars. While it was once considered acceptable for fire apparatus to remain in service for 30 years or more, this is no longer acceptable. Effective capital planning is essential to ensure that fire equipment adheres to National Fire Protection Association (NFPA) and Fire Underwriters Survey (FUS) standards.

Moreover, the costs of constructing and operating fire stations have soared in recent years. For instance, one of the County's fire services is planning to build a new station with a projected cost exceeding \$25 million.

Rising salary costs for department personnel must also be factored into the increasing expenses. In the summer of 2022, Ontario Regulation 343/22: Firefighter Certification under the Fire Protection and Prevention Act (FPPA), 1997, came into effect. This Regulation mandates that all firefighters must be certified according to the standards outlined to perform fire protection services. By July 1, 2026, all firefighting disciplines are required to meet these certification standards, and an amendment has further stipulated that Technical Rescue disciplines must achieve the necessary certification by July 1, 2028. These regulatory requirements contribute significantly to the overall cost and management of operating fire services.

In addition to rising operational costs, the firefighting sector is becoming increasingly litigious. Within the County, at least two significant lawsuits have been initiated by fire service staff and applicants against Fire Service Boards (FSBs). Compounding the issue, homeowners—particularly those relocating from urban to rural areas—often have elevated expectations for fire services and are more inclined to file claims if these expectations are unmet. This growing trend poses a substantial challenge for developing communities.

TABLE #1: MUNICIPALITIES AND CORRESPONDING FIRE SERVICES

Municipalities	Fire Departments			
Town of Orangeville	Orangeville Fire Department (OFD)			
Town of Shelburne	Shelburne & District Fire Department (SDFD)			
Town of Grand Valley	Grand Valley & District Fire Department (GVDFD)			
Township of Amaranth	Orangeville Fire Department	Grand Valley & District Fire Department	Shelburne & District Fire Department	
Township of East Garafraxa	Grand Valley & District Fire Department	Orangeville Fire Department	Erin Fire Department Erin (EFD)	
Township of Melancthon	Mulmur-Melancthon Fire Department (MMFD)	Shelburne & District Fire Department	Dundalk Fire Department (DFD)	
Town of Mono	Shelburne & District Fire Department	Rosemont Fire Department (RFD)	Orangeville Fire Department	Caledon Fire and Emergency Services (CFES)
Township of Mulmur	Shelburne & District Fire Department	Rosemont Fire Department	Mulmur-Melancthon Fire Department	

Although this chart may seem confusing, it mirrors the complexity of the multiple fire services that serve different communities, which can also be confusing for residents.

FIGURE #1: FIRE SERVICES ORGANIZATIONAL CHART

Fire Services Organizational Chart

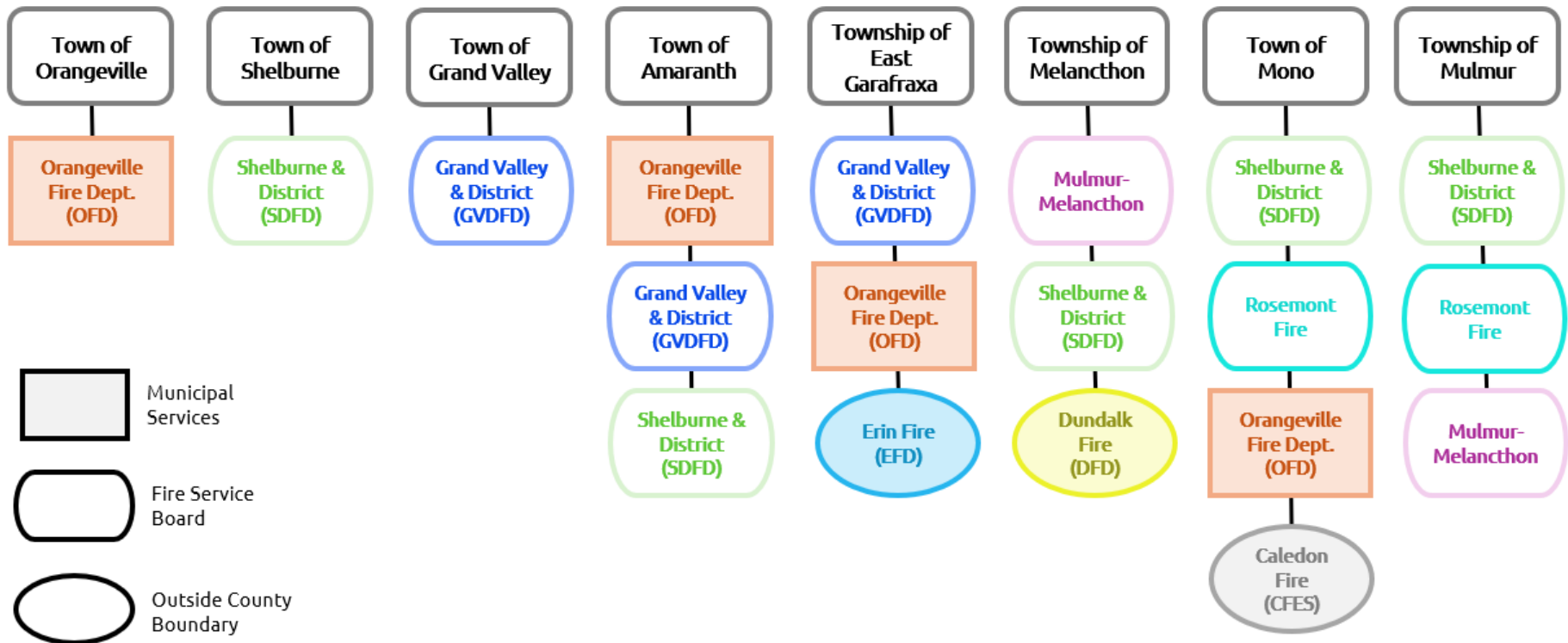


TABLE #2: MUNICIPAL POPULATION FORECASTS

	Population 2021 Statistics Canada	Population Forecast to 2031	Population Forecast to 2036	Percent Difference
Orangeville	30,167	36,490*	36,490*	+20.96%
Shelburne	8,994	10,000*	10,000*	+11.18%
Grand Valley	3,851	7,478*	7,503*	+94.83%
Grand Valley Urban	-	6,050*-	6,050*	-
Grand Valley Rural	-	1,428	1,453	-
Amaranth	4,327	4,680	4,710	+8.85%
East Garafraxa	2,794	3,150	3,180	+13.81%
Melancthon	3,132	3,410	3,430	+9.51%
Mono	9,421	9,770	9,890	+4.97%
Mulmur	3,571	4,290	4,340	+21.53%
Subtotal (excluding future reserved allocation)	-	79,268	79,543	-
Future Reserved Allocation	-	732	1,457	-
Total for the County of Dufferin	66,257	80,000	81,000	+22.25%

Note from the original chart:

Source: Statistics Canada National Household Survey 2011, MOI Letter, August 2010, MMM, C4SE

** Population forecasts beyond that identified is constrained due to the lack of approved municipal water services and municipal sewage services.*

*** Additional Future Reserved Allocation may be accommodated within Shelburne, subject to satisfying the Shelburne Urban Settlement Expansion policies of Section 3.5.1.2.*

FIGURE #2: FIRE SERVICE COVERAGE

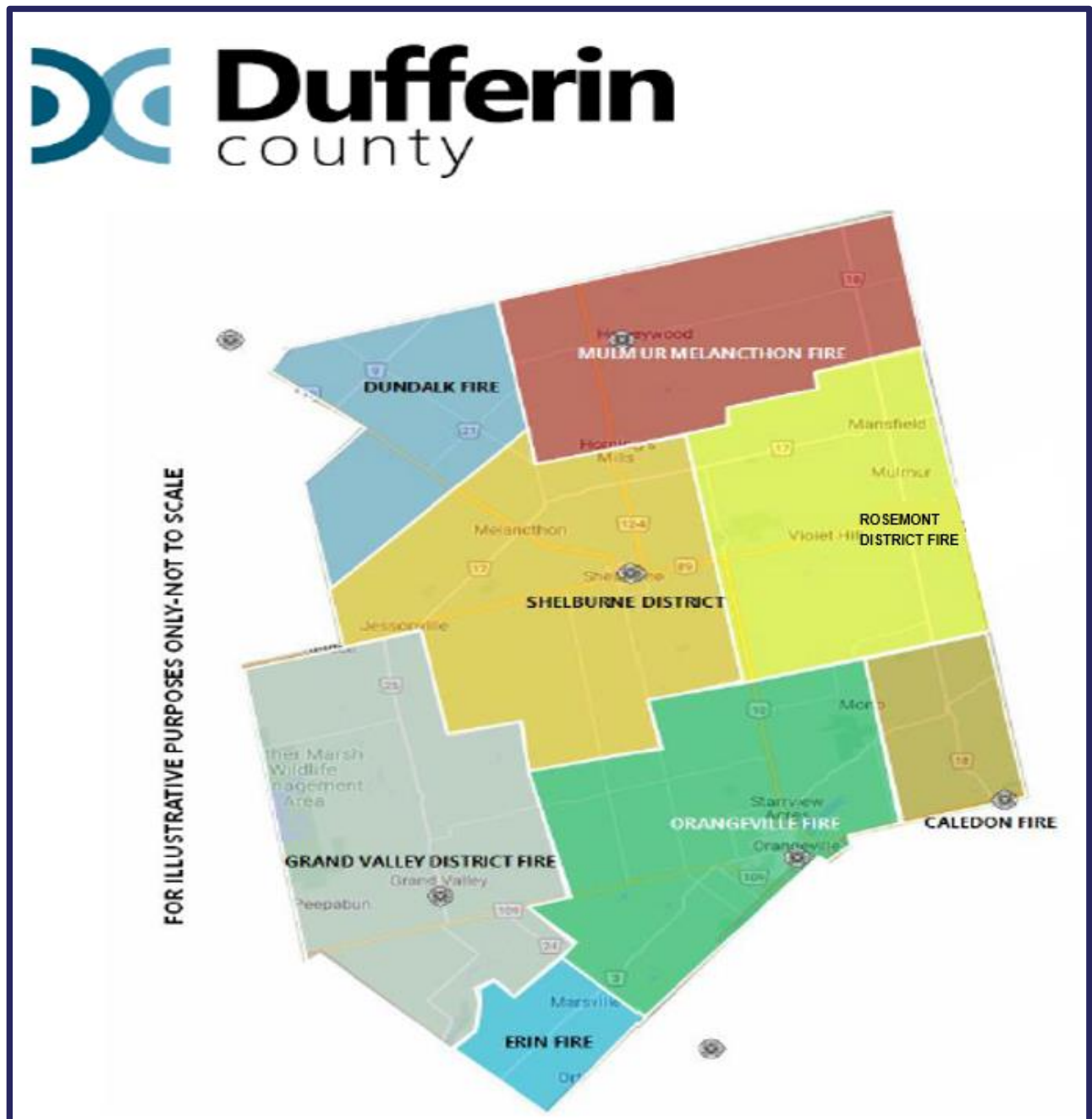
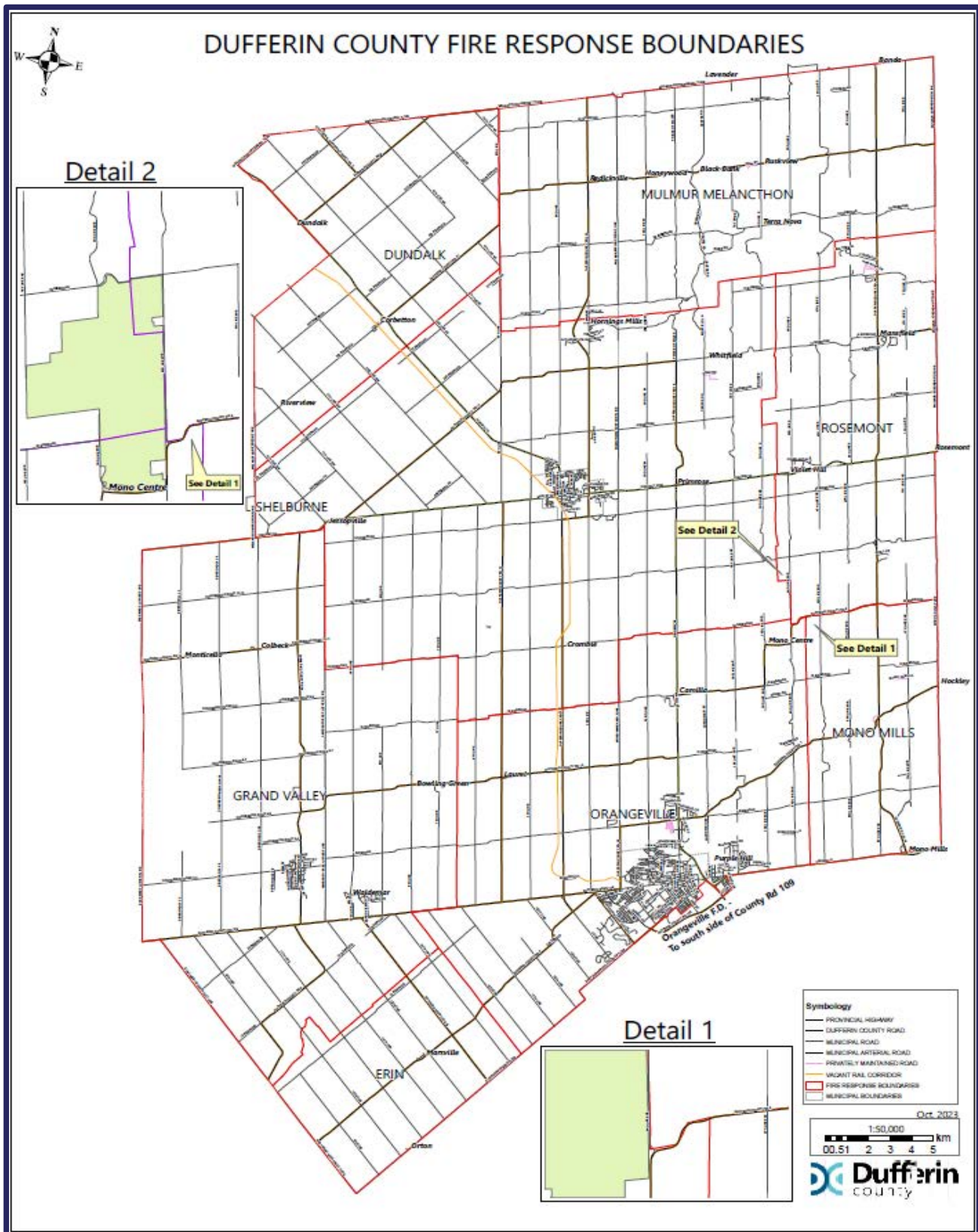


FIGURE #3: SERVICE BOUNDARIES WITHIN THE COUNTY



The lower-tier municipalities outside of County borders that provide fire protection services are contracted through service agreements with:

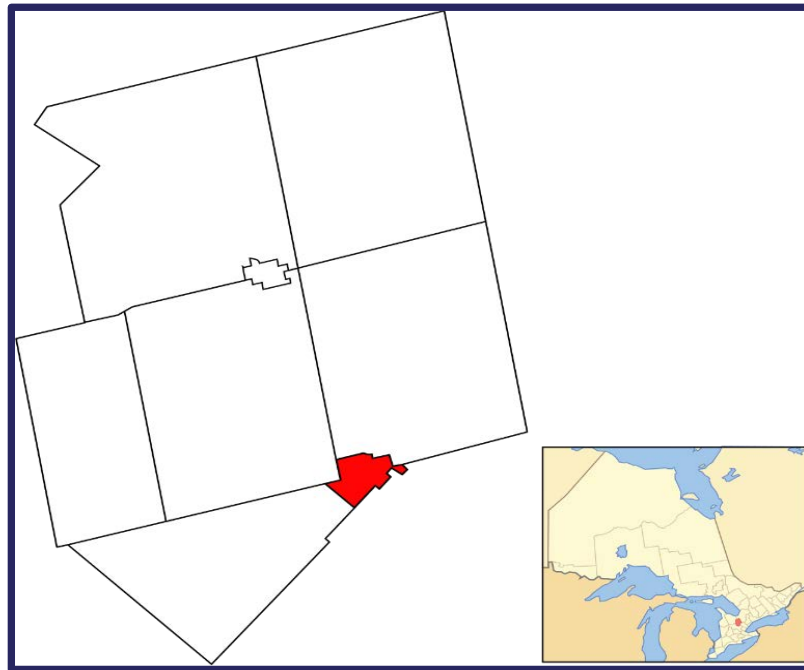
- Caledon Fire and Emergency Services (CFES) provides services to a portion of the Town of Mono.
- Erin Fire Department (EFD) services a portion of the Township of East Garafraxa (as well as the Town of Erin, outside County borders).
- Dundalk Fire Department (DFD) provides services to a large portion of the Township of Melancthon (as well as two other municipalities outside the County).

EMG has conducted a full review of each community and its related governance model. During this review the following points were assessed:

- How the community is protected (how many departments)
- The governance model - self governed, FSB or a combination
- An overview of feedback received in relation to the effectiveness of the governance
- Summary - future opportunities for efficiencies.

Town of Orangeville

FIGURE #4: TOWN OF ORANGEVILLE WITHIN DUFFERIN COUNTY



The Town of Orangeville was incorporated in 1874, named after Captain Orange Lawrence.³ Located in the south-central part of the county, this area is known as the 'seat.' It is bordered by East Garafraxa to the southwest, Mono to the northeast, and Amaranth to the northwest. The current population stands at 30,167, with a density of 1,900 people per square kilometer. By 2036, the population is projected to increase by 20.96%, reaching approximately 36,490 residents.

The Orangeville Fire Department (OFD), established in 1878, is the only directly operated municipal fire department within the County. It opened its current headquarters in 1972.⁴ It has a suppression team of 20 full-time firefighters and 28 volunteer firefighters responding from a single fire station. The Department serves the Town of Orangeville, Town of Mono, and the Townships of East Garafraxa and Amaranth.⁵

The Town is served by a single fire department, which follows a unified model for fire prevention education and enforcement. Although the Fire Department is directly managed by

³ "Orangeville, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Orangeville,_Ontario

⁴ "2023 Year End Information." PDF provided by the Fire Department.

⁵ "Fire Services". Town of Orangeville. Accessed March 27, 2024. <https://www.orangeville.ca/en/living-here/fire-services.aspx>

the Town, it has established an advisory committee with representatives from the neighbouring municipalities it serves. This committee helps maintain open communication by sharing information and collecting feedback from these municipalities. While the committee lacks formal authority, its role in facilitating dialogue is valued by the municipalities. Additionally, the Fire Department provides annual presentations to each of the councils to ensure transparency and foster engagement.

Feedback suggests that the fire service is highly regarded and well-supported by the Council. However, rising operational costs, particularly for maintaining career firefighters, are a concern. In 2020, the town transitioned from a municipal police service to a contract with the Ontario Provincial Police, which reduced annual costs by 48%. This shift has led to discussions about exploring alternative approaches to managing fire service expenses.

There is the opinion that the fire services should be 'fairly, and safely equipped', while remaining financially sustainable. As the costs of the fire service rise the town of Orangeville, the town must raise the charges for fire coverage provided to neighbouring municipalities.

Town of Shelburne

FIGURE #5: TOWN OF SHELBURNE WITHIN DUFFERIN COUNTY



Statistics

The Town of Shelburne, incorporated in 1877 with an initial population of 750 villagers⁶, has grown to 8,994 residents. By 2036, the population is projected to reach 10,000, reflecting an 11.18% increase. However, this growth is constrained by the lack of approved municipal water and sewage services, which impacts overall development and hampers the growth of the fire department due to insufficient water access for effective fire suppression. The current population density in Shelburne is 907.1 people per square kilometre.

The town is served by the Shelburne and District Fire Department (SDFD), which has been operating since 1982 with one fire station. The Department is led by a full-time fire chief and includes a paid-on-call deputy chief, along with 35 approved paid-on-call firefighters. The Fire Services Board (FSB), consisting of five municipalities with two members each, sees the Town of Shelburne contributing 56.43% of the budget, corresponding to its share of calls within the municipality.

⁶ "Shelburne, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Shelburne,_Ontario

The Town of Shelburne has contemplated a resolution to dissolve the FSB, believing that greater 'care and control' is needed. However, a motion proposed by the Council in 2021 to move forward with this resolution was defeated.

A particular concern regarding Shelburne is the significant increase in the budget for fire station upgrades. Originally set at \$2.2 million, the budget was revised to \$15 million in 2023 without involving any of the participating Councils. This abrupt increase has created difficulties for the municipalities in managing their annual budgets. Additionally, the 2024 capital budget highlights the need to replace two fire trucks, further straining financial resources.

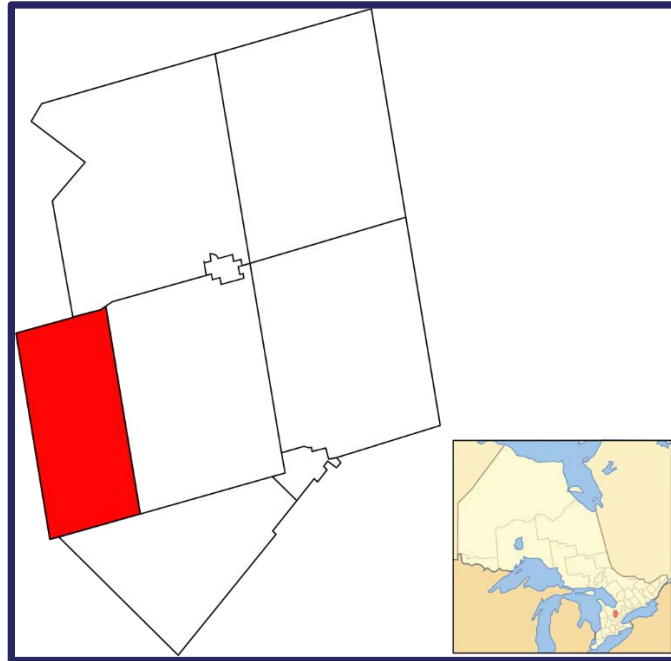
The FSB contracts with the Shelburne Municipal Benefit Program and has begun adopting municipal policies and procedures for human resources and other operational areas. The Town Clerk has worked with the FSB to ensure that it meets transparency guidelines. The Town provides IT support, GIS, HR, finance, purchasing, benefits, and payroll, and it deals with cyber risks but is not being compensated for the full range of services provided.

The original fire station, constructed before the formation of the FSB, is owned by the Town of Shelburne. However, an addition completed in 2012, during the FSB's governance of the fire department, means that each of the participating municipalities owns a share of the building. Despite this shared ownership of the structure, the land on which the station sits remains the property of the Town of Shelburne.

The Fire Services Board (FSB) is currently negotiating to acquire additional land next to the Fire Department. However, municipalities are concerned about having limited or no influence over the proposed property expansion.

Town of Grand Valley

FIGURE #6: TOWN OF GRAND VALLEY WITHIN DUFFERIN COUNTY



The Town of Grand Valley is in the southwest corner of Dufferin County. The formation of the town was a result of an amalgamation of the Township of East Luther, a rural farming area, and the Village of Grand Valley, thereafter, known as the Town of Grand Valley in 2012.⁸ It has a current population of 3,851 residents and a density of 18.7 people per square kilometre, with a significant growth of 94.83% expected by 2036, bringing the population to approximately 7,503 residents.

The Grand Valley and District Fire Department (GVDFD) has a single station operated by a Fire Service Board that serves the Town of Grand Valley and Townships of Amaranth and East Garafraxa.

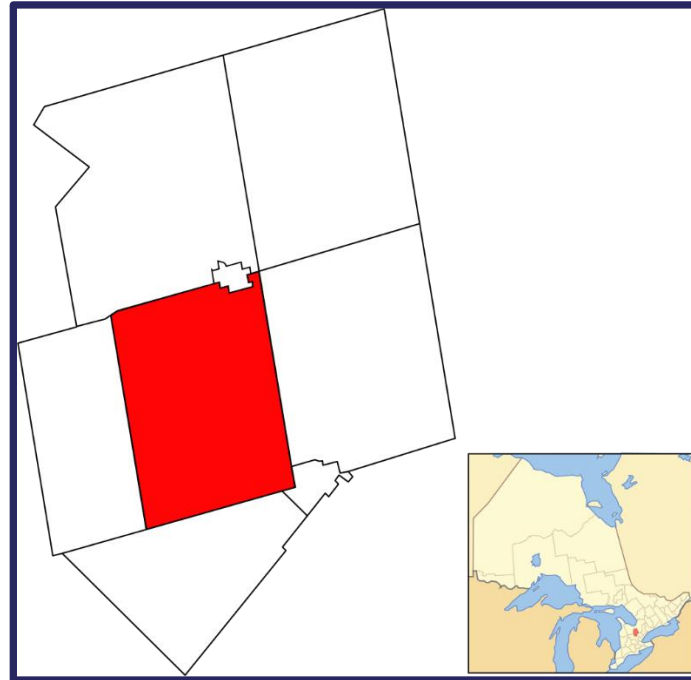
The operating levy is adjusted based on the call volume of the municipalities with the 2024 assessments allocating Amaranth with approximately 20.6% of the budget, East Garafraxa with 16% and the Town of Grand Valley with 63%.

As the town has a fire station within its boundaries, it has a fire prevention program provided by the single Department.

⁸ "Grand Valley, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Grand_Valley,_Ontario

Township of Amaranth

FIGURE #7: TOWNSHIP OF AMARANTH WITHIN DUFFERIN COUNTY



The Township of Amaranth was incorporated in 1854.⁹ Its current population is 4,327 residents with a density of 16.3 people per square kilometre. Amaranth has an anticipated growth rate of 8.85%, bringing the population to 4,710 by 2036.

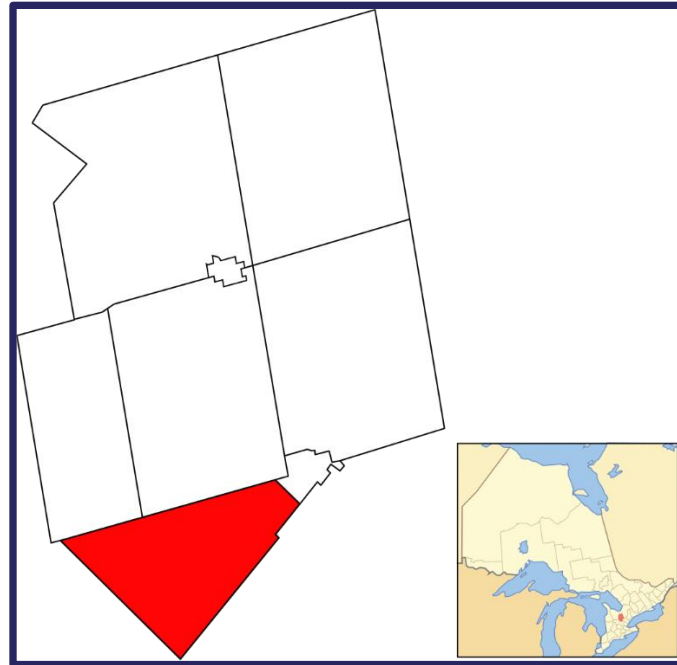
The Township is serviced by three fire departments – OFD, GVDFD, and SDFD. The result is that the Township has three different fire prevention education and enforcement models which can be difficult for property owners to understand.

The Township has two council members each on GVDFD and SDFD Fire Service Boards. Although they do not have formal representation on the OFD, the OFD does annual presentations

⁹ "Amaranth, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Amaranth,_Ontario

Township of East Garafraxa

FIGURE #8: TOWNSHIP OF EAST GARAFRAXA WITHIN DUFFERIN COUNTY



Incorporated in 1869,¹⁰ the Township of East Garafraxa has a current population of 2,794 residents, with a density of 15.5 residents per square kilometre. Its population is expected to grow to 3,180 for a 13.81% increase by 2036.

The Township is served by three fire departments - GVDFD, OFD, and Erin (outside the County border). The result is that the town has three different fire prevention education and enforcement models, which can be difficult for property owners to understand.

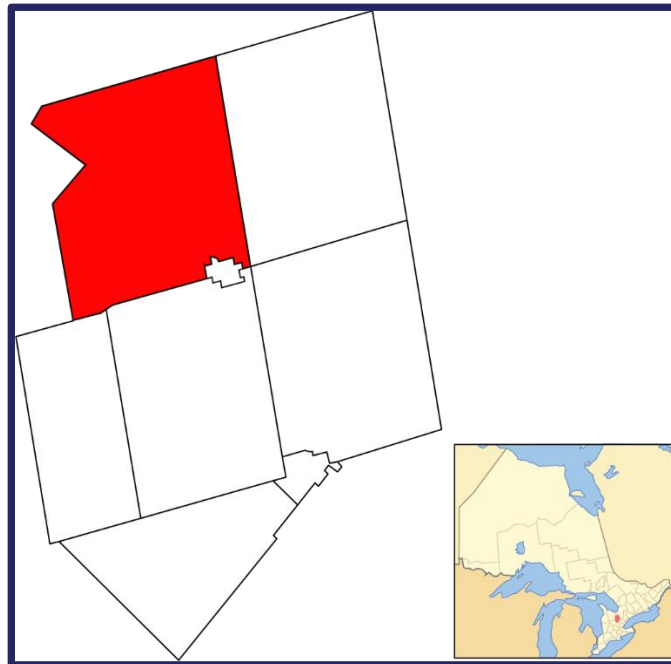
The Mayor and Councillor sit as board members on the GVD Fire Board.

While the OFD and the GVFD provide annual budgets, the Erin Fire Department operates on an invoicing system based on the number of calls, the apparatus that responded, and the duration the apparatus is present on scene. In one case, a major fire incident consumed the entire annual budget that East Garafraxa had allocated for fire services. Although invoicing per call is a common practice in interjurisdictional agreements, it carries risks, particularly with large-scale emergencies that can quickly deplete allocated funds. As such, a more sustainable agreement should be in place between the two parties to cover large-scale emergencies.

¹⁰ "East Garafraxa." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/East_Garafraxa

Township of Melancthon

FIGURE #9: TOWNSHIP OF MELANCTHON WITHIN DUFFERIN COUNTY



The Township of Melancthon is a rural township in the northwest corner of the County, bordered in the east by Mulmur, Amaranth and Grand Valley to the south, Southgate to the west, and Grey Highlands to the north. Founded in 1853, it was originally part of Grey County until it was transferred to Dufferin County in 1881.¹¹ The Township has a current population of 3,132 residents with a population density of 9.7 people per square kilometre; it is expected to grow to 3,430 at a rate of 9.51% by 2036.

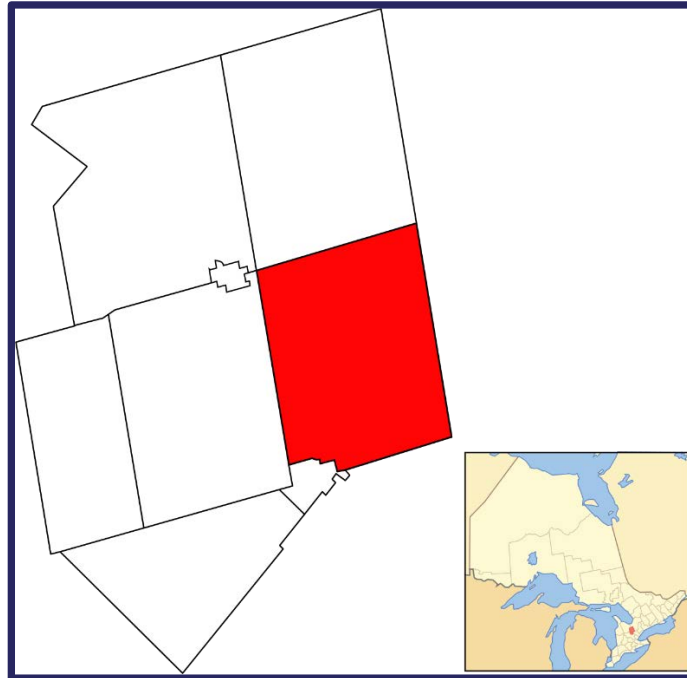
Melancthon is served by the Mulmur-Melancthon Fire Department (MMFD) as well as the SDFD and the Dundalk Fire Department (Township of Southgate, located outside Dufferin County). The result is that the town has three different fire prevention education and enforcement models which can be difficult for property owners to understand. Melancthon has board members on the MMFD and SDFD FSBs.

There is a service contract with SDFD which invoices the municipality at set flat rates. These rates are currently less than the MTO flat rates set by the province (that are updated annually).

¹¹ "Melancthon, Ontario." Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Melancthon,_Ontario

Town of Mono

FIGURE #10: TOWN OF MONO WITHIN DUFFERIN COUNTY



The Town of Mono, originally the Township of Mono, incorporated in 1850, is a rural municipality in the southeast corner of the County, with Amaranth to the west and Adjala-Tosorontio to the east. As a township, it was part of “Simcoe District” (which later became “Simcoe County”) transferring to from Simcoe to Dufferin in 1881. It became the Town of Mono in 1999.¹²

The current population of 9,421 is expected to grow by 4.97% to 9,890 residents by 2036.

The Town is served by SDFD, RDFD, CFD, and OFD. The result is that the town has four different fire prevention education and enforcement models, which can be difficult for property owners to understand.

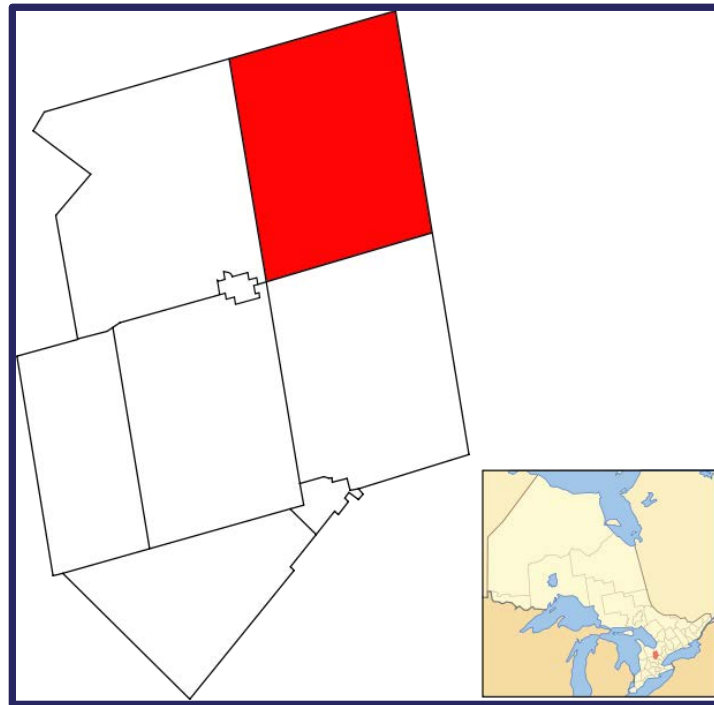
The CFD and OFD provide annual budgets based on the number of calls for the previous year.

The fire service agreement with SDFD was signed in 1991. There was a draft updated agreement in 2012 but has never been signed.

¹² “Mono, Ontario.” Wikipedia. Accessed March 25, 2024. https://en.wikipedia.org/wiki/Mono,_Ontario

Township of Mulmur

FIGURE #11: TOWNSHIP OF MULMUR WITHIN DUFFERIN COUNTY



Incorporated in 1851, the Township of Mulmur is in the northeast corner of the County, straddling the Niagara Escarpment.¹³ Its current population of 3,571 has a density of 12.1 people per square kilometre and is expected to grow by 21.53% to 4,340 residents by 2036.

The Township has two council representatives who sit on three different Fire Service Boards.

The Township is protected by the SDFD, RDFD, and the MMFD. The result is that the Township has three different fire prevention education and enforcement models which can be difficult for property owners to understand.

The Township has challenges developing the budget because each FSB budgets are set differently and do not use the same terminology, making line-by-line comparisons impossible. Further, the FSBs approve their own budgets without Council's approval, which causes concerns when there are large, unexpected increases, including legal fees, and sometimes training.

Each FSB does Capital asset planning differently, making it a challenge for the Town to forecast Capital costs.

¹³ "Mulmur." Wikipedia. Accessed March 25, 2024. <https://en.wikipedia.org/wiki/Mulmur>

Summary of Challenges with Current Operations

Municipalities are legally mandated to provide public education on fire safety and to enforce the Fire Code. This responsibility ensures that residents are informed about fire prevention and safety measures while maintaining compliance with fire safety regulations to protect public health and property.

Section 202 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, allows two or more municipalities to enter into agreements to create a joint municipal service board. This provision enables municipalities to collaborate on establishing and operating such boards for services they deem necessary or beneficial. Municipal service boards cover a range of shared services, including fire services, libraries, arenas, health boards, water collection, utilities, police services, planning boards, and other bodies or local authorities established or exercising any power under any *Act*.

The legislative foundation for collaborative fire service arrangements was established in 1937, when municipalities were first authorized to enter into agreements with other municipalities or entities to deliver fire protection services. This provision laid the groundwork for cooperative fire service partnerships.

Municipal Act RSO 1937, c 226, s 425 Part 4

(4) For entering into a contract with the corporation of any fire brigade other municipality or municipalities for establishing, providing, and maintaining, jointly, a fire brigade, fire halls, fire engines, apparatus and equipment and for the maintenance and use thereof upon such basis as to the distribution of cost as the contract may stipulate.

(a) Each municipality shall issue its own debentures for its share of the capital cost of providing the said fire services, and the provisions of paragraphs 1 to 3 shall be applicable.

Fire Service Boards are long-standing entities that introduce a layer of municipal oversight to what were once independent fire brigades. They represent a model of shared governance, where multiple municipalities collaboratively oversee and manage a shared fire service. This structure enables joint decision-making and resource allocation, reflecting the evolving need for coordinated fire protection across multiple jurisdictions.

It should be noted that stakeholder consultations conducted by EMG revealed a range of perspectives. Some stakeholders support the use of Fire Service Boards, while others believe that Fire Service Boards are no longer an effective governance model in the evolving fire service environment.

Fire Service Board Benefits

Fire Service Boards provide advantages, including granting the municipalities receiving protection a formal role in decision-making regarding service delivery. In Dufferin County, these Boards consist of elected officials from the participating municipalities, who are tasked with keeping their Council and municipal staff informed about issues impacting the fire service. This structure ensures that local governments have a direct voice and vote in the management and oversight of fire services, promoting transparency and accountability in how these critical services are delivered.

In municipalities without an internal fire department, Fire Service Boards provide a mechanism for them to have a say in the fire services being delivered. For some long-standing Fire Service Board members, it is seen as a way to control expenses, while keeping their expectations in the forefront. They also believe that, with years of experience, they have a deep understanding of fire service leadership and management.

Fire Service Board Challenges

While members of FSBs generally support the FSB model, CAOs and Fire Chiefs often express concerns regarding its governance and effectiveness. Some of these challenges arise from the independent nature of the fire departments involved, which can lead to lower levels of coordination and integration among them.

Challenges

Under a Fire Service Board (FSB) model, the municipal Chief Administrative Officer (CAO) lacks authority and control over the Fire Chief, the fire department, or their activities, since the Fire Chief reports directly to the FSB. As a result, it is believed that FSBs do not offer the same level of oversight and accountability as a reporting structure that includes direct oversight by a CAO.

An establishing and regulating by-law (E&R) is a municipal council document that outlines policies for fire departments. It can be used to show how the municipality delivers fire protection services it has determined are necessary according to its needs and circumstances, as is required by the *Fire Protection and Prevention Act, 1997 (FPPA)*. The E&R By-law outlines the type and level of training required for fire department personnel. However, some municipalities serviced by the Fire Service Boards either lack an E&R By-law or have outdated versions, as they may not perceive themselves as directly responsible for fire services. This can result in inconsistencies in training and service standards across municipalities, creating gaps between the level of service that municipalities believe they are receiving and the actual level of service provided.

Several Chief Administrative Officers (CAOs) have noted that the fire service agreements between the Fire Service Board (FSB) and the municipalities have not been reviewed by legal services, and most have not been updated in many years.

Another concern is that FSB policies may not comply with provincial legislative requirements, such as those related to the *Accessibility for Ontarians with Disabilities Act (AODA)*, human resources, financial reporting, purchasing, and health and safety. Although municipalities do not have direct responsibility for the FSB, they still bear some level of responsibility, which could expose them to potential liabilities or financial obligations related to the FSB's operations.

Another concern expressed was that FSB policies may not meet provincial legislative requirements; for example, *AODA*, human resources, financial reporting, purchasing, health and safety, etc. Although the municipality does not have direct responsibility for the FSB, it still holds some degree of responsibility, which could lead to potential liabilities or financial obligations related to the FSB's operations.

Politicians who serve on FSBs often lack a background in firefighting, fire operations, or fire administration. Despite this, it was suggested that some boards try to involve themselves in operational matters, which can create challenges given their limited technical expertise.

Additionally, these board members often lack experience in human resources yet may become involved in managing HR issues. Each FSB has its own set of human resource policies, leading to a lack of consistency in how personnel matters are handled across different boards. FSBs are a governance mechanism, not an operational supervision.

In one case, the Fire Service Board hired an administrative support person who reports directly to the FSB rather than the Fire Chief. While the Fire Chief requires administrative support, any work requests from this position need to be directed to the FSB. This reduces the Fire Chief's ability to provide direction and accountability to the role, without going through the FSB for authorization.

Independent FSBs often exhibit inconsistencies in planning among fire departments. Some departments have comprehensive strategic or master plans that outline a 10-year vision, while others lack any formal documentation or strategy.

Additionally, some FSBs operate without a cohesive financial plan or strategy, complicating municipal budget planning. This issue is exacerbated when a municipality is served by multiple fire departments, each with its own budgeting system.

FSBs within Dufferin County are relatively small organizations and typically lack internal administrative structures, including finance, human resources, and IT departments. To address

these needs, many FSBs contract these services from their local municipalities on a part-time or contractual basis.

Some FSBs have not established capital reserves for apparatus or building expenditures. Fire apparatus that are used in suppression, including engines, pumpers, aerials, and tankers, typically have a lifespan of 20 years (or 25 years with recertification) and require financial planning. While buildings have much longer life spans, it is reasonable to anticipate the needs for capital repairs, expansion, and building replacement. This creates a concern for some municipalities when a large capital item is added to the annual budget.

This lack of capital reserves also poses a challenge when existing fire stations may not comply with current health and safety standards. For example, inadequate space may force bunker gear to be stored on the apparatus floor, and the absence of air filtration or exhaust extraction equipment can compromise the safety and well-being of fire service personnel.

Within the county, some fire departments invoice insurance companies for costs related to motor vehicle collisions or structure fires, while others do not utilize this practice. When different processes exist within a single municipality, it can create conflict. For instance, if one resident gets an invoice but others do not it highlights a lack of consistency in billing practices. Invoicing of insurance companies is becoming increasingly common as fire departments struggle with budget containment from the municipalities.

Taxpayer equality has emerged as a challenge in some communities served by multiple fire services. Disparities in service billing and funding can lead to uneven distribution of costs and benefits, creating inequities among taxpayers who may receive different levels of service or pay varying amounts for fire protection. For example, some residents may pay for full-time firefighters while others are served by volunteers, and the service levels provided by volunteer fire departments can vary significantly.

It was noted that municipalities and municipal purchasing groups might achieve cost savings (through a joint purchasing program) compared to FSBs that make purchases independently. By pooling resources and leveraging collective buying power, municipalities can often secure better prices and terms for equipment and services.

In communities served by multiple fire departments, inconsistencies in issuing burning permits and enforcing fire bans can create problems. For example, suppose one fire department imposes a burning ban while another does not. In that case, residents may express dissatisfaction if their area is subject to the ban while neighbouring areas are allowed to burn. One municipality tried to implement a unified burn permit form but faced significant challenges in getting the various fire departments to agree on its design and usage.

Some Fire Service Boards (FSBs) do not provide formal annual reports, resulting in a lack of detailed information about service performance and activities for the councils. This issue is more complicated for those fire departments from outside of the County serving these municipalities. For the FSB that are providing reports, there is not a common template, therefore, extracting information from multiple reports can be complex and not necessarily comparable. Some CAOs have expressed concern that the minutes of FSB meetings may lack transparency and may not capture all discussions. This can leave municipalities without a complete understanding of current or upcoming issues, impacting their ability to stay informed and engaged with the fire service's operations and challenges.

As each of the fire departments operates independently, there is a lack of consistency in the types and uses of equipment across the various departments. This variation can lead to inefficiencies and challenges in coordinating responses and standardizing practices. As fire departments may be responding to the same call using different types of equipment, which can result in situations where firefighting staff are not trained in or familiar with the equipment used by other departments. This issue also extends to radio systems, leading to communication breakdowns at fire scenes where multiple departments are present.

Current response boundaries were established according to historical municipal borders, including those that are no longer in place as municipal restructuring has taken place.

Suburban and rural areas require different firefighting tools due to their distinct characteristics. For example, a suburban municipality may benefit from an aerial device to fight fires in a multi-storey building, however the rural surrounding communities may not see the benefit to the same degree. If a fire department serves both a suburban and rural area, there can be conflict between fire service board members over who pays for the equipment. In some cases, rural municipalities may be required to pay a portion of the expense despite not needing that piece of equipment for their residents. In these cases, disagreements can cause delays in obtaining the required equipment.

There are ownership issues surrounding FSBs.

- If FSBs are dissolved, the municipality where each fire department is located would take on responsibility for its own operations, finance, human resources, and other aspects. This shift could be beneficial, but whether municipalities would welcome this change depends on their individual circumstances and preferences..
- However, the challenge is that other municipalities served by the specific fire department may no longer have a direct say and may be paying a major portion of functions. Therefore, new agreements would need to be negotiated.

- In one instance, the ownership of various parts of the building varies depending on the municipalities providing funding at different levels. Some municipalities claimed a percentage of ownership of vehicles, while one FSB has indicated ownership of these vehicles rests with the FSB itself rather than the contributing municipalities.

County Operational Issues

Fire Prevention

Fire prevention encompasses both public education component and inspection components. It is the responsibility of the municipalities, rather than the FSBs, to fulfill these legislative requirements to provide fire prevention.

Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4, Part II

Municipal Responsibilities

2(1) Every municipality shall,

(a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and

(b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

Regulations include the “certain components of fire prevention” to include inspections of vulnerable occupancies. It also included inspections of other properties upon issue identification or request.

The primary challenge in complying with the *FPPA* in this context is the responsibility for fire prevention services in municipalities that do not have their own fire departments. Many municipalities assume that fire departments are handling fire prevention but lack specific details. For example, some municipalities have minimal or no formal documentation regarding their fire department's fire prevention efforts. Additionally, some agreements between FSBs and municipalities lack clauses on fire prevention, leaving the FSBs not obligated to provide these services, as legislation assigns this responsibility to the municipalities.

When fire prevention programs are in place, they are often not coordinated among the multiple fire departments serving the municipality. As a result, different response areas within the same municipality may experience varying levels of fire prevention.

In some cases, the municipalities simply relied on the FSBs to ensure fire prevention was being provided without understanding what was provided, by whom, and to what extent.

Except for Orangeville, Fire Prevention Officers are typically volunteer firefighters who take on this additional role while maintaining their full-time jobs. As a result, their time may be limited, particularly when they are responsible for multiple municipalities. This dual commitment can impact their availability and effectiveness in performing fire prevention duties.

Further, some of the members of the fire departments who are doing inspections do not have the formal training and certification to do so.

The Office of the Fire Marshal (OFM) has prioritized fire prevention, recognizing that the actions of residents before the fire department arrives are crucial in determining whether injuries or fatalities occur. Therefore, fire prevention must be a key focus in the recommendations and actions resulting from this fire service review.

Training

All firefighters in Ontario, whether career or paid-on-call (often referred to as volunteers), must meet minimum training requirements to ensure their health and safety. This training requires hundreds of hours of training as well as ongoing training to improve and maintain skill sets during the career as a firefighter. These long training hours impact the availability of some to volunteer and young people who get certified often look to become career firefighters.

The new standards also require more time, planning, and skill of those who provide the training. Training officers must now train to standards and ensure that the documentation is highly specific and detailed. Being a training officer in today's environment requires experience mixed with an academic understanding of fires, risks, and the learning patterns of the audience. In smaller fire departments, Fire Training Officers were often volunteers who, despite lacking extensive formal firefighting education, gained their expertise through years of on-the-job experience.

This situation has created challenges in ensuring that all firefighters meet certification requirements set to take effect on July 1, 2026, and the new technical rescue training standards scheduled for July 1, 2028. To address these challenges, some Fire Service Boards (FSBs) have engaged private firefighting academies to provide the necessary training and certification.

A larger, county-wide fire service could potentially have the resources to employ full-time training officers, ensuring that firefighters receive the highest quality training available. Radio System Upgrade

A common concern raised during stakeholder consultations was the lack of a unified radio system, with a mix of analogue VHF radios and digital communications across various fire services. This inconsistency hampers the ability of fire departments to communicate effectively with one another, which is especially problematic given the frequent mutual aid calls. Developing a common, modern radio system is a costly undertaking that FSBs have struggled to agree upon what option to implement. Additionally, the situation is further complicated by the fact that each FSB maintains independent contracts for fire service dispatching, adding another layer of disjointedness to the communication process. Some FSB members suggested that an upgraded radio system be the county's responsibility, as the cost of such an upgrade is beyond their individual budgets. Due to the federal requirement to implement the Next Generation 9-1-1 upgrades, the dispatch centres may mandate that their downstream clients (fire departments) move to digital radio systems. This will place a cost on the FSBs that some have been trying to avoid or delay.

Support for Fire Victims

A concern with the current governance model is that fire departments do not make use of available support for fire victims. Many individuals affected by fires are not referred to County Social Services or provided with preliminary resources to aid their recovery. Improving the coordination of services for these individuals is crucial to ensuring they receive the necessary support and assistance in the aftermath of a fire.

Costs

A common concern is that municipalities are reluctant to subsidize other municipalities. Small municipalities are wary of covering the higher costs associated with larger communities, while the larger communities resist bearing the costs of the smaller communities. The county has the authority to adjust tax rates based on the level of service provided.

Additionally, there is concern that new residents moving to the county from the Greater Toronto Area expect a standard of fire service similar to what they were accustomed to, adding pressure to meet these expectations.

Unionization

There is concern about the potential for volunteer firefighters to unionize and how this might impact fire service costs. One question raised is whether a county-operated fire service could increase the likelihood of unionization. Additionally, there is apprehension that, even without unionization, volunteer firefighter pay rates might rise to the highest level in the county, potentially driving up overall costs.

Tiered Response

In various communities, a common issue raised is the role of volunteer firefighters in responding to medical calls, particularly when paramedics often arrive more quickly. This raises questions about the efficiency and necessity of having volunteer firefighters attend these calls, given that professional medical personnel are typically faster and more specialized in providing emergency medical care. Additionally, there are concerns about the financial costs incurred by fire departments for handling these medical emergencies. Fire departments, whether volunteer and composite, encounter higher costs associated to tiered response protocols. While it is challenging for smaller individual fire departments to negotiate tiered response protocols with the Ontario Ministry of Health and Long-Term Care, a unified county-wide plan might provide greater leverage in these negotiations.

Financial Accountability

There is concern by both CAOs and FSB members that there should be caution about moving fire services to the County level, as many have a concern that the County is not as accountable to the taxpayers in the same way lower tiers are, and therefore, expenses are less controllable. It should be noted, however, that some of the FSBs have delayed expenditures or avoided expenditures that will need to be made, regardless of the delivery option selected and that there will be costs attached.

Recruitment and Retention

Volunteer firefighting faces a growing challenge with recruitment and retention, as many older firefighters approach retirement and younger recruits often seek full-time career positions. New training standards demand that volunteers commit to longer training hours both initially to achieve certification and ongoing to meet the demands of the job.

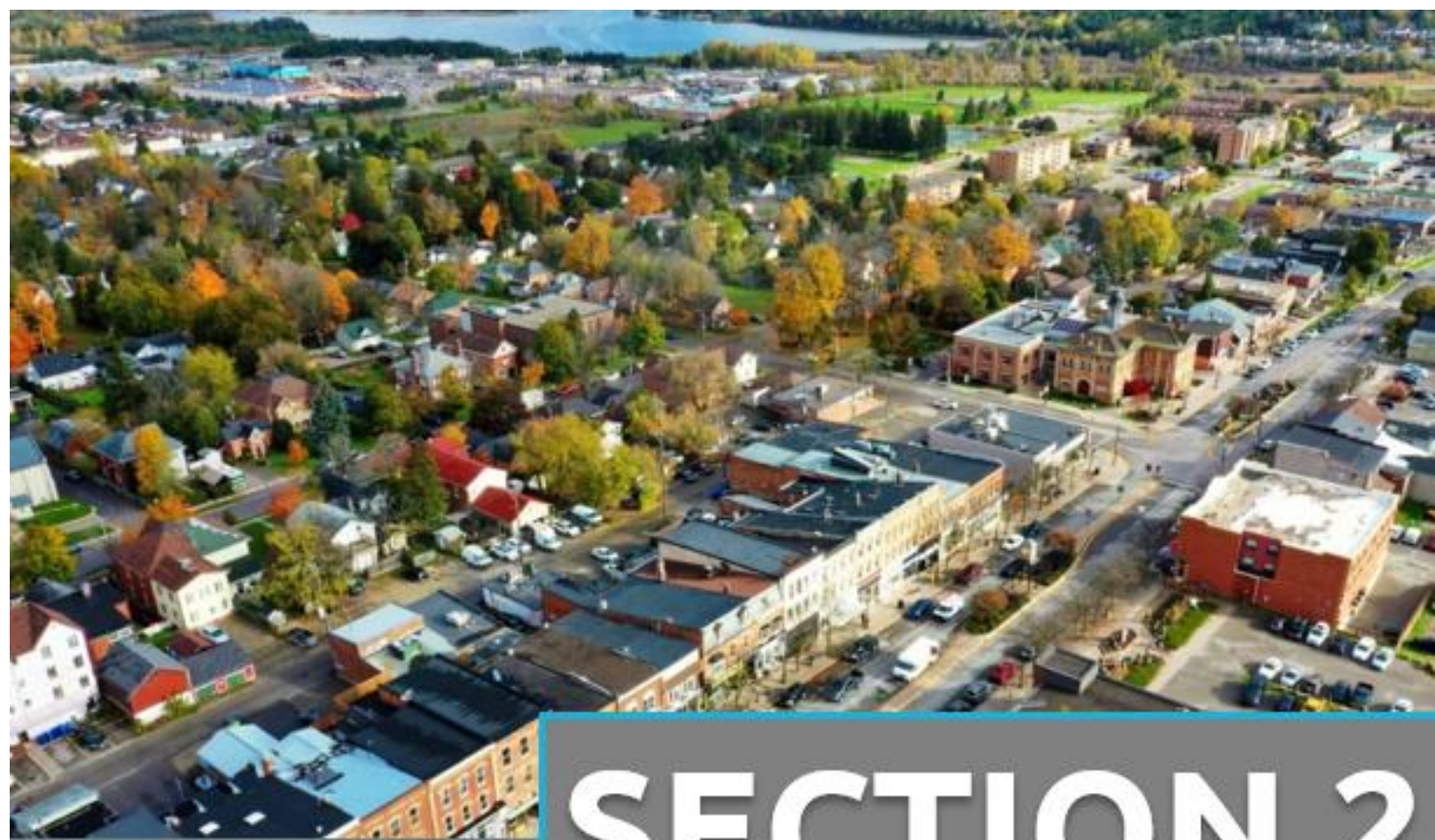
Additionally, in expanding communities where residents are busy with careers and family commitments, it becomes increasingly difficult for those who commute daily out of the county to dedicate the time and effort required to be effective volunteer firefighters.

Other Concerns

Other points identified by EMG during the interview/review process include:

- Annual fire reports lack consistency due to the absence of a standard template.
- HR issues at non-municipal fire services often depend on the skillset of the Fire Chief, unless the FSB has an agreement with a municipality to provide HR support.
- Health and Safety protocols vary among fire services and lack consistency.

- Some believe that FSBs do not hold the fire chiefs accountable in the same manner as municipalities do. For example, certain FSBs have not conducted regular performance appraisals of the fire chiefs. Many CAOs feel that having fire chiefs report within the municipal structure increases accountability.
- As indicated by one FSB member, equipment needs can vary significantly between communities; for example, an aerial truck may be essential for one community but unnecessary for another. Consequently, more rural communities are reluctant to fund equipment they do not require. This concern has already been contentious within one FSB and is likely to persist regardless of the fire service model.



SECTION 2

Governance

SECTION 2: GOVERNANCE

Governance Model Overview for each Fire Department

Of the municipalities serving the County, there are four Joint Fire Service Boards and one municipal fire service.

Shelburne and District Fire Department – Fire Service Board

The Town of Shelburne has two representatives from five municipalities – Shelburne, Amaranth, Mono, Melancthon, and Mulmur – that sit on the Fire Service Board. The Town of Shelburne pays for 48% of the fire service budget, while the other four municipalities are responsible for the remaining 52%.



The SDFD has a full-time Fire Chief, a paid on-call deputy chief, and 28 paid-on-call firefighters (approved complement of 35 paid-on-call firefighters). The SDFD provides fire prevention for all five municipalities within the Board. Of the annual calls for service, most of the calls for service come from Shelburne at over 50% of the total call volume¹⁴.

“2024 Cost sharing breakdown” indicates that of the five-member municipalities, Amaranth pays 16.5%, Melancthon pays 15.1%, Mono pays 11.2%, Mulmur pays 9.4% and Shelburne pays 47.8%.

Grand Valley District Fire Department – Fire Service Board

The GVDFD FSB has six members, two each from the Township of Amaranth, the Township of East Garafraxa, and the Town of Grand Valley.

This Fire Service Board has been progressive in having a Fire Master Plan completed to review the current operations and look towards to the future.



Based on annual call volume averaged over three years, the Town of Grand Valley provides approximately 63% of the budget, Amaranth 21%, and East Garafraxa 16%.

¹⁴ Fire Chief Ralph Snyder. “Shelburne & District Fire Department 2022 Annual Report.”

Rosemont Fire Department – Fire Service Board

Rosemont & District Fire Department (RDFD) serves portions of the Town of Mono, the Town of Mulmur, and the Township of Adjala-Tosorontio (located in Simcoe County).



The 2024 operating budget indicated that the budget is divided by 22% for Adjala-Tosorontio, 26% for the Town of Mono, and 52% for the Township of Mulmur. The Fire Service Board (FSB) consists of six board members, with two members from each municipality. However, the Mulmur board members receive two votes each, resulting in a total of eight votes.

It should be noted that the Town of Adjala-Tosorontio, which also has its own municipal fire department, is examining the costs of participation in the Rosemount FSB, versus the coverage received.

The fire department responds to approximately 120-140 calls annually, with about 35% of these being medical emergencies.

The fire department is 100% compliant with the new training standards for firefighters, however, the specialized rescue standards that take place in 2028 will be challenging to meet.

The FSB has a capital budget reserve for apparatus but not for the station. As a cost containment strategy, Rosemont purchases standard commercial fire truck models to do the job rather than custom built trucks when have higher purchase costs.

Mulmur-Melancthon Fire Department – Fire Service Board

Mulmur-Melancthon Fire Department (MMFD) services the north portion of Mulmur and a portion of the north area of Melancthon. This board was created in 1982. The FSB is made up of two Councillors from each municipality.



The fire service has 27 approved firefighter positions, including the fire chief. The Fire Chief is a part-time chief, where the focus is operations, making fire prevention and inspections a challenging add on to the role.

The Town of Mulmur provides the financial and HR services for the FSB through a contract. The town does not have an individual for HR, so the town treasurer provides a dual role.

The Fire Department did 89 calls in 2023, of which 23 were in Melancthon, 66 in Mulmur. Approximately 50% of the calls are medical tiered response calls.

Operational costs are shared based on past call volume, with Mulmur covering 76% and Melancthon covering 24%. Capital costs are split evenly between the two municipalities at 50/50%. As there are separate operational and capital funding agreements, any surplus in operational funds at the end of the year cannot be transferred to capital reserves.

In 2010 the Fire Service Board passed a by-law that has stipulations to be followed if the Board is to be dissolved.

- Two years written notice is required
- Any debt incurred by the municipality to the department remains the property of the fire department
- Any assets, including reserves contributed by the municipality to the department shall remain the property of the department.
- If the department is completely dissolved, the realized value of assets is to be split on a 50/50 basis between the two participating municipalities.

Orangeville Fire Department – Member Municipality

The Orangeville Fire Department is directly operated by the Town of Orangeville and provides fire services to Amaranth, Mono, and East Garafraxa under contract, with annual pricing set by the Town of Orangeville. The OFD has established an Advisory Board for these municipalities to participate in; however, the board's role is limited to sharing information and there is no authority or responsibility beyond that.



In 2023, statistics indicated that 1,444 calls were responded to within Orangeville, 226 in Mono, 76 in Amaranth, and 59 in East Garafraxa

The Department has a Fire Chief, Deputy Chief, 20 full-time firefighters, 32 paid-on-call positions, and two training officers.

The OFD fire prevention division has a targeted plan for each of the response areas they have, with a focus on things like vulnerable occupancies, education, etc.

Having two training officers has allowed them to meet provincial training standards in advance for 100% of its staff.



SECTION 3

Options

SECTION 3: OPTIONS

Option 1: County-Run Fire Department (Single Department)

This option offers the greatest potential for consistency, accountability, and improvement in the fire service. Each municipality has representation and voting rights on the county council.

Some concern was expressed that areas being served by volunteers should be taxed at a rate less than those being served by career firefighters. The County has the capability to area-rate taxes, allowing fire service taxes to be based on the level of service received. This means that while the lower-tier municipalities would collect the taxes, they would not be responsible for setting the county tax rate. This arrangement would reduce the burden on municipalities to directly tax for fire services.

The County, being the larger jurisdiction, would have fewer challenges integrating the staff of the fire departments across the county.

The County has a Chief Building Official who serves many of the smaller municipalities and needs to work closely with the Fire Inspectors. Currently, fire inspections are conducted differently by various departments, which presents a challenge. However, with a unified fire service, there would be a consistent fire inspection program across all departments.

The larger fire department would benefit from economies of scale and its experience to operate more effectively. A single fire department would also allow for joint procurement of equipment and apparatus. Currently, there is no standardization for equipment, such as self-contained breathing apparatus. Joint procurement would save money and reduce the time spent on training.

Challenges

The primary issue heard from the FSB members is that there is a lack of trust in the county, which is unusual as the county council is made up of representatives from each municipality.

A fear was expressed that the county, being a large organization, would increase the fire service costs with bureaucracy. One CAO stated that they assumed costs would increase with a county-run service, but that the quality of the fire service would also increase.

Other FSB members were concerned about losing responsibility for the fire department operations, which is not an FSB responsibility. FSBs should be governance-focused, not operationally focused.

It would be critical to the process that a high level of consultation with the lower tier municipalities be part of the transition plan to provide reassurances of maintaining the fire service and how cost containment will be reflected.

It must be noted that some factors, such as upgrading the radio communications system and ensuring firefighters meet the new certification standards, will have a cost attached, regardless of the governance model.

Sub-Option

A sub-option to the county's assumption of fire services is for the county to assume governance and operations for the fire departments that are currently under a fire service board while leaving the Town of Orangeville to operate municipally as they currently do. This option recognizes the financial differences between operating paid on-call fire departments versus a fire department with many career firefighters.

Option 2: Single Fire Department (Orangeville) for the Entire County

Benefits

***Note:** The benefits of Option 1 and Option 2 will be the same, as both consist of the operation of a single fire department.*

Since the OFD is the largest and most adequately staffed department, one option would be for the OFD to take over the operations of GVDFD, SDFD, MMFD, and RDFD, and then invoice the individual municipalities for the services provided.

While this option creates consistency across the county, the municipalities lose the ability to have any control as the OFD would set the pricing and operations. Municipalities would simply pay the invoice. Having said that, OFD has been an effective and efficient fire department, so there shouldn't be too much concern about expenditures being inappropriate.

The staffing hours and budget currently allocated to multiple fire chiefs could be reassigned to other roles, such as Fire Prevention and Training. This would enable the Fire Prevention program to deliver a consistent message, standardize processes (e.g., inspections, development plan approvals), and ensure uniform enforcement across all jurisdictions. For supervision, a single full-time district chief could be assigned to oversee the four smaller stations.

The County has a Chief Building Official who serves many of the smaller municipalities and needs to work closely with the Fire Inspectors. Currently, fire inspections are conducted

differently by various departments, which presents a challenge. However, with a unified fire service, there would be a consistent fire inspection program across all departments.

The OFD, with its existing staff of over 20 full-time employees, would be well-positioned to effectively manage a small number of additional full-time staff required to manage the outlying areas of the county. As a composite fire department, OFD already has strong part-time on-call experience that could be expanded across the county.

The larger fire department would benefit from economies of scale and its experience to operate more effectively. A single fire department would also allow for joint procurement of equipment and apparatus. Currently, there is no standardization for equipment, such as self-contained breathing apparatus. Joint procurement would not only save money but also reduce the time spent on training.

Additionally, while the fire department's digital radio system would need to be expanded, the associated costs could be distributed among the lower-tier municipal members.

Challenges

The Town, although the largest municipality in the county, would be required to add a sizeable (in excess of 120) part time employees to the town's complement of staff. This would require, an investment of time and resources within the HR and payroll functions.

With a Town of Orangeville model, other municipalities would lose their perceived control over budgeting and operations. The municipalities currently being provided contract services through the OFD are all pleased with the level of communications and the budgeting methods in place.

Option 3: Municipal Operations

In this option, OFD remains the same while the other three fire service boards (Grand Valley, Shelburne, Mulmur/Melancthon, and Rosemont) would become municipal departments (i.e., managed by their municipality).

In this model, the fire chief, along with the firefighters, become employees of the municipality responsible for the fire service. The Fire Chief would report to the CAO, but also have direct access to the municipal services such as HR, finance, and IT.

The municipality would be responsible for creating fire service agreements with the neighbouring municipalities for which fire service is provided. This agreement would include a financial model that defined how invoicing for the services would take place. Using OFD, as an

example, a line of communication is developed through annual presentations and education for the neighbouring municipalities.

Benefits

- Clear reporting hierarchy within the municipality.
- Transparency within the governance.
- Reduction of inter-municipal conflicts over budgeting that can delay the purchase of needed equipment.
- Provision of services through E&R By-laws is more accessible with a single fire chief, as opposed to a Fire Service Board composed of multiple council members with potentially little fire service background and differing opinions.

Challenges

The largest challenge with this model is that it does not address the inconsistencies currently seen with the FSB model. Most municipalities would still be served by multiple fire departments with differing levels of service, including fire prevention and fire suppression.

Some smaller municipalities that depend on others for fire services worry about lacking direct control over the fire department's finances, which they believe they have control over through the FSB.

One challenge identified was determining the division of ownership and compensation for the current fire stations, apparatus, and equipment among the member municipalities. An example given was in Shelburne, where the original portion of the fire station was built by the home municipality, but each of the member municipalities contributed to the expansion and renovation of the station. The question is how much the home municipality would pay to the FSB member municipalities for their contribution to the expansion.

Further, some FSB members may not wish to dissolve the FSB, so the issue of the process would have to be designed. Having one or two FSBs transfer to a municipal model will see benefits in those communities, but if some FSBs remain, some of the outstanding issues remain in those locations.

A sub-option suggested was for the County to assume the Fire Prevention roles throughout the region while maintaining the current fire services structure. This approach would address key issues but leave lower-tiers municipalities responsible for fire response.

Option 4: Status Quo with Recommendations

Status Quo implies that the Orangeville Fire Department remains under the municipal model, while the remaining fire departments remain operated by fire service boards.

Suppose FSBs are to be maintained in one or more jurisdictions. In that case, it is recommended that formal contracts should be made between the FSBs and the municipalities they serve, including a clear description of the level of services they will provide, including fire prevention education, fire code inspections and enforcement, fire department response to what type of calls, levels of service provided (e.g. technical rescue services), and reporting responsibilities.

There should be a standardized training program for Board members and CAOs to ensure the fire departments are appropriately administered.

A formal GIS study must be completed to rectify inconsistencies with municipal boundaries and provide more accurate fire protection. Current response boundaries are established according to historical municipal boundaries, including some that are no longer in place.

A sub-option suggested was for the County to assume the Fire Prevention roles throughout the region while maintaining the current fire services structure. This approach would address key issues but would leave the lower-tier municipalities responsible for fire response.

Challenges

Maintaining the current model would preserve all existing challenges, including inconsistencies in fire suppression, multiple fire prevention programs within a municipality, lack of coordination between fire services, and increasing difficulties as new standards for firefighting and technical rescue are introduced. While remaining with the current method of governance would involve less immediate change and delay expenditures, the ongoing challenges of FSBs will persist, and cost increases are unavoidable in the long term.

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Conclusion & Final Comments

CONCLUSION AND FINAL COMMENTS

All the options presented have their respective benefits and challenges. Although EMG has identified a fourth option for maintaining the status quo, we are not recommending it. The ongoing inconsistencies with the FSBs appear to be the primary concern during EMGs review and interviews with municipal and fire staff.

Similarly, option three retains many of the current challenges and places a significant burden on small municipalities with limited administrative infrastructure.

During EMGs review of the Community Risk Assessments, inconsistencies were observed in which some of the risks are being addressed. These appear to arise from the varied governance of way fire services by the FSBs and individual towns. To resolve these challenges, there needs to be a unified system in place, allowing CAOs, Fire Chiefs, and Councils to exercise direct control over the services provided to their communities.

Currently, the situation is fragmented; some communities operate under FSBs, others have fire service agreements, and some have a combination of both. Only Orangeville has a municipally operated fire service.

The FSBs have played a crucial role in the fire service over the years and have served their communities effectively. However, as regulations and legislation requirements increase, reducing the number of governance organizations could lead to a more efficient and effective fire service for each community. This approach would not diminish the importance of town councils or their involvement in providing fire services to their communities.

EMG's opinion is that a single operational model should be adopted, based on the recommendations previously proposed. This would establish a more defined reporting and operational system for all parties involved, consistency of fire operations and fire prevention, and improved accountability.

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Executive Summary

Project Overview

Optimus SBR was engaged by the County of Dufferin and its eight Member Municipalities: Amaranth, East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville, and Shelburne. The purpose of the engagement was to conduct a comprehensive service review of shared municipal services/resources (Part A), as well as internal County operations and human/community services (Part B) to identify opportunities to modernize service delivery in order to improve the efficiency and effectiveness of service delivery.

This report will focus on Part B of this engagement.

COVID-19 Impact

In mid-March 2020, the global pandemic of COVID-19 hit and required the County of Dufferin, including the Corporation and its member municipalities, to put this project on hold while new operating realities were addressed and actioned. Prior to the shutdown, Optimus SBR had just submitted the Interim Report, highlighting key current state findings and themes. As a result, the pandemic paused the timelines of the review for four months, but the Corporation's operations continued in alternative formats.

Once the project restarted, consultations with key stakeholders took place to address changes, and updates were made to the Interim Report that reflected the new operating realities of the Corporation. As the project progressed, all updated operating realities were considered and included when developing future state recommendations.

Purpose of this Document

The purpose of this document is to present the recommendations for the County of Dufferin based on the findings from the Service Delivery Review. This report outlines opportunities for the Corporation, and the nine remaining in-scope services and includes 19 recommendations. Each recommendation includes:

- o An overview of findings from the current state to provide context into the recommendation;
- o The proposed recommendation, including more detailed information;
- o Implementation considerations to support the successful adoption of recommendations;
- o An overview of financial implications associated with each recommendation; and,
- o A summary of the benefits of the recommendation.

In addition to this information, there is a high-level implementation plan included in the document to support the prioritization of activities as appropriate.

Overview of Recommendations

The following table contains an overview of recommendations for the Corporation, based upon the current state and impacts of COVID-19. The recommendations in this section are further detailed throughout the report, including implementation considerations. It should be noted that the implementation of recommendations will be dependent on capacity from management and front-line staff. In some cases, upfront investment in additional staff and infrastructure will be required to implement recommendations, which will lead to long-term cost savings or service enhancements.

Below is an overview of the nineteen recommendations by service area and their associated framework focus area:

Table 1: Summary of Recommendations

Service Area	Framework Focus Area	Proposed Recommendation
B1: Communications	<ul style="list-style-type: none"> Service Levels; and, Resources. 	B1: Consolidate Team Under the CAO
		B2: Streamline Social Media/Technology
B3: Seniors' Services	<ul style="list-style-type: none"> Governance (Strategy); and, Service Levels. 	B3: Develop Tighter Linkages to Other Providers
		B4: Develop Performance Metrics and Targets
B4: Human Resources Support to Employees	<ul style="list-style-type: none"> Service Levels; Resources; Processes; and, Technology. 	B5: Build a Shared, Unified Culture
		B6: Formally Define and Document Recruitment Process
		B7: Enhance Technology Solutions
B5: Museum and Archives	<ul style="list-style-type: none"> Service Levels; and, Cost. 	B8: Review Current MoD Location
B6: Engineering	<ul style="list-style-type: none"> Resources; and, Processes. 	B9: Project Prioritization and Outsourcing
		B10: Develop KPIs and SLAs

Service Area	Framework Focus Area	Proposed Recommendation
B7: Facilities Management	<ul style="list-style-type: none"> Resources; Processes; Technology; and, Cost. 	B11: Service Model Development
		B12: Develop and Refine the Asset Management Process
		B13: Develop KPIs and SLAs
B8: Fleet Management	<ul style="list-style-type: none"> Governance (Roles and Responsibilities), Resources; Process; and, Technology. 	B14: Centralize Fleet Management
		B15: Use a Centralized Asset Database
B9: Procurement	<ul style="list-style-type: none"> Governance (Roles, Responsibilities, and Accountability); Process; and, Cost. 	B16: Update Team Structure
		B17: Update Procurement By-Law and Procedures
		B18: Training for the Broader Organization on Updated Structure, Policy, and Procedures
B10: Corporate Finance	<ul style="list-style-type: none"> Process; and, Technology. 	B19: Plan for Future State Technology

Note: Service B2: Community Housing was removed from the project's scope as there was an overarching desire to let the team focus on its COVID-19 response.

1.0 Introduction

1.1 Project Context

The County of Dufferin is located in Central Ontario and has approximately 62,000 residents. The Member Municipalities of the County are a rural and urban mix consisting of Amaranth, East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville, and Shelburne.

Residents, businesses, and partners in the County are currently served by a mix of local municipal, County, and shared services. Although many services appear to be working well, there is the potential for service delivery improvements.

The County is growing rapidly every year, putting pressure on existing services and pushing the County and Member Municipalities to look for efficiencies that will allow them to continue to provide strong services.

This engagement was designed to support the County and Member Municipalities in identifying recommendations for potential improvements to their existing services.

1.2 Project Mission and Success

In support of the County's Strategic Plan priorities and objectives of Service Efficiency and Value and Good Governance, the County of Dufferin undertook a comprehensive service review of the following focus areas:

- o Shared municipal services/resources;
- o Internal county operations; and,
- o Human/community services.

1.2.1 Project Mission

The Project Mission defines why the County and its Member Municipalities engaged Optimus SBR. For this engagement, the Mission was defined as:

- o Assisting the County of Dufferin in conducting a comprehensive service review of shared municipal services/resources, internal County operations, and human/community services.

1.2.2 Project Success

Project success outlines what the County and its Member Municipalities expected at the completion of the engagement, ensuring that our approach and activities supported these goals. For this engagement, project success was defined as:

- o An in-depth understanding of current services and service delivery methods;
- o Provision of actionable recommendations for efficient, effective, and sustainable delivery of municipal Services;
- o Alignment of all engagement and outcomes with the County's strategic priorities;
- o Buy-in among County and Member Municipality stakeholders that the recommendations are aligned to the community needs and will reduce operational costs and improve service delivery; and,
- o Continuous transfer of knowledge to County staff on tools, techniques, and general methodology.

This engagement consists of two parts:

- o Part A, with a focus on existing and potential shared services across the County and Member Municipalities; and,
- o Part B, with a focus on services provided by the County of Dufferin itself.

1.2.3 About Part A

Part A involved a review of shared municipal services/resources and will be managed by:

- o The Working Group comprised of the CAOs from each Member Municipality and the County; and,
- o A Steering Committee consisting of the CAOs along with an elected representative from each local Council.

Through this portion of our review, specific shared services were identified and reviewed, with recommendations made as appropriate.

1.2.4 About Part B

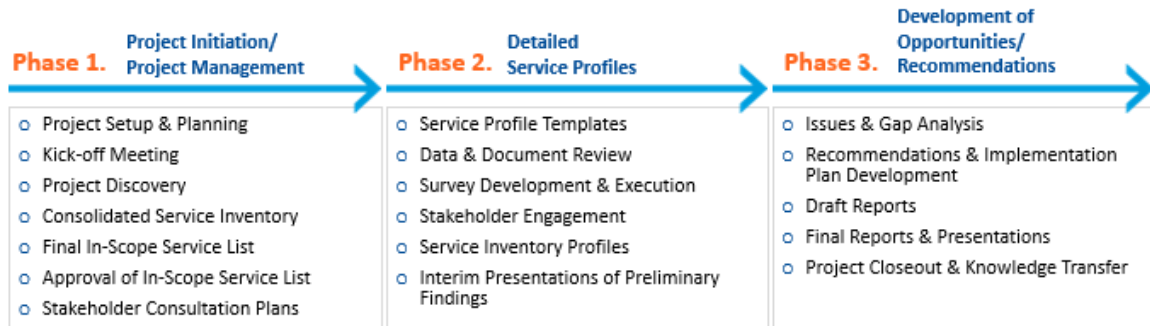
Part B involved a review of internal county operations and human/community services and was managed by the County Service Review Team, consisting of representatives from each County department.

Through this portion of our review, specific County services were identified and reviewed, with recommendations made as appropriate.

1.3 Project Approach

The graphic below describes our project approach, which included three major phases of work, each with its own discreet activities that build on one another. The Optimus SBR team was also responsible for project management activities throughout the engagement to ensure that any potential risks are identified, captured, and mitigated appropriately.

Figure 1: Project Approach



Through this approach, the County and its Member Municipalities have a thorough understanding of the current state of the in-scope services, as well as realistic and actionable recommendations moving forward. Most importantly, the County and its Member Municipalities have the information required to move forward with confidence at the conclusion of this engagement.

1.4 Project Deliverables

Throughout the remainder of this engagement, our team will continue to develop the outlined deliverables below. The remaining deliverables will be developed in draft form and reviewed with the relevant project governance body prior to incorporating edits and finalizing the content. The table below outlines each deliverable of the engagement and provides a brief description to ensure a common understanding of its content. Highlighted in orange is the deliverable included with this document.

Table 2: Project Deliverables

DELIVERABLE	DESCRIPTION
Project Plan	Sets key dates for deliverables and milestones, while also detailing accountabilities of both Optimus SBR and the County and its Member Municipalities project resources.
Consolidated Service Inventory	A complete list of services for both Part A and B compiled based on staff input.
Final In-Scope Service List	Finalized lists of in-scope services for both Part A and B, validated and approved by the Working Group/Steering Committee (Part A services) and the County Service Review Team (Part B services).
Stakeholder Consultation Plans	Outlines the proposed approach and methodologies for stakeholder engagement activities pertaining to Part A and B to ensure they are effective and produce meaningful outcomes.
Interim Report/ In-Scope Service Profiles	Profiles will be developed in conjunction with the Working Group and County Service Review Team for each in-scope service for both Part A and B and are expected to include Review Scope and Objectives, Current State Findings, Key Challenges, and Next Steps.
Interim Presentations	Consolidated current state findings which will be presented to the Joint Council Workshop, County Council, and each Member Municipality.

DELIVERABLE	DESCRIPTION
Draft Reports for Municipalities	Draft Reports for each Member Municipality consolidating the cumulative Part A engagement.
Consolidated Draft Report	A consolidated Draft Report for County Council including engagement outputs for both Part A and B.
Final Reports	All feedback and revisions will be incorporated into the Draft Reports. The Reports will be finalized, including specific financial implications.
Presentations of Findings and Recommendations	Key parts of the Final Reports will be presented to Member Municipalities, County Council, and County Staff. Provisional presentations, such as to the Joint Council Workshop, each Council, and public meetings can be discussed with the County at extra cost.

1.5 Purpose of this Document

1.5.1 Purpose of the Report

This is the future state recommendations report for the in-scope services reviewed for Part B of the engagement. This report includes the following information:

- o An overview of findings from the current state to provide context into the recommendation;
- o The proposed recommendation, including more detailed information;
- o Implementation considerations to support the successful adoption of recommendations;
- o An overview of financial implications associated with each recommendation;
- o A summary of the benefits of the recommendation; and,
- o A high-level prioritization and implementation plan for the Corporation moving forward.

The goal of providing this report is to further validate our future state recommendations for Part B, and ensure they align with the expectations of staff and senior leadership at the County.

1.5.2 How the Report was Developed

Following the project restart, Optimus SBR worked collaboratively with the CAO and Senior Management Team to develop an approach for future state activities. To develop the future state recommendations, Optimus SBR engaged with staff in two formats:

- o **Generative Conversations** – In which our team presented core goals and ideas, then worked with participants to further develop and refine the ideas into their final state. These engagements lasted an hour at a time. Services were selected for these conversations based on the Preliminary Opportunities outlined in the Interim Report. The services selected for generative conversations included:
 - Facilities Management;
 - Engineering Services;
 - Human Resources Support Services; and,
 - Corporate Finance.

- o **Confirmation Discussions** – In which our team presented recommendations that had been more fully developed and were based on findings from other jurisdictions and the operating realities of the Corporation. These meetings presented the proposed recommendations and focused on ensuring that there were no clear gaps or challenges related to recommendations, prior to their being presented to a broader audience. The services selected for confirmation conversations included:
 - Seniors' Services;
 - Fleet Management;
 - Procurement;
 - Communications; and,
 - Museums and Archives.

Following the completion of the generative conversations and confirmation discussions, a final confirmation discussion was held with all Senior Management Staff to gather feedback and perspectives on all in-scope services, prior to developing this report.

2.0 County Service Delivery Review Framework

Optimus SBR employed a Service Delivery Review Framework to effectively and efficiently review services in a consistent manner. This section will define the term “service” for this review and will provide an overview of our Service Delivery Review Framework.

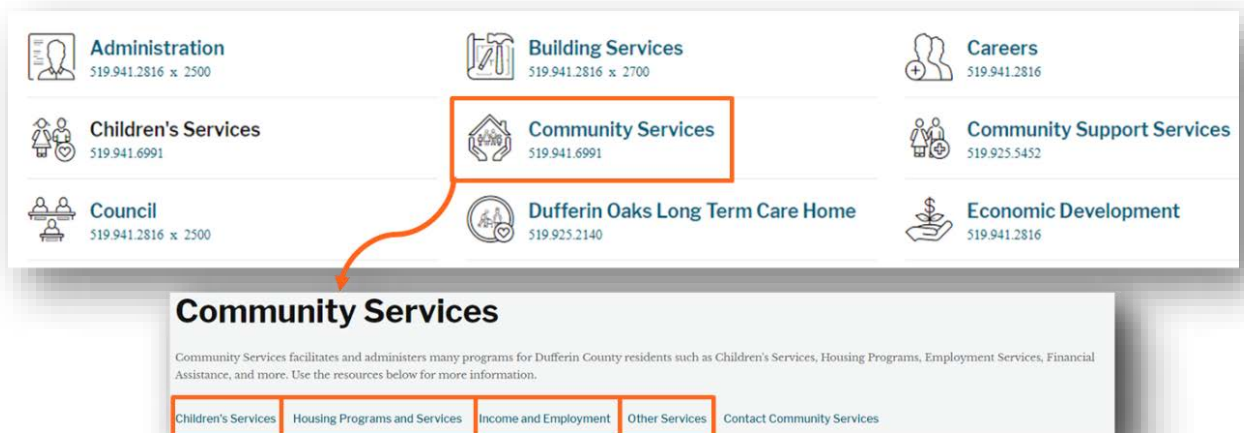
2.1 Defining a Service

At the outset of the engagement, the Optimus SBR team confirmed with the Steering Committee and County Service Review Team what would be considered a “service” included as part of the review for this engagement, and to distinguish *services* from *departments*. As this project has two separate parts, definitions for both *services* and for *departments* were created to reduce potential confusion and ensure a shared understanding for both teams.

2.1.1 Definition of a County Service for Part B

For Part B, there were similar distinctions to be made for services provided by the County. As shown below, “Community Services” represents a basket of services rather than an individual service. The target level for this review would be the individual services offered by the Department, which in this case, includes services such as Children’s Services, Housing Programs and Services, Income and Employment Services, among others.

Figure 2: Defining a County Service for Part B



2.1.2 County Service Delivery Review Framework for Part B

Part B of the engagement employed a slightly different Framework, which included the following items:

- o **Governance:** Governance (where appropriate) and, more generally, organizational structure, roles, responsibilities, and accountability are clear for effective decision making, operations, and minimizing duplication.
- o **Service Levels:** Service level expectations are clearly articulated and/or documented and are appropriate.
- o **Resources:** Required resources are in place to carry out roles and responsibilities at the expected service levels. This can include human resources (e.g., in terms of competencies, expertise, or staffing levels) as well as other (e.g., financial) types of resources.
- o **Process:** Processes are well designed and defined, effective, and efficient.
- o **Technology:** Appropriate technology is in place to enable processes and service delivery more broadly.
- o **Cost:** Services are provided cost-effectively relative to the services being provided and the benefits realized.

Using this framework, the Interim Report identified both Corporation-wide themes as well as service-specific findings. The service-specific findings were used as the basis for the recommendations that are further detailed below.

2.1.3 Current State Corporation-Wide Themes

The following are the Corporation-wide themes as they were found in the Interim Report. These have been included here to provide additional context into why the recommendations below have been suggested.

2.1.3.1 Theme 1: Distributed Roles and Responsibilities

For certain services – in particular, Communications, Community Housing, Seniors’ Services, Facilities Management, and Fleet Management – there was no single department or division that “owned” or governed the function, and roles and responsibilities were distributed in several places across the organization. For example, Communications services, while linked to Corporate Services in the documentation, was and is provided in a range of departments, and Facilities Management was and is undertaken separately by Community Housing and Dufferin Oaks, despite the commonalities in their portfolios.

2.1.3.2 Theme 2: Unclear Service Level Expectations

While we observed a strong commitment to providing high-quality service across a range of departments and services, service levels were not always well defined for internal stakeholders (i.e., other departments) and external stakeholders (i.e., citizens in Community Housing). Consequently, key performance indicators were not typically well defined.

2.1.3.3 Theme 3: Overlap and Duplication of Services

A clear consequence of the items above is the duplication of services – for instance, in Communications and Facilities Management. This suggested some potential opportunities to reduce instances of the same services performed in slightly different ways and consolidate capacity.

2.1.3.4 Theme 4: Capacity Constraints

Capacity constraints were observed in several areas, particularly in Human Resources, Procurement, Engineering, and Museum and Archives. In the first two, a growing community and Corporation was putting a strain on limited resources in these support functions. In the case of the Museum and Archives, outreach and growth were difficult in a somewhat distant location when staff were limited. Procurement was also challenged to carry out some of its core projects in the face of competing internal demands for its services across different departments.

2.1.3.5 Theme 5: Technology Gaps

In many cases, multiple departments were/are using different software to perform the same or similar tasks and activities. In addition, legacy systems have not been updated and are often seen as inefficient and difficult for end-users. Integration amongst these systems is difficult, and the manual process can arise as a result, exacerbating capacity constraints (e.g., the lack of an HRIS strains limited staff in Human Resources).

2.1.3.6 Theme 6: Asset Management Challenges

Finally, the items above make it difficult to coordinate asset management activities. With distributed responsibilities and fragmented systems, it is difficult to clarify service level expectations and plan for them. No single software system is used for asset management, which makes the operationalization of asset management challenging. Departments, therefore, handle asset management differently, with variation in data, policies, and outcomes, though they are difficult to measure.

3.0 Overview of Recommendations

The following table is an overview of the full set of recommendations that have been detailed in greater detail below:

Table 3: Overview of All Recommendations

Service	Unique ID	Recommendation Title
B1: Communications	1	Consolidate Team Under the CAO
	2	Streamline Social Media/Technology
B3: Seniors' Services	3	Develop Tighter Linkages to Other Providers
	4	Develop Performance Metrics and Targets
B4: Human Resources Support to Employees	5	Build a Shared, Unified Culture
	6	Formally Defined and Document Recruitment Process
	7	Enhance Technology Solutions
B5: Museum and Archives	8	Review Current MoD Location
B6: Engineering	9	Project Prioritization and Outsourcing
	10	Develop KPIs and SLAs
B7: Facilities Management	11	Service Model Development
	12	Refine the Asset Management Process
	13	Develop KPIs and SLAs
B8: Fleet Management	14	Centralize Fleet Management
	15	Use a Centralized Asset Database
B9: Procurement	16	Update Team Structure
	17	Update Procurement By-Law and Procedures
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures
B10: Corporate Finance	19	Plan for Future State Technology

3.1 A Note About Financial Implications

Each recommendation provided below includes specific financial implications and impacts for the Corporation. These have been designed to support the Corporation as it looks to further understand these recommendations and how it will relate to/impact implementation activities.

Given that constraints exist on County staff time, particularly in light of COVID-19, several of the recommendations' financial implications provide approximate costs and/or cost ranges for external support, recognizing that such support may be forgone, hired for internally, or indeed contracted externally. While a number of the recommendations have staff time and effort as the main cost driver, we have done our best to approximate the cost this will have on the organization. Where we believe it would be more efficient and effective to hire third-party support to undertake a recommendation (either for an unbiased perspective, capacity constraints, or specialty skillsets) we have identified this as a consideration.

Costs are therefore approximated and should be used as a high-level indicator of the effort and dollar values that will be associated with their implementation.

Table 4: Summary of Recommendations and Approximate Cost

Service	Unique ID	Recommendation Title	Approximate Cost
B1: Communications	1	Consolidate Team Under the CAO	\$25,000
	2	Streamline Social Media/Technology	N/A / Minimal
B3: Seniors' Services	3	Develop Tighter Linkages to Other Providers	N/A / Minimal
	4	Develop Performance Metrics and Targets	\$25,000
B4: Human Resources Support to Employees	5	Build a Shared, Unified Culture	\$50,000 to \$125,000
	6	Formally Defined and Document Recruitment Process	\$50,000
	7	Enhance Technology Solutions	See B19
B5: Museum and Archives	8	Review Current MoD Location	\$100,000
B6: Engineering	9	Project Prioritization and Outsourcing	N/A
	10	Develop KPIs and SLAs	\$25,000

Service	Unique ID	Recommendation Title	Approximate Cost
B7: Facilities Management	11	Service Model Development	N/A
	12	Develop and Refine the Asset Management Process	\$50,000
	13	Develop KPIs and SLAs	\$25,000
B8: Fleet Management	14	Centralize Fleet Management	\$25,000 to \$50,000
	15	Use a Centralized Asset Database	N/A
B9: Procurement	16	Update Team Structure	\$125,000 to \$150,000
	17	Update Procurement By-Law and Procedures	\$30,000 to \$75,000
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures	\$25,000
B10: Corporate Finance	19	Plan for Future State Technology	\$80,000 to \$120,000

4.0 B1: Communications

The goal of the Communications services review was to determine the most effective and efficient use of resources for consistent communications look and feel across the organization. Based on this, and based on the findings from the Interim Report, an overarching goal for the future state of the service is to have **a centralized, dedicated, and skilled Communications team to support the development of communications collateral for each department and the various audiences of the Corporation**. This will happen in a coordinated manner that will include the use of industry-leading software and core branding.

To achieve this goal moving forward, two primary recommendations have been developed:

1. Consolidating the Communications function for the Corporation into one team, under the Office of the CAO
2. Streamlining the social media/technology in use for the Corporation.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Service Levels; and,
- o Resources.

4.1 Recommendation B1: Consolidate Team Under the CAO

Recommendation: Consolidate a team of up to 3 FTE to act as dedicated Communications staff, with distributed roles and responsibilities to ensure specific stakeholder groups are adequately serviced.

4.1.1 Current State Challenges

The current decentralized model has some departments with dedicated staff, while others provide ad hoc communications support as an additional duty of their role. Furthermore, the dedicated staff are often called upon to support other departments and/or campaigns for the Corporation. This structure creates challenges related to the overall consistency and effectiveness of the Corporation's communications.

As noted in the Interim Report, various staff have a communications function as at least a partial focus of their role, either in the development of marketing campaigns or the development and publishing of collateral. While the specific FTE count was unclear, a range of 4.75 – 6.5 FTE were involved in communications in some form.

The following is a list of the departments and staff that were noted as having communications responsibilities.

Table 5: Current State Communications Staff and Roles

Department	Role	Audience
Public Works	Waste Services Communications Coordinator	Primarily external
Public Works	Operations Manager	Primarily external
Public Works	Forestry	Primarily external
Public Works	Climate Change	(Not yet fully implemented) Primarily external
Corporate Services	Communications, Emergency Management, & Accessibility Coordinator	Mixture of Internal and External
Corporate Services	Administrative Support Specialist	Primarily external
Dufferin Oaks	Assorted Staff	Mixture of Internal and External
Museum and Economic Development	Museum Marketing Staff	Primarily external
Human Resources	Human Resources Coordinators	Primarily internal
Community Services	Assorted Staff	Mixture of Internal and External

4.1.2 Proposed Recommendation

Consolidate a team of up to three FTEs to act as dedicated Communications staff, with distributed roles and responsibilities to ensure specific stakeholder groups are adequately serviced.

Communications Team Roles and Responsibilities:

- o Each FTE should be assigned a unique portfolio with specific stakeholder groups, allowing them to build relationships with appropriate staff, understand communication preferences for stakeholders, and appreciate the context of the group.
- o This group would be **responsible for collateral development** and would work with departmental staff who would develop the communication campaign ideas.

Stakeholder Groups to Consider:

The Corporation has three major stakeholder groups that are the targets for communications activities, specifically:

Table 6: Stakeholder Groups to Consider for Communications

Stakeholder Groups to Consider	Examples of Stakeholders/Messaging
Internal Stakeholders	<ul style="list-style-type: none"> • Staff members (FT, PT, Seasonal)) • Volunteers (e.g., Dufferin Oaks)
Niche External Groups	<p>Roads</p> <ul style="list-style-type: none"> • Closures • Emergency detours • Weather or traffic events <p>Waste Collection</p> <ul style="list-style-type: none"> • Service disruptions • Altered/seasonal schedules • Information and teaching f <p>Forestry</p> <ul style="list-style-type: none"> • Trails information • Other updates
Broader External Corporate Messaging	<p>Information Campaigns</p> <ul style="list-style-type: none"> • Resources in the Region <p>Emergency Information</p> <ul style="list-style-type: none"> • Breaking news and/or other events <p>Events and Festivals</p> <ul style="list-style-type: none"> • Dates and Information <p>Seasonal Campaigns</p> <ul style="list-style-type: none"> • Family programs and events that are offered

Expected Service Improvements

An improved, more concrete focus on internal communications, which will improve access to information, speed by which information is shared, and the quality of the interactions between the Corporation and its staff.

Staff will have a consistent look and feel, and with this team located under the Office of the CAO, there will be confidence that the information coming is accurate and aligns with leadership's intentions.

Additional Benefits

- o Communications staff will be able to work with departmental staff, learning the various stakeholder groups within their portfolios to ensure that communications activities and methodologies are optimal to their audiences.
- o Creating a structured transition in which portfolios are created and transitioned to the Communications team will result in minimal-to-no service disruption for current stakeholder groups.
- o This process will ensure that internal communications continue to be a focus of the Corporation.
 - *Note: this will also support Recommendation B5: Build a Shared, Unified Culture as the appropriate communications infrastructure will be in place to engage staff across the Corporation.*

Staff Roles, Responsibilities, and Team Structure

As noted above, this team will focus on the development of communications collateral, while the Client Departments will be responsible for the development of campaigns and/or identification of ad hoc communications to their stakeholder groups. The table below outlines the roles and responsibilities of either team.

Table 7: Future State Team Roles and Responsibilities

Stakeholder Group	Roles and Responsibilities
Communications Team	<ul style="list-style-type: none">• The development of collateral to support communications campaigns.• Undertaking planning activities with their respective Client Departments/ teams/groups to ensure there is a good understanding of the planned, expected communications campaigns at the outset of the year.• Supporting ad hoc communications as required (e.g., sending out urgent/required social media posts, emergency communications, etc.)
Client Department	<ul style="list-style-type: none">• Working with the Communications team to identify all the expected and planned communications activities throughout the year.• Developing the content and goals of the communications campaigns, passing information and other critical information to the Communications team.• Supporting the Communications team with other information/supports as required as they develop and manage the distribution of communications.

There is no one “right way” to staff a Communications team, but rather it is dependent on the goals and scope of work of the team. Items to consider include:

- o Staff skills and expertise found in comparable departments in other municipalities:
 - Graphic Design experience
 - Communications experience
 - Interpersonal skills (i.e., ability to develop and manage complex relationships)
 - Leadership skills
 - Strategy experience
 - Web design (likely unnecessary for Dufferin)
- o An organizational structure should be in place to have at least one Team Leader role, responsible for:
 - Balancing workload of the team
 - Setting prioritization of tasks
 - Supporting broader team operations
 - Communications strategy development

4.1.3 Implementation Considerations

To support the success of a consolidated, centralized Communications team, change management will be critical, some items to address will include:

Table 8: Implementation Considerations to Consolidate a Communications Team

Focus Area	Items to Consider
1. Job Descriptions	<p>Will need to be developed and updated, outlining new responsibilities.</p> <ul style="list-style-type: none"> • The Communications Team will need new job descriptions developed, outlining their role for the organization, but also on the team (i.e., Team Lead, graphic design focus, etc.) • Existing staff will need their job descriptions updated, ensuring no communications collateral is included as a responsibility. <ul style="list-style-type: none"> o Note: there may be a need to reposition this from collateral development and change it to communications campaign or strategy development.
2. Policies and Procedures	<p>Refreshing existing policies, as well as creating new policies and procedures will be required to ensure a consistent look and feel of communications.</p> <ul style="list-style-type: none"> • Refreshing the Corporation’s overarching brand standards • Developing a procedure outlining how to effectively partner with the Communications Team (e.g., lead times for campaigns).

Focus Area	Items to Consider
3. Transition Planning	<ul style="list-style-type: none"> Consider immediate, near, medium, and long-term changes, to guarantee that no stakeholder groups or essential communications are dropped during the transition After a trial period review the portfolio structure to determine if it is appropriate, and if team FTE count is accurate (e.g., should it be reduced, expanded, or maintained?).
4. Tools and Technology	<ul style="list-style-type: none"> Decide on the most appropriate tools, software, and techniques for members of this team to promote consistency moving forward

4.1.4 Financial Implications

There are moderate financial impacts that are expected as a result of this recommendation. While this recommendation suggests consolidating the role, this function is already part of the broader Corporation's activities, just in a decentralized manner.

Transition costs will be a major cost driver for this recommendation, specifically including:

- o Job description development;
- o Staff training (if required);
- o Potential recruitment;
- o Potential software/technology costs (e.g., purchasing Adobe Creative Suite licenses for the full team); and,
- o Policy and procedure development, as required.

The consolidation and focus placed on this role may support the Corporation in finding potential cost savings in the medium to long-term, as staff time and responsibilities will not be split, allowing for potential economies of scale for the three FTE suggested.

Total potential transition costs include items such as recruitment of a manager-level resource, training, software, and other incidental costs. The total cost of the recommendation could be up to approximately \$100,000. This assumes the majority of this cost is related to the recruitment of a manager-level resource.

4.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 9: Summary of Benefits of Recommendation B1

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Reduced long-term cost, improved service levels for communications activities.• A consistent brand, look, and feel across all Corporation communications.• Improved accuracy and quality of communications activities.• The ability to support additional recommendations listed in this report, including:<ul style="list-style-type: none">○ Recommendation B4: Develop Performance Metrics and Targets (specifically the report-back process, ensuring a consistent look and feel across departments for this activity).○ Recommendation B5: Build a Shared, Unified Culture; and,○ Recommendation B10 & B13: Develop KPIs and SLAs – Engineering and Facilities Management, respectively (specifically the report-back process, ensuring a consistent look and feel across departments for this activity).
Users (Staff)	<ul style="list-style-type: none">• Staff will receive continued importance and emphasis for communications as the organization continues to grow and evolve.• Staff in departments can focus their attention on their core skillsets without taking on collateral development that may not be their forte.

4.2 B2: Streamline Social Media Accounts/Technology

Recommendation: Consolidate social media and other technologies to support a more consistent brand presence, messaging coordination, and quality of communications.

4.2.1 Current State Challenges

The current web of accounts and technologies results in various sub-brands to the public, a lack of a consistent look and feel for all communications across the Corporation, and does not support coordination between departments. As noted in the Interim Report, and further refined during future state engagement activities, the full listing of accounts/technologies includes:

- o Twitter Accounts:
 - Dufferin County (General)
 - Community Services
 - Waste Management
 - Emergency Management
 - Roads
- o Facebook Accounts:
 - Dufferin County (General)
 - Emergency Management
 - Waste Services
 - Community Services (as well as EarlyON)
- o Websites:
 - Corporate Website
 - Museum Website
 - Raising the Bar Website
 - Join In Dufferin Site
- o Community Services Pinterest (Raising the Bar)
- o LinkedIn
- o Municipal 511
- o Waste Management (YouTube & App)
- o Corporate Services YouTube
- o Corporate Services Instagram
- o Museum App
- o Mailchimp Accounts
 - Public Works
 - Corporate Services
 - Community Services
 - Dufferin Oaks

4.2.2 Proposed Recommendation

Consolidate social media and other technologies to a more streamlined list that will support a more consistent brand presence, messaging coordination, and quality of communications.

While some accounts can be readily consolidated, others should remain as discrete entities. There will likely always be multiple accounts, but a reduction in number is still possible.

Consolidation Opportunities:

- o Mailchimp Accounts - all four should be consolidated into one, and migration of accounts is possible in the system
- o Twitter Accounts to Consolidate:
 - General
 - Community Services
 - Emergency Management
- o Facebook Accounts to Consolidate:
 - General
 - Waste Management
 - Note: this Facebook account may warrant staying as its own discrete entity – a deeper review of the specific content, frequency of activity, and size of social media following should be considered for this potentially niche account.
 - Emergency Management
 - Community Services
- o YouTube Accounts to Consolidate:
 - Waste Management
 - Corporate Services

Accounts to Stay Separate:

- o Twitter Accounts to Stay Separate:
 - Roads
 - Waste Management
- o Apps to Stay Separate:
 - Waste Management
 - Museum
- o Pinterest Account
- o Instagram
- o Join In Dufferin
- o LinkedIn
- o Municipal 511
- o Facebooks:
 - o EarlyON
 - o Paramedics

4.2.3 Implementation Considerations

The following table examines multiple factors or considerations that should be addressed:

Table 10: Implementation Considerations when Streamlining Social Media Accounts

Focus Area	Detailed Information
1. Selecting Accounts and Transition Planning	<ul style="list-style-type: none">• To determine which accounts are made inactive and which will remain active, the following should be reviewed:<ul style="list-style-type: none">○ Size of social media following;○ Which account is currently the most active; and,○ “Name” of account, and how likely this is to draw in new social media followers in the future.• Once accounts to consolidate are agreed upon, the Corporation will need to communicate to the public to let them know:<ul style="list-style-type: none">○ Which accounts will be made inactive/decommissioned;○ Where accounts will migrate (i.e., the surviving account that will remain active).
2. Ownership and Purpose	<ul style="list-style-type: none">• The Corporation will need to determine internal ownership of each account, so that staff know who controls what internally.<ul style="list-style-type: none">○ <i>Note: This should align with Recommendation B1, with the consolidation of a dedicated Communications team for the Corporation.</i>• Each surviving account should have a documented purpose, outlining how they are unique and the types of content that they will be posting.
3. Exceptions	<ul style="list-style-type: none">• Certain communication channels (e.g., Roads Twitter and Municipal 511) are unique and require Corporation staff to liaise with other external parties.<ul style="list-style-type: none">○ These activities should stay with experts in their respective department (i.e., Public Works)○ However, the act of posting communications/social media posts can be handled by Communications staff.<ul style="list-style-type: none">▪ A unique challenge will be afterhours events.▪ As Public Works likely already has on-call supervisory staff ready to respond to such events (e.g., a 2 AM weather event), Public Works will likely be able to post communications in a more timely manner, supporting residents across the County.▪ To contain costs, <i>it is not being suggested at this time that the Corporation add more individuals to any on-call lists or activities</i>, as this does result in additional staffing costs.

Focus Area	Detailed Information
4. Policies and Procedures	<ul style="list-style-type: none"> • The creation of policies and procedures should be considered, including: <ul style="list-style-type: none"> ○ When posts will be developed/publicly posted, ○ Branding requirements (incl. profile pictures, logos, and common shorthand conventions), ○ When cross-posting will be expected, permitted, or restricted, and ○ Timelines/expectations for Client Departments.

4.2.4 Financial Implications

As social media accounts do not come with their own unique costs, there are no substantial financial impacts expected as a result of this recommendation. Communications activities will continue, with less staff spending time or effort on these activities.

A potential long-term challenge will be the expansion of tools and technologies in the future. This will cause challenges as new social media accounts or technologies will require staff time, effort, and focus, which may result in a longer-term need to invest in staff to run accounts.

4.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 11: Summary of Benefits for Recommendation B2

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• The Corporation's external brand will be more concentrated and focused, with fewer sub-brands due to the consolidation of accounts.• Clear ownership of accounts will allow staff to focus on social media as appropriate, without it diluting other core activities of their role.• A clear understanding of the <i>purpose</i> of each account will ensure that messaging is not diluted or confused.
Users (Staff)	<ul style="list-style-type: none">• Niche groups will continue on, supporting residents to receive focused messaging on specific topics.• The public will have less confusion when searching for the Corporation on social media, as there will be less accounts to review and select from.• It will be easily understood by stakeholders why each account exists.

5.0 B3: Seniors' Services

The goal of the Seniors' Services review was to identify opportunities to bring greater coherence to and better align Seniors' Services with identified community needs.

Based on this, and based on the findings from the current state report, an overarching goal for the future state of the service is to focus on **ensuring high-quality programs are offered and available to seniors within Dufferin County**, while ensuring that staff and volunteers focus on the delivery of core activities. These recommendations are also designed to **clearly identify Dufferin County Community Support Services (DCCSS) as a critical partner in the home and healthcare sectors of Dufferin County**.

To support the Senior's Services Team moving forward, two primary recommendations have been developed:

1. Develop tighter linkages with other local providers, supporting the continued evolution of healthcare and home care sectors.
2. Define and communicate clear performance metrics and targets

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Governance (Strategy); and,
- o Service Levels.

5.1 Recommendation B3: Develop Tighter Linkages to Other Providers

Recommendation: Develop tighter linkages with other local providers, supporting the continued evolution of healthcare and home care sectors, by reviewing the current service delivery model and partnerships to date to determine if the Corporation should: maintain, increase, or reduce involvement in delivering each service. We have provided three examples below to demonstrate how to apply a structured lens to determine partnership opportunities.

5.1.1 Current State Challenges

Seniors' Services describes a basket of services that are offered by the County through multiple departments, but primarily through Dufferin Oaks (DO) and Dufferin County Community Support Services (DCCSS). Dufferin Oaks, through partnerships with others, is the primary delivery body for Seniors' Services at the County of Dufferin. Current state services include:

- o Long-Term Care Home (out of scope);
- o Meals on Wheels (4 separate programs);
- o Congregate Dining;
- o Transportation Services;
- o Adult Day Program;
- o Home Help Program;

- o Community Bathing Program;
- o Respite Services;
- o Housing Services;
- o Friendly Visiting; and,
- o Acting as a transfer payment agency for others in the County.

The services listed above are all delivered by the DCCSS team (including support from volunteers), supporting seniors across the County. The scope and scale of the services provided by the DCCSS team illustrate that they are a major player in the health and community care sectors of the Region. These services, however, exist in a complex web of other providers who may be offering similar services and to similar clients. Identifying opportunities to increase or decrease service involvement is a critical step to ensuring the community receives the best care possible.

Furthermore, Ontario has recently developed and begin the implementation process of Ontario Health Teams (OHTs), which have been designed to replace the previous system of Local Health Integration Networks (LHINs). These bodies are designed to support funding, partnerships, service delivery and have the explicit focus of improving the quality of care within a region through focusing on the immediate local needs of a community.

Within this region, the Hills of Headwaters Collaborative OHT was introduced with the goal to better connect patients and providers within their community. The Hills of Headwaters Collaborative OHT aims to create a local healthcare system that provides coordinated care for clients and reduces wait times through an integrated care pathway. While COVID-19, has slowed down the implantation of proposed services and programs, DCCSS should play an important role moving forward, given the important services that the Corporation's team provides to seniors from across the region.

As a result, the recommendation below is designed to support conversations with the Hills of Headwater Collaborative OHT, as well as other partners, to ensure all groups involved with this OHT understand the critical role DCCSS plays within this region.

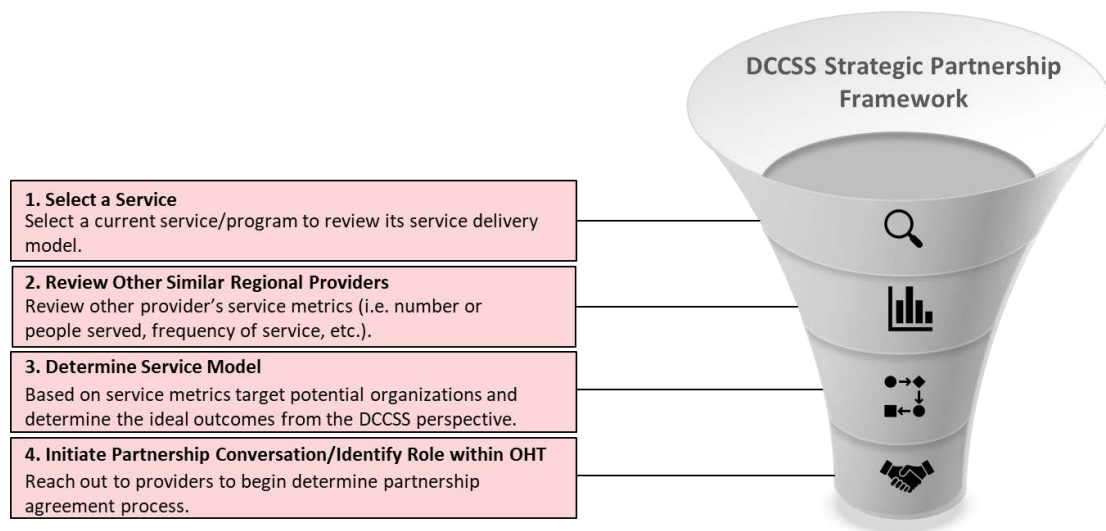
5.1.2 Proposed Recommendation

The Corporation should review the current service delivery model and partnerships for each service to date to determine if DCCSS should:

- o Maintain current service delivery levels;
- o Increase involvement in service delivery; or,
- o Reduce involvement in service delivery.

The DCCSS Partnership Review Framework, illustrated below, should be applied to current programs and services to determine if the Corporation should maintain, increase, or decrease its involvement in delivering services. If increasing or decreasing services, partnerships with other providers will be critical to ensure seniors continue to receive high-quality services while staff and volunteers are focused on core activities moving forward.

Figure 3: Proposed DCCSS Strategic Partnership Framework



The Corporation's OHT Liaison should work closely with DCCSS when using this Framework to derive key recommendations over the next few years. This will include communicating the status of OHT activities, and navigating DCCSS to prioritize specific services based on relevancy to OHT's decision making.

The Framework, illustrated above, is a four-step process that should be applied to current programs and services to determine the most appropriate action. Each step is further detailed below:

Step 1 – Select a Service:

The Corporation (specifically DCCSS) should select one of their various services and should conduct a detailed current state service assessment to ensure a robust understanding of the current service. This should include information such as:

- o Number of seniors supported;
- o Performance metrics (e.g., number of meals delivered, trips undertaken, individuals who attended the Day program, etc.);
- o Staffing complement involved in the planning and provision of the service;
- o Volunteer counts and roles involved in the provision of the service; and,
- o Any other associated required costs or resources applied.

Step 2 – Review Other Similar Regional Providers:

An identification and review of OHT members that offer similar services and programs. For each provider, a detailed scan of their metrics should be completed including identifying the number of people served, geographical area of service, frequency of service, and staff capacity (as available, based on overarching staff numbers). This will provide greater insights into the broader operating environment of the specific service and will determine if there are other providers of similar scale to the Corporation. Furthermore, it will allow the Corporation to make preliminary determinations if another provider may be a potential partner for future state service provision.

Step 3 – Determine a Service Model:

Based on a clear understanding of the Corporation's service, as well as best estimates of other providers' service provision, determine an ideal future state model for the Corporation (i.e., the operating landscape if DCCSS was allowed to decide for the region). This could include multiple potential options, including, but not limited to:

- o Maintain service level/provision of services;
- o Increase DCCSS' involvement in the delivery of the specific service; or,
- o Reduce DCCSS's involvement in service, re-focusing effort on other services or opportunities.

Step 4 – Initiate Partnership Conversation/Identify Role within OHT:

Based on the ideal future state as determined in Step 3, DCCSS should reach out to other providers and begin potential partnership conversations. As part of this, DCCSS should distinguish between OHTs and non-OHT members, and preference should be given to OHT member providers for integrated service delivery. This should include discussing potential future state service delivery models, and discussing a number of key areas, such as:

- o Goals
- o Roles and responsibilities
- o Capacity
- o Service Levels
- o Funding Agreements

Once other service providers agree on potential changes to the service delivery model for the region, the Corporation should work with others to ensure the agreement is approved by funding bodies as appropriate.

At the core of all discussions with potential partners and funding bodies, it should be made clear that the goal is to, at a minimum, maintain the services that seniors receive. Ideally, all partnership discussions will result in improved services for seniors, potentially with increased cost savings for the system overall.

To further illustrate how the framework can be used, we have selected the following three service examples, ranging in complexity, to further illustrate how to apply the Framework:

- o Meals on Wheels (Orangeville Area);
- o Friendly Visiting; and,
- o Transportation Services.

Below is a summary table that outlines the key recommendations. Key analysis and details for each service example are outlined below:

Table 12: Summary of Example Applications of the Partnership Framework

Strategic Partnership Framework		Service Examples:	
1. Select a Service	Meals on Wheels (Orangeville)	Friendly Visiting	Transportation Services
2. Review Other Similar Regional Providers <i>(Note: Examples of similar providers include current HHC OHT members)</i>	<ul style="list-style-type: none"> o Caledon Meals on Wheels 	<ul style="list-style-type: none"> o Caledon Meals on Wheels o Hospice Dufferin o Alzheimer's Society of Peel 	<ul style="list-style-type: none"> o Identify Niche Transportation Offerings
3. Determine Service Model	Reduce Service Involvement/Re-Focus Staff Effort	Increase Service Involvement	Segment Service and Define Lead Organizations
4. Initiate Partnership Conversation/Identify Role within OHT	Define: <ul style="list-style-type: none"> • Goals • Roles and responsibilities • Capacity • Service Levels • Funding Agreements 	Define: <ul style="list-style-type: none"> • Goals • Roles and responsibilities • Capacity • Service Levels • Funding Agreements 	Define: <ul style="list-style-type: none"> • Goals • Roles and responsibilities • Capacity • Assets • Service Levels • Funding Agreements

Note: The above recommendations are based on information gathered to date, once the recommendations are tested against operational realities, they may need to be further refined. In the examples below, metrics that are provided are based on the readily available information (i.e., information posted on public websites) to demonstrate the application of the Framework.

Example #1: Meals on Wheels (Orangeville Area)

1. Select a Service: Meals on Wheels is offered through four different programs, with over 5,551 meals provided in 2019. This example focuses exclusively on the Meals on Wheels Orangeville Area program. The current state of this program includes:
 - DCCSS delivers approximately 20 meals, twice a week (Tuesday and Thursday);
 - Meals are prepared by the Lord Dufferin Centre;
 - Volunteers are then used to deliver meals to seniors.
2. Review Other Similar Regional Providers: Caledon Meals on Wheels (MOW), a similar regional provider and OHT member, that offers Meals on Wheels. The current state of this program includes:
 - 70 prepared and delivered meals, on Monday, Wednesday, and Friday, often to the same individuals captured by DCCSS
 - Meals are prepared by the Lord Dufferin Centre
3. Determine Service Model: Given Caledon Meals on Wheels (MOW) MOW's current service model, DCCSS may want to reduce involvement for MOW Orangeville Area, thereby proposing Caledon MOW lead this service area. This will allow DCCSS to refocus effort to other MOW programs such as the expanding areas of Shelbourne and Grand Valley.
4. Initiate Partnership Conversation/Identify Role within OHT: Once the desired service model has been developed, partnership conversations should be initiated to test the model against operational realities, including OHT goals and objects. Areas of focus for partnership conversation could include:
 - Defining Goals (e.g., Maintain levels of service for seniors in need, while reducing overlap in the provider framework in the region)
 - Defining Roles and Responsibilities (e.g., Propose Caledon MOW take the lead role for this specific geography, five days a week. DCCSS will act as a referral body to support operations)
 - Defining Service Levels (e.g., Maintain the same service level to date for existing clients)
 - Identifying Capacity (e.g., Confirm staffing/volunteer capacity complement)
 - Determining Funding Agreements/Costs (e.g., Discussions between providers and other funding bodies)

Example #2: Friendly Visiting

1. Select a Service: Friendly Visiting is one of the services provided by DCCSS. While currently on hold due to the COVID-19 pandemic, it is expected that this service will return in the future. This service was historically performed through a network of volunteers, supporting seniors from across the region.
2. Review Other Similar Regional Providers: There are multiple providers, including partners of the OHT, that offer similar services, including:
 - TeleCheck – Dufferin, a daily call out check-in service, is currently being offered as an alternative service to Friendly Visiting
 - Caledon MOW (i.e., Offers approximately 13,936 friendly visits each year supported by over 231 volunteers)
 - Hospice Dufferin; and,
 - Alzheimer’s Society of Dufferin.
3. Determine Service Model: Given the multiple providers offering similar services within the region, DCCSS may look to increase its involvement by proposing to act as the main coordinator of the service. DCCSS can coordinate services between providers through one pathway similar to what was discussed with the *Aging Well in Dufferin* resource.
4. Initiate Partnership Conversation/Identify Role within OHT: Once the desired service model has been developed, partnership conversations should be initiated to test the model against operational realities, including OHT goals and objects. Areas of focus for partnership conversation could include:
 - Defining Goals (e.g., Propose DCCSS act as a coordinator or “one-way path” to ensure all seniors have access to this service)
 - Defining Roles and Responsibilities (e.g., Propose DCCSS connect clients to service providers within the region.)
 - Defining Service Levels (e.g., Maintain the same service level to date for existing clients)
 - Identify Capacity (e.g., Confirm staffing/volunteer capacity complement and determine future capacity levels)
 - Determining Funding Agreements/Costs (e.g., Discussions between providers and other funding bodies)

Example #3: Transportation Services

1. Select a Service: Transportation Services was one of the services that was on hold due to the COVID-19 pandemic but has now resumed its offering. The current state of this program includes:
 - As a robust service that provided 11,900 medical-related trips in 2019.
 - Non-medical transportation is also provided to seniors within the County.
2. Review Other Similar Regional Providers: Identify other service operators within the area that focus on niche offerings such as medical, social, and non-medical transportation. For example:
 - Able Transport Services;
 - Home at Last; and,
 - RNR Patient Transfer Services.
3. Determine Service Model: Given the complexity of transportation services, a segment service model with defined lead organizations is recommended.
 - For example, DCCSS could lead and expand the medical transportation offering within the County, while another provider could lead non-medical transportation.
 - Segmenting the service will DCCSS to focus resources and capacity on expanding the offering for seniors.
4. Initiate Partnership Conversation/Identify Role within OHT: Once the desired service model has been developed, partnership conversations should be initiated to test the model against operational realities, including OHT goals and objects. Areas of focus for partnership conversation could include:
 - Define Goals (e.g., Propose a partnership for transporting clients to medical and non-medical appointments)
 - Define Roles and Responsibilities (e.g., DCCSS supports administration tasks for medical and non-medical appointments)
 - Define Service Levels (e.g., Define service levels for both DCCSS and other providers)
 - Review Assets (e.g., Review vehicles to determine if there needs to be a transfer of assets to support service levels)
 - Identify Capacity (e.g., Confirm staffing compliment)
 - Determine Funding Agreements/Costs (e.g., Discussions between providers and other funding bodies)

5.1.3 Implementation Considerations

To support the success of developing tighter linkages with other service providers, the following actions and considerations will need to be addressed:

Table 13: Implementation Considerations of Applying a Strategic Partnership Review

Focus Area	Items to Consider
1. Apply DCCSS Strategic Framework	<p>The Framework that was applied to the select three services will need to be applied to all services currently being provided (i.e., Congregate Dining, Adult Day Program, Home Help Program, Community Bathing Program, Respite Services, and Housing Services).</p> <ul style="list-style-type: none"> The DCCSS team, through its work in the community, has a stronger understanding of other local providers than what might be available online supporting this structured review. <ul style="list-style-type: none"> Developing a regular cadence for these activities will be critical to ensuring that this type of a structured review continues to take place. Each review will be time-intensive and will require staff effort and capacity, and as such, a realistic review process will be critical. <ul style="list-style-type: none"> This could take the form of reviewing one service every six months, ensuring that there is adequate time to thoroughly review one service and move it to the partnership conversations stage of the process. Improved partnerships and linkages can take many forms, and all should be considered to ensure that DCCSS staff and volunteers most effectively support seniors throughout Dufferin.
2. Liaise with OHTs	<ul style="list-style-type: none"> Ensure OHT Liaison collaborates with DCCSS and communicates the status of OHT activities. Support DCCSS to prioritize specific services, based on relevancy to OHT's decision making.
3. Use a Data Driven Approach	<ul style="list-style-type: none"> A data-driven approach will be critical, understanding both transactional figures (e.g., how many [service activities] are conducted each year) as well as potential capacity of the providers given current infrastructure. This will help determine potential leadership roles.
4. Secure Funder Buy-in	<ul style="list-style-type: none"> These types of partnerships will require buy-in from funders, ensuring that potential service delivery models are approved, and providers have the resources and funding they need to be successful.
5. Continuous Monitoring and Improvement	<ul style="list-style-type: none"> At key points in time (e.g., quarterly, annually), partners should review performance metrics to ensure seniors are still receiving the best care possible, and that there is not a need for further intervention.

5.1.4 Financial Implications

While each potential partnership will have its own unique financial impacts, this recommendation is focused on the overarching process.

The financial impact of this recommendation is expected to be low, particularly given that this recommendation is built on the assumption of a longer timeline. It is expected that the bulk of this work will take place once the HHC OHT is operational. Assuming this is the main timeline for the Corporation, then it is expected that this will be a core function of the responsibilities of the Corporation as it looks to work with the local Health Team. This is an ongoing task that should be a part of the regular operations of the DCCSS team, and as such, is not seen as adding undue pressure to the organization.

In this longer timeline, the main cost driver will be staff time to move through the process, and to properly liaise with the OHT and local providers to develop the enhanced models of care.

In the event that a more immediate timeframe is considered, prior to the HHC OHT being fully operational, then it is expected that this recommendation will have a greater financial impact. The increase in costs will be mainly focused on the need for additional staff resources to support coordination.

5.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 14: Summary of Benefits for Recommendation B3

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Strengthens linkages with the broader health system• Positions Dufferin Oaks as a key leader in the development and implementation of Ontario Health Teams (OHTs) for home and community care• Reduce capacity constraints and creates efficiencies of scale
User (Seniors and Families)	<ul style="list-style-type: none">• Seniors and families will be connected to the most appropriate programs and services to promote healthy and active living.• Seniors will be provided with the highest quality of care.

5.2 Recommendation B4: Develop Performance Metrics and Targets

Recommendation: Define and communicate clear performance metrics and targets by building upon existing performance data to develop clear targets, metrics, and a report back process for the broader public.

5.2.1 Current State Challenges

Levels of service are laid out in M-SAA documents, L-SAA documents, and in Quality Improvement Plans that are submitted annually to Ontario Health (previously the Central West LHIN in this geography). These documents outline the major targets for services under the Dufferin County Community Support Services group.

Current state budget package documentation and interviews identify metrics and performance actuals of Dufferin Oaks and DCCSS across several programs, however, targets are not identified or often set. Current performance measurements that are captured to date include:

Table 15: Current State DCCSS Performance Indicators

Service	Indicator/Metric	Performance Actuals	Target
Congregate Dining	N/A	N/A	(None identified to date)
Transportation	Annual number of trips	11,900 medical-related trips	
Community Bathing	N/A	N/A	
Meals on Wheels	Annual number of meals provided	5,551 meals	
Respite	N/A	N/A	
Adult Day Program	Annual number of participant visits	2,859 participant visits	
Friendly Visiting	N/A	N/A	

While the above metrics are captured, it is not done in a systematic and all-encompassing process for the various services offered. This results in work not being adequately displayed both internally and externally and decisions on services not being made by using quantifiable evidence.

Establishing clear targets and reporting on the performance of existing services within Dufferin Oaks and DCCS will provide for a more robust understanding of services currently offered and support broader decision making.

5.2.2 Proposed Recommendation

To address the notion of establishing clear targets and performance reporting, it is suggested that the Seniors' Services team create defined metrics and targets that outlines the full scope of responsibilities:

To develop indicators/metrics and targets, a structured process is suggested, which includes:

Table 16: Structured Process to Develop Indicators and Performance Targets

Activity	Step
Identify the specific areas of focus	<ol style="list-style-type: none">1. Identify the specific areas of focus, including the key processes/activities that the team feels should have potential indicators developed.<ul style="list-style-type: none">• For Seniors' Services, this will likely focus on the range of services already provided to the community.
Develop indicator concepts	<ol style="list-style-type: none">2. Develop simple concepts, where the specific areas of focus are refined to highlight what parts of activities should be presented to external audiences.<ul style="list-style-type: none">• Due to having the areas of focus already defined, this is likely where the team will start its development activities.3. Develop the specific indicators, move beyond a concept to develop the specific wording that will be included in a metric moving forward.
Define Targets	<ol style="list-style-type: none">4. Define simple targets, outline the performance targets that the team believes are realistic and will not take a lot of effort to develop, while still "stretching" the team to focus on continuous improvement
Track progress and report back on results	<ol style="list-style-type: none">5. Ensure that the good work of the team, and its various activities are communicated to both internal and external stakeholder groups in a clear, straightforward manner<ul style="list-style-type: none">• Note: This aligns with Recommendation B1, where a centralized team can support the development of a clear and professional annual report.

Note that a similar process is identified for recommendations B10 and B13.

Below is an outline of some potential metrics that the Corporation can use, that will need to be validated, prior to using the above five-step process.

Table 17: Potential DCCSS Performance Indicators

Service	Existing Metrics	Potential Performance Indicators	Target
Congregate Dining	N/A	<ul style="list-style-type: none"> Number of meals provided Number of people who use the service Number of complaints 	N/A (None identified to date)
Transportation	<ul style="list-style-type: none"> Annual number of trips 	<ul style="list-style-type: none"> Percentage of trips completed within schedule User satisfaction Number of trips successfully provided within [one, two, or three] week(s) of booking 	
Community Bathing	N/A	<ul style="list-style-type: none"> Number of people who are provided this service Percentage of people who have baths more than once a week 	
Meals on Wheels	<ul style="list-style-type: none"> Annual number of meals provided 	<ul style="list-style-type: none"> User satisfaction Percentage of meals delivered within specified timelines Percentage of users receiving the correct order 	
Respite	N/A	<ul style="list-style-type: none"> Number of admissions Percentage of re-admissions 	
Adult Day Program	<ul style="list-style-type: none"> Annual number of participant visits 	<ul style="list-style-type: none"> Number of participants in the Day Program Satisfaction with Day Program activities 	
Friendly Visiting	N/A	<ul style="list-style-type: none"> Number of visits completed Location of visits by geography Number of last-minute cancelled visits 	

5.2.3 Implementation Considerations

To support the recommendation success of developing performance indicators/metrics and targets, the following considerations will need to be addressed:

Table 18: Implementation Considerations when Making Performance Indicators/Metrics

Focus Area	Items to Consider
1. Collect Performance-Related Data	<ul style="list-style-type: none">• Gather all performance-related data by service and make an inventory of what is currently being gathered and/or reported.• Identify any gaps for specific services that will want to be tracked in the future.
2. Establish Indicators/Metrics	<ul style="list-style-type: none">• Establish indicators/metrics for specific services that can be later used to translate into the target
3. Develop a Reporting Process (and Technology supports)	<ul style="list-style-type: none">• Develop a clear reporting process and determine technology supports available for gathering key data/identify low cost alternatives and/or simple metrics that can build use of targets and performance monitoring.
4. Collaborate with OHTs	<ul style="list-style-type: none">• Work in collaboration with OHTs to monitor and identify emerging trends.

5.2.4 Financial Implications

This recommendation is not expected to have any significant financial impacts for the Corporation. An approximate figure of \$25,000 has been proposed for this recommendation. The cost of the recommendation has been developed mainly based on the assumption that external consultant support will be required to develop metrics, mainly due to staff capacity constraints. If this is kept in house, the \$25,000 figure would represent the amount of dedicated staff time required to develop metrics.

5.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 19: Summary of Benefits for Recommendation B4

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Clearly defined service-level expectations for staff.• Enables staff to make data-driven decisions on resources and assets• Provides better insights into capital planning and budgeting processes• Ability to monitor staff productivity and performance a timely basis.
Users (Seniors and Families)	<ul style="list-style-type: none">• Seniors and staff are provided with a transparent communication on how services are operating and performing.• Builds trust with patients and families that services are being tracked and monitored to high service standards.

6.0 B4: Human Resources Support to Employees

The goal of the Human Resources Support to Employees was to identify opportunities to consolidate resources and technology, allowing for more efficient use of staff time, and resulting in enhanced service delivery as a result. Additionally, there was a desire to better understand staff roles and responsibilities across various departments, including potential areas of overlap with other departments/teams.

Based on this goal, as well as findings from the current and future state engagement activities, an overarching goal of all recommendations is to **support the Corporation as it continues to focus on its staff, culture, efficiency, and effectiveness of operations**, including its use of technology. To achieve this goal moving forward, three primary recommendations have been developed:

1. Building a shared, unified culture for the entirety of the Corporation and all of its teams.
2. Identifying process improvement opportunities for the recruitment process.
3. Beginning the process of outlining technology improvements (i.e., an HRIS, ATS).

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Service Levels;
- o Resources;
- o Processes; and,
- o Technology.

6.1 Recommendation B5: Build a Shared, Unified Culture

Recommendation: Actively create a plan and invest the resources required to undertake a culture refresh for the organization, supporting greater collaboration and trust across all teams.

6.1.1 Current State Challenges

Historical divides across the Corporation have resulted in a single organization with multiple fragmented cultures that operate independently of one another. This has manifested in multiple functions and teams duplicating activities, processes, and the rise of sub-cultures across the entire Corporation. As a result, there are multiple teams that operate in isolation of one another, each having their own similar but unique processes and sometimes conducting independent employee engagement activities. The result has been strained relationships between teams, and reduced interactions at a staff level.

COVID-19 has further exacerbated culture challenges as the organization has shifted to hybrid working structures as it continues to deal with the unprecedented pandemic situation.

Recent changes have been announced; however, to help address these divides and challenges, to support the integration of the entire Corporation, and the development of a more unified culture.

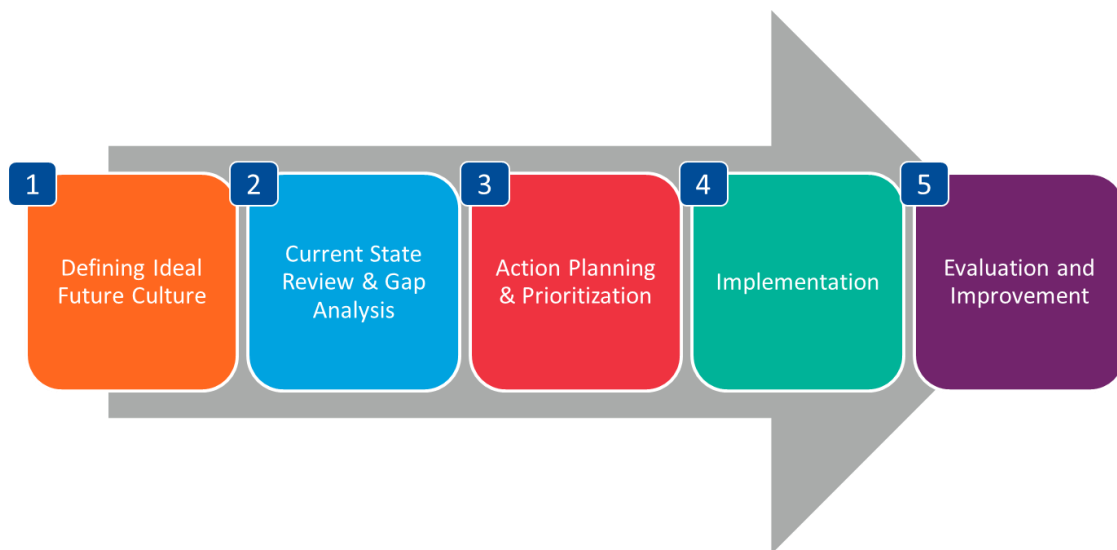
6.1.2 Proposed Recommendation

Improved Communications and Culture: Build on the momentum of recent decisions (i.e., *all* staff having a Corporate email address) to support a broader culture refresh activity that all staff can rally behind and feel proud of, regardless of their department or their position.

Developing culture is a purposeful exercise, like all other projects, that requires consistent attention and activity. A core component of the Corporation's unified culture will be the inclusion of a Diversity, Equity, and Inclusion lens, aligning with leading practices and ensuring all staff can see themselves as a core part of the culture. It should be noted that the Corporation is currently undertaking work related to Diversity, Equity, and Inclusion, and that both the ongoing work and the development of a refreshed culture will support one another.

How to Develop Culture:

Figure 4: Culture Development Process



6.1.3 Implementation Considerations

The five-step model outlined above, ensures that key activities take place throughout the process, allowing for continuous focus, emphasis, and refinement of the culture. The culture of any organization is constantly changing and evolving, and the process above takes this into account.

Step 1: Defining the Ideal Future Culture

The process begins with a concerted focus on the ideal future state culture of the Corporation. It should ask questions such as:

- o What do we want our culture to be?
- o How do we want our culture to align with our broader Strategic Plan, including our pillars, values, and activities?

- o Are there areas that we believe are currently working well that should be preserved?
- o Are there areas that deserve equal or greater emphasis moving forward?
- o Are there aspects of our culture we need to stop or change as we move forward?

Step 2: Current State Review & Gap Analysis

The second step requires the Corporation to identify a realistic current state of the culture, gaining unbiased opinions from staff. Once this has been documented, a gap analysis between the current state and the ideal future state should be conducted. Staff should understand where there are areas that are aligned with the future state, and where there are areas that will require focus and effort moving forward.

Step 3: Action Planning

Once gaps have been documented, creating a clear action plan, including which activities should be prioritized is critical. This should identify potential quick win opportunities, as well as the longer-term, strategic activities that will require greater planning.

Steps 4 & 5: Implementation & Evaluation and Improvement

With this documented, the Corporation should move to implement the plan. To support continuous improvement, refinement, and to respond to changes that happen in the internal and external landscape, there should be continuous evaluation activities. These can include items such as pulse surveys, detailed culture focus groups, etc. The results of these evaluations should be used to develop continuous improvement activities.

Other Considerations and Requirements

The recent decision to give all staff corporate email addresses is a great starting point to begin actively and purposefully addressing the culture challenges at the Corporation. This change reduces barriers to communication, from emails, SharePoint resource centres, to virtual town halls – there are a wide variety of new opportunities moving forward.

While a structured approach is critical, other supporting requirements often include:

- o Leaders must “walk the talk”, as staff will ultimately model the behaviour of their leadership.
 - To gain staff buy-in, they must see and believe that their leaders are onboard, and that this will positively impact their experiences working at the Corporation.
 - When their leaders buy-in to the culture activities, staff are more likely to join.
 - Conversely, if leadership is perceived as being unsupportive of a culture refresh, staff are more likely to reject this moving forward.
- o A dedicated change team from across the Corporation, with dedicated change leaders represented at all levels in the organization will support staff buy-in.
- o Detailing the expected outcomes of a refined culture, including future state goals and targets, will support the Corporation to track its progress as it moves forward
- o The Corporation will need to commit time, staff, and effort if this is to be successful.

- This will require the adoption of project management and change management methodologies.
- o The most critical aspect of a culture refresh is an honest willingness to change from the organization as a whole.
 - If there is no willingness to change, there is little chance that any substantive change can be made.
- o This is an ongoing activity and cannot be treated as a “one off” activity. Organizational culture is constantly growing and changing, and as such there should be a continued focus on this, including period reviews and engagement of staff.

6.1.4 Financial Implications

This activity will require staff time, effort, and attention. Furthermore, the project-based approach likely will require the attention of external support to at least begin the process, which will increase overall costs. Once the upfront planning process is completed and implementation has started, staff time as well as Corporation-wide resources will be required to ensure a consistent focus on culture moving forward. As a result, the following cost ranges are applicable:

- o **Steps 1 – 3** (including external support): \$25,000 - \$75,000, dependent on level of detail.
- o **Steps 4 & 5** (in-house resources): \$25,000 - \$50,000, dependent on level of focus and effort provided.
- o **Total Cost Range:** \$50,000 - \$125,000

The costs listed above are the immediate, direct costs associated with staff time, contracting, and other engagement activities. The cost outlined for Steps 4 & 5 do not take into account longitudinal costs beyond the initial year of activity.

6.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 20: Summary of Benefits for Recommendation B5

Stakeholder	Benefits
Corporation	<p>If addressed in a proactive and concerted manner, the following are benefits of a strong, effective culture:</p> <ul style="list-style-type: none">• Positive communication and behaviours drive better team functioning, across all departments• Trust is promoted, which results in smoother decision-making processes• Recruitment, retention, and training can focus more on staff's alignment with the Corporation's culture while respecting individual diversity
Users (Staff)	<ul style="list-style-type: none">• Staff can connect to and promote the identity of the Corporation, both in their teams and externally• Support the development of a sense of belonging for staff across the organization• Staff performance, productivity, and engagement is promoted

6.2 Recommendation B6: Formally Define and Document the Recruitment Process

Recommendation: Formally define and document the recruitment process. Use this information to identify targeted improvements and support future state technology enhancements.

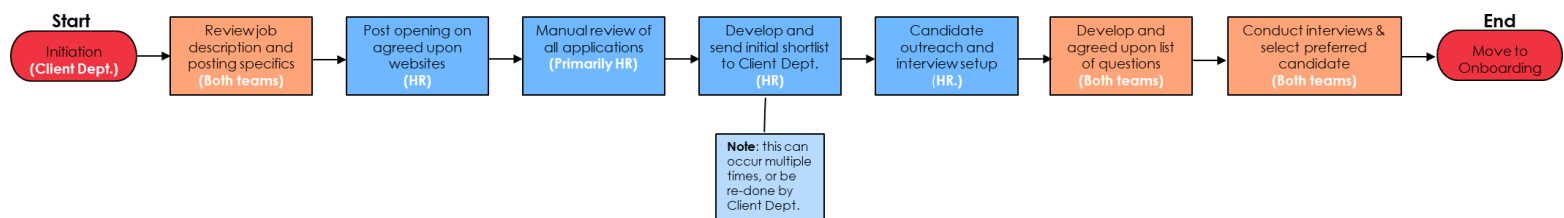
6.2.1 Current State Challenges

During the project re-start activities, it was noted that there were updated staffing structures and processes in place to support recruitment across the organization. Specifically, there was now a single resource dedicated to recruitment. Updated processes included cold calling potential candidates and the use of minimum standards selection to build shortlists of candidates.

That said, there are still gaps in the roles and responsibilities that cause challenges for staff.

While HR staff noted that some activities were documented and had formal procedures, these were not shared with Client Departments. The result was that while the overarching processes were well described, they did not appear to be fully codified or documented. The process included:

Figure 5: Current State Recruitment Process



6.2.2 Proposed Recommendation

A review of the existing process has identified three priority areas to improve the process. Early stages of the recruitment process often play a key role in defining the quality of the search, interactions between teams, and the quality of the candidate selected. When looking at the Corporation's process, three key steps can be improved:

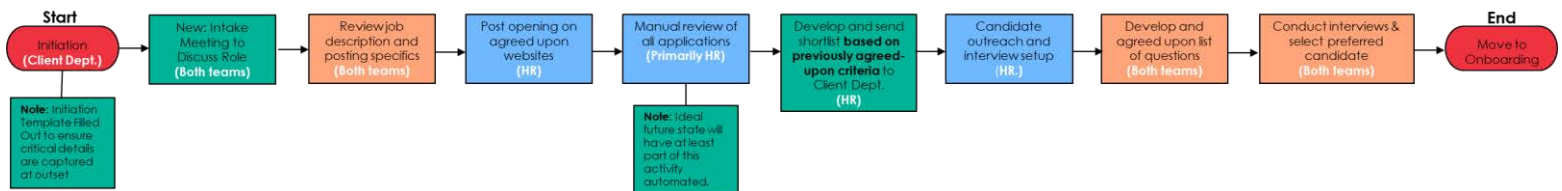
1. **Initiation (Requisition) process and structure** – this is critical as it often determines the priority of the hire, identifies the specific need, confirms the budget is approved for the role, and starts the working relationship.
2. **The introduction of a formal Intake meeting** – these meetings can ensure both teams have a clear understanding of what the recruitment will entail. Key items to be discussed include the existing job description, typical skills/qualifications required for the role, and where to post the opening.

- These meetings should not take place for those recruitments that are “standard” or occurring with high frequency (e.g., PSW recruitment), but rather for those positions that are not often recruited.

3. **The shortlist development process** – while currently manual, defining how shortlists should be developed, including the criteria to look for, and score will provide clarity.
 - o A common challenge is that the recruitment representative will use one set of criteria, while Client Departments will have their own criteria.
 - o Through the introduction of a formal intake meeting, and refined with a quick touchpoint once applications are submitted, the recruitment team can confirm:
 - What types of experience are preferred;
 - If certain certifications rank a candidate higher; and/or
 - If there are immediate flags of strong candidates (or weak candidates).
 - o While the Corporation currently uses a minimum standards approach, this can result in shortlists that have two tiers of candidates and are not necessarily beneficial for the Client Department.
 - o Defining these activities at the outset will:
 - Ensure that there is a more streamlined process;
 - Will reduce the need for Client Department staff to either request multiple lists or develop their own lists; and,
 - Will help guide the recruiter to be more efficient and effective.

These steps can be improved through the development of templates and agendas. Simple templates, including agendas and short forms, can ensure required conversations happen at key points in the process, which can improve the quality of candidates interviewed and selected. The updated process flow is depicted below:

Figure 6: Proposed Future State Recruitment Process Flow



In the updated process flow, the green steps are either updated and/or new. When looking at specific steps, this could include:

Initiation/Requisition Process

- o Whether it is a Word document template or just a template in Outlook, the following information should be included:
 - The role being recruited for;
 - The priority of the hire (i.e., is this required as soon as possible to ensure continuity of operations, or is this a role that will be required in a future period?);
 - Identification of the future manager (to support broader organizational reconciliation/staffing tracking);

- Confirmation from Treasury that there is sufficient budget to accept this staff member;
- An ideal date by which the staff member would be hired; and,
- Proposed dates/times for an Intake meeting (if the position is a non-standard recruitment).

Intake Meeting

- o As noted above, this meeting **will not** be required for each individual recruitment. Rather, these will be used for non-regular recruitments.
- o When these meetings are used, a simple agenda should be followed. This agenda should include topics such as:
 - Meeting details
 - Date
 - Time
 - Attendees
 - An overview of the role and its associated job description:
 - Determining if the job description is up to date;
 - Outlining how it will support broader organizational needs;
 - The role of the successful candidate in the opening 6 – 12 months of their employment
 - Evaluation and Criteria
 - Shortlist ranking criteria
 - Technical skills that may be required
 - Desired levels of experience (e.g., a specific certification or years of experience in a similar role)
 - Accessibility needs
 - If any are required, and how they will be incorporated into the process
 - Marketing and outreach
 - Identifying if there are any professional associations
 - Determining other platforms that may be beneficial
- o The result of this step will be a clear recruitment plan, identifying the various activities that will be undertaken, their owners, who will approve the activity, and the timeline for its completion.

6.2.3 Implementation Considerations

Current recommendations focus on specific process improvements; however, it will be critical to formally document the recruitment process, including the roles and responsibilities of HR and Client Departments.

When looking at roles and responsibilities, some potential responsibilities of either team are provided in the table below:

Table 21: Roles and Responsibilities for a Refreshed Recruitment Process

Team	Roles and Responsibilities
HR (Recruitment)	<ul style="list-style-type: none"> • Receives initial requisition process. • Participates in Intake meeting (if this is a non-standard recruitment). • Conducts the first review of applications, creating candidate shortlist based on agreed-upon criteria (defined during Intake meeting). • Supports and participates in the interview process. • Supports the hiring process. • Supports onboarding activities (as appropriate).
Client Department	<ul style="list-style-type: none"> • Starts the process off with a formal requisition to the HR team (using the template outlined above). • Confirms with Treasury that the necessary budget is available to complete the hiring process and bring on a new staff member. • Participates in an Intake Meeting (if this is a non-standard recruitment). • Reviews shortlisted candidates. • Participates in interview processes. • Works with HR to select preferred candidate. • Supports onboarding activities (as appropriate).

This activity will also support the desire to implement an Applicant Tracking System (ATS), as it will help to define future state processes and where there is a desire to use technology in the process. Furthermore, it will ensure that linkages to other systems (e.g., an HRIS) are properly captured for the future state.

- o *Note: This aligns with the activities listed in Recommendation B19.*

In addition to the recommendations provided here, it is understood that to fully improve the process efficiency of recruitment, an investment in technology will be required to support key activities such as:

- o Accepting resumes in a non-cumbersome manner;
- o Creating a bank of previously received resumes for positions that have been recently recruited; and,
- o Identifying if applicants have participated in previous recruitment drives.

Communication about the refreshed process will need to clearly define the purpose for additional activities (i.e., the intake meeting), and will need to qualify how these increases in the effort will improve overall outcomes.

6.2.4 Financial Implications

This recommendation is not expected to have any significant financial impacts for the Corporation. While there may be additional staff time and effort expended in the opening of the process, this should result in reduced re-work, duplication of activities, and staff frustration in the back end of the process. Further, using a standard template will not require additional forethought or work on the part of Client Departments.

The development of process maps, templates, and any other required documentation may result in a cost of up to approximately \$50,000.

- o Note: this cost will depend on the number of process maps developed, as well as their detail.
 - Furthermore, the number of templates created and other documentation will impact this cost.

6.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 22: Summary of Benefits for Recommendation B6

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Increased efficiency of hiring processes.• Identification of candidates that best align with the role's specific requirements.• Process maps will support selection of future state HR software.
Users (Staff)	<ul style="list-style-type: none">• Greater standardization in the process will result in less duplicated activities and re-work by staff.• A clear understanding of roles, responsibilities, and processes will create a greater appreciation of the work of other teams.• The ability of recruiters and managers to ensure they are making the right candidate selections, ensuring they hire the right individual for the right role.

6.3 Recommendation B7: Enhance Technology Solutions

Recommendation: Participate in the broader enhancement of the overarching technology portfolio of the Corporation to ensure that HR solutions appropriately align and integrate with other systems that are or will be in place.

6.3.1 Current State Challenges

As outlined in the Interim Report, the following systems are currently used by the HR function:

- o **Great Plains** – accounting and payroll software used for the entire Corporation, owned by Treasury;
- o **Questica** – budgeting software used by departments;
- o **VoCam** – health and safety software;
- o **WSIB** – health and safety claims;
- o **Penny** – time ticketing software;
- o **WorkTech/Pearl** – time ticketing for other staff;
- o **Staff Schedule Care** – scheduling software for Dufferin Oaks;
- o **OMERS** – pension administration;
- o **Sunlife** – benefits administrator;
- o **SharePoint** – as a repository of documents and other information;
- o **Surge** – learning and training software at Dufferin Oaks; and,
- o **Harvard Managementor** – leadership development software.

6.3.2 Proposed Recommendation

Ensure the processes related to the HR function are clearly documented and use these to support future state technology solution activities (as outlined in Recommendation B19).

6.3.3 Implementation Considerations

Documenting current state processes, including where technology does or does not support, will allow the Corporation to develop desired future state models. Future state process maps should clearly indicate desired system linkages, where processes would be automated, etc. Only once this information has been captured will the Corporation be in a position to select a potential system that supports its full end-to-end processes, without resulting in additional manual re-work by staff.

When looking at the HR function within the Corporation, this means understanding:

- o Where the information is currently stored;
- o How the information (e.g., staff tenure, certifications, experience, salary band or hourly wage, etc.) is used to date;
- o How the information should be used in the future;
- o Where there are requirements to perform manual checks to validate data quality (e.g., hourly wage between multiple systems for payroll purposes);

- o How information should flow between systems (e.g., moving information of a successful candidate in the ATS to the HRIS); and/or,
- o How information, such as where staff spent their time working, should impact other decisions (i.e., how time ticketing software can interact with asset management software/decision-making).

These examples, as well as a host of others, will help the HR team to select systems that will support their broader end-to-end processes, reduce manual workarounds, and will improve future state decision-making.

If done incorrectly or rushed, technology implementations often result in additional broken processes, layering of technology solutions over one another, and changing ideal process flows to the process flows allowed by the technology.

Staff noted that in the future, there is a desire to have a payroll module in a selected HRIS. This should be considered during broader technology discussions and reviews.

The Corporate Finance service (Recommendation B19) includes a detailed look at the technology currently in place in the Corporation and outlines a process by which the Corporation can take a coordinated approach to identify solutions.

Until recommendations are finalized for the broader Corporation-wide technology review, the HR team should not move to procure a potential solution.

6.3.4 Financial Implications

The process to procure new technology, including the actual selection and implementation of a vendor, will likely be a medium to the high-cost initiative. The main cost driver in advance of purchasing and implementing a software solution will be the staff time and effort required to map the current and ideal future state processes.

For more specific costs related to this recommendation, see Recommendation B19.

6.3.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 23: Summary of Benefits for Recommendation B7

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Increased use of technology will support the Corporation's staff in focusing on higher-level activities, reducing manual activities that may result in significant value add for the Corporation.• Alignment with a broader technology portfolio refresh that will support the Corporation's future state activities broadly.
User (Staff)	<ul style="list-style-type: none">• HR staff will be able to focus on value-add activities, instead of manual data quality checks or searching multiple spreadsheets.• Staff who interact with HR will have confidence their information is properly captured, reducing errors or challenges.

7.0 B5: Museum and Archives

The initial goal of the Museum and Archives service was to identify financially viable future state delivery models. While the current operating environment brought on by the COVID-19 pandemic further exacerbates challenges related to financial sustainability, the focus of the review has changed due to a changing operating environment.

The focus of the review changed from financial sustainability to a review of the purpose of the MoD and options to improve the accessibility and value for money of the service for residents. Specifically, the goal has changed to now **address the current subsidy that is provided to the MoD, in an effort to have improved value for money**. To this end, the options presented in this recommendation are designed to support the long-term future and value for money of the MoD. This recommendation strikes a bold path forward for the Corporation and the residents of the County of Dufferin, with the goal of increasing the value for money of the museum and/or reducing the municipal levy applied to the MoD.

One key recommendation is presented:

1. Conduct a formal location review to determine if a potentially different location/structure of the MoD would improve resident access, raise attendance rates, and allow for the potential transformation to become a community museum that better integrates with its surrounding population through alternative programming.

This recommendation detailed further below aligns to the following Service Delivery Review Framework focus areas:

- o Service Levels; and,
- o Cost.

7.1 Recommendation B8: Review Current MoD Location

Recommendation: Review the current benefits and challenges associated with the current site for the MoD, and determine if an alternative approach, such as a more central, urban location, would be more beneficial for the Corporation.

7.1.1 Current State Challenges

The MoD has historically run at a deficit that has been increasing over time. While there has been fairly steady patronage of the MoD, averaging approximately 15,000 visitors per year, the challenges related to expenses outstripping revenues continues. The staffing complement has been reduced to ensure no extraneous expenses, while still enabling innovative programming.

The challenge of having revenues cover only a marginal percentage of the expenses experienced by a municipal museum is not unique to Dufferin. Rather, this is a common challenge across Ontario. For comparable museums, an examination of revenue as a percentage of gross expenditures, excluding amortization, shows a range of approximately as high as 30% to as low as 1%. When looking at the County level, the range goes from as high as 15% to as low as 7%.¹

These challenges are because across Ontario, museums have three major revenue streams: Sales, Fundraising, and Grants/Subsidies. The MoD currently relies largely on its municipal subsidies to cover the gap between its revenues and expenses. The main challenge of the organization to date is attracting visitors, as it is relatively isolated. Its operating expenses are relatively static and largely in line with other museums in other similarly sized municipalities.

The major expenses of the MoD include:

- o **Staffing** \$617,000 in 2019, or 71% of expenditures;
- o **Administrative and Office** \$70,000 in 2019;
- o **Technology** \$25,000 in 2019; and,
- o **Capital Contribution** \$382,000.

The major revenues of the MoD include:

- o **Donations** \$40,000
- o **Consignment Sales** \$36,000
- o **Provincial Subsidies** \$54,000
- o **Municipal Levy** \$949,000

Revenues will largely be tied to the visitor base, and as the leadership team feels confident that the team is doing all they can to provide innovative programming that will entice visitors. The main challenge noted by stakeholders is the isolated location of the MoD. In its current location, the MoD is inaccessible by public transit, requires a purposeful journey to a rural and remote part of the Region, and is seen as “out of the way”. This then creates a challenge as the MoD is unable to effectively attract visitors, regardless of the caliber of programming.

Due to its isolated location, the museum is currently unable to be “ingrained” in the community as it is distanced from it. This results in a museum that is forced to maintain the course as a traditional museum – focused on its collections rather than engaging with its community and driving conversations that are topical and relevant to residents.

As a result, there is a desire to take bold action to address the current subsidy that is provided to the MoD, as well as the ethos of the museum. The goal is to improve access, service delivery, and ultimately improve the value for money applied to the MoD.

¹ BMA Management Consulting, 2019. “Municipal Study”. Online: url: <https://www.wellington.ca/en/resources/2019-Final-Report-BMA.pdf>

7.1.2 Proposed Recommendation

At the core of the recommendation are two key questions, including sub-considerations that will need to be answered:

- o Does Dufferin want to continue with the historical concept of the museum, or does it want to begin to transform into a more modern, contemporary, and community-engaged museum?
 - If the answer is a desire to transform, including driving engagement with the community, then the MoD will likely need a new physical location.
 - If the answer is that the traditional model of a museum is the desired path forward, then the current location is likely sufficient.
- o Does Dufferin have a desire to increase the value for money of the MoD, reducing the subsidy rate per visitor by making the location more accessible to the public?
 - If the answer is a desire to reduce the subsidy rate per visitor, then a more urban location that reduces the physical barrier of distance from population bases may be required.
 - If the answer is that the current subsidy rate per visitor is acceptable – or that some important County goal is served by maintaining the MoD in its current location – then there is likely no need to change the location of the MoD.

To support decision-making for these questions, we have developed three scenarios:

Table 24: Overview of Museum Location Review Options

Option	Overview
Continuing at the Current Location	<ul style="list-style-type: none">• This will mean that historical challenges will remain, and that the expense-revenue gap will likely always remain.• Expenses are unlikely to significantly change, which means that revenue generation would need to be significantly increased through the development of new revenue streams.• To support improved attendance, increased capital expenses will likely be required, such as offering free transportation to and from the Museum, which would increase costs.
Closing the Current Location and Moving to a more Urban, Central Location	<ul style="list-style-type: none">• A centralized, more urban location would remove the physical distance challenges associated with the current location.• This opens the possibility shifting the focus of the museum from a collections-driven organization to one that focuses on community programming.• A possible challenge would be accessing enough space that would allow for a static collection, innovative programming, and the ability to house other community functions.

Option	Overview
Hybrid Approach where the Existing Location Remains with a Central Satellite Location	<ul style="list-style-type: none"> • The current location would continue to be maintained and would serve as a Tourism asset for the County. This could include: <ul style="list-style-type: none"> ○ Acting as a Tourism Information Centre. ○ Supporting reservations and bookings for the physical space, and other Corporation assets. ○ Housing the static collection of the Corporation for view as well as safe keeping. • A more urban location would then be selected that would act as the hub of programming offered by the MoD, this could include: <ul style="list-style-type: none"> ○ School groups; ○ Adult learning; ○ Continuous education programs; ○ Community groups; ○ Explorations into local history; or, ○ Presentations related to topical conversations or situations the region or society is grappling with at the time. • This allows for the ability to increase patronage through similar means as discussed in the second option, while maintaining the current collection and location to support those residents who enjoy visiting the local collection.

Below each potential option will be further described. Included in each option will be a listing of various pros and cons, as well as potential subsidy rates per visitor, based on possible visitor counts.

Continuing at the Current Location

- With a municipal levy of approximately \$949,000/year, and an average (pre-COVID) of approximately 15,000 visitors/year, there is a subsidy rate of approximately \$63 per visitor.
- The staffing complement of the Museum is already fairly lean, and as such no significant changes could be made to this expense without significantly impacting the operations of the Museum.
- The only way to make a significant impact on the subsidy rate will then be through drastic revenue increases.
- It is unlikely the MoD will ever operate on a breakeven basis in its current location and would likely maintain a significant subsidy. Potential revenue generation activities to somewhat address the gap could include activities such as:
 - Advertise as a filming location, aligning with broader Media Strategies at the provincial level.

- Monetize innovative programs, such as the Digital Historian program by charging access fees to local school boards.
- Leverage outdoor space for seasonal activities (e.g., cross country skiing), while including items like sculpture gardens, or simple food/drink huts (e.g., hot cocoa) to make it more enticing to visitors.
- Market the space as a COVID-friendly wedding destination.
- Use the full space for single programming (e.g., similar to the Van Gogh exhibit in Toronto), creating an immersive exhibit that allows space for social distancing indoors.
- Selling non-critical assets/pieces that would be of desire to residents.
- Create and monetize online exhibits.

Moving to a More Urban Location

- o A more urban location increases the pool of potential visitors by capitalizing on multiple aspects, including:
 - Less effort required to visit the Museum, primarily due to a lack of required travel time.
 - Can align with other activities such as city/town festivals or activities (e.g., an “Open Door Orangeville” event)
- o To attract more visitors, the MoD could transform from a space primarily used to house collections to a space that fully integrates with its community, driving conversations about and in community, as well as broader, contemporary, and topical conversations.
- o A move to an urban location would create the possibilities of enhanced partnerships with other, similar arts organizations.
- o Programming would need to be kept at a high-level of quality, or similar attendance issues could occur.
- o Finding a space large enough could prove to be a challenge.
- o Moving to an urban site would require the existing space and land to be either sold or maintained in perpetuity.
 - Even if the Corporation makes the decision to sell the existing space/land, the existing space – both the buildings and the land – will need to be maintained.
 - Given the current land profile (uneven terrain that would require significant grading work), as well as a historic church on the property, the sale of the land could prove difficult, as there would be many challenges to develop the land.

Hybrid Option: Maintaining the Current Location with an Urban Satellite Location

- o Similar increases to the visitor base become possible with the addition of a more urban and central satellite location, which would result in the same changes to the subsidy rate per visitor.
- o This model effectively removes the existing barrier of an isolated location, without requiring massive changes to the existing collection.
- o Programming at the satellite location is then free to be more topical and engrained with the community’s needs and other activities.

- Programming could even tailor to various groups, such as adult learners, Boy Scouts/Girl Guides, etc.)
- o The current location would still need to be maintained but could see its purpose transform to one that is more of a service centre, with reduced collection hours.
- o Unless an existing Corporation facility/asset in an urban centre could be used for this purpose, there would be an increase in capital costs due to the maintenance and upkeep of two locations.
 - Dependent on the cost, this may negate potential value for money gains that would be realized through increased patronage.

7.1.3 Implementation Considerations

While any of the potential options have pros or cons, as outlined above, there are two major questions that need to be addressed to determine the most appropriate course of action for the Corporation:

- o Does Dufferin want to continue with the historical concept of the museum, or does it want to begin to transform into a more modern, contemporary community museum?
- o Does Dufferin have a desire to increase the value for money of the MoD, reducing the subsidy rate per visitor by making the location more accessible to the public?

The following table provides an overview of the subsidy rate per visitor, assuming the 2019 figure of approximately \$949,000 is maintained:

Table 25: Subsidy Per Visitor Rate

Increase in Visitors (by %)	Approximate Number of Visitors	Approximate Subsidy per Visitor Rate
0%	15,000	\$63
25%	18,750	\$51
75%	26,250	\$36
150%	37,500	\$25

When examining potential comparators, the Interim Report noted that the MoD was roughly aligned with other community museums, particularly in regard to expense bases and the major sources of expenses.

Looking at the subsidy per visitor rate for Grey Roots, we can see alignment with the finding in the Current State Challenge section that notes that revenue as a percentage of expenses is generally low. This results in generally high subsidy per visitor rates for most community museums, as evidence below:

- o Grey Roots:
 - Subsidy (2018): \$1,542,702
 - Number of Visitors (2019): 34,328
 - Subsidy Rate per Visitor: \$44.94

Dufferin has a higher subsidy rate per visitor when compared to Grey Roots. A review of the location of the Grey Roots museum notes that the building is located near other tourism sites, including conservation centres and a bed and breakfast. Additionally, this building is located more closely to the community.

7.1.4 Financial Implications

As outlined in the above analysis, the subsidy rate per visitor can be substantially reduced if barriers to entry are reduced for visitors. This is evidenced by Grey Roots, which has a higher subsidy, but a lower subsidy rate per visitor.

If the MoD were to decide to move to Orangeville, it could likely reduce the subsidy rate per visitor figure, however, the bottom-line figure of approximately \$1 million or more in subsidies would likely still be required.

If status quo operations continue, then the overall impacts will be low, as this will be a business as usual situation. The subsidy will remain near its current levels or higher, and the subsidy rate per visitor will not substantially change in a downward direction. Conversely, the choice to change locations, divest in assets or invest in new assets (facilities) will have substantial impacts on the Corporation's overall budget.

While the value for money aspect per visitor could change, the actual dollar value of changes would be at an operational level would depend on location, setup with the community, and build.

As a result of the ongoing COVID-19 pandemic, the Corporation has been tasked with conducting a review of all of its physical infrastructure. A review of the location of the MoD theoretically does align with this activity. As a result, it is estimated that this review could cost approximately \$50,000. The main cost driver for this would include any staff time associated with the review, as well as any external third-party support required (e.g., architecture firms, designers, etc.).

7.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 26: Summary of Benefits for Recommendation B8

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• The Corporation can make an informed decision about the desired future state of the MoD, including:<ul style="list-style-type: none">○ Determining if the current subsidy per visitor rate is acceptable or if there is a desire to change and potentially reduce this rate.○ Determining if the existing and traditional model of a community museum is the right path, or if a transformation to a more contemporary, community-driven museum is the desired path forward.• The opportunity to actively undertake bold, transformative steps to change operations in a manner that will have tangible impacts for residents.
Users (Residents)	<ul style="list-style-type: none">• Residents will have greater access to museum services and learn more about their community heritage and history.• Opportunity to increase community programming for residents.<ul style="list-style-type: none">○ Strengthen community ties○ Share information and resources○ Increase community development and well-being

8.0 B6: Engineering

The goal of the Engineering services review was primarily to address capacity constraints across the Engineering team. A supporting activity included reviewing processes to determine if improvement opportunities existed to support capacity changes. To support these goals, future state recommendations focus on **defining core structures and processes between the Engineering team and other departments, allowing for Engineering staff to better plan their capacity**. Furthermore, these recommendations will look to more clearly define the role of the Engineering team in the Corporation, ensuring clear expectations are set between stakeholders.

To achieve this goal, two primary recommendations have been developed:

1. A project prioritization process (and associated outsourcing process/role).
2. Development of key performance indicators/service level agreements, so both internal and external stakeholders understand overall timelines.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Resources; and,
- o Processes.

8.1 Recommendation B9: Project Prioritization and Outsourcing

Recommendation: Use a funnel process in which key aspects of the project are reviewed to determine if Engineering can/should take on the task.

8.1.1 Current State Challenges

Currently, the Engineering team does not have any prioritization processes in place. Rather, the department is given requests – often with short timelines – and requested to support major projects.

The work ethic of the team, along with a desire to support the broader Corporation in addition to their formally defined roles and responsibilities, result in staff taking on projects when there may not be capacity, further stretching the team

8.1.2 Proposed Recommendation

To review each potential project and request received, the Engineering team should use a standardized, simple funnel, which will include various key “gates” for further review. The process would include:

1. **Expertise/Skills review: Does the Engineering team have the required skills or expertise to complete the task?**
 - As engineers have very defined skillsets, if the team does not have the requisite skills required in-house, then the team is unable to take on the project, and it must be outsourced.
 - If the team does have the required skills in-house, then it moves on to step two.
2. **Timelines review: What is the project’s timeline?**
 - If the project’s desired/required timelines are either too soon, or over a period when the team is at capacity/over-subscribed, then the project should likely be outsourced.
 - If there is sufficient lead time, and the team can plan ahead, then it moves to step three.
3. **Staff utilization review (over the desired timeframe)**
 - Are there known projects that will put the team at or over capacity during the time period of the project?
 - Is the team in a less busy period, leaving capacity to take on additional work?
4. **Decision point: in-house or outsource?**
 - If the decision suggests outsourcing the project, but there is a strong desire to keep a project in-house, two final questions can be explored:
 - Can timelines be changed to keep it in-house?
 - Can other projects be shifted?

8.1.3 Implementation Considerations

To support the success of a project review funnel, the following considerations will need to be addressed:

Table 27: Implementation Considerations for the Development of a Project Prioritization Process

Focus Area	Items to Consider
1. Collaborate with Partner Departments	<ul style="list-style-type: none">• Partner departments who want to work with the Engineering team will need to proactively engage the team, while allowing for sufficient lead time for their review and detailed design work (i.e., development of technical designs, estimating potential costs, etc.).<ul style="list-style-type: none">○ This means that the Engineering team should be consulted <i>prior</i> to the budgeting cycle process.
2. Proactive Review Cycle	<ul style="list-style-type: none">• Ideally, the Engineering team would have at least three months (one quarter) to review potential projects, prior to the budget cycle.

Focus Area	Items to Consider
3. Determine Service Model Delivery	<ul style="list-style-type: none"> Based on the results of the funnel process, a decision will need to be made that determines if a project can and should be handled in-house, or if it should be outsourced. If a project is decided to be outsourced, two items should be considered and understood: <ul style="list-style-type: none"> The project's cost will likely be greater than if in-house resources were taking on the work themselves, due to the premium charged by third parties. As a result, the Corporation will want to strategically review projects to ensure that those that may have longer timelines, are more complex, or would require greater amounts of person hours to complete can be undertaken by in-house staff, as a cost-containment strategy. The appropriate team of external bodies should be assembled so that there is no need to have the Engineering team supporting project delivery (i.e., their involvement is either "0 or 100"). This process, ultimately, will ensure that the capacity of the Engineering team is respected, and allow them to focus their full attention and effort on the in-house projects, without a risk of overstretching the team and potentially having some fine details or project finishings missed.

8.1.4 Financial Implications

This recommendation itself is not expected to have major financial impacts to the Corporation, as it only lays out a structured process to review activities. However, it is understood that the resultant actions of the Corporation may drive cost increases or decreases. The following table outlines what may impact costs as it relates to this service:

Table 28: Potential Cost Increases or Decreases for Recommendation B9

Cost Increases	Cost Decreases
<ul style="list-style-type: none"> Outsourcing projects as a result of the prioritization process 	<ul style="list-style-type: none"> Improved project management due to staff's capacity to focus effort across fewer, larger projects.

As the Engineering team is responsible for the oversight and development of over \$10M per year in capital projects, the process outlined above will have significant financial impacts on the Corporation.

8.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 29: Summary of Benefits for Recommendation B9

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Creating defined processes for partner departments to engage Engineering team staff will ensure that their capacity is respected and allow them to focus on key projects.• Through this process, greater definition of the role of Engineering in the department is possible.
Users (Staff)	<ul style="list-style-type: none">• Engineering team capacity will be respected at various key points throughout the year, including budgeting cycles and during peak summer months.• Staff can focus their attention and skillsets on high-priority projects.

8.2 Recommendation B10: Develop KPIs and SLAs

Recommendation: Identify specific activities that are core to the Engineering department, develop indicator concepts, develop indicators, targets, and a performance report back process.

8.2.1 Current State Challenges

Currently the Engineering team does not have many formal metrics that are in place to demonstrate the various activities the team completes. The only metric that is included in the annual budget package documentation is the number of kilometers paved each year, which is a good transactional figure, but does not provide the full scope Engineering's activities.

This lack of metrics leads to a challenge for the Engineering team, as they can be challenged to define their role and scope of activities for other departments across the Corporation, as well as for external stakeholders that routinely work with the Corporation.

8.2.2 Proposed Recommendation

To address a challenge of no formalized metrics, and a lack of understanding of the Engineering team's roles, it is suggested that the team create defined metrics and targets that outlines the full scope of responsibilities for the organization.

To develop metrics and indicators, a structured process is suggested, which includes:

Table 30: Structured Process to Develop Indicators and Performance Targets

Activity	Step
Identify the specific areas of focus	1. Identify the specific areas of focus, including the key processes/activities that the team feels should have potential indicators developed.
Develop indicator concepts	2. Develop simple concepts, where the specific areas of focus are refined to highlight what parts of activities should be presented to external audiences. 3. Develop the specific indicators, move beyond a concept to develop the specific wording that will be included in a metric moving forward.
Define Targets	4. Define simple targets, outline the performance targets that the team believes are realistic and will not take a lot of effort to develop, while still "stretching" the team to focus on continuous improvement

Activity	Step
Track progress and report back on results	<p>5. Ensure that the good work of the team, and its various activities are communicated to both internal and external stakeholder groups in a clear, straightforward manner</p> <p>a. Note: This aligns with Recommendation B1, where a centralized team can support the development of a clear and professional annual report.</p>

To support the development of new indicators, the following are examples that were identified in other jurisdictions.

- o Number of kilometers paved each year (continue);
- o Developer applications reviewed within [specified time window];
- o Number of potential projects reviewed;
- o Percent of projects fully reviewed in the 3-month prioritization/outourcing process;
- o Number of in-house projects started/completed each year;
- o Number of projects completed on-time and on-budget each year;
- o Average pavement conditional rating; and,
- o Number of capital assets reviewed and updated annually.

8.2.3 Implementation Considerations

To support the Engineering team in developing and implementing performance metrics and targets, the following items should be considered:

Table 31: Implementation Considerations when Making Performance Indicators/Metrics

Focus Area	Items to Consider
1. Indicator Selection and Development	<ul style="list-style-type: none"> • Indicators selected should focus on both the core activities that are formally defined for the team, while also providing a snapshot of the other activities the Engineering team completes. • Indicators should be designed to be reasonable stretch targets, with performance targets set based on historical, actual data, or best estimates. • While some targets may initially be lower than others or ideal figures, these indicators can be used to strive for continuous improvement year-over-year with a “progress not perfection” mindset.

Focus Area	Items to Consider
2. Continuous Reporting	<ul style="list-style-type: none"> Once indicator concepts, formal indicators, and targets are identified, reporting back on the team's performance is critical to support a further understanding of what the Engineering team does and its roles in the Corporation. <ul style="list-style-type: none"> This includes explaining why targets were achieved, surpassed, or missed, enhancing transparency and improving role clarity. This exercise should be used to help refine and enhance the Engineering team's description and role, which currently only suggests a focus on maintaining the Corporation's road and building network.
3. Monitor Team Capacity	<ul style="list-style-type: none"> To successfully develop and implement these KPIs/SLAs, team capacity will need to be protected for a short period of time to allow for these to be formally defined, implemented, and develop proper tracking systems. <ul style="list-style-type: none"> Alternatively, additional support will need to be provided to the team to help lead them through the process, as required.

8.2.4 Financial Implications

The expected financial impacts of this recommendation are relatively low. Whether completed in-house or outsourced, the development of indicators may cost approximately \$25,000. Beyond the initial planning and indicator development phase, during which staff's time will be required, there are no major cost drivers expected for this recommendation. Staff will continue to complete their various tasks, however, there will now be greater tracking and awareness of these and their immediacy.

8.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 32: Summary of Benefits for Recommendation B10

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Both internal and external Corporation stakeholders will have a better understanding of the various activities that the Engineering team regularly undertakes as part of its role.
Users (Staff)	<ul style="list-style-type: none">• The Engineering team will have the ability to properly track its various tasks, allowing for continuous improvement activities based on the achievement of performance targets.<ul style="list-style-type: none">○ This is will support the team as they take on new activities, by identifying potential ways to handle specific tasks (e.g., administrative activities) differently.• The Engineering team will be able to better define its role within the Corporation, improving the understanding of others as they work with the team.

9.0 B7: Facilities Management

The goal of the Facilities Management services review was primarily to identify an alternate service delivery model that would enhance service delivery. A supporting activity included identifying opportunities to enhance technology to improve service outcomes and reduce costs. To support these goals, future state recommendations focus on **developing a new service delivery model that supports the transition to a more proactive culture that leads core asset management activities for the Corporation.**

To support Facilities Management moving forward, three primary recommendations have been developed:

1. Development of a new service delivery model.
2. Refining and developing the Asset Management process.
3. Development of key performance indicators/service level agreements.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Resources;
- o Processes;
- o Technology; and,
- o Cost.

9.1 Recommendation B11: Service Model Development

Recommendation: Review the existing scope of services provided, and identify which, if any, could be provided through alternative means, allowing Facilities staff to focus on greater value-add services.

9.1.1 Current State Challenges

The Facilities team is currently split across the Corporation and the Dufferin Oaks. The team has a broad scope of formal and informal responsibilities that requires its staff to have diverse skillsets. In addition to their technical skills, they are often relied upon to inform Community Housing on the wellbeing of residents in the Corporation's Community Housing units.

The full scope of their services, as expressed during the Current State Assessment, includes:

Table 33: Current List of Facilities Management Service Areas and Responsibilities

Service Area	Responsibility
Renovations (post move)	<ul style="list-style-type: none"> Responsible for renovations and construction projects, specifically with the goal of bringing the unit to the current standards of the Corporation.
Janitorial Services	<ul style="list-style-type: none"> Cleaning multiple Corporation buildings Administering third party contracts
Winter Maintenance	<ul style="list-style-type: none"> Contract administration for ploughing roads Responsible for sidewalk maintenance and de-icing of walkways
Summer Maintenance	<ul style="list-style-type: none"> Responsible for cutting grass and general lawn upkeep Currently, outsource flower bed set-up (but do maintain these once in place)
Housing superintendents	<ul style="list-style-type: none"> In-house and contracted staff operate as housing superintendents to ensure facilities are appropriately run to the quality the Corporation would expect
Building Maintenance	<ul style="list-style-type: none"> Responsible for daily operations including safety, cleaning, HVAC, and grounds maintenance Responsible for preventative maintenance with regards to plumbing and boiler pumps
In-Suite & Corporation Maintenance	<ul style="list-style-type: none"> Responsible for supporting maintenance activities for residential units (i.e., in-suite maintenance) across all Corporation-owned residential buildings, for a wide variety of issues. <ul style="list-style-type: none"> There is currently no process used to review if work orders received are appropriate or if these are the responsibilities of tenants, other departments, or facilities related. Responsible for supporting the maintenance of Corporation-owned facilities. This can include issues with ceilings, lights, security, heating, cooling, etc.
Resident Monitoring (informal)	<ul style="list-style-type: none"> As the team conducts various repair or maintenance activities, an informal role they have been tasked with is checking on the residents, including identifying any potentially worrisome trends, habits, or living conditions. They then report these findings back to the Community Housing team

Service Area	Responsibility
Asset Management	<ul style="list-style-type: none"> • Development of assessment management inventories and plans
Security and Monitoring of Select Buildings	<ul style="list-style-type: none"> • Responsible for security and monitoring of select building
Dufferin Oaks Campus reactive and proactive maintenance	<ul style="list-style-type: none"> • Dufferin Oaks Campus reactive and proactive maintenance

As a result of the wide range of services being provided and the mixed model that is employed for a number of services, the team is often reactive in nature. Due to staff dealing with various challenges that arise, there is an inability to be more proactive with the service delivery model. In addition to this, there is a lack of documented, formalized service levels and processes that creates further challenges for the team's operating structures.

9.1.2 Proposed Recommendation

It is recommended that the Facilities team across the Corporation (i.e., jointly between the Corporation and Dufferin Oaks) reviews its various activities and develops a new service delivery model that allows staff to be more proactive in their responsibilities. To support the team in identifying which activities should be considered core to the new service model, a structured look at streamlining service delivery formats, risk mitigation, and supporting capacity planning should be employed.

With this in mind, the following opportunities have been selected to explore alternative service models (i.e., potential outsourcing of tasks).

Table 34: Recommended Future State Facilities Management Outsourced Activities

Service	Current Model	Recommendation	Rationale
Winter Maintenance	<ul style="list-style-type: none"> Currently a hybrid model of in-house and contracted services, however, this is a risk for potential resident/customer complaints and lawsuits. 	<ul style="list-style-type: none"> Outsource all Winter Maintenance activities. 	<ul style="list-style-type: none"> Allows staff to focus on contract administration rather than service delivery. <ul style="list-style-type: none"> Note: Clear service levels and standards should be included in all contract documentation. Should mitigate the Corporation's overall risk from accidents (e.g., potential slips and falls of residents, staff, or visitors), due to an (expected) increase in levels of service, as outlined in contracts with providers. Will reduce administrative burden from staff who need to balance workloads, sick/leave time, and insurance requirements.
Janitorial Services	<ul style="list-style-type: none"> Currently a hybrid model of in-house and contracted services, depending on the building and depending on the requirements. 	<ul style="list-style-type: none"> Outsource all Janitorial Services activities. 	<ul style="list-style-type: none"> Allows staff to focus on contract administration rather than service delivery. <ul style="list-style-type: none"> Note: Clear service levels and standards should be included into all contract documentation. This service has become even more pressing in the current COVID-19 pandemic, and as such, this would alleviate staff time to focus on other critical services sick/leave time, and insurance requirements.

Service	Current Model	Recommendation	Rationale
Summer Maintenance	<ul style="list-style-type: none"> Currently a hybrid model of in-house and contracted services, with some challenges related to quality of work. 	<ul style="list-style-type: none"> Outsource all Summer Maintenance activities. 	<ul style="list-style-type: none"> Allows staff to focus on contract administration rather than service delivery. <ul style="list-style-type: none"> Note: Clear service levels and standards should be included in all contract documentation. Staff will then be able to focus on other core activities, and with an expected increase in the consistency and delivery of services, reduce potential resident/visitor complaints regarding the quality of service.
Renovations (post move)	<ul style="list-style-type: none"> Mostly reactive and can result in significant challenges due to a lack of a clear inventory of the conditions of various assets within any individual unit. 	<ul style="list-style-type: none"> Outsource Renovations activities. 	<ul style="list-style-type: none"> Until a more robust asset management process is developed that can allow staff to properly inventory the quality of units annually, providing for realistic workload estimates when a residential unit becomes vacant. Once a robust asset management process is in place, and there is a better understanding of the amount of work required for any given unit, the service can potentially be re-reviewed. Removing this activity from staff at the current point in time will reduce time-sensitive, reactionary activities that are not always able to be planned around for staff capacity. It should be noted that to support the outsourcing of this task, Recommendation B17, focusing on the development of Vendors of Record, could be used to identify potential vendors for the service.

Service	Current Model	Recommendation	Rationale
Tenant Responsibilities	<ul style="list-style-type: none"> Currently the only clear roles and responsibilities documents are tenant leases, which may not be fully understood by both parties resulting in a high number of work orders. 	<ul style="list-style-type: none"> Develop a gated process for residential work orders, further engaging the Community Housing team. Have the Community Housing team develop clear roles and responsibilities documents to accompany leases for tenants. 	<ul style="list-style-type: none"> Provide a clear outlining of the role that staff from various departments will play in supporting tenants. Ensures strong working relationships between teams across the Corporation. Provides clarity to tenants on what they are responsible for throughout their lease.

Additionally, when work orders are submitted to the Corporation for maintenance activities, it is recommended that the Community Housing team first review the substance of the work order to determine if the task is one that is appropriate for the Facilities team, the Community Housing team, or the tenant themselves to action. For any potentially outsourced services there will be alignment opportunities between Dufferin Oaks and the Corporation for contracts, vendors, and service providers. Addressing alignment opportunities can potentially help the Corporation to streamline processes, identify cost savings through bulk purchases, and result in a standardized process. Furthermore, this would bring increased alignment and collaboration between the two teams, supporting broader integration and culture refresh activities.

9.1.3 Implementation Considerations

To support the Facilities Management team in reviewing and updating the current service model, the following items should be considered:

Table 35: Implementation Considerations when Developing a New Service Delivery Model

Focus Area	Items to Consider
1. Outsourced Activities	<ul style="list-style-type: none">Outsourcing activities will impact the staffing needs and requirements of the Facilities Team, enabling them to refocus their efforts on other key tasks (e.g., Recommendation B12).<ul style="list-style-type: none">This will include changes to the equipment required, used, and staff skills. This will likely result in the disposal of assets, in accordance with procurement by-laws or alternate uses.Contracts will need to be developed, which will require enhanced contract/vendor administration, including performance metrics.<ul style="list-style-type: none">Note: This will not negatively impact staff workload, as staff have the expertise in-house and are already doing this for select services.
2. Focus on Asset Management	<ul style="list-style-type: none">Asset Management is a function that the leadership team agrees requires greater focus moving forward.<ul style="list-style-type: none">This aligns with Recommendation B12 to develop and refine the asset management process.

9.1.4 Financial Implications

The primary cost driver of this recommendation would be having an independent third-party review the areas to be outsourced and support the development of a transition plan as the Corporation looks to outsource these activities. While this review has identified a number of potential areas to be outsourced, based primarily on consultations with staff and leadership, it is expected that any future support would conduct a more detailed review prior to developing the transition plans.

Once services are transitioned to an outsourced model, there will be a need for increased staffing to support contract administration. While there is possibly some available capacity within the team now, it is recommended that the inclusion of dedicated contract management staff be considered.

As a result of these consideration, it is expected tha this recommendation will have an approximate cost of \$75,000 - \$100,000.

While tangentially related to the specific activities contemplated in this recommendation, it should be noted that there is the potential for increased costs for the Corporation. When activities are outsourced to external consultants, costs can be higher when compared to having the tasks completed by Corporation staff in-house. While this may have some slightly higher costs, it will

ensure activities are completed within reasonable timelines, while supporting staff's ability to fully focus and dedicate their capacity to projects.

Lastly, , there are potential cost savings that could be realized through this process, either through the disposal of assets (as appropriate) and risk mitigation protecting the Corporation as a whole.

9.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 36: Summary of Benefits for Recommendation B11

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Alignment between Dufferin Oaks and the Corporation for contracts, vendors, and service providers and thus opportunities for cost saving and process efficiencies.• Developing an updated service model will create an opportunity to prioritize other core activities.
Users (Staff)	<ul style="list-style-type: none">• Outsourcing activities will allow the team's capacity to be respected and allow them to focus on key projects.• Facilities Management team capacity will be respected at various high points throughout the year.

9.2 Recommendation B12: Develop and Refine the Asset Management Process

Recommendation: Develop a clear, Corporation-wide Asset Management process that leverages technology and allows for proactive upkeep of assets.

9.2.1 Current State Challenges

While there is a desire at multiple levels to improve the Asset Management process and comprehensiveness, there is no clear plan in place that outlines *what* or *how* assets will be tracked and managed. Technology challenges make it difficult for leadership to identify assets that should be proactively replaced to reduce upkeep costs. Current challenges include:

- o No formal definition of what classifies as an “asset”, resulting in no clear standard for what should or should not be included.
- o No clear roles and responsibilities for who should be handling what tasks.
- o Technology in use for the Facilities team does not support a proactive review of the state of assets (Note: the asset management technology being used by this team is different from the broader Public Works team for other assets). The two systems currently in place result in the following key challenges:
 - **Penny** – This software is overly simplistic and does not allow for reporting that would support the identification of trends regarding staff time and maintenance activities
 - **WorxHub** – This software does not allow for detailed asset inventorying and conditions, and furthermore does not provide an accurate overview of the activities that transpire when staff responds to a work order in a residential unit. (i.e., there is an overall, “this work order was completed” but not the full detail of the other follow-on activities that routinely take place.
- o Inventorying and updating is opportunistic if staff see something or have time (e.g., during an annual inspection process).

The current state of Asset Management is opportunistic and reactive. Staff are unable to proactively approach this service due to the ineffective technology solutions listed above, a lack of capacity, and no formally documented processes or procedures. Therefore, a structured program that allows the Corporation to identify where targeted improvements should be made is needed.

9.2.2 Proposed Recommendation

To develop a refined Asset Management process that includes identifying the appropriate technology to be used, the assets to be captured, level of information to be captured, roles and responsibilities, and inventory/update processes, the following key decisions are required:

- o **Decide on a Technology Platform:** In-house options include WorxHub and WorkTech. (Note integration capability with broader Corporation systems, as well as other teams/departments (i.e., Corporate Finance) will be important).
 - While the majority uses WorkTech the corporate-wide technology review will play a key consideration moving forward. Key considerations will include time tracking and an asset managing perspective.
- o **Assign Roles and Responsibilities:** The main staff involved in this service include facilities staff (i.e., Facilities Manager, Maintenance Foreman, and Technicians), as well as support from others such as treasury staff.
 - Roles and responsibilities for both main and supporting staff will need to be defined to ensure a streamlined process and reduction in duplicated activities.
- o **Determine a Tiered Approach to Inventorying:** A tiered approach to inventorying assets should be taken whereby larger items (i.e., HVAC, heating systems, pumps, and boilers, etc.) will need to be captured first, as most critical.
 - If the capacity of the team allows smaller items (i.e., cabinets, door, counter tops, etc.) should then be inventoried.
 - Furthermore, it will be critical to capture the “right” level of asset detail in a streamlined manner to ensure this information can be easily implemented into the selected software.
- o **Identify and Capture Data Points:** Identifying the right level of data and having technology support this will be a key consideration
 - Throughout this process consists of data points among staff will be critical to ensuring information is captured in a streamlined approach.
- o **Continuous Updating:** Once initially captured, the currency of the data is critical to success. A policy and standardized process will be critical to ensuring future success.
 - Innovative examples from other municipalities include implementing body cameras to support both inventory and updates. If implemented, policy and privacy considerations will need to be considered.
- o **Policy Development:** Codify all information into a single document that will outline processes, including how this will be properly financed moving forward.

Throughout this step, decisions should be made at the Corporate-wide level to ensure that implementation is realistic and will be supported by all parties involved.

9.2.3 Implementation Considerations

To support the Facilities Management team in developing and refining the asset management process, the following items should be considered:

Table 37: Implementation Considerations when Refining the Asset Management Process

Focus Area	Items to Consider
1. Develop Future State Process Maps	<p>Future state process maps should identify desired system linkages and where integration opportunities exist.</p> <ul style="list-style-type: none">• This should include defining roles and responsibilities at both the department level and at an individual level, as well as determining assets to be reviewed and the level of data.
2. Select a Future State Model	<ul style="list-style-type: none">• Once future process maps have been developed, the Corporation will be able to select a future state model, including a technology system that supports the full end-to-end process.<ul style="list-style-type: none">○ Selecting a future state model without following this process will result in additional re-work by staff because all key aspects will not have been considered, and staff will not have the proper data to make decisions.

The Corporate Finance service (Recommendation B18) includes a detailed technology review and path forward for the Corporation, including outlining a process by which the Corporation can take a coordinated approach to identify solutions. When looking at systems, asset management technologies should be a component of these discussions

Until recommendations are finalized for the broader Corporation-wide technology review, the Facilities Management team should not move to select a technology solution.

9.2.4 Financial Implications

The process to select a new asset management system will depend on the technology solution being implemented, but it is expected that the costs will fall within the medium-high range.

Costs will be driven by the level of resources needed to implement the recommendation, including staff time and effort required to capture assets, identify data, outline roles and responsibilities, and inventory/update processes. Dependent on the decisions above, this could cost \$50,000 or more in staff effort.

Upfront costs will be high due to the level of effort required by staff. However, if completed appropriately this should result in long-term savings through proactive maintenance and repairs, as well as the ability to identify trends and address solutions.

9.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 38: Summary of Benefits for Recommendation B12

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• A documented process that outlines <i>what</i> or <i>how</i> assets are tracked and managed.• Alignment with a broader technology portfolio refresh that will support the Corporation's future state activities broadly.
Users (Staff)	<ul style="list-style-type: none">• Increased use of technology will reduce manual activities, allowing staff to focus on other activities, which may result in significant value add for the Corporation.• A structured process that allows staff to take a proactive approach to identify assets that should be replaced to reduce upkeep costs.

9.3 Recommendation B13: Develop KPIs and SLAs

Recommendation: Identify specific activities that are core to the Facilities team, develop indicator concepts, develop indicators, targets, and a performance report-back process.

This recommendation presents similar challenges to those outlined in B10 (Engineering), and therefore a similar process is suggested. For ease of reference, the recommendation has been included here, with relevant information and examples provided, as appropriate.

9.3.1 Current State Challenges

Facilities Management does not have a formally defined set of performance indicators, although some information does appear to exist, such as expected turnaround on units after a tenant moves out. The lack of formally defined indicators makes it difficult for stakeholders to appreciate the full scope and quality of work delivered.

9.3.2 Proposed Recommendation

To address the lack of formally defined indicators, it is suggested that the Facilities Management team identify specific activities that are core to the team, and develop indicator concepts, key indicators, targets, and performance report back processes.

To develop metrics and indicators, a structured process is suggested, which includes:

Table 39: Structured Process to Develop Indicators and Performance Targets

Activity	Step
Identify the specific areas of focus	1. Identify the specific areas of focus, including the key processes/activities that the team feels should have potential indicators developed.
Develop indicator concepts	2. Develop simple concepts, where the specific areas of focus are refined to highlight what parts of activities should be presented to external audiences. 3. Develop the specific indicators, move beyond a concept to develop the specific wording that will be included in a metric moving forward.
Define Targets	4. Define simple targets, outline the performance targets that the team believes are realistic and will not take a lot of effort to develop, while still “stretching” the team to focus on continuous improvement

Activity	Step
Track progress and report back on results	<p>5. Ensure that the good work of the team, and its various activities are communicated to both internal and external stakeholder groups in a clear, straightforward manner</p> <p>b. Note: This aligns with Recommendation B1, where a centralized team can support the development of a clear and professional annual report.</p>

Below are some examples of *what could be defined* as part of this process:

- o Number of service calls to resident units
- o Number of assets inventoried
- o Number of assets updated
- o Percentage of units turned over within [time period] of tenant leaving
- o Average time spent in tenant units per call
- o Average time taken to process work orders received from other departments
- o Number of contracts successfully administered for third-party services (i.e., no issues related to service).

9.3.3 Implementation Considerations

To support the Facilities Management team, develop KPIs and SLAs, the following items should be considered:

Table 40: Implementation Considerations when Making Performance Indicators/Metrics

Focus Area	Items to Consider
1. Indicator Selection and Development	<ul style="list-style-type: none"> • Indicators selected should focus on both the core activities that are formally defined for the team, while also providing a snapshot of the other activities the Engineering team completes. • Indicators should be designed to be reasonable stretch targets, with performance targets set based on historical, actual data, or best estimates. • While some targets may initially be lower than others or ideal figures, these indicators can be used to strive for continuous improvement year-over-year with a “progress not perfection” mindset.

Focus Area	Items to Consider
2. Continuous Reporting	<ul style="list-style-type: none"> Once indicator concepts, formal indicators, and targets are identified, reporting back on the team's performance is critical, ensuring the Corporation understands the refined focus of the Facilities Management team. <ul style="list-style-type: none"> This includes explaining why targets were achieved, surpassed, or missed, enhancing transparency and improving role clarity. This exercise should be used to help refine and enhance the Engineering team's description and role, which currently only suggests a focus on maintaining the Corporation's road and building network.
3. Monitor Team Capacity	<ul style="list-style-type: none"> To successfully develop and implement these KPIs/SLAs, team capacity will need to be protected for a short period of time to allow for these to be formally defined, implemented, and develop proper tracking systems. <ul style="list-style-type: none"> Alternatively, additional support will need to be provided to the team to help lead them through the process, as required.

9.3.4 Financial Implications

Similar to recommendation B10, the potential cost of this recommendation is approximately \$25,000. Beyond the initial planning and indicator development phase, during which staff's time will be required, there are no major cost drivers expected for this recommendation. Staff will continue to complete their various tasks, however, there will now be greater tracking and awareness of these and their immediacy.

9.3.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 41: Summary of Benefits for Recommendation B13

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Both internal and external Corporation stakeholders will have a better understanding of the various activities that the Facilities Management team regularly undertakes as part of its role.
Users (Staff)	<ul style="list-style-type: none">• Staff will have the ability to properly track its various tasks, allowing for continuous improvement activities based on the achievement of performance targets.<ul style="list-style-type: none">○ This is will support the team as they take on new activities, by identifying potential ways to handle specific tasks (e.g., administrative activities) differently.• Staff will be able to better define its role within the Corporation, improving the understanding of others as they work with the team.

10.0 B8: Fleet Management

The goal of the Fleet Management services review was to identify opportunities for consolidation of resources and activities to improve service outcomes and reduce capacity constraints. To achieve this goal, an overarching future state recommendation is to **optimize fleet assets at a Corporation-wide level, ensuring critical data can be used to drive decision-making**, supporting broader risk management activities, and supporting higher-order decision-making.

To achieve this goal moving forward, two primary recommendations have been developed:

1. Centralize Fleet Management into a single department housed under Public Works.
2. Consolidate Fleet Management activities into a single, centralized database.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Governance (Roles and Responsibilities),
- o Resources;
- o Process; and,
- o Technology.

10.1 Cost Recommendation B14: Centralize Fleet Management

Recommendation: Centralize Fleet Management into a single team housed under Public Works, supporting the full optimization of fleet assets. This will enable the standardization of processes, including maintenance activities, while still empowering Client Departments to manage their own day-to-day operations.

10.1.1 Current State Challenges

Multiple departments across the Corporation have Fleet Management as a function and responsibility of their staff. These activities are presently not formally documented in any departmental overviews, roles, or responsibilities documents provided. Rather, the various components of Fleet Management are often informally placed onto the managerial staff of departments with vehicles, who are given little training or templates to successfully complete the service.

The table below is based on findings in the Interim Report, and includes the departments, numbers and types of vehicles, and the range of staff involved in Fleet Management activities across the Corporation as of earlier this year:

Table 42: Current State Departments Involved in Fleet Management Activities

Department	# of Vehicles	Types of Vehicles	Staff Involved
Corporate Services (& Community Services)	7 Vehicles	<ul style="list-style-type: none"> • 4 building inspection trucks • 1 emergency response trailer • 1 IT van • 1 EarlyON van 	<ul style="list-style-type: none"> • IT Technicians and Analysts • Director of Corporate Services/Clerk
Dufferin Oaks	8 Vehicles	<ul style="list-style-type: none"> • 6 vans used to transport seniors • 1 bus • 1 pickup truck 	<ul style="list-style-type: none"> • Manager, Community Support Services • Transport drivers • Facilities Maintenance staff
Public Works	32 Vehicles	<ul style="list-style-type: none"> • 17 pickup trucks • 3 vans • 12 tandem axel combination dump truck/snowplow/sanders • 1 grader • 1 large reverse station tractor • 1 backhoe • 1 excavator • 2-wheel loaders 	<ul style="list-style-type: none"> • Director of Public Works • Manager of Facilities Management • Manager of Operations • Facilities Maintenance staff • Full-Time Mechanic staff member • Other associated Operations staff
Planning, Economic Development, & Culture	2 Vehicles:	<ul style="list-style-type: none"> • 1 truck • 1 van 	<ul style="list-style-type: none"> • Assorted Staff
Treasury Department	While the Treasury Department does not maintain any fleet as part of its portfolio, the department is responsible for administrative support.		
Human Resources	While Human Resources does not maintain any fleet as part of its portfolio, the department is responsible for maintaining access to the Ministry's database to support CVOR activities		

The present decentralized nature of Fleet Management illustrated above, results in inconsistencies for processes, tools, and preventative maintenance activities. This negatively impacts possible cost savings through economies of scale, as well as staff capacity as individuals with no formal training/knowledge undertake activities in a siloed approach.

10.1.2 Proposed Recommendation

Centralizing the Fleet Management function into a single team housed under Public Works will support the full optimization of fleet assets across the Corporation, as it will enable the standardization of processes, including maintenance activities, while still empowering Client Departments to manage their own day-to-day operations.

Staff Roles and Responsibilities:

Effective operations will require a clear understanding of roles and responsibilities for the Public Works team vs. Departments involved in Fleet Management. The table below identifies suggested roles and responsibilities:

Table 43: Future State Fleet Management Roles and Responsibilities

Departments	Suggested Roles and Responsibilities
Public Works (Fleet Management)	<ul style="list-style-type: none"> • Develop and maintain database for all vehicles • Oversee administrative processes (coordinate with Treasury and HR as required) • Schedule and manage maintenance and repairs (both preventative and emergency) • Collect fleet-related data and track KPIs for continuous improvement • Develop Corporation-wide safety and training. • Support Asset Management component • Coordinate and lead majority of CVOR Abstract processes • Develop, communicate, and enforce fleet policies and procedures
Client Departments (With Vehicles)	<ul style="list-style-type: none"> • Manage day-to-day use of vehicles • Identify and communicate any pertinent updates or changes to fleet assets (i.e., required repairs, changes in condition of vehicles, etc.) • Adhere to fleet policies and procedures (e.g., conduct circle checks) • Manage staff to ensure safe and responsible use of fleet assets • Coordinate with Public Works to ensure vehicles receive maintenance as required

Departments	Suggested Roles and Responsibilities
Treasury	<ul style="list-style-type: none"> Managing licenses & insurance Coordinate capital budget with departments to support a Corporation-wide view of fleet assets Support procurement coordination for maintenance
Human Resources	<ul style="list-style-type: none"> Maintain access to Ministry database to support CVOR activities

10.1.3 Implementation Considerations

Moving to a centralized fleet management system will align with leading practices, as evidenced in nearby municipalities such as the City of Vaughan, City of Brampton, and the City of Hamilton. All of these groups have departments under Public Works focused on fleet management activities.

To support the success of a centralizing fleet management, the following considerations will need to be addressed:

Table 44: Implementation Considerations for Centralizing Fleet Management Activities

Focus Area	Items to Consider
1. Change Management Planning	<ul style="list-style-type: none"> A clear change management plan, including communicating key changes to both staff and external stakeholders (e.g., dealerships or other body shops that currently have agreements with departments) will be required. This will enable staff in Client Departments to begin offloading broader responsibilities. <ul style="list-style-type: none"> Build on the foundational work done to date for departments that will be transitioned to the new model. This supports ease of implementation as Public Works has the appropriate amount of time to conduct reviews of vehicles and create plans as appropriate, resulting in a quick win. Have clear messaging that will explain key changes, and how these will impact staff's responsibilities will ensure all County staff have a common understanding of the transition. Later phases of this transition should look to inventory other assets, such as trailers or 4x4 all-terrain vehicles
2. Booking Software	<ul style="list-style-type: none"> Recommended activities will likely need some form of booking software, and will require procedures to be developed, such as: <ul style="list-style-type: none"> Where keys are kept; How they are accessed; and, When and how they can be booked.

10.1.4 Financial Implications

There are minimal financial impacts that are expected as a result of this recommendation. While this recommendation suggests centralizing the service under Public Works, this service is already part of the broader Corporation's activities, just in a decentralized manner.

Conversations with staff noted that a number of key transition activities have likely already been at least partially addressed, during the GPS Locator installation process. However, it is expected that further transitional costs of approximately \$25,000, mainly driven by staff time and effort. The effort will be focused on the development of any policies/procedures required to efficiently run this service.

Centralizing Fleet Management into a single department allows for increased efficiencies of scale through opportunities to bundle maintenance services and replacement parts for cost-efficient solutions. It will also ensure staff are using the appropriate vehicle for the appropriate task, and therefore reducing mileage and maintenance costs.

10.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 45: Summary of Benefits for Recommendation B14

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Implements similar leading governance practices of surrounding municipalities. Specifically, the City of Vaughan, City of Brampton, and City of Hamilton all structure Fleet Management as a single department under Public Works.• A dedicated team of Fleet Management staff will reduce pressures on other department individuals who are stretched thin, allowing them to focus on the core aspects of their roles and therefore increasing capacity in other departments.• Allows for increased efficiencies of scale and ensures operations are being overseen by individuals with proper skillsets and expertise.• Leading Corporation-wide fleet management activities will support broader goals, such as:<ul style="list-style-type: none">○ Green energy initiatives like charging stations○ Optimizing assets, using data to determine which departments need dedicated vehicles, and which can most likely be supported through a pool of shared vehicles.

Stakeholder	Benefits
Users (Staff)	<ul style="list-style-type: none"> • Staff will have the opportunity to focus and specialize in their core roles and expertise, which will enhance staff morale and culture, as well as drive professional growth. <ul style="list-style-type: none"> ○ This can include opportunities to enhance training, certification, safety, and compliance. • Staff will know that they will have access to vehicles that are being proactively maintained, ensuring their safety and quality for staff.

10.2 Recommendation B15: Use a Centralized Asset Database

Recommendation: Select a single database (and supporting software platforms) that will house all the Corporation's fleet information. This database should ensure standardized and consistent data is kept for each vehicle, and supports Corporate decision-making.

10.2.1 Current State Challenges

There are no consistent tools, processes, or activities for those departments that maintain a fleet. As a result, staff tend to select those tools and processes that work best for them, without standard information being kept. The various "databases" include:

1. Manual processes that are kept offline and as such, cannot be reviewed or supported remotely by staff (i.e., paper-based forms or lists).
 - These paper-based lists are often kept separate from other bodies in the Corporation, reducing broader asset management activities.
2. Excel sheets with varying levels of information are kept either on company portals (e.g., SharePoint), or kept on individual desktops.
3. The WorkTech software's asset management module.

As illustrated above, processes include a mixture of technology databases and paper-based records, negatively impacting the Corporation's ability to review all vehicles, monitor their condition, and identify if/when maintenance or retirement is required. The current decentralized nature of fleet vehicle information does not allow a single, Corporation-wide view into the status of the fleet and does not support evidence-based decision-making.

10.2.2 Proposed Recommendation

Selecting the right software for this task will be critical to ensure that proper reporting is possible and can be leveraged to support decision-making moving forward. While there are multiple systems currently in place, there is a broader recommendation (B19) that discusses the overarching technology and software in place for the Corporation. We are suggesting that this be included in that review. However, in the interim, the following are aspects that should be considered for technology selection.

The Corporation currently has multiple asset management solutions in place (e.g., WorkTech/Pearl), and should identify criteria to help determine the "right" solution.

Possible criteria for consideration may include, but not be limited to:

Table 46: Factors to Consider when Selecting a Centralized Fleet Database

Criteria	Key Consideration
Ease of Use	<ul style="list-style-type: none"> Can staff members use the software with minimal training, or is it a system that is highly technical and challenging?
Licensing Cost and Accessibility	<ul style="list-style-type: none"> As staff from multiple departments will need access to this information, is it cost-prohibitive to have multiple licenses? Are there lockouts if more than one individual tries to use it at any given time?
Current Data Storage	<ul style="list-style-type: none"> Where is the bulk of data currently housed? <ul style="list-style-type: none"> Note: this will support the fast implementation of this service, if the existing body is selected as the system moving forward.
Reporting Capabilities	<ul style="list-style-type: none"> Do some options allow for greater data capture? What kinds of reports can be developed, and how accessible are these to non-technical staff?
Storage Capacity	<ul style="list-style-type: none"> Are there any limits on the number of assets that can be captured in any one system? Does the number of assets impact pricing?

It should be noted that a broader technology strategy and review is being suggested as part of the Corporate Finance Service. If implemented, this may impact this recommendation.

10.2.3 Implementation Considerations

To support the success of selecting a centralized asset database, the following considerations will need to be addressed:

Table 47: Implementation Considerations for a Centralized Database

Focus Area	Items to Consider
1. Update Key Information and Standardize Processes	<ul style="list-style-type: none"> As a single database is selected, the Corporation will want to ensure that all vehicles are reviewed and have a standard level of up to date information captured. Once formalized, the Public Works team will require additional invoice sign-off processes, which will be coordinated with Treasury.
2. Change Management Planning	<ul style="list-style-type: none"> Have a clear communication and change management plan so that staff understands the change being made, why, and how it may impact their roles.

Focus Area	Items to Consider
3. Train Staff	<ul style="list-style-type: none"> • Train staff on the selected database, including on topics such as: <ul style="list-style-type: none"> ○ Creating new entries; ○ Updating information; ○ Pulling reports; and, ○ How to delete/remove assets (once sold, retired, or otherwise decommissioned).

10.2.4 Financial Implications

The cost of selecting a centralized asset database will depend largely on the database being selected.

- Should the corporation decide to select a database that it already has a license for, this will be a relatively low cost.
- If the Corporation decides to select and implement a new technology solution/database, this will be a much higher cost.

Additional cost drivers will include staff time and effort required to transition to a single database, train staff, and develop a communications plan.

10.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 48: Summary of Benefits for Recommendation B15

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• Having one centralized database to store all fleet-related data will ensure standardization of information, preventative maintenance, and streamline scheduling. A central database can be leveraged to track KPIs for continuous fleet management improvement.<ul style="list-style-type: none">○ Opportunities to move away from paper-based tracking and therefore increase associated levels of detail in the documentation and remove human-error.• Using an IT solution to effectively monitor and identify maintenance will increase the safety of vehicles resulting in increased driver/staff safety.<ul style="list-style-type: none">○ <i>Note: This links to recommendations B12 and B19.</i>
Users (Staff)	<ul style="list-style-type: none">• Allows staff to streamline and automate compliance-related activities and requests, including insurance certificates and clearances. This will enable staff to focus on the technical aspects of their day-to-day work by reducing administrative burden.

11.0 B9: Procurement

The goal of the Procurement service was to identify opportunities that can streamline and consolidated processes/tasks. Furthermore, the goal was to define the roles and responsibilities of key stakeholders and identify required resources (including where technology can support the team). To achieve this goal, future state recommendations focus on supporting the development of a **Procurement function that has the capacity, tools, and capabilities to support all the Corporation's procurement needs.**

To achieve this goal moving forward, two primary recommendations have been developed:

1. Develop an updated team structure to support the broader organization.
2. Development of an updated Procurement By-Law, and associated procedures.
3. Training for the broader organization on the updated Structure, Policy, and Procedures.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Governance (Roles, Responsibilities, and Accountability);
- o Process; and,
- o Cost.

11.1 Recommendation B16: Update Team Structure

Recommendation: Enhance the procurement team's structure and staffing complement (i.e., from one to three FTE) to allow for defined portfolios to ensure client departments are sufficiently supported.

11.1.1 Current State Challenges

Historically, Procurement at the Corporation has been a single dedicated FTE. This position was vacant during our current state assessment, however, the Corporation has since hired a Senior Procurement Specialist. This role was described to our team to be focused on supporting departments in conducting their procurements, while having enough experience to support broader procurement strategies, as time permits.

Recently, the Corporation also hired a Junior Buyer position, whose role is to focus on supporting annual procurements. Lastly, the role of the Finance Clerk was designed to support the Procurement function by maintaining the contracts database, including WSIB certification, however, it has since been found that a different skill set is required to perform these duties. As such, this role is no longer going to be continued.

At the outset of the engagement, stakeholders noted that the Procurement function had previously been a hurdle for the Corporation, as departments felt that they were not receiving the support necessary to undertake and complete their procurements. It was stated that projects had been delayed due to challenges with getting procurements out in time to support the work that was required.

Other challenges that are associated with a single FTE Procurement department could potentially and/or has previously included:

- o Certain departments who have higher volumes of procurements (e.g., Public Works) may feel they are inadequately supported and/or, have the possibility to dominate procurement staff time at the cost of other departments.
- o If staff are focused on the day-to-day procurement activities, they are unable to support the development of broader procurement strategies.
- o Client department staff may not always meet required lead times, which can put additional pressure on Procurement staff, or possibly result in missed timelines and procurements not going out.

11.1.2 Proposed Recommendation

Create a new team structure of at least three FTE for the Procurement function. This group should become its own team under Corporate Services, moving outside of the Treasury team's direct oversight.

Team Structure, Roles, and Responsibilities

Each team member should be assigned a unique portfolio with specific stakeholder groups, allowing them to build relationships with stakeholders (both internal and external), and allowing them to determine the most effective procurement methods for the regular procurement activities, as well as the group's stakeholders, both internal and external.

The following table outlines what the Procurement team will be responsible for, and the main responsibilities of the Client Departments throughout the procurement process.

Table 49: Roles and Responsibilities of an Enhanced Procurement Team

Stakeholder Group	Roles and Responsibilities
Procurement Team	<ul style="list-style-type: none"> • Work with their Client Departments to proactively plan for all expected procurements for the upcoming fiscal year. • Work with Client Department staff to determine the most appropriate procurement method for each specific need. • Provide process structure through the provision of advice, templates, and supports as necessary to the Client Department. • Post procurement documents on external sites/various advertising means as appropriate. • Act as the medium between vendors and the Corporation. • Support the Client Department in conducting fair and even evaluations of proponents. • Support the award process and contract development. • Support vendor performance monitoring as required.
Client Department	<ul style="list-style-type: none"> • Work with their Procurement Team staff member to identify the procurements they know will need to be conducted throughout the year, including the time of year when work will need to be conducted. • Lead the development of the specifications of the procurement in question (i.e., the requirements asked for, evaluation criteria, and other background/contextual information as required). • Review documents for accuracy prior to their being publicly posted. • Support the development of any answers from the vendor community. • Work with the Procurement staff member to evaluate proponent responses based on the criteria developed in earlier phases, including selecting the preferred proponent. • Support the contract development process as required. • Lead the contract administration and vendor performance monitoring activities.

When examining the overarching team structure of the new Procurement team, the following structure is suggested:

Leadership and Team Portfolios

- o At least one staff member (ideally senior) should act as a Team Lead/Manager position and be responsible for supporting team workload balancing, the development of an overarching procurement strategy, reviewing the processes used, identifying cost-saving opportunities across departments, and other Corporation-wide opportunities.

- As the team structure of 3 FTE is relatively lean, this role can and likely should support procurements with at least a small portfolio, as necessary.
- o Various staffing models/titles can be in place, however, having staff who are focused on portfolios is critical to ensure all stakeholder groups are effectively serviced.

Organizational Structure

- o This team should be its own unique department, under the Corporate Services team, with its own leadership structure as outlined above.
- o The team will be required to have strong ties to the Treasury function but should be free to make decisions that it feels are best for the Corporation, with the oversight of SMT as appropriate.

11.1.3 Implementation Considerations

To support the success of an updated team structure that better supports the Corporation the following considerations will need to be addressed:

Table 50: Implementation Considerations for Creating an Updated Procurement Team Structure

Consideration	Detailed Information
Historical Procurement Activities	<ul style="list-style-type: none"> • Public Works will be the largest client of the Procurement team. • A historical value of up to \$25 - \$30M/year in goods/services procured. • Historical averages include over 200 procurements per year. • The average procurement is approximately \$82,000. <ul style="list-style-type: none"> o There is a high likelihood that a small number of procurements skew the average value to higher levels. • Staff often will use Low-Dollar Value Procurements, which is seen as an effective method to meet a large portion of their needs.
Leading Practices	<ul style="list-style-type: none"> • Having dedicated procurement teams aligns with leading practices in the municipal space. • Comparator organizations that handle similar procurement volumes/have similar population bases often have a larger staff complement to support the organization. • Staff who support specific departments should work with them to develop annual procurement plans, identifying by the end of the previous calendar/fiscal year the various procurements that will be required to take place throughout the year, and ensuring appropriate lead time is included. <ul style="list-style-type: none"> o The procurement calendar will allow both the Procurement team and the Client Department to better manage their time throughout the year, ensuring that staff will have the required capacity for various activities, while allowing for other broader planning efforts, as necessary.

Consideration	Detailed Information
	<ul style="list-style-type: none"> ○ The procurement calendar should be initially developed prior to the start of the new year, however, will need to be considered a “live” document that will continue to evolve throughout the year as additional procurements become required. ○ <i>Note: This links to Recommendation B17 & 18.</i>

11.1.4 Financial Implications

This recommendation will have a moderate financial impact, due to an increase in staffing costs for the department, specifically hiring a new senior-level resource to act as a team lead. Salary and benefits for a position such as this could range from \$125,000-\$150,000.

This will benefit the Corporation, however, as there will be improved service levels, quality of procurement activities, and the ability of a senior team member to focus on broader procurement strategy will support long-term cost savings.

11.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 51: Summary of Benefits for Recommendation B16

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none"> • The Corporation will have the necessary capacity and skills required to ensure that procurement does not act as a roadblock when undertaking projects. • This structure will ensure that Client Departments have the required resources so that their procurement needs are met in the most efficient, effective manner. • Higher-level procurement activities, including setting broader strategies and identifying Corporation-wide cost savings opportunities, is more possible through this updated model.
Users (Staff)	<ul style="list-style-type: none"> • The ability of the staff to proactively plan their capacity to ensure that all key procurements are put out and completed by the required dates of Client Departments will ensure that broader operations are respected.

11.2 Recommendation B17: Update Procurement By-Law and Procedures

Recommendation: Update the Procurement By-Law to clarify language and include new methods. Develop Procedures to ensure a standard application of the Policy.

11.2.1 Current State Challenges

The Procurement By-Law, while mostly strong and aligned with leading practices, does have some key areas that can be improved to make it clearer, and potentially increase staff's understanding. A challenge frequently noted by staff was that the processes to move a procurement forward were unclear, rigid, and did not work well with their needs as a Client Department. This sentiment was echoed about the various templates that were in place.

Other staff noted that a potential reason for processes seeming rigid was likely due to a combination of Client Departments not having used this process before, as well as potential challenges working with previous Procurement staff.

In either case, a lack of clear procedure documents that outline the specific steps, roles, and responsibilities of staff contributes to challenges in interpreting and applying the Procurement By-Law.

11.2.2 Proposed Recommendation

Prior to developing Procedures, the Corporation should first review and update the Procurement By-Law to ensure it is as clear and straightforward as it should be, looking to refine or include sections such as:

Table 52: Proposed Updates to the Procurement By-Law

Area to Add or Refine	Description	Rationale
Group Procurement Organizations	<ul style="list-style-type: none"> • The current By-Law outlines Cooperative Procurements, these apply only to procurements where multiple bodies come together (e.g., under a buying group to ensure standardized items such as traffic lights for a broader region). <ul style="list-style-type: none"> ○ Some Policies and By-Laws will often group a Cooperative Procurement and Group Purchasing Organization into the same item, as these terms can be mistakenly used interchangeably, but do refer to different activities. • Group Procurement Organizations are bodies that will have contracts with various vendors with the goal of reducing costs for clients through guaranteed volumes of sales. <ul style="list-style-type: none"> ○ These bodies often negotiate deals with vendors under the assumption that working together will provide greater exposure for the vendor, and likely result in increased sales. As a result, the vendor will provide a lower price for those organizations that sign-on through the Group Procurement Organization. This is due to the assumption that there will be increased sales and bulk purchases. ○ Clients of these bodies often sign on to a minimum volume or spend with the organization, which supports the vendor agreement. 	<ul style="list-style-type: none"> • Making it clear that the use of these organizations is approved and that they can actually support cost-containment efforts will support its uptake, while potentially reducing costs and timelines for frequent purchases. <ul style="list-style-type: none"> ○ It should be noted some stakeholders made a note of OECM as a body they use already during current state engagement activities. • Where possible, these should be leveraged for all teams across the Corporation (e.g., cleaning supplies, legal services, electrical or plumbing services, etc.).

Area to Add or Refine	Description	Rationale
Fairness Monitors	<ul style="list-style-type: none"> A Fairness Monitor is an independent third party who would work with the Corporation to ensure that a specific procurement is completed in a manner that is fair and transparent, without showing bias towards any one proponent. These individuals will work with the Corporation's project team to ensure that the RFP/T, questions and answers, and vendor presentations are clear and provide the same information/level of information for all proponents. Monitors will sit in on consensus meetings and work with the team to certify that these are completed in a manner that considers the bids in front of them and enables each candidate to be scored based on their own merits in a consistent manner (and not in direct comparison to others). 	<ul style="list-style-type: none"> While not for use in every procurement, having the option to bring in an external body to help increase the confidence of potential vendors, while limiting the risk of the Corporation for large or highly political procurements is a beneficial tool. For those projects that are seen as highly competitive, political, complex, or are worth a large dollar figure, Fairness Monitors can inspire confidence from bidders that they are getting a fair review, potentially increasing the number of bids received.
Vendors of Record	<ul style="list-style-type: none"> A prequalified list of vendors who can be called upon to provide goods or services through a variety of administrative methods. 	<ul style="list-style-type: none"> The current provision of only \$10,000 being an allowable Vendor of Record limit can be restrictive, as it constricts the number of procurements that can be used for this type of a procurement method. <ul style="list-style-type: none"> These systems can be very efficient if administered properly, as it reduces upfront timelines for the teams.
Delegations of Authority	<ul style="list-style-type: none"> Outlining the permissions of various authority levels within the organization. 	<ul style="list-style-type: none"> Ensure that the language used in this section is clear so that staff understand their limits and the requirements for when Council must be engaged.

Once the By-Law has been updated, Procedures should be designed to clearly explain how to apply the Policy. For any and all Procedures developed the Corporation should ensure the following items are clearly outlined:

- o The major process steps that are expected.
- o Roles and responsibilities of all parties that are involved.
- o Timelines, as applicable.
- o Potential contingencies or other clarifying information, if applicable.

These should be developed in conjunction with at least one Client Department representative, to ensure that the activities expected of either group are both understood, clearly presented, and realistic.

- o Using a Working Committee approach will ensure that potential nuances or variations in process steps can be proactively identified and can support buy-in by staff.

Specific Procedures to be developed should include:

- o Those related to the various procurement methods, including:
 - Tier 1:
 - o The Request for Tender/Proposal processes;
 - Tier 2:
 - o Request for Quotes and Vendors of Record processes
- o Vendor Evaluation processes; and,
- o Free Trade Agreements, and how they apply to various procurements.

11.2.3 Implementation Considerations

The various components of the existing Procurement By-Law can be enhanced, as noted in the section above. This section will provide some insights into these to help the Corporation's team as they look to update the document.

Group Procurement Organizations

- o These are agreements with a third-party company where the Corporation would agree to purchase specific items through this group, in return for lower costs than they would otherwise receive.
- o The Corporation currently belongs to a group like this already to provide office supplies, however, the option is not formally codified in the By-Law.
- o These should be included, as they can reduce administrative challenges and support swift, efficient, and cost-effective procurements.

Fairness Monitors

- o These are neutral third parties that can be brought in on contract to act as an independent reviewer of high cost, complex, or politically sensitive procurements. Their role would be to work with the Corporation beginning at the RFX development stage to ensure that there are no unintended or intended biases towards any group of or individual proponents.
- o While not used on each engagement, they provide an additional level of security for the Corporation when they are used, and furthermore, can provide additional confidences to potential proponents during the process.

Vendors of Record

- o Vendor of Record agreements will enable the Corporation to have a faster, easier procurement process for those items that are frequently purchased.
- o Vendors of Record effectively create prequalified lists of suppliers who can support the Corporation for a number of tasks for periods ranging from 1 – 5 years.
 - These systems usually will make it clear that the Vendor of Record is not a guarantee of activity for proponents (even those who qualify), and that those proponents who do qualify **should not** expect a minimum level of work as a result of prequalifying.
 - It should be noted that the prequalified list of suppliers is **not** included in the By-Law itself, but rather is kept outside of the By-Law, with the Treasurer. The By-Law should just make mention that this procurement method exists.
 - The list of vendors, by law, will need to be refreshed every three years (i.e., a new process altogether), however, many organizations will keep their vendor list “open” and allow proponents to apply to be a member of the list at any time.
- o The administration of the Vendor of Record can take shape in three different ways, depending on what the Corporation desires:
 - **Secondary RFX Processes:** Once an initial list of vendors is approved, secondary RFX processes are issued to the entire group, or a subset of the group.
 - These usually request more specific information, such as exact processes that would be used to address a specific challenge, binding quotes, or the name of staff who would provide services.
 - The Corporation would then review all responses and select a bidder dependent on previously developed evaluation criteria, which would be specific to the project in question.
 - **Sequential Awards:** Once an initial list of vendors is approved, the Corporation would move through the list and award contracts or request quotes in a sequential manner.
 - The list could be organized alphabetically or in some other manner, but the core of this is that each contract to be issued is issued in sequence. Once the full list has received a contract, the Corporation would once again start from the beginning, and would continue the process.

- **On-Demand, Rate Approved Services:** Where one or more vendors prequalify to provide support on a specific task on an on-demand format (e.g., snow plowing, renovations post move, or HVAC support).
 - The vendors' hourly rates are guaranteed through the initial procurement process, and they are now "prequalified" to be contacted for on-demand services.
 - In the event that the first proponent on the list is unable to provide the on-demand service for any reason, the second individual can be contacted.
- The selection of which model to use would be based on the Corporation's needs, and what it believes to be most beneficial for its purposes.
- Regardless of the model selected, the Corporation will need to be clear with potential proponents at the outset of the pre-qualifying stage how future work will be distributed.
- o These applications can be used for almost all dollar values, and often are used by the province for large procurements (i.e., over \$100,000).

Vendor Evaluation Processes – Procedure Development

- o These are crucial activities for municipalities to have but must be done properly for them to be effective and not open the Corporation up to potential legal challenges from disgruntled vendors.
- o In the Procurement By-Law, Section 8 discusses Vendor Performance Evaluations, and it includes some good foundational pieces.
- o In the supporting Procedure documents, it should be made clear that for all procurement documents there should be a reference to Vendor Performance Evaluations, so that it is known to the vendor community at the outset that there are standards by which the vendor will be evaluated against.
 - Note: the Corporation has currently brought references of Vendor Performance to RFPs, RFQs, and general evaluation/scoring processes.
- o Once an agreement has been signed, it is the responsibility of the Client Department to do some form of regular review and evaluation of the vendor. This should note if there are any challenges or issues in the contract fulfilment. Vendors should be made aware through an escalating process (e.g., first a verbal note, then documented via emails, then formal notification that they are receiving negative evaluations, etc.).
- o Using a structured process ensures that, in the event the Corporation wishes to either cancel a contract or prevent a vendor from applying for future projects (for a period of time), that there have been clear and overt attempts to make the vendor aware of challenges and unhappiness, to address and rectify the issues, and that they will have action taken against them.
- o Without following a structured process, the Corporation could be challenged in court over potential reprisals of vendors.

Free Trade Agreements – Procedure Development

- o The Corporation currently references all applicable Free Trade Agreements using a single blanket statement in the By-Law.
- o Updating the By-Law (or, more specifically a supporting Procedure Document) to include the specific free trade agreements that are included will support staff to ensure they know what processes and requirements should be included.
 - When looking at the current landscape, the two primary Free Trade Agreements that impact Ontario municipalities include:
 - **Canadian Free Trade Agreement (CFTA)** (previously the Inter-Provincial Trade Agreement)
 - A threshold of approximately \$100,000 will trigger the application of this trade agreement.
 - **Comprehensive European Trade Agreement (CETA)**
 - A threshold of approximately \$336,000 will trigger the application of this trade agreement.
 - **United States, Mexico, Canada Free Trade Agreement (USMCA, formerly NAFTA)**
 - **Canada-United Kingdom Trade Continuity Agreement**
 - Note: the application of these Free Trade Agreements applies differently to construction and services (e.g., consultancies).
- o A challenge that will need to be considered will be the updating of this list (in either the By-Law or Procedures) on a regular basis, however, updating will ensure that the Corporation stays compliant and procures all items in the appropriate manner.

Additional considerations include:

- o As noted in Recommendation B16, the development of a procurement calendar will be critical to supporting Client Departments and planning for Procurement staff utilization.
 - The development of this calendar should be included as a procedure of working with the Procurement team. It will allow for a clear understanding of when RFx development activities should begin to meet target start dates.
 - The procurement calendar, while initially created prior to the start of the new year (calendar or fiscal), should be considered a “living document” that will be reviewed, updated, and refreshed on a frequent basis as required. This will ensure that if emergencies arise, needs change, or procurements are added or deferred, that this is properly recorded and tracked.

11.2.4 Financial Implications

Development of an updated Procurement By-Law and supporting Procedures will have a potential cost range of up to approximately \$30,000 - \$75,000 for the Corporation, dependent on the extent

of updates and the detail of Procedures developed, and whether they are updated in-house or externally resourced.

These are activities that should happen with a regular cadence and should not be seen as “outside” the scope of business responsibilities. However, the refinement and development of these documents will take staff time and effort, which is the main cost driver for this recommendation. Alternatively, this can be outsourced to external consultants, which is also considered in the range provided above.

11.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 53: Summary of Benefits for Recommendation B17

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">Developing clear Procedure documents is generally seen as a good return on investment, as it reduces learning curves for staff, standardizes activities, and reduces errors/variations that can result in increased timelines and costs.
Users (Staff)	<ul style="list-style-type: none">An updated By-Law will ensure staff has the full scope of modern procurement methods available to them, allowing them to reduce time spent and increase the likelihood of selecting the right vendors.

11.3 Recommendation B18: Training for the Broader Organization on Updated Structure, Policy, and Procedures

Recommendation: Once an updated Procurement By-Law has been updated and supporting Procedures have been developed, ensure a thorough training and rollout process is developed to support Client Department staff. This process should also consider how new staff will be trained on the Procurement By-Law and procedures, as appropriate.

11.3.1 Current State Challenges

Training for the current Procurement By-Law was provided to those staff who were handling procurement activities when it was first developed in 2017. Since this time, there has been minimal formal training provided to staff, and training as instead focused on ad hoc supports offered to select staff, as necessary.

11.3.2 Proposed Recommendation

The Procurement Team should work with the Corporation's Learning and Organizational Development Coordinator to put together a structured training program for all staff who will be engaged in procurement activities. The training program should include a review of the updated By-Law and newly developed Procedures (developed in Recommendation B17), provide tangible examples, and should allow for a questions and answers period. Furthermore, when providing training to staff, the team should segment audiences so that the content and examples provided are tailored to be meaningful to the group under consideration.

Procurement training should be a part of the onboarding process and training provided to new staff members, if their role will be one that will have procurement responsibilities/expectations.

11.3.3 Implementation Considerations

In addition to working with the Corporation's Learning and Organizational Development Coordinator, the following should be considered:

- o Training should reinforce roles and responsibilities, timelines, and templates so that staff understands what each team will be responsible for throughout the process.
- o A process should also be designed to ensure Procurement Training is provided to new staff who will have this role as a part of their duties.
 - This should include providing additional training and support for the first procurements that these individuals conduct, ensuring that they have the ability to ask the Procurement team any specific questions they may have throughout the process.
 - This process would also support the Procurement team in identifying potential areas for improvement, supporting a culture of continuous improvement broadly.

- Note: this should be provided to both staff who are new to the Corporation, as well as those who are promoted/shifted into a position that has procurement responsibilities.

11.3.4 Financial Implications

The largest cost driver for this recommendation will be the staff time required to develop the training program and to provide it to staff. While this is necessary training to reduce downstream challenges and negative outcomes, the training of staff from across the Corporation can be a potentially significant amount of time invested, which would result in a number of hours not spent doing core tasks. As a result, a range of up to approximately \$25,000 is expected in costs related to program development and staff time.

11.3.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 54: Summary of Benefits for Recommendation B18

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none"> • Staff from across the Corporation will receive training on the updated Procurement By-Law and its associated Procedures. <ul style="list-style-type: none"> ○ This will result in an increased understanding of the roles, responsibilities, process flows, and timelines associated with the various major components of the By-Law. ○ Staff will also receive key templates and other information that will support them as they undertake various procurements. • A plan to have new staff trained on their recruitment responsibilities will ensure that they are properly supported as they assume various management-level positions. <ul style="list-style-type: none"> ○ The ability to use their fresh perspective to identify potential continuous improvement opportunities. • This work is an upfront investment that will reduce downstream challenges, frustrations, and negative outcomes

Stakeholder	Benefits
Users (Staff)	<ul style="list-style-type: none"> • A clear understanding of how to apply the Procurement By-Law and Procedures to daily operations and needs. • An appreciation for the roles and responsibilities of one another in the process.

12.0 B10: Corporate Finance

The goal of the Corporate Finance review was to use previously completed assessments to support the Corporation in identifying tangible next steps to improve the technology in use across the organization. As the Corporation has previously conducted some reviews of its systems, there is a need to understand how to chart a path forward, including tangible next steps. To achieve this goal, recommendations for the Corporate Finance service focus on **defining a clear path forward to support the Corporation as it looks to improve and enhance its overarching technology portfolio**. The recommendation will outline the steps, identify the required information to make decisions, and define the outputs that will guide decision-making.

To achieve this goal, a single recommendation has been developed:

1. Use a structured, three-step approach to develop a sequenced approach to identify where to start and the processes to follow to address technology challenges and enhancements within the Corporation.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Process; and,
- o Technology.

12.1 Recommendation B19: Plan for Future State Technology

Recommendation: Use a structured, three-step approach to develop a sequenced approach to identify where to start and the processes to follow to address technology challenges and enhancements within the Corporation.

12.1.1 Current State Challenges

As noted in the Interim Report, there are multiple systems in place that Corporate Finance services use to various degrees. These systems often do not integrate with one another and result in “offline” spreadsheets, manual reviews of data quality, and result in less readily available data for leadership to drive decision-making. Staff in various departments are similarly impacted, as they are unable to access information or central databases to support their operations.

Current technology in-place (as noted in the Interim Report):

1. Great Plains
2. Qwestica
3. Yardi
4. WorkTech
5. PointClickCare
6. GoldCare
7. Penny
8. WorxHub

When examining some of the previous work that the Corporation has undertaken, a number of themes and findings appear:

- o Previous IT reviews have focused on the qualitative pros and cons of the various systems in place.
 - The 2019 assessment that was conducted using focus groups, where the likes, dislikes, and desires for future systems were noted among staff.
 - The review did not look at any technical information for system infrastructure, but rather focused on the users for each system.
 - Based on the information provided, the process did not look at process flows associated with various pieces of technology.
- o No reviews have been conducted that quantify the cost of manual processes related to the currently fragmented IT portfolio.
 - While the cost of each individual system is understood, and there is the ability to aggregate these costs for the entirety of the Corporation, there have not been any activities completed to date that would quantify how much time staff are spending conducting manual processes each year.
 - Furthermore, the team currently does not track the number of manual errors and their impacts on staff time and effort, reducing their capacity to work on other items.
- o There is a Corporation-wide desire to invest in technology.
 - Across all teams and at all levels engaged in this review, staff have expressed a desire to have better, more recent, more intuitive, and Corporation-wide systems that can be used to support business planning.

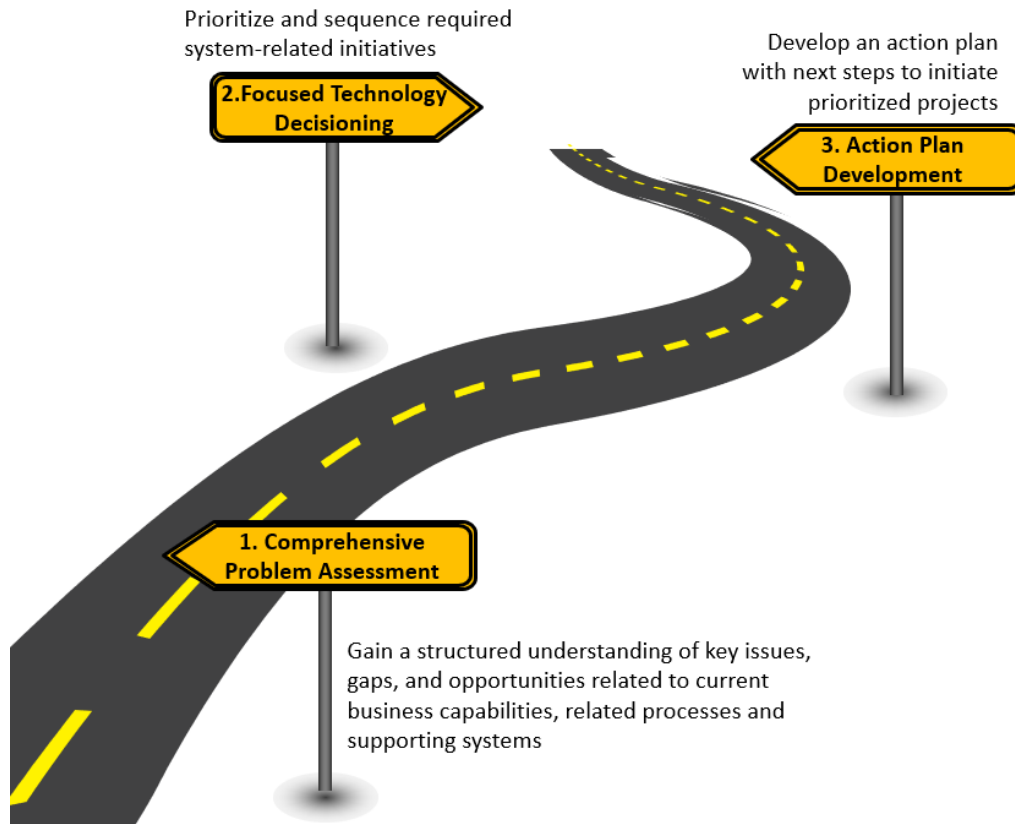
While all stakeholders agree that there is a need to make changes to the existing application portfolio, the challenge has been understanding where and how to take the first steps. It is understood that many of these applications and their processes are intertwined, and as such it makes it difficult to know which system should first be addressed.

When discussing potential first steps and options considered in the past, it was noted that conversations to date regarding prioritization and problem areas have historically focused on a need to acquire either a Human Resources Information System (HRIS) and/or an Application Tracking System (ATS). However, the challenge has been that the Corporation also recognizes a desire to review/potentially replace core programs, such as Great Plains or other central programs. As a result, the challenge of where to start has continued to stall momentum.

12.1.2 Proposed Recommendation

We are proposing that the Corporation follow a structured, three-step approach to develop a sequenced roadmap. This roadmap will identify where to start as well as the processes to follow to address technology challenges and enhancements within the Corporation.

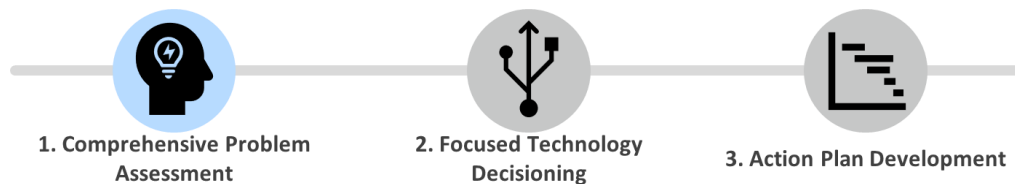
Figure 7: Structured Three Step Technology Planning Process



The above graphic outlines the three-step approach, which is designed to ensure a structured path is taken that will help the Corporation as it moves forward. As will be further explained in each step below, this approach will involve targeted data gathering, facilitated workshops, stakeholder socialization, and the development of a project plan to guide the process.

12.1.3 Implementation Considerations

Step 1: Comprehensive Problem Assessment



To begin the process, the Corporation's team will need to gather and review available data related to:

1. Critical **business capabilities** with a summary of key issues, gaps, and opportunities
2. High level review of **processes** enabling critical business capabilities with a focus on current process efficiency/effectiveness, manual interventions, data flows/dependencies, and system integrations.

System review of **applications** supporting critical business capabilities with an assessment of aspects such as architecture, operational performance, supportability, currency (i.e., versioning), and quality of reporting should all be considered. To critically review the above items, the Corporation should look to collect information such as:

- o Current state documentation
 - Process maps
 - procedures documents
 - Data flows
- o Interview summaries
 - From previous 2019 IT assessment
- o Systems architectures and design documentation
 - Solution diagrams
- o Operational performance metrics
 - Key performance indicators
 - Reporting outputs

A review of this information could use the template provided below to organize the items that should be reviewed, provide insights into what in particular should be evaluated, and the overarching findings:

Table 54: Sample Review of Application Portfolio

Review / Assessment Element	Description	Findings
Business Criticality / Business Value	Evaluation of the application's importance to the fulfillment of the Corporation's mandate	
Architecture	Assessment of the application's alignment to modern design principles and appropriateness for continued technical build efforts	
Process Coverage / Integration	Extent to which the application fully automates associated business processes and integrates with upstream and downstream data feeds and/or services	
Information Management	Evaluation of the application's management of data and ability to support reporting and required data feeds	

Review / Assessment Element	Description	Findings
Security	Application security assessment (e.g., identify & access management, protection of sensitive information, auditing & logging, etc.)	
Operational Performance	Number of incidents, outage minutes, availability percentage, open problems, etc.	
Supportability	Availability of vendor support, availability of internal support resources, etc.	
Scalability	Ability of the application to support increased volumes and/or functionality	
Currency	Level of versioning relative to current vendor releases	
Cost	Costs associated with support; costs associated with project / change initiatives	

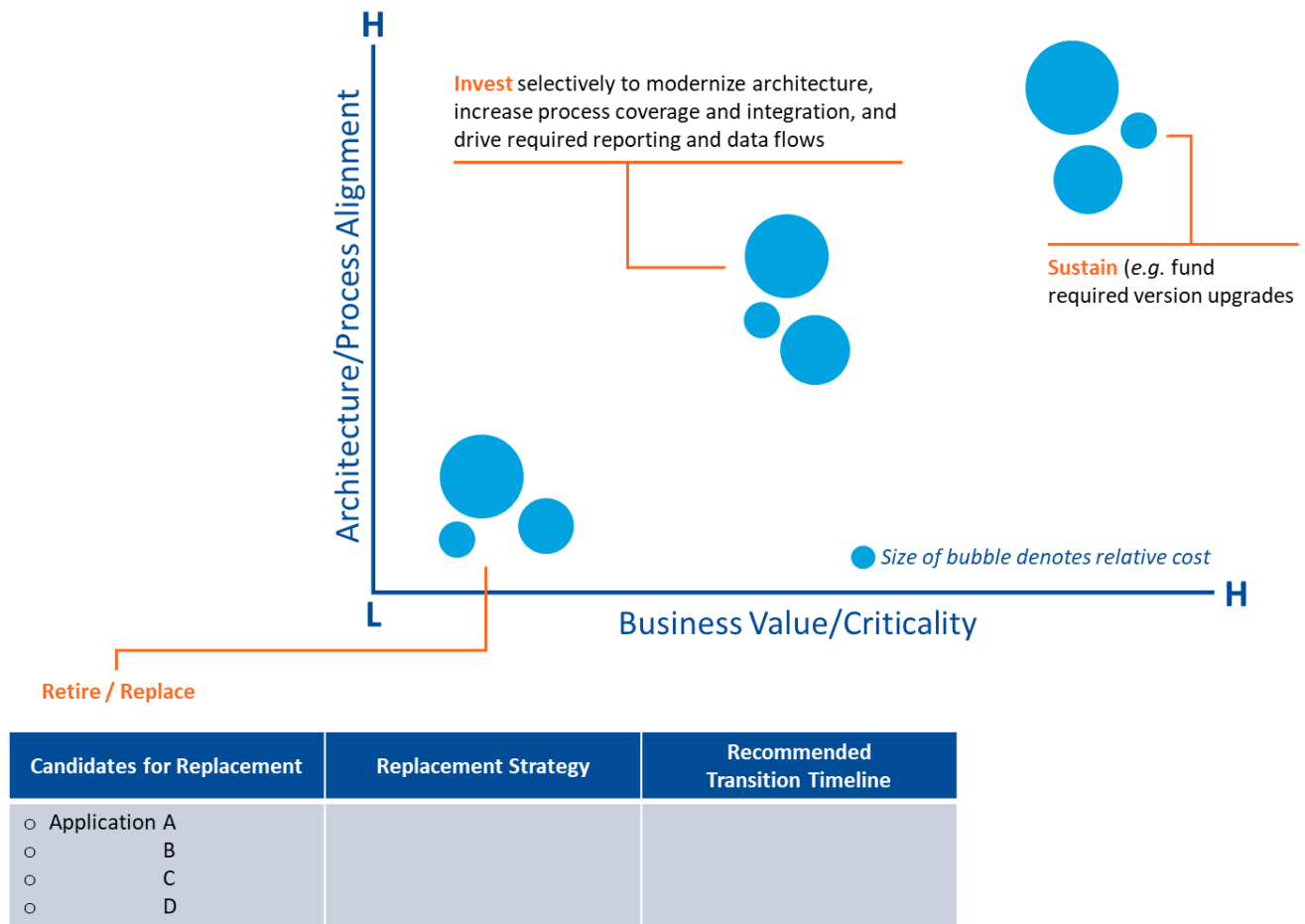
A workshop should be held that brings together a cross section of departments to ensure appropriate decisions are made.

- o Attendees should include leadership and operational staff who have extensive expertise with existing systems, as well as the processes and reports required to work with these systems.
- o This group (or sub-sets thereof) will be required throughout the process, so it will be important to ensure that the right individuals are included.

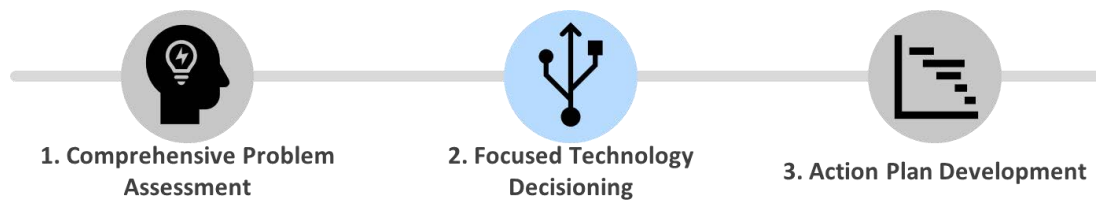
The output from the workshop should include a heat map integrating the three dimensions above (business capabilities, process, and applications).

- o Using this heat map will provide a clearer sense of where the Corporation should begin, and how it should proceed.
- o An example of a Step 1 output is included below:

Figure 7: Illustrative Example of a Workshop 1 Heatmap Output



Step 2: Focused Technology Decisioning



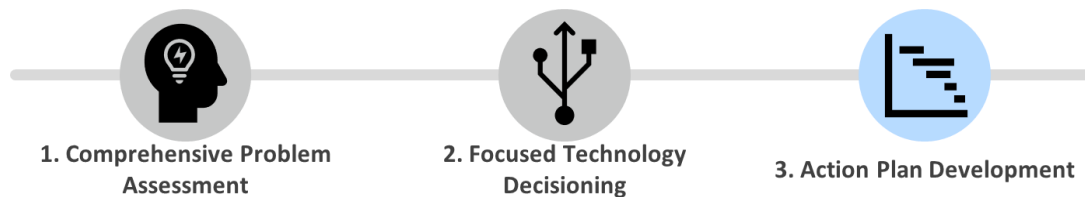
To begin the second step, the heat map output from the first workshop should be presented to key stakeholders. This activity will include the inputs to the session, the output, and then any additional documentation such as any prioritizing or sequencing of system-related initiatives.

A second workshop should be conducted where the participants will develop higher level process maps (i.e., Level 2), which will outline the core steps, data flows, and system linkages that are currently in place. Once developed and agreed upon, then a second, similar process map should

be developed that will outline the desired future state process and data flows, including desired system linkages.

The output of this session should be a prioritized “backlog” of system initiatives, including a summary of the rationale driving the sequencing of each initiative.

Step 3: Action Plan Development



The third and final step of the approach involves the translation of the systems “backlog” into a realistic Action Plan. To achieve this goal, a third workshop will need to be held where the participants develop detailed process maps (i.e., Level 4) to outline the specific activities that take place, providing a more granular view to the exact steps and actions taken in the current state. Once again, a similarly detailed future state map should be developed to outline desired steps, data flows, and processes.

The output of this third workshop series will be a detailed Action Plan that will outline immediate next steps, allowing the Corporation to define the scope and secure buy-in to initiate the first prioritized initiative. Once presented and approved, project planning activities can then begin to identify required resourcing and develop the detailed project work breakdown structure.

Immediate Activities to Prepare for the Process

While the above steps outline the structured approach, the time prior to beginning, the process can be used to ensure the appropriate materials are collected to have a swifter ramp up period. Some key activities should include:

- 1) Propose the three-step approach to the broader SMT and secure buy-in.
- 2) Begin collecting the various inputs listed in the Comprehensive Problem Assessment step.
 - While collecting these inputs it will be critical to understand the quality, completeness, and level of detail of these items.
 - If there are notable gaps in any of these pieces, it may require the team to undertake a pre-step where documentation/information is either developed, sourced, or improved.
- 3) Begin identifying participants for the first workshop.

12.1.4 Financial Implications

The cost of this recommendation is largely dependent on the major activities:

- 1) Review and summary of critical business capabilities, business processes, and system flows.
- 1) Facilitated workshops to focus, prioritize, sequence.
- 2) Action plan development.

These activities will need specialized resources to ensure that the Corporation is able to successfully move through this process. Resources would include:

- o A Process Analyst;
- o A Senior Systems Analyst (someone with architectural capabilities);
- o A Business Analyst/Consultant to document the deliverables; and,
- o A Project Manager to manage scheduling, stakeholder engagement, facilitate workshops, etc.

These resources/skillsets will be required for the first two steps, after which there is the opportunity to potentially reduce the resources required to complete the activities.

The approximate cost of this recommendation is \$80,000 - \$120,000. If any additional pre-work is required, the cost could be higher.

In addition to this, the cost of implementing technology changes is dependent on the software solution, the decisions made (i.e., keep and invest, maintain, decommission), and the customization required for implementation. As a result, the \$80,000 - \$120,000 cited in this recommendation is strictly limited to the initial activities listed. Once solutions are procured and implemented, the cost will be above the stated figure.

12.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 55: Summary of Benefits for Recommendation B19

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none">• The Corporation will have the information necessary to move forward with confidence, moving past the current challenges related with determining the appropriate first steps.• The structured approach will clearly identify where information must be developed, what can be expanded upon, and where major gaps exist.• Buy-in from a broader group of stakeholders to ensure the Corporation as a whole moves forward together.
Users (Staff)	<ul style="list-style-type: none">• Staff will have confidence their information is properly captured, reducing errors or challenges.• The ability of staff to know that technology solutions that are being implemented are selected through a rigorous process that will support future state efficiency and effectiveness.

13.0 Prioritization and Implementation Considerations

While each recommendation above provides critical information to support the Corporation as it looks to implement these into its operations, a clear understanding of how to prioritize recommendations and having a structured implementation plan will be critical. When developing implementation plans, leading practices will focus on identifying quick wins and longer-term, strategic opportunities. We have used the lenses of Ease of Implementation and Expected Benefits to prioritize recommendations.

The table below consolidates all the recommendations from this report and provides the following information:

- o Service;
- o Unique Recommendation Identifier;
- o Recommendation Title;
- o Ease of Implementation Summary (Quick Hit Score);
- o Expected Benefits Summary; and,
- o Approximate Cost.

Table 56: Summary of Recommendations with Implementation Prioritization Considerations

Service	Unique ID	Recommendation Title	Ease of Implementation	Expected Benefits	Approximate Cost
B1: Communications	1	Consolidate Team Under the CAO	Medium	Medium	\$25,000
	2	Streamline Social Media/Technology	High	Low	N/A / Minimal
B3: Seniors' Services	3	Develop Tighter Linkages to Other Providers	Low	Medium	N/A / Minimal
	4	Develop Performance Metrics and Targets	High	Low	\$25,000
B4: Human Resources Support to Employees	5	Build a Shared, Unified Culture	Medium	High	\$50,000 to \$125,000
	6	Formally Defined and Document Recruitment Process	Medium	Medium	\$50,000
	7	Enhance Technology Solutions	Low	Medium	See B19
B5: Museum and Archives	8	Review Current MoD Location	Low	Medium	\$100,000

Service	Unique ID	Recommendation Title	Ease of Implementation	Expected Benefits	Approximate Cost
B6: Engineering	9	Project Prioritization and Outsourcing	Medium	Medium	N/A
	10	Develop KPIs and SLAs	High	Low	\$25,000
B7: Facilities Management	11	Service Model Development	Medium	Medium	N/A
	12	Develop and Refine the Asset Management Process	Low	Medium	\$50,000
	13	Develop KPIs and SLAs	High	Low	\$25,000
B8: Fleet Management	14	Centralize Fleet Management	High	Medium	\$25,000 to \$50,000
	15	Use a Centralized Asset Database	High	Medium	N/A
B9: Procurement	16	Update Team Structure	Medium	Medium	\$125,000 to \$150,000
	17	Update Procurement By-Law and Procedures	High	Medium	\$30,000 to \$75,000
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures	High	Medium	\$25,000
B10: Corporate Finance	19	Plan for Future State Technology	Low	Medium	\$80,000 to \$120,000

13.1 Implementation Scatterplot and High-level Gantt Chart

The scatterplot on the following page provides a graphic representation of the Ease of Implementation and the Expected Benefits for each recommendation. The placement of each recommendation on the scatterplot is based on an analysis of each recommendation across the following characteristics:

Figure 8: Summary of Prioritization Criteria

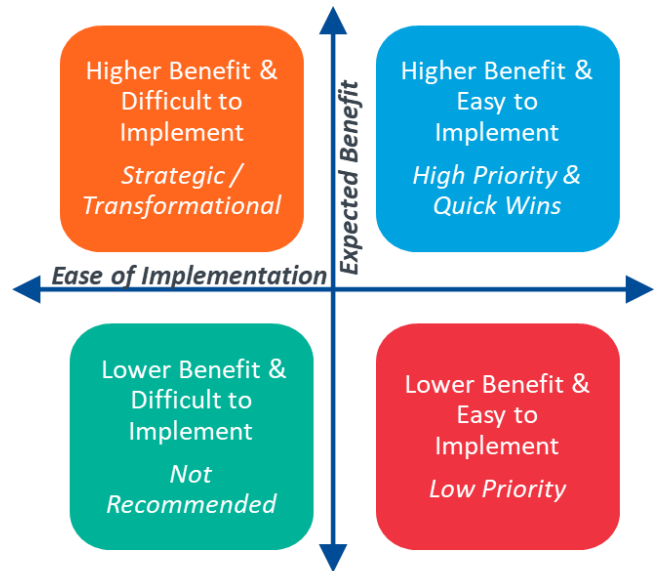
Prioritization Criteria

A. Expected Benefit

1. Improved Staff Efficiency
2. Improved Resident Experience
3. Expected Cost Savings

B. Ease of Implementation

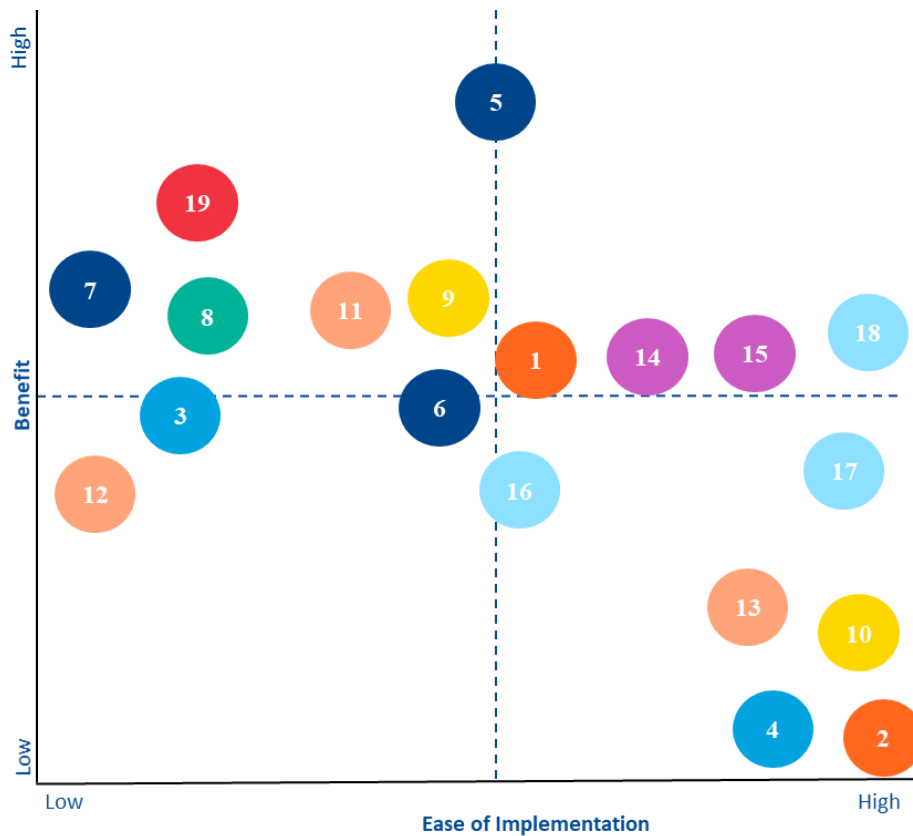
4. Ease to Address
5. Expected Timeline
6. Implementation Cost



To better understand each category and its various scoring options, the following definitions have been provided:

Figure 9: Summary of Prioritization Criteria Definitions

SCORING DESIGNATORS		HIGHLY FAVORABLE, POSITIVE (H)	MEDIUM (M)	SOMEWHAT FAVORABLE (L)
Rating Criteria		2	1	0
Ease of Implementation	1. Ease to Address	Easy to address, relatively small process/procedural adjustments.	Moderate. Changes will require a small group of stakeholders.	Difficult. Changes will require organization-wide changes, and will impact external stakeholders. Considerable planning required.
	2. Expected Timeline	Fast turnaround, can likely be completed within a single quarter.	Middle-range length of time, 2 - 4 quarters.	Longer-range recommendation, 1 year or more to complete.
	3. Implementation Cost/Investment	Low direct costs, can be handled in-house without need for third parties.	Moderate direct costs, potential opportunity/need to outsource.	High cost, high likelihood third party support will be required.
Expected Benefit	4. Improved Staff Efficiency	Staff time required to complete activities will be noticeably reduced.	Staff time to complete activities will be moderately reduced.	Staff time to complete activities will not be impacted.
	5. Improved Resident Experience	Residents will experience greater flexibility and improved value for money.	Residents may not notice changes to service experience, however there will be improved value for money.	Residents will not experience any improvements in service delivery and will not experience improved value for money.
	6. Expected Cost Savings	Recommendations are expected to drive substantial cost savings for the Corporation.	Recommendations are expected to drive moderate, yet tangible cost savings for the Corporation.	Recommendations will not result in any cost savings for the Corporation.



B1: Communications	1	Consolidate Team Under the CAO
	2	Streamline Social Media/Technology
B3: Seniors' Services	3	Develop Tighter Linkages to Other Providers
	4	Develop Performance Metrics and Targets
B4: Human Resources Support to Employees	5	Build a Shared, Unified Culture
	6	Formally Define and Document Recruitment Process
	7	Enhance Technology Solutions
B5: Museum & Archives	8	Review Current MoD Location
B6: Engineering	9	Project Prioritization and Outsourcing
	10	Develop KPIs and SLAs
B7: Facilities Management	11	Service Model Development
	12	Develop and Refine the Asset Management Process
	13	Develop KPIs and SLAs
B8: Fleet Management	14	Centralize Fleet Management
	15	Use a Centralized Asset Database
B9: Procurement	16	Update Team Structure
	17	Update Procurement By-Law and Procedures
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures
B10: Corporate Finance	19	Plan for Future State Technology

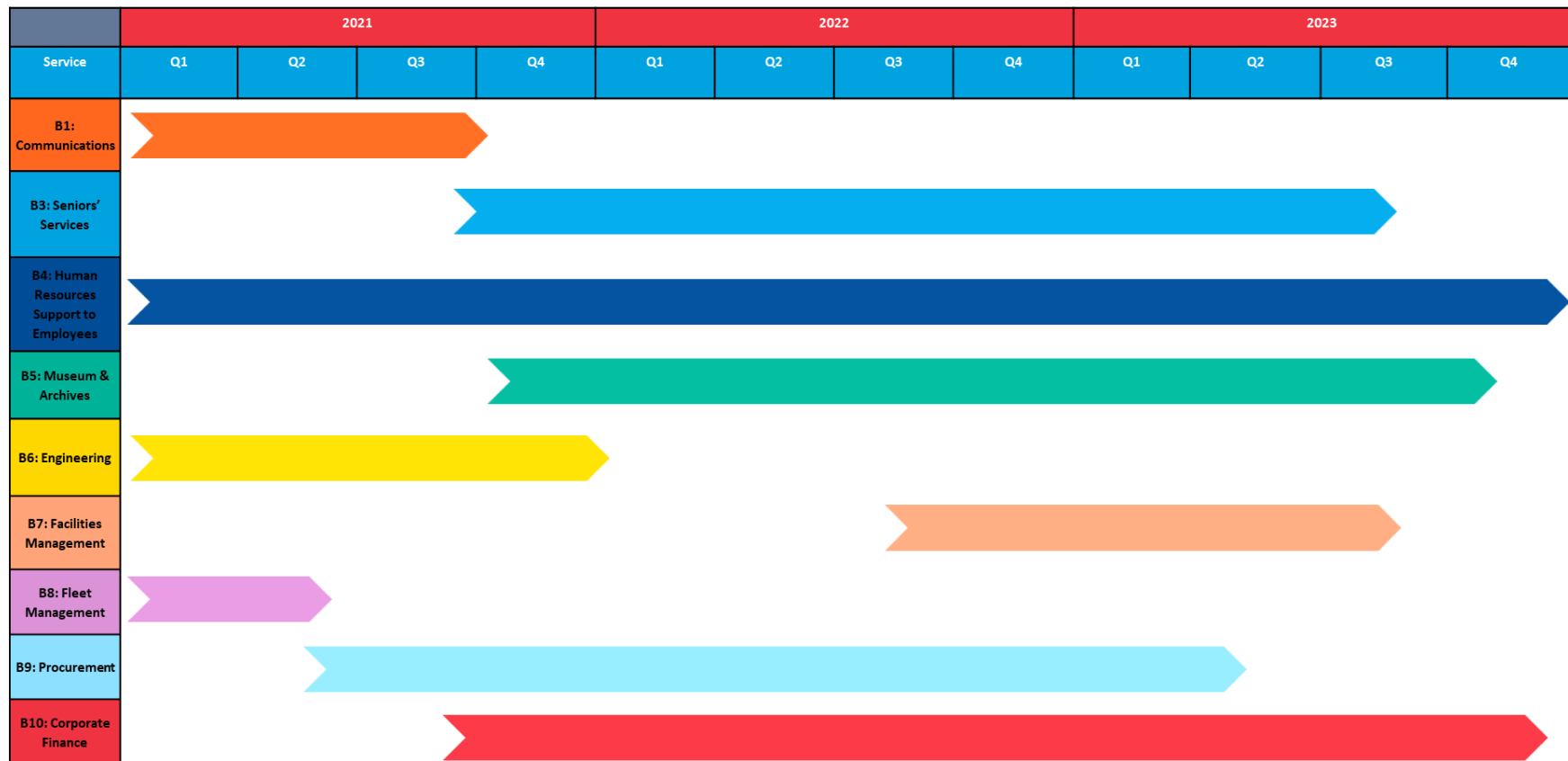
To support the Corporation as it looks to implement the recommendations, our team has developed a high-level Gantt chart that provides some direction for recommendation phasing at the Service level. The Gantt chart below looks to balance quick win opportunities with longer-term effort activities. Furthermore, we have attempted to balance the workload, to not overwhelm staff at any one point in time.

It is important to note that while the whole service may take an extended amount of time, there are individual recommendations within each service that will be quicker in nature to implement. We have provided the longer timelines as we understand that the Corporation is busy and has multiple priorities to juggle on any given day. If it ends up taking a greater length of time to complete a task, the Corporation can simply postpone other follow-on activities as appropriate.

Similarly, certain services, such as HR Support for Employees, have recommendations such as B5 – the development of a shared and unified culture – which will require consistent monitoring and effort. As such, this is displayed by a bar extending the length of the Gantt chart.

The Gantt chart is consolidated on the following page.

Figure 10: Proposed Implementation High-Level Gantt Chart



14.0 Next Steps

With the submission of this Final Report, the Optimus SBR team has a few closeout activities remaining prior to the completion of Part B of the Service Delivery Review. The remaining activities include:

- A presentation to County Council on December 10, at 2PM.
- Three presentations to Corporation staff to present the project's activities and findings. These are scheduled to take place on:
 - Tuesday December 8, 11:00 – 12:00 PM
 - Tuesday December 8, 3:00 – 4:00 PM
 - Wednesday December 9, 2:00 – 3:00 PM.

Once completed, Part B of the engagement is substantially completed.



STAFF REPORT

TO: Council
FROM: Tracey Atkinson, CAO/Planner
MEETING DATE: November 6, 2024
SUBJECT: Fire Services Delivery Review

Purpose:

The purpose of this report is to seek direction from Council regarding the delivery of fire services.

Background:

2020 Service Delivery Review

The County of Dufferin's Service Delivery Review (December 18, 2020) included recommendations to explore alternative structures and governance mechanisms for fire departments currently governed by fire boards, examining reporting structures and dissolving boards. An excerpt of the report is included in Schedule A.

On March 15, 2021, the Council of the Town of Shelburne passed the following motion:

Be it resolved that Council supports in principle, the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne;

And that Staff is directed to review and outline the processes to move forward with the dissolution of the two boards and outline the estimated timelines and estimated costs in a follow up report;

And that Council directs Staff to incorporate this general direction in the scope of work that would be required within the Town's Service Delivery Review, as well as Parks and Recreation Master Plan as both projects will be completed in the 2021 calendar year.

2024 Fire Protection and Prevention Review

At its regular meeting on September 12, 2024, Dufferin County Council passed the following resolution:

That the report from the Chief Administrative Officer, dated September 12, 2024, regarding a Fire Protection and Prevention Review, be received;

And that the Multi-Jurisdictional Fire Prevention and Protection Modernization Plan Report be forwarded to all Dufferin local municipalities and fire boards for their consideration;

And that comments from the local municipalities be brought back to Council by end of year to decide next steps.

The 2024 Dufferin County study recommended a “single operational model” for fire service, either through Orangeville or Dufferin, and identified challenges with existing fire service boards causing inconsistencies.

2024 Lower Tier Responses to County Review

Mulmur Council passed the following motion at their regular meeting on October 2, 2024, following a discussion related to exploring the creation of a North Dufferin Fire Service Area (which would generally reflect the areas served currently by Shelburne, Rosemont and Mulmur-Melancthon departments):

That Council receive the County of Dufferin Fire Service Delivery Report and recommendations made within;

And that Council direct the CAO to coordinate discussions with participating lower tier municipalities, Fire Chiefs and Councils and report back on applicable options for the Township of Mulmur by the December meeting.

The Council of the Town of Mono passed the following motion at their October, 2024 meeting.

That Council for the Town of Mono receive the Dufferin County Multi-Jurisdictional Fire Prevention and Protection Modernization Plan prepared by Emergency Management Group.

The Township of Amaranth passed a motion April 7, 2021 in response to Shelburne's motion.

Be it resolved that:

Council of the Township of Amaranth will continue to financially support the Centre Dufferin Recreation Centre and the Shelburne & District Fire Department operating expenses.

Council will place payments for capital costs in a separate reserve account until the Town of Shelburne has reached a decision regarding dissolution of the associated boards.

Council requests that the motion be forwarded to all contributing lower tier municipalities and the respective Clerks/CAOs.

The Council of the Town of Grand Valley discussed fire services at their September 24th meeting and requested that the Fire Board review the report and advise the Councils of their preferred recommendation by the beginning of December.

The Council of the Township of Melancthon considered Mulmur's motion regarding a North Dufferin Service Area at its meeting held on October 17th, 2024, and directed the CAO to advise that, at this time, Melancthon Council feels that it is too early to have a conversation about exploring the creation of a North Dufferin Fire Service Area. Melancthon Council would like to move forward with the recommendations contained in the County of Dufferin Fire Service Delivery Report and see what the outcome of that is before they are willing to participate in any discussions.

The Council of the Town of Shelburne is anticipated to receive a report from their CAO at their November 25th meeting. Following Shelburne's motion in 2021, Mulmur Township did meet with Shelburne to discuss fire boards and possible dissolution. Shelburne has continued to explore fire services and boards. Shelburne undertook a Service Delivery Review (reported July 12, 2021, presented Nov 22, 2021, budget report Nov 29, 2021)

Adjala-Tosorontio: Staff are not aware of any recent motions or direction related to fire services. It is noted that earlier in 2024, the Adjala-Tosorontio Fire Chief made recommendations to cease participation in the Rosemont fire board. A motion was passed on May 8, 2024:

That Staff Report FIRE 2024-002: Rosemont District Fire Department (RDFFD) be referred to Staff to allow for the completion of public and stakeholder consultation.

Through discussions with Adjala-Tosorontio regarding the Rosemont fire board, it was apparent that further discussions were warranted on the following governance and operational topics: agreement clauses, mutual aid, personal vehicle use, transparency, increasing budget, purchasing, shortage of reports to municipalities, circulation of annual report, roles and responsibilities, job descriptions, compensation structure, liability, tier b response, legislative updates and approach to training.

2024 Community Risk Assessment and Alternative Governance Structures

Mulmur's 2024 Community Risk Assessment provides additional considerations related to fire service delivery. Previous studies have identified very few remaining fire boards within the Province. In recent years a few of the remaining boards have undertaken pilot studies and entered into new governance models to remove their previous board structures. Recently, the Town of Minto entered into an agreement with Mapleton and Wellington North (March 5, 2024) for fees for service and fire service management team. Other models include an advisory committee. The Town of Lincoln & Town of Grimsby commenced a pilot study in 2021 for shared services and now have established the Niagara West Fire and Emergency Services as a composite fire department.

ANALYSIS

Following the direction from the October 2024 Council meeting, staff initiated discussions and research related to establishing a North Dufferin Fire Service Area.

There appears to be interest to explore a North Dufferin Fire Service Area by some of the participating municipalities within the Northern portion of Dufferin, depending on the governance structure being proposed.

For the purpose of further discussions, the following terms are defined:

North Dufferin Fire Service Area: could be the geographic area currently served by Shelburne Fire, Mulmur-Melancthon Fire and Rosemont Fire.

North Dufferin Fire Agreement: could be an agreement between the municipalities within the North Dufferin Fire Service Area which would address fee structure, report structure, governance and transfer/rental of capital assets.

North Dufferin Fire Department: could be a single department operated under the governance of the Town of Shelburne, with the Fire Chief reporting directly to the Shelburne CAO, and the Rosemont and Mulmur-Melancthon (substations) Chiefs reporting to the Shelburne Chief.

Fire Services Oversight Committee: could be a group composed of elected officials and staff from municipalities within the North Dufferin Fire Service Area that provides oversight and input but does not manage fire staff or approve a budget.

Assets of existing boards:

Consideration of a North Dufferin Fire Service Area must consider the existing and future asset needs, as well as the feasibility of transitioning transferring, renting or paying for future assets or services. If there is support to explore a North Dufferin Fire Service Area this matter Council may wish to secure the assistance of a third-party financial consultant.

Mulmur has a considerable share of existing services. Therefore, it is important for Mulmur to understand the financial implications of existing fire service agreements with respect to past contributions, ceasing participation and dissolving boards.

	Shelburne	Rosement	Mulmur-Melancthon
Notice Requirement	One fiscal year	One fiscal year	Two fiscal years
Cease Participation by one municipality	Monies for share of capital assets (excluding fire hall) based on historic value over 5 years based on a 5-year average contribution and such payout may be over 5 years. Ceasing participation in the board does not preclude buying services from the Board.	If a municipality ceases participation one fiscal year notice is required. Remaining parties have the option of purchasing Mulmur's share of assets as appraised, over a 5 – year payout.	If a municipality ceases participation two fiscal years notice is required. Debt and assets remain the property and responsibility of the Department.
Dissolving Board	Shelburne retains fire hall ownership, and the remaining assets will be appraised and distributed based on a 5-year average contribution.	Assets and reserves are split based on unanimous valuing of all assets, (including land, buildings, vehicles, equipment) based on the 5-year average of cost sharing, except for those assets purchased based on 1/3 contributions are to be separately disposed.	If the “department” is dissolved the assets are split 50/50 between Mulmur and Melancthon (including the fire hall).

It is also recognized that there would be staff assets to be assessed, and that there may be transitional roles and associated costs to transition.

Annual Costs

The following information is provided for high-level comparison. The information should be considered approximate.

	Shelburne	Rosemont	Mulmur-Melancthon
Operational (2024 budget)	\$65,534 (9.4%)	\$168,283 (52%)	\$185,710 (76%)
Capital (2024 budget)	\$28,890	\$73,034	\$85,000 (50%)
2024 Costs (Operating & Capital)	\$94,424	\$241,317	\$270,710
2023 Call Volume	25 (2 medical)	59 (36% medical)	66 (50% medical)
Operating and Capital Costs divided by call volume	\$3,777	\$4,090	\$4,102
Number of Households served	5,081 (all) 295 (Mulmur)	1,279 (all) 738 (Mulmur)	844 (all) 678 (Mulmur)
Operating & Capital Costs divided by Number of Households	\$320	\$346	\$430
Operating Costs divided by Number of Households	\$222	\$228	\$274

Service Level

Discussions are warranted related to service levels and consistency throughout a North Dufferin Fire Service Area. Concerns have been expressed related to consistency in wages, training, equipment and benefits. There have also been discussions related to opportunities to strengthen relations, reduce capital investment and the use of mutual aid and tiered response (fire department role/responsibility in medical emergencies).

Operational Matters

It is noted that the Township's Conflict of Interest Policy provides direction related to pecuniary and private interests, and provides guidance for declaration a conflict of interest for employees of the fire board. It is noted that Fire Chiefs and firefighters roles, responsibilities and compensation may be directly impacted by the creation of a North Dufferin Service Department.

Once the governance discussions have progressed it will be important to gain a better understanding of possible operational issues and solutions. This would be an appropriate time to engage with the fire chiefs of the existing departments. It is important to have the input of the fire experts in reviewing service area boundaries, equipment, facilities and staffing needs.

Next Steps

Many municipalities are interested in further discussions related to a North Dufferin Service Area. Mulmur needs to clearly articulate what it is proposing and provide a framework for further discussions. For example, clarity is required around governance structure and municipal input model for participating municipalities.

If a joint meeting is to occur, it would benefit from some information gathering and surveying prior to a meeting. A facilitated meeting may also be helpful but should be budgeted for as a shared cost. Likewise, if there is interest in further exploring a joint venture, additional resources should be budgeted for financial analysis.

Strategic Plan Alignment:

It's in our Nature: Grow - We commit to developing a framework to shape our Township in a manner that protects our agriculture, natural resources and our rural character. We will embrace technology, support energy conservation, climate change mitigation and assess environmental impacts in our decision-making process to grow the Township in a sustainable manner.

Financial Impacts

Financial impacts of any changes to the delivery of fire services will be assessed at the appropriate stage.

Environmental Impacts:

There are no environment impacts assessed in the review of governance structure and sharing arrangements. There may be positive and negative impacts related to operational changes.

Recommendation:

It is recommended:

That the Council of the Township of Mulmur support in principle, the dissolution of the Fire Boards servicing the Township of Mulmur;

And that Council support the further exploration of a *North Dufferin Fire Service Area* that would include the approximate geographic area currently served by Shelburne & District, Mulmur-Melancthon and Rosemont & District Fire Boards; and

And that this report and motion be forwarded to the participating municipalities, with a request that the municipalities provide an indication of Council's interest in further exploring a North Dufferin Fire Service Area.

Submitted by: Tracey Atkinson, Chief Administrative Officer

Schedule A – 2020 County of Dufferin Service Delivery Review Excerpt

Schedule B – Town of Minto Shared Fire Service Management Team Agreement



INFORMATION

Fire Services Delivery Review

Purpose:

This information report provides an update on the delivery of fire services within Dufferin County.

Background:

Additional background information is provided in the Fire Services Delivery Review staff report dated November 6, 2024.

Dufferin County passed a motion on January 9, 2025, to receive the correspondence from Dufferin municipalities regarding the Multi-Jurisdictional Fire Protection and Prevention Plan.

Grand Valley fire coverage area:

- The Town of Grand Valley passed a motion on November 26, 2024, supporting a fire department run by the Town of Grand Valley. Grand Valley currently provides service to Amaranth and East Garafraxa.
- The Township of East Garafraxa passed a motion on December 10, 2024, supporting a fire service agreement with the Town of Grand Valley. East Garafraxa is currently in a pay-for-service agreement with the Town of Orangeville and the Town of Erin for fire service.

Orangeville fire coverage area:

- The Town of Orangeville passed a motion on December 16, 2024, affirming its support for the current Orangeville Fire Service model, which is under direct governance and management by the Town of Orangeville. Orangeville currently provides service to Mono, Amaranth and East Garafraxa.

North Dufferin fire coverage area:

- The Town of Shelburne's motion passed on November 25, 2024, supports the dissolution of the Shelburne Fire Board and approved a fire department under direct governance and management by the Town of Shelburne.
- The Township of Melancthon passed a motion on December 12, 2024, supporting a County Fire Department. The matter was also discussed at their meeting of February 6, 2025 with no further motion. A recording is available on the Melancthon Township website.
- The Town of Mono passed a motion on February 11, 2025 to support Option 4, being the status quo. They expressed satisfaction with the current departments and discussed further research into service levels.

- The Township of Amaranth passed a motion on November 20, 2024, in support of the exploration of a North Dufferin Fire Service Area.
- Adjala-Tosorontio passed a motion on May 8, 2024, to complete public and stakeholder consultation concerning fire services provided by the Rosemont District Fire Board.
- The Township of Mulmur passed the following motion on November 6, 2024:

That the Council of the Township of Mulmur support, in principle, the dissolution of the Fire Boards servicing the Township of Mulmur;

And that Council support the further exploration of a North Dufferin Fire Service Area that would include the approximate geographic area currently served by Shelburne & District, Mulmur-Melancthon and Rosemont & District Fire Boards;

And further that this report and motion be forwarded to the County of Dufferin and participating municipalities, with a request that the municipalities provide an indication of Council's interest in further exploring a North Dufferin Fire Service Area.

ANALYSIS

It appears that the larger municipalities within Dufferin County (Town of Orangeville, Town of Shelburne and Town of Grand Valley) are interested in their fire services being under the governance and management of the Town.

The Town of Shelburne motion supports bringing fire services under direct governance and management of the Town of Shelburne in Q1 2026, which would require an exemption or amendment to the fire service agreement. Dissolving the board would need to be supported by a motion of the Shelburne and District Fire Board. Alternatively, the Town of Shelburne has the option of leaving the department and addressing capital assets through negotiations and an agreement. This option is highlighted in Section 17 of the 1991 agreement and would require an exemption or amendment to the fire service agreement and may require negotiations regarding capital. Mulmur anticipates further discussions with Shelburne related to dissolving the board, capital and possible contract options to continue receiving fire services from Shelburne. There may be additional options that would be further assessed as they arise or are presented.

If Shelburne creates a municipal fire department, there may be an opportunity to discuss bringing Mulmur-Melancthon and Rosemont under the Town of Shelburne, but only if it is sustainable and feasible for the ratepayers.

Mulmur requested that the northern municipalities in Dufferin indicate whether they were interested in further exploring a North Dufferin Fire Service Area. The discussions and motions at the Shelburne, Mono and Melancthon Council meetings do not appear to support a North Dufferin Fire Service Area at this time.

Strategic Plan Alignment:

It's in our Nature: Grow - We commit to developing a framework to shape our Township in a manner that protects our agriculture, natural resources and our rural character. We will embrace technology, support energy conservation, climate change mitigation and assess

environmental impacts in our decision-making process to grow the Township in a sustainable manner.

Financial Impacts

Financial impacts of any changes to the delivery of fire services will be assessed at the appropriate stage. A detailed analysis is required prior to advancing any of the options discussed above. It is important to assess the implications on service levels, costs and benefits to Mulmur ratepayers.

Environmental Impacts:

There are no environment impacts assessed in the review of governance structure and sharing arrangements. There may be positive and negative impacts related to operational changes.

Next Steps:

While Mulmur explores its options, and maintains a board governance structure, it would be desirable to implement operational changes to increase communication, cross-departmental governance consistencies, review Township staff support and address the matters raised by a board governance structure.

Township staff will continue to monitor the Town of Shelburne and Shelburne and District Fire Board governance transition and continue discussions regarding a possible North Dufferin Fire Service Area at the appropriate time.

Submitted by: Tracey Atkinson, BES MCIP RPP, M.M Dipl
Chief Administrative Officer

Schedule A – 1991 Shelburne Fire Board Agreement

Housekeeping Amendments to the Consolidated Fire Agreement

Report to Joint Council Committee

Report Number: JCC-2025-01

Department(s): Legislative Services, Town of Newmarket

Author(s): Simon Granat, Legislative Coordinator, Town of Newmarket

Meeting Date: March 4, 2025

Recommendations

1. That the report entitled Housekeeping Amendments to the Consolidated Fire Agreement dated March 3, 2025 be received; and,
2. That the Joint Council Committee recommend the amendments to the Consolidated Fire Services Agreement to the Town Councils of Aurora and Newmarket; and,
3. That Staff be authorized and directed to do all things necessary to give effect to this resolution.

Purpose

The purpose of this report is to recommend to the Joint Council Committee (JCC) housekeeping amendments to the consolidated fire agreement between the Town of Aurora and the Town of Newmarket. These amendments are intended to align the agreement to established practice at the Joint Council Committee.

Background

In 2021, the Towns of Newmarket and Aurora updated the consolidated fire agreement (Staff Report JCC-2020-12). The proposed amendments to the consolidated fire agreement are housekeeping amendments intended to align the agreement with current Joint Council Committee practice.

Discussion

The proposed amendments are housekeeping to update the agreement to align with current practice. Proposed changes to the Agreement include the following and for reference purposes the text within the brackets refer to the sections within the Agreement:

- Clarify the definition of “Parties” (Definitions and various references throughout); and,
- Update references from the Fire Department Master Plan to the Fire Department Strategic Plan in accordance with York Region Inclusive Language Guide and best practices (Definitions, Schedule D, and various references throughout); and,
- Amend process for staffing and performance to reflect current recruitment practice (8.1, 9.2); and,
- Clarify and update the practice for the appointment of Chair and Vice-Chair bring agreement up-to-date with current practice, appointed the Chair and Vice-Chair at the beginning of the Term and at mid-term (i.e., every two-years) (Schedule A, 2 “Chair/Vice-Chair”); and,
- Clarify Duty of the Chair in reference to Members’ disclosure of conflict of interest to match practice (Schedule A, 2 “Duties of the Chair”); and,
- Update the agreement to hold meetings in hybrid mode, with the in-person option being attendance at the Town of Newmarket and that meetings are typically livestreamed on the Town of Newmarket’s website (Schedule A, 2 “Meetings”); and,
- Provide greater flexibility for the Joint Council Committee by establishing a schedule of meetings the year prior (Schedule A, 2 “Meetings”); and,
- Update Closed Session meeting exceptions updated to better align with the Municipal Act, 2001 (Schedule A, 2 “Meetings”); and,
- Amend Special Meetings notice to be called with a minimum of 24 hours’ notice, and agendas to be available five (5) days in advance of a meeting (Schedule A, 2 “Meetings”); and,
- Provide housekeeping amendments for continuance of aspects such as operational decisions, budget, cost sharing agreements made in previous years to continue (various sections throughout); and,
- Align various other provisions to the Town of Newmarket’s Procedure By-law to reduce redundancy (Schedule A, 2 “Quorum” and “Majority”), and
- Align various references with York Region’s Inclusive Language Guide (various sections throughout).

Consultation

Town of Newmarket Financial Services, Human Resources and Legal and Procurement Services, Town of Aurora and Town of Newmarket Chief Administrative Officers, as well as the Town of Aurora Clerks and Central York Fire Services were consulted.

Conclusion

Updates to the Consolidated Fire Services Agreement recommended in this report are housekeeping amendments to align the Fire Services Agreement to current practice. If the Joint Council Committee consents to this report's recommendations, then the proposed amendments will be brought to the Town of Aurora and the Town of Newmarket's respective Councils for recommended adoption.

Impact on the Fire Plan

References to the Fire Department Master Plan will be updated to the Fire Department Strategic Plan in accordance with the York Region Inclusive Language Guide.

Human Resource Considerations

None.

Budget Impact

None.

Attachments

Attachment 1 – Amendments Consolidated Fire Services Agreement

Approval for Submission

Kiran Saini, Manager, Legislative Services/Deputy Clerk, Town of Newmarket

Rocco Volpe, Fire Chief, Central York Fire Services

Report Contact

For more information on this report please contact the Town of Newmarket by email at info@newmarket.ca

CORPORATION OF THE TOWN OF NEWMARKET

BY-LAW NUMBER 2025-XX

BEING A BY-LAW TO REGULATE THE CONTINUED PROVISION OF FIRE AND EMERGENCY SERVICES, BY CENTRAL YORK FIRE SERVICES.

WHEREAS Section 188, of the *Municipal Act 2001*, and the *Fire Protection and Prevention Act, 1997* provides that the Council of a municipality may, by by-law, provide fire-fighting and fire protection services for establishing, operating, promoting and regulating life and property saving companies and authorizes municipalities to enter into joint agreements for the provision of fire protection and prevention services;

AND WHEREAS The Town of Newmarket and the Town of Aurora approved the establishment of a consolidated Fire and Emergency Services Department to service both municipalities through the creation of Town of Newmarket By-Laws 2001-146 and 2001-147.

AND WHEREAS effective January 1, 2002 the Town of Newmarket established Central York Fire Services via a Consolidated Fire and Emergency Services Agreement approved under By-law 2001-146 for the purpose to provide fire suppression, fire prevention, and life and property saving service for the Town of Aurora and the Town of Newmarket; in accordance with the Fire and Emergency Services Strategic Fire Plan and other plans, policies or directions, as approved by Council;

AND WHEREAS by Town of Newmarket By-law 2021-25, the Consolidated Fire and Emergency Services Agreement established by By-law 2021-146 was rescinded and replaced with an updated Consolidated Fire and Emergency Services Agreement effective May 10, 2021.

AND WHEREAS Council wishes to further update the Consolidated Fire and Emergency Services Agreement between the Town of Newmarket and Town of Aurora;

BE IT THEREFORE ENACTED by the Municipal Council of the Town of Newmarket as follows:

- 1. THAT the Agreement between the Town of Newmarket and the Corporation of the Town of Aurora dated XX, a true copy of which is attached, be and same hereby approved for signing by the Mayor and Clerk.
- 2. THAT the Mayor and Clerk are hereby authorized and instructed to sign the same on behalf of the Corporation and to affix the Corporate seal thereto.
- 3. THAT By-law 2021-25 being a by-law to regulate the joint fire service between the Town of Newmarket and Town of Aurora, and any other by-law inconsistent with this by-law shall be, and the same are hereby rescinded on date XX at 12:01 a.m.
- 4. THAT the provisions of this by-law shall come into force and effect 12:01 a.m. on date XX

ENACTED THIS XX Day OF DATE

John Taylor, Mayor

Lisa Lyons, Town Clerk

CONSOLIDATED FIRE AND EMERGENCY SERVICES AGREEMENT

This Agreement made the _____ day of _____ 2025

B E T W E E N :

THE CORPORATION OF THE TOWN OF AURORA
(hereinafter called "Aurora")

BEING THE PARTY OF THE FIRST PART

-and-

CORPORATION OF THE TOWN OF NEWMARKET
(hereinafter called "Newmarket")

BEING THE PARTY OF THE SECOND PART

WHEREAS Section 5(1) of the Fire Protection and Prevention Act, 1997 (S.O. 1997, c. 21, Sch. A, s.3, as amended) (the “Act”) provides that a fire department may provide fire suppression services and other fire protection services to a group of municipalities;

AND WHEREAS Section 6(1) of the Act requires the councils of the municipalities operating a Fire Department to appoint a fire chief for the fire department;

AND WHEREAS Aurora and Newmarket entered into a Consolidated Fire and Emergency Services Agreement dated November 1, 2001, which was replaced with an updated Consolidated Fire and Emergency Services Agreement dated May 10, 2021.

AND WHEREAS Aurora and Newmarket are further updating the Consolidated Fire and Emergency Services Agreement by replacing the May 10, 2021 agreement with this updated Consolidated Fire and Emergency Services Agreement.

NOW THEREFORE in consideration of the premises, mutual covenants and conditions herein contained, the Parties hereto AGREE AS FOLLOWS:

Definitions

"Assistant Deputy Fire Chief" means the Assistant Deputy Fire Chief of the Department, as hired by the Town of Newmarket appointed by by-laws of the Municipal Councils of both Aurora and Newmarket who shall also serve as the Assistant Deputy Fire Chief to both of the Towns of Aurora and Newmarket, having all of the powers and responsibilities that appointment carries with it under the Fire Protection and Prevention Act, 1997 (Ontario).

"Committee" means the Joint Council Committee (JCC), or such other name for the Committee as the Municipal Councils may decide from time to time, which is a joint committee of the Municipal Councils of Aurora and Newmarket, established by by-law.

“Chief Administrative Officer” means the Chief Administrative Officer of the Town of Newmarket and maybe referred to in this Agreement as the CAO.

"Department" means the Central York Fire Services (CYFS) or such other name as the Municipal Councils may decide from time to time.

"Deputy Fire Chiefs" means the Deputy Fire Chiefs of the Department, as appointed by by-laws of the Municipal Councils of both Aurora and Newmarket who shall also serve as the Deputy Fire Chiefs to both of the Towns of Aurora and Newmarket, having all of the powers and responsibilities that appointment carries with it under the Fire Protection and Prevention Act, 1997 (Ontario).

“Effective Date” shall mean 12:01 a.m., April 6, 2025.

"Fire Chief" means the Head of the Department, as jointly appointed by by-laws of the Municipal Councils of both Aurora and Newmarket who shall also serve as the Fire Chief to both of the Towns of Aurora and Newmarket, having all of the powers and responsibilities that appointment carries with it under the Fire Protection and Prevention Act, 1997 (Ontario).

"Municipal Councils" means the Municipal Councils for both the Town of Aurora and the Town of Newmarket, as elected pursuant to the Municipal Elections Act, 1996, as amended.

"Parties" means The Corporation of the Town of Aurora and the Corporation of the Town of Newmarket with each individually being a "Party".

"Strategic Plan" means the 2014 strategic framework document named "Fire Department Master Plan Update", as may be amended from time to time, which is intended to guide the Committee and Municipal Councils in making decisions regarding the provision of fire protection services based on the local needs and circumstances of the communities.

1. Establishment of Department

- 1.1 The Town of Newmarket hereby agrees to maintain a fire department, in effect prior to and continuing thereafter as of the Effective Date, which shall be responsible for the provision of fire and emergency services within the combined geographic and municipal boundaries of the Towns of Aurora and Newmarket, together with such additional geographic areas as may be contracted from time to time, in accordance with the Fire Protection and Prevention Act, 1997 (Ontario), subject to the terms and provisions of this Agreement.

2. Establishment and Role of Committee

- 2.1 The Committee as formed and constituted prior to the Effective Date shall continue for the purposes and with all the powers set forth in Schedule A, attached to and forming a part of this Agreement.

3. Role of the Fire Chief

- 3.1 The Fire Chief shall act as the Head for the Department and shall have all of the powers and responsibilities as set out by the Town of Newmarket By-Law A By-Law to appoint a Fire Chief for the amalgamated fire and emergency services department – CYFS), as well as the job description, this Agreement and the Fire Protection and Prevention Act, 1997, as amended. In the absence of the Fire Chief, the Deputy Fire Chiefs shall be vested with all of the authorities vested in the Fire Chief as prescribed in the Town of Newmarket By-Law (A By-Law to appoint a Deputy Fire Chiefs for the amalgamated fire and emergency services department - CYFS).
- 3.2 In addition to the above duties, the Fire Chief shall be responsible for the review, from time to time, and implementation of the Emergency Plans for both the Towns of Aurora and Newmarket.
- 3.3 The Fire Chief shall be an employee of the Town of Newmarket. Notwithstanding this, the Fire Chief shall report to both of the Municipal Councils, through the Committee, with respect to the provision of fire protection services in accordance with the standards established hereunder, and as may be amended from time to time and shall report administratively to the CAO.
- 3.4 Neither Municipal Council nor any Member thereof shall provide direction directly to the Fire Chief. Directions for action on the part of either the Fire Chief or the Department shall be made only through the Committee. General administrative direction for action by the Fire Chief or the Department shall be given by the CAO.

3.5 The Committee and the CAO:

- a) shall not require an increase or decrease to the service levels as established by the Strategic Plan unless the Strategic Plan has been amended on the agreement of both Municipal Councils; and
- b) shall not require the Fire Chief, the Deputy Fire Chiefs, the Assistant Deputy Fire Chiefs, or the Committee to take any action, which is contrary to the provisions of this Agreement, the Fire Protection and Prevention Act, 1997, as amended, or the by-laws appointing the Fire Chief and Deputy Fire Chiefs and prescribing the duties of those positions.

4. Department Name

- 4.1 The Department shall continue to be known as Central York Fire Services or CYFS.
- 4.2 The Committee shall have the right to commission and authorize the use of any insignia, crest, coat of arms or other indicia for the purpose of identifying the Department.

5. Prescribed Service Levels

- 5.1 The Parties acknowledge that each has previously approved the Strategic Plan attached hereto as Schedule D and forming part of this Agreement. Schedule D may be amended by the parties by mutual agreement without requiring an amendment to this agreement. Schedule D shall continue in full force and effect since it's expiry until further amended.
- 5.2 The Parties hereby agree that the level of service to be provided throughout the combined geographic and municipal boundaries of the Towns of Aurora and Newmarket is the level of service as established by the Strategic Plan and each Party shall, subject to any mutually agreed amendment of the Strategic Plan, commit all necessary funding and capital resources through the annual budget to ensure that the Committee and Department have all of the necessary resources, including prescribed staffing levels, to provide the level of service.
- 5.3 The Committee shall be responsible to provide fire protection and prevention services at the level as prescribed by the approved Strategic Plan.
- 5.4 The Parties hereby covenant to review the Strategic Plan every five years during the currency of this Agreement and shall, no later than twenty-four (24) months prior to the end of each ten (10) year term of this Agreement, finalize the said Strategic Plan which shall prescribe service levels for the next ensuing ten (10) year term of this Agreement.
- 5.5 Notwithstanding the foregoing, the Strategic Plan may be reviewed and, if necessary, amended at any time during the currency of this Agreement as circumstances warrant by mutual agreement of the Parties.

6. Budget

- 6.1 The Parties agree that the financial principles governing this Agreement are set out in Schedule B attached hereto and forming a part of this Agreement.
- 6.2 The Committee, in consultation with the Fire Chief, shall prepare draft annual operating and capital budgets setting out estimated operating and capital costs and projected revenue for the Department based on the provision of services at levels defined by the Strategic Plan. The estimates shall be submitted to the Municipal Council of Aurora for comment and then

to the Municipal Council of Newmarket for consideration and approval. It shall be understood that Newmarket shall have sole authority to determine and approve the budgets.

- 6.3 The operating budget shall contain an amount in respect of administrative support services to be provided to the Committee and/or Department by Newmarket including, but not limited to Financial, Audit, Payroll and Purchasing Services, Secretariat Clerical and Administrative Services, Human Resource Services, Legal Services, Management Information Services, and Property Management and Maintenance Services.
- 6.4 Upon reviewing the estimates, the Municipal Council of Newmarket shall establish an overall budget for the Committee for the purposes herein described and, in doing so, the Municipal Council of Newmarket is not bound to adopt the estimates submitted by the Committee.
- 6.5 Upon approval of the Committee's budget by Newmarket's Municipal Council, Aurora hereby agrees to pay to Newmarket its proportionate share of the said budget in four equal instalments on the fifteenth (15th) day of each of the months of February, May, August, and November, during the currency of this Agreement. For the purposes of this Agreement, a Party's proportionate share will be that fraction of the budget which is equal to the equally weighted average of:
- a) the assessed value of the lands in that Party's municipality over the aggregate of the assessed value of all lands in both Aurora and Newmarket; and
 - b) the number of responses made by the Department within the geographic boundary of each Party in the immediately preceding year over the total number of responses made by the Department; and
 - c) the population of each Party over the aggregate of the population of both Aurora and Newmarket.
- 6.6 For the purposes of calculating each Party's proportionate share in accordance with Subsection 6.5 above:
- a) the assessed value of lands shall be based on the current assessed value of all lands within each Party municipality, as determined by the Regional Municipality of York; and
 - b) the total number of calls of the Department shall not include calls outside of the geographic limits of Aurora or Newmarket pursuant to a services or mutual aid contract; and
 - c) the population shall be the population as determined from time to time by the Regional Municipality of York.

Each of the above calculations shall be completed with information current to December 31 of the immediately preceding year and shall be in effect until December 31 of the next ensuing calendar year.

- 6.7 Notwithstanding the foregoing but subject to section 6.9, major capital expenditures relating to structural work, additions or construction of any buildings utilized by CYFS on real property owned solely by a Party shall not form a part of the capital budget of the Department and the Party owning the said property shall be solely responsible for any costs relating to such capital expenditures. It is agreed that day to day maintenance of all real property occupied by CYFS will be the responsibility of, and at the cost of, the Department.
- 6.8 With respect to Station 4-5, CYFS headquarters and training facility located at 300 Earl Stewart Drive, Aurora, and future fire stations that are similarly

jointly purchased and constructed by the parties, all capital expenditures related to structural work, additions or repairs to the building, parking lot areas, sidewalks or underground servicing would require review by the JCC Committee and approval by Municipal Councils. The costs for these activities will be funded through the CYFS budget.

- 6.9 With respect to facilities that house CYFS fire prevention, training or management services and any other existing CYFS building that is or is planned to be operated wholly or partially as a facility that provides such CYFS services which benefit both of the Parties (not including fire suppression services), the proportionate cost of expenditures related to structural work, additions or repairs to the building, parking lot areas, sidewalks or underground servicing would require review by the JCC Committee and approval by Municipal Councils. The costs for these activities will be funded through the CYFS budget. Proportionate cost shall be based on the square footage of the building in comparison to the portion of the building that is or is planned to be utilized by CYFS to provide such services for the benefit of both Parties.
- 6.10 The Parties shall not divulge any information of which they have knowledge to be confidential whether communicated to or acquired by them in the course of carrying out the services provided pursuant to this Agreement. No such information shall be used by either Party in any way without the approval of the other Party.
- 6.11 Newmarket shall keep proper and detailed accounts and records in accordance with generally accepted accounting practices where applicable of all factors entering into the computation of the amounts payable pursuant to this Agreement. Aurora may during regular business hours at the offices of Newmarket, upon giving reasonable notice and at Aurora's sole expense, audit and inspect accounts, records, receipts, vouchers and other documents relating to the services performed pursuant to this Agreement and shall have the right to make copies and take extracts at its own expense. Newmarket shall afford all reasonable facilities, physical and otherwise, for such audits and inspections.
- 6.12 Aurora shall have the right to independently audit, at its sole expense, all of the finances, records and books pertaining to the operation of the Department.
- 6.13 The Parties agree that all revenue received from building plan review, rental of space in Department buildings and services contracts with other municipalities shall be provided for the operation of the Department and shall serve to reduce the operational budget prior to the calculation of each Party's proportionate share hereunder.

7. Property

- 7.1 It is hereby agreed that legal title to all real property will remain with each respective Party. Proper maintenance of all property shall thereafter be the responsibility of the Committee and the Department. Notwithstanding the foregoing but subject to section 6.9, major capital expenditures relating to structural work, additions or construction of any buildings on real property owned by a Party shall be the sole responsibility of the Party owning the said property. However, minor capital expenditures shall be included in the annual capital budget and shall be the responsibility of, and at the expense of, the Committee and the Department.
- 7.2 The Committee shall, from time to time, recommend any major capital expenditures required with respect to real property to the owner of that property and that owner shall consider same. In the event that the failure to undertake any recommended major capital expenditures would or may reasonably result in an inability on the part of the Committee or the Department to meet the prescribed service levels in the Strategic Plan, the

owner shall, within eighteen (18) months, undertake and complete the said major capital expenditures. Notwithstanding the foregoing, major capital expenditures which are of an emergency nature shall take place immediately following the recommendation of the Committee at the cost of the Party owning such property.

7.3 All real property and buildings erected thereon acquired after the Effective Date and all buildings for the use of the Department which may be constructed after the Effective Date shall be owned and/or constructed as determined by the Parties. In the event that the Parties cannot agree, the real property or the buildings, as the case may be, shall be owned and paid for on an equal basis as between the Parties.

7.4 At any time during the currency of this Agreement, any property, except real property, which is identified as surplus to the needs of the Department by the Committee may be sold. The proceeds of such sale shall be applied toward the operating and/or capital budgets of the Committee for the current or immediately subsequent year as the Committee may decide.

8. Staffing

8.1 Members of the Committee may from time to time as needed, participate as an observer for the recruitment of the Fire Chief for appointment by the Municipal Councils of Aurora and Newmarket, by by-law.

8.2 The Fire Chief shall be responsible for the overall administration of the Department and shall hold office pursuant to the employment policies and practices for permanent full-time non-union positions of Newmarket and in accordance with the requirements of the Fire Protection and Prevention Act, 1997.

8.3 The Fire Chief shall adhere to the Administrative Policies and Procedures, including purchasing, personnel and all other administrative matters as established by the Town of Newmarket, from time to time, in the operation of the Department and for the purposes of determining applicable authority for actions, the Fire Chief shall have all of the authorities conferred thereby upon Department Heads.

8.4 The Fire Chief shall have the authority, on behalf of Newmarket, to retain and remove such employees as may be required for the proper operation of the Department, within the approved staff complement as established through the Strategic Plan, and to take disciplinary action against such employees where required, all subject to any collective agreement which may be in force from time to time.

8.5 The staffing levels set out in the Strategic Plan and in any collective agreement which may be in force from time to time shall be adhered to unless otherwise negotiated through the collective agreement process.

8.6 The collective agreement must be submitted for approval of and ratification by the Municipal Council of Newmarket.

8.7 It is understood and agreed by the Parties that the Committee shall not negotiate any collective agreements, but that the Fire Chief and the Human Resources staff of Newmarket shall be the representatives of Newmarket for the purposes of negotiation.

8.8 Those staff members delegated fire prevention responsibilities, including Fire Code inspection duties under the *Fire Protection and Prevention Act, 1997*, shall be appointed by both Municipal Councils, by by-law.

9. Further Powers of the Committee

- 9.1 The Committee shall direct the Fire Chief in the performance of his management duties but not with respect his statutory duties as Fire Chief under the Fire Protection and Prevention Act, 1997, as amended, and no individual member of the Committee shall give orders or directions to any employee, including the Fire Chief.
- 9.2 The Chief Administrative Officer for Newmarket shall monitor the performance of the Fire Chief and, will provide feedback to the Fire Chief; ensuring that all Members of both Municipal Councils have had the opportunity to provide input to the CAO. Performance feedback to the Fire Chief will be conducted as per the practices of the Town of Newmarket, as necessary.
- 9.3 The Committee shall have no authority to modify or revise the terms of this Agreement but may make recommendations to the Municipal Councils in this regard.
- 9.4 The Committee is hereby authorized to meet with representatives of other municipalities that are interested, with the objective of expanding the service area of the Department for the provision of fire and emergency services beyond Aurora and Newmarket. Following such discussions, the Committee shall report to the Municipal Councils concerning proposed amendments to this Agreement resulting from the proposed admission of future Parties.

10. Indemnity and Insurance

- 10.1 Newmarket agrees to maintain adequate general liability insurance in an amount of not less than ten million dollars (\$10,000,000) against legal liability that may result from the activities and operations of the Department and/or the Committee and to ensure that all policies of insurance are endorsed to provide that Aurora is named as an additional insured. It is hereby agreed that the cost of the said insurance is an operational cost of the Department and shall be included in the operational budget.
- 10.2 Newmarket hereby agrees to indemnify and hold harmless Aurora against all actions, suits, claims, demands, losses, costs, charges and expenses including legal costs (hereinafter the "claims"), arising out of or in consequence of the activities and operations of the Department and/or the Committee save for such claims caused by either the negligence of or breach of this Agreement by Aurora. The terms and provisions of this Subsection shall survive any termination of this Agreement.

~~10.3 The Parties hereby agree that any and all liability resulting from all actions, suits, claims, demands, losses, costs, charges and expenses arising out of actions, incidents, grievances or investigations which occurred prior to the Effective Date against any party shall remain the sole liability of that party, shall not be transferred hereunder and that party shall wholly indemnify the other party with respect to any and all liability, including defence and legal costs pertaining thereto.~~

11. Resolution of Disputes

- 11.1 If there is dispute between the Parties to this Agreement with respect to its interpretation or application or an alleged violation, the Parties, as represented by their respective Chief Administrative Officers or such persons as they may direct, hereby agree to meet and discuss the matter within five (5) days following receipt of notice by one Party to the other with the objective of resolving any dispute. For clarity, it is agreed that either Party has the right to dispute the failure to meet or maintain service levels or its proportionate share of the budget, but that no matter involving the establishment of or modification to budgets or relating to human resource matters or matters arising from any collective agreements which shall be

resolved by Newmarket, can be the subject of any dispute or referral to arbitration.

- 11.2 Following meetings of the Parties as provided for above, in the event that a mutually satisfactory resolution is not achieved within sixty (60) days following the receipt of the above notice by the other Party, either Party may issue a Notice Requesting Arbitration to the other in which event the Parties shall proceed to Binding Arbitration and the provisions for proceeding with Binding Arbitration set out within Schedule C, attached hereto and forming a part of this Agreement, shall be followed.
- 11.3 Notwithstanding that a matter has been referred to dispute resolution under the provisions of this Section, the Parties shall throughout the period of dispute resolution endeavour to perform their respective obligations under the terms of this Agreement to the best of their abilities.

12. Term and Termination

- 12.1 This Agreement shall come into force commencing on the Effective Date and shall continue in force for a period of ten (10) years.
- 12.2 This Agreement shall automatically renew for successive additional terms of ten (10) years each unless either Party provides written notice not less than eighteen (18) months in advance of the last day of the then current ten (10) year term, in which case this Agreement shall terminate on the last day of the then current ten (10) year term.
- 12.3 In the event this Agreement is terminated, upon termination the Committee shall be dissolved. Notwithstanding the dissolution of the Committee, Newmarket covenants and agrees to maintain the records of the Committee for not less than ten (10) years following dissolution of the Committee.
- 12.4 In the event of termination of this Agreement, all jointly owned property shall be valued at its fair market value as at the date of termination and the property shall be divided between the Parties in proportions equal to the proportions in which they each contributed to the annual budget of the Board in the final year, or portion thereof, of the operation of this Agreement, unless the Parties otherwise agree in writing.
- 12.5 In the event of termination of this agreement, or if for any other reason Newmarket ceases to provide all or part of fire and emergency services within the municipal boundaries of Aurora, the Parties agree that all members of the Newmarket Professional Firefighters Association, or its successor, shall be guaranteed employment with one of the successor fire departments with no loss or diminution in seniority, rank, benefits, salary or any other terms and conditions of employment, and the provisions of the collective agreement with the Newmarket Professional Firefighters Association shall be binding on both Newmarket and Aurora respectively. For clarity, it is agreed that all firefighters employed by Newmarket immediately prior to January 1, 2002 will remain employed by Newmarket, all firefighters employed by Aurora immediately prior to January 1, 2002 will be employed by Aurora and all new firefighters employed by Newmarket after January 1, 2002 will be employed by either Newmarket or Aurora on such basis and subject to terms and conditions as will be negotiated by Newmarket and Aurora.

The Parties agree that any transition or implementation costs incurred to give effect to the requirements of this paragraph shall be paid by each Party in accordance with each Party's proportionate share of that year's budget.

12.6 The terms and provisions of this Section and Section 10 shall survive any termination of this Agreement.

13. Transition Costs and Prior Agreements

13.1 The Parties acknowledge that in order to ensure that this Agreement may become effective on the Effective Date, the Parties may incur costs between the date of this Agreement and the Effective Date. The Parties agree that the Consolidated Fire and Emergency Services Agreement dated May 10, 2021, shall apply to such costs until the Effective Date set out herein.

13.2 The Parties further confirm that the Consolidated Fire and Emergency Services Agreement dated November 1, 2001 was effective until 12:00 am on May 10, 2021 as it was thereafter replaced with the updated Consolidated Fire and Emergency Services Agreement dated May 10, 2021.

13.3 Any liability or cost issue which arose prior to the Effective Date shall be determined by the particular agreement in place between the Parties when such liability or cost issue arose.

13.4 All budgeting and operational decisions made under the authority of the Consolidated Fire and Emergency Services Agreement dated May 10, 2021, that by necessity extend in time past the Effective Date are incorporated and adopted as decisions made under the authority of this Agreement until such decisions expire or are otherwise amended or revised.

14. Notice

14.1 Any notice which is permitted or required pursuant to this Agreement shall be in writing and shall be served personally or by registered mail upon the Clerk of each of the Parties at the following addresses:

The Corporation of the Town of Aurora
100 John West Way, P.O. Box 1000
Aurora Ontario L4G 6J1
Attention: Clerk

Corporation of the Town of Newmarket
395 Mulock Drive, P.O. Box 328, Station Main
Newmarket, ON L3Y 4X7
Attention: Clerk

15. Severability

15.1 In the event that any covenant or term of this Agreement should at any time be held by any competent tribunal to be void or unenforceable, then the Agreement shall not fail, but the covenant, provision or term shall be deemed to be severable from the remainder of this Agreement, which shall otherwise remain in full force and effect.

16. Estoppel

16.1 No Party or Parties shall call into question, directly or indirectly, in any proceedings whatsoever in law or in equity or before any administrative tribunal, the right of the Parties or any of them to enter into this Agreement or the enforceability of any term, agreement, provision, covenant and/or condition contained in this Agreement, and this clause may be pleaded as an estoppel as against any such Party in any proceedings.

17. Successors and Assigns

This Agreement shall ensure to the benefit of and be binding upon the Parties and their respective successors and assigns.

18. Countersigning

This Agreement may be executed in counterparts, each of which shall be deemed to be an original and all of which taken together shall be deemed to constitute one and the same instrument. Counterparts shall be accepted in original or in electronic form in accordance with the provisions of the *Electronic Commerce Act, 2000*, S.O. 2000, as amended (including without limitation through DocuSign), and the Parties to this Agreement adopt any signatures received by electronic mail as original signatures of the Parties.

IN WITNESS WHEREOF each of the Parties hereto has affixed its corporate seal by the hands of its proper officers on the date inscribed on the first page of this Agreement.

SIGNED, SEALED AND EXECUTED

THE CORPORATION OF THE TOWN OF AURORA

)
)

Tom Mrakas, Mayor
)
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)

Michael DeRond, Town Clerk

CORPORATION OF THE TOWN OF NEWMARKET

)
)

John Taylor, Mayor
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)
)
)

Lisa Lyons, Town Clerk

SCHEDULE A

TERMS OF REFERENCE FOR THE COMMITTEE

MISSION PURPOSE AND OBJECTIVE

The Committee is charged with the responsibility of providing and administering a borderless single tier level of fire protection and prevention services throughout the entire geographic area for both the Towns of Aurora and Newmarket, in accordance with the Consolidated Fire Services Agreement, as well as the obligations contained in the Fire Protection and Prevention Act as amended and any regulations passed thereunder.

Although accountable to both the Council of the Town of Aurora and the Town of Newmarket, it is the responsibility of Committee members to make decisions which shall favour neither municipality, but will provide an equal level of service to all of the combined residents of both municipalities.

Mission Statement

Excellence in the provision of preventative and protective fire and emergency services to the communities of Aurora and Newmarket.

1. RESPONSIBILITIES OF THE COMMITTEE

The Committee shall be delegated the following responsibilities in fulfilling the mission statement:

1. Conduct planning for the provision of effective and efficient fire and emergency services, in accordance with the Consolidated Fire Services Agreement including fire suppression, fire prevention, fire safety, education, communication, training of persons involved in the provision of fire protection services, rescue and emergency services and delivery of all these services, in a fiscally prudent manner within the municipalities;
2. Present & maintain a Fire & Emergency Services **Strategic** Plan to meet the community needs and provide strategic direction for approval of the Municipal Councils;
3. Recommend service levels, capital budgets, and operating budgets in accordance with the consolidated Fire Services Agreement and the approved Fire & Emergency Services **Strategic** Plan;
4. Administer the provision of fire services to the municipalities in accordance with the approved plans and budgets including the provision and use of facilities, equipment, human resources and programs;
5. Ensure that any agreements currently in effect relating to communications services and mutual aid with other municipalities are maintained and properly performed;
6. Provide regular and proactive information to the Councils of the participating municipalities on the operations of the consolidated fire services

2. ESTABLISHMENT OF COMMITTEE

The Committee shall provide and administer fire protection and preventative services for both municipalities in accordance with the Consolidated Fire Services Agreement.

Membership

The Committee shall total six (6) members, composed of three (3) members of the Municipal Council of Aurora and three (3) members of the Municipal Council of Newmarket, whose terms shall be concurrent with the term of the Councils which appointed them. Members are encouraged to serve no more than two (2) consecutive terms on the Committee to allow the opportunity for new members of the Municipal Councils to serve on the Committee.

Any member may be removed or replaced at any time by the municipality on whose behalf the member was appointed.

No compensation shall be paid to the members in respect of their service on the Committee.

In an election year no meeting of the Committee shall be convened during that period of time between the municipal election and the appointment of the newly elected Members of Council to the Committee.

The Committee shall prepare a report/minutes outlining the Committee's activities to each Municipal Council following each meeting.

Chair/Vice-Chair

The Joint Council Committee shall, by motion, appoint a Chair and Vice-Chair from its members at the beginning of the term and mid-term. At any given time the Chair and Vice-Chair shall not both be members from the same municipality and the appointments shall rotate biannually (i.e. where an Aurora member is Chair, the next Chair shall be a Newmarket member and vice versa.) Each shall serve for a two (2) year term, unless a shorter term is determined by the Committee.

Duties of the Chair

- Call the meeting to order as soon after the hour fixed for the holding of the meeting as quorum is present
- Announce the business of the Committee in the order in which it appears on the agenda
- Request for members to announce any disclosures of conflicts of interest
- Receive and submit all motions moved and seconded by a member
- Put to a vote all questions, which have been moved and seconded, or otherwise arise in the course of the proceedings and announce the results
- Decline to put to a vote any motion not in order
- Confine members engaged in debate within the rules of order
- Enforce the observance of order and decorum among members
- Name any member persisting in breach of the rules of order
- Receive all messages and other communication and announce them to the Board
- Rule on points of order
- Adjourn or suspend the meeting in the event of a grave disorder
- Designate the member who has the floor
- Have a vote in all matters of the Committee

Committee Secretariat

The Municipal Clerk of the Town of Newmarket, or their designate, shall serve as the Secretary to the Committee, and shall be present at all meetings, and shall be responsible to maintain custody of all records, minutes, agreements and any other documents associated with the Committee.

The agenda shall be prepared by the Secretary of the Committee in consultation with the Fire Chief or, in their absence, the Deputy Fire Chiefs.

Procedures

Unless otherwise provided for in these terms of reference, the Procedure By-law of the Town of Newmarket shall apply to the proceedings of the Committee.

Meetings

Committee approves a schedule of regular meetings each calendar year, which may be amended from time to time. A schedule shall be developed by the Secretariat and presented to members for their agreement. The location of meetings will be held in hybrid mode where members can participate electronically or in person at the Town of Newmarket, unless otherwise determined by the Chair.

Committee meetings may be live streamed on the Town of Newmarket's website.

Notice of meetings shall be provided by circulating the agenda to each member not less than five (5) business days prior to the meeting. Special meetings may be called with 24 hours notice by the Chair, Newmarket or Aurora CAO or by the Fire Chief or the Deputy Fire Chiefs at the Request of the Fire Chief.

Meetings conducted by the Committee shall be open to the public, subject to the following, and notice of a meeting that is closed to the public shall be provided on the agenda.

The Committee may exclude the public from all or part of a meeting where a matter to be considered includes:

- (a) the security of the property of the municipality or local board;
- (b) personal matters about an identifiable individual, including municipal or local board employees;
- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;
- (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- (j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

A meeting or part of a meeting shall be closed to the public if the subject matter being considered is,

(a) a request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or

(b) an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in subsection 223.13 (1) of the Municipal Act, 2001, or the investigator referred to in subsection

A meeting of the Committee may be closed to the public if the following conditions are both satisfied:

1. The meeting is held for the purpose of educating or training the members.

2. At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

Quorum

In order to constitute a quorum, at least two (2) members appointed by Newmarket and two (2) members appointed by Aurora shall be present at all times, and all matters shall be decided by a majority vote of the members attending, each of whom shall have one (1) vote including the Chair.

Majority

Any decision or recommendation of the Committee shall require the following:

- a) The concurring vote of a majority of the members present, and
- b) A concurring vote from at least one representative of each municipality.

A tie vote is considered **defeated**.

3. ROLE OF THE COMMITTEE

The Committee shall make recommendations in accordance with the Consolidated Fire Services Agreement with respect to the service standards namely;

- fire & emergency services **strategic plan**
- annual capital & operating budgets
- labour contracts and amendments
- fire communication services and mutual aid agreements
- purchases or contracts related to fire services

Notwithstanding the above referenced responsibilities, the Town of Newmarket shall be responsible for any negotiations and execution of agreements related to any labour relation contracts and amendments thereto.

The Committee will be responsible for coordinating the “Central York Fire Services”. The Committee shall ensure the efficient and proper delivery of Fire and Emergency Services throughout the municipal boundaries of Aurora and Newmarket in accordance with the Consolidated Fire Services Agreement and

service standards approved by the Council of both municipalities including and extending to the following:

- a) establish a program in the municipalities, which must include public education with respect to fire safety and certain components of fire prevention;
- b) establish and maintain annual fees for services schedule;
- c) engage in mutual aid relationships with adjacent Fire and Emergency Services providers in York Region;
- d) provide a tiered response to emergency events in Aurora and Newmarket;
- e) examine the feasibility of providing Fire and Emergency Services to other municipalities and the receipt of like services from other municipalities, subject to the collective bargaining agreement;
- f) meet all obligations and responsibilities of Aurora and Newmarket under the Fire Protection and Prevention Act, as amended and any regulations thereunder;
- g) consider the recommendations of the Fire Marshal concerning the operation of the Department and delivery of services to Aurora and Newmarket and report to the Municipal Council of the parties concerning these recommendations
- h) from time to time as needed, participate in the process for the recruitment of a Fire Chief;
- i) develop, with the Fire Chief, an ongoing communications process, including a quarterly report between the Department and the Municipal Councils;
- j) review departmental organization; and
- k) review such other matters as the Municipal Councils may determine.

Notwithstanding the above referenced functions, the Committee shall not interfere with any of the Fire Chief's statutory duties.

The Committee shall review and maintain a Fire and Emergency Services **Strategic** Plan that would establish and harmonize service levels throughout Aurora and Newmarket and standardize operating procedures for the Department. The Committee shall be responsible for providing at no time less than the current level of service in existence for the delivery of Fire & Emergency Services of each municipality, at the time of the effective date of this agreement.

The Committee may meet with any other municipalities that are interested, with the objective of expanding the service area of the Committee for the provision of Fire and Emergency Services beyond Aurora and Newmarket and consolidating Regional Fire and Emergency Services. Following such discussions, the Committee shall report to Aurora and Newmarket concerning the proposed amendments to this Agreement to implement such arrangements.

4. ROLE OF THE FIRE CHIEF

The Fire Chief shall act as the Department Head for the Department and shall have all of the powers and responsibilities as set out by the appointment by-laws of the participating municipalities, the job description, the Consolidated Fire Services Agreement and the *Fire Protection and Prevention Act, 1997*.

For the purposes of the Consolidated Fire & Emergency Services Agreement, the Fire Chief shall be an employee of the Town of Newmarket. Notwithstanding this, the Fire Chief shall act as the Fire Chief for both the Town of Newmarket and Town of Aurora and shall report to both Councils through the Committee for the provision of fire protection services in accordance with the standards established by CYFS. In addition to this, the Fire Chief shall also have access to the Council of the Town of Aurora for the purpose of discussing Fire & Emergency Services related issues that may impact the Town of Aurora.

5. PURCHASING AND PROCUREMENT

The purchase of equipment, materials and services for the operation of the CYFS. shall be governed by the Town of Newmarket Purchasing Policies and Procedures, and the provisions of the collective bargaining agreement. The Town of Newmarket is hereby authorized to execute any documents and agreements for the **Central York Fire Services**, which have been authorized by the Committee or the Fire Chief.

The Committee shall have the authority of the “Municipal Council”, as outlined in the Town of Newmarket Purchasing Policies and Procedures, to approve expenditures for the operation of the Department, including the acquisition of capital property, equipment, rolling stock and supplies subject to the approved capital and operating budgets.

The Fire Chief shall have authority as the “Department Head” to approve expenditures for the operation of the Department, including the acquisition of equipment, rolling stock and supplies subject to the approved capital and operating budgets. Such authority shall be exercised in accordance with the spending level authority, financial controls as outlined in the Newmarket Purchasing Policies and Procedures.

6. BUDGET

The Committee, in consultation with the Fire Chief, shall prepare draft annual operating and capital budgets setting out estimated operating and capital costs and projected revenue for the Department, in accordance with the Consolidated Fire Services Agreement and the approved Fire and Emergency Services **Strategic Plan**. The estimates shall be submitted to each of the Municipal Council of Aurora and Newmarket for approval.

SCHEDULE B

STATEMENT OF FINANCIAL PRINCIPLES

FIRE/EMERGENCY SERVICES CONSOLIDATION PROJECT

Financial Principles

All financial decisions will be guided by the following principles:

General:

1. The amalgamated Fire and Emergency service will be coordinated through the Joint Council Committee with consistent service standards for the entire area.
2. Budgeted expenditures and revenues, including capital purchases, will be consolidated with each municipality bearing their share of the net costs (total expenditures less total revenue) based on the cost allocation methodology attached.
3. Any annual operating surplus or deficit will be allocated to/from a stabilization reserve account with initial funding of such stabilization fund to be borne by each municipality based on the cost allocation methodology attached.
4. Integrated fire services are expected to improve service levels and contribute toward significant cumulative savings due to:
 - Shared capital and operating resources;
 - Minimization of administrative duplication
5. **The allocation of the aggregate annual costs to be avoided through the consolidation of fire/emergency services will be blended to ensure that both municipalities realize favourable benefits.**

Capital:

6. An independent, third party will evaluate significant (over \$5,000) individual pieces of equipment as to their condition and current value prior to the merger.
7. Buildings will be owned by each municipality and not included in the significant capital assets evaluation.
8. The municipality whose capital assets (excluding buildings) are not sufficient to meet their percentage contribution to the merged services will make a capital contribution(s) at some time in the future to bring their contribution up to the defined cost allocation percentage.

Operating:

9. There will be a budget line for corporate overhead costs including:
 - Clerical and administrative support of the JCC
 - Human resources including recruitment, labour relations, etc.
 - Support of Information technology and telecommunications equipment/networks
 - Payroll
 - Legal
 - Financial including budget, audit, accounts payable and accounts receivable
10. Revenue from Building Plan review and from Ambulance Services rental of space will be forecast for each municipality and included in shared revenue.

11. Insurance of all assets except buildings will be a merged cost. Each municipality will own and insure their Fire Services buildings. All other operating costs will be treated as merged costs that will be subject to the defined cost allocation methodology.

Cost Allocation Methodology

Costs of operating the amalgamated fire service will be paid by each municipality based on the average of the following 3 calculations, equally weighted, at December 31, (and/or of each year). Payments will be made quarterly on February 15, May 15, August 15 and November 15

- Total assessment of municipality / Total assessment of both municipalities
- Total population of municipality / Total population of both municipalities
- Total calls for emergency response of municipality / Total calls for emergency response of both municipalities

SCHEDULE C

RULES OF ARBITRATION

Jurisdiction and Scope

1. The Arbitral Tribunal (as defined below) appointed under these Rules will apply the provisions of the Arbitration Act of Ontario to any Arbitration conducted under this agreement except to the extent they are modified by the express provisions of these Rules.
2. Each Party acknowledges:
 - (a) it will not apply to the Courts of Ontario or any other jurisdiction to attempt to enjoin, delay, impede or otherwise interfere with or limit the scope of the Arbitration or the powers of the Arbitral Tribunal; and
 - (b) the award of the Arbitral Tribunal will be final and conclusive and there will be no appeal; therefrom whatsoever to any court, tribunal or other authority.
3. The Arbitral Tribunal has the jurisdiction to deal with all matters relating to a Dispute including, without limitation, the jurisdiction:
 - (a) to determine any question of law, including equity;
 - (b) to determine any question of fact, including questions of good faith, dishonesty or fraud;
 - (c) to determine any question as to the Arbitral Tribunal's jurisdiction;
 - (d) to order any Party to furnish further details, whether factual or legal, of that Party's case;
 - (e) to proceed in the Arbitration notwithstanding the failure or refusal of any Party to comply with these Rules or with the Arbitral Tribunal's orders or directions, or to attend any meeting or hearing, but only after giving that Party written notice the Arbitral Tribunal intends to do so;
 - (f) to receive and take into account such written or oral evidence tendered by the Parties as the Arbitral Tribunal determines is relevant, whether or not admissible in law;
 - (g) to make one or more interim awards including, without limitation, orders to secure any amount relating to the Dispute;
 - (h) to order the Parties to produce to the Arbitral Tribunal and to each other for inspection, and to supply copies of any documents or classes of documents in their possession, power or control that the Arbitral Tribunal determines to be relevant; and
 - (i) to express awards in any currency.

Place of Arbitration

4. Unless otherwise agreed, the Arbitration will be conducted in the Regional Municipality of York in the Province of Ontario at the location determined from time to time by the Arbitral Tribunal, but the Arbitral Tribunal may meet in any other place the Arbitral Tribunal considers necessary for consultation, to hear witnesses, experts or other Parties, or for the inspection of documents, goods or other property.

Appointment of Arbitral Tribunal

5. As used in these Rules, the term “Arbitral Tribunal” means the Sole Arbitrator appointed under these Rules or the Arbitral Tribunal appointed under these Rules, as the case may be.
6. The Arbitration will be commenced by delivery of a Notice Requesting Arbitration (the “Complaint”) by the Claimant to the Respondent. The Complaint must describe the nature of the Dispute.
7. The Claimant and the Respondent may agree in writing upon the appointment of a single Arbitrator who will determine the Dispute acting alone (the “Sole Arbitrator”) or upon the appointment of a three (3) member Arbitral Tribunal. If within five (5) days of the giving of the Complaint, the Claimant and the Respondent do not reach agreement on the appointment of the Sole Arbitrator, and then each of the Claimant and the Respondent may appoint an Arbitrator and provide the other Party with written notice of such appointment. If one Party does not provide such written notice, then the arbitrator who has been appointed by the other Party will be the Sole Arbitrator and will constitute the Arbitral Tribunal.
8. If the Claimant and the Respondent each appoint an Arbitrator under Section 7 of these Rules, then, within five (5) days of the appointment of such Arbitrators, such Arbitrators shall choose a third Arbitrator as chair (the “Chair”) and give notice to the Claimant and the Respondent of such appointment, failing which the Chair may be appointed by a Judge of the Ontario Court (General Division) on the application of either the Claimant or the Respondent, on notice to the other. Upon giving of notice by the Arbitrators of the appointment of the Chair, or the appointment by a Judge of the Chair, as the case may be, the Chair and the other Arbitrators previously appointed will constitute the Arbitral Tribunal.
9. Any decision of the Arbitral Tribunal (including, without limitation, its final award made with respect to a Dispute or with respect to any aspect of, or any matter related to, the Arbitration (including; without limitation, the procedures of the Arbitration) will be made by either the Sole Arbitrator or by a majority of the Arbitral Tribunal, as the case may be. All decisions of the Arbitral Tribunal with respect to a Dispute, except procedural decisions, will be rendered in writing, and contain a recital of the facts upon which the decision is made and the reasons.

Pre-Arbitration Meeting

10. The Parties shall meet with the Arbitral Tribunal within seven (7) days of the constitution of the Arbitral Tribunal for a pre-arbitration meeting to:
 - (a) identify the issues in dispute;
 - (b) discuss the procedure to be followed in the Arbitration;
 - (c) establish time periods for taking certain steps, including the dates, time and location of the Arbitration; and
 - (d) deal with any other matter that will assist the Parties to settle their differences and assist the Arbitration to proceed in an efficient and expeditious manner.

11. The pre-arbitration meeting may take place by conference telephone call.
12. The Arbitral Tribunal shall record any agreements or consensus' reached at the pre-arbitration meeting and shall, within three (3) days of that meeting, send a copy of that document to each of the Parties or their representative.

Conduct of the Arbitration

13. Subject to the Rules in this Schedule, the Arbitral Tribunal may conduct the Arbitration in the manner the Arbitral Tribunal considers appropriate, but each Party shall be treated fairly and shall be given full opportunity to present a case.
14. Under this Schedule, the power of the Arbitral Tribunal includes, but is not limited to:
 - a. ordering the Arbitration to be conducted by documents only, or with limited oral hearings;
 - b. controlling or refusing discovery examinations;
 - c. determining in what order issues will be dealt with;
 - d. limiting or extending the extent of document disclosure;
 - e. requiring further particulars of the claim and the issues advanced;
 - f. requiring earlier disclosure of intended witnesses and documents;
 - g. limiting the number of experts or refusing to allow expert evidence;
 - h. requiring the use of a single independent expert to deal with a particular issue or any number of issues;
 - i. requiring experts to file written reports in place of giving oral testimony;
 - j. requiring expert reports earlier in the process than required under this Schedule;
 - k. determining when and in what order experts will be heard;
 - l. setting dates, times and locations for the Arbitration'
 - m. ordering pre-arbitration meetings as required;
 - n. fixing and awarding costs, including solicitor/client costs and the costs of the Arbitration.

Exchange of Documents

15. Within fifteen (15) days of the pre-arbitration meeting, or if the Parties agree that no pre-arbitration meetings will be held, within fifteen (15) days after the Arbitral Tribunal has been constituted, the Claimant shall send a written statement to the Respondent and the Arbitral Tribunal outlining the facts supporting the claim of the Claimant, the points at issue, and the relief or remedy sought.
16. Within fifteen (15) days after the Respondent receives the Claimant's statement, the Respondent shall send a written statement to the Claimant and the Arbitral Tribunal outlining the Respondent's defence, the facts supporting the defence, the Defendant's positions on the points at issue and the relief or remedy sought, and a written statement of the Respondent's counterclaim, if any.
17. The Respondent, by counterclaims, shall send a written statement to the Claimant and the Arbitral Tribunal outlining the Respondent's defence to the counterclaim within fifteen (15) days after the Respondent receives the counterclaim.

18. Each Party shall submit with the Party's statement a list of the documents upon which the Party intends to rely and the list of documents shall describe each document by specifying its document type, date, author, recipient and subject matter.

Amendment of or Supplemental Claim

19. The Arbitral Tribunal may, on application of a Party or on the Arbitral Tribunal's own motion, order a Party to produce any documents the Arbitral Tribunal considers relevant to the Arbitration within a time the Arbitral Tribunal specifies and, where such an order is made, the other Party may inspect those documents and make copies of them.

Production of Documents

20. The Arbitral Tribunal may, on application of a Party or on the Arbitral Tribunal's own motion, order a Party to produce any documents the Arbitral Tribunal considers relevant to the Arbitration within a time the Arbitral Tribunal specifies and, where such an order is made, the other Party may inspect those documents and make a copies of them.
21. Each Party shall make available to the other for inspection and copying any documents upon which the Party intends to rely.

Agreed Statement of Facts

22. The Parties shall, within a period of time specified by the Arbitral Tribunal identify those facts, if any, which are not a dispute and submit to the Arbitral Tribunal an agreed statement of facts.

Arbitration Hearings

23. The Arbitral Tribunal shall set the dates for any oral hearings or meetings and shall give at least seven (7) days written notice of such hearings or meetings to the Parties.

All oral hearings and meetings shall be held in private and all written documentation shall be kept confidential by the Arbitral Tribunal and the Parties and not disclosed to any other person, except by the consent of all Parties.

Evidence

24. Each Party shall prove the facts relied upon to support the Party's claim or defence.
25. If a Party is presenting evidence through a witness, the Party shall, no later than seven (7) days before the commencement of the oral hearing, advise the Arbitral Tribunal and the other Party of the name and address of the witness and provide a brief summary of the evidence to be given by the witness.
26. The written statement of an expert shall be given to the other Party and the Arbitral Tribunal at least fourteen (14) days before the commencement of the oral hearing.
27. The Arbitral Tribunal shall be the sole judge of the relevance and materiality of the evidence offered and the Arbitral Tribunal is not required to apply the legal rules of evidence.
28. All oral evidence shall be taken in the presence of the Arbitral Tribunal and all the Parties, except where any of the Parties is absent, in default or has waived the right to be present.
29. The Parties shall prepare books containing all of the documents to be introduced at the oral hearing and shall submit those books to the other Party and to the

Arbitral Tribunal no later than fourteen (14) days before the commencement of the oral hearing.

30. The Parties are deemed to have consented to the authenticity of all documents contained in the document books, unless the **P**arty gives notice of objection within seven (7) days of the oral hearing to the other **P**arty and the Arbitral Tribunal.
31. The Arbitral Tribunal may allow a **P**arty to introduce into evidence at the oral hearing a document which was not disclosed or submitted at least fourteen (14) days before the commencement of the hearing, but the Arbitral Tribunal may take that failure into account at the time the Arbitral Tribunal fixes any costs.

Examination of Parties

32. At an oral hearing, the Arbitral Tribunal may order a **P**arty, or a person claiming through a **P**arty, to submit to being examined by the Arbitral Tribunal under oath and to submit all the documents that the Arbitral Tribunal requires.

Witnesses

33. The Arbitral Tribunal may determine the manner in which witnesses are to be examined and may require a witness, other than a **P**arty or the **P**arty's representative, to leave the oral hearing during the testimony of another witness.
34. Where the Arbitral Tribunal allows the evidence of a witness to be presented by a written statement, the other **P**arty may require that the witness be present at an oral hearing for cross-examination.
35. The Arbitral Tribunal may call a witness on the motion of the Arbitral Tribunal, but where the Arbitral Tribunal calls a witness, the Parties have the right to cross-examine that witness and call evidence in rebuttal.

Experts

36. The Arbitral Tribunal may appoint one or more experts to report on specific issues to be determined by the Arbitral Tribunal and may require a **P**arty to give the expert any relevant information or the produce, or to provide access to, any relevant documents, goods or other property for inspection by the expert.
37. The Arbitral Tribunal shall communicate the expert's terms of reference to the Parties.
38. Any dispute between a **P**arty and an expert as to the relevance of the required information or the production of the information shall be referred to the Arbitral Tribunal for decision.
39. Upon receipt of the expert's report, the Arbitral Tribunal shall inform the Parties of the contents of the report and the Parties shall be given an opportunity to express, in writing, their opinion on the report.
40. The expert shall, at the request of a **P**arty, make available to that **P**arty for inspection all documents, goods or other property in the expert's possession which the expert was provided with in order to prepare the expert's report and the expert shall provide that **P**arty with a list of all documents, goods or other property not in the expert's possession but with which the expert was provided in order to prepare the expert's report, and a description and location of those documents, goods or other property.
41. If a **P**arty requests or if the Arbitral Tribunal considers it necessary, the expert shall, after delivery of the expert's written or oral report, be present at an oral hearing where the Parties will have the opportunity to cross-examine the expert and call evidence in rebuttal.

Default of Party

42. Where a Claimant, without sufficient cause, and after five (5) days written notice from the Arbitral Tribunal, fails to communicate the Claimant's statement of claim within the required time, the Arbitral Tribunal may terminate the Arbitral Tribunal with respect to that claim.
43. Where the Respondent, without sufficient cause and after five (5) days written notice from the Arbitral Tribunal, fails to communicate the Respondent's statement of defence within the required time, the Arbitral Tribunal shall continue the Arbitration. An award shall not be made solely on the default of the Respondent. The Arbitral Tribunal shall require the Claimant to submit such evidence as the Arbitral Tribunal may require for the making of the award.
44. Where a Party, without sufficient cause, fails to appear at an oral hearing or fails to produce documentary evidence, the Arbitral Tribunal may continue the Arbitration and the Arbitral Tribunal shall make an award based upon the evidence before the Arbitral Tribunal.
45. Where a Party, without sufficient cause, fails to comply with any order or direction of the Arbitral Tribunal or any requirement under the Arbitrations Act or this Schedule, the Arbitral Tribunal may grant such relief as the Arbitral Tribunal deems appropriate, including costs.

General Powers of Arbitral Tribunal

46. The Arbitral Tribunal may:
 - (a) order an adjournment of the proceedings from time to time;
 - (b) make an interim order on any matter with respect to which the Arbitral Tribunal may make a final order; including an interim order for the preservation of property which is the subject matter of the dispute;
 - (c) order "on site" inspection of documents, exhibits or other property;
 - (d) at any time extend or abridge a period of time required in this Schedule or fixed or determined by the Arbitral Tribunal where the Arbitral Tribunal considers it just and appropriate in the circumstances.

Representation

47. The Parties may be represented or assisted by any person during Arbitration.
48. Where a Party intends to be represented or assisted by a lawyer, the Parties shall, in writing, advise the other Party of the lawyer's name and the capacity in which the lawyer is acting, at least five (5) days before any scheduled meeting or hearing.

Award of Arbitral Tribunal

49. Unless the Parties otherwise agree, the award of the Arbitral Tribunal must be made within ninety (90) days of the first Arbitral Tribunal meeting.
50. The award of the Arbitral Tribunal will be rendered in writing and will contain a recital of the facts upon which the award is made and the reasons.
51. In the event the award of the Arbitral Tribunal includes a requirement for payment of a sum of money by one Party to the other, it shall include a determination of the date by which such payment shall be made.

Miscellaneous

52. The language of the Arbitration will be English.

53. Nothing contained in these rules prohibits a Party from making an offer of settlement during the course of the Arbitration.
54. The award of the Arbitral Tribunal shall include a determination of the allocation between the Parties of the costs of the Arbitration. In determining the allocation between the Parties of the costs of the Arbitration, including the professional fees of the Arbitral Tribunal and the administrative costs associated with the Arbitration, the Arbitral Tribunal may invite submissions as to costs and may consider, among other things, an offer of settlement made by a Party to the other Party prior to or during the course of the Arbitration. Unless otherwise directed by the Arbitral Tribunal, all costs of the Arbitral Tribunal will be paid equally by the Claimant and the Respondent.

SCHEDULE D

FIRE AND EMERGENCY SERVICES STRATEGIC PLAN

**Please visit Central York Fire Services
website for details of the plan**

<http://www.cyfs.ca/about-us/pages/master-fire-plan.aspx>