



## **GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA**

**Thursday, October 24, 2019 at 3:00 p.m.**

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

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Declarations of Pecuniary Interest by Members

### **PUBLIC QUESTION PERIOD**

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

### **DELEGATIONS**

1. GENERAL GOVERNMENT SERVICES – October 24, 2019 – ITEM #1  
Dufferin Federation of Agriculture

A delegation from Mr. Bill McCutcheon & Mr. Ben Leford, Dufferin Federation of Agriculture, regarding adjustment to Farm Land Tax Ratio.

A video from Dufferin Federation of Agriculture will be shown:

<https://www.youtube.com/watch?v=4lvho1D9wPE>

2. GENERAL GOVERNMENT SERVICES – October 24, 2019 – ITEM #2  
Interoperable Radio Communications

Mr. Kevin McNeilly, Fire Chief Grand Valley & District Fire Department and Mr. Brad Lemaich, Fire Chief Shelburne & District Fire Department, to address Committee on the Interoperable Radio Communications.

### **REPORTS**

3. GENERAL GOVERNMENT SERVICES – October 24, 2019 – ITEM #3  
Interoperable Radio Communications – County Wide

A report from the Clerk/Director of Corporate Services, dated October 24, 2019, to recommend the next steps in the implementation of a County-wide interoperable

radio communication solution.

Mr. Alan Dingle of Wavestar Networks will present his findings regarding radio networks in Dufferin County.

**Recommendation:**

**THAT the report of the Clerk/Director of Corporate Services, dated October 24, 2019, regarding the emergency management interoperable radio system be received;**

**AND THAT the area municipalities be consulted on how this project could be funded and who would be responsible for the procurement, ongoing maintenance of infrastructure and upgrades to equipment when required;**

**AND THAT the County of Dufferin commit to fund 50% of the upfront infrastructure cost and the funds to be taken from the Emergency Management Reserve with the caveat that the MERF program be put on hold for two years and that the procurement take place before the end of 2020.**

4. GENERAL GOVERNMENT SERVICES – October 24, 2019 – ITEM #4  
Integrity Commissioner Policy

A report from the Clerk/Director of Corporate Services, dated October 24, 2019, to seek authorization to approve a policy on an inquiry protocol with the County Integrity Commissioner.

**Recommendation:**

**THAT the report of the Clerk/Director of Corporate Services dated October 24, 2019 regarding Policy #01-02-12 for Integrity Commissioner Inquiry Protocol, be received;**

**AND THAT the attached policy be approved.**

5. GENERAL GOVERNMENT SERVICES – October 24, 2019 – ITEM #5  
Memorandum of Understanding for IT Support – Centre Dufferin Recreation Complex Board

A report from the Treasurer, dated October 24, 2019, to seek approval to enter into a memorandum of understanding with the Centre Dufferin Recreation Complex Board

to assist the organization in providing information technology support.

**Recommendation:**

**THAT the report from the Clerk/Director of Corporate Services, dated October 24, 2019, regarding Memorandum of Understanding for IT Support – CRDC Board, be received;**

**AND THAT the County Clerk and Warden be authorized to execute a mutually agreed upon Memorandum of Understanding with the Centre Dufferin Recreation Complex Board for the provision of IT Services.**

6. GENERAL GOVERNMENT SERVICES – October 24, 2019 – ITEM #6  
Financial Report

A report from the Treasurer, dated October 24, 2019, to provide Committee with a monthly financial summary.

**Recommendation:**

**THAT the Financial Report for the month of September 2019 from the Treasurer, dated October 24, 2019, be received.**

**CORRESPONDENCE**

7. GENERAL GOVERNMENT SERVICES – October 24, 2019 – ITEM #7  
Office of the Premier

Correspondence from the Office of the Premier, dated October 17, 2019, regarding an investment of \$765 Million to build new public safety radio network. The Ontario government announced that it has reached an agreement with Bell Mobility to update the Public Safety Radio Network (PSRN), the communications network supporting frontline and emergency responders across the province.

**Recommendation:**

**THAT the correspondence from the Office of the Premier, dated October 17, 2019, regarding an investment of \$765 Million to build new public safety radio network, be received.**

**Next Meeting**

Thursday, November 28, 2019 at 3:00 p.m.

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

October 15, 2019

Dufferin General Government Services Committee

### Regarding the Farm Class Tax Ratio

Dufferin Federation of Agriculture has more than 550 farm business members and strives to represent the general interests of all farmers across the county. Members run enterprises in all sectors of Dufferin's farm economy. Just over 10% of Dufferin's workforce is employed in the agrifood sector and 840 (2.4%) work directly in agricultural production. Employment is just one example of the significance of agriculture. The 2016 Census of Agriculture reports total gross farm receipts in 2015 of \$157.5 M and total farm business operating expenses of \$137.9 M. In other words when a \$100 is made farming in Dufferin, \$88 was spent (mostly in Dufferin) to make that happen.

Dufferin Federation of Agriculture (DFA) strives to improve the ability of Dufferin farmers to farm. In that effort, DFA works closely with other business organizations. DFA is a member of the Dufferin Board of Trade (DBoT) and has worked closely with DBoT. Bill McCutcheon, DFA President serves as a director on the DBoT board. When DBoT expresses support for a reduction in the Farm class ratio from the current 0.23, it has the full support of DFA and over 550 farm businesses.

#### Some basic facts about property tax and farms:

- Farmers pay property tax at the full Residential rate on their residence plus a full acre. Just like every other resident of Dufferin, farm residents contribute taxes towards policing, fire services, libraries, schools and all the "people" services provided by Dufferin municipalities.
- For the farmland the current "Farm" tax ratio is capped at 0.25, the maximum allowed by the province. Dufferin County can set the rate to less than 0.25.
- The provincial cap on the farm tax ratio of 0.25 evolved from a need to attempt fairness in the property tax system.
  - ✓ For example, 100 acres of farmland is likely to have 1 household requiring services. 100 acres of residential land is likely to have well over 100 households requiring services. The costs for municipalities to provide services to each of these 100-acre parcels is dramatically different.
  - ✓ Cows don't skate and chickens don't need library cards. But farmland does indeed require municipal infrastructure like roads and bridges. A farm property tax ratio of up to 0.25 was considered reasonable at the time of tax reform in the 1990s to cover the cost of services. This principle of tax ratios based on benefits received/required by each tax class is important if property tax is to be applied fairly.

**What farm tax ratio fairly estimates the cost of services?** Ben Lefort, OFA Senior Policy Researcher applied a widely used methodology in cooperation with the Township of Bayham (Elgin County) that provides some insights on revenue generated versus expenses incurred on each tax class by the township.

***"In 2012, the municipality collected approximately twice as much revenue associated with the farm/forest category than it spent on servicing farm/forest lands. Farm/forest land uses, along with commercial/industrial uses, effectively 'subsidized' residential uses. While some have claimed that farm/forest uses are subsidized by a tax rate that is equal to 25% of the residential rate, this study demonstrates that the farm/forest category has more than paid its way."***

Source: *Cost of Community Services: A Case Study of Municipality of Bayham, Ontario, Canada, 2014*

## The MPAC Farm Assessments and the Shifting Farm Tax Burden

- We are entering the fourth year of MPAC's four-year assessment cycle in which increased property assessments are phased in from 2017-2020.
- In Dufferin, Farmland assessed value has increased by 66%.
- Residential assessed values have increased by 18%.
- There are two factors that determine the tax burden of a particular property class, like farmland:
  1. How the assessed value determined by MPAC has changed relative to other property classes and;
  2. The tax ratio policy adopted by county council
- We know how the assessments turned out (66% increase for farm, 18% for residential).
- Unless county council adjusts the farm tax ratio, the tax burden on Dufferin county farmers will continue to increase as it has been since 2012.
- Total farm taxes in Dufferin increased by 83% from 2012 to 2018
- If county council chooses not to act **farm taxes will have increased by nearly 130% from 2012 to 2020** (the last two MPAC assessment cycles).
- Currently the county collects less than 3% of it's total taxes from farmland.
- Our ask is that you adjust the farm tax ratio to prevent further tax burden from falling onto Dufferin farmers. Several other municipalities have done this adjustment.

✓ Oxford	0.235	✓ Halton Region	0.20	✓ Ottawa	0.20
✓ Lambton	0.226	✓ Chatham-Kent	0.22	✓ North Bay	0.15
✓ London	0.1752	✓ Caledon	0.1689	✓ Region of Durham	0.20
✓ Brant	0.24	✓ Kingston	0.2375	✓ Lennox & Addington	0.23
✓ Grey	0.24	✓ Hamilton	0.1767		

- Although a minor part of the county's tax levy, the tax impact on farmers in Dufferin county has been significant.
- **Adjusting the farm tax ratio will not have a significant impact on other property classes.** As stated on page 3 of the Staff report on tax ratio's dated August 23<sup>rd</sup>, 2018;  
*"The numbers will show that a one-point reduction to 0.24 is too insignificant to consider."*

That statement is proof that adjusting the farm tax ratio does not mean there will be a significant impact on other property classes. The only question is what level of adjustment council is comfortable with.

We ask that you consider adjusting the 2020 farm tax ratio based off one of the following scenarios:

**Scenario 1:** To return farm tax burden to 2016 level, would require a farm tax ratio in 2020 of **0.18**.

**Scenario 2:** To maintain the current high tax burden and not set a new record for 2020, would require a farm tax ratio in 2020 of **0.21**.

For more information contact: Bill McCutcheon, DFA

519-766-7905

[wmccutcheon2@gmail.com](mailto:wmccutcheon2@gmail.com)

# FARM ASSESSMENTS AND TAXES

Presented by Ben Le Fort, Senior Policy  
Analyst, OFA

# Farm Property Assessment: New Assessments Released

- ✓ MPAC responsible for determining the assessment value for all properties in Ontario, including Farm property.
- ✓ Every four years, MPAC updates property assessments to reflect Jan 1<sup>st</sup> valuation date.
- ✓ PAN's mailed to all farm property owners Oct 11<sup>th</sup> 2016.
- ✓ The newest assessments are valued as of Jan 1<sup>st</sup> 2016.
- ✓ Increased assessments phased in equally over the four year assessment cycle: 2017-2020.

# Impacts on Property Tax Dufferin

- ✓ In Dufferin, Farmland CVA has increased by 66%
- ✓ Residential values of Increased by 18%
- ✓ Once New Assessments Phase in, increase in Farm Tax Burden is as follows:

Year	% tax from farm	\$ increase in Farm Tax Burden
<del>2016</del>	<del>2.22%</del>	-
<del>2017</del>	<del>2.44%</del>	<del>\$78,000</del>
<del>2018</del>	<del>2.6%</del>	<del>\$299,000</del>
2019	2.6%	\$0
2020	2.8%	\$212,000
<b>Total</b>		<b>\$589,000</b>

# Avoiding a Shift in Property Tax Burden

- ✓ To avoid a property tax shift onto farmland property owners your local county governments will need to adjust the Farm Property Tax Ratio below the current 25% of residential taxes.
- ✓ How much they need to adjust the tax ratio will depend on the assessment changes in your county.
- ✓ County governments have full authority to adjust the farm tax ratio anywhere between 0%-25% of the local residential tax rate each year.

# The Farm Tax Ratio in Dufferin

- ✓ The Dufferin Federation of Agriculture (DFA) is thankful for Dufferin County Councils understanding of this issue and the action taken in 2019 to reduce the farm tax ratio to 0.23
- ✓ This prevented any further tax shifts from falling on Dufferin farmers in 2019
- ✓ DFA would ask that County Council take further action in 2020
- ✓ Since the MPAC assessments are phased in each year, without further reduction in 2020 farm tax burden will continue to increase
- ✓ 2020 is the last year of the MPAC assessment cycle and tax ratios in 2021 & beyond would be dependent upon the 2021-2025 MPAC assessment cycle

# Farm Tax Ratio Required in Dufferin: 2020

To restore farm tax burden to 2016 level

- ✓ 2019: 0.19
- ✓ 2020: 0.18

To maintain current farm tax burden

- ✓ 2019: 0.23 (the policy adopted in 2019)
- ✓ 2020: 0.21 (a reasonable policy to adopt in 2020)

# Tax Fairness

- ✓ County Taxes raised from farms is a very small amount, less than 3%
- ✓ Although a minor part of the counties tax levy, the tax impact on farmers in Dufferin county has been significant
- ✓ Adjusting the farm tax ratio will not have a significant impact on other property classes. As stated on page 3 of the Staff report on tax ratio's dated August 23<sup>rd</sup> 2018;

*"The numbers will show that a one-point reduction is too insignificant to consider"*

# Tax Fairness

- ✓ Adjusting the farm tax ratio does not have serious consequences for the typical residential tax payer.
- ✓ Farmers pay the full residential tax rate on their residence + 1 acre of land.
- ✓ Adjusting the farm tax ratio is the fair thing to do and will have a very minor impact on the typical residential tax payer.
- ✓ Pending MPACs next assessment's 2020 may be the final year that DFA will request County Council to take action on this issue.



## REPORT TO COMMITTEE

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

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

**Date:** October 24, 2019

**Subject:** **Interoperable Radio Communications – County Wide**

### **In support of Strategic Plan Priorities and Objectives**

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

**Inclusive and supportive community** – support efforts to address current and future needs for a livable community

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### **Purpose**

The purpose of this report is to recommend the next steps in the implementation of a County-wide interoperable radio communication solution.

### **Background and Discussion**

In October 2016 representatives from the Mulmur-Melancthon Fire Department, Grand Valley and District Fire Department, Rosemont Fire Department and Shelburne and District Fire Department, Dufferin Emergency Management, two members of County Council and a communications company met to discuss the existing radio and paging communications networks that are utilized by the various fire services throughout Dufferin County. During this meeting it was determined that improvements to the communications network could be made by upgrading existing technology. It was suggested that these proposed improvements could increase the safety of County residents by eliminating communications dead zones and improving two-way communications between responding agencies.

In January 2017, the initial request for funding was presented to the General Government Services Committee, staff were directed to investigate and report on the

proposed interoperable radio communications network. Staff provided the requested report at the February 22<sup>nd</sup>, 2017 General Government Services Committee meeting. The report was received.

On November 22, 2017 a delegation of local Fire Chiefs gave another presentation regarding the request for funding for an interoperable communications system. The local fire departments were asking for financial support to install a County-wide radio network that could be used for large scale emergencies to allow emergency services to communicate with each other. Staff were directed to look into the feasibility and report back.

In March of 2018 the Director of Corporate Services recommended that a consultant be engaged to look at radio communications across the County including emergency responders and the County and local public works and make recommendations on how an interoperable radio communications network/channel could be established and used by multiple agencies in an emergency.

Understanding that the provision of fire services, including communications infrastructure, is a local municipal responsibility, County Council recognized the importance of collaboration and the need to facilitate a process for this issue. On April 12<sup>th</sup>, 2018, Council gave approval to hire a consultant to investigate the existing two-way radio networks utilized by emergency services throughout Dufferin County and to give recommendations on potential upgrades.

The County then issued a Request for Quote in May of 2018 and engaged Wavestar Networks in June of 2018.

During the summer of 2018 the consultant interviewed all of the emergency services, public works departments, the emergency manager and other stakeholders to determine the needs and identify any gaps in the existing communications networks. His findings were presented to the 911 Service Delivery Working Group at its meeting held on November 21<sup>st</sup>, 2018. The consultant identified several gaps in the existing communications networks. During the presentation the following options were presented.

**Option 1** builds upon the current installed infrastructure:

- an improvement on the current Fire plan to link the four separate radio systems - upgrade to digital transmitters, current transmitters support digital broadcasts
- upgrade to the current public works two separate radio systems - upgrade to digital transmitters, link the two towers for redundancy

- Will provide a local channel in each service area plus a wide area channel for inter area communications. Maintains separation of fire and PW voice traffic to their respective systems and allows for cross communication during extenuating circumstances as defined by policy, but there remains the possibility that these cross communications might fail due to old channel mappings.
- Approximately \$40K in core infrastructure capital for fire network, approximately \$30K in core infrastructure capital for public works network.

**Option 2** would provide a County wide system for all users; Fire, Public Works, Emergency Management.

- A trunked system would be configured with different call groups (local fire/all fire/local PW/all PW/special events), multi-groups (from 1 to all) and person to person.
- Approximately \$150,000 in core infrastructure capital plus subscriber radios.

**Option 3** would provide a County wide system for all users Fire, Public Works, EM

- interconnection capabilities for linking into external entities (Wellington County, Caledon, EMS, OPP etc).
- Approximately \$500K in core infrastructure capital plus subscriber radios.

At their January 14, 2019 meeting, the 911 Service Delivery Working Group agreed to support Option 1. The matter of costing and how the network would be paid for was not discussed.

### **Financial, Staffing, Legal and IT Consideration Impact**

The County's Municipal Emergency Readiness Fund (MERF) has provided funding to Grand Valley, Mono, Shelburne and Mulmur totaling \$33,516.78 to upgrade their existing radio network since the initial meeting in 2016.

The full costs of implementation for Option 1 are unknown at this time; however, estimates indicate that the project would be less than \$100,000. The County could fund 50% of the cost through the emergency management reserve and council could forego the MERF funding program for 2 years. The area municipalities would be responsible for the remaining 50% of the cost.

Responsibility for the associated costs of ongoing maintenance and equipment upgrades has not been determined.

**Recommendation**

**THAT the report of the Clerk/Director of Corporate Services, dated October 24, 2019, regarding the emergency management interoperable radio system be received;**

**AND THAT the area municipalities be consulted on how this project could be funded and who would be responsible for the procurement, ongoing maintenance of infrastructure and upgrades to equipment when required;**

**AND THAT the County of Dufferin commit to fund 50% of the upfront infrastructure cost and the funds to be taken from the Emergency Management Reserve with the caveat that the MERF program be put on hold for two years and that the procurement take place before the end of 2020.**

Respectfully submitted,

Pam Hillock, Clerk/Director of Corporate Services

Prepared by: Steve Murphy, Emergency Management and Communications Coordinator



## **REPORT TO COMMITTEE**

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

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

**Date:** October 24, 2019

**Subject: Policy for Integrity Commissioner Inquiry Protocol**

### **In support of Strategic Plan Priorities and Objectives**

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

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### **Purpose**

The purpose of this report is to seek authorization to approve a policy on an inquiry protocol with the County Integrity Commissioner.

### **Background and Discussion**

Dufferin County Council has had a Code of Conduct in place since 2008. In 2015, an ad hoc Transparency and Accountability Committee was struck to review several policies, including the Council Code of Conduct as a result of the Bill 8 - The Public Sector and MPP Accountability and Transparency Act, 2014. Council recognized the need to appoint an Integrity Commissioner to be responsible for administering the Councillor Code of Conduct and conducting investigations in an independent and neutral manner in accordance with the accountability and transparency provisions of the Municipal Act, 2001, the Municipal Conflict of Interest Act and Council Code of Conduct.

As of May 30, 2017, Bill 68 - Modernizing Ontario Municipal Legislation Act, 2017, required all municipalities to have a Code of Conduct and to appoint an Integrity Commissioner. This legislation also expanded the list of responsibilities of the Commissioner and since March 1, 2019 the following responsibilities are now included:

- Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.

- Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
- Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*.

A complaint protocol under the Council Member Code of Conduct was created in 2015 when the Integrity Commissioner was first appointed. Staff are recommending that it be expanded to include how Members can obtain advice from the Integrity Commissioner as one policy. A draft Policy for Integrity Commissioner Inquiry Protocol has been attached for Council's review.

### **Financial, Staffing, Legal and IT Consideration Impact**

There is no direct financial impact for the approval of this policy; however, there is a charge if Members do seek advice from the Integrity Commissioner.

### **Recommendation**

**THAT the report of the Clerk/Director of Corporate Services dated October 24, 2019 regarding Policy #01-02-12 for Integrity Commissioner Inquiry Protocol, be received;**

**AND THAT the attached policy be approved.**

Respectfully submitted

Pam Hillock  
Clerk/Director of Corporate Services

Prepared by: Michelle Dunne, Deputy Clerk

Attachments: Integrity Commissioner Protocol Policy  
Council Code of Conduct Complaint Form

## POLICY & PROCEDURE MANUAL

<b>SECTION</b>	COUNCIL	<b>POLICY NUMBER</b>	1-02-12
<b>SUB-SECTION</b>	Council Procedures	<b>EFFECTIVE DATE</b>	October 10, 2019
<b>SUBJECT</b>	Integrity Commissioner –Advice/ Inquiries Procedures		
<b>AUTHORITY</b>	General Government Services – October 24, 2019 Council – November 14, 2019		

**PURPOSE:**

The Corporation of the County of Dufferin has appointed an Integrity Commissioner as required by Section 223.3 of the *Municipal Act, 2001* to assist the County in continuing to provide good governance in an accountable and transparent manner.

**STATEMENT:**

The County's Integrity Commissioner, in accordance with Part V.I of the *Municipal Act, 2001* Section #223.1 and Section #223.2 and services established by Council will be responsible for the provision of the following:

1. To conduct inquiries in response to a complaint regarding whether a member has contravened the code of Conduct, county policies, procedures, protocols and rules relating to the ethical conduct of members, or sections 5, 5.1 or 5.2 of the Municipal Conflict of Interest Act.
2. To provide advice to Members respecting their obligations under the code of conduct, *Municipal Conflict of Interest Act*, or any County procedure, rule or policy of the County, as the case may be, governing the ethical behaviour of members.
3. To provide opinions on policy matters and make other reports to Council as requested on issues of ethics and integrity.
4. To provide educational information and training to Council, to members and to the public on matters related to the code of conduct and issues of ethics and integrity and to the Municipal Conflict of Interest Act.
5. To provide general information to members of the public, on request, about the code of conduct and any related complaint protocol and the availability of complaint resolution services or referrals as contemplated by the complaint protocol.
6. To maintain custody and control of the Integrity Commissioner's complaint and inquiry files and, on completion of his or her term of appointment, to transfer open files relating to ongoing matters to the incoming Integrity Commissioner appointed by

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Council.

7. To provide such other services respecting ethical and integrity matters as assigned by Council or as may be required by the Municipal Act, 2001.
8. To provide an annual report to Council respecting advice, education and investigations carried out in the previous year, and developments or recommendations of significance related to the role of the Town’s Integrity Commissioner.

**PROCEDURES:**

**A. DEFINITIONS**

1. In this Protocol:
  - 1.1 “Code” means the Council Member Code of Conduct.
  - 1.2 “Complainant” means the individual who makes a complaint.
  - 1.3 “Member” means a member of Dufferin County Council.
  - 1.4 “Respondent” means a Member who is the subject of the complaint.

**B. REQUEST FOR ADVICE**

2. Any Member of Council can request advice respecting their obligations under the code of conduct, *Municipal Conflict of Interest Act*, or any County procedure, rule or policy of the County, as the case may be, governing the ethical behaviour of members.
3. All requests for advice shall be in writing (as per Subsection 223.3 (2.1) of the *Municipal Act, 2001*).
  - 3.1 Once a written request has been received, the Commissioner will inform the Clerk that they will be providing Integrity Commissioner services to a Member and confirm it is for a Dufferin County issue, without breaching confidentiality, by briefly describing the nature of services including the Member’s name.
  - 3.2 The Clerk will provide the Commissioner with a list of current County Councillors and their contact information.
4. All advice provided by the Integrity Commission to a Member of Council shall be in writing (as per Subsection 223.3 (2.2) of the *Municipal Act, 2001*).
5. Advice provided by the Integrity Commissioner to a Member of Council may be released by the Integrity Commissioner:
  - 5.1 With the Members written consent; or
  - 5.2 Without Members written consent if the Member releases part of the advice
  - 5.3 As permitted by the *Municipal Act*

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### **C. INFORMAL COMPLAINT PROCEDURE**

6. Any individual who believes behaviour or activity by a Member contravenes the Code may address the behaviour or activity by doing one or more of the following:
  - 6.1 Inform the Member that the behaviour or activity appears to contravene the Code.
  - 6.2 Encourage the Member to acknowledge and to agree to stop the prohibited behaviour or activity and to avoid future occurrences of it.
  - 6.3 Document the incidents including dates, times, locations, other individuals present, and any other relevant information.
  - 6.4 Request the Integrity Commissioner to assist in informal discussion with the Member about the alleged behaviour or activity in an attempt to resolve the issue.
  - 6.5 If applicable, confirm to the Member the individual's satisfaction with the response of the Member, or, if applicable, inform the Member of the individual's dissatisfaction with the response.
  - 6.6 Consider the need to pursue the matter in accordance with the formal complaint procedure outlined in Part D, or in accordance with any other applicable judicial or quasi-judicial process or complaint procedure.
7. Individuals are encouraged to pursue the informal complaint procedure as the first means of remedying behaviour or an activity believed to violate the Code.
8. With the consent of both the complaining individual and the Member, the Integrity Commissioner may participate in any informal process. The parties involved are encouraged to take advantage of the Integrity Commissioner's potential role as a mediator of issues relating to an informal complaint. However, the informal process is not a precondition to pursuing the formal complaint procedure outlined in Part D.

### **D. FORMAL COMPLAINT PROCEDURE**

9. Any individual who identifies or witnesses behaviour or an activity by a Member and believes it to be in contravention of the Code or the Municipal Conflict of Interest Act may file a formal complaint as follows:
  - 9.1 The complaint shall be made in writing and be dated and signed by an identifiable individual.
  - 9.2 Where possible, the complaint shall be made using the Complaint Form (Appendix A) which will be posted on the County of Dufferin Website. If the Complaint Form is not used then the complaint must contain all of the information required by the Complaint Form, preferably in the same order.
  - 9.3 The complaint must state the section(s) of the Code that the Complainant believes has (have) been breached.
  - 9.4 The complaint must include background (including date(s), time(s) and location(s) of conduct, supporting documentation, details and names of all persons involved,

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and name(s) of any witness(es)) that contains reasonable grounds for the allegation that a Member has contravened the Code.

- 9.5 The Complainant is encouraged to include relevant documents.
- 9.6 The complaint shall be submitted directly to the Integrity Commissioner by email, fax, mail or delivery.
- 9.7 In the event that a complaint is sent to or left at the County office, the Clerk shall ensure that it is delivered unopened (or, if left unsealed, is placed in an envelope without being read and then sealed and delivered) to the Integrity Commissioner.
- 9.8 In the event that a complaint is sent electronically to the County office, the Clerk shall ensure that it is delivered to the Integrity Commissioner, without breaching confidentiality

***Integrity Commissioner’s Classification and Decision to Investigate***

- 10. The Integrity Commissioner may not help anyone to draft the content of a complaint but the Commissioner may for any reason
  - (a) invite a Complainant to clarify, or
  - (b) permit a Complainant to amend or resubmit

any complaint, including a complaint that does not meet the requirements of this Complaint Protocol. The complaint is deemed to be received by the Commissioner when it is clarified, amended or resubmitted and henceforth the complaint consists of the amended complaint, the resubmitted complaint, or the original complaint plus amendments or plus clarifications, as the case may be.

- 11. Upon receiving the complaint, the Integrity Commissioner will conduct an initial classification to determine whether the complaint is within the Commissioner’s jurisdiction and whether the Commissioner should commence an investigation.
  - 11.1 The complaint, or part of it, lies outside the Commissioner’s jurisdiction if the subject matter of the complaint, or part, relates more properly to another law or to other complaint process or dispute resolution procedure.
  - 11.2 The Commissioner shall only commence an investigation of a complaint, or part of it, that on its face contains allegations that if substantiated would constitute a breach of one or more provisions of the Code or the Municipal Conflict of Interest Act, and then only in relation to such provision(s).
  - 11.3 The Commissioner has the discretion to decline to commence an investigation if on its face the complaint appears to be frivolous, vexatious or not made in good faith, and subsequently the Commissioner may terminate an investigation if at any time the Commissioner forms the opinion that the complaint is frivolous or vexatious or that the Complainant is not acting in good faith.
  - 11.4 If the Complainant is a Member, where the Integrity Commissioner declines to commence or terminates an investigation on the ground that the complaint is

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frivolous or vexatious or that the Complainant is not acting in good faith, the Integrity Commissioner may report that fact to Council and name the Member.

12. If on its face the complaint, or part, relates more properly to another law or to other complaint process or dispute resolution procedure then the Integrity Commissioner shall respond to the Complainant in writing as follows:
  - 12.1 If the allegation might relate to an offence under the *Criminal Code* or another criminal statute then the Complainant shall be informed that such allegation, if the Complainant wishes to pursue it, should be brought to the attention of the police.
  - 12.2 If the complaint or part seems to fall under another County policy then the complainant shall be informed how to pursue the matter under the other policy.
  - 12.3 If the complaint is pertaining to a closed session of Council, then it shall be referred to the County's closed meeting investigator which is currently defaulting to the Ontario Ombudsman
  - 12.4 If for any other reason the complaint or part is not within the jurisdiction of the Integrity Commissioner then the Complainant shall be so informed and given such additional reasons and/or referred to such agencies or authorities as the Integrity Commissioner considers appropriate.
  - 12.5 If the complaint or part relates to a matter that is already subject to another process, including but not limited to a court proceeding under the *Municipal Conflict of Interest Act*, a human rights complaint, an arbitration hearing, or another court or tribunal proceeding, then the Integrity Commissioner may, in the Integrity Commissioner's sole discretion, suspend any investigation pending the result of the other process.

***Settlement, Withdrawal and Other Opportunities for Resolution***

13. Following receipt of a formal complaint, or at any time during an investigation:
  - 13.1 Where the Integrity Commissioner believes that an opportunity to resolve the matter may be successfully pursued without starting or continuing an investigation, and both the Complainant and the Respondent agree, the Commissioner may pause or delay the investigation and make efforts to achieve an informal resolution.
  - 13.2 If a complaint is withdrawn, settled or informally resolved, the Commissioner shall not report to Council except as part of the annual report described in section 24.

***Investigation***

14. Within three business days after receiving the complaint, the Integrity Commissioner shall decide whether to investigate the complaint or part of it.
15. Except where the Integrity Commissioner exercises powers under sections 33 and 34 of the *Public Inquiries Act*, the investigation process shall be as follows:

<b>SUBJECT</b>	Integrity Commissioner –Advice / Inquiries Procedures	<b>POLICY NUMBER</b>	1-02-12
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- 15.1 Without identifying the Complainant, the Respondent or the circumstances, the Integrity Commissioner shall give notice to the Clerk that an investigation is being commenced.
- 15.2 The Integrity Commissioner shall, the same day, give the Respondent notice of the complaint (including a copy of the complaint and all supporting documentation) and invite the Respondent to provide a written response within seven business days.
- (a) To protect the right of a full and fair opportunity to respond, the Respondent shall be given the entire complaint, including the Complainant’s name but not the contact information of a Complainant who is not a Member.
- (b) In exceptional circumstances and only where the Integrity Commissioner is satisfied that a fear of intimidation or reprisal is well-founded, the Integrity Commissioner may redact information that would identify the Complainant or a witness, provided that the Respondent receives sufficient disclosure to understand the allegation(s) and to receive a full and fair opportunity to respond.
- (c) Despite paragraph (b), where the Complainant is a Member of Council the Complainant’s identifying information will not be redacted.
- 15.3 The Integrity Commissioner shall, the same day, give the Complainant notice that an investigation has commenced.
- 15.4 Within three business days after receiving the Respondent’s response, if any, the Integrity Commissioner shall send it to the Complainant with an invitation to reply within seven business days.
- 15.5 Within three business days after receiving the Complainant’s reply, if any, the Integrity Commissioner shall send it to the Respondent.
- 15.6 After reviewing the complaint, the response and the reply, the Commissioner may speak to anyone, access and examine any other documents or electronic materials, and may enter any County work location relevant to the complaint for the purpose of investigation and potential resolution.
- 15.7 Within 45 calendar days after the complainant is received, or such longer period as the Commissioner deems necessary, the Commissioner shall draft a report containing the findings of the investigation, including draft conclusions about whether the Respondent contravened the Code and, where applicable, a draft recommended penalty, and submit it to the Respondent for representations and comments within seven business days.
- 15.8 Within five business days after receiving the representations and comments of the Respondent, and taking them into account, the Integrity Commissioner shall finalize the report and deliver it to the:
- (d) Clerk, for delivery to Council.
- (e) Complainant.
- (f) Respondent.

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16. The Commissioner has the discretion to extend any of the time frames and deadlines in this Protocol. If, however, a report will not be completed within 90 days of the receipt of a complaint, the Integrity Commissioner shall provide an interim report to Council (and the Respondent and Complainant). The interim report shall describe the complaint without identifying the Respondent and the Complainant, explain the delay and state when the final report is expected to be ready.

***Report to Council and Recommendation***

- 17. Upon receipt of a report, the Clerk shall place it on the next regular agenda of Council.
- 18. Where a report states the Integrity Commissioner’s opinion that a Respondent has contravened the Code:
  - 18.1 The Integrity Commissioner may include in the report a recommended penalty.
  - 18.2 If the Integrity Commissioner is of the opinion that the contravention was trivial or committed through inadvertence or an error of judgment made in good faith, or occurred despite the Respondent taking reasonable measures to prevent it, then the report shall so state.
  - 18.3 The Respondent shall have the right of reply when the report is considered by Council.
  - 18.4 As provided by the *Municipal Conflict of Interest Act*, where the matter under consideration is whether to suspend the remuneration paid to a member, the member may take part in the discussion of the matter, including making submissions to council, and may attempt to influence the voting on any question in respect of the matter, whether before, during or after the meeting. However, the member is not permitted to vote on any question in respect of the matter. In the case of a meeting that is not open to the public, the member may attend the meeting or part of the meeting during which the matter is under consideration.
- 19. If the Integrity Commissioner is of the opinion that a Respondent did not contravene the Code but the Respondent’s conduct was blameworthy or otherwise deserving to be brought to Council’s attention then the report shall so state.
- 20. If the Integrity Commissioner is of the opinion that the investigation has revealed the need for an amendment to the Code, this Protocol or County policy then the report shall so state.
- 21. The Integrity Commissioner may make interim reports to Council where necessary and as required, including to address any instances of interference, obstruction, delay, reprisal retaliation associated with the investigation.

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***Confidentiality to Ensure a Fair Process***

22. To ensure that a complaint is investigated (or settled or informally resolved) in a fair manner that respects the rights of the Complainant, the Respondent and witnesses, until the final report is delivered to Council the parties shall maintain the confidentiality of the complaint process, including but not limited to the confidentiality of the complaint, responses, replies and other communications from the Complainant, the Respondent and the Integrity Commissioner.
23. If a Complainant (whether or not the Complainant is a Member) discloses information about a complaint or investigation then the Integrity Commissioner may take that fact into account in exercising discretion before declining to commence or terminating an investigation on the ground that the complaint is frivolous or vexatious or the Complainant is not acting in good faith.
24. The following paragraphs apply where a Member (whether or not the Member is a Complainant, a Respondent, a witness or uninvolved) discloses information about a complaint or an investigation:
- 24.1 Section 1.5 of the Code provides the Members shall not disclose or release by any means to any member of the public either in verbal or written form any confidential information acquired by virtue of their office, except when required by law to do so. The fact and the content of a complaint or investigation, including the identity of all parties and witnesses, are to be treated as confidential. Further, section 1.5 of the Code provides that Members must protect the confidentiality of the source of a complaint where the identity of the complainant was given in confidence. Where the Integrity Commissioner is of the opinion that the disclosure breached confidentiality, the Commissioner, after giving a Member who disclosed a fair opportunity to respond, may report to Council that the Member contravened section 1.5 of the Code and may recommend a penalty.
- 24.2 Section 1.15 of the Code states that harassment of another member of Council, staff or any member of the public is misconduct. Where the Integrity Commissioner is of the opinion that the disclosure constituted harassment the Commissioner, after giving the Member who disclosed a fair opportunity to respond, may report to Council that the Member contravened section 1.15 of the Code and may recommend a penalty.
- 24.3 Section 1.16 of the Code states that bullying another member of Council, staff or any member of the public is misconduct. Where the Integrity Commissioner is of the opinion that the disclosure constituted bullying the Commissioner, after giving the Member who disclosed a fair opportunity to respond, may report to Council that the Member contravened section 1.16 of the Code and may recommend a penalty.

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25. If the disclosure of information about a complaint or investigation makes it impossible, in the Integrity Commissioner’s opinion, to conclude a fair and proper investigation that respects the rights of the parties then the Integrity Commissioner shall report that opinion to Council.
26. For greater certainty, a report under this section shall name the individual who disclosed or caused the disclosure of information about a complaint or investigation, and may name any Member who is involved as a Complainant, Respondent, witness or other involved individual.

***No Complaint Processing and No Report Prior to Municipal Election***

27. The following rules apply during the period of time starting on nomination day for a regular election, as set out in section 31 of the Municipal Elections Act, 1996, and ending on voting day in a regular election, as set out in section 5 of that Act:
  - 27.1 There shall be no requests for an inquiry about whether a member of council has contravened the code of conduct applicable to the member.
  - 27.2 The Commissioner shall not report to the municipality about whether, in his or her opinion, a member of council has contravened the code of conduct applicable to the member.
  - 27.3 The municipality shall not consider whether to impose the penalties referred to in subsection (5) on a member of council or of a local board. 2017, c. 10, Sched. 1, s. 20.
  - 27.4 If the Commissioner has not completed an inquiry before nomination day for a regular election, as set out in section 31 of the Municipal Elections Act, 1996, the Commissioner shall terminate the inquiry on that day. 2017, c. 10, Sched. 1, s. 20.
  - 27.5 If an inquiry is terminated, the Commissioner shall not commence another inquiry in respect of the matter unless, within six weeks after voting day in a regular election, as set out in section 5 of the Municipal Elections Act, 1996, the person or entity who made the request or the member or former member whose conduct is concerned makes a written request to the Commissioner that the inquiry be commenced. 2017, c. 10, Sched. 1, s. 20

***Annual Reports to Council***

28. The Integrity Commissioner shall report to Council annually. In the annual report, the Commissioner shall report on all complaints received and on their disposition (including complaints not falling within the jurisdiction of the Integrity Commissioner and other complaints that were not investigated). Unless otherwise provided in this Protocol, a complaint that has not been the subject of a public report to Council will be described in the annual report without identifying the Complainant or the Respondent.

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***Confidentiality, Record Keeping and Public Disclosure***

29. The Integrity Commissioner and every person acting under the instructions of the Integrity Commissioner shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of his or her duties under Part V.I of the *Municipal Act*, the Code and this Protocol. Nevertheless, information may be disclosed as required by law or otherwise in accordance with Part V.I of the Act, the Code and this Protocol. In a report on whether a Member has contravened the Code, the Integrity Commissioner may disclose such matters as in the Integrity Commissioner’s opinion are necessary for the purposes of the report.
30. The Integrity Commissioner shall retain all records related to the complaint and investigation.
31. For greater certainty, if the Integrity Commissioner is of the opinion that a Member has contravened the Code then the Member’s identity is not confidential information and the Member shall be named in the Integrity Commissioner’s report to Council.
32. All reports from the Integrity Commissioner to Council will be made available to the public on the County Website on a single Web page that is easily accessible.

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**APPENDIX A**  
**Council Code of Conduct Complaint Form**

**(attached separately as a fillable form)**



## Council Code of Conduct Complaint Form

Name:

Address:

Telephone:

Email:

I, , hereby request the Integrity Commissioner for the County of Dufferin to conduct an inquiry pursuant to Part V.1 of the *Municipal Act, 2001* and section 1.19 of the Council Code of Conduct, about the following Council Member(s):

### Code of Conduct

The Council Member Code of Conduct is available [here](#). You may also request a copy by phone, e-mail, fax or in person.

Please state which section(s) of the Code of Conduct you believe have been breached:

Background: Please include the date, time and location of conduct, supporting documentation, details and names of all persons involved, and names of any witnesses; attach extra pages if necessary.

### **Supporting Documentation**

It is recommended that you provide supporting documentation that will help verify your complaint. Please attach any supporting documentation either in your e-mail (as an attachment), or attach physical copies in mailed and faxed forms.

### **Next Steps**

The Integrity Commissioner will use the contact information you have provided to communicate with you about this complaint.

If the complaint falls under the Code of Conduct, a copy will be provided to the Council Member(s) you named. Your name but not your contact information will be included. If the Commissioner conducts an investigation, you, the Council Member(s) and other persons may be asked for more information.

At the end of an investigation, the Commissioner will report to Council about whether the Council Member(s) contravened the Code of Conduct. The Commissioner may disclose in the report such matters as in the Commissioner's opinion are necessary for the purposes of the report. Reports to Council become public documents.

Please mail, fax, email or otherwise deliver this request to:

Guy Giorno, Fasken Martineau DuMoulin LLP  
Integrity Commissioner  
55 Metcalfe Street, Suite 1300  
Ottawa ON K1P 6L5  
Email: ggiorno@fasken.com

*Note: You may print this form and mail it to the above address. You may also press the "Submit by E-mail" button below, but you must be signed into your e-mail client.*

**Print Form**

**Email Form**

*Your name, address, comments, and any other personal information, is collected and maintained for the purpose of conducting an investigation under Section 223.4 of the Municipal Act, 2001. This complaint is being filed under section 1.19 of the Council Code of Conduct. Questions about this collection should be directed to the Clerk (519)-941-2816 ext. 2503.*



## REPORT TO COMMITTEE

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

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

**Meeting Date:** October 24, 2019

**Subject:** **Memorandum of Understanding for IT Support  
Centre Dufferin Recreation Complex Board**

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

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

**Service Efficiency & Value** – determine the right services for the right price

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### **Purpose**

The purpose of this report is to seek approval to enter into a memorandum of understanding with the Centre Dufferin Recreation Complex Board to assist the organization in providing information technology support.

### **Background & Discussion**

After being approached by Randy Chambers of the Centre Dufferin Recreation Complex, the Director of Corporate Services, IT Manager and the Network Analyst met with staff at the Centre Dufferin Recreation Complex to review their current IT needs. The IT Manager also made a presentation to the Board on how the County's IT business is conducted. The County provides support for local municipalities and certain non-profits for an hourly rate. This allows the organization to tap into the vast staff expertise and also the County's buying power. The County's IT staff also assists in budget forecasting.

The County has similar arrangements with the Township of Melancthon, Township of Amaranth, Township of East Garafraxa, the Town of Shelburne, Dufferin Board of Trade, Headwaters Tourism Association, Shelburne Fire Board, Grand Valley Fire Board, all of

which are working very well. Staff are recommending that the County enter into a Memorandum of Understanding with the CRDC to provide full IT support.

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

The external IT clients pay a fee of \$60/hr plus mileage. This is not covering the actual cost. These arrangements need to be reviewed in the near future to determine whether the rates need to increase, if an additional flat rate needs to be charged or whether the County can continue to provide the service. It may be an opportunity to review this in the upcoming service delivery review.

**Recommendation**

**THAT the report from the Clerk/Director of Corporate Services, dated October 24, 2019, regarding Memorandum of Understanding for IT Support – CRDC Board, be received;**

**AND THAT the County Clerk and Warden be authorized to execute a mutually agreed upon Memorandum of Understanding with the Centre Dufferin Recreation Complex Board for the provision of IT Services.**

Respectfully Submitted By:

Pam Hillock  
Clerk/Director of Corporate Services

# Council & Grant Program

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
Expenditures					
Salaries and Benefits	\$272	\$251	\$341	\$90	73.60%
Administrative and Office	\$57	\$69	\$97	\$29	70.56%
Service Delivery (Grant Program)	\$210	\$144	\$119	-\$25	121.12%
IT and Communications	\$3	\$2	\$4	\$2	40.35%
<b>Total Expenditures</b>	<b>\$542</b>	<b>\$464</b>	<b>\$560</b>	<b>\$96</b>	<b>82.90%</b>
Transfers					
Transfers from Reserves	-\$72	-\$6	\$0	\$6	0.00%
<b>Total Transfers</b>	<b>-\$72</b>	<b>-\$6</b>	<b>\$0</b>	<b>\$6</b>	<b>0.00%</b>
<b>Total Council &amp; Grant Programs</b>	<b>\$470</b>	<b>\$459</b>	<b>\$560</b>	<b>\$102</b>	<b>81.87%</b>

## Council - Month over Month Changes

<b>August 31 year to date</b>	<b>423,733</b>
<b>Revenues</b>	
<b>Total Change in Revenues</b>	<u>-</u>
<b>Expenditures</b>	
Salaries and Benefits	<b>28,947</b>
Administrative and Office	<b>1,581</b>
Service Delivery	<b>4,180</b>
IT and Communications	<b>219</b>
Reserve Transfers	
Transfers from Reserves/Trust <sup>1</sup>	-
Transfers to Reserves	-
<b>Total Change in Expenditures</b>	<u><b>34,927</b></u>
<b>Net Change</b>	<u><b>34,927</b></u>
<b>September 30 year to date</b>	<u><b>\$ 458,660</b></u>

### Notes:

1. Transfer from Emergency Readiness Fund for grant to Amaranth

# Office of CAO

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>					
Government Transfers	\$0	\$0	-\$1	-\$1	0.00%
Other Revenue	-\$68	-\$49	-\$89	-\$40	55.14%
<b>Total Revenues</b>	<b>-\$68</b>	<b>-\$49</b>	<b>-\$90</b>	<b>-\$41</b>	<b>54.32%</b>
<b>Expenditures</b>					
Salaries and Benefits	\$796	\$641	\$977	\$335	65.65%
Administrative and Office	\$203	\$99	\$292	\$192	34.05%
Service Delivery	\$11	\$4	\$19	\$15	19.50%
IT and Communications	\$12	\$6	\$13	\$7	48.48%
Vehicles and Equipment	\$0	\$0	\$1	\$1	0.00%
Internal Services Recovered	\$0	-\$46	-\$114	-\$68	40.37%
<b>Total Expenditures</b>	<b>\$1,022</b>	<b>\$704</b>	<b>\$1,186</b>	<b>\$482</b>	<b>59.38%</b>
<b>Transfers</b>					
Transfers from Reserves	-\$144	-\$85	-\$287	-\$202	29.65%
Transfers to Reserves	\$85	\$0	\$30	\$30	0.00%
<b>Total Transfers</b>	<b>-\$59</b>	<b>-\$85</b>	<b>-\$257</b>	<b>-\$172</b>	<b>33.12%</b>
<b>Total CAO, HR, HS</b>	<b>\$895</b>	<b>\$570</b>	<b>\$839</b>	<b>\$269</b>	<b>67.96%</b>

## Office of the CAO - Month over Month Changes

<b>August 31 year to date</b>		<b>489,531</b>
<b>Revenues</b>		
Government Transfers		-
Other Revenue		(984)
<b>Total Change in Revenues</b>		<b>(984)</b>
<b>Expenditures</b>		
Salaries and Benefits		76,849
Administrative and Office		9,515
Service Delivery		-
IT and Communications		238
Vehicles and Equipment		-
Internal Services Recovered		-
Reserve Transfers		
Transfers from Reserves/Trust	(5,203)	
Transfers to Reserves	-	(5,203)
<b>Total Change in Expenditures</b>		<b>81,399</b>
<b>Net Change</b>		<b>80,415</b>
<b>September 30 year to date</b>		<b>\$ 569,946</b>

# Corporate Finance

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Supplemental Taxation	-\$954	\$2	-\$490	-\$492	-0.42%
Investment Income	-\$477	-\$554	-\$415	\$139	133.54%
Government Transfers	-\$83	-\$869	-\$83	\$786	1047.38%
Other Revenue	-\$340	-\$273	-\$97	\$176	281.26%
<b>Total Revenues</b>	<b>-\$1,854</b>	<b>-\$1,694</b>	<b>-\$1,085</b>	<b>\$609</b>	<b>156.16%</b>
Expenditures					
Salaries and Benefits	\$671	\$524	\$699	\$175	75.00%
Administrative and Office	\$285	\$286	\$304	\$17	94.34%
Debt Repayment	\$145	\$109	\$145	\$36	74.99%
Service Delivery	\$1,381	\$1,060	\$1,132	\$72	93.67%
IT and Communications	\$43	\$36	\$46	\$10	77.75%
Internal Services Recovered	-\$94	-\$82	-\$109	-\$27	75.00%
<b>Total Expenditures</b>	<b>\$2,432</b>	<b>\$1,934</b>	<b>\$2,217</b>	<b>\$283</b>	<b>87.24%</b>
Transfers					
Transfers from Reserves	-\$200	-\$111	-\$250	-\$140	44.29%
Transfers to Reserves	\$10	\$791	\$0	-\$791	100.00%
<b>Total Transfers</b>	<b>-\$190</b>	<b>\$680</b>	<b>-\$250</b>	<b>-\$930</b>	<b>-271.40%</b>
<b>Corporate Finance</b>	<b>\$388</b>	<b>\$920</b>	<b>\$882</b>	<b>-\$38</b>	<b>104.32%</b>

## Corporate Finance - Month over Month Changes

<b>August 31 year to date</b>	<b>869,083</b>
<b>Revenues</b>	
Taxation	191
Investment Income	(42,763)
Government Transfers	(24,528)
Other Revenue	(12,452)
<b>Total Change in Revenues</b>	<b><u>(79,552)</u></b>
<b>Expenditures</b>	
Salaries and Benefits	74,099
Administrative and Office	14,578
Debt Repayment	12,084
Service Delivery <sup>1</sup>	38,383
IT and Communications	132
Internal Services Used	(9,059)
Reserve Transfers	
Transfers from Reserves/Trust	-
Transfers to Reserves	-
<b>Total Change in Expenditures</b>	<b><u>130,217</u></b>
<b>Net Change</b>	<b><u>50,665</u></b>
<b>September 30 year to date</b>	<b><u>\$ 919,748</u></b>

### Notes:

1. Includes Education Development Charges remitted to UGDSB (\$24,900)

# Corporate Services

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>					
User Fees	-\$750	-\$481	-\$593	-\$112	81.08%
Rent Revenue	-\$10	-\$11	-\$11	\$0	100.03%
Other Revenue	-\$175	-\$105	-\$93	\$12	112.74%
<b>Total Revenues</b>	<b>-\$934</b>	<b>-\$597</b>	<b>-\$697</b>	<b>-\$100</b>	<b>85.61%</b>
<b>Expenditures</b>					
Salaries and Benefits	\$2,062	\$1,586	\$2,156	\$570	73.56%
Administrative and Office	\$325	\$230	\$230	\$0	100.07%
Service Delivery	\$146	\$66	\$88	\$23	74.52%
IT and Communications	\$263	\$329	\$414	\$84	79.67%
Facilities	\$5	\$3	\$6	\$3	49.88%
Vehicles and Equipment	\$23	\$12	\$24	\$12	50.20%
Internal Services Used	\$84	\$81	\$108	\$27	75.00%
Internal Services Recovered	-\$81	-\$75	-\$100	-\$25	75.00%
Capital Contribution	\$280	\$209	\$278	\$70	75.00%
<b>Total Expenditures</b>	<b>\$3,107</b>	<b>\$2,441</b>	<b>\$3,204</b>	<b>\$763</b>	<b>76.19%</b>
<b>Transfers</b>					
Transfers from Reserves	-\$469	-\$552	-\$576	-\$24	95.83%
Transfers to Reserves	\$39	-\$19	\$39	\$58	-48.94%
<b>Total Transfers</b>	<b>-\$430</b>	<b>-\$571</b>	<b>-\$537</b>	<b>\$34</b>	<b>106.37%</b>
<b>Total Corporate Services</b>	<b>\$1,742</b>	<b>\$1,273</b>	<b>\$1,970</b>	<b>\$697</b>	<b>64.64%</b>

## Corporate Services - Month over Month Changes

<b>August 31 year to date</b>		<b>1,165,342</b>
<b>Revenues</b>		
User Fees		<b>(98,398)</b>
Rent Revenue		<b>-</b>
Other Revenue		<b>(5,071)</b>
<b>Total Change in Revenues</b>		<b><u>(103,469)</u></b>
<b>Expenditures</b>		
Salaries and Benefits		<b>203,306</b>
Administrative and Office <sup>1</sup>		<b>19,662</b>
Service Delivery		<b>673</b>
IT and Communications		<b>10,423</b>
Facilities		<b>817</b>
Vehicles and Equipment		<b>2,139</b>
Internal Services Used		<b>8,992</b>
Internal Services Recovered		<b>(8,293)</b>
Capital Contribution		<b>23,193</b>
Reserve Transfers		
Transfers from Reserves/Trust	<b>(7,187)</b>	
Transfers to Reserves	<b>(42,125)</b>	<b>(49,312)</b>
<b>Total Change in Expenditures</b>		<b><u>211,600</u></b>
<b>Net Change</b>		<b><u>108,131</u></b>
<b>September 30 year to date</b>		<b><u>\$ 1,273,473</u></b>

### Notes:

1. Includes postage machine refills (\$6,100), consulting fees for POA lease (\$6,400)

# Clerks

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$1	-\$1	-\$1	\$1	203.00%
Other Revenue	-\$9	-\$1	-\$9	-\$8	10.65%
<b>Total Revenues</b>	<b>-\$9</b>	<b>-\$2</b>	<b>-\$10</b>	<b>-\$8</b>	<b>20.36%</b>
Expenditures					
Salaries and Benefits	\$343	\$273	\$359	\$85	76.17%
Administrative and Office	\$79	\$54	\$61	\$7	88.39%
Service Delivery	\$1	\$0	\$1	\$0	16.60%
IT and Communications	\$16	\$9	\$27	\$18	32.82%
Internal Services Recovered	-\$15	-\$15	-\$20	-\$5	75.00%
<b>Total Expenditures</b>	<b>\$423</b>	<b>\$321</b>	<b>\$428</b>	<b>\$106</b>	<b>75.16%</b>
Transfers					
Transfers from Reserves	-\$47	\$0	\$0	\$0	0.00%
<b>Total Transfers</b>	<b>-\$47</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Clerks</b>	<b>\$367</b>	<b>\$319</b>	<b>\$418</b>	<b>\$98</b>	<b>76.45%</b>

# Information Technology

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Rent Revenue	-\$10	-\$11	-\$11	\$0	100.03%
Other Revenue	-\$128	-\$102	-\$79	\$23	128.83%
<b>Total Revenues</b>	<b>-\$137</b>	<b>-\$112</b>	<b>-\$90</b>	<b>\$23</b>	<b>125.41%</b>
Expenditures					
Salaries and Benefits	\$786	\$579	\$838	\$259	69.07%
Administrative and Office	\$60	\$40	\$84	\$44	48.01%
Service Delivery	\$73	\$35	\$10	-\$25	351.53%
IT and Communications	\$223	\$220	\$323	\$103	68.14%
Facilities	\$5	\$3	\$6	\$3	49.88%
Vehicles and Equipment	\$2	\$3	\$4	\$1	73.49%
Internal Services Recovered	-\$66	-\$60	-\$80	-\$20	75.01%
Capital Contribution	\$198	\$184	\$246	\$61	75.00%
<b>Total Expenditures</b>	<b>\$1,282</b>	<b>\$1,005</b>	<b>\$1,431</b>	<b>\$426</b>	<b>70.22%</b>
Transfers					
Transfers from Reserves	-\$35	-\$48	-\$65	-\$16	75.00%
Transfers to Reserves	\$4	\$0	\$5	\$5	0.00%
<b>Total Transfers</b>	<b>-\$30</b>	<b>-\$48</b>	<b>-\$60</b>	<b>-\$12</b>	<b>80.73%</b>
<b>Total Information Technology</b>	<b>\$1,115</b>	<b>\$844</b>	<b>\$1,282</b>	<b>\$437</b>	<b>65.87%</b>

# Building

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$750	-\$480	-\$593	-\$113	80.98%
Other Revenue	-\$35	-\$2	-\$5	-\$3	45.84%
<b>Total Revenues</b>	<b>-\$785</b>	<b>-\$482</b>	<b>-\$598</b>	<b>-\$115</b>	<b>80.69%</b>
Expenditures					
Salaries and Benefits	\$800	\$643	\$811	\$168	79.33%
Administrative and Office	\$160	\$128	\$66	-\$62	194.42%
Service Delivery	\$17	\$5	\$18	\$13	27.98%
IT and Communications	\$15	\$95	\$54	-\$41	174.39%
Vehicles and Equipment	\$20	\$9	\$20	\$11	45.70%
Internal Services Used	\$84	\$81	\$108	\$27	75.00%
Capital Contribution	\$82	\$25	\$33	\$8	75.00%
<b>Total Expenditures</b>	<b>\$1,178</b>	<b>\$985</b>	<b>\$1,109</b>	<b>\$124</b>	<b>88.85%</b>
Transfers					
Transfers from Reserves	-\$388	-\$503	-\$508	-\$5	99.04%
Transfers to Reserves	\$5	\$3	\$5	\$1	75.00%
<b>Total Transfers</b>	<b>-\$383</b>	<b>-\$500</b>	<b>-\$504</b>	<b>-\$4</b>	<b>99.25%</b>
<b>Total Building and Bylaw</b>	<b>\$10</b>	<b>\$3</b>	<b>\$8</b>	<b>\$4</b>	<b>41.82%</b>

# Emergency Management

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Other Revenue	-\$3	\$0	\$0	\$0	0.00%
<b>Total Revenues</b>	<b>-\$3</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expenditures					
Salaries and Benefits	\$133	\$90	\$148	\$58	61.04%
Administrative and Office	\$25	\$8	\$19	\$11	42.12%
Service Delivery	\$55	\$26	\$60	\$35	42.62%
IT and Communications	\$9	\$5	\$9	\$3	60.93%
Vehicles and Equipment	\$1	\$0	\$0	\$0	128.00%
<b>Total Expenditures</b>	<b>\$223</b>	<b>\$129</b>	<b>\$236</b>	<b>\$107</b>	<b>54.80%</b>
Transfers					
Transfers from Reserves	\$0	\$0	-\$3	-\$3	0.00%
Transfers to Reserves	\$30	-\$23	\$30	\$53	-75.00%
<b>Total Transfers</b>	<b>\$30</b>	<b>-\$23</b>	<b>\$27</b>	<b>\$50</b>	<b>-83.33%</b>
<b>Total Emergency Management</b>	<b>\$250</b>	<b>\$107</b>	<b>\$263</b>	<b>\$157</b>	<b>40.55%</b>

# Corporate Services Capital Asset

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
<b>Opening Balance</b>	<b>-\$503</b>	<b>-\$405</b>	<b>-\$405</b>
Contributions			
Government Transfers	\$0	\$0	\$0
Capital Levy	-\$171	-\$141	-\$188
Other Revenue	-\$8	-\$2	\$0
Transfers from Reserves	-\$109	-\$68	-\$90
<b>Total Contributions</b>	<b>-\$288</b>	<b>-\$211</b>	<b>-\$278</b>
Capital Work			
Equipment & Machinery	\$255	\$215	\$315
Vehicles	\$131	\$0	\$0
<b>Total Capital Work</b>	<b>\$386</b>	<b>\$215</b>	<b>\$315</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$405</b>	<b>-\$401</b>	<b>-\$368</b>

## Work Plan Summary

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
Cellular Booster Upgrades	\$0	\$0	\$30
Communication Systems Lifecycle	\$44	\$1	\$20
Communication Tower Lifecycle	\$0	\$0	\$0
Councillor Device Replacement	\$11	\$0	\$0
Courtroom AV Equipment	\$4	\$0	\$10
End User Device Lifecycle	\$103	\$66	\$81
IT Infrastructure Lifecycle	\$94	\$148	\$174
Equipment & Machinery	\$255	\$215	\$315
Vehicles	\$131	\$0	\$0
	<b>\$386</b>	<b>\$215</b>	<b>\$315</b>

# IT - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
<b>Opening Balance</b>	<b>-\$424</b>	<b>-\$376</b>	<b>-\$376</b>
Contributions			
Capital Levy	-\$171	-\$141	-\$188
Other Revenue	-\$8	-\$2	\$0
Transfers from Reserves	-\$27	-\$43	-\$57
<b>Total Contributions</b>	<b>-\$206</b>	<b>-\$187</b>	<b>-\$246</b>
Capital Work			
Equipment & Machinery	\$255	\$215	\$315
<b>Total Capital Work</b>	<b>\$255</b>	<b>\$215</b>	<b>\$315</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$376</b>	<b>-\$347</b>	<b>-\$306</b>

# Work Plan Summary

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Cellular Booster Upgrades	\$0	\$0	\$30
Communication Systems Lifecycle	\$44	\$1	\$20
Communication Tower Lifecycle	\$0	\$0	\$0
Councillor Device Replacement	\$11	\$0	\$0
Courtroom AV Equipment	\$4	\$0	\$10
End User Device Lifecycle	\$103	\$66	\$81
IT Infrastructure Lifecycle	\$94	\$148	\$174
Equipment & Machinery	\$255	\$215	\$315
	<b>\$255</b>	<b>\$215</b>	<b>\$315</b>

# Building - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
<b>Opening Balance</b>	<b>-\$78</b>	<b>-\$29</b>	<b>-\$29</b>
Contributions			
Transfers from Reserves	-\$82	-\$25	-\$33
<b>Total Contributions</b>	<b>-\$82</b>	<b>-\$25</b>	<b>-\$33</b>
Capital Work			
Vehicles	\$131	\$0	\$0
<b>Total Capital Work</b>	<b>\$131</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$29</b>	<b>-\$54</b>	<b>-\$62</b>

## Work Plan Summary

	2018 ACTUAL *	2019 ACTUAL	2019 BUDGET
Expenditures			
Vehicles	\$131	\$0	\$0
Vehicles	\$131	\$0	\$0
<b>Total Work Plan Summary</b>	<b>\$131</b>	<b>\$0</b>	<b>\$0</b>

# Health Services

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>					
Investment Income	-\$86	-\$60	-\$80	-\$46,450	140.00%
Government Transfers	-\$3,568	-\$2,705	-\$3,840	-\$1,136	70.43%
Other Revenue	-\$26	-\$24	-\$10	\$15	252.14%
<b>Total Revenues</b>	<b>-\$3,679</b>	<b>-\$2,789</b>	<b>-\$3,930</b>	<b>-\$1,141</b>	<b>70.97%</b>
<b>Expenditures</b>					
Administrative and Office	\$9	\$5	\$8	\$3	66.67%
Debt Repayment	\$238	\$179	\$238	\$60	75.00%
Service Delivery	\$7,864	\$6,135	\$8,408	\$2,273	72.97%
IT and Communications	\$78	\$54	\$72	\$19	74.22%
Facilities	\$102	\$70	\$112	\$42	62.41%
Vehicles and Equipment	\$249	\$168	\$269	\$101	62.32%
Internal Services Used	\$170	\$135	\$180	\$45	75.00%
Capital Contribution	\$435	\$365	\$487	\$122	75.00%
<b>Total Expenditures</b>	<b>\$9,145</b>	<b>\$7,110</b>	<b>\$9,774</b>	<b>\$2,664</b>	<b>72.75%</b>
<b>Transfers</b>					
Transfers from Reserves	-\$100	\$0	\$0	\$0	0.00%
DC Contribution	-\$100	-\$49	-\$66	-\$16	75.00%
<b>Total Transfers</b>	<b>-\$200</b>	<b>-\$49</b>	<b>-\$66</b>	<b>-\$16</b>	<b>75.00%</b>
<b>Total Tr, Para, HU</b>	<b>\$5,266</b>	<b>\$4,272</b>	<b>\$5,779</b>	<b>\$1,506</b>	<b>73.93%</b>

## Health Services - Month over Month Changes

<b>August 31 year to date</b>		<b>3,931,387</b>
<b>Revenues</b>		
Government Transfers		(429,056)
Investment Income		(6,636)
Other Revenue		-
<b>Total Change in Revenues</b>		<u><b>(435,692)</b></u>
<b>Expenditures</b>		
Administrative and Office		233
Debt Repayment		18,966
Service Delivery <sup>1</sup>		676,708
IT and Communications		5,915
Facilities		5,921
Vehicles and Equipment		18,944
Internal Services Used		15,000
Capital Contribution		40,551
Reserve Transfers		
Transfers from Reserves/Trust	-	
DC Contributions	(5,471)	
Transfers to Reserves	-	(5,471)
<b>Total Change in Expenditures</b>		<u><b>776,767</b></u>
<b>Net Change</b>		<u><b>341,075</b></u>
<b>September 30 year to date</b>		<u><b>\$ 4,272,462</b></u>

### Notes:

1. Includes monthly payments for public health and paramedic services

# Paramedic Services

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Government Transfers	-\$3,568	-\$2,705	-\$3,840	-\$1,136	70.43%
Other Revenue	-\$26	-\$24	-\$10	\$15	252.14%
<b>Total Revenues</b>	<b>-\$3,593</b>	<b>-\$2,729</b>	<b>-\$3,850</b>	<b>-\$1,121</b>	<b>70.88%</b>
Expenditures					
Administrative and Office	\$9	\$5	\$8	\$3	66.67%
Service Delivery	\$6,245	\$4,899	\$6,678	\$1,780	73.35%
IT and Communications	\$78	\$54	\$72	\$19	74.22%
Facilities	\$102	\$70	\$112	\$42	62.41%
Vehicles and Equipment	\$249	\$168	\$269	\$101	62.32%
Internal Services Used	\$170	\$135	\$180	\$45	75.00%
Capital Contribution	\$435	\$365	\$487	\$122	75.00%
<b>Total Expenditures</b>	<b>\$7,288</b>	<b>\$5,695</b>	<b>\$7,806</b>	<b>\$2,111</b>	<b>72.96%</b>
Transfers					
Transfers from Reserves	-\$20	\$0	\$0	\$0	0.00%
<b>Total Transfers</b>	<b>-\$20</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Paramedic Services</b>	<b>\$3,674</b>	<b>\$2,966</b>	<b>\$3,956</b>	<b>\$990</b>	<b>74.97%</b>

# Public Health

	2018 ACTUAL	SEPT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Investment Income	-\$86	-\$60	-\$80	-\$20	75.00%
<b>Total Revenues</b>	<b>-\$86</b>	<b>-\$60</b>	<b>-\$80</b>	<b>-\$20</b>	<b>75.00%</b>
Expenditures					
Debt Repayment	\$238	\$179	\$238	\$60	75.00%
Service Delivery	\$1,619	\$1,237	\$1,730	\$493	71.50%
<b>Total Expenditures</b>	<b>\$1,857</b>	<b>\$1,415</b>	<b>\$1,968</b>	<b>\$553</b>	<b>71.92%</b>
Transfers					
Transfers from Reserves	-\$80	\$0	\$0	\$0	0.00%
DC Contribution	-\$100	-\$49	-\$66	-\$16	75.00%
<b>Total Transfers</b>	<b>-\$180</b>	<b>-\$49</b>	<b>-\$66</b>	<b>-\$16</b>	<b>75.00%</b>
<b>Total WDG Health Unit</b>	<b>\$1,591</b>	<b>\$1,306</b>	<b>\$1,823</b>	<b>\$516</b>	<b>71.68%</b>

# Paramedics - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
<b>Opening Balance</b>	<b>-\$786</b>	<b>-\$1,067</b>	<b>-\$1,067</b>
Contributions			
Government Transfers	-\$79	\$0	-\$120
Capital Levy	-\$321	-\$275	-\$367
Other Revenue	-\$15	-\$15	\$0
Transfers from Reserves	-\$20	\$0	\$0
<b>Total Contributions</b>	<b>-\$435</b>	<b>-\$290</b>	<b>-\$487</b>
Capital Work			
Buildings	\$10	\$0	\$0
Equipment & Machinery	\$11	\$34	\$8
Vehicles	\$133	\$0	\$352
<b>Total Capital Work</b>	<b>\$153</b>	<b>\$34</b>	<b>\$360</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$1,067</b>	<b>-\$1,323</b>	<b>-\$1,194</b>

## Work Plan Summary

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
HVAC	\$10	\$0	\$0
Buildings	\$10	\$0	\$0
In-vehicle Laptops	\$0	\$0	\$0
Defibrillators	\$2	\$0	\$0
Carrying Equipment	\$0	\$34	\$0
Patient Equipment	\$9	\$0	\$0
Appliance Replacement	\$0	\$0	\$8
Equipment & Machinery	\$11	\$34	\$8
Ambulances	\$133	\$0	\$272
Community Paramedic Vehicle	\$0	\$0	\$0
ERU	\$0	\$0	\$80
Vehicles	\$133	\$0	\$352
<b>Total Work Plan Summary</b>	<b>\$153</b>	<b>\$34</b>	<b>\$360</b>

## **Ontario Investing \$765 Million to Build New Public Safety Radio Network**

*Massive modernization will help thousands of emergency responders save lives*  
October 17, 2019 11:00 A.M.

KENORA — Today, the Ontario government announced a key step forward in its commitment to support the work of frontline and emergency responders across the province. The government has selected Bell Mobility to rebuild core components of the aging Public Safety Radio Network (PSRN). The \$765 million agreement to reconstruct core infrastructure, replace outdated equipment and maintain the new radio network will help keep communities safe.

"In a crisis, every second counts. Replacing our aging emergency radio network is not only vital to public safety, it's long overdue," said Premier Doug Ford. "Working with our chosen vendors, we're confident this investment will give our first responders on the frontlines access to a reliable, cutting-edge network, so they can do their jobs and keep our families and communities safe."

Under this project, Bell Mobility will:

- Build the Land Mobile Radio Network — the network's core infrastructure — as well as support antennas, servers and data centre equipment, which together will provide essential public safety radio coverage across the province;
- Provide first responders, as well as their dispatchers, with state-of-the-art radio equipment and consoles that enable quick and effective responses in emergency situations; and
- Provide network and radio equipment maintenance services for a period of 15 years.

Premier Ford and Minister Rickford made the announcement at the Emergency Management Services base in Kenora. The government recognizes the importance of Northern Ontario's contribution to the province as a whole. Investing in the North is investing in Ontario's future.

"Ontario's frontline and first responders rely on one of North America's largest and most complex public safety radio networks to protect people in the face of emergencies," said Solicitor General Sylvia Jones. "By rehabilitating and advancing the province's radio network, we can improve connectivity and prevent daily service outages that obstruct frontline and emergency responders and put public safety at risk."

This modernization project will ensure Ontario's more than 38,000 frontline and emergency responders — including OPP officers, paramedics and hospital staff, forest fire services, provincial highway maintenance staff, as well as parks, enforcement and correctional officers —

can count on the communications infrastructure, network and equipment they need when responding to emergencies.

"The Public Safety Radio Network is an essential piece of our northern community infrastructure that supports emergency and law enforcement services," said Greg Rickford, Minister of Energy, Northern Development and Mines and Minister of Indigenous Affairs. "The modernization of the radio network is especially important in the North, where communications and first responders must cut through some of North America's most rugged terrain to reach some of our most isolated communities."

Transition to the new network will begin in 2021 and is targeted to be fully operational by June 2023.

"Bell looks forward to providing the Government of Ontario with the next generation of public safety communications technology," said Gary Semplonius, Bell Senior Vice President. "Together, we will equip first responders and other frontline personnel with the advanced communications tools they need to perform their critical role in protecting the safety of Ontarians."

"We're proud to be working with Bell Mobility to build and maintain for 15 years a new mission-critical radio network for the province of Ontario," said George Krausz, President, Motorola Solutions Canada. "The new Motorola Solutions ASTRO 25<sup>®</sup> radio network will provide interoperable communications for the province's government ministries for day-to-day operations and when they need to coordinate a fast, multi-agency response to help keep communities safe."

"Investing in essential communication infrastructure will empower emergency responders to better keep Ontario families safe when and where their help is urgently needed," said Christine Elliott, Deputy Premier and Minister of Health. "By replacing the aging Public Safety Radio Network with advanced technology, we are providing paramedics, police officers and forest fire services with the essential tools they need to protect and save lives."

"This network is critical to the important work our ministry staff do across the province and particularly in the North," added John Yakabuski, Minister of Natural Resources and Forestry. "From our wildland firefighters to conservation officers, these brave professionals do much of their work in remote areas far beyond the reach of mobile towers. This important investment will allow them to rely on this network in their work to protect our natural resources and keep communities safe."

## QUICK FACTS

- Ontario's PSRN is one of the largest and most complex public safety radio networks in North America.
- The PSRN was last replaced in 1998. The current network is outdated and does not meet the North American open standard for public safety radio set in 2001.
- A total of six different procurements are being carried out to support this project.

## LEARN MORE

- [Ontario's Public Safety Radio Network](#)

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Ivana Yelich Premier's Office  
Ivana.Yelich@ontario.ca

[Available Online](#)  
[Disponible en Français](#)