



COMMUNITY DEVELOPMENT & TOURISM COMMITTEE

AGENDA

Thursday, October 26, 2023 at 3:00 p.m.

W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville ON L9W 2X1

The meeting will be live streamed on YouTube at the following link:

<https://www.youtube.com/@DufferinOne/streams>

Land Acknowledgement Statement

We would like to begin by respectfully acknowledging that Dufferin County resides within the traditional territory and ancestral lands of the Tionontati (Petun), Attawandaron (Neutral), Haudenosaunee (Six Nations), and Anishinaabe peoples.

We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: The Ajetance Treaty.

These traditional territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

Roll Call

Declarations of Pecuniary Interest by Members

PUBLIC QUESTION PERIOD

Members of the public in attendance are able to ask a question. If you unable to attend and would like to submit a question, please contact us at info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on October 25, 2023.

REPORTS

1. COMMUNITY DEVELOPMENT & TOURISM – October 26, 2023 – ITEM #1
Building Permit Fees Review

A presentation from Watson & Associates Ltd. to present the Building Permit Fees Review.

A report from the Chief Building Official, dated October 26, 2023, to provide an update on the Building Permit Fees review by Watson & Associates Ltd.

Recommendation:

THAT the report of the Chief Building Official, Building Permit Fees Review, dated October 26, 2023, be received.

2. COMMUNITY DEVELOPMENT & TOURISM – October 26, 2023 – ITEM #2
Economic Development Strategic Plan Process

A report from the Manager of Economic Development, dated October 26, 2023, to outline the Economic Development strategic planning process.

Recommendation:

THAT the report of the Manager of Economic Development, “Economic Development Strategic Plan”, dated October 26, 2023, be received.

3. COMMUNITY DEVELOPMENT & TOURISM – October 26, 2023 – ITEM #3
Museum Policy Updates

A report from the Acting Museum Manager, dated October 26, 2023, to provide a review of two updated Museum of Dufferin policies.

Recommendation:

THAT the report of the Acting Museum Manager, “Museum Policy Updates”, dated October 26, 2023, be received;

AND THAT the following museum policies be approved:

- **Volunteerism Policy**
- **Collections Management Policy.**

4. COMMUNITY DEVELOPMENT & TOURISM – October 26, 2023 – ITEM #4
Capital Workplan Update

A report from the Manager of Corporate Finance, Treasurer, dated October 26, 2023, to provide an update on the status of the 2023 approved capital workplan.

Recommendation:

THAT the report of the Manager of Corporate Finance, Treasurer, dated October 26, 2023, Capital Workplan Update, be received.

5. COMMUNITY DEVELOPMENT & TOURISM – October 26, 2023 – ITEM #5
Organizational Planning – Community Development and Tourism Staffing

A report from the Chief Administrative Officer, dated October 26, 2023, to provide an overview of the current staffing compliments, highlight areas experiencing capacity constraints, and identify future requirements.

Recommendation:

THAT the report of the Chief Administrative Officer, dated October 26, 2023, with respect to Organizational Planning – Community Development and Tourism Staffing, be received.

NOTICE OF MOTIONS

6. COMMUNITY DEVELOPMENT & TOURISM – October 26, 2023 – ITEM #6
Community Development and Tourism Committee Services Review
(Notice of Motion received at the October 12, 2023 Council Meeting)

Moved by Councillor Gerrits

WHEREAS the County of Dufferin created the Community Development and Tourism (CDT) Committee in 2020 and held the first meeting of the Committee on January 28th, 2021;

AND WHEREAS it would be consistent with the recently approved Strategic Plan Governance Priority Area to “identify opportunities to improve governance and service delivery” to review the committee following three years of operation;

BE IT RESOLVED THAT the Council hereby request that the full portfolio of the CDT Committee be reviewed for opportunities to improve governance and service delivery including adding or reducing the scope of the services offered;

AND THAT staff report back to Council.

7. COMMUNITY DEVELOPMENT & TOURISM – October 26, 2023 – ITEM #7
Planning Responsibilities
(Notice of Motion received at the October 12, 2023 Council Meeting)

Moved by Councillor Gerrits

WHEREAS the local municipalities within Dufferin County have historically been responsible for all aspects of local planning;

AND WHEREAS upper-tier planning constitutes undue effort and costs for applicants and tax payers;

AND WHEREAS the Province of Ontario deemed a number of municipalities as “upper-tier municipalities without planning responsibilities” as part of Bill 23 in November 2022;

BE IT RESOLVED THAT Dufferin County Council request a review of the upper-tier planning responsibilities and report back to Council;

AND FURTHER THAT if Council deems upper-tier planning responsibilities to be a redundant and burdensome process, that Dufferin County request that the Ministry of Municipal Affairs and Housing deem Dufferin County an “upper-tier municipality without planning responsibility” effective immediately.

Next Meeting

Thursday, November 23, 2023

W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville ON



Building Permit Fees Review Dufferin County

Committee Presentation
October 26, 2023

Introduction



- The County has retained Watson & Associates Economists Ltd. (Watson) to undertake a review their building permit fees that:
 - Conforms with legislation and is defensible;
 - Balances the County's need to maximize cost recovery with stakeholder interests, affordability, and competitiveness;
 - Reflects industry best practices; and
 - Recommends fee structure improvements to provide for reasonable full cost recovery

Legislative Context and Trends



- *Building Code Act* fee provisions:
 - municipalities may pass a by-law requiring the payment of fees for application and issuance of building permits
 - the fees must not exceed the anticipated reasonable costs of administration and enforcement (including direct and indirect costs)
 - allows for the creation of *Building Code Act* reserve funds
- Building permit fee reviews continue to evolve beyond initial legislative changes in 2005 (i.e., building permit types and strategic pricing considerations)



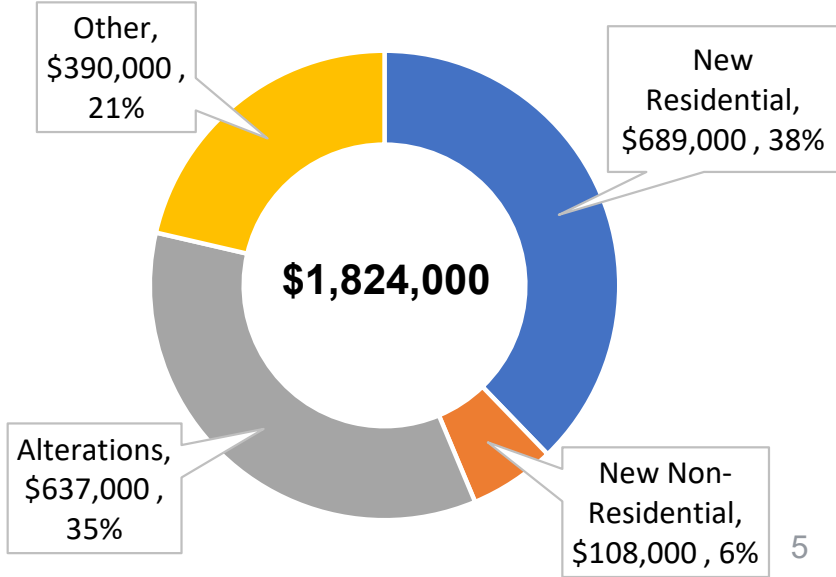
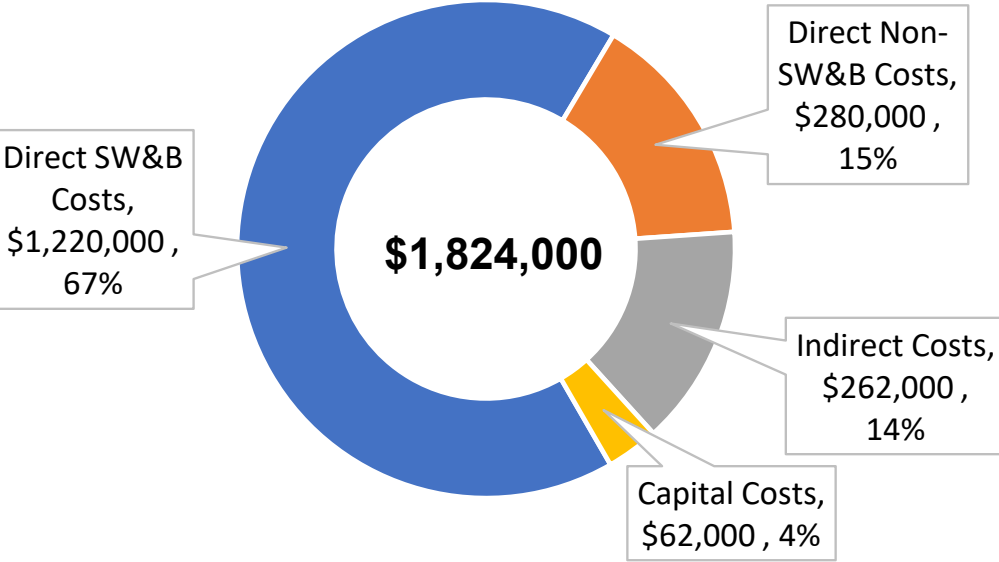
Study Process



Building Permit Review Cost/Revenue Impacts



- Current building permit fees are recovering 60% of the annual costs of service



Fee Recommendations

Overview



- Fee recommendations made to:
 - recover the reasonable cost of administering and enforcing the Building Code;
 - provide reserve fund contributions for sustainable service delivery;
 - maintain market competitiveness within urban/rural municipalities that have implemented full cost recovery fees and neighboring municipalities; and
 - consider stakeholder affordability and the phasing in of fee increases

Fee Recommendations & Reserve Fund Strategy



- Reserve fund strategy has been developed to sustain operations and service capacity during economic downturns
- Recommended that the County maintain a reserve fund equal to 1.5 to 2.0 times the annual direct costs of service over the 2024 to 2028 forecast period
 - Based on municipal practice in the province and decreases in building permit activity in the County during past economic downturns

Fee Recommendations



Summary

Permit Type	Current Fee	Annual Increase	2024 Fee	2028 Fee
Detached, semi-detached and townhouse dwellings	\$12.98 /m ²	8.3%	\$14.05 /m ²	\$19.30 /m ²
Finished basements, garage, and residential alteration fees	\$3.44 /m ²	28.4%	\$4.42 /m ²	\$12.00 /m ²
Assembly Occupancies - e.g., School, Church, Community Hall, Restaurant	\$13.91 /m ²	7.2%	\$14.91 /m ²	\$19.65 /m ²
Institutional Occupancies - e.g., Hospital, Nursing Home, Police Station	\$16.21 /m ²	3.9%	\$16.85 /m ²	\$19.65 /m ²
Business & Personal Service Occupancies - e.g., Office, Bank, Beauty Parlour	\$12.72 /m ²	6.8%	\$13.58 /m ²	\$17.65 /m ²
Mercantile Occupancies - e.g., Store, Shop, Supermarket	\$11.97 /m ²	8.1%	\$12.94 /m ²	\$17.65 /m ²
Industrial Occupancies - e.g., Warehouse, Repair Garage, Factory	\$8.85 /m ²	8.1%	\$9.56 /m ²	\$13.05 /m ²
Non-residential alterations, renovations and finishing	\$3.44 /m ²	18.4%	\$4.07 /m ²	\$8.00 /m ²
Minimum Residential Fee	\$160.00	n/a	\$200.00	\$200.00
Minimum Non-Residential Fee	\$480.00	n/a	\$480.00	\$480.00
Annual Maintenance Fee (permits open after 24 months) ¹	n/a	n/a	n/a	\$200.00

1. Fee to come into force in 2025

2. Inflationary adjustments would be added to 2025-2028 Fee increases

Detailed fee schedule provided in appendix

Forecast Building Permit Activity and Costs



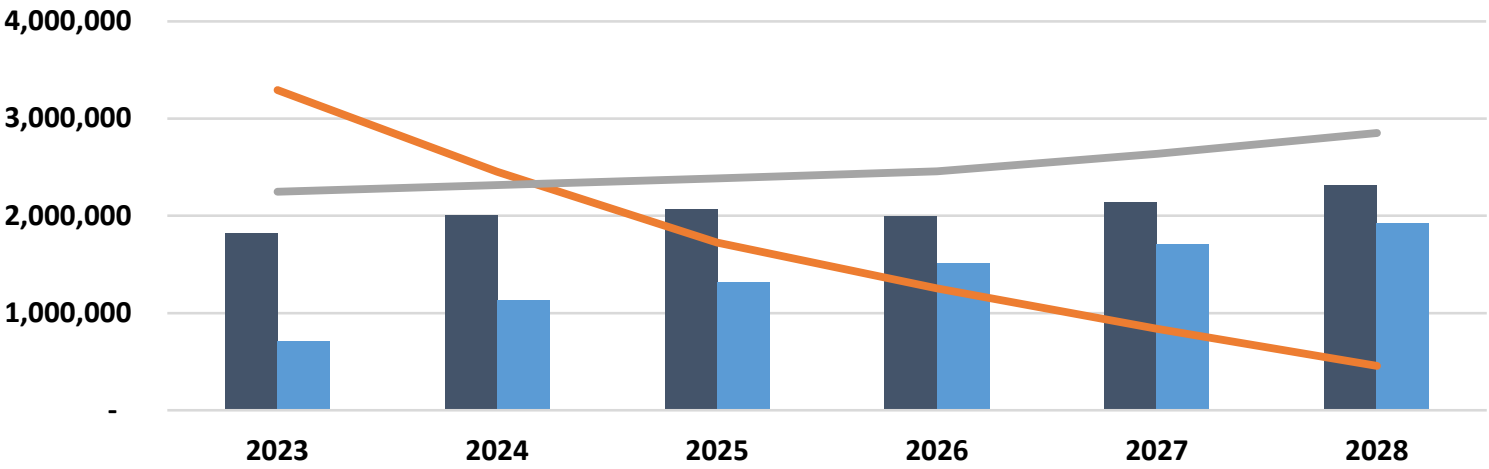
- Residential dwelling unit permit activity has been forecast to increase from 2021-2023 average levels to Ministry of Finance projections by 2028 ¹
 - Increase from approx. 250 to 415 dwelling units per year by 2028 (excluding Orangeville)
- Building department will be hiring a 2-year contract position in 2024 to address historical open permits and outstanding orders
- Reserve fund impacts of forecast costs and revenues from current and proposed fees has been assessed

1. Annual dwelling units assumed based on Ministry of Finance population projections for the County of Dufferin and the occupancy assumptions in the County's development charges background study

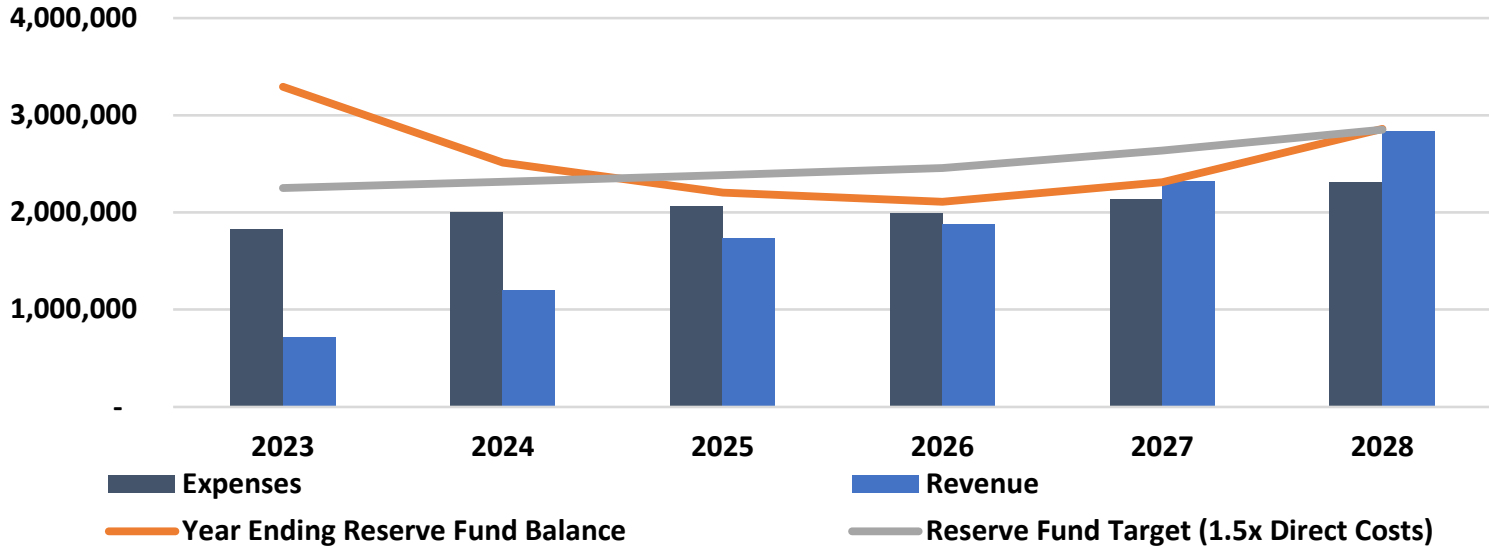
Reserve Fund Forecast



Current Fees + Inflation



Recommended Fees + Inflation



Expenses
 Revenue
 Year Ending Reserve Fund Balance
 Reserve Fund Target (1.5x Direct Costs)

Development Impact Comparison



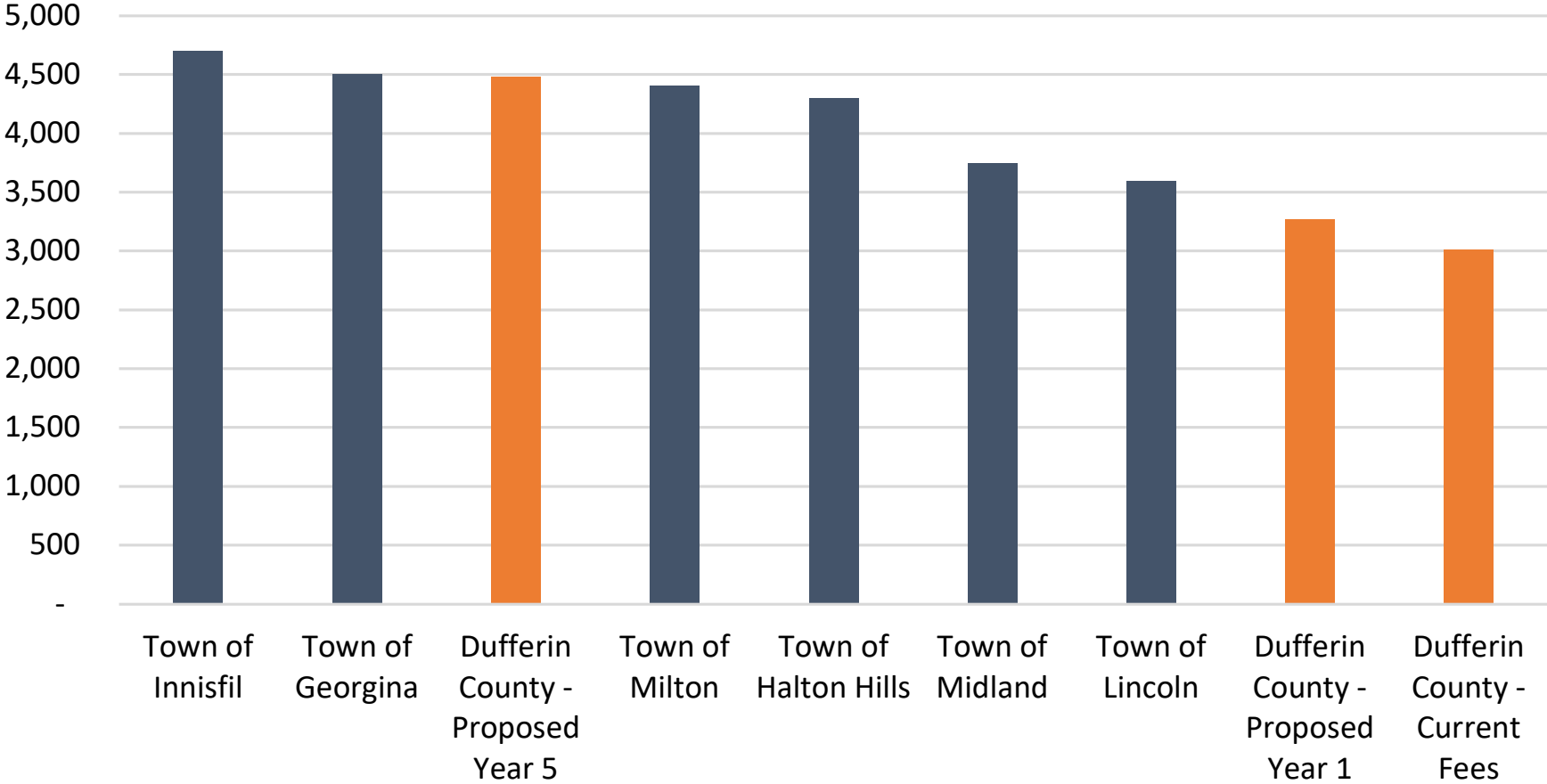
- Impacts of Building Permit fee recommendations are provided for a variety of development types to address differences in size, density, and type of development
 - The following development types have been assessed:
 - Single Family Home (2,500 sq.ft.)
 - Townhouse (1,500 sq.ft.)
 - Residential Accessory Structure (150 sq.ft.)
 - Residential Alteration (500 sq.ft.)
 - Retail (10,000 sq.ft.)
 - Non-Residential Alteration (1,000 sq.ft.)
 - 100-Unit Low Density Subdivision

Development Impact Comparison

Single Family Home (2,500 sq.ft.)



Single Family Home (2,500 sq.ft.)



Development Impact Comparison

100-Unit Low Density Subdivision



Rank	Municipality	Total Planning Fees	Total Development Charges	Current Fees			Proposed Fees (Year 5)		
				Building Permits	Total Development Fees	Building Permits % of Total Development Fees	Building Permits	Total Development Fees	Building Permits % of Total Development Fees
1	Town of Caledon	42,230	12,703,075	322,141	13,067,446	2%	322,141	13,067,446	2%
2	Town of Erin	66,065	5,845,500	220,000	6,131,565	4%	220,000	6,131,565	4%
3	Township of Clearview	24,500	5,693,864	309,524	6,027,888	5%	309,524	6,027,888	5%
4	Town of Grand Valley	62,500	4,450,256	301,470	4,814,226	6%	448,257	4,961,013	9%
5	Township of Centre Wellington	53,830	4,152,400	342,580	4,548,810	8%	342,580	4,548,810	8%
6	Town of Orangeville	34,115	2,973,956	302,632	3,310,702	9%	302,632	3,310,702	9%
7	Township of Wellington North	46,065	2,825,301	300,000	3,171,366	9%	300,000	3,171,366	9%
8	Township of Adjala-Tosorontio	26,000	2,717,200	427,586	3,170,786	13%	427,586	3,170,786	13%
9	Municipality of Grey Highlands	40,885	2,544,500	162,580	2,747,965	6%	162,580	2,747,965	6%
10	Township of Southgate	34,224	2,462,500	150,038	2,646,762	6%	150,038	2,646,762	6%
11	Town of Mono	26,500	2,050,038	301,470	2,378,008	13%	448,257	2,524,795	18%
12	Township of Mulmur	17,500	1,855,936	301,470	2,174,906	14%	448,257	2,321,693	19%
13	Township of East Garafraxa	70,000	1,797,588	301,470	2,169,058	14%	448,257	2,315,845	19%
14	Township of Amaranth	42,000	1,389,856	301,470	1,733,326	17%	448,257	1,880,113	24%
15	Town of Shelburne	27,970	1,377,356	301,470	1,706,796	18%	448,257	1,853,583	24%
16	Township of Melancthon	70,000	1,183,356	301,470	1,554,826	19%	448,257	1,701,613	26%

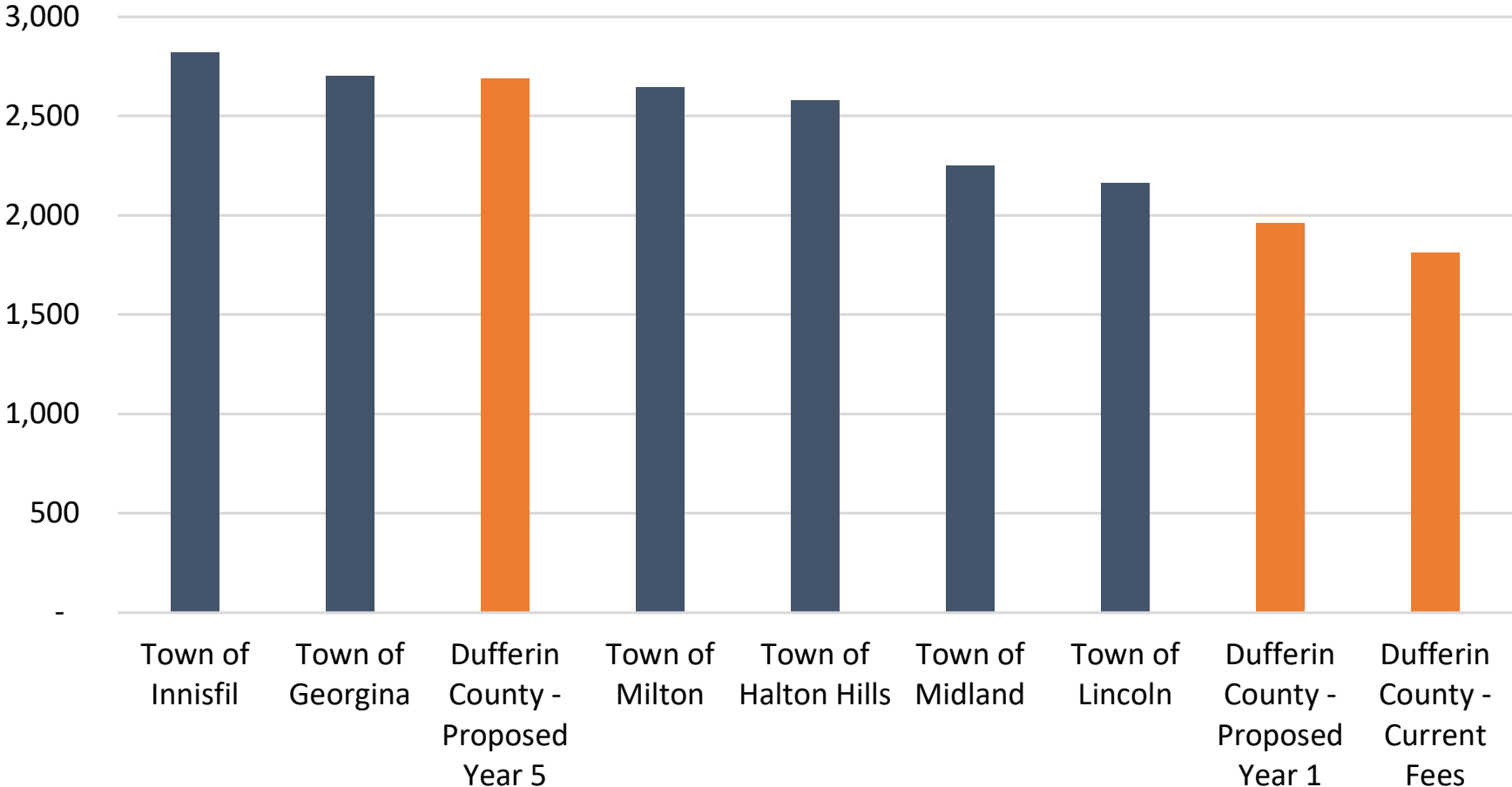
- A 48.7% increase in the building permit fees payable would result in increases between 3.0% and 9.4% for the municipalities within the County's jurisdiction

Development Impact Comparison

Townhouse (1,500 sq.ft.)



Townhouse (1,500 sq.ft.)

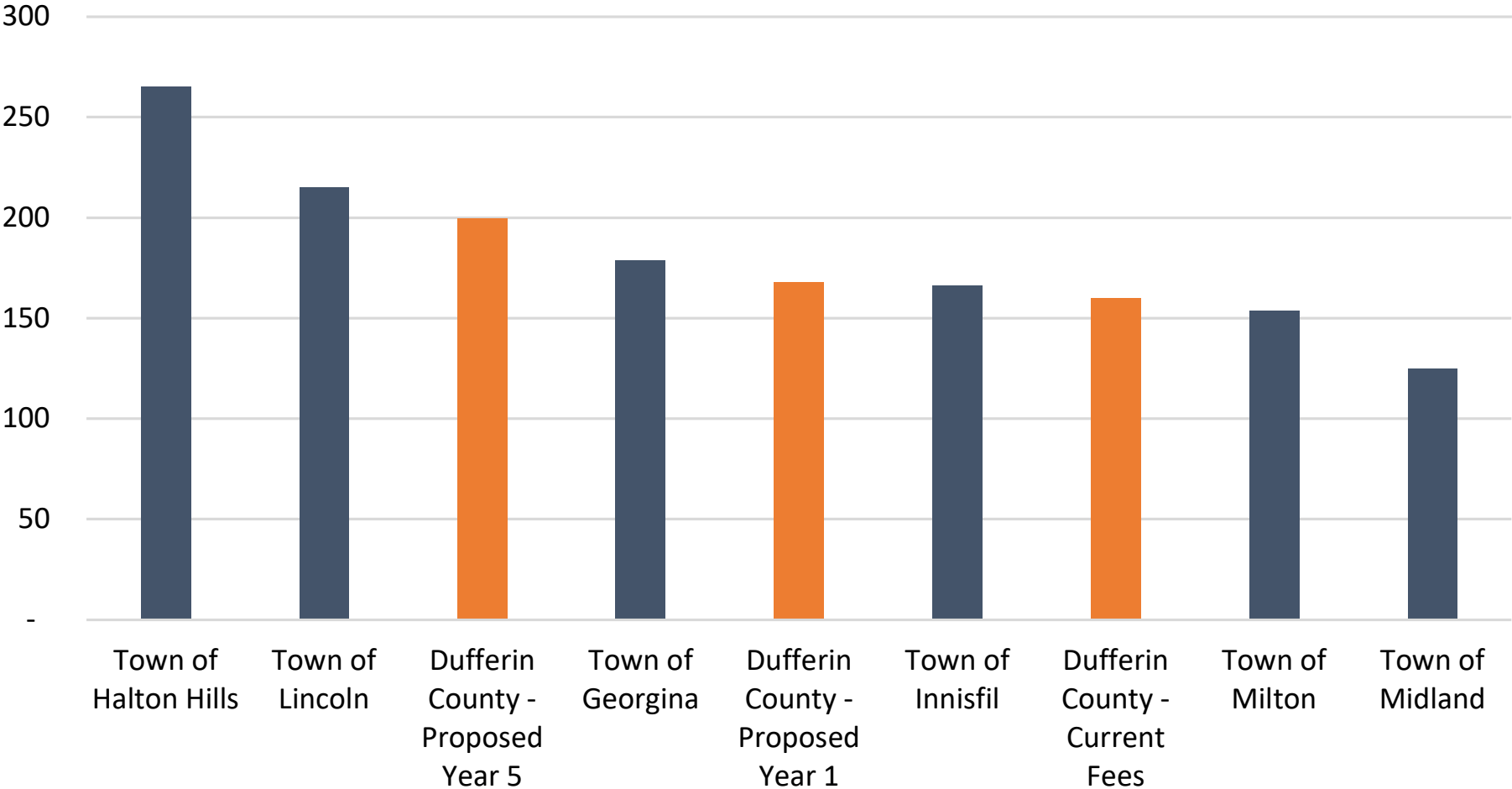


Development Impact Comparison

Residential Accessory Structure (150 sq.ft.)



Residential Accessory Structure (150 sq.ft.)

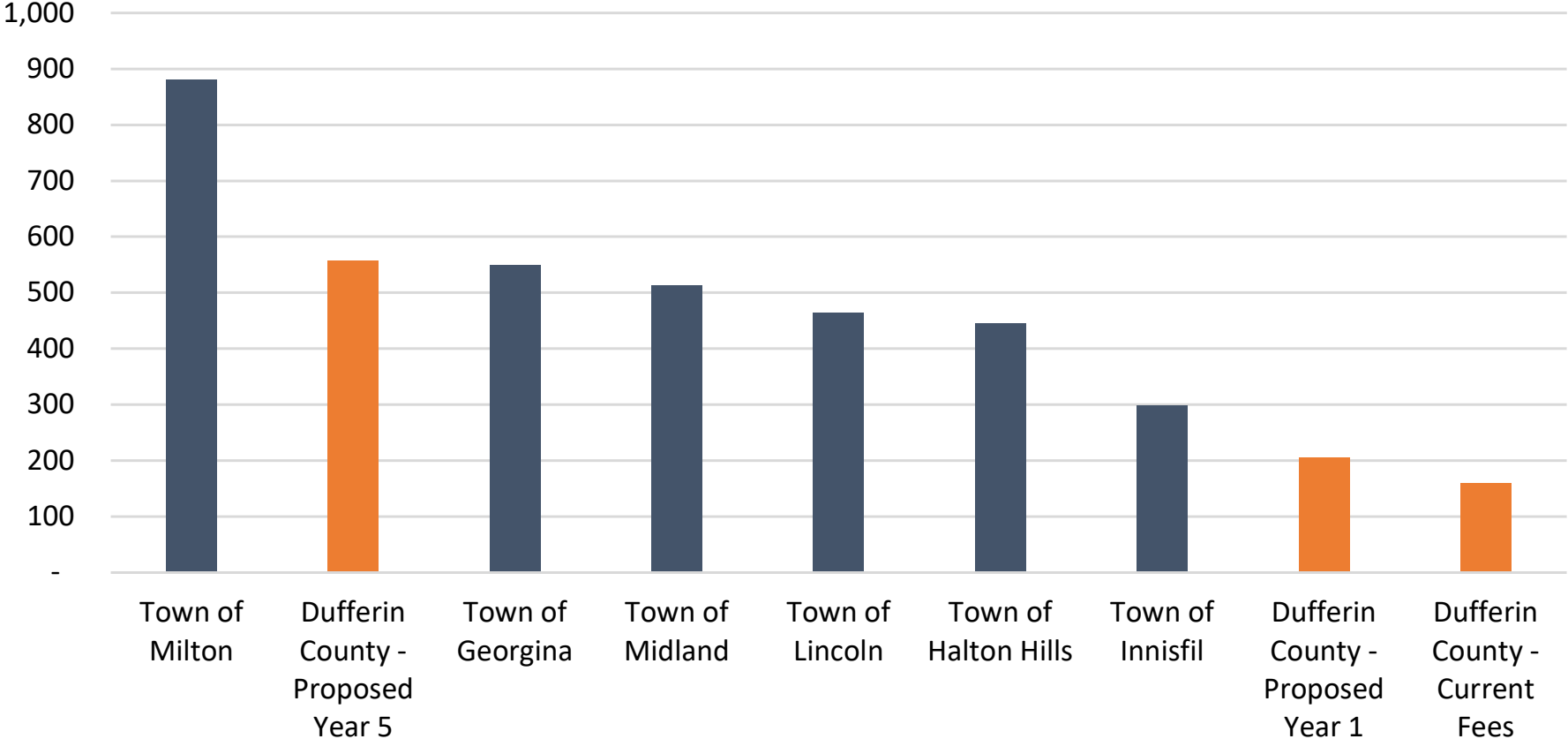


Development Impact Comparison

Residential Alteration (500 sq.ft.)



Residential Alteration (500 sq.ft.)

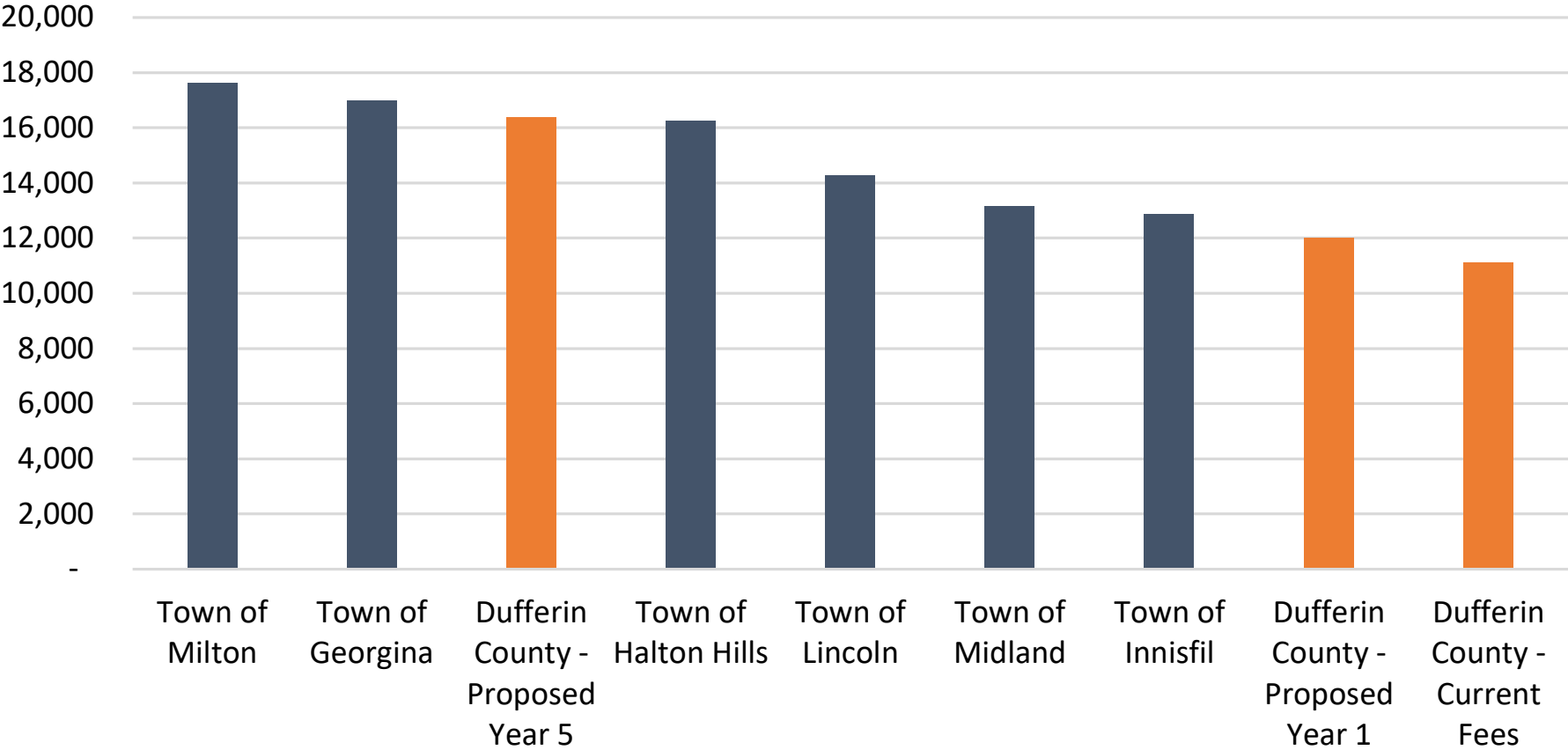


Development Impact Comparison

Retail (10,000 sq.ft.)



Retail (10,000 sq.ft.)

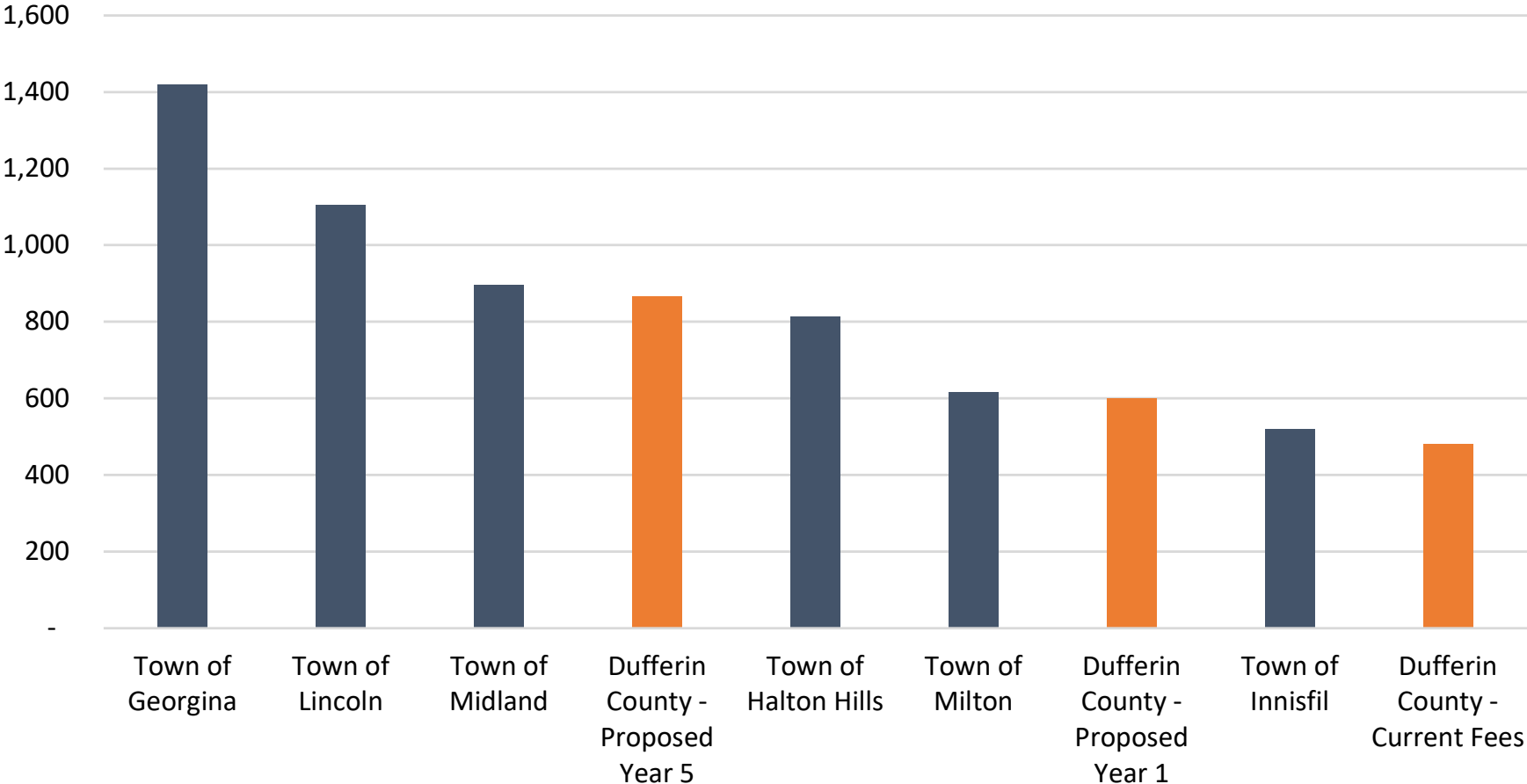


Development Impact Comparison

Non-Residential Alteration (1,000 sq.ft.)



Non-Residential Alteration (1,000 sq.ft.)



Next Steps



- Receive feedback on recommended fees
- Preparation of final report and presentation to Council (including statutory public meeting)



A community that grows together

Report To: Chair Horner and Members of the Community Development and
Tourism Committee

Meeting Date: October 26, 2023

Subject: Building Permit Fees Review

From: Becky MacNaughtan, Chief Building Official

Recommendation

THAT the report of the Chief Building Official, Building Permit Fees Review, dated October 26, 2023, be received.

Executive Summary

A review of building permit fees is considered best practice to ensure that the fees are adequately covering the costs to provide building permit and inspection services. Watson & Associates Ltd. was contracted by the County to conduct a study and make recommendations to the fee structure. An updated fee schedule is proposed with a five-year phase-in.

Background & Discussion

Legislation under the Building Code Act (BCA), Section 7 provides municipalities with general powers to impose fees through passage of a by-law. Watson & Associates Ltd has been retained by the County to undertake a review on the building permit fees to ensure that operating costs do not exceed anticipated building permit revenues. There was an internal review conducted in 2019 and the last full study was completed in 2013.

The findings within the draft study support an increase in current building permit fees to ensure sufficient fees are collected to fund the service. The revenue and expense estimates are based on a 5-year period. The study also concluded if the fees are not increased, the

Building reserve fund would be depleted in 2024/2025. This would result in costs for the service be funded by the general levy.

Proposed fee changes are outlined in the attached presentation. The proposed fees were based on a thorough review of resources required (including by position-type) for the various required permit types and estimating total operational and capital costs (e.g., vehicle purchases). It is anticipated that building activity will remain lower in 2024 but will start to gain momentum in 2025.

The full background study along with the necessary by-law to update the fees will be presented to County Council in November 2023.

Financial, Staffing, Legal, or IT Considerations

The proposed increase in building permit fees is recommended to be phased in, to reduce the overall financial impact on customers, over a five-year term.

In Support of Strategic Plan Priorities and Objectives

Governance - identify opportunities to improve governance and service delivery.

Respectfully Submitted By:

Becky MacNaughtan
Chief Building Official

Attachments: Building Permit Fees Review Presentation by Watson & Associates Ltd.

Reviewed by: Sonya Pritchard, Chief Administrative Officer



A community that grows together

Report To: Chair Horner and Members of the Community Development and Tourism Committee

Meeting Date: October 26, 2023

Subject: Economic Development Strategic Plan Process

From: Yaw Ennin, Manager Economic Development

Recommendation

THAT the report of the Manager of Economic Development, “Economic Development Strategic Plan”, dated October 26, 2023, be received.

Executive Summary

The County is embarking on an Economic Development strategic planning process. This report provides the Committee with an outline of the proposed steps to creating an inclusive County-wide Economic Development Strategy and Action Plan. The process involves 5 main phases:

- (1) Economic Ecosystem and Economic Development Learning
- (2) Municipal and Stakeholder Engagement
- (3) Collaborative Action Planning
- (4) Finalization and Implementation
- (5) Annual Check-in & Reaffirmation

Background

Economic Development is a critical driver of societal progress and well-being. It encompasses a wide range of policies, programs, and initiatives aimed at improving economic conditions of a region or a nation. Developing a robust economic development strategy and action plan is essential for achieving long-term economic growth, job

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creation, and improved living standards. However, the process by which a strategy is formulated can greatly impact its authenticity, effectiveness, and long-term relevance.

Discussion

Inclusivity is a fundamental principle that underpins the proposed roadmap to developing an economic development strategy and action plan. This approach will bring together diverse perspectives, foster community engagement, and ensure the incorporation of comprehensive data and analysis. By involving a diverse range of stakeholders, including upper and lower-tier municipalities, local industry, not-for-profit organizations, and residents, a broader and more representative perspective can be achieved. This process will also ensure that economic development initiatives developed by the County are resilient, relevant, and in line with the unique aspirations and needs of the local communities and municipalities.

Phase 1 – Education and Planning

The first phase of this process would be to establish a general understanding of the importance of an economic ecosystem through a comprehensive economic development learning process. On November 8th and 9th, the County will be hosting an economic development workshop to kickstart this learning process. Brock Dickinson, one of the leading minds in modern economic development and adjunct professor at the University of Waterloo, will be joined by Paul Knafelc and Erik Lockhart to lead and facilitate this workshop. The agenda for the workshop will include the following:

- Overview of Economic Ecosystem: Understanding what constitutes an economic ecosystem.
- Economic Development from a Practitioner's Perspective: Insight into what economic development entails from a practical viewpoint.
- Data and Statistics Presentation: Using data and statistics to outline Dufferin County's current economic ecosystem, identifying its challenges, opportunities, and emerging trends.
- Collaborative Consultation Process:
 - Presenters will guide a consultation process involving senior leaders (Council, Senior Management Team, stakeholder leads) to identify 3 to 5 strategic economic challenges or opportunities.
 - This process will involve brainstorming, creating lists, and prioritizing these challenges/opportunities through a facilitated democratic process.

Phase 2 - Engagement

The second phase of this process involves municipal and stakeholder engagement. The purpose of this step is to leverage the knowledge gained from the learning sessions and engage community leaders in the identification of key strategic economic challenges or opportunities in the local communities. From January through February 2024, staff will work closely with two key stakeholder organizations to deliver presentations to Municipal Councils explaining the proposed roadmap to an inclusive economic development strategy and action plan. Following these presentations, willing municipalities will be supported in organizing their own economic development learning sessions where local priorities will be discussed and itemized with invited local leaders. These sessions will take place from March through July 2024. Various industry sectors, businesses and community groups will also be engaged during this period. This phase will help decentralize the economic development learning process and facilitate a collective understanding of modern economic development practice, leading to the identification of local challenges and opportunities. A comprehensive report will be produced at the end of this phase detailing the local community priorities and a shortlist of County-wide economic development priorities.

Phase 3 – Identifying Action Items

The third phase of this process will involve efforts to collaboratively develop actionable initiatives based on the identified local and county-wide challenges and opportunities. A workshop event will be organized in the Fall of 2024 to engage leaders and decision makers in brainstorming and idea generation exercises. The outcome will be a list of potential actions for each identified challenge or opportunity, as well as the resources needed for each action. Timelines and lead individuals and organizations will also be defined during these workshop sessions. Part of this phase will involve engaging each Municipal Council in the action planning process and aligning local priorities with the County-level strategy. This process ensures that the strategy development is a collaborative effort, involving key stakeholders and decision-makers in defining actionable plans. The workshop's structure, with its focus on generating, resourcing, and building consensus around actions, is a powerful approach for turning ideas into practical strategies that can drive economic development in Dufferin County. It promotes accountability and ensures that actionable plans are in place to address the identified challenges and opportunities. It also fosters engagement and buy-in from local leaders, making it more likely for the action plans to be implemented effectively at the municipal level.

Phase 4 – Plan Approvals

The fourth phase would involve creating and presenting the draft Municipal Economic Development Action Plans and the Dufferin County Economic Development Action Plans

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to the Community Development and Tourism Committee and the respective Municipal Councils. Each body will be given appropriate time to review, provide feedback, and endorse the respective action plans. Each municipality will be responsible for implementing its action plan with the County's Economic Development Division providing support and resources as needed to facilitate successful implementation. The reports in this phase are expected to be finalized by November 2024.

Phase 5 – Reporting and Updates

The fifth and final phase would involve annual status reporting every October. Each respective municipality's economic development lead will be encouraged to provide annual reports to their Council on the status of the Economic Development Action Plan. The report should cover the progress made on the identified actions, challenges encountered, and any adjustments made to the plan. After Municipal Councils have had the opportunity to review and provide feedback on these reports, the County's Economic Development Division will then summarize the status reports from the municipalities into a comprehensive Dufferin County Economic Development Action Plan status report. The report, which will be presented to the Community Development and Tourism Committee, will include updates on the status of actions, challenges, and successes, along with key statistics and trends. Committee and Councils can reaffirm their commitment to the existing plans or direct updates. This annual check-in and reaffirming process ensure that the economic development strategy remains dynamic and responsive to the evolving economic landscape and community needs. It promotes transparency, accountability, and adaptability in the implementation of the plans. Additionally, the inclusion of statistics and trends will allow for data-driven decision-making and strategy adjustment.

Financial, Staffing, Legal, or IT Considerations

\$65,000 for strategic economic development planning work was approved in the 2023 budget. The full amount is not expected to be utilized before the end of the year. A similar amount has been requested for the 2024 budget.

In Support of Strategic Plan Priorities and Objectives

Community - support community well-being and safety through collaboration and partnerships.

Economy - advance County-wide economic development workforce development.

Respectfully Submitted By:

Yaw Ennin
Manager of Economic Development

Reviewed by: Sonya Pritchard, Chief Administrative Officer



A community that grows together

Report To: Chair Horner and Members of the Community Development and Tourism Committee

Meeting Date: October 26, 2023

Subject: Museum Policy Updates

From: Sarah Robinson, Acting Museum Manager

Recommendation

THAT the report of the Acting Museum Manager, "Museum Policy Updates", dated October 26, 2023, be received;

AND THAT the following museum policies be approved:

- **Volunteerism Policy**
- **Collections Management Policy.**

Executive Summary

It is best practice to periodically review museum policies and guidelines. This report focuses on two Museum of Dufferin policies that have been revised and updated. The two policies included with this report are the: Volunteerism Policy and Collections Management Policy. These policies were previously updated as part of the Museum of Dufferin Consolidated Policy document in July 2019.

Background & Discussion

The Ontario Museum Association "Museum Succession Guidelines" and CMOG (Canadian Museum Operating Grant) Standards, recommends revisions to museum policies rotations. This ensures that museums are complying with current industry standards, ethics, and guidelines. It is the intention of the Museum of Dufferin to revise 2-3 policies yearly and make additions and changes, as necessary.

These policies are used and referenced by staff on a regular basis to ensure that services are provided to the public in a transparent and fair manner. The Collections Management Policy ensures the safekeeping of artifacts and archival records, as well, it outlines ethics and staff accountability. The Volunteerism Policy identifies standards for recruitment, recognition, and dismissal of volunteers. The Museum is committed to providing appropriate, meaningful, enjoyable, and safe volunteer assignments of value.

The following is an overview of the revisions:

Volunteerism Policy:

- Introduction of a volunteer recruitment and interview process that ensures interested parties are matched to a meaningful and valuable task.
- The addition of a volunteer dismissal process and a dedicated section that discusses confidentiality and access to records.
- Revision of the volunteer training and recognition practices.

Collections Management Policy:

- Introduction of an acquisition matrix and revision of the acquisition approval process (incoming artifact and archival donations).
- Revision of the process and administration relating to approved donations.

Financial, Staffing, Legal, or IT Considerations

The update of the Collections Management Policy, specifically the acquisition matrix and acquisition approval process, prevents situations of bias when accepting artifact and/or archival donations. The matrix follows a point-system, and the newly implemented approval process requires three staff members to review the potential donation before acceptance. This process is in line with neighbouring museum practises. Additionally, after 29 years of collecting, the Museum of Dufferin's storage rooms are nearing capacity. With storage space in mind, the Collections Management Policy considers duplicates, deaccessioning practises, and responsible collecting.

In Support of Strategic Plan Priorities and Objectives (Choose all that apply)

Governance - identify opportunities to improve governance and service delivery.

Respectfully Submitted By:

Sarah Robinson
Acting Museum Manager

Attachments:

- Collections Management Policy
- Volunteerism Policy

Reviewed by: Sonya Pritchard, Chief Administrative Officer



POLICY & PROCEDURE MANUAL

SECTION	DEVELOPMENT AND TOURISM	POLICY NUMBER	10-2-02
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	Sept 3, 2001
SUBJECT	Collections Management		
AUTHORITY	Dufferin County Museum & Archives and Heritage Lands Board Motion # M3, July 25, 2001 County Council Motion #2001-205, September 3, 2001 Community Development & Tourism – October 26, 2023 Council -		

PURPOSE

To provide an overall ethical and procedural framework outlining the means by which Museum of Dufferin (MoD) staff will carry out collections activities. Guided by this framework, MoD staff will strive to fulfil the duties associated with collections management in accordance with our statement of purpose.

Scope

The procedures listed herein apply to both the Museum and Archives collections at the MoD.

Collecting Mandate

The Museum of Dufferin will collect, preserve and document objects and archival material which illustrate Dufferin County's development from prehistoric to modern times. The museum will collect items made, used, or associated with individuals or places related to Dufferin County. The Museum of Dufferin will strive to represent the diversity of the community by being inclusive in its collecting practices.

SUBJECT Collections Management	POLICY 10-2-02 NUMBER
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Ownership

Upon signing the Deed of Gift form, ownership is transferred from the donor to the County of Dufferin. All artifacts and archival documents held by the Museum of Dufferin are regarded as assets of the County of Dufferin.

Collection Management Ethics and Accountability

The Museum will not accept items into the collection that have been acquired in an illicit, unethical or exploitive manner. The Museum will strive to adhere to ethical guidelines set out by the International Committee of Museums (ICOM), the Canadian Museum Association (CMA), the Ontario Museum Association (OMA), the Archives Association of Ontario (AAO) and the Canadian Council of Archives (CCA).

Museum staff and volunteers privately collecting objects like those being actively collected by the Museum shall inform the Museum of their activities to ensure no conflict of interest.

Museum staff will not engage in the appraisal of objects.

Museum staff will endeavor to develop the Museum collection in an ethical manner, without bias or preferential treatment to any individual, group, or institution.

All aspects of collections care and management will be of the highest possible standard given time, staff, and financial resources.

The Museum respects the cultures and beliefs of the Indigenous peoples of Canada and will comply with the recommendations in the Truth and Reconciliation Commission of Canada: Calls to Action for Museums and Archives. Serious consideration to all requests from the Indigenous peoples of Canada for repatriating objects of cultural patrimony will be considered on a case-by-case basis. The Museum will comply with the United Nations Declaration on the Rights of Indigenous Peoples to the best of its ability.

1. Acquisition of Objects and Collections

1.1 Criteria for Acquisition

The MoD will consider the following when determining whether to accept or reject any artifacts or archival material for its permanent collection:

- a. There is proven relevance to the Statement of Purpose for the MoD and to collection development objectives as outlined in the MoD Strategic Plan.
- b. Unique historic significance, such as association with an event, person, historical period, or geographic area representation of themes, processes, activities, and cultural norms with Dufferin County significance. Lack of information about the provenance or context of items may prevent their acquisition.
- c. Availability of human and financial resources to acquire, document, preserve, store, and exhibit the artifact or specimen.
- d. Storage limitations will be considered. The MoD may not be able to accommodate large items, or collections with numerous components without

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- compromising other objectives.
- e. Redundancy to the collection will be considered. If the potential acquisition duplicates items already in the collection, it may not be accepted.
 - f. The MoD will strive to acquire artifacts that generally are complete and in good condition. Acquisitions in poor condition may be rejected due to the time and expense involved in their conservation. Items may also be rejected if their presence at the MoD facility may jeopardize the health and safety of staff or other artifacts or documents in the collection (ie. cellulose nitrate, degrading plastics, lead paint, asbestos, etc.).
 - g. The MoD will consider opportunities for use, exhibition, research, and other program requirements. Acquisitions must have a value that extends beyond personal value to the donor.
 - h. Proof of ownership of rightful possession and completion of the Deed of Gift are necessary. Any proven misrepresentation of ownership will render a signed Deed of Gift null and void. At which point the donation will be returned to its legal owner(s) if they do not wish to transfer titles to the MoD. The Museum of Dufferin will not accept items if there has been notification of an ownership dispute.
 - i. Any item that comes under ethical consideration (human remains, Indigenous materials, etc.) will be subject to appropriate laws and legislation. Similarly, items affected by municipal, provincial, or federal legislations (i.e firearms, toxic, or illegal substances) will be subject to those laws.
 - j. Objects and archival records which represent current local events, groups, organizations and marginalized communities may be sourced by staff and added to the Museum of Dufferin collection. Objects being considered for donation must adhere to the collections management policy.
 - k. Where an item is offered that does not fit the mandate of the Museum, designated Museum staff will make efforts to suggest a more suitable museum or similar institution.

1.2 Approval Process for Acquisition

When an object or archival document is offered to the museum, the object/archival document will be subject to the Acquisition Matrix to facilitate an acceptance or decline decision. The object/archival document must score at least 6 points on the Acquisition Matrix to be considered for the Museum of Dufferin's Permanent Collection. If the object/archival document does not meet the minimum score of the Acquisition Matrix, it cannot be accepted into the Museum of Dufferin's Permanent Collection, and the potential donor may be directed to another institution.

If an object or archival document meets the minimum score on the Acquisition Matrix, it can move forward to the Acquisition Committee, which is comprised of the Museum Services Manager, Curator, and Archivist (or designates) to facilitate a final decision on if the

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object/archival document should be accepted into the Museum of Dufferin’s Permanent Collection.

Where a potential donation is of a sensitive nature, of high-value and/or comprised of large objects or a large collection of objects, or when there is a potential for bias (i.e. a family member of a staff member wishes to donate an object or archival document), the potential donation will be subject to the Acquisition Matrix and the Acquisition Committee will meet to make a decision regarding the potential donation. In some cases, the Director of the museum may be asked to sit with the committee where there is potential bias.

Acquisition Matrix

Does the Museum of Dufferin have sufficient resources to care for this object consistent with Museum Standards (staff, HVAC controlled space, specialized containers, etc)?	Yes	No
If “No”, the object cannot be accessioned into the permanent artifact collection.		
There is proven relevance to the mandate of the MoD and to collection development objectives as outlined in the MoD Strategic Plan.	Yes	No
The object has unique historic significance such as: association with an event, person, historical period, or geographic area representation of themes, processes, activities, and cultural norms with Dufferin County significance.	Yes	No
The potential donation is not a duplicate of an item already part of the MoD’s Permanent Collection.	Yes	No
The object is complete and in good condition, and will not jeopardize the health and safety of staff or other artifacts or documents in the collection.	Yes	No
The object has potential use for current or future exhibitions, research, or programming requirements.	Yes	No
The object is identified, and has documentation/archival support (such as photographs, first or second person written or oral histories, etc.)	Yes	No
There are no donor considerations or conditions.	Yes	No
The object was manufactured or produced or designed in Dufferin County.	Yes	No

1.3 Administration of Approved Donations

- a. All object acquisitions to the museum’s collection are the responsibility of the Curator. All paper-based acquisitions to the archives collection are the responsibility of the Archivist.
- b. Donations must be preapproved and may not be left or abandoned on the Museum of Dufferin property without prior agreement.
- c. When an object/archival document is accepted by the MoD, a Deed of Gift will be completed. A Deed of Gift indicates the donor’s irrevocable and unconditional donation

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of his/her right, title, and interests (including copyright if applicable) to the Museum of Dufferin. The donation may be dealt with as the Museum sees fit, including disposal. The form is signed by the donor and the Curator, Archivist or Museum Services Manager.

- d. Upon acceptance into the MoD collection, a formal donation thank-you letter will be issued to the donor. The formal donation letter indicates the donation's assigned accession number and object ID numbers (where applicable).
- e. MoD staff will complete all necessary accession forms and documentation regarding donated objects.
- f. If the artifact is listed on a temporary custody receipt (TCR) and is rejected, the owner will be notified and given 90 days to retrieve the object. If the owner does not retrieve the object within 90 days, it will be considered abandoned property and ownership will automatically be granted to the County of Dufferin. It will then be disposed of in accordance with the MOD's deaccession procedures.
- g. Artifacts and archival records for which a tax receipt has been issued to the donor through the County of Dufferin, may not be returned to the original donor and/or family members.
- h. Artifacts and archival records for which a deed of gift has been signed by the donor and a museum representative may not be returned to the donor and/or family members.

1.3 Methods of Acquisition

Artifacts and specimens are acquired through donation/gift, purchase, sponsorship, bequest; some are also acquired in-house, and found in the collection.

1.3.1 Donation / Gift

A donation or gift may be accepted from any source, including a staff member. The display of donations is not guaranteed.

1.3.2 Purchase

Artifacts or archival items may be purchased from any source. However, purchase from a member of the board, staff, volunteer, or their family members or friends, or an organization in which the individual has an interest, requires the approval of the Curator or Archivist.

- i. Purchase limits are set by the MoD's acquisitions budget.
- ii. All purchases must have an itemized bill of expenditure.
- iii. All purchases will be approved by the Curator or Archivist.

1.3.3 Sponsorship

Sponsorship of collection items will be arranged by the MoD Museum Services Manager, Curator or Archivist.

Items acquired through sponsorship will be reported to the MoD annual reports.

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1.3.4 Bequests

Where possible, all bequests should be approved before a donor completes his/her will. Acceptance into the permanent collection needs to follow acquisition criteria and will require final approval of the Curator or Archivist. The MoD is not obligated to accept any donations listed in a bequest.

1.3.5 In-House

Objects created or used within the MoD may be subsequently accessioned into the collection.

1.3.6 Found in Collection

Unaccessioned objects that have been treated as artifacts or specimens over a period of 10 years, but for which acquisition documentation cannot be located are designated 'found in the collection'. These objects may be accessioned.

2. Objects That Do Not Have Paperwork / Abandoned Property

2.1 Criteria for Acquisition

Items that have been left at the MoD in the following manner:

- a. Anonymous donation with staff.
- b. Drop-off on the facility grounds.
- c. Failure to pick-up a declined donation, recorded on a temporary receipt, after 90-days of notification.

It is clear through the owner's actions that they intended to donate the item to the MoD. The act of bringing the object to the site implies that the abandonment was a deliberate act. In doing so, the abandoner terminates his/her ownership and gives up all subsequent claims to the object. The MoD has no obligation to accept, use, store or care for abandoned objects. It has no obligation to attempt to identify or return them to the owner. The MoD has no obligation to hold abandoned objects for any period of time in case the abandoner wishes to reclaim them.

Abandoned objects may be disposed by the MoD. This includes donating to another public institution or destroying them.

2.2 Duplicates

Duplicates may be accepted into the MoD collection under the following conditions:

- a. The object(s) is a finer example than the one in the collection.
- b. The object(s) is better documented than the one in the collection.
- c. The object(s) contributes to the building of a research collection.
- d. The object(s) could be useful in outreach or off-site educational programs.
- e. The object(s) has a unique provenance / custodial history of significance to the

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museum mandate.

Any duplicate which does not fulfill one of these criteria will not be accepted into the MoD collection.

3. Education Collection

Objects may be collected for educational value and purposes. When an item is accepted for the Education Collection, it must go through the same collections procedures as other artifacts and archival material. A donor signature is required on a Deed of Gift, acknowledging that the object will be placed in this specific collection.

These objects will be stored in the Education Collection storage cage and should be compatible with current facility storage. Education Collection acquisitions are managed and approved by the Curator and Archivist. Once accepted and documented, the storage, care, and management of the Education Collection is the responsibility of the programming staff.

In general, education items may be handled by the public. The programming staff will determine if an item is appropriate to be handled. Should the object's condition deteriorate or if the object is no longer needed for educational purposes, the MoD will follow standard deaccession procedures.

4. Tax Benefits

Charitable tax receipts will be issued upon request by the donor. Before a tax receipt is issued:

- The Deed of Gift form must be signed and returned to the MoD.
- The item(s) must be in the custody of the MoD.
- An appraisal must be conducted by a third-party accredited appraiser.

The Corporation of the County of Dufferin may issue a tax receipt for the fair market value of the object donated after an appraisal has been performed. The MoD will not appraise objects it does not legally own. Appraisals of objects and archival records donated are to be performed by an accredited appraiser, arranged by the MoD (if expected to be under \$10,000 in value). At the time of donation, the donor will be informed of the time frame in which they may expect a tax receipt.

The donor may have the item(s) appraised by a third-party accredited appraiser of their own choosing, in this case, the donor will be responsible for incurring all associated costs. The MoD may use this appraisal to issue a tax receipt if:

- The appraisal is not older than one year at the time of donation.
- The name/company and address of the appraiser is provided.
- Proof of the appraiser's accreditation is provided.

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In the instance that an item is expected to be over \$10,000 in value, the donor is responsible for acquiring an appraisal from an accredited appraiser. The donor will be responsible for incurring all associated costs.

Market value appraisals are outside the purview of the Museum of Dufferin staff. The MoD will not recommend a specific dealer, appraiser or auctioneer to the public. However, MoD staff may direct the public to a website or resource that lists various appraisers, auctioneers or auction houses that provide appraisal services.

5. Loans

The MoD accepts loans of a specified duration for the purposes of display, education, or research, these are referred to as incoming loans. The MoD may also loan artifacts and archival material from the collection to other institutions/organizations, these are referred to as outgoing loans.

Loans may be renewed upon the agreement of both parties. Loan agreements are signed by the lender and the Curator or Archivist. Loan records are maintained by the Curator or Archivist. A loan agreement form includes the following information:

- a. The borrower's full name and address.
- b. The duration of the loan.
- c. The object's condition, and insurance information.

5.1 Outgoing Loans

The MoD will not loan items it does not own. Off-site outgoing loans may be arranged for temporary displays, providing that the off-site location offers security (ie. lockable cases, security personnel), acceptable climate control, and appropriate lighting levels, as assessed by the Curator or Archivist.

The MoD will ask the borrower to sign a loan agreement. The borrower may also be asked to provide certificates of insurance, providing coverage for the transportation and duration of stay. The borrower is responsible for packing, shipping, insurance, and maintenance of any object listed on the Outgoing Loan Form. Private individuals may not borrow objects from the Museum of Dufferin collection. Loans are not made for personal use or for commercial purposes.

5.2 Incoming Loans

The MoD does not accept long-term loans. Loans should not exceed a period of one year. The MoD will host incoming loans from other museums and institutions, in the form of special/travelling exhibitions. The MoD will provide the level of care for the borrowed material as outlined by the lending institution.

5.3 Refusal of Loans

The acceptance or refusal of a loan shall be on the recommendation of the Curator or Archivist. Outgoing and incoming loans may be refused based on the following factors:

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- a. The fragility, rarity, and/or value of the object.
- b. The security of the proposed off-site location.
- c. The purpose of borrowing the objects.
- d. The availability of MoD staff to prepare the loan materials.

6. Preservation

Responsibility to preserve its collection in perpetuity, with the exception of artifacts and specimens designated as 'education collection'. This includes artifacts and specimens in storage, on exhibit, for research and on loan. In all of these activities, the MoD will comply with the Conservation & Security Policy.

7. Access to Collections

It is fundamental to the Museum's mission to provide access to the Museum of Dufferin collection and promote appreciation of its significance.

Curatorial and Archival Staff may determine whether an object/archival document is appropriate to be viewed or handled by members of the public, volunteers or other museum/County of Dufferin staff.

The public may request to see objects or archival documents in person at the museum.

Curatorial or Archival Staff will determine if the object is appropriate for public viewing based on condition and/or confidentiality restrictions. Members of the public must give advance notice to Curatorial and Archival Staff (3 MoD business days) that they would like an object/archival document pulled for viewing.

The Museum shall make available to researchers and scholars materials relating to the collections unless they are confidential or would suffer physical harm if handled.

8. Deaccession

This is the process by which the item(s) is (are) removed from the Museum of Dufferin's Permanent Collection, and can be implemented only upon recommendation of the MoD Curator or Archivist, and then after approval by the Community Development and Tourism Committee. The process of deaccessioning the item(s) will be carefully documented.

The MoD has a duty to care for the objects in its collection. An important part of this stewardship includes the removal and oversight of the relocation or disposal of deaccessioned objects. The deaccession and disposal of objects, and documentation related to said objects, is a standard collections management best-practice in heritage institutions. The resources of the institution are finite, and the elimination of identified objects will allow for improved care of remaining items in the collection.

All deaccessioning processes will adhere to the museum standards and the ethical guidelines set by the International Council of Museums (ICOM), the Canadian Museum Association (CMA), the Ontario Museum Association (OMA), the Archives Association of Ontario (AAO), the Canadian Council of Archives (CCA) and in accordance with provincial and federal legislation.

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Deaccessioning an item requires careful consideration by MoD staff. In deciding an item's deaccessioning, the following criteria are assessed:

- The item's suitability relating to the Museum of Dufferin mission, mandate, strategic plan or collection policy or priorities.
- Representativeness and completeness of the artifact or archival material; in the interests of protecting the Museum of Dufferin from the obligation to store and conserve item(s) which have become redundant by the acquisition of identical or nearly identical objects in superior condition. Completeness of documentation and provenance.
- Effective use in current and future exhibitions, research, interpretation and public use.
- Correcting old accessioning mistakes. In some situations display cases, reproductions, exhibition props, library books, etc. have been assigned accession numbers. Since these were never meant to be part of the accessioned collection, they should be removed.
- Condition of the item. Items that have reached a state of deterioration such that conservation is no longer practical or within the means of the Museum of Dufferin, or the chemical make-up or components pose a serious health risk to staff, or risk of damage to other artifacts or archival material should be deaccessioned.
- Whether the item can be properly cared for or stored, based on the Museum of Dufferin's current storage facilities, resources, etc.
- A copy, forgery, fake or incorrectly or improperly documented.
- Ethical issues related to ethnographic collections and human remains.
- Restrictions on legal title or lack of legal title.

8.1 Deaccessioning Procedure

The recommendation to deaccession an item will be made in the form of a report to the Dufferin County Community Development and Tourism Committee with the reason(s) for the recommendation.

The museum will provide evidence that it has clear title to the objects proposed for disposal. In the case of undocumented material, museum staff must make a serious, diligent and documented effort to locate owners.

Deaccessioning of collections material may be carried out by first offering to transfer it to the MoD Education Collection, museum, gallery or institution that shares the goal of exhibiting, interpreting and preserving historical objects.

Designated Museum staff are not responsible nor obligated to contact a donor or next of kin to repatriate the object prior to recommending it for deaccession.

If disposal cannot be made by the above methods, and the item retains some possible market value, a reasonable attempt may be made to recover the latter, following its deaccessioning. Funds acquired through the sales of deaccessioned items must be directed towards exhibition

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and collections projects. If the artifact is disposed of by an arms-length public auction, all object ID Numbers and other identification tags will be removed.

Where an item is deaccessioned due to deteriorating condition, disposal can be left to the discretion of the Curator or Archivist (as applicable), either by the above methods or by destroying and disposing of all physical remains. The destruction of deaccessioned items must be witnessed by at least two County of Dufferin employees and documented (signatures from MoD Staff and witnesses and/or photographic evidence). The destruction must be witnessed by at least one County of Dufferin employee that is not a member of the MoD staff.

The MoD will maintain the records of deaccessioned items.

Deaccessioned objects shall not be disposed of by any means to:

- a. Members of Dufferin County Council.
- b. Dufferin County staff (current or former).
- c. Museum of Dufferin volunteers.
- d. The families or representatives of any of the above.

Definitions and Terms

COLLECTION: The term "collection" as used in this document means the acquisition of material artifacts and archival material that contribute to an understanding of the history of Dufferin County through a variety of means; its natural history, past human behaviour, customs, activities, events, episodes, institutions, and personalities. Acquisitions to the collection are made through donation, purchase, sponsorship, loan, and bequest, some are also acquired in-house, and found in the collection.

EDUCATION COLLECTION: Objects and archival material may be collected for educational value and purposes. Education items may be handled by the public. Education items may also be loaned out to schools, libraries and other public institutions in the form of education kits.

POLICY & PROCEDURE MANUAL

SECTION	DEVELOPMENT AND TOURISM	POLICY NUMBER	10-2-07
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	
SUBJECT	Volunteerism		
AUTHORITY	Community Development and Tourism – Council -		

Terms

Volunteer: a term that applies to all individuals who provide their time and service to an activity that supports the objectives of the MoD and is authorized and sponsored by the MoD, and for which they are not paid.

Statement

Volunteers are of vital importance to the Museum of Dufferin operations. The MoD strives to foster and support a strong and diverse volunteer base, and values its volunteers who give their time and creativity to the Museum. In so doing, the MoD encourages integrity, commitment, reliability, initiative and co-operation among those accepting a volunteer position. The Museum is committed to providing appropriate, meaningful, enjoyable and safe volunteer assignments of value.

1. Roles and Responsibilities of the MoD

The MoD will:

- a) Provide suitable and meaningful activities for its volunteers.
- b) Recruit, orient, place, train and acknowledge its volunteers.
- c) Provide an environment that is free from abuse, harassment, or any other discriminatory practice.
- d) Provide a safe and healthy work environment.

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- e) Train all volunteers for emergencies and provide an orientation to MoD fire and safety policies and procedures.
- f) Respect the contributions and input of all volunteers.
- g) Communicate effectively and regularly and encourage dialogue with volunteer activities relating to the MoD and its operations.
- h) Foster and support co-operation in complementary activities conducted at the MoD by employees and volunteers.
- i) The Museum of Dufferin is committed to developing a diverse volunteer body and to making volunteering opportunities as accessible and responsive as possible to the different needs of our volunteers. Museum of Dufferin staff discuss any needs that prospective or existing volunteers may have in order to identify the best volunteering opportunities available and to support their full and safe involvement. When required, the Museum will make reasonable adjustments to volunteering roles where possible.

2. Volunteer Recognition

Those volunteers who have provided 50 or more hours of service within the calendar year will be recognized with:

- Free Museum Membership (for the year they have volunteered)
- Discounts on select programs & workshops
- 5% discount on room rentals
- 10% discount on gift shop items (*excluding consigned artwork)
- Free admission to Holiday Treasures

Volunteer milestones (5, 10, 15 years of services, etc.) will be acknowledged.

3. Recruitment

When the Museum has opportunities for volunteers these are shown on the Museum website. Each opportunity will include a brief overview of the specific role and the task description, as well as the basic skills required to complete the role successfully. The Museum may select individuals from applications for opportunities and invite them to a meeting to determine whether the individual would be suitable as a volunteer for the Museum.

The Museum of Dufferin will:

- a) Interview - Arrange and conduct an interview with the candidate to assess the candidate's background, skills, interests and availability. This step is taken to determine which type of volunteer position best matches the candidate's interests and skills.

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- b) Criminal Record and Vulnerable Sector Checks – Before beginning a volunteer project, all volunteers must provide the Museum with a successful criminal record check conducted within the last three (3) months. Education, programming and outreach volunteers and/or any volunteers working with children, seniors or vulnerable populations may be asked to provide a successful criminal reference check **with** vulnerable sector screening conducted within the last three (3) months.
- c) Contact Candidate - Communicate with the candidate to indicate the results of the application or interview process.
- d) Orientation and Training Sessions - Provide the volunteer with training and orientation required to carry out the responsibility of their position and to enhance the experience of volunteering. Training will provide the volunteer with specific knowledge in relation to policies, procedures, and skills required to perform their role effectively. Training also includes providing information related to AODA standards, respect in the workplace and human rights.
- e) Supervision - Provide the appropriate level of supervision to the volunteer as deemed necessary by the staff supervisor or Museum Services Manager.
- f) Monitoring – Staff supervisors are responsible for providing the volunteer with feedback.

The Museum’s decision on suitability of a prospective volunteer is absolute and final. The MoD reserves the right to refuse or reject a volunteer application, reasons may include, but are not limited to:

- Limited volunteer computers or workspace.
- Conflicting timing of projects or lack of meaningful volunteer projects.
- Lack of resources (staff to supervise, materials to complete a project).
- The volunteer has failed to provide a criminal record check or vulnerable sector check or the criminal record check or vulnerable sector check has come back with unsatisfactory results.
- The volunteer has failed to attend training, orientation, etc.

4. Student Volunteers

Student volunteers (under the age of 18) may volunteer as part of a recognized program (i.e. co-op), or as part of their high school community service requirement, or as part of a specific project developed for them by the Museum. Volunteers who are under the age of 18 will be required to provide written consent from a parent or guardian.

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3. Administration, Co-ordination & Training

All volunteers are assigned a member of Museum staff to act as their supervisor during their time spent volunteering. Volunteers may contact the Museum Services Manager with any queries or concerns. The volunteer accepts the decisions and guidance of professional staff in the performance of duties. Administration of volunteer records and training are the responsibility of Museum of Dufferin staff. Each volunteering placement will have a specified time commitment, which may be extended if required.

All new volunteers will receive an orientation that includes an introduction to staff and the facility, and an overview of: roles and responsibilities, applicable policies and procedures, health and safety topics and fire safety. Task-specific training and management will be handled by the MoD staff member most closely related to the volunteer position or task to be completed.

4. Volunteer Dismissal

- The Museum of Dufferin may dismiss volunteers from further involvement at the Museum at any time, without cause.
- A volunteer who has not worked during a 2-year period will be considered inactive.
- A volunteer, whose performance or attitude is disruptive or interferes with an activity, may be dismissed from that event or activity by the supervisor, Museum Services Manager or designate.
 - The supervisor or Museum Services Manager will follow up with the volunteer to try to correct the situation.
 - Volunteers will be given a set time during which they should improve their behaviour. This time will be noted in a written warning.
- Serious violations are cause for immediate dismissal. Violations will be brought by the supervisor to the attention of the Museum Services Manager, who will determine whether to terminate the services of the volunteer.
- The following are considered grounds for immediate dismissal:
 - Illegal, violent and/or unsafe acts
 - Theft of property or misuse of Museum of Dufferin funds, equipment, client information or materials
 - Being under the influence of alcohol or drugs while performing volunteer duties
 - Any action or behaviour that causes harm to visitors, staff, volunteers.
- Any staff member supervising or observing a volunteer doing something unsafe or against MoD and/or County of Dufferin policies may immediately dismiss the volunteer.
- The official dismissal of volunteers will be communicated via email.

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5. Confidentiality

- (a) Volunteers are expected to respect and maintain the confidentiality of information about participants, volunteers and staff gained through the role or presence as a volunteer with the Museum of Dufferin.
- (b) The Museum of Dufferin will maintain confidentiality of information about the volunteer, including, but not limited to, information gathered during the application and screening process.
- (c) All records collected during the interview and screening process will be kept confidential and stored in accordance with MFIPPA. These records will only be accessed and used by staff members responsible for the volunteer program. The records will be stored in a secure location at each site.

6. Volunteer Expenses

The Museum is not able to pay expenses to volunteers.

7. Other

- Volunteers do not have the authority to represent themselves as spokespersons for the Museum, to make contracts for the Museum or make any other commitment on its behalf.
- The relationship between volunteers and the Museum does not create a legally binding contract or a relationship of employment between the Museum and the volunteer. The Museum accepts the volunteers on the understanding that their services are received at its sole discretion, and that a volunteer's relationship with the Museum may be terminated by either side at any time without notice or cause.
- Volunteers are not a substitute for employees and the Museum does not recruit volunteers to displace or replace them. Individuals who gain employment at the Museum must step down from their volunteer roles. Staff may not be volunteers whilst also working for the Museum of Dufferin.
- The intellectual property rights and interests (including copyright) in any ideas or materials that are created during volunteer duties are the property of the County of Dufferin/Museum of Dufferin.
- Museum property such as artifacts, books, tools, equipment, etc. will not be removed from the museum nor borrowed for personal use. The Museum of Dufferin is not responsible for any lost, stolen or damaged volunteer property brought onto the premises.



A community that grows together

Report To: Chair Horner and Members of the Community Development and
Tourism Committee

Meeting Date: October 26, 2023

Subject: Capital Workplan Update

From: Aimee Raves, Manager of Corporate Finance, Treasurer

Recommendation

THAT the report of the Manager of Corporate Finance, Treasurer, dated October 26, 2023, Capital Workplan Update, be received.

Executive Summary

The purpose of this report is to provide an update on the status of the 2023 approved capital workplan. The attached report provides details surrounding the capital asset fund, capital contributions, capital workplan and capital workplan adjustments for each division.

Background & Discussion

The capital workplan is an integral part of the annual budget. The report includes status updates for each capital project as presented in the 2023 budget. Similar to other financial reporting, the report provides a summary of the overall capital asset fund, capital contributions and capital workplan before taking a deeper dive by committee of the divisional capital asset funds, contributions and workplans.

Financial, Staffing, Legal, or IT Considerations

To date only \$95,000 of the budgeted \$335,000 of capital contributions have been allocated to the capital asset fund. The entire capital levy is allocated each spring, while most other revenues are not applied until the work is completed or at the end of the year. Based on budget it is anticipated that the Capital Asset Fund will be reduced by \$358,000

in 2023 to fund current year work. The actual Capital Asset Fund balance will be higher than the \$352,000 budgeted as the report details several projects will be deferred into future years.

Whereas planned work is estimated at \$693,000, at the end of September less than \$20,000 had been spent. Much of the planned work is already completed or underway with additional work planned for later in the year.

For a variety of reasons, it is not uncommon to require adjustments to the workplan each year, whether those be deferrals or additions. Deferral of projects can occur for any number of reasons including cost estimates higher than budget, work that can be postponed or insufficient staff capacity to complete work. No adjustments are required to the Community Development and Tourism workplans at this time.

In Support of Strategic Plan Priorities and Objectives

Governance - identify opportunities to improve governance and service delivery/
improve the County's internal and external communication

Respectfully Submitted By:

Aimee Raves, CPA CMA
Manager of Corporate Finance, Treasurer

Attachment: CDT Capital Plan Update

Reviewed by: Sonya Pritchard, Chief Administrative Officer



CAPITAL WORKPLAN UPDATE

As of September 30, 2023

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the status of the 2023 approved capital workplan. Similar to other financial reporting, it begins with a summary of the overall capital asset fund, capital contributions and capital workplan before taking a deeper dive by committee of the divisional capital asset funds, contributions and workplans.

The divisional sections summarize capital workplans that include the 2023 year to date actual, approved budget values, adjustments to budget approved throughout the year as well as the revised budget. The 2023 Actuals reflect activity to the end of September. The right side of each workplan includes status updates for each 2023 project.

To date only \$8.97 million of the budgeted \$18.5 million of capital contributions have been allocated to the capital asset fund. The entire capital levy is allocated each spring, while most other revenues are not applied until the work is completed or at the end of the year. Each division shows how the various asset categories (as described in the Corporate Overview) are funded from the various contribution sources (also described in the Corporate Overview). It is budgeted for the Capital Asset Fund to be reduced by \$6.1 million in 2023 to fund current year work. However, several projects have already been earmarked for deferral into future years which will leave the Capital Asset Fund higher than the projected \$11.9 million.

Whereas planned work is estimated at \$24.6 million, at the end of September only \$3.7 million had been spent. Much of the planned work is well underway or completed with additional work planned for later in the year. A delay in the timing of invoice processing and payments makes most divisions look significantly underspent for this time of year. For a variety of reasons, it is not uncommon to require adjustments to the workplan each year, whether those be deferrals or additions. Adjustments to the workplan have been outlined throughout including reasoning behind the required additions. Common reasons for adjustments include higher costs, increases in scope or the requirement of unscheduled work. Total adjustments to the capital workplan for all departments is \$279,000.

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CORPORATE OVERVIEW

CAPITAL ASSET FUND

The Capital Asset Fund is a reserve for all current and future capital projects. The balance at the end of September was \$23.210 million. It is not unusual to require adjustments to the workplan throughout the year due to higher than anticipated costs, unplanned replacements, or incomplete projects from the prior year. At the July 13 Council meeting a number of adjustments to the capital workplan were approved (see Item 23 of the [July 13, 2023 Council Minutes](#)), these adjustments are captured in the Adjustments column, the net impact can be seen in the Revised Budget column.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget
Opening Balance	\$17,986	\$17,986		\$17,986
Contributions				
Government Transfers	\$387	\$3,438	\$92	\$3,530
Capital Levy (Property Taxes)	\$7,630	\$7,630	\$0	\$7,630
Other Revenue	\$574	\$1,802	\$13	\$1,815
Debt Financing	\$0	\$3,500	\$0	\$3,500
Transfers from Reserves	\$376	\$1,585	\$0	\$1,585
DC Contribution	\$0	\$441	\$0	\$441
Total Contributions	\$8,968	\$18,397	\$105	\$18,502
Capital Work				
Land	\$0	\$3,300	\$0	\$3,300
Land Improvements	\$250	\$2,342	\$0	\$2,342
Buildings	\$1,087	\$4,309	\$1,033	\$5,342
Equipment & Machinery	\$374	\$1,164	\$65	\$1,229
Vehicles	\$755	\$2,120	\$151	\$2,271
Roads	\$1,105	\$7,723	\$265	\$7,988
Bridges & Culverts	\$119	\$1,692	\$80	\$1,772
Other	\$2	\$0	\$400	\$400
Total Capital Work	\$3,692	\$22,649	\$1,994	\$24,643
Ending Capital Asset Fund Balance	\$23,262	\$13,734		\$11,845

The total value of adjustments made to date has been nearly \$2 million. Most of the work associated with these adjustments has been completed but invoicing has not yet been processed.

When projects are completed any surplus between what was in the workplan, and the actual costs remains in the capital asset fund. For projects where the costs were greater than budget this draws down the capital asset fund. At budget time each year these surpluses, deficits and the estimated ending balance of the capital asset fund are taken into consideration when determining the appropriate level of contributions for upcoming years.

The value of the individual divisional capital asset funds will fluctuate over time, dependent on the number of assets to be replaced or rehabilitated in any given year, the value of those assets as well as the overall timing of when they are replaced. For example, if we were to consider a new building, several major replacements will need to occur at year 10, 15, 20 and 25 leading to spikes in the value of the work required during those years. Typically, there will be a gradual increase to the capital asset fund to ensure there are sufficient funds available when it is time to do the work, all while attempting to keep the capital levy contribution steady.

Occasionally the capital work needs will be greater in one year and then be near zero for several years afterwards, when this occurs it is not unusual for the capital asset fund of one division to go into a negative. Negative fund balances can also occur due to sharp increases in inflation or competing priorities. Although not an ideal situation this helps optimize the overall value of the capital asset fund as well as ensure fluctuations in the capital levy contribution are minimized.

CAPITAL CONTRIBUTIONS

Contributions to capital consider all sources of funding available.

GOVERNMENT TRANSFERS

Subsidies from various levels of government including Canada Community-Building Fund (formerly Gas Tax) and Ontario Community Infrastructure Fund (OCIF) are used primarily for transportation related projects. Additional transfers are also received from the Ministry of Long Term Care for both Dufferin Oaks and occasionally Community Support Services.

CAPITAL LEVY

Capital levy is the amount allocated from property taxes.

OTHER REVENUE

Primarily funding from other external sources including the sale of equipment or special project funding. For 2023 this includes funding to upgrade lighting throughout the buildings as well as contributions from Infrastructure Ontario towards the upgrades required in Courtroom 204.

Transfers from operating are also captured in this category. These are often subsidies received under an operating program that can be allocated towards capital. As the actual expenses and subsidies must be reported under operating, a transfer to capital is made to allocate funds to the appropriate division.

DEBT FINANCING

Per Policy Number 3-3-6, Debt Management Policy, debt financing is only used for new assets, not replacements. It is anticipated that debt will be required for the purchase of land for the new southern operations centre.

TRANSFERS FROM RESERVES

Allocations from other reserves and reserve funds. These include a small amount from the IT reserve, County Forest Reserve Fund, as well as an allocation towards the replacement of the building department vehicles from the Building Reserve Fund.

For 2023 this also includes an allocation towards upgrading the rail trail from the Rail Easement Reserve Fund. New for 2023 are transfers from the Rate Stabilization Reserve to offset the costs of two environmental assessments some of which were previously covered through development charges.

DC CONTRIBUTION

Development charges are applied to various roads projects based on the most recent development charge background study.

CAPITAL WORKPLAN

The capital workplan identifies projects for each year and the cost of this work is withdrawn from the capital asset fund as the work is completed. The work is separated into asset categories. Each of these categories relates to the replacement or rehabilitation of various assets.

LAND

Acquisition or disposition of land.

LAND IMPROVEMENTS

Parking lots, sidewalks, fences, intersection lighting and trails development.

BUILDINGS

Security, heating ventilation and are conditioning, windows and doors, flooring, roofing, chimneys, balconies, kitchen and bathroom upgrades as well as new construction.

EQUIPMENT AND MACHINERY

Elevators, appliances, lifts, tubs, laundry, kitchen and housekeeping equipment, defibrillators, stretchers, small tractors, ATV, trailers, laptops, monitors, servers.

VEHICLES

Ambulances, snow plows, heavy roads equipment, wheelchair vans, pick-up trucks.

ROADS

Design, construction and contract admin related costs for rehabilitation or reconstruction of County roads, including shared roads.

BRIDGES AND CULVERTS

Design, construction and contract admin related costs for rehabilitation or reconstruction of County bridges and culverts, including shared structures.

OTHER

Dufferin Oaks nurse call system, electric vehicle charging stations, and any other items that do not fit in one of the above categories.

Capital workplan summaries are included with each division. Each workplan includes 2023 Actual values, reflecting activity to the end of September, 2023 Budget, budget adjustments and 2023 Revised Budget. Separate workplan summaries are included for Roads as well as Bridges and Culverts due to the number of projects. The right side of each workplan includes status updates for each 2023 project. Where required additional notes have been added after each workplan, these notes are referenced similar to footnotes after the workplan. There are a number of projects that are marked completed which may have little to no expense to date, invoices will be processed prior to the end of the year.

CAPITAL WORKPLAN ADJUSTMENTS

Only work included in the approved capital workplan can be completed each year. Adjustments to a project of \$50,000 or less may be approved by the Department Head as can any emergency work that is required. Any adjustments to projects that are anticipated to be more than \$50,000 must be approved by Council prior to moving forward.

The projects included in the capital workplan are based on the current needs of the organization, taking into consideration the age and the condition of the assets. Despite ongoing efforts to maintain assets in good working order to ensure the longevity of the asset, occasionally some assets deteriorate quicker than anticipated. Additionally, the work on one capital asset may have unintended consequences on other surrounding assets. In these circumstances the work cannot be held off.

As contributions to the capital asset fund are based on a 20 year workplan there are often already funds available within the capital asset fund for these projects. Any shortages will be recovered over future years through additional contributions. Below is a list of such projects that need to be added to the 2023 capital workplan:

Project	2023 Budget	2023 Workplan Adjustment	2023 Funding Source	Adjustment Reason
Resurface Dufferin Rd 18	\$0	\$39,000	Public Works Capital Asset Fund	Additional work required
Heating, Ventilation and Air Conditioning (HVAC)	\$22,000	\$10,000	Corporate Facilities Capital Asset Fund	Additional heat pumps required replacement
Kitchen Equipment	\$13,000	\$2,000	Dufferin Oaks Capital Asset Fund	Equipment required sooner than anticipated
Lifts	\$48,000	\$31,000	Other Revenue (Infection Protection and Control)	Required new shower lifts for new showers
Flooring	\$3,000	\$2,000	Mel Lloyd Centre Capital Asset Fund	Requirements have been greater than anticipated
Flooring	\$12,000	\$18,000	MBV Capital Asset Fund	Higher than anticipated unit turnover, combined with higher costs
Kitchens	\$8,000	\$27,000	MBV Capital Asset Fund	Higher than anticipated unit turnover, combined with higher costs
Bathrooms	\$10,000	\$35,000	MBV Capital Asset Fund	Higher than anticipated unit turnover, combined with higher costs

Project	2023 Budget	2023 Workplan Adjustment	2023 Funding Source	Adjustment Reason
Security	\$79,000	\$99,000	Housing Services Capital Asset Fund	Changes in scope of work resulted in higher pricing
Heating Ventilation and Air Conditioning (HVAC)	\$9,000	\$16,000	Housing Services Capital Asset Fund	Unplanned purchase of heat pump required



COMMUNITY DEVELOPMENT AND TOURISM

COMMUNITY DEVELOPMENT AND TOURISM CAPITAL ASSET FUND

The Community Development and Tourism Capital Asset Fund is summarized below. The 2023 opening capital asset fund balance of \$710,000 is what was left in the fund at the end of the prior year. These funds are available for current and future year projects, in 2023 it is budgeted that \$358,000 will be drawn from the capital asset fund.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget
Opening Balance	\$710	\$710		\$710
Contributions				
Capital Levy (Property Taxes)	\$95	\$95	\$0	\$95
Transfers from Reserves/Trust	\$0	\$240	\$0	\$240
Total Contributions	\$95	\$335		\$335
Capital Work				
Buildings	\$17	\$293	\$0	\$293
Vehicles	\$0	\$400	\$0	\$400
Total Capital Work	\$17	\$693	\$0	\$693
Ending Capital Asset Fund Balance	\$788	\$352		\$352

Except for the capital levy, most contributions to capital are made after the work has been completed. This includes transfers from the Building Department Reserve Fund. To date only \$17,000 of the \$693,000 of planned capital work has been paid for. Further detail is provided within the individual division sections.

MUSEUM OF DUFFERIN

CAPITAL ASSET FUND

The Museum of Dufferin Capital Asset Fund is summarized below. It provides a summary of the contributions and planned work for 2023. It reflects costs associated with the Museum of Dufferin building and equipment.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget
Opening Balance	\$550	\$550		\$550
Contributions				
Capital Levy (Property Taxes)	\$95	\$95	\$0	\$95
Total Contributions	\$95	\$95	\$0	\$95
Capital Work				
Buildings	\$17	\$293	\$0	\$293
Equipment & Machinery	\$0	\$0	\$0	\$0
Total Capital Work	\$17	\$293	\$0	\$293
Ending Capital Asset Fund Balance	\$628	\$352		\$352

The capital asset fund had an opening balance of over \$550,000 in 2023. Nearly \$200,000 is budgeted to be drawn from this fund in 2023 with the balance to be used for future projects.

CAPITAL CONTRIBUTIONS

Over 65% of all projects will be funded from the capital asset fund. Meaning these projects have been planned for a number of years and funds have been contributed to the capital asset fund over time.

CAPITAL WORKPLAN

The capital workplan below provides a more detailed overview of the various planned capital projects for 2023 by asset category. Each workplan includes 2023 Actual values, reflecting activity to the end of September 2023 Budget, budget adjustments and 2023 Revised Budget. The right side of each workplan includes status updates for each 2023 project. Where required additional notes have been added after each workplan, these notes are referenced similar to footnotes after the workplan.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget	Status
Expenditures					
HVAC	\$16	\$59	\$0	\$59	Balance deferred to 2024
Building Automation	\$0	\$150	\$0	\$150	Defer to 2024
Security	\$0	\$11	\$0	\$11	Defer to 2024
Electrical	\$0	\$5	\$0	\$5	In progress
Windows	\$0	\$3	\$0	\$3	RFQ in fall
Roof	\$0	\$50	\$0	\$50	In progress
Exterior Doors	\$0	\$15	\$0	\$15	Defer to 2024
Buildings	\$17	\$293	\$0	\$293	
Total Work Plan Summary	\$17	\$293	\$0	\$293	



Museum Silo Roof Replacement

BUILDING SERVICES

CAPITAL ASSET FUND

The Building Services Capital Asset Fund is summarized below. It provides a summary of the contributions and planned work for 2023. It reflects costs associated with the replacement of building inspector vehicles.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget
Opening Balance	\$160	\$160		\$160
Contributions				
Transfers from Reserves	\$0	\$240	\$0	\$240
Total Contributions	\$0	\$240	\$0	\$240
Capital Work				
Vehicles	\$0	\$400	\$0	\$400
Total Capital Work	\$0	\$400	\$0	\$400
Ending Capital Asset Fund Balance	\$160	\$0		\$0

The capital asset fund had an opening balance of \$160,000 in 2023. The entire capital asset fund will be used for the replacement of existing vehicles.

CAPITAL CONTRIBUTIONS

An amount is allocated towards the future replacement of vehicles each year from the building reserve fund. No tax levy is applied to the building capital asset fund.

CAPITAL WORKPLAN

The capital workplan below provides a more detailed overview of the various planned capital projects for 2023 by asset category. Each workplan includes 2023 Actual values, reflecting activity to the end of September 2023 Budget, budget adjustments and 2023 Revised Budget. The right side of each workplan includes status updates for each 2023 project. Where required additional notes have been added after each workplan, these notes are referenced similar to footnotes after the workplan.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget	Status
Expenditures					
Vehicles	\$0	\$400	\$0	\$400	Tender in fall ¹
Total Work Plan Summary	\$0	\$400	\$0	\$400	

1. Electric vehicles to be tendered. Availability, anticipated delivery date and pricing to be determined through tender process.



Deck Building Inspection



A community that grows together

Report To: Chair Horner and Members of Community Development and
Tourism Committee

Meeting Date: October 26, 2023

**Subject: Organizational Planning – Community Development and
Tourism Staffing**

From: Sonya Pritchard, Chief Administrative Officer

Recommendation

THAT the report of the Chief Administrative Officer, dated October 26, 2023, with respect to Organizational Planning – Community Development and Tourism Staffing, be received.

Executive Summary

In advance of the budget discussions, a series of reports focused on staffing requirements are being presented to each committee. These reports are intended to provide an overview of the current staffing compliments, highlight areas experiencing capacity constraints, and identify future requirements. Future requirements stem from anticipated growth, Strategic Plan initiatives, and changes to provincial programming/funding. For areas under the CDT Committee (Community Development and Tourism Department), there are currently no proposed changes for 2024 or 2025.

Background

Over time, services must change to meet the needs of the community. Population growth, evolving priorities from other levels of government, and increased community expectations have put significant pressure on municipalities. In the last few years, these challenges have seemed to accelerate and there is insufficient staff capacity to meet the demands. When considering whether to proceed or not proceed with changes to the staffing complement, it is important to assess the impact, benefits and risks from various aspects including financial, liability, service delivery and staff well-being.

Discussion

New Position Needs Assessment

To assist with the evaluation process around changes to staffing levels a modified 4Ps assessment tool, stemming from the PROSCI change methodology, has been adopted. This includes asking probing questions pertaining to:

- Position – what is the role, the responsibilities, and does it bring new skills to the organization?
- Purpose – why is the additional role necessary, what are the benefits, what are the risks of not doing it?
- Particulars – when will it start, what is the cost, is there funding or potential for offsetting revenue?
- People – who benefits from adding the role?

4Ps assessments have been completed for all 2024 proposed positions. There no new positions proposed for CDT.

Department Organization Charts

Organizational Charts for each department are included in the appropriate committee report. The charts use a colour-coded key to highlight changes to the staffing complements implemented in 2022 and 2023 and any proposed changes for 2024 and 2025. The number of full-time and part-time as well as student/seasonal/contract positions are also identified.

Financial, Staffing, Legal, or IT Considerations

Although there are no proposed changes to the Community Development and Tourism staffing complement at this time; it may be necessary to look at planning staff numbers depending on the level of activity and should any additional support be requested from local municipalities.

Total Impact of Staffing Changes across all departments

Across all departments, 7 new positions are proposed for 2024 and 5 are proposed for 2025. 2025 positions would be reassessed during the preparation of that budget. Due to the phasing in of the proposed positions, the total pro-rated cost in 2024 is approximately \$625,000. This amount will be included in the 2024 DRAFT budget, and identified as additional staffing, for Council consideration. The annualized cost for these seven positions is \$875,000. Some of these costs are offset immediately by provincial

program funding and others will create future cost savings and cost avoidance. The additional annualized cost for the 2025 positions is \$640,000.

In Support of Strategic Plan Priorities and Objectives

Governance - identify opportunities to improve governance and service delivery

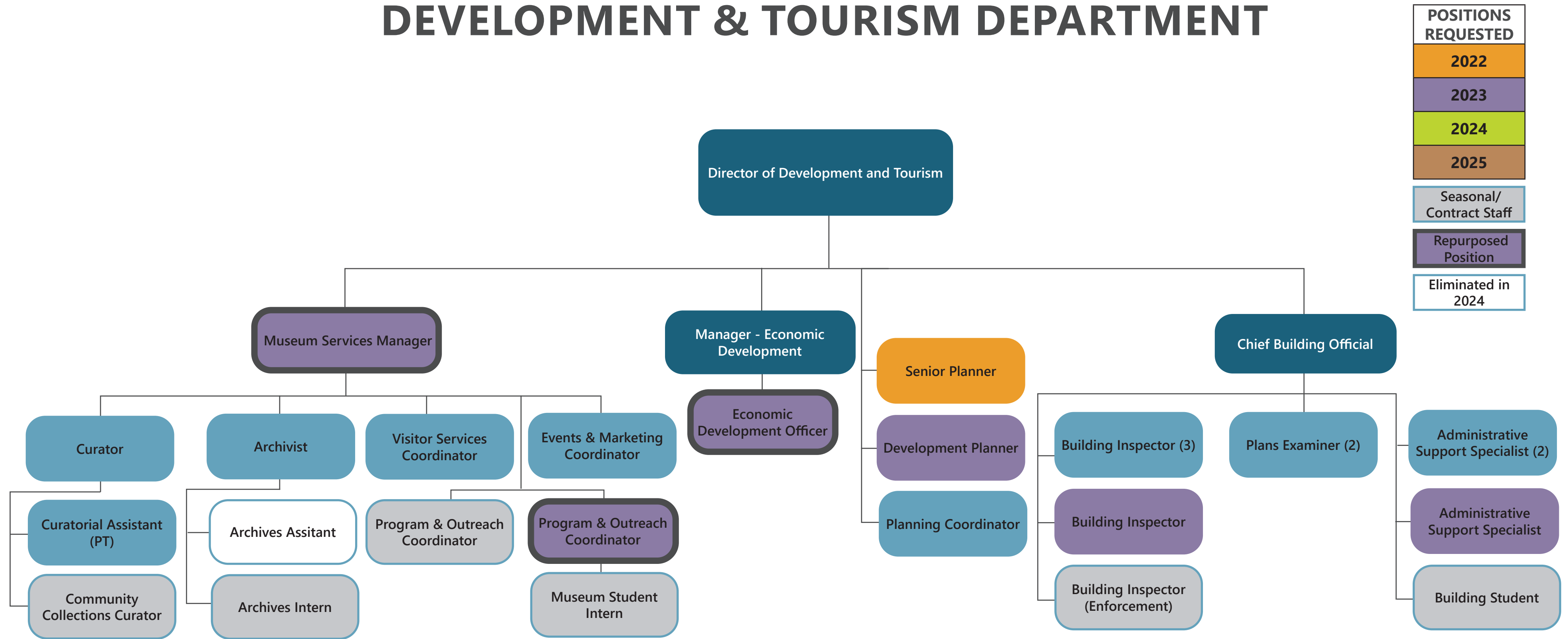
Equity - align programs, services and infrastructure with changing community needs/
ensure the County is an inclusive, equitable, and supportive Employer of Choice

Respectfully Submitted By:

Sonya Pritchard, CPA CMA
Chief Administrative Officer

Attachment: Community Development and Tourism Organization Chart

DEVELOPMENT & TOURISM DEPARTMENT



POSITIONS REQUESTED
2022
2023
2024
2025
Seasonal/ Contract Staff
Repurposed Position
Eliminated in 2024