



Executive Committee Agenda

Thursday, September 7, 2017
Council Chambers
County Administration Centre, Walkerton

1. Declaration of Pecuniary Interest

2. Closed Meeting

A. That the Committee move into a closed meeting pursuant to:

Section 239 (2) (b) of the Municipal Act relating to personal matters about an identifiable individual, including municipal or local board employees relating to the CAO position description and Bruce County Economic Development Strategy; and,

Section 239 (2) (3.1) 1. of the Municipal Act for the purpose of educating or training the members in relation to the Bruce County Economic Development Strategy; and,

Section 239 (2) (e) of the Municipal Act relating to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board to receive an update from County Solicitor, Tammy Grove-McClement on the Saugeen and Nawash - Treaty and title litigation - Scheduling Mandatory Mediation

B. Minutes for Approval - May 4, 2017 (to be emailed under separate cover)

3. Rise and Report

4. Information Items

A. Economic Development Update

- Economic Development Strategy
- Annual Report (copies to be circulated)
- Energy Sector

B. Integrity Commissioner Update

5. Action Items

- A. Complaint Policy
- B. Records Retention Program Policy

6. Next Meeting

October 5, 2017

7. Adjournment



Committee Report

To: Warden Mitch Twolan
Members of the Executive Committee

From: Kelley Coulter, CPA, CGA, MPA
Chief Administrative Officer

Date: September 7, 2017

Re: Bruce County Economic Development Strategy Update

Recommendation:

The Bruce County Economic Development Strategy report is for information.

Background:

In 2016, Committee supported the County staff to focus on three core pillars for economic diversity and success: Energy, Agriculture and Tourism. The transfer of the Business Enterprise Centre from the Town of Saugeen Shores complemented this approach.

As of December 31, 2017, staff provide quantitative data for the fiscal year of 2017. Our four outcome measurements are: Growth in tax assessment; Growth in population; Diversity local economy and Business retention and expansion. We anticipate close to 2% growth in our tax assessment as of December 31. Utilizing our agreement with Data-analytics we will measure our change in population and growth in our economic base. In coming years we will measure our retention rates.

As we close in on the start of the 4th quarter of 2017, staff are pleased to provide a positive status update. In the area of our Nuclear Innovation program, led by Ms. Stellina Williams, we have secured multiple businesses with a projected job growth of 120 positions. Equally, Kara Van Myall has led her team to advance employment opportunities for the partners of individuals working in the energy sector through the Business to Bruce program. In 2017, we have worked to retain stability in our Tourism sector as we redefine our Explore the Bruce program. The County annual net contribution toward economic development program, including the \$129,000 for the Bruce Power partnership is \$1,644,000. (2017).

Link to Strategic Goals and Elements:

6. Explore alternate options to improve efficiency, service
7. Stimulate and reward innovation and economic development

Find yourself in Bruce County

Economic Development in Bruce County

September 7, 2017



2016 - Our Starting point



Demographics

Total Population (2016)

68,423

Population Change
(2011 - 2016)



Median Age (2011)



47 **40.6**
Bruce County Ontario

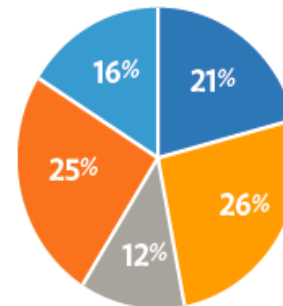
Population by Gender
2016



Average Dwelling Value
2016

Bruce County	\$263,380
Ontario	\$518,586
Canada	\$456,722

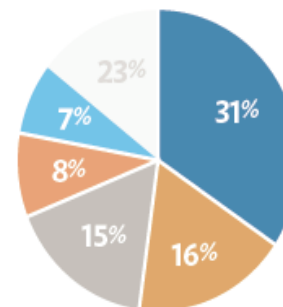
Education 2016



Education Level

- No Certificate
- High School
- Apprenticeship
- College
- University

Top 5 Fields of Study



- Engineering Related Technology
- Business Management & Public Admin
- Health Related Fields
- Education
- Protective & Transportation Services
- Other

2016 - Our Starting point

Key Sectors 2016



1. Utilities **15.6%** of the total jobs, total of 5664 jobs



2. Retail **11.1%** of the total jobs, total of 4082 jobs



3. Tourism **11%** of the total jobs, total of 4042 jobs



4. Construction **8.5%** of the total jobs, total of 3101 jobs



5. Agriculture **7.8%** of the total jobs, total of 2858 jobs



Labour Force

Participation Rate in Bruce County

2011	62%
2016	63.1%
	1.1%

↑

Household Income

Bruce County (2016)	
\$94,317	\$76,383
Average Income	Median Income
Canada (2011)	
\$79,102	\$61,072
Average Income	Median Income

Unemployment Rate

2011	6.5%
2016	5.5%
	0.1%

↓

Employment Rate

2011	57.9%
2016	58.35%
	0.45%

↑

Bruce County

- In 2016 Bruce County Council approved a three-pillared Economic Development Strategy referred to as the Macro Approach following extensive consultations and stakeholder feedback.
- The three pillars: Energy, Agriculture and Tourism are our natural opportunities to capitalize.
- Connected with this was the expansion of the Bruce Enterprise Center and the evolution of the core business development program:

The Bruce Economy



Energy



Agriculture



Tourism

“WE HAVE ROOM TO GROW AND TO DIVERSIFY.”



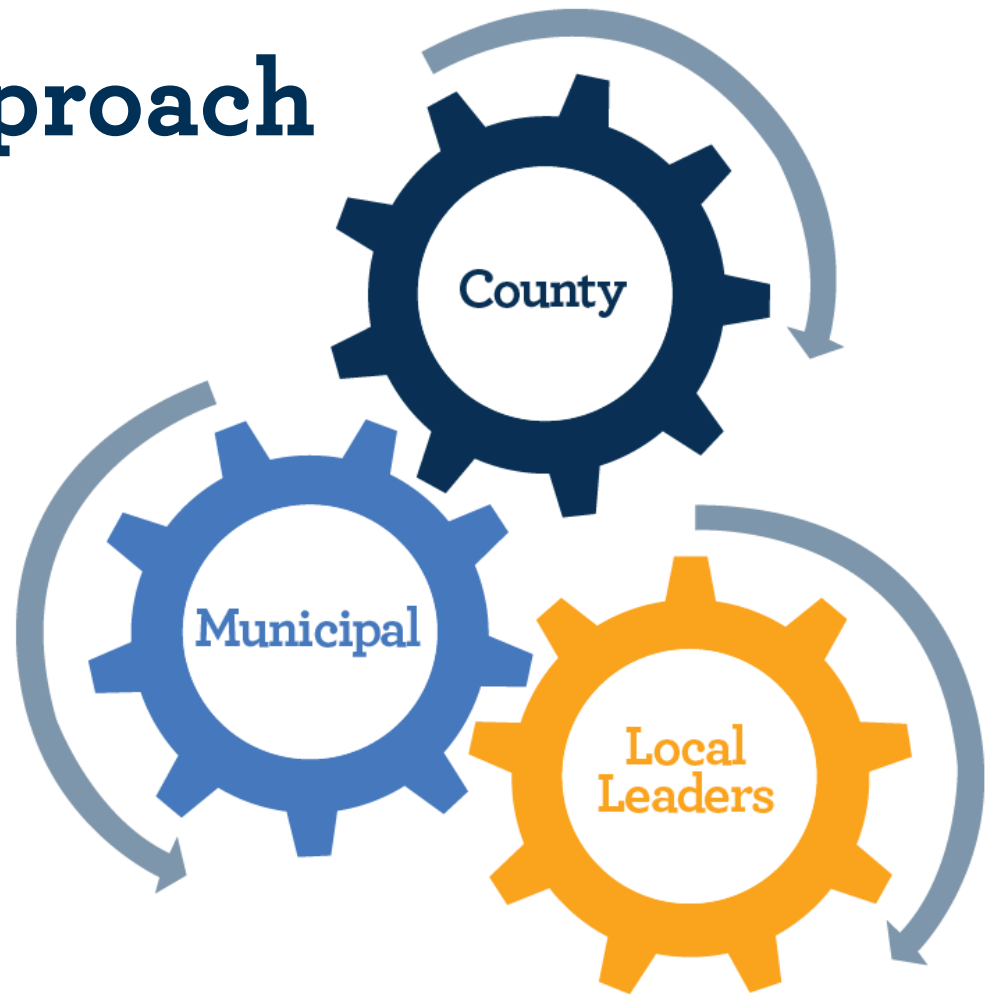
45.0°N 81.3°W

BRUCE
county

Macro Approach

Success depends upon
Coordination, Collaboration
and Capacity Building

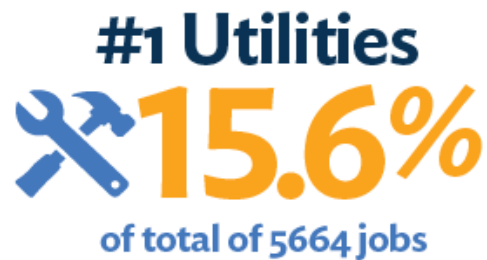
Critical to our joint, shared
success all communities must
stand together and be united
in addressing issues, gaps and
concerns.



Our Desired Outcomes

- **Growth of Tax Base / Tax Assessment**
- **Growth of population base**
- **Diversify our Economy**
- **Business Retention and Expansion**

Bruce County Core Sectors



Regional Opportunities

- **Rapid Business Attraction – 2017 has been an active year**
- **Opportunity with our population base - jobs for partners**
- **Our local municipalities Economic Diversity –address hurdles with expansion – ie., servicing, advancing development portfolio**
- **Respect and Grow our Skilled Trades history – our position of strength.**
- **Strength of the “*Be an Explorer*”**



45.0°N 81.3°W

BRUCE
county

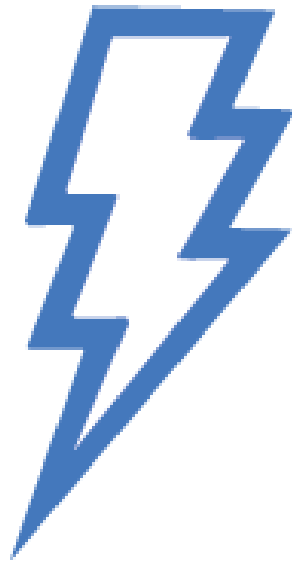
Our Pillars



45.0°N 81.3°W

BRUCE
county

Focus1: Energy Sector



Energy

Energy Sector – Partnership

- Bruce County and Bruce Power formed a partnership to allow the local member municipalities to advance their communities free of encumbrances with a goal to address capacity constraints.
- Bruce County uniquely positioned to ensure all eight member municipalities receive equal access and promotion for new investment and business recruitment. Focus on growth, business expansion and retention.

Energy Sector - Collaboration

- Support the elevation of the region with a core focus on business and developer services and addressing the risk factors of local community resistance to growth and development.
- Bruce County and Bruce Power are equal joint funders of a regional Economic Development Partnership allowing for a Business Investment Specialist with a regional focus on business attraction and retention to support the advancement of the Energy Sector as a whole.
- Bruce County focus is getting the businesses to relocate, to build and expand their regional presence. Each municipality will work to retain them and their employees permanently located here.

Energy Sector – Our Success

- The work of the Business Investment Specialist with a regional focus on business attraction and business retention to support the advancement of the Energy Sector has resulted in the following new and/or expanded businesses in Bruce County:
 - Aberflex
 - SNC Lavalin
 - Kinetrics
 - Rolls Royce
 - Amec Foster Wheeler

We have succeeded with growth in Saugeen Shores, Kincardine, Arran-Elderslie, South Bruce. We have completed extensive marketing of all eight (8) local municipalities.

Focus 2: Tourism Strategy



Tourism

Tourism Sector

- Leave no one behind as we support the expansion of our shoulder seasons and support all communities. Continue to support the “Best in Class” philosophy for Tourism. Focus on support and streamlining pressures for operators. We have some opportunities for improvement to avoid a sense of exclusivity.
- Research and partner to resolve the issues of “web” overload – provide accurate, consistent and expanding messages into the larger market – Harness people’s “Dreams”. Give opportunities for people to plan and ensure operators can close the sale!
- Leverage existing partnerships. Bruce County focus on supporting all municipalities to work toward replicating the success Tobermory.



Focus 3: Agriculture



Agriculture

Agriculture Sector

- Research will begin in 2018 with the goal to provide context on how the County can have a meaningful impact in this sector.
- Grow entrepreneurial and Research and Development approach toward innovative agricultural practices and systems.

The Bruce Economy



Energy



Agriculture



Tourism

“WE HAVE ROOM TO GROW AND TO DIVERSIFY.”

BUSINESS **to** BRUCE

- Economic Development Strategy includes next generation of Business Enterprise Center. To permanently advance our economy together all member municipalities and Bruce County need to create space for the “partners from energy”.
- Business to Bruce – is designed to advance Business and the economy in all eight of communities.

BUSINESS **to** BRUCE

- Joint application for Rural Economic Development fund was awarded as of July 31st to assess the economic impact of Tourism in Bruce County.
- Business to Bruce – is designed to advance Entrepreneurial Business and the economy in all eight of communities.

BUSINESS **to** BRUCE

- Bruce County team of Melissa Legacy and Kara Van Myall led the Business Burden Reduction program.
- Bruce County invited to participate in an initiative led by AMO for Business Burden Reduction in Local Government. Team on panel at 2017 AMO conference in Ottawa to deliver their results.
- We have 17 Library Branches across County – the teams can deliver services for new businesses – significant success.

Year 2 – Our immediate horizon

Strain to our Macro Approach – 2018 year of elections

Critical to our shared success - all communities must stand together, united in addressing issues and concerns.

Measurement of our outcomes – we measure our success – annual report to the public on the payback of the investment

Support the greater community development – improve resources – joint use facilities – advancement of educational opportunities



BRUCE
county



Committee Report

To: Warden Mitch Twolan
Members of the Executive Committee

From: Kelley Coulter, CPA, CGA, MPA
Chief Administrative Officer

Date: September 7, 2017

Re: Bruce Power and County of Bruce's Economic Development
and Innovation Initiative: One Year Update

Recommendation:

The Bruce Power and the County of Bruce's Economic Development and Innovation Initiative - One-year Update report is for information.

Background:

During the June 9, 2016 Executive Committee, the Committee authorized the Chief Administrative Officer to sign the Memorandum of Understanding with Bruce Power with respect to the Economic Development and Innovation Consultant position for July 11, 2016 to June 30, 2018 with a one-year extension to June 30, 2019, subject to Bruce Power agreement.

On January 7, 2017 a six-month update was provided to Executive Committee on the Initiative's progress which included an update on: on Key Activities and Action Items under the Nuclear Industry Investment Strategy; progress of supplier expansions into the County, broader community and municipal engagement.

The joint Economic Development and Innovation initiative is a collaborative initiative designed to provide a coordinated and regional approach to economic development opportunities as it relates to Bruce Power's Long Term Investment Program. Through the Business Investment Specialist, the Initiative will: facilitate local and regional planning that supports relevant economic development activities; act as a single point of contact between businesses and communities in specific business expansion opportunities; coordinate the development of a Nuclear Industry Investment Strategy with interim action items and performance measures, and provide recommendations on targeted business investment opportunities.

Financial/Staffing/Legal/IT Considerations:

None at this time.



Interdepartmental Consultation:

Ongoing engagement with Planning and Development Department.

Link to Strategic Goals and Elements:

6. Explore alternate options to improve efficiency, service
7. Stimulate and reward innovation and economic development

Written by Stellina Williams, Business Investment Specialist, Energy Sector

Approved by:

A handwritten signature in black ink, appearing to read 'Kelley Coulter', is written over a light blue horizontal line.

Kelley Coulter
Chief Administrative Officer

Annual Update

ECONOMIC DEVELOPMENT AND INNOVATION INITIATIVE

INTRODUCTION

In 2016, the County of Bruce and Bruce Power launched the Nuclear Economic Development and Innovation Initiative. Since the Initiative was launched, the following results have been achieved:

- ✓ 7 office spaces leased by suppliers with over 20,000 sq ft. of existing spaces filled.
- ✓ 1 existing manufacturing facility filled (over 35,000 sq ft).
- ✓ 9 acres of land purchased for new build.
- ✓ Over 120 projected jobs in the region by the 8 suppliers who located here, over the next five years.

NUCLEAR INDUSTRY INVESTMENT STRATEGY

In addition to the results achieved to date, the Nuclear Industry Investment Strategy was developed to guide this Initiative with Goals and Action items and a series of performance measures to track outputs and measure outcomes. The following is an overview of progress to date.

VISION: *Bruce, Grey and Huron Counties are a nuclear energy economic hub, able to support and advance Bruce Power as a world leader in the nuclear sector.*

GOAL 1: Expand the regional supplier network to support Bruce Power’s long term needs.

ACTION ITEM	UNDERWAY
Develop supplier targeted promotional material and outreach plan.	✓
Establish and maintain an inventory of available grants and funding sources as part of business expansion incentives.	✓
Establish and maintain an inventory of underutilized assets available to accommodate supplier expansion needs.	✓
Establish local economic development connections with suppliers to provide ongoing support after a local presence has been established.	✓

GOAL 2: Enhanced regional training and employment opportunities, including Indigenous communities, that align with the nuclear sectors long term needs.

ACTION ITEM	UNDERWAY
Assess the feasibility for local training opportunities and resources.	✓
Identify and move forward on apprenticeship opportunities, linking the education system to support increased labour force and enhanced local training opportunities.	
Develop opportunities for alignment of local education curriculum with the nuclear sector.	

GOAL 3: Support and promote community investment readiness to better align with an expanded regional supplier and increased employment opportunities.

ACTION ITEM	UNDERWAY
Develop an understanding of long term labour market needs of Bruce Power and suppliers.	✓
Identify and address local opportunities to support an expanded workforce and labour market demand.	✓
Promote investments in infrastructure to support growth in the region, including buildings, serviced land and residential developments.	✓

Engagement Action Items (to support all 3 goals)

ACTION ITEM	UNDERWAY
Utilize opportunities to demonstrate regional support for Bruce Power to the Provincial and Federal Governments.	✓
Regular engagement of community partners, local leaders, and Indigenous communities.	✓
Utilize existing services, programs, and platforms for: advocacy, marketing, awareness, education and promotion of region.	✓
Establish a one window coordinated approach with suppliers to the area.	✓
Enhance awareness of the region and its communities to new workers – utilizing existing community services and resources.	✓

OUTPUTS

The following outputs identify specific measurable results as they relate to the strategy Action Items.

PROMOTION AND OUTREACH

OUTPUT	STATUS	DETAILS
Supplier specific promotional material developed and used in various forums.	Ongoing	Promotional material prepared - focusing on suppliers already in the area and updated as new suppliers secure locations.
Outreach made to existing suppliers in the area (<i>who have already expanded into the area from outside the region</i>).	Complete	Meetings held during Canadian Nuclear Association Conference with suppliers already in the area. Regularly engagement of suppliers in the area through invitation and engagement in local Bruce Power events.
Ongoing promotion to suppliers at relevant events and conferences.	Ongoing	Initiative promoted at: <ul style="list-style-type: none"> - Bruce Power/ OCI Supplier Day (November 2016) - Canadian Nuclear Association Conference- targeted meetings (February 2017) - Bruce Power New Supplier Forum (July 2017)
An established website presence of the initiative targeted to suppliers.	Complete	Information on the Initiative and contact information on the Bruce Power Suppliers Webpage. News releases jointly issued as suppliers establish a local presence (5 issues released as of July 2017)
Welcome website developed and promoted – targeting prospective/ existing employees in the region	Ongoing	Welcome Website has been developed and is live. Widespread promotion plan under development. Welcoming Communities Action Team established to develop key material / overviews of the region to add to the website and support new resident retention. Business Coupon website developed and is live. Ongoing promotion to businesses to add coupons. (60 coupons as of July 2017). Local shopping branding and promotional initiative under development.
Regular communication of initiative, utilizing existing services, programs, and platforms for: advocacy, marketing, awareness, education, and promotion of region.	Ongoing	Nuclear Industry Regional Advisory Committee meets quarterly and received monthly updates. Updates made to: Bruce County Council; joint Grey Bruce County Council Meeting; regional Business Associations; Bruce Power Executive Committee. Developer Information Session held March 3, 2017, bringing together Developers and Realtors across the

OUTPUT	STATUS	DETAILS
		<p>Counties to provide information on the Bruce Power Life Extension Program and the regional economic benefits.</p> <p>Regular media coverage on supplier expansions.</p>
Targeted outreach to key suppliers made.	Ongoing	<p>Meetings at Canadian Nuclear Association with Bruce Power executives with 6 major suppliers.</p> <p>Ongoing referrals with other suppliers.</p>
Coordinated assistance and facilitation of expansion opportunities for each interested supplier.	Ongoing	<p>Provided 30 suppliers with information on offices, warehousing and land available in the region (as of August 2017).</p> <p>Ongoing engagement of municipalities and other economic development organizations in response to specific requests.</p>
Indigenous communities are regularly engaged.	Ongoing	<p>Local Indigenous communities have been invited to participate on the Advisory Committee.</p> <p>Bruce Power Indigenous Recruitment hosted supplier employment fair (May 2017).</p> <p>Working on identifying opportunities to further engage Indigenous Communities.</p>

CAPACITY BUILDING

OUTPUT	STATUS	DETAILS
Inventory of available grants/ funding resources developed and maintained.	Complete	Inventory developed. Actively working with suppliers who may qualify for funding and connecting them with local advisors.
Inventory of building, lands, infrastructure developed and maintained.	Complete	Inventory developed. Continuously updated as new properties become available.
The feasibility for local training facilities and resources has been assessed and a recommendation made on moving forward.	Ongoing	Local Training Action Team has been established to assess the feasibility of a local training facility in the region.
Ongoing, regular engagement with relevant community leaders and economic development organizations.	Ongoing	Advisory Committee established with community leaders from across the Bruce, Grey and Huron Region. Three Action Teams established to support the Committee with broad engagement and representative from the region: Local Training Action Team; Welcoming Communities Action Team and Business Coupon Promotion Action Team. Committee provides ongoing support, information and resources to support the Initiative.
Established a one window, coordinated approach with suppliers.	Complete	Business Investment Specialist introduced to Bruce Power key suppliers. Acting as a single point of contact to facilitate facility tours; coordinate planning and development requirements; assist in navigating the local communities and provide ongoing information and support for establishing a local presence.



Committee Report

To: Warden Mitch Twolan
Members of the Executive Committee

From: Kelley Coulter, CPA, CGA, MPA
Chief Administrative Officer

Date: September 7, 2017

Re: Integrity Commissioner RFP & By-law

Recommendation:

The Integrity Commissioner RFP and By-law Report is for information.

Background:

On August 3, 2017, Bruce County Council passed By-law Number 2017-056 to establish the Office of the Integrity Commissioner for the County of Bruce.

Following the adoption of the By-law, an RFP for the Services of an Integrity Commissioner was issued on August 15, 2017 with a closing date of September 5, 2017.

Changes to Section 223.3, 223.4 and 223.5 of the Municipal Act as it relates to Integrity Commissioners, resulting from Bill 68, are not in effect until a day to be named by proclamation of the Lieutenant Governor, which is unknown at this time.

When By-law 2017-056 was passed it included references to providing general advice on sections of the Municipal Conflict of Interest Act, which has not yet been proclaimed to be part of the duties of an Integrity Commissioner.

The by-law has been revised to remove the references to the Municipal Conflict of Interest Act and an Addendum to the RFP was posted on August 21, 2017.

Financial/Staffing/Legal/IT Considerations:

There is no financial, staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

There was no interdepartmental consultation.



Corporation of the County of Bruce
Executive

brucecounty.on.ca

Link to Strategic Goals and Elements:

None identified.

Written by Donna Van Wyck, Clerk

Approved by:

A handwritten signature in black ink, appearing to read "Kelley Coulter".

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Mitch Twolan
Members of the Executive Committee

From: Kelley Coulter, CPA, CGA, MPA
Chief Administrative Officer

Date: September 7, 2017

Re: Complaint Policy

Recommendation:

That the draft Complaint Policy be received for information; and,

That this draft policy be forwarded to Hicks Morley for review and comment.

Background:

The County of Bruce does not currently have a system for recording or tracking complaints with respect to municipal services, or a process for resolving them.

There are many reasons to track all County complaints, including: risk management, budgeting, continuous improvement and accountability. Furthermore, the Public Sector MPP Accountability and Transparency Act, 2014 (Bill 8) was implemented on January 1, 2016 allowing municipalities to be investigated, on a complaint basis, for any decision, recommendation or act. Complaints can be made with respect to County programs, services, facilities, staff members or in cases where citizens believe that a municipality has not provided a satisfactory customer service experience. Please note that complaints can be made by residents, corporations within the municipality, and Councillors.

Bill 8 amended the Ombudsman Act to expand the Ontario Ombudsman's jurisdiction to investigate complaints made against municipalities where a local Ombudsman has not been appointed, as is the case in Bruce County. Investigations by the Ontario Ombudsman in these instances will usually be complaint based and can relate to any decision, act, or omission in the course of the County's administration.

It is important to note that the new provisions in Bill 8 give the Ombudsman authority to investigate complaints only after local processes have been completed. If the Ombudsman is satisfied that the complaint was resolved adequately at the local level, they can opt for no further investigation. As such, it is prudent to create and adhere to a clearly defined Complaint Policy.



Financial/Staffing/Legal/IT Considerations:

There is no financial, staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

The Senior Management Team provided input on the Policy.

Link to Strategic Goals and Elements:

None identified.

Written by Donna Van Wyck, Clerk

Approved by:

A handwritten signature in black ink, appearing to read "Kelley Coulter".

Kelley Coulter
Chief Administrative Officer



Policy: Complaint Policy

Department: Office of the C.A.O.

Effective Date:

Revision Date:

Review Date:

1. Policy Statement

The County of Bruce is committed to a consistent and uniform process to respond to complaints received regarding dissatisfaction with County programs, facilities, services, or operational procedures.

The Complaint Policy will assist the County in continuing to provide excellent service to the public and will contribute to the continuous improvement of operations. The County strives to maintain a high level of customer satisfaction by:

- Providing a timely and accurate response to complaints
- Using complaints as an opportunity to improve program and service delivery

2. Purpose

The purpose of this policy is to establish guidelines and standards for the efficient handling and resolution of complaints made toward the County in order to address concerns raised and improve services.

3. Definitions

“Anonymous Complaint” means a phone call or letter received expressing dissatisfaction about a facility, service, operational issue or program that has no return address or contact information provided for follow up.

“Clerk” means the Clerk of the County of Bruce or designate in the Office of the Chief Administrative Office (CAO).

“Complaint” means an expression of dissatisfaction related to a Bruce County program, service or facility, where a citizen believes that the County has not provided a service experience to the customer’s satisfaction at the point of service delivery and a response or resolution is explicitly or implicitly expected. Complaints are distinct from requests for service; general inquiries about County services; opinions or feedback with respect to a program or service; or suggestions with respect to services or programs.

“Complainant” means the person who is dissatisfied and filing the complaint with the County. “Frivolous” complaint means one that has no serious purpose or value, about a

matter so trivial or one so meritless on its face that investigation would be disproportionate in terms of time and cost.

“Vexatious” means that the complaint or request for service is initiated with the intent to embarrass or annoy the recipient, or is part of a pattern of conduct by the complainant or requestor that amounts to an abuse of the complaint process or request for service.

4. Types of Complaints

This policy applies to complaints that are received from members of the public regarding all administrative actions and functions of the County of Bruce.

This policy does not apply to:

- Outside boards and agencies
- Closed meeting investigations

This policy does not address:

- A decision of Council, a decision of a Committee of Council or the Library Board;
- Bruce County employee complaints;
- Matters addressed by legislation, regulation or an existing municipal by-law;
- Matters that are handled by tribunals, courts of law, quasi-judicial boards, etc.

5. Procedures

5.1 Informal Complaint

The County of Bruce encourages informal and early resolution of complaints in all circumstances.

It is recommended that members of the public first speak directly with the service area where they have an issue, in person, by email or by telephone.

It is anticipated that County employees will attempt to resolve these issues or concerns before they become formal complaints, and identify opportunities to improve municipal services. The majority of most complaints can be resolved promptly by the Department in charge of the service.

For cases where informal resolution is successful, complaint logging is not required.

5.2 Formal Complaint

A formal complaint is generated when an informal resolution could not be successfully achieved. Formal complaints will be submitted to the County Clerk on the Municipal Complaint Form attached as Appendix “A”. All complaints must be dated and signed by an identifiable individual.

The Clerk will log the formal complaint and forward it to the Department and copy the Chief Administrative Officer.

5.3 Anonymous complaints cannot be accepted.

5.4 Investigation

A) The Clerk or designate shall acknowledge receipt of the Complaint within five (5) business days.

- B) The Clerk shall review the issues identified by the Complainant and in so doing may:
- i. Review relevant municipal and provincial legislation;
 - ii. Review the County's relevant policies and procedures;
 - iii. Review any existing file documents;
 - iv. Request information from the Director of the Department, employees or member of the public involved in the Complaint;
 - v. Identify actions that may be taken to address the Complaint or improve County operations; or
 - vi. Take other actions the Clerk deems expedient to resolving the matter.
- C) Upon receipt of a Complaint, and where the Clerk deems appropriate, the Clerk may delegate the authority to investigate and respond to a Complaint to the appropriate Department Director or designate.
- D) The Clerk may not delegate the authority to investigate a Complaint to an Employee who is or may be named in the Complaint.
- E) The Clerk shall maintain a file of the Complaint in compliance with the County's Records Retention Schedule.
- F) Any complaint of administrative staff misconduct shall be forwarded in confidence to the Director of Human Resources and the Chief Administrative Officer and shall be addressed through the County Personnel policies.

The designated investigator will:

- Document all notes within the Municipal Complaint Tracking Form
- Contact the Complainant where a quick resolve is possible
- Notify the Complainant in writing on an approximate length of time if it is determined the issue may result in a lengthy investigation process
- Review the issues identified by the Complainant and in doing so may:
 - Review relevant municipal and provincial legislation;
 - Review the County's relevant policies and procedures;
 - Interview employees;
 - Identify actions that may be taken to address the complaint or improve County operations

At the discretion of the CAO, Council may be notified of an open complaint for information purposes.

6. Frivolous or Vexatious Complaints

A complaint may be considered frivolous or vexatious if a pattern of conduct occurs when, on three or more occasions, a complainant engages in one or more of the following:

- (a) brings complaints concerning an issue, which staff have already investigated and determined to be groundless
- (b) engages in unreasonable conduct, which is abusive of the complaints process, i.e. harassing or verbal abuse
- (c) making excessive or multiple lines of enquiry regarding the same issue while their complaint is in the process of being investigated

- d) repeatedly challenging the findings of a complaint investigation, complaining about the outcome or denying that an adequate response has been given
- e) refusing to accept that an issue falls outside the scope of the County's jurisdiction
- f) making unreasonable demands on staff, i.e. insisting on responses within an unreasonable time-frame
- g) using new complaints to resurrect issues, which were investigated and completed in previous complaints
- h) changing the basis of the complaint as the investigation progresses and/or denying statements he/she made at an earlier stage
- i) refusing to co-operate with the investigation process while still wanting their complaint to be resolved
- j) failing to clearly identify the precise issues of the complaint, despite reasonable efforts of staff to help them clarify their concerns

Where the complaint may be considered frivolous or vexatious, or there appears to be a pattern of frivolous or vexatious complaints, the Clerk, in consultation with the CAO may deem the file closed and refer the complainant to the Ontario Ombudsman.

7. Decision

- 7.1 Within thirty (30) calendar days of receipt of a Complaint by the Clerk, a response shall be provided in writing to the Complainant.

The response shall include:

- i. Whether the Complaint was substantiated;
- ii. If the Complaint is not substantiated, the Clerk shall provide the reason(s) for their decision; and,
- iii. Any actions the County has or will take because of the Complaint.

- 7.2 If the Clerk is unable to provide a response within thirty (30) days of receipt, they shall notify the Complainant of the delay and provide an estimate of when a response will be provided.

- 7.3 Decisions made by the Clerk may be appealed to the Chief Administrative Officer within thirty (30) days. The Chief Administrative Officer will respond to the appeal within thirty (30) days of receipt following, which the complainant may wish to seek resolution with the Ontario Ombudsman.

- 7.4 The decision will consist of information such as:

- Overview of complaint
- Details of how the investigation was conducted
- Summary of the facts
- Outline of the findings
- Identification of next steps
- Suggestions of appropriate resolution along with the rationale supporting the proposed resolution

8. Appeal

There is no appeal process beyond what is defined in Section 7.

9. Monitoring

9.1 Administration

The formal complaint must be tracked from its initial receipt to its resolution. The Clerk manages this process.

The Clerk will keep a centralized, up-to-date Municipal Complaint Tracking log of all complaints by tracking number.

An annual report of complaints will be presented to the CAO for review and consideration in June of each year.

9.2 Existing Complaint

When action is taken on an existing formal complaint by telephone or voicemail, a record of this action will be saved on the Municipal Complaint Tracking Form. All correspondence between the Clerk or Investigator and the Complainant must be documented.

10. Privacy

County of Bruce employees will adhere to all applicable legislation regarding privacy in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA).

The County of Bruce is committed to professional development of all staff and the support of staff to perform and execute their duties with competence and professionalism. As a result, all actions to improve an employee's performance will respect the employer/employee relationship and as such will not be reported in public or to the complainant.

All complaint records will be kept securely and in accordance with corporate policy requirements and legislative responsibilities.

Personal information on the complaint is treated as confidential to protect the privacy of the Complainant; however, the Complainant should be aware that certain circumstances might indirectly identify them during an investigation.

11. Records Management

Upon delivery of decision, the complaint will be deemed resolved/closed and all physical and electronic documents pertaining to the complaint will be maintained by the Clerk according to the County's Records Retention Schedule. No copies of privileged information will be kept by any other County Departments.

12. Responsibility

All employees should have a clear understanding of how complaints are handled by the County.

All supervisors must comply with, explain this policy to their employees, and conduct any training, which may be necessary.

The County's Senior Management Team may make minor amendments to update the Complaint Policy and Forms as required.

13. Appendices

Appendix A - Complaint Form (public use)

Appendix B - Complaint Tracking Form (internal use)

Appendix "A"

Complaint Form

How to Make a Complaint

The County of Bruce has procedures for receiving and handling complaints from individuals who are dissatisfied with service, actions or lack of action by a County department or staff member. We recommend you first speak directly with the service area where you have an issue, in person or by telephone. Most complaints are received verbally and can be resolved promptly by the department in charge of the service.

If you are not satisfied with how your verbal complaint is handled you can submit a written complaint by completing this form, which is available on our website brucecounty.on.ca.

*Mandatory Field

Complainant Contact Details

First name *	Last name *
Email Address (considered the most prompt way we can communicate with you)	
Mailing Address *	Phone Number *
Note: If only a mailing address is provided our response timelines may be extended.	Note: We only call if we require clarification.

Complaint Type

- | | |
|--|---|
| <input type="checkbox"/> Access of Services | <input type="checkbox"/> Programs |
| <input type="checkbox"/> Facilities | <input type="checkbox"/> Staff Conduct |
| <input type="checkbox"/> Outcome of Existing Complaint | <input type="checkbox"/> Timeliness of Services |
| <input type="checkbox"/> Processes or Procedures | <input type="checkbox"/> Other |

Summary of Complaint

Please record information on what happened, who was involved, dates, and times. Be as detailed as possible. If there is not enough space to describe the complaint, attach extra paper.

Details*

Service area/location of problem*
Staff persons involved (if known and applicable)
List of enclosures (include copies of any documentation in support of the complaint)

Resolve

How do you suggest the complaint be resolved?

Sign Off

Complainant's signature*
Date complaint submitted (mm/dd/yyyy)*

Timeline

The Clerk or designate will contact you to acknowledge this complaint within 5 business days after receiving this completed form. Further inquiries, investigation and resolution is expected within 30 days of receipt of this complaint. If this is not possible, you will be contacted and given a reason why this timeline is being adjusted.

Notice of Collection

The personal information you choose to provide on this form is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act (*MFIPPA*). The information you provide will be used to investigate the complaint and may be used for contact purposes but is otherwise considered confidential. Questions about this collection can be directed to the County Clerk, 30 Park Street, Walkerton ON N0G 2V0, 519-881-1291, dvanwyck@brucecounty.on.ca

For Internal Use Only

Date Complaint Received: (mm/dd/yyyy)	Receiver Initials:	Tracking Number:
--	--------------------	------------------

Appendix "B"

Complaint Tracking Form

Tracking Number: _____

Complainant's Name: _____

Designated Investigator: _____

Complaint Stage 1 - Acknowledgement

Notification of Receipt of Complaint by Investigator: _____

Complaint Stage 2 - Assessment

The complaint may be terminated at this point if a resolution is mutually determined, if it is a duplicate or if it is not a complaint.

Is the complaint misclassified? (Is it actually feedback/compliment or a service request, etc.?)

Is the complaint a duplicate?

Is more detailed information required from the complainant? If yes, check the box and notify complainant.

- Date of notification for additional information: (dd/mm/yyyy): _____

- Additional information received:

Can the complaint be resolved informally?

- Date of informal resolve: (dd/mm/yyyy): _____

- How it was informally resolved:

Complaint Stage 3 - Investigation

Investigation Notes:

Complaint Stage 4 - Resolution

A resolution has been pursued and communication of the decision is provided to the Complainant in writing.

Decision to Include:

- | | |
|---|--|
| <input type="checkbox"/> Overview of Complaint | <input type="checkbox"/> Details of How Investigation was conducted |
| <input type="checkbox"/> Summary of the Facts | <input type="checkbox"/> Outline of the Findings |
| <input type="checkbox"/> Identification of Next Steps | <input type="checkbox"/> Suggestions of Appropriate Resolution and Rational Supporting the Proposed Resolution |

Date of Decision to Complainant (dd/mm/yyyy): _____

Complaint Stage 5 - Records Management

- Have all physical and electronic records been transferred to the Clerk?



Committee Report

To: Warden Mitch Twolan
Members of the Executive Committee

From: Kelley Coulter, CPA, CGA, MPA
Chief Administrative Officer

Date: September 7, 2017

Re: Revised Records Retention Program Policy

Recommendation:

That a by-law be introduced to adopt the revised Records Retention Program Policy.

Background:

In 2011, the County adopted a Records Retention Program Policy by by-law as well as giving the County Clerk, subject to the approval of the Auditor, the authority to establish or amend retention periods for the County.

Changes to the Municipal Act, 2001 because of Bill 68 (An Act to amend various Acts in relation to municipalities) required a review of the Records Retention Program Policy and By-law. The requirement to have the Municipal Auditor approve retention periods was removed from Section 255(3) of the Municipal Act.

Minor wording changes to the Policy have been made including removing the reference that the Auditor's approval is required to approve retention periods.

The By-law will give the County Clerk the authority to establish and amend retention periods for the records of the County of Bruce and the authority to amend, administratively, the Records Retention Program Policy as deemed necessary.

Financial/Staffing/Legal/IT Considerations:

There is no financial, staffing, legal or IT considerations associated with this report.

Interdepartmental Consultation:

There was no Interdepartmental Consultation.



Corporation of the County of Bruce
Executive

brucecounty.on.ca

Link to Strategic Goals and Elements:

None identified.

Written by Donna Van Wyck, Clerk

Approved by:

A handwritten signature in black ink, appearing to read 'Kelley Coulter', written over a light blue horizontal line.

Kelley Coulter
Chief Administrative Officer



Policy: Records Retention Program Policy

Department: C.A.O.

Effective Date: October 1, 2017

Revision Date(s):

Review Date: April, 2014 & August, 2017

1. Purpose and Application

The retention provisions described in this policy apply to all records created, received or maintained by employees of the County of Bruce in the course of carrying out their corporate duties regardless of the medium or format.

2. Policy Statement

The Records Retention Program is one of the cornerstones of a records management system, defines the responsibilities and provides a standard for maintaining and disposal of records as required by applicable legislation.

The Retention Schedule defines the processing of all records, regardless of the format and medium of the records, from the creation to the destruction or transfer to the Archives.

3. Definitions

Active Record shall mean the records that are referred to and used on a regular basis and are generally stored in a Department.

Active Retention shall mean the period of time that records are considered active with a higher frequency of use, stored nearby and are readily accessible to the users.

Archival Record shall mean a record of enduring significance that has historical value for the County and individuals engaging in historical research.

Archival Review shall mean the period of time during which a record is determined as having potential archival value.

Archival Value shall mean the evidential and informational value of records, which is determined during appraisal and justifies the records preservation.

Classification shall mean the systematic identification and arrangement of records into categories according to logically structural conventions, methods and procedural rules, represented in a classification scheme.

Clerk shall mean the County Clerk of the Corporation of the County of Bruce.

Code shall mean the reference number for each records series, based on the corporate records classification systems (TOMRMS).

Copy shall mean a record that is a duplicate of an original.

County shall mean the Corporation of the County of Bruce.

Current shall mean the year in which the record was created.

Department Head shall mean the person who is responsible for a specific Department.

Destroy shall mean the process of eliminating or deleting data, documents and records so that the recorded information no longer exists. Note: see also the definition for expungement.

Dispose shall mean to destroy a record or remove it from the official records keeping system.

Disposition shall mean a range of processes, associated actions, implementation, retention, destruction, loss or transfer of custody or ownership that are documented in disposition authorities or other instruments.

Expungement shall mean a process to eliminate, to wipe out, to destroy, or to obliterate an electronic record. Note: see also the definition for destroy.

File shall mean a collection of related records.

Inactive Retention shall mean a period of time that records not currently active shall be kept in storage.

Non-Records shall mean extra copies of documents kept solely for convenience, reference or records not usually included within the scope of the official records of the County of Bruce. Note: see transitory records for further information.

Records Management Coordinator shall mean the County of Bruce Clerk.

Responsible Department shall mean the functional unit of the Corporation that creates the record(s) and or is responsible for retaining and maintaining the official or original record(s).

Official Record shall mean a record that has operational, legal, fiscal, vital or historical value and that is legally recognized as evidence of a business transaction or establishes facts.

Original shall mean a record that was first produced or is a source document or is received by a Department.

Orphan Data shall mean data:

- i) That is not machine readable by and of the County's computer systems in place during the disposal year, because the data exists with no identifiable computer application that can retrieve the data; or
- ii) That is machine readable but does not have sufficient content, context or structure to render it understandable by an experienced County employee who is knowledgeable about the business function or functions to which the data relates.

Permanent shall mean a record that is preserved and never destroyed or removed from the official record keeping system.

Record shall mean any unit of recorded information, however recorded, whether in printed form, on film, by electronic means or otherwise, including correspondence, memoranda, plans, maps, drawings, graphic works, photographs, film, microfilm, microfiche, sound recordings, videotapes, laser fiche, machine readable records and any other documentary material regardless of physical form or characteristics, made or received in the course of the conduct of the affairs of the County, and retained by the County for the purposes of future reference.

Records Series shall mean a group of records that relate to a particular function or operation, that are filed together, and need to be retained for the same period of time.

Retention Period shall mean the period of time during which a specific records series must be kept by before records in that records series may be disposed of. The retention period of an official record is calculated from the close date of the record. It includes a period of time the record is retained in the department after closure (active) plus a period of time in storage (inactive).

Records Retention Schedule shall mean a schedule and timetable that identifies the length of time a specific record series must be retained for before it may be disposed of.

Superseded shall mean the record shall be retained until they have been replaced with information that is more current.

TOMRMS shall mean the Ontario Municipal Records Management System, which is the County's standardized file classification system.

Transitory Records shall mean a record that is:

- i) retained solely for convenience of reference;
- ii) required solely for the completion of a routine action, or the preparation of another record;
- iii) of insignificant or of no value in documenting County of Bruce business transactions;
- iv) not an integral part of a County record;
- v) not filed regularly with the County of Bruce's records or records keeping system;
- vi) not required to meet statutory obligations or to sustain administrative or operational functions;
- vii) about social events that are not special County events;
- viii) not related to County business;
- ix) a publication, telephone directory, catalogue, pamphlet or periodical that does not form part of any record.

Vital Record shall mean a record that is essential to the continuation of resumption of County business in the event of a disaster. A vital record allows the County to continue to fulfill its obligation to taxpayers, employees, other levels of Government and outside interested parties.

Working Papers shall mean rough notes, work preparation materials and instructions, calculations, preliminary drafts, rough research notes and similar materials used in preparation of correspondence, statistical tables, reports or other records. Preliminary drafts of letters, memoranda, reports, etc., which do not form significant stages in the preparation of a final document and do not record official decisions.

4. Responsibility

As the "Official Records Keeper" under the Municipal Act, the County Clerk or their designate is responsible for keeping a copy of all disposal reports on a permanent basis and for authorizing the establishment of retention schedule updates, changes, etc. at the County of Bruce.

By-law 2017-061 provides that the County Clerk be granted delegated authority to establish and amend the retention schedule for the records of the Corporation of the County of Bruce.

5. Specific Policy Requirements

(A) Records Ownership

All records created, received, used or maintained by officers and employees in the course of their duties on behalf of the Corporation of the County of Bruce are the property of the County of Bruce.

Employees leaving their positions with the County shall leave all records for their successors. This applies to both temporary and permanent departures, including transfers within the organization.

(B) General Principles

The following general principles shall govern the destruction of records:

- i) No record shall be destroyed unless first classified according to the current records classification system.
- ii) No record shall be destroyed unless the retention period has expired or the record is a copy of the original record.
- iii) All records shall be destroyed in a manner that preserves the confidentiality of any information contained in such records.
- iv) No official record shall be destroyed without the appropriate authorization.
- v) Any records pertaining to pending or actual litigation, an investigation or a request under privacy legislation shall not be destroyed until such records are no longer required for this purpose.

(C) Organization

The Corporation will organize records according to the approved corporate classification system, which is based on the County of Bruce's business activities.

(D) Implementation

Review of the Records Retention Schedule shall take place on a regular basis to ensure legal compliance. The County Clerk will establish the retention schedule.

As part of the regular process for the disposal of records and prior to any destruction of records, such destruction shall be authorized in writing by staff in the Department. Such authorization shall note the code, subject of the records, the title of the record, period of time the records relate to and shall identify the retention schedule under which the disposal was authorized.

Upon the County Clerk, being satisfied that the retention period as set out in the appropriate, retention schedule has expired, and disposal has been properly authorized by the Department they shall then:

- i) order the record(s) to be destroyed, in a manner which complies with the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M.56; or
- ii) set aside the record(s) for long-term or permanent retention; or

iii) transfer the record(s) to the custody and control of the Archives.

Copy or duplicate records do not require formal approval for destruction.

The Records Retention Program does not apply to records that were not made in the course of County business.

(E) Records Protection and Storage

It is the intention of the County to protect and store records in a manner that:

- i) prevents loss through misplacement, deterioration, accidental destruction or theft;
- ii) unauthorized or inappropriate access; and
- iii) ensure continued readability.

(F) Records Disposal

It is the intention of the County to destroy records in accordance with the approved retention schedule and in a secure and confidential manner based on informational content and format.

6. Legal Hold and Freedom of Information

The County shall suspend destruction of official and transitory records pertaining to pending litigation, Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), Personal Health Information Protection Act (PHIPA) and/or formal investigations, until it has been confirmed that such action is resolved.

The destruction, deletion, alteration or any attempt to discard or interfere with the accessibility of any official and transitory record or other information, which may be relevant and required for ongoing, imminent or pending audit, investigation, litigation or an access request under MFIPPA or PHIPA, is strictly prohibited.

7. Compliance

Compliance with the records retention program will be reviewed on a regular basis.

8. Rationale and Legislative Authority

The Municipal Act provides that a record of a municipality may be destroyed if a retention period for the record has been established and the retention period has expired, or the record is a copy of the original record. The municipality may establish retention periods during which the records of the municipality and local boards of the municipality must be retained and preserved.