Agenda
For the Meeting of the
Council of the Municipality of West Grey
To be Held on Wednesday, December 5, 2018 at 9:00 a.m.
At the Council Chambers – West Grey Municipal Office

1. Call to Order 9:00 a.m.

2. Declarations of Pecuniary Interest and General Nature Thereof

3. Item of Business
   1) Council Orientation Session (attachment)

4. Adjournment 2:00 p.m. (approx.)
Dear West Grey Council,

Congratulations on being elected to the 2018-2022 term of West Grey Council. It is an honour and a pleasure to be serving on this new incoming Council with you.

We have a collective commitment to West Grey to ensure that the quality of life of our citizens and our future generations are held in high regard. Through our governance and responsible stewardship this will be achieved.

As a Member of Council, you will have many opportunities to contribute to the positive direction of West Grey by fully participating in the decision-making process. Ask questions, maintain an open mind and enjoy the participatory learning environment which will assist in the formulation of opinions and positions regarding the municipal issues before us.

I am anticipating this Council will promote collaboration, respectful discussion as well as balanced debate that will result in thoughtful resolutions and decisions made on behalf of West Grey, for the benefit of West Grey.

Please enjoy your term on Council.

Yours truly,

Christine Robinson, Mayor
The Municipality of West Grey
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With input from residents and businesses, the Corporation of the Municipality of West Grey (West Grey) prepared its 2020 Action Plan to identify specific, realistic and meaningful initiatives that reflect the priorities of the public. The Action Plan provides direction to Council and staff, and it encourages community organizations and other governments to help us.

There is never enough time or money - particularly in small municipalities - to do everything that we would all like. By identifying and tackling the most important priorities, the Municipality can make a difference. This Action Plan represents a balance between what we, and the West Grey community, would hope to see done, and what we expect to be able to achieve.

This Action Plan goes beyond previous strategic plans by asking not just what goals the Municipality would like to pursue on behalf of our community, but also what Council believes can get done. It sets priorities.

The Action Plan is always a work in progress. Emergencies or new opportunities may cause the Municipality to re-evaluate what needs to get done and how much can get done.

The Action Plan determines three broad goals:

- Long-term financial sustainability of the Municipality;
- Development of the West Grey’s economy; and
- Providing and communicating with the public.

**Community Vision Statement**

We strive to be a safe, unique and a welcoming community, at the heart of the Saugeen Rivers, providing opportunities for all.

**Corporate Mission Statement**

We serve a vibrant, caring community, nestled in nature and dedicated to enhancing the quality of life and providing services in a sustainable and professional manner.

Governance

Accountability and Transparency

**Accountability**: The principle that the Municipality will be responsible to its stakeholders for decisions made and policies implemented, as well as its actions or inactions.

**Transparency**: The principle that the Municipality actively encourages and fosters stakeholder participation and openness in its decision-making process. Additionally, transparency means the Municipality’s decision-making process is open and clear to the public.

Accountability and transparency are important principles underlying the decisions made by Council and the work undertaken by Municipal staff. West Grey undertakes or has undertaken a number of initiatives, policies and practices to demonstrate its commitment to accountability and transparency, including:

- Open public meetings;
- Availability of reports, agendas and minutes on the municipal website;
- Approval of Operating and Capital Budgets with bi-weekly approval of invoices/accounts, and variance reporting;
- On-going communications efforts with residents, businesses and other stakeholders;
- Quality customer service approach; and
- Formal complaint and feedback processes.

The establishment of the following by-laws/policies, among others, has also demonstrated the commitment of West Grey to accountability and transparency:


   By-law Number 20-2018, as amended, establishes the procedure for governing the calling, location and proceedings of Council and Committees meetings.


   The Municipal Act, 2001, requires that all Municipalities adopt and maintain a policy with respect to the manner in which the Municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the Municipality will try to ensure that its actions are transparent to the public. The purpose of this policy is to provide
guidance for the delivery of the Municipality's activities and services in accordance with the principles as outlined within the policy. This policy has been developed in accordance with the Municipal Act, 2001 to comply with Section 270.


The public expects the highest standard of conduct from the members elected to local government. These leaders are expected to carry out their duties in a fair, impartial, transparent and professional manner.

By-law Number 51-2016 helps to ensure a common basis of acceptable behavior by Council. These standards demonstrate how elected representatives conduct themselves with integrity and respect.

Staff Code of Conduct Policy #D-3.7 outlines expectation for the conduct of staff.


By-law Number 22-2018 promotes a respectful, tolerant and harassment-free relationship and workplace between Members of Council and the officers and employees of the corporation, guided by the Code of Conduct for Members of Council, the Code of Conduct in the Municipal Employee Policy Manual, Respect in the Workplace (Harassment and Violence) Policy, and the Procedure By-law.


The purpose of this policy is to satisfy the provisions of Bill 8, Public Sector and MPP Accountability and Transparency Act, 2014 as it relates to response to complaints from the public.

This policy is intended to enable the Municipality to promptly and effectively address program and service delivery complaints raised by members of the public. This policy provides the mechanism to respond to complaints and will assist the Municipality in providing excellent customer service to the public, and contribute to continuous improvement of operations.

6. Use of Corporate Resources During an Election Policy By-law Number 12-2018.

By-law Number 12-2018 clarifies that all municipal election Candidates, Members of Council, and Municipal Staff are required to follow the provisions of the Act with regard to the use of corporate resources for election purposes.
This By-law also ensures that the Municipality’s operations, events, and facilities are used for non-partisan purposes and are not used for election campaign related purposes/activities.

7. Respect in the Workplace (Harassment and Violence) Policy Number C-4.3.

This Policy commits West Grey to providing and maintaining a working environment that is based on respect for the dignity and rights of everyone in the organization. It is West Grey’s goal to provide a healthy and safe work environment that is free of any form of harassment or violence. This Policy applies to all employees, Member of Council, contractors and consultants.

8. Integrity Commissioner By-law Number 42-2018.

By-law Number 42-2018 appointed the firm of Principles Integrity (Jeffrey A. Abrams and Janice Atwood-Petkovski) as the Municipality’s Integrity Commissioner.

By-law Number 42-2018 provides the authority of the Integrity Commissioner to perform the following functions:

- The application of the code of conduct for members of council and the code of conduct for members of local boards.
- The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
- The application of sections 5, 5.1 and 5.2 of the Municipal Conflict of Interest Act to members of council and of local boards.
- Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
- Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members.
- Requests from members of council and of local boards for advice respecting their obligations under the Municipal Conflict of Interest Act.
- The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality’s codes of conduct for members of council and members of local boards and about the Municipal Conflict of Interest Act.

9. Closed Meeting Investigator (Local Authority Services Limited (LAS)) By-law Number 74-2013.
Any person or corporation is able to request that an investigation be undertaken to determine whether Council has complied with closed meeting rules outlined in the Municipal Act, 2001 or the Municipality’s Procedural By-law, which governs the proceedings of Council and its Committees.

By-law Number 74-2013 appointed Local Authority Services Limited (LAS) to serve as its Closed Meeting Investigator. LAS will determine compliance with the Municipal Act, 2001 and/or the Municipality’s Procedural By-law and will report on the results of the investigation to Council, including any recommendations.

10. Sale and Disposal of Surplus Land By-law Number 23-2008.

By-law Number 23-2008 sets out the procedures for the sale and other disposition of land surplus to the needs of West Grey.


By-law Number 74-2017 provides a guideline for the acquisition of goods and services and the disposal of surplus goods. The By-law establishes uniform procedures and guidelines for the procurement of goods and services which is effective, efficient, and economical and which enhances the ability of the Municipality to obtain best value.


By-law Number 29-2001 establishes a schedule for the retention of municipal documents/records.

The Mayor is “Head of Council” and presides as the Chair at all meetings of Council.

The Municipal Act, 2001 states that the role of the Head of Council includes, among other duties:

- Act as Chief Executive Officer of the Municipality;
- Preside over Council Meetings;
- Provide leadership to the Council;
- Participate in and foster activities that enhance the economic, social and environmental well-being of the Municipality and its residents; and
- Represent the Municipality at official functions.
The legislation continues to provide for other duties and powers that include the following:

- Signing all by-laws that are passed at Meetings at which the head of Council presided;
- Call a special Meeting of Council;
- Expelling any person for improper conduct at a Meeting;
- Acting as a Commissioner for taking Affidavits; and
- In the case of an emergency, declaring that an emergency exists; taking such action and making such orders as necessary and not contrary to law to implement the emergency plan of the Municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area; and, declaring that an emergency has terminated.

The Role of Council includes the following, among other duties:

- Represent the public and consider the well-being and interests of the Municipality;
- Develop and evaluate the policies and programs of the Municipality;
- Determine which services and service level the Municipality provides;
- Maintain the financial integrity of the Municipality; and
- Carry out the duties of Council required by law.

Closed Meetings

On occasion, Municipal Councils and local boards must meet in closed session, behind closed doors without the public present to discuss a limited scope of issues related to:

- The security of property of the Municipality of local board;
- Personal matters about an identifiable individual, including employees;
- A proposed or pending acquisition of disposition of lands;
- Labour relations or employee negotiations;
- Litigation or potential litigation;
- Advice that is subject to solicitor-client privilege;
- a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;
• information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;

• A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

• A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value;

• A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board;

• A request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act;

• An ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, and Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1); and

• The meeting is held for the purpose of educating or training the members, and at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

At a Closed Meeting, Council can only vote on procedural matters and provide direction/instructions. Council must make their final decision on all matters in an open Council Meeting.
# Members of Council Contact Information

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
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<tbody>
<tr>
<td><strong>Mayor</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christine Robinson</td>
<td>W: 519-369-2200, Ext. 232</td>
<td><a href="mailto:mayor@westgrey.com">mayor@westgrey.com</a></td>
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<td></td>
<td>H: 519-369-1505</td>
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<tr>
<td><strong>Deputy Mayor</strong></td>
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<td>C: 226-338-9799</td>
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<tr>
<td><strong>Councillor</strong></td>
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<tr>
<td>Beth Hamilton</td>
<td>H: 519-369-0309</td>
<td><a href="mailto:bhamilton@westgrey.com">bhamilton@westgrey.com</a></td>
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<td><strong>Councillor</strong></td>
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<tr>
<td>Rebecca Hergert</td>
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<td><a href="mailto:dhutchinson@westgrey.com">dhutchinson@westgrey.com</a></td>
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<td><strong>Councillor</strong></td>
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<td>Geoffrey Shea</td>
<td>H: 519-369-6449</td>
<td><a href="mailto:gshea@westgrey.com">gshea@westgrey.com</a></td>
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<td>C: 647-330-2989</td>
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<td><strong>Councillor</strong></td>
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<tr>
<td>Stephen Townsend</td>
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<td><a href="mailto:stownsend@westgrey.com">stownsend@westgrey.com</a></td>
</tr>
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**Note:** Correspondence directed to Members of Council may be mailed or delivered to:

Municipality of West Grey  
402813 Grey Road 4  
R.R. No. 2  
Durham, ON  
N0G 1R0
Committee and Board Listing

West Grey Standing Committees:

- West Grey Committee of the Whole (Planning);
- West Grey Committee of Adjustment; and
- West Grey Property Standards Committee.

West Grey Advisory Committees:

- West Grey Economic Development Advisory Committee;
- West Grey Commercial Beautification Committee;
- West Grey Parks, Recreation & Culture Advisory Committee;
- Parks, Recreation & Culture Local Committee (Durham & Area);
- Parks, Recreation & Culture Local Committee (Neustadt);
- Parks, Recreation & Culture Local Committee (Ayton & Area);
- Glenelg Hall Committee;
- Lamlash Hall Committee;
- Friends of Music in the Park Committee; and
- Dark Sky Sub-Committee.

Boards:

- Durham Cemetery Board;
- West Grey Public Library Board; and
- West Grey Police Services Board.

West Grey Ad Hoc Committee:

- West Grey Police Service Building Committee.

External Organizations:

- Durham BIA;
- Neustadt Business Group;
• Grey County Accessibility Advisory Committee;
• Grey County Farm Safety Council;
• Saugeen Mobility and Regional Transit Corporation (SMART) Board of Directors;
• Saugeen Municipal Airport Commission;
• Saugeen Valley Conservation Authority Board of Directors;
• Union Cemetery Committee;
• West Grey Chamber of Commerce
• Play in Bruce Grey; and
• Multi-Municipal Wind Turbine Working Group.

Joint Boards:

• Elmwood Community Centre Joint Board;
• Elmwood Fire Department Joint Board of Management; and
• Stodhart Hall Joint Board.
Council, Committee and Terms of Reference Definitions

**Council** - Council, the legislated governing body for the Municipality, approves policy and authorizes the raising of revenue and expenditures to provide Municipal services. Council addresses the business of the Corporation through the recommendations of its Standing Committees, Advisory Committees and Committee of the Whole.

**Committee of the Whole** - The Committee of the Whole is comprised of the Mayor and Members of Council. The Committee level is the forum in which issues are discussed in detail so that the elected officials can weigh the concerns before making recommendations to Council.

**Standing Committees** - Standing Committees are committees which have a continued existence; that are not related to the accomplishment of a specific, once-only task as are ad hoc or special committees.

**Advisory Committees** - Advisory Committees are established by Council. These Committees provide advice and recommendations to Council as requested, on areas within their mandates with no authority for decision-making or independent actions. All Committee recommendations are required to be considered/endorsed by Council. Members are appointed by Council.

**Ad Hoc/Special Purpose Bodies** - Ad Hoc/Special Purpose Bodies are established by legislation or other means and the members are appointed by Council. These Ad Hoc/Special Purpose Bodies have the authority to address their responsibilities through the enabling legislation.

**Statutory Committees** - Statutory Committees are required by Provincial legislation and perform the functions as prescribed in the relevant/enabling legislation.

**Task Forces** - A Task Force is a group appointed by Council that has a defined purpose and mandate to allow residents with experience, interest and/or opinions in a particular subject area to provide input on a specific issue, through a balanced public process. The mandate of a task force will be community-based fact-finding missions related to an important matter in West Grey. A task force will find and deal with factual information to find common ground or majority agreement on issues of a potentially controversial nature in the Municipality and shall not have Council member representation as voting members, but may have representation in a supporting role.

**Working Groups** - A Working Group is a group appointed by Council who have a defined purpose and mandate to allow residents with knowledge and experience in a
particular subject area to provide input on a specific issue. The mandate of a working
group will be related to an important matter in the community that is of a minimally
controversial nature in the Municipality and shall have at least one Member of Council
representation as a voting member.

Components of Terms of Reference

Enabling Legislation

Enabling Legislation refers to the Municipal or Provincial law that governs the formation
of a Committee. The purpose of the Committee is often defined by the legislation
and/or Council resolution authorizing the creation of the Committee.

Mandate

The Mandate Statement describes the Committee’s purpose, the reason it exists. The
Mandate shall align with Council’s strategic goals and objectives.

Membership Composition

The Membership Composition sets out the type of representatives, the number of
members and voting status. Committee Membership Composition is usually drawn
from, but not limited to:

- Council;
- West Grey residents;
- Geographic areas of West Grey (if appropriate);
- Community Groups;
- Business Community;
- Agencies; and
- School Boards.

Qualifications

Qualifications define the skills, competencies and knowledge that are required for
Committee Members to possess. The Qualifications for Committee Members are
needed in order for the Committee Members to contribute effectively to accomplish the
Committee’s Objectives/Mandate. Qualifications will vary for each Committee, as well
qualifications may change for Committees as needs or direction of a Committee might
change as new Members are appointed (for example, expertise in fundraising or special event planning).

**Size**

Size defines the total number of Committee Members. Generally, Committees have a Membership size of five to eight Members. In some circumstances, additional Members may be necessary due to the scope of the Mandate.

**Roles and Responsibilities of Committee Members**

**Committee Chair**

The Chair is usually elected by a majority of Committee Members for a one-year term at the first Meeting of each calendar year.

The Chair’s role is to provide guidance and leadership to the Committee in the completion of its Mandate.

The Chair ensures that decorum is maintained at each Meeting and that Rules of Procedure and Conduct are observed.

**Committee Vice-Chair**

The Vice Chair is usually elected by a majority of Committee Members for a one-year term at the first Meeting of each calendar year.

The Vice Chair acts in the Chair’s absence and assumes the Roles and Responsibilities of the Chair.

**Council Representative on Committee**

Members of Council are appointed to Committees to fulfill the following responsibilities:

- Act as a liaison between Council and the Committee;
- Respond to Committee Members’ questions;
- Interpret Council’s direction to the Committee;
- Provide updates on Committee activities to Council; and
- Provide updates on Council activities to the Committee.
Committee Members

Committee Member’s responsibilities:

- Make recommendations to Council;
- Contribute time, knowledge, skill and expertise to the fulfillment of the Committee’s Mandate;
- Work with staff to implement Council’s decisions relevant to the Committee’s Mandate; and
- Commit to attending regular meetings during the year.

Administrative Support Staff

Administrative support staff assigned to some Committees are responsible to:

- Distribute the Agenda;
- Notify Committee Members of upcoming Meetings;
- Address administrative duties including correspondence, reports, etc.;
- Record and circulate Minutes;
- Follow up on Committee issues; and
- Provide procedural advice at Meetings.

Departmental Representatives

- Departmental representatives will act as subject matter experts and provide information to assist Committees in reaching recommendations; and
- Departmental representatives will not be eligible to vote on any matter in the Mandate of the Committee, unless otherwise specified.

External Resources

These Members are representatives from outside bodies with special knowledge and expertise to assist Committees in their consultations and decision-making. These are non-voting positions, unless otherwise specified.
Meetings, Reporting and Making Recommendations to Council

- Committees should confirm a Regular Meeting Schedule at the commencement of each year, if possible.
- Some Committees may determine that meetings will not be held during July, August and possibly December to recognize holiday schedules as they relate to quorum requirements.
- Committees will make recommendations to Council through the Committee of the Whole or directly to Council. If the recommendation is time-sensitive or for other justified reasons, then the Committee recommendation may be forwarded to Council directly.
- Committees may make recommendations on issues within their Mandates.

Benefits to the Committee Members and to the Municipality

The benefits to citizen volunteers while serving on Committees include:

- Opportunities to contribute and give back to their community;
- Opportunities to meet other citizens and increase a sense of community; and
- A sense of achievement when the Committee accomplishes its goals.

The benefits of encouraging volunteers as Committee Members to assist Council include:

- Facilitating citizen participation in Municipal activities;
- Stakeholder engagement;
- Access to citizen knowledge and expertise which augments Council deliberation and decision-making; and
- Access to community values and connections through individual viewpoints.
## Committee Evaluation Criteria

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<th>Criteria</th>
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<td>1. Is the existence of this Committee required by (federal/provincial) legislation and regulation?</td>
<td>• Is there existing or expected legislation that mandates the existence of the Committee?</td>
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<td>2. Is this Committee's Mandate relevant?</td>
<td>• Does the issue that triggered the creation of this Committee still exist?</td>
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<td>• Is there still work left for this Committee to complete?</td>
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<td>• Is the business of this Committee within the scope of the business of the Municipality?</td>
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<td>3. Is this Committee's Mandate achievable?</td>
<td>• Is there reason to believe the Mandate can be accomplished? For example: Is the Committee showing progress on its Mandate?</td>
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<td>4. Is this Committee's Mandate unique?</td>
<td>• Is the existence of the Committee the only reasonable way to deliver on the Mandate? (i.e., No other Committee, or staff function, could fulfill the Mandate)</td>
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<td>• Is there any other Committee Mandate that is similar?</td>
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<td>• Does the Terms of Reference reflect the Mandate?</td>
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<td>5. Is the Committee’s Mandate aligned with the Strategic Plan/corporate/community goals?</td>
<td>• Is the business of this Committee in support of the long-term achievement of corporate/community goals?</td>
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<td>• Do the criteria for serving on the committee identify any required skills and knowledge needed to advance the work of the Committee? (i.e., Fundraising skills)</td>
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<td>7. Is the Committee operating effectively?</td>
<td>• Is the Committee using public and staff resources in an effective manner?</td>
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<td>• Is the Committee consistently applying corporate standards?</td>
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Management Team
The Management Team is a multi-departmental team responsible for leading the day-to-day operations of the municipality and corporation.

- Chief Administrative Officer
  - Human Resources
  - Government Relations
  - Communications
  - Economic Development

- Clerk
  - Canine Control
  - By-law Enforcement
  - Property Standards
  - Planning

- Director, Infrastructure and Publics Works
  - Roads, Bridges
  - Water/Waste Water
  - Landfill
  - Capital Construction
  - Development Infrastructure

- Community Services
  - Arenas, hall and facilities
  - Recreation programs/events
  - Customer Service
  - Crossing Guards

- Director, Finance/Treasurer
  - Tax Collection
  - Payroll
  - Accounts Payable
  - Accounts Receivable
  - I.T.

- Building Department
  - Plans Examination
  - Inspections

- Fire Services
  - Health and Safety
  - Emergency Management
  - Fire and Emergency Services

- Library

- Police

- The Police Chief and Chief Librarian report to their respective Boards.
Role of Chief Administrative Officer

The Office of the CAO provides management and administrative leadership for all departments to support Council’s vision and goals. The CAO is the only employee reporting directly to Council. The CAO is primarily responsible for staff management and development, government relations, internal and external communication, and economic development.

Specifically, the CAO

- Administers the business affairs of the Municipality;
- Provides direction to municipal employees;
- Directs the general financial control of all departments;
- Directs the development and implementation of corporate policies, programs and services;
- Ensures Council receives the appropriate reports and information necessary for their decision-making;
- Assists Council in strategic planning and in the development of a corporate plan for the Municipality;
- Liaises with local boards, agencies, other municipalities and the provincial and federal governments;
- Oversees Human Resources activities;
- Directs and leads internal and external communications; and
- Manages economic development.

Staff Management and Development

The West Grey Management Team members are responsible for leading and directing their department employees. West Grey’s workforce is a combination of long-serving and newly-hired full-time, part-time and seasonal employees who contribute daily to the quality of life in this community.

The CAO is a member of the Grey County Human Resources Network which is comprised of HR professionals and CAOs from the County and neighbouring
municipalities. Information sharing, industry news and collaboration are the primary activities of this group.

West Grey also contracts specific HR projects, such as market salary reviews, pay-equity evaluations, executive recruitments and end-of-employment services. The next comprehensive compensation review will be conducted 2019/2020.

Developing our workforce is investing in West Grey. An annual training budget is allocated for employee development to ensure compliance with regulations, educate staff on trends, and provide an opportunity to learn and innovate. The corporation also supports memberships in industry specific organizations such as:

- Association of Municipal Managers, Clerks and Treasurers of Ontario;
- Parks and Recreation Ontario;
- Ontario Recreation Facility Association;
- Municipal Financial Officers Association;
- Ontario Municipal Administrators Association;
- Grey County Public Works Association;
- Ontario Good Roads Association;
- Ontario Clean Water Association;
- Economic Development Council of Ontario;
- Rural Ontario Municipal Association;
- Association of Municipalities of Ontario; and
- Federation of Canadian Municipalities.

**Government Relations**

Delegation topics for presentation at provincial and federal conferences are proposed to and solicited from the Mayor and Council. The CAO oversees the preparation of the delegation material, provides speaking notes to the Mayor and collateral pieces to leave with the provincial and federal ministers and representatives.

The CAO participates in county-led CAO roundtable meetings, including briefing meetings with other elected officials.

The CAO acts as the point of contact for initial enquiries from various public sector agencies.
Communication

Regarding media protocol, the Mayor, as Chief Executive Officer, is the spokesperson for West Grey. The CAO prepares and provides briefing notes, speaking notes and FAQs to the Mayor. The CAO acts as spokesperson on operational matters, or delegates to the appropriate director. All media enquiries are directed to the Office of the CAO. Media outreach, such as press releases, News & Notice bulletins, news story pitches, etc. are generated under the direction of the CAO.

The corporate website, www.westgrey.com, is managed by staff under the direction of the CAO. The website is well-utilized but is reaching its capacity and functionality. A communication strategy is required to ensure West Grey adopts a consistent, accessible and professional approach to how we engage and inform the public.

Internal communication is not formalized; however, the Employee Consultation Committee has proposed a staff newsletter to ensure information is shared across the corporation. This project will be explored in 2019.

Economic Development

West Grey has always had an eye on economic development and, by all accounts, March 2018 was the launch of a ‘boots on the ground’ focus with the addition of a full-time staff person. We are taking a community-first approach to supporting the businesses that are already here, working with businesses coming to West Grey, and getting the word out that West Grey is open for business.

What is Economic Development?

To paraphrase the International Economic Development Council, Economic Development activities are intended to:

- Improve the economic well-being of a community through job creation and retention;
- Improve the tax base balance of commercial vs residential; and
- Contribute to the overall quality of life in a community.

No single definition of Economic Development could possibly be applicable to every municipality. For West Grey, the value and impact of our newly committed efforts to business support have already resulted in a growing optimism for a stronger West Grey.

“Although economic development appears to be a “nice to have” function in the municipal government structure, it is critical to the sustainability and growth of the local business sector. Economic developers are the conduit
between the business community and government at all levels. The economic development professional understands opportunities that suit their communities in enhancing the quality of life from all perspectives. Without this function in a community, there is a substantial risk of businesses (seeking) other communities where such services exist.” - Heather LaLonde, CEO, Economic Developers Council of Ontario.

Guiding Documents

Municipality of West Grey 2020 Action Plan

A. The long-term financial sustainability of the Municipality
   A.1 - Partnerships

B. Actively pursue Economic Development in West Grey
   B.1 - High speed internet
   B.2 - Employment opportunities
   B.3 - Urban cores
   B.4 - Tourism
   B.5 - Population growth

C. Enhance efforts to inform and communicate
   C.1 - Municipal communication
   C.2 - Community activities

Interoffice Relations

- Treasury
- Public Works
- Building
- Fire & Emergency Services
- Recreation
- Clerks

In a small community it is essential that all departments work well together to be successful. Economic Development touches a diverse range of inter-departmental staff, as well as, our elected officials.

West Grey Economic Development Activities

Strategic Economic Planning

- Research and Information Management;
- Grant applications;
• Economic statistics and indicators;
• Support neighbouring Municipalities and County initiatives; and
• Implementing a Community Improvement Plan (CIP).

**Business Attraction and Development**

• Workforce & Business Development;
• Business profile stories – Made in Grey magazine;
• Investment Attraction – County property Inventory;
  - Assist site locators and those looking for industrial lands or other commercial properties;
  - Planning & Infrastructure;
• Workforce Sector Development & Support (Agriculture, small business);
• Downtown programs;
• Promote resources for small business and start-ups (County Business Enterprise Center);
• Foster entrepreneurial spirit among students and youth (Be your own Boss program); and
• Business Retention & Expansion (BR&E);
  - Liaise with local businesses.

**Enhance Community and Quality of Life**

• Downtown Beautification;
  - Urban Core streetscaping;
• Community Development & Revitalization; and
• Volunteer Fair.

**Marketing and Communication**

• Prepare collateral materials;
• Community Profiles, Resident Attraction sell sheets;
• Create directory of local businesses and services;
• Public Relations; and
- Branding.

**Tourism**

- Promote tourist attractions and events; and
  - Entrance signage.

**Community-Based Economic Development Committees**

1. West Grey Chamber of Commerce.
   - Support and meet with local chamber.
   - Support and meet with business group.
3. Women of Wellington & Saugeen Area (WOWSA).
   - Municipal partner supporting local professional woman and entrepreneurs to inspire, empower and connect.
4. Durham Business Improvement Association (BIA)
   - Support and meet with membership to collaborate on urban initiatives
5. Saugeen Connects www.SaugeenConnects.com

In March 2017 the Saugeen Economic Development Corporation (SEDC) and five municipalities banded together in a partnership to create a project called “Saugeen Connects”.

The mission is to collaborate and positively impact area economic growth, support youth retention and development, support growth and retention of businesses (succession matching) and integrate efforts to leverage immigrant attraction to the area as residents, workers, entrepreneurs, business owners, operators and investors. The members are:

- Town of Hanover;
- Township of Wellington North;
- Town of Minto;
- Municipality of Brockton;
- Municipality of West Grey; and
- Saugeen Economic Development Corporation.
6. Joint 3 Economic Development Task Group

In the spring of 2018 the three municipal stakeholders of the Saugeen Municipal Airport (Hanover, Brockton and West Grey) came together and formed a Joint 3 Task Group to collaboratively engage and gather information and feedback from all stakeholders of the airport. The data collected through survey generation and SWAT analysis sessions were compiled. The resulting report outlined a plan and process to assist the Commission in increased revenue generation and making the airport a self-thriving entity.

7. County of Grey Economic Development Working Group

Working group comprised of all the Economic Development representatives located in the County of Grey. We share priorities and experiences to better understand our common role, alignments and opportunities and to learn from those successes. Discussion items include, Foreign Direct Investment, Regional Skills Training Trades & Innovation Centre, Business Enterprise Centre, Agri-Food Sector, CIP, Draft Official Plan, Geographic Information System Mapping, New to Grey Initiative, Regional Job Fair, Young Creative Mixer, Business Retention & Expansion.

- Participating members are:
  - Town of the Blue Mountains;
  - Town of Hanover;
  - Municipality of Grey Highlands;
  - Township of Southgate;
  - Township of Georgian Bluffs;
  - Municipality of Meaford;
  - Township of Chatsworth;
  - Municipality of West Grey;
  - City of Owen Sound;
  - Ontario Ministry of Agriculture Food and Rural Affairs (OMFRA);
  - Four County Labour Market Planning Board; and
  - Saugeen Economic Development Corporation (SEDC).

8. Regional Advisory Committee
The Regional Advisory Committee (RAC) shares best practices and develops opportunities for networking by acting as a liaison between business/industrial sectors, communities and the Saugeen Economic Development Corporation.

The Saugeen Economy newsletter is produced twice a year with data from the partnering group. The RAC committee is comprised of representatives from the following municipalities:

- Arran Elderslie;
- Municipality of Brockton;
- Township of Chatsworth;
- Municipality of Grey Highlands;
- Town of Hanover;
- Town of Minto;
- Township of Southgate;
- Municipality of South Bruce;
- Township of Wellington North;
- SEDC; and
- Municipality of West Grey.

2018 Highlights

- Initiated one-on-one business visits;
- Hosted first ever investor/entrepreneur familiarization bus tour in partnership with Newcomer Centre of Peel;
- Generated international exposure in Canada’s WestJet Magazine for a Neustadt business via Butter Tarts & Buggies (BT&B);
- Conducted area Business Retention and Expansion interviews;
- Development of an online business directory;
- Opened communication with successful survey to community regarding the Main Street Revitalization funds; and
- Development of an image supported, searchable GIS data base for industrial, commercial properties.
On the radar

- Main Street Grant program to be developed and rolled out, spring 2019;
- Creation of a residential prospectus;
- Creation of a business prospectus;
- Welcome package for new residents and businesses; and
- Downtown beautification program in four communities.

In Closing

West Grey’s strategic plan, the 2020 Action Plan, has served as a guiding document for decision making, budgeting and long-term planning. A new term of council brings a new start and new ideas for community building. Much has been accomplished and many important initiatives have taken root. This is an exciting time to plan on ways to build on those initiatives and identify the priorities for 2018 - 2022 term of council.

Municipal Government

Council Meetings Schedule

Excerpt from section 5.3 of Council/Committees Procedure By-law Number 20-2018:

Council shall annually adopt a regular meeting schedule for its meetings to be held in the following year including the dates, times and locations for such meetings and the Clerk shall publish the schedule on the West Grey website.

Mayor and Councillors

West Grey elects its own council to look after its affairs. Each member of the seven-member West Grey Council has one vote.

The Mayor

The Mayor is the Head of Council, presiding over sessions and representing West Grey at meetings and gatherings of other municipal officials from across the province. The Municipal Act describes them as the Chief Executive Officer of the Corporation.

Mayor’s Role and Responsibilities

- Office of the Mayor is the most prestigious office within the West Grey; and
• The role is a combination of formal and informal duties. There is no formula for the role and each individual will develop a style based as much on their own attributes as on the formal requirements of the office.

• In addition to legislative requirements the Mayor is expected to:
  - Attend all regular and special meetings of Council;
  - Attend all regular and special meetings of Committee of the Whole;
  - Attend a number of social and ceremonial functions on behalf of the municipality;
  - Meet with Provincial Ministers and staff to convey the municipality’s views on issues;
  - Attend and represent West Grey on Grey County Council; and
  - Meet with the media and the public on municipal matters.

Members of Council

• Role is often not understood by newly elected councillors or the public;

• Provide staff with input and direction so policies may be changed to keep pace with changing attitudes on issues;

• Assist in policy formulation and decisions; and

• Do not hesitate to ask questions.

The CAO

The senior non-elected officer of the municipality is the Chief Administrative Officer (CAO). All Department heads, with the exception of the Library, CEO whom reports to the Library Board and the Chief of Police whom reports to the Police Services Board, report to the CAO. The CAO reports to Council, attends all regular and special Council and Committee Meetings in their role as principal policy advisor and acts as liaison with other public and private agencies with which we do business. The CAO also represents West Grey, along with the Mayor, at various meetings with other municipal governments and provincial officials.

The CAO is the only staff member of Council. As such direction and input comes from Council to the CAO for implementation. It is the CAO’s responsibility to ensure that the direction of Council and compliance with legislative, policy and regulations are undertaken and adhered to.

It is also the CAO’s responsibility to manage and direct the day to day operations of the municipality in a professional, conscientious and fiscally sustainable manner.
Staff – Duties and Responsibilities

Policies are to be administered by the staff. The staff must be involved in the formulation of policies so that they may be administered as efficiently and effectively as possible. Their role is to:

- Keep members of council abreast of changes in Provincial legislation and regulations;
- Present factual information so that Council may make informed decisions;
- Assist in the formulation of policy; and
- Administer the policies of Council.

Department Heads are available to review and explain matters to elected officials, but Council does not provide direction on day-to-day operations to municipal staff.

Council Agendas, Committee Reports and Attendance

- Agendas, Committee Reports and Minutes are circulated electronically to all Councillors;
- Every effort is made to include all items to be discussed but under unusual circumstances Reports may be circulated on the Session Day as per our procedural by-law;
  - Council will deal with contents of the reports at the Session;
  - Committee reports are presented to Council by the respective department head, or in their absence by the CAO or another member of the department;
  - All questions go through the Mayor; and
  - Department Heads may respond to technical questions when requested.
- Attendance at meetings is extremely important. Current legislation provides that:
  - Unless you have good reason and you miss three consecutive months of meetings, Council has the authority to vacate your seat. If you have “good reason” to miss three consecutive months of Council Sessions, Council must pass a resolution outlining the reason(s);
  - If you cannot attend a Council meeting, you should advise the CAO or Clerk;
  - If you must leave before Council or Committee adjourns, you should request the permission of the Mayor; and
• With respect to a declaration of Pecuniary Interest, that is the individual responsibility of each Member of Council. With all due respect, only a member of the judiciary may find anyone in a Conflict of Interest.

As well the Mayor may appoint from time to time, Special Sub-Committees or Task Forces which may report to a Standing Committee or directly to Council. The size and composition of these Committees or Task Forces may vary at the Mayor's discretion.
Section 228. (1) of the Municipal Act, 2001, sets out the duties of the Clerk as follows:

“A Clerk

228. (1) A municipality shall appoint a clerk whose duty it is,

(a) to record, without note or comment, all resolutions, decisions and other proceedings of the council;
(b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question;
(c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of the council;
(d) to perform the other duties required under this Act or under any other Act; and
(e) to perform such other duties as are assigned by the municipality. 2001, c. 25, s. 228 (1).”

The principal duties assigned to the Clerk of West Grey include:

- Preparation of Council/Committee of the Whole Agendas/Minutes; and many Municipal By-laws;
- Carry out much of Council business/direction from Council/Committee of the Whole meetings; and ensure Council/Committee meetings adhere to the Council/Committee procedural by-law;
- Act as Planning/Zoning Administrator, and Secretary-Treasurer of the West Grey Committee of Adjustment, and Secretary of the West Grey Planning Advisory Committee. Prepare all planning agendas and minutes. Main contact person for property owners, real estate developers, and solicitors, regarding proposed severances, minor variances, zoning by-law amendments, and official plan amendments. All planning applications are submitted for review to determine completeness, prior to processing these applications for public meetings and notices of decision. The contracted Municipal Planner is under the Clerk’s supervision and directly reports to the Clerk on planning matters. Assist in the administration/drafting of site plan/development/subdivision agreements. Complete Zoning Compliance Letters requested by solicitors and other individuals;
- Returning Officer for Municipal/School Board Elections - responsible for conduct of municipal elections, and also English Public and Separate School elections as WG.
has highest population of English Public/Separate School electors in its municipal groupings.

- Supervise and liaise with Canine Control Officer, Livestock Valuer, Line Fence Viewers, and handle many inquiries regarding same.

- Co-designated with the CAO/Deputy Clerk as administrator of Municipal Freedom of Information and Protection of Privacy Act requests.

- Miscellaneous Responsibilities Include: Member of the Community Control Group for Emergency Measures purposes. Acts as Lottery Licensing Officer in the absence of same. Responsible for processing of Tile Drainage Loan applications, and work with the Municipal Drain Superintendent to process municipal drain applications. Attendance at various educational workshops, member conferences/seminars. Directly involved in many purchases of property by the municipality, and disposal of municipal property. Assumes duties of the CAO/Deputy Clerk in the absence of same. Involvement in yearly budget deliberations, and accessibility issues.

**Information Access and Privacy**

Like all municipalities in Ontario, the Municipality of West Grey is subject to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), which provides a framework to provide access to public information, while ensuring the protection of personal information. MFIPPA prescribes a formal process to request information (called a Freedom of Information or FOI request), in addition to information search and photocopying fees. The legislation also provides for an appeals process, should the individual requesting the information not agree with all or parts of the information disclosed (or not disclosed) by the Municipality.

West Grey makes every effort to provide information to the public, subject to any photocopying charges, without the need for an FOI request.

**Making an FOI Request**

Complete an FOI request form with the prescribed $5.00 application fee. It is important that requests be clear, specific and as detailed as possible. The FOI Head/Coordinator may need to contact the requestor to clarify the nature of the request.

The Municipality must respond within 30 days of the date of the request, however, an extension for a response can be initiated in extenuating circumstances. If requesting records that contain third party information, the Municipality will notify the third party of the request within the 30-day timeframe. The third party then has 20 days to inform the Municipality whether he/she agrees or disagrees with the disclosure of his/her information. If the Municipality requires additional time beyond 30 days to process a request, requestors will be informed.
Operational Overview

The Department of Infrastructure and Public Works (Department) is responsible for the maintenance and capital works for the following:

- 722 km of municipal roads;
- 470 km of gravel;
- 252 km of hard top;
- 104 bridges/culverts span 3 m;
- 1304 culverts >600 mm dia. to <3 m;
- Three dams;
- 26.3 km sidewalks;
- Five Maintenance Depots;
  - Durham Depot, Elizabeth Street and Saddler Street Facilities;
  - Normanby Depot, Helena Street, Ayton;
  - Bentinck Depot, Concession 6 at Grey Road 3;
  - Glenelg Depot, Baptist Church Road at Concession 4;
- Municipal water supply systems;
  - Durham, South Street - well pumping station;
  - Lambton Street - two well pumping stations;
  - Neustadt, Concession 12 - three well pumping stations;
- Water Main – 31,500 m;
- Sanitary Sewers – 22,500 m;
- Storm Sewers – 10,800 m;
- Waste Water Treatment;
  - Durham, Waste Water Treatment Plants;
  - Neustadt, Lagoons;
• Waste Management – Landfills in Durham, Bentinck and Normanby. Contracted Curbside Recycling and garbage pickup facilities by Waste Management (Household Hazardous Waste Event held annually in May at the Durham Depot).

**Operations Costs**

**Bridges and Culverts**

This maintenance activity covers culvert replacement, cleaning inlets and outlets of debris, washing and inspecting bridges, minor bridge repairs, replacing signs and approach barrier repair and Bridge OSIM Inspections.

**Roadside Maintenance**

This maintenance activity covers roadside grass cutting, trees and brush cutting, ditching along roadsides, catch basin maintenance and clean out, picking up of roadside litter and debris and roadside spraying for weed control.

**Hardtop Maintenance**

This maintenance activity covers pavement and edge patching with hot mix, cold mix patching for potholes, street and intersection sweeping.

**Loose Top Maintenance**

This maintenance activity covers the application of maintenance gravel, application of dust control, repairing washouts after heavy rains and maintenance grading as required.

**Winter Control**

This maintenance activity covers snow plowing and sanding rural paved roads and ice blading rural gravel roads that have year-round maintenance. Snow plowing and salting urban roads including snow removal of municipally owned parking lots. Weather plays a huge roll in costs. The Department also has agreements with several contractors to assist West Grey with other winter maintenance requirements. Details regarding contracted maintenance can be found in the Department’s Winter Control Handbook. The Department’s Winter Maintenance Operations follows the requirements under “The Minimum Maintenance Standards O.Reg. 239/02 and O.Reg. 366/18”.

**Winter Flood Control**

This maintenance activity covers cleaning out of ditches and culvert inlets and outlets that have a significant amount of snow that may obstruct the flow of water during mild spells.
**Winter Patrol**

This maintenance activity is for a patrol person to review roads, monitor weather and dispatch operators and equipment to deal with winter weather events as they occur seven days a week.

**Health and Safety**

This covers Health and Safety Training, personal protective equipment and clothing.

**Roadside Safety Maintenance**

This maintenance activity covers the installation or replacement of all road side warning and stop signs, posts and hardware that are required as per Provincial Standards. This also includes the annual sign reflectivity inspection.

**Gravel Pits**

The Municipality owns and operates a gravel pit on the west half of Lot 15, Concession 10 of Glenelg. This activity covers Ministry of Natural Resource and Forestry (MNRF) fees, topsoil stripping, fencing and the annual fees for The Ontario Aggregate Resources Corporation (TOARC).

**Sidewalk Maintenance**

This maintenance activity covers the sweeping, minor repairs and annual inspection requirements to sidewalks O.Reg 239/02 and O.Reg. 366/18.

**Capital Bridge Rehabilitation and Replacement**

West Grey has an extensive amount of bridge assets (104). The current number of bridge assets within West Grey cannot be feasibly maintained or replaced given the current tax base. The Department is undertaking a Bridge Rationalization Study to determine what bridges/culverts should be closed in order to provide West Grey with future sustainable infrastructure. This is the first phase of many which includes Environmental Assessment Process, Council awareness, Public meetings and Indigenous Consultation.

**Capital Construction**

Public Works is completing an asset management plan to provide an objective, factual plan to develop a five, 10 and 15 year capital rehabilitation plan.
Capital Equipment

The Department has a 15-year capital replacement plan for all equipment. The Department has developed the plan based on a 12-year replacement cycle of all large equipment.

Rods Maintenance Depots

Bentinck Depot – Concession 8 at Grey Road 3

- Six Bay Garage;
- Equipment;
  - Two graders;
  - Three tandems;
  - One loader;
  - One backhoe;
  - One One-ton;
- Utility Shed; and
- Sand Shed 2,500 cu. yd. capacity.

Normanby Depot – Helena Street, Ayton

- Five Bay Garage;
- Equipment
  - Two graders;
  - Three tandems;
  - One backhoe;
  - One sidewalk machine;
- Utility Shed; and
- Sand Shed 3,200 cu. yd. capacity.

Glenelg Depot – Baptist Church Road at Concession 4

- Three Bay Garage;
- Equipment;
- Two graders plus one winter rental;
- Three tandems;
- One backhoe;
- One rubber tire excavator;
• Utility – Equipment Shed; and
• Sand Shed 3,500 cu. yd. capacity.

Durham Depot – Sadler Street

• Three Bay Garage;
• Equipment;
  - Two single axles;
  - Two sidewalk machines;
  - One loader; and
• Salt – Sand purchased from MTO/IMOS Yard Grey Rd. 4.

Durham Depot – Elizabeth Street

• New three bay shed – miscellaneous equipment storage for the Department, Fire and Police;
• Proposed new location of Saddler Street Depot; and
• Old structure - equipment and miscellaneous equipment storage.

Landfill Sites

Bentinck

• Projected 20 years of site life after closure of Durham;
• Licensed area - 50 acres;
• Total site area – 80 acres;
• Scales - Fees generated through weight;
• Equipment – landfill compactor; and
• Hours of operation: Saturday 8:00 a.m. to 4:00 p.m.
Normanby

- In accordance with the MOECC Certificate of Approval, the site has matured with no remaining capacity available;
- Licensed area – six acres;
- Total site area – 72 acres;
- Hours of operation;
  - Saturday, 8:00 a.m. - 4:00 p.m.;
- Normanby site is currently under a six-month trial as a transfer station. Waste is transferred to the Bentinck site.

Durham

- Two and a half years of site life;
- Licensed site area -12 acres;
- Scales - Fees generated through weight;
- Equipment – landfill compactor;
- Hours of Operations;
  - Thursday and Friday, 8:00 a.m. - 4:00 p.m.;
  - Saturday, 8:00 a.m. - 4:00 p.m.

Household Hazardous Waste (HHW)

West Grey has an agreement with the City of Owen Sound to accept HHW from West Grey one Saturday per month from April to October. West Grey has also been annually hosting in May a one-day HHW event at the Durham Depot.

Sanitary Sewer System

Durham

- Wastewater primary treatment plant;
- Approximately 1,332 customers;
- One sewage lift station; and
- Currently operated by Veolia on behalf of West Grey.
Neustadt

- Two cell lagoon system;
- Approximately 201 customers;
- One pumping station; and
- Operated by Veolia on behalf of West Grey.

Governed by the Ontario Water Resources Act and the Environmental Protection Act.

Water System

Durham

- Three drilled wells;
  - #1B on South Street;
  - #2 and 2A wells at the Lambton Street with pump houses;
- Standby Power for well 1B only;
- Well No. 2 and 2A powered by mobile generator;
- Pumping Station for North Durham customers;
- Chlorination and UV treatment;
- Approximately 1,402 customers on water meters;
- Water storage – steel standpipe and concrete reservoir; and
- Operated by Veolia on behalf of West Grey.
Neustadt

- Three drilled wells with two pump houses and steel standpipe;
- No standby power;
- Chlorination and UV treatment;
- Approximately 234 customers on water meters; and
- Operated by Veolia on behalf of West Grey.

These are a few of the main regulations that govern our drinking water standards:

- Governed by the Safe Water Drinking Act;
- O.Reg. 169/03 Ontario Drinking Water Standards; and
- O.Reg. 170/03 Drinking Water Systems.
Community Services

The Community Services team focuses on parks, recreation and culture and customer service excellence.

A customer-centric attitude is the mandate of the Community Services department. Customer service excellence is our core focus as we serve and contribute to this community.

Parks, Recreation and Culture

Making a community a desirable place to live and providing opportunities for positive experiences and healthy, creative living is the business of parks, recreation and culture.

The Canadian Parks and Recreation Association (CPRA) defines recreation as “the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.”

CPRA describes the role of recreation as “multiple pathways to wellbeing for individuals, communities and for our built and natural environments. Recreation has the potential to address challenges and troubling issues, such as, increases in sedentary living and obesity, decreased contact with nature and inequities that limit recreation opportunities for some population groups.”

West Grey has many active volunteer groups who offer numerous positive recreation activities for the community. Residents get to experience, sports programs, tournaments and special events. For years, service groups have been actively working to improve the parks and pavilions of West Grey.

Some recent examples of volunteer-led projects:

- Ayton is focusing on building an accessible playground;
- Durham is focusing on upgrading their ball diamonds and playgrounds; and
- The Neustadt the Lions Club is updating the outdoor pavilion.
Durham

- Includes an Arena/Hall and Town Hall for social events and meetings;
- Ice is in the arena from September to April 30 each year;
- Two ball diamonds, soccer field and tennis court;
- Numerous parks with playground equipment; and
- Wading Pool for small children.

Ayton/Normanby

- Includes an Arena/Hall plus Centennial Hall for social events and meetings;
- Ball field and playground equipment at Centennial Park;
- Ice in arena from mid July to March 31 each year; and
- Farmers Park on South Saugeen River.

Neustadt

- Includes an Arena/Hall with ball diamond;
- No ice in arena - used for social events, pickle ball, indoor soccer, roller skating etc.; and
- Lion’s Park has playground equipment, soccer field and picnic area.

Bentinck

- Lamlash Hall used for social events; and
- Bentinck Park picnic area and Kennedy Park swimming and picnic area.

Glenelg

- Glenelg Hall for social events
The Finance Department provides for the control, management and administration of the financial accounting and data processing functions of the Municipality in the areas of planning, budgeting, accounting, investment and fund management, tax and water revenues, payroll and purchasing. The Department is also responsible for Lottery Licensing and Vital Statistics such as burial permits, cemeteries and marriage licenses.

**Budgets**

In 2018, West Grey had an operating budget in the amount of $12,882,888 and a capital budget in the amount of $3,526,028 for a total budget of $16,408,916. Of this amount, $9,436,690 or 57.5% was raised through taxation and payments in lieu, with the balance coming from other revenues, grants, reserves and user fees.

Draft budgets are prepared by staff and presented to their respective boards/committees, as applicable, for consideration and recommendation to Council. The draft consolidated budget is then presented to Committee of the Whole for deliberation.

**Assessment and Taxation**

In 2018, West Grey had a total assessment base of $2,017,302,216. This number includes $62,772,061 of assessment which is exempt from taxation with no revenue being generated from this assessment class. The exempt assessment includes institutional properties, ANSI lands (Areas of Natural and Scientific Interest) and municipally owned properties.

The Finance Department prints in excess of 7,000 tax bills during each of the interim and final tax billing cycles. In addition, supplementary and omitted assessments and tax write-offs, such as Minutes of Settlement or Assessment Review Board decisions, are processed throughout the year. Several options are available for submitting tax payments, including:

- In person at the Municipal Office by cash, cheque or interac debit;
- By mail;
- Post-dated cheque;
- Telephone or Internet banking through most financial institutions; and
• Pre-authorized payments on either a monthly plan or quarterly during the regular installment month.

The Department continuously monitors the tax arrears and where necessary proceeds with property tax sale registrations.

**Development Charges**

Beginning in 2005, the Municipality implemented Development Charges. The current Development Charges By-law 19-2015 is effective from May 1, 2015 to April 30, 2020. The current West Grey Development Charge is $3,250 and is applied on new residential development at the time that the first building permit is issued. In 2019, work will need to begin on a new Development Charges Study so that an updated by-law can be passed before the April 30, 2020 expiry.

The Municipality also collects Development Charges on behalf of the County of Grey and remits these charges on a monthly basis to the County.

**Payroll**

Payroll is processed bi-weekly with Council remuneration being processed monthly. Time sheets for Members of Council are provided to each member and are to be submitted at the end of each month. Remuneration is paid by automatic deposit, while mileage and expenses are paid through accounts payable. By-law 71-2018 implemented the following rates for Council honorariums and per diems:

- Mayor’s Annual Honorarium $18,496.96 per annum
- Deputy Mayor’s Annual Honorarium $10,445.34 per annum
- Councillor’s Annual Honorarium $8,704.45 per annum

Members of Council and Council members appointed to local boards shall be paid the following per diems for attendance at meetings as specified:

- Regular Council Meetings $157.78
- Special Council Meetings (more than four hours) $157.78
- Special Council Meetings (four hours or less) $87.05
- Committee Meetings (more than four hours) $157.78
- Committee Meetings (four hours or less) $87.05
(*Travel time not included in calculation of length of meeting. If two or more consecutive meetings, including Special Council meetings, at the same location are held in the same day, then one full day rate will apply.)

The mileage reimbursement rate is set at a rate equivalent the County of Grey sliding scale which is adjusted quarterly based on the Ontario Ministry of Energy's Southern Ontario previous quarter's average price per litre for unleaded gasoline. The mileage reimbursement rate for the period October 1, 2018 to December 31, 2018 is $0.485 per kilometre for the use of personal vehicles while on municipal business.

By-law 72-2018 outlines the Conference and Seminar Policy for Council. The Mayor may attend a maximum of three conferences per year and the remaining members of Council may attend a maximum of two conferences per year. The Mayor and members of Council may attend up to two seminars in addition to conferences. A seminar is defined as a meeting which does not exceed one day in duration.

Council members receive a flat rate meal allowance of $75.00 per day for meals for any conference or seminar attended on behalf of the municipality.
Building Services

In 2019, West Grey will resume providing building services in this municipality. Based on permit numbers, work volume, and a focus on local customer service, the building department will require one full-time Inspector/Plans Examiner, a shared Chief Building Official, and, if warranted, a support position. West Grey will take a planned approach to staffing appropriately as the community continues to grow.

Building departments are required to be revenue neutral and permit fees cannot be changed without a public process.

Ontario Building Code

Ontario’s Building Code Act, 1992 sets the regulatory framework for the construction, renovation and change of use of buildings. It outlines technical standards, enforcement powers and administrative procedures, as well as, mechanisms for dispute appeals and new product and system approvals.

The Building Code (Ontario Regulation 151/13) is a regulation made under the Building Code Act. It sets out detailed technical and administrative provisions and includes provisions related to health and safety, fire protection, structural sufficiency, accessibility, energy and water conservation and environmental integrity with respect to buildings including on-site sewage systems.

The building department is strictly governed and is responsible for all aspects of enforcement of the Building Code Act and the Ontario Building Code.

Enforcement of the Act and the Code is the responsibility of local “principal authorities”, primarily municipalities. The following are excerpts from the current Building Code Act regarding enforcement authorities.

3.(1) Enforcement by Municipalities. The council of each municipality is responsible for the enforcement of this Act in the municipality, except where otherwise provided by this Act. 2002, c.9, s.6(1).

3.(2) Chief Building Official, Inspectors. The council of each municipality shall appoint a chief building official and such inspectors as are necessary for the enforcement of this Act in the areas in which the municipality has jurisdiction. 1992, c.23, s.3(2).
The Role of the Chief Building Official (Building Code Act 1.1(6).)

(a) To establish operational policies for the enforcement of this Act and the building code within the applicable jurisdiction;

(b) To co-ordinate and oversee the enforcement of this Act and the building code within the applicable jurisdiction;

(c) To exercise powers and perform the other duties assigned to him or her under this Act and the building code; and

(d) To exercise powers and perform duties in accordance with the standards established by the applicable code of conduct. 2002, c.9, s.3.
Mission Statement

The mission of the West Grey Fire Service is to protect the lives and property of the citizens of West Grey through emergency response, education and prevention, innovation, knowledge, courtesy and professionalism.

Vision

West Grey is a Municipality with a strong local economy and livable Communities that support and strengthen our diverse businesses, individuals and families. We are known for citizen involvement and efficient, quality service.

Short Term and Continuing Goals

- Remain diligent in training to keep the West Grey Firefighters safe and in compliance with the provincial standard as set out by the Office of the Fire Marshal for Volunteer Firefighters;
- Maintain the high level of public safety through Fire Prevention and Public Education as set out in the Fire Protection and Prevention Act (FPPA);
- Continue enforcement of all Fire Code regulations through inspections by request or complaint and to assist West Grey residents with concerns they may have in regard to their family’s fire safety;
- Keep current with the ever-changing technology of Fire Suppression, Rescue and First Response as it pertains to Appendix “C” of the West Grey Fire Service’s Establishing and Regulating By-law #30-2009;
- Continue to strive forward with our Smoke Alarm Program By-law # 26-2005 as mandated by the FPPA;
- Continue with records keeping and keeping the Office of the Fire Marshal informed of such records as requested on a monthly basis;
- Maintain the Mutual Aid system with other neighbouring Fire Departments;
- Maintain and deliver cost effective Fire Protection;
- Continue to maintain all fire rescue equipment in working order and good repair to meet and exceed all NFPA standards and third-party testing; and
• Maintain that sense of satisfaction that our volunteers gain through their accomplishments at emergency scenes.

Future Goals and Visions

• Maintain a scheduled Fire Prevention and Safety Program of all Commercial and Industrial occupancies giving the upper edge to Fire Suppression and Safety to the residents and Firefighters in West Grey; and

• Continued first response de-fibs at all West Grey Fire Stations. This will ensure the residents in rural areas the same first response life support protection as the rest of West Grey.

History of the West Grey Fire Service

The West Grey Fire Service was formed in 2004 after the hiring of the first full-time Fire Chief for West Grey. The new Fire Chief was charged with bringing together three different fire departments and forming one cohesive unit now known as the West Grey Fire Service. Those three departments were Ayton Normanby, Durham and District and the Neustadt Fire Departments.

Stations are numbered in alphabetical order and referred to by name as follows: Station #1 or Ayton Station, Station #2 or Durham Station, and Station #3 or Neustadt Station.

In addition to Fire Department Management, the Fire Chief is also responsible for Emergency Management for West Grey and the Emergency Plan and sits as the Management representative for the Health and Safety Committee.

Staff

West Grey Fire Service is managed by a full-time Fire Chief. Each of the three stations has a Deputy Chief under the direction of the Fire Chief.

Each Deputy Chief has three Captains on staff and there are approximately 70 Volunteer Firefighters. West Grey also has an Auxiliary Firefighters program whereby personnel are hired and receive training on firefighting before advancing to Volunteer Firefighter status.

The Fire Chief and Deputy Fire Chiefs are appointed by Municipal By-law. The Firefighters are hired by the Chief and Deputy Chiefs through a rigorous process which includes an interview, aptitude testing and physical fitness testing to ensure the person hired is in top condition for the position of a Firefighter.
Fire Prevention and Protection Act, 1997 (FPPA)

West Grey is required under the Act to pass and maintain an Establishing and Regulating By-law of its Fire Service known as the E. & R. By-law. This By-law is revisited periodically to add or remove items which may change from time to time. The By-law describes positions held and services provided by the Municipality and its Fire Service. This By-law is kept on file at The Office of the Fire Marshal and may be referred to from time to time if required.

In addition to the by-law, the Municipality and its Fire Chief are governed by the Act. The Fire Chief is appointed as an Assistant to the Fire Marshal through the Act and thus gives the Chief certain powers and obligations under the Act. One such power is that the Fire Chief may appoint as many assistants to the Fire Marshal as the Chief deems necessary to conduct operations which cover the Act and the Ontario Fire Code. West Grey has eighteen Assistants to the Fire Marshal appointed by the Chief through the Office of the Fire Marshal. They are the Fire Chief, Deputy Chiefs and eight other officers from West Grey Fire service and six from the other fire departments servicing West Grey through fire agreements.

The Province of Ontario also appoints these Assistants to the Fire Marshal as Provincial Offences Officers. This allows them, in their areas of jurisdiction, to write tickets and information to enforce the Ontario Fire Code and Municipal Burn By-law.

Other regulations or papers that are adhered to are the Section 21 Guidelines, which covers Health and Safety for Firefighters in the Province of Ontario and the Public Fire Safety Guidelines, which covers and assists with the administration of the Fire Service by the Chief and Municipal Officials.

All aforementioned documents are available on-line from the Office of The Fire Marshal, http://www.ofm.gov.on.ca.

Fire Prevention

In the FPPA, each Municipality is required to maintain a minimum standard for Fire Prevention. This includes four items:

1. An annual review of the simplified risk assessment of the community.
2. Establish and maintain a smoke alarm program.
3. Maintain a public education program and distribute educational materials.
4. Conduct inspections upon complaint or request.
Yearly compliance reports are filed by the Fire Chief with The Office of the Fire Marshal and a compliancy certificate is issued back to the Fire Service.

Other programs on fire safety conducted by the Fire Chief and staff include public events to distribute materials and annual visits to local schools to speak with students. West Grey employs one part-time Fire Prevention Officer (FPO).

Training

Training is held once per week, a minimum of two hours. All Firefighters have the opportunity to attend the Ontario Fire College located in Gravenhurst. Applications for courses are accepted in mid-October, however space is limited as there is a high demand for courses offered. Firefighters are required to train to the NFPA standard on training for firefighters. Most recently the Marine training facility has been acquired through Georgian College for Grey County firefighters to train at.

West Grey Fire also hosts courses in the Municipality. These are open for other Fire Departments to attend as well, for a fee. In 2017, West Grey Fire rented the Waterloo Emergency Services Regional Training Center for flash over training in the fire tower. West Grey Fire Service sent fifteen people and also opened the training to other area Departments for a small fee.

West Grey’s Fire Fleet 2017

West Grey Fire and West Grey Emergency Measures have a good complement of rolling stock. Keeping the rolling stock up to date is an ongoing struggle that comes down to dollars and cents. There are regulations governing certain pieces of apparatus, as well as, the age and length of time they are allowed to be in service. The governing body overseeing such recommendations is called the NFPA (National Fire Protection Agency). Fire apparatus testing is governed by Underwriters Laboratory of Canada (ULC). Third party testing of pumps and ladders is completed annually and reports filed with the Office of the Fire Marshal and the Insurance Underwriters of Canada.

West Grey’s Fire’s Rolling Stock Inventory

Station #1 Ayton

- 1995 Freightliner, Pumper 1050 gal/min, with CAFS (Compressed Air Foam System);
- 2003 Freightliner, Pumper/Tanker 500 gal/min with 1500 gal. tank;
- 2003 Dodge Ram, Rescue /First Response; and
- 2016 Spartan, Pumper/Rescue 1050 gal/min with Foam System.
Station #2 Durham

- 2009 Ford 550, Rescue/First Response;
- 2005 Freightliner, Pumper/rescue 1050 gal/min with Foam System;
- 2005 Freightliner, Pumper/Tanker 500 gal/min with 1500 gal. tank; and
- 2014 HME, Pumper/Aerial Ladder 80 Ft. 1500 gal/min and Foam System.

Station #3 Neustadt

- 1999 E-ONE, Rescue/First Response;
- 1992 E-ONE, Pumper 1050 gal/min with Foam System (due for replacement); and
- 2009 Freightliner, Pumper/Tanker 840 gal/min, 1500 gal. tank and Foam System.

West Grey Fire Chief

- 2014 Dodge Ram 4x4 Command/First Response; and
- 2006 Chev Impala Fire Prevention Car.

West Grey Emergency Measures - Police, Fire & Public Works

- 2018 Kabota RTV 4x4 Wild Land Fire /Medical/Police Patrol Unit;
- 2006 Mobile Gen-Set with 35 ft. Light Tower;
- Command/Special Investigations/Site Office Trailer 20 ft.; and
- 100 Kw Gen set.

Other Fire Departments Servicing West Grey

The Municipality West Grey buys fire suppression and rescue services from the Municipality of Grey Highlands, the Township of Wellington North and the Town of Hanover. In addition, the Elmwood Fire Department is operated by a Joint Board of Management between West Grey and the Municipality of Brockton. All purchased fire protection services are covered and agreed upon by both parties involved through a Fire Protection Agreements and by-laws. In addition to purchasing service, West Grey also provides fire suppression service to the Township of Southgate through the same type of Agreement.
Grey County Mutual Aid System

West Grey Fire Service is a member of the Grey County Mutual Aid System. This membership gives West Grey the option of calling for help from neighboring Departments in the case of a major event if West Grey has expended all its resources. This assistance may be at the fire scene along with the Department calling for Mutual Aid, or for fire coverage to equipment and personnel committed to the fire scene. Likewise, West Grey will reciprocate the service if called upon. All pieces of apparatus are written into the Plan and a participating Fire Department must be able to reciprocate the same type of equipment. If that Department cannot reciprocate, then there could be a charge for specialized equipment from the attending Department.
Short Term and Continuing Goals

- Yearly reviews and revisions to the West Grey Emergency Plan;
- Ensure that members of the Control Group Team are kept up to date with all aspects of Emergency Management as it pertains to their position in the Group;
- Continue to seek funding through the JEPP program (Joint Emergency Preparedness Planning) and continue to build our inventory of equipment and supplies;
- Maintain our high standard of public education and community involvement to better prepare the residents of West Grey for the unforeseen; and
- Continue the working relationship with the Province and the County through the CEMC Sector Meetings and correspondence.

Future Goals and Visions

- Ensure the residents of West Grey are cared for during an Emergency;
- Ensure a smooth response to a declared Emergency; and
- Ensure a smooth recovery during the recovery phase, which could continue for an extended period of time.

West Grey Emergency Management

The Province of Ontario has mandated each Municipality to set up and maintain Emergency Plans that are approved by the Provincial Governing Body, Emergency Management Ontario, which is a branch of the Ministry of Community Safety and Correctional Services. The governing document is the Emergency Management Act 2002.

The Act states that each Municipality will appoint Community Emergency Management Coordinators (C.E.M.C) and may appoint two alternates to assist with emergency planning and management. Emergency planning is divided into two groups;

1. The Emergency Management Committee, which consists of department heads and their assistants along with the Mayor and CAO. This committee is required under the Act to meet at least annually to discuss various subjects as set out in the Act. Discussed are community needs during an emergency, updates for the plan and to
complete an annual risk assessment of the community to investigate if needs and requirements have changed. Also, to discuss and set up required annual training for the Emergency Control Group (ECG).

2. The Emergency Control Group (ECG) is the group that officially manages a declared emergency. An emergency is declared by the Mayor, or alternate, through a declaration to the Province. The ECG consists of the Mayor, CAO, Department Heads and alternates of each. In addition, there can be support personnel, as well as members of the private sector, i.e., Hydro, Social Services and Grey County Health Unit. The list may vary with each type of emergency. The ECG meets in the Emergency Operations Center (EOC) and is in communication with staff in the field; together this cohesive unit will mitigate the emergency. During the August 20, 2009 Tornado the Deputy Mayor, alternate for the Mayor, declared a state of emergency; the ECG came together and mitigation of the emergency began. The State of Emergency was in effect for eleven days and there were thirteen Control Group meetings.
West Grey Health and Safety

Short Term and Continuing Goals

- To maintain the high standard of safety for all municipal employees;
- To educate and keep the employees informed of regulations, safe work practices, which provides a better, safer working environment in all West Grey work locations;
- Continue to keep the CAO and Council informed of any problems as they arise;
- Review all workplace incidents and give appropriate recommendations; and
- Continue to maintain records of all aforementioned activities.

Future Goals and Visions

- Strive to eliminate all workplace injuries and accidents; and
- Ensure everyone goes home.

Health and Safety

Under the Occupational Health & Safety Act (RSO. 1990 c. 0.1), each place of employment is required to have a Joint Health and Safety Committee of equal members. For each staff member on the Committee, there is one member from management. West Grey has six members on the Committee, which represents all work locations, excluding Police and Fire. Police Services have their own Committee as does Fire Services, due to job specific hazards. In the regulation, work stations under twenty do not require Committees. With the Municipality as a whole, one Committee is sufficient to represent all workers due to low numbers of employees at all work locations.

The Health and Safety Committee is required to meet a minimum of four times per year. The Committee communicates both to staff and Council through the Minutes any concerns that may arise during these Meetings. The Committee is responsible for investigating complaints of safety concerns and investigating accidents that may occur to Municipal employees.
Mission Statement

West Grey libraries provide resources and services for life-long learning and the enrichment of educational, social and cultural experiences of our community.

Library Board

The library board is a governing board with authority under the Public Libraries Act. Once appointed by Council, the board is a separate, independent corporation. The Public Libraries Act and Regulation 976 specify that most services available at libraries must be offered free of charge.

There is more to libraries than just books!

These are exciting times for libraries in Canada and around the world as emerging technologies expand the traditional portals of service to citizens. Library spaces are also becoming an ideal place for people of varying backgrounds to engage in society.

The automated koha circulation system is used in all the branches; each branch has internet access, as well as, wifi. As well as more traditional items, such as books, magazines and reference materials, patrons can access DVDs, geocaching kits, fishing tackle, children’s tablets, board games and computer time. Library cards and resources are free of charge.

West Grey residents can access koha from home, to view the catalogue, monitor current loans and requests, renew materials, place holds and even see if they have fines. At the Durham Branch, tech training is available on how to use a new laptop, iPad or other device, set up an email, or how to download e-books from Overdrive or Libby, the Library’s digital content access services.

Through our branches, we also collect revenues for services that we provide through fines, user fees and penalties (photocopies, faxes, computer copies; overdue fines, book and card replacements) and library-related items such as mugs and book bags. We also accept cash donations.
Funding

The library receives some funding from the provincial government (7.6% of the 2018 budget), with the majority of the funding coming from the Municipality of West Grey (89.3% of the 2018 budget). The library receives donations from several West Grey organizations and the “Friends of the Library” group which helps fund the Children’s Summer Reading Programming at all the branches.

Programming

Children’s programming (Lego club, story time, crafts, escape rooms and game night etc.) take place at the branches throughout the year, with an excellent participation rate. As of October 2018, 175 programs were held and 1,782 children attended. Adult programming, both ongoing events (book clubs, knitting circle, card-making, one-on-one tech sessions) and special events (in categories like science, gardening, culture and crafts) are also offered at the branches and are enthusiastically supported. As of October 2018, 126 programs were held with 802 adults attending.

Collections

Collection development in all of the branches is ongoing. Patrons of our library system can borrow with their library card from any of our four branches and they can return the items to any of our branches.

We continue to provide “Overdrive” which allows patrons to download eBooks and Audio books to an MP3; iPod; e-reader etc. As of October 2018, 2,790 audio books and 4,466 e-books were downloaded. This service is accessed online using a library card number. Some patrons actually do both, come in and take items out and also borrow items through “Overdrive”.

Buildings

Durham Branch - Main Branch:

- Location - 453 Garafraxa St. S, Durham, ON, N0G 1R0;
- Hours of Operation;
  - Tuesday and Thursday from 10:00 a.m. to 8:00 p.m.;
  - Wednesday and Friday from 10:00 a.m. to 5:00 p.m.; and
  - Saturday from 11:00 a.m. to 3:00 p.m.
Elmwood Branch:

- Location - St. John’s Lutheran Church, 12 Dirstein St., Elmwood, ON, N0G 1S0
- Hours of Operation;
  - Thursday from 3:00 p.m. to 7:00 p.m.

Neustadt Branch:

- Location - 511 Mill St., Neustadt, ON, N0G 2M0;
- Hours of Operation;
  - Thursday from 10:30 a.m. to 7:00 p.m.;
  - Saturday from 11:00 a.m. to 3:00 p.m.

Ayton Branch:

- Location - 610 Alfred St, Ayton, ON, N0G 1C0
- Hours of Operation;
  - Tuesday from 11:30 a.m. to 7:00 p.m.; and
  - Friday from 10:00 a.m. to 3:00 p.m.

As our region becomes more culturally diverse, libraries provide an essential tool in fostering the exchange of relevant information and a place where people can meet in a supportive environment. Libraries are an efficient way for Municipalities to offer services that vastly improve the quality of life and attract residents and businesses. Our continuing and increasing support of local agencies and organizations who offer services such as literacy and academic tutoring offers significant benefits to the community and some of its most vulnerable populations. We appreciate our Municipality’s continuing support in delivering accessible, relevant and quality services to our community.
Mission Statement

The West Grey Police Service will endeavour to create a safe environment in which to live, work and play.

Vision Statement

Members of the West Grey Police Service are committed to working with the citizens of West Grey to understand their policing needs, enforce laws and develop proactive solutions that will improve the service we provide and to become one of the best community oriented police Services in the Province of Ontario.

About Us

The West Grey Police Service has been responsible for policing West Grey since shortly after West Grey’s amalgamation in 2000. Although the West Grey Police Service was a newly formed service at that time, the Town of Durham had maintained its own municipal police service since 1892. Since the establishment of the West Grey Police Service its members have worked hard to serve residents and visitors alike by addressing public safety concerns, root causes of crime and victimization and other issues as they arise. With 18 full-time sworn officers, two part-time sworn officers, four auxiliary officers and one civilian staff member, the West Grey Police Service provides a high level of service through community-oriented policing, with the goal of providing a safe community for everyone. The West Grey Police Service will continue to work together with the Police Services Board, Council and the community, to identify strategic priorities for the future as we move forward together setting the path for policing in West Grey.

Services

Policing in West Grey has always been a community-based activity and responsibility. This approach has proven to have a positive impact in reducing neighbourhood crimes, and in turn increases the overall quality of life for the citizens who live in and visit the municipality. West Grey Police Service is extremely dedicated to delivering optimum community-based policing in our community and will continue its emphasis on community policing with increased foot patrols, community services and community involvement.
Effective and proper policing is of the utmost importance, in creating safe communities. In order to ensure the people of Ontario have the security they require and expect, the Police Services Act and related regulations set the standards for police services. Ontario’s police services must maintain certain core services; including the prevention of crime, enforcement of laws, helping victims, keeping public order, and responding to emergencies. In addition, municipalities must provide police services with the support systems, buildings and equipment they need so they can carry out their activities (Ministry of Community Safety and Correctional Services, 2018).

The West Grey Police Service is a full-service police organization and provides services that go beyond patrolling the community, preventing crime and investigating illegal activity. These services include providing resources and information for all ages from children to seniors, fulfilling Freedom of Information Requests and providing background checks. We also provide general information about everyday issues that we all face, such as, matters dealing with Family Law, the Residential Tenancies Act and the Highway Traffic Act in hopes we can answer questions for victims of crime dealing with how the justice system works and the rights afforded to them by legislation.

As a rural municipal police service West Grey’s officers are more likely to respond to a variety of community needs and complaints rather than focusing primarily on responding to criminal code or enforcement matters. Many of these complaints are often regarded as “not police business”. Regardless, it is the stated policy of many small-town police services, including the West Grey Police Service that all calls from the public will receive a response. This is part of the "service" ethic of policing which drives the West Grey Police Service towards its vision of becoming one of the best community oriented Police Services in the Province of Ontario.

In addition to policing, the West Grey Police Service is heavily involved in community events. These events include:

- The Torch Run and Polar Plunge for Special Olympics;
- Trek for Tourette’s;
- Touch-A-Truck and Bike Rodeo;
- Kincardine Pride Parade;
- Fishing Derby;
- Canada Day Parade;
- Hanover Sights and Sounds;
- Colleen Lantz Memorial Run;
- Durham Fall Fair;
• Neustadt Fall Fair;
• Terry Fox Run;
• Halloween;
• Legion Parade;
• Remembrance Day Parade;
• Toy and Food Drive;
• Christmas in the Country; and
• Santa Claus Parade.

Responsibilities

Police Services Board

The legislated mandate and responsibilities of Police Services Boards are set out in the Ontario Police Services Act (PSA) and regulations made under it. The PSA requires municipalities to provide adequate and effective policing services in one form or another. This includes a Police Services Board which requires numerous responsibilities of both the Board and its members, some of which are as follows:

• Boards shall hold at least four board meetings each year;
• Boards shall prepare a business plan at least once every three years;
• Boards shall ensure that their members undergo any training that the Minister of Community Safety and Correctional Services may provide or require;
• Members of a Board shall elect a chair at the first meeting in each year and may also elect a vice-chair; and
• Members of a Board shall comply with the requirements of the Members of Police Services Boards Code of Conduct (Ontario Regulation 421/97).

In addition, where a municipality has established a police service, the police services board (a “section 31” board) is responsible for the provision of adequate and effective police services in a municipality. This includes the responsibility to:

• Appoint the members of the municipal police service;
• Generally, determine, after consultation with the Chief of Police, objectives and priorities with respect to police services in the municipality;
• Establish policies for the effective management of the police force;
• Recruit and appoint the Chief of Police and any deputy chief of police, and annually
determine their remuneration and working conditions, taking their submissions into
account;

• Direct the Chief of Police and monitor performance;

• Establish policies respecting the disclosure by Chiefs of Police of personal
information about individuals;

• Receive regular reports from the Chief of Police on disclosures and decisions made
under section 49 (secondary activities);

• Establish guidelines with respect to the indemnification of members of the police
force for legal costs under section 50;

• Establish guidelines for dealing with complaints under Part V (PSA); and

• Review the Chief of Police’s administration of the complaints system under Part V
and receive regular reports from the Chief of Police on his or her administration of
the complaints system and engage in collective bargaining pursuant to Part VIII of
the PSA.

Police Services Boards provide independent civilian oversight and governance of police
services. This includes establishing policies for the effective management of the police
service within their jurisdiction. The delivery of police services pursuant to the policies
and direction of the board is the responsibility of the Chief of Police. The supporting
legislation is as follows:

• s. 31(3) the board may give orders and directions to the Chief of Police, but not to
other members of the police force and no individual member of the board shall give
orders or directions to any member of the police force; and

• s. 31(4) the board shall not direct the Chief of Police with respect to specific
operational decisions or with respect to the day-to-day operation of the police force.

Chief of Police

The Chief of Police is responsible for the administration and operation of the police
service in accordance with the objectives, priorities and policies established by the
Board. This includes:

• Developing procedures to address specific policies along with additional procedures
to address operational needs;
- Ensuring that members of the police service carry out their duties in accordance with the PSA and the regulations and in a manner that reflects the needs of the community; and

- Administering the complaints system under the PSA (Ministry of Community Safety and Correctional Services, 2017).
Police Services Board Responsibilities, Part III, Municipal Police Services Boards (Taken from the Police Services Act, R.S.O. 1990)

Police services boards

27. (1) There shall be a police services board or, as provided in subsection 5 (3), one or more police services boards, for every municipality that maintains a police force. 2002, c. 18, Sched. N, s. 61 (1).

Boards of commissioners of police continued as police services boards

(2) Every board of commissioners of police constituted or continued under the Police Act, being chapter 381 of the Revised Statutes of Ontario, 1980, or any other Act and in existence on the 31st day of December, 1990, is continued as a police services board. R.S.O. 1990, c. P.15, s. 27 (2).

Name

(3) A board shall be known as (insert name of municipality) Police Services Board and may also be known as Commission des services policiers de (insert name of municipality). R.S.O. 1990, c. P.15, s. 27 (3).

Three-member boards in smaller municipalities

(4) The board of a municipality whose population according to the last enumeration taken under section 15 of the Assessment Act does not exceed 25,000 shall consist of,

(a) the head of the municipal council or, if the head chooses not to be a member of the board, another member of the council appointed by resolution of the council;

(b) one person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality; and

(c) one person appointed by the Lieutenant Governor in Council. 1997, c. 8, s. 19 (1).

Five-member boards in larger municipalities

(5) The board of a municipality whose population according to the last enumeration taken under section 15 of the Assessment Act exceeds 25,000 shall consist of,

(a) the head of the municipal council or, if the head chooses not to be a member of the board, another member of the council appointed by resolution of the council;

(b) one member of the council appointed by resolution of the council;
(c) one person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality; and

(d) two persons appointed by the Lieutenant Governor in Council. 1997, c. 8, s. 19 (1); 2002, c. 17, Sched. F, Table.

Smaller municipalities, option to expand board

(6) The council of a municipality to which subsection (4) would otherwise apply may determine, by resolution that the composition of its board shall be as described in subsection (5). R.S.O. 1990, c. P.15, s. 27 (6).

Transition

(7) A resolution passed under clause 8 (2a) (b) of the Police Act, being chapter 381 of the Revised Statutes of Ontario, 1980, before the 31st day of December, 1990, shall be deemed to have been passed under subsection (6). R.S.O. 1990, c. P.15, s. 27 (7).


Seven-member boards in certain circumstances

(9) The council of a municipality whose population according to the last enumeration taken under section 15 of the Assessment Act exceeds 300,000 may apply to the Lieutenant Governor in Council for an increase in the size of its board; if the Lieutenant Governor in Council approves the application, the board shall consist of,

(a) the head of the municipal council or, if the head chooses not to be a member of the board, another member of the council appointed by resolution of the council;

(b) two members of the council appointed by resolution of the council;

(c) one person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality; and

(d) three persons appointed by the Lieutenant Governor in Council. 1997, c. 8, s. 19 (1).

Vacancies

(10) If the position of a member appointed by the Lieutenant Governor in Council becomes vacant, the Solicitor General may appoint a replacement to act until the Lieutenant Governor in Council makes a new appointment. R.S.O. 1990, c. P.15, s. 27 (10).
Term of office

(10.1) The term of office for a member appointed by resolution of a council shall be as set out by the council in his or her appointment, but shall not exceed the term of office of the council that appointed the member. 1997, c. 8, s. 19 (2).

Same, and reappointment

(10.2) A member appointed by resolution of a council may continue to sit after the expiry of his or her term of office until the appointment of his or her successor, and is eligible for reappointment. 1997, c. 8, s. 19 (2).

Idem

(11) If the position of a member who is appointed by a municipal council or holds office by virtue of being the head of a municipal council becomes vacant, the board shall notify the council, which shall forthwith appoint a replacement. R.S.O. 1990, c. P.15, s. 27 (11).

Remuneration

(12) The council shall pay the members of the board who are appointed by the Lieutenant Governor in Council or Solicitor General remuneration that is at least equal to the prescribed amount. R.S.O. 1990, c. P.15, s. 27 (12).

Persons who are ineligible to be members of a board

(13) A judge, a justice of the peace, a police officer and a person who practises criminal law as a defence counsel may not be a member of a board. 1997, c. 8, s. 19 (3).

Interpretation of municipal populations where more than one board

(14) Where there is more than one board in a municipality pursuant to subsection 5 (3), the references in subsections (4), (5) and (9) to the population of a municipality shall be read as references to the population of the part of the municipality that is served by the board that is the subject of the subsection. 2002, c. 18, Sched. N, s. 61 (2).

(15) Repealed: 1997, c. 8, s. 19 (3).

Election of chair

28. (1) The members of a board shall elect a chair at the board's first meeting in each year. R.S.O. 1990, c. P.15, s. 28.

Vice-chair

(2) The members of a board may also elect a vice-chair at the first meeting in each year, and the vice-chair shall act as the chair if the chair is absent or if the chair's position is vacant. 1997, c. 8, s. 20.
Protection from personal liability

29. (1) No action or other proceeding for damages shall be instituted against a member of a board for any act done in good faith in the execution or intended execution of his or her duty or for any alleged neglect or default in the execution in good faith of that duty.

Board’s liability

(2) Subsection (1) does not relieve a board of liability for a member’s acts or omissions, and the board is liable as if that subsection had not been enacted and as if the member were the board’s employee. R.S.O. 1990, c. P.15, s. 29.

Board may contract, sue and be sued

30. (1) A board may contract, sue and be sued in its own name.

Members not liable for board’s contracts

(2) The members of a board are not personally liable for the board’s contracts. R.S.O. 1990, c. P.15, s. 30.

Responsibilities of boards

31. (1) A board is responsible for the provision of adequate and effective police services in the municipality and shall,

(a) appoint the members of the municipal police force;
(b) generally, determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
(c) establish policies for the effective management of the police force;
(d) recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account;
(e) direct the chief of police and monitor his or her performance;
(f) establish policies respecting the disclosure by chiefs of police of personal information about individuals;
(g) receive regular reports from the chief of police on disclosures and decisions made under section 49 (secondary activities);
(h) establish guidelines with respect to the indemnification of members of the police force for legal costs under section 50;
(i) establish guidelines for dealing with complaints under Part V, subject to subsection (1.1);
(j) review the chief of police’s administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system. R.S.O. 1990, c. P.15, s. 31 (1); 1995, c. 4, s. 4 (7); 1997, c. 8, s. 21 (1-3); 1997, c. 17, s. 8; 2007, c. 5, s. 9 (1).

Restriction

(1.1) Guidelines in respect of complaints made by members of the public under Part V shall not be established by the board unless they are consistent with,

(a) any procedural rules or guidelines for the handling of public complaints established under clause 56 (1) (b) by the Independent Police Review Director; and

(b) any procedure, condition or requirement made by regulation under paragraph 26.4 of subsection 135 (1). 2007, c. 5, s. 9 (2).

Members of police force under board’s jurisdiction

(2) The members of the police force, whether they were appointed by the board or not, are under the board’s jurisdiction.

Restriction

(3) The board may give orders and directions to the chief of police, but not to other members of the police force, and no individual member of the board shall give orders or directions to any member of the police force.

Idem

(4) The board shall not direct the chief of police with respect to specific operational decisions or with respect to the day-to-day operation of the police force.

Training of board members

(5) The board shall ensure that its members undergo any training that the Solicitor General may provide or require.

Rules re management of police force

(6) The board may, by by-law, make rules for the effective management of the police force. R.S.O. 1990, c. P.15, s. 31 (2-6).

Guidelines re secondary activities

(7) The board may establish guidelines consistent with section 49 for disclosing secondary activities and for deciding whether to permit such activities. 1997, c. 8, s. 21 (4).
Oath of office

32. Before entering on the duties of office, a member of a board shall take an oath or affirmation of office in the prescribed form. R.S.O. 1990, c. P.15, s. 32.

Agreement to constitute joint board

33. (1) Despite any special Act, the councils of two or more municipalities may enter into an agreement to constitute a joint board.

Consent of Solicitor General required

(2) The agreement must be authorized by by-laws of the councils of the participating municipalities and requires the consent of the Solicitor General.

Application of Act to joint boards

(3) The provisions of this Act that apply to boards also apply with necessary modifications to joint boards.

Three-member joint boards

(4) The joint board of municipalities whose combined population according to the last enumeration taken under section 15 of the Assessment Act does not exceed 25,000 shall consist of,

(a) one person who is a member of the council of a participating municipality, appointed by agreement of the councils of the participating municipalities;

(b) one person appointed by agreement of the councils of the participating municipalities, who is neither a member of a council of a participating municipality nor an employee of a participating municipality; and

(c) one person appointed by the Lieutenant Governor in Council.

Five-member joint boards

(5) The joint board of municipalities whose combined population according to the last enumeration taken under section 15 of the Assessment Act exceeds 25,000 shall consist of,

(a) two persons who are members of the councils of any participating municipalities, appointed by agreement of the councils of the participating municipalities;

(b) one person appointed by agreement of the councils of the participating municipalities, who is neither a member of a council of a participating municipality nor an employee of a participating municipality; and

(c) two persons appointed by the Lieutenant Governor in Council.
Option to expand joint board

(6) The councils of participating municipalities to which subsection (4) would otherwise apply may determine, by resolution of each of them, that the composition of their joint board shall be as described in subsection (5).

Seven-member joint boards

(7) Where the combined population of the participating municipalities according to the last enumeration taken under section 15 of the Assessment Act exceeds 300,000, the councils of the participating municipalities may apply to the Lieutenant Governor in Council for an increase in the size of their joint board; if the Lieutenant Governor in Council approves the application, the joint board shall consist of,

(a) three persons who are members of the councils of any participating municipalities, appointed by agreement of the councils of the participating municipalities;

(b) one person appointed by agreement of the councils of the participating municipalities, who is neither a member of a council of a participating municipality nor an employee of a participating municipality; and

(c) three persons appointed by the Lieutenant Governor in Council. 1997, c. 8, s. 22.

Delegation

34. A board may delegate to two or more of its members any authority conferred on it by this Act, except,

(a) Repealed: 1997, c. 8, s. 23.

(b) the authority to bargain under Part VIII, which the board may delegate to one or more members. R.S.O. 1990, c. P.15, s. 34; 1997, c. 8, s. 23.

Meetings

35. (1) The board shall hold at least four meetings each year.

Quorum

(2) A majority of the members of the board constitutes a quorum.

Proceedings open to the public

(3) Meetings and hearings conducted by the board shall be open to the public, subject to subsection (4), and notice of them shall be published in the manner that the board determines.

Exception

(4) The board may exclude the public from all or part of a meeting or hearing if it is of the opinion that,
(a) matters involving public security may be disclosed and, having regard to the circumstances, the desirability of avoiding their disclosure in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public; or

(b) intimate financial or personal matters or other matters may be disclosed of such a nature, having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public. R.S.O. 1990, c. P.15, s. 35.

Evidence of by-laws

36. A document purporting to be a by-law of the board signed by a member or purporting to be a copy of such a by-law certified correct by a member is admissible in evidence without proof of the signature or authority of the person signing. R.S.O. 1990, c. P.15, s. 36.

Rules and procedures

37. A board shall establish its own rules and procedures in performing its duties under this Act and, except when conducting a hearing under subsection 65 (9), the Statutory Powers Procedure Act does not apply to a board. 1997, c. 8, s. 24.

Municipal police force

38. A municipal police force shall consist of a chief of police employed by the police force and such other police officers employed by the police force and other employees of the police force as are adequate, and shall be provided with adequate equipment and facilities. 2009, c. 30, s. 46.

Estimates

39. (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,

   (a) to maintain the police force and provide it with equipment and facilities;

   (b) to pay the expenses of the board’s operation other than the remuneration of board members.

Same

(2) The format of the estimates, the period that they cover and the timetable for their submission shall be as determined by the council.
Budget

(3) Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (1) (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board.

Same

(4) In establishing an overall budget for the board, the council does not have the authority to approve or disapprove specific items in the estimates.

Commission hearing in case of dispute

(5) If the board is not satisfied that the budget established for it by the council is sufficient to maintain an adequate number of police officers or other employees of the police force or to provide the police force with adequate equipment or facilities, the board may request that the Commission determine the question and the Commission, shall, after a hearing, do so. 1997, c. 8, s. 26.

Reduction or abolition of police force

40. (1) A board may terminate the employment of a member of the police force for the purpose of abolishing the police force or reducing its size if the Commission consents and if the abolition or reduction does not contravene this Act.

Criteria for Commission’s consent

(2) The Commission shall consent to the termination of the employment of a member of the police force under subsection (1) only if,

(a) the member and the board have made an agreement dealing with severance pay or agreed to submit the matter to arbitration; or

(b) the Commission has made an order under subsection (3).

Order imposing arbitration

(3) If the member and the board do not make an agreement dealing with severance pay and do not agree to submit the matter to arbitration, the Commission, if it is of the opinion that it would be appropriate to permit the abolition of the police force or the reduction of its size, may order the member and the board to submit the matter to arbitration and may give any necessary directions in that connection.

Arbitration

(4) Section 124 applies to an arbitration referred to in this section with necessary.
Chief of Police Responsibilities, Part IV, Police Officer and Other Police Staff, (Taken from the Police Services Act, R.S.O. 1990)

Duties of chief of police

41. (1) The duties of a chief of police include,

(a) in the case of a municipal police force, administering the police force and overseeing its operation in accordance with the objectives, priorities and policies established by the board under subsection 31 (1);

(b) ensuring that members of the police force carry out their duties in accordance with this Act and the regulations and in a manner that reflects the needs of the community, and that discipline is maintained in the police force;

(c) ensuring that the police force provides community-oriented police services;

(d) administering the complaints system in accordance with Part V. R.S.O. 1990, c. P.15, s. 41 (1); 1995, c. 4, s. 4 (8, 9); 1997, c. 8, s. 27.

Power to disclose personal information

(1.1) Despite any other Act, a chief of police, or a person designated by him or her for the purpose of this subsection, may disclose personal information about an individual in accordance with the regulations. 1997, c. 17, s. 9.

Purpose of disclosure

(1.2) Any disclosure made under subsection (1.1) shall be for one or more of the following purposes:

1. Protection of the public.
2. Protection of victims of crime.
3. Keeping victims of crime informed of the law enforcement, judicial or correctional processes relevant to the crime that affected them.
4. Law enforcement.
5. Correctional purposes.
6. Administration of justice.
7. Enforcement of and compliance with any federal or provincial Act, regulation or government program.
8. Keeping the public informed of the law enforcement, judicial or correctional processes respecting any individual. 1997, c. 17, s. 9.
Links

Links Page

- Council & Committees Procedure By-law Number 20-2018
- Council Code of Conduct By-law Number 51-2016
- Council-Staff Relations Policy By-law Number 22-2018
- Complaint Response Policy By-law Number 68-2016
- Conference and Seminar Policy for Council and Staff By-law Number 72-2018
- Remuneration and Expenses for Council By-law Number 71-2018
- Use of Corporate Resources During an Election Policy By-law Number 12-2018
- Accountability and Transparency By-law Number 80-2007
- Integrity Commissioner By-law Number 42-2018
- Respect in the Workplace (Harassment and Violence) Policy Number C-4.3
- Closed Meeting Investigator By-law Number 72-2007 amended by By-law 74-2013
- Closed Meeting Investigator By-law Number 74-2013 amends By-law 72-2007
- Sale and Disposition of Surplus Land By-law Number 23-2008
- Procurement of Goods and Services and Disposal of Goods By-law Number 74-2017
- Retention Period for Municipal Documents By-law Number 29-2001
- Designate Head for Municipal Freedom of Information and Protection of Privacy (MFIPPA) Act By-law Number 54-2016
- Retainer Agreement for Municipal Prosecution Services By-law Number 49-2014
- The Municipal Act
- Planning Act
- Municipal Conflict of Interest Act
- Municipal Freedom of Information and Protection of Privacy Act
- Freedom of Information Fact Sheet 1
# List of Acronyms

- **ANSI** Areas of Natural and Scientific Interest  
- **AMCTO** Association of Municipal Managers, Clerks and Treasurers of Ontario  
- **AMO** Association of Municipalities of Ontario  
- **CAO** Chief Administrative Officer  
- **CBO** Chief Building Official  
- **CEO** Chief Executive Officer  
- **CICA** Canadian Institute of Chartered Accountants  
- **CPI** Consumer Price Index  
- **CVA** Current Value Assessment  
- **DCA** Development Charges Act  
- **DFO** Department of Fisheries and Oceans (Federal)  
- **EA** Environmental Assessment  
- **EOC** Emergency Operations Centre  
- **EMO** Emergency Management Ontario (Ministry of Public Safety & Security)  
- **FIR** Financial Information Return  
- **GCPD** Grey County Planning & Development Department  
- **LPAT** Local Planning Appeal Tribunal  
- **MAG** Ministry of Attorney General  
- **MDS** Minimum Distance Separation  
- **MEA** Municipal Elections Act  
- **MFB** Municipal Finance Branch (Ministry of Municipal Affairs and Housing)  
- **MFOA** Municipal Finance Officers’ Association  
- **MFOI** Municipal Freedom of Information  
- **MMAH** Ministry of Municipal Affairs & Housing  
- **MOECC** Ministry of the Environment & Climate Change  
- **MNRF** Ministry of Natural Resources & Forestry  
- **MPAC** Municipal Property Assessment Corporation
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<th>Acronym</th>
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<tr>
<td>OCIF</td>
<td>Ontario Community Infrastructure Fund</td>
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<td>Ontario Fire Marshal</td>
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<td>OGRA</td>
<td>Ontario Good Roads Association</td>
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<td>Ontario Ministry of Agriculture, Food and Rural Affairs</td>
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