

**TOWNSHIP OF SOUTH GLENGARRY
REGULAR MEETING OF COUNCIL
AGENDA**

**Monday, July 18, 2022, 7:00 PM
Electronic Meeting**

	Pages
1. CALL TO ORDER	
2. O CANADA	
3. DISCLOSURE OF PECUNIARY INTEREST	
4. APPROVAL OF AGENDA	
Additions, Deletions or Amendments	
All matters listed under For Information Only, are considered to be routine and will be enacted by one motion. Should a Council member wish an alternative action from the proposed recommendation, the Council member shall request that this matter be moved to the appropriate section at this time.	
5. APPROVAL OF MINUTES	
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9.e.	Firefighter Certification - Information Update	255
10.	ITEMS FOR CONSIDERATION	
11.	CLOSED SESSION	
	BE IT RESOLVED THAT Council convene to Closed Session to discuss the following item under Section 239 (2) of the Municipal Act S.O. 2001	
	(2) a meeting or part of a meeting may be closed to the public if the subject matter being considered is;	
	(c) a proposed or pending acquisition or disposition of land	
	Specifically: Staff Report 117-2022 - Potential Acquisition	
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TOWNSHIP OF SOUTH GLENGARRY
REGULAR MEETING MINUTES

July 4, 2022, 7:00 p.m.
Electronic Meeting

PRESENT: Mayor Lyle Warden
Deputy Mayor Stephanie Jaworski
Councillor Sam McDonell
Councillor Rebecca Luck

STAFF
PRESENT:

CAO Tim Mills, GM Corporate Services/Clerk Kelli
Campeau, GM Infrastructure Services Sarah
McDonald, GM Planning, Building and
Enforcement Joanne Haley, GM
Finance/Treasurer Michael Hudson, GM Parks,
Recreation and Culture Sherry-Lynn Servage,
Fire Chief Dave Robertson, Deputy Clerk Crystal
LeBrun and Executive Assistant/Communications
Coordinator Michelle

1. CALL TO ORDER

Resolution No. 211-2022

Moved by Deputy Mayor Jaworski
Seconded by Councillor Luck

BE IT RESOLVED THAT the Month Day, 2021 Council Meeting of the
Township of South Glengarry now be opened at 7:02 pm

CARRIED

2. O CANADA

3. DISCLOSURE OF PECUNIARY INTEREST

3.1 Mayor Warden - Warden Zoning By-law Amendment (J. Haley)

Subject property is owned by his parents.

4. APPROVAL OF AGENDA

Resolution No. 212-2022

Moved by Councillor Luck

Seconded by Deputy Mayor Jaworski

BE IT RESOLVED THAT the Council of the Township of South Glengarry approve the agenda as amended.

CARRIED

5. APPROVAL OF MINUTES

BE IT RESOLVED THAT the Minutes of the Regular Meeting of the Council of the Township of South Glengarry held on

5.1 Previous Meeting Minutes - June 20, 2022

Resolution No. 213-2022

Moved by Councillor McDonell

Seconded by Councillor Luck

BE IT RESOLVED THAT the Minutes of the June 20, 2022 Council Meeting, including the Closed Session minutes, be adopted as circulated.

CARRIED

5.2 Public Meeting Minutes - June 20, 2022

Resolution No. 214-2022

Moved by Councillor Luck

Seconded by Deputy Mayor Jaworski

BE IT RESOLVED THAT the Minutes of the June 20, 2022 Public Meeting be adopted as circulated.

CARRIED

6. PRESENTATIONS AND DELEGATIONS

7. ACTION REQUESTS

- 7.1 Donation Request – St. Lawrence Valley Agricultural Society (M. Hudson)

Resolution No. 215-2022

Moved by Deputy Mayor Jaworski

Seconded by Councillor Luck

BE IT RESOLVED THAT Staff Report 98-2022 be received and that the Council of the Township of South Glengarry authorize a donation in the amount of \$11,000 for the St. Lawrence Valley Agricultural Society, to be drawn from the Grants and Donations Fund.

CARRIED

- 7.2 Request for Fee Waiver – Glengarry Mental Health Initiative (M. Hudson)

Resolution No. 216-2022

Moved by Deputy Mayor Jaworski

Seconded by Councillor McDonell

BE IT RESOLVED THAT Staff Report 99-2022 be received and that the Council of the Township of South Glengarry authorizes a donation in the amount of the soccer field rental fees for the Glengarry Mental Health Initiative field rental on August 13, 2022.

CARRIED

- 7.3 Procurement 13-2022 – Fire Services Pickup Truck (D. Robertson)

Resolution No. 217-2022

Moved by Councillor McDonell

Seconded by Councillor Luck

BE IT RESOLVED THAT Staff Report 100-2022 be received and that the Council of the Township of South Glengarry award Procurement 13-2022 for the purchase of a 4x4 Pickup Truck for the Fire Services department be awarded to Miller Hughes Ford as per their submission of \$61,950 plus HST and furthermore, that the Mayor and Clerk be authorized to sign any applicable documents.

CARRIED

- 7.4 Contractor Services – Williamstown Fire Station Renovation (D. Robertson)

Resolution No. 218-2022

Moved by Councillor Luck

Seconded by Deputy Mayor Jaworski

BE IT RESOLVED THAT Staff Report 101-2022 be received and that Procurement 19-2022 for the supply of contractor services for the Williamstown Fire Station Renovation be awarded to CMG General Contractors as per their submission of \$715,000 + HST and furthermore that the Mayor and Clerk be authorized to sign all applicable documents.

CARRIED

- 7.5 Char-Lan Recreation Centre – Advertisement Agreements (S. Servage)

Resolution No. 219-2022

Moved by Deputy Mayor Jaworski

Seconded by Councillor Luck

BE IT RESOLVED THAT Staff Report 102-2022 be received and that the Council of the Township of South Glengarry enter into advertisement agreements with the Junior B Rebels, Char-Lan Minor Hockey and the Char-Lan Skating Club and furthermore that the Mayor and Clerk be authorized to sign all applicable documents.

CARRIED

- 7.6 Temporary Road Closure of Spruce Street (S. McDonald)

Resolution No. 220-2022

Moved by Deputy Mayor Jaworski

Seconded by Councillor McDonell

BE IT RESOLVED THAT Staff Report 103-2022 be received and that the Council of the Township of South Glengarry approve the temporary closure of Spruce Street in Lancaster Ontario from County Road 34 to 40m west of County Road 34 on Saturday July 18, 2022 between 6am to 6pm for the sole purpose of a community fundraiser.

CARRIED

7.7 Adoption of Asset Management Plan – July 2022 (S. McDonald)

Resolution No. 221-2022

Moved by Councillor McDonell

Seconded by Deputy Mayor Jaworski

BE IT RESOLVED THAT Staff Report 104-2022 be received and that the Council of the Township of South Glengarry adopt the 2022 Asset Management Plan in accordance with Ontario Regulation 588/17.

CARRIED

8. BY-LAWS

8.1 Warden Zoning By-law Amendment (J. Haley)

Mayor Warden declared a conflict on this item. (Subject property is owned by his parents.)

Resolution No. 222-2022

Moved by Councillor Luck

Seconded by Councillor McDonell

BE IT RESOLVED THAT Staff Report 105-2022 be received and that By-law 47-2022, being by-law to amend By-law 38-09, the Comprehensive Zoning By-law for the Township of South Glengarry to rezone the property legally described as Part of Lots 15 to 18, Concession 2 I.L., in the geographic Township of Charlottenburgh, now in the Township of South Glengarry, County of Glengarry, located at 6275 Boundary Road from Highway Commercial (CH) and Rural (RU), to Light Industrial (ML) be read a first, second and third time, passed, signed and sealed in open council this 4th day of July 2022. The Council of the Township of South Glengarry confirms that no public comments were received on this application therefore there was no effect on the decision.

CARRIED

8.2 Appointment of Lottery Licence Issuer (K. Campeau)

Resolution No. 223-2022

Moved by Councillor Luck

Seconded by Deputy Mayor Jaworski

BE IT RESOLVED THAT Staff Report 105-2022 be received and that By-law 46-2022, being a by-law to appoint lottery licence issuers for the Township of South Glengarry be read a first, second and third time, passed, signed and sealed in open council this 4th day of July 2022.

CARRIED

9. CONSENT AGENDA

Resolution No. 224-2022

Moved by Deputy Mayor Jaworski

Seconded by Councillor McDonell

BE IT RESOLVED that the Council of the Township of South Glengarry accept the Consent agenda.

CARRIED

9.1 Committee of Adjustment Minutes - June 20, 2022

9.2 SDG County Council Draft Minutes - June 20, 2022

9.3 RRCA Meeting Highlights - June 16, 2022

9.4 Letter - Retention of Professional Engineers

10. ITEMS FOR CONSIDERATION

10.1 2023 Waste Collection Calendar (S. McDonald)

11. CLOSED SESSION

Resolution No. 225-2022

Moved by Councillor McDonell

Seconded by Councillor Luck

BE IT RESOLVED THAT Council convene to Closed Session at 8:12 pm to discuss the following item(s) under Section 239 (2) of The Municipal Act S.O. 2001;

(2) a meeting or part of a meeting may be closed to the public if the subject matter being considered is;

(c) a proposed or pending disposition or acquisition of land

Specifically: Staff Reports 107-2022 and 108-2022

(k) a position, plan, procedure, criteria or instruction to be applied to negotiations

Specifically: Staff Reports 109-2022 and Negotiation Verbal Update

CARRIED

Resolution No. 226-2022

Moved by Councillor Luck

Seconded by Deputy Mayor Jaworski

BE IT RESOLVED THAT Council rise and reconvene at 9:12 pm into open session without reporting.

CARRIED

Resolution No. 227-2022

Moved by Deputy Mayor Jaworski

Seconded by Councillor McDonell

BE IT RESOLVED THAT Council direct Administration to carry out all actions as specified in the Closed Session Minutes.

CARRIED

12. CONFIRMING BY-LAW

12.1 Confirming By-law 48-2022

Resolution No. 228-2022

Moved by Councillor Luck

Seconded by Councillor McDonell

BE IT RESOLVED THAT By-law 48-2022, being a by-law to adopt, confirm and ratify matters dealt with by resolution be read a first, second and third time, passed, signed and sealed in open council this 4th day of July 2022.

CARRIED

13. ADJOURNMENT

Resolution No. 229-2022

Moved by Councillor McDonell

Seconded by Councillor Luck

BE IT RESOLVED THAT the Council of the Township of South Glengarry
adjourn to the call of the chair at 9:13 pm.

CARRIED

Mayor

Clerk

**TOWNSHIP OF SOUTH GLENGARRY
PUBLIC MEETING MINUTES**

**July 4, 2022, 6:30 p.m.
Electronic Meeting**

PRESENT: Mayor Warden
Deputy Mayor Jaworski
Councillor McDonell
Rebecca Luck

STAFF GM Planning, Building & Enforcement Joanne
PRESENT: Haley, Deputy Clerk Crystal Lebrun

1. CALL TO ORDER

Moved by Deputy Mayor Jaworski
Seconded by Councillor McDonell

BE IT RESOLVED THAT the Month Day, 2021 Council Meeting of the
Township of South Glengarry now be opened at 6:31 pm

CARRIED

2. APPROVAL OF AGENDA

BE IT RESOLVED THAT the Council of the Township of South Glengarry
approve the agenda

CARRIED

3. DECLARATION OF PECUNIARY INTEREST

4. NEW BUSINESS

4.1 Proposed Zoning Amendment - Long Term Care Facility

The purpose of this Amendment is to rezone the subject property from
Residential Two- Low Density (R-2), to Institutional, Exception Two (IN-2),
to permit a maximum building height of 14 meters to accommodate a
proposed long term care facility. A staff report including a recommendation
will be brought to Council for a decision at the July 18th, or the August

2nd, Council meeting. All public comments must be received by Friday, July 8th, 2022, at 4pm.

David McKay and Ben Villani representatives from Arch Riverdale Living made presentation on planning aspects and building design for Long Term Care Facility being

5. ADJOURNMENT

Moved by Councillor McDonell

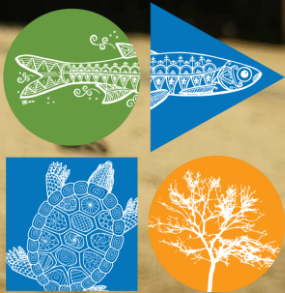
Seconded by Councillor Luck

BE IT RESOLVED THAT the Council of the Township of South Glengarry adjourn to the call of the chair at 6:45 pm.

CARRIED

Mayor

Clerk



St. Lawrence River
Remedial
Action
Plan

Beach Closings Beneficial Use Impairment

Presented by: Georgia Bock, RAP Coordinator
St. Lawrence River (Cornwall) Area of Concern

Overview

- St. Lawrence River Area of Concern (AOC)
- St. Lawrence River Remedial Action Plan (RAP)
- Beach Closings
- Assessment






St. Lawrence River Area of Concern (AOC)

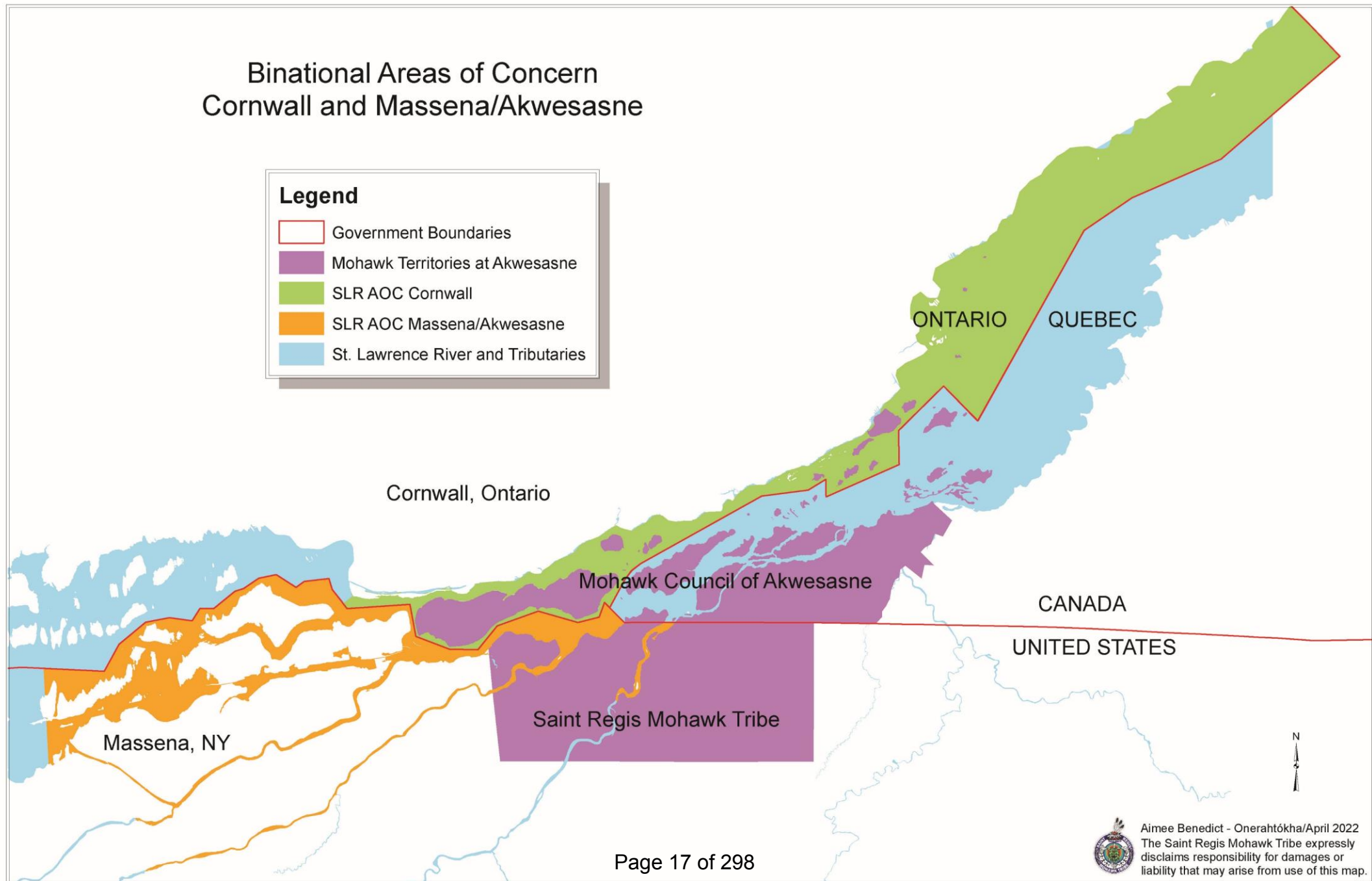
Great Lakes Areas of Concern (AOCs)



Binational Areas of Concern
Cornwall and Massena/Akwesasne

Legend

-  Government Boundaries
-  Mohawk Territories at Akwesasne
-  SLR AOC Cornwall
-  SLR AOC Massena/Akwesasne
-  St. Lawrence River and Tributaries





The Remedial Action Plan (RAP)

What is a Remedial Action Plan (RAP)?

It is a plan to help remediate and restore the identified environmental issues for an Area of Concern.

The goal is to have it be in the same or better condition as other areas in the Great Lakes Basin that have not been as impacted as the AOCs.



Beneficial Use Impairment (BUI)

What is a BUI?

It is the name given to an environmental service or use that has been degraded by historic human activity.

For a "Beneficial Use" to be re-designated as "Not Impaired", it needs to meet a set of specific criteria.



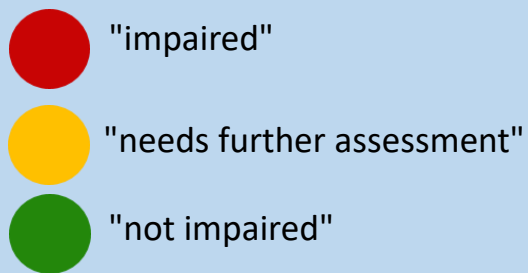
E.g. Degradation of Fish and Wildlife Populations



E.g. Beach Closings

Status of BUIs

Currently, there are 5 "impaired" BUIs, 2 that "need further assessment" and 7 that are "not impaired".



What's Left?

-  Restrictions to Fish and Wildlife Consumption
-  Degradation of Fish and Wildlife Populations
-  Fish Tumours or Other Deformities
-  Eutrophication or Undesirable Algae
-  Beach Closings
-  Degradation of Phytoplankton and Zooplankton Populations
-  Loss of Fish and Wildlife Populations

St. Lawrence River Restoration Council

A local Council that helps oversee progress of the RAP. Includes government agencies, industry, local organizations and community members.

Government Agency Members

Environment and Climate Change Canada
Mohawk Council of Akwesasne Environment Program
Mohawk Council of Akwesasne Department of Health
Ontario Ministry of Environment, Conservation, and Parks
Ontario Ministry of Natural Resources and Forestry
Ontario Ministry of Agriculture, Food and Rural Affairs
City of Cornwall
Township of South Glengarry
Eastern Ontario Health Unit

Members from Industry and Local Organizations

Ontario Power Generation
Raisin Region Conservation Authority
Glengarry Federation of Agriculture
River Institute
SD&G Chapter of the Ontario Woodlot Association
Cornwall Lunker Club
Great River Network
ALUS Canada
Transition Cornwall +
Seaway Valley Divers
Citizens for Marshland Conservation
Glengarry Fish and Game Club

Community Members (7 positions)

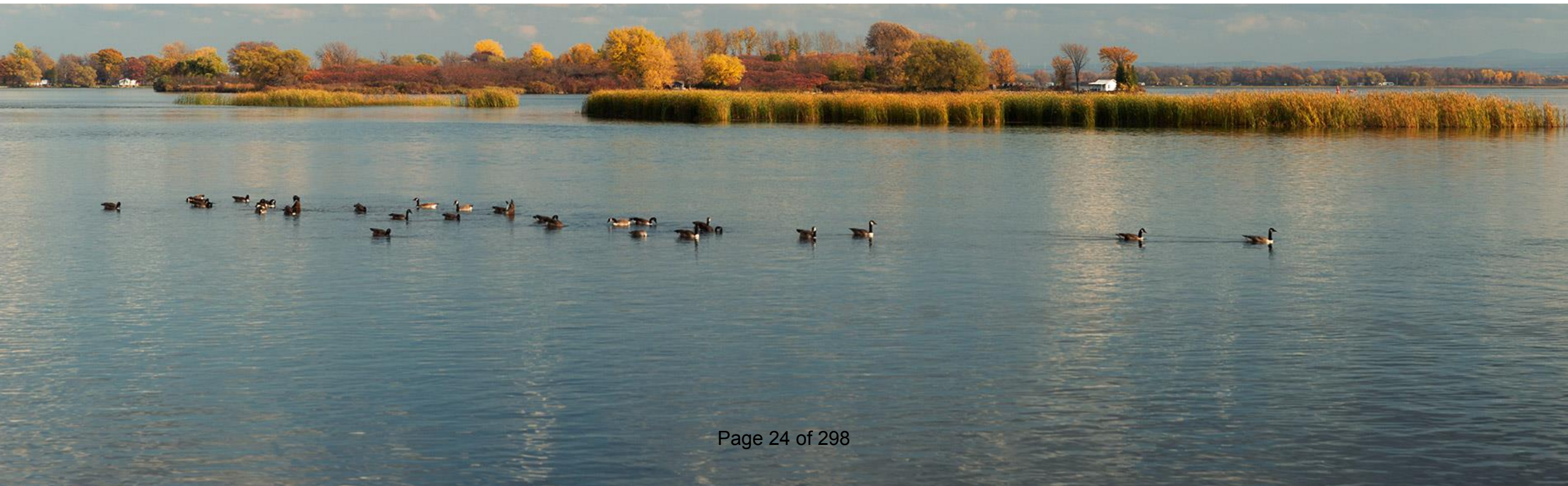
Re-designating BUIs

For each BUI, the following process is undertaken to change the status from 'impaired' to 'not impaired':

- Science-based criteria are developed
- Local remedial actions are undertaken
- Monitoring occurs to assess whether goals have been met
- Once Restoration Council determines criteria have been met, broader community feedback is sought and considered
- Final report sent to the governments of Canada and Ontario recommending a change in status



Beach Closings



History of Beach Closings in the Area of Concern

Beach Closings frequently occurred in the Area of Concern in the 1980s due to high levels of *E.coli*.

Sources of *E. coli* included:

- agricultural/urban runoff,
- combined sewer outflows,
- leaking private septic systems,
- goose and other waterfowl droppings,
- and industrial runoff.



Beach Closings Delisting Criteria

1. At public beaches, no more than 20% of weekly tests (i.e., five sample *E. Coli* geometric means) exceed the Provincial Water Quality Objective during an annual swimming season. In addition, the main/predominant sources of faecal pollution are known; most of these exceedances are associated with local events, such as significant rainfall or high wind periods.

**Provincial Water Quality Objective: (≤ 200 cfu/100mL, with a single sample maximum value of ≤ 400 cfu/100 mL)*

2. The vast majority of body contact water recreation areas in the AOC other than public beaches must meet the provincial water quality objective during the swimming season. Body contact water recreation sites that do not meet these objectives are highly localized and exceedances occur only sporadically, i.e., the AOC does not show evidence of chronic fecal pollution.

3. For body contact water recreation areas where water quality objective exceedances occur, the main sources of fecal pollution must be identified, pollution control plans must have been developed and these plans are being actively implemented.

What Actions have Occurred to Improve Beach Water Quality?



- ✓ The main industrial discharges at Cornwall have been discontinued or reduced
- ✓ A septic system inspection program (2008-2013)
- ✓ Tributary Restoration Program and Environmental Farm Plans
- ✓ The 1995 City of Cornwall Pollution Control Plan was updated (2005, 2008 and 2019)
- ✓ Cornwall snow dump was relocated
- ✓ Cornwall sewage plant was upgraded (2014)

Who Monitors Water Quality at Area Beaches?

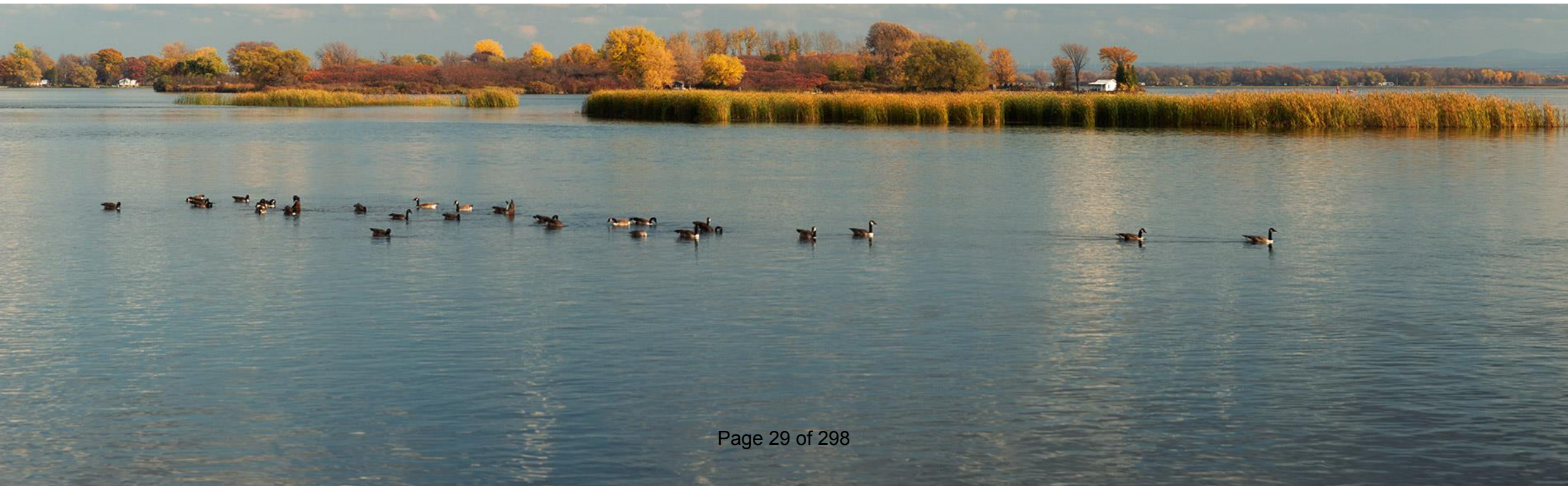
The MCA Department of Health monitors up to 28 Akwesasne beaches every swimming season.

The Eastern Ontario Health Unit monitors two beaches in the Area of Concern (Glengarry Park and Charlottenburgh Park) every swimming season.



Photo: Stephany Hildbrand

Assessment



CRITERION 1: At public beaches, no more than 20% of weekly tests (i.e., five sample *E. coli* geometric means) exceed the Provincial Water Quality Objective during an annual swimming season. In addition, the main/predominant sources of fecal pollution are known; most of these exceedances are associated with local events, such as significant rainfall or high wind periods.

ASSESSMENT:

i) Water samples were analyzed for *E. coli* at 28 Akwesasne beaches and Glengarry and Charlottenburgh Park beaches for the period of 2012-2020 and assessed against the 20% exceedance criterion.

The results show that, excluding outliers associated with rain events, water quality at beaches was consistently below the Provincial Water Quality Objective during annual swimming seasons.

ii) Field investigations in 2011 determined that a mix of sources contributed to the *E. coli* levels at Glengarry and Charlottenburgh beaches including both human and bovine. Incidences of *E. coli* from human sources only (the worst-case scenario with respect to human health) were low.

No assessment to determine the source of fecal pollution was undertaken at Akwesasne beaches – *E. coli* levels were very low.

RECOMMENDATION: Criterion 1 has been met. Page 30 of 298

CRITERION 2: The vast majority of body contact water recreation areas in the AOC other than public beaches must meet the Provincial Water Quality Objective during the swimming season. Body contact water recreation sites that do not meet these objectives are highly localized and exceedances occur only sporadically, i.e. the AOC does not show evidence of chronic fecal pollution.

ASSESSMENT:

Studies undertaken in 2002, 2003, 2007, 2008, and sampling performed during 2012-2019 show that *E. coli* levels in recreational areas other than regularly monitored public beaches were consistently below the Provincial Water Quality Objective for recreational water quality.

RECOMMENDATION: Criterion 2 has been met.

CRITERION 3: For body contact water recreation areas where water quality objective exceedances occur, the main sources of fecal pollution must be identified, pollution control plans must have been developed and these plans are being actively implemented.

ASSESSMENT:

- i) As identified in Criterion 2, body contact water recreation areas were consistently below the Provincial Water Quality Objective for recreational water quality.
- ii) The City of Cornwall is implementing a Pollution Control Plan that will help to ensure that *E. coli* loadings to waterways from municipal sources stays significantly below the Provincial Water Quality Objective for recreational water quality.

RECOMMENDATION: Criterion 3 has been met.

Next Step: Commence a 60-day community engagement period for the Beach Closings BUI, seeking input on the proposed change of status from ‘impaired’ to ‘not impaired’.

Engagement Plan:

i) MCA Engagement

ii) General Stakeholder Engagement

iii) Engagement Activities:

- Direct solicitation for comments via email
- Radio ads
- Social media posts
- Ads in local newspaper
- Website
- Community virtual meetings



Questions

For more information visit:
stlawrenceriverrap.ca

To: South Glengarry Council
From: Georgia Bock, Remedial Action Plan (RAP) Coordinator for the St. Lawrence River (Cornwall) Area of Concern
Date: July 12, 2022
Subject: Beach Closings Beneficial Use Impairment

BACKGROUND:

St. Lawrence River (Cornwall) Remedial Action Plan

The St. Lawrence River at Cornwall/Akwesasne was designated an Area of Concern under the Great Lakes Water Quality Agreement between Canada and the United States in 1987. It was designated because available data indicated that water quality and environmental health were severely degraded.

A Remedial Action Plan (RAP) was created to help clean up the St. Lawrence River (Cornwall) Area of Concern. This plan outlines 14 beneficial use impairments (BUIs) (a technical term for high priority environmental issues), as well as their delisting criteria (scientific targets for improvement that need to be met before each BUI can be officially re-designated “not impaired”) and recommended actions to meet the criteria. The end goal is to achieve sufficient improvements in environmental quality for all of the BUIs to be re-designated “not impaired”, allowing the overall Area of Concern to be re-designated “restored”. There are currently 7 BUIs that still need to be re-designated in the St. Lawrence River (Cornwall) Area of Concern; BUI #10 – Beach Closings is one of them.

A local committee called the St. Lawrence River Restoration Council helps oversee the Remedial Action Plan. This Council consists of federal and provincial government organizations, local municipalities, the Mohawk Council of Akwesasne, industry, the Raisin Region Conservation Authority, the St. Lawrence River Institute, community groups, and community members.

BUI #10 – Beach Closings

The beneficial use impairment “Beach Closings” (BUI #10), reflects impaired access to beaches due to environmental degradation. In the St. Lawrence River (Cornwall) Area of Concern, Beach Closings were formally designated a BUI in the early 1990s, when high levels of *E. coli* in the water necessitated the frequent closure of beaches. Local partners have taken many actions since then to help improve water quality and restore this BUI. A recent assessment report for the Beach Closings BUI in the region indicates that water quality at beaches and recreational areas has improved to a level that would be sufficient for this BUI to be re-designated “not impaired”.

The St. Lawrence River Restoration Council has approved a 60-day community engagement period for BUI #10 – Beach Closings to solicit feedback on the Beach Closings Beneficial Use Impairment Assessment Report. The engagement period will take place this summer.



STAFF REPORT

S.R. No. 110-2022

PREPARED BY: Kelli Campeau, GM Corporate Services/Clerk

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: July 18, 2022

SUBJECT: Records Management Agreement – StoneShare Inc.

BACKGROUND:

1. In 2021 the Township of South Glengarry received funding in the amount of \$230,437 from the Province of Ontario under the COVID Relief Funding program. Of the funds received, \$50,000 was allocated for digitization and records management.
2. The Township also received funding in 2021 through the Municipal Modernization Program Intake 2 to complete a Current State Assessment related to the Township's Records Management Practices.
3. One of the recommendations made through the Current State Assessment report was for the Township to consider the implementation of an Electronic Document and Records Management System (EDRMS).

ANALYSIS:

4. In the Spring of 2022, the Township of South Glengarry participated in a joint Request for Proposals with the United Counties of SDG, the Township of North Dundas, and the Township of North Glengarry for the implementation of an EDRMS.
5. A total of nine (9) submissions were received and scored by a panel which included representatives from each participating municipality. Four proponents were shortlisted and invited to provide demonstrations to the evaluation panel, which included:
 - Avocette
 - GravityUnion
 - StoneShare
 - ThinkDox

6. Following the demonstrations and financial evaluations, all four participating municipalities have selected StoneShare as the successful proponent.
7. In order to proceed with the project, the Township must enter into an agreement with StoneShare Inc.
8. It is anticipated that the new system will be in place by the end of 2022.

IMPACT ON 2022 BUDGET:

9. The cost to the Township of South Glengarry for this project will be \$39,000 plus HST.
10. There will be no impact on the 2022 budget, as these funds were previously allocated through the COVID Relief Funding received in 2021.

ALIGNMENT WITH STRATEGIC PLAN:

Goal 3: Strengthen the effectiveness and efficiency of our organization.
Goal 5: Improve internal and external communications.

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 110-2022 be received and that the Corporation of the Township of South Glengarry enter into an agreement with StoneShare Inc. relating to the implementation of a records management system and furthermore that the Mayor and Clerk be authorized to sign all applicable documents.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

AGREEMENT
TERMS AND CONDITIONS

THIS AGREEMENT DATED: July____, 2022.

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF SOUTH GLENGARRY
a Municipality of the Province of Ontario,
(hereinafter referred to as the "Township")

OF THE FIRST PART

- and -

StoneShare Inc.
(hereinafter referred to as the "StoneShare")

OF THE SECOND PART

WHEREAS the Township wishes to retain the services of StoneShare Inc. to provide certain services to the Township relating to the implementation of a Records Management System.

AND WHEREAS the parties wish to provide general terms and conditions under which StoneShare will perform certain services for the Township;

NOW THEREFORE in consideration of the mutual covenants contained herein the parties agree as follows;

1.0 Purpose and Definitions

1.1 The purpose of this document is to:

- (a) provide general terms and conditions for StoneShare to provide services; and
- (b) identify StoneShare as being eligible to provide services to the Township.

1.2 The Statement of Work (SOW), that is to be carried out by StoneShare, is outlined in the Township Request for Proposal (RFP) and StoneShare's response. These documents are attached in Schedule A and Schedule B respectively.

1.3 In this Agreement the following terms shall have the following meanings;

- A. "Party" shall mean a party to this agreement.

- B. "Services" shall mean all services, labour, and materials required to complete the work set out in the SOW.
- C. "SOW" shall mean the Statement of Work prepared and as agreed to by the Parties.

2.0 Term of Agreement

- 2.1** The term of this Agreement shall be a period of one (1) year commencing as of the effective date set out at the beginning of this document.
- 2.2** Where mutually agreeable between the Township and StoneShare, the term of this Agreement may be extended or renewed in writing under the same terms and conditions for one (1) year periods, not to exceed four (4) additional years. Unless or until either party gives at least thirty (30) days written notice of termination prior to any of the first four (4) anniversary dates of the commencement date, the extension or renewal will be automatic without any further documentation or confirmation being required.

3.0 Performance

- 3.1** StoneShare will undertake the SOW as set out in the attached Schedules "A & B" and Services as scheduled by the Township and thereafter carried out by StoneShare to completion with due diligence and in a proper professional manner in accordance with generally accepted professional, industry standards. StoneShare shall make no change or alteration in the SOW or perform any additional Services without the Township written authorization, which authorization will not be unreasonably withheld or conditioned.

4.0 Duties of StoneShare

- 4.1** In the performance of the Services, StoneShare, where applicable, shall:
 - (a) Before starting the Services, appoint a competent, authorized representative acceptable to the Township to represent and act for StoneShare, to inform the Township in writing of the name and address of such representative, together with a clear statement of the individual's scope of authority to represent and act for StoneShare, and specify any and all limitations of such authority.
 - (b) Furnish at its own expense and cost any and all necessary labour, equipment, tools, transportation, materials, and such other items or work as may be necessary in the performance and completion of the Services other than such items the Township specifically agrees to furnish in writing.
 - (c) Comply with all applicable legislation, regulations, codes and rules of any governmental body having jurisdiction, including without limitation Ontario's *Workers' Compensation Act*. In addition to the foregoing and not in substitution, StoneShare must fully comply with all applicable safety legislation, regulations, codes and bylaws, whether Federal, Provincial, or local. In case of any overlap the more stringent will apply. It is the responsibility of StoneShare to ensure that all subcontractors, suppliers,

and employees employed by StoneShare in the performance of its obligations herein are aware of and conform to all applicable Federal, Provincial and local safety legislation, regulations, codes and rules, and the requirements of this Agreement.

- (d) Ensure a minimal interference or disruption with the Township's day to day operations and the operations of other agents, representatives or contractors on the premises.
- (e) Pay and discharge all valid taxes, lienable claims, charges or other impositions imposed or to be imposed by law on StoneShare or the Township arising out of, in connection with, or resulting from the Services performed. StoneShare agrees to indemnify the Township against any and all liability for any such taxes, lienable claims, charges or impositions except taxes imposed on Services that the Township has specifically agreed to pay for.

5.0 Fees Payable

5.1 The following fee structure will apply in relation to the Services:

- (a) The Township will pay StoneShare for its reasonable fees and disbursements in connection with Services performed. The method of billing fees and disbursements will be as set out in the SOW and agreed between the Township and StoneShare as confirmed in writing.
- (b) The fees payable will not exceed a total agreed amount unless the Township has provided prior written approval. If there is to be a contingency amount in addition to the total amount payable, no amount of such contingency may be paid to StoneShare as fees or otherwise without prior approval in writing from the duly authorized representative of the Township, acting reasonably.
- (c) Invoices will be payable by the Township for Services provided hereunder to the satisfaction of the Township, within thirty (30) days of receipt of an invoice in a form and with supporting documentation satisfactory to the Township. Fees will be paid in accordance with the Milestone Payment Schedule in the SOW.
- (d) Taxes are excluded from the prices herein. GST and/or HST, to the extent applicable, will be shown separately on all invoices and will be paid by the Township to StoneShare. StoneShare agrees to include its Business Number on all invoices and remit to the Canada Revenue Agency ("CRA"), pursuant to the provision of the *Excise Tax Act* (Canada), as amended from time to time, any taxes paid or due. If the provision regarding unregistered suppliers and "small suppliers" as defined in Section 148 of the *Excise Tax Act* applies, StoneShare should indicate this status on its invoices.

6.0 Time

- 6.1** In the event of any Force Majeure, reasonable time extensions or adjustments will be allowed by the Township.
- 6.2** "Force Majeure" means an event that results in either party being delayed or unable to perform any part of its obligations under this Agreement due to labor disputes, strikes, walkouts, fire, unusual delay by common carriers, unavoidable catastrophe, or circumstances of any kind beyond the control of such

party including without restricting the generality of the foregoing, acts of God, fire, war, provincial or federal governmental regulations in the case of the Township and all governmental regulations in the case of StoneShare. In such an event the affected party will be excused from the performance of any obligation to the extent that performance is prevented, hindered or delayed by such causes. Upon the occurrence of any such event, the affected party shall notify the other party and use reasonable efforts to remedy or correct the delay or failure to perform as soon as possible. The party delayed, hindered or prevented from performing any part of its obligations will not be liable to the other party for any damages, however sustained by the other party, or for any failure to perform any act, or nonperformance of any obligations due to any of these circumstances.

7.0 Insurance

7.1 StoneShare shall, prior to commencing provision of the Services, deposit with the Township proof of a comprehensive general and public liability insurance policy satisfactory to the Township in the amount not less than Five Million (\$5,000,000.00) Dollars, under which the Township shall be a named insured and shall thereafter maintain the same during the term of this Agreement. Certificates of insurance shall be delivered to the Township at least ten (10) days before the commencement of the Services being provided. All insurance coverage shall contain a term that the coverage will not be cancelled or materially altered without a minimum of thirty (30) days written notice being given to the Township of the proposed cancellation or change.

8.0 Indemnity

8.1 StoneShare shall be liable to and shall indemnify and hold harmless the Township, its employees, agents, officers, contractors, Councilor's, and agents from any and all loss or damage, including any and all third party claims, demands, actions or expenses, including legal costs on a full indemnity basis, whatsoever that may arise, directly or indirectly, out of any act, omission, negligence, willful harm or intentional wrongdoing of StoneShare or StoneShare's employees, agents, or subcontractors. In the event of any claim against the Township covered by Commercial General Liability coverage described in subsection 7.1, StoneShare agrees to defend the Township.

8.2 The Township will not be liable nor responsible for any bodily or personal injury or property damage of any nature that may be suffered by StoneShare, its employees, agents or subcontractors in the performance of the Agreement, except to the extent of any gross negligence or willful act on the part of the Township.

8.3 This Section 8.0 (Indemnity), and the indemnity and waivers contained herein, shall survive the termination or expiry of this Agreement, regardless of whether such termination may occur.

9.0 Independent Contractor

9.1 Nothing in this Agreement shall be construed so as to create or imply a partnership as between the Township and StoneShare. The Parties agree that StoneShare at all times will be acting as an independent contractor with respect to all of the Services performed under this Agreement, and neither StoneShare, including its agent contractor or employee, may be deemed for any purpose, to be the agent, servant or representative of the Township in the performance of such Services or in any matter dealt with herein.

9.2 StoneShare agrees to indemnify and save defend and hold harmless from time to time and at all times, the Township, its employees, Councilors and agents (collectively the Indemnified) from and against any and all claims, actions, causes of action, proceedings, interest, demands, costs (including legal costs on a full indemnity basis), assessments, fees, expenses, injury, charges, damages, expenses, liabilities, losses and obligation of any kind that may be incurred by, or asserted against any of the Indemnified in connection with or arising out of this Agreement or the Services provided hereunder. This indemnity shall survive the termination or expiry of this Agreement, howsoever it occurs.

10.0 Conflict of Interest

10.1 During the term of this Agreement, StoneShare must not engage in or provide, to any other person or company or entity, any service or act which would be reasonably perceived to be in direct conflict with the interest of the Township in respect of the Services being provided by StoneShare to the Township.

10.2 StoneShare must provide timely disclosure of any actual or potential conflict of interest for this project or any of the Services provided, including any arising from any common ownership or association with any party that has worked on or is working on any part of the project.

10.3 Any failure to provide timely disclosure of any potential conflict of interest, or failure to avoid engaging in or providing to any other company or entity any service or act which could be reasonably perceived to be in conflict with the interest of the Township in respect of the services being provided by StoneShare to the Township or in violation with any legislation regarding fair competition, will be grounds for terminating any engagement of StoneShare. Any such failure may also be noted on the performance record maintained by the Township for StoneShare.

10.4 No officer, employee or agent of StoneShare or its subcontractors may give to, or receive from, any official, officer, employee or agent of the Township, or a spouse or relative of any such person, any commission, fee, rebate or gift, other than courtesies of a nominal value, in connection with any Agreement for the performance of Services. Further, no director, employee or agent of StoneShare or its subcontractors may enter into any business arrangement with any official, officer, employee or agent of the Township that is not related to the Township's business. Without limiting the general audit rights under this clause, the Township may audit any and all records of StoneShare and its subcontractors in connection with this Agreement and the Services performed, and all transactions related thereto, for the purpose of determining whether there has been compliance with this clause.

11.0 Confidentiality and Privacy Legislation

11.1 All information including, without limitation, any technology of a proprietary or novel nature, disclosed to StoneShare by the Township, or by a third party to StoneShare as a representative on behalf of the Township (which, in addition to the confidentiality requirements hereunder will be kept confidential by StoneShare in accordance with the terms of its disclosure by such third party) or obtained or developed by StoneShare in the performance of Services under an Agreement, other than that which is common knowledge or within the public domain, will be the confidential property of the Township must not be divulged by StoneShare, except to duly authorized representatives of the Township. Such confidential information or property is not to be employed other than in the performance of Services for the

Township unless otherwise duly authorized by the Township in writing. These provisions will remain binding obligations on StoneShare after the completion, expiration or termination of the applicable Agreement until the Township reasonably determines that the confidential information referred to herein has become part of the public domain other than by the divulgence or use prohibited herein. This requirement does not prohibit StoneShare from complying with an order to provide information or data issued by a court or other authority with proper jurisdiction, or to act to correct or report a situation which StoneShare may reasonably believe to endanger the safety or welfare of the public.

- 11.2** All documents submitted to or received by the Township are subject to and governed by applicable privacy legislation, including, but not limited to the *Municipal Freedom of Information and Protection of Privacy Act*, as amended, and the *Freedom of Information and Protection of Privacy Act* (Ontario).

12.0 Reporting

- 12.1** StoneShare shall provide to the Township on a timely basis such deliverable or deliverables, or written confirmation of delivery thereof, in respect of the Services as set out in the Proposal and is agreed to by the parties and confirmed in writing. A deliverable may be in any form that is mutually agreed to, including without limitation a design, plan, set of record drawings, or report.

13.0 Intellectual Property

- 13.1** Unless otherwise agreed and confirmed in writing:

- (a) All material, including but not limited to programs, reports, notes, calculations, drawings, data, forms and other records prepared, created, written or recorded by StoneShare or the Township, will be and remain the property of the author or party who formulated such material.
- (b) During the term of the relevant Agreement, StoneShare shall have a non-exclusive, non-transferable license to use such material of the Township for the sole purpose of providing and completing the Services. Upon the termination or completion of this Agreement, StoneShare will promptly return such material to the Township whether completed or not; and
- (c) The Township shall hold a non-exclusive, non-transferable license to use such material of StoneShare developed or used in accordance with this Agreement and the Services developed hereunder.
- (d) Every invention, discovery or improvement developed by StoneShare in the course of, or in connection with, performing the Services under an Agreement where the invention, discovery or improvement has been initiated or directed or specifically requested by the Township, will be the property of StoneShare.

- 13.2** The parties acknowledge and confirm that any intellectual property that was developed prior to the relevant Agreement, or that was developed by StoneShare independently from such Agreement with the Township, or that was developed at the sole initiative of StoneShare without any prior initiation or direction or request from the Township, will be outside the scope of subsection 13.1.

- 13.3** In the event StoneShare's documents are subsequently reused or modified in any material respect

without the prior written consent of StoneShare, the Township agrees to indemnify StoneShare from any claims resulting from such unauthorized reuse or modification.

13.4 The parties acknowledge that any electronic files provided by StoneShare are largely for ease of use and convenience. However, as StoneShare is not able to ensure the authenticity or integrity or completeness of information provided in electronic format, the parties agree that in the event of any inconsistency between information provided by way of hard copies that have been stamped or sealed or both and information in electronic files, the information in hard copy that has been stamped or sealed or both will govern.

13.5 If StoneShare needs access to data of the Township in order to carry out a specific project described in detail in an Agreement incorporating this Agreement, the Township may on receiving such request grant a non-exclusive, non-assignable license to have access to and to use the data.

14.0 Records and Audit

14.1 To support all charges invoiced to the Township with respect to Services performed hereunder, StoneShare, for a period of seven (7) years after the performance of such Services, shall maintain a true and correct set of records pertaining thereto including, without limiting the generality of the foregoing the date and time worked, the location of the Services and the type of Services and invoices issued to the Township. StoneShare shall allow the Township to audit such records upon reasonable request provided however, that StoneShare shall have the right to exclude any trade secrets, formulas, or processes from any such audit. StoneShare must require each of its subcontractors to keep such records which similarly are to be open to inspection and audit by or on behalf of the Township.

14.2 StoneShare's obligations pursuant to subsection 14.1 shall survive the termination or expiry of this Agreement, howsoever it occurs.

15.0 Termination of an Agreement

15.1 This Agreement will continue in full force and effect from the date it is effective until terminated by either party on at least thirty (30) days written notice to the other. The termination of this Agreement will not relieve either party of its respective obligations and liabilities arising from or incidental to Services performed prior to the time of such termination.

16.0 Insolvency

16.1 Should StoneShare become insolvent or make an assignment for the benefit of creditors or be adjudicated bankrupt or admit in writing its inability to pay its debts generally as the same became due or should any proceedings be instituted by StoneShare under any provincial, territorial or federal law for relief of debtors or for the appointment of a receiver, trustee or liquidator of StoneShare, or should a voluntary petition in bankruptcy or for a reorganization or for an adjudication of StoneShare as an insolvent or a bankrupt be filed, or should an attachment be levied upon StoneShare's equipment, then upon the occurrence of any such event the Township will have the right to terminate this Agreement immediately together with all Services then being performed by StoneShare.

17.0 Assignment or Sub-consulting

17.1 StoneShare must not assign any obligations under this Agreement, or any part thereof, including any remuneration due to it, to any third party without the prior written consent of the Township, which consent will not be unreasonably withheld or conditioned. The assignment of this Agreement, if so, permitted by the Township, or the sub-contracting of any Services to be performed under the Agreement, will not relieve StoneShare of any obligations hereunder. StoneShare shall ensure that its subcontractors, if any; comply with the terms and conditions of each Agreement.

18.0 Successors and Assigns

18.1 This Agreement will be binding upon and endure to the benefit of the parties and their respective heirs, executors, administrators, receivers, trustees, successors, and approved assigns.

19.0 Legislation and Jurisdiction

19.1 This Agreement and the Services contemplated under the Statement of Work, will be subject to all relevant legislation, regulations, codes, and rules, whether federal, provincial or municipal pertaining to the location or locations where the Services are performed or furnished. In the event any provision of any Agreement incorporating this Agreement is found to be contrary to, or inconsistent with, any such legislation, regulation, code or rule, such provision will be conclusively deemed to be modified accordingly, but in all other respects the remainder of the Agreement will continue in full force and effect. It is agreed that any legal interpretation given to this Agreement will be governed by the laws in force in the Province of Ontario.

19.2 No action at law or in equity may be commenced or continued on any matter arising out of or connected with this Agreement other than in a court of competent jurisdiction in the Province of Ontario or on appeal to the Federal Court of Appeal or the Supreme Court of Canada.

20.0 Waiver

20.1 No previous waiver or course of dealing will affect either party's right to strict performance of any Agreement, or any work order or request for services.

21.0 Notices

21.1 All communications and notices required or permitted to be given under an Agreement, unless otherwise specifically provided for, must be given in writing to the parties at the numbers set out below, emailed to the individuals set out below, mailed (postage prepaid), or delivered to that party at its address as follows:

For the Township:

The Township of South Glengarry
6 Oak Street

For StoneShare:

StoneShare Inc.
150 Elgin Street, 10th Floor

P.O. Box 220, Lancaster, ON K0C 1N0

Ottawa, Ontario, K2P 1L4

Attention: **NAME HERE**
Phone: **(NUMBER HERE)**
e-mail: **EMAIL HERE**

Attention: Keith Carter, Chief Executive Officer
Phone: (613) 355-9339
e-mail: kcarter@stoneshare.com

21.2 Any notice or other communication given by delivery will be deemed to have been given as at the commencement of the next following business day, and any notice or other communication given by prepaid mail will be deemed to have been received on the fifth (5th) business day following deposit in the mail. In times of labour strikes or slow-downs affecting the mail delivery, notice will be effective only if delivered or given by other effective means or upon actual receipt. Any party may change its address for service by notice served as set out above.

22.0 Alteration of Terms

22.1 The parties hereto may only amend this agreement on consent, in writing.

23.0 Dispute Resolution

23.1 Any dispute between the parties as to the interpretation of, subject matter of, or in any way related to, this Agreement or documents incorporating this Agreement, is to be resolved by the two parties attempting to reach a fair and equitable resolution by using, in good faith, one or more of the following means, in the order listed, until a resolution is arrived at.

The parties may resolve disputes by:

- (a) negotiation;
- (b) mediation;
- (c) arbitration; or
- (d) legal proceedings in a court of competent jurisdiction.

23.2 In the event that the Parties choose to proceed by way of mediation, unless otherwise agreed to in writing by both parties, mediation will be in accordance with the procedures of the ADR Institute of Canada, Inc. (hereinafter sometimes referred to as the "Institute"), using as mediator a third-party neutral person either as mutually agreed to by the parties, or if the parties are unable to agree as selected by the Institute. In the event that the Parties agree to proceed by way of arbitration, unless otherwise agreed to in writing by both parties, arbitration is to be by way of a single arbitrator pursuant to the *Arbitration Act (Ontario)*, in accordance with the rules and procedures of the Institute.

24.0 Entire Agreement

24.1 This Agreement embodies the entire Agreement between the parties, superseding any prior Agreement, either oral or in writing, and may only be amended by a subsequent written instrument signed by both parties hereto.

25.0 Licensing of Township Data

- 25.1** Subject to the terms of the Agreement, the Township grants and StoneShare accepts a non-exclusive, non-assignable license for access to and use of data of the Township and Township for the project, in accordance with the terms and conditions set out in this Agreement and including the Statement of Work.
- 25.2** StoneShare may only use the data of the Township necessary for the project identified in the Agreement (the “Data”), and only for the purpose of the project. Any documentation provided by the Township may be used only as needed in accordance with the authorized use of the Data.
- 25.3** StoneShare acknowledges that there are no limits to the number of licenses or rights that the Township may grant to Township in respect of the Data.
- 25.4** Title to and ownership of the Data and any modifications made to the Data will at all times remain with the Township.
- 25.5** StoneShare does not have any right or interest in the Data except as specifically provided in the Agreement.
- 25.6** Warranty Regarding Data
- (a) Warranty regarding Data – The Township does not represent or warrant that the Data will be correct or that use of the Data will be uninterrupted or error free.
 - (b) The Township disclaims any and all warranties and conditions concerning the Data, including any and all warranties and conditions of merchantability and fitness for any particular purpose, performance, and any and all warranties or implied warranties that might arise during the use of the Data.

IN WITNESS WHEREOF the parties hereto have executed this document as of the day and year first above written.

SIGNED, SEALED AND DELIVERED

THE TOWNSHIP OF SOUTH GLENGARRY

Per: **NAME HERE**

“I have authority to bind the Township.”

STONESHARE INC.

Per: Keith Carter

Chief Executive Officer
“I have authority to bind the Corporation”

Schedule “A” – Request for Proposal

Schedule “B” – StoneShare Proposal

RFP_RMS-2022-01.docx

Request for Proposal



RFP NO. SDG-RMS-2022-01

Closing Date:

12:00:00 p.m., EST, Tuesday May 3rd, 2022

**The United Counties of Stormont, Dundas and Glengarry
26 Pitt St
Cornwall ON
K6J 3P2**

Attn: Michel St-Onge, Director, IT Services

Any inquiries should be directed by email to:

mstonge@sdgcounties.ca

Include in the subject "RFP SDG-RMS-2022-01"

Records Management Project

PURPOSE

This Request for Proposal (RFP) is issued by the Corporation of the United Counties of Stormont, Dundas & Glengarry and participating local municipalities (collectively Participating Organizations) with the purpose of partnering with a firm to implement a Records Management System and business processes in order to strengthen our compliance with records retention, data protection and privacy regulations.

It is the intention that the award be made to one provider, but for the purpose of purchasing, each Participating Organization enter into individual agreements with the successful proponent, and each individual Participating Organization is to be billed individually for their part of the project.

The goal of cooperation between the Participating Organizations is to reduce cost based on volume and coordination of project deliverables and standardized systems.

PARTICIPATING ORGANIZATIONS

Participation in this RFP is open to all local municipalities within the United Counties of Stormont Dundas and Glengarry.

UNITED COUNTIES OF STORMONT, DUNDAS & GLENGARRY SERVICES

The United Counties of Stormont, Dundas and Glengarry is located in Eastern Ontario and is home to over 60 000 residents. The County provides a broad range of services from multiple service locations, as set out in the chart below.

Service	Location
Administration, Finance, HR & IT	County Offices & Courthouse in Cornwall
Roads & Bridges	County Offices & Courthouse in Cornwall and 4 Patrol Garages
Provincial Offences	County Offices & Courthouse in Cornwall
Property Services	County Offices & Courthouse in Cornwall
Economic Development & Planning	County Offices & Courthouse in Cornwall
Library Services	County Offices & Courthouse in Cornwall plus 15 branches
Museum & Archives	Alexandria
Social Assistance, Child Care & Housing	City of Cornwall

PROJECT OBJECTIVE

The Participating Organizations' specific objectives for a records management system and associated business processes include:

- Compliance with regulatory and municipal requirements for records management
- Implement records management in accordance with TOMRMS (The Ontario Municipal Records Management System)
- Improve administration efficiency when providing information and services to our residents or responding to freedom of information (FOI) requests without duplication of processes reducing cost and administrative burden
- Provide staff with an easy, intuitive way to effectively manage their records
- Modern platform with the ability to scale and adapt to future growth
- Provide a strategy for the management of existing records from shared drives and other systems.

SUBMISSION INFORMATION

Proponents are requested to provide the following information (where possible). Proponents are encouraged to submit information even if their solution may only satisfy part of the requirements stated in the RFP.

Section 1 – Project Scope

1. Phased Implementation

To ensure project success, a phased implementation is preferred. Core records in the Corporate Services department such as Council material, by-laws and corporate email could be included in the first phase with records and documents from other departments include in subsequent phase(s).

2. Staff

The system would mainly be used by 40-50 staff mostly working from the administration building in Cornwall. Approximately 10 staff would be considered power users with the rest casual users of the system.

3. Consultation and Review of Records

Review current records and documents and provide detailed process and support to implement the records management system based on The Ontario Municipal Records Management System (TOMRMS). Provide a strategy for the management of existing paper and electronic records. Develop implementation plan and timelines.

4. Business Processes

Develop new business processes relating to records management to increase efficiency and effectiveness of administration.

5. Additional Guidance and Recommendations

We realize that we may require direction and guidance with respect to the implementation of a records management system. The intention of this requirement is to allow for additional guidance based on your experience to provide us with sound and beneficial recommendations to ensure we provide the best solution.

Section 2 – Implementation

The vendor is expected to manage the implementation with matching County resources. Please provide your plan for the following:

- Project Approach & Methodology
- Schedule of key activities, timelines, and resources
- Project Implementation Team & qualifications
- Description of required County resources including both estimated staff time and additional hardware/software
- Description of ongoing support and typical response time to address issues.
- Interface creation services
 - Identify the costs and the recommend approach for custom programming, if any, that will be needed to provide interfaces between the proposed solutions.
- Test/Debugging
 - Outline test plan that provides a comprehensive system acceptance and production testing for the proposed system.

Section 3 – Training

The vendor is responsible to complete a training plan including:

- A training strategy, including one-on-one training with critical users, or train the trainer model
- Training methodology to ensure smooth implementation
- Training requirements by job function
- Training location and schedule

Section 4 – References

Provide examples of three recent projects, which are similar in nature and size. Preferred references would be from counties, municipalities, or other organizations with similar service provision. Include details on:

- Name and size of the project
- Brief description of the project
- Name of client organization, contact name, address, telephone numbers
- Project duration
- Project budgets, final costs and schedules

This list will be used to provide references for the Vendor.

Section 5 – Financial Information

Total all inclusive upset cost to The Participating Organizations for the complete project and

the per diem rates for all proposed staff, including mileage costs, and any other fees that may be applicable, summarized as follows.

- Software costs for each component including support costs associated with all elements of the proposal. The Participating Organizations reserves the right to select some or all of the components as it deems necessary.
- Implementation/Testing Costs
- Third-party products cost, if applicable
- Backup & Restore Costs
- Annual maintenance options with costs
- Training costs
- Other costs (detailed)
- Ongoing support costs or hosting costs, if applicable and methodology for annual adjustments. Please indicate if software maintenance and upgrades are included in annual fees.

Costing should include pricing on externally hosted and in-house systems if both options are available. If the proposed solution requires hardware or operating systems not currently in use at The United Counties of Stormont, Dundas & Glengarry please indicate the anticipated costs for that purchase. All prices and charges quoted for the proposed equipment and services must show applicable HST separately and shall be expressed in Canadian currency.

Section 6 - Additional Information

- Proponents can provide any additional information which they think is relevant to the RFP or necessary to assist The Participating Organizations in its planning

Demonstrations

- The Participating Organizations require Proponents to make presentations in support of their proposals or to exhibit or otherwise demonstrate the information contained in the proposal. Demonstrations will be scheduled on Wednesday, May 18th, and Thursday May 19th. Two (2) hours should be allowed for presentation, questions and answers.
- The demonstration must rely on current production versions of the Proponent's proposed platform and related systems. It will be in the interest of the Proponent to provide sample data for their demonstration and showcase a system that is similar to their vision of the final product of this project. Evaluation of each demonstration will include the following criteria:
 - Functionality
 - Ease of use, user friendliness, and initial user acceptance
 - Interface design
 - Operational performance
 - Reliability and stability
 - Other criteria that is deemed appropriate

Any and all costs incurred by the Proponent in order to attend this demonstration including transportation, food, lodging, etc. shall be borne

entirely by the Proponent.

Preparation of Response

Proponents are requested to provide a response for the entire project, but break down the implementation and financials by Participating Organization and by phase. Please provide the response in two (2) PDF documents. The first document containing the main response, excluding the financial proposal and the second document, titled financial_proposal.pdf, containing the financial proposal.

Submission Date

Responses should be delivered electronically via email by **Tuesday May 3rd, 2022 at 12PM EDT** to:

Michel St-Onge
Director of IT Services
mstonge@sdgcounties.ca

Should the proponent have issues sending the response by email, please contact Michel St-Onge at the above email address or by telephone at (613)932-1515 x1201 to arrange for a different electronic method of delivery.

It will be the Proponent's responsibility to clarify any details in question before submitting their proposal. Should a Proponent find omissions from, or discrepancies in, the Request for Proposal, or should a Proponent be in doubt as to the meaning of any part of such document, the Proponent shall notify Michel St-Onge at mstonge@sdgcounties.ca. Any query or questions shall be submitted by 12pm EDT Tuesday April 26th, 2022.

No oral explanation or interpretation shall modify any of the documents or provisions of the Participating Organizations' Request for Proposal. A written addendum will be issued by the Participating Organizations via the procurement platform (biddingo) site if it is considered that a correction, explanation or interpretation is necessary or desirable.

The Participating Organizations may request clarification where any Proponent's intent is unclear and the Participating Organizations may request amendment where, in the opinion of the Participating Organizations, there is a minor irregularity or omission in the information that is to be submitted in a required document.

TIMETABLE

The timetable for the RFP process is set out in the following table:

Activity	Date
Release of RFP	Wednesday April 13th, 2022
Query/Question deadline	12pm EDT Tuesday April 26th, 2022

Responses received from Proponents to RFP	12PM EDT Tuesday, May 3rd, 2022
Evaluation of RFP	May 4th – 11th, 2022
Product Demonstrations/Interviews	Wednesday, May 18th, 2022 Thursday, May 19th, 2022
Preferred Vendor Declared	Wednesday May 25th 2022

EVALUATION AND SELECTION PROCESS

The RFP submissions will be evaluated based on a review of the information submitted by each Proponent as requested in this RFP and in relation to The Participating Organizations' project objectives for a records management system.

Evaluated Criteria	Maximum Points
Project methodology, approach and strategy	10
Implementation and platform/technology	30
Training & Support	10
References and Company history and additional Information	10
Financial Proposal	30
Solution Demonstration	10

Based on this review, The Participating Organizations will determine which Proponent will be recommended for consideration.

TERMS AND CONDITIONS

Standard Terms and Conditions

While undertaking any work, the selected Proponent must adhere to all relevant Provincial/Federal legislation/regulations.

- The Proponent shall not transfer responsibility to meet their contractual obligations to a third party without the consent, in writing, from The Participating Organizations. The Proponent shall include in the proposal documents, the name and address of each proposed sub-contractor (if applicable) used in making up the proposals and shall state the portion of the work allotted to each.
- The Participating Organizations reserves the right to modify specific deadlines and reject any or all submissions or portions thereof, or to cancel or withdraw this RFP invitation for any reason without incurring any liability for costs, losses or damages incurred by any Proponent.

Treatment of Information

The information submitted in response to this request will be treated in accordance with the relevant provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The information collected will be used solely for the purposes stated in this request.

If the Proponent believes that any part of its bid reveals any trade secret, intellectual property, scientific, technical, commercial, financial or labour relation information or any other similar secret right of information belonging to the Proponent, the information must be clearly marked as being confidential.

This does not apply to the lump sum pricing information that will be read out at the public opening. Unit prices as defined under the MFIPPA will not be provided at the public opening.

The Proponent acknowledges that The Participating Organizations may make public the name of any and all Proponents.

Any requests for access to submissions will be subject to a formal review based on MFIPPA requirements prior to the release of any third-party information.

The Proponent shall respect the confidentiality of the information collected or made available during the assignment.

Accessibility Standards for Customer Service, Disabilities Act.

It is the Proponent's responsibility to ensure that they and all sub-contractors hired under this contract are in full compliance with Section 7 of Ontario Regulation 191/11, Accessibility Standards for Customer Service made under the Accessibility for Ontarians with Disabilities Act, 2005, as may be amended from time to time.

Incurring Costs

The Participating Organizations is not liable for any costs or expenses incurred by Proponents in the preparation or submission of their proposals or for attendance at any meetings related to this request for proposal prior to the issuance of a contract.

Negotiations

If a Proposal does not precisely and/or entirely meet the requirements of this Request for Proposal, The Participating Organizations reserves the right to enter into negotiations with the selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to the Proposal.

The lowest cost, or any proposal may not necessarily be accepted. The Participating Organizations reserves the right to reject any and all proposals. The Participating Organizations, when evaluating the proposals, will take into consideration related experience, proposed methodology, managerial capabilities, qualifications of the vendor, and cost. In addition, The Participating Organizations reserves the following rights:

- To waive irregularities and informalities at its discretion.
- To negotiate or discuss the technical and financial content of the successful proposal.

Rejection of Proposals

The Participating Organizations reserves the right to reject any and all proposals received as a result of this request and to cancel this solicitation at any time prior to the execution of a contract.

Written Agreement

A written Agreement shall be executed by the successful Proponent and The Participating Organizations. The final terms and conditions of the Agreement will be negotiated between the successful Proponent and The Participating Organizations, and will include such items as scheduling of work, milestones, and completion date.

Insurance Requirements

The successful Proponent shall, at their expense and within 10 days of notification of acceptance, obtain and maintain insurance until the termination of the contract or otherwise stated. A copy of the insurance shall be provided to The Participating Organizations evidencing:

Commercial General Liability Insurance issued on an occurrence basis for an amount of not less than \$2,000,000 per occurrence / \$2,000,000 annual aggregate for any negligent acts or omissions by the Proponent relating to its obligations under this Agreement. Such insurance shall include, but is not limited to, bodily injury and property damage including loss of use; personal injury; contractual liability; premises, property & operations; non-owned automobile; broad form property damage; owners & contractors protective; occurrence property damage; products & completed operations; employees as Additional Insured(s); contingent employer's liability; tenants legal liability; cross liability and severability of interest clause.

Professional liability (errors and omissions) insurance coverage shall be obtained to a limit of not less than \$2,000,000 on a Claims Made Basis. If such insurance is issued on a Claims Made Basis, the coverage shall be maintained for a period of two years subsequent to conclusion of services provided under this Agreement or include a two-year extended reporting period.

Such insurance shall add United Counties of Stormont, Dundas & Glengarry as an additional Insured. This insurance shall be non-contributing with and apply as primary and not as excess of any insurance available to the Corporation. The successful Proponent shall indemnify and hold United Counties of Stormont, Dundas & Glengarry harmless from and against any liability, loss, claims, demands, costs and expenses, including reasonable legal fees, occasioned wholly or in part by any negligence or acts or omissions whether willful or otherwise by the Proponent, its agents, officers, employees or other persons for whom the Proponent is legally responsible.

Automobile liability insurance with respect to owned or leased vehicles (in excess of 30 days) used directly or indirectly in the performance of the services covering liability for bodily injury,

death and damage to property with a limit of not less than \$2,000,000 inclusive for each and every loss.

The Policies shown above shall not be cancelled unless the Insurer notifies the Corporation in writing at least thirty (30) days prior to the effective date of the cancellation. The insurance policy will be in a form and with a company which are, in all respects, acceptable to the Corporation.

The Proponent shall always pay, or cause to be paid, any assessment or compensation required to be paid, pursuant to the Workplace Safety & Insurance Act. The Proponent shall also be required to supply The Participating Organizations with a Certificate of Clearance issued by the Workplace Safety & Insurance Board. This certificate, along with the insurance certificate, must be received by The Participating Organizations with the signed contract agreement. Updated Clearance Certificates shall be provided as required.

- The Proponent shall indemnify and hold harmless The Participating Organizations, its officers, partners, agents and employees from and against all actions, claims, demands, losses, costs, damages, suits or proceedings whatsoever which may be brought against or made upon The Participating Organizations and against all loss, liability, judgements, claims, suits, demands or expenses which The Counties may sustain, suffer or be put to resulting from or arising out of the provider's failure to exercise reasonable care, skill or diligence or omissions in the performance or rendering of any work or service required hereunder to be performed or rendered by the Proponent, its agents, officials and employees.
- The successful Proponent must be in good standing with the Workplace Safety and Insurance Board (W.S.I.B.) and shall furnish The Participating Organizations with sufficient evidence (Certificate of Clearance), of compliance with all provisions of the Workplace Safety and Insurance Act. The Counties reserves the right to hold the final payment, or any invoice until a satisfactory Certificate of Clearance has been provided.

OTTAWA-GATINEAU (NCR)

Suite 101, Tower 1
200 rue Montcalm
Gatineau, Québec
J8X 3B5

SEATTLE (WA)

Suite 1400
506 Second Avenue
Seattle, WA
98104

NEW YORK (NY)

Suite 800
100 Church Street
New York, NY
10007-2621

May 17, 2022

Mr. Michel St-Onge

Director of IT Services

The United Counties of Stormont, Dundas, and Glengarry

Dear Mr. St-Onge,

It is with pleasure that I present the United Counties of Stormont, Dundas, and Glengarry with our proposal in response to your RFP NO. SDG-RMS-2022-01 for a Records Management System (RMS).

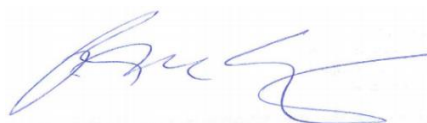
In 2015, StoneShare established a Municipal practice dedicated to developing best-practice RMS and managed service options, specifically for the Municipal sector. During this time, StoneShare has led more than 40 successful RMS projects for numerous Canadian and American Municipalities.

StoneShare is proposing its pre-configured Municipal Government RMS, called TownSquare, that combines native Microsoft 365 (M365) features for document management, information governance, and workflow automation with pre-configured artifacts for designing and provisioning Municipal information management sites. Importantly, TownSquare is not licensed software with an ongoing cost, but rather a one-time best-practiced based accelerator that greatly reduces the duration, cost and risks associated with implementing an RMS solution.

I believe that our deep knowledge and experience with M365 and Records Management, combined with our knowledge and understanding of the Municipal sector makes us uniquely positioned to successfully manage this project for the United Counties.

I would like to thank you for this opportunity to submit a proposal and I am hopeful that you will find our proposal both thought-provoking and compelling. While I believe that we have effectively addressed the United Counties requirements, should you require additional information or clarification please feel free to contact me directly at 613.355.9339 or via email at kcarter@stoneshare.com.

Kind Regards,



Keith Carter
Chief Executive Officer
StoneShare Inc.

PROPOSED TO

The United Counties of Stormont, Dundas, and Glengarry

PRESENTED ON

May 17, 2022

PROPOSAL FOR

RECORDS MANAGEMENT SYSTEM

REFERENCE NUMBER

RFP NO. SDG-RMS-2022-01

stoneshare

 stoneshare.com
 info@stoneshare.com
 1.888.624.5086
 company/stoneshare
 [stoneshare_inc](https://twitter.com/stoneshare_inc)

OTTAWA-GATINEAU (NCR)

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Gatineau, Quebec
J8X 3B5

TORONTO (GTA)

Suite 352
13-3120 Rutherford Road
Vaughan, Ontario
L4K 0B2

SEATTLE (WA)

Suite 1400
506 Second Avenue
Seattle, Washington
98104

NEW YORK (NY)

Suite 800
100 Church Street
New York, New York
10007-2621

COMMERCIAL STATEMENT

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TRADEMARKS

All trademarks are acknowledged.

BID VALIDITY

This proposal will remain valid and open for acceptance by the United Counties of Stormont, Dundas, and Glengarry for a period of 90 days.

PROPONENT CONTACT

Keith Carter
Chief Executive Officer
StoneShare Inc.
Office: 1.888.624.5086 ext.222
Cell: 613.355.9339
kcarter@stoneshare.com

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1. OVERVIEW

StoneShare believes that through this procurement process, the United Counties of Stormont, Dundas, and Glengarry, along with the Townships of North Dundas, South Glengarry, and North Glengarry (the Participating Organization) are seeking to implement Records Management Systems (RMS), and related business processes, to strengthen their compliance with records retention, data protection and privacy regulations. The Request for Proposal (RFP) suggests that the Participating Organization may be expecting to **PURCHASE “RMS ADD-IN” SOFTWARE**, to work in conjunction with existing Microsoft 365 licensing, to achieve this outcome.

Assuming the Participating Organization’s are like many of StoneShare’s Municipal customers, limited revenues combined with increasing mandates necessitate the need for even greater fiscal responsibility. Understanding that these conditions are likely creating both financial and human resources limitations for the Participating Organization’s, StoneShare is proposing that the Participating Organization’s, **LEVERAGE THEIR INVESTMENTS IN MICROSOFT 365 (M365)** and implement an RMS solution **THAT USES NATIVE M365/SHAREPOINT FUNCTIONAILTY** to **ADDRESS THE PARTICIPATING ORGANIZATIONS RMS REQUIREMENTS BEFORE CONSIDERING THE PURCHASE OF ADDITIONAL SOFTWARE**. StoneShare’s experience within other municipal customers suggests, that taking this approach will significantly reduce the implementation time, complexity, and cost (short and long term) related to both software and services.

As outlined throughout this proposal, StoneShare possesses unique and valuable experience delivering RMS solutions, specifically to Municipal Government entities. Premised on the learnings from those implementations, StoneShare created a pre-configured Municipal Government RMS, called TownSquare, that combines native M365 features related to document management, information governance and compliance and workflow automation with standardized metadata and pre-configured artifacts for provisioning sites. Importantly, TownSquare is **NOT LICENSED SOFTWARE WITH ONGOING COST** but rather a **ONE TIME BEST-PRACTICE-BASED SOLUTION ACCELERATOR** that, when paired with M365, greatly reduces the duration, cost and risks commonly associated with implementing an RMS solution.

TownSquare also includes a proprietary Implementation Methodology that allows StoneShare to rapidly configure and deploy the solution. At its core, our methodology is premised on a best-practice principle that favors **PLATFORM CONFIGURATION OVER CUSTOMIZATION** and leverages proven processes and best-practice documentation designed to reduce planning and management efforts, while at the same time dramatically improving knowledge transfer and user adoption.

2. COMPANY HISTORY & ADDITIONAL INFORMATION

StoneShare Inc., founded in April 2007 (15+ years in business), is a privately owned Canadian corporation headquartered in Ottawa, Ontario Canada. StoneShare employs more than 30 specialized staff in the

areas of Architecture, Design, Development, Migration, Administration, Information Architecture, Records Management and Support.

StoneShare is a Microsoft Gold Certified Systems Integration and Solution Development firm that provides solutions and services focused exclusively on Microsoft's technology platform., StoneShare's primary business is a Microsoft-specific consulting practice dedicated to assisting customers with planning, developing, and supporting enterprise-grade, content management solutions for Records Management (RMS), Intranets and Extranets. Our secondary business develops SharePoint- tools that automate many aspects of solution deployments and provide our customers with pre-configured, best-practice solutions and project accelerators.

2.1. MUNICIPAL GOVERNMENT CONSULTING

In 2015, StoneShare established a Municipal practice dedicated to developing best-practice solutions, pre-configured RMS project accelerators, and managed service options specifically for this sector. Since its inception, our Municipal practice has enjoyed extraordinary success and today actively services numerous Municipal customers across North America.

Focusing on Municipalities has allowed our company and employees to gain rare and valuable experience pertaining to the unique information management, collaboration and compliance challenges faced by the Municipal sector. StoneShare understands that Municipalities continue to face growing information management challenges and that operating in an increasingly 'Open Government' model has widespread effects on the need to properly create, capture, automate, deliver, preserve, analyze, and dispose of organizational information.

StoneShare has completed many RMS projects of similar size and complexity to that of the Participating Organizations. Our customer list has grown to include more than 40 Municipal Government Organization, both large and small, a portion of which are represented in the graphic below:



Today, SharePoint-based RMS projects, within the Municipal sector, accounts for more than 90% of StoneShare's revenue and continues to trend upward on a yearly basis.

2.2. PRODUCTS & SERVICES OFFERED

Since inception, StoneShare's guiding corporate strategy has been to focus exclusively on Microsoft's platform for the delivery of best-practice-based content management solutions. This unique approach has allowed our company to warrant significant investment in the design and development of industry leading best-practices, proven delivery processes, and technology accelerators that dramatically reduce project durations and risks associated with leveraging Microsoft's M365 (M365) platform.

2.2.1. PRODUCTS

Premised on the learnings from previous implementations, StoneShare created a pre-configured Municipal Government content management solution, called TownSquare, that combines native M365 features related to document management, information governance and compliance and workflow automation with standardized metadata and pre-configured artifacts for provisioning sites.

Unlike other competing products, TownSquare includes a proprietary Implementation Methodology; pre-defined Solution Architectures; pre-configured Information Architectures and pre-configured workflows along with Test Plans, and Test Cases; and training materials all supported by StoneShare's Intellectual Property (IP), in the form of software tools and 3rd-party product extensions that allow StoneShare to rapidly configure and deploy the solution.

2.2.2. SERVICES

As a leading Microsoft partner and M365/SharePoint System Integrator. StoneShare offers customers access to a full compliment of strategy, implementation, training, and support services related to these technologies.

2.3. RELEVANT EXPERTISE

StoneShare hires highly qualified and skilled technical, business and management professionals to best represent our interests with our valued customers. Our highly experienced team offers more than 500 years of combined experience, with knowledge gained on more than 300 Content Management Projects. Our resources also hold a wide variety of industry certifications in project management, change management and technology. The graphic that follows is merely a sample.



2.3.1. MICROSOFT 365

StoneShare is a Microsoft Gold Certified solution provider, specializing in SharePoint and Microsoft 365 (M365). We are 100% Microsoft 100% of the time. This intense focus on the Microsoft platform means that we have expert-level knowledge of all aspects of M365.

2.3.2. RECORDS MANAGEMENT

StoneShare has career Records Managers on staff to bridge the gap between the technology and business requirements during an RMS implementation. Our Records Management (RM) Subject Matter Experts (SMEs) have wide-ranging experience in providing in-depth Records Management services that encompass Records, Documents, Privacy, and Information Security, and possess valuable knowledge and experience related to the planning, design, and on-going management of RMS solutions. Broad experience working with Municipal governments has provided our RM SMEs with a profound understanding of current guidelines, standards, compliance issues, and the technologies associated with RM in this sector.

2.3.3. ELECTRONIC RECORDS AND DOCUMENT MANAGEMENT

StoneShare has successfully completed 40+ Municipal RMS projects to date with numerous projects currently underway.

2.4. STONESHARE'S PHILOSOPHY

StoneShare's guiding principle today is premised on a best-practice approach that favors technology configuration over customization and leverages proven processes, best-practice documentation and pre-

configured technology accelerators designed to dramatically reduce Project durations and risk, while greatly improving knowledge transfer and user adoption.

2.4.1. BUILD SOLUTIONS USING OUT-OF-THE-BOX FUNCTIONALITY

StoneShare starts every solution implementation by utilizing out-of-the-box SharePoint functionality. By incorporating native SharePoint functionality initially and avoiding custom code, we drive down overall project and maintenance costs by keeping our solutions easy to maintain and support internally.

2.4.2. LEVERAGE 3RD PARTY TOOLS TO CLOSE GAPS

Although we prefer to leverage out-of-the-box functionality, StoneShare works with best-of-breed 3rd Party Tools to close the gaps between out-of-the-box functionality and some customer's solution requirements. StoneShare maintains several strategic partnerships and alliances with 3rd Parties that supply additional functionality on an as *required* basis. These relationships provide StoneShare with access to Intellectual Property, specialized resources, and experienced personnel, which we put to good use for the benefit of our customers.

2.4.3. CUSTOM CODE LAST

The use of custom code within a SharePoint environment carries a high degree of risk. While StoneShare is exceedingly good at SharePoint customizations, we typically recommend this as a last resort due to the high costs (both time and monetary) for development, implementation, support, and maintenance of these customizations. Additionally, in our experience most requirements that initially require customization are often deemed to be "not worthwhile" in a working system.

2.4.4. SUPPORTABLE BY INTERNAL STAFF

Because StoneShare avoids the use of custom code whenever possible, our solutions are built to be supportable by our customer's internal staff. StoneShare provides the customer Project Team with knowledge transfer at every stage of the project, as well as comprehensive Technical training, ensuring that once TownSquare is implemented it will be easy to manage day-to-day. Should a situation arise, that cannot be handled internally, our customers have on-demand access to our Support Team and on-staff SharePoint experts.

3. REFERENCES

StoneShare has been fortunate to work with more than 40 Municipal Government Organization throughout North America. Our Municipal RMS customers include large entities (Brampton, Bellevue Washington, and Tacoma Washington), mid-sized entities (Airdrie Alberta, Kawartha Lakes, and

Cambridge) and smaller entities (Gravenhurst, Bracebridge, East Gwillimbury and Banff). While the size of these Organization varies, the underlying business purpose of each is essentially the same as the Participating Organizations.

3.1. THE UNITED COUNTIES OF PRESCOTT AND RUSSELL

StoneShare has elected to reference the United Counties of Prescott and Russell (UCPR) because, like the Participating Organization, UCPR is an eastern Ontario municipality who, in partnership with StoneShare and leveraging TownSquare, implemented a Records Management System, based on TOMRMS, that utilizes the out of the box (OOTB) Microsoft 365 (M365) platform capabilities. Like the Participating Organizations, UCPR had requirements to create, receive, manage, retrieve, retain, and ultimately dispose of records in a compliant manner. Moreover, the program commenced as a Pilot project and, upon successful completion, was rolled out to all UCPR's departments and some of their lower-tier municipalities as well (references included below).

Project Name	Electronic Document and Records Management System Pilot
Project Description	<p>The United Counties of Prescott and Russell (UCPR) engaged StoneShare to implement a Records Management System (RMS) using native features available within Microsoft 365. The Pilot Project set-out to achieve the following:</p> <ul style="list-style-type: none"> • Compliance with regulatory and municipal requirements for records management. • Implement records management in accordance with TOMRMS • Improve administration efficiency when providing information. • Provide staff with an easy way to effectively manage records. • Implement a modern platform with the ability to scale and adapt to future growth • Provide a strategy for the management of existing records from shared drives and other systems. • Support workflows such as accounts payable and other business processes <p>StoneShare led a roll-out of the RMS that included project management, system design and implementation, content migration, end user training, system administrator training, and post implementation support.</p> <p>All project deliverables were realized on-time and within budget. Based on the successful implementation of the Pilot project, UCPR engaged StoneShare to implement the balance of their departments to the new RMS.</p>
Contact Information	Mr. Marc-André Drouin, IT Manager – Systems and Services

	Email: MADrouin@prescott-russell.on.ca Office: 613-675-4661 ext. 2102 59 Court Street, PO Box 304, L'Orignal, Ontario K0B 1K0
Project Duration	February 2020 – September 2020
Project Budget	~\$170,000
Final Costs	~\$170,000

3.2. THE TOWNSHIP OF ALFRED AND PLANTAGENET

StoneShare has elected to reference the Township of Alfred and Plantagenet because, like the Participating Organizations, the Township of Alfred and Plantagenet is an eastern Ontario municipality who, in partnership with StoneShare and leveraging TownSquare, implemented a Records Management System, based on TOMRMS, that utilizes the out of the box (OOTB) Microsoft 365 (M365) platform capabilities. Like the Participating Organizations, the Township of Alfred and Plantagenet had requirements to create, receive, manage, retrieve, retain, and ultimately dispose of records in a compliant manner.

Project Name	Electronic Document and Records Management System
Project Description	<p>The Township of Alfred and Plantagenet engaged StoneShare to implement a Records Management System (RMS) using native features available within Microsoft 365. The organizational rollout set-out to achieve the following:</p> <ul style="list-style-type: none"> • Compliance with regulatory and municipal requirements for records management. • Implement records management in accordance with TOMRMS • Improve administration efficiency when providing information. • Provide staff with an easy way to effectively manage records. • Implement a modern platform with the ability to scale and adapt to future growth • Provide a strategy for the management of existing records from shared drives and other systems. • Support workflows such as accounts payable. <p>StoneShare led a roll-out of the RMS that included project management, system design and implementation, content migration, end user training, system administrator training, and post implementation support.</p> <p>All project deliverables were realized on-time and within budget.</p>
Contact Information	Ms. Annie Rochefort, Clerk Email: 613- arochefort@alfred-plantagenet.com

	Office: 613-673-4797 ext. 225 205 Old Highway 17 P.O. Box 350 Plantagenet, Ontario K0B 1L0
Project Duration	February 2021 – August 2021
Project Budget	~\$165,000
Final Costs	~\$165,000

3.3. THE TOWN OF HAWKESBURY

StoneShare has elected to reference the Town of Hawkesbury because, like the Participating Organizations, the Town of Hawkesbury is an eastern Ontario municipality who, in partnership with StoneShare and leveraging TownSquare, implemented a Records Management System, based on TOMRMS, that utilizes the out of the box (OOTB) Microsoft 365 (M365) platform capabilities. Like the Participating Organizations, the Town of Hawkesbury had requirements to create, receive, manage, retrieve, retain, and ultimately dispose of records in a compliant manner.

Project Name	Electronic Document and Records Management System
Project Description	<p>The Town of Hawkesbury engaged StoneShare to implement a Records Management System (RMS) using native features available within Microsoft 365. StoneShare led a phased roll-out of the RMS that included project management, system design and implementation, content migration, end user training, system administrator training, and post implementation support.</p> <p>All project deliverables to date have been realized on-time and within budget achieving their primary objective - which was to provide RMS capabilities by leveraging a modern technology platform and architecture that is both feature-rich and flexible.</p>
Contact Information	<p>Ms. Myriam Longtin, Clerk Email: Mlongtin@hawkesbury.ca Office: 613-632-0106 ext. 2282 600 Higginson Street, Hawkesbury, Ontario, K6A 1H1</p>
Project Duration	April 2021 – December 2021
Project Budget	~\$175,000
Final Costs	~\$175,000

3.4. THE DISTRICT OF MUSKOKA

StoneShare has elected to reference the District of Muskoka (the District) because, like the Participating Organizations, the District is an Ontario municipality who, in partnership with StoneShare and leveraging

TownSquare, implemented a Records Management System, based on TOMRMS, that utilizes the out of the box (OOTB) Microsoft 365 (M365) platform capabilities. Like the Participating Organizations, the District had requirements to create, receive, manage, retrieve, retain, and ultimately dispose of records in a compliant manner. Moreover, the program commenced as a Pilot project and, upon successful completion, was rolled out to all the District's departments and some of their lower-tier municipalities as well (references included below).

Project Name	Electronic Document and Records Management System Pilot
Project Description	<p>The District of Muskoka (the District) engaged StoneShare to implement a Records Management System (RMS) using native features available within Microsoft 365. The Pilot Project set-out to achieve the following:</p> <ul style="list-style-type: none">• Compliance with regulatory and municipal requirements for records management.• Implement records management in accordance with TOMRMS• Improve administration efficiency when providing information.• Provide staff with an easy way to effectively manage records.• Implement a modern platform with the ability to scale and adapt to future growth• Provide a strategy for the management of existing records from shared drives and other systems. <p>StoneShare led a roll-out of the RMS that included project management, system design and implementation, content migration, end user training, system administrator training, and post implementation support.</p> <p>All project deliverables were realized on-time and within budget. Based on the successful implementation of the Pilot project, the District has engaged StoneShare to implement the balance of their departments to the new RMS.</p>
Contact Information	<p>Ms. Chantelle Denstedt, Director IT Services. Email: Chantelle.Denstedt@muskoka.on.ca Office: 613-705-645-2100 ext. 4248 70 Pine Street, Bracebridge ON P1L 2B3</p>
Project Duration	December 2021 – April 2022
Project Budget	~\$82,000
Final Costs	~\$82,000

3.5. THE TOWN OF GRAVENHURST

StoneShare has elected to reference the Town of Gravenhurst because, like the Participating Organizations, the Town of Gravenhurst is an eastern Ontario municipality who, in partnership with StoneShare and leveraging TownSquare, implemented a Records Management System, based on TOMRMS, that utilizes the out of the box (OOTB) Microsoft 365 (M365) platform capabilities. Like the Participating Organization, the Town of Gravenhurst had requirements to create, receive, manage, retrieve, retain, and ultimately dispose of records in a compliant manner.

Project Name	Electronic Document and Records Management System Pilot
Project Description	<p>The Town of Gravenhurst engaged StoneShare to implement a Records Management System (RMS) using native features available within Microsoft 365. The Pilot Project set-out to achieve the following:</p> <ul style="list-style-type: none"> • Compliance with regulatory and municipal requirements for records management. • Implement records management in accordance with TOMRMS • Improve administration efficiency when providing information. • Provide staff with an easy way to effectively manage records. • Implement a modern platform with the ability to scale and adapt to future growth • Provide a strategy for the management of existing records from shared drives and other systems. <p>StoneShare led a roll-out of the RMS that included project management, system design and implementation, content migration, end user training, system administrator training, and post implementation support.</p> <p>All project deliverables were realized on-time and within budget. Based on the successful implementation of the Pilot project, the Town of Gravenhurst has engaged StoneShare to implement the balance of their departments to the new RMS.</p>
Contact Information	<p>Ms. Kayla Thibeault - Director of Legislative Services / Clerk Email: Kayla.Thibeault@gravenhurst.ca Office: (705) 687-2230 x: 237 3-5 Pineridge Gate, Gravenhurst ON P1P1Z3</p>
Project Duration	July 2020-October 2020
Project Budget	~\$82,000
Final Costs	~\$82,000

3.6. THE TOWN OF BRACEBRIDGE

StoneShare has elected to reference the Town of Bracebridge because, like the Participating Organizations, the Town of Gravenhurst is an eastern Ontario municipality who, in partnership with StoneShare and leveraging TownSquare, implemented a Records Management System, based on TOMRMS, that utilizes the out of the box (OOTB) Microsoft 365 (M365) platform capabilities. Like the Participating Organizations, the Town of Bracebridge had requirements to create, receive, manage, retrieve, retain, and ultimately dispose of records in a compliant manner.

Project Name	Electronic Document and Records Management System Pilot
Project Description	<p>The Town of Bracebridge engaged StoneShare to implement a Records Management System (RMS) using native features available within Microsoft 365. The Pilot Project set-out to achieve the following:</p> <ul style="list-style-type: none"> • Compliance with regulatory and municipal requirements for records management. • Implement records management in accordance with TOMRMS • Improve administration efficiency when providing information. • Provide staff with an easy way to effectively manage records. • Implement a modern platform with the ability to scale and adapt to future growth • Provide a strategy for the management of existing records from shared drives and other systems. <p>StoneShare led a roll-out of the RMS that included project management, system design and implementation, content migration, end user training, system administrator training, and post implementation support.</p> <p>All project deliverables were realized on-time and within budget. Based on the successful implementation of the Pilot project, the Town of Bracebridge has engaged StoneShare to implement the balance of their departments to the new RMS..</p>
Contact Information	<p>Ms. Lori McDonald - Director of Corporate Services/Clerk Email: LMcDonald@bracebridge.ca Office: (705) 645-6319 Ext. 243 110 Clearbrook Trail, Bracebridge ON P1L 0A3</p>
Project Duration	November 2020 – February 2021
Project Budget	~\$82,000
Final Costs	~\$82,000

4. FUNCTIONALITY, FEATURES & PLATFORM

Premised on the learnings from numerous Municipal RMS implementations, StoneShare created a pre-configured Municipal Government RMS, called TownSquare, that combines native M365 features related to document management, information governance and compliance and workflow automation with standardized metadata and pre-configured artifacts for provisioning sites. *TownSquare is **NOT LICENSED SOFTWARE WITH ONGOING COST** but rather a **ONE TIME BEST-PRACTICE-BASED SOLUTION ACCELERATOR** that, when paired with the Participating Organization existing Microsoft 365 (M365) licensing, greatly reduces the duration, cost and risks commonly associated with municipal RMS implementations. As proposed, no additional third-party licenses (e.g., MS SQL, Web Server, etc.) are required to operate the solution.*

TownSquare contains more than 50 pre-configured Municipal Government Site templates that include areas for Communication, Collaboration, and Records Management. The templates include pre-defined Libraries, Metadata, Security, and workflow (where appropriate). These valuable pre-configured elements serve as the starting point for every municipal RMS implementation and greatly reduce the time associated with capturing and implementing customer requirements.

4.1. COMMUNICATION AREAS

The Communication Areas are used for publishing information to users in a modern, widescreen format that is visually appealing. TownSquare's home page (or landing page) acts the hub for all Communication Sites and can be used by all departments for the sharing news and updates. This is often used by StoneShare's customers to replace outdated intranet sites and can greatly improve the Participating Organization ability to communicate across departments.

4.2. COLLABORATION AREAS

The Collaboration Areas provide a location for Participating Organization employees to store their content in a way that promotes findability and good records management practices. TownSquare's Information Architecture is built from best practices and based upon the learnings from numerous municipal implementations.

Collaboration Sites are organized by Department, Division and Teams within the Department. Sites are customized to meet security requirements and to facilitate content-driven business processes.

4.3. RECORDS MANAGEMENT AREA

TownSquare leverages the native records management capabilities found in the M365 Purview, a dedicated workspace for the Participating Organization to manage compliance and privacy. From here, the Participating Organization records managers can:

- Manage their File Plan
- Create Records Management Policies
- Review record classes and documents classification
- Manage Document and Records Disposition

4.4. KEY FUNCTIONALITY

Because TownSquare leverages native M365 capabilities, it supports all modern web browsers such as Google Chrome, Firefox, Safari, and Microsoft Edge. Minimum network bandwidth requirements of 0.5 Mb/s up and down per user per user are required and optimal network bandwidth requirements of 1 Mb/s up and down per user are recommended. M365 is a system that is accessed through the public internet, users can access it from anywhere there is an internet connection. For these reasons, a VPN is not required to access Townsquare.

Because TownSquare resides on the Participating Organization M365 tenant the solution offers high-availability, load balancing and real-time failover capabilities. Multiple servers, network nodes and load balancers ensure the solution to have a guaranteed 99.99% uptime.

TownSquare leverages M365's built-in eDiscovery features and functionality to allow the Participating Organization to download the Participating Organization data within the solution at any time if required for legal, retention or other purposes. This functionality can also be used to place a content hold on content locations, such as Exchange mailboxes, SharePoint sites, OneDrive accounts, and Microsoft Teams.

On any screen in M365, a help icon is available for the users. This is a dynamic help screen that will show helpful information about the current location for the user. It includes a search bar that will look through the Microsoft knowledgebase for answers.

4.4.1. INTEGRATIONS

Because TownSquare is native M365 functionality configured for purpose, it seamlessly integrates with Participating Organization MS Outlook email system and with Microsoft's productivity products (Microsoft Office 365, Word, Excel, PowerPoint, etc.)

TownSquare exposes REST APIs through Microsoft Graph and allowing other programs to connect to many of applications and services including SharePoint, OneDrive, Teams, Planner, Outlook and Exchange, Delve, Calendar, eDiscovery, Search, and many more.

TownSquare supports SSO access to the members of the public with Microsoft accounts.

TownSquare includes the ability to automate municipal business processes such as permitting, inspections or other use cases (although not included in-scope for this proposal). To do this TownSquare leverages M365's Power Platform, which is included with the Participating Organization E3 licensing, and is a collective term covering three Microsoft products: Power BI, PowerApps and Power Automate.

4.4.2. MOBILITY

TownSquare leverages a 'mobile-first' methodology and uses Responsive Design to adjust smoothly and provide a consistent user experience on all major devices (computer, smart phone, tablet, etc.). As such there are no limitations using the solution on a mobile device (speed, functionality, appearance, display size). Computers (PC, Laptop, Macs) and Windows 10 or macOS Big Sur are optimal for viewing and use.

TownSquare syncs in real-time when connected to network via cellular (LTE), WIFI, and/or LAN/WAN and provides users with the ability to work offline using the OneDrive Sync application. The OneDrive sync application will create a copy of the document or record on the local computer which will automatically resynchronize with M365 as soon as the user is back online. Should a connection be lost, due to an interruption in connectivity, the solution reconnects automatically when the connection is re-established

TownSquare contains an option for remote printing provided the printer is available through the WIFI connection.

TownSquare provides mobile searching, retrieval, viewing, and sending of content.

4.4.3. REPORTING

TownSquare meets the mandatory requirement to be compliant with the Accessibility for Ontario with Disabilities Act (AODA) including all reports and data entry forms.

The following reports are included "out of the box" with TownSquare:

- *Compliance Report*
- *Audit and Trust Report*
- *Data Protection Report*

TownSquare also allows for generalized usage reporting, such as:

- *Management and performance reporting – general statistical b) Auditing*
- *QA reports (e.g., metadata completeness)*
- *Users, groups*
- *User access*
- *Content access*
- *Operations and activities performed*
- *Records dispositions occurred and scheduled*
- *Destructions*
- *Workflows, tasks, and activities*
- *Audit trails and audit reports for all transactions*
- *Content duplicates*

TownSquare provides 'simple' search functionality, i.e., a one box search term entry that searches all administrator-defined content and metadata fields and a user-friendly search function that allows contents to be identified and retrieved by drilling down/navigating through a classification hierarchy. "Advanced" search functionality which includes several controls to fine-tune search results:

- *Full text search*
- *Text and field*
- *Keywords*
- *Metadata (e.g., author, TOMRMS code, create date)*
- *Content Type / Format*
- *Wildcard*

Importantly, TownSquare provides users with the ability to apply search refinements within a previous search result, quick view search results (without a viewer), save custom search and custom reports and preview them before printing it or exporting to a spreadsheet.

TownSquare also provides users with the ability to save custom views that allow them to re-organize the structure of contents from separate physical locations into a single view. User can construct either dynamically updated views with saved filters or nondynamic views where user can add (tag / bookmark) contents individually.

TownSquare includes the ability to execute online analytical processing (although not included in-scope for this proposal). To do this TownSquare leverages M365's Power BI application, a business analytics service for analyzing and visualizing data.

4.4.4. WORKFLOW

As mentioned previously, TownSquare includes native M365 functionality, from within client applications / Office Solutions, to automate business processes (although not included in-scope for this proposal). To do this TownSquare leverages M365's Power Platform, which is included with the Participating Organization E3 licensing, and is a collective term covering three Microsoft products: Power BI, PowerApps and Power Automate.

TownSquare includes a pre-built workflow for the approval of the disposition of records. The workflow can be implemented with multiple phases, where the previous phases receive approval before moving to the next phase. Using this workflow, records are only deleted after receiving final approval.

TownSquare has ability to automate business processes and structure activities / tasks that must be completed end-to-end using Power Automate. Customized workflows can be designed to handle end-to-end sequential and/or parallel business processes and the solution can also handle conditional process workflows, where the direction of a workflow is determined by user input or system data.

TownSquare includes workflow management features and functionality including the ability to notify relevant parties (action owner, supervisor) of task allocation, task performance and overdue tasks; the ability to review and digitally approve contents (using pre-defined and user-defined workflows) and audit workflow processes.

Although not included in-scope for this proposal, it is important to note that TownSquare can also apply digital signatures and/or digital stamps to contents in the solution or as part of an approval workflow process. This is typically done using a third-party add-in.

Finally, TownSquare can filter content by status progress (e.g., "active" planning applications, "outstanding" property standards complaints, "open" building permit) and metadata elements such as municipal address using Views within SharePoint. Views allow users to customize the way information in a list or library is grouped, displayed, sorted, and filtered.

4.4.5. INFORMATION TECHNOLOGY SECURITY

TownSquare leverages Microsoft 365 Security. The M365 cloud infrastructure and offerings meet a broad set of international and industry-specific compliance standards, such as ISO/IEC 27001, HIPAA, FedRAMP, and SOC. Rigorous, third-party audits verify our adherence to the strict security controls these standards mandate. Audit reports for the datacenter infrastructure and cloud offerings are available at the Microsoft Service Trust Portal. As a result, the most highly regulated Organization in the world trust the Microsoft cloud, which is compliant with more certifications than any other cloud service provider.

TownSquare is accessible over HTTPS with a valid digital certificate from a reputable third-party certificate provider and not accessible over unencrypted HTTP.

At the interface with the public network, TownSquare uses special-purpose security devices for firewall, network address translation, and IP filtering functions. TownSquare also uses global equal-cost multi-path (ECMP) routing. Global ECMP routing is a network framework to ensure that there are multiple global paths to reach a service. With multiple paths to each service, DoS attacks are limited to the region from which the attack originates. Other regions should be unaffected by the attack, as end users would use other paths to reach the service in those regions. TownSquare also has internal DoS correlation and detection systems that use flow data, performance metrics, and other information to rapidly detect DoS attacks and uses a distributed denial-of-service (DDoS) defense system built into Microsoft Azure's continuous monitoring and penetration-testing processes. The Azure DDoS defense system is designed not only to withstand external attacks, but also attacks from other Azure tenants. Azure uses standard detection and mitigation techniques such as SYN cookies, rate limiting, and connection limits to protect against DDoS attacks.

TownSquare includes protection mechanisms to prevent malware from being introduced into Microsoft 365 by a client or by a Microsoft 365 server. The use of anti-malware software is a principal mechanism for protection of TownSquare assets from malicious software. Anti-malware software provides both preventive and detective control over malicious software. Each anti-malware solution in place tracks the version of the software and what signatures are running. The automatic download and application of signature updates at least daily from the vendor's virus definition site is centrally managed by the appropriate anti-malware tool for each service team. The following functions are centrally managed by the appropriate anti-malware tool on each endpoint for each service team:

- *Automatic scans of the environment*
- *Periodic scans of the file system (at least weekly)*
- *Real-time scans of files as they are downloaded, opened, or executed*
- *Automatic download and application of signature updates at least daily from the vendor's virus definition site*
- *Alerting, cleaning, and mitigation of detected malware*

The platform is continuously monitored and explicitly tested for weaknesses and vulnerabilities, including monitoring for intrusion, permission violation attempts, and resource starvation. It is also continuously monitored for inappropriate resource utilization, which if detected, triggers built-in throttling. TownSquare has internal monitoring systems that continuously monitor for any failure and drive automated recovery when failure is detected. TownSquare also analyzes deviations in service behavior and initiates self-healing processes that are built into the system.

Additional Security items of interest include:

- *Vulnerabilities are addressed through live patching and updates.*
- *Microsoft reports that there haven't been any security breaches in the past 2 years.*
- *Encryption at rest includes two components: BitLocker disk-level encryption and per-file encryption of customer content. Every step of this encryption uses Advanced Encryption Standard (AES) with 256-bit keys and is Federal Information Processing Standard (FIPS) 140-2 compliant.*
- *Client communication to TownSquare services across the Internet uses SSL/TLS connections. All SSL connections are established using 2048-bit keys.*
- *TownSquare is compatible with Windows Defender and Sophos EndPoint protection antivirus installed on client machines.*
- *TownSquare administrative privileges are not required to operate the software (from client machine).*

4.4.6. IDENTITY

TownSquare supports federated authentication with Microsoft Active Directory Domain Services running on a Participating Organization server or with Azure AD. Any user accounts that are not integrated with Microsoft Active Directory on-premises, allow for the configuration and enforcement of password and account lockout policies built-in online.

4.4.7. ACCESS CONTROL

TownSquare supports access control by leveraging multiple pre-defined user security roles. This approach enforces the principles of least privileged has least access and provides access roles to match the Participating Organization job descriptions/responsibilities. Relevant details of TownSquare's Access Control include:

- *Security can be applied at a high level (Site) or at a very granular level (item/object) using groups and/or roles.*
- *Authorization can be applied to the user, the content, and metadata hierarchy at the time of their creation, which can be modified on an ad hoc or global basis by Administrators, as required.*
- *Users with owner or administrative level permissions can assign and revoke security roles/permissions to/from users.*
- *Townsquare can relate content security authorization and system function to user authorization to ensure appropriate content security is maintained.*
- *TownSquare allows global administrators to access currently logged on users, determine their usage statistics, and log users out of the system when required.*
- *All search results are security trimmed.*
- *Users and administrators only see the content which they are allowed to always see.*

- *Townsquare can restore contents, folders, libraries, and site collections.*
- *The solution is very efficient in handling security. An employee changing groups / roles can automatically trigger a change in permissions and access rights.*

4.4.8. AUDITING

TownSquare creates audit logs automatically by default. Everything a user does is audited: logins, password changes, anything related to documents and records, where the user navigated, and more. They are kept for a total of 90 days for the users with M365 E3 licenses and 1 year for users with M365 E5 licenses. The logs are stored in the Microsoft Purview and cannot be edited or tampered. Global admins and users with the Log Viewer role can view the logs in the Purview. Logs can be exported to a CSV for analysis.

Audit logs can be pulled by a centralized logging server by connecting to the Graph API and getting the logs from the Purview. The audit log traffic is encrypted using TLS 1.2 or 1.3.

Townsquare includes alerts for unusual activity. Additional alerts, with push notifications, can be created by administrators to monitor unusual activity or security concerns as required.

4.4.9. DATA SOVEREIGNTY AND STORAGE

All TownSquare data, including backups is stored in Canadian datacentres located in Toronto and Geo-replicated in Quebec Participating Organization. Participating Organization data would be stored for as long as the Participating Organization maintains their Microsoft subscription licenses.

TownSquare would allow the Participating Organization to benefit from a single repository for records/data/content, that would be owned by the Participating Organization and not subject to resell and data mining. Moreover, M365 provides strong measures to help protect the Participating Organization data from inappropriate access or use by unauthorized persons. This includes restricting access by Microsoft personnel and subcontractors, and carefully defining requirements for responding to government requests for customer data.

Historical data may be retained indefinitely within Townsquare. That said, content destruction is commonly authorized by a Participating Organization official in the Purview and scheduled in accordance with the Participating Organization TOMRMS retention schedule.

Leveraging the M365 platform, TownSquare implementations are backed up every 12 hours by Microsoft and are kept for 7 days. That said, TownSquare has a recycle bin that holds data for up to 93 days after deletion.

TownSquare implementations do not provide StoneShare nor Microsoft access to the PARTICIPATING Organization data. Microsoft automates most Microsoft 365 operations while intentionally limiting its own access to customer data. This helps them manage Microsoft 365 at scale and address the risks of internal threats to customer data. By default, Microsoft engineers have no standing administrative privileges and no standing access to customer data in Microsoft 365.

4.4.10. MAINTENANCE AND SUPPORT

Because TownSquare is not additional licensed software but rather a pre-configuration of native M365 functionality, support for the platform would be handled through the Participating Organization existing Microsoft 365 Support offering. Microsoft provides world-class support for its products with the following features:

- *Guaranteed 99.9% uptime, financially backed service-level agreement (SLA).*
- *Built in Service Health Dashboard to view current and past issues*
- *Planned Maintenance Schedule*
- *Web and email support options*
- *Microsoft 365 community blogs, useful content, and knowledgeable experts to answer questions.*

The Service Levels. Including uptime commitments, exclusions, reporting, maintenance time periods, and monitoring are covered in Appendix A of this proposal.

The Microsoft 365 roadmap for the software can be found at <https://www.microsoft.com/en-ca/microsoft-365/roadmap?filters=> and provides a wealth of information about the future direction of the Participating Organization licensed software.

If the Participating Organization were to join the Microsoft Office Insider program, it would get preview builds for the latest features, security updates, and performance fixes that Microsoft releases before anyone else. These channels determine how often, and how early, you get Office Insider updates. For Windows, Mac, and Android, there are two tracks: Beta Channel and Current Channel (Preview). For Office Insider for iOS, there is only one track: Beta Channel. When new features and updates are distributed, the timeline is often like this:

- *Insiders who have signed up for Beta Channel on Windows, Mac, Android, or iOS, will receive the earliest, preview build first. This track is for Insiders who feel comfortable with using unsupported builds and will help identify issues and provide valuable feedback to Microsoft.*
- *Next, Insiders who have joined Current Channel (Preview) on Windows, Mac, or Android, get access to preview builds. These preview builds differ, in that they are fully supported by Microsoft. This means there's minimal risk and your feedback will be used to tweak and improve the final Office update.*
- *The remaining Microsoft 365 users get updates a little later, typically one to three weeks after Office Insiders, or possibly longer. When they're released, these updates are sent to a small*

percentage of users first, and then more users are added over time until all Office subscribers are updated.

When new features are available, they will download automatically if you have Office for Windows. If automatic update is not turned on, you can Install Office updates manually. There is no downtime for users for any new features that are in M365. The only downtime is during the regular updates of the office programs.

Microsoft will announce all breach of services on their Admin Center's Service Health Portal. You can request service-level agreement (SLA) credits from Microsoft if a service breaches its agreement. SLA credits from Microsoft are determined based on which service(s) were impacted. For example, if there is a SharePoint outage, the SLA credit is approved only for SharePoint and not the customer's entire M365 plan.

During the implementation of TownSquare the Participating Organization IT department will be expected to provide StoneShare with administrator access and privileges to the Participating Organization M365 tenant for the purposes of configuration and migration. Post-Implementation TownSquare is expected to be primarily supported by the Participating Organization IT staff with support from StoneShare and Microsoft as required.

M365 offers Participating Organization Administrators the ability to provide feedback through designated administration portals. The feedback is directly sent to the product teams which are in the Pacific time zone.

4.4.11. CONTENT

While TownSquare leverages many "apps" within M365 the most significant is SharePoint Online. Widely regarded as the worlds most popular collaboration and content management system, its estimated 80% of Fortune 500 companies reportedly use SharePoint today for document management. Leveraging SharePoint's native capabilities TownSquare:

- Allows collaboration on digital contents within the Participating Organization and with external agents*
- Provides a method to notify content owners of updates or alterations to their content*
- Supports multi-user editing of content in real time, with people inside and outside the Participating Organization*
- Tracks changes and comments, and locks non-draft content from further changes*
- Provides the ability to check out and check in content according to the user's security and profile rights, and control (or restrict) the creation of new versions of a content while the content is checked out*
- Provides the ability to notify all collaborators when a new version of a content is checked-in*
- Provides the ability to lock a content so other users cannot make changes to it*

- *Provides authenticated Extranet-like access to contents separated and organized into a hierarchical structure, such as departments, teams, projects, or groups*
- *Provides, maintains, and manages version history and version control for all content*
- *Provides the ability to easily identify the current version of content*
- *Provides the ability to retain and view previous versions of content under development (this supports the ability to revert to a prior version if/when necessary)*
- *Provides the ability to share user specified content (which may be large, e.g., 1000's MB) with external agent(s) by providing an e-mail link to the content. The user can also define access controls and set the content to auto-delete after a defined time within the limits of possible thresholds for external access as specified by the administrator*
- *Provides the ability to 'drag and drop' import e-mail messages and attachments into the system*
- *Provides the ability to e-mail content or a link to a content directly from the system*
- *Provides the ability to set an expiring link for a shared content that is shared internally or with an external agent*
- *Provides the ability to 'drag and drop' content from a desktop (e.g., Windows File Explorer) to the system*
- *Provides the ability to automatically capture content and metadata acquired directly from an authoring application or an operating system, or metadata generated by the system*
- *Provides the ability to upload (and categorize) bulk contents into the system via 'drag and drop' or an upload interface*
- *Provides the ability to restrict bulk import / upload rights to specified users or groups / roles*
- *Provides the ability to restrict bulk import / upload rights to specified content types / formats*
- *Provides both real time progress and detailed bulk loading logs indicating:*
 - a) *A list of content that has been successfully loaded with appropriate metadata*
 - b) *A list of content that has not been loaded detailing errors encountered*
- *Generates a unique ID for each content ingested into the system*
- *Provides the ability to save content generated by a business system directly into the system*
- *Provides the ability for business systems to link to content in the system using a unique link*
- *Provides the ability to check for duplicate contents and notify the user that s/he is creating a duplicate content*
- *Provides the ability to maintain an audit log of content activities, access, edits, copies, and locations*
- *Handles 'objects' embedded in content and content linked to other content (e.g., a Word document with linked Excel spreadsheets)*
- *Provides the ability to link objects to other objects (e.g., link a photo to a complaint)*
- *Provides the ability to restrict contents to be printed*

- *Provides the ability to restrict contents to be downloaded*
- *Manages 'born digital' content and content resulting from the digitization or scanning of paper content*
- *Provides for the storage of any current or future content type / format (as defined by Participating Organization)*
- *Ability to manage images (photos, scans, bitmaps, etc.)*
- *Ability to manage videos*
- *Ability to play, pause, and stop digital media content, such as video and audio online.*

Leveraging native OneDrive Sync functionality TownSquare:

- *Provides a local "Print to system" driver, enabling any application on a Windows computer to upload contents to the system from the application's print function*
- *Provides a local "Send to system" driver, enabling any application on a Windows computer to upload contents to the system from the application's scan function*

Leveraging native Power Automate functionality TownSquare can (although not included in scope):

- *Provide the ability to monitor a local file folder on a Windows computer to automatically import contents*

Leveraging and API to an external website TownSquare can (although not included in scope):

- *Provide the ability to publish content to be downloaded by the public or purchased and downloaded by public*

4.4.12. ORGANIZATION AND INDEXING

TownSquare provides the following Organization and Indexing capabilities:

- *Can make a clear and obvious distinction between digital documents and digital records*
- *Can allow users to transfer between the document management and records management environment to register a digital document as a digital record*
- *Can provide the ability to declare a record manually or automatically*
- *Can provide the ability to declare a record on an existing WIP content by applying a final version declaration, thus eliminating the need to create a new version of the content to be identified as the final version*

- *Provides the ability to handle grouping concepts such as libraries, folders, classes, sub-and sub-classes*
- *Provides the ability to categorize content against a (hierarchical) Records Classification Scheme*
- *Provides the ability to handle re-structuring or reorganization of the Records Classification Scheme*
- *Provides the ability to automatically ingest and classify content based on defined business rules*
- *Provides the ability to apply security classification (confidential, public, etc.) and suitable security / access control to a content*
- *Provides the ability to identify or flag personal information banks (PIBs) and objects containing personally identifiable information (PII) such as credit card numbers or social insurance numbers*
- *Provides the ability to develop taxonomy, an enterprise business glossary for critical business operations, critical document types, and standard naming conventions.*
- *Provides the ability to identify content prepared by external parties which require release consent to be provided to the public in response to an access / FOI request*
- *Provides the ability to identify vital records*
- *Provides the ability to differentiate metadata elements based on content type / format*
- *Provides the ability to define mandatory and optional metadata*
- *Provides the ability to clearly distinguish mandatory and optional metadata fields to users*
- *Provides metadata fields that support, but are not limited to, the following data types / structures:*
 - a) Alphanumeric*
 - b) Text*
 - c) Numeric*
 - d) List of values (including lookup values)*
 - e) Date(s)*
 - f) Boolean*
 - g) Integer / count and calculate*
 - h) Cascading i.e., hierarchical relationship where the value selected in the parent determines the value display in the child*
- *Provides metadata fields that can be computed by the system (e.g., calculate age from record date for records management)*
- *Provides data validation on metadata field type (e.g., enforce appropriate alphanumeric entry or numeric entry consistent with allowable values for the field type)*
- *Provides the ability to apply bulk metadata modifications / updates for all metadata defined in the system on contents using multiple methods such as individual content or based on workflow / lifecycle state actions*

- *Provides for changes made to metadata values on content at any point of their lifecycle are maintained through until final disposition of the content unless the occurrence of a lifecycle event requires that metadata values be replaced and updated and is captured via the audit log*
- *Provides the ability to view a content in preview mode, while indexing the object*
- *Provides the ability to see index information alongside a preview of a content*
- *Provides the ability to auto-capture standard metadata fields such as created date, created by, and modified date, as well as user, dept, division, and other authentication (AD-aware) defined indexes*
- *Provides automated metadata collection based on content type / format (e.g., EXIF Exchangeable Image File Format) for images and file properties for Word documents)*
- *Provides the ability to use geo / location as an index value*
- *Provides the ability to batch import and tag metadata for rapid, semi-automatic indexing*
- *Provides the ability to handle nested lists in metadata*
- *Provides the ability to test for and reject invalid data during data capture and entry (data validation rules are configurable by the system administrator)*
- *Provides the ability to run batch updates on content attributes / metadata*
- *Automatically generates organizational structures (folders / metadata / content sets) from templates to simplify the creation of organization structures for a project or function on annual or as-needed basis*
- *Creates, filters and searches for content-by-content date (content create date), not the date when the content was uploaded to the system*
- *Can enable selection of metadata, using picklists which are sorted and filtered by relevance to the user / role or recommended based on the content's automatically detected content type / format*
- *Develops the records and document classification based on TOMRMS for records classification, retention, disposition, and security classification*
- *Provides the ability to interface with external database data sources to define metadata indexes, and manage and maintain pop-up or pull-down menus (based on lookup tables) and pick lists to assist in the entry of metadata*
- *Can provide metadata choices in picklists, including descriptions of the choices to minimize user effort when selecting appropriate and required metadata (e.g., detailed definition of TOMRMS classifications)*
- *Provides the ability to integrate with business systems to ingest metadata into the system when saving a content*

4.4.13. RETENTION

TownSquare provides the following Retention capabilities:

- *Provides the ability to automatically delete non-archival electronic content at the end of their approved retention periods*
- *Provides the ability to define a disposition workflow in which records (paper and electronic) eligible for disposition are identified for review rather than being automatically deleted at the end of their approved retention periods. The workflow includes the documentation of a request for, circumstances of, and approval of a request to extend a record's disposition date for a business or other purpose.*
- *Provides the ability to restrict access to disposition capabilities to System Administrators and RM professionals*
- *Provides the ability to identify and preserve contents subject to a legal (records) hold. A hold will suspend disposition until it is lifted / rescinded.*
- *Provides the ability to identify or flag archival records and records subject to archival review*
- *Provides the ability to document when and how content were disposed of and on whose authority (disposition authority preferably captured via electronic signature or digital stamp)*
- *Provides the ability to document the request for, circumstances of, and approval of a request to extend the retention of content*
- *Supports digital shredding (i.e., immediate, and permanent destruction of contents and metadata, with no shadows or copies left in trash, recycling, or recovery functions)*
- *Provides the ability to handle and manage deletions, using a recycle bin and permanent deletion options, and provide an audit trail of deletions*
- *Provides the ability to apply a retention rule (i.e., a retention period) to each content group or series (paper and digital)*
- *Provides the ability to group content in a case and apply a retention rule to the group (case)*
- *Provides the ability to handle two types of retention periods: date and event-based*
 - a) *Date retention period example: Keep for 2 years from creation date*
 - b) *Event-based retention period example: Keep for 2 years after completion of the project.*
- *Provides the ability to globally update and recalculate disposition dates for all affected content whenever the records retention schedule is updated*
- *Provides the ability to record citations to statutes / regulations governing the retention of contents*
- *Provides for the ability to Implement policies for information retention, protection, and auditing of records and documents.*

4.4.14. ACCESSIBILITY AND USER INTERFACE

TownSquare provides the following accessibility and user interface capabilities:

- *Provides a modern, user-friendly interface that includes familiar user interface conventions such as ribbon, toolbars, and tabs*
- *Fully integrated with Microsoft 365 (Office 365) E-mail and Application Suite for the creation of new contents (within the client application), searching and indexing*
- *Fully interoperable with other general-purpose business productivity applications which are widely used*
- *Provides a built-in viewer that allows for the rendering of many different content types/formats (such as MS Office, PDFs, CAD, e-mails) in a single interface without requiring local installation and while providing thumbnail preview and zooming functionality*
- *Sorts and filters based on column headers*
- *Provides easy to use, built-in help functionality that is contextual to the task being performed and to the access available to the specific user/role who is accessing the help*
- *Ability to save user preferences across sessions*
- *Ability to personalize the user interface (favourites, pinned items, etc.)*

4.4.15. PERFORMANCE

TownSquare provides the following performance capabilities:

- *TownSquare provides scalability to support the following: - 1000's of simultaneous users (external and internal), tens of thousands of retrievals per day, 1000's of contents ingested per day, Millions of contents stored.*
- *As TownSquare is built upon M365, it provides a system response time of less than 3 seconds for 95% of system requests and less than 5 seconds for 95% of system reports.*

4.5. SOLUTION DIFFERENTIATION

Although StoneShare truly believes that we are innovative in and of ourselves, we have highlighted seven (7) important, innovative, and value-added benefits that will accrue to the Participating Organization:

1. StoneShare's proposed approach allows the Participating Organization to leverage its recent investment in Microsoft 365 and DOES NOT require the purchase of additional 3rd party software.

2. To our knowledge, TownSquire is the only Records Management solution that comes pre-configured with an Information Architecture built specifically for Municipal Government.
3. TownSquare will provide the Participating Organization with process improvements and efficiencies related to BOTH Collaboration (Document Management) and Compliance (Records Management). Many competing products are only focused one aspect or the other.
4. TownSquare includes pre-configured Records Management Labels for TOMRMS.
5. TownSquare includes implementation accelerators including a well documented Implementation Methodology; pre-configured Municipal Information Architecture; pre-defined Solution Architectures for small, medium, and large Municipal Governments; and includes Test Plans, standardized Test Cases and dedicated Training materials for Records Managers, System Administrators, and end-users. Combined, these elements help significantly reduce the costs while mitigating risks commonly associated with implementing projects of this nature.
6. Our innovative Onboarding Process is focused on fostering adoption within the user community by providing users with ample time - in advance of Go Live - to see and use the solution and provide feedback, eliminating costly changes in the project's direction.
7. TownSquare has been used by 35+ Canadian Municipalities to accelerate and de-risk their RMS implementation projects.

5. PROJECT METHODOLOGY, APPROACH & STRATEGY

5.1. HIGH-LEVEL ASSUMPTIONS

In preparing our proposal StoneShare has made the following high-level assumptions:

- The Participating Organization's have sufficient E3 licenses to implement the proposed RMS solution
- The Participating Organization's have or are willing to procure at least 1 E5 license each.
- The Participating Organization's have or are willing to install the Microsoft 365 version of the Office Applications (Outlook, Word, Excel, PowerPoint)
- The Participating Organization's have or are willing to install/enable the OneDrive Sync Client on user desktops.
- Each Participating Organization's Pilot Group will not exceed 10 Core.
- Each Pilot Group will be comprised of users from the same department.
- Each Participating Organization's Pilot document migration will not exceed 40,000 documents.

5.2. PROPOSED IMPLEMENTATION METHODOLOGY

Central to StoneShare’s Project Methodology is a well-defined Project Management Framework (PMF) that consists of a set of best practices, procedures and templates that provide a consistent and repeatable approach to Project Management and associated communications to Participating Organization Stakeholders. This approach was developed to align with best practices as outlined by the Project Management Body of Knowledge (PMBOK®). Our approach has been broadly applied on more than 300 SharePoint Projects and incorporates the major tenets of Agile into an iterative process that provides for effective collaboration between team members. ***At its core, our methodology is premised on a best-practice principle that favors technology configuration over customization and leverages proven processes, best-practice documentation and pre-configured technology accelerators designed to dramatically reduce Project durations and risk, while greatly improving knowledge transfer and user adoption.***

Fundamentally, our PMF is comprised of two (2) core elements. They are 1) Approach to Managing the Work; and 2) Approach to Performing the Work. Both strategies work together via a well-defined set of best-practices, procedures and templates that provide a consistent and repeatable approach to delivery by establishing processes for the identification of clear goals and objectives, rapid issue resolution, tight scope and change control, and robust quality management.

5.2.1. APPROACH TO MANAGING THE WORK

To achieve outstanding results, StoneShare employs a high-touch service model where regular communication plays an essential role in ensuring the success of our projects. Our approach to solutions delivery, through every step of our process, is to provide high quality resources, that produce high quality deliverables, to exceed our customer’s expectations.

The first step to facilitating smooth communications is to provide our customers with a Single Point of Contact; this person is always a PMP-Certified Project Manager who possesses previous experience with the customer industry, technologies and tools, and the expertise required to successfully manage projects of the size and scope required, as demonstrated via their successful completion of past StoneShare-projects of similar size and scope. The Project Manager is responsible for managing all communications and will spend significant time, early in the relationship, to establish a communication cadence so that all the Participating Organization business objectives stay top of mind, and to ensure – well in advance – that StoneShare is prepared for each task and deliverable. The Project Manager will manage the day-to-day delivery of the project and is the primary contact for all activities related to issue and issue escalation, risks and risk mitigation, deliverables, scheduling, and any other tasking requiring direct contact between StoneShare and the Participating Organization.

To support the Project Manager, StoneShare assigns a Senior Executive to provide leadership, direction, and oversight. For this project, StoneShare has assigned our Vice President, Erik Mercier. This leader possesses extensive industry experience and expertise and is empowered by StoneShare to make all decisions that are necessary to effectively resolve any issues that may arise.

StoneShare's PMP-Certified Project Manager will expertly govern the following activities:

Project Organization	Establish a project team of resources that will address all aspects of the project scope and produce the required deliverables.
Project Tracking	Track the overall progress of the project according to the Project Plan and Project Schedule, ensuring that regular Status Reports are provided.
Project Communication	Verify that regular cross-team communications are available to the broader stakeholder community.
Risk Management	Regularly analyze project risks and establish processes and procedures to prevent or manage these risks.
Issue Management	Establish procedures and processes for capturing, escalating, and resolving the various types of project issues, should they arise.
Change Control	Identify when change control procedures and processes should be implemented during the project life cycle.

PROJECT MANAGEMENT PLAN (THE PLAN)

StoneShare provides a Project Management Plan (the Plan) at the beginning of each project (as a no-cost value-add which is not to be considered a formal deliverable). The Plan is a document that is used to manage project execution. It contains specific information pertaining to the management of the Electronic Records Management (ERM) project, and documents the activities necessary to define, prepare, integrate, and coordinate the various planning activities. The Plan also defines how the project is executed, monitored, controlled, and closed. The overall objective of the Plan is to provide in-depth reference material that serves to expand on, and clarify, the tools, methodology, and processes that StoneShare utilizes to successfully execute on and deliver an ERM project.

MS PROJECT PLAN AND PROJECT SCHEDULE

StoneShare creates a fully customized MS Project Plan that will provide the Participating Organization with a realistic short, medium, and long-term plan for the execution of the RMS project to meet the stated requirements for the foreseeable future. The MS Project Plan serves to identify the required resources, tasks, and associated timelines, to achieve the Participating Organization Project Objectives. The MS Project Plan includes dates and milestones to transition the Participating Organization to the modernized

platform, including training of all required staff. The MS Project Plan is maintained and updated by the StoneShare Project Manager as required.

StoneShare creates a Project Schedule that provides the Participating Organization with the approach for meeting project milestones, activities, and deliverables, and includes the intended start and end dates for major milestones and tasks. The Project Schedule is informed by the Critical Path which is delivered as an output of the MS Project Plan and will be maintained or updated by the StoneShare Project Manager as required.

PROJECT REPOSITORY SITE

StoneShare uses SharePoint every day. Not just for development but also to centralize and maintain project information, facilitate customer communications, enhance collaboration, and automate management processes for our projects. For each engagement StoneShare creates a secure site, for StoneShare and customer staff, to centralize communications and house all project information (contacts, calendars, status reports, documents, deliverables, risk and issue logs, checklists, dashboards etc.); automate project processes such as deliverable approvals; and provide a formal mechanism for the Participating Organization to provide feedback on document deliverables.

The Project Repository Site encourages stakeholder engagement, provides a foundation for enhanced project management, and most importantly provides both high-level and detailed views of the project health through a dashboard view of project tasks. Throughout the project, StoneShare maintains the Project Repository Site daily to ensure that Participating Organization stakeholders have on-demand access to vital project and status information 24/7.

STATUS MEETINGS

Status Meetings serve several purposes namely to track the overall status of the project. StoneShare commits to facilitating regular Status Meetings on a frequency to be mutually agreed upon after contract award. Typically, StoneShare recommends a minimum of one (1) Status Meeting per week which is limited to one (1) hour. During these meetings the project team will discuss current and upcoming deliverables, highlight any current risks and issues, and identify and review the status of action items.

StoneShare prepares for Status Meetings by conducting a detailed review of each of the tasks due to be completed within the following weeks, which generates questions and provides insight on the project's pressure points that need to be covered; identifying the bottlenecks and developing options to present for their elimination; preparing an agenda and list of key points to discuss with the entire team or a specific individual. The agenda is distributed in advance to the Participating Organization Project Manager for review prior to the meeting taking place.

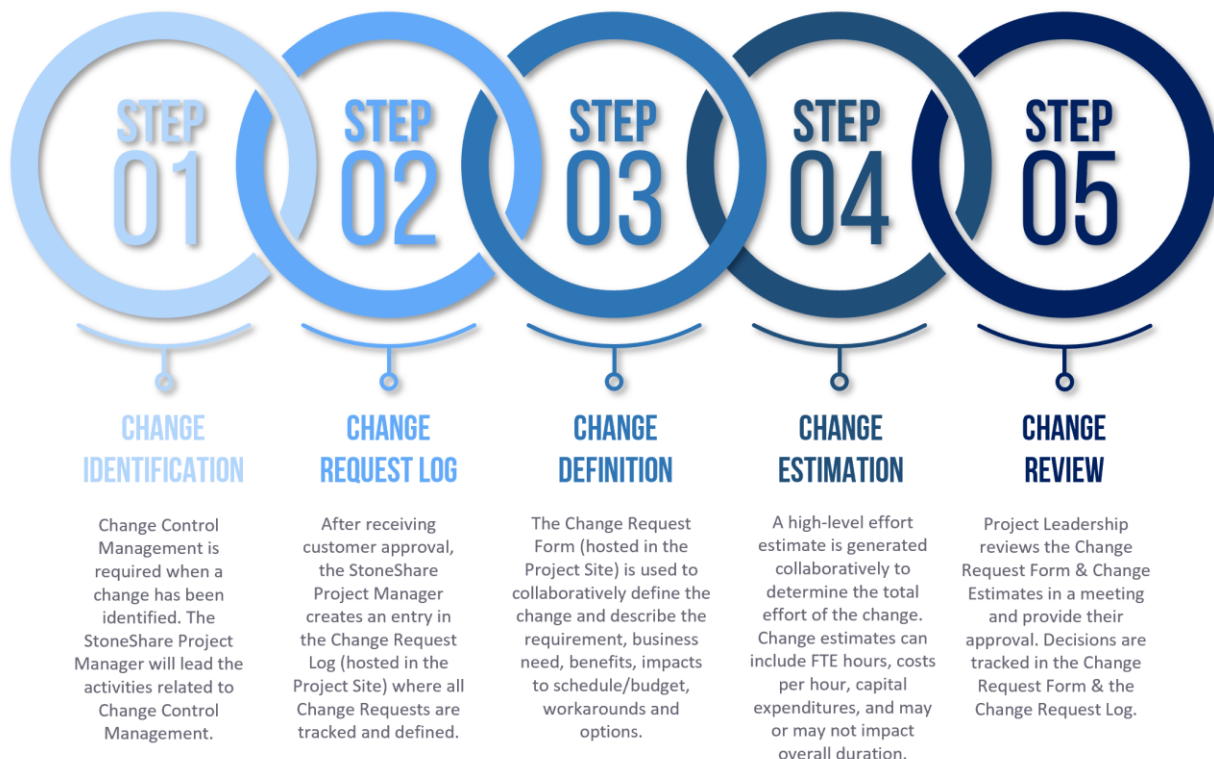
PROJECT REPORTING

On a scheduled basis, project progress will be reviewed with project Stakeholders in regularly scheduled Project Status Meetings to be held remotely. Once the Status Meeting has been completed for the week, StoneShare will produce a single Project Status Report and post it to the Project Repository Site for review. Reporting will reveal any relevant detail that either “does” or “has” the potential to impact the progress of the project.

Best Practice: On request, StoneShare can provide Executive Reports to the Project Sponsor, the Project Team, and StoneShare’s Senior Management Team. The Executive Report can be a round-up of the key items reported on in the Project Status Reports for any given time; provides a percentage of project completion; budget spent; resource utilizations; significant risks; issues requiring escalation; and relevant recommendations.

CHANGE MANAGEMENT

Effective Change Management is a fundamental part of our Project Management Methodology. At the beginning of the project, we ensure that the Project Objectives and Project Deliverables are clearly documented, and that Resource Management and Roles and Responsibilities are clearly understood and accepted. However, despite these practices, there are occasions when changes to scope are required. A sound process for Change Management enables all ERM project participants to understand the impact of the change, the benefits, and risks of the change, and to allow for informed decision making. Below is the description of our 5-step change control process:



RISK MANAGEMENT

Risks are inherent in any project. Most Organization that contract with a Systems Integrator (SI) do so because SI's are skilled in, and experienced with, risk mitigation specific to the solutions they offer. An effective and experienced SI will identify risks that take into consideration the customer Organization's business, IT, legal, and records management to strike a balance between risk identification, risk mitigation, productivity, and cost. Ultimately, the chief mitigators of risk are knowledge and experience and this must be a key attribute of the vendor SI that is chosen by the Participating Organization. StoneShare has the knowledge of the technology, and the experience with the technology, to reduce risk. We also possess knowledgeable and experienced staff that are highly specialized in properly identifying, managing, and dealing with the risks related to document and records solutions so that adverse risk impact is minimized.

ISSUE MANAGEMENT

StoneShare believes that quality is best achieved through a flat organizational structure which ensures that issue identification, escalation and resolution are prompt. We stay very close to our customers at every level of our organization. Therefore, the process to identify issues and provide guidance and direction to the Service Delivery Team, or meet with a customer, is fast and reliable.



ISSUE ESCALATION

The Project Manager is responsible for managing the day-to-day activities with the Participating Organization and will invest a significant amount of time in managing the delivery of our resources as our business with the Participating Organization grows. StoneShare's Project Manager is highly skilled in building effective relationships with our customers, fostering continued loyalty by following three basic principles:

1. Communicate often.
2. Set clear expectations.
3. Be as transparent as possible.

With this level of commitment, our Project Manager is aware of potential issues as they arise and takes early action, often addressing and eliminating issues before they become serious.

What follows are steps that we will take to ensure that each issue is resolved to the complete satisfaction of the Participating Organization. Upon identification of an issue, the following approach to issue resolution is taken:

- For regular, day-to-day business, the dedicated Project Manager is the primary point of contact. The Project Manager will invest a significant portion of time servicing the customer, with that time increasing as our business with the customer grows. With this level of commitment, the Project Manager is aware of potential issues as they arise, and takes early action, often resulting in addressing and eliminating any issues before they become serious.
- If an issue requiring resolution does arise, the Project Manager will make every effort to resolve the issue immediately. The Project Manager is empowered to make decisions without the need for escalation; particularly those related to contracts. The Project Manager has the authority to take whatever steps are necessary to resolve the issue.
- Depending upon the situation, the Project Manager may escalate the issue to Erik Mercier, who has full authority to make any decision on behalf of the organization. The Participating Organization are free to contact our CEO directly at any time, if the Participating Organization feels that the issue is sufficiently serious to take that route. For issues involving Invoicing or Billing, we will involve our Finance and Accounting department with the CEO empowered to achieve the ultimate resolution.
- All issues that are reported are tracked in the Project Repository Site. This is an integral part of ensuring transparency throughout the delivery lifecycle. All issues are tracked with a view of understanding why the issue has occurred, and whether there is a change that StoneShare can apply within our firm (be it process or otherwise) that could prevent a similar issue from occurring in the future. Members of the Management Team track all issues until they are appropriately resolved.

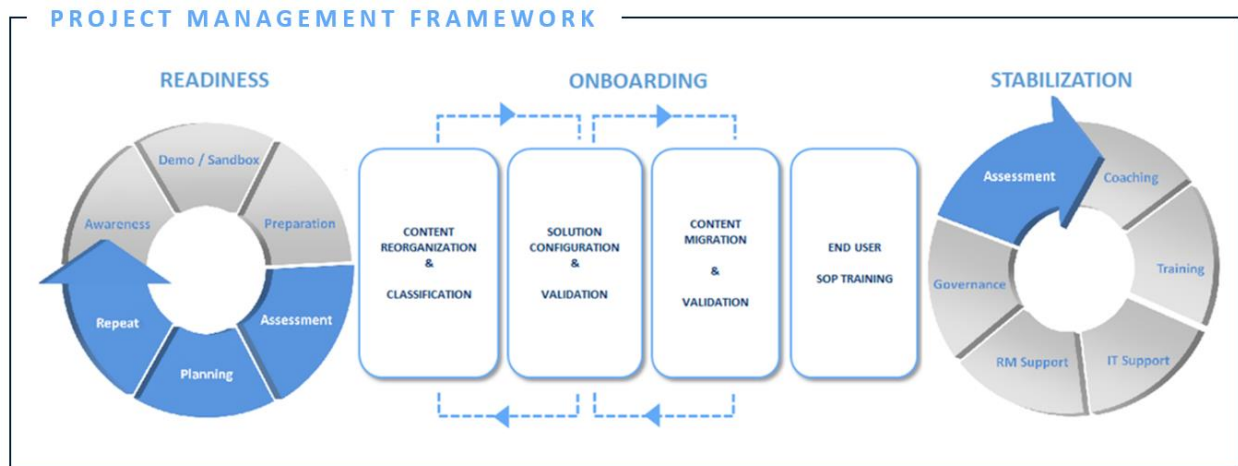
5.2.2. APPROACH TO PERFORMING THE WORK

The following illustrates StoneShare's **standard methodology** for executing SharePoint-based RMS projects. StoneShare has provided our proposed approach in the form of a Project Activity Table that lists the deliverables, assumptions and constraints that are in-scope for the Participating Organization project.

IMPLEMENTATION APPROACH

The following graphic is a high-level visual representation of StoneShare's three phased *RMS Implementation Process* that acknowledges the importance of employee readiness and, as such, places an emphasis on Organizational Change Management throughout.

To summarize the graphic below, during the Readiness Phase dedicated staff are responsible for ensuring users properly prepared for a move to the RMS; during the repeatable Onboarding Phase dedicated staff are responsible for moving users and their content to the RMS; during the Stabilization Phase, dedicated staff are responsible for ensuring that the RMS is well managed and that users receive the necessary guidance and support to fully adopt the solution and use it efficiently for its intended purpose.



DETAILED PLANNING

Allocating time for detailed plans to be created or modified is crucial for the success of the RMS Project. During this step primary areas of planning include:

- Assembling a dedicated Project team.
- Organizational Change Management and Communications.
- Implementation and Content Migration.
- Training; and
- Support

READINESS PHASE (CHANGE MANAGEMENT FOCUS)

The Readiness Phase is intended to improve awareness and departmental preparedness while generating positive interest and engagement in the RMS. Structured communications, preparation workshops and ongoing support for preparation activities are used to address organizational change management concerns and ensure that departments are well-positioned, with the necessary knowledge and capability to transition through the repeatable Onboarding Phase with a high potential for success.

Key objectives of the Readiness Phase are:

- Secure Sponsors who understand how the RMS will benefit their staff and operations.
- Improve understanding of the need for change.
- Increase engagement in the Project.
- Increase employee comfort with an RMS implementation.

- Minimize resistance to RMS efforts and activities.
- Assist departments with formulating new ways of working in advance of Onboarding.
- Positively influence RMS adoption.

Pre-requisites to entering this Phase:

- A Project Team, including an actively engaged Sponsor, has been selected and Roles clearly defined and understood.
- Project Team training completed (where appropriate).
- Project Planning activities are complete.
- Initial Organization Change Management communications sent.
- Readiness meetings and workshops scheduled.

Criteria for exiting this Phase include:

- Final Assessment indicates a likelihood of successful onboarding.
- Leadership support to dedicate the required resources for onboarding activities.
- A clear understanding of the business problem the RMS is intended to solve for them.
- Sufficient motivation to participate fully in the onboarding process.
- Operating procedures that have been updated or formalized for using the RMS (if required).
- Content Experts are identified and understanding the content; and
- Content Clean-up has been completed.

AWARENESS AND DEMONSTRATIONS

Awareness includes activities designed to improve the overall awareness for the RMS Project and control the messaging around its benefits. Multiple approaches including websites, targeted communications and solution demonstrations should be used to outline the “what’s in it for me” for End Users and neutralize any known opposition to the RMS. Potential Awareness tasks can be found in the diagram below.



SAMPLE AWARENESS OPTIONS

- Communications Site;
- Communications (emails, print materials, video, etc.);
- Meetings / Presentations

Time allocated will vary based on level of capability. Level 1 capability groups will be provided with more time to than Level 3 capability groups.



SAMPLE DEMO OPTIONS

- "Road-show" Demonstration;
- Specific Feature Demo's / Videos; and
- Webinar's (live or recorded)

Rules must be established in advance and well communicated to prevent unsupported use of Sandbox environments for storing City Content.

PREPARATION

Preparation activities should be tailored to the differing needs of each Department with the time allotted for completion being proportionate to the degree of change required. The activities themselves should include training and workshops designed to increase understanding of RMS content management concepts and technologies with the goal of reaching a pre-defined level of readiness before onboarding.

Potential Preparation tasks can be found in the diagram below:



SAMPLE PREPARATION TASKS

- Content clean-up workshops;
- Content Driven (SOP) workshops;
- Information Architecture workshops;
- SharePoint Basic training; and

Time allocated will vary based on level of readiness. Level 1 groups will be provided with more time to complete than Level 3 readiness groups.

ASSESSMENTS

Detailed Assessments may be used to further validate readiness information previously collected and itemize the impact of operational changes associated with adopting the RMS. This activity is used to identify potential gaps and risks that will need to be addressed prior to onboarding. The assessments are the primary drivers in determining the Preparation activities for each group. Assessments are performed for each Department during the Readiness phase to:

- Identify where risks are likely to occur.
- Identify actions required to build commitment.
- Identify enablers and barriers to adoption.
- Identify and plan the awareness and preparation activities that are most needed; and
- Measure the effectiveness of Awareness and Preparation activities.



SAMPLE ASSESSMENT CRITERIA

- Assess the following:
 - SharePoint knowledge;
 - SharePoint buy-in and support;
 - Content Driven SOP changes;
 - Content Organization Changes;
 - Technology Changes

The results of Assessment are used to:

- Increase the willingness to adopt the RMS.
- Mitigate risks associated with onboarding.
- Provide input for training, preparation, and communications, as appropriate; and
- Confirm that a team has reached sufficient level of Readiness to be successful in the repeatable Onboarding Phase, or whether additional readiness activities should take place.

PLANNING

Additional Planning for targeted Readiness Tasks may be initiated if/when a Department Assessment indicates the need for additional effort prior to Onboarding. The Planning task should be executed on a case-by-case basis with Departments receiving additional Readiness activities tailored specifically to their needs.



SAMPLE PLANNING TASKS

- Customized workshops;
- Customized training;
- Assistance with Preparation tasks;
- Sponsor or Leadership intervention.

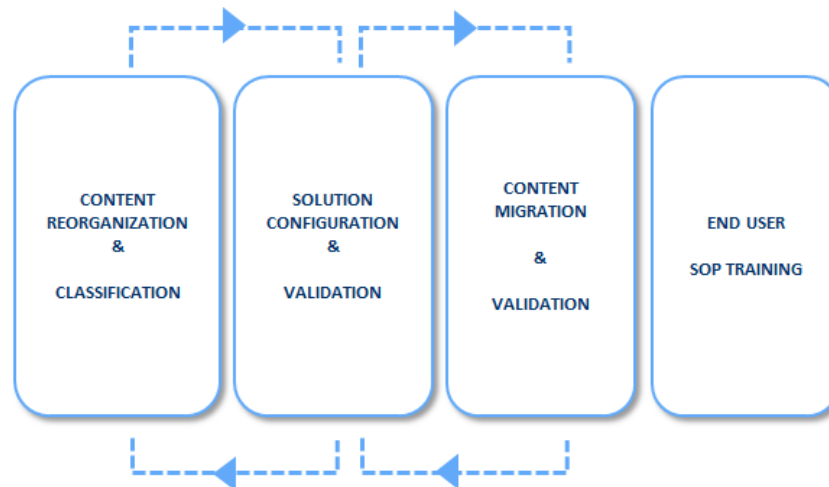
ONBOARDING PHASE (MAPPING & RE-ORGANIZATION FOCUS)

The Onboarding Phase is a repeatable phase that can be followed for each Department/Division in succession.

The Onboarding Phase leverages an iterative process designed to move users and their content to the RMS in a compressed and efficient manner that respects staff availability without sacrificing the effectiveness of the overall experience. Planned timelines for each Onboarding are influenced by four interrelated factors:

- Number of Documents and Records.
- Number of End Users in the Department.
- Number of content-driven Standard Operating Procedures (SOP's).
- The degree to which the Department File Share is currently structured.

The recommended Onboarding process is illustrated in the diagram below.



Key objectives of the Onboarding Phase are to:

- Migrate active documents into the RMS.
- Organize the documents according to SharePoint best practices for collaboration, document management and records management.
- Tailor the RMS to the Department's unique business enablement needs.
- Demonstrate to users how to apply their training in the context of their SharePoint site.

Pre-requisites to entering this Phase:

- Pre-defined readiness levels have been achieved.
- Leadership is committed to the onboarding schedule.
- Participants are motivated to dedicate time to Onboarding activities.
- Users have completed basic SharePoint training.
- Content Driven SOPs are well-understood by the Department.
- Content is cleaned up according to prescribed standards.
- A Baseline Information Architecture has been agreed to by Content Experts.
- User technical requirements for licenses, network, security, and equipment are met.

Requirements for exiting this Phase include:

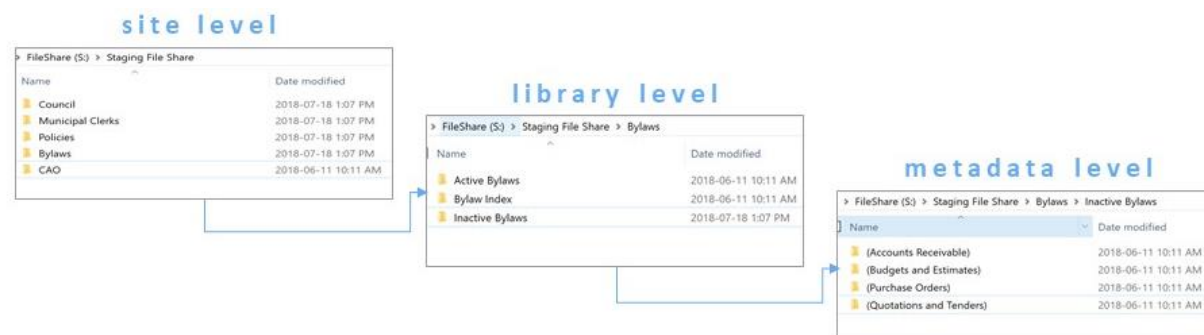
- Migration QA confirms that content has been successfully and correctly migrated into the RMS.
- Content Experts have validated the content is organized and structured as intended.

- Users validate that they can navigate their SharePoint sites and find and collaborate on content; and
- Users know how to access on-going support.

CONTENT REORGANIZATION

Content Reorganization Workshops are used to guide and assist users in the reorganization, classification, and movement of Active Content from previously unstructured repositories to the RMS. Content Reorganization workshops are a valuable step to ensuring that all content migrated to the RMS is organized in a manner that increases “findability” and collaboration.

To prepare for the Content Reorganization workshops, a temporary Staging File Share is created that reflects a Baseline Information Architecture for the Department and is used to reorganize, relocate, and manage documents until they are migrated to the RMS. Content Reorganization follows best practices. Below is an example of how folders are used represent sites, libraries, and metadata within a Staging File Share:



During this process the Baseline Information Architecture will evolve to become a final Information Architecture. At the end of Content Reorganization, the structure of the Staging File Share enters “Change Freeze”. Users may still add, update, and delete documents in the Staging File Share, but the final Information Architecture may not change again until after Content Migration is complete and validated in the production environment.

SOLUTION CONFIGURATION

Solution Configuration involves the execution of development and quality assurance activities required to implement the final Information Architecture from the previous step. During Configuration the following high-level SharePoint elements should be configured and validated:

- Site(s) creation.

- Site Collection feature enablement.
- Library creation.
- Content Type creation.
- Metadata creation.
- Associate the Columns to the Content Types (make all columns Optional).
- Library settings configuration (Name, Navigation, Versioning).
- Content Type association to Libraries.
- Remove default content types (if required).
- Index columns.
- Views creation; and
- Permissions configuration.

CONTENT MIGRATION

Content Migration involves executing a pre-defined Migration Plan to migrate content to the RMS. Once all the files that are deemed 'to be migrated' have been organized into the staging File Share, StoneShare will execute the content migration. During this migration, content is moved from the staging File Share to the RMS document libraries, and the metadata specified in the staging area is applied to the content. Migration includes the following high-level steps should be performed and validated:

- Initial migration to move the bulk of content to the RMS.
- Qualitative and quantitative quality assurance to confirm that all files were migrated without errors and with specified metadata and security settings.
- Validation by Content Experts that files were migrated as intended and security is appropriate.
- Configuration and validation of records management policy.
- Completely remove permissions to update or view the content of the staging File Share.
- A final migration and QA to capture changes since the initial migration; and
- Final validation by Content Experts for content and usability of the new RMS site(s).

USER TRAINING

User Training involves a combination of instructor-led training, drop-in sessions, and over-the-shoulder coaching with the goal of orienting users in how to apply their training to their day-to-day activities. During Training the following high-level steps should be completed:

- Hands-on classroom training focused on Standard Operating Procedures.

- Provide access to multiple training resources (manuals, online resources, training schedules, etc.).
- Over-the-shoulder coaching to answer questions and address any initial issues.
- Users validate that they can navigate their site(s) and find and collaborate on their content.

STABILIZATION PHASE (CHANGE MANAGEMENT FOCUS)

The Stabilization Phase is intended to provide the necessary “care and feeding” to End Users for up to 90 days following Onboarding to positively influence the adoption of the RMS within the Participating Organization. Stabilization activities are provided by the Participating Organization, with support from StoneShare and include on-going governance, communications, information management workshops, additional solution training and support to address OCM concerns and encourage the natural evolution of RMS usage.

It is expected that the Participating Organization internal resources, with optional assistance from StoneShare, will be responsible for this phase of the project.

Key objectives of the Stabilization Phase are:

- Proactively reach out to users to uncover and address issues.
- Provide on-demand and scheduled support options for RMS users.
- Provide on-demand and scheduled training and reinforcement options for all roles.
- Perform on-going configuration changes based on user feedback.
- Proactively review adoption, search, and usage statistics to identify and address potential issues.
- Maintain an RMS solution roadmap; and
- Provide on-going communication and change management support.

Pre-requisites to entering this Phase:

- Stabilization-related roles are established.
- Stabilization Team has been trained.
- Successful completion of the Onboarding Phase; and
- Internal user support procedures and systems have been set up to include RMS support requests.

Criteria for exiting this Phase include:

Upon completion of the Stabilization Phase, it is expected that the Participating Organization Stabilization Team would complete a structured transition to the Participating Organization existing Operational Support teams.

- Executive decision to hand-over ongoing operations Operational Support teams; and
- Confirmation that Operational Support teams are prepared to accept ownership of the platform.

Stabilization tasks can be found in the diagram below:



COACHING

In the days and weeks after go-live, End Users should be provided with 360°, highly responsive “over-the-shoulder” support to ease the transition to the RMS and answer key early questions, helping users to be successful in their early experience with the system. Coaching involves several activities:

- Scheduled visits the End Users’ workplace to provide over-the-shoulder coaching and advice.
- Review of Content driven SOP’s and additional training sessions as necessary.
- Log support tickets for fast resolution; and
- Provide opportunities for additional training.

TRAINING

During Stabilization, the Participating Organization may choose to provide additional training options to all users to ensure that knowledge of the solution is not the barrier to RMS adoption. The Participating Organization should utilize all forms of training (Computer Based Training, Classroom Training, Drop-in sessions, and Coaching) to assist users with securing the necessary knowledge and experience to efficiently execute Content Driven SOP’s.

I.T. SUPPORT

During the stabilization phase, the Participating Organization Stabilization Team should monitor the adoption of the RMS by conducting a satisfaction survey, as well as by reviewing adoption statistics in SharePoint, support tickets, search queries and statistics. Identified gaps are addressed through a combination of training, and configuration.

Through interaction with the End Users, the Participating Organization Stabilization Team should ensure that End Users are correctly following RMS conventions, and that the Information Architecture meets their needs, specifically looking for instances where users fall back on old ways of managing and sharing content or are working around the system to identify gaps in the solution or training opportunities. The Stabilization Team will also look for opportunities for advanced configuration that may be appropriate and may benefit End Users, for instance the use of metadata to manage work and opportunities for automation.

RM SUPPORT

If required, the configuration of compliance policy in the form of File Plan classifications, retention settings and classification rules may take place during the stabilization period after End Users have gone live with their RMS sites, in order not to negatively impact adoption by extending the staging or onboarding periods.

RM Support involves creating the File Plan classifications and Retention Schedule in the RMS, if this has not already been done, and then creating the rules that map RMS content to File Plan classifications. This exercise includes performing quality assurance activities on classified content to ensure migrated content is being classified correctly and that all content is being classified and explicitly managed according to policy. The Disposition Authorities for relevant classifications are confirmed and are trained in the disposition process.

Once a group or section has been live for approximately 6 weeks, new records should be reviewed for classification accuracy and completeness to ensure that End Users are correctly following the Information Architecture conventions and that the configured sites correctly reflect their requirements.

GOVERNANCE

Governance is intended to confirm each participant's commitment to their roles as outlined in a Governance Plan, and their ability to execute on their responsibilities for the on-going support and management of the RMS, and includes an official handover to the Participating Organization permanent support teams:

End Users:

- Understand how to access on-going support and training.
- Understand opportunities and procedures for making changes to metadata, libraries, sites, search, etc.

Change Champions:

- Can access on-going support in the role of RMS champion.
- Are provided with resources for self-guided learning options.

Leadership:

- Understand how to influence an RMS roadmap.

Disposition Authorities:

- Understand their on-going role and commit to processing disposition according to policy.

Support Teams:

- Have received all necessary training on the technology and processes.

5.3. PROPOSED IMPLEMENTATION APPROACH

In the pages that follow, StoneShare has provided a Deliverable Table containing the Major Deliverables, Assumptions and Constraints that are included in a basic implementation of our TownSquare Solution. The Deliverables are described in detail, listed chronologically, and separated by Project Stream for ease of reference. A RACI model has been incorporated to assist the Participating Organization in understanding their responsibilities in the completion of each Deliverable, and the Deliverable format is outlined for further clarity.

THE STEPS BELOW WOULD BE FOLLOWED FOR EACH PARTICIPATING ORGANIZATION'S PILOT PROJECT

The deliverables, and their associated definitions, are provided in the Deliverables Table below. For clarify, the following applies:

R = Responsible to performs the action/task.

A = Accountable that the action/task is completed.

C = Consulted before performing the action/task.

I = Informed after performing the action/task.

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
DISCOVERY AND PLANNING PHASE				
Project Repository Deployment	<p>StoneShare will provide the Participating Organization with an instance of a SharePoint site, to be accessed via a supported browser or device, called the Project Repository. The Project Repository will be used to centralize and maintain all Project information (Project Contacts, Calendars, Documents, Lists, Templates, Forms, and Checklists); automate Project processes such as Deliverable Approvals; and provide a formal mechanism for the Participating Organization to provide feedback on Deliverables.</p> <p>Assumptions/Constraints</p> <ul style="list-style-type: none"> User access to the Project Repository will be determined jointly between the Participating Organization and StoneShare. Only approved personnel on both sides will have access. The Project Repository will be managed and maintained by StoneShare. The Project Repository will be populated collaboratively by StoneShare, and the Participating Organization as required. The Project Repository will remain open until Contract close. All Project Repository content will be provided to the Participating Organization within 30 days of contract close. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> No anticipated tasks for the Participating Organization. 	I	R+A	0

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
Detailed Project Plan and Schedule	<p>Working from the Project Schedule in this Proposal, StoneShare and the Participating Organization will develop a detailed Project Plan and Schedule that identifies deliverables, key milestones, timing, and resources.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> StoneShare will review the Project Plan with the Participating Organization and address questions and concerns until such time as the Project Plan and Project Schedule are finalized. StoneShare will provide a copy of the Project Plan in MS Project to the Participating Organization. The Participating Organization will have 3 days to review and approve this deliverable. The detailed Project Plan will be managed and maintained by StoneShare throughout the Project. StoneShare will use our own format for these deliverables. StoneShare will monitor the conformance of project activities to the Project Plan throughout the course of the project, making updates and adjustments to the Plan as required. StoneShare will provide input and support to the Communication and Change Management Plans. StoneShare will provide documentation and report of issues, resolution turnaround, and escalation processes. Assist in developing metadata requirements. This deliverable will be completed remotely. This deliverable requires formal acceptance or sign-off. 	C	R+A	8

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	Anticipated Participating Organization Task Assignments: <ul style="list-style-type: none"> The Participating Organization Project Manager will iterate with StoneShare to develop and finalize the Plan and Schedule 			
Project Kick-Off Meeting	<p>StoneShare will lead a Project Kick-Off with the Participating Organization for the purpose of introducing the project, reviewing the Scope of Work, reviewing the Project Schedule, and meeting the Participating Organization Project Team.</p> <p>Assumptions/Constraints</p> <ul style="list-style-type: none"> StoneShare will prepare for, and attend, one (1) meeting of up to one (1) hour. The Participating Organization will ensure that project stakeholders are available. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization Project Team members will attend the meeting 	I	R+A	8
Stakeholder Interviews	<p>StoneShare will conduct Stakeholder interviews with members of each of the Participating Organization Pilot Group as well as Information Technology and Records Management to gain clarity on any information previously provided by the Participating Organization and offer context for recommendations under development.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> StoneShare will review and analyse all information provided by the Participating Organization prior to interviews. Stakeholder interviews will be designed to capture “current state” information. 	C	R+A	16

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> StoneShare will conduct up to three (3) interview sessions of up to two (2) hours in length. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization will provide requested background information to StoneShare prior to interviews; and The Participating Organization IT, RM and Pilot Group representatives will attend the interviews. 			
Project Status Meetings	<p>StoneShare will conduct weekly Project Status Meetings to report on the overall status of the project, discuss current and upcoming deliverables, highlight risks or issues, identify and review action items, and answer questions.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> StoneShare will conduct one (1) weekly Project Status Meeting of up to thirty (30) minutes in length. StoneShare will record all meeting minutes and will use our own format for this activity. StoneShare will post meeting minutes to the Project Repository Site upon completion. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization Project Team will attend weekly status meetings; and The Participating Organization Project Team will identify Risks and Issues as necessary. 	I	R+A	20

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
DESIGN PHASE				
Solution Architecture	<p>StoneShare will produce a Solution Architecture document that describes the logical and physical architectures by which the Solution will be implemented to meet the Participating Organization stated requirements. This document will include measures to provide projections that forecast annual savings and other efficiency and effectiveness outcomes associated with the RMS implementation.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> The IT Stakeholder Interview have been finalized. All the Participating Organization requirements have been captured in the RFP. StoneShare will conduct one (1) review meetings of up to two (2) hours to present the deliverable. StoneShare will use its format for this deliverable. The Participating Organization will have 5 days to review and approve the final deliverable. This task will be completed remotely. This deliverable requires formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> Designated members of the Participating Organization IT team will attend review meetings as required. The Participating Organization Project Team will review, comment, and approve this deliverable. 	C	R+A	8

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
Acceptance Test Plan	<p>StoneShare will provide an Acceptance Test Plan with Test Cases that are mapped to the Participating Organization functional requirements and demonstrate that the solution is working correctly in the Participating Organization environment.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> Non-functional testing is the responsibility of the Participating Organization. StoneShare will use its format for this deliverable. The Participating Organization will have 5 days to review and approve the final deliverable. This task will be completed remotely. This deliverable requires formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> Designated members of the Participating Organization IT team will attend review meetings as required. The Participating Organization Project Team will review, comment, and approve this deliverable. 	C	R+A	4
Migration Plan	<p>StoneShare will create Migration Plan that outlines the overall migration scope, approach, and estimated timelines. The Migration Plan will also describe roles and responsibilities and migration automation tools required for successful content migration.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> Migration includes documents, does not include the following: <ul style="list-style-type: none"> Database files: .db, .mdb, etc. Executable files: exe, dll 	C	R+A	8

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> Web sites or web applications: html, asp, aspx Large videos: sewer videos, etc. Large image libraries <ul style="list-style-type: none"> The migration plan will focus on migrating content from Network Drives. The Participating Organization does not require automated fixing of links between documents. The Participating Organization only requires migration from file shares to SharePoint. Validation activities will be detailed. The Participating Organization will have 5 days to review and approve this deliverable. StoneShare will use its format for this deliverable. This task will be completed remotely. This deliverable requires formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization Project Lead will provide an inventory of documents to be migrated; and The Participating Organization Project Team will review and approve the Migration Plan. 			
CONFIGURATION PHASE				
Configuration and Validation	StoneShare will configure the TownSquare Information Architecture and trial features, such as saving to correct classification, retention assignment, templates, in-scope workflows, and security in the Participating Organization Test Environment.	C	R+A	1

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<p>StoneShare will perform validation activities, according to the Test Plan, and upon successful completion provide the Participating Organization with documented results of the validation exercises.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> The Participating Organization will provide StoneShare with secure, independent remote access to the Participating Organization environment and sufficient privileges to perform the required activities. StoneShare will provide written and/or electronic documentation of test scripts to the Participating Organization unless an alternate access to test scripts is otherwise agreed upon. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization IT staff will provide StoneShare remote access, and sufficient privileges. 			
Acceptance Testing	<p>StoneShare will facilitate testers from the Participating Organization Project Team in executing each of the Functional Test Cases.</p> <p>StoneShare will resolve any defects according to definitions and processes documented in the Test Plan.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> Acceptance Testing will be executed in accordance with the Test Plan. Acceptance Testing will not exceed five (5) unique users. 	C	R+A	15

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> Acceptance Testing will not exceed three (3) hours. The Participating Organization will provide computers and accounts configured for each tester, StoneShare will track test results, in its own template, for each test case and provide a report to the Participating Organization. StoneShare will be responsible for remediating defects related to the configuration. Any defects attributed to M365 will be ticketed with Microsoft. The Participating Organization will have three (3) days to approve this deliverable. This task will be completed remotely. This deliverable requires formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization Testers will execute each of the Functional Test Cases in a facilitated session. The Participating Organization will provide computers and accounts configured for each tester; and The Participating Organization will review and approve this deliverable. 			
System Administrator Training	<p>StoneShare will deliver System Administrator Training covering the following elements:</p> <ul style="list-style-type: none"> Training Objectives Terminology Solution Overview Logical Architecture Information Architecture Overview 	C	R+A	40

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> • Security Configuration • Solution Administration • Audit Logs • Search Service Application • Application Catalogs • Content Type Management • Case Document Management • Column Management • Term Set Management • Content Type Management • Case Document Manage <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> • StoneShare will prepare and present one (1) session of up to eight (8) hours in length. • This session is intended for the Participating Organization Technical Staff and will be tailored to that audience. • The session will be limited to five (5) attendees. • StoneShare will use its own format for this deliverable. • This task will be completed remotely. • This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> • The Participating Organization IT staff will attend the session. 			
IMPLEMENTATION PHASE (REPEATABLE PHASE TO BE EXECUTED FOR FUTURE ONBOARDINGS)				

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
READINESS (CHANGE MANAGEMENT FOCUS)				
Solution Demonstration Sessions	<p>StoneShare will prepare and deliver Solution Demonstration sessions for Pilot Group users. Each session will be structured to provide relevant information pertaining to functionality, the Onboarding process and key Roles and Responsibilities (including effort estimates). The purpose of these sessions will be to break down potential adoption barriers caused by uncertainty and establish a “what’s in it for me” for the users in attendance.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> StoneShare will conduct one (1) session of up to one (1) hour in length. The session will be limited to ten (10) Core Users. The Participating Organization will identify up to three (3) Pilot Group Content Experts to work with StoneShare on subsequent tasks. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization’s Pilot Group users will participate in training sessions. 	C	R+A	10
Content Clean-up Workshop	<p>StoneShare will deliver a remote working session focused on Content Clean-up. The goal of the session is to provide knowledge transfer pertaining to content clean-up and migration as well as facilitate Pilot Group Content Experts through a structured content Clean-up exercise prior to Onboarding activities.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> StoneShare will present one (1) session of up to one (1) hour in length. 	C	R+A	10

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> The session will be limited to ten (10) Pilot Group Core Users. The Participating Organization will ensure that Pilot Group Content Experts will be available during the session. StoneShare will use our own format for this task. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization Pilot Group Content Experts will attend the session and conduct clean-up exercises. 			
ONBOARDING (MAPPING & RE-ORGANIZATION FOCUS)				
Content Reorganization and Classification	<p>StoneShare will facilitate Pilot Group Content Experts in staging content to be migrated. Staging involves selecting the content to migrate, additional clean-up of redundant, obsolete, and trivial documents, and re-organizing content according to the Draft Information Architecture. StoneShare will introduce the process, tools and timeline, and guide Content Experts in the process of preparing and staging their content.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> These sessions will be limited to three (3) Content Experts. Content Experts have authority over the organization of the content. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p>	I	R+A	24

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> Content Experts will participate in these workshops; and The Participating Organization Records Manager will participate in these workshops as required. 			
Configuration Change(s)	<p>StoneShare will implement any changes to the Participating Organization TownSquare implementation resulting from Content Reorganization and Classification activities.</p> <p>Assumptions/Constraints</p> <ul style="list-style-type: none"> The Participating Organization will provide StoneShare with secure, independent remote access and sufficient privileges to perform the required activities. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> No anticipated tasks for the Participating Organization. 	I	R+A	0
Network Drive Migration	<p>StoneShare will perform migration “dry-runs” and after all dry-run tests are error free, execute the planned content migration to the Solution. Upon completion StoneShare will verify that all staged content was migrated.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> Network Drive Migration will <u>not exceed 40,000 documents.</u> StoneShare will not migrate personal drives contents to the new solution The File Plan and Information Architecture will not change during migration until after going-live. This task will be completed remotely. 	I	R+A	0

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> This task does not require formal acceptance or sign-off. Anticipated Participating Organization Task Assignments: <ul style="list-style-type: none"> No anticipated tasks for the Participating Organization. 			
Solution Validation	<p>StoneShare will apply the final configurations to Collaboration Sites in the Participating Organization Production environment and demonstrate the use of the sites to Pilot Group Content Experts. StoneShare will then facilitate Pilot Group Content Experts in validating that all content scheduled for migration was migrated and that they are able to find, access and upload their content in the new sites.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> The Participating Organization will ensure that Pilot Group Content Experts will be available when required. Validation includes up to six (6) group Content Experts. Validation will take approximately three (3) hours to complete. Validation will not exceed one (1) business day per Onboarding group. This deliverable will be completed remotely. This deliverable requires formal acceptance and sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Content Experts will participate in these sessions; and The Participating Organization Project Team will review and approve this deliverable. 	C	R+A	1
User Training	<p>StoneShare will deliver Standard Operating Procedure (SOP)-based Training for Pilot Group End Users, covering the following elements:</p>	I	R+A	30

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> • Training Objectives • Terminology • RMS Solution Overview • Collaboration Site Navigation • Document Management • Creating folders • Creating Case document sets • Uploading a Document • Opening an existing document and saving as a new document • Classification of Documents • Searching for Documents • Creating Views and Alerts • Emailing links and attaching documents • Uploading email <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> • StoneShare will prepare and present one (1) session of up to three (3) hours in length. • The session will be limited to ten (10) Core Users. • StoneShare will use its own format for this deliverable. • This task will be completed remotely. • This task does not require formal acceptance or sign-off <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> • The Participating Organization's Pilot Group users will attend the session. 			

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
Delta Migration	<p>StoneShare will perform one (1) delta migration to migrate any recent documents that were added or modified in the Staging area since the initial Migration.</p> <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> The Participating Organization will be responsible for removing access to the Staging file share prior to delta migration and for providing access to the live SharePoint sites after delta migration is complete. The Participating Organization's Pilot Group Content Experts will validate the delta migration upon completion of Training. This task will be completed remotely. This task does not require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization IT Team will lock the staging file share; and The Participating Organization Content Experts from will validate this migration. 	C	R+A	0.5
RECORDS MANAGEMENT PHASE				
Records Management Configuration and Validation	<p>StoneShare will configure the Records Labels for the Pilot Group site(s). Upon completion StoneShare will provide support to assist the Records Management team in validating that the Site(s) and Labels have been properly configured.</p> <p>Assumptions/Constraints</p> <ul style="list-style-type: none"> StoneShare will conduct up to two (2) sessions of up to four (4) hours. The Participating Organization will provide StoneShare with secure, independent remote access and sufficient privileges to perform the required activities. 	I	R+A	24

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> The session is intended for Records Management Staff only. StoneShare will use its format for this task. This task will be completed remotely This task does require formal acceptance or sign-off. <p>Anticipated Participating Organization Task Assignments:</p> <ul style="list-style-type: none"> The Participating Organization IT staff will provide StoneShare remote access, and sufficient privileges The Participating Organization Records Management staff will participate in the scheduled sessions 			
Records Manager Training	<p>StoneShare will deliver Records Manager Training, covering the following elements:</p> <ul style="list-style-type: none"> Training Objectives Terminology ERDMS Solution Overview Collaboration Site Navigation Document Management Creating folders Creating Case document sets Uploading a Document Opening an existing document and saving as a new document Classification of Documents Searching for Documents Creating Views and Alerts 	I	R+A	18

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	<ul style="list-style-type: none"> Emailing links and attaching documents Uploading email Content Type Management Case Document Management Column Management Managed Term Set Management Records Management RM Compliance Overview Records Declaration Records Disposition File Plan / Retention Schedule Management IM Policy Management IM Policy Association Reporting and Auditing eDiscovery Holds <p>Assumptions/Constraints:</p> <ul style="list-style-type: none"> This training is intended for Records Management Staff only. StoneShare will prepare and present one (1) session of up to six (6) hours in length. The session will be limited to three (3) attendees. StoneShare will use its own format for this deliverable. This task will be completed remotely. This task does not require formal acceptance or sign-off 			

PROJECT ACTIVITY TABLE				
TASK/DELIVERABLE	TASK/DELIVERABLE DESCRIPTION	PARTICIPATING ORGANIZATION	STONESHARE	ESTIMATED STAFF TIME (HOURS)
	Anticipated Participating Organization Task Assignments: <ul style="list-style-type: none"> The Participating Organization's Records Managers will attend this session. 			

5.4. PROPOSED IMPLEMENTATION TEAM

StoneShare’s proposed delivery team is comprised of five (5) primary resources in the roles of Engagement Manager, Project Manager, Records Management Lead, Technical Lead, and Business Analyst. This team is supported by numerous additional resources (not documented in this proposal) in the roles of Project Coordinator, Change Management SME, and Quality Assurance Specialist(s).

5.4.1. ROLES AND RESPONSIBILITIES

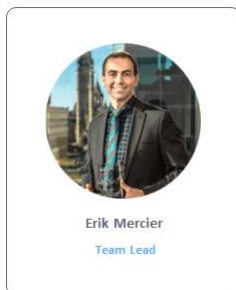
StoneShare’s proposed delivery team is comprised of five (5) primary resources in the roles of Engagement Manager, Project Manager, Technical Lead, Records Lead and Business Analyst. This team is supported by numerous additional resources (not documented in this proposal) in the roles of Project Coordinator, Change Management SME, and Quality Assurance Specialist(s).

PRIMARY CONTRACT TEAM	
NAME	ROLE AND RESPONSIBILITIES
Erik Mercier	As the Engagement Manager , Erik will be ultimately responsible for the success of the project, including the Participating Organization’s overall customer satisfaction. Erik will work closely with the Participating Organization’s Project Team to establish clear, attainable, and measurable objectives for the project and ensure that the project is set up and managed to meet the stated project objectives.
Marissa Wesley	As the Project Manager , Marissa will be responsible for the daily execution of project tasks. She will develop, manage, maintain a detailed Project Plan, manage StoneShare resources, track and manage RAID data (Risks, Actions, Issues and Decision), and work with the Participating Organization’s stakeholders to review and approve project deliverables.
Yannick Gallerneault	As the Technical Lead , Yannick will be responsible for leading all technical aspects of the solution design, development, and implementation. Where appropriate, Yannick will also work with the Participating Organization’s to review the current state of their technology environment and make recommendations.
Nina Carter	As the Records Management Lead , Nina will be responsible for leading the compliance aspects of the solution design, development, and implementation. Where appropriate, Nina will also work with the Participating Organization’s to review the current state of their Records Management policies, procedures and practices and make recommendations.
Chris Polak	As a Business Analyst , Chris will be responsible for the capturing and analyzing the Participating Organization’s requirements and processes, providing solution demonstrations, working with the Technical Lead to ensure the solution addresses

PRIMARY CONTRACT TEAM	
NAME	ROLE AND RESPONSIBILITIES
	business needs, assisting with the finalization of the Information Architecture and contributing to the final solution configuration.

5.4.2. TEAM QUALIFICATIONS

ERIK MERCIER – ENGAGEMENT MANAGER / TEAM LEAD



Erik Mercier is a PMP Certified Project Manager with more than 20 years of practical experience in the Information Technology Sector as a Trainer, Business Analyst, Project Manager and Engagement Manager. Erik has been at StoneShare for more than 7 years and has successfully led 12 Municipal RMS Implementation projects for StoneShare's customers in Canada and the United States.

RECORDS MANAGEMENT AND ARCHIVES PROGRAM PROJECT SUMMARY TABLE

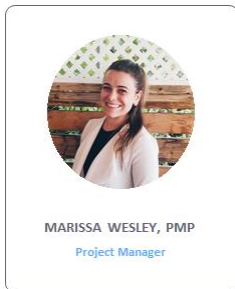
CUSTOMER	ROLE	PROJECT TYPE	PROJECT DATES
City of Orillia	Engagement Manager	RMS	02/2022 - present
City of Cornwall	Engagement Manager	RMS	10/2021 - present
Town of Cobourg	Engagement Manager	RMS	06/2021 – 03/2022
United Counties of Prescott and Russell	Engagement Manager	RMS	03/2020 – 03/2022
City of Owen Sound	Engagement Manager	RMS	01/2020 – 01/2022
Township of Alfred Plantagenet	Engagement Manager	RMS	02/2020 – 09/2021
Town of Banff	Engagement Manager	RMS	04/2019 – 03/2021
Town of East Gwillimbury	Engagement Manager	RMS	08/2020 – 01/2021
City of Bellevue	Engagement Manager	RMS	04/2019 – 02/2020
City of Airdrie	Engagement Manager	RMS	04/2019 – 11/2019
City of Clarence Rockland	Engagement Manager	RMS	04/2019 – 11/2019
City of Tacoma	Engagement Manager	RMS	10/2017 – 09/2019

For each project referenced above, responsibilities included (but were not limited to):

- Responsible for escalating, monitoring, and resolving project issues.
- Provided support and updates for ongoing or active incidents.
- Provided incident reports with corrective actions as required.
- Provided information related to patches, upgrades, and new releases.
- Responsible for ensuring all contracted items were delivered and of high quality.

- Participated on customer Steering Committee, as required.
- Served as interface between customer and 3rd party vendors, as required.

PROJECT MANAGER – MARISSA WESLEY



Marissa Wesley is a PMP certified Project Manager with more than 7 years of practical experience in the Information Technology Sector. Marissa possesses more than 5 years of hands-on experience as a Project Manager on RMS projects. To date she has successfully led 14 Municipal RMS Implementation projects for StoneShare's customers in Canada and the United States.

RECORDS MANAGEMENT AND ARCHIVES PROGRAM PROJECT SUMMARY TABLE

CUSTOMER	ROLE	PROJECT TYPE	PROJECT DATES
City of Cornwall	Project Manager	RMS	10/2021 - present
District of Muskoka	Project Manager	RMS	12/2021 - Present
Town of Bracebridge	Project Manager	RMS	03/2021 – 11/2021
City of Owen Sound	Project Manager	RMS	01/2020 -01/2022
Town of Banff	Project Manager	RMS	04/2019 – 03/2021
Town of Gravenhurst	Project Manager	RMS	07/2020 – 02/2021
Town of East Gwillimbury	Project Manager	RMS	08/2020 – 01/2021
City of Bellevue	Project Manager	RMS	04/2019 – 02/2020
City of Airdrie	Project Manager	RMS	04/2019 – 11/2019
County of Simcoe	Project Manager	RMS	01/2018 – 11/2018
City of Tacoma	Project Manager	RMS	10/2017 – 09/2019
City of Lethbridge	Project Manager	RMS	07/2017 – 06/2018
City of Cambridge	Project Manager	RMS	04/2017 – 02/2018
City of Brampton	Project Manager	RMS	08/2016 – 03/2018

For each project referenced above, responsibilities included (but were not limited to):

- End to end project planning, execution, and delivery.
- Development of a Project Charter
- Development and maintenance of a Project Plan and Project Schedule.
- Development of a Risk Management Plan and Communication Plan.
- Assign specific tasks to StoneShare service delivery team.
- Manage scope changes, issue management, risk management and decision tracking.
- Provide weekly progress reports.
- Reporting on issues, resolution turnaround, and escalation processes.
- Ensure the delivery of high-quality products and services.

RECORDS MANAGEMENT LEAD – NINA CARTER



Nina is an AIIM Certified Information Professional with more than 25 years of universal experience providing strategic Records and Information Management consultation throughout North America. Nina possesses unique and valuable expertise related to the design, implementation, and ongoing management of modern RMS. To date she has successfully participated on 15 Municipal RMS projects for customers in Canada and the United States.

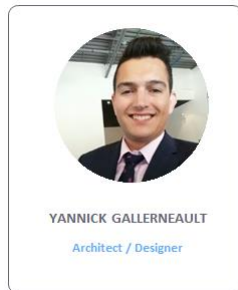
RECORDS MANAGEMENT AND ARCHIVES PROGRAM PROJECT SUMMARY TABLE

CUSTOMER	ROLE	PROJECT TYPE	PROJECT DATES
Hastings County	Records Management Lead	RMS	04/2022 - Present
Regional District of East Kootenay	Records Management Lead	RMS	10/2021 – 01/2022
Municipality of Brighton	Records Management Lead	RMS	07/2021 – 11/2021
Municipality of Chatham-Kent	Records Management Lead	RMS	05/2021 - 09/2021
Township of Warwick	Records Management Lead	RMS	03/2021 – 06/2021
City of Ottawa	Records Management Lead	RMS	10/2019 – 12/2021
City of Bellevue	Records Management Lead	RMS	04/2019 – 03/2020
City of Airdrie	Records Management Lead	RMS	04/2019 – 11/2019
County of Simcoe	Records Management Lead	RMS	01/2018 – 11/2018
City of Tacoma	Records Management Lead	RMS	10/2017 – 09/2019
City of Lethbridge	Records Management Lead	RMS	07/2017 – 06/2018
City of Kawartha Lakes	Records Management Lead	RMS	07/2016 – 10/2017
York Regional Police	Records Management Lead	RMS	04/2016 – 10/2019
City of Cambridge	Records Management Lead	RMS	04/2017 – 02/2018
City of Brampton	Records Management Lead	RMS	02/2016 – 03/2018

For each project referenced above, responsibilities included (but were not limited to):

- Records Management and Archival Program review, design, and implementation.
- File Plan and Retention Schedule development.
- Definition of Enterprise Taxonomies (metadata) frameworks.
- Information architecture design and development.
- Records management training.
- Legislative research and validation.
- Change management and awareness program design development.

TECHNICAL LEAD – YANNICK GALLERNEAULT



Yannick is a Microsoft 365 Certified Enterprise Administrator Expert (formerly Microsoft Certified Professional (MCP), with more than 11 years of practical experience in the Information Technology Sector. Yannick possesses more than 5 years of hands-on experience as a Technical Lead on Municipal RMS projects. To date he has successfully participated on 15 Municipal RMS Implementation projects for StoneShare's customers in Canada and the United States.

RECORDS MANAGEMENT AND ARCHIVES PROGRAM PROJECT SUMMARY TABLE

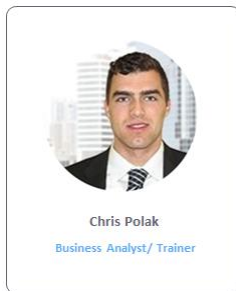
CUSTOMER	ROLE	PROJECT TYPE	PROJECT DATES
City of Orillia	Technical Lead	RMS	02/2022 - present
City of Cornwall	Technical Lead	RMS	10/2021 - present
District of Muskoka	Technical Lead	RMS	12/2021 - Present
Prescott - Russell	Technical Lead	RMS	12/2019 – 03/2022
Town of Banff	Technical Lead	RMS	04/2019 – 03/2021
Town of Gravenhurst	Technical Lead	RMS	07/2020 – 02/2021
Town of East Gwillimbury	Technical Lead	RMS	08/2020 – 01/2021
City of Bellevue	Technical Lead	RMS	04/2019 – 03/2020
City of Airdrie	Technical Lead	RMS	04/2019 – 11/2019
County of Simcoe	Technical Lead	RMS	01/2018 – 11/2018
Town of Canmore	Technical Lead	RMS	01/2018 – 10/2018
City of Tacoma	Technical Lead	RMS	10/2017 – 09/2019
City of Lethbridge	Technical Lead	RMS	07/2017 – 06/2018
City of Kawartha Lakes	Technical Lead	RMS	07/2016 – 10/2017
York Regional Police	Technical Lead	RMS	04/2016 – 10/2019
City of Cambridge	Technical Lead	RMS	04/2017 – 02/2018
City of Brampton	Technical Lead	RMS	02/2016 – 03/2018

For each project referenced above, responsibilities included (but were not limited to):

- Reviewed existing technical infrastructure.
- Set-up of the new technical environment.
- Developed Technical Specifications.
- Developed Technical Design and Integration documentation.
- Developed and documented integrations with other required software and tools.
- Installed, configured, and tested required software.
- Ensured traceability to requirements.
- Lead content migration planning, preparation, and migration activities.
- Provided Reports where appropriate, including reports to measure compliance.

- Provided support to StoneShare Developers.
- Ensured knowledge Transfer to customer IT resources.

CHRIS POLAK – BUSINESS ANALYST / TRAINER



Chris Polak is a Business Analyst / Trainer with more than 7 years of practical experience as a Business Analyst in the Information Technology Sector and approximately 4 years of hands-on experience as a Business Analyst on Municipal RMS projects. To date he has successfully participated on 13 Municipal RMS Implementation projects for StoneShare's customers in Canada and the United States.

RECORDS MANAGEMENT AND ARCHIVES PROGRAM PROJECT SUMMARY TABLE

CUSTOMER	ROLE	PROJECT TYPE	PROJECT DATES
City of Orillia	Business Analyst	RMS	02/2022 - present
City of Cornwall	Business Analyst	RMS	10/2021 - present
District of Muskoka	Business Analyst	RMS	12/2021 – 03/2022
City of Owen Sound	Business Analyst	RMS	01/2020 - 01/2022
Town of Banff	Business Analyst	RMS	04/2019 – 03/2021
Town of Gravenhurst	Business Analyst	RMS	07/2020 – 02/2021
City of Bellevue	Business Analyst	RMS	04/2019 – 03/2020
City of Airdrie	Business Analyst	RMS	04/2019 – 11/2019
City of Clarence-Rockland	Business Analyst	RMS	03/2019 – 12/2019
City of Bellevue	Business Analyst	RMS	04/2019 – 03/2020
City of Airdrie	Business Analyst	RMS	04/2019 – 11/2019
Strathcona County	Business Analyst	RMS	08/2018 – 08/2019
Town of Canmore	Business Analyst	RMS	02/2018 – 10/2018

For each project referenced above, responsibilities included (but were not limited to):

- Captured, documented, and analyzed business requirements.
- Contributed to Solution Design requirements traceability.
- Documented the Information Architecture.
- Facilitated and participated User Acceptance Testing.
- Led End User sessions and End User training.
- Provided subject matter expertise in the areas of SharePoint adoption.
- Made recommendations where appropriate.
- Provided input to Risk Assessment.
- Participated in key project discussions.

- Developed customized training materials and end user documentation.
- Provided training to end users and subject matter experts

5.5. PROPOSED SCHEDULE OF ACTIVITIES AND TIMELINES

StoneShare's Project Schedule is the output of one of our earliest activities because it is a deliverable that is tightly influenced by the final Project Plan and the Participating Organization's availability. At this stage StoneShare does not provide a detailed Project Schedule with set dates as we have not yet had an opportunity to ensure those dates and timelines will work for the Participating Organization. With these considerations in mind, StoneShare is proposing the following High-Level Project Schedule.

THE SCHEDULE BELOW WOULD BE USED FOR EACH PARTICIPATING ORGANIZATION'S PILOT PROJECT

HIGH LEVEL PROJECT SCHEDULE																
PHASE	WEEK															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
DISCOVERY AND PLANNING PHASE																
Project Repository Deployment																
Detailed Project Plan and Schedule																
Project Kick-Off Meeting																
Stakeholder Interviews																
Project Status Meetings																
DESIGN PHASE																
Solution Architecture																
Information Architecture																
Test Plan and Test Cases																
Migration Plan																
CONFIGURATION PHASE																
Configuration and Validation																
Acceptance Testing																
System Administrator Training																
IMPLEMENTATION PHASE																
Pilot Group Onboarding																
RECORDS MANAGEMENT PHASE																
Configuration																
Records Manager Training																

6. TRAINING & SUPPORT

6.1. TRAINING

Engagement is the single biggest driver to stakeholder adoption and StoneShare focuses on fostering broad stakeholder engagement within information technology, records management, and end user communities. Engagement is an output of Training, which is an ongoing process that moves project Stakeholders from being uninformed observers to fully integrated participants in achieving the project goals. StoneShare’s User Adoption Framework (UAF), detailed below, directly targets training, knowledge transfer and collaboration as primary drivers for fostering understanding, building excitement, and keeping key Stakeholders engaged in the intended outcome. Although StoneShare employs many effective adoption tools and techniques, the following five (5) are notable:

USER ADOPTION FRAMEWORK (UAF)	
ITEM	ALIGNMENT
Team Structure	Establishing a “blended” project team consisting of Participating Organization and StoneShare resources, who can share knowledge on an on-going basis, and procedures for continually transferring knowledge between StoneShare and our customers.
“What’s in It for Me”	Defining customer needs and intended outcomes, by project stream, to solidify the value proposition for each stakeholder group.
Knowledge Transfer	An on-going collaborative process of building knowledge, skills, and abilities at every phase of the project lifecycle
Training	Customized training to help staff operate successfully in the new business environment, including process, technology, and systems.
Coaching	“Over the shoulder” coaching is provided in each project team to solidify learnings and provide support.

6.1.1. TRAIN-THE- “USER”

A substantial differentiator for StoneShare is our training methodology. It is very common for vendors to offer a “Train-the-trainer” model to reduce the costs of training end-users because this model commonly trains a small group (or single resource), who will then train the rest of the users internally. We believe that a “Train-the-trainer” model is less effective because: 1) ultimately, trainees who are commonly new to the solution and not fully confident in using it will be expected to train other end-users, which in turn leads to training that is less rigorous and possibly flawed; 2) relying on internal trainers means that these resources may spend significant time designing, preparing, and delivering training sessions when their time could be better spent on other important business activities; 3) this form of training can be perceived

internally as “lower-value” because it is being delivered by a peer, which can lead to lower attendance (as it is deemed less important) and less retention for those that do attend, but do not necessarily pay attention.

StoneShare’s training methodology instead trains Users, Technology Specialists and Records Managers, establishing a network of ‘business change agents’ using Champions and Super Users (defined directly below), which will naturally occur as the solution is rolled out to the Group and the Group is trained on the solution. Using some members of the Group to conduct knowledge transfer activities for the various upcoming departments will allow users to be better informed about how and why the solution was developed. With this, we deliver training to support end-users that:

- Is scalable, repeatable, and sustainable for the long-term.
- Broadens the Participating Organization knowledge base enabling increasing productivity.
- Produces specialists that can be part of your Helpdesk, Go Live support teams, and deliver future new hire training; and
- Ensures end-user adoption because end-users are, overall, more comfortable with the solution.

StoneShare is committed to playing a key role in educating Participating Organization users on how to most effectively use solution to perform their jobs.

SUPER USER PROFILES

When selecting Super Users, it is important to look for key ‘go-to’ people within local teams who will work with the StoneShare to share knowledge, hints, and tips, and answer the ‘how do I?’ questions about the new system or processes. Typically, there is a specific profile of the types of people whom we go to with those questions; they are the person that you pop in to see to ask a quick question, they are the person whose extension number you know by heart, and they are the person you wish you had spoken to hours ago as their one little tip could have saved you plenty of head scratching. In short, they are just helpful.

Super Users are users that:

- Acts as a Solution ambassador.
- Strongly communicates and can speak confidently about the reasons for the RMS and the benefits it will bring.
- Act as the RMS point of contact within a working group.
- Are willing and eager to share their expertise with others as they, themselves, gain a sense of deep satisfaction from helping others; and
- Are likely to retain the Super User role once the project has completed.

Super User resources can engage with colleagues and with the Senior Management of the working group adopting the solution.

TRAINING MATERIALS

StoneShare will develop customized training materials for each course that provide users with a detailed understanding of the topics included in that session. In addition to the classroom training materials, StoneShare will provide users with Training Manuals that details step by step instructions, including screen captures for the tasks covered in the training. These materials and manuals may be used for the ongoing support of the training post-implementation, as well as the training of future Participating Organization resources by the trainers trained during the Level 2 – Super Users Functional Training session.

OPERATIONAL TRANSITION

StoneShare places a strong focus on both knowledge transfer and adoption in all aspects of our Methodology and Approach. To that end we commence Operational Transition on day 1 and advance the transition activities in a structured and deliberate way throughout the projects’ execution. To effectively transfer ownership of the RMS Solution to the Participating Organization, StoneShare starts with knowledge transfer followed by workshops and hands-on experience, coaching and finally support. In StoneShare’s Methodology, Operational Transition of key tasks happens throughout execution building to “full-ownership” by project end.

6.1.2. TRAINING FOR TECHNICAL STAFF

I.T. TRAINING PLAN					
COURSE	CONTENT/TOPIC	NO. SESSIONS	NO. HOURS	DELIVERY METHOD	TOOLS
RMS TECHNICAL TRAINING					
Level 3 - Specialized Functional and Technical Training	1. Training Objectives 2. Terminology 3. Solution Overview 4. Logical Architecture 5. Information Architecture Overview 6. Security Configuration 7. Solution Administration 8. Audit Logs 9. Search Service Application 10. Application Catalogs 11. Content Type Management 12. Case Document Management	1	8	Classroom Training	MS PowerPoint

I.T. TRAINING PLAN					
COURSE	CONTENT/TOPIC	NO. SESSIONS	NO. HOURS	DELIVERY METHOD	TOOLS
	13. Column Management 14. Term Set Management 15. Content Type Management 16. Case Document Management				

6.1.3. TRAINING FOR RECORDS MANAGERS

POWER USER AND RECORDS MANAGER TRAINING PLAN					
COURSE	CONTENT/TOPIC	NO. SESSIONS	NO. HOURS	DELIVERY METHOD	TOOLS
RMS RECORDS MANAGER TRAINING					
	1. Training Objectives 2. Terminology 3. RMS Solution Overview 4. Collaboration Site Navigation 5. Document Management 6. Creating folders 7. Creating Case document sets 8. Uploading a Document 9. Opening an existing document and saving as a new document 10. Classification of Documents 11. Searching for Documents 12. Creating Views and Alerts 13. Emailing links and attaching documents 14. Uploading email 15. Content Type Management 16. Case Document Management 17. Column Management 18. Managed Term Set Management 19. Records Management 20. RM Compliance Overview 21. Records Declaration 22. Records Disposition 23. File Plan / Retention Schedule Management 24. IM Policy Management	1	8	Classroom Training	MS PowerPoint

POWER USER AND RECORDS MANAGER TRAINING PLAN					
COURSE	CONTENT/TOPIC	NO. SESSIONS	NO. HOURS	DELIVERY METHOD	TOOLS
	25. IM Policy Association 26. Reporting and Auditing 27. eDiscovery 28. Holds				

6.1.4. TRAINING FOR PILOT GROUP STAFF

STAFF TRAINING PLAN					
COURSE	CONTENT/TOPIC	NO. SESSIONS	NO. HOURS	DELIVERY METHOD	TOOLS
RMS USER TRAINING					
	1. Training Objectives 2. Terminology 3. RMS Solution Overview 4. Collaboration Site Navigation 5. Creating folders 6. Creating Case document sets 7. Uploading a Document 8. Opening an existing document and saving as a new document 9. Classification of Documents 10. Searching for Documents 11. Creating Views and Alerts 12. Emailing links and attaching documents 13. Uploading email	1	3	Classroom Training	MS PowerPoint

6.2. POST IMPLEMENTATION SERVICES AND SUPPORT

MICROSOFT SUPPORT

TownSquare is not additional licensed software but rather a pre-configuration of native M365 functionality. As such, support for the platform would be handled through the Participating Organization existing Microsoft 365 Support offering. Microsoft provides world-class support for its products with the following features:

- Guaranteed 99.9% uptime, financially backed service-level agreement (SLA).
- Built in Service Health Dashboard to view current and past issues
- Planned Maintenance Schedule
- Web and email support options
- Microsoft 365 community blogs, useful content, and knowledgeable experts to answer questions.

The Service Levels. Including uptime commitments, exclusions, reporting, maintenance time periods, and monitoring are covered in Appendix A of this proposal.

STONESHARE SOLUTION SUPPORT

For solution support, StoneShare will provide the Participating Organization with easy access subject matter experts to provide remote support (problem resolution and questions) for questions pertaining to the RMS configuration or processes. This approach has the following benefits:

- Dedicated on-demand solution support.
- Access to experts, as required.
- A helpdesk for solution related problems, bugs, and questions.
- The flexibility to use one pool of hours to access various resources as needed during a prescribed twelve-month period.
- Solution Support will include the following services:
 - Technical support provided by StoneShare professionals via phone or e-mail from 8:30am – 5:00pm EST.
 - Pre-defined Service Levels.

RESPONSE TIMES

StoneShare tracks, communicates through, and resolves customer issues using ZenDesk. The support solution captures issues/bugs, questions, and enhancement requests. Within ZenDesk all system, customer, and employee communications are recorded, triaged, and analyzed, and solutions are identified and implemented. Customers are provided clear training on the use of the support email at the close of the Onboarding Stream.

Person to person (not automated) support is offered via phone, email and audio/video teleconferencing utilizing screenshare.

Level 1: Target Response Time - 1 hour.

Level 2: Target Response Time - 4 hours.

Level 3: Target Response Time - 1 business day.

Level 4: Target Response Time – 1 week.

STONESHARE SOLUTION SUPPORT GUIDE (SOLUTION SUPPORT PLAN)

StoneShare has provided a sample of our standard Support Guide (Solution Support Plan) in the pages that follow. This Guide would be updated to meet the specific support requirements of the Participating Organization.

DELIVERED TO



DELIVERED ON



DELIVERABLE

SOLUTION SUPPORT PLAN

CONTRACT IDENTIFIER

ELECTRONIC DOCUMENT AND
RECORDS MANAGEMENT SYSTEM

stoneshare

- stoneshare.com
- info@stoneshare.com
- 1 888 824 5086
- company/stoneshare
- stoneshare_inc

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TORONTO (GTA)

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SEATTLE (WA)

Suite 1400
506 Second Avenue
Seattle, Washington
98104

NEW YORK (NY)

Suite 800
100 Church Street
New York, New York
10007-2621

██████████
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COMMERCIAL STATEMENT

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CONTACT

██████████
██████████
██████████
██████████
██████████
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SOLUTION SUPPORT PLAN

The City will be supported by StoneShare's Solution Support Plan whereby StoneShare will provide the City with on-demand SharePoint support, as well as broader access to SharePoint experts as needed.

1. SCOPE OF SOLUTION SUPPORT

Solution Support is credit based. The City has █ credits to apply to Solution Support. One credit equals one hour of support. When there are no support requests, no credits are charged.

Upon receipt of a service request StoneShare will provide a high-level estimate based on previous experience. If the City wishes to proceed, a detailed assessment will be prepared by StoneShare and approved by the City prior to commencing support activities. All effort spent, including analysis, estimation, and the preparation of assessments are considered billable activities within this model. In order to reduce the cost of small requests, the City may choose to forego the approval process for small requests (less than 2 hours effort).

1. **On-Demand Service Desk Support:** StoneShare will provide remote SharePoint Support Services to the City as-required or according to a pre-determined schedule. StoneShare will assign dedicated staff members to perform the requested services.
2. **Migration:** StoneShare may provide remote migration assistance to support the City's migration of file shares and other content repositories.
3. **Other SharePoint-related tasks:** The City may request that StoneShare staff be made available for consulting requests related to decisions, investigations, and planning. These will be requested with as much notice as possible and will be initiated using email, phone, or other remote communication methods.

1.1. KEY DELIVERABLES

- **Monthly Activity Report:** This report will be delivered monthly to the City via email. The report will detail ALL of the activity during the previous month. The Report will also list the used and available credits remaining.
- **Quarterly Update Meetings:** A quarterly meeting to complete a detailed review of the Quarterly Activity Report and discuss SLA conformance or breaches.


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2. TRANSITION TO SUPPORT

StoneShare will transition the City to Support at the close of the Onboarding Stream. The transition process includes:

- Support Kick Off meeting and presentation;
- Introductions to the Support Team;
- Training on how to access and use Support.

StoneShare will also deliver our standard Solution Support Plan which will include: Detailed Scope of Services over and above what has been provided herein; In Scope and Out of Scope Support parameters; Key Deliverables; the identification of Specified Personnel; StoneShare Roles and Responsibilities; the City Roles and Responsibilities; on demand Service Levels; Technical Account Management; and other Terms and Conditions.

3. REPORTING AN ISSUE



support@stoneshare.com

StoneShare tracks, communicates through, and resolves customer issues using ZenDesk. The support solution captures issues/bugs, questions, and enhancement requests. Within ZenDesk all system, customer, and employee communications are recorded, triaged, and analyzed, and solutions are identified and implemented. Customers are provided clear training on the use of the support email at the close of the Onboarding Stream.

Issues reported through ZenDesk will be acknowledged within four (4) hours and will be given an issue tracking number.

4. SERVICE DESK SUPPORT STAFF

Third-line support staff are located in Ottawa and will provide person-to-person (not automated) Service desk support during the approved business hours of 8:00 am to 5:00 pm EST. There are no usage caps or limitations for authorized users.

Service Desk Support Staff are StoneShare's front-line team for communicating with users and resolving issues. When contacting StoneShare Support, Service Desk Support Staff work closely with authorized City users to triage and diagnose the issue or concern. This staff member acts as the Single Point of Contact for the ticket and ensures that the necessary information and research is compiled and complete. This

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information would include, but is not limited to, error descriptions, steps-to-create, log entries, required credentials, and the ability to reproduce the issue.

As Single Point of Contact, the Service Desk Support Staff member is the primary communication channel for authorized users to get updates and additional information on an issue. As required, Service Desk Support Staff have access to StoneShare's diverse and experienced Subject Matter Experts on all issues relating to SharePoint configuration and management.

4.1. TECHNICAL ACCOUNT MANAGEMENT

Furthermore, StoneShare will assign a Technical Account manager, along with a backup, to ensure that the City always has access to an authorized person for account-level questions and concerns. The Technical Account manager will use his knowledge to manage the delivery of all support services required under the Contract and will work with StoneShare's Service Desk Support Staff the City's authorized users over the telephone, and if required, on-site to ensure support requirements are met.

5. KNOWLEDGE MAINTENANCE

StoneShare will create and maintain application documentation consistent with the City Support standards and guidelines. The City may designate the documentation for certain Applications as "Controlled Documentation", in which case StoneShare shall promptly update such Controlled Documentation to reflect any changes to the relevant Application.

6. ON-DEMAND SERVICE DESK SUPPORT SERVICE LEVELS

Issues will be generally categorized and handled according to an assigned severity level, as follows:

SERVICE LEVEL AGREEMENT	
LEVEL	DESCRIPTION
1	Critical-severity incident. Complete/partial System outage or loss of critical application functionality; or data with no workaround that creates a significant impact on business operations.
2	High-severity incident. Significant reduction of System functionality; or degradation of performance with no manageable workaround, but impact on business operations is not critical.
3	Medium-severity incident.

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SERVICE LEVEL AGREEMENT	
LEVEL	DESCRIPTION
	Loss or degradation of non-critical functionality; or acceptable workaround exists to eliminate impact to business operations.
4	Low-severity incident. Cosmetic or no impact on System performance, functionality or usability.

Incident and problem prioritization will be deemed by the City according to the table above.

PRIORITY	RESPONSE TARGET	RESPONSE SERVICE LEVEL TARGET	RESOLUTION TARGET	RESOLUTION SERVICE LEVEL TARGET
BUSINESS CRITICAL APPLICATION				
Priority 1	15 min	90%	4 hrs	90%
Priority 2	15 min	90%	8 hrs	90%
Priority 3	1 hr	90%	3 days	90%
Priority 4	3 hrs	90%	5 days	90%
NON-BUSINESS CRITICAL APPLICATION				
Priority 1	N/A		N/A	
Priority 2	N/A		N/A	
Priority 3	1 hr	90%	5 days	90%
Priority 4	3 hrs	90%	15 days	90%

7. HOURS OF OPERATION

Third-line support staff are located in Ottawa and will provide person-to-person (not automated) Service desk support during the approved business hours of Monday to Friday, 8:00 am to 5:00 pm EST. There are no usage caps or limitations for authorized users.

Statutory holiday and after-hours coverage will be provided for Level 1 (critical) issues. All other issues will be dealt with within the regular working hours described above. Work completed after hours will be charged at ■ credits.




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8. REPRODUCING ERRORS

StoneShare must be able to reproduce errors in order to resolve them. The customer agrees to cooperate and work closely with the Support Team to reproduce errors, including conducting diagnostic or troubleshooting activities as reasonably requested and appropriate. Also, subject to the customer's approval on an issue-by-issue basis, users may be asked to provide remote access to their account and/or desktop system for troubleshooting purposes. Occasionally the Support Team will facilitate and manage communications between the customer and StoneShare's internal Information Technology Department.

9. URGENT CONTACT

Yannick Gallerneault
Director of Operations



10. EXCLUSIONS

The Solution Support Plan does not include any of the following:

- Assistance with solution password resets. Users should click the "Forgot your password?" link or contact your system administrator.
- Assistance with usernames. Users should contact their system administrator.
- Assistance with solution lockouts due to incorrect login attempts. Users should contact their system administrator to unlock the account or wait for the lockout period to expire.
- Assistance in developing user-specific customizations. Users should contact their StoneShare Project Manager for options and pricing.
- Assistance with non-StoneShare products, services or technologies, including implementation, administration or use of third-party enabling technologies such as databases, computer networks, or communications systems.
- Assistance with installation or configuration of hardware, including computers, hard drives, networks or printers.

11. CHANGES TO SOLUTION SUPPORT PLAN

StoneShare may change the Solution Support Plan from time to time in its sole discretion. Such changes may be the result of employee churn, the results of internal and/or external quality audits, customer


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feedback on quality performance, the status of any preventative or corrective action plans, the effectiveness of StoneShare's processes, policies and procedures, and any changes that have been made as a result of data analysis, issue reports, customer complaints or suggestions, and non-conformances.

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7. CONTACT FORM AND DISCLOSURE OF CONFLICT OF INTEREST

Proponents must declare all actual and potential conflicts of interest. A conflict of interest is defined in the County purchasing policy as:

A situation in which financial or other personal considerations have the potential to compromise or bias professional judgment and objectivity. An apparent conflict of interest is one in which a reasonable person would think that the professional's judgment is likely to be compromised. A conflict may occur when an interest benefits any member of the person's family, friends, or business associates.

If the box below is left blank, the proponent will be deemed to declare that there was no conflict of interest in preparing its proposal and there is no foreseeable conflict of interest in performing the contractual obligations contemplated in the RFP.

Proponent declares that there is an actual or potential conflict of interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential conflict of interest in the performing the contractual obligations contemplated in the RFP. The details of the actual or potential conflict of interest are set out below:

The undersigned agrees to provide the solution as described in this proposal for the project outlined in this RFP document for the price described in each Participating Organization's project scope section and as per the detailed quote and project plan submitted:

StoneShare Inc. _____
Name of Firm

150 Elgin Street, 10th Floor Ottawa, ON K1P 2L4 _____
Address

Keith Carter, CEO  _____
Name and Signature of Person Signing for the Firm Position Date

613-355-9339 _____
Phone

kcarter@stoneshare.com _____
Email



STAFF REPORT

S.R. No. 111-2022

PREPARED BY: Tim Mills, CAO

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: July 18, 2022

SUBJECT: GrantMatch – Summary of Grants and Service Fees

REPORT SUMMARY:

1. To provide Council with an overview of a number of successful grant applications that the Township has obtained through the services of GrantMatch Corp., from October 2021 to July 2022. Administration has put considerable effort into maximizing grant funds to support capital and program initiatives.
2. Administration is seeking support from Council to submit further grants with the assistance of GrantMatch.

BACKGROUND:

3. Administration has been diligent in pursuing grants to offset operating and capital costs and to minimize the funds used from taxation. The Township, on a frequent basis, receives notifications from GrantMatch, which provides a listing of new grants and upcoming deadlines with a description of the grant, eligibility criteria, and amount of funding available.
4. Staff works collaboratively to identify initiatives that may be eligible for these funding opportunities and to prepare submissions for these grants.
5. The utilization of GrantMatch provides an opportunity to support our work efforts, and secure strong grant writing skills. GrantMatch provides specialized knowledge in knowing the federal and provincial grant opportunities and the pairing of grants, where possible, to maximize funding opportunities.
6. GrantMatch defines their services for municipalities as, “the development of a proactive grant strategy to identify, triage, and maximize government funding,” to move the average application success rate to over 90% with their Strategic Funding Approach.

7. Working with Administration, GrantMatch develops a high-level overview and understanding of the Township's upcoming projects planned for 12-15 months. Staff then highlights priority action items.
8. On behalf of the Township of South Glengarry, GrantMatch deliverables have included:
 - a. Communication with government representatives and funding agencies, as needed.
 - b. Prepare any communications required on the Township's behalf.
 - c. Complete and file applications.
 - d. Manage compliance reporting process.
 - e. There is no limit on the number of grant applications that GrantMatch will submit or the dollar value of a capital project; however, there may be a priority set to maximize funding opportunities. Within the terms of the agreement, it provides for the Township to determine whether it involves GrantMatch in a certain government funding application.

ANALYSIS:

9. GrantMatch fee structure is 10% on the first \$1,000,000 of government funding approved, and 5% on the remaining government funding approved, greater than \$1 million. Grant writing fees are not eligible in the grant processes applied for to date.
10. GrantMatch services do not have any upfront costs, as the cost of service is directly linked to the successful award from a grant application. The benefit being the minimization of tax dollars/reserves needed to fund capital projects.
11. The management team has reviewed multiple grants over the past year, and submitted applications for:
 - a. Nordic Pole Walking Program (success)
 - b. Rehabilitation of Glen Walter's WTP Water Assets (success)
 - c. Ken Barton Memorial Park- Bocce Ball Recreation Programming (success)
 - d. North Lancaster Optimist Park Revitalization (success)
 - e. Asset Management Plan Development (success)
 - f. Development of an Active Transportation Plan (success)
 - g. Municipal Building Accessibility Improvements (unsuccessful)
 - h. Glen Walter Memorial Park (unsuccessful)
12. Six (6) out of the eight (8) grant applications submitted with the assistance of GrantMatch were successful. By proceeding with GrantMatch, the Township has

secured \$3,825,983 in funding. The total service fees are \$250,299.52, which is 6.5% of the overall funds secured.

IMPACT ON 2022 BUDGET:

13. GrantMatch service fees are allocated from the General Government – Administration Consultant Fees account.
14. The service fees presently owed to GrantMatch exceeds the amount budgeted for Consultant Fees in 2022. This is because in 2022, the Township was successful in obtaining funding of \$3,645,968 through the Investing in Canada Infrastructure Program for the rehabilitation of Glen Walter's water treatment assets – resulting in an unbudgeted for service fee of \$232,298, of which \$ 174,223.50 needs to be paid in 2022.
15. As a result, \$174,223.50 for 2022 (\$58,074.50 in 2023) will need to be re-allocated to the General Government – Administration Consultant Fees account.
16. Administration recommends that the funds be re-allocated from the following accounts:
 - a. \$32,000 from the North Lancaster Playground project (no longer needed as funding was received for this project) – Capital Expenditure North Lancaster Park
 - b. \$21,060 from the Ken Barton Memorial Park- Bocce Ball Court (no longer needed as funding was received for this project) – Martintown Community Centre Capital Expenditures
 - c. \$121,163.50 from General Reserves

ALIGNMENT WITH STRATEGIC PLAN:

Goal 2: Invest in Infrastructure and its sustainability
Goal 4: Improve quality of life in our community

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 111-2022 be received and that Council hereby direct Administration to continue working with GrantMatch on an as-needed basis to secure grant funding for capital projects, resources and services and furthermore Council approves the re-allocation of \$174,223.50 to General Government Administration Consulting Fees from the following accounts:

\$32,000 from the North Lancaster Park Capital Expenditure Account
\$21,060 from the Martin Community Centre Capital Expenditure Account
\$121,163.50 from General Reserves

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**



Township of South Glengarry Overall Funding Strategy

Project Name	Program Name	Stage	Total Project Expenditure	Filed Amount	Filed Date	Approved Amount	Approved Date	Total Service Fee	Invoice #	Amount before tax	% Of total Service Fee	Pay Date	Service Fee Remaining	Amount Remaining	Invoiced
Nordic Pole Walking Program	Seniors Community Grant Program	Approved	\$16,377	\$16,377	2021-07-15	\$16,377	2021-12-16	\$1,637.72	1359	\$1,228.29	75%	Jan. 10, 2022	25%	\$ 409.43	No
Rehabilitation of Glen Walter's WTP Water Assets	Investing in Canada Infrastructure Program - Green Stream Ontario	Approved	\$4,972,000	\$3,646,133	2021-09-09	\$3,645,968	2022-02-28	\$232,298	1425	174,223.50	75%	Jul.19, 2022	25%	\$58,074.50	No
Ken Barton Memorial Park - Bocce Ball Recreation Programming	Ontario Trillium Foundation - Community Building Fund	Approved	\$23,400	\$23,400	2021-09-28	\$23,400	2022-01-14	\$2,340	1375	1,755.00	75%	Mar. 4, 2022	25%	\$ 585.00	No
North Lancaster Optimist Park Revitalization	Canada Community Revitalization Fund - FedDev	Approved	\$60,000	\$45,000	2021-07-23	\$45,000	2021-12-22	\$4,500	1361	3,375.00	75%	Jan.5, 2022	25%	\$1,125.00	No
South Glengarry – Asset Management Plan Development – Road, Bridges, Water Infrastructure Assets	Municipal Asset Management Program	Approved	\$55,347	\$44,278	2021-08-25	\$45,238	2021-10-29	\$4,523.80	1342	\$3,392.85	75%	Nov.8, 2021	25%	\$1,130.95	No
Planning Stream - Development of Active Transportation Plan	Active Transportation Fund	Approved	\$80,000	\$50,000	2022-03-31	\$50,000	2021-07-04	\$5,000	<div>Total Approved Amount: \$3,825,983.00 Total Service Fee: \$250,299.52 % Of Fees to Grant: 6.5%</div>						
Municipal Building Accessibility Improvements	Enabling Accessibility Fund - Small Projects Component	Decline	\$23,099	\$23,099	2020-07-13	\$0	N/A								
Glen Walter Memorial Park: An Active Community Project	Canada Healthy Communities Initiative	Decline	\$120,000	\$120,000	2021-06-25	\$0	N/A								



GrantMatch
GOVERNMENT FUNDING STRATEGISTS

National Presence

COMPANY PROFILE



- **25+ Years** of Experience
- **\$250+ Million** in Tax, Grants & Incentives recovered for Clients
- **35+ Staff** and offices across Canada
- **Operating in all Provinces**
- **GrantMatch** Live interactive database



Service Offerings

INDIRECT FUNDING

This is a retroactive approach. Indirect funding is applied to past projects, activities, or expenditures. Funding is received in the form of a refund.

- Sales Tax Recovery
- Tax Credits
 - SR&ED
 - Apprenticeship Management

DIRECT FUNDING

This is a proactive approach. Direct funding is applied to future projects, activities, or expenditures. Funding is received at the time of the project.

- Government Grants
- Government Loans



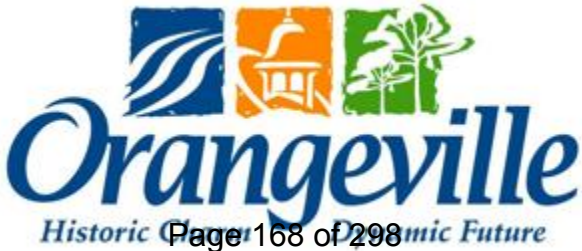
Team Experience

SAMPLE OF OUR MUNICIPAL CLIENTS



Team Experience

SAMPLE OF OUR MUNICIPAL CLIENTS



City of Kawartha Lakes

SUCCESS STORY

The City of Kawartha Lakes was approved for \$750,000 from the [Low Carbon Innovation Fund](#) for the Carbon Neutral Affordable Housing Project.



- The City of Kawartha Lakes secured \$750,000 in total grant funding, along with a \$5,000,000 loan from the [Green Municipal Fund](#). The total project investment was \$5,750,000, which was used to construct a centrally located affordable housing units that have the potential to maintain a 'net-zero energy capability' .

“The City of Kawartha Lakes highly recommends the services of GrantMatch. As a municipality, we struggle to allocate the time and resources necessary to maintain a proactive funding strategy. GrantMatch assists us by keeping our team informed and on track with upcoming funding opportunities. ”

- Brenda Stonehouse, Strategy and Performance Specialist



Municipality of Brockton

SUCCESS STORY



The Municipality of Brockton was approved for \$50,000 from [FCM - Municipal Asset Management Program](#) for the Asset Management Roadmap – Improvements & Development Project.

"The Municipality of Brockton appreciates that GrantMatch presented us with funding opportunities outside of our awareness, assisting our municipality in being more successful in grant applications than ever before. Prior to our partnership with GrantMatch, our municipality was unaware of several funding opportunities available in Canada."

- Trish Serratore, Chief Financial Officer



Government Funding

THE CHALLENGE

The municipal funding sector presents a unique set of challenges. Municipal managers often wear many hats, making pursuing all grant opportunities across departments a daunting task. GrantMatch has the experience and know-how to maximize your community's funding intake and record of approval.

THE SOLUTION

Develop a proactive grant strategy to identify, triage, and maximize government funding opportunities for your municipality .



Federal & Provincial Themes



INNOVATION

Advanced Manufacturing
New Processes, Efficiencies
New Products



ENVIRONMENT

Clean Technology
Waste Water
Carbon Footprint



HUMAN CAPITAL

Skills Development
Training/Apprenticeship
Job Creation



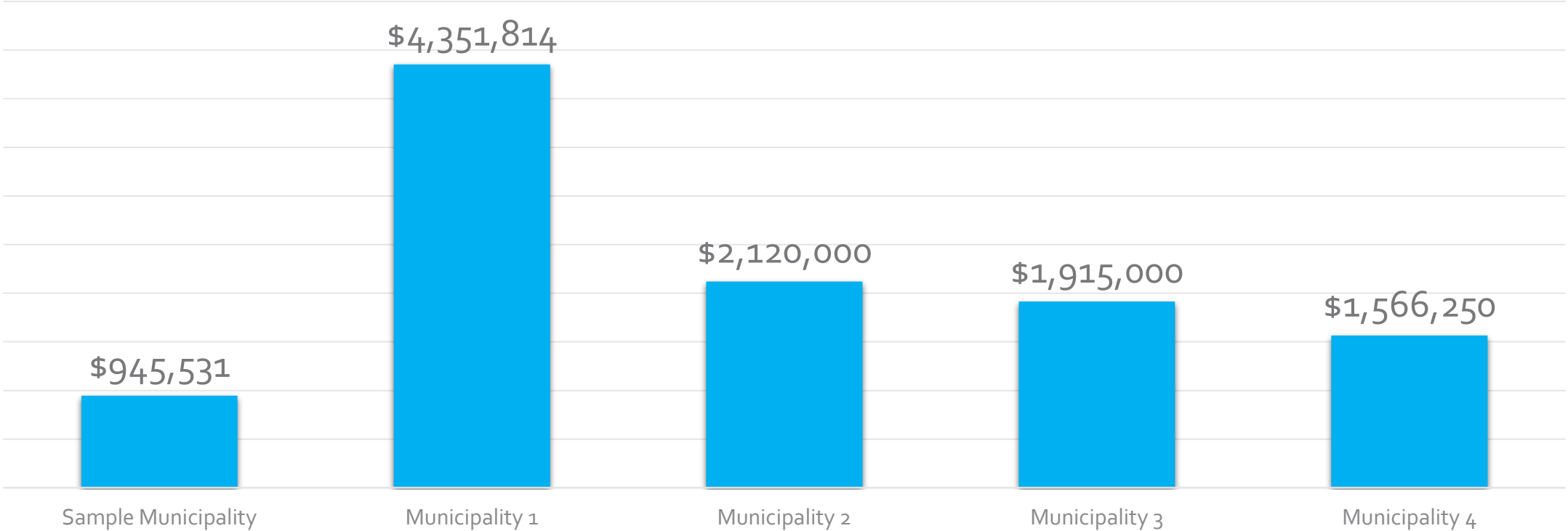
EXPANSION

Canadian Investment
Regional Markets
Export Markets



Sample - Competitive Analysis

AVERAGE COMPETITOR FUNDING: \$2,488,266

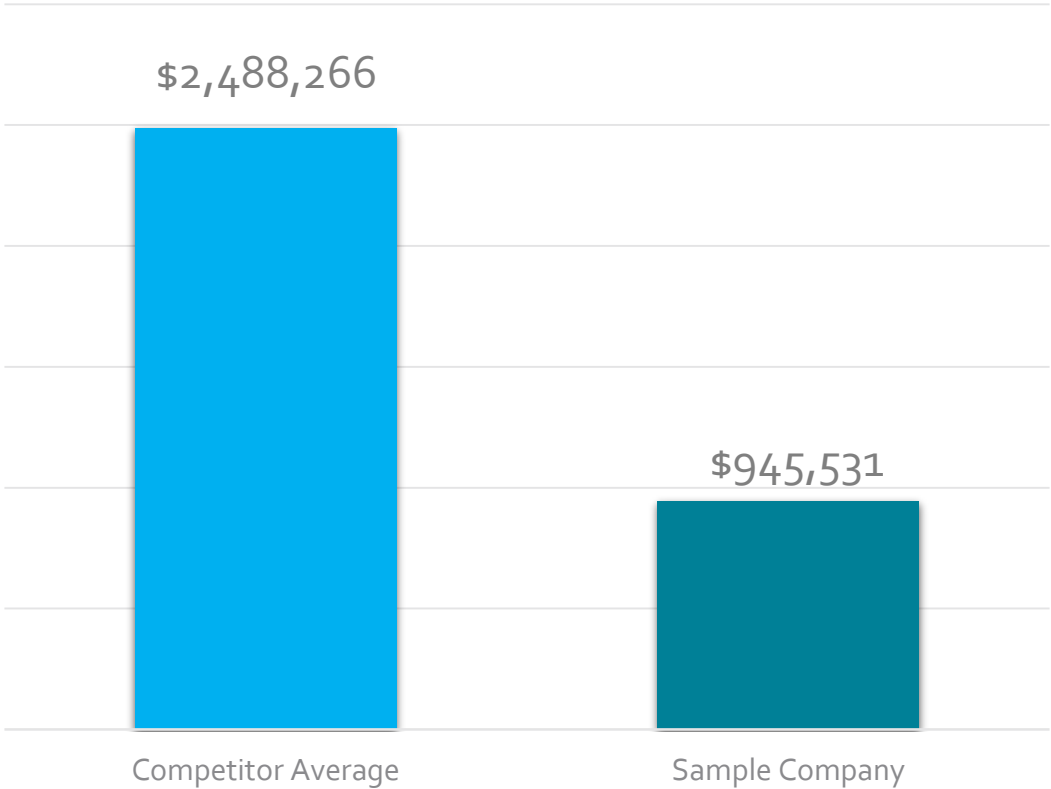


Competitive Analysis

SAMPLE MUNICIPALITY IS CURRENTLY ACCESSING...

37%

OF AVERAGE COMPETITOR FUNDING

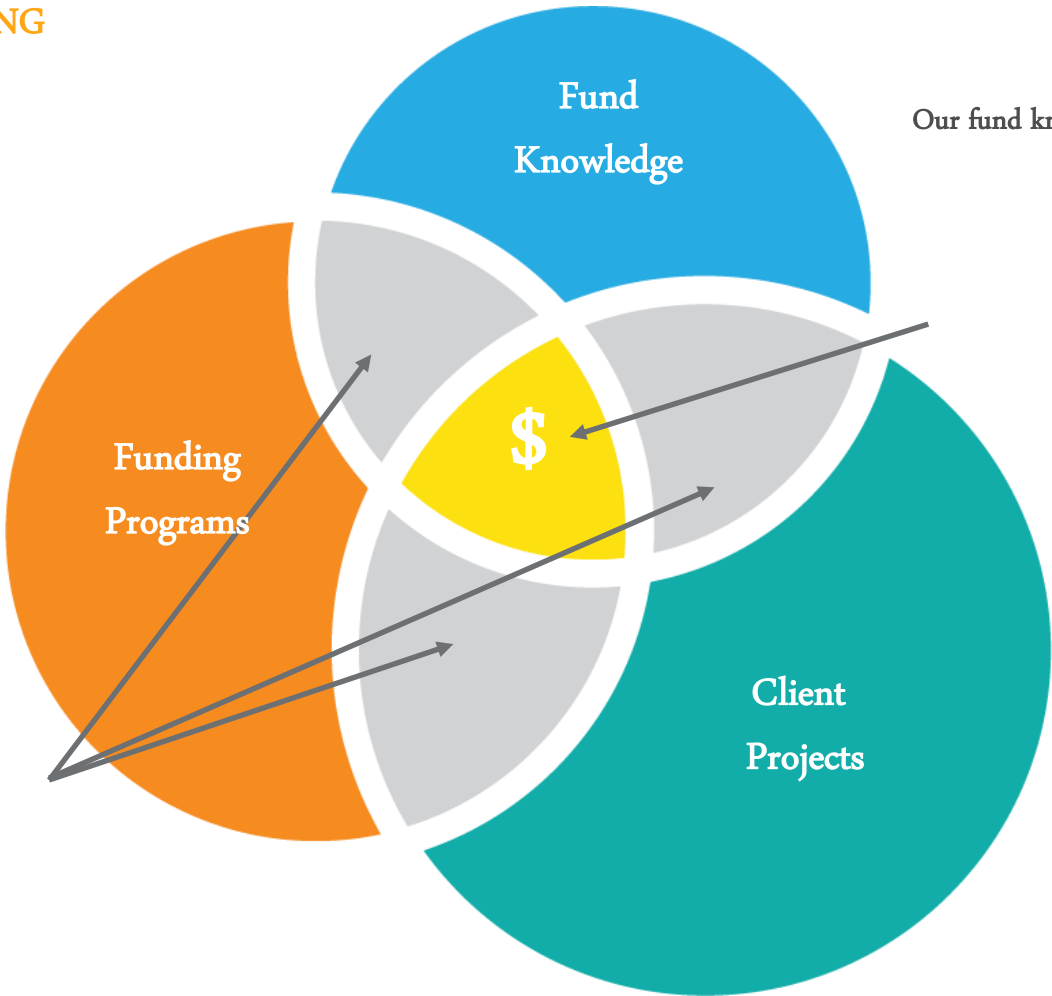


Grant Matching

MAXIMIZING YOUR FUNDING

\$30 Billion total potential
Grant Funding through
4000+ programs

Apparent Funding
Matches
(Low Probability)



Our fund knowledge helps to reduce information asymmetries

Recommended Funding Programs
(High Probability)



Stacking & Pairing

MAXIMIZING YOUR FUNDING



Stacking

Stacking refers to using the same project expenses to apply for funding from different programs to maximize the government contribution to a given project

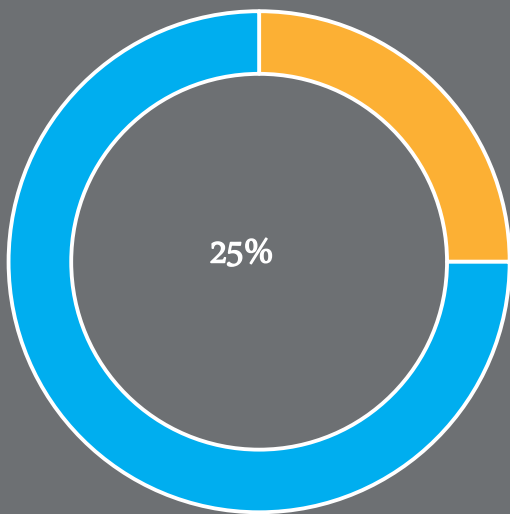


Pairing

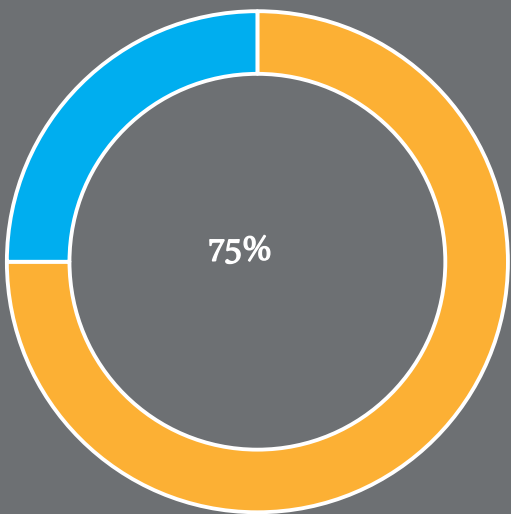
When different programs complement each other but cannot be stacked, elements of a project can be separated in order to qualify for and pair multiple funding programs



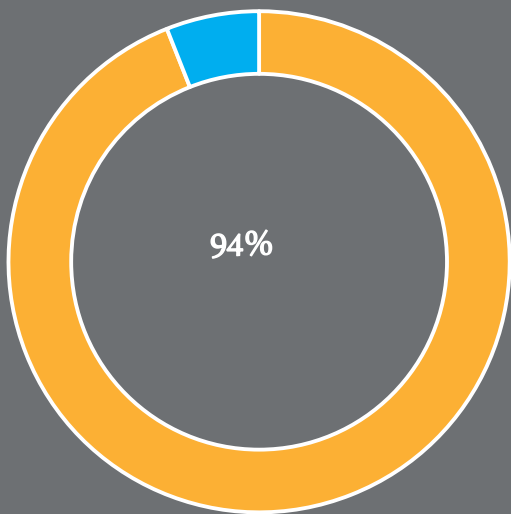
Using GrantMatch Means Success



Industry Average Application
Success Rate



Triple Your Probability With Our
Sprint Funding Approach



Our Strategic Funding Approach Achieves
The Highest Success Rate



Process Overview



Our Process

KICK-OFF MEETING

During our initial kickoff meeting, GrantMatch will seek a high-level overview and understanding of your organization's upcoming investment projects (12-15 months).

STRATEGY DEVELOPMENT

GrantMatch will complete a Funding Strategy for your organization that will highlight priority action items.

The Grant Strategy document is a living document and will be updated regularly as GrantMatch becomes more acquainted with your organization's activities and strategic priorities.

DELIVERABLES

Once projects are identified and discussed, GrantMatch will:

- Research all applicable funding programs
- Match project expenditures with available funding programs
- Identify stacking & pairing opportunities
- Communicate with government representatives and funding agencies, as needed
- Prepare any communications required on your organization's behalf
- Complete and file applications
- Manage compliance reporting process



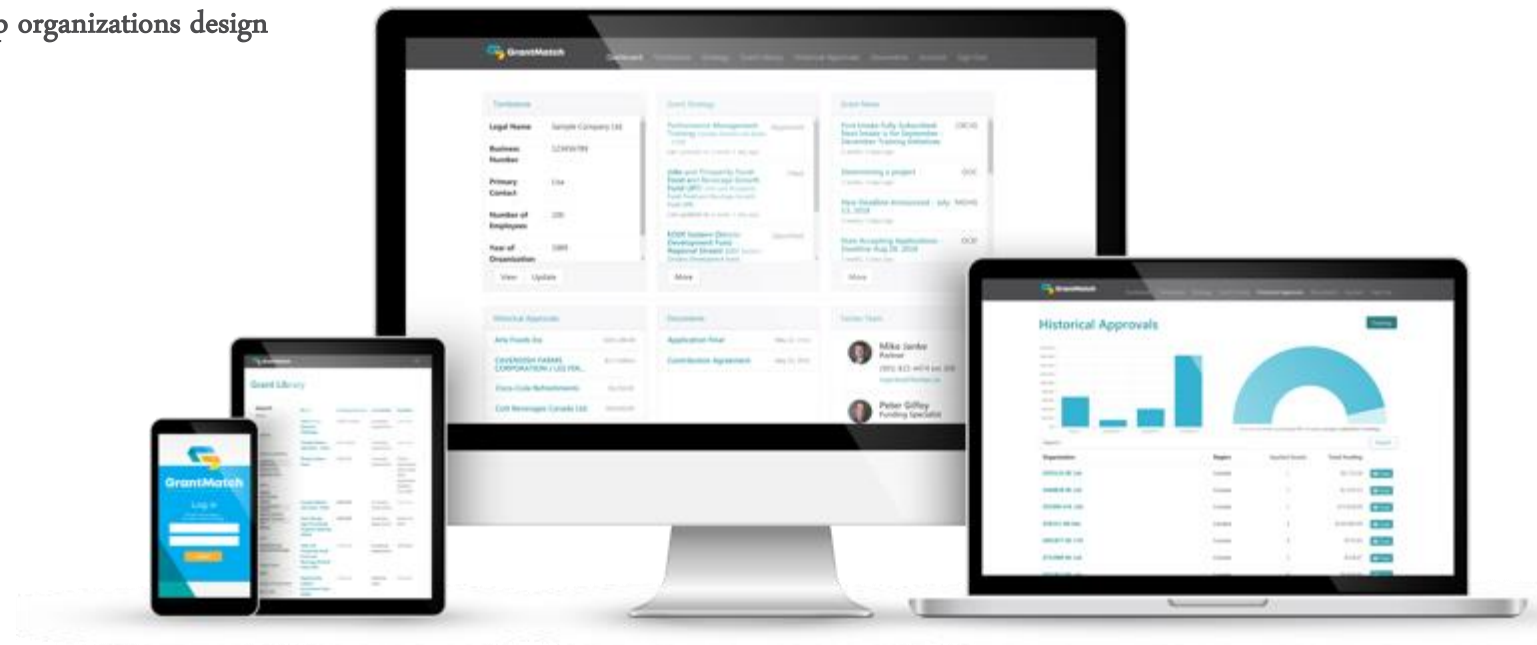


GrantMatch
INCENTIVES & FUNDING PLATFORM

ABOUT THE SOFTWARE PLATFORM

Our new online software platform has been developed to help organizations design and manage a proactive funding strategy.

- Comprehensive Program Data
- Curated Grant Recommendations
- Custom Strategy Development
- Competitive Benchmarking



VOLUME OF DATA

The GrantMatch™ software platform:



This benchmarking data helps to reduce information asymmetries and ensures that our clients are reviewing all opportunities in funds that their competitors are utilizing.

GrantMatch™

A COMMUNITY OF ACTIVE USERS

The GrantMatch™ software platform:



As our community of active users grow, the power and functionality of the software platform improves. GrantMatch innovation is driven by active usership and an ongoing feedback loop with our development team.

DASHBOARD VIEW

[Dashboard](#)[My GrantMatch](#)[Profile](#)[Grant Library](#)[Strategy](#)[Historical Approvals](#)[Account](#)[Admin](#)[Release \[DEMO - PROFILE\] Municipality](#)

Profile

Legal Name	[DEMO - PROFILE] Municipality
Business Number	12345
Primary Contact	Joe Stevens
Number of Employees	200
Year of Organization	1902

[View](#)[Update](#)

Grant Strategy

Municipalities for Climate Innovation Program	Approved
Last updated 2 months, 1 week ago	
Municipalities for Climate Innovation Program	Identified
Last updated 10 months, 1 week ago	
Low Carbon Economy Challenge Low Carbon Economy Fund :: Low Carbon Economy Challenge	Approved
Last updated 4 months, 2 weeks ago	
Municipal GHG Challenge Fund	Writing

[More](#)

Grant News

Ontario Creating Jobs in Northern Ontario's Advanced Manufacturing Sector	NSEIP
1 day ago	
Canada to Fund its Future Clean Economy Through The Trans Mountain Pipeline Expansion	
1 day, 7 hours ago	
Manitoba's Trucking Industry Receives Boost to METI Improve Fuel Efficiency	
1 week, 2 days ago	
Federal and Provincial Governments Help Brewers to Expand Operations	CAP

[More](#)

Top 4 Tracking Historical Approvals

Bridgewater, Town of	\$4.8 million
Queens, Regional Municipality of	\$11.2 million
Lunenburg, Town of	\$7.3 million
Lunenburg, Municipality of the Distri...	\$6.6 million
Annapolis, Municipality of the County of	\$3.1 million

[More](#)

Recently Uploaded Documents

Phantom Cap Ex. 2018.xlsx	June 19, 2018
Phantom Growth Forecast.docx	June 19, 2018

[More](#)

Fairtax Team



Myles Braithwaite
Senior Software Developer
(416) 499-2861 ext 309
mbraithwaite@grantmatch.ca

[More](#)

SAMPLE GRANT RECOMMENDATIONS – FILTERED VIEW

[Dashboard](#)[My
GrantMatch](#)[Profile](#)[Grant
Library](#)[Strategy](#)[Historical
Approvals](#)[Account](#)[Admin](#)[Release \[DEMO - PROFILE\] Municipality](#)

Grant Library

[Search](#)[Saved](#)

Name

Purposes

Funding Availability

[Accepting Applications](#)[Closing Soon](#)[Opening Soon](#)

Regions

[New Brunswick](#)[Ontario](#)[British Columbia](#)[Alberta](#)


Sectors

[Municipalities, Universities,
Schools, Hospitals](#)[Municipalities](#)

Found 92 grants with a potential funding pool of \$2,552,421,600.

Program Name	Funding Amount	Availability	Deadline	Rank
Multi-Sectoral Partnerships to Promote Healthy Living and Prevent Chronic Disease	\$5.0 million	Open	Not available	★★★★★
FCM - Green Municipal Fund	\$1.5 million	Open	Aug. 1, 2019	★★★★★
Island Coastal Economic Trust - Economic Infrastructure Program	\$400,000.00	Open	Central South Island Region: May 26, 2017 Octob...	★★★★★
Opportunity Calgary Investment Fund (OCIF)	Unknown	Open	Continuous Intake with no set funding limit.	★★★★★
Federal Gas Tax Fund	\$2.0 billion	Open	Not available	★★★★☆
Ontario Business Research Institute Tax Credit (BRI)	\$4.0 million	Open	Not available	★★★★☆
Ontario Trillium Foundation - Grow Stream	\$250,000.00	Open	Not available	★★★★☆
Small Business Investor Tax Credit (SBITC)	\$250,000.00	Open	Not available	★★★★☆

END-TO-END STRATEGY TRACKING & MANAGEMENT

 [Dashboard](#) [My GrantMatch](#) [Profile](#) [Grant Library](#) **Strategy** [Historical Approvals](#) [Account](#) [Admin](#) [Review \[DEMO - PROFILE\] Municipality](#)

Strategy

Create a new project Download ▾

In Progress ▾IdentifiedWritingPreliminarily FiledFiledApprovedCompliance

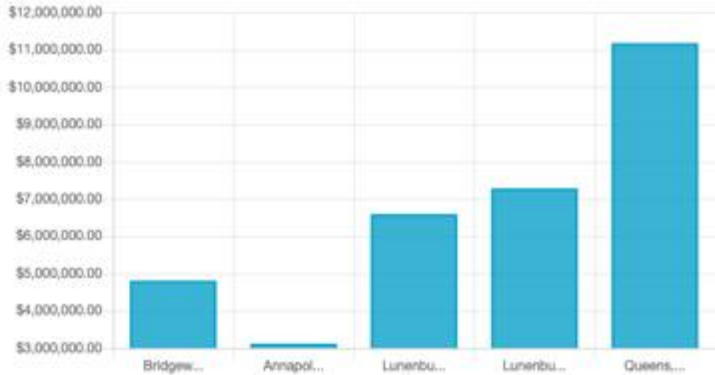
Search for a project... Search

✖	Project Name	Funding Program	Profile	Next Steps	Project Lead	Stage	Deadline	Grant Amount
✖	Ontario Community Infrastructure Fund (OCIF)	Ontario Community Infrastructure Fund	[DEMO - PROFILE] Municipality	Talk to project managers to find an unsafe road or ...	Bud Thompson	Writing	Aug. 27, 2018	\$2,000,000.00
✖	Low Carbon Economy Challenge	Low Carbon Economy Fund :: Low Carbon Economy Challenge	[DEMO - PROFILE] Municipality	Await feedback from preliminary submission	Ariel Caroline	Approved	May 13, 2018	\$550,000.00
✖	Municipalities for Climate Innovation Program	Municipalities for Climate Innovation Program	[DEMO - PROFILE] Municipality	Propose potential project opportunities	Mike Janke	Approved	June 14, 2017	\$800.00
✖	Communities at Risk: Security Infrastructure Program (SIP)	Communities at Risk: Security Infrastructure Program	[DEMO - PROFILE] Municipality	Review audit of community security infrastructure	Grant Masters	Writing	July 30, 2018	\$100,000.00
✖	Going Global Innovation (GGI)	Going Global Innovation (GGI)	[DEMO - PROFILE] Municipality	Awaiting confirmation from foreign market partners	Wayne Johnson	Compliance	Sept. 14, 2018	\$75,000.00
✖	Green Municipal Fund	FCM - Green Municipal Fund	[DEMO - PROFILE] Municipality	Move forward on brownfield restoration project	Joe Smith	Approved	Aug. 1, 2018	\$100,000.00
✖	Municipal GHG Challenge Fund	Municipal GHG Challenge Fund	[DEMO - PROFILE] Municipality	Work with engineers to calculate GHG savings.	Joe Smith	Writing	July 13, 2018	\$750,000.00

COMPETITIVE BENCHMARKING & HISTORICAL APPROVAL DATA

Historical Approvals

Tracking



You are currently accessing 69% of your average competitor's funding.

Search

Tracking

Company name

Regions

Search

Reset

Organization	Region	Total Funding	
Annapolis, Municipality of the County of	Canada	\$3.1 million	Untrack
Lunenburg, Municipality of the District of	Canada	\$6.6 million	Untrack
Lunenburg, Town of	Canada	\$7.3 million	Untrack
Queens, Regional Municipality of	Canada	\$11.2 million	Untrack
IUOE Local 793	Canada	\$1.9 million	Track
New Gold	Canada	\$1.5 million	Track
TC Transcontinental Inc.	Canada	\$498,666.67	Track



GrantMatch

GOVERNMENT FUNDING STRATEGISTS

[HTTPS://GRANTMATCH.CA/](https://grantmatch.ca/)



GrantMatch
GOVERNMENT FUNDING STRATEGISTS



STAFF REPORT

S.R. No. 112-2022

PREPARED BY: Sarah McDonald, P. Eng. – GM Infrastructure Services
Dillen Seguin, Director Water and Wastewater

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: July 18, 2022

SUBJECT: Mass Notification System – Quotes by Invitation

BACKGROUND:

1. During 2021, the Director of Water and Wastewater had identified the upcoming need for the efficient communication of emergency information considering the known condition of some of the Township's aging underground infrastructure.
2. During the months of January and February 2022, the Township experienced a string of unplanned emergency events with the Lancaster and Glen Walter water distribution systems that resulted in:
 - a. Residents without water for a period of time
 - b. Precautionary boil water advisories issued
 - c. Boil water advisories issued
3. Administration provided a summary of the emergency work completed as part of the [April 18, 2022, Council Meeting](#).
4. The neighbouring Township of South Dundas recently completed a review of mass notification companies following their own issuance of a Precautionary Boil Water Advisory in mid-2021. Their staff assessment of the available providers was published as part of their December 13, 2021 Township Council meeting and is attached for reference.
5. To facilitate communications with affected residents, the Township requested quotations from three Mass Notification System platforms for use for communicating emergency information to the public quickly. The intent would be to use this system for notices related to:
 - a. Loss of water
 - b. Precautionary Boil Water / Boil Water Advisories
 - c. Emergency Road Closures
 - d. Unplanned changes to waste pickup

6. The three platforms reviewed included:
 - a. Voyent Alert!
 - b. Everbridge
 - c. bciti

ANALYSIS:

7. Administration reviewed all three platforms which had varying features and associated fees.
8. Administration's criteria included a service with multiple methods of communication (SMS, e-mail, and voice) with a potential tie-in to an app or website for additional information/mapping. Ease of use for both Township residents and program Administrators was also considered.
9. bciti required all users to install an app to receive notifications and was screened out as a result.
10. Voyent Alert! and Everbridge both offered notifications through SMS, e-mail, voice, and via a proprietary app.
11. Voyent Alert! and Everbridge each had comprehensive product demonstrations and offered a similar service with small variations. The quotations received were:
 - a. Voyent Alert! - \$4,600 / year, 2-year term, plus \$500 setup fee
 - b. Everbridge - \$5,030 / year, 3-year term, plus \$745 setup fee

IMPACT ON 2022 BUDGET:

12. This service was not included in the 2022 budget and can be shared between the Departments using the service moving forward.
13. The estimated budget impact is:
 - a. One-time set-up fee of \$500 excluding HST
 - b. Fixed Fee of \$4,600 excluding HST for a 2-year term

ALIGNMENT WITH STRATEGIC PLAN:

Goal 2: Invest in infrastructure and its sustainability

Goal 5: Improve internal and external communications

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 112-2022 be received and that the Township of South Glengarry enter into an agreement with Voyent Alert! For a 2-year term and furthermore that the Mayor and Clerk be authorized to sign all applicable documents.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

Schedule 'A' – Mass Notification Companies Staff Assessment

Company	Staff Evaluation	Capterra Rating	Cost
Voyent Alert	<ul style="list-style-type: none">- Strong presence in Canada, and work with local government organizations.- Canadian Company (Canadian servers)- Easy sign-up option – under one minute- 24-Hour Concierge Service.- “Answer” options for two-way communication.- Best looking app/notifications (link to open full alert through text message)- Share options to send to contacts (good for elderly and to encourage more registrations)- Called ID for voice notifications (will say “South Dundas”)- AODA compliance- Phonetic substitutions for mispronounced words/names- iframe for website- Environment Canada monitoring- Branded media/rollout kits included	4.8/5 (9 Reviews)	\$4,500 CAD per year. Unlimited contacts.
Everbridge	<ul style="list-style-type: none">- Strong presence in Canada.- US Company but Canadian headquarters with Canadian servers.- Partnership opportunity with Counties and other lower-tiers- Two-way polling and multi-send options until confirmation of receipt- Internal conference calling option for Emergency Management/Staff groups- Internal Group Chat option	4.3/5 (15 Reviews)	\$5,000 CAD per year (3-year contract). Unlimited contacts.

Schedule 'A' – Mass Notification Companies Staff Assessment

Genasys	<ul style="list-style-type: none">- Integration with AlertReady (Environment Canada)- Two-way question/answer- Originally a hardware company means potential for integration with hardware such as construction road signs, alarm systems, etc.- Separate logins for residents versus employees- Option to have limited time enrollment for people visiting the area (i.e.. 1 week)- Will automatically opt-in all landlines and cell phones registered as being in South Dundas in Yellow Pages- Options to add relatives (particularly nice for people with elderly relatives)- Voice calls can be recorded by Staff or use automated voice.	No Reviews	\$3,979 CAD per year with app build and maintenance. \$2,984 CAD per year without app (not recommended)
RedFlag	<ul style="list-style-type: none">- US Company.- Price based on users (higher cost with more sign ups)-Two-way polling/specific responses- US servers but Microsoft and Azure Cloud security- Price based on users- Emphasis on internal usage	5/5 (23 Reviews)	\$7,380 USD for 1,000 contacts up to \$16,380 USD for 5,000 contacts.
AlertMedia	<ul style="list-style-type: none">- US Company- Two-way communication optional- Customizable pages- Two-way open responses (can be turned on or off)- Price based on the number of users not set for population- Focus on security and reliability in pitch	4.5/5 (86 Reviews)	\$20,000 to \$25,000 USD per year. Unlimited contacts.

Schedule 'A' – Mass Notification Companies Staff Assessment

Regroup	<ul style="list-style-type: none">- US Company- Canadian servers (data stays in Canada)- Web and social media integration- Unlimited admins with workflows for approval- Tier One aggregator (delivery priority)- Reporting tracks email opens, delivery of texts, and length of listen time for voice notifications- Two-way optional- Priced based on users	4.3/5 (50 Reviews)	\$3,500 USD per year. Based on contacts. (2,000 contact model) \$700 USD implementation fee. <i>Discounts for multi-year commitments.</i>
---------	--	-----------------------	--



SMART COMMUNICATIONS **FOR CONNECTED COMMUNITIES**



BY **ICESOFT**



BASED IN **CANADA**

Established & located in Calgary.



STRONG **HISTORY**

18 years in the software industry.



CUSTOMER **SUPPORT**

Past clients include FedEx, US Nuclear Regulatory, US Steel.



HIGHLY **DIFFERENTIATED**

Unique alerting service launched in 2017



ENTERPRISE **SOLUTIONS**

We work with you to provide solutions in a timely manner.

COMMUNICATION **CHALLENGES?**

- Time?
- Cost?
- Resources?
- Gaps in coverage?
- Not satisfied with existing system?



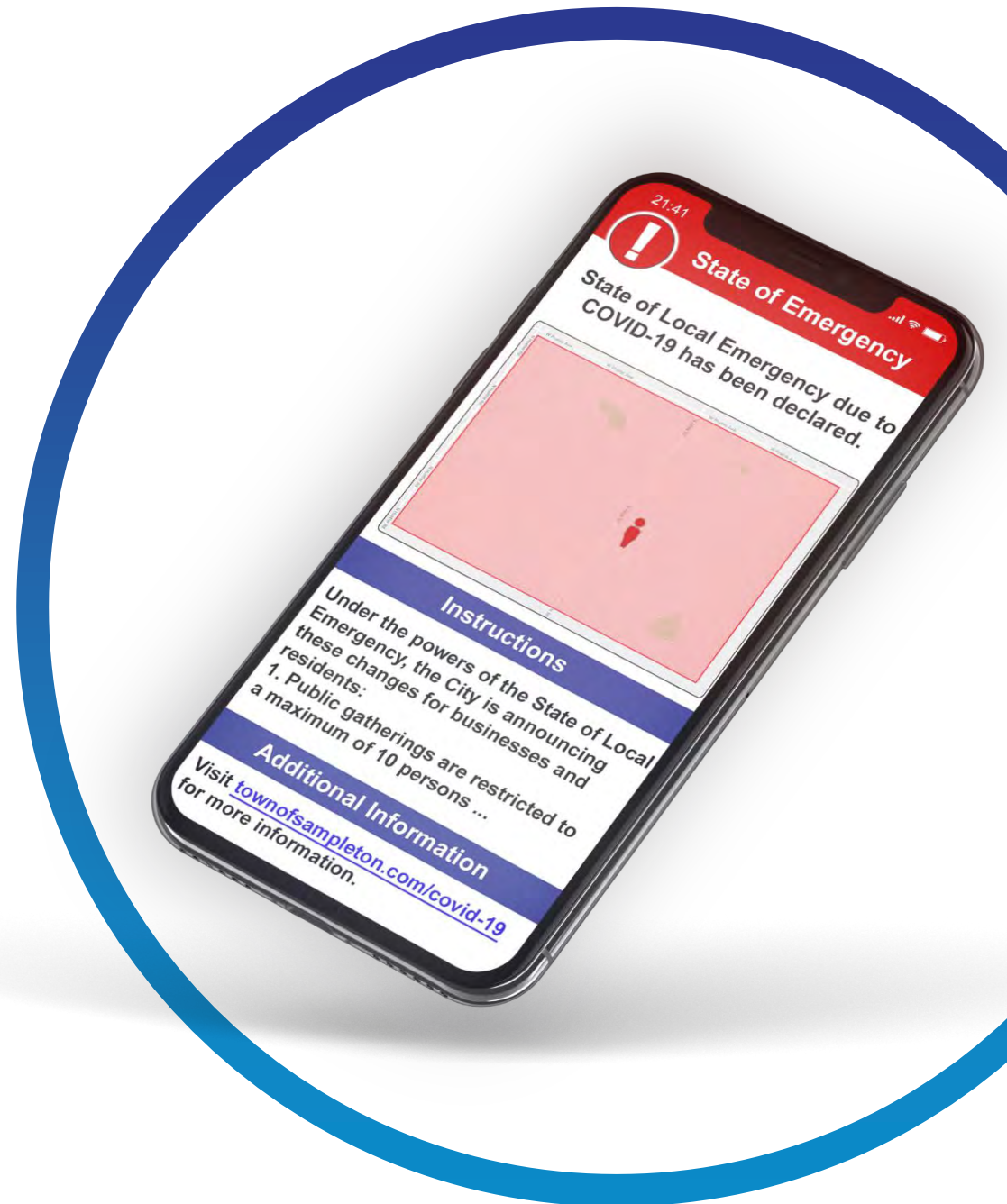
NOTIFICATION **REQUIREMENTS?**

- Emergency Alerts
- Road Closures
- Boil Water Orders/ Water Access
- Day to Day Communications
- Public Notices



ABOUT VOYENT

- Voyent Alert! is a Multi-Purpose Notification Service.
- Used for **BOTH** Emergency as well as Day-to-Day communications
- Focused on communities.



CRITICAL INCIDENT



FIRE



BIO**HAZARD**



GAS **LEAK**



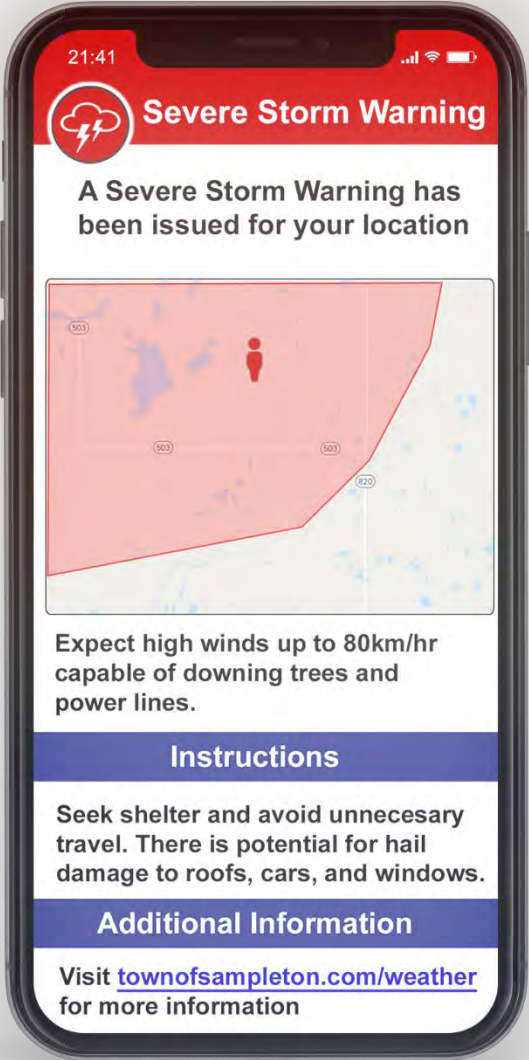
SEVERE **WEATHER**



FLOOD



Violent Incident



DAY TO **DAY**



ROAD **CLOSURE**



FIRE **BAN**



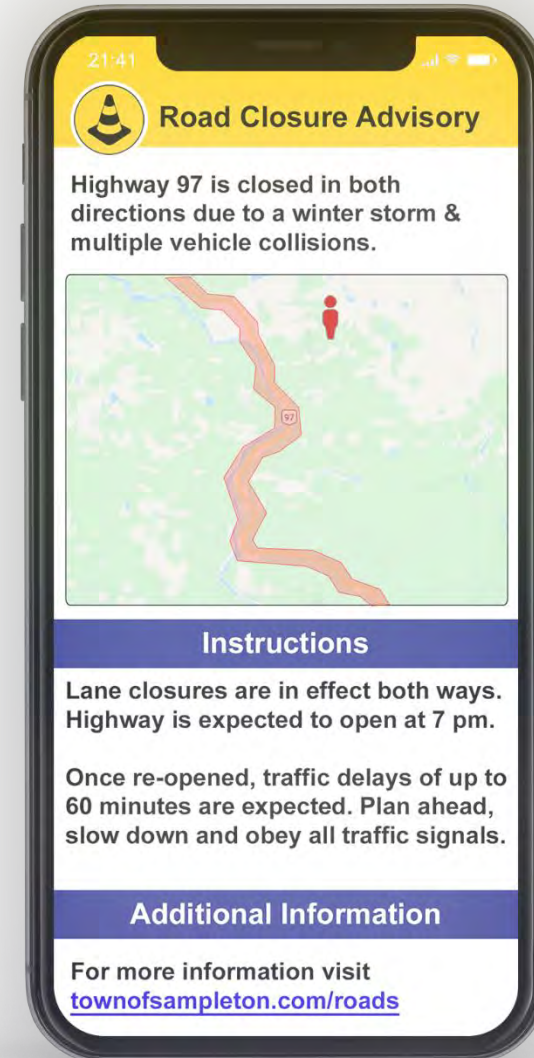
FACILITY **CLOSURE**



WATER **ADVISORY** Public **Notice**



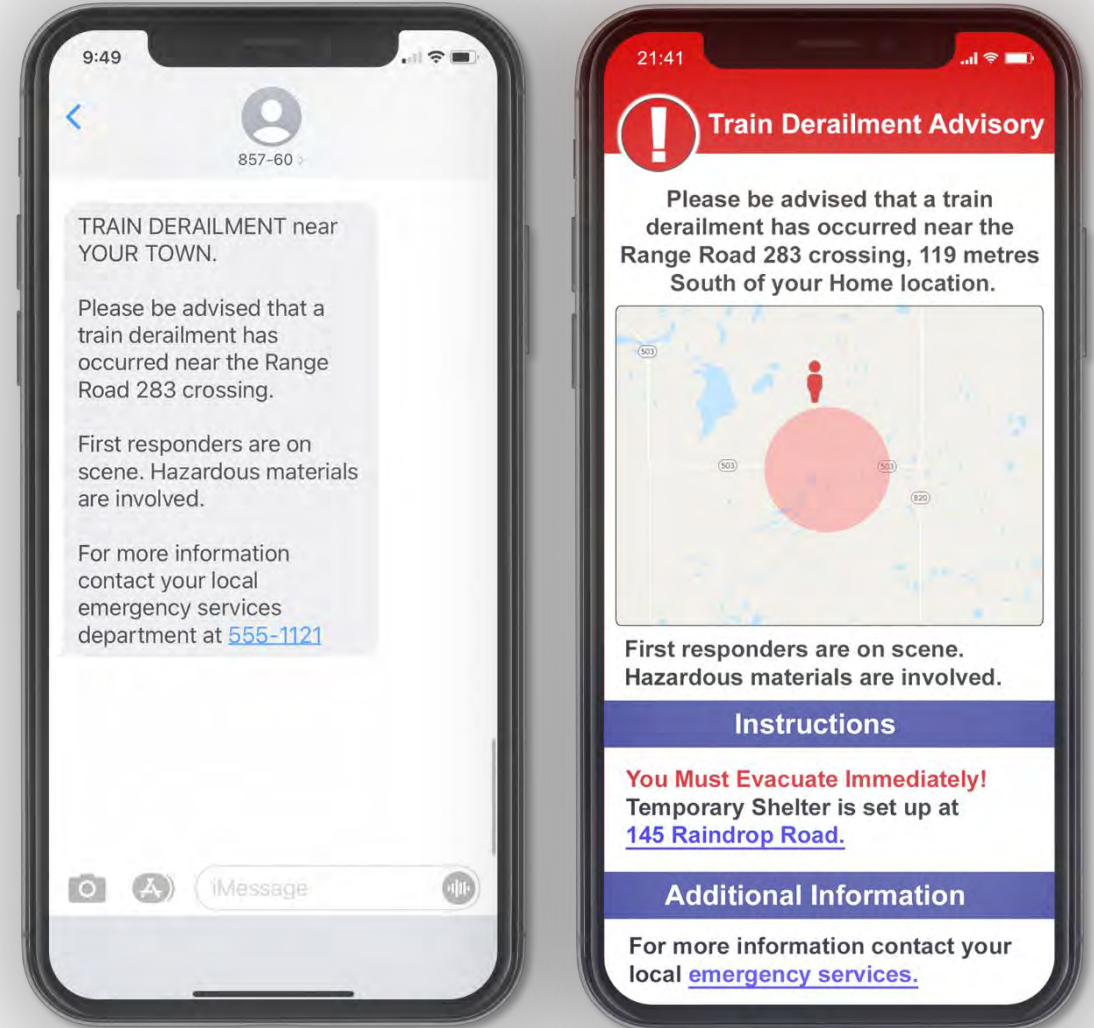
CRIME **WATCH**



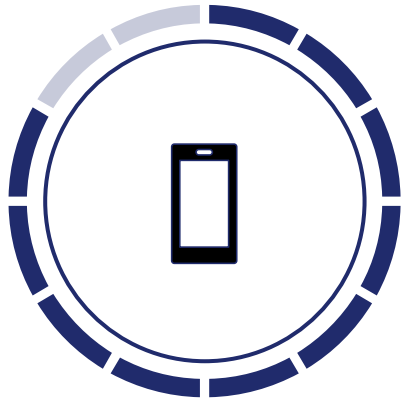
OUR **DIFFERENCE**

Targeted, Personalized & **ENRICHED**

BEYOND THE TRADITIONAL
TEXT BASED OFFERING



MULTI-CHANNEL **DELIVERY**



MOBILE **APP**



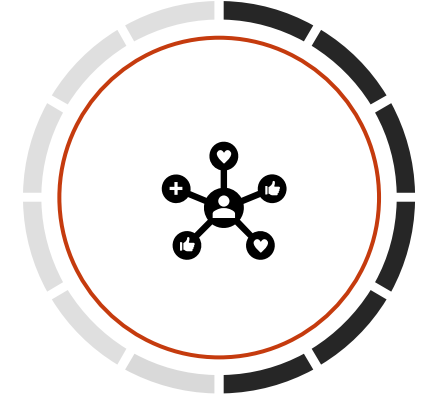
SMS / **TEXT**



EMAIL



VOICE TO **LANDLINE**



SOCIAL **MEDIA**

Alerts on app can be shared to a contact list.



PRIVATE & **SECURE**

FULLY **ANONYMOUS REGISTRATION**

FEDERAL & **PROVINCIAL COMPLIANT**

PIPEDA **COMPLIANT**

2 FACTOR **AUTHENTICATION**

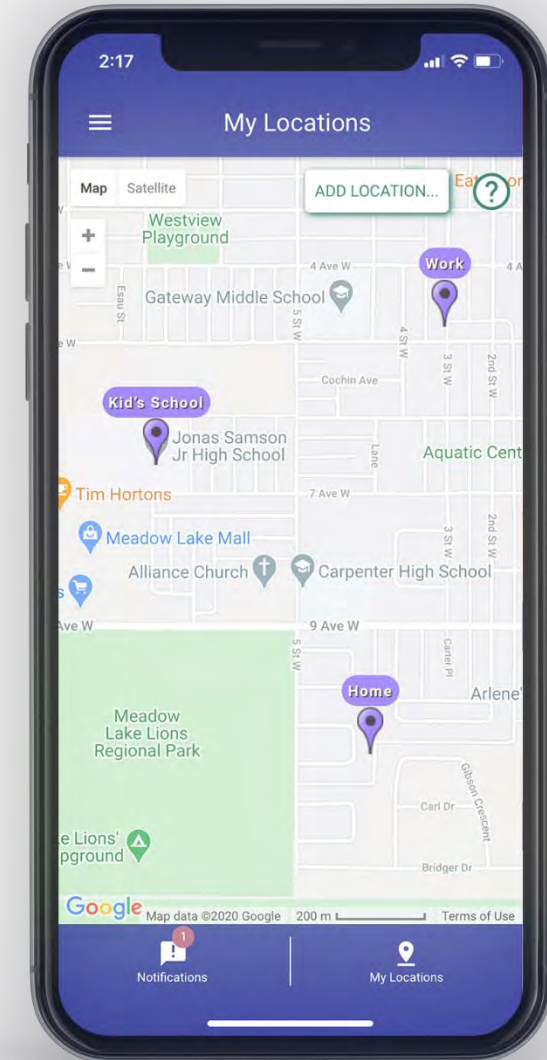


USER **FRIENDLY**

MULTIPLE **USER LOCATIONS**

TOPIC **GROUPS**

CUSTOM **CALLER ID**



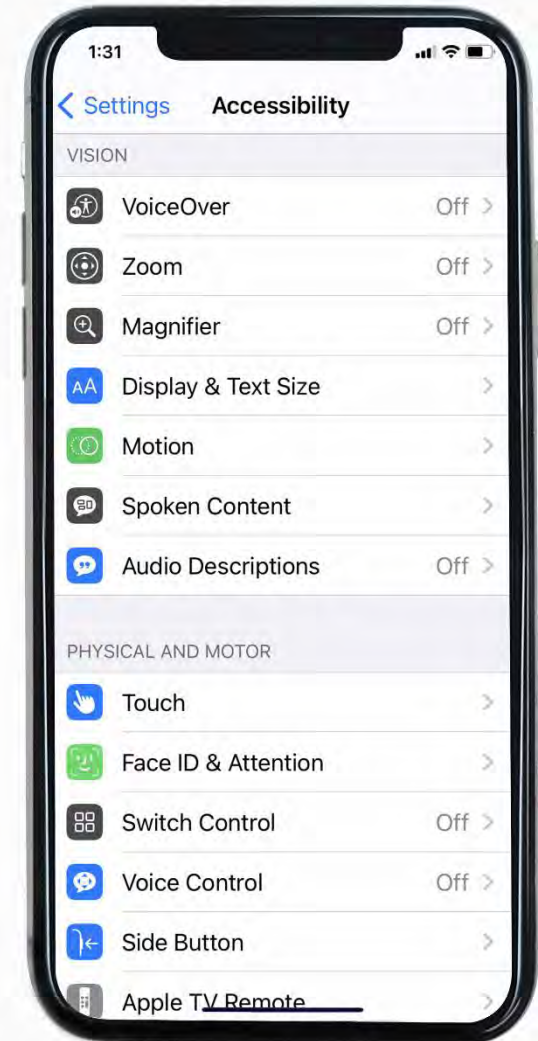
DEVICE **ACCESSIBLE**

DEVICE **ACCESIBILITY**

- Text to Speech, Font Size, Contrast
- AODA Compliant

MULTI **LANGUAGE**

- Alerts can be sent out in English, French, Spanish or as any bi-lingual or tri-lingual combination.



EASY **POINT & CLICK** INTERFACE

WEB **BASED**

- Run from any computer, anywhere
- No Programming Required
- No Software to Maintain

INCLUDES **TEMPLATES**

- Pre-made & customizable templates

New Alert

Choose a template from the list below:

Filter templates by name or categories...

	Name	Categ
	Community Watch: Vandalism Report	Sample
	Council Meeting Advisory	Sample
	Emergency Response Team Activation	Sample, Mobile
	Extreme Cold Advisory	Sample, Mobile
	Extreme Heat Advisory	Sample, Mobile
	Facility Closure	Sample

CANCEL

CONFIRM



ADVANCED GEOFENCING

- Any Shaped Zones
- Nested Zones
- Map Shape Layers

Extensive **Features**



TRAINING **ENVIRONMENT**



REPORTING & **ANALYTICS**



ADVANCED **GEOFENCING**



KML/KMZ **IMPORT**



PHONETIC **SUBSTITUTION**



DEVICE **ACCESSIBILITY**

RECIPIENT **GROUPS**

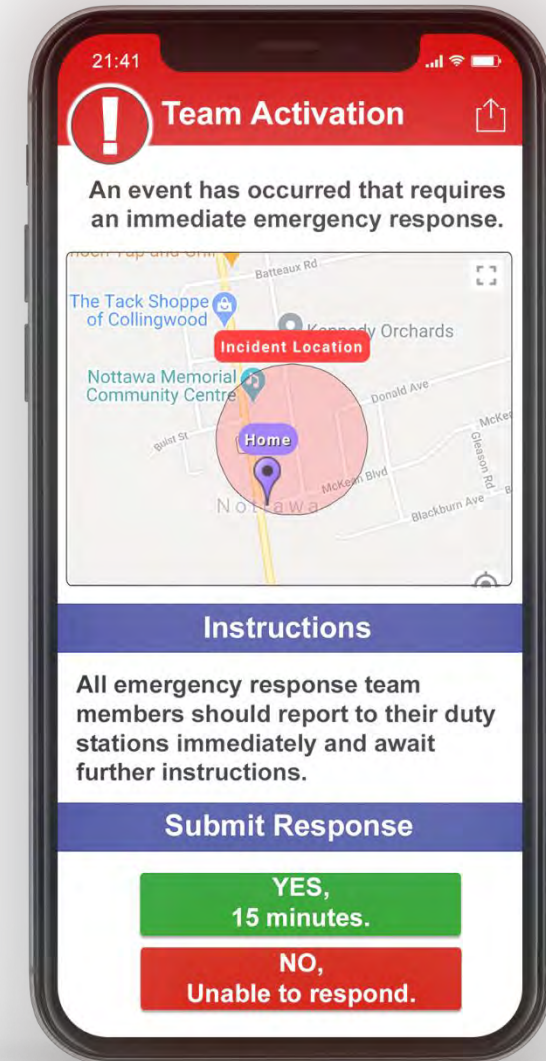
INTERNAL **TEAM COMMUNICATIONS**

- Public Works Personnel
- Recreation Personnel
- EOC Personnel
- Team Recall

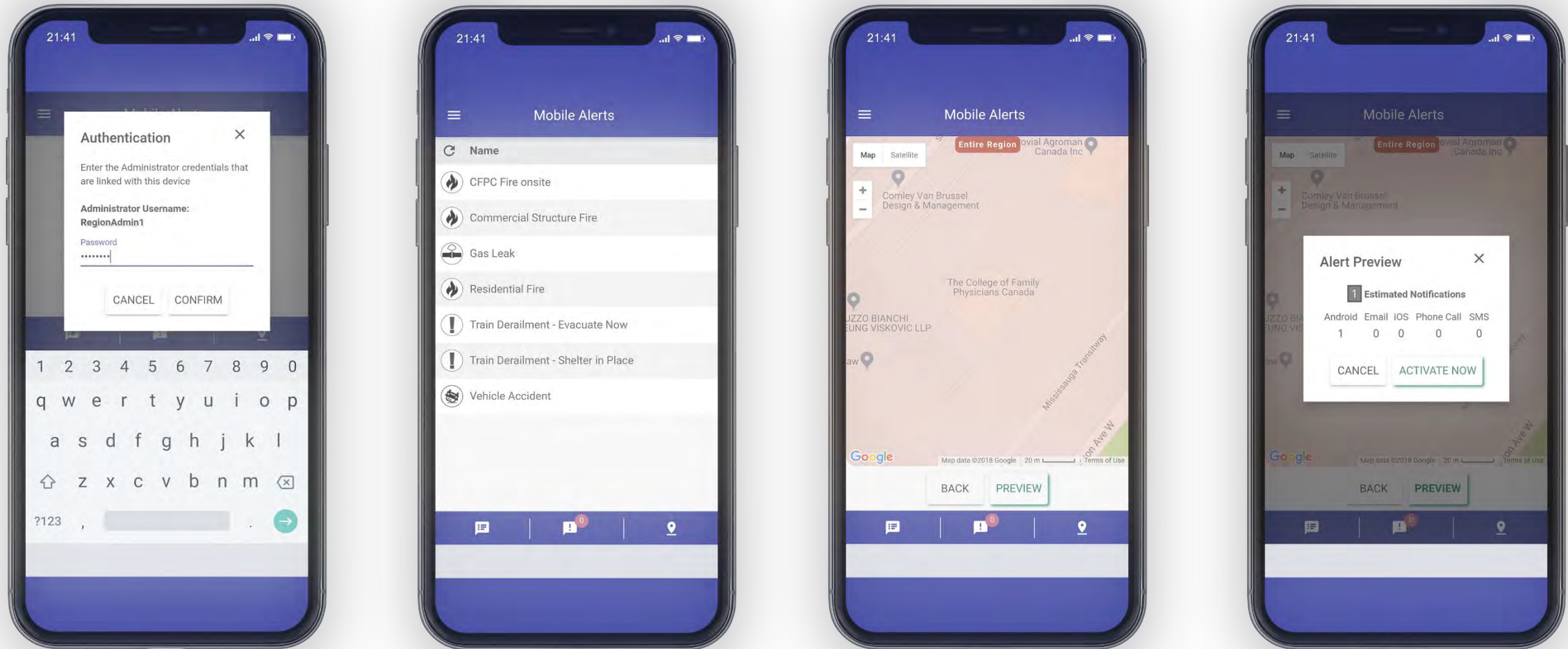
RECIPIENT **RESPONSE**

USER QUERY & **ACKNOWLEDGE**

- Pose Queries / View Response
- Read Receipt / Reporting
- View Team Member locations
- Residents can respond in an emergency



4 STEPS - **MOBILE ADMIN**



Administrators can dispatch alerts from the mobile app in 4 steps

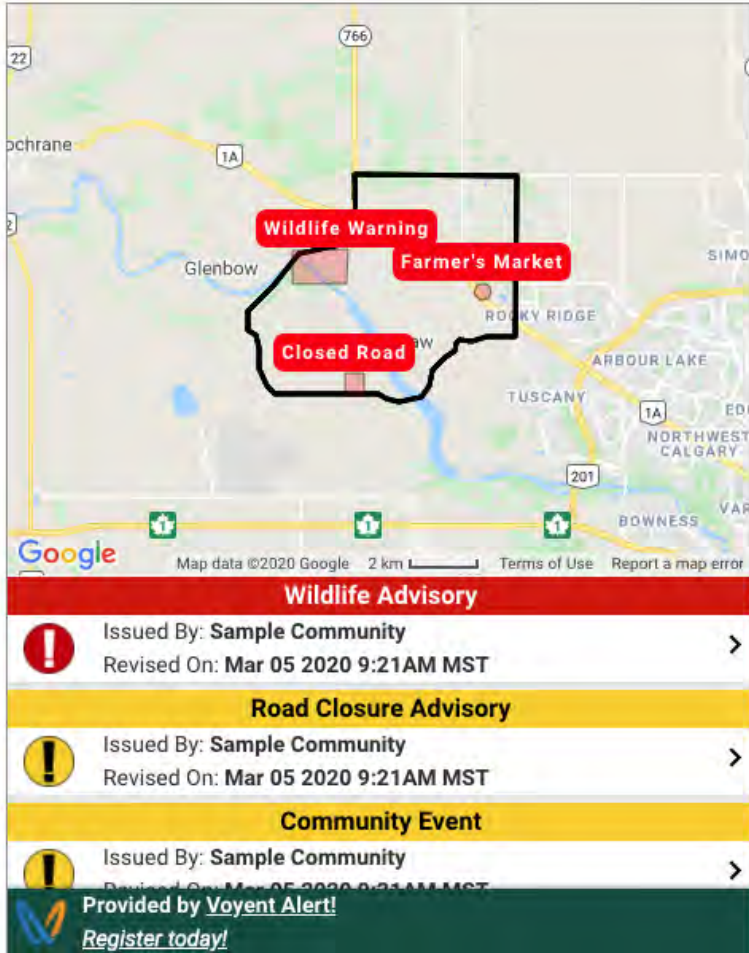
RICH MEDIA

Attach photos and PDFs to provide more interest and context.

USE CASES

- Formal notifications
- Community / Rural crime watch
- Community Events Marketing





PUBLIC **PORTAL**

Anyone can view a summary of real time alerts on your public facing website.

Viewers may also click “Register Today”. Utilize this feature to drive registration in your community.

3rd PARTY SYSTEMS **INTEGRATION**

Import from 3rd Party Sources

- Tsunami, NTWC, Provincial / Federal Alerts etc.
- CAP-CP
- Optionally re-broadcast to Admins only or General Public

Export Alerts – coming soon

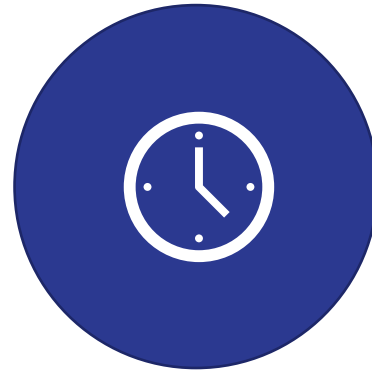
- CAP-CP Export (with MAP zones)
- Import to Provincial / Federal Systems
- Integrate with CAP-CP compliant equipment (Road Signs etc.)



ADMINISTRATIVE **SUPPORT**



LOCAL & **CANADIAN**



24/7/365 **ALWAYS ON**



EMERGENCY CONCIERGE **SERVICE**

Applications and data hosted on Canadian AWS servers

COMMUNITY **SUPPORT**

EASY POINT & CLICK **SUPPORT PAGE**

- How to Register & Login
- What to Expect
- Online Videos

SEARCHABLE **FAQ**

ASK A **QUESTION**



ROLLOUT **KIT**

- ONLINE **VIDEOS**
- WEB **CONTENT**
- CUSTOM **ART**
- SOCIAL **MEDIA**
- USER **FAQ**

300+ COMMUNITIES **ACROSS CANADA**

CITY OF **GUELPH**

CITY OF **DRYDEN**

CITY OF **QUINTE WEST**

CITY OF **ST. THOMAS**

TOWN OF **ALYMER**

TOWN OF **GREATER NAPANEE**

TOWN OF **BAYHAM**

TOWN OF **ATIKOKAN**

TOWN OF **DUTTON DUNWICH**

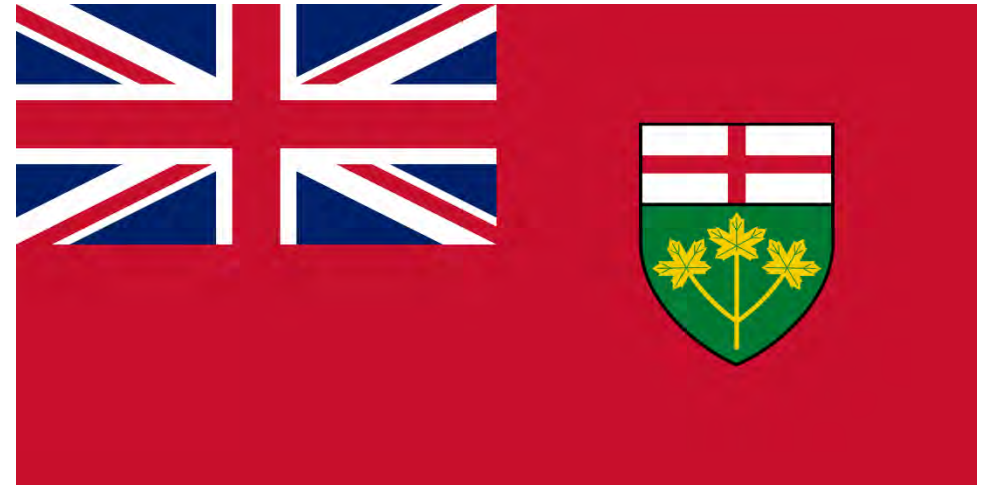
TOWN OF **CENTRAL ELGIN**

MUNICIPALITY OF **MUSKOKA LAKES**

MUNICIPALITY OF **SOUTH DUNDAS**

NIAGARA PARKS **COMMISSION**

SIX NATIONS OF THE **GRAND RIVER**



FREE **TRIAL**

60 DAY FREE INTERNAL **TRIAL**

60 DAY **UNCONDITIONAL CANCELLATION**



THANK **YOU**



Suite 261, 3553 31st St. NW
Calgary, AB, Canada
T2L 2K7



1-877-263-3822 x330



liana.munroe@icesoft.com

STAFF REPORT

S.R. No. 113-2022

PREPARED BY: Sarah McDonald. P. Eng. – GM Infrastructure Services

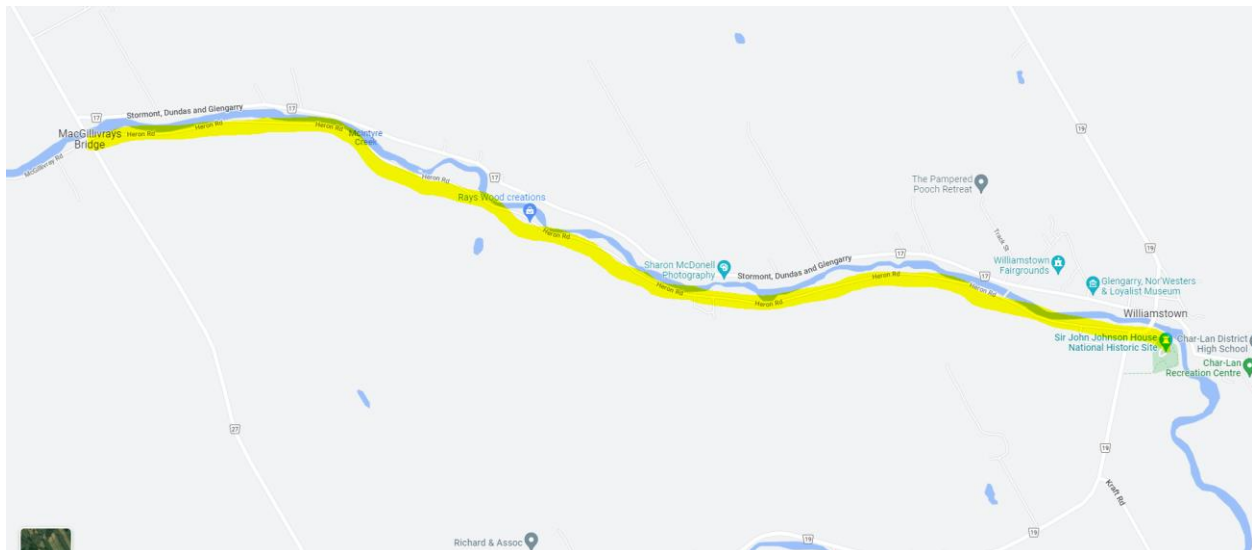
PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: July 18, 2022

SUBJECT: Temporary Road Closure of William St. & Heron Rd.

BACKGROUND:

1. Celebrating its 43rd year, the Great Raisin River Footrace is back at the Williamstown Fair.
2. Administration received a request from the race organizers requesting to temporarily close approximately 5.5 kms of road to accommodate race participants. The 5K or 11K race is set along scenic back country roads winding along the Raisin River
3. The closure would begin at the Sir John Johnson Manor House and continue west up William St and Heron Rd.



4. The requested date / time is Saturday August 7, 2022 from 8:00 am to 10:00 am.
5. All proceeds from the event will go directly to support adults with developmental disabilities living in the SDG area attending the [Beyond 21](#) program.

6. Residents impacted by the proposed closure will be notified by mail.
7. The Fire Department, Police and EMT have been notified and the O.P.P. will be directing traffic.

ANALYSIS:

8. A temporary 2-hour road closure on William St./Heron Rd. will not impact Township operations. If approved by Council, Administration will post the closure to the Municipal511 system (<https://www.municipal511.ca/>).
9. A hold harmless agreement can be adapted for this usage and the organizer will be responsible for placing the road closure signs the day of the event. No overtime work will be required on the part of Township staff.

IMPACT ON 2022 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 113-2022 be received and that the Council of the Township of South Glengarry approve the temporary 5.5 km closure of William Street and Heron Road for the sole purpose of the Great Raisin River Footrace event on August 7, 2022.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

STAFF REPORT

S.R. No. 114-2022

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: July 18, 2022

SUBJECT: Knight Official Plan Amendment

BACKGROUND:

Site Location:

1. East Part of Lot 24, Concession 1 Front, in the geographic Township of Charlottenburgh, now in the Township of South Glengarry, County of Glengarry, also known as 18645 Prevost Point Road.



Owner/Applicant:

2. William and Donna Knight/Fotenn Planning + Design Consultants

Description of Site and Surroundings:

3. The subject property is located on the south side of County Road 2 off a private road known as Prevost Point Road. It is approximately 4.1 acres in size. It is currently developed containing a single detached dwelling with a secondary dwelling unit and a detached garage and it is privately serviced. The surrounding lands are characterized as residential containing single detached dwellings with all private road access, as well as a canal.

Summary of Requested Official Plan Amendment:

4. The applicant wishes to apply for a severance on the subject property which requires an Official Plan Amendment (OPA) as no new lot creations are permitted on private roads. The United Counties of Stormont, Dundas and Glengarry (SDG) accepted an Official Plan Amendment application where, if approved, it will support the creation of a new lot.
5. On May 5, 2022, SDG forwarded the OPA application to the Township and requested that we hold the public meeting. A Zoning By-Law Amendment was also filed with the Township on April 4, 2022. This application will be dealt with in a separate report at a later date if the Official Plan Amendment is approved.

ANALYSIS:

Policy and Regulatory Review

Provincial Policy Statement

6. The Provincial Policy Statement (PPS) 2020 provides policy direction on matters of provincial interest relating to land use planning and development. This policy provides for appropriate development, while protecting resources of provincial interest, public health and safety and the quality of the natural and built environment. All land use planning decisions must be consistent with the PPS. The PPS policies that apply to this proposed OPA are as follows:
 - a. 1.0 Building Strong Communities, 1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns; Subsections; 1.1.1, 1.1.4.2 and 1.1.4.3. 1.4 Housing, subsections 1.4.1, 1.4.2 and 1.4.3. 1.6 Infrastructure and Public Service Facilities, subsections; 1.6.6.4 and 1.6.6.7. 1.7 Long-Term Economic Prosperity, subsection 1.7.1.
 - b. 2.0 Wise use of Management and Resources, 2.1 Natural Heritage and 2.2 Water; and
 - c. 3.0 Protecting Public Health and Safety, 3.1 Natural Hazards.

Official Plan Designation

7. The subject property is designated Rural District. If this OPA is approved, the zoning by-law amendment can be brought to Council for a decision.

Zoning By-law:

8. The subject property is currently zoned Limited Services Residential and Floodplain-Holding in the Township's Zoning By-law 38-09. A site-specific zoning amendment is required to be approved to support new lot creation with a reduced lot frontage of 24 meters.
9. The Township's Zoning By-Law 38-09 conforms to the United Counties Official Plan and is consistent with the Provincial Policy Statement (PPS), 2020.

Public Consultation:

10. The proposed Official Plan Amendment and Zoning By-Law Amendment was circulated to the neighbouring property owners within 120 metres of the proposed site; it was also advertised in the Glengarry News. A public meeting was held on June 20, 2022. There were no members of the public in attendance at the public meeting and no written comments were received from the public.
11. The proposed Amendment was also reviewed by the Township's Fire Chief- Dave Robertson. The Fire Chief has no concerns with access to the subject property or with the increased residential density.

Recommendation:

12. This proposed Official Plan Amendment is being recommended to be approved by the United Counties of Stormont, Dundas and Glengarry as it is consistent with the PPS, 2020.

IMPACT ON 2022 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 114-2022 be received and that Council of the Township of South Glengarry recommend to the United Counties of Stormont, Dundas and Glengarry to approve the proposed Official Plan Amendment for the property legally described as East Part of Lot 24, Concession 1 Front, in the geographic Township of Charlottenburgh, now in the Township of South Glengarry, County of Glengarry, also known as 18645 Prevost Point Road to permit the approval of a Consent application under the Ontario Planning Act to create a new building lot fronting onto a private road known as Prevost Point Road.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

STAFF REPORT

S.R. No. 115-2022

PREPARED BY: Joanne Haley, GM Planning, Building and Enforcement

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: July 18, 2022

SUBJECT: Arch Corporation Zoning By-law Amendment

BACKGROUND:

Site Location:

1. Part of Block D, Registered Plan 26, in the geographic Village of Lancaster, now in the Township of South Glengarry, County of Glengarry.



Owner/Applicant:

2. Arch Corporation/MHBC Planning, Urban Design & Landscaping Architecture

Description of Site and Surroundings:

3. The subject property is located on the north ends of Broad Street and Wood Street and east of Military Road, Lancaster. It is currently a vacant parcel of property that was recently created by Planning Act Consent. It is approximately 3.7 acres (1.5 hectares) in size. The surrounding lands are characterized as residential lands to the south and west, vacant lands to the east and the municipal park known as Smithfield Park to the north.

Summary of Requested Zoning Proposal:

4. On May 30, 2022, the Township accepted a zoning amendment application; said application was deemed complete on June 8, 2022. The purpose of this amendment is to rezone the subject property from Residential Two- Low Density (R-2), to Institutional, Exception Two (IN-2), to permit a maximum building height of 14 meters to accommodate a proposed long term care facility .



ANALYSIS:

Planning Policy Framework:

5. This application is subject to the following policy framework:
 - a. The Provincial Policy Statement (PPS) 2020

- b. The United Counties of Stormont, Dundas and Glengarry Official Plan (OP)
- c. The Township of South Glengarry's Zoning By-Law

Provincial Policy Statement

6. The Provincial Policy Statement (PPS) 2020 provides policy direction on matters of provincial interest relating to land use planning and development. This policy provides for appropriate development, while protecting resources of provincial interest, public health and safety and the quality of the natural and built environment. All land use planning decisions must be consistent with the PPS. The PPS policies that apply to this proposed zoning amendment are as follows:
 - a. 1.0 Building Strong Healthy Communities, 1.1 Managing and Directing Land Use to Achieve Efficient and Resilient Development and Land Use Patterns, and;
 - b. 3.0 Protecting Public Health and Safety 2.1 Natural Hazards.
7. Section 1.1.1. of the PPS states that “*Healthy, liveable and safe communities are sustained by:*
 - a) *promoting efficient development and land use patterns which sustain the financial well being of the Province and Municipalities over the long term,*
 - b) *accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs”;*
 - f) *improving accessibility for persons with disabilities and older persons by addressing land use barriers which restrict their full participation in society*

This proposed amendment is consistent with these sections of the PPS as the long-term care home will be accessible and will be constructed on a vacant underutilized parcel.

8. Section 1.1.3. of the PPS states that “*Settlement Areas shall be the focus of Growth and Development*”.

The proposed zoning amendment will permit a long-term care home within the Urban Settlement Area of Lancaster which will be serviced by municipal water and wastewater services.

9. Section 1.4- Housing of the PPS applies to this zoning amendment application. Subsection 1.4.1 States *“to provide for an appropriate range and mix of housing options and densities required to meet projected requirements of current and future residents of the regional market area.”*

The proposed zoning amendment will permit a long-term care home which will provide additional housing options for senior residents.

10. Section 1.6- Infrastructure and Public Service Facilities of the PPS applies to this zoning amendment application as per subsection 1.6.6.2 states that *“municipal sewage services and municipal water services are the preferred form of servicing for settlement area to support protection of the environment and minimize potential risks to human health and safety”*.

The proposed long term-care home will be serviced by municipal water and sewage services as there is ample capacity and it is located within a serviced area.

11. Section 1.7- Long-Term Economic Prosperity, Subsection 1.7.1 c) states *“optimizing the long-term availability and use of land, resources, infrastructure and public service facilities”*

The proposed long-term care home will be located on a vacant parcel of property on underutilized lands, that will be serviced by municipal water and wastewater services located in an Urban Settlement Area.

Official Plan Designation

12. The proposed zoning amendment conforms to the Official Plan. Below are the specific sections that the application conforms to:
- The subject property is located within the Urban Settlement Area of Lancaster. Section 3.4.3 Urban Settlement Areas includes neighbourhood servicing uses including institutional uses.
 - Table 3.5 of the Official Plan- Residential District permits a full range of low, medium and high-density housing as well as specialized housing types and neighbourhood serving uses such as institutional uses.
 - Section 4.3.3.4 (3), Servicing Capacity and Allocation requires all proposed development within the Service Limit to be connected to full or partial services where such services are available and where there is sufficient capacity to accommodate the proposed development. This zoning amendment conforms to this section as any proposed development can connect to full municipal services.

- Section 3.5.1.1. requires all existing, proposed or potential land uses to have an adequate lot size to meet all required setbacks, parking, loading facilities, infrastructure, safe access and egress etc.
- Section 3.5.1.3- Frontage and Access, requires all uses to front on an open and maintained public road.
- Section 4.3.6.3- Township Roads, as the subject property requires all existing, proposed or potential land uses to have an adequate lot size to meet all required setbacks, parking, loading facilities, infrastructure, safe access and egress etc.

The requested zoning amendment conforms to the Official Plan.

Zoning By-law:

13. The subject property is currently zoned Residential Two in the Township's Zoning By-law 38-09.
14. The Township's Zoning By-law 38-09 conforms to the United Counties Official Plan and is consistent with the Provincial Policy Statement (PPS), 2020
15. If this Zoning Amendment is approved the subject property will be rezoned from Residential Two- Low Density (R-2), to Institutional, Exception Two (IN-2), to permit a maximum building height of 14 meters to accommodate a proposed long term care facility.
16. All other applicable provisions of Zoning By-law 38-09, as amended, shall continue to apply.

Public Consultation:

17. The proposed Amendment was circulated to the neighbouring property owners within 120 metres of the proposed site; it was also advertised in the Glengarry News and on the Township's website. An informal information session was held at Smithfield Park on Tuesday June 28, 2022. 42 adjacent households were invited to this session, only 2 people attended representing 2 households on Broad Street. A virtual public meeting was held on July 4, 2022 No members of the public were in attendance at the meeting nor were any written or oral comments received.
18. The Ontario Planning Act requires all zoning amendment applications to be processed and a decision made within 90 days of receipt of a complete application. A decision will be made on day 49.

19. This proposed Zoning By-law amendment is being recommended to be approved by Council as it is consistent with the PPS-2020 and it conforms to the United Counties Official Plan. The proposed amendment is appropriate for the site as the subject property is large enough to accommodate the proposed long term care facility, it can be serviced with municipal services, it will provide additional housing options for senior residents and the development is compatible with the adjacent land uses.
20. Council also has the option to defer the application. Applications may be deferred if Council requires additional information, further staff review, or other reasons. Should Council wish to defer the applications, reasons for the deferral and direction to Staff will be required so that Staff can prepare an updated Planning Report for future consideration.
21. Council also has the option to refuse the applications. Should Council wish to refuse the applications, reasons for the refusal are required including a written explanation of the refusal.

IMPACT ON 2022 BUDGET:

N/A

ALIGNMENT WITH STRATEGIC PLAN:

N/A

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 115-2022 be received and By-law 50-2022, being by-law to amend By-law 38-09, the comprehensive Zoning By-law for the Township of South Glengarry to rezone the property legally described as Part of Block D, Registered Plan 26, in the geographic Village of Lancaster, now in the Township of South Glengarry, County of Glengarry from from Residential Two- Low Density (R-2), to Institutional, Exception Two (IN-2), to permit a maximum building height of 14 meters to accommodate a proposed long term care facility be read a first, second and third time, passed, signed and sealed in open council this 18th day of July, 2022. The Council of the Township of South Glengarry confirms that that no public comments were received on this application and therefore there was no effect on the decision.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 50-2022
FOR THE YEAR 2022**

***BEING A BY-LAW TO AMEND BY-LAW 38-09, THE COMPREHENSIVE
ZONING BY-LAW FOR THE TOWNSHIP OF SOUTH GLENGARRY***

WHEREAS the *Municipal Act, 2001*, c. 25, s. 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act, 2001*, c. 25, s. 5 (3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS pursuant to the provisions of Section 34 of the *Planning Act*, R.S.O. 1990, as amended, Council of the Municipality may enact by-laws regulating the use of lands and the erection of buildings and structures thereon;

AND WHEREAS the Council of the Township of South Glengarry deems it advisable to amend by-law 38-09, a by-law that regulates the use of land and the use and erection of buildings and structures, as thereafter set forth;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:**

1. **THAT** the area affected by this by-law is legally described as Part of Block D, Registered Plan 26, in the geographic Village of Lancaster, now in the Township of South Glengarry, County of Glengarry as indicated on Schedule "A" attached hereto and forming part of this by-law.
2. **THAT** the property located at Part of Block D, Registered Plan 26, in the geographic Village of Lancaster, now in the Township of South Glengarry, County of Glengarry, be rezoned from Residential Two- Low Density (R-2), to Institutional, Exception Two (IN-2), to permit a maximum building height of 14 meters to accommodate a proposed long term care facility.
3. **THAT** all other applicable provisions of by-law 38-09, as amended, shall continue to apply.
4. **THAT** this by-law shall come into force and effect and take effect pursuant to the provisions of the *Planning Act*, R.S.O. 1990, as amended.

***READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND SEALED
IN OPEN COUNCIL THIS 18TH OF JULY 2022.***

MAYOR:

CLERK:

BY-LAW 50-2022

EXPLANATORY NOTE

The purpose of this Amendment is to rezone the subject property from Residential Two- Low Density (R-2), to Institutional, Exception Two (IN-2), to permit a maximum building height of 14 meters to accommodate a proposed long term care facility. All other applicable provisions of by-law 38-09, as amended, shall continue to apply.

Schedule “A”



Lands to be zoned to
Institutional- Exception Two
(IN-2)

**This is Schedule “A” to By-law 50-2022
Adopted this 18th day of July, 2022**

**Township of
South Glengarry**

Mayor

Clerk



STAFF REPORT

S.R. No. 116-2022

PREPARED BY: Kelli Campeau, GM of Corporate Services/Clerk

PREPARED FOR: Council of the Township of South Glengarry

COUNCIL DATE: July 18, 2022

SUBJECT: Appoint Compliance Audit Committee

BACKGROUND:

1. Pursuant to the Municipal Elections Act (MEA), it is mandatory that municipalities establish a Compliance Audit Committee.
2. The purpose of the Compliance Audit Committee is to address applications received by electors who believe that a candidate or registered third party has contravened a provision of the MEA relating to campaign finances and to consider reports from the Clerk citing apparent instances of over contribution to municipal campaigns.

ANALYSIS:

3. The Clerks of the lower tiers in Stormont, Dundas and Glengarry have been working together with regards to election matters and are proposing a Joint Compliance Audit Committee to pool our resources and ensure qualified appointees to the Committee.
4. In developing the attached Terms of Reference, recommendations were made regarding recruitment and appointment. Ideal candidates are familiar with legal, municipal and election finance matters, specifically the MEA.
5. In 2018 the SDG Clerks initiated a similar by-law and appointment. Those proposed for this term are returning and qualified based on the requirements set out above.

IMPACT ON 2022 BUDGET:

6. Pursuant to the MEA, municipalities are responsible for all costs in relation to the Committee's operation, in addition to all audit costs, if required.
7. In the event of an application, the affected municipality would be responsible for the associated costs.

8. It is recommended that Committee members be compensated \$75 per meeting plus mileage to be paid by the member municipality requiring the service of the Committee.

ALIGNMENT WITH STRATEGIC PLAN:

Values: Accountability, Trust

RECOMMENDATION:

BE IT RESOLVED THAT Staff Report 116-2022 be received and that By-law 49-2022, being a by-law to appoint members to the Stormont Dundas and Glengarry Compliance Audit Committee and to adopt Terms of Reference for the Committee be read a first, second and third time, passed, signed and sealed in open Council this 18th day of July, 2022.

**Recommended to Council for
Consideration by:
CAO – TIM MILLS**

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW 49-2022
FOR THE YEAR 2022**

***BEING A BY-LAW TO APPOINT MEMBERS TO THE STORMONT
DUNDAS AND GLENGARRY COMPLIANCE AUDIT COMMITTEE AND
TO ADOPT TERMS OF REFERENCE FOR THE COMMITTEE***

WHEREAS the *Municipal Act, 2001*, c. 25, s. 5 (1) provides that the powers of a municipal corporation are to be exercised by its council;

AND WHEREAS the *Municipal Act, 2001*, c. 25, s. 5 (3) provides that the powers of every council are to be exercised by by-law;

AND WHEREAS the *Municipal Elections Act, 1996*, S. O. 1996, c.32 requires municipalities to establish a Compliance Audit Committee;

AND WHEREAS the municipalities of Stormont, Dundas and Glengarry deem it expedient to establish a Joint Compliance Audit Committee and adopt terms of reference for the Committee;

**NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF
SOUTH GLENGARRY ENACTS AS FOLLOWS:**

1. THAT the following persons are hereby appointed members of the Stormont Dundas and Glengarry Compliance Audit Committee for the term of November 15, 2022 to November 14, 2026:
 - Gilles Paradis, North Glengarry
 - Denise Labelle-Gelinas, South Stormont
 - Roger Cole, North Dundas
 - Margaret MacDonald, North Stormont (alternate)
 - David Benedict, South Stormont (alternate)
2. THAT the Stormont Dundas and Glengarry Compliance Audit Committee Terms of Reference, attached hereto as Schedule “A”, be adopted effective on this date of passing.
3. THAT By-law 61-18 be repealed.

***READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND
SEALED IN OPEN COUNCIL THIS 18TH DAY OF JULY 2022.***

MAYOR: CLERK:

**Stormont, Dundas and Glengarry
Joint Compliance Audit Committee
Terms of Reference
(2022-2026)**

1. Authority

- 1.1. Sections 88.33 and 88.35 of the Municipal Elections Act, 1996 (Act) provide that an elector who is entitled to vote in an election and believes on reasonable grounds that a candidate or a registered third party has contravened a provision of the Act relating to election campaign finances may apply for a compliance audit of the candidate's or registered third party's campaign finances, even if the candidate has not filed a financial statement.
- 1.2. Sections 88.34 and 88.36 of the Act requires the Clerk to review the contributions reported on the financial statements submitted by a candidate or registered third party and report any contraventions of any of the contribution limits to the compliance audit committee.
- 1.3. Section 88.37 of the Act requires the council or local board, to establish a compliance audit committee before October 1st in an election year for the purposes of Sections 88.33 to 88.36 of the Act relative to a possible contravention of the election campaign finance rules.

2. Establishment of Committee

- 2.1. The Joint Compliance Audit Committee is established by the participants as set out below, and shall be named the "Stormont, Dundas and Glengarry Compliance Audit Committee" ("Committee") consisting of the following municipalities:
 - Township of North Stormont,
 - Township of South Stormont,
 - Township of North Dundas,
 - Municipality of South Dundas,
 - Township of North Glengarry; and
 - Township of South Glengarry.
- 2.2. The participants as set out in Section 2.1 above shall form the "Joint Participants."
- 2.3. The Committee is a statutory committee.

3. Term

- 3.1. The term of the Committee shall be concurrent with the term of Council. The term of appointment of the Committee members shall be November 15, 2022 to November 14, 2026 or until such time as the applicable Committee has disposed of any remaining matters in accordance with the Act.

4. Mandate

- 4.1. The mandate of the Committee is to hear and determine all applications filed in accordance with Sections 88.33 to 88.36 of the Act pursuant to the procedures established by the Clerks under the Act.
- 4.2. The powers and functions of the Committee are set out in Sections 88.33 to 88.36 of the Act. The Committee will perform the functions relating to the compliance audit application process as outlined in the Act. The powers and functions are generally described as:
 - (a) within 30 days of receipt of a compliance audit application from an elector, review and decide whether it should be granted or rejected;
 - (b) if the application is granted, appoint an auditor licensed under the Public Accounting Act, 2004 to conduct a compliance audit of the election campaign finances;
 - (c) receive the auditor's report;
 - (d) within 30 days of receipt of the auditor's report, consider the report and if the report concludes the candidate or registered third party appears to have contravened a provision of the Act relating to election campaign finances, decide whether legal proceedings against the candidate or registered third party for the apparent contravention shall be commenced; and
 - (e) within 30 days after receipt of a report from any participating municipality's Clerk of any apparent over-contributions to candidates or registered third parties, the Committee shall consider the Clerk's report and decide whether legal proceedings against the contributor should be commenced.

5. Composition

- 5.1. The Committee shall be composed of three (3) voting members with two (2) alternate members that would assume all the rights and privileges of a voting member if called upon. Alternate members shall be ranked and will be called upon to replace a voting member that has resigned from the Committee or declared a conflict of interest under the Municipal Conflict of Interest Act.
- 5.2. The Committee shall not include,
 - (a) employees or officers of the Joint Participants;
 - (b) members of the Council or Board of the Joint Participants;
 - (c) any persons who are candidates in the election for which the Committee is established;
 - (d) any person who is or intends to volunteer or seek employment to assist any candidate or registered third party in the election for which the Committee is established,
 - (e) any person who prepares the financial statements of any candidate or registered third party in the election for which the Committee is established, or
 - (f) any person who is a registered third party in any local area municipality.

6. Member Selection and Appointment

- 6.1. In the event a vacancy occurs during the term, the vacancy will be posted at a minimum on the municipal websites of the Joint Participants. Other recruitment measures may be initiated by the Clerks.
- 6.2. All persons interested in serving on the Committee will submit a summary of their qualifications and experience.
- 6.3. A Nomination Committee consisting of a majority of the Clerks or designates, shall review the applications and submit a joint short list of candidates to the Councils/Boards, or Clerk as the delegated authority, for appointment approval.
- 6.4. In the event a vacancy occurs during the term or a conflict of interest is declared by a member, the municipality may rely on an alternate member(s) to compose a Committee of three (3) members.
- 6.5. Members will be required to participate in an orientation session as a condition of appointment.

7. Selection Criteria

- 7.1. Without limiting the foregoing, the following skills and experience will be used to determine suitability for appointment to the Committee:
 - (a) demonstrated knowledge and understanding of municipal election campaign financing rules;
 - (b) proven analytical and decision-making skills;
 - (c) experience working on committees, task forces or similar settings;
 - (d) demonstrated knowledge of quasi-judicial proceedings;
 - (e) availability and willingness to attend meetings; and
 - (f) excellent oral and written communication skills.

8. Chair of Committee

- 8.1. The Committee members shall select a Chair from amongst its three (3) sitting members at its first meeting.
- 8.2. The Chair is the spokesperson for the Committee and speaks on behalf of the Committee to the media, as necessary.
- 8.3. The Chair is the liaison between the members and the Secretary of the Committee on matters of policy and process.
- 8.4. The Chair shall enforce the observance of order and decorum among the Committee members and the public at all meetings.
- 8.5. The Chair shall preside over the meetings of the Committee and assist the Committee in reaching consensus on fundamental policy issues of concern to the Committee.

- 8.6. When the Chair is absent, the Committee may appoint another member as Acting Chair. While presiding, the Acting Chair shall have all the powers of the Chair.

9. Secretary to Committee

- 9.1. The Clerk of the responding municipality may act as Secretary to the Committee or if deemed appropriate, a Clerk of one of the member municipalities may act as Secretary.
- 9.2. The Secretary may establish administrative practices and procedures for the Committee and shall carry out any other duties required under this Act to implement the Committee's decision.
- 9.3. When a member municipality receives a compliance audit request or a report of the Clerk, the Clerk of the member municipality shall, within 10 days, contact the committee members and arrange for the members to sit as the Compliance Audit Committee for the purpose of considering the compliance audit request or report of the Clerk. The Members sitting as a Compliance Audit Committee shall be required to participate in all meetings and any other proceedings pertaining to the request(s) or report of the Clerk.

10. Remuneration

- 10.1. Members of the Committee shall receive a retention honorarium of \$75 including mileage, for attendance at a training session the costs of which shall be shared equally amongst the Joint Participants.
- 10.2. Members shall receive an honorarium of \$75 per meeting, plus mileage, at the rate of the responding municipality.

11. Costs and Funding

- 11.1. The responding municipality shall fund and pay all costs associated with the Committee, including the retention of an auditor and any costs incurred as a result of a decision of the Committee being challenged to the Ontario Superior Court of Justice.
- 11.2. The Joint Participants shall equally share in the costs associated with advertising and training.

12. Auditor

- 12.1. The Clerks of the member municipalities shall issue a joint Request for Proposal (RFP) for auditor services and the Committee shall appoint an auditor.

13. Meetings

- 13.1. The Committee shall conduct its meetings in public but may deliberate in private.

13.2. The responding municipality's website shall be used to communicate meeting notices, agendas, minutes and decisions.

13.3. The Committee shall conduct its meetings in accordance with the responding municipality's Council Rules of Procedure By-law and the Statutory Powers Procedures Act, with modifications as deemed necessary.

14. Conflicts

14.1. Committee members shall comply with the Municipal Conflict of Interest Act and shall disclose a pecuniary interest to the Secretary in advance of any meeting, where possible or absent him/herself from meetings for the duration of the consideration of the application, discussion and voting with respect to the matter. Failure to adhere to this requirement will result in the individual being removed from the Committee.

14.2. In the event a member discloses a pecuniary interest to the application in advance of the meeting, the Clerk of the responding municipality shall select another member to replace him/her on the Committee.

14.3. To avoid possible conflict of interest, an auditor or accountant appointed to the Committee must agree, in writing, not to undertake the audits or preparation of the financial statements of any candidate or registered third party seeking election to the Councils/Boards. Failure to adhere to this requirement shall result in the individual being removed from the Committee.

14.4. All Committee members shall agree, in writing, they will not work or volunteer for, or contribute to, any candidate or registered third party in any capacity in an election to the Councils/Boards. If upon being made aware that a member has participated or contributed to a campaign or registered third party, the Clerks or designates, by majority vote, shall remove the member from the roster or recommend to the Councils/Boards, or the delegated authority, to rescind the appointment to the Committee.

15. Practices and Procedures

15.1. The Clerk shall establish administrative practices and procedures for the Committee and shall carry out any other duties required under the Act to implement the Committee's decisions.



Date: June 20, 2022

Resolution No. 2022-^{COV}256

Moved By: *Debra Wilson*

Seconded By: *M. Bateman*

Whereas the Ontario Amber Alert is a warning system that quickly alerts the public of a suspected abduction of children who are in imminent danger;

And Whereas the goal is to broadcast as much information about the child, the abductor and suspect vehicles as quickly as possible so that the public can respond with any relevant information that might lead to the child's safe return;

And Whereas people are encouraged to share the Amber Alert with as many people as possible. If a child or vulnerable person is abducted, spreading the information quickly is critical to their safe return;

And Whereas an Amber Alert makes the Public aware to keep an eye out for the child, vulnerable person, suspect and the vehicle described, in the alert. If they spot them, try to gather as many details as they can, including the specific location where they saw them, the time, the direction they were travelling in and any other identifying details that will help to locate them;

And Whereas an Amber Alert gives citizens instructions to call 9-1-1 or the phone number included in the alert immediately if they have a trip or a sighting related to an Amber Alert;

An Amber Alert will only be activated if:

- The police have confirmed that an abduction has taken place; and
- There is reason to believe the victim is in danger of serious physical injury, and there is information available that, if broadcast to the public, could assist in the safe recovery of the victim.

And Whereas it is essential to remember that an Amber Alert is not always appropriate in every circumstance and that their continued effectiveness depends on ensuring that they are only used in cases that meet the above criteria;

And Whereas the recent tragic death of 11 year old Draven Graham showed that the Amber Alert system is flawed when it comes to vulnerable children who can go missing but are not abducted;


And Whereas at the time this motion was written, there have been almost 75,000 citizens who had signed a petition on Change.Org requesting that a Draven Alert be created;

And Whereas it is clear that there needs to be an addition to the alert system to allow for law enforcement to send out an alert for vulnerable children who go missing under circumstances that do not involve an abduction but are at serious risk of injury or death;

Therefore be it resolved that the Municipality of Brighton and its Council endorse the following:

1. That the Minister of the Solicitor General and the Commissioner of the Ontario Provincial Police, as well as the Premier's Office, be requested to make the necessary changes to the Amber Alert system and create a new alert called the Draven Alert, which will protect vulnerable children who have not been abducted but are at high risk of danger, injury or death and alert the public that they are missing.
2. That this motion be sent to all municipalities across Ontario and the Association of the Municipalities of Ontario (AMO) for endorsement.

Carried ☒ OR Defeated ☐



Mayor

Recorded Vote		<i>For Clerks Use Only</i>			
Recorded vote called by: _____					
	For	Against	Abstain	Absent	COI
Mayor Brian Ostrander					
Councillor Ron Anderson					
Councillor Mark Bateman					
Councillor Doug LeBlanc					
Councillor Emily Rowley					
Councillor Mary Tadman					
Deputy Mayor Laura Knecht					
Total					
Carried <input type="checkbox"/> Defeated <input type="checkbox"/>		Clerk's Initials <div style="border: 1px solid black; width: 100px; height: 30px; display: inline-block; vertical-align: middle;"></div>			

The Corporation of the
MUNICIPALITY OF TWEED

255 Metcalf St., Postal Bag 729
Tweed, ON K0K 3J0
Tel.: (613) 478-2535
Fax: (613) 478-6457



Email: info@tweed.ca
Website: www.tweed.ca
facebook.com/tweedontario

July 4, 2022

Ministry of Agriculture, Food and Rural Affairs
1 Stone Road West
Guelph, ON N1G 4Y2

Dear Minister:

Re: Ontario Wildlife Damage Compensation Program

We are writing to you today on behalf of our municipality regarding the administration fees related to wildlife damage claims. This program is necessary to protect our farm producers from the devastating losses incurred when they lose livestock to predators.

At the June 28, 2022 Regular Council Meeting the attached Resolution was passed by Council.

Our Council's concern is the administration fee paid to municipalities to administer the program on the Ministry's behalf which was recently increased from \$30.00 per claim to \$50.00 per claim.

We have recently contracted for a new Livestock Investigator resulting in the following costs directly related to wildlife claims:

Hourly Rate: \$25.00/hour
Mileage Rate: .50/km

On the most recent invoice for this service there were three wildlife claims with costs as follows:

1. April 28, 2022 – 3 hours + mileage = \$95.00
2. May 5, 2022 – 2.5 hours + mileage = \$75.00
3. May 8, 2022 – 3.5 hours + mileage = \$120.00

There is also time spent by municipal staff in preparing the wildlife claims for submission and monitoring the claims for payment to the livestock owner.

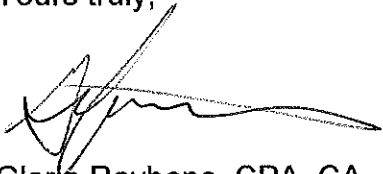
This results in a loss on each wildlife claim for our taxpayers to bear to be able to provide this necessary service to our farm producers.

Ministry of Agriculture, Food and Rural Affairs
Page 2
July 4, 2022

We respectfully request that the Ministry consider increasing the administration fee on wildlife claims to help offset the increasing costs associated with Livestock Investigation.

We look forward to hearing from you about this matter at your earliest convenience.

Yours truly,

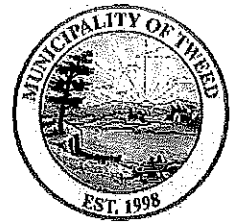
A handwritten signature in black ink, appearing to read 'Gloria Raybone', with a long, sweeping horizontal stroke extending to the right.

Gloria Raybone, CPA, CA
CAO/Treasurer

Encl.

cc. Association of Municipalities of Ontario
Ontario Municipalities

Municipality of Tweed Council Meeting
Council Meeting



Resolution No. 442.
Title: Ministry of Agriculture, Food and Rural Affairs
Date: Tuesday, June 28, 2022

Moved by Brian Treanor
Seconded by Jacob Palmateer

WHEREAS the Ontario Ministry of Agriculture, Food and Rural Affairs administers the Ontario Wildlife Damage Compensation Program to provide compensation to farm producers for livestock killed by wildlife;

AND WHEREAS Ontario Municipalities administer the Program on behalf of OMAFRA by appointing a Livestock Investigator and staff to work on wildlife damage claims;

AND WHEREAS the costs associated with wildlife damage claims typically exceed the administration fee of \$50.00 per claim as provided to the Municipality by OMAFRA;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Tweed request the Ministry of Agriculture, Food and Rural Affairs to review the administration fee provided to

Municipalities for the administration of the Ontario Wildlife Damage Compensation Program:

AND FURTHER, that this Resolution be circulated to the Association of Municipalities of Ontario (AMO) and all Ontario Municipalities for their consideration and support.

Carried

Mayor

J. Albert

July 6, 2022

Honourable Steve Clark
Minister of Municipal Affairs and Housing
17th Floor, 777 Bay St.
Toronto ON M7A 2J3

Via Email

Dear Minister Clark:

Re: Removal of Municipal Councillors Under Prescribed Circumstances

City Council, at its meeting held on May 30, 2022, considered the above-noted matter and passed Resolution No. R-220530-013 as follows:

"WHEREAS across municipal councils in Ontario there have been appalling instances of misogyny and hatred; and

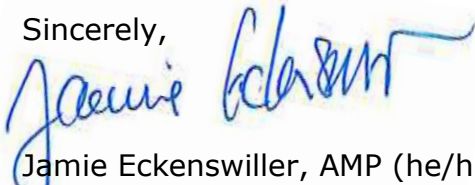
WHEREAS the powers of the Office of the Integrity Commissioner do not include the ability to recommend expulsion of councillors;

NOW THEREFORE BE IT RESOLVED THAT City Council direct staff to send a letter to the Ministry of Municipal Affairs and Housing with copies being sent to the federal government, provincial government, Association of Municipalities of Ontario (AMO), and all Ontario municipalities, requesting that the Ministry:

- 1. Study the merits of allowing the recall of municipal councillors under carefully prescribed circumstances, including displays of hatred, misogyny and all forms of discrimination; and**
- 2. Facilitate strengthened and ongoing orientation and training sessions for councils, local boards, and committees."**

If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,



Jamie Eckenswiller, AMP (he/him)
Deputy Clerk
City of Owen Sound

cc. Government of Canada
Government of Ontario
Association of Municipalities of Ontario
All Ontario Municipalities



Corporation of the United Counties of Stormont, Dundas and Glengarry
SPECIAL COUNCIL MINUTES

June 30, 2022, 8:00 a.m.
Virtual Meeting, Broadcast live on YouTube

Members Present: Warden C. Williams, Councillors S. Byvelds, T. Fraser, K. Gardner, S. Jaworski, J. MacDonald, D. Smith, L. Warden

Staff Present: CAO Simpson, Clerk Casselman

1. Call the meeting to Order by Resolution

Resolution No. 2022-133

Moved by Councillor Gardner

Seconded by Councillor Byvelds

THAT the Special meeting of the Council of the United Counties of Stormont, Dundas and Glengarry be hereby called to order.

CARRIED

2. Adoption of Agenda

Resolution No. 2022-134

Moved by Councillor Fraser

Seconded by Councillor Smith

THAT Council approve the agenda.

CARRIED

Clerk Casselman administered roll call.

3. Disclosure of Pecuniary Interest and General Nature Thereof

4. Closed Session

Resolution No. 2022-135

Moved by Councillor Jaworski

Seconded by Councillor Byvelds

THAT Council proceed in-camera pursuant to Section 239(2)(b) of the *Municipal Act, 2001* - personal matters about an identifiable individual, including municipal or local board employees: Human Resources Matter.

CARRIED

Resolution No. 2022-136

Moved by Councillor MacDonald

Seconded by Councillor Smith

THAT Council rise and reconvene in open session and direct staff, in coordination with the Warden, to acquire a recruitment firm to facilitate the hiring process of a replacement CAO; and

THAT a hiring committee, consisting of the Warden, Councillor Jaworski and Councillor Fraser be formed to assist with the hiring process and to make recommendations to Council on the replacement CAO.

CARRIED

5. Ratification By-Law

Resolution No. 2022-137

Moved by Councillor Smith

Seconded by Councillor Gardner

THAT By-Law No. 5363, being a by-law to adopt, confirm and ratify matters dealt with by resolution, be read and passed in Open Council, signed and sealed.

CARRIED

6. Adjournment by Resolution

Resolution No. 2022-138

Moved by Councillor Smith

Seconded by Councillor Warden

THAT Council adjourn to the call of the Chair.

CARRIED

Warden

Clerk

INFORMATION REPORT

REPORT TO: Council of the Township of South Glengarry

MEETING DATE: July 18, 2022

SUBJECT: Firefighter Certification – Update

PREPARED BY: Dave Robertson, Fire Chief



Background

On April 14th, 2022, the Province amended the Fire Protection and Prevention Act (FPPA), 1997, with O.Reg. 343/22, Firefighter Certification.

In brief, the amendment states that a firefighter, employed within Ontario, must be adequately trained and certified to a certification standard set out by the Province. The minimum certification standards for Ontario are based (in whole or in part) on National Fire Protection Association (NFPA) Professional Qualifications Standards.

Making certain that all staff are fully trained to the various roles that they may perform will ensure the health and safety of members, that we provide the best service to our residents and visitors and in doing so, reduce the risk to the Township related to firefighting operations, fire prevention and inspection duties.

Levels of Service

Municipalities in Ontario are free to choose the level of fire protection they desire. This can be any level from a simple fire prevention program right through to a full-service fire department. South Glengarry has to date operated as a full-service department as we have provided interior firefighting, rescue, extrication, and hazardous materials response services at various levels. It is the opinion of fire administration that we continue to offer this level of service and ensure that all members are fully trained to provide.

In the current legislation, a municipality must choose, and supply the training for, the standard corresponding to the level of service that is directed of their Fire Service. This level of service is set within the Establishing and Regulating By-law, being a by-law to establish and regulate a Fire Department. Our current Establishing and Regulating By-law 60-15 is attached to this report.

There are measures in the legislation that consider past training accomplishments. These are legacy (grandfathering) and the recognizing of certification to NFPA standards from an accredited agency such as a college or the Ontario Fire College.

South Glengarry continues to work with municipal partners such as the City of Cornwall for the provision of advanced hazardous materials response at the technician level and the supply of elevating devices (Aerial truck).

Training

South Glengarry Fire Service members have historically been trained to either of Ontario fire curriculum or to the NFPA standards. There was never a provincial or Township mandate to certify staff to this training. In-house training occurred on a bi-weekly basis with infrequent participation in outside training in other locales. Meeting the full requirements of the standards will increase the structure, amount and frequency of training for our members. This will come with increased costs of labour, training materials and training facilities. Detailed estimates and comparisons will be supplied during the 2023 budget deliberations.

The Ontario Fire Marshal has provided guidance and direction on how to best implement certification and have provided various resources to assist. An information package is attached to this report.

As adult learners have varied learning styles and capabilities, the South Glengarry Fire Service along with the Ontario Fire College have committed to providing multiple learning and testing means to ensure the success of all staff within the Ontario fire service.

Compensation

The historic and current compensation model has all staff, regardless of rank, ability or seniority, being paid a flat hourly rate.

In 2022, this rate is \$18.91 with a two-hour minimum. This hourly rate is increased annually by the Cost-of-Living Allowance. The following ranks also receive an annual honorarium as follows:

- Station Chief (former Deputy Chiefs) \$1852.45
- Senior Captain (formerly Assistant Deputy Chiefs) \$1236.98
- Captains \$620.50

Fire administration is investigating compensation structures that will better reflect the role, responsibility, and participation level of all staff. Various means will be brought to Council for consideration.

Important Dates

- The regulation in-force date occurred on July 1st of this year.
- There is a 4-year compliance window for all staff to be trained to the level of service determined by Council.

- There is a 4-year compliance window for all staff to be trained to the level of service determined by Council specifically if technical rescue levels are chosen such as ice or water rescue, advanced extrication, and hazardous materials response at an operations level.
- All new recruits hired after the in-force date of July 1st, 2022 have 3 years to be fully trained and certified.
- Members who choose not to meet the certification requirements will not be able to remain with a fire department after June 30th, 2026.

In the month of June, three information sessions were held to explain the process moving forward and the expectation of all members. This information was well received as the certification topic has been discussed in the province since 2013.

Fire administration has committed to sitting down with all members to discuss their past training and performance, their current level of training and also where they and administration would like to see their career progress. Individual education plans will be developed so all staff understand their path for the next number of years.

Fire administration will return in fall of 2022 with a draft revised Establishing and Regulating by-law for Council's consideration. It will speak to the topics discussed in this information report as well as other items to consider in how the South Glengarry Fire Service operates within our municipality.

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLEGNARRY
BY-LAW NO. 60-15
FOR THE YEAR 2015**

**BEING A BY-LAW TO ESTABLISH AND REGULATE A FIRE DEPARTMENT
FOR THE TOWNSHIP OF SOUTH GLENGARRY.**

WHEREAS the *Municipal Act*, S.O. 2001, c. 25, Section 11 (2) gives the municipality authority to pass by-laws respecting health, safety and well-being of persons.

AND WHEREAS the *Fire Protection and Prevention Act*, Section 5. (0.01) gives the Council of a municipality authority to establish, maintain and operate a fire department of the entire municipality.

AND WHEREAS it is deemed expedient to establish, maintain and operate a fire department for the protection and of the residents of the Township of South Glengarry;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:**

INTERPRETATION

1.0 In this By-law, unless the context otherwise requires shall mean:

- 1.1 **APPROVED** means approved by Council,
- 1.2 **CHIEF ADMINISTRATIVE OFFICER** means the person appointed by Council to act as Chief Administrative Officer for the Township of South Glengarry,
- 1.3 **COUNCIL** means the Council for the Corporation of the Township of South Glengarry,
- 1.4 **FIRE CHIEF** means the person appointed by Council to act as Fire Chief for the Township of South Glengarry and who is ultimately responsible to Council as defined in The Fire Protection and Prevention Act,
- 1.5 **FIRE DEPARTMENT** means the South Glengarry Fire Service,
- 1.6 **FIRE PROTECTION SERVICES** includes fire suppression, fire prevention, fire safety education, communication, training of persons involved in the provision of fire protection services, rescue and emergency services and the delivery of all those services including;

Suppression:

- a) First Response with Defibrillators
- b) Auto Extrication
- c) Land Base and Ice Water Rescue
- d) Hazardous Material Awareness Level

Prevention:

- a) Home to Home visits
- b) Inspections
- c) Code Enforcement
- d) Litigation

- 1.8 **"OFFICER"** means the Fire Chief, Deputy Chief, Assistant Deputy Chief, Captain, Senior Fire Prevention Officer and Senior Training Officer,
- 1.9 **"TOWNSHIP"** means the Corporation of the Township of South Glengarry,
- 1.9.1 **"VOLUNTEER FIREFIGHTER"** means a person who provides fire protection services either voluntarily or for a nominal consideration, honorarium, training or activity allowance and include a Firefighter, Deputy-Chief, Assistant Deputy Chief, Captain, Senior Fire Prevention Officer and a Senior Training Officer but does not include the Fire Chief.
2. In this By-law,
- a) Reference to items in the plural include the singular, **as** applicable,
 - b) The words include, including or includes are not be read as limiting the phrases or descriptions that precede or follow them; and
 - c) Heading are inserted for ease of reference only and are not be used as interpretation aids.
3. Specific references to statutes and regulations in this By-law are meant to refer to the current statutes and regulations applicable within the Province of Ontario as at the time this By-law was enacted, as they are amended and revised from time to time.

4.0 FIRE DEPARTMENT

- 4.1 A Fire Department for the Township of South Glengarry to be known as the South Glengarry Fire Service is hereby established and the Head of the Fire Department shall be known as the Fire Chief.

5.0 APPROVED ORGANIZATIONAL CHART

- 5.1 The Fire Department shall be structured in conformance with the approved Organizational Chart as attached as **SCHEDULE "A"**.
- 5.2 Remuneration of Volunteer Firefighters shall be as set out in **SCHEDULE "B"** and any adjustments to such remuneration shall be as determined by Council.
- 5.3 Each organizational division of the South Glengarry Fire Services is the responsibility of the Fire Chief and under the direction of the Fire Chief or a Deputy Chief designated by the Fire Chief.
- 5.4 A designated Deputy Chief shall report to the Fire Chief on divisions and activities under his/her supervision and shall carry out all order of the Fire Chief.

6.0 FIRE CHIEF

- 6.1 The Fire Chief reports directly to the Chief Administrative Officer for proper administration and operation of the South Glengarry Fire Service.
- 6.2 The Fire Chief shall implement all approved policies and shall develop such standard operating procedures and guidelines, general orders and departmental rules as necessary to implement the approved policies and to ensure the effective and appropriate operation of the South Glengarry Fire Service.

- 6.3 The Fire Chief shall review periodically all policies, general orders, rules and operating procedures that pertain to the South Glengarry Fire Services.
- 6.4 The Fire Chief shall submit to the General Manager of Corporate Services and Council for approval, the annual budget estimates for the Township of South Glengarry Fire Service an annual report and any other specific reports requested by the Chief Administrative Officer.
- 6.5 The Fire Chief shall take all reasonable measures for the prevention, control and extinguishment of fires and the protection of life and property and shall exercise all powers mandated by the Fire Protection and Prevention Act, 1997 and the Fire Chief shall be empowered to authorize:

- a) Pulling down or demolishing any building or structure to prevent the spread of fire,
- b) All necessary actions which may include boarding up or barricading of buildings or property to guard against fire or other danger, risk or accident when unable to contact the property owners; and
- c) Recovery of expenses incurred by such necessary actions for the Township in the manner provided through the Municipal Act, 2001 and the Fire Protection and Prevention Act, 1997.

7.0 VOLUNTEER FIREFIGHTERS

- 7.1 The Fire Chief may appoint any person who, in the opinion of the Fire Chief, is qualified as a Volunteer Firefighter.
- 7.2 A person appointed as a Volunteer Firefighter shall be on probation for a period of 12 months, during which period such person shall all training and examinations as may be required by the Fire Chief.
- 7.3 A probationary Volunteer Firefighter may be dismissed by the Fire Chief at any time during the probationary period or upon its completion if the Fire Chief determines that such person is not suitable for the position.
- 7.4 Where the Fire Chief designates a Firefighter to act in the place of an Officer, such Firefighter, when so acting, has all of the powers and shall perform all of the duties of the Officer replaced.
- 7.5 The Fire Chief may promote, demote, reprimand, suspend or dismiss any Volunteer Firefighter.
- 7.6 Prior to the dismissal of a Volunteer Firefighter for cause or otherwise, the Fire Chief shall immediately report, in writing the intended dismissal to the Chief Administrative Officer and shall secure the approval of the Chief Administrative Officer to the dismissal of such Volunteer Firefighter.

8.0 RESPONSE TO CALLS

- 8.1 The South Glengarry Fire Service shall not respond to a call with respect to a fire or emergency outside the limits of the Township, except with respect to a fire or emergency:
- a) That, in the opinion of the Fire Chief or designate, threatens property in the Township or property situated outside the Township that is owned or occupied by the Township;

- b) In a municipality with which an approved agreement has been entered into to provide fire protection services which may include automatic aid;
- c) On property with which an approved agreement has been entered into with any person to provide fire protection services;
- d) At the discretion of the Fire Chief, to a municipality authorized to participate in any county, regional or provincial mutual aid plan established by a Fire Co-ordinator appointed by the Fire Marshal or any other similar reciprocal plan or program; and
- e) On property beyond the municipal boundary where the Fire Chief or designate determines immediate action is necessary to preserve life or property and the appropriate Department is notified to respond and assume command or establish alternative measures, acceptable to the Fire Chief or designate.

9.0 The South Glengarry Fire Service may not respond to a call, or may not be able to provide full or any assistance in respect of a call, to a fire or other emergency within the limits of the Township in certain circumstances, including the following:

- a) Where, for any reason, there is no reasonable vehicular access for firefighters and their firefighting apparatus or other equipment to the property on which South Glengarry Fire Service assistance is sought;
- b) Where a path without obstructed access to, or around, any structures on the property on which South Glengarry Fire Service assistance is sought is not maintained; and
- c) When the address to the property on which South Glengarry Fire Service assistance is sought is not clearly visible to passing traffic or posted at all.

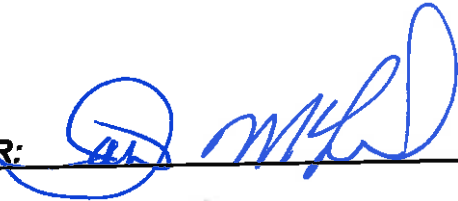

10.0 COST RECOVERY

10.1 The General Manager, Corporate Service of the Township shall have the authority to charge a fee to the owner of any property or vehicle to which services were provided or done by the South Glengarry Fire Service, in any manner provided for in the Municipal Act, 2001 and the Fire Protection and Prevention Act, 1997 or any other applicable law, regardless of whether such service was requested by the owner or not. The owner shall also be liable to pay to the Township any costs incurred in collecting the fee and such costs shall also constitute a fee payable to the Township by the owner. When any fee remains unpaid, the General Manager, Corporate Services shall have the authority to add such fee to the tax roll for any real property within the territorial limits of the Township owned, in whole or in part by the owner and may be collected in a like manner as municipal taxes. Where there is more than one owner, liability for payment shall be joint and severed.

11.0 REPEAL BY-LAWS as follows:

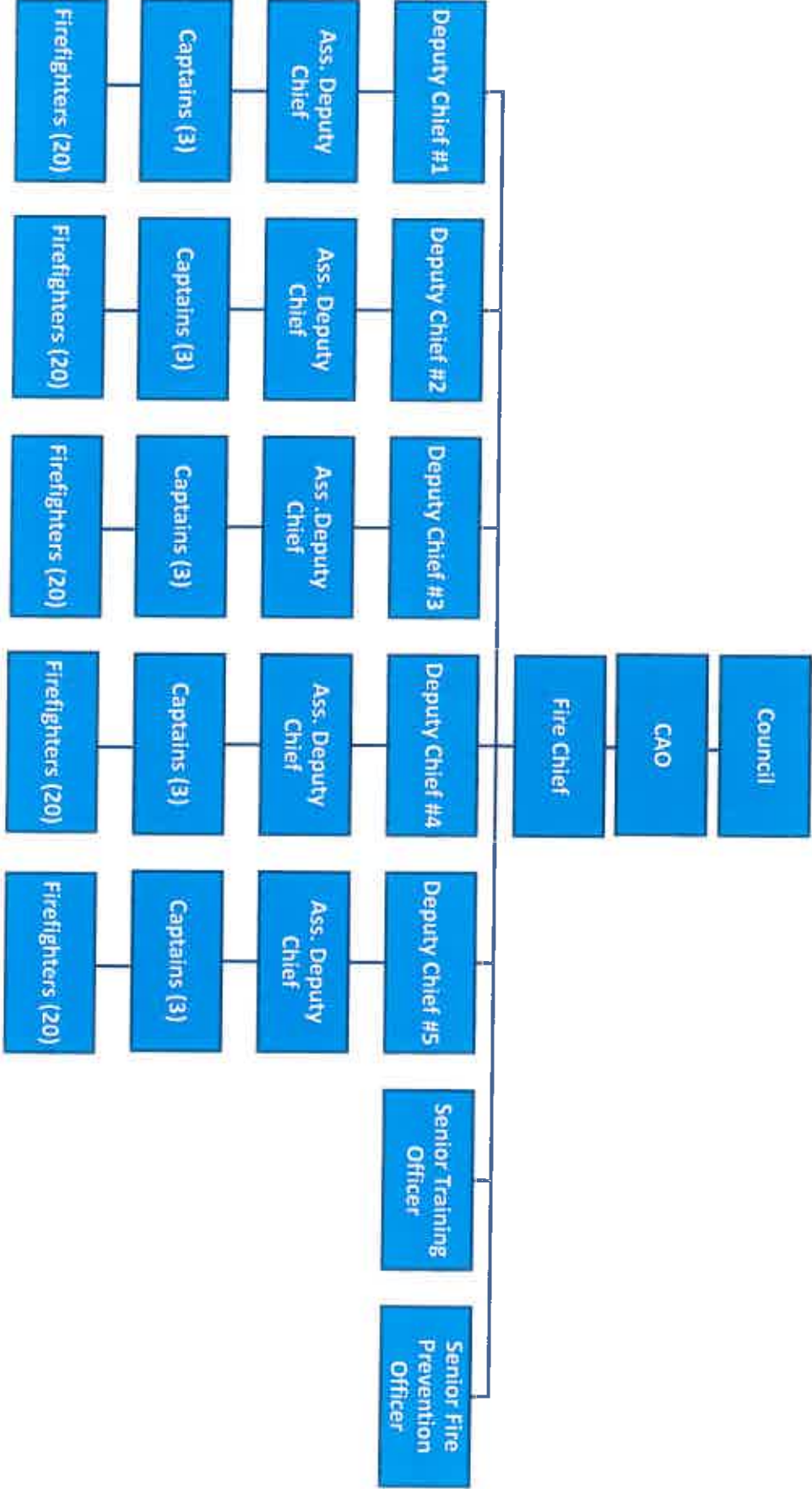
By-law 34-98	By-law 22-05
By-law 37-98	By-law 46-06
By-law 10-00	By-law 23-07
By-law 06-04	By-law 44-11
By-law 09-05	

**READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND SEALED
IN OPEN COUNCIL THIS 23rd DAY OF NOVEMBER 2015.**

MAYOR:  **CLERK:** 

SCHEDULE "A"

2015 SGFS Organizational Chart



SCHEDULE "B" to By-law

2015 - 16 VOLUNTEER FIREFIGHTER REMUNERATION

Volunteer Firefighter Remuneration

Event Remuneration

Fire Calls	<u>PAY SCALE</u>
hours	\$16.11 / hour - min. of 2
Regular Meetings/ Training	\$16.11 / hour
Volunteer Firefighter Paid Activity	\$16.11 / hour

Remuneration in Addition to Event Remuneration

Deputy Chief	\$1,852.45 per annum
Assistant Deputy Chief	\$1,236.98 per annum
Senior Fire Prevention Officer	\$1,075.64 - per annum
Senior Training Officer	\$1,075.64 - per annum
Captain	\$620.50 - per annum

Note: Remuneration as of January 1, 2015
Event Remuneration as of September 1, 2015



OFFICE OF THE FIRE MARSHAL

MANDATORY CERTIFICATION INFORMATION PACKAGE

For Ontario Fire Services

Version 1.1

July 1, 2022





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REGULATION LANGUAGE

The firefighter certification regulation is a regulation under the Fire Protection and Prevention Act.

The official language for this regulation can be found at:

[O. Reg. 343/22 Firefighter Certification](#)

This information package has been developed to provide background for this regulation.



NFPA STANDARDS

The minimum certification standards for Ontario are based (in whole or in part) on NFPA Professional Qualifications Standards. These professional qualification standards are generally accepted as best practices for the fire service.

The uniqueness of Ontario's fire services, in both size and service delivery options, means that not all of Ontario fire services need training and certification to full NFPA standards. This regulation creates Ontario based certification options to allow a municipality to identify the level of service for their municipality and then train and certify to meet that level of service.

These Ontario based certifications are based on components of full NFPA standards that match the level of services outlined in this regulation.

NFPA standards are available online to view for free at <http://www.nfpa.org> and can be accessed directly at:

[Free Access to NFPA Codes](http://www.nfpa.org)



**Free access to all NFPA
Codes and Standards**



NFPA Standard Pre-Requisites and Co-Requisites

Where applicable and as identified in NFPA standards, pre-requisite(s) and co-requisite(s) will apply and be required to achieve certification for that standard.

For Example:

NFPA 1021 Fire Officer I requires NFPA 1041 Fire Service Instructor I as a co-requisite.



NFPA STANDARD PRE- AND CO-REQUISITES

In order to achieve certification for an NFPA professional qualification standard through an accredited agency (IFSAC or ProBoard), the participant must complete the required pre- and/or co-requisites. These are not explicitly listed in the regulation; however, a firefighter cannot challenge a certification evaluation without having completed the pre- and/or co-requisites as outlined in the NFPA standard.

Additionally, any higher level within a standard (NFPA 1021 Fire Officer II) requires the lower level (NFPA 1021 Fire Officer I).

Below is a chart of pre- and/or co-requisites required for the applicable NFPA standard:

NFPA STANDARD	PRE- AND/OR CO-REQUISITE
NFPA 1001 Firefighter II	NFPA 1001 Firefighter I NFPA 1072 Haz Mat Awareness and Operations plus 6.2 and 6.6.
NFPA 1021 Fire Officer I	NFPA 1001 Firefighter II NFPA 1041 Fire Instructor I
NFPA 1031 Fire Inspector I	NFPA 1072 Haz Mat Awareness plus OFM co-requisites: <ul style="list-style-type: none">- Fire Code Division B Part 2 & 6- Fire Code Division B Part 9- Courtroom Procedures- Legislation
NFPA 1031 Fire Inspector II	NFPA 1031 Fire Inspector I plus OFM co-requisites: <ul style="list-style-type: none">- Fire Code Division B Part 3 & 5- Fire Code Division B Part 4
NFPA 1521 Incident Safety Officer	NFPA 1021 Fire Officer I



IMPORTANT DATES

REGULATION IN-FORCE DATE – JULY 1, 2022

Compliance Windows:

4-year Compliance Window – July 1, 2026

6-year Compliance Window – July 1, 2028 (NFPA 1006 Technical Rescue standards)

Legacy Application Window Opens

Primary Window – January 1, 2023 to March 31, 2023

Follow-up Window – July 1, 2023 to September 30, 2023

Legacy Minimum Eligibility

Interior/Exterior Fire Attack – start date before January 1, 2021

Team Lead – start date before January 1, 2020

Legacy Eligibility Clarification

Legacy provisions are NOT available for any full NFPA standards.

For those eligible, no applications will be accepted after the Follow-up Window closes – September 30, 2023, after which time all firefighters will need to be certified to the appropriate levels as outlined in the regulation.



MINIMUM CERTIFICATION SUMMARY

The following chart outlines the wide range of options for certification that are available through the OFM in addition to the minimum level for full-service departments and alternate Ontario Seal components.

FIRE PROTECTION SERVICE	NFPA STANDARD	MINIMUM LEVEL FOR FULL-SERVICE DEPARTMENTS*	ADDITIONAL CERTIFICATIONS AVAILABLE VIA OFM ASE	ONTARIO SEAL ONLY	
FIREFIGHTER	NFPA 1001	Firefighter II	N/A	Exterior Firefighter	Interior Firefighter
FIRE OFFICER	NFPA 1021	Fire Officer I	Fire Officer II, III and IV	Team Lead – Exterior	Team Lead - Interior
HAZARDOUS MATERIALS	NFPA 1072	Operations (plus 6.2 and 6.6)	Awareness, Technician and Mission Specific	Haz Mat Operations added to Exterior/Interior	
AUTO EXTRICATION**	NFPA 1001 FFII	NFPA 1001 FFII JPRs	NFPA 1006 Chapter 8 - Operations and Technician	Auto Ex (FFII JPRs) added to Exterior/Interior	
PUMP OPERATORS	NFPA 1002	Chapter 5	N/A	Pump Operator	
SENIOR FIRE OFFICER	For Ontario Seal Only (not mandatory)			Senior Fire Officer I	Senior Fire Officer II

* Full-Service Department refers to a fire department level of service equal to (or exceeding) interior firefighting, auto-extrication, and hazardous material responses at the Operations level.

** While the minimum certification level for Auto Extrication is within the NFPA 1001 FFII JPRs, the OFM encourages fire departments to certify to the appropriate NFPA 1006 Operation/Technician Levels for Auto Extrication.



MINIMUM CERTIFICATION SUMMARY

Fire departments must certify staff that work in these roles on a regular/expected basis (e.g., normal job assignment) to the relevant level. Additional levels of certification for some NFPA standards are available through Academic Standards and Evaluation (ASE).

FIRE PROTECTION SERVICE	NFPA STANDARD	MINIMUM CERTIFICATION FOR ALL FIRE DEPARTMENTS	ADDITIONAL CERTIFICATION AVAILABLE VIA OFM ASE
FIRE INSPECTOR I	NFPA 1031	Fire Inspector I	Fire Inspector III
FIRE INSPECTOR II		Fire Inspector II	
The scope of work for Fire Inspector II includes conducting fire and life safety inspections including in facilities that store, handle or use flammable/combustible liquids.			
FIRE INVESTIGATOR	NFPA 1033	Chapter 4	N/A
FIRE & LIFE SAFETY EDUCATOR	NFPA 1035	Educator I	Educator II and PIO
TRAINING OFFICER I	NFPA 1041	Fire Instructor I	Fire Instructor III
TRAINING OFFICER II		Fire Instructor II	
The scope of work for Training Officer II includes working as “lead instructor” at live fire practical training or above/below grade technical rescue training.			
EMERGENCY COMMUNICATOR I	NFPA 1061	Communicator I	N/A
EMERGENCY COMMUNICATOR II		Communicator II	
The scope of work for Emergency Communicator II includes call taking and dispatching roles.			
INCIDENT SAFETY OFFICER	NFPA 1521	Chapter 5	N/A



MINIMUM CERTIFICATION SUMMARY

The following chart provides the wide range of options for certification that are available through the OFM for NFPA 1006 Technical Rescue disciplines.

FIRE PROTECTION SERVICE	NFPA STANDARD	MINIMUM LEVEL FOR ALL FIRE DEPARTMENTS	ADDITIONAL CERTIFICATION AVAILABLE VIA OFM ASE	NOTES
COMMON PASSENGER VEHICLE RESCUE**	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	<p>ANY FIRE DEPARTMENT THAT EXPECTS TO RESPOND TO ANY TECHNICAL RESCUE EMERGENCY CALLS MUST TRAIN THEIR FIREFIGHTERS AT A MINIMUM TO AWARENESS LEVEL (HOWEVER, THEY DO NOT HAVE TO CERTIFY VIA ASE).</p> <p>ADDITIONALLY, ANY FIREFIGHTERS THAT OPERATE AT A HIGHER LEVEL AT THESE CALLS WILL BE REQUIRED TO BE CERTIFIED TO THE APPLICABLE LEVEL (OPERATIONS OR TECHNICIAN BASED ON RESPONSE LEVELS)</p> <p>THIS INCLUDES NFPA 1072 – HAZ MAT AS WELL (ALTHOUGH IT IS LISTED IN SECTION 1 FOR CLARITY)</p>
SURFACE WATER	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	
SWIFT WATER	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	
ICE WATER	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	
TRENCH RESCUE	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	
CONFINED SPACE	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	
STRUCTURAL COLLAPSE	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	
ROPE RESCUE	NFPA 1006	AWARENESS	OPERATIONS AND TECHNICIAN	
TRAINING ONLY REQUIRED FOR AWARENESS LEVELS (SEE INFORMATION SHEET G)				

**** Note:** Common Passenger Vehicle Rescue is NOT a minimum certification requirement in the regulation however the OFM encourages fire departments to train/certify to the appropriate Operations or Technician level.

CERTIFICATION DECISION TREES



OFFICE OF THE FIRE MARSHAL
MANDATORY CERTIFICATION



DECISION TREE INTRODUCTION

The decision trees on the following pages will help fire chiefs determine the appropriate level of certification to match their municipality's level of service.

If the scope of work being performed is above the minimum as outlined in the regulation, the fire service should be certifying to the level that matches the scope of work being performed. The higher NFPA standard levels that are available for certification via ASE are also listed.

Decision Tree #1 - Basic Firefighting & Supervisory Level

Decision Tree #2 - Fire Officer/Team Lead

Decision Tree #3 - Pump Operations

Decision Tree #4 - Fire Inspector

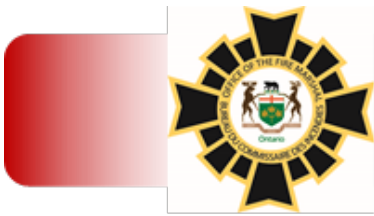
Decision Tree #5 - Training Officer

Decision Tree #6 - Emergency Communicators

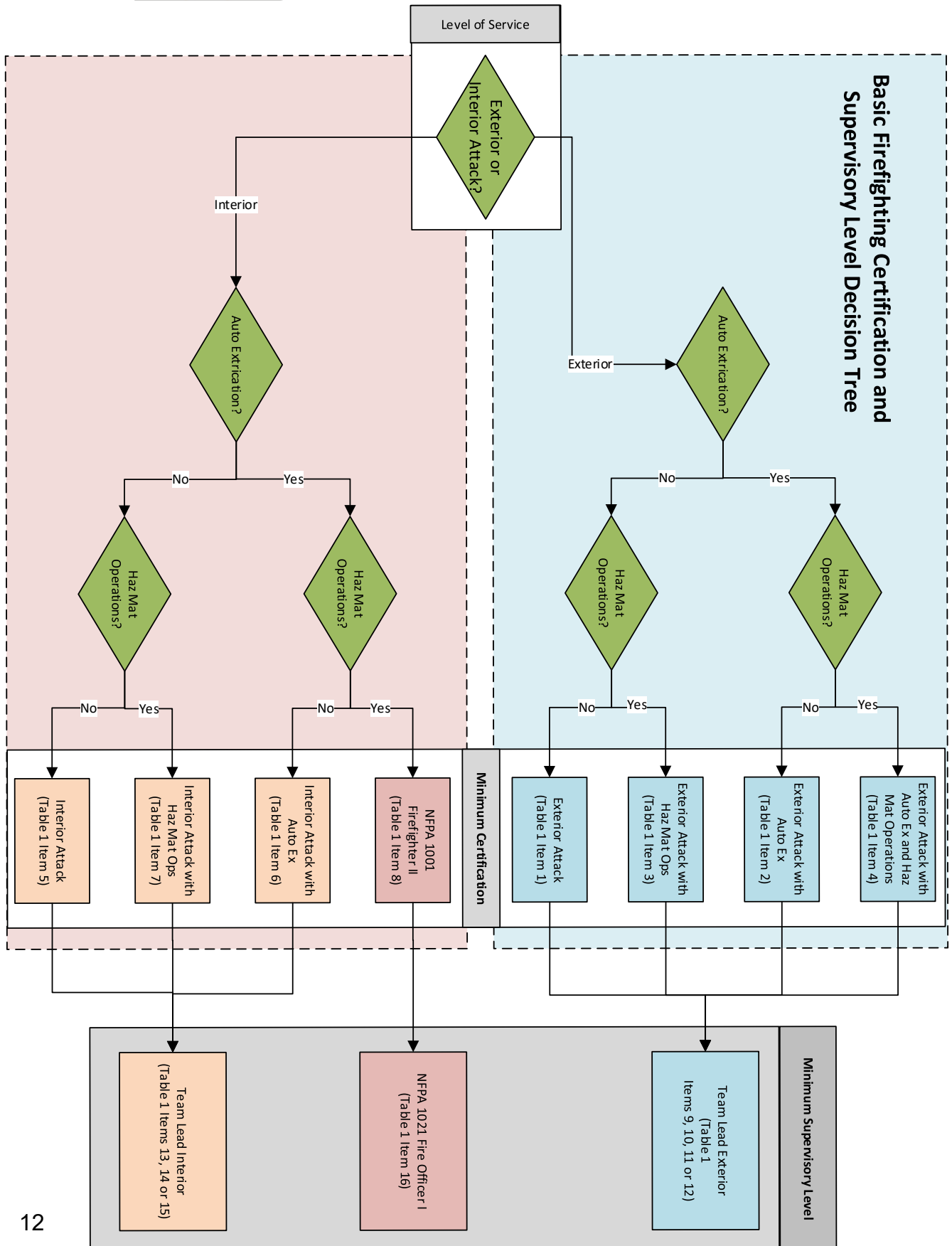
Decision Tree #7 - Fire & Life Safety Educator

Decision Tree #8 - Incident Safety Officer

Decision Tree #9 - Fire Investigator

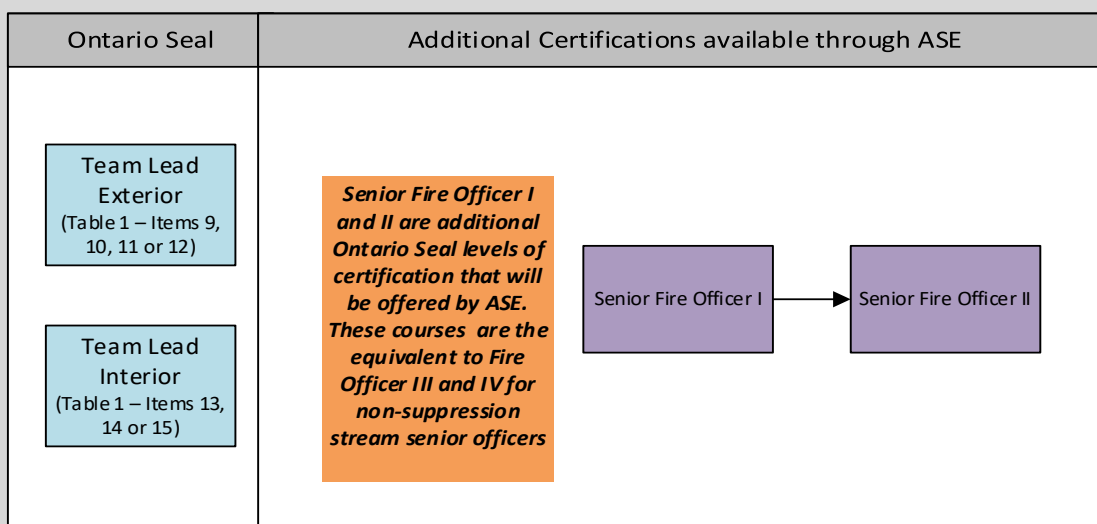
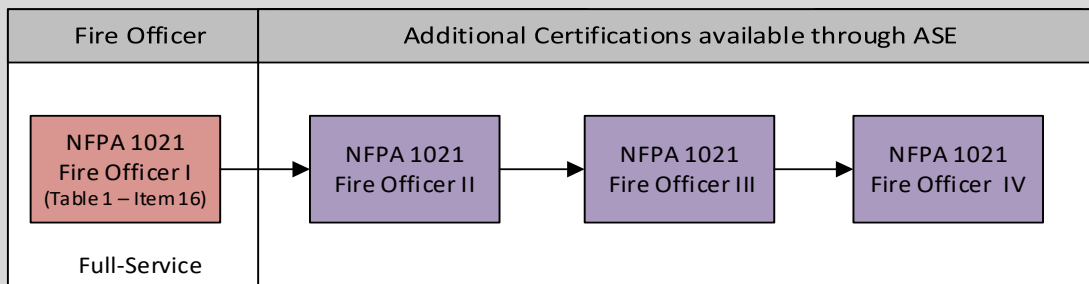


OFFICE OF THE FIRE MARSHAL FIREFIGHTER CERTIFICATION

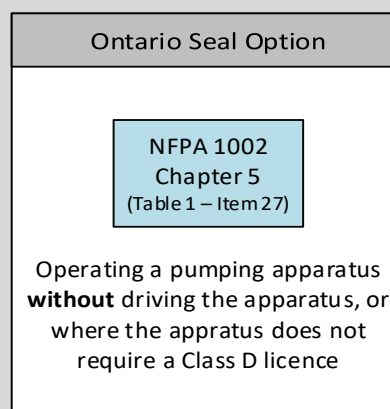
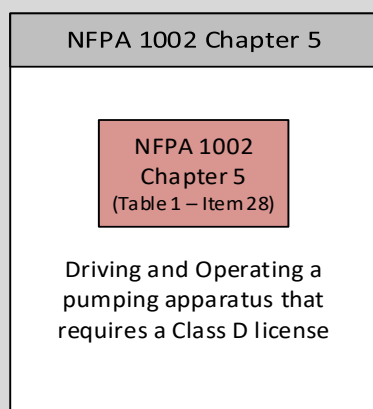




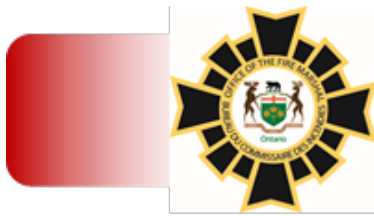
Fire Officer/Team Lead



Pump Operations



Note: (1) Driver/Operators of Aerial apparatus equipped with a pump would require certification
(2) This fire protection service minimum certification is only required on a go-forward basis after July 1, 2022.



Fire Inspector

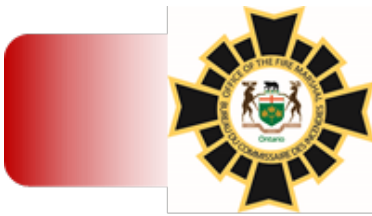
Fire Prevention/ Inspection Level I	Fire Prevention/ Inspection Level II	Optional Certification Available
<div>NFPA 1031 Fire Inspector I (Table 1 – Item 18)</div> <p>Conducting fire and life safety inspections</p>	<div>NFPA 1031 Fire Inspector II (Table 1 – Item 19)</div> <p>Conducting fire and life safety inspections including in facilities that store, handle or use flammable/ combustible liquids</p>	<div>NFPA 1031 Fire Inspector III</div>

Fire Service Instructor

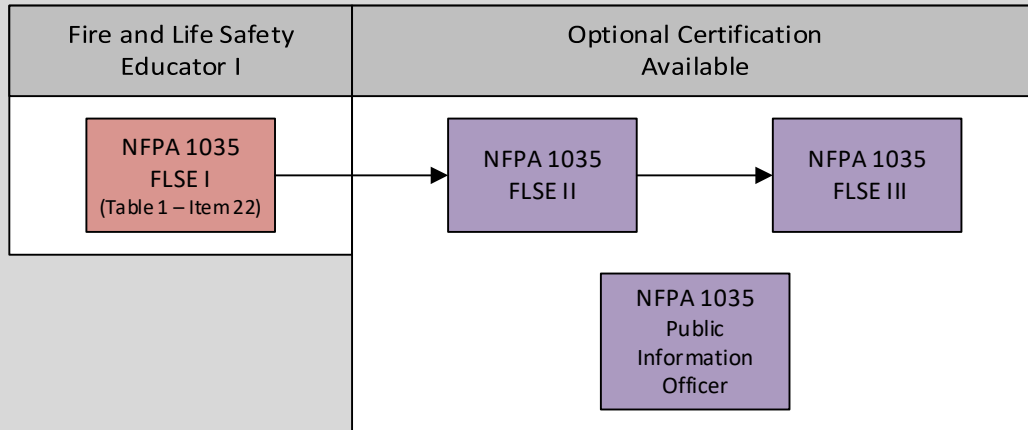
Training Officer Level I	Training Officer Level II	Optional Certification Available
<div>NFPA 1041 Fire Instructor I (Table 1 – Item 23)</div> <p>Providing training and education to other fire personnel</p>	<div>NFPA 1041 Fire Instructor II (Table 1 – Item 24)</div> <p>Providing training and education to other fire personnel including lead instructor roles at live fire and above or below grade technical rescue practical training</p>	<div>NFPA 1041 Fire Instructor III</div>

Emergency Communicator

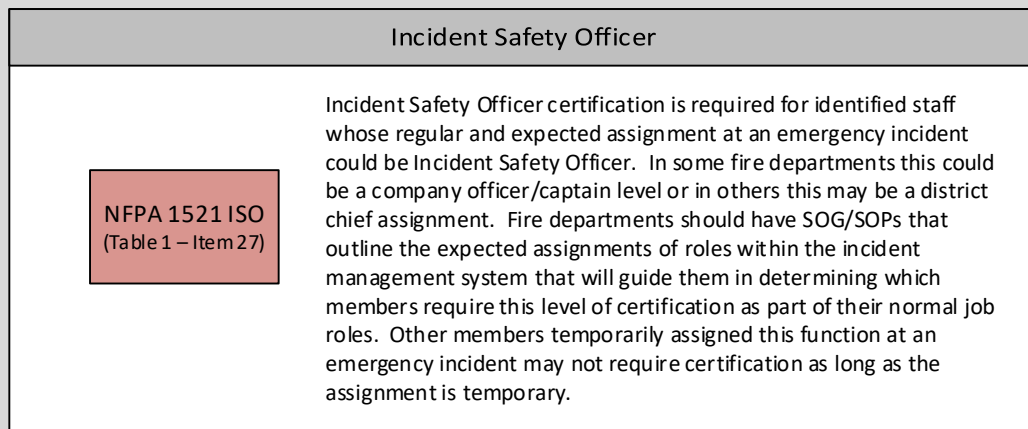
Emergency Communicator Level I	Emergency Communicator Level II
<div>NFPA 1061 Communicator I (Table 1 – Item 25)</div> <p>Taking emergency calls</p>	<div>NFPA 1061 Communicator II (Table 1 – Item 26)</div> <p>Taking emergency calls and dispatching emergency vehicles</p>



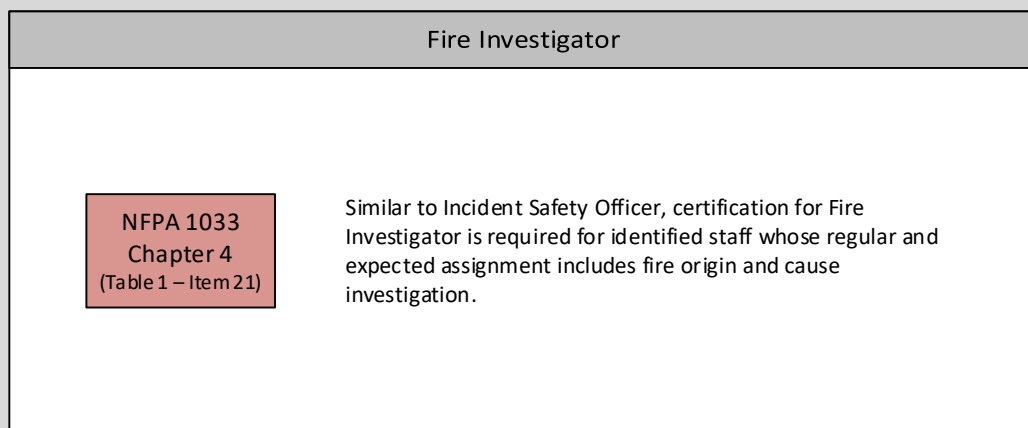
Fire and Life Safety Educator



Incident Safety Officer



Fire Investigator



INFORMATION SHEETS



OFFICE OF THE FIRE MARSHAL
MANDATORY CERTIFICATION

**INFORMATION SHEET A****Fire Protection Service Firefighter (Interior/Exterior/Full Service)****Table 1 Reference(s)** 1, 2, 3, 4, 5, 6, 7 and 8**NFPA Standard reference(s)** NFPA 1001 – Standard for Fire Fighter Professional Qualifications (2019)**Compliance Date** July 1, 2026**TERMINOLOGY**

Exterior Attack	Fire suppression conducted from the exterior of a burning structure. Self-Contained Breathing Apparatus (SCBA) may be worn based on smoke direction to provide additional safety; however, firefighters working at the Exterior Attack level should not be normally operating in Immediately Dangerous to Life and Health (IDLH) environment. No interior rescue can be conducted at this level.
Interior Attack	Fire suppression of a fire beyond the incipient stage (see below) that is conducted from the interior of a burning structure and requires full firefighting Personal Protective Equipment (PPE) and SCBA. Interior search and rescue can be a component of the Interior Attack level of service. This level of service includes all of the components of Exterior Attack plus additional JPRs.
Haz Mat Awareness	NFPA 1072 Chapter 4 (Awareness) will be included in the Interior/Exterior Attack curriculum.
Incipient Stage Fire (definition adapted from NFPA 600)	The incipient stage is defined as the point after which firefighters would require thermal protective (firefighting) equipment (including SCBA) and be forced to crawl/duck below smoke and heat. Under the direction of an Incident Command it is possible that an Exterior Attack firefighter could enter a structure to extinguish a small fire before it grows beyond the incipient stage (e.g. small garbage pail or stovetop fire).
Full Service	Full service is a term used for an Interior Attack level of service that also responds to and is trained in Auto Extrication and Hazardous Materials (Operations Level plus 6.2 and 6.6). This level of service is equivalent to NFPA 1001 Firefighter II training with its co/pre-requisites.



INFORMATION SHEET B

Fire Protection Service Firefighter - Exterior Attack

Table 1 Reference(s) 1, 2, 3, and 4

NFPA Standard reference(s) NFPA 1001 – Standard for Fire Fighter Professional Qualifications (2019)

Compliance Date July 1, 2026

OPTIONS

Exterior Attack	Fire suppression conducted from the exterior of a burning structure. SCBA may be worn based on smoke direction to provide additional safety; however, firefighters working at the Exterior Attack level should not be normally operating in IDLH environment. No interior rescue can be conducted at this level. Titled – <i>“Firefighter Exterior Attack”</i> . Haz Mat Awareness (NFPA 1072 Chapter 4) is included in this course.
Auto Extrication	A fire department with a level of service that includes auto extrication will add “Auto Extrication” to the Exterior Attack standard – Titled <i>“Firefighter Exterior Attack including Automobile Extrication”</i> .
Hazardous Materials	A fire department with a level of service that includes hazardous materials responses at the Operations level will add this certification – Titled <i>“Firefighter Exterior Attack including Hazardous Material Operations (NFPA 1072 Chapter 5 plus 6.2 and 6.6)”</i> .
Auto Extrication and Hazardous Materials	A fire department with a level of service that includes auto extrication and hazardous materials responses at the Operations level would add this certification – Titled <i>“Firefighter Exterior Attack including Automobile Extrication and Hazardous Materials Operations (NFPA 1072 Chapter 5 plus 6.2 and 6.6)”</i> .

JOB PERFORMANCE REQUIREMENTS

Exterior Attack

Based on NFPA 1001 Chapter 4 and 5

	Requisite Knowledge (A)	Requisite Skill (B)
General Knowledge and Skills	4.1, 4.1.1, 5.1, 5.1.1	4.1.2, 5.1, 5.1.2
Fire Department Communications	4.2.1 to 4.2.4 5.2.1, 5.2.2	4.2.1 to 4.2.4 5.2.1, 5.2.2
Fire Ground Operations	4.3.1- 4.3.3 4.3.6-4.3.8 4.3.10(A1-A9) 4.3.15-4.3.21 5.3.1, 5.3.2 (A1-A4), 5.3.4	4.3.1-4.3.3 4.3.6-4.3.8 4.3.10(B1-B3, B4 (exterior stairway), B5-B10) 4.3.15-4.3.21 5.3.1, 5.3.3, 5.3.4
Rescue Operations	5.4.2	5.4.2
Fire and Life Safety Initiatives, Preparedness and Maintenance	4.5.1, 4.5.2 5.5.3., 5.5.4, 5.5.5	4.5.1, 4.5.2 5.5.3, 5.5.4, 5.5.5
Option - Auto Extrication (recommend 20 hours+)	5.4.1	5.4.1

Option – Haz Mat Operations

Full NFPA 1072 Chapter 5 plus 6.2 and 6.6



INFORMATION SHEET C

Fire Protection Service Firefighter - Interior Attack

Table 1 Reference(s) 5, 6, 7 and 8

NFPA Standard reference(s) NFPA 1001 – Standard for Fire Fighter Professional Qualifications (2019)

Compliance Date July 1, 2026

OPTIONS

Interior Attack	Fire suppression of a fire beyond the incipient stage (see Information Sheet A) that is conducted from the interior of a burning structure and requires full firefighting PPE and SCBA. Interior search and rescue can be a component of the interior attack level of service. This level of service includes all of the components of Exterior Attack plus additional JPRs – Titled “ <i>Firefighter Interior Attack</i> ”. Haz Mat Awareness (NFPA 1072 Chapter 4) is included in this course.
Auto Extrication	A fire department with a level of service that includes auto extrication will add “Auto Extrication” to the Interior Attack standard – Titled “ <i>Firefighter Interior Attack including Automobile Extrication</i> ”.
Hazardous Materials	A fire department with a level of service that includes hazardous materials responses at the Operations level will add this certification – Titled “ <i>Firefighter Interior Attack including Hazardous Material Operations (NFPA 1072 Chapter 5 plus 6.2 and 6.6)</i> ”.
Auto Extrication and Hazardous Materials	This level of service requires certification to NFPA 1001 Level II with applicable co/pre-requisites(NFPA 1072 Chapter 5 plus 6.2 and 6.6). This equals “full service”.

JOB PERFORMANCE REQUIREMENTS

Interior Attack

Description

Based on NFPA 1001 Chapter 4 and 5

Requisite Knowledge (A)	Requisite Skill (B)
4.3.4, 4.3.9, 4.3.10 (A10-A11)	4.3.4, 4.3.9 4.3.10(B4 (interior stairway), B11)
4.3.11-4.3.14	4.3.11-4.3.14
5.3.2 (A5-A9)	5.3.2 (B1-B6)
5.4.1	5.4.1

Option - Auto Extrication (recommend 20 hours+)

Option – Haz Mat Operations

Full NFPA 1072 Chapter 5 plus 6.2 and 6.6

Full Service

Full NFPA 1001 Level II including co-requisites (NFPA 1072 Chapter 5 plus 6.2 and 6.6.)



INFORMATION SHEET D

Fire Protection Service Team Lead (Interior/Exterior/Full Service)

Table 1 Reference(s) 9, 10, 11, 12, 13, 14, 15 and 16

NFPA Standard reference(s) NFPA 1021 – Standard for Fire Officer Professional Qualifications (2020)

Compliance Date July 1, 2026

TERMINOLOGY

Exterior Attack	Please see Information Sheet A, B and C for more information about these levels of service.
Interior Attack	
Full Service	
Auto Extrication add-on	Please see Information Sheet A, B and C for more information about Auto Extrication and Hazardous Materials Operations level of service add-ons to Interior/Exterior Attack.
Haz Mat Operations add-on	
Team Lead	The team lead role is intended for the fireground or emergency scene supervision of fire personnel. The certification for this level is focused on safety and fireground roles associated with the traditional “Fire Officer”. Many administrative and training knowledge and skills have been excluded from this Ontario standard level.
Fire Officer	The fire officer is the traditional supervisor in full-service departments. If a fire department’s minimum certification for firefighters is NFPA 1001 Level II (FFII) then this is the supervisory level required.

PRE-REQUISITES

Team Lead and Fire Officer have pre-requisites that are equivalent to the minimum certification required for the firefighters they are supervising including but not limited to Auto Extrication or Haz Mat Operations add-ons.

JOB PERFORMANCE REQUIREMENTS

Team Lead – Interior/Exterior

	Based on NFPA 1021 Chapter 4	
	Requisite Knowledge (A)	Requisite Skill (B)
General Knowledge and Skills	4.1.1	4.1.2
Human Resources Management	4.2.1, 4.2.2, 4.2.3, 4.2.4	4.2.1, 4.2.2, 4.2.3, 4.2.4
Administration	4.4.1, 4.4.2, 4.4.4, 4.4.5	4.4.1, 4.4.2, 4.4.4, 4.4.5
Inspection and Investigation	4.5.3	4.5.3
Emergency Services Delivery	4.6	4.6
Health and Safety	4.7.1, 4.7.3	4.7.1, 4.7.3

Fire Officer

All Requisite Knowledge and Skills of NFPA 1021 Chapter 4



INFORMATION SHEET E

Fire Protection Service Pump Operations

Table 1 Reference(s) 17 and 18

NFPA Standard reference(s) NFPA 1002 – Standard for Fire Apparatus Driver/Operator Professional Qualifications (2017)

Compliance Date July 1, 2026

CONTEXT

Pump Operator without driving responsibilities	Some fire departments have firefighters capable of operating the pump at an emergency call who DO NOT drive the apparatus.
Mini pumpers	Some fire departments deploy mini pumpers which DO NOT require a specialized MTO Class D license.
Aerials with a Pump	Drivers of aerials that have a pump would also be required to certify under this regulation.
Ontario Standard – Pump Operator	This Ontario standard is developed for both circumstances noted above - for a pump operator that has no driving responsibilities or for a mini-pumper that does not require a specialized license. This Ontario standard mirrors NFPA 1002 Chapter 5.
NFPA 1002 Chapter 5	This is the minimum certification standard for firefighters that drive and operate a pumper requiring a MTO Class D license.

JOB PERFORMANCE REQUIREMENTS

The Ontario Standard – Pump Operations is based on the full NFPA 1002 Chapter 5 requisite knowledge and skills. This Ontario standard has been developed to address the pre-requisites of Chapter 4 (or MTO Class D license) as required by the OFM.

GO FORWARD BASIS PROVISIONS

The OFM recognizes that the training requirements to certify for NFPA 1002 are extensive. They require small instructor to student ratios and access to a fire pumper for 2-3 days to complete the practical skills. We further recognize that in Ontario the licensing requirements for the standard pumper are substantial and require re-qualifications for the driving components.

With this consideration, minimum certification outlined in this regulation will ONLY apply to firefighters new to performing this role and hired (or transferred to suppression) after July 1, 2022.

Any firefighters hired prior to July 1, 2022, AND actively working as a pump operator (driving and pumping as of July 1, 2022) do NOT have to certify under this regulation.



INFORMATION SHEET F

Fire Protection Service Fire Inspector, Training Officer, Emergency Communicator

Table 1 Reference(s) 19, 20, 23, 24, 25 and 26

NFPA Standard reference(s)

NFPA 1031 – Standard for Professional Qualifications for Fire Inspector and Plans Examiner (2014)

NFPA 1041 – Standard for Fire and Emergency Instructor Professional Qualifications (2019)

NFPA 1061 – Standard for Public Safety Telecommunications Personnel Professional Qualifications (2018)

Compliance Date July 1, 2026

CONTEXT

Fire Department Responsibilities

Many NFPA standards have advanced levels that align with a specific scope of work. For Fire Inspector, Training Officer and Emergency Communicator, Level I and II are specifically defined in this mandatory certification regulation

Support from OFM Academic Standards and Evaluations (ASE)

ASE offer many advanced levels of certification for NFPA standards and will continue to do so.

SPECIAL CIRCUMSTANCES

Fire Protection Service

Duties include:

Required Certification Level

Fire Inspector Level II

Fire inspectors that conduct fire and life safety inspections including in facilities that store, handle or use flammable/combustible liquids.

NFPA 1031
Fire Inspector II

Training Officer Level II

Training officers that work as “lead instructor” for live fire evolutions and/or above or below grade technical rescue training.

NFPA 1041
Fire Instructor II

Emergency Communicators Level II

Emergency communicators that work in both call taking and dispatching roles

NFPA 1061
Communicator II



INFORMATION SHEET G

Fire Protection Service Haz Mat and Technical Rescue

Table 1 Reference(s) Hazardous Materials (28 and 29) Technical Rescue (30 to 43)

NFPA Standard reference(s)

NFPA 1072 – Standard for Hazardous Materials/Weapons of Mass Destruction Emergency Response Personnel Professional Qualifications (2017)
NFPA 1006 – Standard for Technical Rescue Personnel Professional Qualifications (2021)

Compliance Date Haz Mat - July 1, 2026 **Technical Rescue – July 1, 2028**

INTENT

6-year compliance for Technical Rescue Only	It is recognized by the OFM that for technical rescue personnel within the fire service there is an added burden and many additional minimum certification levels are necessary. The compliance date for all NFPA 1006 disciplines is July 1, 2028 (6-years from the in-force date) .
High-risk operations	While much of the work fire service personnel perform is inherently dangerous, some specific emergency situations are considered higher risk and therefore a higher level of training and certification is required.
Normal job roles	Often due to the lower frequency of these types of emergencies it is common in Ontario's fire services to have specific/limited personnel that are required to operate at either the Technician level for hazardous materials responses or Operations or Technician level for technical rescue responses.
Certifying to level appropriate to scope of work being performed	Based on their level of service and risk profiles, fire departments must do their due diligence to determine the level of training and certification appropriate for their service. The OFM can provide resources to assist with decision making. Only those personnel expected to operate at these advanced levels must be certified to the level appropriate to the anticipated scope of the work being performed.
Hazardous Materials Responses	All firefighters responding to any emergency situation will be trained to NFPA 1072 Hazardous Materials Awareness level as a co-requisite to Interior or Exterior Attack or NFPA 1072 Hazardous Materials Operation level (plus 6.2 and 6.6) as a co-requisite for NFPA 1001 Level II.
Awareness Level of Technical Rescue	All fire service personnel that could respond to technical rescue emergencies should be trained to the awareness level for those technical rescue disciplines. Fire departments will be required to train firefighters to meet specific Technical Rescue Awareness levels; however, NFPA 1006 Awareness level will NOT be a mandatory certification requirement. The OFC will be developing NFPA 1006 Awareness level courses for the fire service.
Operations or Technician Level	Both Haz Mat (NFPA 1072) and Technical Rescue (NFPA 1006) have Awareness, Operations and Technician Levels available for their disciplines. Each has an identified scope of work associated with each level. See the chart on the next page for help in understanding what level of service your fire department offers and therefore what level of certification is required.



HAZ MAT AND TECHNICAL RESCUE SCOPE OF WORK

Awareness, Operations and Technical levels for Haz Mat (NFPA 1072) and Technical Rescue (NFPA 1006) have scopes of work outlined within the applicable standard. Awareness level cover to understanding the dangers involved and operating safely while awaiting technical rescuers with advanced training. The chart below outlines the general scope of work aligned with Operations and Technician levels for the applicable disciplines and may not be cover all scopes of work.

DISCIPLINE	OPERATIONS	TECHNICIAN
HAZ MAT	Identify evacuation area and assess initial dangers without entry. May enter to perform rescue but not to shut down or contain a leak. Can enter under the supervision of technician to support their scope of work	May perform offensive operations to shut down and contain a leak.
	Mission Specific – specific technician level skills	
COMMON PASSENGER VEHICLE RESCUE	Vehicle on its wheels on a flat or stable surface	Vehicle on its roof/side
ROPE RESCUE	Rappelling/belaying rope rescues (vertical rescues)	Advanced skillset including “pick-offs” and includes ascending and horizontal rescues
CONFINED SPACE	Clear, unobstructed space, victim can be seen, space can accommodate 2 rescuers and victim and easily pass-through access/egress	Entanglement hazards, victim not seen from access, access/egress may not allow full SCBA (worn in recommended manner)
TRENCH RESCUE	Straight, non-intersecting trenches no more than 8ft (2.5m)	Includes intersecting trenches (L- or T-)
STRUCTURAL COLLAPSE	Collapse and failure of “ordinary construction” (light frame, unreinforced masonry, reinforced masonry)	Collapse and failure of all types of construction
SWIFT WATER	Conduct shore-based (throw bags, retrieval tools)	Entry rescue (including from a rescue platform e.g. boat)
ICE WATER	Self-rescue and shore-based rescue (does NOT include from a “safe” location on the ice)	Rescue from the ice or entry rescue (including from a rescue platform)
SURFACE WATER	Conduct shore-based rescue (throw bags, retrieval tools)	Entry rescue (including from a rescue platform e.g. boat)



INFORMATION SHEET H

Fire Protection Service Senior Fire Officer

Table 1 Reference(s) *Not a Mandatory Minimum Certification*

**NFPA Standard
reference(s)**

NFPA 1021 – Standard for Fire Officer Professional Qualifications

Compliance Date

Not a Mandatory Minimum Certification

ISSUE

NFPA 1041 Level I
Pre-requisites

The current pre-requisite for NPFA 1041 Level I (Chapter 4) is NPFA 1001 Level II. This currently precludes non-operations stream senior managers from being certified via IFSAC/ProBoard.

Each successive level of NFPA 1041 requires the previous level as a pre-requisite therefore non-operations stream senior managers are unable to obtain IFSAC/ProBoard certification for NFPA 1041 Level 3 or 4 courses.

WORK-AROUND

Senior Fire Officer Stream

Parallel to but not specifically included in this regulation as mandatory requirement, the OFM will create two Ontario based certification programs – Senior Officer I and Senior Officer II that are based wholly on NPFA 1041 Level 3 and Level 4 respectively.

Senior Fire Officer Level 1

This standard course will be based on NFPA 1041 Level 3 and will have the same evaluations methods.

Senior Fire Officer Level 2

This standard course will be based on NFPA 1041 Level 4 and will have the same evaluations methods.

Ontario Seal

Upon successful completion of the course including the ASE evaluations, the participant will be awarded certification from the OFM.

LEGACY APPLICATION PROCESS



OFFICE OF THE FIRE MARSHAL
MANDATORY CERTIFICATION



LEGACY APPLICATION PROCESS

Under the firefighter certification regulation, the Fire Marshal will issue letters of compliance for Ontario Seal certifications.

Legacy applications will only be accepted for the Ontario based certifications including:

- **Exterior Attack** (with optional add-ons of Auto Extrication and/or Haz Mat Operations)
- **Interior Attack** (with optional add-ons of Auto Extrication OR Haz Mat Operations but not both)
- **Team Lead** – Exterior or Interior Attack

In order to apply for a letter of compliance, documentation must be available to substantiate that the firefighter has received training that meets or exceeds the level of certification being applied for and the firefighter must meet the service time criteria:

- **Exterior/Interior Attack** – start date (as a suppression firefighter) prior to January 1, 2021 (2 years of service)
- **Team Lead – Exterior/Interior-** start date (as a suppression firefighter) prior to January 1, 2020 (3 years of service)

The process to apply for these legacy provisions along with an information package specific to legacy will be provided to the fire service by Fall 2022 to allow sufficient time for fire chiefs to prepare for the application window.

The OFM will open two 3-month windows to apply for legacy provisions with the first one starting January 1, 2023, to allow the fire service time to compile documentation and complete the application process. Please see the chart on the next page for more details about the process and timelines.

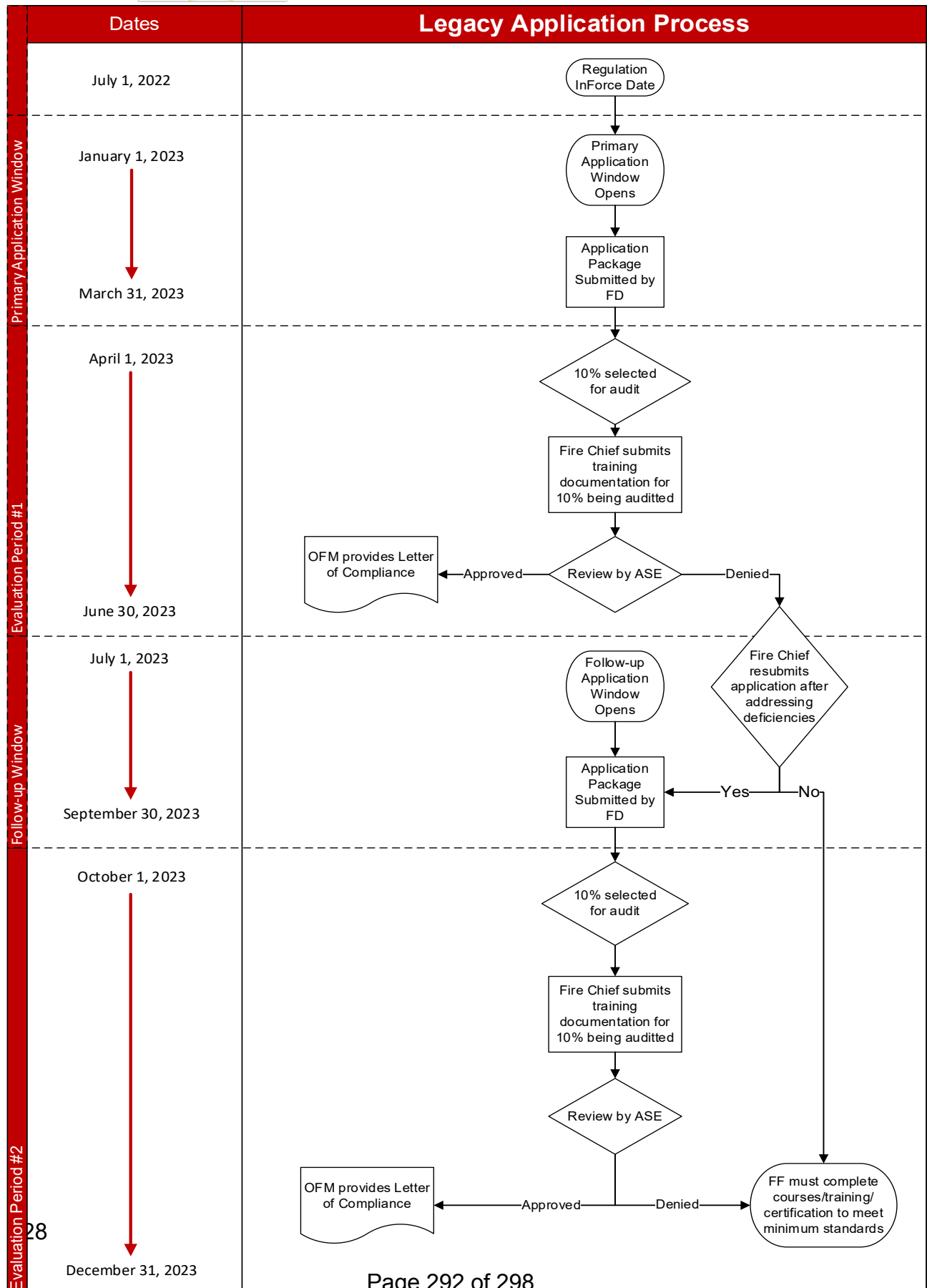
The OFM will have a rigorous review and auditing process to ensure that applicants are qualified for the letters of compliance based on documented training records. Approved applicants will receive a Letter of Compliance from the OFM that will be deemed to meet the minimum certification regulation.

Legacy provisions/letters of compliance are not an option for full NFPA standards. Certification required to full NFPA standards will require the firefighter to complete ASE certifications evaluation process(es) for the applicable level.



OFFICE OF THE FIRE MARSHAL

FIREFIGHTER CERTIFICATION





PAST OFM LETTERS OF COMPLIANCE

In 2014 and 2016, the OFM offered legacy options (then referred to as “grandfathering”) as the province shifted from an Ontario curriculum to NFPA standards. With respect to O. Reg 343/22 Firefighter Certification, the Fire Marshal will accept prior letters of compliance for the levels issued and these will be deemed to meet this regulation. There is no need to reapply through the legacy process if a firefighter has received a letter of compliance to an NFPA standard from the OFM.

At that time, based on education or experience, the Fire Marshal granted letter(s) of compliance for the following NFPA standards/levels:

- NFPA 1001 Firefighter I
- NFPA 1001 Firefighter II*
- NFPA 1021 Fire Officer I**
- NFPA 1021 Fire Officer II
- NFPA 1031 Fire Inspector I
- NFPA 1031 Fire Inspector II
- NFPA 1035 Fire Life Safety Educator I
- NFPA 1035 Public Information Officer
- NFPA 1041 Fire Service Instructor I
- NFPA 1041 Fire Service Instructor II

Note:

* A firefighter that received a letter of compliance for NFPA 1001 Firefighter II will be considered to have completed the pre-requisites, specifically NFPA 1072 (or 472) at the Operations level.

** Receiving a letter of compliance for NFPA 1021 Fire Officer does NOT include compliance with the co-requisite NFPA 1041 Fire Service Instructor I as this option was available to be applied for at that time.

SUPPLEMENTAL INFORMATION



OFFICE OF THE FIRE MARSHAL
MANDATORY CERTIFICATION



CERTIFICATION OPTIONS

The following options are available for training and certification through the Ontario Fire College and Academic Standards and Evaluations:

Learning Contract

- For a FD that has the capacity and experience to instruct a specific course
- FD uses OFC material to deliver the course
- Instructors must be approved by OFC
- **ASE will provide a proctor and lead evaluator to oversee the written and practical evaluations.**

Assessment Checklist

- For a FD that has internally developed and delivered their own course to a specific standard
- FD uses its own material (or 3rd party material)
- Could include FD using a 3rd party training provider
- Challenge the written and practical evaluations once course is complete
- **ASE will provide a proctor and lead evaluator to oversee written and practical evaluations.**

OFC Course

- Open to any FF in Ontario with the permission of their Fire Chief
- Register and attend a scheduled OFC course at an RTC
- **ASE will provide a proctor and lead evaluator to oversee the written and practical evaluations.**

For more information about **Learning Contracts** please contact john.snider@ontario.ca

For more information about **Assessment Checklists** (Challenging a Certification Exam) please contact melanie.arsenault@ontario.ca

For more information about **OFC courses** please contact askOFC@Ontario.ca



HYBRID LEVELS OF CERTIFICATION

Within a fire department it is possible to have differing levels of service and therefore differing minimum level of certification requirements under this regulation.

An example could include a composite fire department where full-time firefighters are considered “full service” and certified to full NFPA standards and volunteer firefighters may only do exterior attack and would require certification via the Ontario based certifications.

Hybrid levels of certification could also occur in a multi-station municipality where one station provides full service (full NPFA standards), and a more remote station works at the Exterior Attack level (Ontario based certification).

The fire department should have clear standard operating procedures about how these differing levels of certification operate on the same emergency scene. No firefighter should ever work beyond the scope of their training.

Please contact the OFM if you require more information on how this could work in your fire department.

MUTUAL/AUTOMATIC AID AGREEMENTS

Most municipalities have entered into mutual or automatic aid agreements with neighbouring municipalities. Whenever entering into these agreements, the municipalities should clearly understand what resources may be available from their neighbouring municipality including the level of fire suppression capabilities – interior or exterior attack.

Firefighter certification supports enhanced mutual and automatic aid agreements by providing consistency between municipalities in understanding what level of resources are available to them when they are requested.

If the Incident Commander in Municipality A requires mutual aid for interior firefighting operations. Nearby Municipality B has identified their level of service as Exterior Attack therefore the Incident Commander of Municipality A would **not** request assistance from them in this situation. They would request that resource/personnel from Municipality C who has identified that level of service (interior firefighting) and has certified firefighters available.

Similar to Hybrid Levels of Certification, fire departments should have standard operating procedures that identify how two different levels of service would interact on the fireground.

ONTARIO FIRE MARSHAL CONTACTS

Training & Certification

John Snider - Assistant Deputy Fire Marshal

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**Melanie Arsenault - Manager, Academic Standards
and Evaluations (ASE)**

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melanie.arsenault@ontario.ca

Field & Advisory Services

Contact your assigned Fire Protection Adviser.

**Contact Field and Advisory Services' Advice and Assistance
section via email:**

OFMEM-FAS-AA@ontario.ca

FOLLOW US ON TWITTER: @ONFireMarshal
@IncendiesON



OFFICE OF THE FIRE MARSHAL

**THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY
BY-LAW NUMBER 51-2022
FOR THE YEAR 2022**

***BEING A BY-LAW A BY-LAW TO ADOPT, CONFIRM AND RATIFY
MATTERS DEALT WITH BY RESOLUTION.***

WHEREAS s.5 (3) of the *Municipal Act, 2001*, provides that the powers of municipal corporation are to be exercised by its Council by by-law; and

AND WHEREAS it is deemed expedient that the proceedings, decisions and votes of the Council of the Corporation of the Township of South Glengarry at this meeting be confirmed and adopted by by-law;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE
TOWNSHIP OF SOUTH GLENGARRY ENACTS AS FOLLOWS:**

1. **THAT** the action of the Council at its regular meeting of July 18, 2022 in respect to each motion passed and taken by the Council at its meetings, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate by-law; and;
2. **THAT** the Mayor and the proper officers of the Township of South Glengarry are hereby authorized and directed to do all things necessary to give effect to the said action, or to obtain approvals where required, and except where otherwise provided, The Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf and to affix the corporate seal of the Township to all such documents.
3. **THAT** if due to the inclusion of a particular resolution or resolutions this By-law would be deemed invalid by a court of competent jurisdiction then Section 1 to this By-law shall be deemed to apply to all motions passed except those that would make this By-law invalid.
4. **THAT** where a “Confirming By-law” conflicts with other by-laws the other by-laws shall take precedence. Where a “Confirming By-law” conflicts with another “Confirming By-law” the most recent by-law shall take precedence.

***READ A FIRST, SECOND AND THIRD TIME, PASSED, SIGNED AND
SEALED IN OPEN COUNCIL THIS 18TH DAY OF JULY 2022.***

MAYOR: _____ **CLERK:** _____