



## **GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA**

**Thursday, May 27, 2021 at 11:00 a.m.**

**By video conference** – The meeting will be live streamed on YouTube at the following link:  
<https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ>

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### Land Acknowledgement Statement

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

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

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

### Roll Call

### Declarations of Pecuniary Interest by Members

### **PUBLIC QUESTION PERIOD**

Questions can be submitted to [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 prior to 4:30 p.m. on May 26, 2021.

### **DELEGATION**

1. GENERAL GOVERNMENT SERVICES – May 27, 2021 – ITEM #1  
Headwaters Refugee Sponsorship Group

A delegation from Brian Logel from Headwaters Refugee Sponsorship Group, requesting funding for their refugee sponsorship program.

## **REPORTS**

2. GENERAL GOVERNMENT SERVICES – May 27, 2021 – ITEM #2  
Safe Restart Funding

A report from the Manager of Finance/Treasurer, dated May 27, 2021, to provide Council with an overview of Safe Restart Funding received in 2020 and 2021 and proposed uses of the funding.

### **Recommendations:**

**THAT the report of the Manager of Corporate Finance, Treasurer, dated May 27, 2021, regarding Safe Restart Funding, be received,**

**AND THAT that Council approve the use of Safe Restart Funds as outlined in the report.**

3. GENERAL GOVERNMENT SERVICES – May 27, 2021 – ITEM #3  
Next Generation 9-1-1

A report from the Emergency Management Coordinator, dated May 27, 2021, to advise committee and Council of status of the nation-wide transition to Next Generation 9-1-1 (NG9-1-1) and provide a recommendation to standardize the address notification process.

### **Recommendations:**

**THAT the report of the Emergency Management Coordinator dated May 27, 2021, regarding Next Generation 9-1-1, be received;**

**AND THAT staff be directed to work with local municipalities to:**

- **document current addressing notification processes,**
- **develop a plan to formalize processes and procedures for Addressing Notifications based on process optimization and gap analysis;**
- **draft a Memorandum of Understanding between municipalities, emergency services and key stakeholders to ensure accurate GIS data is provided for NG 9-1-1;**
- **implement an annual test of 9-1-1 call routing from each county and municipal facility;**

**AND THAT staff provide a status update to Committee by no later than September 2021.**

4. GENERAL GOVERNMENT SERVICES – May 27, 2021 – ITEM #4  
Strategic Action Plan Progress Update May 2021 – GGS Objectives

A report from the Chief Administrative Officer, dated May 27, 2021, to provide committee members with a progress update of the strategic objectives that fall under the oversight of the General Government Services Committee and to provide additional detail on the actions planned to achieve those objectives.

**Recommendation:**

**THAT the report of the Chief Administrative Officer, regarding the Strategic Action Plan – GGS Objectives, dated May 27, 2021 be received.**

**CORRESPONDENCE**

5. GENERAL GOVERNMENT SERVICES – May 27, 2021 – ITEM #5  
Town of Mono – Cannabis Licensing and Enforcement

Correspondence from the Town of Mono, dated April 16, 2021, containing a resolution regarding cannabis licensing and enforcement.

**Recommendation:**

**For consideration of the Committee.**

6. GENERAL GOVERNMENT SERVICES – May 27, 2021 – ITEM #6  
Dufferin Community Foundation

Correspondence from the Dufferin Community Foundation, dated April 14, 2021, including their first Report to the Community.

A copy of the report can be found on their webpage:

[Report to the Community Released | Dufferin Community Foundation](#)

**Recommendation:**

**THAT the Correspondence from the Dufferin Community Foundation, dated April 14, 2021, including their first Report to the Community, be received.**

7. GENERAL GOVERNMENT SERVICES – May 27, 2021 – ITEM #7  
Association of Municipalities of Ontario (AMO)

Correspondence from the Ministry of Municipal Affairs and Housing, dated May 18, 2021, regarding Association of Municipalities of Ontario (AMO) delegation requests for the 2021 Annual Conference.

**Recommendation:**

**For consideration of the Committee.**

**Next Meeting**

Thursday, June 24, 2021 at 11:00 a.m.  
Video Conference

## REPORT TO COMMITTEE

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

**From:** Aimee Raves, Manager of Corporate Finance, Treasurer

**Meeting Date:** May 27, 2021

**Subject:** **Safe Restart Funding**

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

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

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### **Purpose**

The purpose of this report is to provide Council with an overview of Safe Restart Funding received in 2020 and 2021 and proposed uses of the funding.

### **Background & Discussion**

Since the onset of COVID 19, senior levels of government have provided various sources of funding to offset the incremental costs associated with combatting the pandemic. Dedicated funding has been provided to Long Term Care, Paramedics, Ontario Works, Museum and Community Housing. Per *CC 2021-03-11 2020 Financial Results*, over \$6.2 million was received in 2020. This report will focus on the Safe Restart funding intended for general usage versus dedicated departmental funding.

At the end of 2020, \$1,256,795 of this funding was carried forward to use in 2021. Since that time an additional \$632,449 has been attributed to Dufferin with a portion received in early May and the balance to come in November. It is anticipated that reporting of how we spent our funds in 2020 and how we anticipate spending in 2021 will be due the end of June.

When completing the 2021 budget we included approximate costs of \$1.3 million related to COVID that would be offset by these funds, summarized below.

Enhanced Cleaning	\$500,700
Paramedics	\$506,800
Long Term Care	\$219,500
Temporary Staffing	\$156,390

Additional funding was received for paramedics and long term care which allows for some of the funds allocated above to be redirected to other areas. The only parameters surrounding the funding is that it be used to address pandemic-related operating needs.

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

A summary of anticipated expenditures is included below.

Operating Costs (including cleaning)	\$603,000
Temporary Staffing	\$538,000
Community Support	\$270,000
Economic Development and Recovery	\$210,000
Electronic Message Boards (6)	\$125,000
Paramedic Operations	\$110,000
<b>Total</b>	<b>\$1,856,000</b>

Miscellaneous operating costs include enhanced cleaning, PPE, agenda software, digital signature software, and staff support for remote work, mental health and team building.

Many County departments operate very lean and thus have been impacted significantly by the pandemic as we work to adjust processes to ensure business continues efficiently and effectively. The temporary staffing includes contracted employees for admin support in Corporate Services and Facilities, a Human Resources Generalist, a Health & Safety Coordinator (included in 2021 budget), a Network Security Analyst (6 months included in 2021 budget, extend for full year), seasonal summer staff versus students in Operations as well as Housekeeping staff for the Mel Lloyd Centre and McKelvie Burnside Village.

Community Support includes the \$150,000 already approved by Council to support the Child Care sector as well as additional funds for similar support. Economic Development and Recovery includes funds for continued mental health support for businesses, post Covid Tourism training plan, Business Retention & Expansion project for BIPOC (Black

Indigenous People of Colour) support post COVID, contribution to rapid tests in conjunction with the Dufferin Board of Trade as well as funds for additional economic recovery initiatives.

Electronic message boards were purchased to be placed throughout the County informing drivers of important information. Lastly, additional funds set aside for Paramedics in the event all of their additional costs are not covered through their Ministry. Funds are also included in the Miscellaneous operating costs for similar costs in Dufferin Oaks and other departments.

The costs included above are estimates of costs. As such the actual costs will be monitored closely to ensure we stay within the amount of Safe Restart funding available. Some funds will carry into 2022 to continue supporting the contract positions as well as community recovery efforts.

**Recommendations:**

**THAT the report of the Manager of Corporate Finance, Treasurer, dated May 27, 2021, regarding Safe Restart Funding, be received,**

**AND THAT that Council approve the use of Safe Restart Funds as outlined in the report.**

Respectfully Submitted By:

Aimee Raves, CPA, CMA  
Manager of Corporate Finance, Treasurer



## REPORT TO COMMITTEE

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

**From:** Steve Murphy, Emergency Management Coordinator

**Date:** May 27, 2021

**Subject:** Next Generation 9-1-1

### In Support of Strategic Priorities:

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

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

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### PURPOSE:

The purpose of this report is to advise committee and council of status of the nation-wide transition to Next Generation 9-1-1 (NG9-1-1) and provide a recommendation to standardize the address notification process.

### BACKGROUND & DISCUSSION:

In June 2017, the Canadian Radio-Television and Telecommunications Commission (CRTC) directed all telephone and wireless service providers to update their networks to be ready to provide NG 9-1-1 services. The CRTC directed that NG 9-1-1 Voice and text services be rolled-out by the end of 2020, this deadline was extended due to the effects of COVID-19. The CRTC has not announced a new launch date for NG 9-1-1.

The reason for the transition to NG9-1-1 is that the current system has reached end of life and cannot keep up with evolving technologies or public expectations of the 9-1-1 system.

NG 9-1-1 has the capability to permit the sending of data including pictures and streaming video from the scene of an incident while on call with a dispatcher. Another key safety enhancement will include the ability to request emergency assistance using Real-Time Text (RTT), a protocol where the text message is transmitted instantly, as it is being typed.

With more than 80% of all 911 calls originating from a mobile device and a dramatic rise in the use of Voice over Internet Protocol (VoIP) systems being used by residential, institutional and commercial customers the legacy 9-1-1 system cannot accurately direct calls to the appropriate emergency service.

Unlike many Canadian provinces, Ontario does not have legislation that governs 9-1-1 systems or the public safety answering points (PSAP) that most municipalities have established to receive calls for emergency assistance from the public. The decision to operate and provide 9-1-1 services has been vested with Ontario's Counties, Regions and Cities through agreements with the Telephone Service Providers.

In preparation for NG-911 implementation, staff have been involved in the development of NG-911 standards and have begun the process of migrating data to NG-911 compliant formats.

The County of Dufferin currently funds and oversees the primary PSAP through the contracted services of a private operator. This private operator is an early adopter of NG 9-1-1 and has upgraded their infrastructure to support this new system.

Secondary PSAPs, those that receive the calls for a specific emergency service and then dispatch responders, will also be required to transition to NG 9-1-1. There are six (6) secondary PSAPs providing services for the residents of Dufferin County, two of which are provincially funded and the remainder are funded by local fire service boards.

All PSAPs rely upon Geographic Information System (GIS) data provided by county and municipal staff. Dufferin County does have a formal agreement to supply Bell Canada with addressing information and address changes in the rural areas of the County. Some local municipalities also inform key stakeholders, including Bell, with addressing updates.

Currently the local efforts to provide addressing data to stakeholders is not clearly defined, consistent or formalized. There is an email-based, ad-hoc approach to addressing notifications flowing from municipalities to the various stakeholders.

With the transition to NG 9-1-1 this ad-hoc system may lead to possible delayed emergency responses and non-compliance with commitments related to NG-911.

Municipal GIS system databases will supply the mapping to feed the NG-911 system. As such, it is imperative to have a centralized, up to date GIS system that is supplied with addressing information from municipalities utilizing formalized, consistent workflows.

**Financial Impact:**

There is no financial impact arising from this report.

**Recommendations:**

**THAT the report of the Emergency Management Coordinator dated May 27, 2021, regarding Next Generation 9-1-1, be received;**

**AND THAT staff be directed to work with local municipalities to:**

- **document current addressing notification processes,**
- **develop a plan to formalize processes and procedures for Addressing Notifications based on process optimization and gap analysis;**
- **draft a Memorandum of Understanding between municipalities, emergency services and key stakeholders to ensure accurate GIS data is provided for NG 9-1-1;**
- **implement an annual test of 9-1-1 call routing from each county and municipal facility;**

**AND THAT staff provide a status update to Committee by no later than September 2021.**

Respectfully submitted,

Steve Murphy  
Emergency Management Coordinator

Reviewed by: Sonya Pritchard, Chief Administrative Officer

## **REPORT TO GENERAL GOVERNMENT SERVICES**

**To:** Chair Creelman and Members of Committee

**From:** Sonya Pritchard, Chief Administrative Officer

**Date:** May 27, 2021

**Subject: Strategic Action Plan Progress Update May 2021 – GGS Objectives**

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

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

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### **Purpose**

The purpose of this report is to provide committee members with a progress update of the strategic objectives that fall under the oversight of the General Government Services Committee and to provide additional detail on the actions planned to achieve those objectives.

### **Background & Discussion**

At the December 17, 2020 Council meeting the Strategic Action Plan 2021-2022 was adopted by Council. This plan identifies 56 specific actions that support the 5 key strategic priorities areas that were adopted in June 2019:

- *Economic Vitality* – promote an environment for economic growth and development;
- *Good Governance* - ensure transparency, clear communication, prudent financial management;
- *Sustainable Environment and Infrastructure* - protect assets both in the natural and built environment;
- *Service Efficiency and Value* - determine the right services for the right price;
- *Inclusive and supportive community* – support efforts to address current and future needs for a livable community

Within the General Government Services Committee, the CAO, Director of Corporate Services, and Director of Human Resources are the designated Department Heads for 20 specific action items across all key priority areas except Economic Vitality. The attached chart provides a progress update on the work currently underway and planned over the short and longer term.

### **Staffing, IT, and Legal Considerations**

Many of the initiatives require support from IT, corporate finance, procurement, and human resources necessitating ongoing planning and collaboration.

### **Financial Impact**

The cost of all the initiatives with a 2021 timeframe have been allocated within the current year budget.

### **Recommendation**

**THAT the report of the Chief Administrative Officer, regarding the Strategic Action Plan – GGS Objectives, dated May 27, 2021 be received.**

Respectfully submitted,

Sonya Pritchard, CPA, CMA  
Chief Administrative Officer

Attachments:

Strategic Action Plan Progress Update May 2021 – GGS Chart

## Strategic Action Plan Progress Update May 2021 - GGS

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<b>Good Governance (GG)</b> - ensure transparency, clear communication, prudent financial management					
<b>GG 1</b> Review/Update Committee Structure					
<b>GG 1.0</b> Update committee structure and reporting model to ensure all departments are incorporated <ul style="list-style-type: none"><li>• Create a fourth committee for Development and Tourism</li><li>• All Councillors to participate in 2 standing committees</li></ul>	\$1,500 for additional Committee Chair	Complete	<b>Director of Corporate Services/Council/</b> Senior staff	Low Cost	Completed
	Tax Levy			Medium Impact	
<b>GG 2</b> Improve Communications					
<b>GG 2.1</b> Consolidate team under CAO <ul style="list-style-type: none"><li>• Add Communications Manager (Q1)</li><li>• Continue with cross-department communications team (Q1)</li></ul>	\$120,000 staffing	2021	<b>CAO/Department</b> liaisons	Low Cost	Communications Manager hired May 2021.  Gap assessment initiated.
	Tax Levy			High Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"> <li>Streamline roles and responsibilities (Q2)</li> <li>Identify gaps and areas requiring enhanced consistency (Q3)</li> </ul>					
<b>GG 2.2</b> Create communications strategy for internal and external communications and corresponding policies <ul style="list-style-type: none"> <li>Update Communications policies and procedures (Q3)</li> <li>Streamline social media/technology (Q4)</li> </ul>	Staff time	Q3 – 2021	CAO/ Communications Manager, Cross functional team	<div>Low Cost</div> <div>Medium Impact</div>	
<b>GG 2.3</b> Update corporate, economic development and tourism website(s)	\$50,000 website	2021-2022	CAO/ Communications Manager, Cross functional team/	Low Cost	Preliminary discussions underway.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"><li>• Enhance website to ensure consistent local and feel and enhance functionality</li><li>• Create cross functional team to assess requirements (Q2)</li><li>• Prepare RFP, select proponent (Q3)</li><li>• Complete project (2022)</li></ul>	Rate Stabilization Reserve		procurement	Medium Impact	
GG 3 Employee Well-Being Initiatives					
GG 3.1 Build a shared and unified culture <ul style="list-style-type: none"><li>• Engage HR specialist on contract to lead initiative (Q2)</li><li>• Create cross functional team (Q3)</li></ul>	\$50,000 - \$100,000	Q2 - 2021	Director Human Resources/ SMT, Human Resources, staff committee	Low Cost	Culture work is to be embedded in the new “People” Department and will be lead by new Senior Equity staff member.
	Rate Stabilization Reserve			Medium Impact	
GG 4 Recruitment Process					
GG 4.1 Improve recruitment process	Minimal, software included	Q2 - 2021	Director Human Resources/ Human	Low Cost	Ongoing. To impacted by culture work.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"><li>Define and document current process (Q1)</li><li>Ensure process is inclusive</li><li>Acquire recruitment software as part of HRIS project (see below)</li></ul>	with technology upgrades		Resources/ All departments		
	n/a			Medium Impact	
<b>Sustainable Environment and Infrastructure (SEI)</b> - protect assets both in the natural and built environment					
<b>SEI 4</b> Maintain Infrastructure					
<b>SEI 4.1</b> Implement Asset Management plan <ul style="list-style-type: none"><li>Develop inventory of all assets<ul style="list-style-type: none"><li>Update facilities asset inventory</li><li>Create facility inventory of housing unit assets (Community Services focus, Appliances, Unit conditions – flooring, lighting and plumbing fixtures, wall finishes,</li></ul></li></ul>	\$50,000	Q2-Q3 2021	<b>Director of Corporate Services/</b> Finance, Facilities, Public Works, Community Services, consultants	Low Cost	Cross functional working group established.
	Asset Management Reserve, Rate Stabilization Reserve			High Impact	Consultant engaged to update AMP, anticipated completion is fall 2021 for all assets.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<p>structural components) Integrate with BCA</p> <ul style="list-style-type: none"> <li>• Define roles and responsibilities <ul style="list-style-type: none"> <li>• Create a cross functional working group</li> </ul> </li> <li>• Update Asset Management Policy to reflect requirements under Ont. Reg. 588/17 Asset Management Planning for Municipal Infrastructure for Roads and Bridges</li> <li>• Update processes to ensure ongoing maintenance and long term replacement of assets <ul style="list-style-type: none"> <li>• Research and development of Preventative Maintenance programs and Replacement Schedule (Q4)</li> </ul> </li> </ul>					

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"> <li>Development of Replacement Schedule for Facility Housing Assets</li> </ul>					
<b>Service Efficiency and Value (SV)</b> - determine the right services for the right price					
<b>SV 1</b> Enhance Technology Across the Organization					
<b>SV 1.1</b> Review, summarize current state of existing financial and human resource related systems, including asset management and determine technical requirements  <ul style="list-style-type: none"> <li>Engage a business analyst to assess current process and identify gaps, duplication, inefficiency and build on previous work (Q1)</li> </ul>	\$80,000 – \$120,000 for consultant and/or dedicated staff time	Q1 – Q2 2021	<b>Director of Corporate Services/</b> Consultants, Finance, Human Resources, Cross functional team	Low Cost	Preliminary review underway.  Working with procurement to engage consultant through OEMC.
	Municipal Modernization Fund			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<b>SV 1.2</b> Development of Request for Proposal <ul style="list-style-type: none"> <li>Create detailed specifications outlining requirements (Q3)</li> <li>Identify a project manager for both RGP process and implementation (Q3)</li> <li>Issue RFP (Q3-4)</li> </ul>	\$20,000 for consultants	2021	<b>Director of Corporate Services</b> Consultants, Finance, Human Resources	Low Cost	
	Rate Stabilization Reserve			Medium Impact	
<b>SV 1.3</b> Purchase and implementation of new software solutions including updating processes and training of new system(s) <ul style="list-style-type: none"> <li>Identify project manager</li> <li>Create project team</li> <li>Develop detailed implementation and training schedule</li> </ul>	\$600,000 - \$800,000 for software and training	2022	<b>Director of Corporate Services/</b> Software vendor(s), Cross Functional Team	Medium Cost	
	Municipal Modernization Fund, Reserve for Software Upgrades			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<b>SV 2</b> Streamline and Improve IT services					
<b>SV 2.1</b> Invest in resources to mitigate cyber risks <ul style="list-style-type: none"> <li>Complete security review (Q2)</li> <li>Hire IT Security Analyst (temporary assignment in place, make permanent Q3)</li> <li>Implement and update security prevention protocols and tools (ongoing)</li> </ul>	\$126,000 – staff (includes salary and benefits, training, software, etc.)	2021	<b>Director of Corporate Services/</b> IT Manager, IT Staff, SMT, security consultants	Low Cost	Security review project 90% complete, awaiting final report from consultants.
	Tax Levy			Medium Impact	Security Analyst job description and evaluation being finalized.  Intrusion detection and prevention system installed and in use. Zero day anti-virus protection installed.
<b>SV 2.2</b> Streamline County IT services with local municipalities/organizations supporting <ul style="list-style-type: none"> <li>Create working group with local municipalities to</li> </ul>	Cost Neutral	Q3 2021	<b>Director of Corporate Services,</b> IT Manager, IT Staff, HR	Low Cost	To be initiated in Fall 2021.
				Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
assess needs and capacity (Q1) <ul style="list-style-type: none"> <li>• Develop cost recovery structure (Q2)</li> <li>• Update agreements (Q3)</li> <li>• Increase service cost revenues</li> <li>• Hire additional IT Technician (if required)</li> </ul>					
<b>SV 7</b> Identify Future Space and Property Needs					
<b>SEI 7.1</b> Complete review of facility and property inventory to assess for future use <ul style="list-style-type: none"> <li>• Inventory all current use and expected future requirements for:               <ul style="list-style-type: none"> <li>• Museum (expanded tourism use)</li> <li>• Courthouse</li> <li>• Edelbrock Centre</li> <li>• Mel Lloyd Centre</li> <li>• Second Operations Centre</li> </ul> </li> </ul>	\$50,000 - \$100,000/ Potential future savings	Q2 2021	<b>CAO/</b> SMT/ cross functional team	Low Cost	Ongoing. Final plan will be impacted by future of stake-holders currently occupying space in County buildings.
	Rate Stabilization Reserve			Medium Impact	Interim plan for County use of space expected in Q3.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"> <li>Engage consultant to do space needs analysis based on projected use</li> <li>Coordinate with Orangeville to identify opportunities for shared space or other options</li> </ul>					
<b>SV 8</b> Streamline and Improve Procurement Services					
<b>SV 8.1</b> Update Team Structure <ul style="list-style-type: none"> <li>Address capacity issues to ensure timely and effective purchasing (Q1)</li> </ul>	\$125,000 - \$150,000	Q1 2021	<b>Director of Corporate Services, HR</b>	Low Cost	Procurement Specialist role added, recruitment completed and job now filled. Ongoing review is still required as capacity remains an issue. The SDR recommended 2 additional procurement roles to adequately address workload.
	Tax Levy			Medium Impact	
<b>SV 8.2</b> Update Procurement By-Law and Procedures <ul style="list-style-type: none"> <li>Refine current policy</li> <li>Streamline and automate processes where possible</li> </ul>	\$30,000 - \$75,000	Q3 2021	<b>Director of Corporate Services</b> Procurement Manager, Procurement Staff	Low Cost	
	Rate Stabilization Reserve			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"><li>Coordinate with local municipalities to identify opportunities to dovetail policies and streamline purchases</li></ul>					
<b>SV 8.3</b> Training for the Broader Organization on Updated Structure, Policy, and Procedures <ul style="list-style-type: none"><li>Provide training to ensure all staff involved in any aspect of procurement understand procedures and their responsibilities</li></ul>	\$25,000	Q4 2021	<b>Director of Corporate Services</b> Procurement Staff	Low Cost	
	Rate Stabilization Reserve			Medium Impact	
<b>Inclusive and supportive community (ISC)</b> – support efforts to address current and future needs for a livable community					
<b>ISC 1</b> Apply Diversity, Equity and Inclusion Lens to All Aspects of Governance and Administration (GG)					
<b>ISC 1.1</b> Improve collaboration with the community <ul style="list-style-type: none"><li>Create a D,E,&amp;I community advisory committee</li></ul>	\$20,000 annual committee budget	Starting Q2 2021	<b>CAO/Council</b> Community committee, cross functional team,	Low Cost	DEICAC has been formed, meets monthly. 2 sub-committees – 1 for HHS

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"> <li>Develop a Diversity and Inclusion Plan in consultation with the committee</li> </ul>	Within current budget		staff reps	High Impact	issues and one for ec dev and tourism issues. Webpage has been set up and is being populated with information about committee members. Additional time needed to identify focus areas and priorities.
<b>ISC 1.2</b> Support staff initiatives to improve diversity, equity and inclusion <ul style="list-style-type: none"> <li>Increase education and training opportunities</li> <li>Ensure opportunities for safe spaces and conversation</li> <li>Expand recognition of traditions, holidays and special events</li> <li>Complete an employee survey to establish diversity and inclusion baseline state</li> </ul>	\$60,000	Initial investment in Q1 2021, Ongoing contribution	<b>CAO/</b> Staff D&I committee, SMT, All staff	Medium Cost	Recent report on Advancing DEI through Organization change. Moving to develop job descriptions and implement new roles.
	Tax Levy			High Impact	Rolling out inclusive leadership program to Managers and additional training for all staff.  Staff D&I committee actively promotes and recognizes traditions,

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
					holidays and special events.
<b>ISC 1.3</b> Review policies and practices to ensure they are equitable and inclusive and apply a D&I lens	\$50,000	2021-2022	<b>CAO/</b> Staff D&I Committee, SMT, Community DEIAC, Council, D&I consultant	Low Cost	On-going review. Current focus on hiring and recruitment process.
	Rate Stabilization Reserve			High Impact	
<b>ISC 4</b> Implement Options for Public Transit Options					
<b>ISC 4.1</b> Review and assess demand/options <ul style="list-style-type: none"><li>Complete RFP to determine demand and potential solutions (Issued Q1, completed Q2)</li></ul>	\$50,000-\$100,000	Q1 2021	<b>CAO/</b> External Consultant	Low Cost	RFP process completed. Contract awarded to IBI Group professionals. Kick off meeting and work plan to occur by end May. Steve Murphy assigned as Project Coordinator.
	Rate Stabilization Reserve			Medium Impact	
<b>ISC 4.2</b> Create and Implement transit strategy <ul style="list-style-type: none"><li>Dependent on findings from ISC 4.1</li><li>Hire Transit Coordinator</li></ul>	\$100,000 for staff/ Long term investment TBD	TBD	<b>TBD/</b> External consultant/ transit Service providers	High Cost	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	May 2021 Progress Update
<ul style="list-style-type: none"> <li>Identify long term service plan</li> <li>Support partnerships</li> </ul>	Tax Levy			Medium Impact	



April 16, 2021

Hon. Patty Hajdu  
House of Commons  
Ottawa, ON  
Canada  
K1A 0A6

Honourable Minister Hajdu:

Re: Cannabis Licencing and Enforcement

Council for the Town of Mono passed the following resolution in open council on March 23, 2021

Resolution #11-6-2021

*Moved by Sharon Martin, Seconded by John Creelman*

*WHEREAS the Government of Canada introduced Bill C-45 (the Cannabis Act) to create the foundation for a comprehensive national framework to provide restricted access to regulated cannabis, and to control its production, distribution, sale, importation, exportation, and possession;*

*AND WHEREAS the police have not been given lawful authority to lay charges under the Cannabis Act to appropriately respond to violations of Health Canada Registrations and Licenses;*

*AND WHEREAS there is no direct communication or dedicated effort to provide a communication channel between Municipal government staff or Police Agencies for dealing with Health Canada Registrations and Licenses;*

*AND WHEREAS the Town of Mono has not been consulted by Health Canada prior to the issuance of licenses for properties not in compliance with municipal zoning by-laws.*

*BE IT RESOLVED THAT the Town of Mono requests that Health Canada:*

- 1. Require Federal Licenses and Registrations for Designated Growers to conform with local zoning and control by-laws;*
- 2. Ensure local authorities are provided with notification of any licence issuance, amendments, suspension, reinstatement or revocation within their jurisdiction;*
- 3. Provide dedicated communication with local governments and Police services;*
- 4. Provide lawful authority to Police agencies to lay charges when registered or licenced operations grow in excess of their registration or licence through Health Canada; and,*

5. *Provide enforcement support and guidance to local municipalities for dealing with land use complaints relating to cannabis.*

*AND FURTHER BE IT RESOLVED THAT this motion be sent to the local MP and MPP; the Minister of Agriculture, Food and Rural Affairs; the Minister of Agriculture and Agri-Food; and all municipalities in Ontario, requesting that the Federal government enact legislation to better support local governments with land use management and enforcement issues as they relate to Cannabis Production and Processing.*

**"Carried"**

Regards,

Fred Simpson  
Clerk

cc: Honourable Marie-Claude Bibeau, Minister of Agriculture and Agri-Food  
Honorable Kyle Seebach, MP Dufferin-Caledon  
Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs  
Honourable Sylvia Jones, Solicitor General and MPP Dufferin-Caledon  
All Ontario Municipalities



# DUFFERIN COMMUNITY FOUNDATION

246372 Hockley Rd.  
Mono, ON L9W 6K4

[www.dufferincommunityfoundation.ca](http://www.dufferincommunityfoundation.ca)  
[info@dufferincommunityfoundation.ca](mailto:info@dufferincommunityfoundation.ca)

April 14, 2021

Warden Darren White  
55 Zina Street  
Orangeville ON L9W 1E5

Dear Warden White

We are so very proud to enclose our first **Report to the Community**. It is donors like you that helped us take the first steps of this journey, whose impact will be felt for generations, forever! Change truly requires a cohesive effort. Thank you for being a very important member of the Dufferin Community Foundation.

We love where we live, work and play, but to maintain and grow our community, we must water, support and plan for the future. Your gift is much more than a donation to the Dufferin Community Foundation; it's a commitment to building resilient communities where innovation and leadership flourish, supported by an engaged, focused, well managed and well funded charitable sector.

We know you share that vision and we thank you for helping to spread the good news. We've enclosed a second copy to engage your friends, neighbours and business associates. There are many ways to give - now or as a bequest when the time comes. We genuinely thank you for doing what only you can do; that is, helping us connect caring community members to local worthwhile causes. Together, with your support in word and deed, we will make a lasting difference in Dufferin County through the work of the Foundation.

**The best time to plant a tree is 20 years ago. The next best time is now.**

A member of our Board of Directors will follow up with you in the coming weeks. If you have any immediate questions, feel free to contact me directly. Once again, thank you for choosing the Dufferin Community Foundation.

Gord Gallagher  
President, Dufferin Community Foundation  
705 770 1096



**DUFFERIN**  
**COMMUNITY**  
**FOUNDATION**

2019/  
2020

# Report to the Community

The best time to plant a tree is 20 years ago.  
The next best time is now.



## Created

6 new opportunities  
for tax-smart giving



## Delivered

over \$200,000  
in grants



## Funded

37 local projects  
representing 24 charities

Endowment Building • Grantmaking • Community Leadership

# What we do

We work with donors to **create lasting legacies** and help them realize their dreams and philanthropic desires, matching their interests with community needs and opportunities.

We work with charities and help them **build capacity** by providing grants to the widest possible range of organizations and initiatives.

We bring people together from all parts of our community to stimulate new ideas, build participation and **strengthen community philanthropy**.

## Message from the Board of Directors



Gord Gallagher  
Founding Director,  
President, Chair of  
Board



MaryAnn Lowry  
Founding Director,  
Vice-Chair, Grants  
Committee Chair



Joan Waechter  
Founding Director,  
Community Outreach



Laura Ryan  
Founding Director,  
Community Outreach



Steve Doney  
Founding Director,  
Treasurer, Finance  
Committee Chair



Paul Sutcliffe  
Board Member,  
Founders Circle,  
Community Outreach



Carrie Bellan  
Board Member,  
Grants Committee



Diane Lawson  
Board Member,  
Community Outreach

The Dufferin Community Foundation has just finished its second full year of operation, and what an incredible journey it has been!

Our primary mission is to build permanently invested funds, the income of which will be disbursed annually to support local charitable works. Already we have over \$550,000 invested, and in 2021, for the first time, we will be distributing grants from the earned income of those funds. That is one step toward our goal of \$10 million invested in 10 years. This will generate over \$400,000 annually for charitable works. Think of that impact!

The Dufferin Vision Fund allows the Foundation to address emerging community priorities as they occur. This past year we opened three new field-of-interest funds; the Arts, Culture and Heritage Fund, the Environment Fund and the Mulmur Community Fund. In addition we have opened our first Family Fund, the Greenwood Family Fund. The investment earnings from all these funds will leave a local legacy whose impact will be felt for generations to come.

The Dufferin Community Foundation responded to urgent needs by creating the Dufferin Emergency Support Fund, specifically for relief of COVID-19 related financial pressures on our local charities. We will soon be disbursing over \$35,000 in locally generated funds to help struggling charities right here at home.

As Community Foundations are known for their knowledge of local needs, the Dufferin Community Foundation was able to distribute \$162,750 of Government of Canada funding via the Emergency Community Support Fund, to our local charities through two series of grants.

We are indeed blessed to live in such a generous community as Dufferin County, a community that recognizes the value that the charity and non-profit sectors add to our overall quality of life. So on behalf of the Board of Directors of the Dufferin Community Foundation, THANK YOU!

Gord Gallagher, President  
Board of Directors

"The key reason we donate to the Dufferin Community Foundation is their knowledge of the charitable sector in Dufferin and their ability to direct funds to the areas of greatest need, supporting more than one charity. As donors, we do not need to do that research ourselves and are assured that funds will go where they are needed most."

**Ken Mikeliew and Carolyn Mach**  
Founders Circle Members, Annual Donors



# Nurturing our Well-being

What does it mean to be human? What does it mean to be human in Dufferin County? What does it mean to be human in Dufferin County, in a global pandemic?

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Where we land on this spinning blue dot, matters. Where we grow and develop, matters. Where and to whom we give back, matters. If you are fortunate enough to have arrived in Dufferin County, it is important to know that there exists in our community a caring and devoted collection of citizens called the Dufferin Community Foundation. We are here to serve and support those in need, and we are doing so in unique local ways to improve our overall community well-being. We have grown in leaps and bounds in just a couple of years, thanks to the grants given out from our committed and benevolent donors. Here is what's been happening.

It takes heart, courage, organization and connection. It takes generous donors who value the vision of embracing something greater than the individual. It is the power of many, working together that brings about success for each member of our community and for the community as a whole. This makes Dufferin County an exceptional place to live, and the Dufferin Community Foundation a valuable group of which you will want to be a part.

Experiencing life this past year has created space for slowing down and for personal reflection. Perhaps to be human is quite simple, that is, being human means having a need to eat, as fulfilled through the Food and Friends At Home Grant. Being human means having a need to move and connect with nature. The Dufferin Hi-Land Trail Grant

ensured children could revel in the wonders of nature in our own backyard, by experiencing our incredible local trails. Being human means having a safe, secure place to land. The Choices Youth Shelter Grant provided this safe place, supporting the mental health of youth in our community. As a result of this grant, increase in capacity was possible to welcome more at-risk youth. Being human is about being creative. This need was met through the Creative Partners

on Stage Program. The actors experience and give great joy in these amazing virtual performances! Being human is about being happy, which was realized through the Big Brothers Big Sisters - Big Bunch Program. This is a monthly get together of Bigs and Littles to play games, do activities, have fun and enjoy eating together, when the time is right, of course. Being human is about being comforted whenever we need it, but especially if life has become extremely difficult. The Hospice Dufferin Grant provided funds for the training of

volunteers to learn how to give soothing foot massages to those clients who wished to have such comfort in very trying times.

These human to human gifts were possible because someone asked and someone answered. This is the essence of humanity and ultimately of community; the giving and receiving of care and support. This exchange is, after all, what makes us human. It is what the Dufferin Community Foundation is all about.

It is the  
power of  
many, working  
together that  
brings about  
success.



# Thank you to all our donors

## Bronze (up to \$2500)

Kathy Sulman  
Marlene Black  
Sheryl Chandler  
Leslie Crawford  
Dave Metz  
Wendy Crewson  
Warren & Michele Maycock  
Karah Hayes  
Jan McCutcheon  
Jill McPherson  
Denise Morrissey  
Mary Jane Weir  
Avery Delisle  
Elaine Kehoe  
Nicol Randall  
James Garrow  
Kathryn Creelman  
Terry & Judy Sullivan  
Steven & Julie Wood  
Pat Kalapaca  
Daryl & Marilyn Logan  
Mary Ruth McDonald &  
Doug Schaefer

Cullen & Michele Perry  
Susan Sanderson  
Ken & Martha Pagel  
Darcy O'Neill  
Michael & Jackie Demczur  
Marci Lipman  
Jamie McAlpine  
Retired Teachers of Ontario  
(Dufferin Unit)  
Angela Banks  
Bob & Carolyn Duncanson  
John Meek  
Bill & Melody Duron  
Danielle Jenkins  
Township of Mulmur  
10 and 10 Garden Centre  
in memory of John &  
Mabel Doney  
Lismar Financial  
Gary & Carol Brown  
Betty Keating  
Barry McKay

## Silver (\$2500+)

In memory of Jill Stephen **F**  
Chris & Rhonda Gerrits **F**  
Rotary Club of Shelburne **F**  
Town of Mono **F**  
Town of Orangeville **F**  
Town of Shelburne **F**  
Lord Dufferin Centre **C**  
Stephen & Laurie Doney **F**  
Paul Sutcliffe & Shelley Doney **F**

Debbi Goss & Karen Morrison **F**  
MacFeeters Family Fund **F**  
Sharon Martin **F**  
Trish Keachie **F**  
Ken & Gwynne McGhee **F**  
Michael Adams & Thuy Nguyen  
Carters Professional Corporation **C**  
Huntly Christie & Nancy Wood **F**

## Gold (\$7500+)

Gord & Sandra Gallagher **F**  
MaryAnn Lowry **F**  
County of Dufferin **C**  
Ken Mikeliew & Carolyn Mach **F**  
Joan & Paul Waechter **F**  
Greenwood Family **C**

**F** Founder's Circle

**C** Corporate Circle

"We set up our own family fund within the Dufferin Community Foundation to support the community that has given us so much. We like the idea of leaving a family legacy where the gifts are made from an endowment that generates investment revenue forever. The total grants made by the Foundation over time can far surpass the initial funding."

### Greenwood Family

Corporate Circle Members  
Donor Advised Fund holders



## Grant Recipients

Alzheimer Society of Dufferin County  
Big Brothers Big Sisters of Dufferin  
Bravery Park  
Canadian Mental Health Association  
Children's Foundation of Guelph Wellington  
Choices Youth Shelter  
Community Living Dufferin  
Dufferin Child and Family Services  
Dufferin Hi-Land Bruce Trail  
Dufferin Parent Support Network  
Easter Seals of Ontario  
Family Transition Place  
Headwaters Health Care Foundation  
Hospice Dufferin  
Orangeville Community Band  
Orangeville Food Bank  
Parkinson Society of SW Ontario  
Pine River Institute  
Rotary Club of Shelburne  
Scientists in School  
Shepherd's Cupboard  
St. Mark's Anglican Church  
Theatre Orangeville  
Youthdale Riding Program

### Did you know

you can donate to any of our funds or create your own field of interest fund? We opened 3 new endowed funds this year

- Environment
- Arts & Culture
- Mulmur Fund

*Special thanks to  
Avery Delisle, Finance,  
Shirley Boxem, Board Secretary  
and Debbi Goss, Co-ordinator.*

Email: [info@dufferincommunityfoundation.ca](mailto:info@dufferincommunityfoundation.ca)  
Website: [dufferincommunityfoundation.ca](http://dufferincommunityfoundation.ca)  
Phone: 519 938 0780  
246372 Hockley Rd. Mono, ON L9W 6K4



**COMMUNITY  
FOUNDATIONS  
OF CANADA**

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**From:** Delegations (MMAH)  
**Sent:** Tuesday, May 18, 2021 11:46 AM  
**To:** Delegations (MMAH)  
**Subject:** Municipal Delegations at 2021 AMO  
Conference

Hello/ Bonjour,

Please be advised that the Municipal Delegation Request Form for the Association of Municipalities of Ontario (AMO) 2021 Annual Conference is available online. Information about delegations and a link to the form are available here: [English](#). The deadline to submit requests is **Friday June 4, 2021**.

Le formulaire pour demander une rencontre avec le ministères pour le Congrès annuel de la ROMA (Rural Ontario Municipal Association) 2021 est disponible en ligne. Pour plus d'information sur les délégations et le formulaire, veuillez suivre le lien suivant : [français](#). Date limite pour présenter une demande: **vendredi 4 juin 2021**.

Thank you/ Merci

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