



## **GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA**

**Thursday, October 28, 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 October 27, 2021.

### **PRESENTATION AND REPORT**

1. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #1  
Community Grant Recommendations- 2021 Round 2

A report from Headwaters Communities In Action, dated October 2021, to

recommend allocation of the second round of Dufferin County Community Grant funds.

**Recommendation:**

**For consideration of Committee.**

**REPORTS**

2. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #2  
Municipal Emergency Readiness Fund – Grant Request – Town of Shelburne

A report from the Emergency Management Coordinator, dated October 28, 2021, to present a grant request to committee and council for funding to assist with acquisition and installation of a back-up generator at Shelburne Townhall.

**Recommendation:**

**THAT the report of the Emergency Management Coordinator dated October 28, 2021, regarding a Municipal Emergency Readiness Fund – Grant Request for the Town of Shelburne, be approved.**

3. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #3  
Dufferin Emergency Response Plan 2021

A report from the Emergency Management Coordinator, dated October 28, 2021, to present an updated emergency response plan to council for approval and adoption.

**Recommendations:**

**THAT the report of the Emergency Management Coordinator dated October 28, 2021, regarding Emergency Response Plan 2021, be received and;**

**THAT the Document entitled “The County of Dufferin Emergency Response Plan” attached hereto as Schedule “A” shall be and is adopted as the emergency response plan of the County of Dufferin, and further;**

**THAT County of Dufferin By-Law 2013-54 be repealed.**

4. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #4  
Digitization Policy and Amendments to Records Retention By-Law

A report from the Clerk, dated October 28, 2021, to seek approval of the Digitization Policy and to amend By-law 2017-12, Records Retention By-law, to reflect recent updates in legislation, case law, and current practices.

**Recommendations:**

**THAT the Report from the County Clerk dated October 28, 2021 regarding, Digitization Policy and Amendments to the Records Retention By-law be received;**

**AND THAT policy 2-13-16 Digitization be approved;**

**AND THAT a by-law be presented to amend Schedule 'A' of By-law 2017-12 to reflect the updates to retention schedule.**

5. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #5  
Electronic Signatures Policy

A report from the Clerk, dated October 28, 2021, to obtain approval of an electronic signatures policy.

**Recommendations:**

**THAT the Report from the County Clerk dated October 28, 2021, regarding Electronic Signatures Policy, be received;**

**AND THAT policy 2-3-15 Electronic Signatures be approved.**

6. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #6  
People and Equity and Human Resources Services

A report from the Director of Human Resources, dated October 28, 2021, to provide an overview of the increased recruitment challenges and continued capacity constraints experienced by Human Resources and the residual impact across the organization.

**Recommendations:**

**THAT the report of the Director of Human Resources dated October 28, 2021 be received;**

**AND THAT the staffing enhancements (2 Human Resources Generalists and 1 Administrative Support Specialist as outlined in the report) be included in the 2022 draft budget.**

7. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #7  
Strategic Action Plan Progress Update October 2021 – GGS Objectives

A report from the Chief Administrative Officer, dated October 28, 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 October 28, 2021 be received.**

8. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #8  
Financial Report

A report from the Manager of Finance/Treasurer, dated October 28, 2021, to provide Committee with a monthly financial summary.

**Recommendation:**

**THAT the Financial Report for the month of September 2021 from the Manager of Finance/Treasurer, dated October 28, 2021 be received.**

**CORRESPONDENCE**

9. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #9  
Township of Melancthon – Additional COVID-19 Financial Relief Funding

Correspondence from the Town of Mono, dated October 13, 2021, containing a resolution regarding additional COVID-19 financial relief funding.

**Recommendation:**

**For consideration of the Committee.**

10. GENERAL GOVERNMENT SERVICES – October 28, 2021 – ITEM #10  
Rural Ontario Municipal Association (ROMA)

Correspondence from the Ministry of Municipal Affairs and Housing, dated October 22, 2021, regarding the Rural Ontario Municipal Association's (ROMA) delegation requests for the 2022 Annual Conference.

**Recommendation:**

**For consideration of the Committee.**

**Next Meeting**

Thursday, November 25, 2021 at 11:00 a.m.  
Video Conference



Headwaters  
**Communities  
in Action**

*Making Life Better Together*

## **REPORT TO GENERAL GOVERNMENT SERVICES COMMITTEE**

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

**From: Headwaters Communities In Action**

**Meeting Date: Thursday, October 28, 2021**

**Subject: Dufferin County Community Grants - 2021 Round 2 Report**

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# I. Executive Summary

## A. Introduction

Since 2018, HCIA has partnered with the County of Dufferin in managing the Community Grant Program process. This service is provided on behalf of the General Government Services Committee. HCIA conducts a comprehensive assessment of the applications as well as the end-to-end process, working with County staff to ensure a smooth experience for applicants and optimal use of community funds.

This is the second round of grants for 2021, following a decision of County Council to make available funds that went unspent from the allocation for the first round in March 2021.

The following chart summarizes the applications received and recommendations for the second grant round of 2021:

Available funds	# Applications received	Total requests	# Grants recommended	Total funds recommended	Funds remaining
\$26,931	10	\$21,632	7	\$8,700	\$18,231

## B. Process

The usual process was followed, with a few adjustments given the timing and scope of the second round. The Grant Assessment Team consisted of four members - two members of the HCIA Leadership Council and two members of the community. All had served in this role before, so only a brief review of the Terms of Reference and scoring instructions was required.

Each member scored individually and then a group scoring session was conducted to discuss and make recommendations on the applications.

A few eligibility issues were identified this round, eliminating projects that may otherwise have benefited the community. An information session will be planned prior to the next round of grants to address the issue of compliance with mandatory requirements, as well as to introduce a new online form.

No new suggestions were made for the application form and process for the 2022 grant cycle through this second round, beyond what was suggested in March. HCIA and County staff have consulted on the design of the online form and program developments as part of the regular planning process underway for 2022.

## C. Project Summary Table

Grant	Applicant	Requested	Recommended	Notes
<b>Community &gt;\$1000</b>				
	1. Dufferin Youth Shelter	\$10,932	\$0	Ineligible: "Project or organization cannot already be supported by the County of Dufferin."
<b>Community ≤\$1000</b>				
	2. Grand Valley Public Library	\$1,000	\$1,000	
	3. Hospice Dufferin	\$1,000	\$1,000	
	4. Julia's Place Music Therapy (Abiding Place Ministries)	\$1,000	\$1,000	Partnered with Abiding Place Ministries, a registered charity.
	5. Music in the Hills	\$1,000	\$0	Ineligible: "Applicants must be a registered not for profit or charitable organization, or partnered with one, and not a municipality."
	6. Skate Canada Orangeville	\$1,000	\$1,000	
	7. Unicamp of Ontario	\$1,000	\$0	Reason: "Projects must benefit Dufferin County residents." Benefit to Dufferin not demonstrated in the application.
	8. Headwaters Refugee Sponsorship Group	\$1,000	\$1,000	
<b>Food for Thought ≤\$3000</b>				
	9. Services and Housing in the Province (SHIP)	\$2,700	\$2,700	
	10. Orton Community Association	\$1,000	\$1,000	
<b>TOTALS</b>		<b>\$21,632</b>	<b>\$8,700</b>	



## II. Grant Assessment

### Assessment Summary

All applications were assessed for their alignment to the stated Dufferin County strategic priorities. As well, applications were scrutinized for completeness, accuracy in answering questions, compliance with eligibility criteria and whether or not the request was for funding deemed to be for core operations or capital expenditures.

### A. Community Grants greater than \$1,000

#### 1. Dufferin Youth Shelter

**Mission, purpose and objectives:**

Our mission is to be a safe and supportive resource within Dufferin County that offers homeless men an alternative to living on the street and supports their transition to a more productive and brighter future.

**Project Description:**

Choices Youth Shelter provides an emergency shelter component vital to the very basic fundamental need for safety, food and shelter for youth in Dufferin County between the ages of 16-24.

We have recently opened our men's shelter in order to better support our community. Our residents can make use of this program at both shelters for a 30 day residency.

We are asking for assistance in furnishing the shelter, PPE and shelter cleaning. In order to further reduce the spread of the virus and to adhere to the Public Health recommendations a cleaning company will be completing a deep clean of the shelter once per month.

These changes will cause us to incur additional expenses. The cost of these items are:

- Furnishings for bedrooms \$4,500
- PPE \$200/monthly (\$2,400)
- Cleaning costs \$336/monthly (\$4,032)

We are asking for \$13,000 to cover all costs. Financial assistance will help to ensure we are

providing the necessary assistance to residents and adhering to Public Health's social distancing, physical distancing, hygiene and cleaning procedures in order to flatten the curve.

**Community Benefit Category:** Youth and Seniors Services

**Amount Requested:** \$10,932

**Grant recommendation:** \$0

**Notes:** Choice Youth Shelter is currently supported by the County of Dufferin and is therefore ineligible for the Community Grant program.

## **B. Community Grants \$1,000 or less**

Note: Benefit Categories are not required to be identified for grants requesting \$1,000 or less, however the projects recommended were deemed to align with the County's strategic priority areas.

### **2. Grand Valley Public Library**

#### **Mission, purpose and objectives:**

The Grand Valley Public Library is the Foundation of the Community Providing Social and Educational Resources. We pride ourselves with the following values:

**Innovation:** We will continue to be an innovative and highly adaptive entity in the development and implementation of programs and services to best meet community needs.

**Intellectual Freedom:** Your library believes that everyone has a fundamental right to all expressions of knowledge, creativity and intellectual activity.

**Lifelong Learning:** We believe that social and educational development enriches the community. As such we will develop and deliver programs and services that span a lifetime.

**Equitable Access:** We believe it is every residents' right to receive free and equal access to information and services regardless of race, colour, sex, religion or age.

**Accountability:** We are responsible to our patrons, our funders and the community at large. Knowledgeable Staff, we encourage the professional and personal development of staff.

#### **Project Description:**

The Grand Valley Public Library has developed a new and exciting drop in program for adults

and seniors called Coffee/Tea & Connection.

This program will work to bring adults and seniors out into the community and build connection together after a long hiatus away due to COVID. This program will work to build inclusivity with weekly topics and guest speakers from all walks of life, such as funeral planning, mental health support and local entrepreneurs, alongside fun and easy going sessions of trivia, gardening and adult colouring.

There is an abundance of research that suggests that social connections make people happier and that satisfying relationships not only make people happy, but they also associated with better health and even longer life. The Grand Valley Public Library has developed this program to assist adults and seniors in building human connections with a forum in which to do this that is safe and inclusive in a manner that they may not have been exposed to previously.

It is also widely believed that social support strengthens mental health with regards to all ages. Those with stronger networks have lower levels of anxiety and depression, improved empathy, and higher self-esteem.

Belonging to a supportive, caring community has a positive impact on an individual's overall health through good times and adversity, whether it be a neighbourhood, cultural or faith community, or a retirement residence, according to Ontario's Alliance for Healthier Communities (AHC).

Coffee/Tea & Connection works to bring people together within our community to build relationships and create positive community connection.

**Amount Requested:** \$1,000

**Grant recommendation:** \$1,000

**Notes:** This request includes new or modified activities.

### **3. Hospice Dufferin**

**Mission, purpose and objectives:**

Empowering people with life-limiting illness, their caregivers and the bereaved to live fully in the face of challenge.

**Project Description:**

The death of a loved one in childhood can create serious immediate difficulties and long-term psychological and somatic symptoms in adult life. The purpose of the program is to support youth that are experiencing grief by providing art therapy from a trained art therapist with a masters in social work.

If the funds are granted, we would use the funds to hire an art therapist for 8 sessions (2 per month) specifically for youth in the County of Dufferin. We currently have a contract with an art therapist for 12 sessions a year for adults that we fund through fundraising dollars. All other costs including materials and administrative costs (intake, rental space or virtual program) would be covered by Hospice Dufferin.

**Amount Requested:** \$1,000

**Grant recommendation:** \$1,000

**Notes:** This request includes new or modified activities in an ongoing project, to reach a new group.

#### **4. Julia's Place Music Therapy (with Abiding Place Ministries)**

##### **Mission, purpose and objectives:**

Julia's Place Music Therapy has provided music therapy services in the Dufferin Region and surrounding areas since 2017. We are committed to providing effective treatment in order to help individuals and groups achieve their goals to increase independence and healthy lifestyles. It is the mission of Julia's Place to help individuals in the following three ways: 1) to promote the learning of new skills 2) to maintain skills that a person already has in order to stay as healthy and active as possible, 3) to restore skills that a person once had but lost at some point due to degenerative diseases, injury, accident or non-use. We provide evidence-based programs which is why all Julia's Place Staff are required to have advanced training in Neurologic Music Therapy (NMT), in addition to being a certified music therapist. NMT is a research-based system of 20 standardized clinical techniques for sensorimotor training, speech and language training, and cognitive training. NMT is the only music therapy branch that is endorsed as evidence-based by the World Federation of Neurorehabilitation, the European Federation of Neurorehabilitation Societies, and the International Society for Clinical Neuromusicology.

##### **Project Description:**

The program we are requesting funds for is called Moving with Music. Abiding Place Ministries has requested a partnership for this program as they have identified a need for it in the community and recognize the powerful impact it has on those who participate (please see letter of support). Moving with Music is a weekly program designed to help increase independence and the quality of life in seniors in the community. Maintaining physical skills is essential for independence as it helps prevent accidents and falls which lead to injuries. Moving with Music uses music and rhythm exercises (Pattern Sensory Enhancement and Rhythmic Auditory Stimulation) that help maintain walking, balance and general movement skills. All movements are adaptable so group members can work at their own level. This class benefits healthy adults as well as those who have difficulties due to disease or injury such as Parkinson's Disease and

stroke. While not a main focus, those who participate in Moving with Music also enjoy the social interaction aspect of the group. Each week, participants look forward to attending and encourage each other throughout the sessions. Over the years, Moving with Music has taken place in churches across Peel and Vaughn regions, online, and in other community centers through a collaboration project with Caledon Meals on Wheels. Elements of it have been incorporated into music therapy programs at the Dufferin Oaks and Adult Day programs in Dufferin Region.

The Moving with Music program is facilitated by Julia's Place staff who are all certified music therapists and, when appropriate, music therapy interns from universities across Canada help facilitate the groups. Funding comes from participant fees (eg. each participants brings \$10 a week), organizational support (eg. an organization provides funding for the program and participants attend for free), or a combination of pay-what-you-can with organization support (participants can drop what they can afford in a jar and whatever cost is remaining to cover program fees is provided by an organization).

Moving with Music, in partnership with Abiding Place Ministries, will take place in the chapel of the Mel Lloyd Center (167 Centre Street, Shelburne, ON-Entrance: Door "F"). In this facility, we can comfortably and safely accommodate up to 20 participants. If there are any provincial shut downs, the program can be done on an online platform. The program will take place once a week for 10-weeks between September-November. The program will run as a "drop-in" style and we are expecting 10-15 participants per week. As the first time running in this location, we will not have a fee for participants if we are awarded this grant. If participants wish to continue after the 10 week period, we will set up a combination of pay-what-you-can with organization support so that they will be able to continue regardless of financial status.

**Amount Requested:** \$1,000

**Grant recommendation:** \$1,000

**Notes:** This request includes new or modified activities in an ongoing program. Given that the receipt of this report occurs after the intended start time of the project, it should be confirmed whether the applicant still intends to proceed with different timing, or if the program is underway and no longer requires the funding.

## **5. Music In The Hills**

### **Mission, purpose and objectives:**

Music In The Hills is a benefit concert that occurs annually currently being held at Mansfield Ski Club who generously donates their space. 100% of proceeds each year, over and above production costs (aprox \$25k-\$30k) go directly to a charity in the Dufferin Community which must be a registered non profit organization. This year's event will take place on June 24 2021. Our Mission is as follows:

MISSION: To Support Joy, Well Being, Physical and Mental Health of residents living in the Dufferin Community through the use of Music by the following:

1. Supporting one LOCAL (Dufferin) Non Profit Organization who is requiring funding for a specific initiative or who is currently underfunded each year with 100% proceeds going to this charity.
2. Using outdoor Music in a rural environment to contribute to the enjoyment of our community who attend while keeping attendance affordable for everyone and offering a number of free tickets for those who are not able to afford the opportunity.
3. Collaborate with LOCAL (Dufferin) Businesses as sponsors and donors who are able to be involved at the event to promote their business, and through event marketing:
4. Support LOCAL (Ontario) artists who perform their own original music.

**Project Description:**

The purpose of this grant is to allow Music In The Hills to organize and plan this event with the significant cost of production which is \$25,000-\$35,000 depending on the production company and artists hired to perform. Deposits are required to secure artists and production before tickets can be sold. In 2021 we were honoured to be able to benefit from a CRTC Music Grant for \$10,000 that was originally allocated to the Rotary Club of Shelburne for the Heritage Music Festival via Country 105. For 2022 we will not benefit from this grant again. In 2021 we raised \$14,933 for Suicide Awareness and Prevention Initiatives in Dufferin County. If we didn't have this grant, we would have only raised \$4,933 and wouldn't have had the capital up front to secure artists before ticket sales launched, so would not have been able to move forward with the event.

Due to the significant up front cost of production, we are requesting the support of Dufferin County to contribute in the form of a \$1000 Grant to help us secure production to be able to allow us to make this event happen. We are applying for other grants and feel that \$1000 is fair to request, leaving grant money for other local organizations who also could benefit from this grant program.

The event is staffed 100% by volunteers along with a committee of volunteers who help to plan this event. Mansfield Ski Club generously donates their space and even electricity on top of Mansfield Property Management assisting with set up and clean up (at no cost). Volunteers assist with the marketing, promo and publicity of the event.

The cost for this event includes production (lights, stage, generators, screen, speakers and a production company who knows how to put it all together and execute production (\$12-\$15k), significant insurance costs especially now with COVID for a social gathering, extensive Health & Safety planning for social distancing and safety, and the cost of bringing 3-4 musicians to the event. In 2021 we had the Jim Cuddy Trio, Blue Rodeo (from Mulmur) headline the event which cost \$10k plus tax (at a discounted rate), Sohayla Smith (\$3K) from Shelburne and Woody Woodburn (\$3k) from Rockwood.

2021 artists contracts are currently being negotiated. Our goal is to have the Jim Cuddy Trio

headlining again since tickets sold out in 5 days, and so many people who wanted to see this band live didn't get the opportunity due to limited tickets being available. We are in talks with Toronto Indigenous musician Shawnee Kish who has just released a new record and is up and coming with nominations for multiple Juno awards.

**Amount Requested:** \$1,000

**Grant recommendation:** \$0

**Notes:** This project has been deemed ineligible as the applicant is not a registered not-for-profit or charity, and has not partnered with one. It also supports a fundraiser for an undetermined beneficiary.

## **6. Skate Canada Orangeville**

### **Mission, purpose and objectives:**

We are dedicated to providing a fun, safe skating environment and experience for all of our skaters, from beginner to advanced.

Teach correct techniques and the basic elements of skating. Help skaters to develop a finer degree of coordination and balance. Promote physical fitness to skaters in the community to become life-long athletes.

Act as a responsible member of Skate Canada community following its guidelines in regards to skater development, coach expectations and club operations.

Have fun!

### **Project description:**

Skate Canada Orangeville is a part of the National Skate Canada program. We offer a variety of skating programs through our non-profit sport organization. Our programs include Canskate (the National Learn to skate program - including Parent and Tot and Pre-Canskate), Power skating (geared to hockey and ringette players), Figure skating, Synchronized skating, and Adult skate. Skate Canada Orangeville does not currently run a Synchronized skating program but has in the past. We have offered Adult skate on occasion including last year. Our focus is to promote activity in our youth and teach them skills in a fun and exciting way. We hope and strive to create programs that are inviting and promote enjoyment in sport and activity for everyone that they will continue to enjoy throughout their lives.

Skate Canada Orangeville serves residents from Orangeville and Dufferin areas. Our registrants are mostly in the age range of 3-18 years of age. Skate Canada Orangeville is staffed by

coaches that are Skate Canada trained through courses and development courses. They are required to have a valid First Aid certificate and complete Criminal reference checks and do an annual ethics course online. Skate Canada Orangeville is run by an Executive of Volunteers. Skate Canada is fully funded by registrations and fundraising efforts.

**Amount Requested:** \$1,000

**Grant recommendation:** \$1,000

## **7. Unicamp of Ontario**

### **Mission, purpose and objectives:**

Our value based culture is reflected in our intergenerational community whose legacy is one of connection to nature through life-long learning and recognition of our place in the interconnected web of existence. Witnessing milestone moments like making a new best friend, gaining employment for the first time, reunions with family and friends, and discovery of nature are all occurring annually at our site. Our focus to provide meaningful connection to place is accomplished by enacting and evolving a camp culture that is regenerative and thriving. Adults express themselves through music, creative writing, dance, and painting among other art-based workshops. Youth staff are role models for campers progressing through our leaders-in-training programs who hope to someday be leaders for our community. Some management staff have grown up through the ranks, and board members have witnessed the magic of families settling here. Activities are leisurely, recreational, foundational to identities, and community-based.

### **Project Description:**

Each year, Unicamp of Ontario traditionally holds a Thanksgiving celebration for our camping community, with a Thanksgiving feast and numerous activities such as campfire singalongs and crafting. However, with this funding we'd like to update the programming and promote it to the wider community. The program update would include discussion periods relating to colonization, Residential Schools and their impact on Indigenous Canadians and opportunities to exchange ideas for Social Justice. This would also be a fundraiser in which a percentage of accommodations income will be donated directly to the Beau Soleil First Nation's Recreation and Cultural Education Program. Unicamp of Ontario is located on the shared territory of the Neyaashiinigmiing (Cape Croker), Saugeen, and Beausoleil First Nation peoples--and we want to ensure we go further than making a simple land acknowledgement.

During the ongoing pandemic, we have aimed to provide programming space that allows for adequate social distancing and better air flow than you could have within indoor spaces. Our place in the Niagara Escarpment also allows individuals to spend time in nature to process the pain of Canada's historical genocide and continuing impact on the Indigenous population. Whether by themselves or in community, participants may use this time to heal or reflect on their own place within settler colonialism and make a plan of support. Particular focus will be given on



ensuring understanding by the seniors attending, as they may not have access to information that the youth and young adults do. Our intention is to simultaneously broadcast these important discussions online, in order to have the furthest reach.

We will build on the success of this program to continue to offer online programs (especially for Youth) to further these important conversations.

**Amount Requested:** \$1,000

**Grant recommendation:** \$0

**Notes:** This application does not demonstrate a benefit to Dufferin residents, is unclear whether activities take place in Dufferin (applicant address and stated location are outside of Dufferin), and supports a fundraiser for a beneficiary that is outside of Dufferin.

## **8. Headwaters Refugee Sponsorship Group (with Westminster United Church)**

### **Mission, purpose and objectives:**

The Headwater Refugee Sponsorship Group's mission is to bring in and settle IRCC (Immigration Refugee Citizenship Canada) approved refugees to Dufferin County. HRSG is responsible for completing the lengthy application process while the church community provides IRCC with the assurance that the newcomers will be provided for. After the application is completed the sponsorship group must provide proof to IRCC that the group can provide for the newcomers for one full year after their arrival, both materially and emotionally.

### **Project Description:**

Our current project for which we are requesting the funds is to bring a Syrian family of three to Dufferin County and assist them with settling successfully in the area. The family consists of a father (Omar), a mother (Zainab) and their 2 year old daughter (Malak). Omar is a brother of a member of the first Syrian family HRSG sponsored more than 5 years ago. They have been out of Syria and have been sheltering in Jordan for 5 years. Omar's family has been persecuted and imprisoned by the Syrian army because another brother deserted his army position rather than fire on peaceful demonstrators. The lives of Syrian refugees in Jordan have always been extremely difficult but now with Covid 19 restrictions they are saddled with additional challenges just to survive each day.

IRCC determines the amount of money that the sponsorship groups must have available for the newcomers. In the past, the churches did not have to raise the entire amount of money before the application was submitted. Since the process takes a minimum of 2 years the groups had time to fund raise. Recently IRCC has changed its policy and is requiring the groups to raise the funds prior to completing the application.

For previous newcomer projects HRSG has solicited donations from individuals, service clubs, other faith communities, local governments and fund raising events such as our Samosa sales.

Currently HRSG is awaiting the arrival of 2 families (Afghan and Eritrean) that have been approved by IRCC. Their arrival has been delayed by the pandemic. Another Syrian family is part way through the process with their funds in place.

All HRSG members are volunteers.

**Amount requested:** \$1,000

**Grant Recommendation:** \$1,000

**Notes:** Taking into account the unique nature of refugee sponsorship fundraising, and despite some shortcomings of the application, the Assessment Team concluded that the project satisfies requirements and aligns with the spirit of the Community Grant Program sufficiently that a recommendation in favour is justified.

## **C. Food For Thought Grants up to \$3,000**

### **9. Services and Housing In the Province (SHIP)**

#### **Mission, purpose and objectives:**

SHIP has championed mental health, addictions and recovery, promoting the fundamental right of housing for 30+ years. As a respected health service and housing support provider, we strongly advocate for Healthy Housing™ through the formation of positive relationships with landlords and developers. We recognize the complexity of mental health systems and aim to create ease and understanding throughout the process. Our approach encourages participation in planning and directing personalized care to ensure clients receive the best possible care. Asking questions related to health and wellness is strongly encouraged to support clients making healthy, well-informed choices.

Our Mission: To increase quality of life through health services and housing supports that promote mental health, physical health, and wellness.

Our Vision  
Quality Housing | Quality Services | Quality Lives

Our Values  
• Compassion

- Hope
- Inclusion
- Respect
- Professionalism

#### Our Guiding Principles

For SHIP we effectively and efficiently respond to the needs of clients, tenants, their families, friends and significant others.

For this community, through education and awareness we can help our community to be open, sensitive and supportive of the needs of vulnerable populations and the efforts of this organization.

Together, we will develop supportive partnerships with clients, tenants and families to improve health outcomes.

#### **Project Description:**

Household food insecurity in Canada is measured by Statistics Canada using the Household Food Security Survey Module (HFSSM) on the Canadian Community Health Survey (CCHS). Based on a household's experience, food insecurity can be categorized into 3 categories:

Marginal: Worry about running out of food and/or limited food selection due to lack of money for food

Moderate: Compromise in quality and/or quantity of food due to a lack of money for food

Severe: Miss meals, reduce food intake, and at the most extreme go day(s) without food.

(<https://proof.utoronto.ca/food-insecurity/>)

The purpose of the EAT Well + LIVE Well Dufferin project is to establish a healthy and sustainable source of food for vulnerable individuals in Dufferin County experiencing food insecurity and mental illness.

Last year, the Orangeville Foodbank served over 8000 people, highlighting the need for a more permanent solution to the challenge of food security within Dufferin County. We currently grow vegetables in a single raised bed garden box with the support of residents. Our goal is to expand the SHIP garden to provide opportunities for enhanced food security for the more than 300 clients we support in the Dufferin Community.

SHIP recently purchased real estate that affords us the opportunity to produce fresh food in an environmentally conscious manner on our own land. Environmental sustainability will be demonstrated through compost bins, rain barrels and the provision of produce to local clients that eliminates the need for surface transport thereby reducing emissions. Dufferin-based clients will grow their own food and experience opportunities that include education around gardening, self-sustainability and small space food production; a key focus will be food literacy and the promotion of autonomy and empowerment in support of resident resiliency. Peer-led groups operating year round will center around food, encouraging social recreation and supporting

reduced isolation. Clients can take what they have learned at the community gardens and implement it in their own outdoor space, however small.

The community gardens will be maintained by clients, volunteers and community partnerships. Currently, SHIP offers a weekly Food Market program in partnership with the Orangeville Foodbank and operates on a strictly volunteer basis.

The project will be people-resourced through clients, volunteers, in kind community supports and SHIP staff. SHIP has approximately 300 clients in active and wait-listed service in Dufferin County, 11 SHIP staff and a number of food security and client support partnerships.

Currently, SHIPs small community garden located in Orangeville is funded in kind by the Orangeville Food Bank through the provision of plants and volunteers. Expansion of the project will be financially resourced through the Small Community Grant and community donations.

**Amount Requested:** \$2,700

**Grant recommendation:** \$2,700

## **10. Orton Community Association**

### **Mission, purpose and objectives:**

Through community support and fundraising we provide social and recreational activities for the community of Orton to enhance our feeling of community and well being. It creates a safe and welcoming place to live. All of our fundraising dollars go directly back to the community to run activities and upkeep of the park, pavilion and church.

### **Project Description:**

The proposed program is a monthly supper club at Atson Hall to run during the winter / early spring months for approximately 6 sessions.

The objective of the program would be to build social connections, enhance knowledge about cooking and nutrition, as well as provide the community with an opportunity to teach each other about their own cultural backgrounds through cooking.

The program will be run by volunteers from the Orton Community Association, as well as interested members from the community within Orton and surrounding area. All community members of all ages are welcome to attend and the program is intended to reach those who have an interest in learning more about cooking and meal planning to further their knowledge about healthy meal preparation and planning. The facilities at St. John's United Church (Atson Hall) can accommodate up to 50 people; however, the kitchen is much smaller so a group of 10 to 15 people would be the ideal number of participants.

There is currently no funding for this program as it has yet to launch.

**Amount Requested:**        \$1,000

**Grant recommendation:** \$1,000

### **III. Conclusion**

HCIA would like to thank Dufferin County Council for its continued confidence in our management of the assessment process for its granting programs. The committee feels that the recommended projects will be of benefit to Dufferin in various important ways, and wishes all the grantees well in carrying out their activities. HCIA looks forward to the next steps in gathering and sharing grantee stories, to show the impact of this valuable work in our communities.



## REPORT TO COMMITTEE

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

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

**Date:** October 28, 2021

**Subject: Municipal Emergency Readiness Fund – Grant Request**

### **In Support of Strategic Priorities:**

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

**Sustainable Environment and Infrastructure (SEI)** - protect assets both in the natural and built environment

---

### **PURPOSE:**

The purpose of this report is to present a grant request to committee and council for funding to assist with acquisition and installation of a back-up generator at Shelburne Townhall.

### **BACKGROUND & DISCUSSION:**

Installing a back-up generator at townhall addresses emergency preparedness, sprinklers, security monitoring, phones, emergency operations, and continuity of operations.

Following the cancellation of the Joint Emergency Preparedness Program by the federal government in 2013 County Council began exploring ways to provide financial support to the member municipalities undertaking projects to better prepare for emergencies. In 2015 Council approved the Municipal Emergency Readiness Fund and criteria was established that permitted member municipalities to apply for funding for the following projects:

- Emergency Operations Centre - Includes construction/renovation, mapping, communications, furnishings, display screens, projectors, etc.

- Generators - A fixed or towable generator used to power a primary or alternate EOC, shelter or municipally owned critical infrastructure.
- Public Alerting System - Includes an automated system designed to alert members of a community to the presence of a hazard through telephone, email, SMS or other electronic means.
- Specialized Training - Includes training that is directly related to emergency preparedness but is not available locally.
- Telecommunications - Includes radios, repeaters, telephones, fax machine, television, video conferencing, EOC software and satellite communications equipment.

The fund provides funding for 50% of an approved project cost up to \$10,000 and each application is brought to committee and council for approval before the project commences.

The Town of Shelburne is requesting a MERF grant in the amount of \$10,000 which is the maximum amount permitted.

Staff has reviewed the submission and this project meets the criteria established by Council for the Municipal Emergency Response Fund.

**Financial Impact:**

There is a sufficient balance in the fund to accommodate this request.

**Recommendation:**

**THAT the report of the Emergency Management Coordinator dated October 28, 2021, regarding a Municipal Emergency Readiness Fund – Grant Request for the Town of Shelburne, be approved.**

Respectfully submitted,

Steve Murphy  
Emergency Management Coordinator

Reviewed by: Sonya Pritchard, Chief Administrative Officer



### APPLICATION TO THE MUNICIPAL EMERGENCY READINESS FUND

Applicant: CORPORATION OF THE TOWN OF SHELBURNE					
Address: 203 Main Street East			Phone: 519-925-2600 ext 228		
Contact Name: Carey Holmes			Email: cholmes@shelburne.ca		
Project Name: Townhall Generator					
\$ Amount Requested: 10,000.00			Estimated Project Cost: \$165,465 plus HST		
<p>Description of Project (attach supporting documents, diagrams, quotes, specifications, etc.):</p> <p>The adopted 2020 Capital budget for the Townhall included the purchase of a permanent generator. Due to Covid the project did not proceed and was transferred to the 2021 adopted budget at an estimated budget of \$90,000. Competitive Quotes were obtained, and the project was awarded at council on June 14<sup>th</sup>, 2021 to Nezz Electric at a cost of \$130,465.43 plus taxes. Copy of report DO2021-04 is attached. The cost of hydro and gas hook up are additional costs to the generator itself and are expected to be approximately \$35,000.</p> <p>The 2021 budget also included a revenue line of \$10,000 as a grant subsidy from the County of Dufferin Emergency Readiness Fund. Copies of the relevant pages of the 2021 budget have been attached</p> <p>Town staff are in the process of preparing the site for a cement pad, acquiring proper gas and hydro fittings. The delivery of the generator is expected sometime late this fall.</p> <p>The purpose of installing a permanent fixed generator at townhall was for emergency preparedness, sprinklers, security monitoring, phones, EOC Mobilization, warming centre, town admin operations.</p>					
<b>Criteria</b>	<b>Yes</b>	<b>No</b>	<b>Criteria</b>	<b>Yes</b>	<b>No</b>
Does this project align with the County's Emergency Management Program?	X		Has your municipality received funding from this program in the past 36 months?		X
Does this project meet the 'Approved Projects' criteria?	X		Has work on this project already begun? <b>**Preliminary Preparations</b>	X	
Will this project enhance the resilience of the community as a whole?	X		Will this project be completed and a final report submitted before December 1 <sup>st</sup> ?	X	
Has the Municipal Council approved this project?	X		Has the Municipal Council approved this funding request?	X	
Digitally signed by Carey Holmes DN: cn=Carey Holmes, o=ou, email=cholmes@shelburne.ca, c=CA Date: 2021.09.28 14:56:27 -04'00'			Signature – Head of Council 		





## REPORT TO COMMITTEE

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

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

**Date:** October 28, 2021

**Subject:** **Dufferin Emergency Response Plan 2021**

### **In Support of Strategic Priorities:**

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

**Sustainable Environment and Infrastructure (SEI)** - protect assets both in the natural and built environment

**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 present an updated emergency response plan to council for approval and adoption.

### **BACKGROUND & DISCUSSION:**

The current emergency response plan was initially adopted in 2013 in accordance with the *Emergency Management and Civil Protection Act, RSO 1990*. This plan has been revised where and when necessary over the years to ensure that it continued to meet the needs of the local municipalities as well as the County of Dufferin.

Prior to the declaration of the COVID-19 pandemic staff were working on a complete revision of the emergency response plan. This work was paused in March of 2020 as we focused on the pandemic response.

The *Emergency Management and Civil Protection Act, RSO 1990* states:

**3 (1)** *Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan. 2002, c. 14, s. 5 (1).*

The legislation states that the municipalities emergency response plan must:

- authorize employees of the municipality to take action under the emergency plan where an emergency exists but has not yet been declared to exist;
- specify procedures to be taken for the safety or evacuation of persons in an emergency area;
- designate one or more members of council who may exercise the powers and perform the duties of the head of council under this Act or the emergency plan during the absence of the head of council or during his or her inability to act;
- establish committees and designate employees to be responsible for reviewing the emergency plan, training employees in their functions and implementing the emergency plan during an emergency;
- provide for obtaining and distributing materials, equipment and supplies during an emergency;
- assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan; and
- set out the procedures for notifying the members of the municipal emergency control group of the emergency.

The work on the attached emergency response plan resumed in the spring of 2021 and lessons learned throughout the pandemic response have been incorporated.

The Emergency Management Program Committees appointed by each municipal council have been extensively consulted throughout this process. The members of these committees have made valuable contributions to this plan.

Some of the enhancements to this version of the plan include:

- Use of footnotes throughout the plan to reference legislation and terminology.
- Addition of a single 24/7 contact number to activate the emergency response plan for any of the Dufferin municipalities.
- Expanded public health emergency guidance.
- Addition of emergency alerting procedures.
- Introduction of evacuation and shelter-in-place directives.

- Revised disaster recovery assistance guidelines as provided by the Ministry of Municipal Affairs and Housing.

**Financial Impact:**

There is no financial impact arising from the report.

**Recommendation:**

**THAT the report of the Emergency Management Coordinator dated October 28, 2021, regarding Emergency Response Plan 2021, be received and;**

**That the Document entitled “The County of Dufferin Emergency Response Plan” attached hereto as Schedule “A” shall be and is adopted as the emergency response plan of the County of Dufferin, and further;**

**That County of Dufferin By-Law 2013-54 be repealed.**

Respectfully submitted,

Steve Murphy  
Emergency Management Coordinator

Reviewed by: Sonya Pritchard, Chief Administrative Officer



2021

# EMERGENCY RESPONSE PLAN

MUNICIPALITY NAME

This document is approved for public distribution.

DRAFT

## ATTENTION!

**If you have been notified of an emergency situation but have not read this plan:**

### **Follow the immediate actions below:**

If you were alerted and placed on **STAND-BY**, your services may be required soon. Ensure that you have everything you will need to function in your role and ensure that you are well rested and fit for duty.

If you were **ACTIVATED** you should immediately make your way to the location that you were given when notified. Ensure that you have the required items to meet the demands of your position.

If you are ***not able to respond***, please notify the caller or the Community Emergency Management Coordinator so that an alternate can be arranged.

### ***Important Contacts***

**CEMC:** \_\_\_\_\_

**CAO:** \_\_\_\_\_

**Head of Council:** \_\_\_\_\_

**Other:** \_\_\_\_\_

**Other:** \_\_\_\_\_

**Other:** \_\_\_\_\_

**Full contact details are included in Annex 001**

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# 1 INTRODUCTION

The ***Emergency Management and Civil Protection Act, RSO 1990*** (EMCPA) defines an emergency as:

*"a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or health risk, an accident or an act whether intentional or otherwise."*

## 1.1 Community Risk Profile

The community risk profile<sup>1</sup> details community vulnerabilities and capacities as determined through a Hazard Identification and Risk Assessment process.

### 1.1.1 Identified Risks for the County of Dufferin and Member Municipalities

The Hazard Identification and Risk Assessment (HIRA)<sup>2</sup> process identified the following situations as the potential risks to all or part of Dufferin County.

- Cyber Attack
- Dam Failures
- Drought
- Explosions and Fires
- Extreme Cold
- Extreme Heat
- Flooding
- Forest Fires
- Hazardous Materials Spills
- High Winds
- Ice Storms
- Pandemics
- Power Outages
- Severe Summer Storms
- Severe Winter Storms
- Tornadoes
- Transportation Accidents

## 2 PURPOSE

The County of Dufferin and each of the Member Municipalities herein referred to as the 'Municipality', have developed this emergency response plan (ERP)<sup>3</sup> in accordance with the *EMCPA, RSO 1990, Ontario Regulation 380/04 and local by-laws*.

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<sup>1</sup> In developing its emergency management program, every municipality shall identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies. *EMCPA R.S.O. 1990, c.3, s.5.1(2)*

<sup>2</sup> A structured process for identifying those hazards which exist within a selected area and defining their causes and characteristics.

<sup>3</sup> A plan developed and maintained to direct an organization's external response to an emergency.

This emergency response plan has been prepared to facilitate a controlled and coordinated response to any type of emergency occurring within or affecting the Municipality<sup>4</sup>.

This ERP is an important component of an integrated emergency management program, which works within the parameters outlined by the Emergency Management Doctrine for Ontario.

The aim of this plan is to provide key officials, agencies and the municipal departments with an overview of their collective and individual responsibilities in an emergency.

This plan also makes provisions for the extraordinary arrangements and measures that may have to be taken to safeguard the health, safety, welfare and property of the inhabitants of the Municipality.

In order to protect residents, businesses, visitors and the economic well-being of the Municipality a coordinated emergency response by a number of agencies under the direction of the Emergency Control Group (ECG)<sup>5</sup> may be required.

The arrangements and procedures in this emergency response plan are distinct from the normal, day-to-day operations carried out by emergency services.

This ERP does not provide direction for site specific health and safety issues such as fire alarms, workplace violence, etc.

The annexes to this ERP contain essential and supporting information, which is confidential, and they shall be maintained separate from this document.

## **2.1 Authority**

The ***Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, Ontario Regulation 380/04*** and local by-laws provide the legal authority for this emergency response plan<sup>6</sup>.

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<sup>4</sup> "Municipality" means a geographic area whose inhabitants are incorporated (Municipal Act).

<sup>5</sup> A group composed of senior staff and employees of an organization, and others that may be involved in directing that organization's response to an emergency including, the implementation of its emergency response plans and procedures.

<sup>6</sup> *Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan. 2002, c. 14, s 5(1).*

*The council of a county may with the consent of the councils of the municipalities situated within the county co-ordinate and assist in the formulation of their emergency plans under subsection (1). R.S.O. 1990, c. E.9, s. 3 (3).*

The ***Municipal Act, 2001, S.O. 2001, c. 25*** details the authorities of municipalities that may be invoked during an emergency.

### **2.1.1 Action Prior to a Declaration of Emergency**

When a situation or an impending situation that constitutes a danger of major proportions exists but has not yet been declared to exist, employees of the Municipality may take such action(s) under this emergency response plan as may be required to protect the health, safety, welfare of people, as well as any property and the environment within the Municipality. The subordinate plans, attached as annexes to this document, may also be implemented, in whole, or in part in the absence of a formal declaration of emergency.

Details for activating the Emergency Control Group and declaring an emergency can be found in this plan.

### **2.2 Application and Scope**

This ERP applies to the County of Dufferin and each of the eight (8) member municipalities located therein.

This plan supersedes and replaces all previous plans for emergency response enacted by the County of Dufferin, the Township of Amaranth, Township of East Garafraxa, Town of Grand Valley, Township of Melancthon, Town of Mono, Township of Mulmur, Town of Orangeville and the Town of Shelburne.

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*The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and*

*No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty. 2006, c.13, s.1(6); 2006, c.35,*

*Sched.C, s.32 (6).are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O. 1990, c. E.9, s.4 (1).*

## **2.3 Coordination of Program by the County of Dufferin**

The County of Dufferin will coordinate the legislated components of the emergency management program<sup>7</sup> for each of the member municipalities through a shared services agreement.

## **2.4 Community Emergency Management Coordinator (CEMC)**

The Community Emergency Management Coordinator for the County of Dufferin may be appointed as the primary CEMC for each member municipality<sup>8</sup>. In the absence of the primary CEMC the municipality shall appoint an alternate CEMC to assume all responsibilities outlined in this plan<sup>9</sup>.

The CEMC will monitor potential and impending threats<sup>10</sup> that may impact the health, safety or economic stability across Dufferin County.

The Community Emergency Management Coordinator acts as an advisor to the Senior Municipal Official, municipalities, departments, groups and agencies on matters of emergency response and recovery by:

- ☐ Providing expertise regarding the implementation of the emergency response plan.
- ☐ Fulfilling any role within the EOC as needed.
- ☐ Providing guidance, direction and/or assistance to any emergency or support personnel at the Emergency Operations Centre, and/or incident sites.
- ☐ Assisting the Incident Commander as needed.
- ☐ Coordinating post-emergency debriefings.

## **2.5 24/7 Notification of Incidents**

Given the unpredictable nature of emergencies and the likelihood of an 'after-hours' request for assistance a 24/7 On-Call protocol has been established.

The On-Call protocol can be activated for any member municipality by contacting the 24/7 telephone number listed in the Emergency Contact List.

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<sup>7</sup> A risk-based program consisting of prescribed elements that may include prevention, mitigation, preparedness, response and recovery activities.

<sup>8</sup> In accordance with County of Dufferin By-Law 2004-60.

<sup>9</sup> Every municipality shall designate an employee of the municipality or a member of the council as its emergency management program co-ordinator. O. Reg. 380/04, s. 10 (1).

The emergency management program coordinator shall complete the training that is required by the Chief, Office of the Fire Marshal and Emergency Management. O. Reg. 380/04, s. 10 (2).

<sup>10</sup> A person, thing or event that has the potential to cause harm or damage.



## **2.6 Notification of Senior Municipal Official**

In the event of a real or potential emergency requiring the notification of an ECG, any member of the affected ECG or the Incident Commander<sup>11</sup> may initiate the activation procedure by notifying the appropriate Senior Municipal Official (see Emergency Contact List).

In the event of an imminent or occurring emergency the Senior Municipal Official<sup>12</sup> shall be notified if the incident commander determines that one of the following criteria is present;

- Any incident requiring evacuation of, or excluding access to residential or institutional settings.
- Any incident that is extraordinary or distinct from normal, day-to-day operations carried out by emergency and/or municipal services.

In the event that the CEMC has not been notified of an incident the Senior Municipal Official will notify the CEMC.

## **2.7 Plan Testing, Maintenance and Review**

### **2.7.1 Annual testing**

This ERP will be tested for effectiveness through emergency exercises<sup>13</sup> on an annual basis.

### **2.7.2 Annual Review**

This plan will be reviewed annually for accuracy by the Emergency Management Program Committee<sup>14</sup> and will be revised as required.

## **2.8 Additional Emergency Response Plans and Procedures**

Each municipality, service, agency, department and division involved or identified in this ERP is encouraged to develop their own emergency operating plans and/or procedures. Such plans and/or procedures must not conflict with this ERP.

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<sup>11</sup> The entity/individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority for conducting incident operations and is responsible for the management of all incident operations.

<sup>12</sup> The municipal employee with overall responsibility for all municipal functions.

<sup>13</sup> A simulated emergency in which players carry out actions, functions, and responsibilities that would be expected of them in a real emergency. Exercises can be used to validate plans and procedures, and to practice prevention, mitigation, preparedness, response, and recovery capabilities.

<sup>14</sup> A management team that oversees the development, implementation and maintenance of an organization's emergency management program.

The training of staff in these additional plans and procedures is the responsibility of the municipality, service, agency, department or division.

## **2.9 Approval of Amendments by Council**

Amendments to the plan require formal Council approval from all member municipalities and the Council for the County of Dufferin.

Formal Council approval is not required for the following:

- ☐ Changes, additions or revisions to the annexes
- ☐ Editorial changes (i.e. editorial changes to text, section numbering, references, or changes to references to provincial statutes)
- ☐ Additions or deletions of contact information.

## **2.10 Flexibility**

The safety and well-being of the community are the priority during any emergency response, therefore deviations from the emergency response plan and annexes may be necessary to address specific threats. During the course of the implementation of this plan the members of the ECG(s) may exercise flexibility.

### **3 EMERGENCY CONTROL GROUP (ECG)**

The Emergency Control Group<sup>15</sup> is responsible for initiating, coordinating and implementing the emergency response plan through the use of the Incident Management System. The Emergency Control Group, at both the lower and upper tier, is responsible for the following:

- ☐ Coordinate municipal operations prior to, during and after the emergency;
- ☐ Prioritize municipal operations;
- ☐ Support the response to the incident(s).

#### **3.1 Activating the Municipal Emergency Control Group (MECG)**

The MECG will be activated<sup>16</sup> under the following conditions:

- ☐ A member of the ECG requests activation;
- ☐ When there is a significant risk to the health, safety or well-being to members of the community.
- ☐ When municipal facilities and/or critical infrastructure are threatened or an extraordinary demand is placed on municipal resources, or;
- ☐ When an emergency situation is anticipated to impact or is occurring within the municipality.

#### **3.2 Activating the County Emergency Control Group (CECG)**

The CECG will be activated under the following conditions:

- ☐ A member of the County ECG requests activation;
- ☐ When one or more member municipalities request assistance with coordination, planning, resource management, etc.
- ☐ When County facilities and/or critical infrastructure are threatened or an extraordinary demand is placed on County resources, or;
- ☐ When an emergency situation requires resources that are specific to the County's sphere of jurisdiction<sup>17</sup> as detailed in the Municipal Act or which are assigned to the upper-tier under any other current statute.

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<sup>15</sup> 12. (1) Every municipality shall have a municipal emergency control group. O. Reg. 380/04, s. 12 (1).

<sup>16</sup> Decisions and actions taken to implement a plan, a procedure or to open an emergency operations centre.

<sup>17</sup> 11 (1) A lower-tier municipality and an upper-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public, subject to the rules set out in subsection (4). 2006, c. 32, Sched. A, s. 8.

### 3.3 Emergency Control Group (ECG) Membership

The composition of each ECG<sup>18</sup> is detailed in a table below.

In the Municipality where the Head of Council is also serving as the Warden or Deputy Warden for the County of Dufferin, and the Warden is required to attend the County EOC, the Deputy Mayor will assume the role of Head of Council for the municipality.

Any other officials, experts or representatives from the public or private sector<sup>19</sup> as deemed necessary by the ECG may be appointed to the group on an as needed basis.

The ECG may not require the participation of everyone listed however all members shall be notified and advised of developments and progress.

#### 3.3.1 ECG Composition by Municipality

Amaranth	East Garafraxa	Grand Valley
<ul style="list-style-type: none"> <li>• CAO/Clerk</li> <li>• CEMC</li> <li>• Director - Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• CAO/Clerk</li> <li>• CEMC</li> <li>• Director - Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• CAO/Clerk</li> <li>• CEMC</li> <li>• Deputy Clerk</li> <li>• Fire Chief</li> <li>• OPP Inspector</li> </ul>
Melancthon	Mono	Mulmur
<ul style="list-style-type: none"> <li>• CAO/Clerk</li> <li>• CEMC</li> <li>• Director - Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• CAO/Clerk</li> <li>• CEMC</li> <li>• Director - Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• CAO/Clerk</li> <li>• CEMC</li> <li>• Director - Public Works</li> <li>• Fire Chief</li> <li>• OPP Inspector</li> </ul>
Orangeville	Shelburne	Dufferin
<ul style="list-style-type: none"> <li>• CAO</li> <li>• CEMC</li> <li>• GM – Corporate Services</li> <li>• GM – Community Services</li> <li>• GM – Infrastructure Services</li> <li>• Fire Chief</li> </ul>	<ul style="list-style-type: none"> <li>• CAO/Clerk</li> <li>• CEMC</li> <li>• Director - Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• CAO</li> <li>• CEMC</li> <li>• Director – Corporate Svcs</li> <li>• Director – Community Svcs</li> <li>• Director – Public Works</li> <li>• Director – Development</li> <li>• Administrator – Dufferin Oaks</li> <li>• Chief, Paramedic Svcs</li> <li>• Manager, Human Resources</li> </ul>

<sup>18</sup> (2) The emergency control group shall be composed of, (a) such officials or employees of the municipality as may be appointed by the council; and

(b) such members of council as may be appointed by the council. O. Reg. 380/04, s. 12 (2).

<sup>19</sup> (8) The group may at any time seek the advice and assistance of the following:

1. Officials or employees of any level of government who are involved in emergency management.
2. Representatives of organizations outside government who are involved in emergency management.
3. Persons representing industries that may be involved in emergency management. O. Reg. 380/04, s. 12 (8).

### **3.3.2 ECG Alternates**

Each member of the ECG shall have one or more designated alternates who will be trained and authorized to fulfill the primary member's role.

### **3.4 Activation Procedure**

In the event of an imminent or occurring emergency requiring the activation of an ECG, at either the municipal or county level, any member of the affected ECG or the Incident Commander may initiate the activation procedure by notifying the Senior Municipal Official or designated alternate.

When ECG activation is required:

- Incident Commander will immediately contact the Senior Municipal Official of the affected municipality.
- The Senior Municipal Official will contact the Community Emergency Management Coordinator to initiate the emergency notification procedures.

When two or more municipalities are affected, the County of Dufferin's ECG may be activated and shall include the Senior Municipal Official, or a designate, for the affected municipalities.

### **3.5 Emergency Control Group Notification**

When activating the Emergency Control Group it is important to ensure all members are contacted even if they are not required to attend the Emergency Operations Centre<sup>20</sup>.

All emergency contact information is located in the Emergency Contact List.

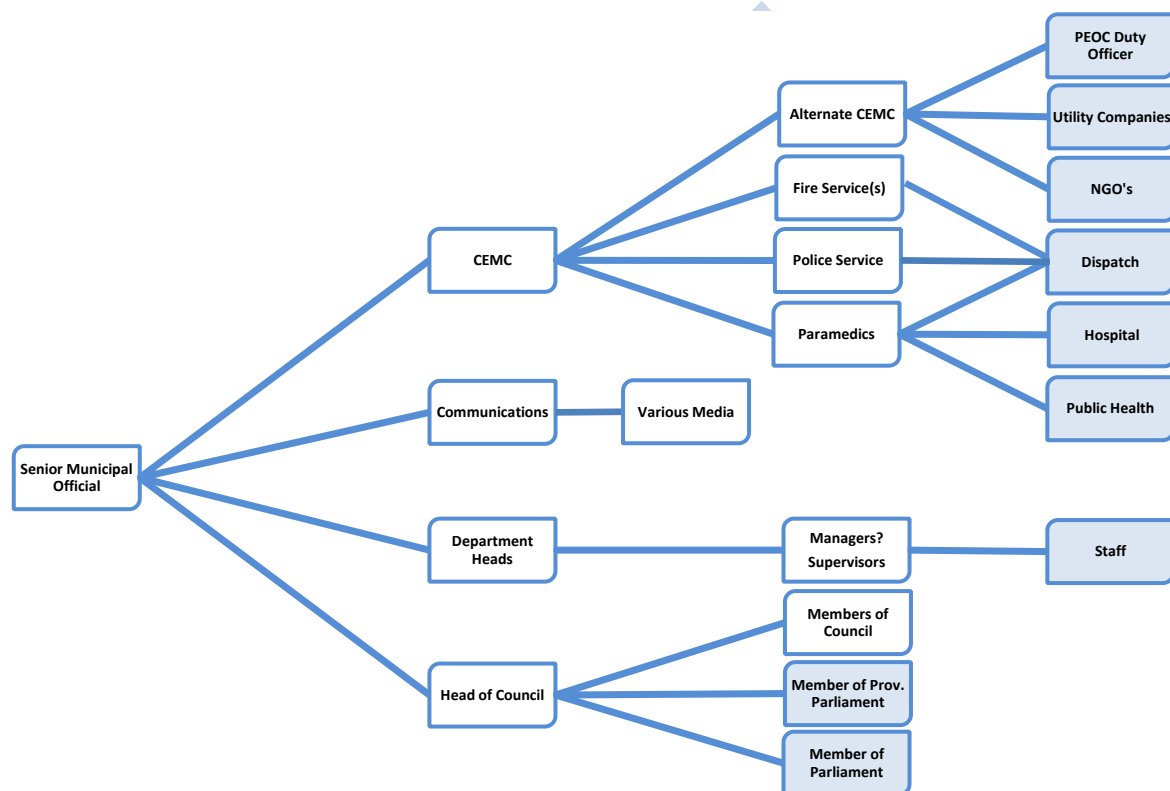
1. Direct contact by voice or in-person is the preferred notification method. SMS, email or other messaging technology may be used if direct contact is not possible.
2. Make every effort to notify the primary contact person before contacting the alternate(s).
3. Do not allow the notification process to cease if a person cannot be contacted, make their notifications in their absence.
4. Confirm that those members you contact know whom they must contact and what is expected of them.

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<sup>20</sup> A designated and appropriately equipped facility where officials from an organization(s) assemble to manage the response to an emergency or disaster.

### 3.6 Notification Roadmap

Initial awareness of an incident may occur at any level within the municipality. For this reason it is reasonable to expect that a person may have to make notifications up and down the contact list.



**Note:** Shaded contacts are only notified if required.

### 3.7 Emergency Control Group (ECG) Authority

In the event of an emergency or impending emergency, whether declared<sup>21</sup> or not, the ECG is authorized to:

- Initiate, coordinate, direct and otherwise bring about the implementation of this emergency response plan and undertake such other activities as they consider necessary to address the emergency

<sup>21</sup> A signed declaration made in writing by the Head of Council or the Premier of Ontario in accordance with the Emergency Management and Civil Protection Act.

- Expend funds for the purpose of responding to and recovering from the emergency, including obtaining and distributing emergency materials, equipment and supplies, notwithstanding the requirements of any by-law governing the commitment of funds and the payment of accounts.
- Obtain volunteer support from public agencies and other persons as considered necessary and to indemnify such agencies, their personnel and other persons engaged in response efforts which have been authorized and are consistent with the emergency response plan, from liability for any acts or omissions resulting from any actions taken pursuant to this emergency response plan.

### **3.8 Delegation of Authority**

#### **3.8.1 Head of Council – County of Dufferin**

In the absence of the Head of Council the Chair of the General Government Services Committee will assume the responsibilities of the Head of Council under this plan.

Should both the Head of Council for the County of Dufferin and their designated alternate be absent or unavailable during an emergency the most recent past Head of Council, who is still serving on council, will assume the responsibilities of the Head of Council until such time as the current Head of Council or alternate can assume the role.

#### **3.8.2 Head of Council – Member Municipality**

In the absence of the Head of Council, the Deputy Mayor or designated alternate will assume the responsibilities of the Head of Council under this plan.

Should both the Mayor and the designated alternate of a municipality be absent or unavailable, and where the council has not adopted a succession plan by by-law, the council will appoint an interim Head of Council until such time as the current Head of Council or alternate can assume the role.

### **3.9 Declaration of an Emergency**

The Head of Council, or designate, of the Municipality has the legislative authority<sup>22</sup> to declare an emergency to exist in all or any part of the municipality. The declaration of an emergency permits for the taking of such action and making of such orders as is necessary to implement the emergency response plan and to protect the health, safety, welfare and

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<sup>22</sup> The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O. 1990, c. E.9, s. 4 (1).

property of inhabitants in the emergency area. Such actions and orders shall not be contrary to law.

The ***Municipal Act, 2001, S.O. 2001, c. 25*** provides the legislative authority and spheres of jurisdiction for municipal actions and orders<sup>23</sup>.

**Note:** *"In the absence of an emergency declaration municipal staff may take any necessary actions to protect the lives, health, safety, and property of the inhabitants of the Municipality."*

The Head of Council may consider several factors whether an emergency declaration is warranted including but not limited to:

### **General and Continuity of Government**

- ☐ Is it an extraordinary event requiring extraordinary measures?
- ☐ Does it pose a danger of major proportions to life or property?
- ☐ Does it pose a threat to the provision of essential services (e.g. energy, potable water, and sewage treatment/containment or medical care)?
- ☐ Does it threaten social order and the ability to govern?
- ☐ Is it attracting significant media and/or public interest?
- ☐ Has there been a declaration of emergency by another level of government?

### **Legal**

- ☐ Could legal action be taken against municipal employees or councillors related to their actions during the current crisis?
- ☐ Are volunteers assisting?

### **Operational**

- ☐ Does it require a response that exceeds, or threatens to exceed the capabilities of the municipality?
- ☐ Does it strain the municipal response capability, thereby further endangering life and property outside areas directly affected by the current crisis?
- ☐ Are additional personnel and resources required to maintain the continuity of operations?
- ☐ Could it require assistance from the provincial or federal government (e.g. military equipment)?
- ☐ Does it involve a structural collapse?
- ☐ Is it a complex chemical, biological, radiological, or nuclear (CBRN) incident?
- ☐ Could it require the evacuation and/or sheltering of people or animals?

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<sup>23</sup> **11** (1) A lower-tier municipality and an upper-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public, subject to the rules set out in subsection (4). 2006, c. 32, Sched. A, s. 8.



- ☐ Could you receive evacuees from another community?

### **Economic and Financial**

- ☐ Does it pose a disruption to routine transportation, rerouting large numbers of people and vehicles?
- ☐ Could it have a long term impact on the economic viability/sustainability resulting in unemployment, or lack of restorative measures necessary to re-establish commercial activity?
- ☐ Is it possible that the municipality may take legal action against a specific person, corporation, or other party that caused the emergency to occur?

A positive response to one or more of these factors may warrant a declaration of emergency.

Upon declaration of an emergency, the ECG will complete the appropriate Declaration of an Emergency form, and ensure that the following are notified:

- ☐ The public
- ☐ All members of Council
- ☐ All Heads of Council within Dufferin County
- ☐ Provincial Emergency Operations Centre
- ☐ All contiguous municipalities
- ☐ Local Member of the Provincial Parliament (MPP)
- ☐ Local Member of Parliament (MP)

### 3.10 Delegation of Council Authority

During a declared emergency the Council of the municipality shall be deemed to have delegated its authority to the Head of Council.

The authority delegated to the Head of Council shall be utilized in accordance with the following criteria;

- Facilitates a rapid response to the situation
- Alleviates harm or damage
- Exercising the delegated authority is a reasonable alternative to other measures that might be implemented
- The delegated authority only applies to the necessary areas/functions of the municipality
- The delegated authority is in effect for 30 days or until the emergency declaration is terminated, whichever comes first.
- Council may extend the delegated authority for up to 30 additional days as often as is required.

**Note:** An emergency declaration is not deemed to be terminated when the delegation of authority expires or is withdrawn by Council.

### 3.11 Role of Elected Council Members

Council members will not be present in the EOC but will be expected and encouraged to liaise with their constituents and relay any concerns or pertinent information to the Head of Council. The Head of Council will liaise directly with the Senior Municipal Official.

### 3.12 Termination of an Emergency

A municipal emergency may be terminated at any time.<sup>24</sup> When terminating an emergency, the Head of Council will complete the appropriate Termination of Declared Emergency form, and will ensure the following are notified:

- ☐ The public
- ☐ All members of Council
- ☐ All Heads of Council within Dufferin County
- ☐ Provincial Emergency Operations Centre
- ☐ All contiguous municipalities
- ☐ Local Member of the Provincial Parliament (MPP)
- ☐ Local Member of Parliament (MP)

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<sup>24</sup> The head of council or the council of a municipality may at any time declare that an emergency has terminated. R.S.O. 1990, c. E.9, s. 4 (2).

The Premier of Ontario may at any time declare that an emergency has terminated. R.S.O. 1990, c. E.9, s. 4 (4).

### 3.13 After-Action Report

Within 60 days of the termination of an emergency, the Senior Municipal Official shall present a staff report to the municipal council providing:

- The justification for having exercised the delegated authority
- An outline of the actions taken
- Recommendations of lessons learned arising from the emergency

### 3.14 Public Health Emergencies

The local public health authority is the lead agency during a public health emergency in Dufferin County. The primary responsibilities of the Medical Officer of Health and the health authority are:

- ☐ Immediately notify the Senior Municipal Official or the Community Emergency Management Coordinator of any public health emergencies
- ☐ Act as Incident Commander or as part of a Unified Command<sup>25</sup> structure, in response to a human health emergency
- ☐ Activate the Public Health Response Plan as required
- ☐ Work with the Emergency Information Officer<sup>26</sup> to prepare information/instructions for dissemination to the media pertaining to public health risk reduction.
- ☐ Consult on the safe disposal of biohazardous and/or other dangerous material that may affect public health
- ☐ Coordinate vaccine management and implement mass immunization plan, as required
- ☐ Advise the ECG on potability of water supplies and sanitation facilities, as required
- ☐ Liaise with the Ministry of Health and Long-Term Care - Public Health Division
- ☐ Consult with the coroner on temporary morgue facilities as required
- ☐ Coordinate local community medical resources (family health teams, hospitals, etc.) in response to the emergency
- ☐ Fulfill legislative mandate of the Medical Officer of Health as outlined in provincial legislation
- ☐ Provide direction on any matters which may adversely affect public health
- ☐ Coordinate on preventing human health risks in evacuation centres/shelters including areas of food preparation, infection prevention and control, water quality, and sanitation
- ☐ Maintain records of all actions taken
- ☐ Participate in post-emergency debriefings

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<sup>25</sup> A structure that brings together the major organizations involved in the incident in order to coordinate an effective response, while at the same time allowing each to carry out their own jurisdictional, legal, and functional responsibilities.

<sup>26</sup> An individual responsible for acting as the primary public and media contact for emergency information requirements.

### 3.14.1 Municipal Support to Public Health

At the request of the Medical Officer of Health or an authorized representative the municipality will endeavor to provide all reasonable resources in support of a response to a public health risk.

### 3.14.2 Public Health Emergency Declaration

The legislated authority to declare any type of emergency in a municipality belongs to the Head of Council. In the event of a public health related emergency the Medical Officer of Health may request that Head of Council declare an emergency to assist in mitigating the effects of such emergency.

### 3.14.3 Public Health Orders

The *Health Protection and Prevention Act* grants the Medical Officer of Health or a public health inspector the authority to issue written orders<sup>27</sup> to decrease or eliminate hazards to the public's health.

An order issued under this section by the Medical Officer of Health or a public health inspector may include<sup>28</sup>, but is not limited to,

- ☐ requiring the vacating of premises;
- ☐ requiring the closure of premises or a specific part of the premises;
- ☐ requiring the placarding of premises;
- ☐ requiring the correction of conditions, on or about premises specified in the order;
- ☐ requiring the removal of anything that the order states is a health hazard;
- ☐ requiring the cleaning and/or disinfecting, of the premises or the thing;
- ☐ requiring the destruction of a thing;

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<sup>27</sup> **13** (1) A medical officer of health or a public health inspector, in the circumstances mentioned in subsection (2), by a written order may require a person to take or to refrain from taking any action that is specified in the order in respect of a health hazard. R.S.O. 1990, c. H.7, s. 13 (1).

(2) A medical officer of health or a public health inspector may make an order under this section where he or she is of the opinion, upon reasonable and probable grounds,

(a) that a health hazard exists in the health unit served by him or her; and

(b) that the requirements specified in the order are necessary in order to decrease the effect of or to eliminate the health hazard. R.S.O. 1990, c. H.7, s. 13 (2).

<sup>28</sup> R.S.O. 1990, c. H.7, s. 13 (4).

- ☐ prohibiting or regulating the manufacturing, processing, preparation, storage, handling, display, transportation, sale, offering for sale or distribution of any food or thing;
- ☐ prohibiting or regulating the use of any premises or thing.

#### **3.14.4 Communicable Disease Order**

A medical officer of health has the authority<sup>29</sup> under the *Health Protection and Promotion Act* to require a person, or a class of persons, to take or to refrain from taking actions when a communicable disease exists, may exist or when there is an immediate risk of an outbreak of a communicable disease outbreak within their jurisdiction. An order under this section may include, but is not limited to,

- ☐ Closure of a premises or a specific part of the premises;
- ☐ placarding of premises to give notice of an order;
- ☐ requiring any person that may have a communicable disease to isolate and remain in isolation from other persons;
- ☐ requiring the cleaning and/or disinfecting of a premises or thing;
- ☐ requiring the destruction of a thing;
- ☐ requiring a person, or persons, to submit to an examination by a physician;
- ☐ requiring a person, or persons, to place themselves under the care of a physician;
- ☐ requiring a person, or persons, to conduct themselves in such a manner as not to expose another person to infection.

#### **3.14.5 No Requirement for Emergency Declaration**

The authority of the Medical Officer of Health is not contingent on a municipal declaration of emergency.

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<sup>29</sup> 22 (1) A medical officer of health, in the circumstances mentioned in subsection (2), by a written order may require a person to take or to refrain from taking any action that is specified in the order in respect of a communicable disease. R.S.O. 1990, c. H.7, s. 22 (1).

## 4 MUTUAL ASSISTANCE

### 4.1 Background

When a municipality's own resources are overwhelmed or at risk of being overwhelmed, the municipality may choose to request assistance from one or more other Municipalities.

There is no requirement to declare an emergency before a request can be made for assistance however, the requesting and/or assisting municipalities can do so should they believe it to be necessary.

Mutual Aid Agreements as well as Mutual Assistance Agreements ensure that the additional resources required to effectively manage an emergency are available from another municipality or agency.

#### **Mutual Aid Agreements – Fire Services**

The request to execute the County of Dufferin Fire Mutual Aid Plan<sup>30</sup> will be the responsibility of the Senior Official - Fire Services or the County Fire Coordinator and is separate from this plan.

#### **Mutual Assistance Agreements – Close Municipalities**

The County of Dufferin maintains agreements similar to this with several nearby municipalities. Currently Mutual Assistance Agreements<sup>31</sup> exist between Dufferin County and:

- Bruce County;
- Simcoe County;
- Wellington County, and;
- The Town of Caledon.

### 4.2 Objectives

This plan will ensure that a process for requesting and providing assistance within Dufferin County exists. Such assistance may include services, personnel, equipment and materials. These agreements enable municipalities, in advance of an emergency, to set the terms and conditions of the assistance which may be requested or provided.

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<sup>30</sup> An agreement developed between two or more emergency services to render aid to the parties of the agreement. These types of agreements can include private sector emergency services when appropriate.

<sup>31</sup> An agreement developed between two or more jurisdictions to render assistance to the parties of the agreement. Jurisdictions covered with these types of agreements could include neighbouring, cities, regions, provinces or nations.

### **4.3 Purpose**

A mutual assistance agreement ensures that municipalities requesting and providing assistance are not hampered by negotiating terms and conditions at the time of an emergency and may request, offer or receive assistance according to the predetermined and mutually agreed to arrangements.

### **4.4 Activation**

Requests for mutual assistance shall be made by the Senior Municipal Official of the requesting municipality to the Senior Municipal Official of the assisting municipality.

### **4.5 Notifications**

When the Senior Municipal Official or his/her designate activate this agreement the following personnel will be notified:

- ☐ Community Emergency Management Coordinator
- ☐ Emergency Control Group
- ☐ Head of Council

Contact information for the above personnel can be found in the Emergency Contact List.

### **4.6 Procedure - Requesting Assistance**

Upon determining that the need for mutual assistance exists the Senior Municipal Official will:

- ☐ Contact those municipalities that are party to this agreement and which may have the resources required to request assistance.
- ☐ Within three (3) days provide the details of the request in writing to any assisting municipality. See Appendix A below.
- ☐ Liaise with assisting municipality often.

### **4.7 Providing Assistance**

Upon receiving a request from a municipality that is a party to this agreement the Senior Municipal Official of the assisting municipality will:

- ☐ Determine the capacity to provide the requested assistance
- ☐ Approve or deny the request
- ☐ If assistance is to be provided, direct staff to provide the requested assistance
- ☐ Liaise with the requesting municipality often

## **4.8 Mutual Assistance within the County of Dufferin**

Any member municipality may request assistance from the County at any time by contacting the CEMC who will consult with the County's Senior Municipal Official. A request for assistance from the County shall not be deemed a request that the County assume authority or control of the emergency; the County's role will be one of support and assistance.

The County of Dufferin is not empowered to direct the activities of a local municipality in responding to an emergency, without the consent of the municipality(s) involved.

### **4.8.1 Forms of Assistance**

The member municipalities and the County of Dufferin agree that in an emergency, any party to this ERP may request assistance in the form of personnel, services, equipment, or material from the other parties.

### **4.8.2 Requesting Assistance**

The request for assistance shall be made by the Senior Municipal Official (SMO) of the requesting municipality to the SMO of the assisting municipality. The municipality may make the initial request for assistance verbally, however, any request for assistance shall be confirmed in writing by the requesting municipality within three (3) days of the initial request.

### **4.8.3 Scope of Assistance Required**

Each request, where possible, shall set out the specific personnel, services, equipment or material that is requested, and which the assisting municipality is able to provide. The assisting municipality may request such reasonable additional information as it considers necessary to confirm the nature of the emergency and to assess the type, scope, nature and amount of assistance to be provided.

### **4.8.4 No Obligation to Provide Assistance**

Nothing in this ERP shall require or obligate or be construed to require or obligate a municipality to provide assistance. Each municipality shall retain the right to refuse the request to provide assistance, and the right to offer options to the assistance that has been requested.

### **4.8.5 No Liability**

No liability shall arise against the assisting municipality if it fails, for any reason whatsoever, to respond to a request for assistance made under this plan.



#### **4.8.6 Limitations on Scope of Assistance**

When assistance has been offered or provided by the assisting municipality, the Assisting Municipality is not obligated to provide any additional assistance or to do anything or take any action beyond that which is specifically agreed to in the request for assistance

#### **4.8.7 Withdrawal of Assistance**

Nothing in this ERP shall prevent the assisting municipality, in its sole discretion, from withdrawing any or all assistance provided to the Assisted Municipality. Any withdrawal of assistance by the Assisting Municipality shall be made only upon at least forty-eight (48) hours' notice to the Assisted Municipality, unless the Assisting Municipality is responding to an actual or pending Emergency within its own geographical boundaries, in which case it may withdraw assistance from the Assisted Municipality without notice.

#### **4.8.8 Termination of Assistance Request**

The Assisted Municipality may determine in its sole discretion that its requirement for assistance has ceased and shall notify the Assisting Municipality of this in writing.

## **5 Costs Associated with Mutual Assistance within the County of Dufferin**

### **5.1 Reimbursement for Direct and Indirect Costs**

The municipalities agree that any and all *direct and indirect* costs for assistance are to be paid by the assisted municipality. The assisted municipality shall be responsible to pay for any and all actual costs incurred by the assisting municipality in providing the assistance. Such costs shall include: all wages, salaries, overtime, shift premium, and similar charges and expenses incurred in providing the assistance including those wages, salaries, overtime and shift premium charges incurred resulting from staffing requirements in its home jurisdiction during the period of the assistance, providing all such costs are reasonable for the circumstances.

### **5.2 Exclusion for Benefit Costs**

Reimbursable costs shall not include the assisting municipality's cost of employment benefits which includes, for the purposes of this plan, Canada Pension Plan, Employment Insurance, OMERS (or equivalent) contributions, and/or contributions made to life insurance, health, dental, and/or disability plans or policies.

### **5.3 Reimbursement for Operating Costs**

The assisted municipality may also be responsible for all actual operating costs for all personnel, services, equipment, machinery or material furnished, including, but not limited to, costs of fuel, repairs, parts and any and all other items directly attributable to the operation of equipment and machinery, services and material furnished as assistance to the assisted municipality under this ERP. The assisted municipality shall be responsible for the cost of replacing equipment or material furnished by the assisting municipality if damaged beyond reasonable repair.

### **5.4 Municipality Not Relieved of Financial or Legislated Responsibility**

The assisted municipality shall not be deemed to be relieved of any financial or legislated obligations should the County of Dufferin provide assistance during an emergency.

## 5.5 Request for Mutual Assistance

I, \_\_\_\_\_, Chief Administrative Officer/Designated Official of The REQUESTING MUNICIPALITY, duly authorized to do so by the Council of The REQUESTING MUNICIPALITY, do hereby request of The ASSISTING MUNICIPALITY, to provide assistance in the form of:

\_\_\_ PERSONNEL

\_\_\_ SERVICES

\_\_\_ EQUIPMENT

\_\_\_ MATERIAL

AS IS MORE PARTICULARLY SET OUT IN DETAIL AS FOLLOWS:

The above confirms the assistance verbally requested on \_\_\_\_\_, and which assistance The ASSISTING MUNICIPALITY has agreed to provide.

Dated at \_\_\_\_\_ this \_\_\_\_ day of \_\_\_\_\_, 20\_\_,

\_\_\_\_\_

NAME

Chief Administrative Officer

The REQUESTING MUNICIPALITY

## 6 EMERGENCY ALERTING



The Alert Ready emergency alerting system is used by authorized officials when there is, an imminent threat to life;

- ☐ a serious threat to public health,
- ☐ a serious threat to community safety or security;
- ☐ or substantial damage to property.

Emergency alert messages will contain the following information;

- ☐ A description of the threat
- ☐ Alert area boundaries
- ☐ Actions the public should take to protect themselves
- ☐ Expiry date and time;
- ☐ Details on how recipients can receive additional information.

### 6.1 Actions Upon Receiving an Emergency Alert

When an emergency alert is received it is important to act immediately.

- ☐ Stop what you are doing, when it is safe to do so, and read the emergency alert.

The alert will include the information you need and guidance for the general public to take. This could include but is not limited to: limiting unnecessary travel, evacuating a specified area, seeking shelter, etc.

#### 6.1.1 Emergency Alerts While Driving

It is important to act safely, especially if the emergency alert is received while operating a vehicle. If you are driving, it is important to remain calm and pull over at your earliest opportunity to view the emergency alert.

#### 6.1.2 Emergency Alerts and Municipal Officials

When an emergency alert is received municipal officials should,

- ☐ ensure their safety and the well-being of their family;

- assess the impact of the emergency and determine if they are able to respond if asked to do so;
- notify their immediate supervisor and/or manager by SMS or email of their situation, availability and any required supports.

Supervisors and managers will,

- compile a list of staff that are available to report for work;
- determine what support staff may require to assist them in reporting for work;
- prepare to adjust regular scheduling to accommodate the community response effort;
- provide an update to the department head on the status of their division.

Additionally, members of the Emergency Control Group will;

- report their situation, availability and any required supports to the senior municipal official.

If the communications network has been impacted and it is not possible to communicate please refer to the 'communications outage' plan.

## **7 EVACUATION & SHELTER-IN-PLACE DIRECTIVES**

### **7.1 Evacuation Directive**

Evacuations may take place prior to, during, or after an incident has occurred. An evacuation may encompass any part of the municipality issuing the evacuation directive.

It may be necessary to carry out an evacuation while a threat is impacting the community. With an evacuation of this type any delay may have a significant impact on public safety.

### **7.2 Shelter-in-Place Directive**

In certain circumstances and when the present location affords adequate protection against the threat, emergency officials may direct people to shelter-in-place.

While the primary goal of any response action is to save lives, the ability to evacuate people quickly and efficiently should be weighed against the risks of remaining in place.

### **7.3 Notifying the Public of Directive**

When it is necessary to direct an evacuation or shelter-in-place the Incident Commander will determine the most appropriate manner of notifying those affected. Such notification may include, but is not necessarily limited to the following,

- door-to-door visit by uniformed personnel;
- telephone notifications;
- issuance of an Alert Ready emergency alert.

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## **8 PARTNERS AND RESOURCES**

### **8.1 Federal Resources**

All federal resources, military equipment, aircraft, services, and activation of emergency plans and procedures must be requested via the Provincial Emergency Operations Centre.

### **8.2 Provincial Resources**

Communities requiring assistance can contact the Provincial Emergency Operations Centre (PEOC)<sup>32</sup> at any time for advice related to managing emergencies.

Requests to the Province of Ontario can be made at any time without any loss of control or authority. Any request for assistance can be initiated through the Provincial Emergency Operations Centre (PEOC).

### **8.3 Ministry of Solicitor General**

#### **8.3.1 Provincial Emergency Operations Centre (PEOC)**

If an emergency is declared, OFMEM may deploy a Field Officer to the local Emergency Operations Centre to assist the community. The Field Officer will be the link between the municipality and the province for both provincial, and if necessary, federal resources.

#### **8.3.2 Specialized OFMEM Resources**

On behalf of the Province, the Office of the Fire Marshal and Emergency Management (OFMEM) oversees, administers and supports OFMEM Memorandums of Understanding (MOUs) with nine municipal fire services. These MOUs enable trained responders to be deployed throughout Ontario as needed in support of local responders dealing with large scale natural or man-made emergencies that exceed local capacity, when an emergency is declared.

##### **8.3.2.1 Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE)**

The OFMEMs CBRNE resources include the following;

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<sup>32</sup> A fully equipped facility maintained by Emergency Management Ontario (EMO) that can be activated in response to, or in anticipation of, emergencies. The PEOC is staffed with appropriate representatives from ministries that have been delegated responsibilities for those emergencies as well as EMO staff. It serves as an initial point-of-contact for the affected municipality and federal interests.

- Three specialized expert (technician) Level 3 Chemical / Biological / Radiological / Nuclear/Explosive (CBRNE) Response Teams (established in Toronto, Windsor and Ottawa)
- Six operational support Level 2 teams (Peterborough, Cornwall, Sault Ste. Marie, Thunder Bay, North Bay, and Cambridge/Waterloo/Kitchener)

### **8.3.2.2 Heavy Urban Search and Rescue (HUSAR)**

The OFMEMs HUSAR resources are based in Toronto and can be deployed anywhere in Ontario.

#### **Activation of Provincial CBRN or HUSAR Resources**

The municipality requiring the assistance of a CBRNE or HUSAR team **DOES NOT** have to, or be in the process of, declaring an emergency pursuant to the Emergency Management Act, R.S.O. 1990, c. E-9.

All requests for assistance from a CBRNE or HUSAR team will be received and coordinated through the Provincial Emergency Operations Centre (PEOC).

- Should an emergency occur, that in the opinion of the county fire coordinator or his/her designate, cannot be addressed through the resources of the local fire department, the mutual aid system or contracted service providers, he/she may contact the PEOC to request the response of a CBRNE or HUSAR team.
- The decision to activate one or more of the teams as part of the provincial response to an emergency will be approved by the appropriate Ministry of Community Safety and Correctional Services representative through the PEOC.
- The PEOC, in conjunction with the Office of the Fire Marshal will be responsible for overall coordination and direction of the response, and the PEOC will be responsible for coordinating any necessary funding to support the activation of a CBRNE or HUSAR team.
- Local personnel will be in overall command of the emergency situation and will be responsible for coordination of local resources and those of the responding fire department(s).
- The individual activities of a CBRNE or HUSAR team will be under the command of the officer-in-charge of the CBRNE or HUSAR team.
- The CBRNE response teams are not intended to fight fires involving hazardous materials. When fire departments respond to hazardous material fires, the normal



method of activating mutual aid is to be followed for additional fire suppression assistance.

- The CBRNE or HUSAR team will not respond outside its home municipality as part of the memorandum of understanding unless deployed by the PEOC.

## **8.4 Ministry of Health**

### **8.4.1 Emergency Medical Assistance Team (EMAT)**

The EMAT is a mobile medical field unit that can be deployed anywhere in Ontario with road access within 24 hours. The EMAT can set-up a 56 bed unit that provides a staging and triage base, and has the capability to treat 20 acute care patients and 36 intermediate care patients. In addition, the EMAT can provide :

- Patient isolation in the case of an infectious diseases outbreak;
- Medical support and decontamination in the case of a chemical, biological or radiological incident;
- Case management and triage of patients in a mass casualty situation.

#### **8.4.1.1 Conditions for EMAT Deployment**

***All of the following elements must be present prior to EMAT deployment***

- Emergency is focused on a severe respiratory illness or, mass casualty incident or requires medical care for victims of chemical, biological, radiological, nuclear or explosive (CBRNE) incidents.
- Code Orange invoked by hospital
- Municipal emergency response plan implemented
- Efforts to transfer patients out of hospital/region have been, or will rapidly become, inadequate
- Resolution of emergency is predicted to be greater than six hours plus EMAT response and travel time.

#### **8.4.1.2 Activation of Emergency Medical Assistance Team**

Activation of EMAT can be arranged through:

- Headwaters Health Care Centre's Emergency Operations Centre;
- Community Emergency Management Coordinator or his/her designate.

## **8.5 Ministry of the Environment, Conservation and Parks**

### **8.5.1 Spills Action Centre (SAC)**

The Ministry of the Environment (MOE) serves primarily as a regulatory agency. The Spills Action Centre, staffed on a 24-hour basis, receives and records province-wide reports of spills and coordinates appropriate responses.

Spills are defined<sup>33</sup> as the uncontrolled release of a hazardous chemical, either as a solid, liquid or a gas.

Spills must be reported<sup>34</sup> immediately to the Ministry of the Environment and to the municipality when they cause or are likely to cause any of the following:

- ☐ Impairment to the quality of the natural environment – air, water, or land
- ☐ Injury or damage to property or animal life
- ☐ Adverse health effects
- ☐ Risk to safety
- ☐ Making property, plant, or animal life unfit for use
- ☐ Loss of enjoyment of normal use of property
- ☐ Interference with the normal conduct of business

The Spills Action Centre has access to extensive chemical database systems and often provides clean up advice over the phone. Depending on the nature and impact of an incident, the Spills Action Centre can activate various levels of ministry response. If there is a spill or other environmental emergency

## **8.6 Ministry of Municipal Affairs and Housing**

### **8.6.1 Disaster Recovery Assistance for Ontarians**

Disaster Recovery Assistance for Ontarians is designed to provide financial assistance to home and business owners in the aftermath of a natural disaster that causes costly, widespread damage to eligible private property.

The Minister of Municipal Affairs and Housing may activate the program for areas affected by natural disasters. Applicants within an area for which the program has been activated can apply to be reimbursed for basic, necessary costs related to the disaster.

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<sup>33</sup> Ministry of Energy, Northern Development and Mines, 2018.

<sup>34</sup> O.Reg. 675/98 Classification and Exemption of Spills and Reporting of Discharges

### **8.6.2 Municipal Disaster Recovery Assistance**

The Municipal Disaster Recovery Assistance program helps municipalities that have incurred extraordinary costs because of a natural disaster.

Eligible expenses may include capital costs to repair public infrastructure or property to pre-disaster condition, and operating costs over and above regular budgets that are necessary to protect public health, safety or access to essential services.

Costs are not eligible if they are covered by insurance or if they would have been incurred anyway had the natural disaster not occurred.

#### **8.6.2.1 Program activation and delivery**

The Minister of Municipal Affairs and Housing makes the decision to activate the program based on evidence demonstrating that the event meets the eligibility criteria for Municipal Disaster Recovery Assistance. The minister considers both the cause and extent of damage, along with the initial claim and supporting documentation provided by the municipality.

If the program is activated, the province and municipality enter into a grant agreement. All payments under the grant agreement are based on eligible costs actually incurred by the municipality as a result of the natural disaster.

#### **8.6.2.2 Eligibility Requirements**

In order to be eligible for the program, a municipality must have:

- ❑ Experienced a sudden, unexpected and extraordinary natural disaster.
- ❑ Incurred costs over and above regular budgets that can be demonstrably linked to the disaster. These costs must equal at least three per cent of the municipality's Own Purpose Taxation levy.
- ❑ Passed a resolution of council and submitted an initial Municipal Disaster Recovery Assistance claim (with supporting documentation) within 120 calendar days of the date of the onset of the disaster.

## 8.7 Conservation Authorities

The ***Conservation Authorities Act, R.S.O. 1990, c. 27*** assigns local conservation authorities the responsibility of coordinating flood control<sup>35</sup> within their area of jurisdiction and providing warnings to municipalities and the public.

The following Conservation Authorities have jurisdiction for a portion of Dufferin County and each has a current flood plan:

- Credit Valley Conservation
- Grand River Conservation Authority
- Saugeen Valley Conservation Authority
- Nottawasaga Valley Conservation Authority
- Toronto Region Conservation Authority

## 8.8 Public and Separate School Boards

The school boards within the County of Dufferin are responsible for the care of the school population, all school buildings and facilities, and school buses in accordance with their own emergency response plans.

## 8.9 Partners Engaged in Emergency Response (PEERs)

### 8.9.1 Salvation Army

The Salvation Army, under the direction of the Senior Official – Community Services, will be responsible for the provision of qualified personnel to assist Community Services staff in their mandate to deliver clothing, food and personal services.

The Salvation Army also manages a transitional housing unit on behalf of the County of Dufferin which may be utilized for emergency housing.

### 8.9.2 Canadian Red Cross

Should an emergency shelter need to be set up to receive and shelter evacuees it will operate under the authority of the Senior Official – Community Services and staffed by the Canadian Red Cross. The Canadian Red Cross will be responsible for:

- Registering evacuees
- Handling inquiries about evacuees
- Personal needs
- Food and Beverage services
- Clothing services
- Temporary lodging

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<sup>35</sup> 21 (1) For the purposes of accomplishing its objects, an authority has power,  
(j) to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effects thereof; R.S.O. 1990, c. C.27

### **8.9.3 Area Lions Emergency Response Team (ALERT)**

All five Lions Clubs in Dufferin County have joined together to form the Dufferin Area Lions Emergency Response Team (***Dufferin ALERT***).

Upon receipt of a request for assistance from the Community Emergency Management Coordinator, the Dufferin ALERT Team is prepared to provide support and assistance in the event of an emergency within the County, in accordance with the Dufferin ALERT Team Emergency Management Plan and subject to the availability of members to respond.

### **8.9.4 Ontario Society for the Prevention of Cruelty to Animals (OSPCA)**

The OSPCA, with the assistance of the Municipal Animal Control Officers, will be responsible for the following:

- Assist with the operation of temporary animal shelters
- Be prepared to evacuate and relocate animals under the care of the Humane Society should their facilities be located within the area to be evacuated

### **8.9.5 Mennonite Disaster Services (MDS)**

MDS is the organized response to the needs of "neighbors" in time of disaster. MDS endeavors to give time, talents, and energies to help relieve suffering caused by disasters.

MDS focuses on helping the most vulnerable: the elderly, people with disabilities, single parents, the unemployed, the uninsured and the underinsured.

### **8.9.6 Dufferin Emergency Search and Rescue (DESAR)**

DESAR is a group of certified volunteer ground search and rescue specialists based in Dufferin County. All searchers are certified by the Ontario Search and Rescue Volunteer Association and the Ontario Provincial Police.

## **9 LIST OF ANNEXES**

The annexes to this plan contain specific details about response procedures and, as such, may be strictly confidential.

### **9.1 Emergency Operations Centre Procedures**

- a. Emergency Operations
- b. Activity Log
- c. Emergency Contact List
- d. Emergency Information
- e. Emergency Support Services
- f. Donations Management
- g. Volunteer Management
- h. Recovery Operations
- i. Testing, Amendments, Distribution List

### **9.2 Agricultural Emergencies**

- a. Farm Animal Disease
- b. Food Contamination
- c. Plant Disease/Infestation

### **9.3 Environmental Emergencies**

- a. Drought/Low Water
- b. Earthquake
- c. Erosion
- d. Extreme Cold
- e. Winter Weather
- f. Extreme Heat
- g. Flooding
- h. Wildland Fire

### **9.4 Extraterrestrial Emergencies**

- a. Space Object Crash
- b. Space Weather

## **9.5 Hazardous Materials Emergencies**

- a. Spills in Transit
- b. Spills at Fixed Site

## **9.6 Human Health Emergencies**

- a. Water Quality
- b. Infectious Disease
- c. Substance Use/Overdose

## **9.7 Public Safety Emergencies**

- a. Terrorism
- b. Mass Gatherings
- c. Active Attacker
- d. CBRNE
- e. Civil Disorder
- f. Cyber Attack
- g. Electromagnetic Pulse
- h. Geopolitical Incidents
- i. Sabotage

## **9.8 Structural Failure Emergencies**

- a. Dam Failure
- b. Fire/Explosion
- c. Mine Emergency
- d. Structural Collapse

## **9.9 Supply and Distribution Emergencies**

- a. Communications Outage
- b. Power Outage
- c. Food Shortage
- d. Medical Supply Shortage
- e. Fuel Shortage

## **9.10 Transportation Emergencies**

- a. Aviation Crash
- b. Transit Crash
- c. Highway Crash

## **9.11 Recovery**

- a. Damage Assessment
- b. Restoring Key Services
- c. Critical Infrastructure
- d. Debris Management
- e. Disaster Recovery Assistance for Ontarians
- f. Municipal Disaster Recovery Assistance Program

DRAFT



Members of the public may access this document online or by visiting any municipal office located within the County of Dufferin.

**Accessible format available on request**

Questions or comments pertaining to this Emergency Response Plan or the County of Dufferin and Member Municipalities Emergency Management Program should be directed to;

Steve Murphy  
Community Emergency Management Coordinator  
Email: [smurphy@dufferincounty.ca](mailto:smurphy@dufferincounty.ca)  
Phone: 519-941-2816 Ext #2401



## **REPORT TO COMMITTEE**

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

**From:** Michelle Dunne, County Clerk

**Meeting Date:** October 28, 2021

**Subject:** **Digitization Policy and Amendments to Records Retention By-Law**

### **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 seek approval of the Digitization Policy and to amend By-law 2017-12, Records Retention By-law, to reflect recent updates in legislation, case law, and current practices.

### **Background & Discussion**

All divisions now manage records in both physical and electronic forms. Ontario Works, as part of a pilot project with the Province, digitized current client files in 2020. As found with the digitization of the Ontario Works client files, there are benefits to digitizing physical records to create one consistent medium in which to conduct business and improve services to the public. Staff recommend expanding the digitization project to include additional corporate records.

Digitization (also known as scanning or imaging) is defined as the process of converting any hard-copy record into electronic form. The digitization process is a project and the first step is to create a digitization policy to guide staff.

The purpose of this policy to provide the process and direction needed to create digitized records that are significantly authentic, trustworthy, and reliable to serve as corporate records. The policy is consistent with national standards, including the Canadian General Standards Board publication CAN/CGSB-72.34-2017 – Electronic Records as Documentary Evidence.

This policy applies to all divisions who are planning a digitization project. It will allow for the disposal of physical records subject to established records retention periods, and permits the electronic records to replace the physical record as the original.

The policy is attached to the report as Appendix A.

As part of the digitization project, the County's Records Retention Schedule will also be updated to accept digitized copies as the official corporate record. In addition, the Records Retention Schedule will also be updated to reflect new legislative requirement. The County subscribes to a service from The Information Professionals that provides an annual retention schedule update. This update consolidates the retention requirements or limitation period due to recent updates in legislation and case law based on The Ontario Municipal Records Management System (TOMRMS).

The County's Records Retention Schedule was last updated in 2017 and since then there has been changes to some of the legislative requirements for recordkeeping. Changes are being recommended to bring the Retention Schedule in line with the current update from The Information Professionals as well as to reflect current operational practices. A summary of the recommended changes is attached to this report as Appendix B.

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

By adopting both the Digitization Policy and the Records Retention Schedule there is no financial cost. However, the completion of a full digitization project would require funding allocation.

### **Recommendation**

**THAT the Report from the County Clerk dated October 28, 2021 regarding, Digitization Policy and Amendments to the Records Retention By-law be received;**

**AND THAT policy 2-13-16 Digitization be approved;**

**AND THAT a by-law be presented to amend Schedule 'A' of By-law 2017-12 to reflect the updates to retention schedule.**

Respectfully Submitted By:

Michelle Dunne  
Clerk

Prepared by:  
Rebecca Whelan, Deputy Clerk

Appendix A: Digitization Policy  
Appendix B: Summary of Changes to Retention Schedule



## POLICY & PROCEDURE MANUAL

<b>SECTION</b>	ADMINISTRATION	<b>POLICY NUMBER</b>	2-3-16
<b>SUB-SECTION</b>	Information Management	<b>EFFECTIVE DATE</b>	
<b>SUBJECT</b>	Digitization of Records		
<b>AUTHORITY</b>	General Government Services Council		

### PURPOSE:

Digitization (also known as scanning or imaging) is defined as the process of converting any hard-copy record into digital/electronic form. Meeting the requirements established in this policy will ensure that digitized records are recognized as authentic, trustworthy, and reliable for legal and administrative purposes.

If records are digitized in accordance with these guidelines, the scanned images may replace the original physical record. The original physical records may be destroyed after quality control checks are completed.

Digitized records, once created, must be stored in a well-managed system with appropriate recordkeeping functionality for as long as they need to be retained in accordance with the Records Retention Schedule. Well-managed systems support the admissibility of digitized records in legal proceedings.

### DEFINITIONS:

Digitization: (also known as scanning or imaging) means the use of a scanner or photocopier to convert physical records into digitized records (also known as electronic records)

Trusted Records Management System: (also referred to as a well-managed system) systems which operate reliably and consistently meet minimum recordkeeping standards.

## **PROCEDURES:**

### **Scanning**

1. Documents may be scanned using any scanner or photocopier available provided the quality of the final image meets the standards in the quality control checklist. See Appendix A for tips for preparing documents for scanning.
2. Documents must be scanned in pdf or tiff format.
3. After a batch has been scanned, check the scanned images to ensure that all pages were scanned and that all pages are legible. Re-scanning of a portion of the documents may be necessary if pages are missing or if pages are not legible.
4. Return the original physical records to their box/file in the same order in which they were originally packed. It is important to maintain the original order of the documents in case they have to be re-scanned at a later date.

### **Quality Control Checks**

1. Quality control checks must be completed while the original physical records are still available so that they may be re-scanned if necessary.
2. To complete a quality control check, select a random sample (minimum 10 pages in order) of the original physical records. Using the checklist in Appendix B, compare the original physical record to the scanned image.
3. If the sample being reviewed fails the quality control check, the original records must be re-scanned. The re-scanned images must be submitted for a second quality control check.
4. Any modifications to scanned images made after they have been scanned should be entered into modification log (see Appendix C). The checklist provides evidence that the images were modified only at the time of scanning and that modifications were done to improve legibility only and not to modify the contents of the document.
5. Completed quality control checklists will be kept on file by the Clerk's Office.
6. Each division is responsible for conducting their own quality control checks. The Clerk's Office may also complete quality control checks at any time.

## **Disposal of Original Physical Records**

1. The original physical record must be kept for a minimum of 60 days following being scanned to allow for quality control checks.
2. Quality control checks must be completed before the original physical record can be destroyed.
3. Sign off is required from the division manager as well as the Clerk or designate before the original physical records may be securely destroyed.
4. Original physical records will not be destroyed if:
  - a. A legible copy cannot be made
  - b. Where litigation is ongoing
  - c. Where a freedom of information request has been made for the records
  - d. Where original signatures are significant and have high value (i.e. agreements)
  - e. Where the original physical record has archival value

## **Storage of Digitized Records**

1. The electronic record must be stored in a County approved application that has audit capabilities.
2. Use of additional applications for records storage must be approved by the Clerk or designate and IT staff.
3. The electronic record must not be altered.
4. The electronic record must be kept in accordance with the Records Retention Schedule.

## **Appendix A: Tips on Preparing Documents for Scanning**

- Check if the documents are single or double sided so that the scanner settings can be adjusted accordingly
- Check if the documents need to be scanned in colour or in black and white so that the scanner settings can be adjusted accordingly
- If documents are being sent off-site for scanning by a third-party, make a list of the documents or files as you prepare the boxes. Number each box and record the box numbers on the file/document list. Keep a copy of the list for tracking purposes.
- Remove all clips, rubber bands, staples, and other fasteners from folders and from multi-page documents.
- Carefully unfold and flatten documents.
- Check each file to ensure that all documents are in their proper sequence.
- Note any missing pages from multi-page documents, missing parts of a page, stains, tears or other irregularities that affect the legibility of the records.
- Tape torn documents before scanning. For single sided documents, please the tape on the back side of the document.
- Remove sticky notes and flags, unless they contain important information. If sticky notes and flags must be retained because they contain important information, tape them to the document or onto a separate sheet of paper so that they don't obscure the main document.
- Tape small documents onto a sheet of paper.
- Insert dividers/seperator pages in between documents or batches of documents to indicate where each scanned file should start and stop.



### Appendix B: Quality Control Checklist

Date	Time	Name	Batch Size	File Name(s)	Were any problems noted (Yes/No)?	Is a re-scan required (Yes/No)?	Initials

#### Issues to Check For:

- Illegible characters
- Image skew
- Images missing
- Missing portion of image
- Incorrect orientation
- Incorrect image size
- Inadequate contrast
- Speckle or noise on image
- Poor focus
- Poor colour
- Image out of sequence

## Appendix C: Modification Log

[illegible]

## Appendix B: Summary of Changes to Records Retention Schedule

Category Code	Category Name	Total Retention	Method of Disposition	Notes on Changes
A23	Performance Management and Quality Assurance	6 years	Archival Appraisal	Retention changed from superseded (TOMRMS update)
A26	Building Structure Systems	Superseded	Destroy	New category (TOMRMS update)
C08	Goals and Objectives	Superseded + 5 years	Archival Appraisal	Retention changed from superseded (TOMRMS update)
C14	Declarations of Pecuniary Interest	Permanent	Permanent Storage	New category based on business need
C15	Recordings of Council	1 year	Destroy	New category based on business need
D03	Environmental Planning	15 years	Archival Appraisal	Retention changed from 10 years (TOMRMS update)
D27	Part Lot Control	Final decision + 5 years	Destroy	New category (TOMRMS update)
D28	Provincial Plans and Policies	5 years	Destroy	New category based on business need
E02	Storm Sewers	Project complete and no outstanding issues + 2 years	Destroy	Retention changed from 5 years (TOMRMS update)

Category Code	Category Name	Total Retention	Method of Disposition	Notes on Changes
E09	Drains	Project complete and no outstanding issues + 5 years	Archival Appraisal	Retention changed from 5 years (TOMRMS update)
E21	Environmental Compliance Approvals	Approval ceases to apply + 3 years	Destroy	Retention changed from Approval ceases to apply + 2 year (TOMRMS update)
E24	Private and Small Water Systems	As long as equipment is in use + 15 years	Destroy	New category (TOMRMS update)
E25	Land Quality Monitoring	7 years	Destroy	New category (TOMRMS update)
E26	Gasoline Storage and Dispensing	7 years	Destroy	New category (TOMRMS update)
E27	Waste Collection Tickets	3 years	Destroy	New category based on business need
F28	Regulatory Reporting - Financial	6 years	Destroy	New category (TOMRMS update)
H01	Attendance and Scheduling	3 years	Destroy	Retention changed from 2 years (TOMRMS update)
H27	Health and Safety Audits and Assessments	Superseded	Destroy	New category based on business need
H28	Employee Recognition	5 years	Destroy	New category (TOMRMS update)

Category Code	Category Name	Total Retention	Method of Disposition	Notes on Changes
H29	Health and Safety Screening Forms	30 days	Destroy	New category based on business need
L14	Contracts and Agreements - Simple	Expiry of contract + 10 years	Destroy	Retention changed based on business need from Expiry of contract + 7 years
M07	Publications	Superseded + 3 years	Archival Appraisal	Retention changed from superseded (TOMRMS Update)
M11	Public Relations and Public Awareness Campaigns	5 years	Archival Appraisal	New category (TOMRMS update)
M12	Intellectual Property	Copyright, patent, or trademark expired + 5 years	Destroy	New category (TOMRMS update)
P04	Hazardous Materials	Superseded + 5 years	Destroy	Retention changed from Superseded + 3 years (TOMRMS update)
P21	Facilities Routine Water Use, Monitoring, and Testing	6 years	Destroy	New category (TOMRMS update)
P22	Emergency Response	End of emergency response + 5 years	Archival Appraisal	New category based on business need

Category Code	Category Name	Total Retention	Method of Disposition	Notes on Changes
S01	Childcare Programs	2	Destroy	Retention changed from Date child last participated + 2 years to reflect category use for general program records
S07	Children's Services	7 years	Destroy	Retention changed from 5 years to accommodate fee subsidy records
S10	Childcare Enrolment	Date child last participated + 3 years	Destroy	Category was removed in 2017 update and is now being reinstated
S13	Housing Services	10 years	Destroy	New category (TOMRMS update)
S14	Social and Health Care Planning and Management	7 years	Destroy	New category (TOMRMS update)
S15	Dufferin Oaks Operations	4 years	Destroy	New category (TOMRMS update)
S16	Food Preparation and Service – Dufferin Oaks Residents	1 years	Destroy	New category (TOMRMS update)
S17	Food Preparation and Services – Non-Residents	7 years	Destroy	New category (TOMRMS update)
S18	Controlled Drug Inventory	2 years	Destroy	New category based on business need

Category Code	Category Name	Total Retention	Method of Disposition	Notes on Changes
T06	Road Maintenance	Project finished + 7 years	Destroy	Retention changed from 6 years (TOMRMS update)
T13	Haulage Tickets	3 years	Destroy	New category based on business need

### Categories No Longer Used

Category Code	Category Name	Notes on Changes
D20	Reference Plans	Land Registry Office now sends reference plans to the local municipalities
E12	Private Sewage Disposal Systems	Combined with P10 – Building Permits
E23	Specifications – Private Sewage Disposal Systems	Combined with P10 – Building Permits
L10	Federal Legislation	Not County records
L11	Provincial Legislation	Not County records
P06	Building and Structural Inspections	Combined P10 – Building Permits
P07	Health Inspections	Combined with P08 - Investigations
R05	Cultural Facilities	Category removed as part of TOMRMS update
V03	Transportable Equipment	Category combined with V02 – Mobile Equipment

## **REPORT TO COMMITTEE**

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

**From:** Michelle Dunne, County Clerk

**Meeting Date:** October 28, 2021

**Subject:** **Electronic Signatures Policy**

**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 obtain approval of an electronic signatures policy.

### **Background & Discussion**

At its meeting of June 10, 2021, Council approved the purchase of a digital signature software solution through the Safe Restart funding. The development of an electronic signature policy is the first step in the implantation of the software solution.

In Canada, electronic signatures are permitted for most documents and records where a "wet ink" original signature would be accepted. In Ontario, electronic signatures are not accepted for

- wills and codicils;
- trusts created by wills or codicils;
- powers of attorney, to the extent that they are in respect of an individual's financial affairs or personal care; or
- negotiable instruments (cheques, promissory notes, bills of exchange, etc.)

An electronic signature can take a variety of forms including:

- a scanned copy of a physically-signed document;
- a signature that has been scanned and then pasted into an electronic document;
- a typed name;



- a signature created using a stylus or finger on a touchscreen;
- clicking an electronic confirmation or acknowledgement on a website; or
- a digital signature through a secure solution.

To ensure the validity and authenticity of the electronic signature, best practice is to use a digital signature solution. These products use encryption technology to embed additional information into a signature line, creating an audit record and security associated with the signature and the document itself. Using a digital signature makes a document more supportable than the use of another type of electronic signature as the record created meets authenticity, integrity, and longevity standards.

The policy will provide guidelines and requirements related to the use of electronic signature for business transactions within the County. The policy does not mandate the use of electronic signatures and will not affect the County's ability to continue to conduct transactions using wet signatures. A copy of the policy is attached as Appendix A.

Following the approval of this policy, Clerks staff will work with Procurement and IT to purchase a solution that will meet the needs of the County. Staff will consult with the various departments and work together on a project charter to determine the requirements.

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

By adopting both Electronic Signature Policy there is no financial cost. The cost of purchasing a digital signature solution was approved by Council through the Safe Restart funding.

### **Recommendation**

**THAT the Report from the County Clerk dated October 28, 2021, regarding Electronic Signatures Policy, be received;**

**AND THAT policy 2-3-15 Electronic Signatures be approved.**

Respectfully Submitted By:

Prepared by:

Michelle Dunne, County Clerk

Rebecca Whelan, Deputy Clerk

Appendix A: Electronic Signature Policy



## POLICY & PROCEDURE MANUAL

<b>SECTION</b>	ADMINISTRATION	<b>POLICY NUMBER</b>	2-3-15
<b>SUB-SECTION</b>	Information Management	<b>EFFECTIVE DATE</b>	
<b>SUBJECT</b>	Electronic Signatures Policy		
<b>AUTHORITY</b>	General Government Services - Council -		

### PURPOSE:

The purpose of this policy is to provide guidelines and requirements related to the usage of electronic signatures for business transactions within the County of Dufferin.

### STATEMENT:

Section 15 of the Electronic Commerce Act, 2000, provides that if a public body has the power to create, collect, receive, store, transfer, distribute, publish, or otherwise deal with information and documents, it has the power to do so electronically, including the signing of documents by electronic methods.

The County of Dufferin is committed to streamlining internal and external business processes in order to improve how services are delivered. The use of electronic signatures will help to expedite workflow processes and improve customer service.

## **DEFINITIONS:**

Digital Signature: a form of electronic signature made using a secure software solution that is fully or partially reinforced through cryptography to ensure the identity of the signer as well as the integrity and authenticity of the record.

Electronic Record: a record created, generated, sent, communicated, received, or stored by electronic means.

Electronic Signature: electronic information that a person creates or adopts in order to sign a document that is in, attached to, or associated with a document. Electronic signatures include, but are not limited to: digital signatures; signature block on an email; a typed name; an image of a wet signature on an electronic submission; a personal identification number; a click-through agreement or acknowledgment on a web form; and a handwritten but digitally captured signature made on a touchscreen device.

Electronic Submission: refers to a document that has been submitted through electronic means including, but not limited to, an email, web form, or file share.

Reliability: the extent to which the reader can be objectively certain of the identity of the signers and the integrity and authenticity of the document.

Wet Signature: a signature made on a physical document using physical means (i.e. an ink signature by hand).

## **SCOPE:**

An electronic signature is permitted in Ontario as per the Electronic Commerce Act, 2000 with the following stipulations:

- The County must be able to reliably identify the person signing;
- The County must be able to reliably associate the signature to the document it is for; and
- The electronic signature must meet internal information technology standards.

This policy shall apply to all municipal departments and employees in Dufferin County who use electronic signatures in the course of their prescribed duties.

This policy does not mandate the use of electronic signatures, nor does it limit the County's right or option to conduct a transaction on paper or in a non-electronic

format. This policy does not affect the County's right or obligation to permit or require documents to be provided or made available on paper when permitted.

The policy does not affect the County's ability to conduct transactions using wet signatures.

Electronic signatures shall not be accepted on

- Wills and codicils;
- Trusts created by wills or codicils;
- Powers of attorney, to the extent that they are in respect of an individual's financial affairs or personal care;
- Negotiable instruments (cheques, promissory notes, bills of exchange, and other similar instruments); and
- Any other document where a wet signature is required by law.

This policy does not apply to commissioned documents or to any forms submitted in accordance with the Municipal Elections Act.

All electronic submissions received are subject to the Municipal Freedom of Information and Protection of Privacy Act.

Any existing Federal, Provincial, and Municipal laws that prohibit electronic signatures shall supersede this policy.

## **PROCEDURES:**

1. The County will use and accept electronic signatures with the same force and effect as a wet signature, whenever appropriate. The County accepts electronically signed documents as legally binding and having the same legal value as paper documents with a wet signature.
2. No person or business that deals with Dufferin County shall be compelled or required to transact using electronic signatures. Where a wet signature is requested, the County shall consent.
3. Department heads, at their sole discretion, may permit an employee in performing their prescribed duties, to accept electronic submission of documents bearing electronic signatures.
4. When using an electronic signature, all existing practices that would be required for a wet signature must be observed. Employees are required to follow existing rules for delegated authority, financial approvals, and records management.

5. Employees who use electronic signatures have a responsibility to ensure the identity of all parties involved in signing a document.
6. The manner in which electronic submissions bearing electronic signatures are received must be reliable for the purpose of identifying the person and shall be accepted or declined at the sole discretion of the responsible employee.
7. Electronic submissions or transactions bearing electronic signatures shall be reliable. The reliability requirement is satisfied, only if at the time the document was created and the electronic signature is made:
  - a. The electronic signature is reliable for the purposes of identifying the person as well as ensuring the integrity and authenticity of the document; and
  - b. The association of the electronic signature with the relevant electronic document is reliable.
8. The preferred method of electronic signature shall be the use of a digital signature where practical and reasonable.
9. The method of the electronic signature used in a transaction will be determined based on:
  - The reason for or context of the signature;
  - Risks associated with the particular transaction and the electronic record it is documented by;
  - Legal requirements (including integrity and reliability);
  - Retention requirements of the electronic record being signed; and
  - The ability of the method to validate the electronic signature through the retention period of the electronic record containing the electronic signature.
10. Any documents that are signed by the Warden and Clerk require a seal.
11. No person, through the transmission of an electronic submission bearing an electronic signature shall represent themselves in a way that is false or misleading. Where an employee believes that a misrepresentation has occurred, the submission shall not be processed.
12. No routine acknowledgement of receipt from the County is required in conjunction with an electronic submission. It is the sole responsibility of the person transmitting the electronic submission to ensure that the submission has been received.
13. The assignment of appropriate records retention and disposition of electronic submissions shall be managed in accordance with the County's Records Retention Schedule.
14. An electronically signed record constitutes the original copy of said record and shall be maintained, accessible, and reproducible in an accurate format, even if there are paper printouts of the same record.

15. Employees who falsify electronic records, electronic transactions, or electronic signatures are subject to disciplinary action, up to and including termination of employment.
16. The County shall not accept an electronic signing transaction if the method used by the other person does not meet the requirements outlined in this policy.



## **REPORT TO COMMITTEE**

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

**From:** Cheri French, Director of Human Resources

**Meeting Date:** October 28, 2021

**Subject:** **People and Equity and Human Resources Services**

**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 an overview of the increased recruitment challenges and continued capacity constraints experienced by Human Resources and the residual impact across the organization.

### **Background & Discussion**

Since the onset of the COVID-19 pandemic, the County has been focused on business continuity while delivering high quality services to the residents of Dufferin County. While this has resulted in new and different ways of working, it has also highlighted some of the capacity constraints previously experienced by Human Resources. In addition to the capacity constraints, the County's recruitment efforts have been met with even greater challenges.

#### Recruitment Trends

As previously noted in the Manager of Corporate Finance, Treasurer's report titled Budget Update, recruitment continues to be a concern across numerous County departments. As of September 2021, the County has seen a 28.57% increase in non-union job postings in comparison to 2020 with still another 3.5 months remaining in the year. Additionally, the

County is experiencing a 23.26% decline in the average number of applicants per non-union job posting in comparison to 2020.

Similar to other long-term care homes in Ontario, recruitment for Dufferin Oaks continues to be in high demand, thereby requiring consistent focus and on-going effort from staff. Last week, the County received a notice for \$1.15 million in additional funding for Dufferin Oaks, focused on enhancing hours for the Nursing department by an additional 456 hours per week. This enhancement will require further focus on recruitment at Dufferin Oaks and the development of additional strategies to assist in the attraction and retention of healthcare employees.

While recruitment efforts have increased by the County, it has become increasingly more difficult to secure good, qualified candidates. The job market has shifted significantly, resulting in a candidate's market. This in turn has identified some trends in candidate expectations including, but not limited to, expedited recruitment activities, flexible and remote work arrangements, increased vacation levels and compensation. It is not uncommon for candidates to have multiple offers to consider thereby providing more leverage when deciding where to work. Additionally, there has been an increased occurrence of candidates not attending scheduled interviews and, in some cases, not reporting to work or completing orientation once hired.

Although strains with recruitment has been felt throughout the organization, it is important to note that Manager and Director level positions have proven to be the most difficult to fill.

A report from Robert Half Talent Solutions ([Employment Trends in 2021: Demand for Skilled Talent | Robert Half](#)) indicates that:

- Workers are in the driver's seat
- 72% of professionals lose interest in a job if they don't hear back within 2 weeks of the initial interview
- 40% of senior managers are negotiating more paid time off for new employees as its top hiring incentive.

These trends align with the County's experience. To offset this, the County has incorporated additional strategies to assist with its recruitment efforts, including but not limited to:

- Incorporating paid and sponsored ads on external recruitment sites and in newspapers,
- Sourcing candidates directly through cold calling,



- Utilizing a recruitment agency to assist with key leadership vacancies,
- Adding temporary recruitment support to focus specifically on recruitment efforts at Dufferin Oaks,
- Engaging a consultant to assist with a Market Survey review to assess our compensation levels,
- Addressing capacity constraints within the Human Resources team through temporary administrative and human resources staff enhancements,
- Revisiting the work related to paid time off as brought forward by the Employee Retention and Attraction Committee prior to the onset of COVID-19.

At Dufferin Oaks, Human Resources has worked collaboratively with the management team to jointly identify opportunities in recruitment, including enhanced post-secondary student engagement and practical work experience opportunities, focused advertisement and marketing efforts and working together to increase the effectiveness and timing of our recruitment responses.

Although these efforts have made small gains, the County needs to address its capacity issues to bring staff workloads to a reasonable and sustainable level moving forward. As a result of these recruitment challenges, several key positions have remained unfilled thereby causing further capacity constraints throughout the organization. Working to ensure service continuity, County staff have been working longer hours and often are unable to take adequate time away from work to rest and recharge appropriately. As a residual effect, the County has experienced an increase in staff being off on leaves throughout this period. Human resources staff see an increase in staff concerns and issues requiring attention and follow up.

### Human Resources Services

In addition to the ongoing recruitment challenges noted above, the Human Resources team has been managing additional capacity constraints arising from an increased need for service in some key areas, which was further highlighted by the pandemic. Some of these include:

- An increase in staff concerns and issues requiring follow-up,
- Focused efforts on mental health support and initiatives,
- New policies, processes and procedures, particularly in Health and Safety,
- An aging workforce resulting in succession management and service considerations,
- Increased absences requiring disability management and return to work support,
- Enhanced employee communication needs,
- Increased labour relations support,
- Understanding and implementing frequent changes in legislation,

- Changes needed to payroll processes including the creation, testing and implementation of new system codes to support Provincial enhancements such as the PSW wage enhancement,
- Enhanced support to navigate new protected leaves and the residual impacts on pension and benefits,
- Supporting and implementing organizational restructuring and change initiatives,

This increased demand has strained the Human Resources team and its service. To manage, several key services were put on hold including opportunities for employee learning, growth and development, employee recognition initiatives, Human Resources policy updates and employee engagement and communication initiatives. All of these are necessary to support new and existing employees and to create and foster a people first strategy and corporate culture that makes Dufferin County a competitive employer of choice.

A significant component of the corporate culture work is a focus on diversity, equity and inclusion. Earlier this year Council approved changing the organizational structure to improve alignment and strengthen the commitment to this work. The current Director of Human Resources role is to be eliminated and new Director of People and Equity position created. The Director will be supported by a Manager of Human Resources and an Equity Coordinator along with other members of the Human Resources team.

This change was approved in May yet the challenges outlined in this report have meant the new roles have not yet been implemented. Recruitment for the Director of People and Equity is currently underway and is being managed by an external recruiting agency. A temporary Human Resources Manager is being sought for a six-month period to facilitate the transition process and to assist with the recruitment of a permanent candidate.

The responsibilities for the Equity Coordinator role will be reviewed and finalized when the new Director is in place and is able to assess the requirements. As was outlined in the Chief Administrative Officers report of May 13, 2021, these changes represent a real commitment to change and an appreciation that the work cannot effectively be carried out by consultants, treated as a project with an end date. The commitment to create an inclusive organization that is representative of the community means putting people first, creating capacity and making an investment in learning and expertise.

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

To alleviate existing capacity constraints within the Human Resources department and to assist in providing consistent and focused recruitment service and initiatives to all departments at the County, staffing enhancements are recommended as follows:

- 2 Human Resources Generalists, one of which would be dedicated to the ongoing support of Human Resources services and recruitment efforts at Dufferin Oaks. The financial impact this enhancement is \$96,324 annually for each of the two positions or \$192,648.
- 1 Administrative Support Specialist to support the Human Resources Manager and team. The financial impact of this enhancement is \$79,490.

To support enhanced recruitment efforts, further focus on attraction and retention strategies and initiatives is required. The staffing enhancements included in this report will allow for a redistribution of duties amongst the Human Resources team, thereby allowing for coverage and service continuity during absences, as well as opportunities to focus on foundational work, providing consistent and timely Human Resources services, and recommending, supporting and responding to organizational engagement and change initiatives.

**Recommendations:**

**THAT the report of the Director of Human Resources dated October 28, 2021 be received;**

**AND THAT the staffing enhancements (2 Human Resources Generalists and 1 Administrative Support Specialist as outlined in the report) be included in the 2022 draft budget.**

Respectfully submitted,

Cheri French  
Director of Human Resources

## **REPORT TO GENERAL GOVERNMENT SERVICES**

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

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

**Date:** October 28, 2021

**Subject: Strategic Action Plan Progress Update October 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.

It is important to note that a number of initiatives are behind schedule or delayed. In many cases this is as a function of a lack of staff capacity. Finance, Human Resources, and IT have at various points throughout the year had staff vacancies. In addition, all of these departments have had to shift attention and focus to deal with immediate issues related to the pandemic. Some of these activities include: additional reporting, employee well-being concerns, continually updating health and safety requirements, updating policies and support for remote workers. A number of items are also impacted by delays and constraints in other departments.

The timelines have been updated in the attached chart.

### **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. Many of the items being extended to 2022 were to be funded from reserves and will have no impact on the budget.

### **Recommendation**

**THAT the report of the Chief Administrative Officer, regarding the Strategic Action Plan – GGS Objectives, dated October 28, 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 October 2021 - GGS

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 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.  Assessment ongoing
	Tax Levy			High Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 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>	<p>Assessment of social media platforms ongoing. Audience survey to be completed.</p> <p>Communications guidelines and roadmap in progress.</p>
<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	Ongoing assessment of options. Project scheduled for 2022 and



Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 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	funds to be included in draft budget.
<b>GG 3</b> Employee Well-Being Initiatives					
<b>GG 3.1</b> 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	<b>Director Human Resources/</b> SMT, Human Resources, staff committee	Low Cost	Culture work is to be embedded in the new "People and Equity" Department and will be lead by a new Senior Equity staff member.
	Rate Stabilization Reserve			Medium Impact	This work is being delayed to 2022 until the necessary staff are in place.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
GG 4 Recruitment Process					
GG 4.1 Improve recruitment process <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>	Minimal, software included with technology upgrades	Q2 - 2021	Director Human Resources/ Human Resources/ All departments	Low Cost	Similar to culture work above. To be led by new Director and HR Manager once positions are filled.
	n/a			Medium Impact	Delayed until 2022
Sustainable Environment and Infrastructure (SEI)- protect assets both in the natural and built environment					
SEI 4 Maintain Infrastructure					
SEI 4.1 Implement Asset Management plan <ul style="list-style-type: none"><li>Develop inventory of all assets</li><li>Update facilities asset inventory</li><li>Create facility inventory of housing unit assets</li></ul>	\$50,000	Q2-Q3 2021 extended to 2022	Director of Corporate Services/ 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.  Data collection from departments is ongoing.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
<p>(Community Services focus, Appliances, Unit conditions – flooring, lighting and plumbing fixtures, wall finishes, 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</li> </ul> </li> </ul>					<p>Plan completion estimated for 2022.</p>

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
Preventative Maintenance programs and Replacement Schedule (Q4) <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 extended to 2022	<b>Director of Corporate Services/</b> Consultants, Finance, Human Resources, Cross functional team	Low Cost	Preliminary review underway.  RFP for consultant awarded in October.  Work will carry forward into 2022.
	Municipal Modernization Fund			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 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 RFP process and implementation (Q3)</li> <li>Issue RFP (Q3-4)</li> </ul>	\$20,000 for consultants	2022	<b>Director of Corporate Services</b> Consultants, Finance, Human Resources	Low Cost	To be integrated in to the work of the consultant noted above.
	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>	\$800,000 - \$1,000,000 for software and training	2022 into 2023	<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	October 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 completed.
	Tax Levy			Medium Impact	Security Analyst job position filled.  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 assess needs and capacity (Q1)</li> <li>Develop cost recovery structure (Q2)</li> <li>Update agreements (Q3)</li> </ul>	Cost Neutral	Q3 2021 extended to Q4	<b>Director of Corporate Services,</b> IT Manager, IT Staff, HR	Low Cost	Meetings with local municipal staff ongoing.
				Medium Impact	New costing model introduced to municipal staff, additional meetings scheduled for November.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
<ul style="list-style-type: none"> <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> <li>• Engage consultant to do space needs analysis based on projected use</li> <li>• Coordinate with Orangeville to identify</li> </ul>	\$50,000 - \$100,000/ Potential future savings	Q2 2021 extended to 2022	<b>CAO/</b> SMT/ cross functional team	Low Cost	On hold until 2022. Future status of occupancy and tenants remains uncertain.
	Rate Stabilization Reserve			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
opportunities for shared space or other options					
<b>SV 8 Streamline and Improve Procurement Services</b>					
<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. Capacity remains an issue. 3 <sup>rd</sup> position as recommended in SDR is required and included in 2022 budget.
	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> <li>Coordinate with local municipalities to identify opportunities to dovetail policies and streamline purchases</li> </ul>	\$30,000 - \$75,000	Q3 2021 extended in to 2022	<b>Director of Corporate Services</b> Procurement Manager, Procurement Staff	Low Cost	Project to be pushed into 2022. Will need the additional staff person
	Rate Stabilization Reserve			Medium Impact	



Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
<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 extended in to 2022	<b>Director of Corporate Services</b> Procurement Staff	Low Cost	Pushed into 2022. Need additional staffing resources.
	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><li>• Develop a Diversity and Inclusion Plan in consultation with the committee</li></ul>	\$20,000 annual committee budget	Starting Q2 2021	<b>CAO/Council</b> Community committee, cross functional team, staff reps	Low Cost	DEICAC has been formed, meets monthly. 2 sub-committees – 1 for HHS issues and one for ec dev and tourism issues. Webpage has been set up and is being populated with information about committee members.
	Within current budget			High Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
					Mandate updated to focus on County services and to recommend changes to improve equity and inclusion
<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	Ongoing, Survey work to be extended in to 2022	<b>CAO/</b> Staff D&I committee, SMT, All staff	Medium Cost	Recent report on Advancing DEI through Organization change. Director of People and equity recruitment underway. Recruitment for HR Manager to start shortly.
	Tax Levy			High Impact	Inclusive leadership program for Managers started in October 2021 to continue into 2022.  Staff D&I committee actively promotes and recognizes traditions, holidays and special events.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
<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	Thorough review to commence in 2022 once staff are in place. An additional DEI Coordinator role will be required to further advance this work rather than using only consultants.
	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 to be completed Q4	<b>CAO/</b> External Consultant	Low Cost	Consulting firm IBI conducting study. Steve Murphy is staff lead. Expected to have final report to Council in December 2021.
	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><li>Identify long term service plan</li></ul>	\$100,000 for staff/ Long term investment TBD	TBD	<b>TBD/</b> External consultant/ transit Service providers	High Cost	Dependent on information in consultants report
	Tax Levy			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	October 2021 Progress Update
<ul style="list-style-type: none"> <li>Support partnerships</li> </ul>					

# Council & Grant Program

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expenditures						
Salaries and Benefits	\$335	\$342	\$260	\$350	\$90	74.26%
Administrative and Office	\$79	\$54	\$36	\$133	\$97	26.79%
Service Delivery (Grant Progr	\$133	\$98	\$106	\$140	\$34	75.42%
IT and Communications	\$3	\$2	\$0	\$4	\$3	10.93%
Facilities	\$0	\$1	\$1	\$7	\$6	8.46%
<b>Total Expenditures</b>	<b>\$550</b>	<b>\$498</b>	<b>\$402</b>	<b>\$633</b>	<b>\$231</b>	<b>63.51%</b>
Transfers						
Transfers from Reserves	-\$6	\$0	-\$17	-\$17	\$1	103.01%
Transfers to Reserves	\$0	\$17	\$0	\$0	\$0	0.00%
<b>Total Transfers</b>	<b>-\$6</b>	<b>\$17</b>	<b>-\$17</b>	<b>-\$17</b>	<b>\$1</b>	<b>103.01%</b>
<b>Total Council &amp; Grant Programs</b>	<b>\$544</b>	<b>\$515</b>	<b>\$385</b>	<b>\$617</b>	<b>\$232</b>	<b>62.44%</b>

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	-\$195	-\$57	-\$1	\$56	8145.43%
Other Revenue	-\$53	-\$103	-\$53	-\$87	-\$34	60.58%
<b>Total Revenues</b>	<b>-\$53</b>	<b>-\$298</b>	<b>-\$110</b>	<b>-\$87</b>	<b>\$22</b>	<b>125.33%</b>
Expenditures						
Salaries and Benefits	\$988	\$1,296	\$901	\$1,306	\$405	69.02%
Administrative and Office	\$185	\$395	\$278	\$762	\$484	36.51%
Service Delivery	\$54	\$45	\$27	\$72	\$45	37.91%
IT and Communications	\$17	\$18	\$11	\$57	\$46	18.81%
Vehicles and Equipment	\$0	\$0	\$0	\$1	\$1	13.50%
Internal Services Recovered	-\$46	-\$83	-\$68	-\$107	-\$39	63.81%
COVID	\$0	\$61	\$37	\$98	\$61	37.84%
Capital Contribution	\$0	\$65	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$1,198</b>	<b>\$1,796</b>	<b>\$1,186</b>	<b>\$2,188</b>	<b>\$1,002</b>	<b>54.21%</b>
Transfers						
Transfers from Reserves	-\$112	-\$254	-\$172	-\$614	-\$442	28.05%
<b>Total Transfers</b>	<b>-\$82</b>	<b>-\$224</b>	<b>-\$150</b>	<b>-\$584</b>	<b>-\$434</b>	<b>25.64%</b>
<b>Total Office of the CAO</b>	<b>\$1,063</b>	<b>\$1,274</b>	<b>\$927</b>	<b>\$1,517</b>	<b>\$590</b>	<b>61.11%</b>

# Office of CAO and Communications

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	\$0	-\$57	\$0	\$57	100.00%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$57</b>	<b>\$0</b>	<b>\$57</b>	<b>100.00%</b>
Expenditures						
Salaries and Benefits	\$0	\$0	\$201	\$376	\$175	53.51%
Administrative and Office	\$0	\$0	\$83	\$265	\$181	31.53%
IT and Communications	\$0	\$0	\$1	\$2	\$1	64.06%
COVID	\$0	\$0	\$0	\$0	\$0	100.00%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$285</b>	<b>\$642</b>	<b>\$356</b>	<b>44.47%</b>
Transfers						
Transfers from Reserves	\$0	\$0	\$0	-\$250	-\$250	0.00%
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$250</b>	<b>-\$250</b>	<b>0.00%</b>
<b>Total CAO, Comm</b>	<b>\$0</b>	<b>\$0</b>	<b>\$228</b>	<b>\$392</b>	<b>\$163</b>	<b>58.30%</b>

## Human Resources

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	-\$195	\$0	-\$1	-\$1	0.00%
<b>Total Revenues</b>	<b>\$0</b>	<b>-\$195</b>	<b>\$0</b>	<b>-\$1</b>	<b>-\$1</b>	<b>0.00%</b>
Expenditures						
Salaries and Benefits	\$771	\$1,040	\$482	\$679	\$197	70.99%
Administrative and Office	\$154	\$384	\$186	\$463	\$277	40.15%
IT and Communications	\$7	\$4	\$5	\$43	\$38	10.60%
COVID	\$0	\$0	\$33	\$0	-\$33	100.00%
Internal Services Recovered	-\$46	-\$83	-\$68	-\$107	-\$39	63.81%
<b>Total Expenditures</b>	<b>\$885</b>	<b>\$1,344</b>	<b>\$637</b>	<b>\$1,077</b>	<b>\$440</b>	<b>59.11%</b>
Transfers						
Transfers from Reserves	-\$47	-\$90	-\$88	-\$185	-\$97	47.72%
<b>Total Transfers</b>	<b>-\$47</b>	<b>-\$90</b>	<b>-\$88</b>	<b>-\$185</b>	<b>-\$97</b>	<b>47.72%</b>
<b>Total HR</b>	<b>\$838</b>	<b>\$1,060</b>	<b>\$549</b>	<b>\$892</b>	<b>\$343</b>	<b>61.52%</b>

# Health and Safety

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Government Transfers	\$0	\$0	\$0	\$0	\$0	0.00%
Other Revenue	-\$51	-\$55	-\$49	-\$87	-\$38	56.66%
<b>Total Revenues</b>	<b>-\$51</b>	<b>-\$55</b>	<b>-\$49</b>	<b>-\$87</b>	<b>-\$38</b>	<b>56.66%</b>
Expenditures						
Salaries and Benefits	\$97	\$130	\$124	\$126	\$2	98.11%
Administrative and Office	\$9	\$3	\$1	\$15	\$14	5.04%
Service Delivery	\$6	\$1	\$3	\$19	\$16	13.95%
IT and Communications	\$3	\$8	\$2	\$8	\$7	19.51%
Vehicles and Equipment	\$0	\$0	\$0	\$1	\$1	0.00%
COVID	\$0	\$0	\$0	\$98	\$98	0.00%
<b>Total Expenditures</b>	<b>\$115</b>	<b>\$141</b>	<b>\$129</b>	<b>\$266</b>	<b>\$137</b>	<b>48.43%</b>
Transfers						
Transfers from Reserves	-\$64	-\$86	-\$80	-\$179	-\$99	44.67%
<b>Total Transfers</b>	<b>-\$64</b>	<b>-\$86</b>	<b>-\$80</b>	<b>-\$179</b>	<b>-\$99</b>	<b>44.67%</b>
<b>Total CAO, HR, HS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

# Emergency Management

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Other Revenue	-\$3	-\$48	-\$3	\$0	\$3	100.00%
<b>Total Revenues</b>	<b>-\$3</b>	<b>-\$48</b>	<b>-\$3</b>	<b>\$0</b>	<b>\$3</b>	<b>100.00%</b>
Expenditures						
Salaries and Benefits	\$121	\$127	\$95	\$126	\$31	75.49%
Administrative and Office	\$22	\$8	\$8	\$20	\$12	41.40%
Service Delivery	\$48	\$44	\$25	\$53	\$29	46.24%
IT and Communications	\$7	\$6	\$4	\$5	\$1	77.32%
Vehicles and Equipment	\$0	\$0	\$0	\$0	\$0	45.00%
COVID	\$0	\$61	\$4	\$0	-\$4	0.00%
Capital Contribution	\$0	\$65	\$0	\$0	\$0	0.00%
<b>Total Expenditures</b>	<b>\$198</b>	<b>\$311</b>	<b>\$135</b>	<b>\$204</b>	<b>\$68</b>	<b>66.49%</b>
Transfers						
Transfers from Reserves	\$0	-\$78	-\$4	\$0	\$4	0.00%
Transfers to Reserves	\$30	\$30	\$23	\$30	\$8	75.00%
<b>Total Transfers</b>	<b>\$30</b>	<b>-\$48</b>	<b>\$18</b>	<b>\$30</b>	<b>\$12</b>	<b>61.56%</b>
<b>Total Emergency Management</b>	<b>\$225</b>	<b>\$215</b>	<b>\$151</b>	<b>\$234</b>	<b>\$83</b>	<b>64.40%</b>



# Corporate Services

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
User Fees	\$0	-\$1	-\$1	-\$1	\$1	261.00%
Investment Income	-\$816	-\$357	-\$809	-\$400	\$409	202.27%
Taxation	-\$687	\$40	\$0	-\$485	-\$485	-0.03%
Rent Revenue	-\$11	-\$11	-\$12	-\$12	\$0	100.03%
Government Transfers	-\$896	-\$1,578	-\$667	-\$83	\$584	804.02%
Other Revenue	-\$701	-\$500	-\$320	-\$153	\$167	209.24%
<b>Total Revenues</b>	<b>-\$3,111</b>	<b>-\$2,406</b>	<b>-\$1,810</b>	<b>-\$1,133</b>	<b>\$676</b>	<b>159.66%</b>
Expenditures						
Salaries and Benefits	\$1,860	\$1,985	\$1,530	\$2,290	\$760	66.80%
Administrative and Office	\$1,472	\$1,301	\$1,011	\$1,878	\$867	53.84%
Debt Repayment	\$12	\$145	\$54	\$73	\$18	75.00%
Service Delivery	\$798	\$678	\$231	\$152	-\$79	151.67%
IT and Communications	\$350	\$450	\$473	\$554	\$81	85.42%
Facilities	\$4	\$5	\$6	\$9	\$4	61.97%
Vehicles and Equipment	\$4	\$2	\$2	\$6	\$4	32.59%
Internal Services Recovered	-\$187	-\$202	-\$178	-\$237	-\$59	75.00%
COVID	\$0	\$72	\$2	\$59	\$57	2.86%
Capital Contribution	\$251	\$352	\$0	\$240	\$240	0.00%
<b>Total Expenditures</b>	<b>\$4,564</b>	<b>\$4,787</b>	<b>\$3,131</b>	<b>\$5,023</b>	<b>\$1,892</b>	<b>62.33%</b>
Transfers						
Transfers from Reserves	-\$476	-\$219	-\$112	-\$363	-\$251	30.94%
DC Contribution	\$0	\$0	\$0	-\$30	-\$30	0.00%
Transfers to Reserves	\$802	\$1,489	\$619	\$5	-\$614	12935.69%
<b>Total Transfers</b>	<b>\$326</b>	<b>\$1,271</b>	<b>\$507</b>	<b>-\$388</b>	<b>-\$895</b>	<b>-130.62%</b>
<b>Total Corporate Services</b>	<b>\$1,779</b>	<b>\$3,652</b>	<b>\$1,828</b>	<b>\$3,502</b>	<b>\$1,673</b>	<b>52.21%</b>

# Clerks

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
User Fees	\$0	-\$1	-\$1	-\$1	\$1	261.00%
Other Revenue	-\$9	-\$9	-\$1	-\$9	-\$8	7.47%
<b>Total Revenues</b>	<b>-\$9</b>	<b>-\$10</b>	<b>-\$2</b>	<b>-\$9</b>	<b>-\$7</b>	<b>21.32%</b>
Expenditures						
Salaries and Benefits	\$363	\$378	\$284	\$430	\$146	65.99%
Administrative and Office	\$71	\$22	\$14	\$57	\$43	24.96%
Service Delivery	\$18	\$5	\$1	\$3	\$2	24.37%
IT and Communications	\$11	\$24	\$7	\$22	\$14	32.99%
Internal Services Recovered	-\$20	-\$20	-\$15	-\$20	-\$5	75.00%
COVID	\$0	\$5	\$1	\$0	-\$1	100.00%
<b>Total Expenditures</b>	<b>\$442</b>	<b>\$414</b>	<b>\$292</b>	<b>\$492</b>	<b>\$200</b>	<b>59.28%</b>
Transfers						
Transfers from Reserves	-\$27	-\$5	-\$1	\$0	\$1	0.00%
<b>Total Transfers</b>	<b>-\$27</b>	<b>-\$5</b>	<b>-\$1</b>	<b>\$0</b>	<b>\$1</b>	<b>0.00%</b>
<b>Total Clerks</b>	<b>\$407</b>	<b>\$399</b>	<b>\$289</b>	<b>\$483</b>	<b>\$194</b>	<b>59.85%</b>

# Corporate Finance

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Taxation	-\$687	\$40	\$0	-\$485	-\$485	-0.03%
Investment Income	-\$816	-\$357	-\$809	-\$400	\$409	202.27%
Government Transfers	-\$894	-\$1,578	-\$664	-\$83	\$581	800.41%
Other Revenue	-\$532	-\$363	-\$203	-\$55	\$148	368.48%
<b>Total Revenues</b>	<b>-\$2,929</b>	<b>-\$2,258</b>	<b>-\$1,676</b>	<b>-\$1,023</b>	<b>\$653</b>	<b>163.80%</b>
Expenditures						
Salaries and Benefits	\$716	\$713	\$375	\$619	\$244	60.55%
Administrative and Office	\$1,326	\$1,181	\$868	\$1,528	\$660	56.79%
Debt Repayment	\$12	\$145	\$54	\$73	\$18	75.00%
Service Delivery	\$695	\$624	\$137	\$143	\$6	96.05%
IT and Communications	\$37	\$42	\$41	\$45	\$5	89.94%
Internal Services Recovered	-\$94	-\$103	-\$88	-\$117	-\$29	75.00%
COVID	\$0	\$13	\$1	\$0	-\$1	0.00%
<b>Total Expenditures</b>	<b>\$2,691</b>	<b>\$2,616</b>	<b>\$1,388</b>	<b>\$2,290</b>	<b>\$902</b>	<b>60.60%</b>
Transfers						
Transfers from Reserves	-\$382	-\$13	-\$1	-\$190	-\$189	0.50%
DC Contribution	\$0	\$0	\$0	-\$30	-\$30	0.00%
Transfers to Reserves	\$796	\$1,483	\$619	\$0	-\$619	0.00%
<b>Total Transfers</b>	<b>\$413</b>	<b>\$1,469</b>	<b>\$618</b>	<b>-\$220</b>	<b>-\$838</b>	<b>-280.92%</b>
<b>Total Corporate Finance</b>	<b>\$176</b>	<b>\$1,828</b>	<b>\$330</b>	<b>\$1,047</b>	<b>\$717</b>	<b>31.50%</b>

# Procurement

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expenditures						
Salaries and Benefits	\$0	\$0	\$143	\$287	\$144	49.74%
Administrative and Office	\$0	\$0	\$1	\$113	\$111	1.27%
IT and Communications	\$0	\$0	\$0	\$1	\$1	20.73%
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$144</b>	<b>\$401</b>	<b>\$256</b>	<b>36.04%</b>
Transfers						
Transfers from Reserves	\$0	\$0	\$0	-\$100	-\$100	0.00%
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$100</b>	<b>-\$100</b>	<b>0.00%</b>
<b>Total Procurement</b>	<b>\$0</b>	<b>\$0</b>	<b>\$144</b>	<b>\$301</b>	<b>\$156</b>	<b>48.02%</b>

# Information Technology

(in 000s)	2019 ACTUAL	2020 ACTUAL	SEPT 2021	2021 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues						
Rent Revenue	-\$11	-\$11	-\$12	-\$12	\$0	100.03%
Government Transfers	-\$2	\$0	-\$3	\$0	\$3	0.00%
Other Revenue	-\$161	-\$128	-\$117	-\$89	\$28	130.84%
<b>Total Revenues</b>	<b>-\$174</b>	<b>-\$139</b>	<b>-\$132</b>	<b>-\$101</b>	<b>\$31</b>	<b>130.22%</b>
Expenditures						
Salaries and Benefits	\$781	\$893	\$728	\$954	\$225	76.35%
Administrative and Office	\$75	\$98	\$128	\$180	\$52	70.90%
Service Delivery	\$85	\$49	\$93	\$6	-\$87	1454.14%
IT and Communications	\$303	\$384	\$425	\$486	\$61	87.48%
Facilities	\$4	\$5	\$6	\$9	\$4	61.97%
Vehicles and Equipment	\$4	\$2	\$2	\$6	\$4	32.59%
Internal Services Recovered	-\$73	-\$79	-\$75	-\$100	-\$25	75.00%
COVID	\$0	\$54	\$0	\$59	\$59	0.00%
Capital Contribution	\$251	\$352	\$0	\$240	\$240	0.00%
<b>Total Expenditures</b>	<b>\$1,430</b>	<b>\$1,758</b>	<b>\$1,307</b>	<b>\$1,840</b>	<b>\$533</b>	<b>71.04%</b>
Transfers						
Transfers from Reserves	-\$67	-\$200	-\$111	-\$73	\$38	152.00%
Transfers to Reserves	\$6	\$7	\$0	\$5	\$5	0.00%
<b>Total Transfers</b>	<b>-\$60</b>	<b>-\$194</b>	<b>-\$111</b>	<b>-\$68</b>	<b>\$43</b>	<b>162.70%</b>
<b>Total Information Technology</b>	<b>\$1,196</b>	<b>\$1,425</b>	<b>\$1,065</b>	<b>\$1,671</b>	<b>\$606</b>	<b>63.72%</b>

# Corporate Services -

## Capital Asset Fund

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2021 BUDGET
<b>Opening Balance</b>	<b>-\$357</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$476</b>
Contributions				
Government Transfers	\$0	\$0	\$0	\$0
Capital Levy	-\$188	-\$233	-\$233	-\$233
Other Revenue	-\$4	-\$3	\$0	\$0
Transfers from Reserves	-\$60	-\$116	-\$7	-\$7
<b>Total Contributions</b>	<b>-\$251</b>	<b>-\$352</b>	<b>-\$240</b>	<b>-\$240</b>
Capital Work				
Equipment & Machinery	\$236	\$249	\$248	\$206
Vehicles	\$0	\$0	\$0	\$0
<b>Total Capital Work</b>	<b>\$236</b>	<b>\$249</b>	<b>\$248</b>	<b>\$206</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$467</b>	<b>-\$510</b>

## Work Plan Summary

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2021 BUDGET
Expenditures				
Cellular Booster Upgrades	\$0	\$0	\$31	\$30
Communication Systems Lifecycle	\$14	\$4	\$0	\$6
Communication Tower Lifecycle	\$0	\$0	\$0	\$0
Councillor Device Replacement	\$0	\$0	\$0	\$0
Courtroom AV Equipment	\$0	\$0	\$0	\$0
End User Device Lifecycle	\$68	\$173	\$94	\$144
IT Infrastructure Lifecycle	\$155	\$71	\$123	\$26
Equipment & Machinery	\$236	\$249	\$248	\$206
Vehicles	\$0	\$0	\$0	\$0
<b>Total Work Plan Summary</b>	<b>\$236</b>	<b>\$249</b>	<b>\$248</b>	<b>\$206</b>

# Information Technology -

## Capital Asset Fund

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2021 BUDGET
<b>Opening Balance</b>	<b>-\$357</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$476</b>
Contributions				
Capital Levy	-\$188	-\$233	-\$233	-\$233
Other Revenue	-\$4	-\$3	\$0	\$0
Transfers from Reserves	-\$60	-\$116	-\$7	-\$7
<b>Total Contributions</b>	<b>-\$251</b>	<b>-\$352</b>	<b>-\$240</b>	<b>-\$240</b>
Capital Work				
Equipment & Machinery	\$236	\$249	\$248	\$206
<b>Total Capital Work</b>	<b>\$236</b>	<b>\$249</b>	<b>\$248</b>	<b>\$206</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$373</b>	<b>-\$476</b>	<b>-\$467</b>	<b>-\$510</b>

## Work Plan Summary

	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2021 BUDGET
Cellular Booster Upgrades	\$0	\$0	\$31	\$30
Communication Systems Lifecycle	\$14	\$4	\$0	\$6
Communication Tower Lifecycle	\$0	\$0	\$0	\$0
Councillor Device Replacement	\$0	\$0	\$0	\$0
Courtroom AV Equipment	\$0	\$0	\$0	\$0
End User Device Lifecycle	\$68	\$173	\$94	\$144
IT Infrastructure Lifecycle	\$155	\$71	\$123	\$26
Equipment & Machinery	\$236	\$249	\$248	\$206
<b>Total Work Plan Summary</b>	<b>\$236</b>	<b>\$249</b>	<b>\$248</b>	<b>\$206</b>



*The Corporation of*

**THE TOWNSHIP OF MELANCTHON**

*157101 Highway 10, Melancthon, Ontario, L9V 2E6*

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October 13, 2021

Premier Doug Ford  
Legislative Building, Queen's Park  
Toronto, Ontario  
M7A 1A1

Dear Premier Ford,

At the meeting of Melancthon Township Council held on October 7, 2021, the following motion was introduced and passed:

*Moved by McLean, Seconded by Mercer*

**Be it resolved that:** "Council for the Township of Melancthon requests the Province of Ontario to consider additional COVID-19 financial relief to assist municipalities with the extra costs and financial hardships associated with the enforcement of the Provincially mandated COVID-19 Passports. A copy of this motion be sent to the Honourable Sylvia Jones, Solicitor General; Honourable Steve Clark, Minister of Municipal Affairs and Housing; AMO, Western Wardens' Caucus, City of Toronto, City of London, City of Ottawa, City of Kitchener and all Dufferin County Municipalities." **Carried.**

Yours truly,

Denise B. Holmes, AMCT  
CAO/Clerk

- c. Honourable Sylvia Jones, Solicitor General  
Honourable Steve Clark, Minister of Municipal Affairs and Housing  
AMO  
Western Wardens' Caucus  
City of Toronto  
City of London  
City of Ottawa  
City of Kitchener  
Dufferin County Municipalities

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**From:** ROMA Events <events@roma.on.ca>

**Subject: ROMA 2022 Conference: Request for Delegation Meetings**



**UPDATE**

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October 22, 2021

### **ROMA 2022 Conference: Request for Delegation Meetings**

Delegation meetings with Provincial Cabinet Ministers are a key feature of the ROMA Conference. These meetings are a unique opportunity for your council to engage with Ministers, Parliamentary Assistants and senior Ontario Government officials on local matters that impact your municipality.

To request a delegation meeting as part of your ROMA experience, please [click here](#).

**The deadline to submit your request is November 15, 2021 at 4pm.** Only registered delegates of the ROMA Conference are able to participate in the delegation meetings. Early bird registration rates are in effect until November 1. Click here to access registration information.

For information on how to participate as an exhibitor or sponsor, click here or contact Victoria van Veen at: [Vvanveen@amo.on.ca](mailto:Vvanveen@amo.on.ca)