



GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA

Thursday, June 23, 2022 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>

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

To submit your request to ask a question, please contact us at info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on June 22, 2022.

REPORTS

1. GENERAL GOVERNMENT SERVICES – June 23, 2022 – ITEM #1
Restricted Acts after Nomination Day (Lame Duck) Provisions of the Municipal Act

A report from the Clerk, dated June 23, 2022, to provide Council with information regarding the Restricted Acts provision contained in the Municipal Act 2001 and seek approval to delegate authority to the Chief Administrative Officer in the event of a lame

duck period.

Recommendation:

THAT the report from the Clerk, dated June 23, 2022, titled Restricted Acts after Nomination Day (Lame Duck) Provisions of the Municipal Act, be received;

AND THAT a by-law be prepared to delegate authority to the Chief Administrative Officer with respect to the actions set out in the Municipal Act, 2001 Section 275(3) during the period which Council may be restricted from certain acts, as set out in Section 275 of the Municipal Act, 2001.

2. GENERAL GOVERNMENT SERVICES – June 23, 2022 – ITEM #2
Procedural By-Law Review – Report #3

A report from the Clerk, dated June 23, 2022, to share the draft Procedural By-law that will be placed on the July 14, 2022 Council meeting agenda

Recommendation:

THAT the report from the Clerk, dated June 23, 2022, regarding the Procedural By-law Review Report #3, be received.

3. GENERAL GOVERNMENT SERVICES – June 23, 2022 – ITEM #3
Workforce Planning Update: Employment Systems Review

A report from the Director of People and Equity, dated June 23, 2022, to provide a progress update on the Employment Systems Review, assessment of organizational culture and staff census that was discussed in the January 27th 2022 report to committee.

Recommendation:

THAT the report of the Director of People & Equity, dated June 23, 2022 with respect to moving forward with the Employment Systems Review which includes a staff census and organizational culture review, be received.

4. GENERAL GOVERNMENT SERVICES – June 23, 2022 – ITEM #4
Respect in the Workplace – Preventing Violence, Harassment & Discrimination Policy & Program

A report from the Director of People and Equity, dated June 23, 2022, to provide Committee with information on the changes made to the violence and harassment policies, and to seek approval for the attached draft Respect in the Workplace – Preventing Violence, Harassment and Discrimination Policy and Program.

Recommendation:

THAT the report of the Director of People & Equity, dated June 23, 2022 with respect to moving forward with the Employment Systems Review which includes a staff census and organizational culture review, be received.

5. GENERAL GOVERNMENT SERVICES – June 23, 2022 – ITEM #5
Insurance Renewal

A report from the Manager of Corporate Finance, Treasurer, dated June 23, 2022, to seek Council approval to extend the current insurance contract for an additional year.

Recommendation:

THAT the report of the Manager of Corporate Finance, Treasurer, dated June 23, 2022, regarding Insurance Renewal, be received;

AND THAT that Intact Public Entities be engaged to provide Insurance Services for the 2023 fiscal year.

6. GENERAL GOVERNMENT SERVICES – June 23, 2022 – ITEM #6
Non-Union Cost of Living Adjustment 2022

A report from the Chief Administrative Officer, dated June 23, 2022, to recommend a change to the process for determining the cost of living adjustment for non-union staff and County Council compensation for 2022 and future years.

Recommendation:

THAT the report of the Chief Administrative Officer, regarding the Non-Union Cost of Living Adjustment 2022, dated June 23 2022, be received;

AND THAT the Non-Union and County Council cost of living adjustment budgeted for 2022 be implemented for July 1, 2022;

AND THAT a policy for future adjustments using CPI (Consumer Price Index) as a benchmark/guide be presented for consideration as part of the 2023 budget process.

7. GENERAL GOVERNMENT SERVICES – June 23, 2022 – ITEM #7
Strategic Action Plan Progress Update June 2022 – GGS Objectives

A report from the Chief Administrative Officer, dated June 23, 2022, 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 June 23, 2022, be received.

Next Meeting

Thursday, August 25, 2022 at 11:00 a.m.
Video Conference

REPORT TO COMMITTEE

To: Chair Creelman and Members of General Government Services Committee

From: Michelle Dunne, Clerk

Meeting Date: June 23, 2022

Subject: **Restricted Acts after Nomination Day (Lame Duck) Provisions of the Municipal Act**

In Support of Strategic Priorities:

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

Purpose

The purpose of this report is to provide Council with information regarding the Restricted Acts provision contained in the *Municipal Act 2001* and seek approval to delegate authority to the Chief Administrative Officer in the event of a lame duck period.

Background & Discussion

In light of the upcoming 2022 municipal election, this is just to inform Council that pursuant to Section 275 of the *Municipal Act, 2001* (the "Act"), there are certain actions of Council which may be restricted during two separate periods after the municipal nomination date, August 19, 2022. These restrictions may occur in the event that any one of the so-called "lame duck" thresholds set forth in Section 275(1) are satisfied. A Council can become "lame duck" in one or both of two separate time periods:

- a. The period from the nomination date (August 19, 2022) to the day of the election (October 24, 2022); and
- b. The period from the day of the election (October 24, 2022) to the end of the current term of County Council (November 14, 2022).

Typically, a Council becomes “lame duck” if it is determined with certainty that the new Council will have less than three-quarters of the members of the outgoing one. In order to determine whether the three-quarters threshold has been met, the determination shall be based on the nominations that have been certified and any acclamations made to the new Council, as well as the results of the election.

Based on the current Council having 14 elected members, three quarters of which will require 11 returning members in order to avoid becoming “lame duck”. In other words, if on either the nomination day or election day it can be determined with certainty that 4 or more members of the outgoing Council are not returning, then the restrictions in Section 275 of the Act will apply.

Once the determination has been made with certainty that a council is “lame duck”, then the four restrictions contained within s. 275(3) will apply. There are prohibitions upon:

- a) The appointment or removal from office of any officer of the municipality.
- b) The hiring or dismissal of any employee of the municipality.
- c) The disposition of any real or personal property of the municipality which has a value exceeding \$50,000, at the time of disposal; and
- d) Making any expenditure or incurring any other liability that exceeds \$50,000.

Sections 275(3) (a) and (b) do not restrict the hiring or dismissal of officers or employees of the municipality where such powers have been delegated to staff prior to nomination day.

The Act also provides that nothing in Section 275 prevents a municipality from taking any action in the event of an emergency.

Delegation of Powers

Section 23.1 of the Municipal Act authorizes a municipality to delegate its powers and duties to the officers and employees of the municipality. In order to prevent any disruption to ongoing County operations, and to mitigate any possible impacts that may arise as a result of a Restricted Acts circumstance, it is recommended that Council delegate authority to the CAO to address the following matters:

- a) dispose of any real or personal property of the municipality which has a value exceeding \$50,000 at the time of disposition, except in those cases where the disposition was included in the most recent budget adopted by Council before Nomination Day in the election; and

- b) making any unbudgeted expenditures or incurring any other liability that exceeds \$50,000, except in those cases where the liability was included in the most recent budget adopted by Council before Nomination Day in the election.

In addition, it is recommended that the CAO be required to provide a written report to Council in the first quarter of 2023 regarding any exercise of the authority delegated under the by-law.

The authority delegated pursuant to the by-law would only take effect when Council is deemed to be in a Restricted Acts Period in accordance with the Act, and will expire when the Restricted Acts Period is no longer applicable, or when the Council elect takes office.

Financial, Staffing, Legal and IT Considerations

There is no financial, staffing, legal or IT considerations due to this report.

Recommendation

THAT the report from the Clerk, dated June 23, 2022, titled Restricted Acts after Nomination Day (Lame Duck) Provisions of the Municipal Act, be received;

AND THAT a by-law be prepared to delegate authority to the Chief Administrative Officer with respect to the actions set out in the *Municipal Act, 2001* Section 275(3) during the period which Council may be restricted from certain acts, as set out in Section 275 of the *Municipal Act, 2001*.

Respectfully Submitted,

Michelle Dunne
Clerk

REPORT TO COMMITTEE

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

From: Michelle Dunne, Clerk

Meeting Date: June 23, 2022

Subject: **Procedural By-law Review – Report #3**

In Support of Strategic Plan Priorities and Objectives:

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

Purpose

The purpose of this report is to share the draft Procedural By-law that will be placed on the July 14, 2022 Council meeting agenda.

Background & Discussion

Staff informed the Committee at its meeting on April 28, 2022 that a full review of the County's Procedural By-law was being conducted to review areas where changes can be made to update language, definitions, previous amendments, as well as align with what others are doing. Council adopted a motion from this Committee on June 9, 2022 that the procedural by-law be placed on the July 14 Council agenda for adoption.

Highlights of Proposed Changes

- 2 Year Term of Warden and Committee Chairs
- Update Electronic Meetings Procedures for Closed Session Meetings & Pecuniary Interest
- Correspondence to Council
- Notice of Motion Procedure

Financial, Staffing, Legal, or IT Considerations

There are no financial, staffing, legal or IT considerations as a result of this report.

Recommendation

THAT the report from the Clerk, dated June 23, 2022, regarding the Procedural By-law Review Report #3, be received.

Respectfully Submitted By:

Michelle Dunne
Clerk

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW 2022-XX

A BY-LAW TO GOVERN THE PROCEEDINGS OF COUNCIL AND ITS COMMITTEES AND TO REPEAL BY-LAW 2015-24.

WHEREAS the Municipal Act provides that a Council shall adopt a procedural by-law for governing the calling, place and proceedings of meetings.

1. INTERPRETATION

In this By-law:

"Acting Warden" is the Member that acts from time to time in the place and stead of the Warden and shall be the Chair of the General Government Services Committee;

"Alternate Member" means an elected member of a local municipality that had been appointed under Section 268 of the Municipal Act to attend meetings of County Council on behalf of the local municipality's County Councillor when that Councillor is unable to attend a meeting. Where appropriate, when reference to a "Member" is cited, it may also be read to include "Alternate Member" in the execution of their prescribed duties;

"Chair" means the person presiding at a meeting;

"Chief Administrative Officer" means the Chief Administrative Officer of the County of Dufferin;

"Chief Executive Officer" means the person elected to hold the position of Warden and who is a signing officer of the corporation and who interfaces between Council, staff, community groups and other levels of government in accordance with the shared purposes of Council;

"Clerk" means the Clerk of the County of Dufferin;

"Closed Session" means a meeting or part of a meeting that is closed to the public in accordance with the Municipal Act;

"Committee" means a Standing Committee, Ad Hoc, Statutory or Special Committee of the Council;

"Committee Chair" means the Chair of a Committee;

"Confirmatory By-law" means a by-law passed for the purpose of giving general effect to a previous decision or proceedings of Council;

"Council" means the Council of the Corporation of the County of Dufferin;

"County" means Corporation of the County of Dufferin;

"Delegation" means one or more persons, who are not Members or staff, who have requested to address a meeting in relation to a matter appearing on the Agenda or Addendum;

"Delivery" means circulation of the agenda package or addendum in electronic format;

"Electronic Meeting" means a meeting called and held in full or in part via audio teleconference or video teleconference;

"Electronic Participation" includes video or audio conferencing;

"In Writing" means handwritten, typewritten, or electronically displayed (email);

"Majority Vote" in Council means an affirmative vote of more than one-half of the votes cast by those present, as determined pursuant to Section 4(1) of the County of Dufferin Act, S.O. 1994, C. Pr. 13;

"Majority Vote" in Committee means an affirmative vote of more than one-half of the votes cast by those Members present;

"Meeting" means a meeting of the Council or Committee where a quorum of Members is present and where Members discuss or otherwise deal with a matter in a way that materially advances the business or decision making of the Council or Committee;

"Member" means a Member of Council or Committee;

"Municipal Act" means the Municipal Act 2001, S.O. 2001, c 25 as amended;

"Notice of Motion" means a submission received by the Clerk, moved by a Member for inclusion on an agenda of a subsequent meeting of Council;

"Pecuniary Interest" includes a direct or indirect financial interest of a Member or a financial interest deemed to be that of a Member, in accordance with Sections 2 and 3 of the Municipal Conflict of Interest Act;

"Public Question Period" means the time set aside at Council meetings for a member of the public to ask a question of Council;

"Quorum" means the minimum number of Members, participating in-person or electronically, required to be present at a meeting to carry on business;

"Recorded Vote" means a written record of the name and vote of every Member voting on any matter or question;

"Resolution" means the decision of Council on any motion;

"Two-Thirds Majority Vote" means an affirmative vote of more than two-thirds of the votes cast by those present, as determined pursuant to Section 4(1) of the County of Dufferin Act, S.O. 1994, C. Pr. 13;

"Warden" means the Head of County Council;

"Weighted Vote" refers to the allocation of votes assigned to Members as prescribed by the County of Dufferin Act.

2. APPLICATION

- 2.1. The rules of procedure set out in this by-law shall govern all proceedings of Council and its Committees.
- 2.2. Roberts Rules of Order shall prevail where applicable in all matters not covered by this by-law. The Chair may call upon the Clerk to provide advice regarding procedure. The Clerk shall provide this advice following which the Chair shall announce their ruling.

3. INAUGURAL MEETING OF COUNCIL

- 3.1. The Inaugural Meeting of Council shall be held following the regular municipal election, after the Councils of the area municipalities have sworn in their Members.
- 3.2. All Members will be required to take the declaration of office as described in Section 232(1) of the Municipal Act. The Clerk will administer the declaration of office.

4. ELECTION OF THE WARDEN & COMMITTEE CHAIRS

- 4.1. The term of office for the Warden and Committee Chairs will be two years.
- 4.2. The Election of the Warden shall be conducted by the Clerk at the Inaugural Meeting of Council in December following the regular municipal election and subsequently at the end of the outgoing Warden's two-year term.
- 4.3. The Chief Administrative Officer shall act as Chair until the Warden is elected.
- 4.4. All nominations for Warden shall be submitted in writing to the Clerk on the Friday prior to the meeting where the Election of the Warden is to be conducted. Each nomination shall include the name of the nominator and seconder to the nomination.
- 4.5. After the Clerk calls for the start of the election, no motion shall be in order except a motion to recess for a specified time period.
- 4.6. Each nominee shall, prior to the vote being taken, be permitted to speak to the nomination for not more than three (3) minutes.
- 4.7. The speakers shall be called upon to address Council in alphabetical order of the nominees' surnames.
- 4.8. A nominee may withdraw their name at any time prior to a vote being called.
- 4.9. If there are two or more nominees, the election of the Warden shall be by secret ballot or anonymous electronic poll as permitted by the Municipal Act, under the authority and direction of the Clerk. There is one vote per Member.

- 4.10. To be elected as Warden, a nominee shall obtain the majority of the votes that are counted.
- 4.11. A vote is determined by placing an "X" or other mark in the space provided.
- 4.12. Where there are three or more candidates, if on any given ballot or poll no candidate receives a majority of the vote the name of the candidate with the lowest number of votes will be dropped off the next ballot or poll and voting will continue using the second ballot or poll.
- 4.13. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, the Clerk or presiding officer shall place the names of the nominees with an equality of votes in a random name generator software platform. The name of the nominee selected by the software shall be successful and continue in the election.
- 4.14. If only two nominees remain, and if on the next secret ballot the nominees are tied, the Clerk or presiding officer shall place the names of the two nominees with an in a random name generator software platform. The name of the nominee selected shall be successful.
- 4.15. The Clerk shall announce the result of the vote to the assembly.
- 4.16. Where there is only one Member nominated for Warden, that Member shall be declared appointed.
- 4.17. The Members of Council shall elect the Committee Chairs by weighted vote.
- 4.18. Where there are three or more candidates for Committee Chair:
 - a. Where no nominee receives a majority of the votes, the nominee receiving the fewest votes shall be deemed to have withdrawn their candidacy.
 - b. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, the Clerk or presiding officer shall place the names of the nominees with an equality of votes in a random name generator software platform. The name of the nominee selected shall be successful and continue in the election.
- 4.19. The Members of Council will indicate to the Clerk which Standing Committee they would prefer to serve on. Committee Members should be decided by consensus of

the Members of Council. If no consensus can be reached, then an election of Committee Members will be conducted.

- 4.20. In the case of the death of the Warden or a vacancy in the Warden's office under circumstances which by-law render the Warden's seat on the Council vacant, the Members shall without delay at their first meeting thereafter proceed in the manner in accordance with this section to elect a successor for the remainder of the term.

5. MEETINGS OF COUNCIL

- 5.1. The regular meetings of Council shall be held at 7:00 p.m. on the second Thursday of each month at a time, date and location determined by Council.
- 5.2. A Special Meeting may be called:
- a. by the Warden at any time by providing direction to the Clerk to issue a Notice of Special Meeting; or
 - b. upon the receipt of a petition of the majority of Members, the Clerk shall call a Special Meeting for the purpose and at the time noted in the petition; or
 - c. by the Clerk in an emergency situation.
- 5.3. At Special Meetings of Council, Council shall not decide upon any matter unless the matter has been specified in the Notice calling the meeting. This provision may be waived only where all Members are present to vote upon a motion to waive it.
- 5.4. When it is deemed to be advisable, the Warden is authorized to change the date and/or time of, or cancel, a regular Council meeting. To effect the change, the agreement of the majority of the Members of Council representing the majority of local municipalities, having been polled by the Clerk, at least 24 hours before the scheduled date of the meeting, shall be required.
- 5.5. In the event of inclement weather, the Warden will have authority to cancel a meeting of Council.
- 5.6. No meeting of Council or Committee shall go beyond 11:00 p.m. A majority vote is required to extend the meeting past 11:00 p.m.

- 5.7. When the meetings are physically open to the public, livestreaming of the meeting is considered to be for convenience and increased access and the meeting shall not be required to pause or end if issues with the livestream arise.
- 5.8. If the live stream video of a Committee or Council meeting being held in person fails, the meeting will continue and remain open to the public.

6. ELECTRONIC MEETINGS

- 6.1. Electronic meetings in whole or in part for Council and Committee is permitted, where it can be supported by appropriate technology.
- 6.2. The method and technology used for an Electronic Meeting in Open Session or Closed Session shall be determined by the Clerk, in consultation with the Warden, based on advice and resources available at the time and the prevailing circumstances and context for a meeting.
- 6.3. Members attending and present during an Electronic Meeting shall be counted for purposes of quorum at the commencement and at any point in time during the meeting, and shall be entitled to vote as if they were attending the meeting in person.
- 6.4. An Electronic Meeting may include a Closed Session, which shall be conducted in the absence of the public and in accordance with this Section.
- 6.5. A public notice of an Electronic Meeting shall include sufficient information as to provide the public with a means to electronically access the open session of such Electronic Meeting.
- 6.6. If the live stream video of an electronic meeting of Council or Committee fails, the meeting will end and be resumed at a later date and time with notice given.
- 6.6. Notwithstanding the foregoing, the Procedural By-law shall continue to apply to an Electronic Meeting held pursuant to this Section.
- 6.7. Members can participate electronically in both open and closed meetings.
- 6.8. Members shall turn on their cameras for the duration of a Closed Session meeting. If a Member is participating by phone or otherwise does not have a camera, the Member shall provide verbal confirmation that they are in a private

space.

- 6.9. All Members are required to confirm that they are in a private and confidential space for the duration of a Closed Session meeting.
- 6.10. Each Member participating in a meeting electronically will mute their electronic device when not speaking and/or it will be muted by meeting support staff, depending on the technology used for the meeting.
- 6.11. In the case of a loss of connection, or any connection issue which impedes the ability of a Member(s) to participate in the meeting in real time, the meeting will continue without attempts by either staff or the Member(s) to reconnect.
- 6.12. At the start of the meeting, the Clerk shall conduct a roll call by voice (calling out each Member in alphabetical order). After roll call, a Member participating electronically should advise verbally that they are leaving the meeting before ending their participation.
- 6.13. The Chair will read out the motion and ask all Members if they are opposed, if there is no response to indicate opposition, it will be deemed as a vote in favour.
- 6.14. If a Member declares a pecuniary interest, they will be placed on hold and placed back into the meeting once the item has been dealt with.
- 6.15. Member(s) participating electronically will be deemed to have left the meeting when they are no longer electronically connected to the meeting.

7. COUNCIL AGENDAS

- 7.1. The Clerk shall prepare for distribution a Council Agenda with the routine order of business for regular meetings of Council to be as follows:
 - Land Acknowledgement Statement
 - Approval of Agenda
 - Disclosure of Pecuniary Interest
 - Approval Minutes of the Previous Council Meeting
 - Public Question Period
 - Delegations
 - Committee Minutes
 - Presentation of Reports
 - Correspondence

- Motions
 - Notice(s) of Motion
 - By-laws
 - Other Business
 - Consideration of Matters in Closed Session (if required)
 - Matters Arising from Closed Session (if required)
 - Confirming By-law
 - Adjournment
- 7.2. The business of Council shall, as a general rule, be taken up in the order in which it appears on the Agenda, unless otherwise decided by Council.
- 7.3. The Clerk shall prepare an Agenda with supporting documents to be delivered electronically to each Member of Council on or before the Friday preceding the regular meeting of Council and Committees.
- 7.4. After delivery of the Council or Committee Agenda, the Clerk, may for time-sensitive material, prepare an Addendum to the Agenda.
- 7.5. As soon as Agenda information is distributed by the Clerk to the Members, the information will be made available to the Public except for information relating to matters to be considered in Closed Session. The agendas and supporting materials will be posted on the County's website no later than the Monday at 1:00 p.m. of a Council meeting week.
- 7.6. Any Member of Council, at any time up to 12:00 p.m. on the Wednesday in the week prior to the regular Council or Committee meeting, may file in writing with the Clerk an item for inclusion in the Agenda if it is relevant to an item already on the Agenda. Items brought forward by a Member of Council that are not germane to the matters to be presented to Council, must be put forward as a Notice of Motion at a meeting of Council.
- 7.7. All or several items on the agenda for Council or Committee meetings containing recommendations may be adopted in a single motion. Any specific items of business will be provided individual deliberation and debate upon the request of any Member.

8. CORRESPONDENCE TO COUNCIL

- 8.1. Correspondence addressed to the Warden and/or County Council will be distributed directly to them.

- 8.2. Correspondence will not be included on a Council or Committee Agenda unless the writer specifically requests inclusion on a public agenda or in the opinion of the Clerk, the information is suitable for public distribution.
- 8.3. Any communication within the jurisdiction of a Committee shall first be referred by the Clerk to the appropriate Committee unless the communication relates to a subject or report scheduled to be considered by Council or is time sensitive.
- 8.4. The Clerk reserves the right to withhold any correspondence from the agenda that may be considered inappropriate or offensive in nature.
- 8.5. Petitions placed on a Committee or Council agenda will show the names, address, email address and comments which will be part of the public record.
- 8.6. At the meeting, Members may make the following motions with the petition:
 - a. Receive the petition (no action is taken on the issue other than filing the information in the public record);
 - b. Refer the matter to County staff for review and consideration; or
 - c. Direct County staff to report back to Council.
- 8.7. No other motions will be permitted regarding a petition.

9. QUORUM

- 9.1. A quorum of Council is a majority of Members of Council representing at least five area municipalities in accordance with the County of Dufferin Act, 1994.
- 9.2. A quorum of a committee shall be a majority of the Members.
- 9.3. If a quorum is not present at a scheduled meeting of Council or Committee 15 minutes after the scheduled commencement time, the meeting may stand adjourned until the date of the next regular meeting and the Clerk shall record the names of the Members present. If the Members who are present at the time remain until a quorum is present, then the meeting shall proceed.
- 9.4. Where the number of Members, who by reason of the provisions of the Municipal Conflict of Interest Act, are prohibited from participating in a meeting is such that, at that meeting, the remaining Members are not of

sufficient number to constitute a quorum, then the remaining number of Members shall be deemed to constitute a quorum, provided this number is not fewer than two (2).

10. RESPONSIBILITIES OF THE WARDEN AS CHAIR

- 10.1. As soon as there is a quorum after the time set for the meeting, the Warden shall take the chair and call the Members to order.
- 10.2. The Warden shall preserve order and decorum and shall decide questions of order, subject to an appeal to the Council, and when called upon to decide a point of order or practice shall state the rule or authority applicable to the case without argument or comment.
- 10.3. As Chief Executive Officer of a municipality, the head of council shall conduct themselves as prescribed in the Municipal Act.
- 10.4. The Warden, after three warnings, shall call by name any Member persisting in breach of the rules of procedure and, subject to a majority vote of Members present, order them to vacate their seat and leave the meeting.
- 10.5. If a Member disagrees with the ruling of the Warden with respect to an order to vacate, they may (with a seconder) appeal the ruling of the Warden in accordance with Section 14.
- 10.6. The Acting Warden shall be the Chair of the General Government Services Committee.

11. RESPONSIBILITIES OF THE MEMBERS

- 11.7. Members shall conduct themselves according to the Code of Conduct Policy for Members of Council and the Council-Staff Relationship Policy.
- 11.8. All Members at a meeting shall:
 - a. Not criticize any decision of the Council except for the purpose of moving that the question be reconsidered; and
 - b. Obey the rules of the Council or a decision of the Chair or of the Council on questions of order or practice or upon the interpretation of the rules of the Council.

- 11.9. In case a Member persists in any such disobedience, after having been called to order by the Chair, the Chair shall not recognize that Member, except for the purpose of receiving an apology from the Member tendered at that meeting or any subsequent meeting.

12. ABSENCE/TEMPORARY VACANCIES

- 12.1. The Acting Warden shall fulfill the role of Warden if the Warden is absent.
- 12.2. If the Warden does not attend a meeting of Council within 15 minutes after the time appointed, the Acting Warden shall call the Members to order, and if a quorum is present, shall preside during the meeting or until the arrival of the Warden. If the Acting Warden is not present, those Members in attendance shall appoint one of the Members to act in the place and stead of the Warden for that meeting. Such Member shall then call the Members to order and shall preside until the arrival of the Warden or Acting Warden.
- 12.3. In the event of the Chair of a Committee not attending the Committee at which they preside within fifteen (15) minutes after the time appointed for the commencement of the meeting, then, the Warden if present will call the meeting to order. If the Warden is not present, those Members in attendance shall appoint one of the Members to act in the place and stead of the Committee Chair for that meeting. Such Member shall then call the Members to order and shall preside until the arrival of the Committee Chair.
- 12.4. Councils of the local municipalities may appoint one of its members as an Alternate Member to County Council as per the Municipal Act, Section 268. The Alternate Member will act in place of a Member when the Member is unable to attend a meeting of Council for any reason. Only one Alternate Member may be appointed during the term.
- 12.5. If the Member absent is the Warden or a Chair of a Committee, and the local council has appointed an Alternate Member, the Alternate Member will not assume the Warden or Chair position and Council will appoint a temporary Chair until the Member is able to return.
- 12.6. Any Member who knows ahead of time that they will be absent from a Committee or Council meeting, shall notify the Clerk. A notation will be made on the minutes "prior notice" next to the Member's name.

13. DISCLOSURES OF PECUNIARY INTEREST

- 13.1. Where a Member, either on their own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting at which the matter is the subject of consideration, the Member shall, in accordance with the Municipal Conflict of Interest Act:
 - a. prior to any consideration of the matter at the meeting, disclose the Member's interest verbally and the general nature thereof;
 - b. file a written statement of the interest and the general nature thereof with the Clerk;
 - c. not take part in the discussion of, or vote on any question in respect of the matter;
 - d. not attempt in any way whether before, during or after the meeting to influence the voting on the matter.
- 13.2. Where a Member declares an interest, the Member shall forthwith leave the meeting, whether the meeting is in open or closed session, while the matter is under consideration.
- 13.3. Where the interest of a Member has not been disclosed by reason of the Member's absence from a particular meeting, the Member shall disclose the Member's interest and otherwise comply at the first meeting of the Council or Committee, as the case may be, attended by the Member after the particular meeting.
- 13.4. The Clerk shall record in reasonable detail the particulars of any disclosure of pecuniary interest made by a Member and this record shall appear in the Minutes or Report of that meeting.

14. ACCOUNTABILITY & TRANSPERANCY

- 14.1. All meetings shall be open to the public except as provided for in this section and no person shall be excluded from a meeting open to the public except for improper conduct or for breach of this by-law.
- 14.2. A meeting may be conducted in Closed Session, if the subject matter being considered relates to items specified in Section 239 of the Municipal Act.

- 14.3. Prior to Council resolving into Closed Session for one of the reasons noted in Section 239 of the Municipal Act, Council shall state by resolution the fact of holding the closed session and the general nature of the matter to be considered.
- 14.4. A meeting shall not be closed to the public during the taking of a vote.
- 14.5. A meeting may be closed to the public during a vote if:
 - a. the Municipal Act, Section 239 (2) or (3) permits or requires a meeting to be closed to the public; and
 - b. the vote is for a procedural matter or for giving directions or instructions to Officers, employees or agents of the municipality, local board or committee of either of them or persons retained by or under a contract with the municipality of local board.
- 14.6. A person may request that an investigation of whether a municipality or local board has complied with Section 239 of the Municipal Act or a procedural by-law under subsection 238(2) in respect of a meeting that was closed to the public. The investigation is undertaken by the investigator referred to in subsection 239.2 of the Municipal Act.

15. DELEGATIONS

- 15.1. Delegations shall be directed by the Clerk to the appropriate Committee, except where the Chair, Chief Administrative Officer or the Clerk determines that the matter is of such an urgent nature that there is insufficient time to direct the delegate to a Committee.
- 15.2. Requests for delegations will be submitted to the Clerk in writing providing an outline of the nature of the delegation no later than 12:00 p.m. (noon) on the Wednesday in the week prior to the regular Council or Committee meeting. Supporting material must be submitted to the Clerk for inclusion in the agenda package. Supporting material may be reviewed by staff prior to the meeting and any content deemed to be inappropriate for a public forum may be removed.
- 15.3. All delegates shall address the Chair and shall state their name and whom they represent.
- 15.4. Delegates shall be limited to ten minutes for speaking at Council and at Committee, or such other time period approved by Council or Committee at the meeting. If there is a group of people wishing to address Council or Committee

with respect to a particular position on a particular issue, then Council or Committee may determine that the group shall be represented by one person or that the time limit shall be other than as stated above.

15.5. Delegates shall:

- a. speak respectfully of any person;
- b. use respectful language;
- c. speak only on the subject for which they have received approval to address Council or Committee;
- d. obey the rules of procedure or a decision of the Chair or Council.

15.6. The Chair may shorten the time of any deputation delegation, any questions of a delegate or debate during a delegation for disorder or any other breach of this by-law.

16. PUBLIC QUESTION PERIOD

16.1. A person on their own behalf, may ask questions of Council during the Public Question Period. The Public Question Period will be limited to fifteen minutes, or at the discretion of the Warden, and no one person shall address Council for more than three minutes.

16.2. Questions are limited to items listed on the agenda of the meeting.

16.3. Questions can be submitted electronically by email, in writing to the Clerk's office or asked directly of the Committee or Council during participation.

16.4. Questions submitted in writing by mail or email, must be received by end of day prior to the scheduled day of the meeting.

17. RESPONSIBILITIES OF MEMBERS OF THE PUBLIC

17.1. No person, except Members and authorized staff shall be allowed to come within the area of Council during a Council Meeting without permission of the Chair or Council.

17.2. Members of the public who constitute the audience at a meeting shall not disrupt the meeting and refrain from any activity or behaviour that would affect the Council or Committee deliberations.

- 17.3. The Chair may cause to be expelled and excluded any member of the public, who creates any disturbance or acts improperly, during a meeting of Council or Committee. If necessary, the Chair may call upon the Clerk to seek the appropriate assistance from security or police officers.
- 17.4. Members of the public participating in a Council or Committee meeting electronically to present a delegation or ask a question during Public Question Period, will mute their electronic device when not speaking and/or it will be muted by meeting support staff depending on the technology used for the meeting.
- 17.5. Members of the public participating in a Council or Committee meeting electronically shall join the meeting at least fifteen (15) minutes prior to the scheduled meeting time to confirm their technology is functioning appropriately.

18. RULES OF DEBATE

- 18.1. The form of address for Members of Council shall be "Councillor".
- 18.2. To address Council, a Member shall raise their hand requesting to speak, be recognized by the Chair, and direct all comments through the Chair.
- 18.3. When two or more Members indicate their desire to speak at the same time, the Chair shall designate the order of speakers.
- 18.4. When a Member is speaking, no other Member shall interrupt the Member speaking except to raise a point of order, privilege or personal privilege.
- 18.5. Any Member may require a motion or question under discussion to be read at any time during the debate but not so as to interrupt the Member speaking.
- 18.6. No Member shall speak for longer than five (5) minutes on a question without Council's permission.
- 18.7. No Member shall speak more than twice to the same question provided that no Member shall speak more than once until each Member who has indicated a desire to speak on the issue and has not been heard, has spoken on the question, except that a reply shall be permitted only from a Member who has presented the main motion.

- 18.8. A Member may ask a question only for the purpose of obtaining information relating to the matter under discussion and the question shall be stated succinctly and asked only of the Chair, the previous speaker, the Chief Administrative Officer or Department Heads and their designates.
- 18.9. When a Member rises on a point of order, point of privilege or point of personal privilege, the Member shall ask leave of the Chair to raise the point. After leave is granted, the Member shall state the point to the Chair and then remain silent until the Chair has ruled upon the point.
- 18.10. The Chair's ruling is final unless it is challenged.
- 18.11. The following procedures apply when making an appeal:
- a. A Member addresses the Chair directly, using a form of words such as: "I wish to appeal for";
 - b. An appeal does not require a seconder under an order to vacate;
 - c. When an appeal is made, the current business before the meeting is immediately suspended, while the Chair considers the matter
 - d. The appeal is not open to debate, but the Chair shall ask for a brief explanation from the Member making the appeal before making a ruling, and
 - e. If the Chair grants the appeal the requested action is taken and the agenda is then resumed at the point at which it was interrupted.
- 18.12. Any Member may challenge the ruling of the Chair immediately following the ruling. In the event a Member challenges the ruling, Council shall vote on the ruling immediately without debate. Council's Majority vote is final if the Chair is challenged.

19. MOTIONS AND NOTICES OF MOTIONS

- 19.1. All or several items on the agenda for Council or Committee meetings containing recommendations may be adopted in a single motion. Any specific items of business will be provided individual deliberation and debate upon the request of any Member.
- 19.2. A Motion or Notice of Motion in respect of a matter which is not within the jurisdiction of the Council, shall not be in order and shall not be considered by the Council.

- 19.3. A Member may introduce any item to the Council for its consideration if:
 - a. the item relates to a matter on the Agenda for that meeting; or
 - b. the matter is of an urgent nature and leave is granted on a majority.
- 19.4. A motion shall be moved and seconded before the Chair shall put the question to the Members and the motion is recorded in the minutes of the meeting.
- 19.5. A Member may move a motion in order to initiate discussion and debate and that Member may vote in opposition to the motion. A seconder of a motion may vote against the motion.
- 19.6. After a motion is moved at the Council meeting or placed on the Council Agenda as a Notice of Motion, it shall be deemed to be in the possession of Council and may not be withdrawn without the consent of the mover and seconder and a majority vote.
- 19.7. A Notice of Motion shall be given to the Clerk in writing, including the name of the mover and be presented at the Committee meeting to which the matter pertains for consideration at a subsequent Council meeting.
- 19.8. If the Notice of Motion does not fall within the terms of reference of a Committee, it may be presented directly to Council for consideration at a subsequent Council meeting.
- 19.9. Any Notice of Motion shall take the form of a motion and be automatically placed on the agenda of the next regularly scheduled Council meeting.
- 19.10. All Notices of Motions on the Agenda and not disposed of shall be placed on the Agenda for the next regular meeting of the Council.
- 19.11. When a Notice of Motion has been on the Agenda for two consecutive meetings after notice has been given, and not proceeded with, it shall be dropped from the Agenda and deemed withdrawn unless the Council decides otherwise.

20. SPECIFIC MOTIONS

- 20.1. A motion to recess is not debatable or amendable, shall specify the length of the recess, and is only amendable with respect to the length of the recess.

- 20.2. A motion to adjourn the Council meeting is not debatable or amendable and shall always be in order except:
- a. when another Member is in possession of the floor;
 - b. when a vote has been called;
 - c. when the Members are voting; or
 - d. when a Member has indicated to the Chair their desire to speak on the matter before Council.
- 20.3. A motion to adjourn shall take precedence over any other motion and shall be put immediately without debate.
- 20.4. A motion to call the question shall be voted on immediately without debate.
- 20.5. A Member who moved a motion to call the question shall not be allowed to speak to the question again if the motion is decided in the negative.
- 20.6. A motion to table is not amendable or debatable and shall apply to the motion and any amendments under debate when the motion to table is made.
- 20.7. If the motion to table carries, in the absence of any direction from Council, the matter may not be discussed until a Member through a Notice of Motion, brings it forward to a subsequent meeting.
- 20.8. A motion to refer and any amendment to it is debatable and shall include:
- a. the name of the Committee or official to whom the motion or amendment is to be referred;
 - b. the terms upon which it is to be referred and the time or period, if any.
- 20.9. A motion to defer and any amendment to it is debatable and shall include:
- a. the time to or period within which, consideration of the matter is to be deferred; and
 - b. whatever explanation is necessary to demonstrate the purpose of the motion to defer.
- 20.10. A motion that Council consider a matter previously deferred indefinitely or to a time or eventuality which has not yet been reached or occurred, is debatable and shall be presented only if the Council so decides.

- 20.11. A motion to amend is debatable.
- 20.12. Only one motion to amend a main motion shall be on the floor at any one time.
- 20.13. A motion to receive is amendable and debatable.
- 20.14. An amendment shall be out of order if it is ruled by the Chair to be a substantive motion and not an amendment.
- 20.15. An amendment which, in effect, is nothing more than a rejection of the main motion, is not in order.
- 20.16. A motion to reconsider shall not be made during the same meeting of Council at which the original determination was taken. If a decision has not been substantially acted upon, a Member who voted on the prevailing side may at any time within six months of the original decision, introduce a motion to reconsider a previous decision.
- 20.17. A motion to reconsider may not be introduced without notice, unless the Council, without debate, dispenses with notice on a two-thirds majority vote. Notice in this case means that a Member must give notice on a Council Agenda.
- 20.18. A motion to reconsider is debatable and not amendable.
- 20.19. No discussion of the main question shall be allowed until the motion for reconsideration is carried.
- 20.20. No motion to reconsider may, itself, be the subject of a motion to reconsider.

21. VOTING

- 21.1. Motions relating to an item under consideration shall be voted on in the following order:
- a. a motion to waive or suspend the rules of procedure;
 - b. a motion to recess;
 - c. a motion to adjourn;
 - d. a motion to call the question

- e. a motion to receive an item;
 - f. a motion to table an item;
 - g. a motion to refer;
 - h. a motion to defer;
 - i. a motion to amend the amendment;
 - j. a motion to amend, in reverse order of its being placed; and
 - k. the main motion
- 21.2. Every Member present at a meeting where a question is put shall vote on the question, unless prohibited by statute or by-law in which case the Clerk shall so record.
- 21.3. A Member shall vote by raising a hand, except where a recorded vote is requested.
- 21.4. If a Member doubts the results of a vote by a show of hands as announced by the Warden or Chair, the Member may immediately call for the vote to be taken again and the Warden or Chair may request that the Members shall vote again.
- 21.5. If any Member present does not vote at a meeting of the Council where a question is put and a recorded vote taken, they shall be deemed to vote in the negative except where the Member is prohibited from voting by statute.
- 21.6. When the Warden or Chair calls for the vote on a question,
- a. each Member shall occupy their seat and shall remain in place until the result of the vote has been declared by the Chair, and
 - b. during this time no Member shall walk across the room or make any other motion or speak to the question or any other Member or make any noise or disturbance.
- 21.7. Upon the request of any Member, and when the Warden or Chair is satisfied that a matter under consideration contains distinct proposals, the vote upon each proposal shall be taken separately.
- 21.8. All decisions of Council shall require a majority vote except as otherwise set out in this By-law.
- 21.9. Any motion that results in a tie vote shall be deemed to have been lost.

- 21.10. A Member is considered to have voted on the prevailing side if:
- a. Where the vote was not recorded, the Member was present at the meeting;
 - b. Where a recorded vote was taken, the Member votes on the side with the most votes.
- 21.11. A request by a Member for a recorded vote shall be made prior to the commencement of the vote being taken or immediately thereafter.
- 21.12. In the case of a recorded vote, the Clerk shall call and Members shall announce their vote in alphabetical order of their surnames, beginning with the Member who requested the recorded vote.
- 21.13. If a Member is present in person or electronically, and their name is called and there is no response to indicate the vote provided, the Clerk will ask one more time, and if there is no indication of a vote, the vote is recorded as negative.
- 21.14. The Clerk shall announce the result of the vote.

22. BY-LAWS

- 22.1. The adoption of every by-law presented to Council, with the exception of the Confirmatory By-law, may be the subject of one motion.
- 22.2. By request of any Member, any by-law(s) may be discussed or voted on individually.
- 22.3. No by-law, except a by-law to confirm the proceedings of Council, shall be presented to Council unless its subject matter has been approved by Council or Committee of Council. A by-law may be placed on the same Council Agenda as the staff report if it is time sensitive.
- 22.4. The proceedings at every meeting of Council shall be confirmed by by-law so that every decision of Council at that meeting of Council and every resolution thereof shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.
- 22.5. All amendments to any by-laws approved by Council shall be deemed to be incorporated into the by-law and if the by-law is enacted by Council, the amendments shall be inserted by the Clerk.

- 22.6. Every by-law enacted by Council shall be signed by the Warden and Clerk. The corporate seal shall be affixed to the by-law and the by-law shall be numbered, dated and filed in the Office of the Clerk.

23. MINUTES OF COUNCIL & COMMITTEES

- 23.1. The Clerk shall record Council minutes without note or comment which includes all resolutions, decisions and other proceedings at a meeting of the Members whether it is closed to the public or not.

In the case of a local board or committee, the appropriate officer shall record the minutes without note or comment.

- 23.2. The Minutes of each Council meeting and each Committee meeting shall be presented to Council for approval at the next regular meeting but will be made available in draft to the public as soon as possible after the meeting and prior to adoption by Council.
- 23.3. After the Council Minutes have been approved by Council, they shall be signed by the Warden and Clerk.

24. COMMITTEE PROCEDURES

- 24.1. Council shall, determine the appropriate number of Committees, their membership, terms of reference and reporting practices.
- 24.2. The rules governing the procedure of the Council and the conduct of Members at the Council shall be observed in all Committees so far as they are applicable and in accordance with the terms of reference for each Committee as provided by by-law and provided that:
- a. no recorded vote shall be taken; and
 - b. each Member shall be accorded one vote.
- 24.3. The Warden shall be a member as-of-right of each Committee and shall be counted for quorum purposes and entitled to vote at such meetings.
- 24.4. The Warden shall not be eligible to be the Chair of a Committee.
- 24.5. Each Committee Chair shall hold office for two years and thereafter until the new Chair is elected, unless in the meantime they cease to be a Member of Council.

- 24.6. Members who are not Members of a specific committee may attend meetings of that committee and may, with consent of the Chair of that Committee, take part in the discussion, but shall not be counted in the quorum or entitled to make motions or to vote but their attendance shall be noted in the minutes at these meetings.
- 24.7. The Chair of a Committee may cancel or reschedule a meeting in consultation with the Warden, Chief Administrative Officer and Clerk.
- 24.8. A Committee Chair after consultation with the Warden may, at any time, summon a Special Meeting of their Committee by providing written direction to the Clerk to issue a Notice of Special Meeting.
- 24.9. Upon the receipt of a petition of the majority of the Members of a Committee, the Clerk shall summon a Special Committee Meeting for the purpose and at the time noted in the petition.
- 24.10. All Members shall receive all Notices and corresponding agendas for all Committees.
- 24.11. A quorum of a Committee of the Council shall be a majority of the Members of the Committee unless otherwise stipulated in the Terms of Reference of the Committee.
- 24.12. The Chair or Presiding Officer at a Committee has the right to expel or exclude any person from any meeting for improper conduct.
- 24.13. Proceedings of each Committee shall be forwarded to Council for consideration in the form of Committee Minutes.
- 24.14. Any recommendation to establish an ad hoc, special committee or sub-committee shall include its terms of reference outlining:
- a. its membership;
 - b. quorum requirements;
 - c. the matters to be dealt with; and
 - d. when the matters will be reported on.

25. NOTICE PROVISION

- 25.1 The requirements for when notice will be provided to the public regarding specific by-laws and the holding of certain meetings is outlined in the "Provisions of Notice and Manner of Giving Notice" Policy.

26. SUSPENSION OF BY-LAW PROVISIONS

- 26.1. A motion to suspend or not to follow a rule of procedure established by this By-law, shall not be passed without a two-thirds majority vote.

27. AMENDMENTS TO BY-LAW

- 27.1. No amendment or repeal of this By-law shall be considered at any meeting of the Council unless notice of the proposed amendment or repeal was given at a previous meeting of the Council. Council may not waive this notice requirement.

28. CONFLICT

- 28.1. If there is any conflict between this By-law and any statute, the provisions of the statute prevail.

29. REPEAL AND ENACTMENT

- 29.1. By-law #2015-24, as amended, is hereby repealed.
- 29.2. This by-law shall come into full force and effect on the date of its enactment.

READ a first, second and third time, and finally passed on this xx day of xxx, 2022.

Wade Mills, Warden

Michelle Dunne, Clerk



REPORT TO COMMITTEE

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

From: Rohan Thompson, Director People & Equity

Meeting Date: June 23, 2022

Subject: **Workforce Planning Update: Employment Systems Review**

In Support of Strategic Plan Priorities and Objectives:

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

Purpose

The purpose of this report is provide a progress update on the Employment Systems Review, assessment of organizational culture and staff census that was discussed in the January 27th 2022 report to committee.

Background & Discussion

In the Workforce Planning report, January 27, 2022, it indicated that as part of the County's commitment to creating a more equitable, inclusive and discrimination free workplace, it would be conducting an Employment Systems Review, Staff Census and an organization culture assessment. Taking an intentional comprehensive review of key human resource policies and practices, having a solid understanding of our staff composition and how our staff are experiencing our organization and by reviewing this information through and equity lens, will help us develop an informed plan and approach to dismantling systemic barriers at Dufferin County.

The County has retained the services of Feminuity to support us through this process. Feminuity has supported organizations to embed diversity, equity, and inclusion (DEI) into the core of their business. Feminuity is guided by the knowledge that organizations embed DEI into the core of what they do are more innovative, profitable, and sustainable.

Feminuity uses a intersectional approach and intersectionality is at the core of they do. They recognize the enduring effects of colonization and they go beyond traditional standards. By taking a decolonized, intersectional approach they integrate multicultural, non-Western, non-dominant, and Indigenous perspectives into the work. This methodology helps us better consider those at the margins, ask transformative questions, and reimagine business as usual.

The anticipated project kickoff is August 2022 and the anticipated completion is December 2022.

In order to support the County of Dufferin with our Employment Systems Review and Staff Census, there will be three main areas of focus from Feminuity:

Quantitative data Collection

This will entail asking staff to participate in a voluntary quantitative DEI survey analysis which will allow the County of Dufferin to understand the organization's diversity as a whole and at the every level. The survey will pair DEI sentiment questions with a robust demographic question set that looks at approximately 40 dimensions of diversity and identity.

Qualitative Data

This will entail asking staff to participate in a voluntary, open-ended, and in-depth interviews, to capture the human stories and lived experiences of our staff. This gives employees an opportunity to express their concerns and ideas in a supportive and confidential space.

Employment Systems Review

An Employment Systems Review with a targeted review of the County of Dufferin's human resources policies, processes, and programs to help us understand where bias, exclusion, discrimination and inequity live within our human resurces systems. Some of the areas of focus will be;

- Recruitment
- Hiring
- Retention
- Staff Development

- Performance Management

It is important to note that all data collection and analysis will be done by Feminuity. The quantitative data will be held on Feminuity's servers and all interviews will be conducted by Feminuity staff. We understand that confidentiality is of utmost importance in order to have a process like this to have integrity and ensure the highest rates of participation. The County of Dufferin will not have access to any granular or identifying data collected. Data will be provided to County of Dufferin staff in aggregate form.

Financial, Staffing, Legal, or IT Considerations

All financial resources for this work is in the 2022 operating budget and the expenses related to the Employment Systems Review, staff census and organizational and organizational culture assessment fall within budget. From a staffing perspective, the Director of People & Equity and the Equity Advisor will be the primary staff contacts.

There are no additional IT or legal considerations at this point.

Recommendation

THAT the report of the Director of People & Equity, dated June 23, 2022, with respect to moving forward with the Employment Systems Review which includes a staff census and organizational culture review, be received.

Respectfully Submitted By:

Rohan Thompson, MSW/RSW
Director of People & Equity

REPORT TO COMMITTEE

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

From: Rohan Thompson, Director of People and Equity

Meeting Date: June 23, 2022

Subject: **Respect in the Workplace – Preventing Violence, Harassment and Discrimination Policy and Program**

In Support of Strategic Plan Priorities and Objectives:

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

Purpose

The purpose of this report is to provide Committee with information on the changes made to the violence and harassment policies, and to seek approval for the attached draft Respect in the Workplace – Preventing Violence, Harassment and Discrimination Policy and Program.

Background & Discussion

On June 15, 2010, Bill 168 amended the *Occupational Health and Safety Act (OHSA)* to include workplace violence and harassment. The County of Dufferin has had a Workplace Harassment policy in place since 2004, and a Prevention of Violence policy in place since 2008.

In order to comply with the most recent guidance provided in 2021 by the Ministry of Labour, Training and Skills Development (MLTSD), the existing policies have been updated and expanded. Both policies have now been combined into one policy, as is an employer's

right under *OHS*A, and provide additional details in how incidents of workplace violence, harassment, or discrimination will be handled.

The new policy provides new definitions and examples of various types of violence, harassment and discrimination, and expands on the responsibilities of the Joint Health and Safety Committee and the Director of People and Equity. It also includes the procedures for handling domestic violence, corrective action, record keeping, and confidentiality, sections which are required in any workplace violence and harassment program under section 32 of the *OHS*A and which were not specified in the previous policies. The new policy also specifies the County of Dufferin's right to conduct an investigation and to act in accordance of all legislative responsibilities, regardless of whether a complaint is formalized or not.

Based on a review of other municipalities policies and sample policies as provided by MLTSD resources, staff worked together to draft the attached, and it has been approved during the annual review by the Joint Health and Safety Committee as dictated by section 32 of the *OHS*A.

Financial, Staffing, Legal Impact

No financial or staffing impact. This policy is a requirement under the *Occupational Health and Safety Act*.

Recommendations

THAT the report of the Director of People and Equity, dated June 23, 2022, titled *Respect in the Workplace – Preventing Violence, Harassment and Discrimination Policy and Program*, be received;

AND THAT the attached *Respect in the Workplace – Preventing Violence, Harassment and Discrimination Policy and Program 2-4-01-06* be approved.

Respectfully Submitted by:

Rohan Thompson
Director of People and Equity

Attachments:

Draft Respect in the Workplace Policy – Preventing Violence, Harassment and
Discrimination Policy and Program

Respect in the Workplace and Program Comparison Chart

SECTION	HUMAN RESOURCES	POLICY NUMBER	2-4-01-06
SUB-SECTION	Conduct	EFFECTIVE DATE	December 9, 2004
DATE REVISED	May 17, 2022	REVIEW DATE	May 17, 2023
SUBJECT	Respect in the Workplace: Preventing Violence, Harassment and Discrimination		
AUTHORITY	Senior Management General Government Services – June 23, 2022		

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PURPOSE

The County of Dufferin (The County) is committed to providing a safe, healthy and professional workplace free from all forms of violence, harassment, discrimination and disrespectful behaviour. The County recognizes that workplace violence and harassment is both a health and safety and a human resources issue, and will take reasonable precautions to prevent workplace violence and harassment and to protect its employees.

The County expects and promotes respectful interactions which show regard for the rights, dignity, and health and safety of all.

This policy is consistent with the spirit and provisions of the *Ontario Human Rights Code* and the *Occupational Health and Safety Act*, and should be read in conjunction with any applicable legislation and collective agreement provisions. This policy supports the requirements of [Section 32.0](#) (Part III Violence and Harassment) of the *Occupational Health & Safety Act*.

This policy is intended to:

- Create and foster a work environment free from workplace violence, harassment and discrimination
- Provide solution-based approaches when conflict arises
- Provide definitions of workplace violence, harassment, and discrimination
- Establish and detail the responsibilities of all persons in County workplace(s) to maintain a workplace free from violence, harassment and discrimination
- Ensure that incidents of workplace violence, harassment and discrimination are reported to County Management, the Director of People & Equity and/or designate, and/or law enforcement as appropriate
- Ensure that complaints of violence, harassment, and discrimination are handled in a timely and equitable manner by the County and that an investigation is conducted which is appropriate in the circumstances

POLICY

General

The County of Dufferin does not tolerate, ignore or condone violence, harassment, or discrimination in the workplace. All reported threats or incidents will be investigated promptly, with appropriate action taken. The County will take every reasonable precaution to protect employees from domestic violence at work where the manager/supervisor has been made aware that an employee is at risk of physical harm in the workplace.

Workplace violence, or the threat of workplace violence, undermines an employee's ability to work effectively. In the Municipal Sector, it is recognized that the potential for staff to encounter violence, harassment and discrimination in their workplace is high, especially in jobs involving the following:

- Dealing with the public
- Working with unstable or volatile people
- Working Alone
- Transporting people and goods
- Handling cash
- Mobile workplace
- Securing/protecting valuables
- Transporting people

Scope and Application

This policy applies to all County employees regardless of position, classification or union membership. It applies in any location in which employees are engaged in work-related activities (see definition of workplace below).

This policy also applies to all persons who attend a County workplace, including but not limited to council members, committee appointees, visitors, contractors, volunteers, vendors and delivery persons.

Members of the general public, visitors to Municipal facilities, or individuals conducting business with the County, are expected to refrain from any form of violence, harassment, and discrimination. The County will take any necessary steps to ensure a workplace free from violence, harassment and discrimination.

DEFINITIONS

Workplace Violence

Workplace violence is defined under the *Occupational Health and Safety Act* as:

- a) The exercise of physical force by a person against a worker in a workplace, that causes or could cause physical injury to the worker.
- b) An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,
- c) A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Workplace violence includes:

Assault:

Any intent to inflict injury on another, coupled with an apparent ability to do so; any intentional display of force that causes the victim to fear immediate bodily harm, physically aggressive behaviours including hitting, shoving, standing excessively close to someone in an aggressive manner, pushing, kicking, physically restraining someone or any other form of physical or sexual assault.

Threats:

A communicated intent (verbal, written or body language) to inflict physical or other harm on any person or to property by some unlawful act. A direct threat is a clear and explicit communication distinctly indicating that the potential offender intends to do harm, for example, "I am going to make you pay for what you did to me." A conditional threat involves a condition, for example, "If you don't leave me alone you will regret it." Veiled threats usually involve body language or behaviours that leave little doubt in the mind of the victim that the perpetrator intends to do harm.

- Physical threatening behaviour such as shaking a fist at someone, finger pointing, destroying property, throwing objects.
- Stalking someone

Domestic Violence

A pattern of coercive behaviour by intimate/domestic partners that is used by one person to gain power or control over another, which may include physical violence, threats of violence, sexual, emotional and psychological intimidations, verbal abuse,

stalking and economic control. It is a crime that represents a danger to the victim and the workplace.

Signs of “at risk” workers:

Trusted colleagues are often the first people in the workplace to become aware that an employee may be facing Domestic Violence.

Possible indicators are, but not limited to:

- chronic absenteeism
- excessive layering of inappropriate clothing (to hide bruising etc.)
- repeated physical injuries
- chronic health problems
- isolation
- emotional distress
- excessive number of personal telephone calls

Workplace Harassment

Harassment is defined under the Occupational Health and Safety Act as:

- (a) engaging in a course of vexatious comment or conduct against a worker in a workplace that is known, or ought reasonably to be known to be unwelcome; or
- (b) workplace sexual harassment.

Harassment is a pattern of inappropriate actions that are not in keeping with the County of Dufferin expectation of respectful interactions. Harassment is ongoing behaviour that a reasonable person would consider to be humiliating, demeaning, offensive or intimidating and is unwelcome. A single incident may constitute harassment, depending on the severity of the behaviour. Harassment results in a poisoned work environment.

Examples of harassment may include, but are not limited to:

- Yelling at an employee
- Taking credit for another's work
- Ostracizing an employee
- Abuse of authority
- False accusations/allegations
- Practical jokes which insult or embarrass an individual
- Sabotaging an employee's work
- Withholding information from an employee required for them to do their job

- Belittling, condescending comments
- Bullying, workplace pranks, vandalism, hazing
- Gossiping or spreading malicious rumours
- Inappropriate, embarrassing, humiliating comments or jokes about an individual.

Harassment is not:

- Appropriate direction, delegation or discipline administered under the course of supervision
- Measures to correct performance deficiencies such as placing someone on a performance improvement plan
- Imposing discipline for workplace infractions
- Requesting medical documents in support of an absence from work
- Stressful events encountered in the performance of legitimate job duties
- A relationship of mutual consent or flirtation
- Friendly teasing or bantering that is mutually acceptable and not offensive to others
- Normal workplace conflict that may occur between individuals or difference of opinion between co-workers.

The Test of Harassment

It does not matter whether an individual intended to offend someone. The test of harassment is whether the individual knew, or should have known, that the comments or conduct were unwelcome to the other person. For example, someone may make it clear through their conduct or body language that the behaviour is unwelcome, in which case, the person committing the harassing behaviour must immediately stop that behaviour.

Bullying

A type of workplace harassment, bullying is behaviour which intimidates, degrades, humiliates and ultimately undermines the self-confidence of an individual. It is generally repetitive, although a single serious incident of such behaviour may constitute bullying if it has a lasting harmful effect. Bullying behaviour is specifically used to devalue the worth of others.

Sexual Harassment

The *Occupational Health and Safety Act* defines sexual harassment as:

- (a) engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- (b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker, and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Examples may include, but are not limited to:

- Continuous conversation of a sexual nature
- Persistent and offensive jokes of a sexual or gender-specific nature
- Suggestive or insulting sounds (example, whistling or cat-calls)
- Lewd gestures
- Sexual comments about body shape, clothes or weight
- Comments about a person's sex life or relationship with partner
- Posting or electronically transmitting pornographic or sexually explicit pictures and jokes
- Sexual exposure
- Unnecessary physical contact (example pinching, touching or patting)
- Sexual assault
- Sexual innuendoes or taunting
- Vulgar humour or language
- Leering (persistent sexual staring)
- Sexual advances or demands that are unwelcome
- Threats, punishment or denial of a benefit for refusing a sexual advance
- Offering a benefit in exchange for a sexual favour

Workplace Discrimination

Discrimination is the unequal treatment of a person on the basis of a prohibited ground. In general, discrimination is an act or practice that intentionally or unintentionally causes a type of disadvantage prohibited by the provisions of the Ontario Human Rights Code.

Examples of discrimination may include, but are not limited to:

- Refusal to work with, or differential treatment of a person on the basis of the prohibited grounds

- Decisions of recruitment, promotion, pay increases or employment practices based in whole or in part on one or more of the prohibited grounds

Prohibited Grounds

The Ontario Human Rights Code prohibits actions that discriminate against people based on a protected ground in a protected social area.

Protected Grounds are:

- Age
- Ancestry, colour, race
- Citizenship
- Ethnic origin
- Place of origin
- Creed (religion or belief system)
- Disability
- Family status
- Marital status (including single status)
- Gender identity, gender expression
- Receipt of public assistance (in housing only)
- Record of offences (in employment only)
- Sex (including pregnancy and breastfeeding)
- Sexual orientation

Protected Social Areas are:

- Accommodation (housing)
- Contracts
- Employment
- Goods, services and facilities
- Membership in unions, trade or professional associations

Discriminatory Harassment

Includes comment or conduct based on the protected grounds in the Ontario *Human Rights Code*, which the recipient does not welcome or that offends them.

Examples of discriminatory harassment may include, but are not limited to:

- Unwelcome remarks, jokes, innuendos, or taunting that disparage or ridicule a person's membership in one of the protected grounds
- Practical jokes of a racial or religious nature which causes awkwardness or embarrassment

- Displaying or electronically transmitting racist pictures, jokes or other offensive material
- Condescending or paternalistic behaviour which undermines self-respect based on a person's membership in one of the protected grounds
- Offensive gestures based on a person's membership in one of the protected grounds
- Refusing to converse or work with an employee because of their race or ethnic background
- Imitating a person's accent, speech or mannerisms
- Persistent or inappropriate questions about whether a person is pregnant, has children, or plans to have children
- Inappropriate comments or jokes about an individual's age, sexual orientation, personal appearance or weight

Systemic (Indirect) Discrimination

Patterns of behaviour, either in policy or practice, which appear neutral, but which have a negative impact or perpetuate a position of relative disadvantage on an identified group on the basis of a prohibited ground. Systemic discrimination occurs when policies or practices exclude, limit or restrict members of designated groups from employment or opportunities within employment.

Reprisal

Any negative action, threat, or act of retaliation that occurs because an employee followed health and safety laws or workplace policies.

Examples of reprisal include, but are not limited to:

- Any threat or act of retaliation that occurs because a person has complained of or provided information about an incident of workplace discrimination or harassment
- Intentionally pressuring a person to ignore or not report an incident of workplace discrimination or harassment
- Intentionally pressuring a person to lie or provide less than full cooperation with an investigation of a complaint or incident of workplace discrimination or harassment

Workplace

Any location where a County of Dufferin employee is carrying out their occupational duties, including those locations that are not on primary work sites. This may include

work-related social functions, training and conferences, during work-related travel, at restaurants, hotels or meeting facilities being used for business purposes, during telephone, e-mail or other communications.

Poisoned Work Environment

Workplace harassment may also include behaviour, conduct, comments or activities which are not directed specifically at an individual but which nonetheless create a degrading or offensive poisoned work environment.

Abuse of Authority

An individual using undue authority or power related to their position with the intention of compromising an employee's job performance and adversely affecting their career.

Complainant

A person who brings a complaint forward under this policy because the person was the target of or a witness to harassment or discrimination.

Respondent

A person alleged to have engaged in behaviour of harassment or discrimination under this policy.

Investigator

The Director of People & Equity or designate will conduct investigations under this policy. The County of Dufferin reserves the right to retain an external third party to investigate allegations against Senior Management, People & Equity staff, or other staff members depending upon the situation.

Trivial, Frivolous or Malicious Complaints

Trivial or frivolous complaints are those with no merit. Malicious complaints are those which are made in bad faith with the intent to harm the Respondent.

RESPONSIBILITIES

All employees have the right to work in an environment free from violence, harassment and discrimination. Everyone is responsible for creating and maintaining a safe workplace to the extent of each person's authority and ability to do so. It is the responsibility of every employee to assist and cooperate in making the workplace as safe and secure as possible.

Organization

It is the responsibility of the County:

- To assess the risk of workplace violence, harassment and discrimination for the employees and take every reasonable measure to prevent it from happening or recurring
- To take reasonable, preventative measures to protect employees and others in County workplaces from workplace violence, harassment and discrimination
- To ensure all employees have received workplace violence, harassment and discrimination prevention training
- To identify and ensure employees working in positions identified as being more susceptible to workplace violence receive training in being able to recognize and respond to violence and harassment appropriately and safely
- To post this policy in a conspicuous place in the workplace. In departments in which all staff have access to the health and safety SharePoint site, it will be considered appropriate to post the policy in electronic format. In departments where staff do not have access to the health and safety SharePoint site, hard copies of this policy must be posted on the health and safety board
- To ensure that this policy is communicated to contractors and other persons who attend County workplaces
- To establish a process for reporting and responding to incidents of workplace discrimination and harassment
- To ensure the process for reporting and responding to incidents of workplace violence, harassment and discrimination is communicated, maintained and followed
- To ensure that this policy is reviewed at least annually

Managers and Supervisors

It is the responsibility of managers and supervisors:

- To understand and abide by the requirements of this policy
- To actively promote a workplace free from violence, harassment and discrimination
- To communicate and review this policy with the employees they supervise or manage
- To provide workers with information, including personal information, related to a risk of workplace violence from a person with a history of violent behavior, without disclosing more personal information than is necessary to protect the worker, as required by the Occupational Health & Safety Act
- To verify that all contractors and others who attend County workplaces are aware of this policy
- To adequately train employees in County procedures that address the workplace violence, harassment, and discrimination risk(s) applicable to the employee
- To encourage employees to report complaints or incidents of workplace violence, harassment, and discrimination
- To instruct workers in the procedure for reporting, investigation and documentation of incidents involving violence, harassment and discrimination departmentally
- To take immediate action and treat all reports of violence, or threats of violence in the workplace seriously, conducting an initial investigation and involving People & Equity staff in the investigation, as appropriate
- To respond to all complaints or incidents of workplace violence, harassment and discrimination in a professional manner appropriate in the circumstances
- To promptly report all complaints or incidents of workplace violence, harassment and discrimination they receive or witness to the Director of People & Equity or designate
- To report incidents or workplace violence causing injury as per Section 52(1) to the committee, the health and safety representative and the trade union (if any); and the Director if an inspector requires notification of the Director, within 4 days
- To develop Department-Specific Guidelines relating to the prevention of violence in the workplace as appropriate, in consultation with the Health & Safety Advisor

Employees (Including Managers and Supervisors)

It is the responsibility of employees:

- To comply with this policy at all times to protect themselves and others in the workplace from workplace violence, harassment or discrimination
- To immediately notify either their supervisor, People & Equity, Senior Management or other designated person of any incident of workplace violence (or threat of violence), harassment or discrimination whether the notifying employee is the victim or not. In the case of an extreme or imminent threat of physical harm to themselves or any person, the employee should contact the police
- To report all incidents involving violence (or threats of violence), including domestic violence outside the workplace that could enter the workplace, to their Supervisor/Manager immediately
- To immediately notify the Director of People & Equity or Senior Management if the incident of workplace discrimination or harassment involves the employee's supervisor or manager
- To participate in training regarding this policy and County procedures directed at workplace violence and harassment risks in the workplace
- To fully cooperate in any investigation of complaints or incidents of workplace violence and harassment or breaches of this policy

Health and Safety Advisor

It is the responsibility of the Health and Safety Advisor:

- To assist departments in auditing the hazard of workplace violence, harassment and discrimination to identify potential high-risk jobs
- To assist in the development of department-specific guidelines
- To facilitate training sessions for staff in recognizing and responding to workplace violence
- To actively monitor industry standards and available information on violence in the workplace prevention and provide information to, and consult with management to allow for the most effective implementation of violence in the workplace prevention programs
- To participate in the investigation of reported violence-related incidents in the workplace, as requested, and assist department managers and Joint Health and Safety Committee (JHSC) members and Health and Safety Representatives in implementing proper programs/controls in response to such incidents

Multi-Site Joint Health and Safety Committee (MJHSC)

It is the responsibility of the MJHSC:

- To review all Incident Forms and corrective action taken as a result of reported incidents. Make recommendations regarding any further precautionary actions or measures for the prevention of future similar incidents
- To be consulted about the development, establishment and implementation of violence prevention measures and procedures
- To be consulted and make recommendations to the employer to develop, establish and provide training in violence prevention measures and procedures
- To take part in a review at least annually of this policy and procedure

Director of People & Equity

The Director of People and Equity is an advocate for a respectful workplace – not an advocate for a particular individual. The Director of People and Equity maintains confidentiality to the extent practicable and appropriate under the circumstances. The Director of People and Equity may be required to investigate a complaint (with another senior manager) if an internal investigation is deemed appropriate. The Director of People and Equity assists all parties in understanding their rights and obligations under this policy, specifically:

- To act as a resource and answer inquiries with respect to this policy
- To discuss complaints on a confidential basis, unless it is required to release information by law, or where there is a risk of harm to the victim or another individual
- To assist individuals who may be experiencing domestic violence that may expose them to risk of physical injury in the workplace
- To assist in the informal resolution of complaints through counselling
- To engage in discussions with the respondent to see if the matter can be resolved informally

PROGRAM

Procedures for Workplace Violence

Anyone in a County of Dufferin workplace who believes they are being threatened or who experiences or witnesses any workplace violence as defined in this policy must first protect themselves and then report the incident immediately. No report of workplace violence or risks of violence can be the basis of reprisal against the reporting employee.

Recognizing Behaviours of Concern:

- Fidgety/anxious
- Raised voice
- Minimal eye contact
- Foul language
- Heavy rate of breathing
- Clenched jaw

People exhibiting any behavior that cause staff to be concerned about that person becoming violent should be dealt with according to methodologies learned during training. If at any time staff become uncomfortable dealing with a person exhibiting any behaviours of concern, they should contact their Supervisor immediately for assistance, or provide the person contact information for their Supervisor (i.e. business card) so that they can deal with them directly.

Reporting Incidents of Violence: Emergencies

(Immediate danger; weapons; physical injury or the threat of physical injury)

If a situation is escalating or an employee feels there is a potential for violence, and attempts to de-escalate the situation are ineffective – GET HELP. The worker, if possible, or a staff member in the immediate area should notify Police (9-1-1) or immediate Supervisor in all emergency situations.

Once all employees are safe, a [Dufferin County and Municipal Incident/Injury Report form](#) must be filled out, noting 'violence' as the incident type. Witness statements should be included from all employees and supervisors present.

Reporting Incidents of Violence: Non-Emergencies

(Verbal threats that could lead to physical harm)

- Report threatening statements or behavior that causes a worker to believe that there is a threat of workplace violence to their Supervisor immediately
- All incidents reported must be tracked as an incident on the [Dufferin County and Municipal Incident/Injury Report form](#) or other internal incident report forms as appropriate noting 'violence' as the incident type, along with all other pertinent information, and given the same consideration as any other type of incident
- If the Complainant is uncomfortable completing a written report, they may provide a verbal report to their Supervisor, People and Equity, member of Senior Management or designate
- Incidents involving harassment must be forwarded to the People & Equity department as outlined by internal Human Resources procedures
- All matters relating to workplace violence shall be dealt with in a sensitive, fair, and impartial manner. Privacy and confidentiality will be maintained unless the disclosure of personal information is necessary for the purposes of investigating or taking corrective action with respect to the incident, or is otherwise required by law

Investigating Incidents of Violence

All incidents involving physical violence in the workplace shall be investigated by a team comprised of: the Department Manager, Director of People & Equity or designate, Health & Safety Advisor, and a MJHSC Worker Health & Safety Representative in the following manner:

- Conduct separate interviews with the Complainant, the Respondent (where possible), the Supervisor and any individuals who may be able to provide relevant information
- Document the interview, and have the notes from each discussion read and signed by the interviewee to confirm accuracy
- Prepare a written report summarizing the investigation findings so that appropriate corrective measures can be taken to facilitate the worker returning to a safe work environment. A copy of this report will be submitted to People & Equity, and forwarded to the CAO as deemed necessary
- The employee/person displaying violent conduct will be subject to a range of corrective action up to and including termination or expulsion from County programs
- The managers or supervisors will inform the reporting employee of the outcome of the investigation enough to minimize the chance of similar incidents

- The managers or supervisors who investigate the reported incident make all staff (that might be affected) aware of dangerous situations or potentially violent persons in the workplace. This will be a judgement call based on the information available at that time.

In keeping with due diligence, the County may elect to conduct an investigation regardless of whether the complaint is formalized or not. The employer reserves the right to act in accordance with all legislative responsibilities.

Procedure for addressing Domestic Violence

Staff are required to notify their manager, union representative and/or Director of People and Equity of any potential threat of domestic violence that could enter the workplace. The County of Dufferin will make every effort to prevent the risk of injury specific to the threat of any domestic violence situation. This may include some or all of the following:

- Creating a safety plan
- Contacting the police
- Establishing enhanced door and access security measures
- Screening calls and blocking certain e-mail addresses
- Setting up priority parking or providing escorts to employee's vehicle or to public transportation
- Adjusting the employee's working hours and location so that they are not predictable
- Facilitating employee's access to counseling programs through the EAP or other community programs

Clarification of disclosure of domestic violence:

Disclosures of domestic violence must be clarified by the person hearing the information. Is the person disclosing because:

- they want support in the form of listening?
- they want assistance in bringing this to the attention of police or someone who can help counsel in these matters?
- they are fearful for their personal safety?

In most situations, the person disclosing the information will be a capable adult who is able to make choices about disclosure to others, including legal authorities. Their autonomy should be respected and weighed against other principles such as imminent harm "unless" the person is believed to be in imminent danger; the issue of disclosure to others should be left to the person, with appropriate offers of support and assistance. If

a situation of imminent harm in the workplace is apparent, the person should be advised of their ethical and/or legal obligation to report the issue and encourage them to take steps in reporting the issue to police independently. In cases where the immediate safety of any staff member is endangered, the police will be contacted.

Procedures for Workplace Harassment and Discrimination

Reporting Incidents of Workplace Harassment

Employees can at any time report incidents of workplace harassment or reprisal to their supervisor, the Director of People & Equity, Senior Management or other designate. Incidents can be reported by individuals directly involved in the incident of workplace harassment, or by any witness to the incident.

In all cases, staff are encouraged to report their concerns internally to the direct supervisor, provided they are not the alleged Respondent or reporting to the alleged Respondent, in which case concerns should be reported to the Director of People & Equity or any other member of Senior Management.

If a complaint is regarding the conduct of senior management, or staff are uncomfortable or unable to report it internally, the complaint may be reported to an outside party such as the Ministry of Labour, Training and Skills Development. Nothing in this policy prevents or discourages an employee from filing an application with the Human Rights Tribunal of Ontario on a matter related to the Ontario Human Rights Code. An employee also retains the right to exercise any other legal avenues that may be available, including filing a grievance if the employee is a member of the bargaining unit.

All complaints and incidents are to be recorded in writing by the reporting person/employee, and/or the supervisor or manager receiving the report, and/or the People & Equity department. The date, time, location, names of Complainant, Respondent, and potential witnesses, and nature of the incident should be documented in the [Dufferin County and Municipal Respect in the Workplace Complaint Form](#).

If the employee reporting the incident does not feel comfortable making a written report, they may make a verbal report to a supervisor, Director of People & Equity, or Senior Management who will complete a written report to document what they were told.

If an incident of workplace harassment involves a person who is not an employee of the County, a member of the Senior Management team or the People & Equity department

will report the incident to that person's employer and/or such other person as the County determines is appropriate in the circumstances.

In keeping with due diligence, the County may elect to conduct an investigation regardless of whether the complaint is formalized or not. The employer reserves the right to act in accordance with all legislative responsibilities.

Informal Resolution Approaches

If an employee is either directly affected by, or has witnessed harassment or discrimination in the workplace, they are encouraged to speak to the person perpetuating the harassment or discrimination directly, to let them know that their behaviour is unwelcome, and ask for it to stop.

Although it is a difficult conversation, some ways to verbally address and stop the behaviour include:

- "I don't want you to do that."
- "Please stop doing or saying..."
- "It makes me uncomfortable when you..."
- "I don't find it funny when you..."

As an alternative, an informal mediation can be arranged with both employees. The Director of People & Equity, Senior Management or designate will assist the employees to discuss the incident and their concerns and come to an agreed upon outcome. Participation in informal mediation is voluntary and either party can withdraw at any time.

Should the above approaches be ineffective, and/or the behaviour continues, the formal resolution approach should be initiated.

Formal Resolution Approach

If the offending person does not stop the offensive behaviour then a formal complaint can be made to the Director of People and Equity, Department Manager or CAO. If the complaint is initially received by the manager or CAO, it is their responsibility to ensure that People and Equity is notified of the complaint within 2 working days from when they first received the complaint.

All complaints of workplace harassment and discrimination must be submitted on the prescribed [Dufferin County and Municipal Respect in the Workplace Complaint Form](#).

Once the formal complaint is received, a formal investigation will be initiated if it is necessary and appropriate to do so.

Anonymous complaints will not be investigated unless there are extenuating circumstances.

Investigation Procedure

All complaints or incidents of workplace harassment or reprisal will be promptly investigated by the People & Equity department, whether submitted verbally, through written report, or witnessed. The investigation will be completed within 90 days or less, unless there are extenuating circumstances warranting a longer investigation.

Where the Respondent is a County employee, the investigation will be conducted as quickly and confidentially as possible in the circumstances. Every effort will be made to protect the privacy of the individuals involved in an investigation and to ensure that Complainants and Respondents are treated fairly and respectfully. Information about the alleged incident or complaint of workplace harassment, including identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

If the Complainant decides not to lay a formal complaint, the County of Dufferin has a legal obligation to conduct an investigation which is reasonable in the circumstances and will file such documents with the person against whom the complaint is laid (the Respondent).

At the discretion of the CAO and/or Director of People & Equity, the County may obtain outside assistance and/or legal counsel.

The investigation will include:

- A documented interview with the Complainant and/or victim
- A documented interview with the alleged Respondent(s)
- A documented interview with any witnesses with relevant information
- Collect and review any relevant documents
- Any other step the investigator(s) deems necessary to fully and fairly investigate the complaint or incident
- At the conclusion of the investigation into an incident or complaint, People & Equity will prepare a written report of the findings

- Where the Respondent is a County employee, their supervisor, in consultation with management and/or the People & Equity department, will take any necessary corrective action warranted in the circumstances
- Where the Complainant is a County employee and is found to have brought forward a complaint in bad faith, their supervisor, in consultation with management and/or the People & Equity department, will take any necessary disciplinary action
- The severity of any disciplinary action, which may include dismissal from employment, will be consistent with the seriousness of the conduct at issue, such that more significant discipline will follow more serious conduct or repeated violations of this policy
- Within 10 days of completion of the investigation, the County of Dufferin will advise in writing the Complainant and Respondent, if the Respondent is a County employee, of the findings of the investigation and any corrective action that has been or will be taken as a result of the investigation

Corrective Action

The Director of People and Equity and/or CAO will determine what corrective action should be taken as a result of the investigation.

If the investigation finds evidence that violence, harassment or discrimination as defined above has indeed taken place, the County of Dufferin will take appropriate corrective measures, regardless of the respondent's seniority or position. Corrective action will consider both the rules of progressive discipline listed in Article 3 of the [Personnel Policy](#) and the seriousness of the offense.

Corrective measures may include any of the following:

- Education and training
- Review and modification of policies, procedures and practices
- Mandatory referral to counselling (sensitivity training, anger management)
- Verbal or written warning with mandatory referral for counseling (sensitivity training, anger management), supervisory skills training or attendance at educational programs on workplace respect.
- Suspension without pay with mandatory referral for counseling (sensitivity training, anger management), supervisory skills training or attendance at educational programs on workplace respect.
- Termination of employment, with or without cause

Supervisors who condone such conduct or fail to investigate and report such conduct will also be subject to corrective measures.

No Reprisal

This policy prohibits reprisals against employees who have made complaints in good faith and without malice or provided information regarding a complaint or incident of workplace violence, harassment and discrimination.

Employees who engage in reprisals or threats of reprisals may be disciplined up to and including dismissal from employment.

An employee who makes a false complaint or otherwise abuses this policy may be disciplined up to and including dismissal from employment. Such discipline is not a reprisal or breach of this policy.

Record Keeping

The County of Dufferin will keep a record of all complaints or incidents of workplace violence, harassment and discrimination including:

- A copy of the complaint or details about the incident
- A record of the investigation, including notes
- A copy of witness statements, if taken
- A copy of the investigation report, if any
- A copy of the results of the investigation that were provided to the worker who reported the incident and the Respondent
- A copy of any corrective action taken to address the complaint or incident

The documents associated with a workplace incident or complaint of violence, harassment and discrimination, and/or investigation will not be disclosed unless necessary to investigate the incident or complaint, take corrective action, or otherwise required by law.

In accordance with the County of Dufferin Records Retention Schedule, these records will be kept for three years from the conclusion of the investigation.

Confidentiality

The County of Dufferin recognizes the sensitive nature of harassment and violence complaints and will keep all complaints confidential, to the extent that it is able to do so. The County will only release as much information as is necessary to investigate and respond to the complaint or situation, or if required to do so by law.

Out of respect for the relevant individuals, it is essential that the Complainant, Respondent, witnesses and anyone else involved in the formal investigation of a complaint maintains confidentiality throughout the investigation process and beyond.

Where the Complainant chooses to obtain advice about their rights by making comments or initiating proceedings outside the County's policy, confidentiality cannot be guaranteed.

Timeline for Review

As required by the Occupational Health and Safety Act, the County of Dufferin will review this policy annually and will post the policy in a conspicuous place in the workplace. The Joint Health and Safety Committee members will also review this policy and provide recommendations that will aim to enhance its content.

Sonya Pritchard
Chief Administrative Officer

	Previous Harassment Policy	Previous Violence Policy	New Combined Policy ¹
Purpose	✓	✓	✓
General Policy Statement		✓	✓
Scope and Application	✓	✓	✓
Definitions	✓	✓	✓ ²
Responsibilities	✓	✓	✓ ³
Reporting Harassment	✓		✓ ⁴
Informal Harassment Resolution	✓		✓ ⁵
Formal Harassment Resolution			✓
Investigating Harassment	✓		✓
Reporting incidents of Violence (Emergencies)		✓	✓
Reporting incidents of Violence (Non-Emergencies)		✓	✓
Investigating Incidents of Violence		✓	✓
Procedure to Address Domestic Violence			✓
No Reprisal	✓		✓
Corrective Action			✓
Record Keeping			✓
Confidentiality			✓
Timeline for Review	✓	✓	✓
They/them pronouns			✓

¹ Combines both the Policy and Program. Both are required under the *Occupational Health and Safety Act*, and are allowed to be combined.

² Expanded to provide more clarity and examples, including 'the test of harassment' and further explanation of workplace discrimination on prohibited grounds and discriminatory harassment

³ Expanded to include the JHSC and Director of People and Equity

⁴ Expanded options in how to report without a written report and created new reporting form

⁵ Expanded to include examples of how to do this

The new policy also states "The employer reserves the right to act in accordance with all legislative responsibilities" for all incidents of violence, harassment and discrimination.



REPORT TO COMMITTEE

To: Chair Creelman and Members of General Government Services Committee

From: Aimee Raves, Manager of Corporate Finance, Treasurer

Meeting Date: June 23, 2022

Subject: **Insurance Renewal**

In Support of Strategic Plan Priorities and Objectives:

Good Governance, through compliance with Ministerial standards and requirements

Purpose

The purpose of this report is to seek Council approval to extend the current insurance contract for an additional year.

Background & Discussion

Over the past few years, the insurance industry has been in what is known as a hard market which has made it particularly difficult for municipalities seeking renewals or new insurance providers. There has been a decline in the number of providers as well as rising premiums. With the increase in interest rates, it is anticipated that a shift out of the hard market will begin, but not as quickly as originally expected as insurance companies make up for prior year losses.

In the meantime, municipalities continue to face increasing rates and in some cases difficulty in obtaining adequate coverage, particularly with cyber insurance. So much so that a working group has been established in conjunction with LAS to explore a municipal insurance solution. Whether it is possible or what it might look like is yet to be determined.

In the fall of 2020, Council approved the appointment of Frank Cowan Company (now known as Intact Public Entities) to be the County insurers for the 2021 year. An extension for one year was approved in the summer of 2021.

Financial, Staffing, Legal, or IT Considerations

Working in conjunction with Intact Public Entities and Crewson Insurance Brokers, the last couple of years has allowed staff to develop a valuable relationship with the team. Their timely responses to inquiries, helpful advice and resources provided have proven beneficial to staff in limiting exposure to risk. Given the current climate within the insurance market it is not advantageous to go to market at this time, as such staff are recommending extending the current contract for an additional year. Similar to prior years, applications will need to be completed and evaluated by Intact Public Entities and its insurance partners prior to providing an estimated cost for the 2023 year.

Recommendations

THAT the report of the Manager of Corporate Finance, Treasurer, dated June 23, 2022, regarding Insurance Renewal, be received;

AND THAT that Intact Public Entities be engaged to provide Insurance Services for the 2023 fiscal year.

Respectfully Submitted By:

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

REPORT TO COMMITTEE

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

From: Sonya Pritchard, Chief Administrative Officer

Date: June 23, 2022

Subject: Non-Union Cost of Living Adjustment 2022

In support of Strategic Plan Priorities and Objectives

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

Purpose

The purpose of this report is to recommend a change to the process for determining the cost of living adjustment for non-union staff and County Council compensation for 2022 and future years.

Background & Discussion

Non-union staff and County Council annual cost of living adjustments have been directly linked to the CUPE settlement following a decision of Council in 2004. At that time, it was also determined that the effective date of the annual increase for non-union staff be July, 1 of each year. The current CUPE collective agreement expired as at December 31, 2021 and negotiations are ongoing. Long term care is currently in a period of transition across the province and it is likely no longer appropriate to apply the same compensation changes to other municipal operations.

Staff recommends that the non-union and County Council cost of living adjustment be implemented for July 1, 2022 in accordance with the approved budget. This will allow for a timely adjustment during this time of inflation. Future non-union adjustments will be brought forward for review as part of the 2023 budget deliberations. Many other municipalities, including several local ones, use CPI as a benchmark/guide for non-union compensation adjustments and they are implemented to coincide with the

calendar/budget year. Any enhancements to benefits, vacation or sick time are considered as part of a total compensation adjustment.

Financial Impact

The 2022 budget includes a cost of living adjustment on July 1 for non-union staff and Council.

Recommendation

THAT the report of the Chief Administrative Officer, regarding the Non-Union Cost of Living Adjustment 2022, dated June 23 2022, be received;

AND THAT the Non-Union and County Council cost of living adjustment budgeted for 2022 be implemented for July 1, 2022;

AND THAT a policy for future adjustments using CPI (Consumer Price Index) as a benchmark/guide be presented for consideration as part of the 2023 budget process.

Respectfully submitted,

Sonya Pritchard, CPA, CMA
Chief Administrative Officer

REPORT TO COMMITTEE

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

From: Sonya Pritchard, Chief Administrative Officer

Date: June 23, 2022

Subject: Strategic Action Plan Progress Update June 2022 – GGS Objectives

In support of Strategic Plan Priorities and Objectives

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

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 People & Equity 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 remain behind schedule or delayed at this time, however progress has been made thus far in 2022. In many cases this is as a function of a lack of staff capacity. Finance, Human Resources, and IT have at various points throughout 2022 had staff vacancies. Some of these activities include: additional reporting, employee well-being concerns, continually updating health and safety requirements, updating policies and support for remote workers. Some of that additional work has slowed allowing for prioritization of Strategic Plan initiatives.

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 have been included in the budget or have been designated to be funded from reserves.

Recommendation

THAT the report of the Chief Administrative Officer, regarding the Strategic Action Plan – GGS Objectives, dated June 23, 2022, be received.

Respectfully submitted,

Sonya Pritchard, CPA, CMA
Chief Administrative Officer

Attachments:

Strategic Action Plan Progress Update June 2022 – GGS Chart

Strategic Action Plan Progress Update June 23 - GGS

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
Good Governance (GG) - ensure transparency, clear communication, prudent financial management					
GG 1 Review/Update Committee Structure					
GG 1.0 Update committee structure and reporting model to ensure all departments are incorporated <ul style="list-style-type: none">• Create a fourth committee for Development and Tourism• All Councillors to participate in 2 standing committees	\$1,500 for additional Committee Chair	Complete	Director of People & Equity/Council/ Senior staff	Low Cost	Completed
	Tax Levy			Medium Impact	
GG 2 Improve Communications					
GG 2.1 Consolidate team under CAO <ul style="list-style-type: none">• Add Communications Manager (Q1)• Continue with cross-department communications team (Q1)	\$120,000 staffing	2021	CAO/Department liaisons	Low Cost	A Communications Manager was hired and leads the expanded cross-department Communications Team. A preliminary review of current communications practices and activities
	Tax Levy			High Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
<ul style="list-style-type: none"> Streamline roles and responsibilities (Q2) Identify gaps and areas requiring enhanced consistency (Q3) 					<p>was completed to outline roles and responsibilities, and determine areas of growth and opportunity.</p> <p>Policy review, creation and streamlining of best practices ongoing.</p>
<p>GG 2.2 Create communications strategy for internal and external communications and corresponding policies</p> <ul style="list-style-type: none"> Update Communications policies and procedures (Q3) Streamline social media/technology (Q4) 	Staff time	Q3 – 2021	CAO/ Communications Manager, Cross functional team	<div>Low Cost</div> <div>Medium Impact</div>	<p>Communications guidelines and roadmap completed.</p> <p>A social media audit has been completed. Results and data from the audit will inform the completion of recommendations, guidelines and training. Updating the existing social media policy is underway.</p>

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
GG 2.3 Update corporate, economic development and tourism website(s) • Enhance website to ensure consistent local and feel and enhance functionality • Create cross functional team to assess requirements (Q2) • Prepare RFP, select proponent (Q3) • Complete project (2022)	\$50,000 website	2021-2022	CAO/ Communications Manager, Cross functional team/ procurement	Low Cost	Website team leads in place. Project planning and charter underway and formation of Steering Committee a priority.
	Rate Stabilization Reserve			Medium Impact	
GG 3 Employee Well-Being Initiatives					
GG 3.1 Build a shared and unified culture • Engage HR specialist on contract to lead initiative (Q2) • Create cross functional team (Q3)	\$50,000 - \$100,000	Q2 - 2021	Director of People & Equity/ SMT, Human Resources, staff committee	Low Cost	Director of People & Equity Department recruitment complete.
	Rate Stabilization Reserve			Medium Impact	Department goals, objectives and initiatives in place. Equity work ongoing.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
GG 4 Recruitment Process					
GG 4.1 Improve recruitment process <ul style="list-style-type: none">Define and document current process (Q1)Ensure process is inclusiveAcquire recruitment software as part of HRIS project (see below)	Minimal, software included with technology upgrades	Q2 - 2021	Director of People & Equity/ Human Resources/ All departments	Low Cost	HR Manager recruitment complete. Recruitment process review to commence in near future.
	n/a			Medium Impact	
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">Develop inventory of all assetsUpdate facilities asset inventoryCreate facility inventory of housing unit assets (Community Services	\$50,000	Q2-Q3 2021 extended to 2022	Director of Corporate Services/ Finance, Facilities, Public Works, Community Services, consultants	Low Cost	Asset Management Plan completed and adopted by Council June 2022.
	Asset Management Reserve, Rate Stabilization Reserve			High Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
<p>focus, Appliances, Unit conditions – flooring, lighting and plumbing fixtures, wall finishes, structural components) Integrate with BCA</p> <ul style="list-style-type: none"> • Define roles and responsibilities <ul style="list-style-type: none"> • Create a cross functional working group • Update Asset Management Policy to reflect requirements under Ont. Reg. 588/17 Asset Management Planning for Municipal Infrastructure for Roads and Bridges • Update processes to ensure ongoing maintenance and long term replacement of assets <ul style="list-style-type: none"> • Research and development of Preventative 					

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
Maintenance programs and Replacement Schedule (Q4) <ul style="list-style-type: none"> Development of Replacement Schedule for Facility Housing Assets 					
Service Efficiency and Value (SV) - determine the right services for the right price					
SV 1 Enhance Technology Across the Organization					
SV 1.1 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"> Engage a business analyst to assess current process and identify gaps, duplication, inefficiency and build on previous work (Q1) 	\$80,000 – \$120,000 for consultant and/or dedicated staff time	Q1 – Q2 2021 extended to 2022	Director of Corporate Services/ Consultants, Finance, Human Resources, Cross functional team	Low Cost	RFP for consultant awarded and list of potential solutions identified. Work will carry forward into 2022-2023.
	Municipal Modernization Fund			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
SV 1.2 Development of Request for Proposal <ul style="list-style-type: none">Create detailed specifications outlining requirements (Q3)Identify a project manager for both RFP process and implementation (Q3)Issue RFP (Q3-4)	\$20,000 for consultants	2022	Director of Corporate Services Consultants, Finance, Human Resources	Low Cost	To be integrated in to the work of the consultant noted above.
	Rate Stabilization Reserve			Medium Impact	
SV 1.3 Purchase and implementation of new software solutions including updating processes and training of new system(s) <ul style="list-style-type: none">Identify project managerCreate project teamDevelop detailed implementation and training schedule	\$800,000 - \$1,000,000 for software and training	2022 into 2023	Director of Corporate Services/ Software vendor(s), Cross Functional Team	Medium Cost	
	Municipal Modernization Fund, Reserve for Software Upgrades			Medium Impact	
SV 2 Streamline and Improve IT services					

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
SV 2.1 Invest in resources to mitigate cyber risks <ul style="list-style-type: none"> Complete security review (Q2) Hire IT Security Analyst (temporary assignment in place, make permanent Q3) Implement and update security prevention protocols and tools (ongoing) 	\$126,000 – staff (includes salary and benefits, training, software, etc.)	2021	Director of Corporate Services/ 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. Multi-factor authentication implementation ongoing
SV 2.2 Streamline County IT services with local municipalities/organizations supporting <ul style="list-style-type: none"> Create working group with local municipalities to assess needs and capacity (Q1) Develop cost recovery structure (Q2) Update agreements (Q3) 	Cost Neutral	Q3 2021 extended to Q4	Director of Corporate Services, IT Manager, IT Staff, HR	Low Cost Medium Impact	New costing model complete and in place including cost recovery model. Municipal partner IT/GIS service agreements are complete with signing under way.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
<ul style="list-style-type: none"> • Increase service cost revenues • Hire additional IT Technician (if required) 					IT/GIS role(s) to be determined for a 2023 service enhancement request.
SV 7 Identify Future Space and Property Needs					
SEI 7.1 Complete review of facility and property inventory to assess for future use <ul style="list-style-type: none"> • Inventory all current use and expected future requirements for: <ul style="list-style-type: none"> • Museum (expanded tourism use) • Courthouse • Edelbrock Centre • Mel Lloyd Centre • Second Operations Centre • Engage consultant to do space needs analysis based on projected use • Coordinate with Orangeville to identify 	\$50,000 - \$100,000/ Potential future savings	Q2 2021 extended to 2022	CAO/ SMT/ cross functional team	Low Cost	Reimagined Workspace Project underway. Departmental enagement with preliminary draft drawings complete.
	Rate Stabilization Reserve			Medium Impact	Council Chamber needs included in above workspace review. Upper level at 55 Zina identified for multi-use Council chamber, meeting/event space. Some funds placed in reserve for renovations at end of 2021. Will likely require additional funds from RSR)

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
opportunities for shared space or other options					
SV 8 Streamline and Improve Procurement Services					
SV 8.1 Update Team Structure <ul style="list-style-type: none"> Address capacity issues to ensure timely and effective purchasing (Q1) 	\$125,000 - \$150,000	Q1 2021	Director of Corporate Services, HR	Low Cost	Procurement capacity remains an issue. 3 rd position as recommended in SDR is required and included in 2022 budget. Hiring in progress.
	Tax Levy			Medium Impact	
SV 8.2 Update Procurement By-Law and Procedures <ul style="list-style-type: none"> Refine current policy Streamline and automate processes where possible Coordinate with local municipalities to identify opportunities to dovetail policies and streamline purchases 	\$30,000 - \$75,000	Q3 2021 extended in to 2022	Director of Corporate Services Procurement Manager, Procurement Staff	Low Cost	Procurement Manager actively seeking opportunities for cooperative procurements. Using agreements under OECM Work ongoing.
	Rate Stabilization Reserve			Medium Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
SV 8.3 Training for the Broader Organization on Updated Structure, Policy, and Procedures <ul style="list-style-type: none">• Provide training to ensure all staff involved in any aspect of procurement understand procedures and their responsibilities	\$25,000	Q4 2021 extended in to 2022	Director of Corporate Services Procurement Staff	Low Cost	Project delayed due to capacity challenges.
	Rate Stabilization Reserve			Medium Impact	
Inclusive and supportive community (ISC) – support efforts to address current and future needs for a livable community					
ISC 1 Apply Diversity, Equity and Inclusion Lens to All Aspects of Governance and Administration (GG)					
ISC 1.1 Improve collaboration with the community <ul style="list-style-type: none">• Create a D,E,&I community advisory committee• Develop a Diversity and Inclusion Plan in consultation with the committee	\$20,000 annual committee budget	Starting Q2 2021	CAO/Council Community committee, cross functional team, staff reps	Low Cost	DEICAC continue to meet monthly along with the three subcommittees.
	Within current budget			High Impact	Presentations from County Departments to provide foundational information on services ongoing.

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
ISC 1.2 Support staff initiatives to improve diversity, equity and inclusion <ul style="list-style-type: none"> • Increase education and training opportunities • Ensure opportunities for safe spaces and conversation • Expand recognition of traditions, holidays and special events • Complete an employee survey to establish diversity and inclusion baseline state 	\$60,000	Ongoing, Survey work to be extended in to 2022	CAO/ Staff D&I committee, SMT, All staff	Medium Cost	Support from People & Equity Department to the staff DEI Committee initiatives. Educational opportunities for all staff ongoing through access to CCDI webinars.
	Tax Levy			High Impact	Inclusive leadership program for Managers ongoing. Equity and inclusion training for all staff to take place in Q3.
ISC 1.3 Review policies and practices to ensure they are equitable and inclusive and apply a D&I lens	\$50,000	2021-2022	CAO/ Staff D&I Committee, SMT, Community DEIAC, Council, D&I consultant	Low Cost	A vendor has been secured. A review of HR policies, practices and staff census will begin in the fall of 2022.
	Rate Stabilization Reserve			High Impact	

Item	Estimated Cost/ Funding Source	Timeline	Designated Department Head/Others	Cost/ Impact Evaluation	June 2022 Progress Update
ISC 4 Implement Options for Public Transit Options					
ISC 4.1 Review and assess demand/options <ul style="list-style-type: none"> Complete RFP to determine demand and potential solutions (Issued Q1, completed Q2) 	\$50,000-\$100,000	Q1 2021 to be completed Q4	CAO/ External Consultant	Low Cost	Completed.
	Rate Stabilization Reserve			Medium Impact	
ISC 4.2 Create and Implement transit strategy <ul style="list-style-type: none"> Dependent on findings from ISC 4.1 Hire Transit Coordinator Identify long term service plan Support partnerships 	\$100,000 for staff/ Long term investment TBD	TBD	TBD/ External consultant/ transit Service providers	High Cost	Transit Feasibility Study complete. Discussions underway regarding implementation of strategy. Coordinator to be hired and RFP process initiated for on-demand provider.
	Tax Levy			Medium Impact	