



GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA

Thursday, January 27, 2022 at 11 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 January 26, 2022.

PRESENTATION

1. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #1
Headwaters Communities In Action Partnership Agreement: End of Year Report 2021

Jennifer Payne, Executive Director, Headwaters Communities in Action to present a year end report for 2021.

2. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #2
2021 Compensation Review Update

Marianne Love, ML Consulting to present an update to the review of the current compensation program.

REPORTS

3. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #3
Workforce Planning Next Steps

A report from the Chief Administrative Officer, dated January 27, 2022, to provide additional information with respect to Workforce Planning as identified in the report to Council on January 13, 2021.

Recommendation:

THAT the report of the Chief Administrative Officer, dated January 27, 2022 with respect to the Workforce Planning Strategy Framework Next Steps, be received.

4. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #4
Streamline County IT/GIS Services with Local Municipalities

A report from the Manager of Information Technology & Geographic Information Systems, dated January 27, 2022, to provide Council with an update on Strategic Action Plan Item Service Efficiency and Value 2.2. Streamline County IT/GIS Services with local municipalities.

Recommendation:

THAT the Report from the Manager of Information Technology & Geographic Information Systems dated January 27th, 2022 titled Streamline County IT/GIS services with local municipalities, be received.

5. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #5
Emergency Management Program Committee – Terms of Reference

A report from the Manager – Preparedness and 911, dated January 27, 2022, to present a revised Emergency Management Program Committee - Terms of Reference document for Council's consideration.

Recommendations:

THAT the report of the Manager – Preparedness and 911 dated January 27, 2022 with respect to Emergency Management Program Committee – Terms of Reference, be received;

AND THAT the attached Terms of Reference be approved.

CORRESPONDENCE

6. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #6
Town of Grand Valley

Resolution from the Town of Grand Valley, dated January 10, 2022, regarding the postponement of the Province-wide assessment update.

Recommendation:

For consideration of Committee.

BUDGET

7. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #7
Draft 2022 Budget

Review and discussion of the draft 2022 Operating and Capital Budget for Council, the Office of the CAO (includes Emergency Management and Communications), Clerks, Finance, Procurement, IT Services, and People & Equity (includes Human Resources and Health & Safety).

The 2022 Draft Budget Package is available at the following link:

<https://www.dufferincounty.ca/sites/default/files/finance/2022%20Draft%20Budget.pdf>

CLOSED SESSION

8. GENERAL GOVERNMENT SERVICES – January 27, 2022 – ITEM #8
Closed Session Report (Municipal Act Section 239 (2) (a) – security of the property of the municipality or local board)

A confidential report from the Manager of Corporate Finance, Treasurer and Manager

of Information Technology and Geographic Information Systems dated January 27, 2022.

Next Meeting

Thursday, February 24, 2022 at 11:00 a.m.

Video Conference

**REPORT TO
GENERAL GOVERNMENT SERVICES COMMITTEE**

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

From: Headwaters Communities In Action

Meeting Date: Thursday, January 27, 2022

Subject: HCIA Partnership Agreement: End of Year Report 2021

Highlights: All deliverable objectives under the 2021-2023 Partnership Agreement are on track with supported projects and activities in support of County priorities and community well-being strengthened through this funding allocation. We look forward to continuing our partnership and collaborative activities throughout 2022.

Purpose

This report serves as the annual update for year one of the 2021-2023 partnership agreement and deliverables between Headwaters Communities In Action (HCIA) and the County of Dufferin.

Background and Discussion

HCIA entered into a partnership with the County of Dufferin in January 2018 to undertake work in the community that supported the County strategic plan as well as priorities of the community, as identified through HCIA's Community Well-being research and that of our partners. The supported activities under this partnership agreement, as outlined in Schedule B, are categorized under the project areas reported here, and represent intersections between HCIA Focus Areas, County strategic priorities and community-driven priorities. The agreement is reviewed for renewal each three-year term, with activities and funding allocations reviewed annually, and progress reported semi-annually via the General Government Services Committee.

The term of the current agreement is January 1, 2021 to December 31, 2023. This report contains an overview of the relevant activities in 2021.

Project Areas:

1. Volunteer Dufferin
2. HFFA - Headwaters Food & Farming Alliance
3. Dufferin County Community Grants
4. HCIA Backbone Organization role and Community Safety and Well-Being work

DC MOVES is also supported by Dufferin County, funded through Community Services, with reports submitted separately through Health and Human Services, not as part of this agreement.



1. Volunteer Dufferin

County Priorities served	Activities	Funding allocation
<ul style="list-style-type: none"> ✓ Climate Action ✓ Cultural Enhancement ✓ Diversity, Equity and Inclusion Initiatives ✓ Economic Development ✓ Youth and Seniors Services 	<p>Ongoing management of website and portal including feature and functionality upgrades, new member communications, outreach and promotion of this as a community asset.</p> <p>Target annual net increase in usership and engagement on the site.</p> <p>Where feasible, add activities that align with the offerings of other Volunteer Centres such:</p> <ul style="list-style-type: none"> - as supporting members with tools and resources - training or networking opportunities - outreach and events - advocating for volunteerism 	\$15,000

As of December 2021:

- Member organizations: 136 up 5% over Dec 2020
- Registered volunteers: 2148 up 19%
- Active opportunities: 49 up 8%
- Web stats: 8K visitors (up 5.6%) 11K sessions (up 7%) 40K pageviews (up 1.2%)
- Social media followers: 814 Facebook; 838 twitter; 744 Instagram (up 1% all channels)
- 10 email campaigns; 5300 sends; 35% open rate
- 2021 activities:
 - Search function implemented, improving ease of finding organizations, opportunities, and resources by keyword.
 - Ran National Volunteer Week campaign locally in April 2021.
 - Partnered with DC MOVES on Forum topics for human service agencies and Volunteer Dufferin member organizations, such as the funding forum and volunteer management and appreciation events.
 - New relationships are being strengthened at the school boards to encourage high school students to use the site and the filter for opportunities that qualify for their 40-hour graduation requirement. The COVID filter is also still active and used by many.
- Membership and engagement with Volunteer Canada and nearby groups like PIN (People and Information Network Guelph Wellington) keep our local resource aligned with other volunteer centres, and we pick up tips, connections, and mentorship from peers at each meeting. Learning and networking opportunities are expanded through these relationships where our members can attend webinars and access resources from full volunteer centres.



2. Headwaters Food and Farming Alliance

County Priorities Served	Activities	Funding allocation
<ul style="list-style-type: none"> ✓ Economic Development ✓ Climate Action 	<p>Support for the HFFA Hub activities, including:</p> <ul style="list-style-type: none"> - meeting coordination and reporting - website administration and updates, social media, communications including bi-monthly newsletter and ad hoc, targeted promotions, event support - coordination of activities that further the goals and actions in the Headwaters Food Charter in Dufferin, both independently and in coordination/collaboration with County initiatives under Economic Development, Tourism, Climate Action or other divisions, as appropriate. 	\$5,000

2021 Activities:

- Bi-monthly HFFA Hub meetings (5/yr), monthly communications campaigns and regular programming. This is a volunteer-led group, supported by HCIA ED, Farm to School Program Coordinators, and Leadership Council members Trish Keachie and Elizabeth Hawkins. This group oversees, advises, fundraises for, and carries out work on the following programs:
 - Headwaters Farm Fresh Guide: 45K copies in In The Hills print magazine + 7K standalone overrun print copies; 3176 web visits; 65 participating farmers
 - Farm to School Programs: 568 Local Food Club packs sold + 71 donated to food bank; 23 local suppliers; 10 volunteers; 29 emails/8.6K sends
 - Headwaters Food Charter and Action Plan: 5 emails + 5 DC Ag Business promos/7K sends; 9.5K web visits
 - Social media followers: 605 Facebook; 328 Twitter; 326 Instagram
- Bi-monthly newsletters feature pillars of the Headwaters Food Charter, with news, events, actions and suggested reading/viewing on each topic. [View past editions here.](#)
- HFFA partners with In The Hills Magazine to produce the annual Headwaters Farm Fresh Guide. Centrefold pullout in June print issue; standalone copies at farm stores and other local food locations; [Headwaters Farm Fresh Guide is available online.](#)
- Planning and partnering for farmer networking and education events on Regenerative Agriculture, with Our Food Future Guelph and locally with Albion Hills Community Farm.
- The final dinner of the 2020 dinner series was completed in 2021 when restrictions were lifted.
- F2S team continues their Big Fresh Goal to see activity in all (50) Headwaters schools by 2025 (#F2S50x25). Programs are adapting for remote delivery. 2021 saw 300 students attend 2 virtual farmer workshops; the launch of a Learning Circle with regional partners working on school food; team members completed fundraising training.
- Support for DC Agriculture Roundtable series with promotion and attendance.



3. Dufferin County Community Grants

County Priorities served	Activities	Funding allocation
<ul style="list-style-type: none"> ✓ Cultural Enhancement ✓ Economic Development ✓ Youth and Seniors Services 	<p>HCIA will administer the grant process as follows:</p> <ul style="list-style-type: none"> - recommend updates to intake form - refine application and screening criteria - form an assessment committee - ensure connection to County priorities - draft decisions/recommendations report and submit to council according to schedule - follow up with grantees to collect and share stories via appropriate communications channels. 	\$10,000

2021 Activities:

- The above checklist of activities has been completed for 2021. Grantee stories continue to be collected and shared.
 - Working with County staff, we mapped out the decision flows for the new streamlined digital form which launched in December 2021 for the 2022 round.
 - Adjusted screening criteria to better meet observed community and agency needs.
 - Convened grant review team, conducted scoring and submitted report of recommendations to General Government Services Committee. Report approved April 2021 and 23 grants were awarded totalling \$84,669.
 - Conducted a second round of grants in September 2021. Report submitted and accepted October 2021 awarding an additional 7 grants totalling \$8,700.
 - Collected grantee stories and began process of publishing and sharing with the public, first in order to promote the 2022 application round (open now) and then to share the news of the good works that these grants make possible. Advertising, email, web and social media channels are all being employed for this purpose. Stories are stored on a new Community Grants page on the HCIA website.
- 2022 round is now open and accepting applications until February 4, 2022 via [Join In Dufferin](#).



2022 Leadership Council

Elizabeth Hawkins, Chair
Trish Keachie, Vice Chair
Jennifer Hamilton, Secretary
Jeff Sedgwick, Treasurer
Andrew James
Errol Chambers
Gord Gallagher
Darren White

Executive Director

Jennifer Payne

In addition to providing the operational scaffold that supports the delivery of the programs listed above in items 1 through 3, HCIA carries out core activities that play an important role in making sure that community priorities are continually assessed and advanced, that networks are expanded, new initiatives are incubated, citizens are engaged, educated, and made aware of resources, information, opportunities, and events that contribute to overall community well-being. The County of Dufferin has recognized this as an important yet sometimes hard-to-quantify role, acknowledging HCIA as a community asset with the ability to activate quick responses to emerging community needs. Such work is supported through this partnership agreement under item 4. HCIA Management and Administration.

4. HCIA Management and Administration

County Priorities served	Activities	Funding allocation
<ul style="list-style-type: none"> ✓ Climate Action ✓ Cultural Enhancement ✓ Diversity, Equity and Inclusion Initiatives ✓ Economic Development ✓ Youth and Seniors Services 	<p>HCIA will maintain ongoing operations through the following activities:</p> <p>Project Management: Overseeing and ensuring the above project commitments are met and reports submitted according to the active partnership agreement contract and schedule.</p> <p>Fundraising: Supporting project and general fundraising efforts to ensure sustainability and impact.</p> <p>Strategy and Finance: Serving as a community backbone organization by offering mentorship, networking, governance and back-office support for citizen-led projects which align with our values and charitable purpose.</p> <p>Marketing and Communications: Promoting HCIA-supported projects, community groups/actions and County initiatives through our general channels or targeted communications, sharing public announcements or by request from DC.</p> <p>Municipal and Community Outreach and Engagement: Supporting local initiatives through participation on advisory committees and task forces, coordination of community conversations and gathering the citizen voice/lived experience, potentially through the project areas and in collaboration with the County, as appropriate.</p>	\$15,000

Project Management

- Oversight of supported projects, including those listed previously and other evolving initiatives. Weekly one-on-one meetings are completed with each program coordinator. Deliverables and tasks are tracked, assigned, with due dates and shared through Asana online collaborative project management tool.
- Advocating for the community voice and social development/prevention layers at the Community Safety and Well-being Integration Table.

Fundraising

- The HCIA-County partnership agreement lends credibility, shows collaboration, and the funds can be levered into additional fundraising efforts and capacity. We continue to explore ways to diversify our funding profile, provide stability for core operations, articulate our vision and value for prospective donors, and support emerging initiatives.
 - Funding from Ontario Trillium Foundation and project training budgets allowed 5 team members to attend Planning with Purpose fundraising course from The Fundraising Lab to build capacity and skills across the organization.

- The United Way GWD also currently contributes funding to support Volunteer Dufferin.
- Towns of Caledon, Orangeville, Mono, Amaranth, Grand Valley, Shelburne and Township of Mulmur have all contributed funds towards the 2021 Headwaters Farm Fresh Guide published by In The Hills Magazine. *Received*
- Ontario Trillium Foundation Resilient Communities Fund: Requested \$76,700 for HCIA internal strategic and communications planning, board and staff training. *Application submitted*
- United Way Guelph Wellington Dufferin: Requested \$50K for DC MOVES to establish a Lived Experience Advisory Network, and \$75K for HCIA for Community Well-Being Shared Platform and Community Connector programming. *Application submitted*
- Memorandum of Understanding signed with Team Van Go to support fundraising efforts with corporate volunteers and donors in support of local trails projects.

Strategy and Finance

- HCIA has begun planning to renew its strategic plan, the current version of which is for the term 2017–2022.
- Technology tools for meeting, collaborating, communicating and managing operations are consistently assessed for benefit across programs and shared resources for partners and community groups.
 - Grant Connect membership has proved beneficial for both supported projects and other groups. HCIA has facilitated use of it as a resource to help groups find funding leads for their community initiatives through its advanced search tool and extensive database of available funders.
 - Zoom membership supports all projects and facilitate ongoing community conversations.
- Our Leadership Council represents a broad cross section of the communities we serve and members offer a wealth of wisdom, connections and guidance. We are currently exploring board training and actively recruiting new members with the goal of further diversifying the lived experiences and skills on our board to reflect the makeup of our communities.
- The ED and staff are well-connected to peer groups and industry best practices in their project areas, and community well-being overall, and are assessing additional professional development trainings.
- Transparent and accountable financial management is a core focus area. We process and review transactions monthly, review financial statements quarterly with program areas and make any adjustments, prepare budgets in June and complete all required returns and reporting on time.

Marketing and Communications

- Ensuring consistent, professional, timely and relevant communications through multiple channels for all projects and HCIA core through websites, Constant Contact email campaigns and event registrations, social media, print media, earned media and promotional materials.
 - Social Media followers (HCIA accounts only): 575 Facebook; 378 Twitter
 - Website visits (HCIA): 6K+ (estimate - full data not available)
 - Email Contacts: 3,753 (HCIA + all program lists)
 - Campaigns in 2021: 101 Campaigns (all groups); 50,000 sends; 34% open rate
 - HCIA: 9 monthly newsletters/16.7K sends
 - 8 campaigns dedicated to promoting County events and initiatives, such as Agriculture Roundtables, Community Grants and Climate Stories.

Municipal and Community Outreach and Engagement

- DC Community Safety and Well-Being Integration Table – HCIA ED Jennifer Payne Co-Chairs with Anna McGregor for first 18-month term.
- Chair Elizabeth Hawkins represents HCIA on the DC Climate Action Advisory Committee
- LC member Errol Chambers applied to join the DC Diversity, Equity and Inclusion Community Advisory Committee. Jennifer Payne presented to introduce HCIA at the December DC DEICAC meeting and continues to correspond with Angela Pollard.
- Regular connections with various peer groups, NFP and charitable advisors, professional development sessions, community partners, local service providers and collaborative tables.
- Particular thanks to the following County staff members with whom we have enjoyed collaborative working relationships and productive conversations this year:
 - Sonya Pritchard
 - Michelle Dunne
 - Rebecca Whelan
 - Laurel Yarenko
 - Anna McGregor
 - Julie Vanderwerf
 - Corinne Neilsen
 - Sara Wicks
 - Kylie-Anne Grube
 - Karisa Downey
 - Terrilyn Kunopaski
 - Britney Hope
 - Steve Murphy
 - Tim Chan
 - Angela Pollard

Projects continue to have strong community support and each is making operational sustainability plans, establishing partnerships and participating in collaborations wherever possible. We are a small but mighty team of people invested in making life better for the residents of our community. We appreciate the continued support and partnership of Dufferin County in the pursuit of our vision:

“Engaged citizens shaping a vibrant, sustainable and resilient community together.”

SCHEDULE B		HCIA - Dufferin County Partnership Agreement Activities and Funding Allocation for 2021
HCIA Projects and action areas	Activities	Funding allocation
1. Volunteer Dufferin	<p>Ongoing management of website and portal including feature and functionality upgrades, new member communications, outreach and promotion of this as a community asset.</p> <p>Target annual net increase in usership and engagement on the site.</p> <p>Where feasible, add activities that align with the offerings of other Volunteer Centres such:</p> <ul style="list-style-type: none"> - as supporting members with tools and resources - training or networking opportunities - outreach and events - advocating for volunteerism 	\$15,000
2. Headwaters Food and Farming Alliance (HFFA)	<p>Support for the HFFA Hub activities, including:</p> <ul style="list-style-type: none"> - meeting coordination and reporting - website administration and updates, social media, communications including bi-monthly newsletter and ad hoc, targeted promotions, event support - coordination of activities that further the goals and actions in the Headwaters Food Charter in Dufferin, both independently and in coordination/collaboration with County initiatives under Economic Development, Tourism, Climate Action or other divisions, as appropriate. 	\$5,000
3. Dufferin County Community Grants	<p>HCIA will administer the grant process as follows:</p> <ul style="list-style-type: none"> - recommend updates to intake form - refine application and screening criteria - form an assessment committee - ensure connection to County priorities - draft decisions/recommendations report and submit to council according to schedule - follow up with grantees to collect and share stories via appropriate communications channels. 	\$10,000
4. HCIA Management and Administration	<p>HCIA will maintain ongoing operations through the following activities:</p> <p>Project Management: Overseeing and ensuring the above project commitments are met and reports submitted according to the active partnership agreement contract and schedule.</p> <p>Fundraising: Supporting project and general fundraising efforts to ensure sustainability and impact.</p> <p>Strategy and Finance: Serving as a community backbone organization by offering mentorship, networking, governance and back office support for citizen-led projects which align with our values and charitable purpose.</p> <p>Marketing and Communications: Promoting HCIA-supported projects, community groups/actions and County initiatives through our general channels or targeted communications, sharing public announcements or by request from DC.</p> <p>Municipal and Community Outreach and Engagement: Supporting local initiatives through participation on advisory committees and task forces, coordination of community conversations and gathering the citizen voice/lived experience, potentially through the project areas and in collaboration with the County, as appropriate.</p>	\$15,000
TOTAL	<p>Annual Funding for Partnership Agreement: Year 1 Jan. 1, 2021 - Dec. 31, 2021</p> <p>Total commitment for 3-year agreement 2021-2023: \$45,000/year x 3yrs = \$135,000</p>	\$45,000

REPORT TO COMMITTEE

To: Chair Creelman and Members of Committee

From: Sonya Pritchard, Chief Administrative Officer

Meeting Date: January 27, 2022

Subject: **Workforce Planning Next Steps**

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 additional information with respect to Workforce Planning as identified in the report to Council on January 13, 2021.

Background & Discussion

A report on the Service Optimization and Workforce Planning Strategy presented to County Council earlier this month provided a status update as at January 2022. Workforce Planning and capacity issues are being addressed through a multi-pronged approach that includes: creation of the new People and Equity Department (includes human resources) to focus efforts that enhance equity and inclusion, augmenting human resources staffing levels (contingent on final budget approval), improving recruitment, enhanced technology and digital resources, and ensuring compensation (wages, time off and benefits) are competitive.

The Strategy Framework update in the previous report identified a number of specific areas to be further considered by the General Government Services Committee. These items all pertain to the workforce planning part of the strategy and are as follows:

- Market Review and Pay Equity Update
- Review of Vacation/Sick Time policies
- Employment Systems Review

Market and Pay Equity Update

The Market Review and Pay Equity update was initiated earlier this year in response to the ongoing challenges surrounding recruitment and retention. The review was conducted by ML Consulting who has completed previous reviews for the County and numerous other municipalities. (Ms. Love will provide the committee with a separate presentation on the process used and a detailed outcome of the review.) In summary, the market review had similar findings to others indicating that the most significant gaps in wages exist at the manager and director level of the grid using a 60th percentile comparison. This is somewhat consistent with the recruitment experience over the last several years, in that recruiting for senior level positions is the most difficult. However, recruiting challenges exist at all job levels.

The study process considers equity from market, internal and legislative pay equity perspectives; however, it is limited by the current job evaluation system. This system is similar to other municipalities and public sector organizations and uses widely established norms to value education, skills and levels of responsibility. Moving forward it will be important to apply an equity lens to not only the process but to the full evaluation system and norms. In many respects, this is an issue beyond Dufferin County, experienced by society as whole, and will take significant research and analysis to address.

Implementing the current market study, effective January 1, 2022 would increase salary and benefit costs for the year by \$150,000. The additional investment will be beneficial in retaining and attracting talented employees in those job classifications, as rates would be more competitive. At the same time, competition for employees at all levels is expected to continue into 2022 and beyond with ongoing talent and labour shortages along with increasing inflation.

Inflation in Canada is running at a 30-year high. The Canadian Consumer Price Index for December 2021 was released on January 19, 2022 and sits at 4.8%. A number of polls and employment publications have indicated that on average Canadian wages are expected to rise significantly in 2022. The draft budget document includes a cost of living adjustment of 2.75%. The total cost of this adjust is approximately \$540,000.

Review of Vacation and Sick Time Policies

For several years it has been apparent that the current non-union County vacation policy has been a deterrent when attracting new employees with a starting entitlement of 2 weeks per year. A recent review of vacation and sick time has provided insight into different options that could provide additional starting allocations for new employees and more flexibility for all employees. Further analysis and discussion are required to determine how best to move forward before implementing a new model.

As a tight labour market and high inflation are expected to continue into 2023, many employers are looking at ways beyond straight salary increases to retain and attract employees. Some options include changes to work schedules, non-conventional benefit enhancements (i.e. wellness dollars) and additional support for education and training.

In the meantime, to assist those staff whose positions are classified as "100% on site" and who do not have the option to work remotely; a one-time bank of 3 "COVID Days" has been established for 2022 to help offset the impact of being off work due to public health restrictions and isolation requirements. The cost is to be covered by previously received COVID funding.

Employment Systems Review

As we move forward with workforce planning it is important to look beyond salary and benefits and take broader view to ensure the County is a positive and inclusive workplace for all employees. This work will be completed through an Employment Systems Review and will include: an employee census study, an assessment of organizational culture (as identified in the SDR and Strategic Action Plan), a review of all employee related policies and procedures through an equity lens, a review of recruiting practices, and significant opportunity for employee engagement.

Financial, Staffing Impact

The financial and staffing impacts of the next steps in the workforce planning strategy are included in the Draft Budget for consideration. The items identified in this report will not, on their own, solve all of challenges around workforce planning. Additional, analysis to address ongoing capacity issues and a plan that considers future retirements are also necessary. Finally, it is worth repeating that all of the work with respect to workforce planning needs to be focused and intentional to ensure that we are creating a workplace that promotes equity and inclusion.

Recommendation

THAT the report of the Chief Administrative Officer, dated January 27, 2022 with respect to Workforce Planning Strategy Framework Next Steps, be received.

Respectfully Submitted by:
Sonya Pritchard, C.P.A., C.M.A
Chief Administrative Officer



REPORT TO COMMITTEE

To: Chair Creelman and Members of General Government Services

From: Peter Routledge, Manager of Information Technology & Geographic Information Systems

Meeting Date: January 27th, 2022

Subject: **Streamline County IT/GIS Services with Local Municipalities**

In Support of Strategic Plan Priorities and Objectives:

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

Service Efficiency and Value (SEV) - determine the right services for the right price

Purpose

The purpose of this report is to provide Council with an update on Strategic Action Plan Item Service Efficiency and Value 2.2. Streamline County IT/GIS Services with local municipalities.

Background & Discussion

The County of Dufferin provides IT and GIS services to four lower tier municipal partners (The Township of Amarnath, The Township of East Garafraxa, The Town of Shelburne, and the Township of Melancthon) as well as three other affiliated organizations (The Centre Dufferin Recreation Complex, The Shelburne Fire Department, and the Grand Valley & District Fire Department). There are unique Memoranda of Understanding (MOUs) with each organization and the County of Dufferin.

This report outlines the efforts underway to modify how the County provides IT services to local municipalities and organizations. The efforts include the creation of a working group to establish guidelines and procedures; the development of a sustainable cost

recovery model; and the updating of the MOUs to reflect the modifications. The establishment of the IT/GIS municipal partner working group and the development of a new cost recovery model were both opportunities identified in the County of Dufferin Service Delivery Review, Part A7: Information Technology Services.

During a meeting in December 2021 our municipal partners agreed to the new IT/GIS services cost recovery model with the total cost being phased in over a three year adjustment period (2022-2024). The County of Dufferin has agreed to subsidize the cost in 2022 at 65%, 2023 at 35%, with the full costs shifting to our partner municipalities starting in 2024. Our municipal partners have agreed to pay the 2022 costs in one lump sum payment in early 2022 with the proceeding years up for discussion within the IT/GIS municipal partner working group.

The IT/GIS municipal partner working group has agreed to meet quarterly with the next meeting occurring in March 2022. Next steps include completing the updated Memoranda of Understanding; development of a Terms of Reference for the IT/GIS municipal partner working group, and to provide the invoices to our municipal partners for 2022.

Recommendations

THAT the Report from the Manager of Information Technology & Geographic Information Systems dated January 27th, 2022 titled Streamline County IT/GIS services with local municipalities, be received.

Respectfully Submitted By:

Peter Routledge
Manager of Information Technology & Geographic Information Systems

Reviewed by:
Sonya Pritchard
Chief Administrative Officer



REPORT TO COMMITTEE

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

From: Steve Murphy, Manager – Preparedness and 911

Date: January 27, 2022

Subject: **Emergency Management Program Committee – Terms of Reference**

In Support of Strategic Priorities:

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

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

PURPOSE:

The purpose of this report is to present a revised Emergency Management Program Committee - Terms of Reference document for Council's consideration.

BACKGROUND & DISCUSSION:

Ontario Regulation 380/04 sets the emergency management standards for the *Emergency Management and Civil Protection Act*. Section 11 of this regulation requires that every municipality have an emergency management program committee (EMPC).

The Terms of Reference for this committee required revision to better reflect the composition of the senior management team.

Financial Impact:

There is no financial impact arising from this report.

Recommendation:

THAT the report of the Manager – Preparedness and 911 dated January 27, 2022 with respect to Emergency Management Program Committee – Terms of Reference, be received;

AND THAT the attached Terms of Reference be approved.

Respectfully submitted,

Steve Murphy
Emergency Management Coordinator

Reviewed by: Sonya Pritchard, Chief Administrative Officer



TERMS OF REFERENCE

Emergency Management Program Committee February 10, 2022

Emergency Management Civil Protection Act Ontario Regulation 380/04 – Part II Municipal Standards

Emergency management program committee

11. (1) Every municipality shall have an emergency management program committee. O. Reg. 380/04, s. 11 (1).

- (2)** The committee shall be composed of,
- (a) the municipality's emergency management program coordinator;
 - (b) a senior municipal official appointed by the council;
 - (c) such members of the council, as may be appointed by the council;
 - (d) such municipal employees who are responsible for emergency management functions, as may be appointed by the council; and
 - (e) such other persons as may be appointed by the council. O. Reg. 380/04, s. 11 (2).
- (3)** The persons appointed under clause (2) (e) may only be,
- (a) officials or employees of any level of government who are involved in emergency management;
 - (b) representatives of organizations outside government who are involved in emergency management; or
 - (c) persons representing industries that may be involved in emergency management. O. Reg. 380/04, s. 11 (3).
- (4)** The council shall appoint one of the members of the committee to be the chair of the committee. O. Reg. 380/04, s. 11 (4).
- (5)** The committee shall advise the council on the development and implementation of the municipality's emergency management program. O. Reg. 380/04, s. 11 (5).
- (6)** The committee shall conduct an annual review of the municipality's emergency management program and shall make recommendations to the council for its revision if necessary. O. Reg. 380/04, s. 11 (6).

Terms of Reference – Emergency Management Program Committee

Composition: The Emergency Management Program Committee shall be composed of the following:

- Chief Administrative Officer
- Community Emergency Management Coordinator;
- Director of Corporate Services
- Director of Public Works
- Director of Community Services
- Director of People and Equity
- Director of Development and Tourism
- Alternate Community Emergency Management Coordinator(s)
- Those personnel who, from time-to-time, are invited to participate at the discretion of the Chair.

Chair: The Chair shall be the Community Emergency Management Coordinator

Staff Resources: Committee Secretariat – Clerk's Staff

Staff Liaisons: Community Emergency Management Coordinator

Objectives: To create and maintain an emergency management program which meets or exceeds the requirement of the *Emergency Management and Civil Protection Act RSO 1990 (EMCPA)*. The program shall include the five core emergency management components: prevention, mitigation, preparedness, response and recovery.

The Committee shall advise Council and make recommendations on the development and implementation of the municipality's emergency management program.

Quorum: A quorum shall consist of a majority of members. Members are allowed to send an alternate in their place.

Agendas: Agendas will be circulated to the members prior to the committee meeting

Minutes: Minutes will be recorded and circulated to the committee

Sub-Committee: The Emergency Management Program Committee may from time to time appoint a sub-committee from within the committee membership for specific purposes. The sub-committee will report back to the Emergency Management Program Committee.

Reporting to Council: Minutes of the meeting will be presented to the General Government Services Committee for review and approval or to Council directly if time sensitive.

Frequency of Meetings: The Committee Chairperson shall determine the frequency of meetings, but shall be no less than once per year and may be a joint meeting with the area municipalities to discuss common issues and exercises.

Closed Session: Due to the nature of emergency management, portions of the committee meeting may be closed in accordance with the Municipal Act, 2001, S.O. 2001.

Conflicts of Interest: Members shall abide by the rules outlined in the Municipal Conflict of Interest Act and shall disclose the pecuniary interest to the Chair at the beginning of the meeting.

Location of Meetings: The location of the meetings will be set by the Committee.

Activities and Responsibilities:

- ☐ Develop, implement and maintain an emergency management plan
- ☐ Identify and assess the various hazards and risks to public safety that could give rise to emergencies through the completion and maintenance of the Hazard Identification and Risk Assessment (HIRA)
- ☐ Ensure the development and coordination of emergency supplementary plans and emergency response plans based on the community risk profile
- ☐ Identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies and assist in the development of a list of identified critical infrastructure
- ☐ Assist in training programs and exercises for the Municipal Emergency Control Groups (MECGs), employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities
- ☐ Support public education on risks to public safety and on public preparedness for emergencies
- ☐ Address any other element required by the standards for emergency management programs as set under the *Emergency Management and Civil Protection Act*
- ☐ Conduct an annual review of the emergency management programs and make recommendations for revisions as necessary

From: Sabrina VanGerven

Sent: Monday, January 10, 2022 10:33 AM

Subject: Resolution from Grand Valley regarding postponement of the province-wide assessment update

Good morning,

At the November 16, 2021 regular meeting, Council for the Town of Grand Valley passed the following motion:

2021-11-26

Moved by P Latam

Seconded by P Rentsch

WHEREAS the current value assessment function ensures that all taxpayers are being fairly assessed and taxed;

BE IT RESOLVED THAT Council is disappointed in the decision to continue the postponement of the province-wide assessment update and requests this decision be reversed and that MPAC deliver an assessment update prior to the 2023 taxation year;

AND FURTHER THAT staff be directed to provide a copy of this resolution to the Ministry of Finance, Municipal Property Assessment Corporation (MPAC), Association of Municipalities Ontario (AMO), and all municipalities within Dufferin County.

CARRIED

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

Kind regards,

Sabrina VanGerven