



GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA

Thursday, October 26, 2023 at 11:00 a.m.

W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville ON

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

Members of the public in attendance are able to ask a question. If you unable to attend and would like to submit a question, please contact us at info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on October 25, 2023.

REPORTS

1. GENERAL GOVERNMENT SERVICES – October 26, 2023 – ITEM #1
[Access Dufferin Minutes](#)

Minutes from the Access Dufferin meetings on August 30, 2023 and October 18, 2023.

Recommendation:

THAT the minutes from the Access Dufferin meetings on August 30, 2023 and October 18, 2023, be adopted.

2. GENERAL GOVERNMENT SERVICES – October 26, 2023 – ITEM #2
Headwaters Communities In Action Partnership Agreement Renewal 2024-2027

A report from the Executive Director of Headwaters Communities In Action (HCIA), dated October 26, 2023, to review the proposed partnership renewal agreement.

Recommendation:

THAT the report from the Executive Director of Headwaters Communities In Action (HCIA), dated October 26, 2023, be received;

AND THAT the partnership agreement with HCIA be approved for the period of January 1, 2024 to December 31, 2027 with an annual funding contribution of \$50,000.

3. GENERAL GOVERNMENT SERVICES – October 26, 2023 – ITEM #3
Community Grant Program Criteria Update

A report from the Clerk and Executive Director of Headwaters Communities In Action, dated October 26, 2023, to inform Council of proposed revisions to the Dufferin County Community Grant program criteria.

Recommendation:

THAT the report from the Clerk and Executive Director of Headwaters Communities in Action (HCIA), dated October 26, 2023, regarding proposed changes to the Community Grant Program criteria, be received;

AND THAT the draft Community Grant Policy #1-02-12 be approved.

4. GENERAL GOVERNMENT SERVICES – October 26, 2023 – ITEM #4
Review of Council Policies – Report #1

A report from the Clerk, dated October 26, 2023, to inform Council that staff are conducting a review of accountability-related Council policies and policies under Section 270 of the Municipal Act.

Recommendation:

THAT the report from the Clerk dated October 26, 2023, regarding a review of Council Policies, be received;

AND THAT Council Closed Session – Policy #1-02-05 be repealed;

AND THAT the attached draft Council Alternate Member Attendance – Policy #1-02-09 be approved.

5. GENERAL GOVERNMENT SERVICES – October 26, 2023 – ITEM #5
2024 Municipal Emergency Readiness Initiatives

A report from the Manager of Preparedness, 911 & Corporate Projects, dated October 26, 2023, to review Municipal Emergency Readiness Initiative applications submitted for consideration.

Recommendation:

THAT the report of the Manager of Preparedness, 911 and Corporate Projects, titled 2024 Municipal Emergency Readiness Initiatives, dated October 26, 2023, be received;

AND THAT funding for the Township of East Garafraxa’s initiative be approved in the amount of \$11,000;

AND THAT funding for the Township of Mulmur’s initiative be approved in the amount of \$11,257.50;

AND THAT funding for the Town of Mono’s initiative be approved in the amount of \$2,566.74;

AND THAT funding for the Town of Shelburne’s initiative be approved in the amount of \$10,000;

AND THAT the necessary funds be drawn from the Emergency Management Reserve.

6. GENERAL GOVERNMENT SERVICES – October 26, 2023 – ITEM #6
Capital Workplan Update

A report from the Manager of Corporate Finance, Treasurer, dated October 26, 2023, to provide an update on the status of the 2023 approved capital workplan.

Recommendation:

THAT the report of the Manager of Corporate Finance, Treasurer, dated October 26, 2023, Capital Workplan Update, be received.

7. GENERAL GOVERNMENT SERVICES – October 26, 2023 – ITEM #7
Organizational Planning – General Government Services Staffing

A report from the Chief Administrative Officer and Director of People & Equity, dated October 26, 2023, to provide an overview of the current staffing compliments, highlight areas experiencing capacity constraints, and identify future requirements.

Recommendation:

THAT the report of the Chief Administrative Officer, dated October 26, 2023, with respect to Organizational Planning – GGS, be received.

NOTICE OF MOTIONS

Next Meeting

Thursday, November 23, 2023

W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville ON



ACCESS DUFFERIN COMMITTEE MINUTES
Wednesday, August 30, 2023 at 7:00 p.m.

The Committee met at 7:00 p.m. by video conference.

Members Present: Sean Johnson (Chair)
David Vahey

Members Absent: Trevor Lewis (prior notice)

Staff Present: Kareem Sookdeo, Diversity, Equity and Inclusion
Advisor
Michelle Dunne, Deputy Clerk
Steve Ducharme, Facilities Manager
Brenda Wagner, Administrator, Dufferin Oaks
Michelle Hargrave, Administrative Support Specialist

The meeting was called to order at 7:02 p.m.

LAND ACKNOWLEDGEMENT STATEMENT

The Diversity, Equity and Inclusion Advisor read the Land Acknowledgement Statement.

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

REPORTS

1. ACCESS DUFFERIN – August 30, 2023 – ITEM #1
Parking Lot Design Review

The Committee completed a review of accessible parking space design proposal for 54 Lawrence Ave, Orangeville, the Museum of Dufferin, the Edelbrock Centre and Dufferin Oaks Long Term Care Home.

Steve Ducharme, Facilities Manager, noted 54 Lawrence Ave is a County owned housing unit consisting of three 8-unit townhomes. It was noted the accessible parking spots in front of Block 2 are not wide enough to meet AODA standards and do not have an accessible aisle. It was suggested the area with river stone could be hazardous, noting if it was a wider concrete sidewalk it might allow for better maneuvering. The Facilities Manager noted that area is being used as a swale for water catchment as that is the drain area for water coming off the roof. He will consult with the engineers to see if there is an alternative solution.

The accessible parking spaces at the Museum of Dufferin currently do not meet AODA standards so the parking lot needs to be redesigned. The number of accessible parking spaces, as well as the width of the spaces and parking aisles need to be increased. The Committee noted a concern with the angled parking spot immediately north of the accessible parking spots. There may not be sufficient room for maneuvering in and out of the space with an accessible device. The Facilities Manager will investigate this further.

The Committee reviewed the options for accessible parking at the Edelbrock Centre. After reviewing the proposed designs and Committee comments, it was suggested that two accessible parking spots could be on the north side of the parking lot and the remaining spots could be at the south side of the parking lot. The electric vehicle charging spots could be redesigned to be up to AODA standards to accommodate those with accessibility needs using electric vehicles. The Facilities Manager will speak to the engineers to review the suggested changes.

Brenda Wagner, Administrator of Dufferin Oaks, noted that the accessible parking spaces at Dufferin Oaks are AODA compliant but the signage needs to be replaced. The parking lot is being repaved and all lines and markers will be repainted. The Committee had no concerns with the project as presented.

ADJOURNMENT

The meeting adjourned at 7:38 p.m.

NEXT MEETING: Wednesday, September 20, 2023
Edelbrock Centre, 30 Centre Street, Orangeville ON



ACCESS DUFFERIN COMMITTEE MINUTES
Wednesday, October 18, 2023 at 7:00 p.m.

The Committee met at 7:00 p.m. by video conference.

Members Present: David Vahey
Trevor Lewis

Members Absent: Sean Johnson (Chair)(prior notice)

Staff Present: Kareem Sookdeo, Diversity, Equity and Inclusion
Advisor
Michelle Dunne, Clerk
Brian Boston, Technical Solutions Analyst
Michelle Hargrave, Administrative Support Specialist

The meeting was called to order at 7:11 p.m.

LAND ACKNOWLEDGEMENT STATEMENT

The Diversity, Equity and Inclusion Advisor read the Land Acknowledgement Statement.

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

REPORTS

1. ACCESS DUFFERIN – October 18, 2023 – ITEM #1
Website Project Overview

Brian Boston, Technical Solutions Analyst, provided a review of the new County website project, including the accessibility plan created by the provider Cinnamin Toast (CT). The new website is expected to be launched in mid-March 2024. The project is in the initial stages of design and mapping.

Access Dufferin will have the opportunity to review the website design and layout as it is developed. The website will align with the Dufferin County branding and be compliant with AODA (Accessibility for Ontarians with Disabilities Act) standards.

2. ACCESS DUFFERIN – October 18, 2023 – ITEM #2
Office of the CAO (Chief Administrative Officer) Division Review

Michelle Dunne, Clerk, provided a presentation regarding the roles and responsibilities of the Office of the CAO and Corporate Services Department which includes:

- CAO's Office
- Clerk's (including Council)
- Communications
- Emergency Preparedness
- Corporate Services
 - Information Technology
 - Finance
 - Procurement

OTHER BUSINESS

Trevor Lewis asked if there was any update on the accessible parking spaces and line painting at the Edelbrock Centre. Staff advised that the parking lot work is expected to be completed by the end of the month. A member of the public in attendance asked if the parking lot at the Dufferin Courthouse was included in the accessible spot review and if the lines would be repainted. Staff will consult with the Facilities department and follow up.

Trevor also inquired if a liaison has been appointed to communicate between the Orangeville Accessibility Committee and Access Dufferin. The Clerk advised she will contact Town of Orangeville staff to approach their accessibility committee to see if they would like a liaison.

Trevor Lewis also noted an accessibility concern with some of the Town of Orangeville transit buses. Currently, if a transit bus is not operational or out of service, a school bus is used to pick up passengers. Unfortunately, the school buses are not accessible for those using mobility assistive devices. Mr. Lewis will contact Town of Orangeville staff to discuss his concern.

ADJOURNMENT

The meeting adjourned at 7:35 p.m.

NEXT MEETING: Wednesday, November 15, 2023
Edelbrock Centre, 30 Centre Street, Orangeville ON



Headwaters
**Communities
in Action**

Making Life Better Together

MEMO

To: Sonya Pritchard, Chief Administrative Officer, County of Dufferin

From: Jennifer Payne, Executive Director, Headwaters Communities In Action

Meeting Date: October 26, 2023

**Subject: Headwaters Communities In Action (HCIA)
Partnership Agreement Renewal 2024-2027**

In Support of Strategic Plan Priorities and Goals: Climate & Environment, Community, Economy, Governance and Equity

Purpose

The purpose of this report is to request that proposed Headwaters Communities In Action (HCIA) Partnership Agreement renewal for 2024-2027 be presented to the General Government Services Committee and Dufferin County Council, for approval.

Background and Discussion

HCIA and the County of Dufferin have strong a relationship and work together on a number of initiatives. In the past, the County of Dufferin has provided financial, in-kind, and technical support and HCIA has provided community leadership, communications support, citizen engagement and project management. Many projects have been introduced by HCIA while others have started as County of Dufferin initiatives. The original partnership agreement established in 2018 recognized the strong relationship that evolved over many years and formalized the partnership. This partnership has since seen many successful projects either facilitated, launched, or fully realized, including HCIA's administration of the Dufferin County Community Grants, the Community Safety and Well-Being Plan, Volunteer Dufferin, Headwaters Food and Farming Alliance activities, Trails/Active Transportation, and the launch of the Dufferin Community Foundation, among others. The current agreement expires on December 31, 2023.

HCIA is governed by a volunteer Leadership Council who actively oversee the strategic direction of the organization. The current Leadership Council's seven members collectively represent a broad range of expertise, community connections and geographical areas throughout the region. County Councillor Philip Rentsch is the current representative for the County of Dufferin on the HCIA LC. We continue to have a number of other County staff members participating on our advisory and working groups as well.

Our Vision: "People coming together to shape a thriving community."

Our Mission: "HCIA sparks and nurtures positive change. We bring people together from different backgrounds to work on what matters most to our community."

HCIA provides a legal backbone for citizen-led initiatives that address issues that do not already have a home elsewhere – such as existing agency services or single-purpose not-for-profits – or where a collaborative effort could have greater impact. We communicate regularly with a sizeable list of contacts and networks, informing and engaging the public on issues, progress, and happenings in the community that protect and enhance community well-being (CWB), according to established CWB indices, pillars and indicators. Partnership with the County of Dufferin enhances HCIA's ability to continue serving in this role, and to leverage County funds for additional grants and fundraising efforts for specific projects and expanded reach.

The Partnership Agreement with the County provides HCIA with municipal funding, collaboration, participation in engagement activities, advocacy, and letters of support/references for additional fundraising, as aligned with County priorities and goals. The Agreement consists of a main contract with a four-year term (Schedule A), plus a Schedule B of agreed project areas and activities with funding allocation amounts, which will be reviewed and updated annually. The supported activities proposed for the renewal fall into the following categories:

- Dufferin County Community Grants
- Community Safety and Well-Being (CSWB)
- Volunteer Dufferin
- Headwaters Food and Farming Alliance (HFFA)
- HCIA Management and Administration

Financial Consideration

The funding allocation requested for 2024-2027 is an 11% increase from the annual amount that has been in place since the original agreement in 2018, to \$50,000 per year on a four-year term for a total of \$200,000 over the term of the agreement. This increase

acknowledges a general rise in costs and secures capacity for additional work on key collaborative projects. HCIA will continue to manage staffing, contractors and volunteers for the supported work and maintain all necessary insurance coverage.

Strategic Direction and County of Dufferin Values

The HCIA – County of Dufferin Partnership Agreement supports the following 2023-2026 Strategic Priorities:

- Climate & Environment
- Community
- Economy
- Governance
- Equity

and adheres to the County of Dufferin Values:

- Collaboration
- Accountability
- Innovation
- Compassion
- Courage

Renewing the Partnership Agreement promotes community well-being and economic vitality by fostering a regional approach to community development activities and citizen engagement, assisting in the identification of priorities, and facilitating citizen action on those priorities.

We respectfully request that this proposal be presented to the General Government Services Committee for their consideration and recommendation to County Council for approval.

Submitted with appreciation by,



Jennifer Payne, Executive Director
Headwaters Communities In Action
jennifer@headwaterscommunities.org
519-925-1851

Attached: HCIA-DC Partnership Agreement

Partnership Agreement January 1, 2024 – December 31, 2027 Schedule A

Headwaters Communities in Action (HCIA) brings people together to help shape their communities. We do this by sharing information with the local context and engaging citizens in conversations and actions on the things that matter most to them. HCIA supports collaborative projects that enhance community well-being. Project areas have been chosen from priorities identified in our Community Well-Being Report (2012), the follow up Community Well-Being Refresh project (2016) and the most recent Community Safety and Well-Being Plan (2020). This work is done in collaboration with community and government partners who share similar goals and aspirations.

HCIA is headed by a Leadership Council made up of community leaders who:

- Act as ambassadors for HCIA within the community
- Identify and engage citizens to join the organization
- Ensuring that all committees and projects are true to HCIA's vision and mandate
- Monitor the work of the Working Groups and project areas
- Select and monitor consultants and other resources to support the work of HCIA
- Keep an eye out for new initiatives, partnerships and connections
- Approve an annual budget and oversee financial management of HCIA

The Leadership Council currently supports the following projects:

- Volunteer Dufferin, including Boardward Bound and other initiatives
- Headwaters Food and Farming Alliance (HFFA), including Farm to School Programs, the Headwaters Farm Fresh Guide and the Headwaters Food Charter and Action Plan
- Community Well-being research, engagement, awareness, and education (as part of Community Safety and Well-Being Integration Table)
- County of Dufferin Community Grants program administration and consultation
- DC MOVES and supporting the not-for-profit sector, including Dufferin County Equity Collaborative and VOICES of Lived Experience
- GrandPals Program, intergenerational learning, storytelling and friendship
- Other activities in support of citizen priorities and community development

HCIA and the County of Dufferin have strong a relationship and work together on various projects. In the past the County of Dufferin has provided financial and technical support and HCIA has provided community leadership and project management. Many projects have been introduced by HCIA while others have started as County of Dufferin initiatives. This partnership agreement recognizes the strong relationship that has evolved over many years and formalizes the partnership.

Obligations of Headwaters Communities in Action (HCIA):

HCIA:

- Shall provide support, community leadership and project management in the project areas and activities outlined in Schedule B – Activities and Funding Allocations, to be reviewed annually.
- Shall provide regular communication to the public and community stakeholders on the status of their work, project activities, events, and opportunities for engagement. HCIA shall seek community input in a variety of forms.
- Shall provide an interim report to the County Chief Administrative Officer by June 30th of each year. An annual report shall be provided by December 31st of each year to be followed by a presentation to Council at the January Council meeting. Reports shall include a summary of activities completed, illustrate progress achieved on any specified indicators, provide a financial overview, and detail any changes to the previously approved project areas.

Obligations of the County of Dufferin:

The County of Dufferin:

- Agrees to work in collaborative manner, to be an advocate for the HCIA role, and to recognize the mutual value derived from this partnership agreement.
- Shall provide annual funding of \$50,000 to be paid in two equal installments in January and June of each year.
- Will provide letters of reference and support for any additional funding sought by HCIA that leverages the funding from the County. Such opportunities must also be in support of overall County goals and objectives.
- Shall endeavor to participate in community engagement activities led by HCIA.

Insurance & indemnity:

Headwaters Communities in Action agrees to obtain and maintain at its own expense, throughout the terms of this Agreement:

- i. comprehensive general liability insurance that will include but not be limited to, non-owned automobile liability; personal injury; broad form property damage; blanket contractual liability; owners and contractors' protective liability; products and completed operations liability; contingent employers' liability; and severability of interest and cross liability clauses.
- ii. liability insurance shall have a limit of not less than \$2,000,000 for any one occurrence; be comprehensive liability insurance covering the operations and liability assumed under this Agreement; be endorsed to provide that the policy shall not be eligible to be cancelled or allowed to lapse without 30 days prior written notice.

Headwaters Communities in Action shall indemnify and save harmless, the County of Dufferin including the elected officials, employees, agents and contractors, from and against any loss, cost and expense in connection with loss of life, personal injury, damage to property or any other loss or injury

whatsoever arising from or out of this Agreement, occasioned wholly or in part by any act or omission of the Headwaters Communities in Action but only if such loss, claim, action, damages, liability, expense or injury arose by reason of the breach of the Agreement with Headwaters Communities in Action or as a result of the illegal or willful or negligent action of Headwaters Communities in Action or its agents, employees or other persons for whom Headwaters Communities in Action is in law responsible.

The County of Dufferin shall indemnify and save harmless Headwaters Communities in Action, its officers, employees, agents and contractors, from and against any loss, cost and expense in connection with loss of life, personal injury, damage to property or any other loss or injury whatsoever arising from or out of this Agreement, occasioned wholly or in part by any act or omission of the applicable municipal partner or partners but only if such loss, claim, action, damages, liability, expense or injury arose by reason of the breach of the Agreement by the partner or partners, or as a result of the illegal or willful or negligent action of the partner or partners or its/their agents, employees or other persons for whom the municipal partners is/are in law responsible.

Terms of agreement & provisions for amendment:

This Agreement commences on the date hereof and continues in full force and effect for a period of four years, subject to earlier termination of this Agreement as provided herein.

This Agreement may be amended as necessary following the presentation of the Annual Report. Amendments shall be recommended to County Council via a staff report from the Chief Administrative Officer or designate.

Six months prior to the termination date of December 31, 2027, a review of this Agreement shall be initiated by Headwaters Communities in Action. The review shall consist of an evaluation of each project area and an overall assessment of the value and effectiveness of the agreement. A review of current community priorities in relation to the project areas shall also be conducted.

Notwithstanding the above, either party may terminate this Agreement with 120 days written notice.

In witness whereof the Parties have caused to be affixed their corporate seals under the hands of their duly authorized officers on that behalf.

On behalf of the County of Dufferin:

Warden

Dated:

Clerk

Dated:

On behalf of Headwaters Communities in Action:

Chair, Leadership Council

Dated:

Executive Director

Dated:

**Schedule B - HCIA – DC Partnership Agreement Activities and Funding Allocations for Year 1: 2024
In support of Dufferin County Strategic Priority Areas and Goals**

County Priority Area	HCIA Project and Action Areas	Activities	Funding Allocation
Governance Community	Dufferin County Community Grants	Administration and consulting on the end-to-end grant process, including the application form, advising on criteria and fund streams, promoting intake, convening the assessment team, ensuring County priority alignment, report of recommendations and collection and sharing of recipient stories.	\$10,000
Governance, Economy, Community, Equity	Community Safety & Well- Being	HCIA will be a core member of the Integration Table for the CD Community Safety and Well-Being Plan, championing the community voice, the Social Development layer of the framework; supporting data gathering, the general public survey, engagement plans, and the inclusion of lived experience voices; broaden the reach of public education by sharing findings, socializing the plan, dashboard and annual reports; promoting priority areas and opportunities for individuals, groups and municipalities to engage for greater impact on the key indicators.	\$5,000
Economy, Community, Potentially all	Volunteer Dufferin	By maintaining, enhancing, and promoting the volunteer matching portal, and championing volunteerism through events, resources and services to Dufferin residents and nonprofit organizations, we will grow community engagement, skills development toward workforce goals, youth leadership, age-friendly engagement, networking, social connections, belonging and purpose in Dufferin County.	\$15,000
Economy, Community, Equity, Climate & Environment	Headwaters Food & Farming Alliance	Convening conversations and action on agriculture and the local food system via the HFFA Hub and its projects; sharing information and resources, education and networking activities, advocacy and promotion; contributing on the DCEC Food Access Subcommittee; other activities in Dufferin that further the goals and actions in the County-endorsed Headwaters Food Charter, both independently and in coordination/ collaboration with County Economic Development and Climate Adaptation initiatives.	\$5,000

<p>Governance, Community and Equity</p>	<p>Headwaters Communities In Action</p>	<p>Through strong administrative backbone support, governance, vision alignment, and communications infrastructure, HCIA will champion citizen engagement and education across all programs, including: community conversations on key topics (e.g. housing, economic development, climate, youth leadership, social connection); clarifying the complementary roles of governments, business/ industry and civil society through a community development lens; growing our reach within and across communities; informing program development with partners, and providing input to County consultations.</p>	<p>\$15,000</p>
<p>TOTAL</p>	<p>Annual Funding for Partnership Agreement: Year 1 Jan. 1-Dec 31, 2024</p> <p><i>Total commitment for 4-year agreement 2024-2027: \$50,000/year x 4yrs = \$200,000</i></p>		<p>\$50,000</p>



A community that grows together

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

Meeting Date: October 26, 2023

Subject: Community Grant Program Criteria Update

**From: Michelle Dunne, Clerk
Jennifer Payne, Executive Director, HCIA**

Recommendation

THAT the report from the Clerk and Executive Director of Headwaters Communities in Action (HCIA), dated October 26, 2023, regarding proposed changes to the Community Grant Program criteria, be received;

AND THAT the draft Community Grant Policy #1-02-12 be approved.

Executive Summary

The Dufferin County Community Grant Program has been an essential tool in supporting local non-profit organizations, community initiatives, and projects that enhance the quality of life for our residents. However, it is necessary to periodically review and revise the program to ensure that it aligns with the evolving needs of the community and adheres to the County's strategic plan.

This staff report is to inform Council of proposed revisions to the Dufferin County Community Grant program criteria. This report identifies the need for a review of current criteria and provides recommendations for improvement to better serve our community.

Background & Discussion

Dufferin County has supported local non-profit organizations through the Community Grant program for many years. In 2018, the County entered into an agreement with

Headwaters Communities in Action (HCIA) to administer the Community Grant Program. Through the efforts of HCIA, the program has become more streamlined and transparent. After several years of administering the program, HCIA has identified some potential improvements. They have refined the application process and screening criteria. Through their selection Committee they have observed a need for longer-term funding. The existing program has no sustainable funding options within the criteria.

Staff have worked closely with HCIA to review and revise the criteria of the program. The proposed changes to the program will be aligned with the County's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

Proposed Changes

Create new Funding Categories

Creation of funding streams:

1. Groundwork Grant (multi-year) – up to 3-year funding agreement with the County for community organizations to strengthen their organization or to ensure the continuation of long-running programs that are of vital importance and value to the community
2. Bloom Grant (one year) – provided for programs or events that engage in one time funding for initiatives in alignment with the Community Grant Program goals
3. Grassroots Grant (one year) - for unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative

This structure allows the selection committee to consider applications for longer-term funding. In addition to the immediate advantage of having some funding certainty, longer-term funding has the added benefit of allowing groups to leverage these dollars for other grants. Many grant programs require proof of multi-year funding or sustainability. The updated structure also provides an opportunity for new organizations, or Grassroots groups who do not yet have their not-for-profit status to apply for funding.

Eligible Expenses

Overhead or administrative cost will now be an eligible expense. This will be limited to a maximum of 15% for the non-sustainable funding applications.

Revising the Dufferin County Community Grant Program is essential to better serve our community and promote a fair, transparent, and impactful grant distribution process. A

policy has been drafted for Council approval that outlines the Programs criteria and process, to provide guidance, consistency, accountability, and transparency.

Financial, Staffing, Legal, or IT Considerations

The 2023 Budget allocated \$95,000 to the Community Grant program, which does not include the \$70,000 that goes directly to local Food banks, as per Council direction last year. HCIA also receives funding for administering the program. With the proposed changes to the funding streams, funding for the Groundwork applications will have a 2-to-3-year implication.

In Support of Strategic Plan Priorities and Objectives

Community - support community well-being and safety through collaboration and partnerships

Governance - identify opportunities to improve governance and service delivery

Equity – align programs, services, and infrastructure with changing community needs

Respectfully Submitted By:

Michelle Dunne
Clerk

Jennifer Payne
Executive Director, HCIA

Attachments: Draft Community Grant Policy #1-02-12

Reviewed by: Sonya Pritchard, Chief Administrative Officer

POLICY & PROCEDURE MANUAL

SECTION	COUNCIL RELATED POLICIES	POLICY NUMBER	1-2-12
SUB-SECTION	GENERAL CORPORATE POLICY	EFFECTIVE DATE	
SUBJECT	Community Grant Policy		
AUTHORITY	General Government Services – Council –		

STATEMENT

The County of Dufferin recognizes the value community organizations provide in improving the health, lifestyle and community wellbeing of County residents.

The objective of this Policy is to outline the criteria for the County of Dufferin Community Grants Program. Funding through this program will be aligned with the County's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

PURPOSE

The purpose of this policy is to:

- provide clear eligibility criteria for grant applicants;
- to consider each grant application on its own merit and to deal with it in a transparent, equitable and objective manner;
- to ensure that a proper system of accountability is developed and maintained by the community groups and /or organizations receiving funding from the County.

POLICY

Values and Guiding Principles

The Community Grant program, its policy and procedures will be guided by the County's core values:

1. Collaboration: We actively engage and partner across departments and with community

SUBJECT	Community Grant Policy	POLICY NUMBER	1-2-12
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members, stakeholders, and other organizations to collectively address our challenges and achieve our shared goals.

2. **Accountability:** We are transparent and take responsibility and ownership for our actions and decisions.
3. **Innovation:** We embrace a culture of continuous improvement and creativity, seeking innovative solutions for an ever-changing community.
4. **Compassion:** We act with kindness and demonstrate empathy and understanding in serving our community.
5. **Courage:** We lead with conviction and act in the best interest of the County and our community.

Goals

The Community Grant program is designed to support community goals. These community goals are based on extensive consultation with residents and stakeholders as part of the County Strategic Plan. The Grant Panel will use this information to help assess applications and to align organizational work with the work of the County.

Dufferin County offers this program in order to support its strategic goals in the following streams:

Climate and Environment

Community

- Cultural Enhancement
- Access to food
- Youth and Seniors Services

Economic Development

Diversity, Equity and Inclusion Initiatives

Funding Categories

1. **Groundwork Grant (multi-year)** – up to 3-year funding agreement with the County for community organizations to strengthen their organization or to ensure the continuation of long-running programs that are of vital importance and value to the community
2. **Bloom Grant (one year)** – provided for programs or events that engage in one time funding for initiatives in alignment with the Community Grant Program goals
3. **Grassroots Grant (one year)** - for unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative

SUBJECT	Community Grant Policy	POLICY NUMBER	1-2-12
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Eligible Expenses:

- Purchase of goods and services in keeping with the aim of the project
- Advertising and Marketing
- Overhead or administrative costs (limited to 15% for Bloom Grant & Grassroots Grant)

Ineligible Expenses:

- Capital funding and infrastructure costs (exceptions may be made for limited capital expenditures that are directly needed to run proposed programs)
- Debt retirement, deficit reduction, depreciation or financing charges
- Secondary allocations. This refers to the process where funds received through the Community Grant Program are allocated to another organization by the applicant or a third party via a funding allocation process such as a grant program.

Eligibility Requirements

1. Applicants must be:
 - a school, a registered not-for-profit or charitable organization
OR
 - a non-registered group or organization that is partnered with a registered organization, in which case you must attach a letter of support/partnership or endorsement from the partner that includes their registration/charitable number, if applicable.
 - Located in Dufferin County and /or must serve Dufferin County in its catchment area.
2. The project or organization cannot already be supported by the County of Dufferin.
3. Funding requests are limited to one application per organization. (Partner organizations can support more than one applicant)
4. Projects must benefit Dufferin County residents.

The Community Grants Program will not provide funding to:

1. Individuals.
2. For-profit organizations.
3. Other levels of government.
4. Political organizations.
5. An organization that acts as a funding body or makes grants to another organization.
6. Organizations whose activities could be deemed discriminatory as defined by the Ontario Human Rights Code.

Application Assessment Criteria

All applications that are submitted by eligible organizations will be assessed against the following criteria:

1. Anticipated positive community impact aligned to the Community Grant Program goals. Project

SUBJECT	Community Grant Policy	POLICY NUMBER	1-2-12
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proposals must clearly indicate how the initiative will benefit the participants and the Dufferin community.

2. Evidence of community support. This support could include:
 - additional financial and non-financial resources being leveraged from other sources;
 - details of the number of volunteers that will be involved in the work, and the number of hours they will bring; and
 - collaboration or partnership with other organizations
3. Strengthens or supports the longevity of the organization and activity as applicable. Sound organizational track record. This considers if the organization has the ability, skills and capacity, including financial capacity, to undertake the work as described in the application.
4. That the activities do not unnecessarily duplicate successful efforts that already exist in the community.
5. Evidence that the organization needs the funding. Organizations that have budgets or financial statements indicating a significant surplus will be required to provide explanations of the surplus and how the organization intends to use it. The level of organizational reserves may be considered.
6. The amount of funding requested by applicants, the funding available in the program and the number and quality of funding requests.

Other Considerations

- a) This is a competitive process. Overall funding allocation may vary depending on the budget passed by Council. Funding requests may be granted in full, granted in part or declined, at the discretion of the assessment team.
- b) New or recurring events - preference will be given to events that are not fundraisers. For events that also fundraise, the ultimate beneficiary must be identified in the application. Also, any funds granted from the County must be used for the event aspects that are of direct benefit to residents, not to pay fundraising costs.
- c) Organizations may request Groundwork funds for up to a 3-year term. This is accomplished by allowing applicable overhead, administrative and/or capital expenses, as needed to sustain an organization as eligible expenses. Applications for Groundwork funds must clearly demonstrate need and how the organization benefits residents of Dufferin, as well as how multi-year funding will address a funding challenge for the organization.

Evaluation of Applications

Grant applications will be assessed based on the following criteria:

- Alignment with the County's Strategic Plan and other County Plans (e.g. Community Safety & Well-Being, Economic Development, Climate & Environment Plan)
- Community Impact/Benefit to Residents
- Merits of the funding request

SUBJECT	Community Grant Policy	POLICY NUMBER	1-2-12
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- Organizational profile
- Organization's finances

Grant applications will be assessed by Headwaters Communities in Action and will be evaluated against a matrix to ensure transparency and an equitable process. The evaluation matrix is intended to be an objective tool to assess each of the applications against the criteria outlined in the Community Grants policy. The scores determined by the use of the evaluation matrix are not to be considered the sole determining factor on which grant decisions will be made but is rather a tool to facilitate discussions about each application. The committee will also consider the overall distribution of funds across the County's goals and may recommend partial awards to ensure that benefits apply broadly across the community.

Council will make the final decisions on all grants.



A community that grows together

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

Meeting Date: October 26, 2023

Subject: Review of Council Policies – Report #1

From: Michelle Dunne, Clerk

Recommendation

THAT the report from the Clerk dated October 26, 2023, regarding a review of Council Policies, be received;

AND THAT Council Closed Session – Policy #1-02-05 be repealed;

AND THAT the attached draft Council Alternate Member Attendance – Policy #1-02-09 be approved.

Executive Summary

Staff are currently conducting a review of accountability-related Council policies and policies under Section 270 of the Municipal Act. The Municipal Act empowers municipalities to review and update their policies periodically to ensure that they remain relevant and effective. This report outlines the policies to be reviewed and includes some policies that have been reviewed for approval.

Background & Discussion

Periodic reviews of policies enhance the transparency and accountability of our municipality's actions. An updated and well-documented policy framework provides clarity to Council, staff, and the public; fostering trust in the decision-making processes.

Council has adopted several different types of mandatory and non-mandatory accountability policies that should be reviewed at least every five years. Some of the policies include:

- Accountability and Transparency
- Council Closed Session
- Council Alternate Member Attendance
- Council Conference Policy
- Council Staff Relations
- Delegation of Authority
- Hiring of Employees
- Integrity Commissioner Advice and Procedures (Complaint Policy)
- Pregnancy and Parental Leave for Members of Council
- Procurement of Good and Services
- Purchase and Sale of Land
- Notice Provision
- Tree Canopy and Natural Vegetation

Staff have started conducting a review of all these policies and will be reporting back to Committee with proposed changes/updates. Currently staff are recommending the following policy changes be approved:

Council Closed Session – Policy #1-02-05

Last reviewed: February 2016

[Current Policy](#)

Recommended changes: - Repeal

- The current policy is redundant as closed sessions of County Council is governed under Section 239 of the Municipal Act, S.O. 2001, Chapter M.25 as amended and Section 6.8, 13.2 and 14 of Dufferin County By-Law 2022-26, being a By-law to govern the proceedings of Council and its Committees (Procedural By-law).

Council Alternate Member Attendance – Policy #1-02-09

Policy under Section 268 of Municipal Act

Last Reviewed: October 2018

[Current Policy](#)

Recommended changes:

- Remove the requirement for the alternate member to sign a form provided by the County Clerk or designate, confirming that they are acting as an alternate for that

Council/Committee meeting. This is not needed, as the Clerk is already required to keep a record of the appointed alternate members.

- Added a requirement that for longer term absences, written notice should come from the local Clerk or the Council Member. This notice shall serve as the sole notification that the alternate member will attend all required meetings during the absence period.
- For clarification, add the sentence “ The alternate member may only substitute for the County Councillor they were appointed to act as an alternate for.” (Section 268 (2) does not authorize an appointment of an alternate member to act in place of an alternate member appointed.)
- Add the following for electronic participation for a meeting with a closed session item: “If the member is participating electronically, a copy of the confidential documents will be sent by email, with acknowledgement that they have received them.”

Financial, Staffing, Legal, or IT Considerations

There is no impact to finance, staffing, legal or IT.

In Support of Strategic Plan Priorities and Objectives

Governance - identify opportunities to improve governance and service delivery

Respectfully Submitted By:

Michelle Dunne
Clerk

Attachment: Council Alternate Member Attendance – Policy #1-02-09

Reviewed by: Sonya Pritchard, Chief Administrative Officer

POLICY & PROCEDURE MANUAL

SECTION	COUNCIL RELATED POLICIES	POLICY NUMBER	1-2-09
SUB-SECTION	Council Procedures	EFFECTIVE DATE	January 1, 2019
DATE REVIEWED	November 2023		
SUBJECT	Council Alternate Member Attendance		
AUTHORITY	General Government Services – Council -		

PURPOSE:

The purpose of this policy is to provide consistent application of an alternate member policy for members from a lower tier municipality appointed for the term of council to attend an upper tier council meeting in place of a regular upper tier member.

STATEMENT:

Section 268 of the *Municipal Act* allows a lower tier municipality to appoint one alternate member per term to sit at the upper tier council or committee meeting in the absence of one of their members. The alternate member only applies to short-term substitutions when a Council Member is absent from a Dufferin County Council meeting for any reason (planned or unforeseen). Section 267 of the *Municipal Act* may also apply and may be considered for longer-term absences exceeding a period of one month (i.e. [pregnancy and parental leave](#), medical leave, etc.).

PROCEDURES:

Notice

A local municipality shall notify the County Clerk in the event that its council appoints an alternate member of County Council. The County Clerk will keep a record of all appointed alternate members which shall be available to the public.

Written notice is to be provided to the Dufferin County Clerk’s department by the local Municipal Clerk or from the Council Member, as soon as reasonably possible, if the alternate member is attending County Council. Each municipality will be responsible for notifying its alternate member that they are to attend any County Council meetings.

SUBJECT	Council Alternate Member Attendance	POLICY NUMBER	1-02-09
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For longer-term absences, written notice should come from the local Municipal Clerk or the Council Member stating the expected duration of the absence. This notice shall serve as the sole notification that the alternate member will attend all required meetings during the absent period.

Compensation

Alternate members who attend a council or committee meeting will not be compensated by the County of Dufferin.

Meetings

The meetings that the alternate member is permitted to attend on behalf of the County Councillor are Council and the Standing Committee that the incumbent councillor is a member of. Alternate members must only be used when a Dufferin County Councillor is unavailable to attend an entire meeting.

The alternate members' powers and duties as County Councillors extend only to the time they are present at the Council or Committee meeting.

The alternate member may only substitute for the County Councillor they were appointed to act as an alternate for.

Voting

An alternate member attending a council meeting will have the same number of weighted votes that the member they are standing for would normally have.

Orientation

An orientation to Dufferin County and its operations will be provided to alternate members. If several lower tier municipalities appoint an alternate member within a similar time frame (i.e. after the beginning of a new term of council) there will be an orientation meeting scheduled for these members to familiarize themselves with Dufferin County. Additional orientation meetings will be scheduled as necessary throughout the term of council.

Meeting Preparation

Alternate Members are required to read agenda material and keep abreast of County business. Staff are available to answer questions prior to the meeting. The alternate member is required to bring their own copies of the agenda.

Other Items

If the alternate member is required to have a copy of closed meeting minutes or reports for the purpose of participating in discussions, these will be provided to the member on paper at the meeting, to be returned at the end of the meeting. If the member is participating electronically, a copy of the confidential documents will be sent by email, with

SUBJECT	Council Alternate Member Attendance	POLICY NUMBER	1-02-09
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acknowledgement that they have received them and will delete after the meeting. Access to the Council portal will not be provided for alternate members unless they are appointed to cover a long-term absence (illness, maternity etc.).

The alternate member will continue to use their lower tier email address and necessary agenda items will be sent to that address for review.

Dufferin County will not provide alternate members with any technology.



A community that grows together

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

Meeting Date: October 26, 2023

Subject: 2024 Municipal Emergency Readiness Initiatives

From: Steve Murphy – Manager of Preparedness and 911

Recommendation

THAT the report of the Manager of Preparedness, 911 and Corporate Projects, titled 2024 Municipal Emergency Readiness Initiatives, dated October 26, 2023, be received;

AND THAT funding for the Township of East Garafraxa’s initiative be approved in the amount of \$11,000;

AND THAT funding for the Township of Mulmur’s initiative be approved in the amount of \$11,257.50;

AND THAT funding for the Town of Mono’s initiative be approved in the amount of \$2,566.74;

AND THAT funding for the Town of Shelburne’s initiative be approved in the amount of \$10,000;

AND THAT the necessary funds be drawn from the Emergency Management Reserve.

Executive Summary

Each of the projects detailed in this report will contribute to the wellbeing of Dufferin County’s residents and visitors. If approved by Council, these projects will contribute to the ongoing adaptation to our changing climate and rapidly growing population.

[Collaboration](#) | [Accountability](#) | [Innovation](#) | [Compassion](#) | [Courage](#)

The proposed initiatives align with the project criteria and will have a positive impact on the community when an emergency occurs.

Background & Discussion

County Council has created a reserve fund to support the initiatives and projects of local municipalities and non-government partners as they prepare for emergencies affecting all or part of Dufferin County.

The grant application process was open for a 30-day period, during which municipalities and organizations were encouraged to submit their proposals. Each of the proposals was reviewed by staff to ensure they met the established criteria, which included alignment with strategic priorities, feasibility, community impact, and budget considerations.

Given the disproportionate impact of emergencies on our most vulnerable residents it is likely that these projects will contribute to a more equitable response.

The proposed initiatives for the 2024 municipal budget year are summarized below.

The **Township of East Garafraxa** is requesting \$12,500 which, if approved, would see the acquisition and installation of hybrid meeting technology to upgrade the telecommunications capability of the Township's Emergency Operations Centre.

- The requested amount exceeds the matching contribution limit of 50% of the project cost by \$1,500. The maximum eligible amount, based on the cost estimate provided, would be \$11,000.

The **Town of Mono** is proposing the addition of two (2) automated external defibrillators to their municipal recreation facilities and programs. The devices would be available to users of the Town's soccer, baseball and pickleball programs should a sudden cardiac arrest occur.

- The Town is requesting \$2,566.74 to aid in this initiative.

The **Township of Mulmur** is proposing the acquisition of a variety of essential equipment to ensure public, staff and responder safety during emergency events. This equipment includes two emergency road closure trailers, traffic control pylons, an automated external defibrillator for the Mansfield Community Park, personal floatation devices and waders for public works staff.

- The Township is requesting \$11,257.50 to support these projects.

The **Town of Shelburne's** initiative would see the acquisition of two (2) emergency road closure trailers to be used during emergency incidents.

- The Town is requesting \$10,000 to support this enhancement.

Financial, Staffing, Legal, or IT Considerations

The four (4) projects submitted for this grant cycle total \$34,824.24. Funds would be drawn from the emergency management reserve, in accordance with the policy, which has sufficient funds to meet these requests.

In Support of Strategic Plan Priorities and Objectives (Choose all that apply)

Climate & Environment – establish the County as a leader in Climate Action

Community - support community well-being and safety through collaboration and partnerships

Respectfully Submitted By:

Steve Murphy

Manager of Preparedness, 911 and Corporate Projects


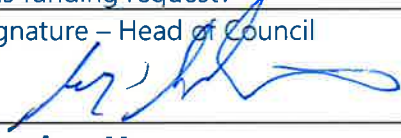
Attachments:

- Township of East Garafraxa - application
- Township of Mulmur - application
- Town of Mono - application
- Town of Shelburne – application

Reviewed by: Sonya Pritchard, Chief Administrative Officer



APPLICATION TO THE MUNICIPAL EMERGENCY READINESS FUND

Applicant: Corporation of the Township of East Garafraxa					
Address: 065371 Dufferin County Road 3, Unit 2, East Garafraxa, ON L9W 7J8			Phone: 226-259-9400		
Contact Name: Jessica Kennedy			Email: jkennedy@eastgarafraxa.ca		
Project Name: Emergency Operations Centre Hybrid Meeting System Implementation					
\$ Amount Requested: \$12,500			Estimated Project Cost: \$22,000		
Description of Project (attach supporting documents, diagrams, quotes, specifications, etc.): The project is to facilitate hybrid (in-person and remote participation) at the Township Emergency Operations Centre (EOC) located at 065371 Dufferin County Road 3, Unit 2, East Garafraxa, in order to provide for effective communication to assist with the response and recovery of major emergencies or disasters. The project aligns with the Emergency Response Plan Annex 9.1 EOC Procedures. See cover letter for more details.					
Criteria	Yes	No	Criteria	Yes	No
Does this project align with the County's Emergency Management Program?	X		Has your municipality received funding from this program in the past 36 12 months?		X
Does this project meet the 'Approved Projects' criteria?	X		Has work on this project already begun?		X
Will this project enhance the resilience of the community as a whole?	X		Will this project be completed and a final report submitted before the end of the project year?		X
Has the Municipal Council approved this project?		X	Has the Municipal Council approved this funding request?	X	
Signature – Senior Municipal Official 			Signature – Head of Council 		
Fund Administration Use					
Application brought to committee on:			Committee approved as submitted [] Yes [] No		
Application brought before Council on:			Council approved as submitted [] Yes [] No		
Notes:					

Send completed application and any supporting documentation to:
County of Dufferin - clerk@dufferincounty.ca



TOWNSHIP OF EAST GARAFRAXA
065371 DUFFERIN COUNTY ROAD 3 • UNIT 2
EAST GARAFRAXA • ON • L9W 7J8
T: 226-259-9400 • TOLL FREE: 877-868-5967 • F: 1-226-212-9812
www.eastgarafraxa.ca

September 28, 2023

County of Dufferin
Michelle Dunne, Clerk
W. & M. Edelbrock Centre
30 Centre Street
Orangeville, ON L9W 2X1
clerk@dufferincounty.ca

Re: County of Dufferin Municipal Readiness Fund Application

At the Township of East Garafraxa Council Meeting held on September 26, 2023 the following resolution was passed:

MOVED BY HALLS, SECONDED BY STIRK

BE IT RESOLVED THAT:

Council receive the Status Update (#3) Hybrid Meeting Systems Report dated September 21, 2023;

And that an amount of \$22,000.00 be considered during the 2024 Budget process;

And further that Council direct Township Staff to apply for the County of Dufferin Municipal Emergency Readiness funding in accordance with option 2. **CARRIED**

Please find enclosed the Township of East Garafraxa's application for the County of Dufferin Municipal Readiness Fund.

The project, if approved during the Township's 2024 Budget process, will commence in 2024 in accordance with the Township's procurement process and would be completed in 2024.

It is anticipated that the project will include a conferencing system, television(s) (display screen) and appropriate accessories to facilitate hybrid (in-person and remote) participation at meetings held in the Township's Emergency Operations Centre located at the Township administration office on County Road 3. The project may also include furnishings, including boardroom table(s) and chairs, if required.

The Township feels that the proposed project aligns with the Emergency Operations Centres and the Telecommunications criteria as listed under the eligible projects in the funding package. The project also aligns with the County-wide Emergency Management Program.

The proposed project will enhance the resilience of the Township as a whole as it will provide improved communication tools in the Township's Emergency Operations Centre which will assist with response and recovery efforts during an emergency or disaster.

Please do not hesitate to contact the undersigned should you require additional information.

Sincerely,

A handwritten signature in cursive script that reads "Jessica Kennedy". The signature is written in black ink and is positioned above the printed name and title.

Jessica Kennedy, Clerk
**Corporation of the
Township of East Garafraxa**

Enclosure: County of Dufferin Municipal Readiness Fund Application – September 28,
2023



APPLICATION TO THE MUNICIPAL EMERGENCY READINESS FUND

Applicant: <i>The Town of Mono</i>	
Address: <i>347209 Mono Centre Rd. Mono</i>	Phone: <i>519-941-3599 x227</i>
Contact Name: <i>Kim Heaton</i>	Email: <i>kim.heaton@ta.monotown.com</i>
Project Name: <i>Town of Mono AED's Purchase</i>	
\$ Amount Requested: <i>\$2,566.74</i>	Estimated Project Cost: <i>\$5,133.48</i>

Description of Project (attach supporting documents, diagrams, quotes, specifications, etc.):
Please see attached 'Description of Project' and AED Quote.

Criteria	Yes	No	Criteria	Yes	No
Does this project align with the County's Emergency Management Program?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Has your municipality received funding from this program in the past 36 12 months?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Does this project meet the 'Approved Projects' criteria?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Has work on this project already begun?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Will this project enhance the resilience of the community as a whole?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Will this project be completed and a final report submitted before the end of the project year?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Has the Municipal Council approved this project?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Has the Municipal Council approved this funding request?	<input type="checkbox"/>	<input type="checkbox"/>

Signature – Senior Municipal Official <i>Kim Heaton</i>	Signature – Head of Council <i>John E. Bullock</i>
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Fund Administration Use

Application brought to committee on:	Committee approved as submitted [] Yes [] No
Application brought before Council on:	Council approved as submitted [] Yes [] No

Notes:

Send completed application and any supporting documentation to:

County of Dufferin - clerk@dufferincounty.ca

Town of Mono AED's (2) Purchase Request

Description of Project

Sudden cardiac arrest can happen to anyone and when it does, response time is of the essence. Having AED equipment, the most effective intervention readily available is paramount.

The Town of Mono would like to purchase 2 AED's. One, a portable unit would be used on site at Mono's weekly Children's soccer program where 220 children, coaches and parents attend. This portable unit would also be taken to all special events held by the Town of Mono throughout the year. The 2nd unit would be housed at Mono College Park where six new pickleball courts have just been completed and is the home of the Mono Pickleball Club. To date 186 members. This park is also the venue for various local baseball organizations in the ball season. In the winter, residents enjoy skating at Mono College Park's outdoor skating rink.



BERRN Consulting Ltd
 A Leader in AED Sales, Training and Service
 Proudly Canadian! Dundas, Ontario, Canada
 1-877-233-8288 www.AEDShop.ca / www.AED4life.ca info@aed4life.ca

QUOTATION ONLY- DO NOT PAY

Quote #: 20230929-74 Date: 29-Sep-23
 Customer: Town of Mono Terms: Net 30 days
 FOB: Dundas, ON

Attn: Kim Heaton
 Phone: 19-941-3599 x 227
 e-mail: kim.heaton@lownofmono.com



Item	Item Number	Description	QTY	Unit Price	Total Price
1	2323A-BG	ZOLL AED 3 **NEW**	1	\$2,144.00	\$2,144.00
	Discount	In-House Promotional Pricing	1	-\$160.00	-\$160.00
		<i>Includes the following:</i>			
	8501-001102-06	ZOLL AED 3 - Fully Automatic MSRP \$2495 Color touchscreen LCD display, Program Management Onboard™, Real CPR Help® and CPR Dashboard™, WiFi enabled for PlusTrac Cloud Connection, Case Review™, clinical event case push, and UTC synchronization. IP55 rated and passes 1 meter drop test Supplied with Operator's Manual, Quick Start Guide and Rescue Reference Poster. Standard Six (6) Year Warranty <i>Note: AED 3 Warranty will be extended by ZOLL for 2 additional years upon registration of the unit with ZOLL</i>	1	Included	Included
	8000-000696	ZOLL AED 3 Battery Pack MSRP \$238 Battery pack for the ZOLL AED 3	1	Included	Included
	8900-000280	ZOLL CPR Uni-padz™ Universal (Adult/Pediatric) Electrodes MSRP \$28 Five (5) year shelf life	1	Included	Included
	AED-BONUS	AED Bonus Pack, MSRP \$9.95 Includes 1 AED inspection tag, 1 battery replacement reminder sticker, 1 AED Wall Sticker, and 1 AED Window Sticker.	1	Included	Included
	TRACK-1	TrackMyAED.ca Offers real time information and automated updates regarding all of your AED's, accessories, and trained responders.	1	Included	Included
	8000-001250	ZOLL AED 3 Carry Case MSRP \$180	1	Included	Included
2	RKIT-1	Fast Response Kit MSRP \$55.00 includes: pocket mask, scissors, gloves, razor, absorbent towel	2	\$29.95	\$59.90
3	8000-001254	ZOLL AED 3 Hard Case (Large) Holds AED 3, spare battery pack, and spare CPR Uni-padz The Pelican Brand Case is: Waterproof Crushproof Dustproof Corrosion proof Chemical Resistant (Holds AED, extra battery and extra Uni-padz)	1	\$470.00	\$470.00
4	1723A-CE	ZOLL AED 3 **NEW**	1	\$2,144.00	\$2,144.00
	Discount	In-House Promotional Pricing	1	-\$160.00	-\$160.00
		<i>Includes the following:</i>			
	8501-001102-06	ZOLL AED 3 - Fully Automatic MSRP \$2495 Color touchscreen LCD display, Program Management Onboard™, Real CPR Help® and CPR Dashboard™, WiFi enabled for PlusTrac Cloud Connection, Case Review™, clinical event case push, and UTC synchronization. IP55 rated and passes 1 meter drop test Supplied with Operator's Manual, Quick Start Guide and Rescue Reference Poster. Standard Six (6) Year Warranty <i>Note: AED 3 Warranty will be extended by ZOLL for 2 additional years upon registration of the unit with ZOLL</i>	1	Included	Included
	8000-000696	ZOLL AED 3 Battery Pack MSRP \$238.00 Battery pack for the ZOLL AED 3	1	Included	Included
	8000-000280	ZOLL CPR Uni-padz™ Universal (Adult/Pediatric) Electrodes MSRP \$28 Five (5) year shelf life	1	Included	Included
	CBXS-RS	Compact Alarmed Surface Mount Cabinet MSRP \$225.00	1	Included	Included
	SIGNAED-RS	Sign Package - AED (Bilingual) Contains one (1) AED 3-D Wall Sign (Sign-RSF) and one (1) AED Wall Sign (Sign-RSV) MSRP \$27.95	1	Included	Included
	AED-BONUS	AED Bonus Pack, MSRP \$9.95 Includes 1 AED inspection tag, 1 battery replacement reminder sticker, 1 AED Wall Sticker, and 1 AED Window Sticker.	1	Included	Included
	TRACK-1	TrackMyAED.ca Offers real time information and automated updates regarding all of your AED's, accessories, and trained responders.	1	Included	Included
5	DG Shipping Fee	Dangerous Goods Surcharge Additional charges for the shipping of Lithium Batteries (Dangerous Goods) as required by Transport Canada	1	\$25.00	\$25.00
		Options			Add options
1	8000-000280	ZOLL AED 3 CPR Uni-padz (spare)	1	\$261.00	

- We propose to furnish the items listed above, subject to written acceptance of this quotation.
- Prices quoted are valid for 30 days
 - Delivery TBD after receipt of an accepted purchase order
 - Applicable federal taxes to be added; any applicable provincial sales taxes are the responsibility of the purchaser
 - Shipping and handling charges FREE to one location
 - A handling fee will be applicable if order is shipping on a customer account.
 - Purchase orders may be e-mailed to orders@aed4life.ca
 - All purchase orders are subject to credit approval before acceptance by BERRN


SUBTOTAL:	\$ 4,542.90
SHIPPING:	FREE
HST (ON)	\$ 590.88
TOTAL	\$ 5,133.48



Thank you for your interest in BERRN Consulting Ltd.
 Please contact Customer Service at 1-877-233-8288 with any questions.



APPLICATION TO THE MUNICIPAL EMERGENCY READINESS FUND

Applicant: Corporation of the Town of Shelburne							
Address: 203 Main Street East			Phone: 519-925-2600 ext 228				
Contact Name: Carey Holmes, Treasurer			Email: cholmes@shelburne.ca				
Project Name: Emergency Road Barricade Trailers (Two)							
\$ Amount Requested: \$10,000.00			Estimated Project Cost: \$20,000.00				
Description of Project (attach supporting documents, diagrams, quotes, specifications, etc.): Purchase 2 Emergency Road Barricade Trailers for road closures for various purposes including significant events such as snow storms, water main breaks, fires, vehicle accidents. Two major highways pass through Shelburne creating significant volumes of traffic whereby motorists go around the current insufficient barricades. The Town needs to purchase something more prominent to deter motorists and promote safety. Purchase to be included in the upcoming 2024 Draft Budget for council approval.							
Criteria		Yes	No	Criteria		Yes	No
Does this project align with the County's Emergency Management Program?		X		Has your municipality received funding from this program in the past 36 12 months?			X
Does this project meet the 'Approved Projects' criteria?		X		Has work on this project already begun?			X
Will this project enhance the resilience of the community as a whole?		X		Will this project be completed and a final report submitted before the end of the project year?		X	
Has the Municipal Council approved this project? 2024 Draft Budget			X	Has the Municipal Council approved this funding request?		X	
Signature – Senior Municipal Official <i>Carey Holmes</i>			Signature – Head of Council 				
Fund Administration Use							
Application brought to committee on:			Committee approved as submitted [] Yes [] No				
Application brought before Council on:			Council approved as submitted [] Yes [] No				
Notes:							

Send completed application and any supporting documentation to:
County of Dufferin - clerk@dufferincounty.ca



Quotation

Quote Number: QT0063074
 Date: 4/13/2023
 Salesperson: UNASGN
 Valid Until: 5/13/2023

Bill To	Ship To
---------	---------

SHELBURNE WN OF
 203 MAIN STREET EAST
 SHELBURNE, ONTARIO L9V 3K7
 : (519) 925--260
 F: (519) 925-6134

SHELBURNE WN OF
 203 MAIN STREET EAST
 SHELBURNE, ONTARIO L9V 3K7
 : (519) 925--260
 F: (519) 925--260

Description	Number	Customer No.	Ship Via	Terms
emergency road closed trailer		003942	CUST PICK UP	NET30

Ordered By:	Ship Date	FOB	Loc	Due in Hand
{ET} Will homson @ 519-215-2598	5/30/2023		CONCORD	05/30/2023

Qty. d.	Qty. Shp.	Qty. B/O	Item Number	Description	Unit Price	UOM	Extended Price
3	0	3	F1-EMERGTRAILER	STINSON EMERGENCY ROAD CLOSURE AILER	9,200.00	A	27,600.00

Comments: DELIVERY 4-6 WEEKS FROM DATE OF ORDER F.O.B. CONCORD!!	Tax Summary: HST N 3,588.00	Currency CAD	<table style="width: 100%;"> <tr> <td>Included Tax</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Order Discount</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Subtotal</td> <td style="text-align: right;">27,600.00</td> </tr> <tr> <td>Total sales tax</td> <td style="text-align: right;">3,588.00</td> </tr> <tr> <td>Total order</td> <td style="text-align: right;">31,188.00</td> </tr> </table>	Included Tax	0.00	Order Discount	0.00	Subtotal	27,600.00	Total sales tax	3,588.00	Total order	31,188.00
Included Tax	0.00												
Order Discount	0.00												
Subtotal	27,600.00												
Total sales tax	3,588.00												
Total order	31,188.00												

All Quotations are F.O.B. Stinson location unless otherwise stated.
 All applicable taxes are extra unless otherwise stated

Quotation Accepted By

Concord Location
 130 Creditstone Road
 Concord, Ontario
 L4K 1P2
 : (905) 669-2360
 F: (905) 669-3537

Roysun Location
 50 Roysun Rd.
 Woodbridge, ON
 L4L 8L8
 : (905) 669-2360
 F: (289)-371-3026

Norbett Location
 31 Norbett Dr.
 Stouffville, ON
 L4A 2G7
 : (905) 669-2360
 F: (289)-371-3026

Quote Number: QT0063074
 Print Name: _____
 Signature: _____



APPLICATION TO THE MUNICIPAL EMERGENCY READINESS FUND

Applicant: Township of Mulmur	
Address: 758070 2 nd Line East, Mulmur, ON	Phone: 705-466-3341 ext. 232
Contact Name: Daniella Waterfield	Email: dwaterfield@mulmur.ca
Project Name: Mulmur Emergency Preparedness for Roads, Severe Weather, and Medical Emergencies	
\$ Amount Requested: \$11,257.50	Estimated Project Cost: \$22,515.00
<p>Description of Project (attach supporting documents, diagrams, quotes, specifications, etc.):</p> <p>Mulmur’s project aims to improve and strengthen the emergency readiness of our community. To achieve this, our project involves the purchase of a variety of supplies and equipment, including two emergency signage trailers, traffic pylons, an outdoor automated external defibrillator (AED) and AED signage, life jackets and hip waders for our Public Works Department, and non-perishable food for the Mulmur emergency shelter. These tools are critical in ensuring the safety of Mulmur staff, as well as a timely and effective response during emergencies, particularly in situations involving medical emergencies, severe weather, and road accidents.</p> <p>Emergency road closure trailers are a critical tool in ensuring public safety during emergencies, particularly in cases of road accidents, flooding, or hazardous spills. These emergency trailers will allow our Public Works Department to close our roads quickly and safely during emergencies. These trailers are mobile and will allow for use in a variety of emergencies. The trailer, attached signage, and lights will be highly visible and will safely alert drivers to the closure of the road. Traffic cones will be purchased and kept with the trailers, which will be used to assist with road closures and add additional safety and visibility. This will help to prevent further accidents and ensure that emergency responders can work efficiently and safely, especially in situations where visibility is impaired such as at night or during rain or snow.</p> <p>The AED and outdoor housing unit will be installed at the Mansfield Community Park. This is a prominent location in our community that is highly utilized by residents for recreation. The AED will be installed in an outdoor AED housing unit that is equipped to hold and protect the AED year-round. An AED response kit will also be stored in the outdoor housing, which will contain tools such as gloves, a CPR pocket mask, etc. The AED will be located on the park’s pavilion and will be highly visible to all visitors, especially those using the baseball diamond. Signage will alert visitors to the AED’s location, as well as provide instruction on how to use the AED. Installing an AED in a community park ensures that it is easily accessible by the public, especially during outdoor activities and events where people are more prone to cardiac arrest. This device will be available to the public year-round 24/7.</p> <p>Life jackets and hip waders will be purchased for use by our Public Works Department. There can be various scenarios where public works staff may need to use hip waders and life jackets in an emergency. For instance, in case of a flood or a water-related emergency, hip waders can help them stay dry and safe while working in flooded areas. Waders will protect staff from conditions such as hypothermia which may arise from becoming wet and cold while working around water. Life jackets will give additional safety to</p>	





APPLICATION TO THE MUNICIPAL EMERGENCY READINESS FUND

staff near deeper water.

The final purchases of our project will be non-perishable food and two-way radios to be stored at Mulmur's emergency shelter located at the North Dufferin Community Centre. These radios and the non-perishable food items will be used in emergency situations when the arena is opened to operate as an emergency shelter for the Mulmur community. These radios will assist with communication between volunteers at the shelter.

Overall, our project is aimed at improving our municipality's emergency readiness for both Township staff and our residents in a reliable, cost-effective, and sustainable manner. We firmly believe that this project and the purchase of these various tools and equipment will help to save lives and protect the Mulmur community through our improved emergency preparedness.

Criteria	Yes	No	Criteria	Yes	No
Does this project align with the County's Emergency Management Program?	X		Has your municipality received funding from this program in the past 12 months?		X
Does this project meet the 'Approved Projects' criteria?	X		Has work on this project already begun?		X
Will this project enhance the resilience of the community as a whole?	X		Will this project be completed, and a final report submitted before the end of the project year?	X	
Has the Municipal Council approved this project?	X		Has the Municipal Council approved this funding request?	X	
Signature – Senior Municipal Official 			Signature – Head of Council 		

Fund Administration Use

Application brought to committee on:	Committee approved as submitted [] Yes [] No
Application brought before Council on:	Council approved as submitted [] Yes [] No
Notes:	

Send completed application and any supporting documentation to:

County of Dufferin - clerk@dufferincounty.ca



Township of Mulmur- Municipal Emergency Readiness Fund Budget

Item:	Description:	Quantity:	Unit Cost:	Total Cost (without HST):	Quote for Item Obtained from:
Emergency Road Closure Trailer	Emergency signage trailer with standard "road closed" sign and 12 hour solar lights	2	\$7,134.00	\$14,268.00	Cedar Signs Inc
Traffic Cones	Traffic cones to accompany emergency road closure trailer. 28 inch 7 pound traffic cones	8	\$18.00	\$144.00	Cedar Signs Inc
Life Jackets	Helly Hansen Adult Evoprene PFD/Life Jacket, Blue	5	\$100.00	\$500.00	Canadian Tire
Hip Waders	Bushline Insulated Chest Waders	5	\$110.00	\$550.00	Cabela's
Save Station outdoor AED housing	Save Station Outdoor Standard 500 Cabinet with Alarm, Ventilation, Heating & AED Monitoring	1	\$3,850.00	\$3,850.00	Rural Resuce
Save Station AED Response Kit	Kit that contains all of the essentials required for a CPR/AED rescue. Includes: CPR Pocket Mask, 2 Pairs of Nitrile Gloves, Paramedic Shears, Prep Razor, Absorbent Wiping Towel and Antimicrobial Hand Wipes stored in clip-on clear front Carry Case.	1	\$29.00	\$29.00	Rural Resuce
Outdoor AED unit	Stryker Physio- Control CR2 AED	1	\$2,514.00	\$2,514.00	Rural Resuce
Outdoor AED Signage	Save Station Outdoor CPR/AED wall sign	2	\$42.00	\$84.00	Rural Resuce
Outdoor AED Signage	Save Station Outdoor CPR/AED instructional wall sign	1	\$18.00	\$18.00	Rural Resuce
Non-Perishable food	Non-perishable food fund to service the Mulmur emergency shelter	1	\$400.00	\$400.00	
Two Way Radios	Midland two-way radio. Rechargeable or battery operated (2 pack)	2	\$79.00	\$158.00	Uline
Total Project Cost:				\$22,515.00	



Cedar Signs Inc
 1507 Clyde Rd
 Cambridge N1R 5S7
 Canada
 519-740-0376

Quotation # SO24607

Invoice to:

Mulmur, Township of
 758070 2nd Line E
 Mulmur ON L9V 0G8
 Canada

Ship to:

Mulmur, Township of, Daniella Waterfield
 758070 2nd Line E
 Mulmur ON L9V 0G8
 Canada
 ☎ 705-466-3341 x232

Quotation Date:

09/22/2023

Valid Until:

10/22/2023

Customer Account:

40115

Quote Created by:

Tess Huinink

Salesperson:

Cathy Snow

Description	Quantity	UOM	Unit Price	Amount
[0037110] Emergency Signage Trailer (Road Closed, 12 Hour Solar Red)	2	Units	7134.00	\$ 14,268.00
Optional Items				
[3002] Traffic Cone 28" (7lb)	8	Units	18.00	\$ 144.00
***Secondary Signage to Cover Main Sign and Change Message, 120x90cm (.081Alum, High Intensity Grade, Colour Scheme: As Per File, Hole Location: 4 Corners, Corners: Rounded)	1	120 x 90 cm	160.89	\$ 160.89
Secondary Signage to Cover Main Sign and Change Message EG> Emergency Road Closure By Police Order, Road Closed Local Traffic Only				
***Secondary Sign to Cover Police Order, 120x30cm (.081Alum, High Intensity Grade, Colour Scheme: As Per File, Hole Location: 4 Corners, Corners: Rounded)	1	120 x 30 cm	57.65	\$ 57.65
EG> Twp Logo or Road Maintenance phone number				
Subtotal				\$ 362.54

Subtotal \$ 14,630.54

HST 13% on \$ 14,630.54 \$ 1,901.97

Total \$ 16,532.51

Delivery Method: Pick Up

Payment Terms: 30 Net Days



Cedar Signs Inc
1507 Clyde Rd
Cambridge N1R 5S7
Canada
519-740-0376

Unless otherwise noted shipping charges do not include additional services such as power tailgate, delivery appointment or redirect. If additional services are used charges may apply.



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Helly Hansen

Helly Hansen Adult Evoprene PFD/Life Jacket, Blue #079-3025-8

★★★★★ 4.5 (35) [View Product Details](#)



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M L XL XXL

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Mount Forest, ON ⓘ

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Rural Rescue Inc

648144 17th sideroad
mulmur ON L9V 0V3
+1 7056060234
savannah@ruralrescuetraining.com
GST/HST Registration No.: 742400872RT0001



Estimate

ADDRESS

Township of Mulmur
Re: Mansfield Baseball Field

ESTIMATE # 1202
DATE 09/05/2023

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
	Stryker Physio-Control	CR2 AED Semi-automatic w/Wi-Fi Connectivity, Bilingual, Handle	1	2,514.00	2,514.00
	SaveStation AED Response Kit	Contains all of the essentials required for a CPR/AED rescue. Includes: CPR Pocket Mask, 2 Pairs of Nitrile Gloves, Paramedic Shears, Prep Razor, Absorbent Wiping Towel and Antimicrobial Hand Wipes stored in clip-on clear front Carry Case.	1	29.00	29.00
	Save Station Outdoor	SaveStation Outdoor Standard 500 Cabinet with Alarm, Ventilation, Heating & AED Monitoring	1	3,850.00	3,850.00
	SaveStation Outdoor CPR/AED sign	SaveStation Outdoor CPR/AED Instructional Wall Sign	1	42.00	42.00
	SaveStation Outdoor CPR/AED sign	SaveStation CPR/AED Instructional Wall Sign	1	18.00	18.00
	SaveStation Commemorative/Sponsorship Outdoor Plaque	Customized Commemorative or Sponsorship Plaque with brushed aluminum fixtures. Includes custom design and production.	1	225.00	225.00

SUBTOTAL 6,678.00
HST (ON) @ 13% 868.14
TOTAL \$7,546.14

TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	868.14	6,678.00

Payment can be made via e-transfer to savannah@ruralrescuetraining.com or by cheque made payable to Rural Rescue Training.
Interest will be charged at 2% per month for 24% annually.
Credit Card purchases are subject to a 3% fee.

Two-Way Radios



Enlarge

Communicate up to 28 miles when hiking, camping or hunting.

- Channel scan technology across 22 channels.
- Water resistant for the wildest weather.
- NOAA weather alert technology built in.
- Runs on rechargeable battery pack or 3 AAA batteries.

Includes:

- (2) Radios
- (2) Belt Clips
- (2) Rechargeable Batteries
- (1) Desktop charger
- (1) Micro USB cable

FREE OFFER
Free upon request with any Uline order of \$1,000 or more.

MODEL NO.	DESCRIPTION	BATTERY LIFE	RADIO RANGE	PRICE EACH	IN STOCK SHIPS TODAY
H-6112	Two-Way Radios	10 Hours	Up to 28 Miles	\$79	<input type="text" value="1"/> <input type="button" value="ADD"/>

[Additional Info](#) | [Metric](#) | [Parts](#) | [Shopping Lists](#) | [Request a Catalog](#)

FEATURES:

- Can communicate with other FRS/GMRS radios regardless of brand by being on the same channel and privacy code.
- Two or more sets of radios can be used together.
- Can be used with external speaker/microphone or headset, allowing hands-free capability.

USAGE:

- Do not remove white plastic from the battery pack.
 - Follow directions on silver sticker located on battery pack.
- Radio range will vary based on obstructions, weather or terrain.



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Bushline Insulated Chest Waders

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8 ▾



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PRODUCT DESCRIPTION

- PVC injection moulded lug sole boot
- Rugged 420 denier nylon/PVC upper
- Double-stitched and taped seams
- Attached "H" style suspenders with quick release buckles

Affordable waders for cooler conditions! The boot of these waders have a PVC injected moulded lug sole with full neoprene lining for insulation. To keep you dry and comfortable the waders are engineered with double stitched and taped seams, reinforced knee and seat patches, a padded kidney support belt and the suspenders include comfort neoprene should patches.

Size	8	9	10	11	12	13
Outseam (cm)	135	135	137	137	139	139
Inseam (cm)	85	85	86	86	87	87
CHEST and Waist (cm)	124	124	128	128	132	132
Hip (cm)	77	77	79	79	81	81
Boot size	36.7	36.9	37	37.2	37.7	38.3

RELATED PRODUCTS





A community that grows together

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

Meeting Date: October 26, 2023

Subject: Capital Workplan Update

From: Aimee Raves, Manager of Corporate Finance, Treasurer

Recommendation

THAT the report of the Manager of Corporate Finance, Treasurer, dated October 26, 2023, Capital Workplan Update, be received.

Executive Summary

The purpose of this report is to provide an update on the status of the 2023 approved capital workplan. The attached report provides details surrounding the capital asset fund, capital contributions, capital workplan and capital workplan adjustments for each division.

Background & Discussion

The capital workplan is an integral part of the annual budget. The report includes status updates for each capital project as presented in the 2023 budget. Similar to other financial reporting, the report provides a summary of the overall capital asset fund, capital contributions and capital workplan before taking a deeper dive by committee of the divisional capital asset funds, contributions and workplans.

Financial, Staffing, Legal, or IT Considerations

To date only \$301,000 of the budgeted \$311,000 of capital contributions have been allocated to the capital asset fund. The entire capital levy is allocated each spring, while most other revenues are not applied until the work is completed or at the end of the year.

Based on budget it is anticipated that the Capital Asset Fund will be reduced by \$112,000 in 2023 to fund current year work.

Whereas planned work is estimated at \$423,000 at the end of September, less than \$150,000 had been spent. Much of the planned work is already completed or underway with additional work planned for later in the year.

In Support of Strategic Plan Priorities and Objectives

Governance - identify opportunities to improve governance and service delivery/
improve the County's internal and external communication

Respectfully Submitted By:

Aimee Raves, CPA CMA
Manager of Corporate Finance, Treasurer

Attachment: GGS Capital Plan Update

Reviewed by: Sonya Pritchard, Chief Administrative Officer



CAPITAL WORKPLAN UPDATE

As of September 30, 2023

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the status of the 2023 approved capital workplan. Similar to other financial reporting, it begins with a summary of the overall capital asset fund, capital contributions and capital workplan before taking a deeper dive by committee of the divisional capital asset funds, contributions and workplans.

The divisional sections summarize capital workplans that include the 2023 year to date actual, approved budget values, adjustments to budget approved throughout the year as well as the revised budget. The 2023 Actuals reflect activity to the end of September. The right side of each workplan includes status updates for each 2023 project.

To date only \$8.97 million of the budgeted \$18.5 million of capital contributions have been allocated to the capital asset fund. The entire capital levy is allocated each spring, while most other revenues are not applied until the work is completed or at the end of the year. Each division shows how the various asset categories (as described in the Corporate Overview) are funded from the various contribution sources (also described in the Corporate Overview). It is budgeted for the Capital Asset Fund to be reduced by \$6.1 million in 2023 to fund current year work. However, several projects have already been earmarked for deferral into future years which will leave the Capital Asset Fund higher than the projected \$11.9 million.

Whereas planned work is estimated at \$24.6 million, at the end of September only \$3.7 million had been spent. Much of the planned work is well underway or completed with additional work planned for later in the year. A delay in the timing of invoice processing and payments makes most divisions look significantly underspent for this time of year. For a variety of reasons, it is not uncommon to require adjustments to the workplan each year, whether those be deferrals or additions. Adjustments to the workplan have been outlined throughout including reasoning behind the required additions. Common reasons for adjustments include higher costs, increases in scope or the requirement of unscheduled work. Total adjustments to the capital workplan are \$279,000.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	2
CORPORATE OVERVIEW	4
CAPITAL ASSET FUND	4
CAPITAL CONTRIBUTIONS.....	5
CAPITAL WORKPLAN.....	7
CAPITAL WORKPLAN ADJUSTMENTS	8
INFORMATION TECHNOLOGY	12
CAPITAL ASSET FUND	12
CAPITAL CONTRIBUTIONS.....	12
CAPITAL WORKPLAN.....	12

CORPORATE OVERVIEW

CAPITAL ASSET FUND

The Capital Asset Fund is a reserve for all current and future capital projects. The balance at the end of September was \$23.210 million. It is not unusual to require adjustments to the workplan throughout the year due to higher than anticipated costs, unplanned replacements, or incomplete projects from the prior year. At the July 13 Council meeting a number of adjustments to the capital workplan were approved (see Item 23 of the [July 13, 2023 Council Minutes](#)), these adjustments are captured in the Adjustments column, the net impact can be seen in the Revised Budget column.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget
Opening Balance	\$17,986	\$17,986		\$17,986
Contributions				
Government Transfers	\$387	\$3,438	\$92	\$3,530
Capital Levy (Property Taxes)	\$7,630	\$7,630	\$0	\$7,630
Other Revenue	\$574	\$1,802	\$13	\$1,815
Debt Financing	\$0	\$3,500	\$0	\$3,500
Transfers from Reserves	\$376	\$1,585	\$0	\$1,585
DC Contribution	\$0	\$441	\$0	\$441
Total Contributions	\$8,968	\$18,397	\$105	\$18,502
Capital Work				
Land	\$0	\$3,300	\$0	\$3,300
Land Improvements	\$250	\$2,342	\$0	\$2,342
Buildings	\$1,087	\$4,309	\$1,033	\$5,342
Equipment & Machinery	\$374	\$1,164	\$65	\$1,229
Vehicles	\$755	\$2,120	\$151	\$2,271
Roads	\$1,105	\$7,723	\$265	\$7,988
Bridges & Culverts	\$119	\$1,692	\$80	\$1,772
Other	\$2	\$0	\$400	\$400
Total Capital Work	\$3,692	\$22,649	\$1,994	\$24,643
Ending Capital Asset Fund Balance	\$23,262	\$13,734		\$11,845

The total value of adjustments made to date has been nearly \$2 million. Most of the work associated with these adjustments has been completed but invoicing has not yet been processed.

When projects are completed any surplus between what was in the workplan, and the actual costs remains in the capital asset fund. For projects where the costs were greater than budget this draws down the capital asset fund. At budget time each year these surpluses, deficits and the estimated ending balance of the capital asset fund are taken into consideration when determining the appropriate level of contributions for upcoming years.

The value of the individual divisional capital asset funds will fluctuate over time, dependent on the number of assets to be replaced or rehabilitated in any given year, the value of those assets as well as the overall timing of when they are replaced. For example, if we were to consider a new building, several major replacements will need to occur at year 10, 15, 20 and 25 leading to spikes in the value of the work required during those years. Typically, there will be a gradual increase to the capital asset fund to ensure there are sufficient funds available when it is time to do the work, all while attempting to keep the capital levy contribution steady.

Occasionally the capital work needs will be greater in one year and then be near zero for several years afterwards, when this occurs it is not unusual for the capital asset fund of one division to go into a negative. Negative fund balances can also occur due to sharp increases in inflation or competing priorities. Although not an ideal situation this helps optimize the overall value of the capital asset fund as well as ensure fluctuations in the capital levy contribution are minimized.

CAPITAL CONTRIBUTIONS

Contributions to capital consider all sources of funding available.

GOVERNMENT TRANSFERS

Subsidies from various levels of government including Canada Community-Building Fund (formerly Gas Tax) and Ontario Community Infrastructure Fund (OCIF) are used primarily for transportation related projects. Additional transfers are also received from the Ministry of Long Term Care for both Dufferin Oaks and occasionally Community Support Services.

CAPITAL LEVY

Capital levy is the amount allocated from property taxes.

OTHER REVENUE

Primarily funding from other external sources including the sale of equipment or special project funding. For 2023 this includes funding to upgrade lighting throughout the buildings as well as contributions from Infrastructure Ontario towards the upgrades required in Courtroom 204.

Transfers from operating are also captured in this category. These are often subsidies received under an operating program that can be allocated towards capital. As the actual expenses and subsidies must be reported under operating, a transfer to capital is made to allocate funds to the appropriate division.

DEBT FINANCING

Per Policy Number 3-3-6, Debt Management Policy, debt financing is only used for new assets, not replacements. It is anticipated that debt will be required for the purchase of land for the new southern operations centre.

TRANSFERS FROM RESERVES

Allocations from other reserves and reserve funds. These include a small amount from the IT reserve, County Forest Reserve Fund, as well as an allocation towards the replacement of the building department vehicles from the Building Reserve Fund.

For 2023 this also includes an allocation towards upgrading the rail trail from the Rail Easement Reserve Fund. New for 2023 are transfers from the Rate Stabilization Reserve to offset the costs of two environmental assessments some of which were previously covered through development charges.

DC CONTRIBUTION

Development charges are applied to various roads projects based on the most recent development charge background study.

CAPITAL WORKPLAN

The capital workplan identifies projects for each year and the cost of this work is withdrawn from the capital asset fund as the work is completed. The work is separated into asset categories. Each of these categories relates to the replacement or rehabilitation of various assets.

LAND

Acquisition or disposition of land.

LAND IMPROVEMENTS

Parking lots, sidewalks, fences, intersection lighting and trails development.

BUILDINGS

Security, heating ventilation and air conditioning, windows and doors, flooring, roofing, chimneys, balconies, kitchen and bathroom upgrades as well as new construction.

EQUIPMENT AND MACHINERY

Elevators, appliances, lifts, tubs, laundry, kitchen and housekeeping equipment, defibrillators, stretchers, small tractors, ATV, trailers, laptops, monitors, servers.

VEHICLES

Ambulances, snow plows, heavy roads equipment, wheelchair vans, pick-up trucks.

ROADS

Design, construction and contract admin related costs for rehabilitation or reconstruction of County roads, including shared roads.

BRIDGES AND CULVERTS

Design, construction and contract admin related costs for rehabilitation or reconstruction of County bridges and culverts, including shared structures.

OTHER

Dufferin Oaks nurse call system, electric vehicle charging stations, and any other items that do not fit in one of the above categories.

Capital workplan summaries are included with each division. Each workplan includes 2023 Actual values, reflecting activity to the end of September, 2023 Budget, budget adjustments and 2023 Revised Budget. Separate workplan summaries are included for Roads as well as Bridges and Culverts due to the number of projects. The right side of each workplan includes status updates for each 2023 project. Where required additional notes have been added after each workplan, these notes are referenced similar to footnotes after the workplan. There are a number of projects that are marked completed which may have little to no expense to date, invoices will be processed prior to the end of the year.

CAPITAL WORKPLAN ADJUSTMENTS

Only work included in the approved capital workplan can be completed each year. Adjustments to a project of \$50,000 or less may be approved by the Department Head as can any emergency work that is required. Any adjustments to projects that are anticipated to be more than \$50,000 must be approved by Council prior to moving forward.

The projects included in the capital workplan are based on the current needs of the organization, taking into consideration the age and the condition of the assets. Despite ongoing efforts to maintain assets in good working order to ensure the longevity of the asset, occasionally some assets deteriorate quicker than anticipated. Additionally, the work on one capital asset may have unintended consequences on other surrounding assets. In these circumstances the work cannot be held off.

As contributions to the capital asset fund are based on a 20 year workplan there are often already funds available within the capital asset fund for these projects. Any shortages will be recovered over future years through additional contributions. Below is a list of such projects that need to be added to the 2023 capital workplan:

Project	2023 Budget	2023 Workplan Adjustment	2023 Funding Source	Adjustment Reason
Resurface Dufferin Rd 18	\$0	\$39,000	Public Works Capital Asset Fund	Additional work required
Heating, Ventilation and Air Conditioning (HVAC)	\$22,000	\$10,000	Corporate Facilities Capital Asset Fund	Additional heat pumps required replacement
Kitchen Equipment	\$13,000	\$2,000	Dufferin Oaks Capital Asset Fund	Equipment required sooner than anticipated
Lifts	\$48,000	\$31,000	Other Revenue (Infection Protection and Control)	Required new shower lifts for new showers
Flooring	\$3,000	\$2,000	Mel Lloyd Centre Capital Asset Fund	Requirements have been greater than anticipated
Flooring	\$12,000	\$18,000	MBV Capital Asset Fund	Higher than anticipated unit turnover, combined with higher costs
Kitchens	\$8,000	\$27,000	MBV Capital Asset Fund	Higher than anticipated unit turnover, combined with higher costs
Bathrooms	\$10,000	\$35,000	MBV Capital Asset Fund	Higher than anticipated unit turnover, combined with higher costs

Project	2023 Budget	2023 Workplan Adjustment	2023 Funding Source	Adjustment Reason
Security	\$79,000	\$99,000	Housing Services Capital Asset Fund	Changes in scope of work resulted in higher pricing
Heating Ventilation and Air Conditioning (HVAC)	\$9,000	\$16,000	Housing Services Capital Asset Fund	Unplanned purchase of heat pump required



GENERAL GOVERNMENT SERVICES

INFORMATION TECHNOLOGY

CAPITAL ASSET FUND

The Information Technology (IT) Capital Asset Fund is summarized below. It provides a summary of the contributions and planned work for 2023. It reflects costs associated with the County IT infrastructure network.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget
Opening Balance	\$423	\$423		\$423
Contributions				
Capital Levy (Property Taxes)	\$300	\$300	\$0	\$300
Other Revenue	\$1	\$3	\$0	\$3
Transfers from Reserves	\$0	\$8	\$0	\$8
Total Contributions	\$301	\$311	\$0	\$311
Capital Work				
Equipment & Machinery	\$145	\$423	\$0	\$423
Total Capital Work	\$145	\$423	\$0	\$423
Ending Capital Asset Fund Balance	\$579	\$311		\$311

CAPITAL CONTRIBUTIONS

All IT assets are considered equipment, nearly three quarters of the planned projects will be funded from capital levy. The balance will come from the capital asset fund, meaning these projects have been planned for a number of years and funds have been contributed to the capital asset fund over time. The Other Revenue and Transfer from Reserves are allocations from programs with dedicated funding for IT equipment replacement.

CAPITAL WORKPLAN

The capital workplan below provides a more detailed overview of the various planned capital projects for 2023 by asset category. Each workplan includes 2023 Actual values, reflecting activity to the end of September 2023 Budget, budget adjustments and 2023

Revised Budget. The right side of each workplan includes status updates for each 2023 project. Where required additional notes have been added after each workplan, these notes are referenced similar to footnotes after the workplan.

(in 000s)	2023 Actual	2023 Budget	2023 Adjustments	Revised Budget	Status
Expenditures					
Communication Systems Lifecycle	\$2	\$44	\$0	\$44	Balance deferred due to third party delay
End User Device Lifecycle	\$110	\$217	\$0	\$217	12% in progress, 12% defer, balance as needed
IT Infrastructure Lifecycle	\$33	\$163	\$0	\$163	80% defer to 2024 with significant price increases
Equipment & Machinery	\$145	\$423	\$0	\$423	
Total Work Plan Summary	\$145	\$423		\$423	



Dell Laptop



A community that grows together

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

Meeting Date: October 26, 2023

Subject: Organizational Planning – GGS Staffing

**From: Sonya Pritchard, Chief Administrative Officer
Rohan Thompson, Director of People and Equity**

Recommendation

THAT the report of the Chief Administrative Officer, dated October 26, 2023, with respect to Organizational Planning – GGS, be received.

Executive Summary

In advance of the budget discussions, a series of reports focused on staffing requirements are being presented to each committee. These reports are intended to provide an overview of the current staffing compliments, highlight areas experiencing capacity constraints, and identify future requirements. Future requirements stem from anticipated growth, Strategic Plan initiatives, and changes to provincial programming/funding. For areas under the GGS committee (Office of the CAO, People and Equity, and Corporate Services) the changes for 2024 include five additional positions – one in the Office of the CAO, two in People and Equity, and two in Corporate Services. For 2025, proposed increases are for two positions in People and Equity and three positions in Corporate Services.

Background

Over time services must change to meet the needs of the community. Population growth, evolving priorities from other levels of government, and increased community expectations have put significant pressure on municipalities. In the last few years these challenges have seemed to accelerate and there is insufficient staff capacity to meet the demands. When considering whether to proceed or not proceed with changes to the

staffing complement it is important to assess the impact, benefits and risks from various aspects including financial, liability, service delivery and staff well-being.

Discussion

New Position Needs Assessment

To assist with the evaluation process around changes to staffing levels a modified 4Ps assessment tool, stemming from the PROSCI change methodology, has been adopted. This includes asking probing questions pertaining to:

- Position – what is the role, the responsibilities, and does it bring new skills to the organization?
- Purpose – why is the additional role necessary, what are the benefits, what are the risks of not doing it, how is the Strategic Plan supported?
- Particulars – when will it start, what is the cost, is there funding or potential for offsetting revenue?
- People – who benefits from adding the role?

4Ps assessments have been completed for all proposed positions with those for 2024 included in the relevant committee reports. Attached to this report are 4Ps assessments for:

- Communications Co-ordinator (Office of the CAO)
- Human Rights and Workplace Investigator (People and Equity)
- Equity Manager (People and Equity)
- Financial Analyst (Finance Division, Corporate Services)
- IT Technician – Dufferin Oaks (IT Division, Corporate Services)

Proposed positions for 2025 include:

- Senior Policy Analyst (People and Equity)
- Equity Advisor -Dufferin Oaks (People and Equity)
- GIS Specialist (IT Division, Corporate Services)
- Senior Business Solutions Analyst (IT Division, Corporate Services)
- Financial Analyst (Finance Division, Corporate Services)

Department Organization Charts

Organizational Charts for each department are included in the appropriate committee report. The charts use a colour-coded key to highlight changes to the staffing complements implemented in 2022 and 2023 and proposed changes for 2024 and 2025. The number of full-time and part-time as well as student/seasonal/contract positions

are also identified. Organizational Charts are attached for the Office of the CAO, Corporate Services, and People and Equity.

Financial, Staffing, Legal, or IT Considerations

Overview of 2024 positions

Communications and Engagement Coordinator (Office of the CAO)

Although, there have been significant improvements to the quality and frequency of corporate communications over the past year, there are additional enhancements required to fully address both external and internal communications needs. The Communications and Engagement Coordinator will directly impact our ability to advance the Strategic Plan initiative to improve internal and external communications under the Governance priority area and to implement the recently developed Community Engagement Framework under the Community Priority area.

The additional cost for this position in 2024 is \$60,000 for salary and benefits. The annualized cost is \$110,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter.

Human Rights and Workplace Investigator (People and Equity)

The Equity Audit and Equity Strategy identified additional is support needed to address discrimination and harassment in the workplace. Under the Occupational Health Safety Act, employers have an obligation to put in place and adhere to a Workplace Harassment and Discrimination policy that provides a clear process for employees to bring forward and have addressed any complaints. The County currently lacks specialized expertise in this area.

The additional cost for this position in 2024 is \$96,000 for salary and benefits. The annualized cost is \$123,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter. There is likely to be savings in costs for outside investigators and legal counsel between \$20-40,000 annually.

Equity Manager (People and Equity)

Additional resources are required to move forward with the actions in the Strategic Plan and the Equity Strategy. The Equity Manager will lead the implementation of the Council approved Equity Strategy. This will include support for the development of new Truth and Reconciliation efforts. Specific initiatives that will be led by the Equity Manager include supporting Dufferin Oaks, policy review and development, coordinating training

and facilitated discussions. The Equity Manager will lead implementation of a recruitment equity screening tool and the use of the equity lens.

The additional cost for this position in 2024 is \$118,000 for salary and benefits. The annualized cost is \$151,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter.

Financial Analyst (Finance Division, Corporate Services)

An additional financial analyst will provide support to the Finance Division for accounting and budgeting, annual year-end audit work, variance analysis and reconciling of accounts. This position is responsible for financial and program monitoring and reporting for Planning, Economic Development, Museum, Building, Waste and Paramedics. The financial analyst will support provincial reporting, which is currently at about 220 reports annually. In many instances, changes to funding programs and receipt of additional grants or funding requires increased monitoring and reporting.

The additional cost for this position in 2024 is \$60,000 for salary and benefits. The annualized cost is \$110,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter.

IT Technician – Dufferin Oaks (IT, Corporate Services)

The Dufferin Oaks team represents over half of the total County staff complement and is a 24/7 operation. The technician will provide direct support to Dufferin Oaks, working closely with the Dufferin Oaks leadership team to identify concerns and resolve technical support issues. In addition to helping support the day-to-day IT operations, this role will become a key expert in the technical operations of the Dufferin Oaks Long Term Care team. There are several complex IT initiatives including a new nurse call system that will be required over the next several years and this position will play a key role in planning and implementation.

The additional cost for this position in 2024 is \$60,000 for salary and benefits. The annualized cost is \$110,000. There is an additional \$5,500 in support costs for year one (training, laptop, etc.) and \$4,000 thereafter. This position will be charged to Dufferin Oaks and some of the cost will be offset by operational funding.

Across all departments, 7 new positions are proposed for 2024 and 5 are proposed for 2025. 2025 positions would be reassessed during the preparation of that budget. Due to the phasing in of the proposed positions the total pro-rated cost in 2024 is

approximately \$625,000. The annualized cost is \$875,000. Some of these costs are offset immediately by provincial program funding and others will create future cost savings and cost avoidance. The additional annualized cost for the 2025 positions is \$520,00.

In Support of Strategic Plan Priorities and Objectives

Climate & Environment - establish the County as a leader in Climate Action.

Governance - identify opportunities to improve governance and service delivery.

Equity - align programs, services and infrastructure with changing community needs/ ensure the County is an inclusive, equitable, and supportive Employer of Choice.

Respectfully Submitted By:

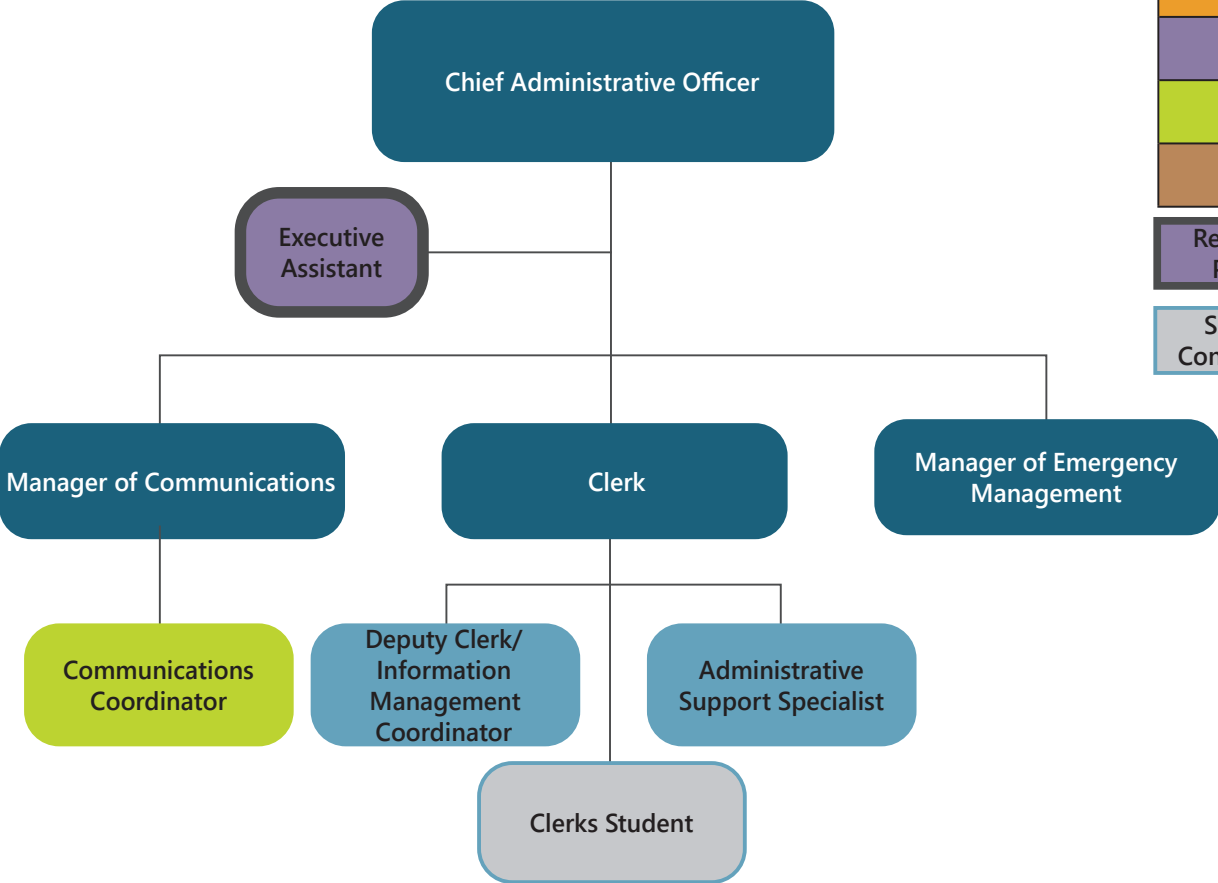
Sonya Pritchard, CPA CMA
Chief Administrative Officer

Rohan Thompson
Director of People and Equity

Attachments:

- Office of the CAO Organization Chart
- 4Ps Assessment Communications and Engagement Coordinator
- People and Equity Organization Chart
- 4Ps Assessment Human Rights and Workplace Investigator
- 4Ps Assessment Equity Manager
- Corporate Services Organization Chart
- 4Ps Assessment Financial Analyst
- 4Ps Assessment IT Technician Dufferin Oaks

OFFICE OF THE CAO



POSITIONS PROPOSED
2022
2023
2024
2025
Repurposed Position
Seasonal/ Contract Staff

Additional Staffing Request 4Ps

Position (what is the position?)

Position Title: Communications and Engagement Coordinator

Pay Grid: Grade 7

Overview of job responsibilities and duties:

support the development and implementation of communications plans and engagement opportunities for the County. This role will provide tactical advice and develop informative and engaging communications content, including social media, web, media, marketing and internal communications content, and design materials and support community engagement initiatives. The role will support the cross-departmental communications team.

Reports to who: Communications Manager

Direct reports: Not applicable

Is this role expected to require a new skill set different from current roles:

This position is enhancing the skill set of other employees performing communications activities by bringing both formal training and experience in communications tactics and community engagement.

Purpose (why is it necessary, what is the risk of not doing it?)

Is this position a direct result of initiatives in the strategic plan? Which one, how will this position contribute to further the goals and objectives?

There are several areas in the 2023-2026 Strategic Plan that require community engagement and focused communications support. *Improving County internal and external communications* is one of two main goals for the Governance priority area. Specific objectives are to:

- Create annual and timely strategic communications plans for corporate and departmental initiatives.
- Update and/or establish standardized communications procedures across the organization.

Progress has been made in these areas over the past year; however, the Communications Manager requires additional support to continue to further advance these goals.

In addition, in the Equity Priority area under the goal to *Align programs, services and infrastructure with changing community needs* there is an objective to

- Develop a Community Engagement Framework to guide future consultation and engagement opportunities.

A draft Community Engagement Framework has been completed based on international best practices. Implementing the framework and ensuring it is rolled out in a standardized way across the organization requires additional support and expertise. Effective community engagement is critical to the success of most goals in the Strategic Plan.

Is this a new area of responsibility or expansion of a current area or additional support in a current service area or a change to the way services are being delivered?

A dedicated corporate communications function was introduced in 2021 with the Communications Manager role following recommendations in the Service Delivery Review. Those recommendations included additional positions moving forward. Communications have been delivered using staff from across the organization, many who took on the role as an additional task. This decentralized model can be effective but requires standardized procedures and policies and a coordinated roll out of campaigns and information.

A formal community engagement framework based on international guidelines is a new method of service delivery. Engagement fatigue is an issue in many communities, and it is important that a deliberate and structured approach be used going forward. This position will support the rollout of community engagement initiatives, including providing tactical support and representing the County in the community as required.

Is there a change in legislation (i.e., CWELLC)? What is it? What is the impact? Qualitative and Quantitative information should be provided?

There is no legislative change in this area.

Is this related to an external program/initiative? Is this position providing support to local municipalities or community stakeholders?

This role will work with community partners on shared projects and complimentary initiatives. The Communications Manager currently collaborates with Headwaters Healthcare, Dufferin Board of Trade, Headwaters Communities in Action, and local municipalities (such as joint Emergency Preparedness

Awareness video with Orangeville). The Communications Manager also serves on the Western Ontario Warden's Caucus Communications subject matter expert group. An additional staff person will allow for continued and improved support for external partners.

Is the need due to an increased level of activity? Are current staff already doing this work? Provide both quantitative and qualitative support when answering?

There has been a significant increase in the level of communications activity over the past year, including an increase in social media posts, which have also been more creative and engaging as per best practices. There has been an increase in media releases and, as a result, an increase in earned media. More support has been provided for internal County divisions in developing strategic communications plans. This increased activity is in line with the Service Delivery Review, Strategic Plan and supports informal comments and requests from Council for enhanced communications. All departments provide some level of communications support, with Climate and Waste having the most dedicated resources due to their key roles in providing education in this area. Additional focused attention is also required for Community Development and Tourism to ensure information campaigns and communication engagement initiatives for economic development, planning, building services and the museum are carried out. The County should also be pursuing new and enhanced communications vehicles – such as an e-newsletter – to amplify relationship building with the community and other stakeholders and improve/maintain the County's reputation with all audiences.

What consideration was given to identifying other activities that could be discontinued or scaled back in lieu of adding this role?

Given that this role is meant to support increased activity levels and initiatives identified in both the strategic plan and the Service Delivery Review there is not an opportunity to scale back activities. However, there will be opportunities to streamline communications functions in individual departments as processes are standardized and better coordinated. This may allow staff who provide communications support as part of their primary function to focus more on their core business.

What challenge or problem does adding this position solve?

What challenge or problem is created or continues by not adding the position? Provide quantitative and qualitative data.

This position helps to address the Council, staff and community desire for better communication and engagement. Without the addition of this position, communications will not be able to expand, and community engagement opportunities will need to be curtailed. There will also be less strategic and coordinated than is best practice due to individuals in divisions outside of Communications being responsible for communications and engagement initiatives as an additional task they may not have experience in.

Does this position address health and safety concerns? Is there a health and safety risk associated with not adding this position?

Not applicable

Are there any other risks related to not proceeding with this position?

Increased liability risk? Risk to maintaining infrastructure, risks to privacy or security, risk to not meeting legislative timelines, etc. Provide supporting data.

There are no specific risks related to not proceeding.

Are there initiatives or activities that will not proceed or will be delayed without the addition of this position? Can the impact be quantified? What is the qualitative impact?

The development and implementation of standardized communications and community engagement will be significantly curtailed as all of this work, including day-to-day communications, will fall to the current Communications Manager. The quality and quantity of internal and external communications, engagement and outreach will increase with an added, trained, and experienced individual who can focus on design, social media, internal messaging and delivering strategic and creative communications plans for stories/initiatives across the County. This will also allow the Communications Manager to focus on developing new standardized protocols/practices for communications across the County, and further assist those delivering communications on behalf of the County with editing, approvals and brainstorming to better communicate with all audiences.

How will this work be done without the additional position? What is the impact of that? OT for current staff, delays, staff burnout etc....

Some of this work will not proceed or will be significantly impacted. The Communications Manager has provided an increase of services to internal

divisional client groups across the County, but due to capacity, cannot proceed with increasing communications or providing more support in the delivering of engagement initiatives. There is an opportunity to increase the County's relationship with its staff, the public and all stakeholders, but to do so, more support is required.

What other opportunities may this position create?

This position will support the County objective to have a more unified and standardized approach to communications while being strategic and creative in delivering communications campaigns. The position will create opportunities to elevate the quantity and quality of communications and to ensure they are tailored to specific audiences. It will also allow for more creativity, stronger coordination, and the pursuing of new and enhanced communications vehicles for the County, like an internal staff newsletter, an e-newsletter for the community, video content on social media, etc. It also creates enhanced opportunities for community engagement and partnership, and allows the Communications Manager to provide more support to internal divisions when they are planning and executing community engagement efforts.

Particulars (when will it start, what is the cost)

Estimated start date? 2024 Cost? Annualized cost?

Estimated start date is June 2024. The position is a permanent full-time position with full benefits and OMERS (Ontario Municipal Employees Retirement System).

2024 Salary and Benefits Cost - \$60,000

Annualized - \$110,000

What other costs may be associated with this position (additional admin and IT related costs)?

Year 1 - \$4,500

Ongoing - \$2,000

- Regular office related costs (Computer, cellphone...etc.)
- Training and conferences

Is there offsetting funding or revenue?

Not applicable

Are there savings from cost avoidance? (reduction in consulting fees)

No savings from cost avoidance.

Are there any indirect savings? (less OT, accumulated vacation) Provide details.

There should be less overtime costs for existing staff.

People (who will benefit)

Provide clear explanation about the impact:

Internally – other employees

The addition of this position will lessen the burden on existing staff.

Council - enhanced materials for Council uses

Externally – municipalities, developers, stakeholders, residents, tenants, clients

There is currently collaboration with partner organizations which could be expanded.

Show how our values CAICC are supported:

Collaboration – increased collaboration with the divisions supported through standardized processes and support.

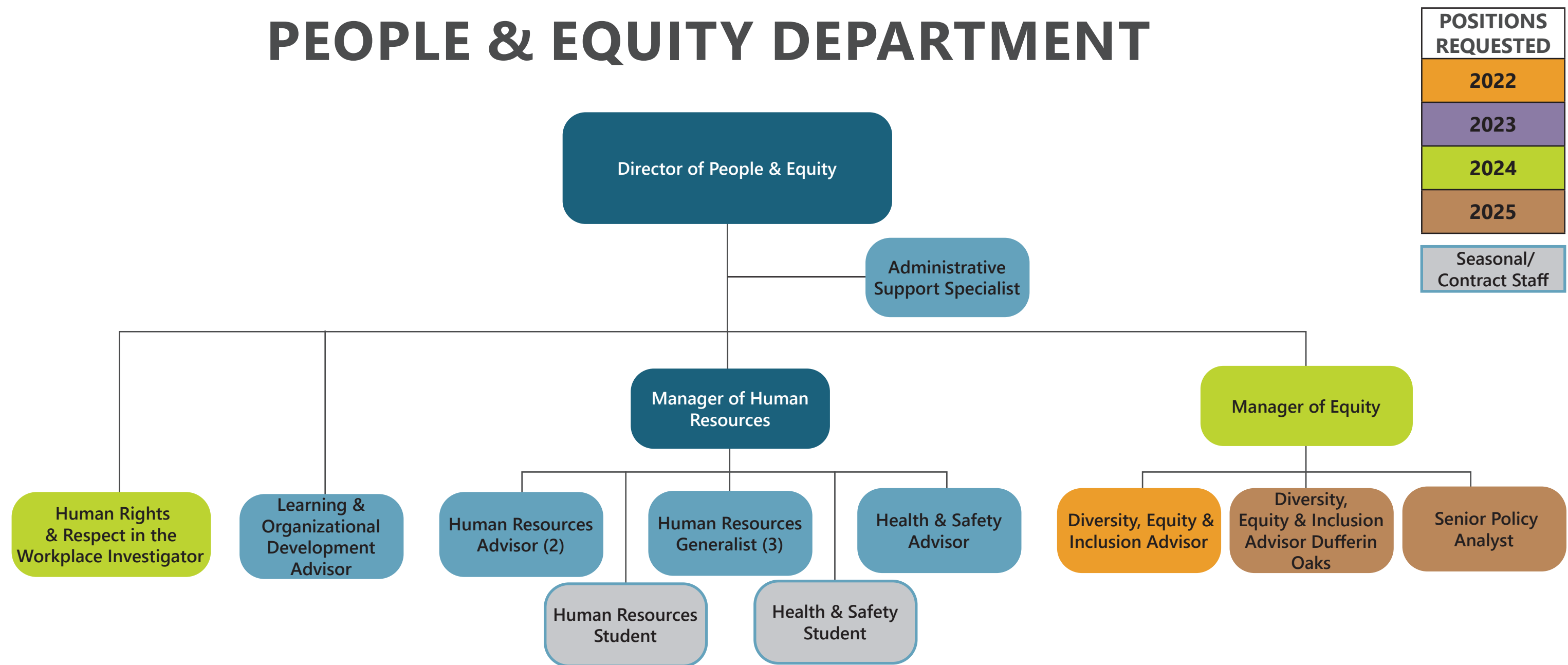
Accountability – Improved communications means better transparency and visibility into County activities. Implementation of a Community Engagement Framework includes clear information on what participants can expect for their participation enhances accountability.

Innovation – continuing to work with a cross-departmental team and harness ideas from across the organization fosters innovation.

Compassion – recognizing that all divisions require more dedicated support to better meet needs internally and externally.

Courage – taking action and making commitments visible to the public takes courage.

PEOPLE & EQUITY DEPARTMENT



Additional Staffing Request 4Ps

Position (what is the position?)

Position Title: Human Rights and Workplace Investigator

Pay Grid: Grade 8

Overview of job responsibilities and duties:

The Human Rights and Workplace Investigator provides expert advice and guidance on human rights and workplace harassment/discrimination policies, programs, and process. In addition to investigating and resolving complex workplace complaints, the Human Rights Officer assists the People and Equity division in the development and implementation of key human rights and workplace harassment/ discrimination initiatives and best practices to introduce a positive organizational culture that upholds human rights principles, and an environment free of workplace harassment/discrimination at the County.

Reports to who: Director of People & Equity

Direct Reports: Not applicable

Is this role expected to require a new skill set different from current roles

This role will require education, skill and experience that currently does not exist in the County. This role will require a person with a background in Human Rights law and experience leading and conducting harassment in the workplace investigations. This role will need to have a strong understanding of procedural fairness with respect to workplace investigations, legislative responsibilities under the Occupational Health & Safety Act and experience developing and implementing proactive training and programs to help ensure all staff know their responsibilities regarding preventing harassment & discrimination in the workplace. No role in the County currently requires this experience and skill set.

Purpose (why is it necessary, what is the risk of not doing it?) –

Is this position a direct result of initiatives in the strategic plan? Which one, how will this position contribute to further the goals and objectives?

This position is related to the equity goal identified in the Corporate Strategic Plan including the following identified actions:

- Support staff well-being, development, and engagement
- Implement recommendations from the County's Equity Audit and develop and implement a County of Dufferin Equity Strategy to foster an equitable corporate culture

- Increase feelings of trust, belonging and wellness at Dufferin County, specifically among Black people, LGBTQ+ people, Dufferin Oaks team members, and those with accessibility needs

Is this a new area of responsibility or expansion of a current area or additional support in a current service area or a change to the way services are being delivered?

The County has a legal responsibility to investigate and respond to reports of harassment and discrimination in the workplace and to ensure the Respect in the Workplace policy is regularly updated. The role of Human Rights Officer and Workplace Investigator would centralize the responsibilities, ensure consistency, timeliness and create efficiencies in the investigative process. The timeliness of response to reports of discrimination and the completion of investigations was noted as an area of concern in the Equity Audit. Currently, some cases require outside investigators to review complaints and a considerable amount of legal advice from outside counsel is now required.

Is there a change in legislation (i.e., CWELLC)? What is it? What is the impact? Qualitative and Quantitative information should be provided?

There is no change in legislation that informs the need for this role. However, our Equity Audit Findings do indicate that we have a resource gap that limits our ability to meet our legislative responsibilities. Our Respect in the Workplace Policy ensures that as an employer, we are in compliance with Section 32.0 (Section 3 Violence & Harassment) of the Occupational Health & Safety Act.

Is this related to an external program/initiative? Is this position providing support to local municipalities or community stakeholders?

There may be an opportunity in the future to support local municipalities and/or community stakeholders.

Is the need due to an increased level of activity? Are current staff already doing this work? Provide both quantitative and qualitative support when available.

At this stage, we can't determine if rates of harassment and discrimination have increased or decreased over any given period. However, the data from our Equity Audit points to the fact that we have several issues related to harassment and discrimination in the County. Currently, various staff on the People & Equity team carry out the responsibility of conducting workplace investigations. The challenge is that staff are managing this responsibility on top of their primary duties.

The Equity Audit Findings indicate the percentage of the following staff groups that report experiencing the highest rates of harassment and discrimination at the County:

- 78% of Black people
- 44% of racialized people
- 39% of Dufferin Oaks staff
- 50% of LGBTQ+ people
- 45% of people with accessibility needs

What consideration was given to identifying other activities that could be discontinued or scaled back in lieu of adding this role?

There are no activities that can be discontinued or scaled back on in lieu of adding this role. As mentioned, various staff in People & Equity are currently taking workplace investigation responsibilities in addition to their primary responsibilities. Outside support from third-party investigators and legal counsel should be reduced.

What challenge or problem does adding this position solve?

By adding this staff position, it addresses some of the data points mentioned earlier in this document. It will aid in addressing rates of discrimination and harassment, it will aid in our ability to respond to reports of discrimination appropriately and effectively in the workplace and it will aid in ensuring that the County is in full compliance of its legislative responsibilities.

What challenge or problem is created or continues by not adding the position? Provide quantitative and qualitative data.

By not adding this position, the previous data points stated earlier in this document will persist and not improve. In addition, costs for consultants and legal fees will continue.

Does this position address health and safety concerns? Is there a health and safety risk associated with not adding this position?

By adding this position, it helps to ensure that County is fulfilling its obligations under the Occupational Health & Safety Act and our duties under the Ontario Human Rights Code regarding addressing and eliminating any form of discrimination on code protected grounds.

Are there any other risks related to not proceeding with this position?

Additionally, without adding the required resources to respond to our harassment and discrimination data more effectively may lead to the creation of a

toxic workplace and staff choosing to leave the organization because their psychological safety is not being protected.

Risk to maintaining infrastructure, risks to privacy or security, risk to not meeting legislative timelines, etc. Provide supporting data.

N/A

Are there initiatives or activities that will not proceed or be delayed without adding this position?

The Human Rights Officer and Workplace Investigator will develop a framework and program that includes reactive and proactive measures to address harassment and discrimination in the workplace. Proactive measures will be delayed and negatively impacted by not adding this position. Some examples of proactive measures is the development of a robust harassment in the workplace training for new staff to the County as well as ensuring that there is an annual training for managers so they ensure they meet their responsibilities and the development is resources and guides that inform the entire staff team about the OHRC, prohibited grounds, investigation and mediation processes, etc.....

Can the impact be quantified? What is the qualitative impact?

It is reasonable to conclude that by adding this role and implementing the required reactive and proactive measures, that some of the data points noted in this document in relation to harassment and discrimination will improve.

How will this work be done without the additional position?

This work will continue to be a shared responsibility among People & Equity staff if this position is not added and outside investigators will be required in some cases. Regular consultation and advice from outside legal counsel will be required.

What is the impact of that? OT for current staff, delays, staff burnout etc....

The issue of burnout is a risk that should be considered in relation to adding this position. Conducting workplace investigations and the necessary response to investigation findings takes a lot of time and effort. Due to the nature of the work, a promising/best practice is to either have staff who are dedicated to this work, to have workplace investigative work conducted by an independent third party or a combination of both. Currently, staff who have other primary responsibilities are leading and conducting workplace investigations, this

additional pressure and stress on staff resources may lead to staff burnout. There will be delays in implementing the Equity Strategy and Corporate Strategic Plan objectives.

Particulars (when will it start, what is the cost)

Estimated start date? 2024 Cost? Annualized cost?

Estimated start date is March 2024. The position is a permanent full-time position with full benefits and OMERS (Ontario Municipal Employees Retirement System).

2024 Salary and Benefits Cost - \$96,000

Annualized - \$123,000

What other costs may be associated with this position (additional admin and IT related costs)?

Year 1 - \$4,500

Ongoing - \$2,000

- Regular office related costs (Computer, cellphone...etc.)
- Training and conferences

Is there offsetting funding or revenue?

N?A

Are there savings from cost avoidance? (reduction in consulting fees)

There should be a reduction in costs for outside investigators and legal fees. It is estimated that between \$20-40,000 could be saved on an annual basis.

Are there any indirect savings? (less OT, accumulated vacation) Provide details.

Overtime levels will be reduced, and staff will experience increased opportunity for reasonable work-life balance resulting in higher employee satisfaction and retention. Further, with improvements to policies and processes around workplace investigations there should be a reduction in lost time.

People (who will benefit)

Provide clear explanation about the impact: Internally – other employees

This role benefits all staff in the organization. All staff have the right to be in a workplace that is free from harassment and discrimination. We know that a harassment free and discriminatory free workplace is what we should aspire to. While we are on that journey, we also need to be an organization that can respond accordingly and appropriately when harassment and discrimination occurs. The addition of the Human Rights and Workplace Investigator role will help to achieve both goals.

Our data shows that Black people, Racialized women, Dufferin Oaks staff, LGBTQ+ and persons with disabilities are having the worst experiences in relation to harassment and discrimination in the workplace. These groups will see and feel the impact of the Human Rights and Workplace Investigator role the most.

Show how our values CAICC are supported:

Collaboration – increased collaboration across all departments supported through regular training and as a resource.

Accountability – ensures that County of Dufferin is keeping itself accountable to our responsibilities to legislation and identified actions to address harassment and discrimination outlined in the Equity Audit, Equity Strategy and Corporate Strategic Plan.

Innovation – having in-house expertise allows for better opportunities for learning and engagement.

Compassion – the role will ensure all staff concerns are addressed with empathy, fairness and in a timely manner

Courage – workplace investigations are stressful for all involved and require clear processes. The investigator will create an environment that supports staff to be courageous and to share their concerns.

Additional Staffing Request 4Ps

Position (what is the position?)

Position Title: Equity Manager

Pay Grid: Grade 10

Overview of job responsibilities and duties:

The Equity Manager leads the County in the implementation of the council approved four-year Equity Strategy. Working collaboratively with senior leaders and all departments, the Equity Manager develops and integrates equity, anti-racism and anti-oppression goals and strategies into County processes and practices, as well as manages and reports on the implementation of initiatives including the Equity Strategic Plan. This will include support for development of new Truth & Reconciliation efforts of the County.

Reports to who: Director of People & Equity

Direct Reports: Diversity Equity & Inclusion Advisor and indirect support across the organization.

Is this role expected to require a new skill set different from current roles:

This role will require the incumbent to have a solid theoretical understanding of equity frameworks, project management, staff supervision, program development, program implementation and program evaluation skills and experience. This is an enhancement to current skill sets.

Purpose (why is it necessary, what's the risk of not doing it?)

Is this position a direct result of initiatives in the strategic plan? Which one, how will this position contribute to further the goals and objectives?

Equity has been identified as a Priority Area in the Corporate Strategic Plan. The Manager of Equity will provide leadership and oversight in the following initiatives:

Ensure that the County is an inclusive, equitable and supportive Employer of Choice.

- Support staff well-being, development, and engagement

- Implement recommendations from the County's Equity Audit and develop and implement a County of Dufferin Equity Strategy to foster an equitable corporate culture.
- Increase feelings of trust, belonging and wellness at Dufferin County, specifically among Black people, LGTBQ+ people, Dufferin Oaks team members, and those with accessibility needs

Is this a new area of responsibility or expansion of a current area or additional support in a current service area or a change to the way services are being delivered?

This is an expansion of the current area and will improve the way that services are provided by People & Equity.

Is there a change in legislation (i.e., CWELLC)? What is it? What's the impact? Qualitative and Quantitative information should be provided?

There are no legislative changes that this role is responding to. However, the approval of this role will help to ensure that we are in compliance with our legislative responsibilities under the Occupational Health and Safety Act, Ontario Human Rights Code, and the Accessibility Ontarians Disability Act.

Is this related to an external program/initiative? Is this position providing support to local municipalities or community stakeholders?

This role will be providing support to the Diversity Equity and Inclusion Community Advisory Committee.

Is the need due to an increased level of activity? Are current staff already doing this work? Provide both quantitative and qualitative support when answering.

Currently, most strategic equity work, training and initiatives are being led and implemented by the Director of People and Equity and the Equity Advisor. There has been a significant increase in the number of equity initiatives implemented as well as support requested from the People & Equity department from all departments to support their own equity issues and/or initiatives. Staff are currently at max capacity and not adding the requisite staff to support our equity mandate will lead to staff burnout and implementation of the Equity Strategy will be hampered.

Below are some of the key equity initiatives that are currently underway or will be starting.

- Implementation of the Equity Strategy
- Responding to key findings of the Equity Audit
- Policy review, revision, and development
- Support to Dufferin Oaks in response to Equity Audit Findings
- Capacity building trainings, workshops, and keynotes
- Responding to consultation requests across all departments
- Co-collaboration in the creation of the Equity and Climate lens tool
- Development and piloting of the Recruitment Equity Selection Tool

What consideration was given to identifying other activities that could be discontinued or scaled back in lieu of adding this role?

There are no other activities that we can scale back to effectively implement the Equity Strategy, respond to the Equity Audit Findings, and Implement the equity priority area identified in the Corporate Strategy. As it currently stands there is only one staff role that is dedicated to equity in the organization (Equity Advisor). All other human resource staff are dedicated to executing core HR services such as labour relations, employee relations, recruitment & selection, and health & safety.

What challenge or problem does adding this position solve? What challenge or problem is created or continues by not adding the position? Provide quantitative and qualitative data.

Adding this position will help to address several concerns as indicated in the Equity Audit Findings. The Equity Audit indicated some of the following results.

- Only 34% of staff feel the process for career advancement/promotion is transparent to all team members.
- Only 11% of Black staff feel that the staff of diverse backgrounds and lived experiences have equitable opportunities to advance their career at the County.
- Of staff who identify as LGBTQ+, only 21% feel that their career growth at the county is supported.
- Only 38% of staff with accessibility needs feel that their job performance is evaluated fairly.

By having a dedicated staff person to lead the implementation of the Equity Strategy, respond to the findings of the Equity Audit and implement the equity

goal and associated actions identified in the Corporate Strategy, several of our Key Performance Indicators will improve.

There are several challenges or problems that will continue by not adding this position. The key areas of concern identified in the Equity Audit Findings were.

- Retention
- Supporting groups experiencing marginalization
 - Black people
 - Racialized Women
 - LGBTQ+ people
- Focused support for Dufferin Oaks
- Addressing misunderstanding of EDI efforts
- Addressing accountability for EDI Change and action on harassment and discrimination

Does this position address health and safety concerns? Is there a health and safety risk associated with not adding this position?

Not applicable

Are there any other risks related to not proceeding with this position? Increased liability risk? Risk to maintaining infrastructure, risks to privacy or security, risk to not meeting legislative timelines, etc. Provide supporting data.

The County runs the risk of losing credibility and the confidence of staff if the County is not seen to be doing everything it can to address the comprehensive list of concerns outlined in the Equity Audit and by not being seen as doing all that it can to implement its four-year Equity Strategy.

Are there initiatives or activities that will not proceed or will be delayed without the addition of this position? Can the impact be quantified? What is the qualitative impact?

Implementation of the Equity Strategy will be delayed.

How will this work be done without the additional position? What is the impact of that? OT for current staff, delays, staff burnout etc....

The work will continue without this additional position. However, we will be significantly less effective and efficient in addressing our identified equity issues and will be significantly delayed in implementing our equity goals and Equity

Strategic plan. Also, concerns about staff burnout are a legitimate concern if additional staffing resources are not added.

Particulars (when will it start, what is the cost)

Estimated start date? 2024 Cost? Annualized cost?

Estimated start date is March 2024. The position is a permanent full-time position with full benefits and OMERS (Ontario Municipal Employees Retirement System).

2024 Salary and Benefits Cost - \$118,000

Annualized - \$151,000

What other costs may be associated with this position (additional admin and IT related costs)?

Year 1 - \$4,500

Ongoing - \$2,000

- Regular office related costs (Computer, cellphone...etc.)
- Training and conferences

Is there offsetting funding or revenue?

Not applicable

Are there savings from cost avoidance? (reduction in consulting fees)

No savings from cost avoidance.

Are there any indirect savings? (less OT, accumulated vacation) Provide details.

There should be less overtime costs for existing staff. It will also provide an additional opportunity for other staff to take vacation.

People (who will benefit)

Provide clear explanation about the impact:

Internally – other employees

The implementation of the Equity Strategy, responding to the Equity Audit Findings and implementing the equity goal in the Corporate Strategic Plan will benefit all staff in the organization and will have a positive impact on the community that the County serves.

In particular, the successful implementation of our equity goals, strategy and mandate will benefit groups in our organization that experience the most disparate and disproportionate outcomes as identified in our Equity Audit.

- Black staff
- Racialized female staff
- LGBTQ+ staff
- Staff with accessibility needs
- Caregivers

Externally – municipalities, developers, stakeholders, residents, tenants, clients

This position will support the work of the DEI Committee and will overtime support changes to service delivery that better meet the needs of the community. There may also be future opportunities to support other municipal equity work.

Show how our values CAICC are supported:

Collaboration – increased collaboration across the organization through regular discussion and support to advance of the Equity Strategy.

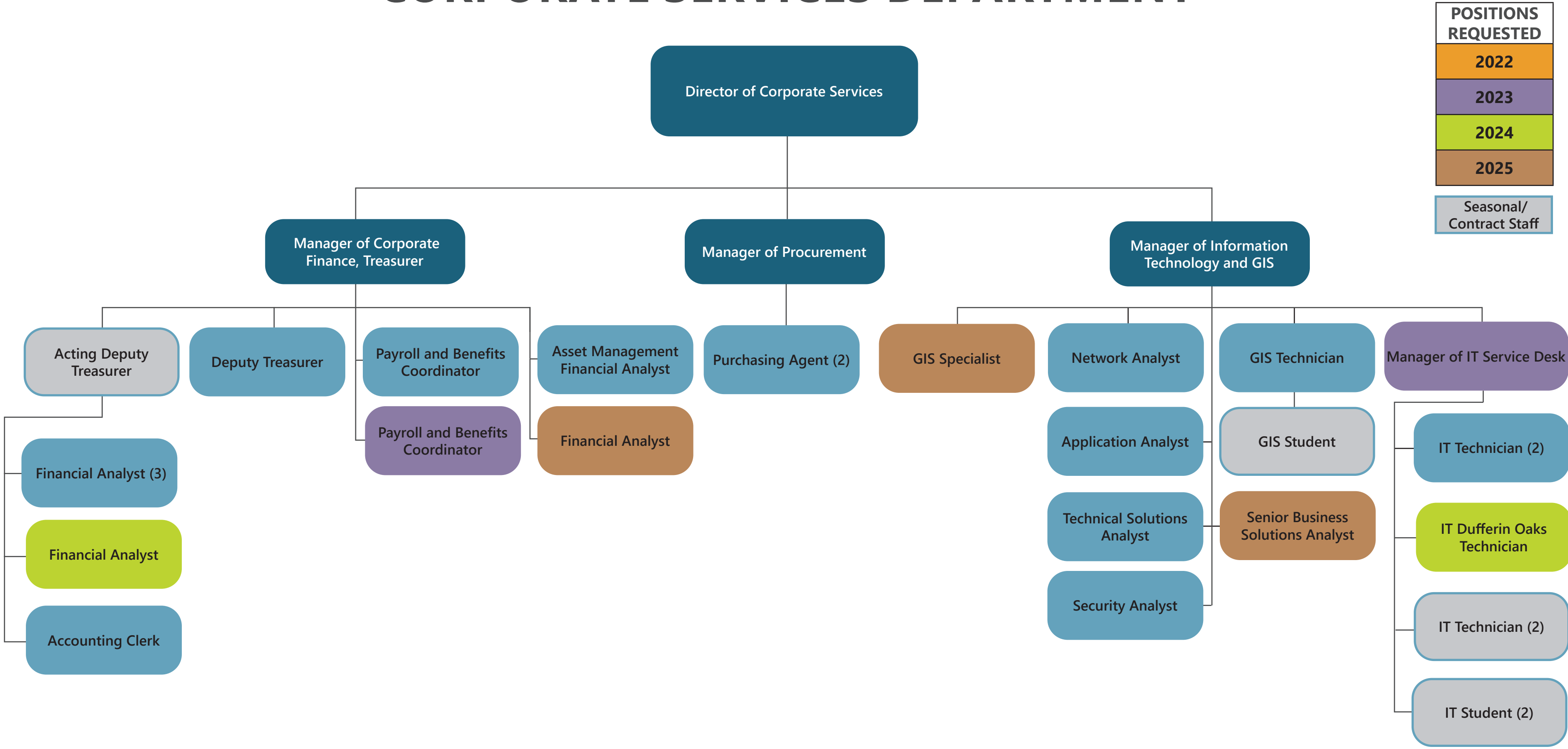
Accountability – measuring and reporting progress towards the goals in the Equity and Corporate strategy increase accountability.

Innovation – working to be more inclusive and ensuring all perspectives and voices can be at the table enhances innovation.

Compassion – equity work takes emotional labour it is necessary to show compassion for people at all stages of their journey.

Courage – taking action to advance equity and inclusion takes courage, especially when faced with resistance.

CORPORATE SERVICES DEPARTMENT



POSITIONS REQUESTED
2022
2023
2024
2025
Seasonal/ Contract Staff

Additional Staffing Request 4Ps

Position (what is the position?)

Position Title: Financial Analyst

Pay Grid: Grade 7

Overview of job responsibilities and duties:

Assists the Finance division with accounting and budgeting, annual year-end audit work, variance analysis and reconciling of accounts. This position is responsible for financial and program monitoring and reporting for Planning, Economic Development, Museum, Building, Waste and Paramedics. In addition, this position inputs transaction batches and reports on problem areas within the accounts.

Reports to who: Treasurer

Direct reports: Not applicable

Is this role expected to require a new skill set different from current roles:

This position is similar to existing roles and is intended to support the growing need for reporting and analysis.

Purpose (why is it necessary, what is the risk of not doing it?)

Is this position a direct result of initiatives in the strategic plan? Which one, how will this position contribute to further the goals and objectives?

The growing amount of assistance required from the finance division to support other divisions in the pursuit of current strategic goals has added pressure to existing staff. This position will allow a more dedicated focus of finance staff to specific areas.

Is this a new area of responsibility or expansion of a current area or additional support in a current service area or a change to the way services are being delivered?

This position will provide dedicated support to divisions that have growing needs, especially economic development, and planning. It will also allow other existing staff to dedicate their time to specific divisions. Currently the support for these divisions lands on whoever has the time, often at the detriment of other work. A dedicated individual will allow for better planning and reporting to the necessary divisions.

Is there a change in legislation (i.e., CWELLC)? What is it? What is the impact? Qualitative and Quantitative information should be provided?

Although there is no direct change in legislation leading to the requirement for this position, legislative changes which impact other Finance positions has lead to the need for an additional Financial Analyst. Increased reporting continues to be a burden as is the timing of such reporting. For example, Paramedic reporting is due in the spring as is reporting for Dufferin Oaks. Due to the amount of time required for the Dufferin Oaks reporting, Paramedic reporting falls on the Deputy Treasurer or Treasurer to complete.

Changes such as those which occurred to the Development Charges Act require analysis to determine the future impact on capital projects as well as tax levy. Someone with a strong accounting background and knowledge of the Act would be best suited for such work. Much of this analysis falls to the Manager of Corporate Finance, Treasurer due to lack of understanding or time of other staff. This additional Financial Analyst will lessen the burden of existing staff to free up more time for such analysis.

Is this related to an external program/initiative? Is this position providing support to local municipalities or community stakeholders?

No direct support at this time, however as the programs which this position will support evolve there is always a possibility it will indirectly support local municipalities or community stakeholders.

Is the need due to an increased level of activity? Are current staff already doing this work? Provide both quantitative and qualitative support when answering?

Existing staff are currently supporting these divisions, however not to the level required. There is not one dedicated finance person for these divisions to contact, which leads to confusion and inefficiencies. Reporting is often done at the last minute with deadlines occasionally being missed.

Staff currently complete between seven and ten reports annually for Paramedics and Museum. This does not include any reporting required for special grants or funding that they may receive.

The existing Financial Analyst dedicated to accounting and Dufferin Oaks is responsible for entering all banking and journal entries into our financial system. There has been a reported increase in the number of transactions with over 1,000 entries required at year end alone. The reasoning behind the increase is twofold

the larger the organization the more transactions will be required. Secondly, without dedicated staff for each division of the organization responsible for reviewing and analyzing the financial data there is a marked increase in the chance of errors that require correcting.

The position will also support budget preparation for each of the divisions. This requires knowledge of the various programs provided, contracts involved and any other special funding agreements (e.g., planning support). Dedicated support will reduce the amount of time it requires to budget and complete reporting.

What consideration was given to identifying other activities that could be discontinued or scaled back in lieu of adding this role?

The only consideration given to the shift of work from existing staff to the new position.

What challenge or problem does adding this position solve?

What challenge or problem is created or continues by not adding the position? Provide quantitative and qualitative data.

Failure to add this position will result in a reduced level of service provided to these divisions as well as others as staff who are already stretched attempt to fit the requirements within existing workloads. It should result in a reduction of overtime during peak periods of reporting, including year end and budget time. The support for these divisions tends to fall on the Deputy Treasurer and Manager of Corporate Finance, Treasurer whose time could be spent better on more strategic initiatives.

This position will increase the likelihood of meeting reporting deadlines and provide a dedicated person for divisional staff to reach out to with inquiries and requests. This will result in more time for divisional staff to focus on the business side of their division. As the County addresses strategic initiatives, it is important that there are sufficient finance staff to support the divisions in ensuring the success of reaching strategic goals and objectives.

Does this position address health and safety concerns? Is there a health and safety risk associated with not adding this position?

Not applicable

Are there any other risks related to not proceeding with this position? Increased liability risk? Risk to maintaining infrastructure, risks to privacy or security, risk to not meeting legislative timelines, etc. Provide supporting data.

There is always the risk of not meeting reporting timelines. In addition, delayed or incomplete financial analysis directly impacts the quality of decisions.

Are there initiatives or activities that will not proceed or will be delayed without the addition of this position? Can the impact be quantified? What is the qualitative impact?

The work will need to proceed but there is likely to be delays and the quality may be impacted.

How will this work be done without the additional position? What is the impact of that? OT for current staff, delays, staff burnout etc....

The largest risk is associated with the impact on existing staff. The volume of work for the Finance division has increased significantly over the years. Existing staff are very dedicated and work diligently in achieving deadlines, however it often results in overtime or not being able to take vacation. Long hours and not being able to take vacation can lead to the risk of burnout.

What other opportunities may this position create? Dedicated financial support for these divisions may create the opportunity to apply for grants which in turn can be used to support ongoing strategic objectives.

Particulars (when will it start, what is the cost)

Estimated start date? 2024 Cost? Annualized cost?

Estimated start date is June 2024. The position is a permanent full-time position with full benefits and OMERS (Ontario Municipal Employees Retirement System).

2024 Salary and Benefits Cost - \$60,000

Annualized - \$110,000

What other costs may be associated with this position (additional admin and IT related costs)?

Year 1 - \$4,500

Ongoing - \$2,000

- Regular office related costs (Computer, cellphone...etc.)
- Training and conferences

Is there offsetting funding or revenue?

Not applicable

Are there savings from cost avoidance? (reduction in consulting fees)

No savings from cost avoidance.

Are there any indirect savings? (less OT, accumulated vacation) Provide details.

There should be less overtime costs for existing finance staff, especially at year end as additional staff will increase efficiencies. It will also provide an additional opportunity for other staff to take much deserved vacation and avoid unplanned leaves.

People (who will benefit)

Provide clear explanation about the impact:

Internally – other employees

The addition of this position will lessen the burden on existing staff, reducing the likelihood of burnout, and missed deadlines. More importantly it will provide a dedicated person for Economic Development, Planning, Building, Museum, Waste and Paramedic staff to support the financial needs of the respective divisions. It will provide additional time for these divisions to focus on non-financial related work.

Externally – municipalities, developers, stakeholders, residents, tenants, clients

Only indirectly by supporting the financial requirements of the divisions which it will support.

Show how our values CAICC are supported:

Collaboration – increased collaboration with the divisions supported through regular contact and dedicated meetings.

Accountability – increased accuracy in accounting records through regular reviewing of financial statements, meeting reporting deadlines and providing support and guidance to divisions.

Innovation – working with divisions to increase their efficiency and improve processes to make the financial side of the business easier for them.

Compassion – recognizing that all divisions require more dedicated support to better meet their financial needs.

Courage – taking action to provide more dedicated support for these divisions.

Additional Staffing Request 4Ps

Position (what is the position?)

Position Title: IT Technician (Dufferin Oaks)

Pay Grid: 7

Overview of job responsibilities and duties:

The IT Technician serves as the essential initial point of contact, offering Tier 1-3 technical support for IT-related matters at Dufferin Oaks. The technician will provide direct support to Dufferin Oaks, working closely with the Dufferin Oaks leadership team to identify concerns and resolve technical support issues. While their primary responsibility will be providing support to the Dufferin Oaks Long Term Care team, the IT Technician also plays a pivotal role in account management by helping to foster and enhance client relationships within the County and with external partners.

Reports to IT Service Desk Manager

Role expected to require a new skill set different from current roles:

Yes, in addition to helping support the day-to-day IT operations this role will become a key expert in the technical operations of the Dufferin Oaks Long Term Care team.

Purpose (why is it necessary, what's the risk of not doing it?)

Is this position a direct result of initiatives in the strategic plan? Which one, how will this position contribute to further the goals and objectives?

Under the Governance priority area one of the objectives is to improve service delivery. The introduction of a dedicated IT technician role is poised to significantly address a gap in IT service support at Dufferin Oaks. Presently, the Dufferin Oaks Long Term Care team operates without a directly assigned IT technician, resulting in divided responsibilities.

Is this a new area of responsibility or expansion of a current area or additional support in a current service area or a change to the way services are being delivered?

The IT Technician position will bolster the IT support provided to the Dufferin Oaks Long Term Care team. This enhancement ensures a Collaboration-focused

approach, leading to improved services that are more tailored to Dufferin Oaks specific needs.

Is there a change in legislation (i.e., CWELLC)? What is it? What's the impact? Qualitative and Quantitative information should be provided?

No

Is this related to an external program/initiative? Is this position providing support to local municipalities or community stakeholders?

The IT Technician will primarily serve the Dufferin Oaks team by providing technical support. Additionally, the role encompasses tertiary assistance for residents and visitors, especially for services and systems they use, such as Guest Wi-Fi and other technical equipment.

Is the need due to an increased level of activity? Are current staff already doing this work? Provide both quantitative and qualitative support when answering.

The technical infrastructure at Dufferin Oaks Long Term Care Facility is continually evolving. Initiatives such as WiFi upgrades, the Nurse call system, iPads, and staff orientation underscore the facility's commitment to staying abreast of technological advancements. These enhancements, along with other tasks detailed in the Technology plan, highlight the growing technological landscape of the facility.

Operationally, Dufferin Oaks is a multifaceted organization. To ensure optimal functioning and informed decision-making, there's a pressing need for enhanced on-site technical support. Such hands-on assistance will facilitate a deeper understanding of its operations, thereby aiding the management team in making both immediate and long-term technical decisions.

What consideration was given to identifying other activities that could be discontinued or scaled back in lieu of adding this role?

Dufferin Oaks distinctly stands out within our portfolio of technical responsibilities. Its round-the-clock operations and the undeniable gravity tied to the immediacy of response times – given the potential life-altering consequences – underscore its unique position. Such nuances highlight the facility's unparalleled demands, which often diverge from our other technical commitments.

We initially considered maintaining support for Dufferin Oaks within the shared responsibility framework. However, the singular nature of its operations poses challenges in ensuring swift and coordinated support. Simply put, the operations have grown to a scale where it becomes increasingly complex for a technician to render equal support to both Dufferin Oaks and the broader scope of the County and our partners.

What challenge or problem does adding this position solve?

The introduction of this role aims to address a specific challenge: the difficulty of offering a one-size-fits-all technical service. Dufferin Oaks stands out due to its unique operational framework, functioning tirelessly around the clock.

The 24/7 operational structure, combined with the intricacy of its systems, demands a specialized approach to technical support. A generic solution falls short in catering to the diverse and multifaceted needs of the team. This role seeks to bridge that gap, ensuring that the team receives the tailored assistance it requires.

What challenge or problem is created or continues by not adding the position? Provide quantitative and qualitative data.

One of the challenges that we will continue to cope with is the sense of detachment from half of our staff. Our current framework has inadvertently created a gap, making it harder to forge personal connections and truly understand the needs of those we support.

This upcoming change is a step towards bridging that distance. By fostering closer ties with the team, we can better put names to faces and genuinely comprehend their unique challenges. Such familiarity is pivotal, allowing us to meet their technical requirements in a more tailored and effective manner.

Does this position address health and safety concerns? Is there a health and safety risk associated with not adding this position?

Yes, gaining a deeper insight into the operational needs of the Dufferin Oaks team is crucial. By immersing ourselves in their day-to-day challenges and processes, we can make more informed technical decisions. This, in turn, enhances our ability to support their operations effectively.

A direct consequence of such understanding is the potential positive impact on the safety and health of the residents. Our technical interventions become more precise, ensuring the well-being of those in our care.

Take, for instance, the Nurse call system. The more we grasp the critical role this technology plays in the health and safety of the residents, the better equipped we are to respond in a way that aligns with its significance.

Are there any other risks related to not proceeding with this position? Increased liability risk? Risk to maintaining infrastructure, risks to privacy or security, risk to not meeting legislative timelines, etc. Provide supporting data.

- *Increased Liability Risk:* Without a dedicated technician overseeing the specific needs of the Dufferin Oaks team, there's a heightened possibility of operational lapses or technical mishaps. These could result in the facility's non-compliance with standards, leading to potential legal repercussions or harm to residents, staff, or visitors.
- *Risk of Maintaining Infrastructure:* A specialized IT technician is essential to ensure that the technology infrastructure is regularly updated, maintained, and optimized. Without this position, the facility may face prolonged system downtimes, malfunctions, or inefficiencies which could hamper daily operations.
- *Risks to Privacy or Security:* In our digital age, the importance of robust IT security cannot be overstated. Without a dedicated IT technician for Dufferin Oaks, the facility may be more vulnerable to cyber threats, data breaches, or unauthorized access, compromising the personal data of residents and staff.
- *Risk of Not Meeting Legislative Timelines:* Various legislative mandates require timely technological updates and checks. Without someone in place to ensure that these requirements are met on schedule, the facility risks non-compliance, which could result in penalties or sanctions.

Are there initiatives or activities that will not proceed or will be delayed without the addition of this position? Can the impact be quantified? What is the qualitative impact?

Without the addition of this dedicated IT Technician position, several initiatives, or activities specific to the Dufferin Oaks team may either not proceed or experience significant delays:

How will this work be done without the additional position? What is the impact of that? OT for current staff, delays, staff burnout etc....

To meet the rising operational demands, we might have to cut back on employee vacation time and rely on overtime, raising the risk of staff burnout. Likely, we will

have to turn down requests for data and operational enhancements, hampering the County's capacity for innovation.

Particulars (when will it start, what is the cost)

Estimated start date? 2024 Cost? Annualized cost?

Estimated start date is June 2024. The position is a permanent full-time position with full benefits and OMERS (Ontario Municipal Employees Retirement System).

2024 Salary and Benefits Cost - \$60,000

Annualized - \$110,000

What other costs may be associated with this position (additional admin and IT related costs)?

Year 1 - \$5,500

Ongoing - \$4,000

- Regular office related costs (Computer, cellphone, etc.)
- Software
- Training and conferences

Is there offsetting funding or revenue?

The role be charged back to Dufferin Oaks and will be partially covered by operational funding.

Are there savings from cost avoidance? (reduction in consulting fees)

No savings from cost avoidance.

Are there any indirect savings? (less OT, accumulated vacation) Provide details.

There should be less overtime costs for existing IT staff.

People (who will benefit)

Provide clear explanation about the impact:

Internally – other employees

The IT Technician role will cater specifically to the Dufferin Oaks staff team providing more immediate access to technical support and improving opportunities for better planning of upgrades.

Externally – municipalities, developers, stakeholders, residents, tenants, clients

Residents and visitors to Dufferin Oaks will benefit from improved IT support as systems and operations run more smoothly. The position will also serve as a more consistent point of contact for IT vendors dealing specifically with Dufferin Oaks.

Show how our values CAICC are supported:

Collaboration – dedicated IT support to Dufferin Oaks will improve collaboration through more frequent communication and access.

Accountability – having more regular connections will help ensure concerns are addressed effectively and in a timely manner.

Innovation – gaining better insight into Dufferin Oaks day-to-day operations will create an opportunity for more innovative and creative solutions.

Compassion – by working more closely with Dufferin Oaks staff there will be a better understanding of their challenges.

Courage – working in a different environment and being willing to adapt to different challenges will take courage.