



## **GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA**

**Thursday, March 23, 2023 at 11:30 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>

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### Land Acknowledgement Statement

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

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

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

### Roll Call

### Declarations of Pecuniary Interest by Members

### **PUBLIC QUESTION PERIOD**

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](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 prior to 4:30 p.m. on March 22, 2023.

### **REPORTS**

1. GENERAL GOVERNMENT SERVICES – March 23, 2023 – ITEM #1  
2022 Year End Report

A report and presentation from Headwaters Communities In Action, dated March 23,

2023, to provide a year end report for 2022.

**Recommendation:**

**THAT the report from Headwaters Communities In Action, dated March 23, 2023, regarding the 2022 year end report, be received.**

2. GENERAL GOVERNMENT SERVICES – March 23, 2023 – ITEM #2  
Revisions to the Municipal Emergency Readiness Fund

A report from the Manager – Preparedness, 911 & Corporate Projects, dated March 23, 2023, to propose amendments to the current Municipal Emergency Readiness Fund.

**Recommendation:**

**THAT the report of the Manager – Preparedness, 911 & Corporate Projects, dated March 23, 2023, regarding Revisions to the Municipal Emergency Readiness Fund, be approved;**

**AND THAT the revisions to the Municipal Emergency Readiness Fund be incorporated as proposed in this report effective April 14, 2023.**

3. GENERAL GOVERNMENT SERVICES – March 23, 2023 – ITEM #3  
People & Equity: 2022 Activity Report

A report from the Director of People & Equity, dated March 23, 2023, to provide an update of the projects, initiatives and core services provided by the People & Equity Department.

**Recommendation:**

**THAT the report of the Director People & Equity titled 2022 Activity Report, dated March 23, 2023, be received.**

4. GENERAL GOVERNMENT SERVICES – March 23, 2023 – ITEM #4  
Advisory Committee Update: Recommended Appointments & Selection Process

A report from the Director of People & Equity, dated March 23, 2023, to provide council with an update about the recommended appointments of public members that applied to be members of both the Diversity Equity Inclusion Community Advisory Committee (DEICAC) and the Access Dufferin Accessibility Advisory

Committee.

**Recommendation:**

**THAT the report of the Director People & Equity, titled Advisory Committee Updates: Recommended Appointments & Selection Process, dated March 23, 2023, be received;**

**AND THAT the following people be appointed to the Access Dufferin Accessibility Advisory Committee and the Diversity Equity Inclusion Community Advisory Committee:**

**Accessibility Advisory Committee**

- **Diane Bailey**
- **Trevor Lewis**
- **David Vahey**

**Diversity Equity Inclusion Community Advisory Committee**

- **Sabina Greenley**
- **Arvandi Komal**
- **Trisha Linton**
- **Jordan Anthony Paltooram-Dedier**

**NOTICE OF MOTIONS**

Moved by Councillor Creelman

WHEREAS it is desirous to ensure municipalities in Dufferin County are purchasing goods and services in the most cost effective and efficient way;

AND WHEREAS, cost economies and efficiencies may be realized through group purchasing and participation with Group Purchasing Organizations (GPOs) such as the Canoe Procurement Group of Canada (LAS/AMO), Sourcewell, Kinetic as well as federal and provincial organized buying opportunities to name but a few examples;

AND WHEREAS group purchase of goods and services by Dufferin municipalities appears fragmented and, at the very least, better explained and promoted;

THEREFORE BE IT RESOLVED that Council receive a report from municipal staff indicating the following information:

- GPOs and others engaged by the municipality to realize group purchasing

- opportunities
- Examples of group purchasing experiences over the previous calendar year and where possible, information regarding outcomes
  - Targets and objectives for the upcoming year to achieve economies and efficiencies in the purchase of goods and services for the municipality;

AND THAT such a report be presented to Council no later than July 1st of every year.

**Next Meeting**

Thursday, April 27, 2023

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



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## REPORT TO

### GENERAL GOVERNMENT SERVICES COMMITTEE

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

**From:** Headwaters Communities In Action

**Meeting Date:** Thursday, March 23, 2023

**Subject:** HCIA Partnership Agreement: End of Year Report 2022

#### In support of County strategic priorities:

- Climate Action
- Cultural Enhancement
- Diversity, Equity and Inclusion Initiatives
- Economic Development
- Youth and Seniors Services

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

#### Purpose

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

#### Background and Discussion

HCIA entered into a partnership with the County of Dufferin in January 2018 to undertake work in the community that supported the County strategic plan as well as priorities of the community, as identified through HCIA's Community Well-being research and that of our partners. The supported activities under this partnership agreement, as outlined in [Schedule B](#), are categorized under the project areas reported here, and represent intersections between HCIA Focus Areas, County strategic priorities and community-driven priorities. The agreement is reviewed for renewal each

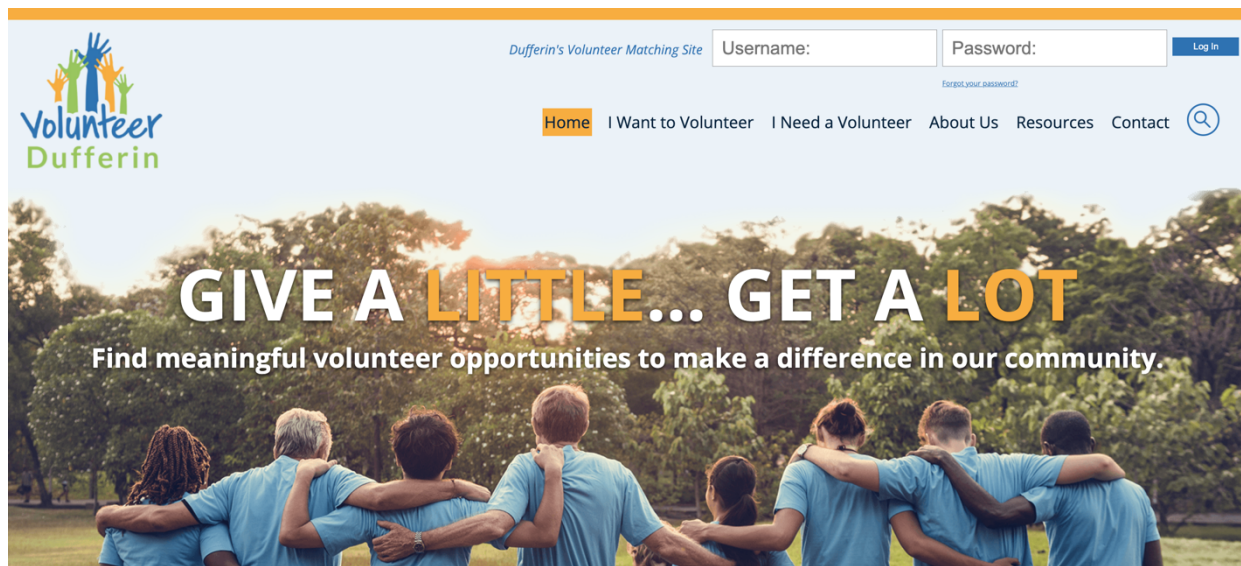
three-year term, with activities and funding allocations reviewed annually, and progress reported semi-annually via the General Government Services Committee.

The term of the current agreement is January 1, 2021 to December 31, 2023. This report contains an overview of the relevant activities in 2022.

### PARTNERSHIP AGREEMENT OVERVIEW

Term	Funding allocation	Supported work
3-year January 1 2021 to December 31 2023	\$45,000 per year	<ol style="list-style-type: none"> <li>1. Volunteer Dufferin</li> <li>2. Headwaters Food and Farming Alliance (HFFA)</li> <li>3. DC Community Grants</li> <li>4. HCIA backbone</li> </ol>

*NOTE: DC MOVES and Dufferin County Equity Collaborative (DCEC) are also supported on the HCIA backbone with funding from the County, through Community Services, with reports submitted separately through Health and Human Services, and not as part of this partnership agreement.*



## 1. Volunteer Dufferin

Community Engagement Coordinator: Sheralyn Roman

County Priorities served	Activities	Funding allocation
<ul style="list-style-type: none"> <li>✓ Climate Action</li> <li>✓ Cultural Enhancement</li> <li>✓ Diversity, Equity and Inclusion Initiatives</li> <li>✓ Economic Development</li> </ul>	<p>Ongoing management of website and portal including feature and functionality upgrades, new member communications, outreach and promotion of this as a community asset.</p> <p>Target annual net increase in usership and engagement on the site.</p>	\$15,000

<b>✓ Youth and Seniors Services</b>	Where feasible, add activities that align with the offerings of other Volunteer Centres such: <ul style="list-style-type: none"> <li>- as supporting members with tools and resources</li> <li>- training or networking opportunities</li> <li>- outreach and events</li> <li>- advocating for volunteerism</li> </ul>	
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**As of December 2022:**

- Member organizations: 155 ↑14% over December 2021
- Registered volunteers: 2,426 ↑13%
- Active opportunities: 53 ↑8%
- Web stats: 6,757 visitors ↓15% 9,413 sessions ↓11% 35K pageviews ↓12%
- Social media followers:
  - 892 ↑9.6% facebook.com/VolunteerDufferin/
  - 876 ↑5.6% twitter.com/volunteerduff
  - 825 ↑11% instagram.com/volunteerdufferin/
- Constant Contact: 3 email campaigns; 4498 sends; 38% open rate; 2.3% click rate (outreach also occurred through direct emails and phone calls)
- 2022 activities:
  - Hired Community Engagement Coordinator Sheralyn Roman.
  - Established an advisory committee with HCIA Leadership Council representatives Errol Chambers and Gord Gallaugher.
  - Check-ins with members and promotion to new groups to recruit new members and remind community partners about this public resource.
  - Promotion of current volunteer opportunities on social media and in email marketing campaigns (HCIA and partners serving nonprofits as well as Volunteer Dufferin channels).
  - Partnered on the Nonprofit Appreciation Week campaign locally in February 2022.
  - Partnered on the National Volunteer Week campaign locally in April 2022.
  - Partnered with DC MOVES on Forum topics for human service agencies and Volunteer Dufferin member organizations.
  - Partnered with school boards and school guidance to encourage high school students to use the site and the filter for opportunities applicable to the 40-hour community involvement requirement for graduation.
  - Continued membership and engagement with Volunteer Canada and nearby groups like Volunteer MBC (Mississauga, Brampton, Caledon), PIN (People and Information Network Guelph Wellington) and others keep our local resource aligned with other volunteer centres, and we share tips, connections, and mentorship with peers at each meeting. Learning and networking opportunities are expanded through these relationships where our members can attend webinars and access resources from full volunteer centres.
  - Began to explore a new “Boardward Bound” initiative to get youth on boards of local organizations, and fundraising activities to support this.



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Supporting Food and Farming  
in Dufferin County & Caledon



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The Headwaters Food and Farming Alliance (HFFA) envisions a food system that is productive, sustainable, transparent, and fair; supports the health and well-being of our residents and food providers; and contributes to the prosperous and equitable economy.

## 2. Headwaters Food and Farming Alliance

Co-Chairs: Bob Megens and Marci Lipman

F2S Coordinator: Nicole Hambleton

Events Coordinator: Fay Maclachlan

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

### 2022 Activities:

- Bi-monthly HFFA Hub meetings (5/yr), monthly communications campaigns and regular programming. This is a volunteer-led group, supported by HCIA ED, Farm to School Program Coordinators, and Leadership Council members Trish Keachie and Elizabeth Hawkins. This group oversees, advises, fundraises for, and carries out work on the following programs:
  - HFFA partners with In The Hills Magazine to produce the annual Headwaters Farm Fresh Guide. Centrefold pullout in June print issue; standalone copies at farm stores and other local food locations; [Headwaters Farm Fresh Guide](#) is available online.



- 44K copies in In The Hills print magazine + 5K standalone overrun print copies; 2,969 page views ↓25%
    - 535 web ad impressions ↑110%
    - 78 participating farm and food businesses ↑20%
  - o Events - Farmer Networking/Education: Planning and partnering for farmer events on Regenerative Agriculture and other topics, with Our Food Future Guelph, Albion Hills Community Farm and Dufferin County Development and Tourism (began planning for 2023).
  - o Headwaters Food Charter and Action Plan: Draft annual scorecard tracked 92% of actions complete or showing progress. Dufferin County and 7 of 8 lower municipalities have previously endorsed the [Headwaters Food Charter and Action Plan](#).
  - o *Note: Farm to School activities are not directly funded under this partnership agreement, but are included here as part of HFFA's overall impact in the community:*
    - Farm to School Programs: 14-member Learning Circle developed goals and actions to support school food in Dufferin-Caledon, contributing to the F2S groups Big Fresh Goal: to see farm to school activity in all (50) Headwaters schools by 2025 (#F2S50x25). Farmer in a Box adapted kits for remote use and homeschoolers. A new Community Connectors program was launched to activate school efforts and facilitate plans and activities (e.g. gardens, food literacy / farmer-in-the-schools, snack programs and special food days). Pilot phase has three representatives visiting 15 schools. Veg Trugs were installed at community locations in Shelburne for summer.
    - Events - Fundraising: Summer event series included Pesto Pals Kitchen Bees and a Farm to Table Dinner at Am Braigh Farm engaged 100+ people. The Winter Harvest Dinner Series is underway for 4 dinners Jan to Apr 2023.
  - o Social media followers:
    - 734 ↑22% [facebook.com/headwatersfood](https://facebook.com/headwatersfood)
    - 338 ↑3% [twitter.com/headwatersfood](https://twitter.com/headwatersfood)
    - 412 ↑26% [instagram.com/headwatersfood](https://instagram.com/headwatersfood)
- Bi-monthly newsletters feature pillars of the Headwaters Food Charter, with news, events, actions and suggested reading/viewing on each topic. [View past editions here.](#)
  - o Constant Contact: 8 mailings; 4,678 sends; 44% open rate; 4% click rate



# Community Grants

HCIA is pleased to partner with The County of Dufferin to administer their Grants Program. We bring together the review team, make recommendations to Council and share the stories of past grant recipients to show their positive impact. [Read more.](#)

### 3. Dufferin County Community Grants

Project Lead: Jennifer Payne

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

**2022 Activities:**

- The above checklist of activities has been completed for 2022. Grantee stories continue to be collected and shared.
  - Working with County staff, we explored alternatives for digital application forms and made recommendations.
  - Adjusted screening criteria to better meet observed community and agency needs.
  - Convened grant review team, conducted scoring and submitted report of recommendations to General Government Services Committee. Report approved April 2022 and out of 35 applications 33 grants were awarded totalling \$120,000.
  - Collected grantee stories and proceeded with publishing and sharing with the public, first in order to promote the 2023 application round and then to share the news of the good works that these grants make possible. Email, web and social media channels are all being employed for this purpose. Stories are stored on a new [Community Grants](#) page on the HCIA website.
- Facilitated an information session and conversation with past applicants, County staff and HCIA representatives in October to collect feedback and suggestions, and incorporated for next round.
- 2023 round opens in January 2023.



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## Headwaters Communities in Action



### 2022 Leadership Council:

Elizabeth Hawkins, Chair  
Jeff Sedgwick, Treasurer  
Christine Walker

Trish Keachie, Vice Chair  
Errol Chambers  
Neetu Dane

Jennifer Hamilton, Secretary  
Gord Gallagher  
Philip Rentsch

### Executive Director: Jennifer Payne

In addition to providing the legal, fiscal, administrative and operational scaffold that supports the delivery of the programs listed above in items 1 through 3 as well as others that are not part of this agreement, HCIA plays an important role in making sure that community priorities are continually assessed and advanced, that networks are expanded, new initiatives are incubated, citizens are engaged and made aware of resources, information, opportunities, and events that contribute to overall community well-being. The County of Dufferin has recognized this as an important yet sometimes hard-to-quantify role, acknowledging HCIA as a community asset with the ability to activate quick responses to emerging needs and give informed input for County community engagement efforts. 2022 examples include the Community Safety and Well-being Plan Integration Table, Co-Chaired by Jennifer Payne and Anna McGregor of Dufferin County Community Services for a second term; the Transit Feasibility Study with Steve Murphy; Climate Action Plans with Sara McRae; and emerging Economic Development plans in partnership with Cody Joudry. Such work is enabled through this partnership agreement under item 4. HCIA Management and Administration.

#### 4. HCIA Management and Administration

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

##### Project Management

- HCIA’s ED and Leadership Council members support the project areas through advisory committees and work group membership. Goals and tasks are tracked and reporting schedules for funders and stakeholders are overseen by the ED and facilitated by use of collaborative project management software. Weekly one-on-one meetings are completed with each program coordinator, and projects are featured at the monthly Leadership Council meetings on a rotating schedule.

##### Fundraising

- The HCIA-County partnership agreement lends credibility, shows collaboration, and funding is levered into additional fundraising efforts and capacity for a multiplying impact. We continue to diversify our funding profile across HCIA, and this allocation is a crucial part of the mix. Thanks to this dependable, flexible partnership we are able to provide stability for core operations, refresh Community Well-being data and identify priorities, support emerging initiatives, and articulate our vision and value for prospective donors. In 2022 this partnership allocation from Dufferin County allowed us to support applications for other funding, including: Ontario Trillium Foundation, United Way GWD and New Horizons for Seniors as well as fundraising efforts for the Headwaters Farm Fresh Guide, Farm to School programs and events.

##### Strategy and Finance

- In 2022 HCIA initiated a strategic planning process which received valuable input from Dufferin County Staff and Councillors among our stakeholders. That process continues with the development of a Theory of Change, Playbook and Action Framework under the facilitation of consultants Openly. This work will continue until July 2023.

- HCIA has registered for the 50/30 Challenge, a commitment to increase diversity on our teams.
- HCIA provides strategic guidance to the program areas via the Community Well-Being pillars and priority areas identified in the Community Safety and Well-Being Plan 2020-2024.
- Technology tools for meeting, collaborating, communicating and managing operations are assessed for benefit across programs and shared resources for partners and community groups.
- Our [Leadership Council](#) represents a broad cross-section of the communities we serve and members offer a wealth of wisdom, connections and guidance as well as support for fundraising and awareness campaigns, and volunteering roles. We look forward to working with Councillor Philip Rentsch as our new County representative. We thank Councillor Darren White for his valuable contributions over his terms with us.
- Transparent and accountable financial management is a core Focus Area. We process and review transactions monthly, review financial statements quarterly and make any adjustments, prepare project, event and grant budgets and complete all required returns and reporting on time.
- Back office functions such as accounting, insurance and banking support help project areas work efficiently and maintain consistency and professionalism in their service to the community, while lending credibility to their causes.

### Marketing and Communications

- Promoting HCIA-supported projects, community groups/actions and County initiatives through our general channels or targeted communications, sharing public announcements or by request from DC.
- Ensuring consistent, professional, timely and relevant communications through multiple channels for all projects and HCIA core through websites, Constant Contact email campaigns and event registrations, social media, print media, earned media and promotional materials.
  - Social Media followers (HCIA accounts only, as at December 2022):
  - facebook.com/HeadwatersCommunitiesinAction: 713 ↑18%
  - twitter.com/actionhcia: 391 ↑3%
  - Website stats (HCIA): 35K visitors ↑41% 60K sessions ↑38% 136K page views ↑38%
  - Email Contacts: 4,539 ↑21% (HCIA + all programs)
  - Campaigns in 2022: 48 Campaigns (all groups); 25,411 sends; 38% open rate; 4% click

### Municipal and Community Outreach and Engagement

- CSWB: HCIA advocates for the community voice and social development/prevention layers of the provincial CSWB framework and Co-Chairs the Community Safety and Well-being Plan Integration Table for Dufferin County.
- Chair Elizabeth Hawkins represents HCIA on the DC Climate Action Advisory Committee.
- The ED and program coordinators remain well-connected to peer groups and communities of practice in various areas of focus, and pursue professional development, community partnerships and collaborative tables. We also prioritize local service providers in our procurement practices, for professional services and when purchasing materials and supplies.

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

### OUR VISION

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

SCHEDULE B	HCIA - Dufferin County Partnership Agreement Activities and Funding Allocation for 2022	
HCIA Projects and action areas	Activities	Funding allocation
1. <b>Volunteer Dufferin</b>	<p>Ongoing management of website and portal including feature and functionality upgrades, new member communications, outreach and promotion of this as a community asset.</p> <p>Target annual net increase in usership and engagement on the site.</p> <p>Where feasible, add activities that align with the offerings of other Volunteer Centres such as:</p> <ul style="list-style-type: none"> <li>- as supporting members with tools and resources</li> <li>- training or networking opportunities</li> <li>- outreach and events</li> <li>- advocating for volunteerism</li> </ul>	\$15,000
2. <b>Headwaters Food and Farming Alliance (HFFA)</b>	<p>Support for the HFFA Hub activities, including:</p> <ul style="list-style-type: none"> <li>- meeting coordination and reporting</li> <li>- website administration and updates, social media, communications including bi-monthly newsletter and ad hoc, targeted promotions, event support</li> <li>- coordination of activities that further the goals and actions in the Headwaters Food Charter in Dufferin, both independently and in coordination/collaboration with County initiatives under Economic Development, Tourism, Climate Action or other divisions, as appropriate.</li> </ul>	\$5,000
3. <b>Dufferin County Community Grants</b>	<p>HCIA will administer the grant process as follows:</p> <ul style="list-style-type: none"> <li>- recommend updates to intake form</li> <li>- refine application and screening criteria</li> <li>- form an assessment committee</li> <li>- ensure connection to County priorities</li> <li>- draft decisions/recommendations report and submit to council according to schedule</li> <li>- follow up with grantees to collect and share stories via appropriate communications channels.</li> </ul>	\$10,000
4. <b>HCIA Management and Administration</b>	<p>HCIA will maintain ongoing operations through the following activities:</p> <p><b>Project Management:</b> Overseeing and ensuring the above project commitments are met and reports submitted according to the active partnership agreement contract and schedule.</p> <p><b>Fundraising:</b> Supporting project and general fundraising efforts to ensure sustainability and impact.</p> <p><b>Strategy and Finance:</b> Serving as a community backbone organization by offering mentorship, networking, governance and back-office support for citizen-led projects which align with our values and charitable purpose.</p> <p><b>Marketing and Communications:</b> Promoting HCIA-supported projects, community groups/actions and County initiatives through our general channels or targeted communications, sharing public announcements or by request from DC.</p> <p><b>Municipal and Community Outreach and Engagement:</b> Supporting local initiatives through participation on advisory committees and task forces, coordination of community conversations and gathering the citizen voice/lived experience, potentially through the project areas and in collaboration with the County, as appropriate.</p>	\$15,000
<b>TOTAL</b>	<b>Annual Funding for Partnership Agreement: Year 2 Jan. 1, 2022 - Dec. 31, 2022</b> Total commitment for 3-year agreement 2021-2023: \$45,000/year x 3yrs = \$135,000	<b>\$45,000</b>



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

Meeting Date: March 23, 2023

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**Subject: Revisions to the Municipal Emergency Readiness Fund**

**From: Steve Murphy, Manager – Preparedness, 911 & Corporate Projects**

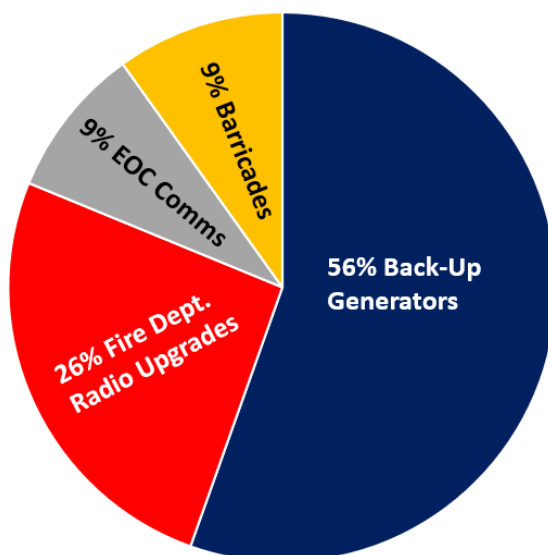
### **Recommendation**

**THAT the report of the Manager – Preparedness, 911 & Corporate Projects, dated March 23, 2023, regarding Revisions to the Municipal Emergency Readiness Fund, be approved;**

**AND THAT the revisions to the Municipal Emergency Readiness Fund be incorporated as proposed in this report effective April 14, 2023.**

### **Executive Summary**

In 2015 County Council created a program to fund emergency preparedness projects for the lower tier municipalities. The Municipal Emergency Readiness Fund provides 50% matching funding up to a maximum of \$10,000 for preparedness projects. In the years



since that fund was created \$108,646.72 has been granted to support various projects including backup generators, communications equipment, road closure signage and emergency operations centre communications upgrades.

This program has ensured that Dufferin County's community's have benefited from an innovative solution to the challenges of funding for

municipal emergency preparedness projects. There are opportunities to significantly bolster aspects of community preparedness that currently do not benefit from the program should Council wish to enhance the mandate. The suggested revisions to the program include;

- Increasing the annual contribution to the fund to \$25,000 from the current \$20,000 beginning in 2024.
- Increasing the maximum amount of matching funding to \$12,500 for lower tier municipal requests that meet the eligibility criteria.
- Limiting municipal requests to once every two (2) years.
- Establishing an application window to allow for better budgetary planning.
- Establishing a project completion deadline of 12 months.
- Allowing those Partners Engaged in Emergency Response (P.E.E.R.) agencies, with whom agreements exist for financial and material support, to apply for full funding of eligible projects or initiatives to a maximum of \$10,000 in a three year period.
- Disallow funding for projects that fall under the sphere of police or fire service boards.
- Expanding eligible projects to include items necessary for emergency support services to residents and visitors.
- Support efforts to increase public education in relation to emergency preparedness.

### **Background & Discussion**

Under a revised Municipal Emergency Readiness Fund member municipalities and non-profit Partners Engaged in Emergency Response (PEERs) would be eligible to apply for a grant from the County of Dufferin to assist with the costs associated with emergency prevention, mitigation or preparedness initiatives.

The type of projects eligible for funding would align with identified risks found in the Hazard Identification and Risk Assessment (HIRA) and contribute directly to enhancing mitigation and/or response capacity for disasters or emergencies.

The application period would begin on September 1<sup>st</sup>, and remain open for 30 days. The requests would be presented to County Council for approval at the November Council meeting and, if approved, projects would have to be completed within the following calendar year.



Funding requests from two or more eligible applicants for collaborative projects may be submitted as a single application for eligible projects. In this case, the maximum funding available would be based on the number of eligible applicants included in the application.

Municipal Emergency Readiness Fund projects would have to meet the following criteria in order for the request to be considered:

- Work on the project must not have started prior to application approval.
- Projects must have an agreed, identifiable beginning and end date.
- Projects must be completed, inspected and reconciled within the following calendar year.
- Prior to funds being released a final inspection must be completed by the County's Community Emergency Management Coordinator.
- All costs being claimed must be documented in the final report and copies of invoices must be attached.
- Projects must align with the County-wide emergency management program and enhance the resilience of the community as a whole.

Projects which may be funded by the Municipal Emergency Readiness Fund include:

- **Emergency Operations Centres** - Includes construction/renovation, mapping, communications, furnishings, display screens, projectors, etc.
- **Generators** - A fixed or towable generator used to power a primary or alternate EOC, shelter or municipally owned critical infrastructure.
- **Equipment** – Items specific to emergency response operations such as inspection equipment, unmanned aerial vehicles, deployment cases, portable emergency lighting, barriers, signage, etc.
- **Public Alerting System** - Includes an automated system designed to alert persons to the presence of a hazard through telephone, email, SMS or other electronic means.
- **Public Education Campaigns** – Includes costs related to informing and educating the public of the hazards that they may face which could give rise to an emergency.
- **Telecommunications** - Includes radios, telephones, fax machine, television, video conferencing, EOC software and satellite communications equipment intended to facilitate multiagency communications through the EOC.
- **Emergency Support Services** – Includes reception centre kits, group lodging kits and storage containers for supplies and equipment, portable generators, towable trailers, personal protective equipment for ESS responders, shelf-stable foods, etc.
- **P.E.E.R. Administration** – Includes insurance and incorporation costs, uniforms, training, protective equipment and recruiting/retention programs.

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

There is sufficient funding available in the emergency management reserve to sustain this program for the next few years. With an increase in the annual transfer to the reserve the program would remain sustainable into the future.

All of the eligible projects, as proposed, would directly support the legislated requirements of the municipalities under the Emergency Management and Civil Protection Act, RSO 1990.

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

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

Sustainable Environment & Infrastructure – protect assets both in the natural and built environment

Respectfully Submitted By:

Steve Murphy  
Manager – Preparedness, 911 and Corporate Projects

Reviewed by: Sonya Pritchard, Chief Administrative Officer



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

Meeting Date: March 23, 2023

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**Subject: People & Equity: 2022 Activity Report**

**From: Rohan Thompson, Director of People & Equity**

### **Recommendation**

**THAT the report of the Director People & Equity titled 2022 Activity Report, dated March 23, 2023, be received.**

### **Executive Summary**

The purpose of this report is to provide an update of the projects, initiatives and core services provided by the People & Equity Department. The Department includes the following divisions:

1. Health & Safety
2. Diversity Equity & Inclusion
3. Learning & Organizational Development
4. Human Resources

It is also important to note the People & Equity department has an administrative support function that supports all of the divisions in the department. The success of the department would not be possible without the administrative supports. The report also highlights projects on the horizon that the department will be working on in 2023.

### **Background & Discussion**

2022 was a very busy year for the People & Equity Department. The department interacts and supports all departments across the organization and is playing a lead role in a variety of initiatives.

Some of the areas to highlight are policy development, collective bargaining, training & capacity building, staff engagement, recruitment and selection to name a few. The People & Equity 2022 Activity Report is not meant to be a comprehensive review but rather a snap shot of some of the work of the depearment.

A few of the highlights were:

- Five policies developed or revised
- Over 400 interviews conducted
- 79 Joint Health and Safety Inspections
- Completed equity audit
- Completed equity training for over 250 non-management staff

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

N/A

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

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

Inclusive & Supportive Community – support efforts to address current & future needs for a livable community

Respectfully Submitted By:

Rohan Thompson  
Director of People & Equity

Attachment: People & Equity 2022 Activity Report

Reviewed by: Sonya Pritchard, Chief Administrative Officer

# People and Equity

2022 Statistics

# What We Do

We strive to foster a workplace where individuals can maximize their potential. We endeavour to attract, engage, develop and celebrate exceptional people in public service through a workplace environment that is inclusive, supportive and reflective of the diverse community we serve. We believe that people are a Corporation's most valuable asset, and the People & Equity department is responsible for offering support services to all departments throughout Dufferin County.



# **Human Resources**

# Key Functions

- Labour and employee relations
- Recruitment, selection, and onboarding
- Attendance management, disability management, and return to work
- Performance appraisal initiatives
- Compensation and job evaluation



# 2022 Completed Projects

- New Policy Development
  - Respect in the Workplace
  - Right to Disconnect
  - Electronic Monitoring
  - Remote Work
  - Anti-Nepotism

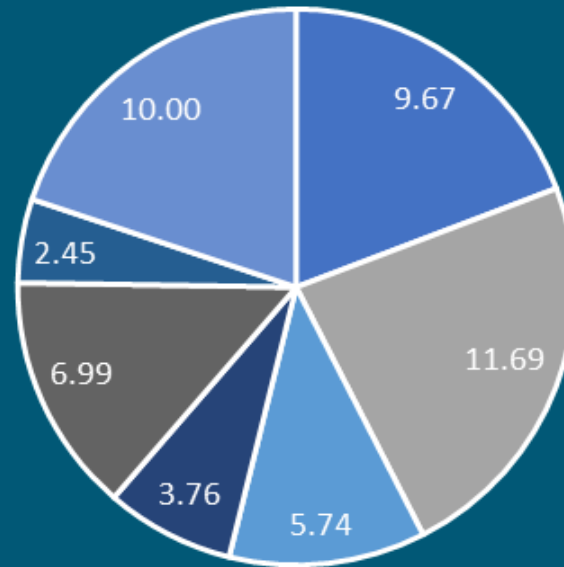
# 2022 Completed Projects

- CUPE Collective Bargaining
  - A new collective agreement was achieved with CUPE at Dufferin Oaks. The new term of agreement is for 3 years, ending December 31, 2024.
- Long Service and Retirees Award Luncheon
  - 40 participants attended a luncheon held at the Mel Lloyd Centre to celebrate milestones and retirements.

# Employee Statistics

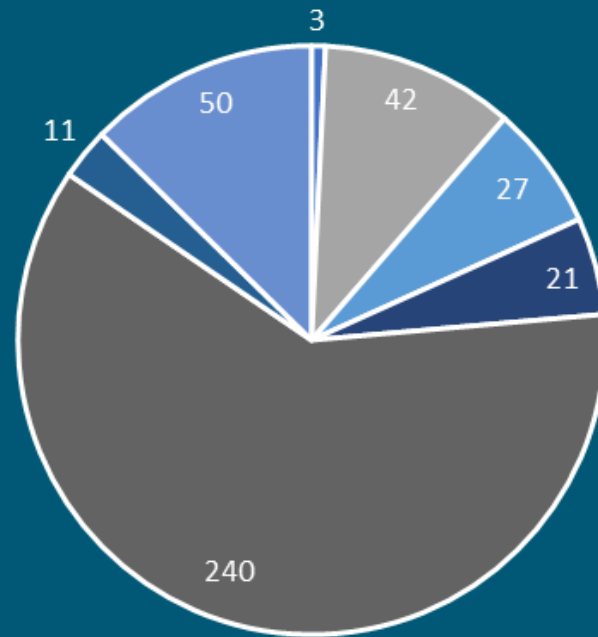
- 57% of employees are unionized
- 43% of employees have part-time status
- 5% of employees are currently eligible to retire
- 44 years is the median age of employees
- 11.69 is the median years of service

# Median Years of Service



- Office of the CAO (9.67)
- Community Services (11.69)
- Corporate Services (5.74)
- Development and Tourism (3.76)
- Dufferin Oaks (6.99)
- People and Equity (2.45)
- Public Works (10.0)

# Active Employees Per Department



- Office of the CAO (3)
- Community Services (42)
- Corporate Services (27)
- Development and Tourism (21)
- Dufferin Oaks (240)
- People and Equity (11)
- Public Works (50)

# 2022 Non-Union Recruitment

Number of Positions Posted

76

Number of Positions Reposted

8

Number of Applications Received

3,619

Number of Interviews Conducted

250

Average Number of Days to Fill Vacancy

47

Percentage of Positions Filled Internally

17

# 2022 Unionized External Recruitment

Number of Positions Posted

20

Number of Positions Reposted

2

Number of Applications Received

471

Number of Interviews Conducted

159

Average Number of Days to Fill Vacancy

63

Percentage of Positions Filled Internally

65

# 2022 Unionized Internal Recruitment

Number of Positions Posted

207

Number of Positions Reposted

3

Number of Applications Received

555

Number of Interviews Conducted

0

Average Number of Days to Fill Vacancy

21

Percentage of Positions Filled Internally

74



# Exit Questionnaire

- Introduced in 2022, the Exit Questionnaire is provided to each employee who has elected to depart the County
- Opportunity to assess the organization from the employee's perspective
- Gain a better understanding of what we do well, and what we could improve or change
- Provides insight into the diversity of our workforce
- Voluntary participation

# Exit Questionnaire Results

The top reasons identified for employees leaving the County in 2022 were:

- Family / Personal Reasons
- Position / Role Dissatisfaction
- Career Change
- Improved Workplace Culture & Values

# Exit Questionnaire Results

Responses were **generally positive:**

- 100% of respondents consider the County of Dufferin "a good place to work"
- Approximately 65% of respondents would reconsider employment with the County of Dufferin

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Responses collected state:

...candidates need to know that there is a lot of change on the horizon and that Dufferin County is at the earlier stages of their DEI journey.

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...I think it's worth considering how we're engaging and building bridges with remote workers — from a culture, community and connectedness perspective, rather than operational.

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...Dufferin County is making DEI progress by recruiting more diverse talent. I recommend considering how we're fostering an environment where they can safely contribute and show up authentically once they arrive

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# What's on the Horizon for Human Resources?

- Review of Non-Union Total Compensation
  - Newly formed committee to provide recommendations that provide comprehensive and meaningful enhancements, revisions or refinements
- Update of existing policies and creation of new
- Performance Management Training for Managers and Supervisors
- Further development of policies, procedures and processes related to Return to Work and Attendance Management initiatives



**Health & Safety**

# Key Functions

- Develop and amend policies and procedures
- Implement and monitor training
- Hazard analysis
- Conduct workplace investigations
- Liaise with Ministry of Labour
- Monitor workplace inspections
- Employee wellness initiatives

# 2022 Completed Projects

- Respect in the Workplace Policy
- Health and Safety Policy Statement Review
- COVID Infection Prevention and Control Policy and Procedure Revisions
- Updated H&S Reference Manual
- Created or revised 20 Safety Talks
- Work From Home Toolkit
- Remote Workplace Emergency Plan (Interactive Workbook)

# Health & Safety Training

- Total Safety Talk Attendees: 527
- The following courses were completed by County and Municipal staff in 2022:
  - H&S Orientation – 304
  - WHMIS – 242
  - First Aid – 83
  - Basic Chainsaw – 11
  - JHSC Certification – 3
  - Health and Safety Representative – 2
  - Various modules on Surge Platform (Dufferin Oaks only) – 6578



# Workplace Inspection Program

## Multi-Site Joint Health and Safety Committee

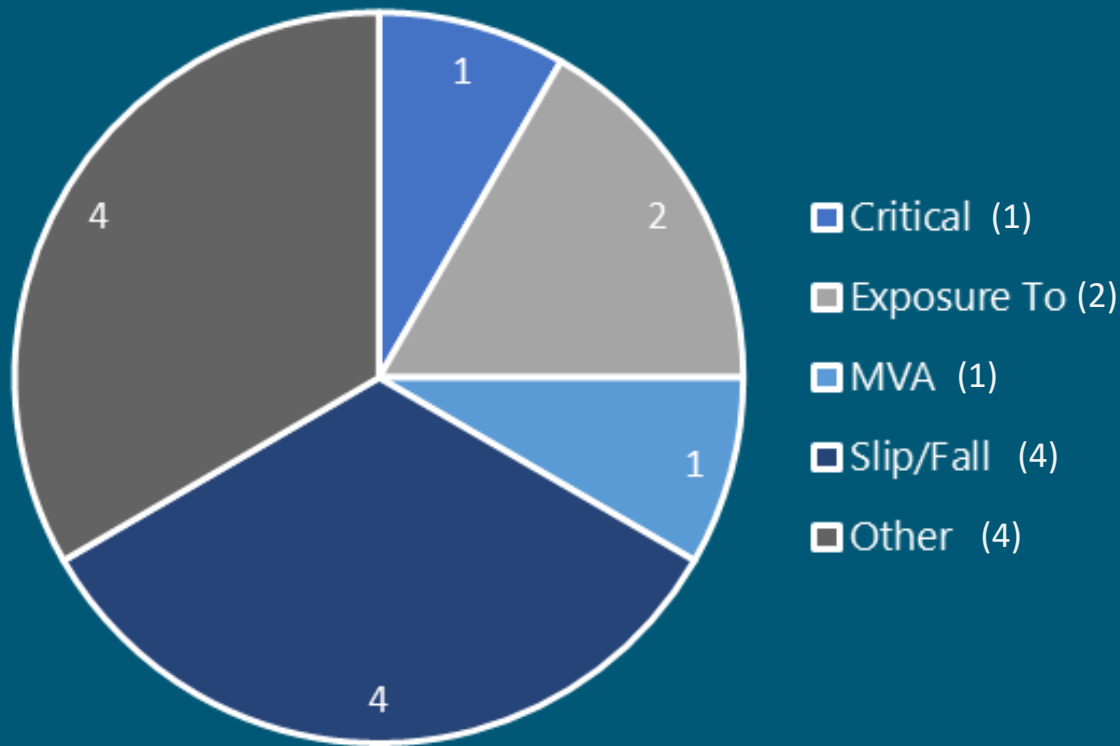
Inspections Completed	39
Hazards Noted	18
Outstanding Items	0

## Dufferin Oaks Joint Health and Safety Committee

Inspections Completed	40
Hazards Noted	112
Outstanding items	17

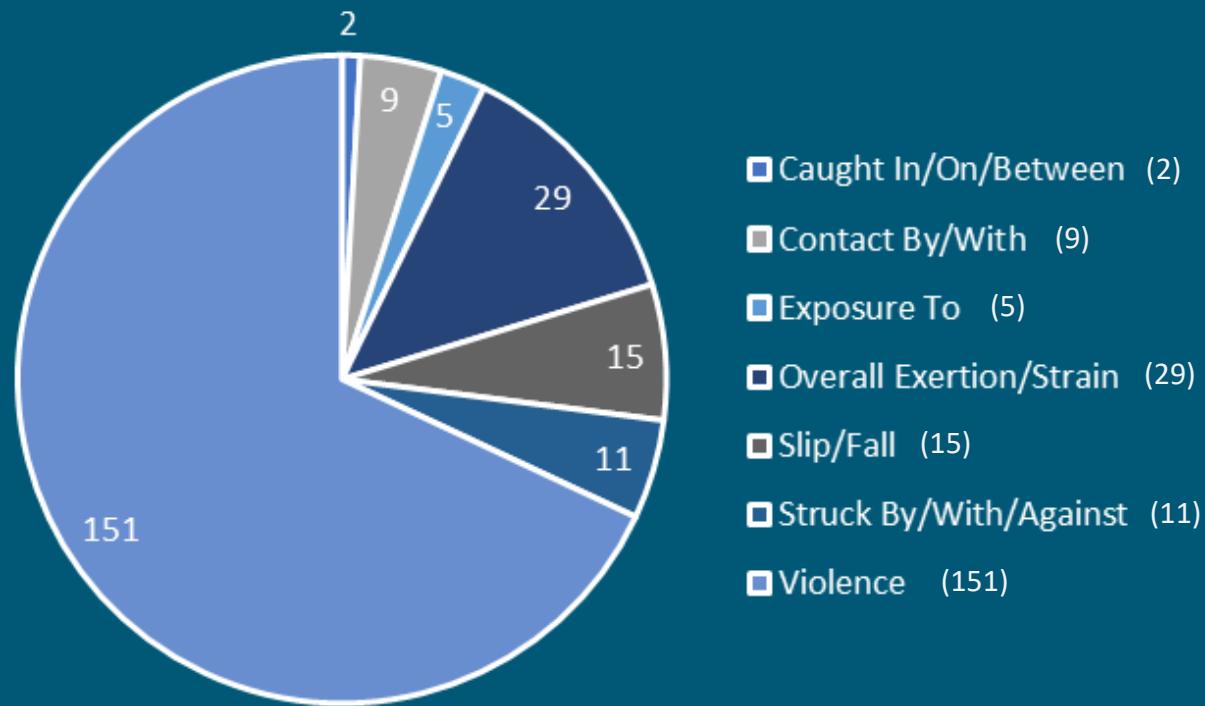
- Outstanding items at DO need capital approval or are waiting on parts to repair items

# Workplace Incidents by Type: Multi-Site JHSC



The Ministry of Labour responded to one critical incident and two reports of workplace illness by non-union staff in 2022. No orders were issued.

# Workplace Incidents by Type: Dufferin Oaks JHSC



The most frequently reported type of incident involve injuries due to 'resident action': grabbing, pinching, punching, or scratching staff. They pose the most significant challenge to mitigate.

# What's on the Horizon for Health & Safety?

- Violence Risk Assessment for all departments
- New Policies and procedures
  - Lockdown
  - Substance Use
  - Inclement Weather
- New hire orientation and training improvement



**Diversity, Equity &  
Inclusion**

# Key Functions

- Use data to inform DEI Strategy, equitable policies, processes, and programs
- Supports Diversity Equity Inclusion Community Advisory Committee (DEICAC) and staff DEI committee
- Training and development opportunities to enhance staff awareness of individual and group rights and responsibilities under relevant federal and provincial legislation
- Provides expertise and guidance on DEI and its application to internal and external County operations

# 2022 Completed Projects

- Completed an Equity Survey & Supplemental Review
  - Overall survey response rate was 46%
- Held a workshop in recognition of International Day for the Elimination of Racial Discrimination
  - 33 attendees

# What's on the Horizon for Diversity, Equity & Inclusion?

- Creation of a data informed DEI Strategy
  - Tangible, actionable, and measurable goals and objectives
- Creation of equity related policies, programs and processes
  - Apply an equity lens to existing policies and programs
- Improving the County's recruitment and selection process
  - Barrier free recruitment process supporting full and equal participation of all job applicants
  - Ensure decisions made in the selection process are data informed, unbiased, and inclusive of accountability mechanisms
- Enhancing retention efforts by participating in a Total Compensation review



# What's on the Horizon for Diversity, Equity & Inclusion?

- Implementation of an objective Performance Development/Appraisal program
- Creation of a staff learning series with a focus on anti-racism, anti-oppression, and anti-colonial approaches/frameworks
  - Aim to raise awareness of systemic racism and all other forms of discrimination and how it operates on the personal, interpersonal, and institutional levels
  - Aligns with the ONHRC, AODA and other relevant legislation
- Working with DEICAC to develop and implement their annual workplan



# **Learning & Organizational Development**

# Key Functions

- Training needs analysis
- Organizational performance improvement initiatives
- Corporate leadership development initiatives
- Liaise with external facilitators and organizations
- Manage training records, reports, costs and stats

# 2022 Completed Projects

- 10-month Inclusive Leadership Program
  - Managers, Supervisors and People & Equity completed the training in July 2022.
- ABC's to Allyship – Inclusive Learning Program
  - 257 frontline staff attended from various departments
  - Virtual and in-person formats

# What's on the Horizon for Learning & Organizational Development?

- Learning & Organizational Development Framework
  - Using feedback gathered from department leaders and their teams
- Performance Management Framework
  - Improved performance appraisal process
  - Training for leaders on effective performance management (incl. providing feedback and coaching, utilizing a Performance Improvement Plan, etc.)
- Leadership Development Training
  - Enhancing and supplementing current programs
- Review of current resources, systems and initiatives to find opportunities for improvements



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

Meeting Date: March 23, 2023

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**Subject:                    Advisory Committee Update: Recommended Appointments &  
Selection Process**

**From:                        Rohan Thompson, Director of People & Equity**

### **Recommendation**

**THAT the report of the Director People & Equity, titled Advisory Committee Updates: Recommended Appointments & Selection Process, dated March 23, 2023, be received;**

**AND THAT the following people be appointed to the Access Dufferin Accessibility Advisory Committee and the Diversity Equity Inclusion Community Advisory Committee:**

#### **Accessibility Advisory Committee**

- **Diane Bailey**
- **Trevor Lewis**
- **David Vahey**

#### **Diversity Equity Inclusion Community Advisory Committee**

- **Sabina Greenley**
- **Arvandi Komal**
- **Trisha Linton**
- **Jordan Anthony Paltooram-Dedier**

### **Executive Summary**

This report will provide council with an update about the recommended appointments of public members that applied to be members of both the Diversity Equity Inclusion

Community Advisory Committee (DEICAC) and the Access Dufferin Accessibility Advisory Committee. This report will also provide an update on the next steps in the selection process for the DEICAC.

## **Background & Discussion**

Each term of council, there is an effort to recruit, screen, select and appoint public members to sit on the County of Dufferin's Advisory Committees. The advisory committees are:

- Diversity, Equity & Inclusion Community Advisory Committee (DEICAC)
- Dufferin County Forest Advisory Team (DCFAT)
- Access Dufferin Accessibility Committee (Access Dufferin)

Interested persons can apply by completing an application. Applications were available online and could also be delivered in person to the Edlebrock Centre. The application period was open for several weeks and closed on January 20, 2023.

The Access Dufferin Accessibility Committee is looking to fill three public member spots for this committee. By the time of the application deadline, only three public applications had been received.

The recommendation is that the following three people be approved for appointment to the Access Dufferin Accessibility Committee:

- Diane Bailey
- Trevor Lewis
- David Vahey

The DEICAC Terms of Reference indicates that the DEICAC will be comprised 8-10 community members. 2-3 Council members and staff support as needed. Of all the public member applications for participation on DEICAC, four applications are returning members.

The recommendation is that the following four people be approved for appointment to the DEICAC:

- Sabina Greenley
- Arvandi Komal
- Trisha Linton
- Jordan Anthony Paltooram-Dedier

A DEICAC interview selection committee, comprised of the three council members and two of the four returning DEICAC members will review the remaining DEICAC public member applications to determine which interested applicants will be invited to a interview as per the DEICAC Terms of Reference. An interview committee comprised of one DEICAC council member and two of the four returning DEICAC committee members will interview selected public member applicants to determine which applicants will be nominated to sit as participants on the DEICAC.

This approach follows the DEICAC Terms of Reference and embeds elements of equity into the process.

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

N/A

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

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

Inclusive & Supportive Community – support efforts to address current & future needs for a livable community

Respectfully Submitted By:

Rohan Thompson  
Director of People & Equity

Reviewed by: Sonya Pritchard, Chief Administrative Officer