



GENERAL GOVERNMENT SERVICES COMMITTEE AGENDA

Thursday, January 25, 2024 at 11:00 am

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

The meeting will be live streamed on YouTube at the following link:

<http://www.youtube.com/@DufferinOne>

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 pm on January 24, 2024.

REPORTS

1. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #1
Headwaters Communities In Action 2023 Year End Report

A report from Jennifer Payne, Executive Director, Headwaters Communities In Action (HCIA), dated January 25, 2024, to presented the 2023 year end report.

Recommendation:

THAT the 2023 Year-End report from Headwaters Communities In Action (HCIA), dated January 25, 2024, be received.

2. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #2
Access Dufferin Minutes

Minutes from the Access Dufferin meetings on January 17, 2024.

Recommendation:

THAT the minutes from the Access Dufferin meeting on January 17, 2024, be adopted.

3. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #3
Whistleblower Policy

A report from the Director of People and Equity, dated January 25, 2024, to provide information on the Whistleblower Policy to encourage and enable the reporting of alleged or potential wrongdoings.

Recommendation:

THAT the report of the Director of People and Equity, dated January 25, 2024, titled Whistleblower Policy, be received;

AND THAT the attached Whistleblower Policy be approved.

4. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #4
Harassment & Respectful Workplace Policy

A report from the Direction of People and Equity, dated January 25, 2024, to provide Council with information on the changes made to the violence and harassment policies, and to seek approval for the attached draft Harassment and Respectful Workplace Policy.

Recommendation:

THAT the report of the Director of People and Equity, dated January 25, 2024, titled Harassment & Respectful Workplace Policy, be received;

AND THAT the attached Harassment & Respectful Workplace Policy #2-04-16, be approved.

5. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #5
Update: Non-Union Total Compensation Report

A presentation and report from the Director of People and Equity regarding the non-union total compensation package. **(Deferred from the December 14, 2023 Council meeting)**

Recommendation:

THAT the report of the Director People & Equity, titled Update: Non-Union Total Compensation Review, dated December 14, 2023, be received;

AND THAT the changes to total compensation outlined in the report be approved.

CORRESPONDENCE

6. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #6
Mulmur-Melancthon Fire Board

A resolution from the Mulmur-Melancthon Fire Board, dated January 16, 2024, regarding the Simucast Radio System Capital Project.

NOTICE OF MOTIONS

Next Meeting

Thursday, February 22, 2024

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



Headwaters
Communities
in Action

Making Life Better Together



REPORT TO

GENERAL GOVERNMENT SERVICES COMMITTEE

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

From: Headwaters Communities In Action

Meeting Date: Thursday, January 25, 2024

Subject: HCIA Partnership Agreement: End of Year Report 2023

In support of County strategic priorities:

- Climate
- Community
- Economy
- Equity
- Governance

Highlights: All deliverable objectives under the 2021-2023 Partnership Agreement are completed 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 under our updated agreement and new term 2024-2027.

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.

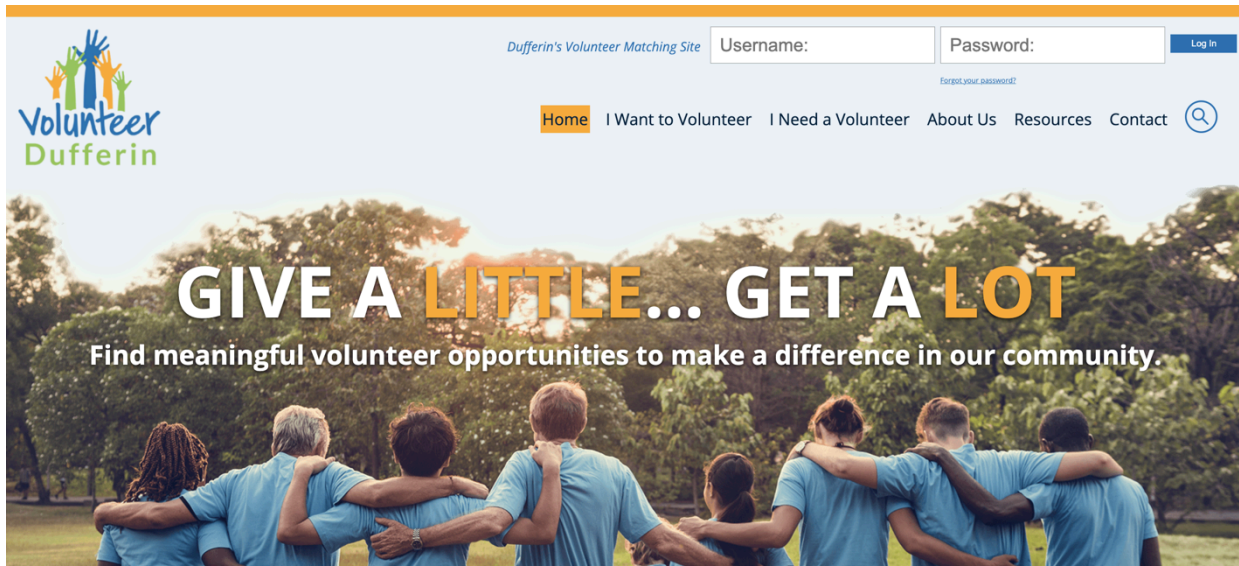
The term of the current agreement is January 1, 2021 to December 31, 2023. A new agreement has been signed for a term effective January 1, 2024 to December 31, 2027.

This report contains an overview of the relevant activities in 2023 and the County priorities previously identified for this agreement.

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">1. Volunteer Dufferin2. Headwaters Food and Farming Alliance (HFFA)3. DC Community Grants4. HCIA backbone

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. Other community initiatives supported on the HCIA backbone and not funded by Dufferin County include GrandPals, Trails, VOICES of Lived Experience Dufferin, and the Food Access Subcommittee, as well as HCIA's contribution to the Community Safety and Wellbeing Plan.



1. Volunteer Dufferin

Community Engagement Coordinator: Sheralyn Roman

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

As of December 2023:

- Member organizations: 179 ↑15.5% over December 2022
- Registered volunteers: 2,668 ↑8.4%
- Active opportunities: 68 ↑28.3%
- Web stats: 6,984 users ↑3.3% 9,774 sessions ↑3.8% 37,275 pageviews ↑6.5%
- Social media followers:
 - 942 ↑5.6% facebook.com/VolunteerDufferin/
 - 903 ↑3.1% X.com/volunteerduff
 - 858 ↑4% instagram.com/volunteerdufferin/
- Constant Contact: 12 email campaigns; 22,249 sends; average 46% open rate; average 3.34% click rate (outreach also occurred through direct emails and phone calls)

- 2023 activities:
 - Renewed advisory committee membership with HCIA Leadership Council representative Christine Walker
 - Participated in community wide initiatives such as DBoT's Dream Dufferin event and Caregivers in the Hills Appreciation Day to enhance and promote Volunteer Dufferin profile.
 - Ongoing support and 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 2023.
 - Partnered on the National Volunteer Week campaign locally in April 2023.
 - Partnered with Rogers TV Dufferin/Caledon to produce a half hour segment highlighting Volunteer Dufferin services.
 - 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), and Volunteer Toronto and others to 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.
 - Partnered with ONN (Ontario Nonprofit Network) in support of a grant application that could have significant youth volunteer impact for Dufferin County in 2024.
 - With a NHFS (New Horizons for Seniors) grant, began work on the "Boardward Bound" initiative, an intergenerational mentorship program designed to get youth on boards of local organizations, five community organizations, residents and mentors currently participating.
 - With grant funding from Community Services Recovery Fund via Dufferin Community Foundation, and support from IVEY School of Business, began research, including member surveys, on a project to improve Volunteer Dufferin website functionality and internal processes.



for food. for farming.
for our future.

Supporting Food and Farming
in Dufferin County & Caledon



2. Headwaters Food and Farming Alliance

Co-Chairs: Bob Megens and Marci Lipman

F2S Coordinator: Nicole Hambleton (to June 30, 2023)

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

2023 Activities:

- Bi-monthly HFFA Hub meetings (5/yr), social media and website updates as well as participation at events and other tables. This is a volunteer-led group, supported by HCIA ED, Farm to School Program Advisors, and Leadership Council member Trish Keachie. This group oversees, advises, fundraises for, and carries out work on the following programs:
 - **Headwaters Farm Fresh Guide:** HFFA partners with In The Hills Magazine to produce the annual Headwaters Farm Fresh Guide, including map and listings. Centrefold pullout in June print issue; standalone copies at farm stores and other local food locations; [Headwaters Farm Fresh Guide](#) is also available online and includes farms in all 8 lower tier municipalities.

- 44K copies in In The Hills print magazine + 5K standalone overrun print copies
- Web stats: Our Headwaters Farm Fresh page on the In The Hills website: <https://www.inthehills.ca/category/headwaters-farm-fresh/> ranks in their top-ten of total viewed pages at #7. The proportion of total ITH views is up 38% over 2022. 2,539 page views ↓14% 54,135 total impressions For 1,194 users Farm Fresh is the first page they visited.
- 81 participating farm and food businesses ↑4%
- o **Headwaters Food Charter and Action Plan:** Draft annual scorecard tracked 92% of actions completed or showing progress. Dufferin County and 7 of 8 lower municipalities have previously endorsed the [Headwaters Food Charter and Action Plan](#).
- o **Farm to School:** Completed 2 education workshops; delivered You're The Chef program at 2 schools (3 resources trained); Community Connectors consulted with 5 schools to facilitate school food plans including salad bars, food literacy curriculum, school gardens (including initiating a network supporting school garden coordinators), VegTrugs and classroom growing; purchase supplies for next school year. *Note: Farm to School activities are not directly funded under this partnership agreement, and have essentially paused until the vacant coordinator and connector positions are filled. The F2S Advisory team continues to foster relationships and support other school food champions, including through participation on the Food Access Subcommittee of DCEC.*
- o Web stats (not including Farm Fresh): 1,659 users 2,866 sessions 4,978 page views
- o Social media followers:
 - 739 ↑.68% facebook.com/headwatersfood
 - 343 ↑1.5% X.com/headwatersfood
 - 475 ↑15.3% instagram.com/headwatersfood



3. Dufferin County Community Grants

Project Lead: Jennifer Payne

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

2023 Activities:

- The above checklist of activities has been completed for 2023.
 - Working with County staff, a new online form was developed and implemented for 2024 using Typeform, streamlining the application, allowing for conditional logic flow and export.
 - Convened grant review team, conducted scoring and submitted report of recommendations to General Government Services Committee. Report approved April 2023 and out of 36 applications 31 grants were awarded totalling \$120,000.
 - Collected grantee stories and shared with the public, in order to promote the 2024 intake and 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 [Community Grants](#) page on the HCIA website.
 - New County Strategic Priorities replaced those above for 2024 round, and a policy update was approved by council to adjust streams and criteria to better meet observed community and agency needs.
 - 2024 round opened Dec. 18, 2023 with an application deadline of January 31, 2024. An information session past applicants scheduled for January 8, 2024.

Headwaters Communities in Action



2023 Leadership Council:

Elizabeth Hawkins, Chair Trish Keachie, Vice Chair Jennifer Hamilton
 Christine Walker, Secretary Neetu Dane, Treasurer 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. 2023 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; Climate Action Plans with Sara McRae; emerging Economic Development plans in partnership with Cody Joudry and Yaw Ennin. 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"> ✓ Climate Action ✓ Cultural Enhancement ✓ Diversity, Equity and Inclusion Initiatives ✓ Economic Development 	HCIA will maintain ongoing operations through the following activities: Project Management: Overseeing and ensuring the above project commitments are met and reports submitted according to the active partnership agreement contract and schedule. Fundraising: Supporting project and general fundraising efforts to ensure sustainability and impact. Strategy and Finance: Serving as a community backbone organization by offering mentorship, networking, governance	\$15,000

<p>✓ Youth and Seniors Services</p>	<p>and back-office support for citizen-led projects which align with our values and charitable purpose.</p> <p>Marketing and Communications: Promoting HCIA-supported projects, community groups/actions and County initiatives through our general channels or targeted communications, sharing public announcements or by request from DC.</p> <p>Municipal and Community Outreach and Engagement: Supporting local initiatives through participation on advisory committees and task forces, coordination of community conversations and gathering the citizen voice/lived experience, potentially through the project areas and in collaboration with the County, as appropriate.</p>	
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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 tools. 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 2023 this partnership allocation from Dufferin County allowed us to support applications for other funding, including: Ontario Trillium Foundation, United Way GWD, New Horizons for Seniors and Dufferin Community Foundation-Community Services Recovery Fund, as well as fundraising efforts for the Headwaters Farm Fresh Guide, Farm to School programs and events.

Strategy and Finance

- In 2023 HCIA completed a strategic planning process which received valuable input from Dufferin County Staff and Councillors. That process included the development of a Theory of Change, Playbook and Action Framework, and continues with a Learning Journey through 2024.
- 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](#) saw a reduction in numbers this year as three members decided to step down: Errol Chambers (3 years), Jeff Sedgwick (10+ years, outgoing treasurer) and Gord Gallagher (20 years, founding member and bookkeeper). Remaining members still represent a broad cross-section of the communities we serve and offer a wealth of wisdom, connections and guidance, and we are actively recruiting for new members. We appreciate the contributions of Councillor Philip Rentsch as our County representative on the Leadership Council, and as a member of the HFFA Hub.
- 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.

Bookkeeping changed hands this year from outgoing volunteer Gord Gallagher to the services of Krista Miller, a Mono resident.

- Back office functions such as accounting, insurance and banking support help project areas work efficiently, maintain consistency and professionalism in their service to the community, while lending credibility to their causes and allowing them to focus on the mission instead of administration.

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 the County.
- 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. As 2023 was internally focused, these statistics are expected to improve as we turn our focus external and to implementing our marketing and engagement strategies for 2024:
 - Social Media followers (HCIA accounts only, as of December 2023):
 - facebook.com/HeadwatersCommunitiesinAction: 680 ↓4.6%
 - X.com/actionhcia: 401 ↑2.6%
 - Web stats (HCIA): 4,851 users 5,312 sessions 18,591 page views
Method of measurement of web stats changed from host source to Google Analytics, which filters out some sources, so comparison year over year is not applicable.
 - Email Contacts: 4,946 ↑8.9% (HCIA + all programs)
 - Campaigns in 2023: 64 Campaigns (all groups); 45,600 sends; 49% open rate; 10% click exceeding industry standards
- Media releases and interviews for grants received, the County Grants program launch and Community Safety and Well-Being survey launch.

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. Our goal is to disseminate more of the data gathered in addition to the plan and its priorities, target outcomes and metrics. Our involvement especially benefits the public survey design, dissemination and communications and engagement plans.
- The ED and program coordinators invest in strengthening relationships with local agencies, 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

“People coming together to shape a thriving community.”

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



ACCESS DUFFERIN COMMITTEE MINUTES
Wednesday, January 17, 2024 at 7:00 pm

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

Members Present: Sean Johnson (Chair)
Trevor Lewis

Members Absent: David Vahey (prior notice)

Staff Present: Kareem Sookdeo, Diversity, Equity and Inclusion
Advisor
Carol Barber, Housing Program Manager
Brian Boston, Technical Solutions Analyst
Michelle Hargrave, Administrative Support Specialist

The Chair called the meeting was called to order at 7:05 pm.

LAND ACKNOWLEDGEMENT STATEMENT

The Chair read the Land Acknowledgement Statement.

DECLARATIONS OF PECUNIARY INTEREST

There were no declarations of pecuniary interest.

REPORTS

1. ACCESS DUFFERIN – January 17, 2024 – ITEM #1
Website Project Overview

Brian Boston, Technical Solutions Analyst, provided a review of the design for the new County website. Brian highlighted the colour scheme with contrasting colours and demonstrated where the size of the font can be changed. He also demonstrated some of the accessibility features built in, such as buttons that change colour when you hover over them. The website will be compliant with Web Content Accessibility Guidelines (WCAG) and Accessibility for Ontarians with Disabilities Act (AODA) guidelines.

2. ACCESS DUFFERIN – January 17, 2024 – ITEM #2
Housing Services Overview

Carol Barber, Housing Program Manager, provided an overview of the Housing Services offered by the County of Dufferin, including the programs offered and the number of accessible/modified units in each County housing unit. Carol also explained how the accessible units are awarded to those on the waiting list.

3. ACCESS DUFFERIN – January 17, 2024 – ITEM #3
Other Business

Trevor Lewis noted he is concerned about Orangeville transit using school buses in place of low floor transit buses when they are broken down or in for maintenance. He is concerned those using accessibility devices cannot access the school buses and they may get stranded. A member of the public, who sits on the Orangeville Accessibility Committee, in attendance noted that Orangeville is in the process of getting one new low floor bus to replace one of the aging transit buses. He also noted the Town of Orangeville has an accessible van used on demand.

The Committee noted a concern with the amount of snow in the Edelbrock Centre parking lot as it is difficult to push assistive devices through.

Michelle Hargrave noted the Access Dufferin meetings will take place every other month going forward unless there are urgent matters that need addressed sooner. The Committee decided it was best to continue to meet in person.

ADJOURNMENT

The meeting adjourned at 7:58 pm.

NEXT MEETING: Wednesday, March 20, 2024
Edelbrock Centre, 30 Centre Street, Orangeville ON



A community that grows together

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

Meeting Date: January 25, 2024

Subject: Whistleblower Policy

From: Rohan Thompson, Director of People & Equity

Recommendation

THAT the report of the Director of People and Equity, dated January 25, 2024, titled Whistleblower Policy, be received;

AND THAT the attached Whistleblower Policy be approved.

Executive Summary

The County of Dufferin is committed to the principles of corporate accountability, transparency, and honesty in all matters of business and to protecting its revenue, property, information, and other assets from acts of wrongdoing.

Public confidence in the County can be put at risk when the conduct of an employee involves serious wrongdoing and due to the nature of our work, and the constituency we serve, employees are expected to always conduct themselves with integrity and honesty.

The purpose of this policy is to encourage and enable the reporting of alleged or potential wrongdoings. It provides a framework where employees who disclose serious wrongdoing regarding County operations are protected from reprisal and whereby, under appropriate circumstances, investigations or alternative actions are undertaken in response to such disclosures.

Background & Discussion

The Provincial government, as well as other municipalities and agencies in Ontario, have in place policies and/or legislation that provides legal protection from discriminatory or

disciplinary action for employees who disclose wrongdoing of any kind in the context of their workplace in good faith and to a competent authority.

Whistleblower policies are intended to protect individuals whose complaints may include incidents of suspected fraud, crime, misuse of public funds or County assets, mismanagement of resources, non-compliance with corporate policies or other serious allegations of wrongdoing.

The County's Whistleblower Policy is intended to remove barriers and enable individuals to report concerns regarding suspected wrongdoing to the Director of People and Equity. The policy will:

- provide a confidential environment where individuals can report wrongdoings without fear of retaliation;
- provide a process for collecting information on wrongdoings, enabling the County to investigate and mitigate risks;
- support a workplace culture of trust, transparency and accountability.

The Whistleblower Policy supports existing policies and procedures such as the County Code of Conduct, Council Member Code of Conduct, and the Respect in the Workplace Policy, all of which facilitate transparent and responsible governance.

Financial, Staffing, Legal, or IT Considerations

There are no additional financial, staffing, legal or IT considerations with this policy.

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

Equity –ensure the County is an inclusive, equitable, and supportive Employer of Choice

Respectfully Submitted By:

Rohan Thompson
Director of People & Equity

Attachments: Draft Whistleblower Policy

Reviewed by: Sonya Pritchard, Chief Administrative Officer

POLICY & PROCEDURE MANUAL

SECTION	HUMAN RESOURCES	POLICY NUMBER
SUB-SECTION	Code of Conduct	EFFECTIVE DATE
SUBJECT	Whistleblower Policy	DATE REVISED
AUTHORITY	General Government Services Council	

PURPOSE

The County of Dufferin (the County) is committed to the principles of corporate accountability, transparency, and honesty in all matters of business and to protecting its revenue, property, information, and other assets from acts of wrongdoing.

Public confidence in the County can be put at risk when the conduct of an employee involves serious wrongdoing and due to the nature of our work, and the constituency we serve, employees are expected to always conduct themselves with integrity and honesty.

The purpose of this policy is to encourage and enable the reporting of alleged or potential wrongdoings. It provides a framework where employees who disclose serious wrongdoing regarding County operations are protected from reprisal and whereby, under appropriate circumstances, investigations or alternative actions are undertaken in response to such disclosures.

This policy is not intended to be used to question financial or business decisions taken by the County, nor should it be used to consider or reconsider any matters for which alternative resolution processes are available, including but not limited to complaints brought pursuant to the Harassment & Respectful Workplace Policy or grievance procedures provided by a Collective Agreement.

SCOPE

This policy applies to all County employees, volunteers, persons on unpaid work placements, and third parties performing services or providing goods under contract to the County (collectively, the "County Members").

Complaints involving elected officials will be forwarded to Integrity Commissioner, appointed under the Council Member Code of Conduct, who will conduct an investigation if appropriate.

DEFINITIONS

Allegation: A claim or assertion that a wrongdoing has occurred that has not yet been proven as true.

Disclosure: Making information known about wrongdoings through verbal or written means to the appropriate authority.

Whistleblowing: The confidential disclosure of any concern encountered in the workplace relating to an observed or alleged wrongdoing.

Whistleblower: The individual who reveals or discloses the concern.

Prima Facie: True, valid, or sufficient at first impression

Good Faith: An honest and sincere belief or motive without any malice or the desire to cause harm to others.

Bad Faith: Dishonest behaviour, done with the intention of deceiving or tricking someone.

Reasonable Grounds: A reasonable person in your position would also suspect the information indicates wrongdoing or a breach of the law.

Wrongdoing: Wrongdoing includes instances of fraud and waste and refers collectively to any illegal or inappropriate conduct including:

- crime or suspected criminal activity;
- fraud or theft;
- violation of County policies;
- misuse of public funds or County assets;
- improper or gross mismanagement of County resources;
- falsification, alteration or manipulation of the County's documents, records or computer files
- violation of public trust or duty;
- danger to public health or safety.

Fraud: Wrongful or criminal deception intended to result in financial or personal gain.

Waste: The mismanagement of County resources in a wilful, intentional or negligent manner that contravenes a County policy or direction by Council.

Disciplinary Action: Any consequence imposed upon a person because of an act of serious wrongdoing, which may include, but is not limited to, the following:

- educational training
- removal of an employee from any place where the employee represents the County

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- suspension of duties
- termination of employment
- legal action depending on the severity of the action
- other discipline as may be considered appropriate in the circumstances.

Retaliation: Any adverse action by the County against an individual who reports a wrongdoing, which can include, amongst other things:

- dismissal, suspension, demotion, discipline, harassment, or abuse
- intimidation, coercion, or an attempt to intimidate or coerce.

Wrongdoer: The subject of the concern or complaint.

PROCEDURES

Making a Report

Any County Member that becomes directly aware or has reason to believe that a County Member or County Members is or are engaged in wrongdoing that is not addressed by another County policy and/or an external mechanism, may report a wrongdoing. Reports of wrongdoing should be raised with an immediate supervisor, or manager. The Director of People & Equity shall be consulted on all reports of wrongdoing.

Where the alleged Wrongdoer is the supervisor or manager, the report can be made to the Director of People & Equity. Non-employees may report a concern directly to the Director of People & Equity.

Where the alleged Wrongdoer is the Director of People and Equity, the report can be made directly to the Chief Administrative Officer (CAO) who will ensure proper assessment occurs.

Where the alleged Wrongdoer is the CAO, the Director of People and Equity will report the wrongdoing to the County Council Warden.

Reports of wrongdoing can be made verbally or in writing and should include full details and supporting information and/or evidence of the wrongdoing. Such details include but are not limited to:

- Dates, times, and locations
- Names of person(s) involved, position, and division/department
- Your relationship to the person(s) involved
- The nature of your concern
- How you became aware of the wrongdoing
- Possible witnesses
- Other information that supports the report

An employee who knowingly makes a false complaint, a complaint in bad faith or who knowingly makes a false statement that is intended to mislead an investigation of a complaint under this Policy may be subject to disciplinary and/or legal action.

Initial Assessment

Reports of wrongdoing will be assessed by the Director of People & Equity or designate in an objective manner and a decision to investigate will be made without regard to the position, title, length of service, or relationship to the County of any named individual.

An initial assessment of a report will determine whether sufficient detail has been provided to establish a *prima facie* case supporting a formal investigation.

The Director of People & Equity or designate has discretion regarding the disposition of any allegation received and at their discretion may refer or close a report without further action being considered, for any reasonable purpose including but not limited to the following circumstances:

- Reports involving matters to which this Policy is not applicable.
- Reports containing insufficient information; where requests for supplemental information to support the wrongdoing are not provided.
- Reports deemed to have not been submitted in good faith.
- Matters as reported are being dealt with or have previously been addressed through another process within the County and are absent of new information.
- Matters in which documented action has already been taken.
- Reports involving labour relations matters that can be, or have been, formally grieved.
- Matters relating to Council or Committee decisions, or operational actions taken by the County in support of Council or Committee decisions.
- Matters relating to harassment and discrimination covered under the Respect in the Workplace Policy.

Investigation of Allegations

Where an initial assessment of the allegation of wrongdoing gives rise to a *prima facie* case, an investigation may be carried out by:

- the Director of People & Equity or designate,
- an external investigator,
- the local police.

The investigation may include the examination of evidence, such as relevant documents, records, or data, as well as interviews with relevant people to obtain testimonial evidence relevant to the allegation. The whistleblower may also be contacted to obtain further information and/or evidence.

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County Members must cooperate fully in a whistleblowing investigation. No County employee or person acting on behalf of the County shall take any action in reprisal against a witness who cooperates with a whistleblower investigation.

The alleged Wrongdoer in a whistleblower investigation will be notified of the investigation and provided with an opportunity to respond to any allegations.

Results of Investigations

Investigations will result in a full investigation report of activities and findings to be shared with the Director of People and Equity and the CAO. If the focus of the investigation is the Director of People and Equity, the report will only be shared with the CAO. If the focus of the investigation is the CAO, the investigative report will be shared with the Director of People and Equity and the County Council Warden.

If applicable the Director of People & Equity may review the details of the investigation report with the appropriate department Director or Manager.

Investigation reports will be retained by the Director of People and Equity in accordance with the County's retention policy.

Where the results of the investigation are expected to be of public interest, the CAO and Communications Manager will jointly develop a communications strategy and will inform Council/Committee of the investigation in a manner they deem appropriate to the circumstances.

Any employee contacted by the media with respect to a whistleblower investigation shall refer the media to the CAO or Communications Manager.

Subject to applicable confidentiality, the whistleblower will receive updates on the status and/or outcome of the investigation of the allegation.

Investigation results may be summarized and reviewed with the Wrongdoer.

Confidentiality

Every reasonable effort will be made to maintain the confidentiality of the information relating to the report, as well as reporter or witness, and release of information will be restricted to a "need to know" basis or as required by law. This may include the identity of the named individual(s), any information gathered as part of an investigation, and in certain circumstances, the identity of the whistleblower.

All employees who have knowledge of, or are participants in, a whistleblower investigation shall keep the details and results of the investigation confidential. Discussions of the investigation shall occur only with the members of the investigation team, or as required by

law. Employees determined to have breached confidentiality may result in a separate investigation and corrective action which may include disciplinary action.

RESPONSIBILITIES

Employees and Other Reporters: Immediately report any suspected instance or allegation of wrongdoing to a supervisor or manager, Director of People and Equity or CAO. Remain involved and available to respond to questions from investigators. Maintain confidentiality of the process.

Manager/Supervisor: Receive reports of wrongdoing and inform the Director of People and Equity of any reports received. Support the investigative process.

Director of People and Equity: Ensure reports received are assessed and appropriately investigated as necessary. Provide timely assessment and, where investigation is merited, timely resolution. Keep CAO apprised of any investigations and the outcome. Report outcomes of investigations as necessary and review the details of substantiated allegations with the appropriate department Director or Manager. Maintain confidential records of whistleblower reports and investigations.

Chief Administrative Officer: Ensure reports that are directly received are assessed and appropriately investigated as necessary. Advise Council of any allegations that, if substantiated, may result in significant risk or liability to the County. Where the results of the investigation are expected to be of public interest, develop a communications strategy in conjunction with the Communications Manager.

COMPLIANCE

Every employee is expected to be aware of and act in compliance with this Policy.

RELATED RESOURCES

[Council Member Code of Conduct](#)

[Respect in the Workplace](#)



A community that grows together

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

Meeting Date: January 25, 2024

Subject: Harassment & Respectful Workplace Policy
From: Rohan Thompson, Director of People and Equity

Recommendation

THAT the report of the Director of People and Equity, dated January 25, 2024, titled Harassment & Respectful Workplace Policy, be received;

AND THAT the attached Harassment & Respectful Workplace Policy #2-04-16, be approved.

Executive Summary

The County of Dufferin is committed to providing a safe, healthy and respectful workplace free from all forms of discrimination, harassment and violence in accordance with the *Human Rights Code* and *Occupational Health & Safety Act*. The purpose of this report is to provide Council with information on the changes made to the violence and harassment policies, and to seek approval for the attached draft Harassment and Respectful Workplace Policy.

Background & Discussion

The Occupational Health and Safety Act (OHSA) sets out workplace parties' duties in respect of workplace violence and harassment. Violence or harassment in the workplace may originate from anyone the worker comes into contact within a workplace, such as a client, a customer, a student, a patient, a co-worker, an employer, or a supervisor. Or the person may be someone with no formal connection to the workplace, such as a stranger or a domestic/intimate partner, who brings violence or harassment into the workplace. A continuum of inappropriate behaviors can occur at the workplace. This can range from offensive remarks to violence. It is important for employers to recognize and address these unwanted behaviors early because they could lead to workplace violence.

The County expects and promotes respectful interactions which show regard for the rights, dignity, and health and safety of all. Any act of workplace discrimination, harassment and/or violence will not be tolerated and may result in discipline, up to and including the termination of employment. The revised policy and procedure in this report is consistent with the spirit and provisions of the *Ontario Human Rights Code* and the *Occupational Health and Safety Act*, and should be read in conjunction with any applicable legislation and collective agreement provisions.

The revised policy provides new definitions and examples of various types of violence, harassment and discrimination, and further clarifies the role responsibilities of the Joint Health and Safety Committee, the Complainant, the Respondent and management. Lastly, the revised policy also provides updated information on recordkeeping responsibilities and the reporting procedure.

The review process for this policy included a comprehensive review by our legal services provider, Senior Management Team and it has been reviewed during the annual review by the Joint Health and Safety Committee as dictated by Section 32 of the *Occupational Health & Safety Act (OHSA)*.

Financial, Staffing, Legal, or IT Considerations

There are no financial, staffing, legal or IT considerations for this report.

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

Equity –ensure the County is an inclusive, equitable, and supportive Employer of Choice

Respectfully Submitted By:

Rohan Thompson
Director of People & Equity

Attachments: Draft Harassment & Respectful Workplace Policy

Reviewed by: Sonya Pritchard, Chief Administrative Officer



POLICY & PROCEDURE MANUAL

SECTION	HUMAN RESOURCES	POLICY NUMBER	2-04-16
SUB-SECTION	Conduct	EFFECTIVE DATE	December 9, 2004
SUBJECT	Harassment and Respectful Workplace Policy	DATE REVISED	January 25, 2024
AUTHORITY	Senior Management Team General Government Services Council		

POLICY STATEMENT

The County of Dufferin (the "County") is committed to providing a safe, healthy and respectful workplace free from all forms of discrimination, harassment and violence in accordance with the *Human Rights Code* and *Occupational Health & Safety Act*.

The County expects and promotes respectful interactions which show regard for the rights, dignity, and health and safety of all. Any act of workplace discrimination, harassment and/or violence will not be tolerated and may result in discipline, up to and including the termination of employment. This Policy and Procedure (the "Policy") is consistent with the spirit and provisions of the *Ontario Human Rights Code* and the *Occupational Health and Safety Act* and should be read in conjunction with any applicable legislation and collective agreement provisions.

PURPOSE

This Policy is intended to:

- Create and foster a work environment free from workplace discrimination, harassment and violence
- Provide solution-based approaches when conflict arises
- Provide definitions of workplace discrimination, harassment and violence
- Establish and detail the responsibilities of all persons in County workplace(s) to maintain a workplace free from discrimination, harassment and violence
- Ensure that incidents of workplace discrimination, harassment and violence are reported to County management, People & Equity department and/or law enforcement as appropriate
- Ensure that complaints of discrimination, harassment and violence are handled in

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a timely and equitable manner by the County and that an investigation is conducted which is appropriate in the circumstances

SCOPE AND APPLICATION

This Policy applies to all County employees regardless of position, classification or union membership. It applies to any location in which employees are engaged in work-related activities, including any remote environments (see definition of "Workplace" below).

This Policy also applies to all persons attending a County Workplace, including visitors, contractors, vendors and delivery persons.

DEFINITIONS

Prohibited Ground

The Ontario *Human Rights Code* provides for the following prohibited grounds: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, religion, gender, sexual orientation, age, record of offences, marital status, family status, gender identity, gender expression or disability the Ontario *Human Rights Code* also prohibits any form of harassment in the workplace.

Discrimination

The unequal treatment of a person on the basis of a prohibited ground. In general, workplace discrimination includes but is not limited to any act, rule, standard or practice that intentionally or unintentionally causes a type of disadvantage prohibited by the provisions of the Ontario *Human Rights Code*.

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

- Refusal to work with, or differential treatment of a person on the basis of the prohibited grounds
- Decisions of recruitment, promotion, pay increases or employment practices based in whole or in part on one or more of the prohibited grounds

Systemic (Indirect) Discrimination

The use or application of a requirement, either in policy or practice, that has a negative impact on an identified group on the basis of a prohibited ground. Systemic discrimination occurs when policies or practices by their very nature exclude, limit or restrict members of designated groups from employment or opportunities within employment.

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Workplace

Any location where a County of Dufferin employee is carrying out their occupational duties, including those locations that are not on primary work sites and virtual environments. This may include work-related social functions, training and conferences, during work-related travel, at restaurants, hotels or meeting facilities being used for business purposes, during telephone, e-mail or other communications.

Bullying

Bullying may include acts or verbal comments that could psychologically hurt or isolate an individual in the Workplace. Bullying usually involves repeated incidents of a pattern of behaviour which intimidates, degrades, humiliates and ultimately undermines the self- confidence of an individual. It is generally repetitive, although a single serious incident of such behaviour may constitute bullying if it has a lasting harmful effect.

Workplace Harassment

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

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

Workplace harassment typically involves a pattern of comment or conduct that occurs over time that a reasonable person would consider to be unwelcome (for example, a course of comment or conduct that is humiliating, demeaning, offensive or intimidating). However, a single incident may constitute harassment, depending on the severity of the behaviour.

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

- Unwelcome remarks, jokes, name-calling or insults whether made verbally or in writing that are demeaning, degrading, embarrassing, or humiliating;
- Yelling at an employee
- Ostracizing an employee
- Abuse of authority
- False accusations/allegations
- Practical jokes which insult or embarrass an individual
- Sabotaging an employee's work
- Belittling, condescending comments
- Bullying, workplace pranks, vandalism, hazing
- Gossiping or spreading malicious rumours

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- Behaviour designed to intimidate, insult or berate
- Inappropriate, embarrassing, humiliating comments or jokes about an individual.

In addition to contravening this Policy and County of Dufferin's values, workplace harassment may violate the Ontario *Human Rights Code*, where the course of comment or conduct is linked with a of the prohibited ground under the *Human Rights Code*.

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

- Unwelcome remarks, jokes, innuendos, or taunting that disparage or ridicule a person's membership in one of the protected grounds
- Practical jokes of a racial or religious nature which cause awkwardness or embarrassment
- Displaying or electronically transmitting racist pictures, jokes or other offensive material
- Condescending or paternalistic behaviour which undermines self-respect based on a person's membership in one of the protected grounds
- Offensive gestures based on a person's membership in one of the protected grounds
- Refusing to converse or work with an employee because of their race or ethnic background, or for any other protected ground under the Ontario *Human Rights Code*
- Imitating a person's accent, speech or mannerisms

Sexual Harassment

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

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

Examples may include, but are not limited to:

- Continuous conversation of a sexual nature
- Persistent and offensive jokes of a sexual or gender-specific nature
- Suggestive or insulting sounds (example, whistling or cat-calls)

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- Lewd gestures
- Advances that are unwelcome or ought reasonably to be known to be unwelcome, including unwanted touching, flirtation, propositions, requests for sexual favour or other verbal or physical conduct of a sexual nature;
- Sexual comments about body shape, clothes or weight
- Comments about a person's sex life or relationship with partner
- Posting or electronically transmitting pornographic or sexually explicit pictures and jokes
- Sexual exposure
- Unnecessary physical contact (example pinching, touching or patting)
- Sexual assault
- Sexual innuendoes or taunting
- Vulgar humour or language
- Leering (persistent sexual staring)
- Sexual advances or demands that are unwelcome
- Threats, punishment or denial of a benefit for refusing a sexual advance
- Offering a benefit in exchange for a sexual favour

Workplace harassment does not include:

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

Workplace Violence

Workplace violence includes but is not limited to the following:

- a) the use of physical force against or by a worker that causes or could cause physical injury, including but not limited to, physical acts such as punching, hitting, kicking, pushing, damaging property or throwing objects;

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- b) the attempted use of physical force against or by a worker that could have caused physical injury; and
- c) an action or statement (or series of actions or statements) reasonably believed to be a threat of physical harm or as a threat to safety or security in the workplace.

Examples of workplace violence can include, but is not limited to:

- Physically threatening behavior such as shaking a fist at someone, destroying property, throwing objects
- Verbal or written threats to physically attack a worker
- Leaving threatening notes or sending threatening emails
- Wielding a weapon at work
- Engaging in stalking behaviour of any employee
- Physically aggressive behaviours including hitting, shoving, standing excessively close to someone in an aggressive manner, pushing, kicking, throwing an object at someone, physically restraining someone or any other form of physical or sexual assault

Violence that occurs outside the normal workplace but which has an impact on the working environment, including working relationships, may also be considered violence in the workplace.

Domestic Violence

Domestic violence is defined as behaviour used by one person to gain power and control over another with whom he/she has an intimate relationship. This behaviour may include physical violence or threats of violence, sexual, emotional and psychological intimidation, and stalking.

Any employee experiencing violence outside of the workplace (i.e., domestic violence) that may create a risk of danger to themselves or others in the workplace is encouraged to report such violence as set out in the procedure below so that the County can take reasonable precautions in the circumstances.

Poisoned Work Environment

An environment in which workplace harassment or discrimination create a hostile, negative, intolerable Workplace as assessed by a reasonable, objective observer.

Complainant

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

Respondent

A person named in the complaint who is alleged to have engaged in harassment or discrimination under this Policy.

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Investigator

The Director of People & Equity or designate or any third-party investigator who may be retained to conduct investigations under this Policy. The County of Dufferin reserves the right to retain an external third party to investigate allegations against Senior Management, People & Equity staff, or other staff members depending upon the situation.

Abuse of Authority

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

Trivial, Frivolous or Malicious Complaints

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

RESPONSIBILITIES

Organization

It is the responsibility of the County:

- To take reasonable, preventative measures to protect employees and others in the Workplace from workplace discrimination, harassment and violence
- To ensure that all employees are trained in this Policy
- To post this Policy in a conspicuous place in the workplace
- To ensure that this Policy is communicated to contractors and other persons who attend Workplaces
- To establish a process for reporting and responding to incidents of workplace discrimination, harassment and violence
- To ensure the process for reporting and responding to incidents of workplace discrimination, harassment and violence is communicated, maintained and followed
- To ensure that this policy is reviewed at least annually

Managers and Supervisors

It is the responsibility of managers and supervisors:

- To understand and abide by the requirements of this Policy and refrain from engaging in any behaviour that constitutes discrimination, harassment or violence
- To establish and maintain a Workplace free of all forms of discrimination,

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harassment or violence for each individual.

- To communicate and review this Policy with the employees they supervise or manage
- To verify that all contractors and others who attend the Workplace are aware of this Policy
- To adequately train employees on the Policy, ensuring they are familiar with their roles and responsibilities in preventing discrimination, harassment and violence, and the process for reporting concerns, as well as the procedures for investigating and following up on such incidents
- To encourage employees to report complaints or incidents of workplace discrimination, harassment and violence
- To communicate and reinforce this Policy to new staff and ensuring that all staff are aware of the Complaint procedure, including their role in these procedures
- To respond to all Complaints or incidents of workplace discrimination, harassment and violence in a professional manner appropriate in the circumstances
- To promptly report all Complaints or incidents of workplace discrimination, harassment or violence they receive or witness to the Director of People & Equity or designate

Employees (including Managers and Supervisors)

It is the responsibility of employees:

- To comply with this Policy at all times and refrain from engaging in any behaviour that constitutes workplace discrimination, harassment or violence
- To immediately notify their supervisor or other designated person of any incident of workplace discrimination, harassment or violence whether the notifying employee is the victim or not. In the case of an extreme or imminent threat of physical harm to themselves or any person, the employee should contact the police
- To understand and be familiar with all corporate policies in place for protection against all forms of harassment, discrimination and violence
- To participate in training regarding this policy and County procedures directed at workplace harassment and violence risks in the workplace
- To fully cooperate in any investigation of complaints or incidents of workplace harassment, discrimination and violence, or breaches of this Policy.

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PROCEDURE

The Director of People & Equity and designate as assigned is responsible for providing support and subject matter expertise related to this Policy.

Any individual may seek confidential advice or assistance from the Director of People & Equity or designate on how to deal with a situation of discrimination or harassment and how to make a complaint if necessary.

Risk Assessment

The County shall be responsible for assessing the risk of violence in the Workplace that may arise from the nature of the Workplace, type of work and conditions of work, taking into account circumstances that would be common to similar workplaces as well as circumstances specific to the Workplace. The assessments will be reviewed at least annually to determine if a reassessment is required.

The members of the Joint Health & Safety Committee will receive copies of the completed assessment to ensure employees are aware of potential violence risks and to assist in identifying further risks.

Where a risk is identified, the nature and extent of the risk, as well as any precautions and procedures to eliminate or minimize the risk, will be conveyed to all impacted workers. In addition, the County will take all reasonable steps to eliminate or minimize the risk to the extent possible. Reasonable steps to eliminate or minimize the risk may include such things as training, reviewing and/or revising this Policy, conducting additional assessments or safety reviews, implementing additional policies and/or procedures and/or implementing safety plans.

Informal Resolution Approaches

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

The Director of People & Equity, Senior Management or designate will assist the employees to discuss the incident and their concerns and come to an agreed upon outcome.

As an alternative, informal mediation can be arranged with both employees. Participation in mediation is voluntary and either party can withdraw at any time.

Should the above approaches be ineffective, and/or the behaviour continues, it should be reported.

Reporting Incidents of Workplace Discrimination, Harassment and Violence

Where an employee requires immediate assistance because workplace violence is occurring or is likely to occur, employees should call their direct supervisor and/or where necessary, 911.

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All employees are expected to raise any concerns about or report incidents of workplace discrimination, harassment or violence to the department Director, direct supervisor or to the Director of People & Equity or designate.

All complaints must be submitted in writing by the Complainant to their supervisor, manager or the Director of People & Equity or designate as soon as possible from the date when the incident is alleged to have occurred. A complaint should include, but not be limited to the following information:

1. Name(s) of the Complainant(s) and contact information
2. Name of the alleged Respondent(s), position and contact information (if known)
3. Names of the witness(es) (if any) or other person(s) with relevant information to provide about the incident (if any) and contact information (if known)
4. Details of what happened including date(s), time(s), frequency and location(s) of the alleged incident(s)
 - a. Any supporting documents the worker who complains of harassment may have in his/her possession that are relevant to the complaint.
 - b. List any documents a witness, another person or the alleged harasser may have in their possession that are relevant to the complaint.

If the alleged Respondent is the manager or supervisor of the individual, the incident or complaint may be reported directly to the Director of People & Equity or designate. However, if a complaint is regarding the conduct of senior management, or staff are uncomfortable or unable to report it internally, the complaint may be reported to an outside party such as the Ministry of Labour.

If an incident of workplace harassment or violence involves a Respondent who is not an employee of the County, a member of the Senior Management team or the People & Equity department will report the incident to that person's employer and/or such other person as the County determines is appropriate in the circumstances.

Nothing in this Policy prevents or discourages an employee from filing an application with the Human Rights Tribunal of Ontario on a matter related to the Ontario *Human Rights Code*. An employee also retains the right to exercise any other legal avenues that may be available, including filing a grievance if the employee is a member of the bargaining unit.

Investigation

All Complaints or incidents of workplace harassment, discrimination and/or violence will be promptly and fairly investigated as reasonable in the circumstances. The Director of People & Equity or designate may appoint a person or persons, including external third party investigators where necessary, to investigate a Complaint under this procedure (the "Investigator").

Every effort will be made to protect the privacy of the individuals involved in an investigation and to ensure that the Complainant(s) and Respondent(s) are treated fairly and respectfully. Information about the alleged incident or complaint of workplace harassment or discrimination, including identifying

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information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law.

The County may commence an investigation into any circumstances which it believes may constitute a violation of this Policy, notwithstanding that a Complaint has not been made by an employee or other person. Workers must fully cooperate with any investigation.

The Investigator will review the written complaint, gather information and contact the alleged Respondent(s)/witness(es) to investigate accordingly. The investigation will include:

- A documented interview with the Complainant and/or victim
- A documented interview with the alleged Respondent(s)
- A documented interview with any witnesses with relevant information
- Any other step the Investigator(s) deems necessary to fully and fairly investigate the Complaint or incident
- At the conclusion of the investigation into an incident or complaint, the Investigator will prepare a written report of the factual findings
- Where the Respondent is a County employee, their supervisor and/or, in consultation with management and/or the People & Equity department, will take any necessary corrective action warranted in the circumstances
- Where the Complainant is a County employee and is found to have brought forward a complaint in bad faith, their supervisor, in consultation with management and/or the People & Equity department, will take any necessary disciplinary action
- The severity of any disciplinary action, which may include dismissal from employment, will be consistent with the seriousness of the conduct at issue, such that more significant discipline will follow more serious conduct or repeated violations of this Policy
- Upon completion of the investigation, the County of Dufferin will advise in writing the Complainant and Respondent, if the Respondent is a County employee, of the findings of the investigation and any corrective action that has been or will be taken as a result of the investigation

No Reprisal

This Policy prohibits reprisals against employees, acting in good faith, who report or provide information regarding a complaint or incident of workplace discrimination, harassment or violence.

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

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Reprisal includes:

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

False Complaints

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

Other Recourse

The provisions of this Policy in no way affect the right of any person to exercise his or her rights under the Occupational *Health and Safety Act* or the Ontario *Human Rights Code*, within the time limits specified by the applicable legislation.

Training

All employees will be provided with information and instruction on the application of this Policy.

Record Keeping

The County (Director of People & Equity or designated person) will keep records of the investigation including:

1. a copy of the complaint or details about the incident;
2. a record of the investigation including notes;
3. a copy of the investigation report (if any);
4. a summary of the results of the investigation that was provided to the Complainant
5. a copy of any corrective action taken to address the complaint or incident.

All records of the investigation will be kept confidential. The investigation documents shall not be disclosed unless it is necessary to investigate an incident or complaint of workplace harassment, take corrective action or otherwise as required by law.

Timeline for Review

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

SUBJECT	Harassment & Respectful Workplace Policy	POLICY NUMBER	2-04-16
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its content.

Sonya Pritchard
Chief Administrative Officer



A community that grows together

Report To: Warden and Members of County Council

Meeting Date: December 14, 2023

Subject: Update: Non-Union Total Compensation Review

From: Rohan Thompson, Director of People & Equity

Recommendation

THAT the report of the Director People & Equity, titled Update: Non-Union Total Compensation Review, dated December 14, 2023, be received;

AND THAT the changes to total compensation outlined in the report be approved.

Executive Summary

Ensuring the County is an inclusive, equitable and supportive employer of choice is a key goal in Strategic Plan 2023-2026. Providing competitive compensation, both monetary and non-monetary, that is responsive to employee needs is critical in this endeavor. This report outlines changes to insured benefits, vacation, and personal leave. These key changes were informed by the recommendations of the Non-Union Total Compensation Review, the Corporate Strategic Plan, and the Equity Strategic Plan.

Background & Discussion

The need for a total compensation review has been clearly identified. In 2022, during the approval of a Non-Union Wage Market Review, Council provided direction to staff to complete an assessment of the County's non-monetary compensation package to strengthen the retention of current County employees and to aid with the attraction of new talent to the organization. It was acknowledged by staff and Council that simply using increased wages to support the County's recruitment and retention efforts are not in line with best practices. Although the County competes for talent with larger municipalities to the south, it is not feasible to offer comparable wages, making the use of non-monetary compensation even more important.

The Equity Strategy emphasizes the need to establish a wellness-focused organizational culture that prioritizes individuals' physical, emotional, and mental well-being. It recommends a review of the benefits package to ensure that wellness, gender-affirming care and flexibility for caregivers is addressed. The Corporate Strategic Plan confirms the commitment to employee well-being, with the goal of ensuring the County is an inclusive equitable and supportive employer of choice and identifies a tactic of completing a total compensation review.

Total Compensation Review Process

A total Compensation Review Committee (the Committee) was assembled in January 2023 and was composed of 11 committee members from various County departments as well as a Chair and a Co-Chair from the People and Equity department. Members of the committee were selected from applications received and submitted to the Director of People and Equity.

The Committee's mandate was to review the current non-union total compensation package, excluding salary and base wages, and make recommendations that would optimize the non-monetary total compensation package.

The Committee used the following principles to guide its recommendations:

- Diversity, equity, and inclusion - Recommendations are inclusive and address the needs of those team members belonging to groups that experience marginalization.
- Attraction and retention - Recommendations are attractive to external candidates and valued by current employees.
- Cost effectiveness - Recommendations are fiscally responsible.
- Current vs future employees - Recommendations reflect the needs of current employees but are mindful of what future employees may desire.
- Laws and regulations - Recommendations consider laws and regulations that are in effect.
- Administration - Recommendations consider what changes will need to occur to implement the recommendation and who will be responsible for those changes.

Mosey & Mosey, the County's benefit consultants, provided analysis and guidance. They assisted with developing and distributing a confidential survey, in May 2023, for all non-union employees regarding their non-monetary compensation package. The survey asked questions about health benefits (insured) and the separate benefits provided to employees directly by the County (uninsured).

Responses from the survey were consolidated by Mosey & Mosey and shared with non-union employees in July 2023. 143 non-union staff members responded to the survey and the participation rate was quite high at 83 percent. The results from the survey provided the Committee with an understanding of what was important to employees and aided the Committee in determining what recommendations to move forward with. Mosey & Mosey met with the committee on several occasions to discuss recommended changes to the health benefit plan.

Total Compensation Review Outcomes

Changes to Health (Insured) Benefits-2024

The County's health benefits plan has remained stagnant for years. The plan design changes will support the plan's overall sustainability, as well as the County's efforts to be an employer of choice. The changes align with principles in the mandate. Changes commence on July 1, 2024, except for the Dental Cap, and Gender Affirming Care which would commence on January 1, 2025.

1. Implement an Evidenced Based Drug Plan

Prescription drug plan costs continue to increase at a rapid rate and may not be sustainable for the County over the long term. The Evidence Based Drug Plan (EBDP) covers reimbursement for almost all drugs but encourages smart choices by reimbursing more cost-effective drug treatments at higher levels.

2. Separate Eye Exams from Vision Coverage

Vision coverage is a highly valued benefit that impacts several of the County's employees. Distinguishing eye exams from vision coverage means more regular eye health checks for employees, which helps to identify vision problems at an early stage, with minimal expense to the County.

3. Increase maximum from \$500 to \$750 for Paramedical Practitioners

Paramedical coverage is a highly valued benefit that is important to employees. Increasing annual coverage helps support the health of current employees and aids as a recruitment tool for prospective employees as paramedical coverage has become an expectation for most candidates searching for employment.

4. Increase the annual maximum from \$500 to \$1,500 for Mental Health Practitioners

Millions of Canadians experience mental health problems or illnesses in any given year. Investments in mental health benefits can have a positive impact on

employees' well-being, leading to greater productivity, and positively impacting employee retention and attraction.

5. \$500 annual bonus to permanent part time employees

In lieu of health benefits, permanent part-time employees will receive a \$500 annual bonus. It was recently identified that providing a Health Care Spending Account (HCSA) or a Personal Spending Account (PSA) to permanent part time staff would result in them being ineligible for the Federal Canada Dental Benefit Program. It was recommended, by our benefit consultants, that we provide the amount proposed for the HCSA/PSA to eligible permanent part-time staff in the form of an annual bonus.

The net cost of all of the above changes in 2024 is \$16,500.

Changes to Health (Insured) Benefits-2025

1. Implement an annual cap on Basic Dental Coverage of \$1,800 per person

The Ontario Dental Association (ODA) Fee Guide has risen substantially over the last year and insurance providers which will drive up renewal contracts in the coming years. Implementing a cap on coverage provides a cost containment strategy for the County and will affect minimal employees (based on 2022 data).

2. Provide Gender Affirming Care

This benefit is directly linked to the Equity Strategic Plan, 1.4. Phase One, "Complete a review of the team member benefits package, and update to incorporate inclusive benefits that prioritize wellness, *gender-affirming care*, and flexibility for caregivers." This benefit is for areas where there are gaps in the provincial health care coverage.

Changes to Uninsured Benefits

1. Increase vacation entitlements

The Equity Audit and Total Compensation Review Survey both indicated a need to increase the current vacation entitlements. In the Equity Audit, employees expressed frustration with the limited vacation time they are provided, and, in the survey, it was the most important uninsured benefit offered by the County. Additionally, many employees at the time of recruitment (especially in the tight labour market of the last several years) negotiate a higher vacation entitlement.

Current Vacation Entitlement for Full Time Employees

Length of Service	Days	Weeks
1 year but less than 3 years	10	2
3 years but less than 8 years	15	3
8 years but less than 14 years	20	4
14 years but less than 25 years	25	5
25 years and over	30	6
There will be 1 additional day for each year of service over 25 to a maximum of 7 weeks		
Department Heads shall be entitled to an additional week of vacation in lieu of overtime, as per Article 10, Section, 3 (g)		
In addition to the time above all full-time employees also receive 2 float days (used over the holiday closure period) and 1 Heritage Day to be used any time		

Proposed Vacation Entitlement for Full Time Employees

Length of Service	Days	Weeks
Start to end of year 2	20	4
3 years to end of year 7	25	5
8 years to end of year 13	30	6
14 years to end of year 24	35	7
25 years and over	35 + 1*	7 + 1*
There will be 1 additional day for each year of service over 25 to a maximum of 8 weeks.		
Department Heads shall be entitled to an additional week of vacation in lieu of overtime, as per Article 10, Section, 3 (g)		
The 2 float days and heritage day have been eliminated.		

The carryover of vacation time from year to year will be reduced from 10 days to 5 days, encouraging the use of vacation time in the calendar year and lessening the liability associated with outstanding vacation accruals. Pay out of vacation, regardless of reason for separation from the County, will be pro-rated based on the end date of employment, plus any balance carried forward from the previous year and reduced for any vacation hours used up to the pro-rated vacation entitlement. This represents a change to this process where vacation payout was not previously pro-rated, further limiting vacation liability in any given year. Increased vacation time for full-time staff is a non-monetary benefit and has no direct costs other than what may be paid out from time to time upon departure.

Current Vacation Entitlement for Part Time Employees (Seasonal, Student, Contract, Casual)

	Percentage Paid per hours worked	Minimum Full Time Equivalency in Hours	
		Part Time	Seasonal
0 – less than 3 years	4%		
3 years – less than 8 years	6%	2,912	3,328
8 years – less than 14 years	8%	10,192	11,648
14 years – less than 25 years	10%	18,928	21,632

Proposed Vacation Entitlement for Part Time Employees

Continuous Length of Service	% Paid	Increases in vacation percentage paid will be achieved by continuous length of service, not by hours worked.
Start to end of year 2	6%	
3 years to end of year 7	8%	
8 years to end of year 13	10%	
14 years to end of year 24	12%	
25 years and over	14%	

The increase to part time employee percentage paid vacation changes the way in which increases in vacation percentage are earned; from hours worked to continuous length of service. This increase is a monetary benefit and has a net cost of \$48,000 in 2024.

2. Change in Incidental Leave (Sick) to Personal Leave

The Equity Audit and Total Compensation Review Survey both indicated a need for increased paid time off for illness or other personal situations. In the survey, Incidental Leave was the second most valued uninsured benefit, and the Equity Audit supports providing more paid time off to part-time employees as they are ineligible for Short or Long-Term Disability benefits.

Current Incidental Leave

Incidental Leave	Per Calendar Year	Other
Full Time Employees	6 days	Eligible for payout at year end
Part Time Employees	2 days	No eligibility for payout

Proposed Personal Leave

Incidental Leave	Per Calendar Year	Other
Full Time Employees	8 days	No eligibility for payout
Part Time Employees	4 days	No eligibility for payout

The changes to incidental leave include increasing the number of days allocated to both full time and part time staff, eliminating any payout of unused time. The elimination of the sick-day payout represents a savings of \$165,000.

Non-Union Wage Market Reviews

In 2021, the County retained a consultant to conduct a review of the current compensation. A custom market survey was conducted using 10 municipal comparator organizations. County compensation was set using the 55th percentile of the market rates, to adjust the non-union pay grid, using a phased approach starting in 2022. At the conclusion of the review, it was recommended that the County adopt a practice of periodic market reviews of all positions on a 4-year cycle to ensure the County is offering competitive compensation.

Committing to these reviews will not only assist the County with maintaining competitive compensation, but it will also help retain and motivate existing employees and attract new talent to the organization. This has become a best practice in the municipal sector, providing analysis that supports adjustments to the salary grid to ensure that the municipality is not overpaying or underpaying positions.

Financial, Staffing, Legal, or IT Considerations

Ensuring employees are appropriately compensated with a competitive total compensation package is key to attracting and retaining talented people. A sound process for total compensation and market review in conjunction with a predictable cost of living adjustment policy creates a strong foundation.

Non-union Cost of Living Increases

Over the past several years non-union compensation has been adjusted as follows:

- 2024 – 4.0% effective April 1st*
- 2023 – 4.0% effective July 1st*
- 2022 – 2.75% effective July 1st
- 2021 – 1.5% effective July 1st
- 2020 – 1.5% effective July 1st

In 2023, a Cost of Living Adjustment Policy was introduced to provide increases to total compensation equal to the 12 month rolling CPI average, to a maximum of 4%. In 2023, the full 4% adjustment was for salaries. In 2024, a portion is for wages and benefits. This policy also includes advancing the effective date of the increase from July 1st to January 1st by 2025.

In 2024, the 4% compensation adjustment is broken down as follows:

Salaries – 3.2%

Benefits – 0.8%

In Support of Strategic Plan Priorities and Objectives

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:

Rohan Thompson
Director of People and Equity

Reviewed by: Sonya Pritchard, Chief Administrative Officer



MULMUR-MELANCTHON FIRE BOARD

January 16, 2024

RESOLUTION: SIMUCAST RADIO SYSTEM CAPITAL PROJECT

Moved by White and Seconded by Lyon

THAT the Mulmur-Melancthon Fire Board support the concept of the Simucast Radio System Capital Project;

AND THAT Mulmur-Melancthon Fire Board request that the project be deferred to 2025 to allow for the submission of a business case, procurement and information gathering;

AND FURTHER THAT the Mulmur-Melancthon Fire Board request financial assistance from the County of Dufferin in support of the Simucast Radio System Project and the emergency readiness initiatives of Dufferin County Fire Departments.

CARRIED.

Respectfully Submitted,

Roseann Knechtel, Clerk
Secretary for the Mulmur-Melancthon Fire Board