



**Notice and Agenda
United Counties of Leeds and Grenville
Special Committee of the Whole**

Thursday, November 21, 2024

9:00 a.m.

Council Chambers

25 Central Avenue West, Brockville, Ontario

	Pages
1. Call to Order	
The Items on this Agenda are carried over from the Wednesday, November 6, 2024 Committee of the Whole meeting.	
2. Adoption of Agenda	
3. Disclosure of Pecuniary Interest and General Nature Thereof	
4. Staff Reports - Action Reports	
4.1 Report No. CW-089-2024: Employee Engagement Survey	1 - 29
4.2 Report No. CW-090-2024: Remote Work Policy	30 - 45
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5.1 Report No. CW-086-2024: Environmental Leadership Canada - Municipal Climate Intern Program	46 - 49
6. Sub-Committee, Ad Hoc Committee, and Member Reports	
6.1 Eastern Ontario Wardens' Caucus Update - Warden Peckford	
6.2 AMO Board Update - Robin Jones	
6.3 Leeds, Grenville and Lanark District Health Unit Update - Robin Jones and Tory Deschamps	50 - 50

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8.	Unfinished Business	
8.1	CAO's Report - Policy and Action Requests	53 - 54
9.	Notices of By-law/Notices of Motion	
9.1	A By-law to Adopt a Remote Work Policy	
9.2	A By-law to Award Contract No. PW-2024-20 - Greenbush Patrol Yard Regrading and Paving (Phase 2 of 3)	
9.3	A By-law to Enter Into a Memorandum of Understanding with the Township of Edwardsburgh Cardinal for Storage of a Sidewalk Plow at the South Grenville Patrol Garage	
9.4	Notice of Motion - C. Smith-Gatcke re: Creation of a Finance Committee	
10.	Questions from the Media	
11.	Questions from the Public	
12.	Closed Meeting - Nil	
13.	Adjournment	

NOVEMBER 6, 2024

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-089-2024

EMPLOYEE ENGAGEMENT SURVEY

**KIMBERLY LITTLE
DIRECTOR OF CORPORATE SERVICES**

RECOMMENDATIONS

THAT the Committee of the Whole recommend to Council that staff be authorized to enter a single source contract for the purchase of a McLean & Company membership subscription for a three-year period for a total of \$90,029 plus HST.

FINANCIAL IMPLICATIONS

The McLean & Company membership for an organization of our size is \$31,980 for a one-year contract which is subject to a 5% annual increase at renewal. A three-year contract produces costs and savings as follows:

	One-year contract with renewal	Three Year Contract
Y1 - 2025	\$31,980	\$28,558
Y2 - 2026	\$33,579	\$29,986
Y3 - 2027	\$35,258	\$31,485
Total	\$100,817	\$90,029

This expense would be included in the annual operating budget for the Human Resources Department which is shared through chargebacks to Departments by employee head count.

CLIMATE CHANGE IMPLICATIONS

The survey itself will be administered digitally to the fullest extent possible. Further, where possible reports are provided in a digital format to reduce the Counties carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. Likewise, the Staff Engagement survey will similarly be made available in alternate accessible formats on request.

COMMUNICATIONS CONSIDERATIONS

Based on direction to staff, regular communication protocols will be followed. Communication surrounding the rollout, subsequent survey results, and action planning there after will be given attention as part of the survey implementation planning to ensure staff trust in the process and in turn a high completion rate.

BACKGROUND

In October 2024, staff were directed to plan for the delivery of an Employee Engagement Survey to establish a baseline, with a recurring annual survey to measure change or improvement. This report proposes a resource to be engaged to undertake the implementation of an Employee Engagement Program which includes a Survey.

Employee engagement is a measure of how invested an employee is in the organization and its goals, and in their team. Engaged employees may be described as:

- Knows and enjoys their role and responsibilities; finds meaning in the work they do
- Loyal, productive and efficient
- Innovative and interested in or looking for opportunities learn, grow and take on new challenges
- Brings positivity to the workplace and contributes to high morale
- Feels committed to the organization and its success

One way to measure employee engagement is through an Employee Engagement Survey. The overall objective of an Employee Engagement Survey is to keep abreast of

factors impacting retention, workplace culture and overall satisfaction. The survey can aid with:

- Identifying areas for improvement
- Building rapport with employees
- Garnering feedback to initiate change
- Understanding organizational strengths
- Cultivating an engaged workforce

DISCUSSION/ALTERNATIVES

McLean & Company is a membership-based subscription to comprehensive, research-based HR resources. The membership provides actionable resources as follows:

- Project specific steps, tools, resources to use independently or with a guided implementation approach
- Evidence-based diagnostic programs
- Comprehensive training programs for HR staff development or for use in development and delivery of broader organizational training.

McLean & Company is a global company with a physical presence in Toronto, Ontario. Some of the current municipal subscribers include: County of Simcoe, Town of Oakville, Peterborough County, Town of Whitechurch-Stouffville, City of Kawartha Lakes and the Municipality of Waterloo.

The Counties' IT Department has a similar subscription to InfoTech, though at a lower cost due to being a longer time subscriber. The Department finds the resources invaluable and has used their subscription for research, guided implementation, mentorship and most recently staff training. The HR Department has been examining the McLean & Company offering for several years now, but has delayed recommending purchase due to other priority projects consuming internal resources. Staff need time to properly maximize the value of such a subscription.

The Employee Engagement program combined with the strategic priority related to Diversity, Equity and Inclusion and the resources available through McLean & Company for both initiatives make this right time to purchase this robust and valuable resource.

For further detail on the McLean & Company membership, see Attachment A – McLean & Company Membership Overview.

A sample report from the McLean & Company Employee Engagement Program is included in Attachment B.

Membership Cost. The McLean & Company membership for an organization of our size is \$31,980 for a one-year contract which is subject to a 5% annual increase at renewal. A three-year contract commitment affords slightly better pricing, as follows:

	One-year contract with renewal	Three Year Contract
Y1 – 2025	\$31,980	\$28,558
Y2 -2026	\$33,579	\$29,986
Y3 - 2027	\$35,258	\$31,485
Total	\$100,817	\$90,029

Value Proposition and Comparators. An Employee Engagement survey, could be done for less cost, though would likely require more self-serve/do-it-yourself, and/or would not come with the same analysis, diagnostics and advisory support in developing a strategic action plan from the survey results. An informal request for pricing was put to two of McLean & Company competitors, and yielded quotes of \$60,000 to \$75,000 for the three years of Employee Engagement Surveys. Their focus is solely the employee engagement piece, meaning this pricing does not include the strategy, research, training and advisory services that come with a McLean & Company membership.

Based on these comparators, the additional resources of the McLean & Company membership are a value-added inclusion which the HR department would fully utilize, and which explain the higher cost. The additional resources of the membership are described in Attachment A – McLean & Company Membership Overview.

Alternatively, staff could be directed to develop and undertake a tender process early in 2025 to purchase only the services associated with conducting an Employee Engagement Survey.

ATTACHMENTS

A – McLean & Company Membership Overview

B – Sample McLean & Company Employee Engagement Program Report

The report set out above has been reviewed and the information verified by the individuals listed below.

KIMBERLY LITTLE
DIRECTOR OF CORPORATE SERVICES

OCTOBER 21, 2024
DATE

PAT HUFFMAN
TREASURER

OCTOBER 21, 2024
DATE

ALISON TUTAK
INTERIM CHIEF ADMINISTRATIVE OFFICER

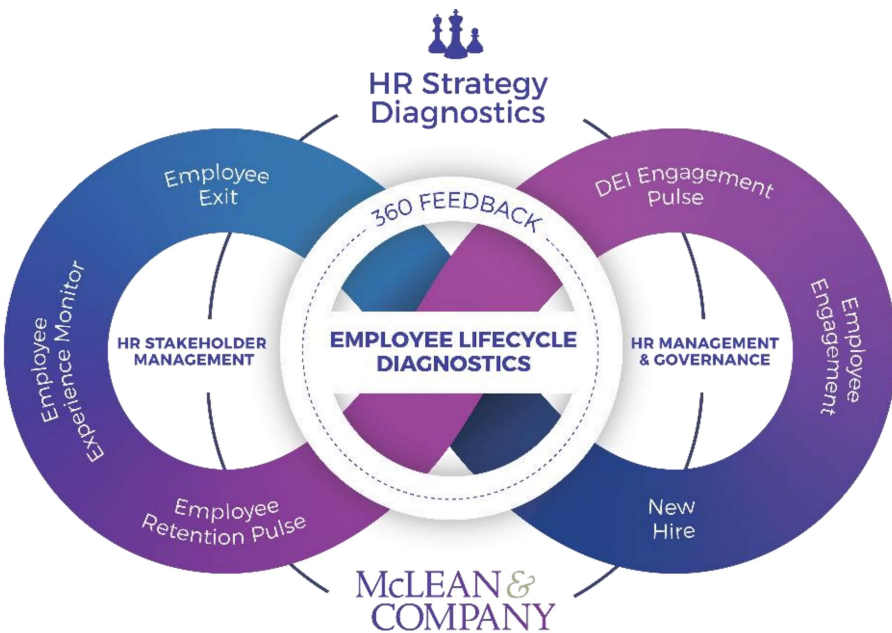
OCTOBER 29, 2024
DATE

Best Practice Research & Advisory Support

OUR FOCUS AREAS



Build a Data-Driven Strategy Using Full-Service Diagnostic Programs



Improve Employee Experience and HR Processes

New Hire Survey

Ensure recruiting and onboarding programs are effective by surveying new employees.

Employee Engagement

Move beyond measuring job satisfaction with a comprehensive view of engagement.

Diversity, Equity, and Inclusion Engagement Pulse

Take a thoughtful approach to mobilize inclusion efforts across your organization.

Employee Retention Pulse

Identify the early signs of employee turnover and develop a talent retention strategy.

McLean Employee Experience Monitor

Evolve to leader-driven engagement with a real-time dashboard and results.

Employee Exit Survey

Understand why people leave the organization in order to proactively retain top talent.

360 Feedback

Empower employees with a holistic view of their performance to prioritize development.



Optimize the HR Department for Success

HR Stakeholder Management Survey

Align HR initiatives with business strategy and stakeholder needs.

HR Management & Governance

Improve HR's core functions and drive project success.

McLean Learning Solutions



Training Downloads

Download our ready-to-deliver training decks and LMS modules designed for easy facilitation.

Audience: HR & Leaders



McLean Academy

Explore a series of online courses designed to further your HR team's professional development.

Audience: HR



Online Training

Engage highly-rated McLean facilitators to deliver interactive & collaborative online learning experiences.

Audience: HR & Leaders



DEI Foundations for Leaders

Equip managers to support the organization's DEI journey.

Audience: Leaders



Elevate HR

Boost HR skills and build a world-class professional network.

Audience: HR



Management Fundamentals

Help people managers develop or refresh skills with 10 weeks of practical and interactive training.

Audience: Leaders

Engage in training programs driven by best practices & analytics

Designed with **practicality** in mind.

Use McLean & Company's resources to move through the stages of the employee engagement program



Engagement Report

Sample Company, Inc.

Current period:

Jan 11, 2024 - Jan 26, 2024

of employees: **593**

of responses: **537**

Response rate: **91%**

Previous period:

Oct 7, 2022 - Oct 22, 2022

McLean & Company Engagement Model

Sample Company, Inc.
Open Date: Jan 11, 2024
Close Date: Jan 26, 2024

of employees: 593
of responses: 537
Response Rate: 91%



Employee Engagement Goes Beyond Satisfaction

Sample Company, Inc.
 Open Date: Jan 11, 2024
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 Response Rate: 91%



SATISFIED

ENGAGED

Satisfied employees feel comfortable and are generally happy that their needs are being met.

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization



Average Performance

Optimal Performance

Characteristics

Characteristics

Less likely to help others for the betterment of the organization

Help others for the betterment of the organization



Meet minimum performance requirements

Consistently exceed performance requirements

Generally keep to themselves

Recommend improvement opportunities

Stay at the organization because of what they **get from it**

Stay at the organization for what they **give to it**

Committed to the degree that their needs are met

Have a sense of purpose and pride in their work

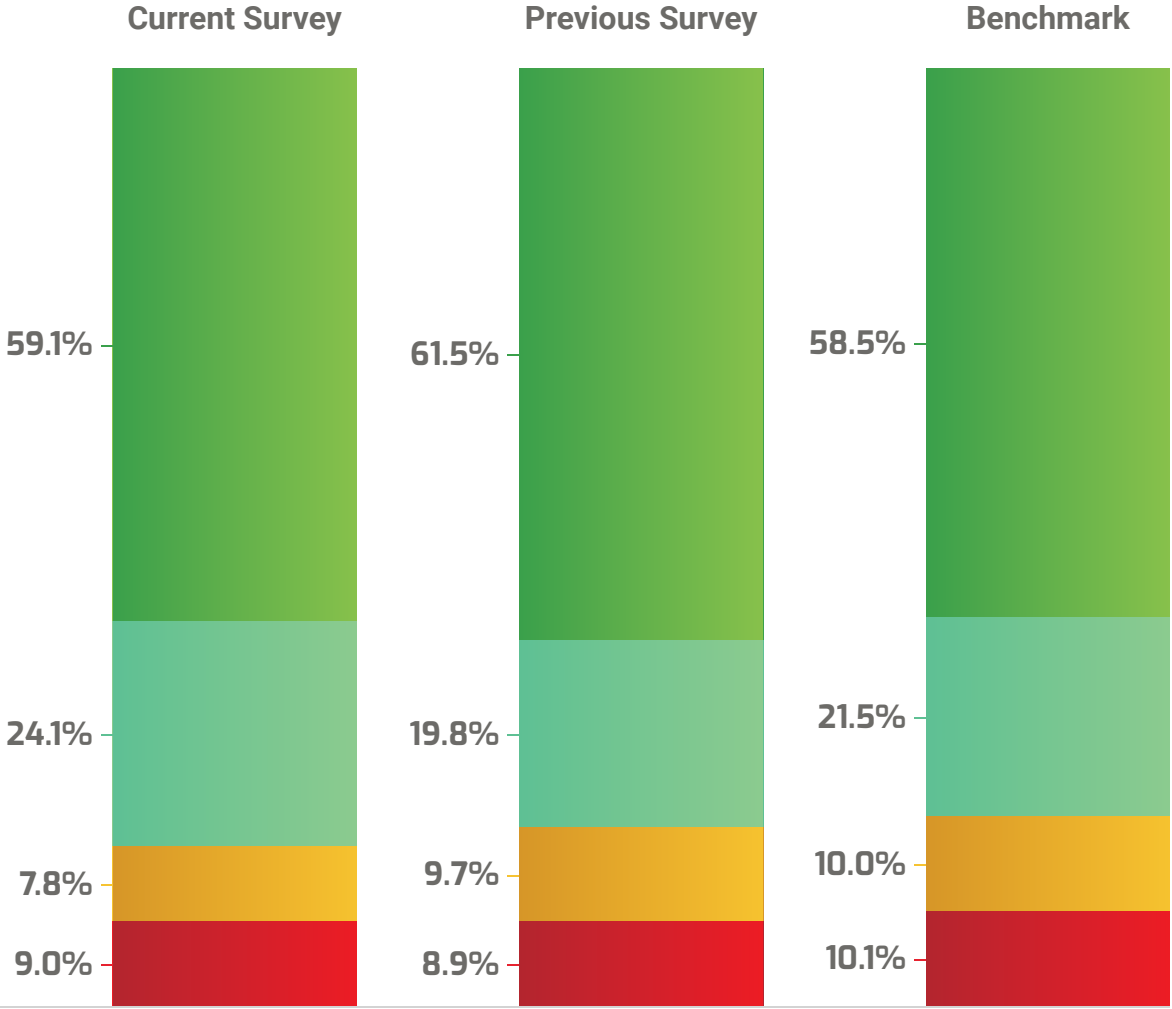
Overall Engagement Results

Sample Company, Inc.
 Open Date: Jan 11, 2024
 Close Date: Jan 26, 2024

of employees: 593
 # of responses: 537
 Response Rate: 91%



See the **appendix** in this report for more information on the engagement calculation and benchmark.



ENGAGED

Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

ALMOST ENGAGED

Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

INDIFFERENT

Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

DISENGAGED

Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

Engagement Measure Question Scores

Sample Company, Inc.
Open Date: Jan 11, 2024
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Response Rate: 91%



			Previous Survey	Benchmark
I regularly offer to help my colleagues at work.		92%	82% (+10)	89% (+3)
My contributions are important to the success of my department.		86%	62% (+24)	86% (0)
My contributions are important to the success of the organization.		82%	94% (-12)	81% (+1)

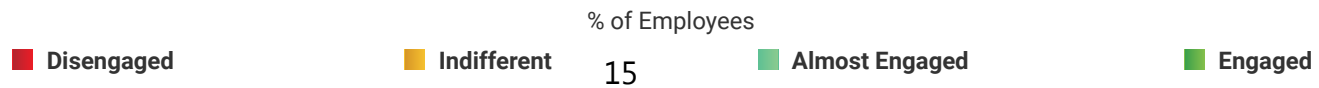
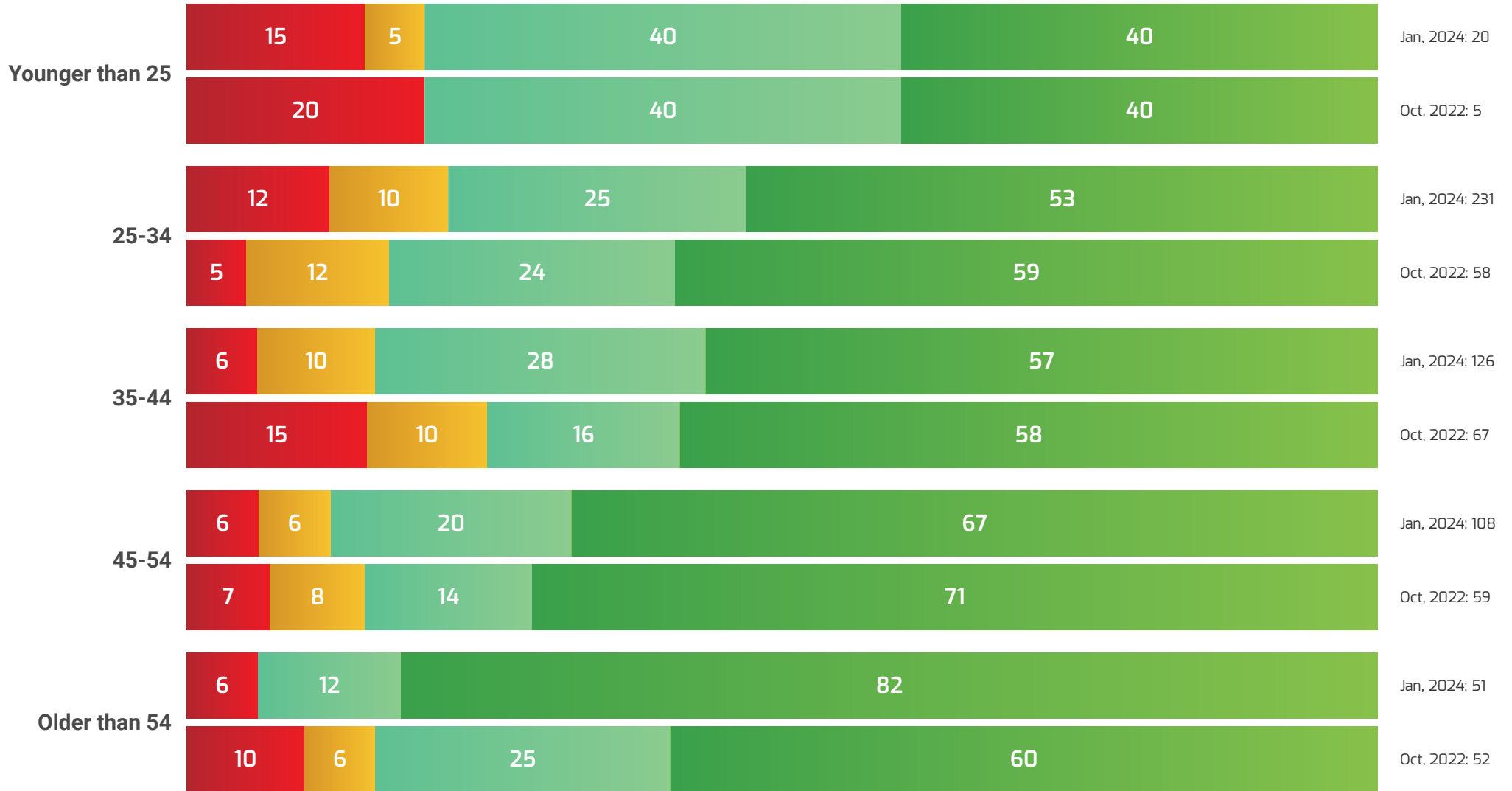
Additional questions have been removed for sample purposes.

The full report will include all engagement questions and scores.

Engagement by Age

Sample Company, Inc.
 Open Date: Jan 11, 2024
 Close Date: Jan 26, 2024

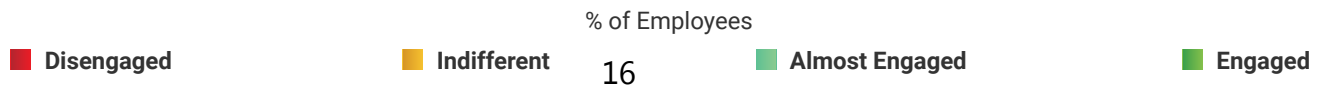
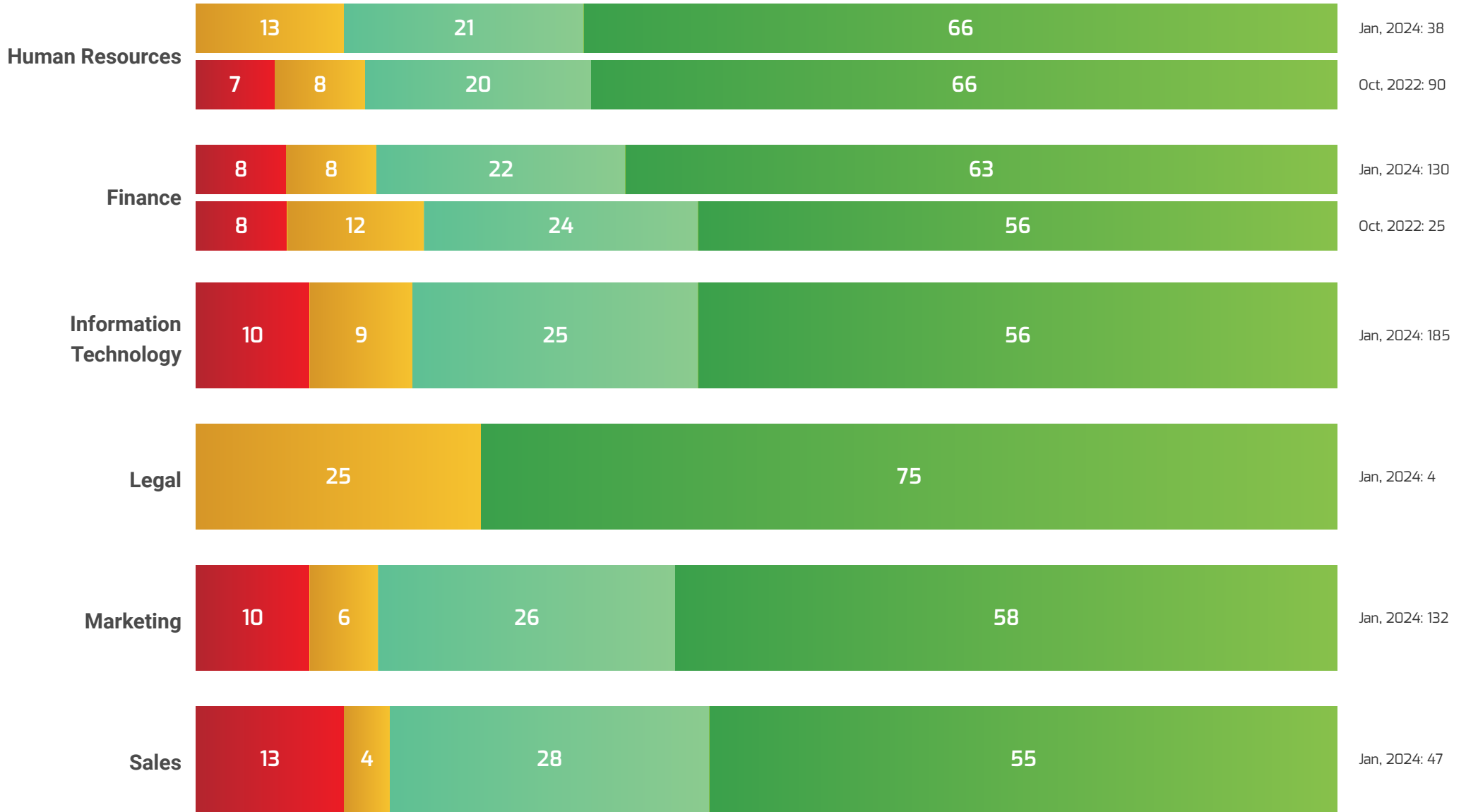
of employees: 593
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Engagement by Department

Sample Company, Inc.
 Open Date: Jan 11, 2024
 Close Date: Jan 26, 2024

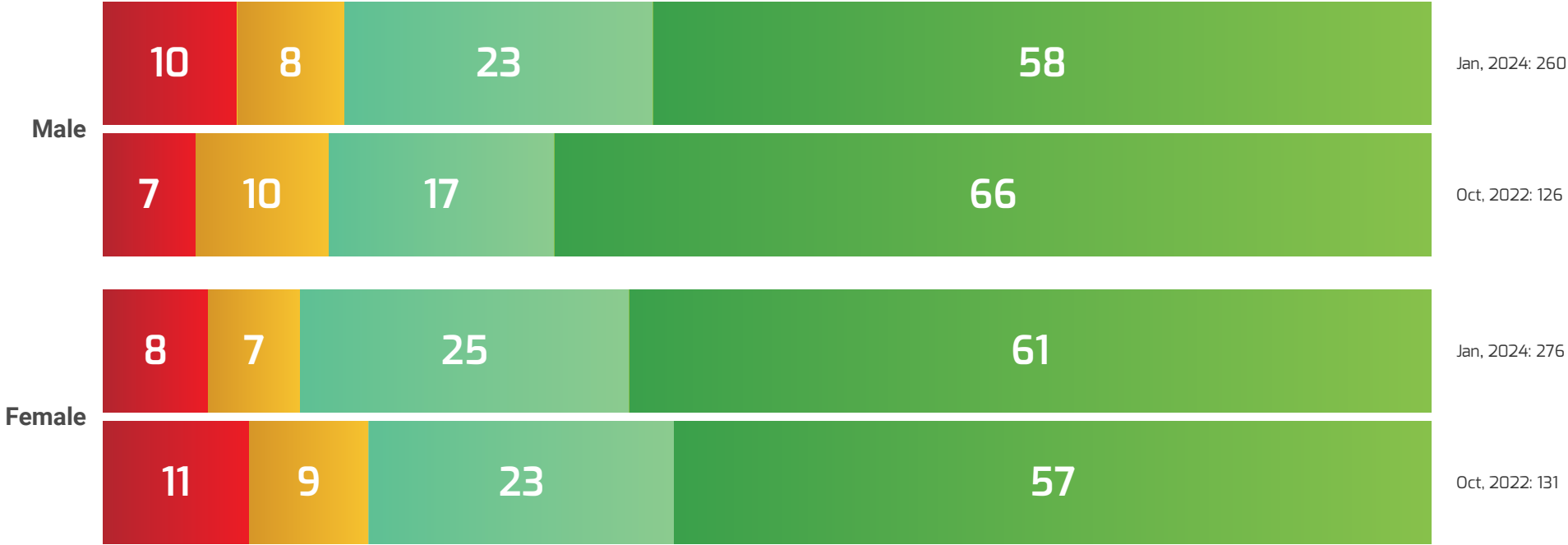
of employees: 593
 # of responses: 537
 Response Rate: 91%



Engagement by Gender

Sample Company, Inc.
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of employees: 593
 # of responses: 537
 Response Rate: 91%



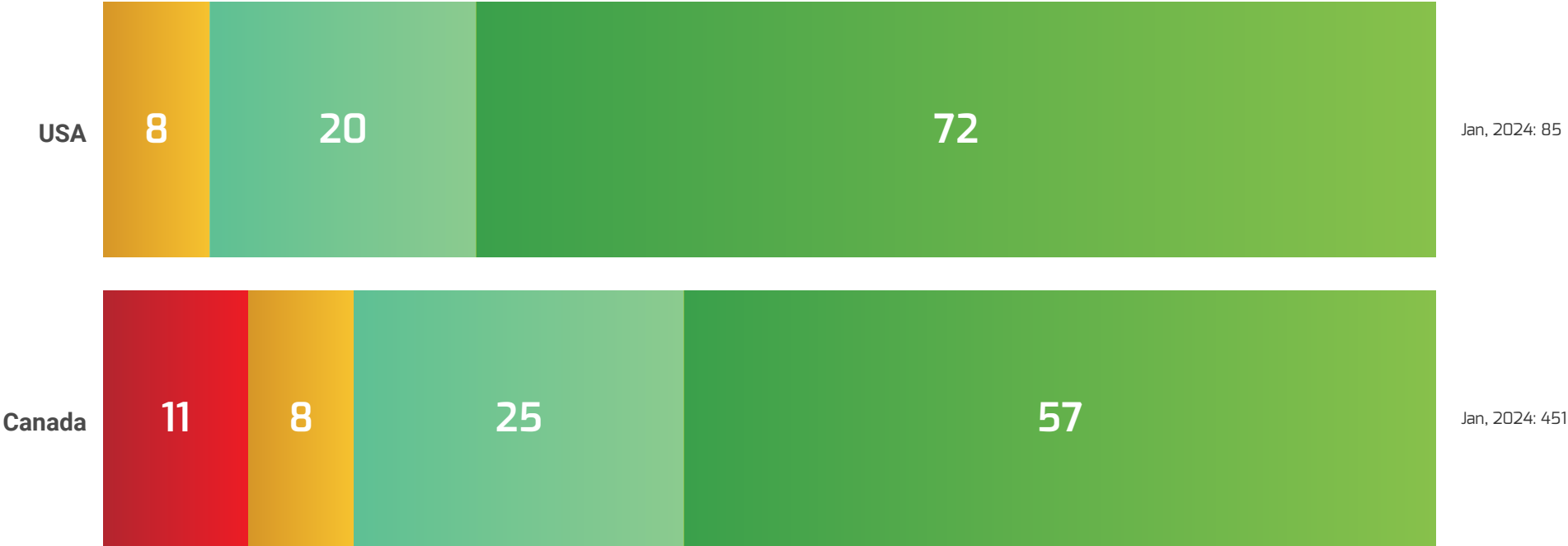
% of Employees

■ Disengaged
 ■ Indifferent
 ■ Almost Engaged
 ■ Engaged

Engagement by Location

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of employees: 593
of responses: 537
Response Rate: 91%



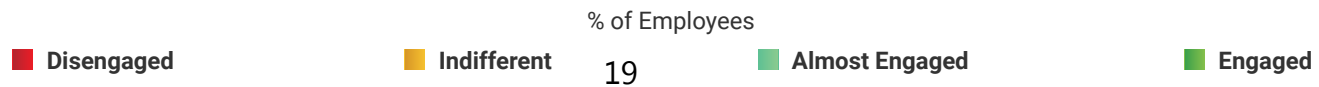
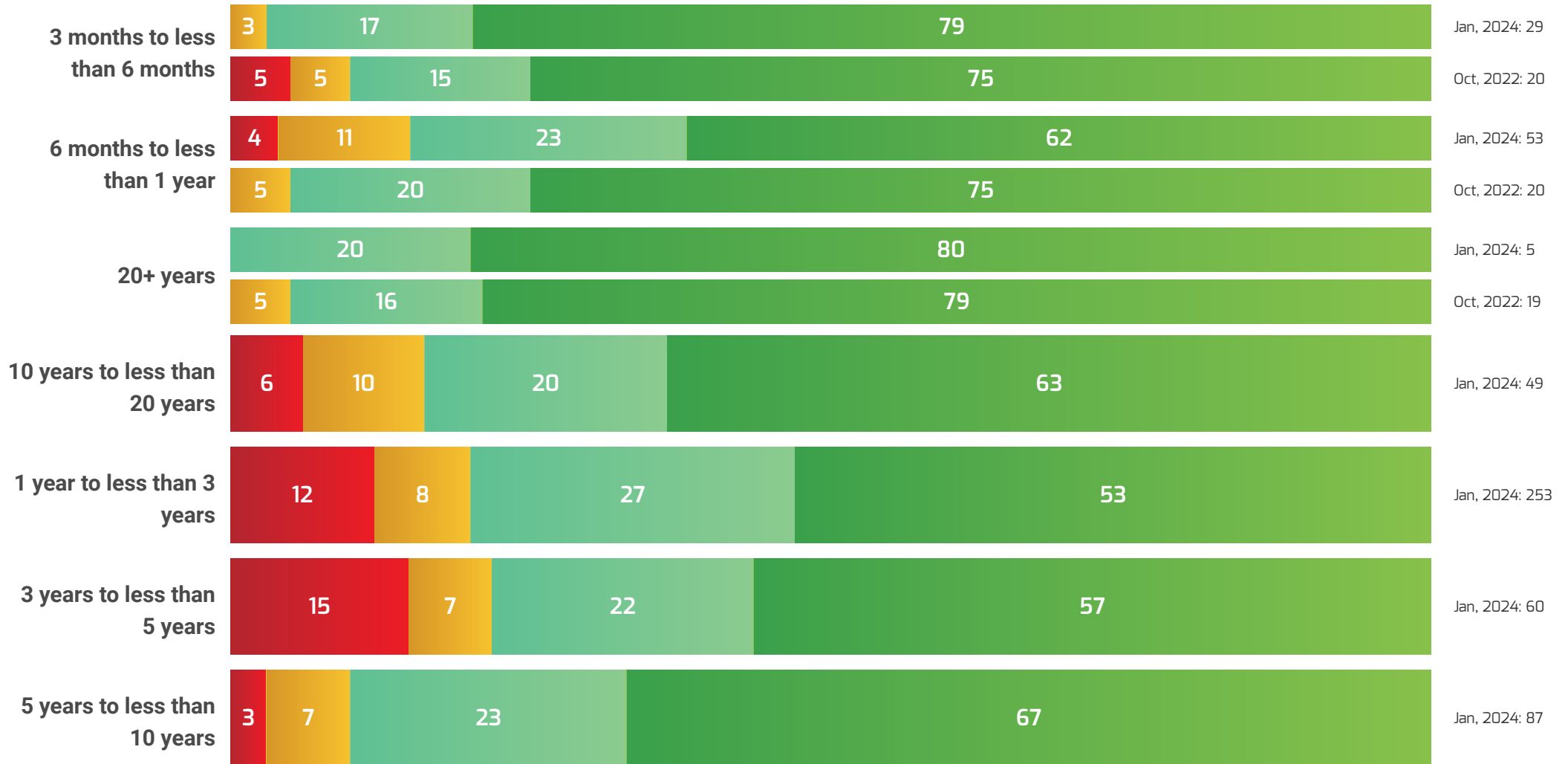
% of Employees

■ Disengaged ■ Indifferent ■ Almost Engaged ■ Engaged

Engagement by Tenure

Sample Company, Inc.
 Open Date: Jan 11, 2024
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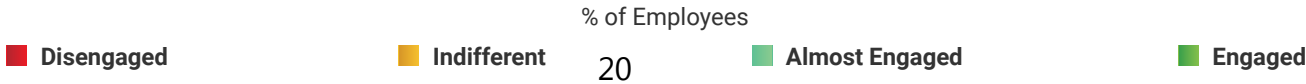
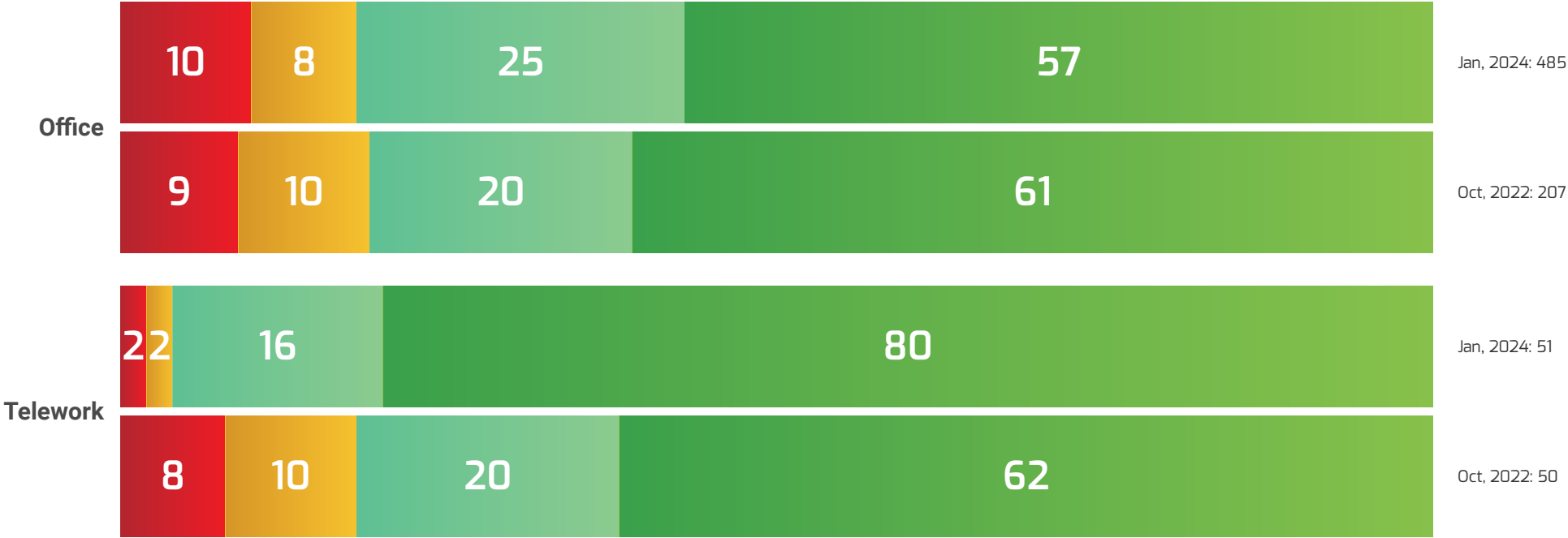
of employees: 593
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Engagement by Work Arrangement

Sample Company, Inc.
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McLean Employee Experience Score

Sample Company, Inc.
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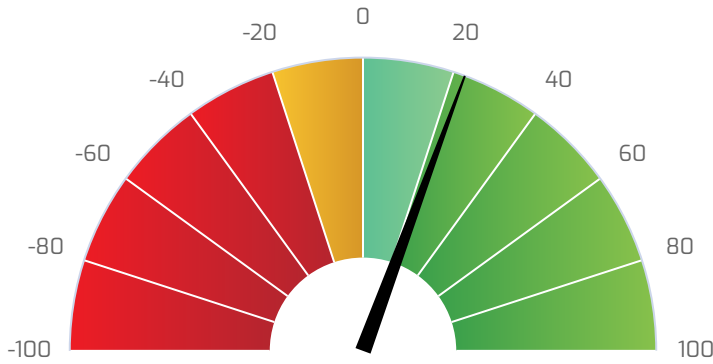


EMPLOYEE EXPERIENCE

How likely would you be to recommend this organization to a qualified friend or a family member as a great place to work?

EMPLOYEE EXPERIENCE SCORE

(% of Supporters - % of Detractors)



CURRENT SCORE

22.6

AVERAGE RESPONSE

8

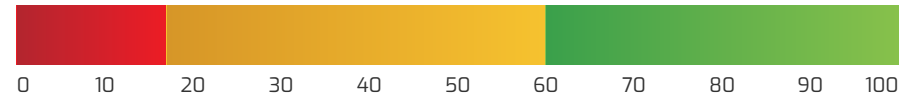
PREVIOUS SCORE

23.2

BENCHMARK

9.9

SCORE BREAKDOWN



DETRACTORS: 17.4% **PASSIVES: 42.7%** **SUPPORTERS: 39.9%**

Answered 0-6

Answered 7-8

Answered 9-10

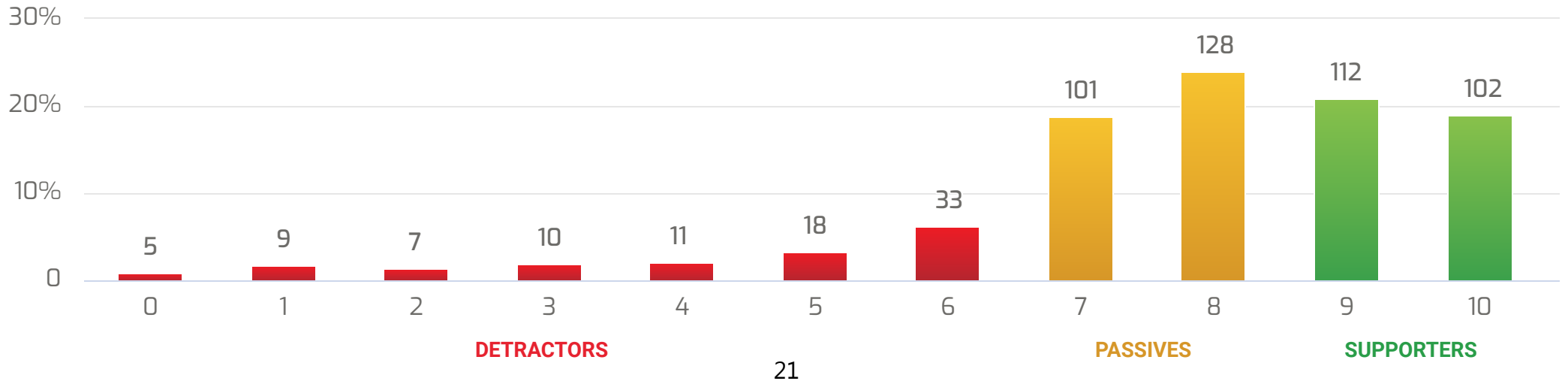
PREVIOUS SURVEY

21.7%

33.5%

44.9%

RESPONSE DISTRIBUTION



Driver Results

Sample Company, Inc.
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			Previous Survey	Benchmark
Inclusion		85%	70% (+15)	75% (+10)
Coworker Relationships		84%	59% (+25)	77% (+7)
Company Potential		81%	75% (+5)	66% (+15)

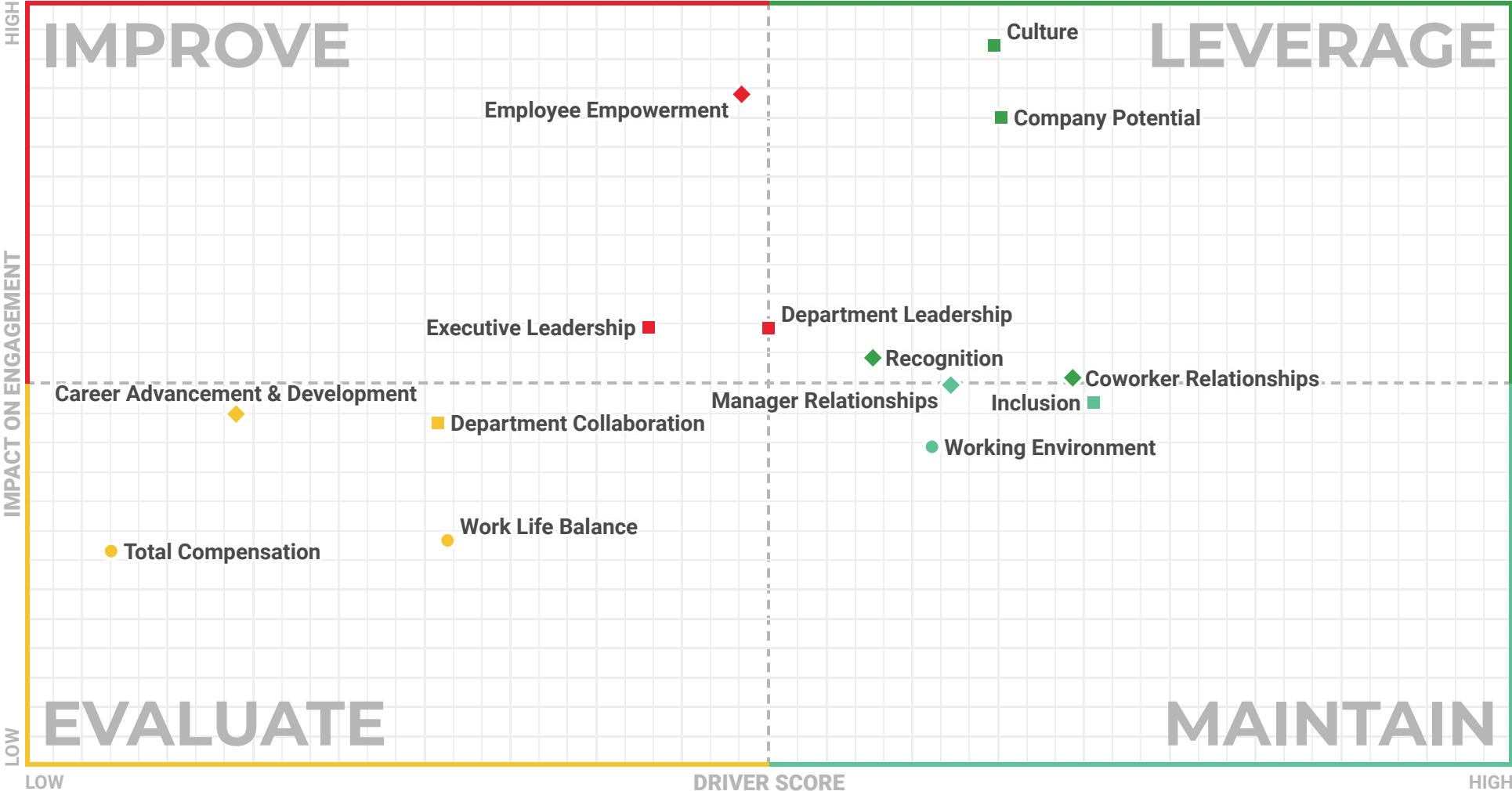
Additional questions have been removed for sample purposes.

The full report will include all engagement questions and scores.

Priority Matrix

Sample Company, Inc.
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Previous Survey Improve Drivers

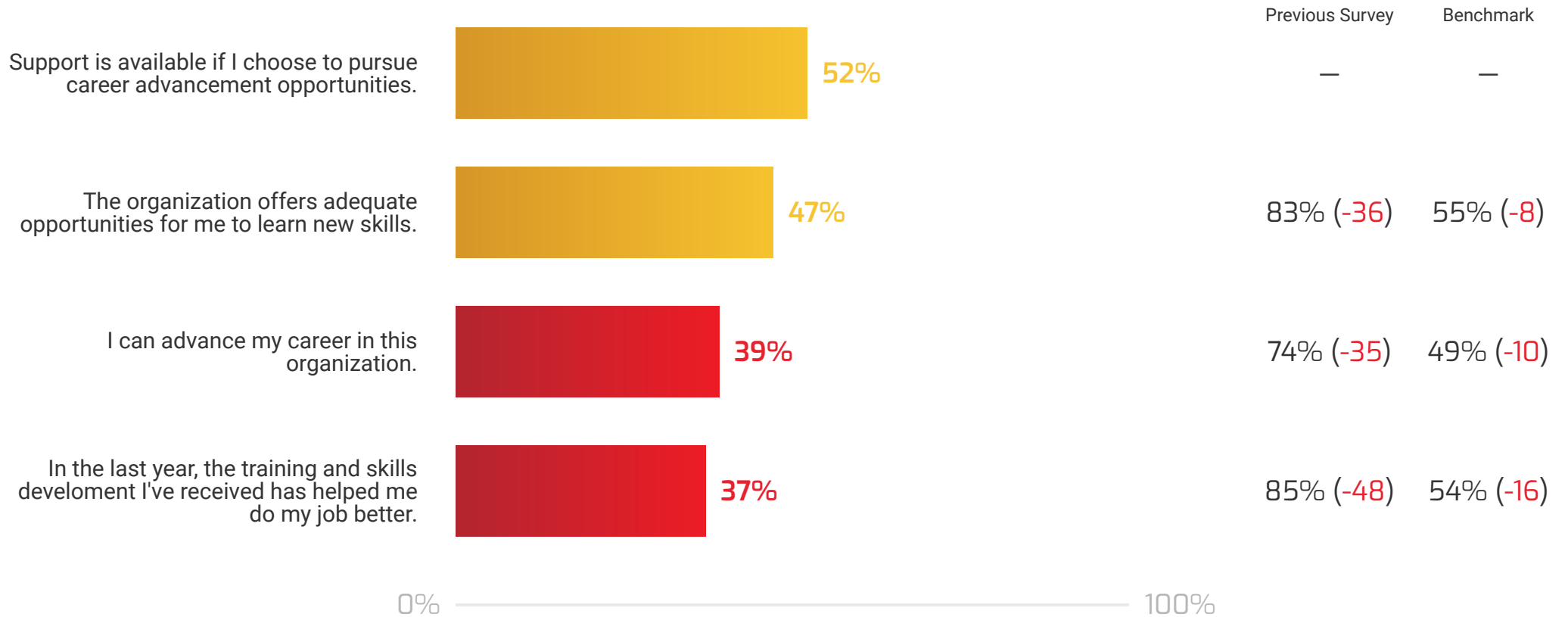
- Culture
- Executive Leadership
- ◆ Manager Relationships
- ◆ Job Driver
- Organizational Driver
- Retention Driver

DRIVER: Career Advancement & Development

OVERALL DRIVER AVERAGE SCORE: **44%**

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■ < 40% Low Performing
 ■ 40% - 60% Average Performing
 ■ ≥ 60% High Performing

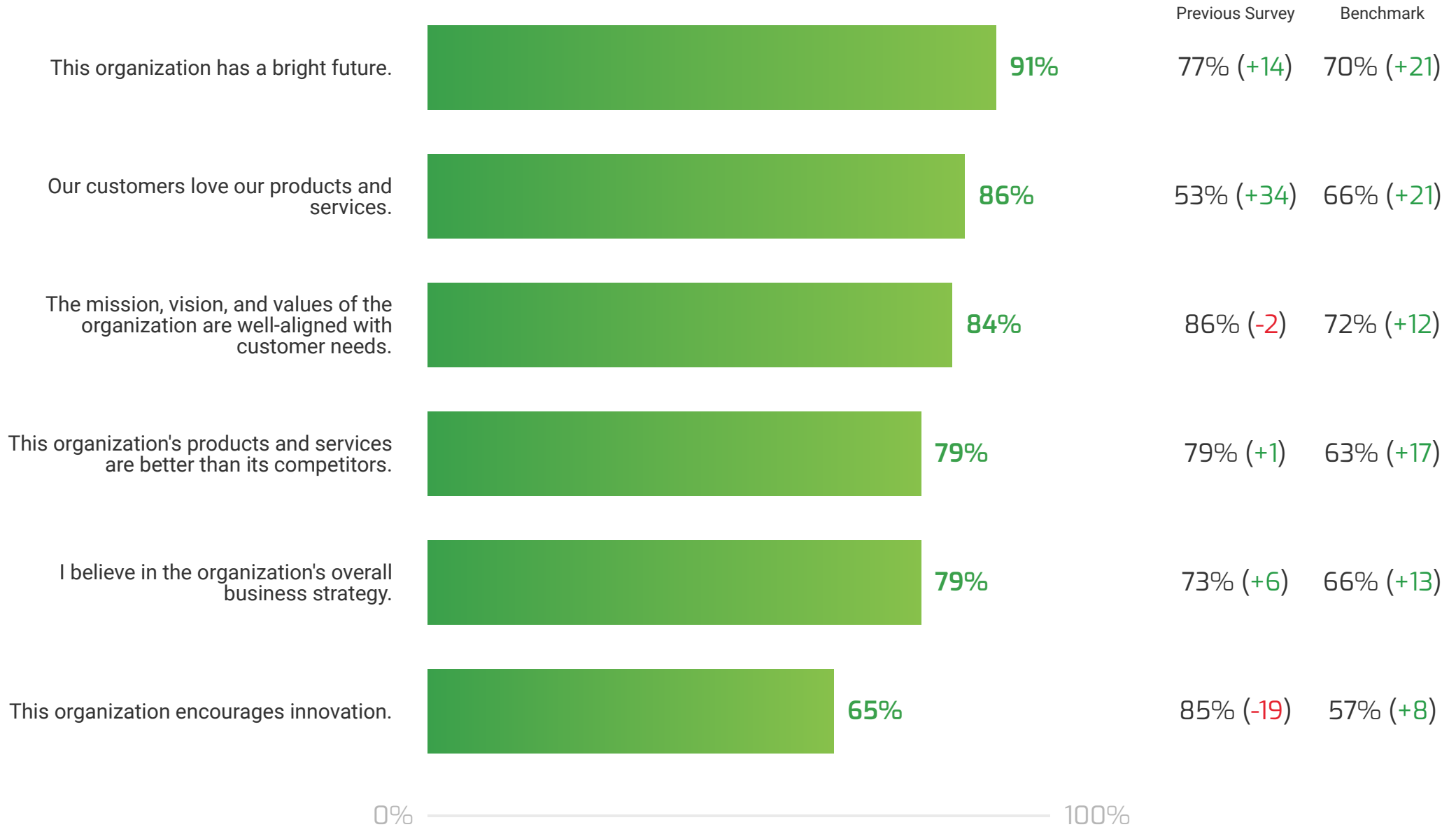
IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Company Potential

OVERALL DRIVER AVERAGE SCORE: **81%**
 OVERALL BENCHMARK AVERAGE SCORE: **66%**

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0% ————— 100%

■ < 40% Low Performing
 ■ 40% - 60% Average Performing
 ■ ≥ 60% High Performing

IMPROVE	LEVERAGE
EVALUATE	MAINTAIN

DRIVER: Coworker Relationships

OVERALL DRIVER AVERAGE SCORE: **84%**

OVERALL BENCHMARK AVERAGE SCORE: **77%**

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Response Rate: 91%

McLEAN &
COMPANY



Additional questions have been removed for sample purposes.

The full report will include all engagement questions and scores.

Overall Results Distribution

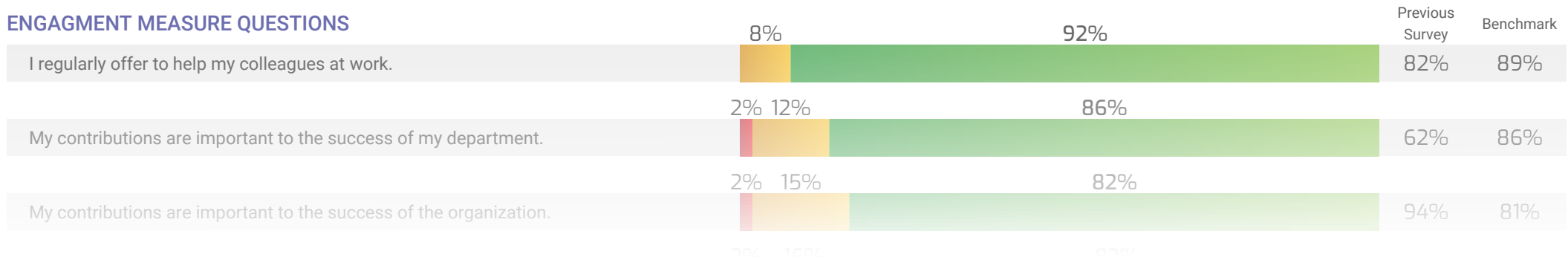
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ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

ENGAGEMENT MEASURE QUESTIONS



Additional questions have been removed for sample purposes.

The full report will include all engagement questions and scores.

Interpreting the Results

Engagement Calculation

Each survey respondent is classified into one of four engagement levels based on their average response to the engagement measure questions.

The classification is as follows:

Average response to the engagement measure questions is **greater than 5 = Engaged**

Average response to the engagement measure questions is **greater than 4.5 but less than or equal to 5 = Almost Engaged**

Average response to the engagement measure questions is **greater than 4 but less than or equal to 4.5 = Indifferent**

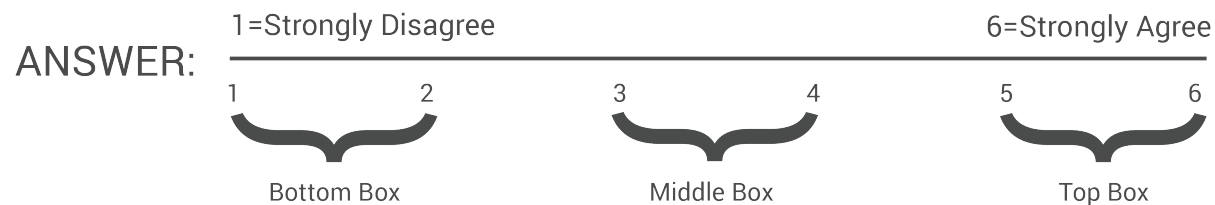
Average response to the engagement measure questions is **less than or equal to 4 = Disengaged**

The percentage of respondents in each engagement level type is then included within the reports.

Question and Driver Calculations

McLean & Company uses a 1 to 6-point agreement scale for data collection, with the additional option to respond not applicable (N/A) when participants deem that the question does not apply to them. Respondents are asked to indicate the extent to which they agree with each statement by choosing a whole number between 1 and 6 on the scale. The question results are displayed as bottom, middle, and top box results, which correspond to the percentage of respondents who selected 1 or 2, 3 or 4, and 5 or 6, respectively. Not applicable (N/A) responses are not included in any results calculations.

The top box scores for each driver are calculated by compiling the responses for all the questions under each driver and subsequently determining a new top box score (the percentage of responses that were 5 or 6) overall.



Benchmarks

Ultimately the state of engagement at every organization is shaped by its people, culture, history, and other factors. Consequently, all decisions related to engagement initiatives must be based on the organization's results and unique needs. External comparisons – including benchmarks – should be used to provide context around your results rather than to make decisions.

McLean & Company offers clients a generic or industry specific benchmark. The generic benchmark is comprised of all standard engagement surveys completed by McLean & Company clients. Industry specific benchmarks are comprised of McLean & Company clients sorted into industry designations as specified by the North American Industry Classification System (NAICS). Industry specific benchmarks are only available for industries which have a large enough data set.

Priority Matrix

The prioritization grid is created by plotting the top box scores for each driver on the horizontal axis and the impact of each driver on engagement on the vertical axis. The impact each driver has on engagement is determined by calculating the correlation between each driver and engagement and then multiplying this correlation score by the slope between each driver and engagement. An iterative algorithm places the quadrants such that 3 drivers are positioned in the top left-hand quadrant, the "Improve" quadrant. These "Improve" quadrant drivers have lower top-box scores and higher importance scores relative to the other drivers.

The priority matrix is an informative tool in analyzing results and determining where future engagement efforts and actions could take place. It, however, is simply a part of the analysis and additional information must be considered before making final decisions.

NOVEMBER 6, 2024

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-090-2024

REMOTE WORK POLICY

**KIMBERLY LITTLE
DIRECTOR, CORPORATE SERVICES**

RECOMMENDATIONS

THAT Committee of the Whole recommends the adoption of the Remote Work Policy to take effect January 1, 2025;

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this new policy.

CLIMATE CHANGE IMPLICATIONS

Where possible reports are provided in a digital format to reduce the Counties carbon footprint. Likewise, policies are made available to staff in digital format through posting on the intranet.

ACCESSIBILITY CONSIDERATIONS

This report and the associated policy can be made available in alternate accessible formats on request.

COMMUNICATIONS CONSIDERATIONS

Based on the direction provided to staff, this matter requires regular communication protocols to be completed.

BACKGROUND

The attached Remote Work Policy is an entirely new policy intended to provide an additional flexible work option of value to eligible employees.

As the workforce and labour market changes, flexible work arrangements can offer an array of advantages to both employees and employers. Some of the benefits to employees may include:

- Improved work-life balance;
- Ability to adapt their schedule to their family's needs or personal interests and responsibilities;
- Ability to work when most productive;
- Improved health.

Benefits to the Counties as the employer may include:

- Improved ability to attract, retain and encourage high quality, high performing employees;
- Reduced absenteeism;
- Increased employee engagement;
- Improved productivity.

DISCUSSION/ALTERNATIVES

The Remote Work Policy establishes guidelines and policy around eligibility, review and approval of remote work arrangements. The policy provides non-union employees who have completed their probationary period and who demonstrate satisfactory performance the opportunity to request to work remotely, i.e. from their home.

Remote Work requests are to be assessed for continuing to meet operational needs/legislative requirements, and for any impact on other employees. Approved Remote Work Arrangements are subject to regular review and will be approved on an equity basis, i.e. on a rotational basis if demand exceeds operational ability to approve.

The proposed Remote Work Policy:

- Allows for remote work of up to two days per week, based on operational requirements and the proportion of work that can effectively be performed remotely.
- Outlines the parameters for structuring an appropriate Remote Work arrangement.
- Provides criteria for management to consider when approving requests.
- Specifies expectations around hours of work, confidentiality, technology and health and safety.
- Delineates the responsibilities for management, employees and the HR Department.

The policy is applicable to all non-union employees, though not all non-union positions will lend themselves to working remotely due to the nature of work, operational needs and legislative requirements.

While remote work offers enhanced flexibility to non-union Counties employees, it is important to recognize that 75-80% of the Counties workforce, cannot work remotely simply due to the nature of their work. Positions that might lend themselves to remote work may be supervisory or support services to the majority of the workforce which for which this is not an option. The drafted policy endeavours to strike a balance between the needs of the Corporation and its diverse employee groups and occupations, against the opportunity to offer this flexibility. The policy is to be reviewed annually to assess its effectiveness.

The attached policy has been reviewed and had input by relevant stakeholders, including the HR Manager, Directors and CAO. Communication of policy changes will ensure it is well understood by employees.

ATTACHMENTS

Remote Work Policy

The report set out above has been reviewed and the information verified by the individuals listed below.

KIMBERLY LITTLE
DIRECTOR OF CORPORATE SERVICES

OCTOBER 22, 2024
DATE

ALISON TUTAK
INTERIM CHIEF ADMINISTRATIVE OFFICER

OCTOBER 28, 2024
DATE

Policy: Remote Work

Department:	Human Resources	Bylaw #:	
Effective Date:		Version:	
Approved by:	Counties Council	Approval Date:	
Legislative Authorities:	<i>Employment Standards Act, 2000 (ESA), Ontario Human Rights Code, 1990, Municipal Freedom of Information and Protection of Privacy Act, 1990</i>		

Policy Statement

The United Counties of Leeds and Grenville (Counties) recognizes the modernization of the workplace and supports its employees to work remotely work to foster a productive and flexible work environment where operationally possible without compromising the delivery and quality of services provided to the community. Working remotely may be approved when the job can be performed without disruption to productivity and/or service levels.

Purpose

The Counties values its employees and offers enhanced flexibility in work arrangements, such as remote work, in support of employee wellbeing and improved work-life balance, while continuing to maintain internal and external service levels. This policy outlines corporate requirements and employee responsibilities for working remotely.

Definitions

Anchor day: Predetermined day(s) on which the employee attends their assigned Counties work site. Anchor days will be outlined in the employee’s Remote Work Agreement but may be changed with the approval of the employee’s Supervisor/Manager or changed by the employee’s Supervisor/Manager as operationally required. The minimum number of anchor days required will be determined based on the position.

Designated work location: The location within the employee’s home in which the employee will establish a suitable, dedicated workstation.

Standard Work Week: The standard number of hours an employee is at work in any given week. This is normally 35, 37.5 or 40 hours.

Regular Business Hours: Core business hours for office-based positions are typically the hours between 8:00 a.m. and 4:00 p.m. Alternatively, “regular business hours” is defined as the employee’s usual scheduled hours of work.

Remote Work: Remote work is an arrangement that allows an employee to work remotely from home on a temporary basis.

Scope

This policy applies to all full-time, part-time and contract non-union employees of the United Counties of Leeds and Grenville who have completed their probationary period at the Counties. Where any part of this policy is covered by a departmental policy, the departmental policy will prevail. Remote work instituted as part of emergency and business continuity planning is not covered by this policy.

1. General

- a. There must continue to be adequate coverage to fulfil the needs of the internal and external customers without sacrificing quality, efficiency and productivity. Approval will not be granted if it would diminish the level or quality of service to the public or internal customers, result in additional cost to the Counties, or place undue hardship on other staff resources.
- b. Due to service delivery needs and the type of work involved, remote work arrangements cannot be implemented for all positions at the Counties. Further, some divisions or departments may have greater flexibility than other divisions or departments to approve certain arrangements. Hence, there will be variation across the Counties and within departments in the ability to implement remote work based on the positions and nature of work in each department.
- c. Working remotely is an employee privilege and not a guarantee or an entitlement. Remote work must be requested in writing and approved by the Manager or Director before the arrangement commences.
- d. A detailed agreement outlining the conditions for remote work approval must be signed by the Manager and Employee. The agreement will clearly identify:
 - i. Remote work schedule (i.e., anchor and remote workdays)
 - ii. Duration of the agreement
 - iii. Conditions to be met by the employee during the agreement.
 - iv. Termination of agreement
- e. Remote work must adhere to employment laws, (e.g., *Employment Standards Act* provisions related to meal/break times and overtime) and Counties policies, where applicable.
 - i. Employees are legislated to take at least a 30-minute unpaid meal break during or not later than the end of five hours of working.
 - ii. Overtime will continue to be paid in accordance with the Hours of Work Policy where overtime must be preapproved and includes hours worked over and above an employee's standard weekly hours as agreed to in their Remote Work agreement.
 - iii. Employees are not expected to respond to emails or calls outside of their regular working hours except if the employee is scheduled to be on-call or they are preapproved to work overtime. See *Disconnecting from Work Policy*.
 - iv. Vacation and public holidays will be in accordance with the applicable Vacation Leave and Statutory and Paid Holidays policies.
- f. Attendance at assigned Counties worksite from time to time (e.g. anchor days, meetings, training) is not subject to mileage reimbursement.
- g. Temporary or ad hoc remote work may arise through other exceptional circumstances such as special projects. An agreement is not required where the arrangement is short-term, i.e., an occasional day; however, approval and eligibility requirements must continue to be met. Depending on the circumstances, these requests may be denied if the Counties worksite is open, and the employee is required to provide services on-site.
- h. The designated remote work location must be located within the Province of Ontario.
 - i. Directors may on an exceptional basis, approve a temporary work location outside the Province of Ontario.

- i. Legislatively required health or family accommodation is separate from this remote work policy. Remote work is not a replacement for a workplace accommodation. Employees who require workplace accommodation should contact their Supervisor and their Human Resources Consultant.

2. Eligibility

- a. Basic Eligibility Requirements:
 - i. Remote work will be approved only for those employees who have demonstrated, and who continue to demonstrate satisfactory or effective performance and attendance;
 - ii. Employees who have been subject to any disciplinary action in the previous six months will not be eligible for consideration;
 - iii. Employee has successfully completed their probationary period with the Counties;
 - iv. There is no increased labour, operational or capital costs to the Counties arising from approved remote work arrangements;
 - v. Work can be sent to and from the employee's designated work location with ease, speed and confidentiality;
 - vi. There are regularly completed duties with a low requirement for in-person face-to-face contact with management, direct reports, community members, clients, other employees, etc.
 - vii. The needs of internal and external customers can be satisfied without adverse impact to the Counties.
- b. Requests to work remotely must be made in writing at least two weeks before the proposed start date.
 - i. Where an employee is requesting an ad hoc arrangement, the request should be made as soon as possible, but may be considered with less than two weeks' notice.
- c. Each position will be assessed by the Department Manager for the applicability of remote work, including:
 - i. Positional duties and responsibilities;
 - ii. Percentage of total job duties appropriate for remote work;
 - iii. Labour, operational or capital costs;
- d. Requests will be considered in the context of the whole department/teams and its operational needs. This may require coordination between department supervisors. Approvals and remote work schedules may be adjusted to accommodate requests from other employees to ensure equitable access to this flexibility.
- e. Denial of remote work will be communicated in writing. Reasons for the denial must be indicated.
- f. Employees must have established regular working hours.

3. Hours of Work

- a. A maximum of two remote workdays per week may be approved. The number of workdays per week to be approved is to align with the amount of work that can be properly completed remotely without over taxing other employees to support the work (e.g., additional scanning and emailing to the remote employee).
- b. Policy exceptions such as a greater than the maximum number of remote workdays or a fully remote position require CAO approval and a business case for same.
- c. Where an employee has established anchor days, the employee is expected to maintain their hybrid schedule per their remote work agreement. Deviations from the approved schedule require Supervisor/Manager approval.
- d. Employees working remotely will maintain the Counties' regular business hours and must dedicate full attention to the job duties during the regular workday. Employee must be reachable and responsive by email and telephone during their scheduled hours except for normal break periods and/or when in a work-related meeting, training etc.
- e. Work time shall not be reduced for or impacted by family care, childcare, household chores or work for another employer.
- f. The employee will be prepared to attend their assigned Counties worksite when requested, even on short notice and days scheduled to be working remotely. The employer will endeavour to keep such requests to a minimum and exceptional circumstances.
- g. If the employee is unable to perform their regular work duties remotely due to illness, loss of internet/phone service, etc. the employee must promptly notify their supervisor.
- h. There will be no substitution of remote workdays or revision of approved location-based schedule in the event an approved remote day is also a statutory holiday.
- i. Remote work cannot be combined with the Compressed Work Week afforded through the Flexible Work Arrangements Policy.

4. Duration of Remote Work Agreement

- a. The remote work agreement may be put in place for a maximum of one year with a review after three (3) months to determine whether the arrangement has been beneficial for both the Counties and the employee. After one year the employee may apply to extend their remote work arrangement indefinitely with annual reviews.
- b. Annual requests to continue working remotely are due by February 1st to allow Managers to consider scheduling issues and operational requirements. In-year or new requests may be considered on a first-come basis in the context of operational needs.
- c. Annual reviews will consider whether it is operationally feasible to continue with the arrangement and are subject to the employee meeting the following employment requirements on a continuing basis:
 - i. The employee performs all job duties at a satisfactory performance level;
 - ii. The employee maintains a satisfactory level of attendance;
 - iii. The employee's work schedule does not interfere with normal interactions with their supervisor, co-workers, or customers/clients;
 - iv. The employee's altered schedule does not adversely affect other employees in the performance of their job duties.

5. Cancellation

- a. The Counties reserves the right to alter, suspend, or discontinue approved remote work arrangements, for any reason, by providing reasonable notice to the employee. Reasons the agreement may be altered, suspended or discontinued include, but are not limited to:
 - i. Emergency situations;
 - ii. Absence of a co-worker;
 - iii. Staff training/conferences/in-person meetings;
 - iv. Peak vacation periods;
 - v. Allowing equitable access to remote work if additional requests are received.
 - vi. Any occupational health and safety issues which may be a factor in the health and safety of the employee, co-workers and customers/clients;
 - vii. Unsatisfactory productivity/performance and/or failure to meet the conditions of the agreement.
- b. Employees may terminate their agreement early by notifying their supervisor and/or Manager of their desire to return regularly to their assigned usual work location and mutually agreeing on a date.
- c. Reasonable notice is defined as two weeks' notice or alternatively, as mutually agreed upon by the employee and the designated manager.

6. Confidentiality

- a. The employee remains responsible for ensuring information, electronic or hard copy, is kept confidential and free from access by anyone not required to have access for their duties as an employee of the Counties to at least the same degree as when working from their regular Counties work location.
 - i. Any real or suspected breach of this clause where there may be unauthorized access, disclosure, loss or theft of personal/sensitive information or a Counties device, must be immediately reported by the employee to their supervisor.
- b. Employee remains responsible to ensure confidentiality of any work-related telephone calls/conversations taking place while working remotely is maintained by taking all necessary precautions. This includes but is not limited to ensuring no one else in the home can overhear any conversation confidential in nature.
- c. Employee is responsible for the safe and secure transport of all confidential and/or personal information removed from the municipal worksite and for the safe and secure return of such information to the Counties.
- d. Employees will complete and save all work on Ministry and/or Counties network systems; no work-related materials are to be saved on the employee's personal computer equipment.
- e. Work products developed or produced by the employee while working from home remain the property of the employer.
- f. To protect staff's personal information, staff making work related calls from a personal phone should take steps to ensure the phone number is blocked.

7. Equipment and Technology

- a. Employees using employer-owned equipment will be responsible for ensuring all items are properly used and maintained in accordance with Counties policy. Employees agree to take reasonable steps to protect the equipment from theft, damage, or misuse, and will return the equipment in good working order upon return to the workplace and/or at the request of the employer.
- b. All equipment provided remains the property of the Counties and is provided only for the use and access of the employee for work purposes. Equipment provided by the Counties may be recalled on 24 hours' notice.
- c. In the event an employee does not have the use of mobile employer-owned equipment, the employee is expected to use their own equipment and technology. The Counties will provide remote VDI access.
- d. Use of VPN or VDI as applicable to working remotely may require the installation of an electronic token on the employee's personal cellular phone.
- e. Phone calls between the employee's home and the workplace are permissible and the toll-free line can be used where long-distance charges may apply.
- f. Employees are not eligible to claim any expenses from the Counties that are incurred due to remote work arrangements, including insurance, phone lines, phone bills, internet connection and usage fees, utilities, meal allowance, hydro, etc. Remote work should not create any new costs for the Employer.
- g. Employees are responsible to ensure they have adequate internet service at their remote work location, to allow them to perform their job duties in a reasonable manner. Failure to meet this requirement may result in termination of the arrangement until such time as appropriate service is available.
- h. Employees may access basic office supplies required to perform duties while working remotely (e.g. pen, paper) from Counties' stock. Items, such as printer ink cartridges, not routinely supplied to employees will not be specially ordered to support remote work and are the responsibility of the employee.
- i. Employees approved for a remote work arrangement may be required to share or reserve a workstation on days scheduled to be at their regular Counties work location.

8. Health and Safety While Working from Home

- a. Employee and employer rights and responsibilities as it relates to workplace health and safety and workplace illness or injury still apply while working remotely. The Employee will take every reasonable precaution to maintain a safe working environment while working remotely.
- b. The designated home workstation must meet health and safety requirements including being ergonomically sound and appropriate to the nature of the work.
- c. Employees will report to their supervisor without delay, any accident or job-related injury occurring in the course and scope of employment while working from home.

- i. The employer maintains the right to investigate any alleged accident or injury claims that occur at the home.
 - ii. The employee will grant access to the remote work location by the Ministry of Labour or Workplace Safety Insurance Board authorities when required.
- d. The employee remains liable for injuries to third parties and/or members of the employee's family on the employee's premises.

9. Ineligible Items

- a. The Counties' insurance coverage does not cover equipment owned by the employee.
- b. The Counties will not be liable for loss or damage of the Counties' property in the care of the employee at the approved remote work location. The employee shall be responsible for the costs associated with loss or damage.
- c. The Counties does not require any employee to work remotely and therefore we will not issue a T2200. For further information, please visit the Canada Revenue Agency website.

10. Compliance

Any failure to adhere to and/or abuse of the Remote Work Agreement will result in immediate termination of the agreement and of the privilege to work remotely, and may result in appropriate disciplinary measures, up to and including termination from employment.

11. Roles and Responsibilities.

Director, Manager or Supervisor is responsible to:

- Determine whether a request for working remotely is feasible and practical in the context of job duties, past performance, equipment requirements and operational requirements.
- Maintain ongoing communications and monitor performance.
- Communicate job expectations, e.g., hours of work, deliverables/deadlines to be met, meeting attendance, etc.
- Stay in regular communication with employees working remotely to support their success, performance, and wellbeing.
- Follow the established protocols if the employee reports a workplace accident including completing an Accident/Incident Report, Form 7, and reporting to Human Resources.
- Endeavour to provide reasonable notice if an employee is required to attend a work function on-site or at another location or otherwise alter their approved work location schedule (unless it is due to an urgent situation).
- Adjust, suspend or terminate the remote work arrangement if circumstances arise that justify the change.

Employee is responsible to:

- Request and obtain approval prior to beginning remote work.
- Adhere to all employer rules, policies, procedures, practices and instructions as would apply if the employee was working at their regular work location.
- Adhere to the terms of their Remote Work agreement.
- Take all reasonable precautions to maintain their health and safety while working from home.
- Ensure performance goals and service levels continue to be met.
- Take all reasonable precautions to ensure the security of confidential information including personal information and private conversations.
- Immediately report any potential breach of privacy.
- Ensure home/personal internet service if duties require online internet service and/or access to the Counties' computer network.

Human Resources Department is responsible to:

- Provide guidance associated with the policy.
- Ensure the employee submits a complete Remote Work Health & Safety checklist.

Approval and Review

This policy is approved by Council and reviewed by the Directors and CAO annually or as required. Procedures and forms associated with this Policy are operational in nature and may be revised from time to time by the Human Resources Manager.

Inquiries

Questions, concerns or suggestions may be directed to the Departmental Manager or Supervisor.

Appendices

Appendix A – Remote Work Request form

Appendix B – Remote Work Agreement template

Remote Work Request Form

Part A: to be completed by the Employee

Name: _____

Department: _____

Department Manager: _____

Please describe the proposed arrangement in detail (i.e. location and schedule of work including anchor days)

Date of Request: _____ **Preferred Date to Commence:** _____

Duration of Arrangement: (maximum of one year): _____

Describe the typical tasks/current duties of your position that can be performed from home:

What percentage of your total duties does this represent? _____

Describe any typical tasks/duties of your position that cannot be performed from home:

Please describe your proposed designated work location in your home.

Is your proposed work location:

In a shared space? Yes No

In an office or vacant room? Yes No

In a space where it is easy to concentrate? Yes No

Arranged to support neutral postures to minimize the risks of musculoskeletal disorder injuries.

Yes No

Is there is adequate space to work effectively? Yes No

I can work on the computer (via internet connection) and be available by phone at the same time.

Yes No

Part B: to be completed by Department Manager

I, support or do not support the request.

Rationale:

Manager Signature: _____ **Date:** _____

Part C: to be completed by the Director

Discussed with Department Manager: Yes No

Request Approved: **Request Denied:**

Concerns/Suggestions:

Director Signature: _____ **Date:** _____

Remote Work Agreement

Section 1: Agreement Established

This remote work agreement is established between the United Counties of Leeds and Grenville (Counties) and (Employee Name)_____. This agreement shall become effective as of (Date/Month/Year)_____ and shall remain in effect until (Date/Month/Year)_____, barring any necessary modifications or termination of the agreement by the United Counties of Leeds and Grenville, the employee, the manager or successor to the manager of the employee.

Section 2: Remote Work Schedule Details

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1 of Pay period	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>
Week 2 of Pay period	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>	On-Site <input type="checkbox"/> Home <input type="checkbox"/>

Section 3: Terms & Conditions

1. I have read and understand my responsibilities under the Remote Work Policy, and I agree to adhere to the requirements of the Remote Work Policy.
2. I will take every reasonable precaution to maintain a safe working environment while working remotely.
3. Further, I acknowledge that I will comply with all Counties policies and procedures, legislation and regulations referred to therein, and any other directions or policies issued by the Counties.
4. I will immediately inform my supervisor/manager of any changes that may alter the information provided in my request or as indicated in this agreement.
5. This agreement may be discontinued, altered or temporarily suspended in accordance with the Remote Work Policy.
6. I am entering into this agreement voluntarily.
7. I acknowledge that the terms of this remote work agreement may be altered or cancelled by the Counties at any time.
8. This agreement shall be reviewed no later than (date) _____ to assess compliance with the Remote Work Policy and agreeability of the arrangement for both the employee and employer. Any alterations made as a result of the review shall require amendment to, or termination of, this Remote Work Agreement.

9. I acknowledge that the establishment of this remote work agreement does not create a contractual entitlement to any ongoing remote work arrangement and that I may not commence any proceeding against the Counties for breach of contract or constructive dismissal in the event the Counties alters or cancels this remote work agreement.
10. This Agreement is entered into without prejudice and without precedent to any other matter now or in the future, except to enforce the terms of this Agreement itself.

I have read and understand this agreement and all its provisions. By the signing below, I agree to be bound by its terms and conditions.

Employee Signature _____ Date _____

Section 4: Supervisor Acknowledgement

1. I confirm the employee’s duties can be performed from home and existing levels of service will be maintained or improved.
2. I confirm this agreement is operationally feasible and cost-effective based on the schedule above.
3. I confirm this agreement is mutually acceptable to the employee and supervisor.
4. I confirm the employee’s performance and attendance are satisfactory and the employee displays work habits supportive of a successful remote work arrangement.

Supervisor Signature _____ Date _____

Section 5: Manager/Director Approval

1. I confirm the employee’s duties can be performed from home and existing levels of service will be maintained or improved.
2. I confirm that this agreement is operationally feasible and cost-effective based on the schedule above.

Department Manager/Director Signature _____ Date _____

NOVEMBER 6, 2024

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-086-2024

ENVIRONMENTAL LEADERSHIP CANADA - MUNICIPAL CLIMATE INTERN PROGRAM

**KRYSTIN STITT
PROJECT MANAGEMENT SPECIALIST**

RECOMMENDATIONS

For information purposes.

FINANCIAL IMPLICATIONS

The Counties are required to contribute \$3,000 to the Municipal Climate Intern (MCI) Program, which will be included in the 2025 operating budget. The MCI program is primarily funded by foundation grants, and the intern will receive a monthly stipend of \$2,900, along with travel assistance and professional development funding provided by Environmental Leadership Canada.

CLIMATE CHANGE IMPLICATIONS

This internship will directly contribute to the advancement of the Counties' Climate Change Action Plan by increasing capacity to gather and analyze climate data. The intern will support efforts to compile emissions inventories and track progress toward reducing greenhouse gas (GHG) emissions, advancing our overall climate mitigation and adaptation goals.

ACCESSIBILITY CONSIDERATIONS

The Counties are committed to providing a welcoming, inclusive, and accessible environment for the intern, ensuring compliance with accessibility regulations and accommodating individual needs.

COMMUNICATIONS CONSIDERATIONS

Internal and external communications will be coordinated to highlight the start of the internship program, its objectives, and how it will support the Counties' Climate Change Action Plan. Collaboration with the Task Force, Counties' staff, member and partner municipal staff, and Environmental Leadership Canada will be emphasized, and the initiative will be promoted through relevant channels to raise awareness of climate action efforts.

BACKGROUND

In July 2022, the Committee of the Whole directed staff to initiate discussions with local Chief Administrative Officers (CAOs) to develop a strategy for climate change adaptation and mitigation in Leeds and Grenville. A climate change survey was circulated among member and partner municipalities to assess ongoing climate initiatives and to gather input on how municipalities wanted to participate in the development of a Counties-wide climate strategy. The survey revealed while climate change initiatives were in their infancy, there was widespread support for the development of a comprehensive strategy.

The Counties have experienced several extreme weather events, including flooding, severe storms, and hotter summers. These events pose significant risks to infrastructure and the local economy. Recognizing these challenges, the Counties' adopted a Climate Change Action Plan in March of 2023. Following the adoption and formation of the Task Force, the Counties initiated collaboration with Queen's University and the Smith School

of Business to develop a dashboard system to monitor and manage climate data from local municipalities. This data will be foundational in establishing baselines, tracking GHG emissions and identifying areas for improvement.

In September, Counties' staff submitted an Expression of Interest to Environmental Leadership Canada to be considered as a host municipality of the 2024-2025 Municipal Climate Intern Program and were successful. The Municipal Climate Intern, supported by Environmental Leadership Canada, will be tasked with working alongside local municipalities to gather and analyze this data, helping to create an emissions overview and guide the Counties' climate action efforts. The intern's role is aligned with broader national and provincial climate objectives, including Canada's commitment to net-zero emissions by 2050. The intern will start between January 27th and February 3rd, 2025, and work for six months with Counties staff. The Municipal Climate Intern Program is in its second year, after a successful first year where interns partnered with the County of Lanark, County of Frontenac, and the United Counties of Stormont-Dundas-Glengarry.

DISCUSSION/ALTERNATIVES

The Municipal Climate Intern will provide essential human resource capacity to help progress the Counties' Climate Action Plan, a key goal under the Strategic Initiatives Framework. Their work will focus on collecting and compiling climate data across our local municipalities, creating a comprehensive overview of the Counties' emissions profile. This baseline will allow the Counties to create and measure progress against reduction targets and inform future climate-related decisions.

ALIGNMENT WITH STRATEGIC INITIATIVES FRAMEWORK

<u>Pillar 1</u>	Invest in roads, bridges, infrastructure, and sustainable growth
<u>Goal 1.5</u>	Plan to mitigate and adapt to the effects of climate change and steward our natural environment
<u>Initiative 1.5.1</u>	Implement County Climate Change Action Plan

ATTACHMENTS

Nil.

The report set out above has been reviewed and the information verified by the individuals listed below.

KRYSTIN STITT
PROJECT MANAGEMENT SPECIALIST

OCTOBER 21, 2024
DATE

PAT HUFFMAN
TREASURER

OCTOBER 21, 2024
DATE

ALISON TUTAK
INTERIM CHIEF ADMINISTRATIVE OFFICER

OCTOBER 29, 2024
DATE



Board of Health Meeting October 17, 2024

Summary

2023 Audited Financial Statements

Katie Mahon, Auditor for KPMG, gave the Board of Health a high-level overview of the audit. A clean audit opinion was issued and the 2023 Audited Financial Statements were received as circulated.

MOH/CEO Evaluation

The MOH/CEO performance evaluation process was reviewed along with relevant documentation and a survey will be circulated to stakeholders in the near future.

Strengthening Public Health

Chair Peter McKenna advised that the three Board Chairs from HPE, KFL&A and LGL wrote to the Minister of Health requesting an update on the proposed merger. Active discussions are taking place with ministry staff and the South East Transition Team continues to work on integrating pertinent by-laws by the proposed merger date of January 1, 2025.

Health Unit's 2023 Annual Report

Every year as part of our accountability agreement with the province, the Health Unit prepares an Annual Report that highlights initiatives completed by staff throughout the year. This information can be found on the Health Unit website at <https://healthunit.org/about/performance-accountability/archived-community-reports/2023-annual-report/>.

Information Items

Committee of the Whole Meeting – November 6, 2024 News Articles, Press Releases, Periodicals & Miscellaneous Items

Items Available Upon Request:

- i. The Corporation of the Municipality of Wawa Resolution re: Immediate Action Needed to Support Ontario's Forest Sector (23-Jul-24)
- ii. Township of Brudenell, Lyndoch and Raglan Letter to The Honourable Doug Ford, Premier of Ontario re: Urging the Government to Promptly Resume Assessment Cycle (07-Aug-24)
- iii. City of Quinte West Letter to The Right Honourable Justin Trudeau Prime Minister re: The Canada Community Building Fund (15-Aug-24)
- iv. The Corporation of the Town of Cobourg Letter to Honourable Doug Ford, Premier of Ontario re: Motion from Mayor Lucas Cleveland regarding Support of Involuntary Care for Individuals with Severe Mental Health and Addictions Issues (04-Oct-24)
- v. Town of Halton Hills Letter to Honourable Doug Ford, Premier of Ontario re: Provincial Updates to the Municipal Elections Act (10-Oct-24)
- vi. Township of Nairn and Hyman Letter to The Honourable Doug Ford, Premier of Ontario re: Opposition to the Transportation and Deposition of Naturally Occurring Radioactive Material (NORM) and Mine Tailings from the Former Beaucage Mine and Waste Site (11-Oct-24)
- vii. Town of Smith Falls Letter to Minister Paul Calandra, Municipal Affairs and Housing re: Updates to the Municipal Elections Act (15-Oct-24)
- viii. Whitewater Region Resolution re: OPP Notice of Motion for Funding Support – Municipality of Tweed
- ix. The Town of the Blue Mountains Resolution re: Ontario Good Roads Recommendation (21-Oct-24)
- x. The Town of Prescott Resolution re: Supporting the Municipality of St. Charles regarding Nicotine Pouches (21-Oct-24)

- xi. Town of Petawawa Letter to Premier Doug Ford re: Ontario Provincial Police Costs 2025

Counties' Planning Matters

- i. Cherie Mills, Manager of Planning Services
Notice of Decision, Local Official Plan Amendment – North Grenville, 4100 County Road 43, Part of Lot 5, Concession 6, Geographic Township of South Gower (17-Oct-24)

- ii. Cherie Mills, Manager of Planning Services
Notice of Complete Application for a Proposed Plan of Subdivision – File No. 08-T-20245 – Four Corners Subdivision (J. Riley) (18-Oct-24)

Information requested by _____

CAO’s November 2024 – Committee of the Whole – Action and Policy Report

This report is to bring forward new issues undertaken by the Directors and highlight upcoming policy decisions that need to come forward to Council from across all Counties’ operations.

Issue	Action Item	Policy Implication	Timeframe
Maple View Lodge	Reutilization Plan and budget		February 2025
	Construction completion		Summer 2025
Purchasing Policy	Committee of the Whole for review and approval		November 2024
Household Hazardous Waste	Tender Process for Mobile Depots		Fall 2025/2026
Strategic Initiatives / Performance	Report to outline steps moving forward		February 2025
Economic Development	Consolidation of Small Business Program delivery		Fall 2025
Andrewsville Bridge	Action steps related to Andrewsville Bridge	Consider Uses	2025 Budget deliberations Winter 2025
Counties Council Remuneration	Corporate Services will issue tender for compensation review	Council to determine compensation effective next term of Council	Spring 2025
Planning Agricultural Review	Staff report to Planning advisory Committee		November 2024
Planning Population data and Development Charges	RFP for population study		Fall 2024

	Final Report on population study		Fall 2025
	Final Report on Development Charges		Spring 2026