



**Frontenac County Council Meeting
Wednesday, May 17, 2017 – 9:00 a.m.
Kingston Frontenac Rotary Auditorium,
2069 Battersea Road, Glenburnie
Council will resolve into Closed Meeting
and will reconvene as regular Council at 9:30 a.m.**

AGENDA

Page

Call to Order

Closed Session

- a) **Resolved That** Council resolve itself into Committee of the Whole closed session as authorized under Section 239 of The Municipal Act, to consider:

1. Adoption of Closed Minutes of Meetings held April 18, 2017;
2. A proposed or pending acquisition or disposition of land by the municipality or local board - as it relates to current negotiations of the acquisition of lands for the K&P Trail;

Resolved That Council rise from Committee of the Whole closed session with/without reporting

Approval of Addendum


Disclosure of Pecuniary Interest and General Nature Thereof

Adoption of Minutes

- a) **Minutes of Meeting held April 18, 2017**

Resolved That the minutes of the regular Council meeting held April 18, 2017 be adopted.

Deputations and/or Presentations

- a) **Mr. Matt Trousdale** and **Ms. Nancy Uchimaru** of the Lakes and Trails Festival will address County Council regarding this upcoming festival.
- b) **Chief Paul Charbonneau** will present County Council with a video  regarding the 2017 Becel Heart & Stroke Ride for Heart on Sunday June 4th

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Proclamations

a) **Seniors' Month - June 1 to June 30, 2017**

[See Communications f)]

Whereas Seniors' Month is an annual province-wide celebration; and,

Whereas seniors have contributed and continue to contribute immensely to the life and vibrancy of this community; and,

Whereas seniors continue to serve as leaders, mentors, volunteers and important and active members of this community; and,

Whereas their contributions past and present warrant appreciation and recognition and their stories deserve to be told; and,

Whereas the health and well-being of seniors is in the interest of all and further adds to the health and well-being of the community; and,

Whereas the knowledge and experience seniors pass on to us continues to benefit all:

Therefore Be It Resolved That the Council of the County of Frontenac does hereby proclaim June 1 to June 30, 2017 as **Seniors' Month** in Frontenac County and encourages all citizens to recognize and celebrate the accomplishments of our seniors.

Move into Committee of the Whole

- a) **That** Council adjourn and meet as Committee of the Whole Council, with the Deputy Warden in the Chair.

Briefings

- 27 - 37 a) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.

Unfinished Business

Recommend Reports from the Chief Administrative Officer

- 38 - 45 a) **2017-069**
Office of the Chief Administrative Office
Waste Management Opportunities - Regional Approach to Optimize Waste Diversion in Frontenac County

Recommendation

Be It Resolved That the Council of the County of Frontenac receives the Office of the Chief Administrative Officer – Waste Management Opportunities - Regional Approach to Optimize Waste Diversion in Frontenac County report;

And Further That Council approves retaining Cambium Inc. to submit a Request for Expressions of Interest to the Continuous Improvement Fund for funding a study to identify opportunities to develop a regional approach to optimize waste diversion in Frontenac County.

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- b) **2017-070**
Corporate Services
Support for the Eastern Ontario Regional Network submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario

Recommendation

Be It Resolved That the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – Support for the Eastern Ontario Regional Network submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario report;

And Further that the Corporation of the County of Frontenac hereby strongly supports the submission of the Eastern Ontario Regional Network’s submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario; and

And Further that member municipalities be requested to consider support for this initiative.

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- c) **2017-071**
Corporate Services
Amendment to 2017 Tax Ratios and Tax Rate Reductions

Recommendation

Resolved That Council of the County of Frontenac accept this Corporate Services – Amendment to 2017 Tax Ratios and Tax Rate Reductions report;

And Further That Council consider a by-law, introduced later in the meeting, to amend the 2017 tax ratios and tax rate reductions to include the new multi-residential class.

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- d) **2017-072**
Corporate Services
Performance Appraisal Process

Recommendation

Resolved that the Council of the County of Frontenac direct staff to formally develop a performance appraisal policy for Council consideration;

And Further, that the policy be developed to reflect Option Number _____ of Report 2017-072.

Information Reports from the Chief Administrative Officer

60 - 63

- a) **2017-073**
Fairmount Home
Quarterly Update Activity Report

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- b) **2017-074**
Emergency and Transportation Services
Post-Traumatic Stress Disorder (PTSD) Prevention Plan

136 - 141

- c) **2017-075**
Corporate Services
2017 First Quarter Financial Summary

Reports from Council Liaison Appointees

- a) Emergency and Transportation Services - Councillor Nossal
- b) Long Term Care (Fairmount Home) - Councillor Inglis
- c) Corporate Services - Councillor Dewey
- d) Planning and Economic Development - Councillor McDougall

Reports from External Boards and Committees

- a) Kingston Frontenac Library Board Update - Warden Vandewal
- b) KFL&A Public Health Board Update - Councillor Doyle
- c) RULAC, LSR and Other Updates

- d) Algonquin Land Claim Update - Councillor Inglis
- e) Frontenac County Youth Justice Advisory Committee Update - Councillor Nossal
- f) Housing and Homelessness Committee Update - Councillor McDougall
- g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall
- h) Eastern Ontario Warden's Caucus Update - Warden & CAO
- i) Mississippi Rideau Tay Rural Health Hub Organizing Committee - Councillor Smith
- j) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Councillor Doyle

Reports from Advisory Committees of County Council

Return to Council

- a) **That** Council revert from Committee of the Whole Council, to Council.

Adoption of the Report of the Committee of the Whole Council

- a) **That** the report of the Committee of the Whole Council be adopted and that the necessary actions or by-laws be enacted.

Motions, Notice of Which has Been Given

Giving Notice of Motion

Communications

That Council consent to the following communications of interest to Council listed below be received and filed:

- a) Call for Nominations for the Inaugural Champion of Diversity Award
[Distributed to Council on April 21, 2017]
- b) Forests Ontario are Celebrating Ontario150 by Establishing Future Forests
[Distributed to Council on April 21, 2017]
- c) Township of Frontenac Islands Ground breaking Ceremony Invitation
[Distributed to Council on April 21, 2017]

- d) Ministry of Indigenous Relations & Reconciliation Information on the Williams Treaties First Nations Litigations in Federal Court
[Distributed to Council on April 21, 2017]
- e) Paramedic Chiefs of Canada Promoting the National Leadership Competency Profile Framework
[Distributed to Council on April 21, 2017]
- f) Minister Responsible for Seniors Affairs Proclamation of Seniors Month 2017
[Distributed to Council on April 21, 2017]
- g) Resolution from the Township of Adjala-Tosorontio Wanting no Taxes on the Canadian Flag for 2017
[Distributed to Council on April 21, 2017]
- h) Resolution From the Township of Lake of Bays to Minister of Education regarding the Accommodation Review Process
[Distributed to Council on April 21, 2017]
- i) Kingston & Frontenac Housing Corporation April 24, 2017 Public Agenda
[Distributed to Council on April 28, 2017]
- j) Lanark County's Provincial Request regarding Opioid Strategy
[Distributed to Council on April 28, 2017]
- k) March 22, 2017 Kingston Frontenac, Lennox & Addington Board of Health Meeting Minutes
[Distributed to Council on April 28, 2017]
- l) University Hospitals of Kingston Foundation Invite to Circle of Care Luncheon for the Warden
[Distributed to Council on April 28, 2017]
- m) From Deputy Warden Higgins Providing Information on Wild Parsnips and Clearview Herbicide
[Distributed to Council on May 5, 2017]
- n) Invitation to Warden to the Celebration of Giving from UHKF
[Distributed to Council on May 12, 2017]

- o) Ministry of Municipal Affairs & Ministry of Housing regarding Exemption from Approval of OP Amendment to County Plan
[Distributed to Council on May 12, 2017]
- p) Municipal Delegations at AMO Conference Registration Link
[Distributed to Council on May 12, 2017]
- q) Ingmar Freitag and Ed Miller Recognized and Awarded the CMM II Emergency Medical Services Professional Certification
[Distributed to Council on May 12, 2017]

Other Business

Public Question Period

By-Laws – General By-laws and Confirmatory By-law

- a) First and Second Reading
Resolved That leave be given the mover to introduce by-laws a) through c) and e) that have been circulated to all Members of County Council and that by-laws a) through c) and e) be read a first and second time.
- b) Third Reading
Resolved That by-laws a) through e) be read a third time, signed, sealed and finally passed.

By-Laws

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- a) To Amend the 2017 Tax Ratios and Tax Rate Reductions to Include the New Multi-Residential Class
(Proposed By-Law No. 2017-0020)

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- b) To Appoint a Deputy Treasurer
(Proposed By-Law No. 2017-0021)
- c) To authorize the Warden and Clerk to execute an Agreement of Purchase and Sale for Lands legally described as PT LT 26-27 Con 1 Bedford as in FR228077 SRO & PT 1 13R16314 S Of Travelled Rd Except PT 10 13R9287; South Frontenac, being all of PIN 36238-0024 (LT), and for lands legally described as PT LT 27-28 Con 1 Bedford As In FR228077 N of travelled Rd Except PT 4 13R9287; South Frontenac, being all of PIN 36238-

0013 (LT) and for lands legally described as PT LT 28 Con 2 Bedford PT 5, 13R15454 SRO; South Frontenac, being all of PIN 36238-0025 (LT); Part Lot 3 Concession 1 OSO as described in Instrument No. FR489041 SRO; SIT FR550116; Central Frontenac, being all of PIN 36327-0162 (LT); Part lot 4, Concession 1, OSO, described as Part 1, 13R-1081 0 SRO; SIT FR550117; Central Frontenac, being all of PIN 36237-0153 (LT); Con 11 PT Lot 7, Geographic Township: Olden, being PIN 36225-0328; Con 1 PT Lot 6 RP 13R2642; Part 7 To 9; Con 1 PT Lot 5 RP 13R1386 Part3; Con 11 PT Lot 9 SE CR RP;13R10274 PT 1 To 6, Geographic Township: Olden; Part Lot 30 Concession 1 Bedford, being part of Parts 1 - 3, 13R-4084 SRO (to be confirmed by Survey); Central Frontenac, being part of PIN 36238-0007 (LT); PT LT 3 Con 1 Oso As In FR546873 SRO Except PT 2 13R2325 & PTS 1-2, 13R2410; S/T FR546874; Central Frontenac PIN #: 36237-0164; PT LT 7 Con 11 Olden As In FR550120 SRO; S/T FR550119; Central Frontenac PIN #: 36225-0330
(Proposed By-Law No. 2017-0022)

- 146 d) To Authorize the Warden and Clerk to Execute an Agreement with the EOTA
(Proposed By-Law No. 2017-0018)

Third Reading

- 147 - 148 e) To Confirm All Actions and Proceedings of Council
(Proposed By-Law No. 2017-0023)

Adjournment

12 Reports from Council Liaison Appointees

a) Emergency and Transportation Services - Councillor Nossal

Councillor Nossal provided an overview of the Emergency and Transportation Services liaison activities since the last Council meeting.

b) Long Term Care (Fairmount Home) - Councillor Inglis

Councillor Inglis provided an overview of the Fairmount Home liaison activities since the last Council meeting.

c) Corporate Services - Councillor Dewey

Councillor Dewey provided an overview of the Corporate Services liaison activities since the last Council meeting.

d) Planning and Economic Development - Councillor McDougall

Councillor McDougall provided an overview of the Planning and Economic Development liaison activities since the last Council meeting.

13 Reports from External Boards and Committees

a) Kingston Frontenac Library Board Update - Warden Vandewal

Warden Vandewal provided an update of the happenings of the Kingston Frontenac Library Board since the last meeting.

b) KFL&A Public Health Board Update - Councillor Doyle

Councillor Doyle provided an update of the happenings of the KFL&A Public Health Board since the last meeting.

c) RULAC, LSR and Other Updates

No Report.

d) Algonquin Land Claim Update - Councillor Inglis

No Report although Councillor Inglis is hoping to attend a meeting later this month to determine the status of this Committee.

- e) Frontenac County Youth Justice Advisory Committee Update - Councillor Nossal**

No Report.

- f) Housing and Homelessness Committee Update - Councillor McDougall**

No Report.

- g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall**

Councillor McDougall provided an update of the happenings of the Rideau Corridor Landscape Steering Committee since the last meeting.

- h) Eastern Ontario Warden's Caucus Update - Warden & CAO**

No Report.

- i) Mississippi Rideau Tay Rural Health Hub Organizing Committee - Councillor Smith**

No Report.

- j) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Councillor Doyle**

Councillor Doyle provided an update of the happenings of the Food Policy Council of Kingston, Frontenac Lennox and Addington since the last meeting

- h) Ministry of Natural Resources and Forestry 2017-2018 Inspection of Approved Annual Work Schedule
[Distributed to Council on March 24, 2017]
- i) NPTW Kirkland Lake Wood Poles Field Memo
[Distributed to Council on March 24, 2017]
- j) From Randy Hillier regarding the Delivery of ODSP Services to Frontenac County
[Distributed to Council on March 31, 2017]
- k) March 27, 2017 Kingston & Frontenac Housing Corporation Public Agenda
[Distributed to Council on March 31, 2017]
- l) Letter to Premier Wynne from Town of Northeastern Manitoulin and the Islands regarding Hydro Delivery
[Distributed to Council on March 31, 2017]
- m) Letter to Premier Wynne from the Town of Northeastern Manitoulin and the Islands regarding Hydro Delivery
[Distributed to Council on March 31, 2017]
- n) 2nd Rural Summit on Poverty and Housing Invitation 2017
[Distributed to Council on March 31, 2017]
- o) Community Awareness Day 2017 Invitation
[Distributed to Council on March 31, 2017]
- p) South Frontenac Council Resolution Regarding Schedule 11 of By-Law 2016-73
[Distributed to Council on March 31, 2017]
- q) From the Integrity Commissioner Regarding Subsequent Correspondence
[Distributed to Council on March 31, 2017]

- r) Notice of Public Meeting from the County of Lennox & Addington Concerning Proposed Amendment Number 2
[Distributed to Council on April 7, 2017]
- s) Notice of Public Meeting from the County of Lennox & Addington regarding O.P. Amendment Number 1
[Distributed to Council on April 7, 2017]
- t) Water Quality Management of Lake Trout Lakes in County of Frontenac 2005 - 2012
[Distributed to Council on April 7, 2017]
- u) From the Township of North Frontenac regarding County resolution on Solid Waste
[Distributed to Council on April 13, 2017]
- v) From the Township of South Frontenac regarding County Motion on Solid Waste
[Distributed to Council on April 13, 2017]
- w) Kawartha Lakes Resolution Regarding Certified Crop Advisors
[Distributed to Council on April 13, 2017]
- x) Rideau Corridor Awards Program Application Form
[Distributed to Council on April 13, 2017]

20 Other Business

Marian VanBruinessen, Director of Corporate Services/Treasurer, took this opportunity to thank Council for their support over her many years of service and expressed her gratitude on the wonderful years she has been with the County of Frontenac.

21 Public Question Period



Administrative Report

May 17, 2017
Report 2017-04



FRONTENAC

Meeting Schedule

- EOWC – April 21
- Seniors Housing Task Force Meeting - Central Frontenac – April 26
- EOWC Meeting in Ottawa with MPs – May 1
- Frontenac Islands Seniors Housing Project groundbreaking ceremony – May 5
- Hartington OMB Hearing – Commences May 8 in South Frontenac Council Chamber
- CDAC Meeting – May 11
- CAO Provincial meeting – May 16
- Frontenac Accessibility Advisory Committee – May 29





FRONTENAC

Policy Updates

- **Advocacy Update—AMCTO Discusses Municipal Reporting with the Secretary of the Cabinet:** On April 19th, AMCTO staff were invited to meet the Secretary of the Cabinet, Steve Orsini to [discuss](#) our research into municipal reporting to the Province.
- **Ombudsman and Privacy Commissioner Oppose Bill 68 Closed Meeting Exceptions:** Ontario’s Information and Privacy Commissioner and Ombudsman both [spoke out](#) last week in opposition to additional closed meeting exemptions proposed in Bill 68.
- **Federal Government Unveils Cannabis Legalization Plan:** The federal government [released legislation](#) that will lead to the legalization of recreational cannabis.
- **Fair Housing Plan Announced:** The province announced the Fair Housing Plan for Ontario, a [series of measures](#) put forward to assist in making housing more affordable for both homeowners and renters alike.



FRONTENAC

Policy Updates cont.

- **Government Announces New Funding for Child Care:** As part of the 2017 budget, the government [announced](#) new funding to provide access to childcare for 24,000 more children.
- **POA Plate Denial to Begin May 1st:** The Ministry of Transportation (MTO) has [announced](#) that beginning on May 1st drivers with defaulted Provincial Offences Act (POA) fines will not be able to renew their licences plates.
- **Tulloch Report on Police Oversight Released:** Ontario Justice Michael Tulloch [released](#) his independent review of Ontario's police oversight system.
- **Premier Launches Basic Income Pilot Project:** At the end of April Premier Wynne [announced the launch](#) of the Basic Income Pilot Project in three Ontario communities.
- **AGCO Introduces Changes to Special Occasion Permit (SOP) Events:** The Alcohol Gaming Commission of Ontario (AGCO) met with AMCTO in April to discuss a [series of changes](#) to Special Occasion Permit (SOP) events that will have an impact upon municipalities.



FRONTENAC

Bills and Lawmaking

- **Bill 68**, the *Modernizing Ontario's Municipal Legislation Act*, is being debated by the Standing Committee on Social Policy. You can find AMCTO's summary of the bill [here](#), as well as annotated copies of the *Municipal Act* and *Municipal Conflict of Interest Act*, as amended by Bill 68 [here](#), and our submission to the Standing Committee on Social Policy [here](#).
- **Bill 65**, the *Safer School Zones Act*, passed second reading and is being debated and [considered](#) by the Standing Committee on General Government. Amongst other things the bill would allow municipalities to use photo radar.



FRONTENAC

AMO Updates

AMO Matters

AMO and the Province of Ontario released the 2016 Joint Annual Memorandum of Understanding Statement. The [Joint Statement](#) provides an update of some of the activities and accomplishments under the MOU during 2016.

Don't miss out on opportunity to [showcase your municipal government project](#) that demonstrates innovative approaches to improve capital, operating efficiency, and alternative service delivery initiatives and partnerships. Due May 14, 2017.

Provincial Matters

The Ministry of Transportation is considering a change to the regulation that allows certain drivers to use two-way radios while driving. Comment before June 15 via the [regulatory registry posting](#).



FRONTENAC

Economic Development Update

Canada 150 K&P Trail Celebration

- Staff are working with Central Frontenac Canada 150 Committee to organize a celebration to mark the completion of the K&P trail
- As per Council direction, a plaque will be erected to commemorate this event.
- This event is planned for August 26, in conjunction with numerous Trans Canada trail celebrations that will take place on same date.

Accommodation Study

- Workshops completed in all four townships
- Over 45 One on One engagements with brand ambassadors, county councillors and business owners
- Draft report to CDAC on June 8.

Teeny Tiny Summits

- June 28 & 29 in Merrickville and Havelock
- Last year Seeley's bay attracted 135 people
- Alison invited to share as part of the "Telling your Story" session, regarding Frontenac brand and ambassador program.

Twitter Stats – FPS – March

Apr 2017 • 30 days Frontenac Paramedics

TWEET HIGHLIGHTS

APR 2017 SUMMARY

Tweets	23	Tweet impressions	84.1K
Profile visits	6,164	Mentions	82
New followers	56	Followers as of April 30, 2017	2,714

Top Tweet earned 10K impressions

3 Frontenac ambulances enroute to KGH with 3 teens. Car vs two atvs. HELMETS save lives! @OPP_ER #infrontenac ^jbpic.twitter.com/BFK2AKpOXX



1 retweet 18 replies 20 likes

Top Follower followed by 1,910 people



Lisa Couperthwaite
@DrCouperthwaite
#Psychologist, prev @CanBorder officer, #FirstResponders #trauma #growth #LGBTQ2S+ Let's improve #mentalhealth service access; Views mine; tweets/RT 4 education

Top mention earned 1,186 engagements

Make It Home YGK
@YGKTraffic - Apr 3

@FPSParamedics also on scene at Compton St, on stand-by.
pic.twitter.com/zApBAgLBz



12 retweets 1 like
View Tweet

Top media Tweet earned 3,563 impressions

2 lanes blocked car vs wall. One injured taken to ER by @LandACounty Paramedics @KtownFire @OPP_COMM_ER #yggk ^jbpic.twitter.com/0M4QvzkaA



1 retweet





FRONTENAC

Twitter Stats – County – March

Apr 2017 · 30 days Frontenac County

TWEET HIGHLIGHTS

APR 2017 SUMMARY

Tweets	Tweet impressions
71	24.2K
Profile visits	Mentions
1,852	49
New followers	Followers as of April 30, 2017
31	1,674

Top Tweet earned 1,207 impressions

Inter-generational Project at [#FairmountHome](#) w/ Grade 3/4 students of Elginburg PS [@LLFdn](#) [@LimestoneDSB](#)
pic.twitter.com/UPoN38CHF



Retweets: 6, Likes: 10

Top mention earned 94 engagements

Mayor Ron Higgins
[@HigginsRon](#) · Apr 19

This is why I love living in North Frontenac in [@FrontenacCounty](#) [#InFrontenac](#)
pic.twitter.com/9JMnOXErY



Retweets: 3, Replies: 5, Likes: 24

[View Tweet](#)

Top media Tweet earned 998 impressions

REMINDER: County Council is this Tuesday April 18 at 9am instead of the regular Wednesday date [#FrontCnl](#)
frontenacounty.ca/en/News/index...
pic.twitter.com/ciZ38ngAdD



Retweets: 5, Likes: 2

[View Tweet activity](#)

[View all Tweet activity](#)



FRONTENAC

Upcoming 2017 Events

- **OMAA** - May 10-12
- **FCM Conference** June 1-4, Ottawa
- **AMCTO Conference** June 11-14
- **AMO Conference**, August 13-16, Ottawa
- **AMCTO's Municipal Clerk's Institute Level I** will be hosted by the County of Frontenac, August 24 – 26



FRONTENAC



AdvantAge Ontario

@AdvantAgeOnt



Follow



Administrator Lisa Hirvi at Glenburnie's Fairmount Home [@FrontenacCounty](#) picks up the Donna Rubin Admin Leadership Program Award. Congrats!



RETWEETS

6

LIKES

11



Whereas during 2014 and 2015 Wardens Clayton and Doyle lobbied the EOWC and other municipalities to join the County in determining what municipalities should do to plan for post land fill waste site closures. While interest was shown and the EOWC put this on their long term list of items to review it has not yet been approved as a top current year priority; and,

Whereas it is time to take another look and decide what approach Frontenac County Council should take on this strategic goal as we must ensure something is done to improve waste management across Frontenac County during this term of office; and,

Whereas the Province has recently passed Bill 151, the Waste-Free Ontario Act, which changes the landscape considerably, and some of the options discussed a few years ago may no longer be appropriate; and,

Whereas it has been suggested that we have an opportunity to be the leader in the efforts led by AMO and the Province to adopt the visionary goal of zero waste and eliminate GHG from the waste sector; and,

Whereas although Bill 151 makes it clear that the industry is required to assume all cost and management of the current Blue Box items, we must do better on other Municipal waste streams such as organics, construction materials and other non-recyclables;

Therefore Be It Resolved That the Council of the County of Frontenac direct staff to investigate options to assist Council to make progress with the Frontenac County Waste Strategic Goal and report back their findings at the April 2017 Council meeting, including considering such programs as recently approved by the Ministry of the Environment and Climate Change to divert all organic material to a local Anaerobic Bio-digester on Wolfe Island and current energy-from-waste technologies for non-organic waste.

And Further That a copy of this resolution be circulated to the member municipalities for their comment and input.

Carried

Comments

A copy of the resolution was forwarded to the member municipalities on February 22, 2017. As a result, and as noted in the April CAO Briefing, Public Works Managers and Cambium met with CAOs on April 6th regarding the County's motion and the future of waste management. As a result, Jim Phillips, P. Eng, Public Works Manager, Township of North Frontenac prepared a report and recommendation for consideration by the member municipalities. A copy of the report is attached as Appendix A.

The Public Works Managers and Cambium are of the opinion that the best course of action at this time is to complete the recommended study in order for the region to take full advantage of the changes coming under Bill 151, *Waste Free Ontario Act*. In particular, their recommendation will address the need to "investigate options to assist Council to make progress with the Frontenac County Waste Strategic Goal and report

back their findings at the April 2017 Council meeting, including considering such programs as recently approved by the Ministry of the Environment and Climate Change to divert all organic material to a local Anaerobic Bio-digester on Wolfe Island and current energy-from-waste technologies for non-organic waste.”

Sustainability Implications

As noted in *Directions for our Future Solid Waste Management* is one of its focus areas, noting that with landfills reaching a carrying capacity throughout the County, there is an urgent need to reduce the production of wasteful materials. This, combined with new and innovative waste management technologies, will establish the Frontenac’s as leaders in responsible and timely action to mitigate County-wide issues relating to solid waste management.

Financial Implications

The County of Frontenac set aside \$100,000 in a reserve for Waste Management.

Organizations, Departments and Individuals Consulted and/or Affected

Township CAO’s
Township Public Works Managers
Susan Brant, Director of Corporate Services/Treasurer



ADMINISTRATIVE REPORT

TO: MAYOR AND MEMBERS OF COUNCIL

FROM: JIM PHILLIPS, P. ENG., PUBLIC WORKS
MANAGER (PWM)

RECOMMENDED BY: CHERYL ROBSON, AMCT
CHIEF ADMINISTRATIVE OFFICER (CAO) _____
CAO's Initials

DATE OF MEETING: APRIL 28, 2017

RE: Regional Approach to Optimize Waste Diversion in Frontenac County

BACKGROUND

The County's Strategic Plan re: Waste Management states:

- Coordinate the establishment of a "Made in Frontenac" position and financial plan to be executed by the end of the current Council term, to inform the Eastern Ontario Wardens caucus on solid waste management solutions, including energy-from-waste.
- Frontenac's position will be supported by technical data and financial planning in collaboration with local municipalities.

On March 17, 2017 Council passed Resolution #123-17 stating:
"BE IT RESOLVED THAT Council receives for information the letter dated February 22, 2017 from the County of Frontenac regarding County Council's Resolution #35-17 with respect to Waste Management Opportunities to assist the County with meeting the Waste Strategic Goal;

AND THAT the Frontenac Chief Administrative Officers have added this to the April 6, 2017 Frontenac CAOs meeting and have invited the Frontenac Public Works Managers, along with a Representative from Cambrium Inc., to discuss Waste Management;

AND THAT Council therefore defers this and instructs the CAO will provide an update to Council following this meeting in order for Council to respond to the County's request."

Public Works Manager – Administrative Report
Regional approach to optimize Waste Diversion in Frontenac County
April 28, 2017

On April 6, 2017, the Frontenac Chief Administrative Officers (CAOs) and the Public Works Managers (PWMs) from the four Frontenac Townships held a joint meeting to discuss several key issues, including, current Waste Management practices and policies and future directions. Also present at the meeting were two representatives from Cambium Inc., the current Waste Management Consultant for North Frontenac, South Frontenac and Central Frontenac, to discuss the implications of the Waste Free Ontario Act and some possible options that may be investigated to improve efficiencies for all the Townships in the County of Frontenac.

At the conclusion of the meeting it was recommended that Cambium provide us with a summary of the key points discussed and a scope of work to prepare an Application to the Continuous Improvement Fund (CIF) for funding a study to identify opportunities to develop a regional approach to optimize waste diversion in the Frontenac Townships from a financial, social and environmentally sustainable perspective.

CIF is an organization developed through the cooperation of the Association of Municipalities of Ontario, the City of Toronto, Stewardship Ontario and Waste Diversion Ontario. The CIF provides grants and loans to municipalities to execute projects that undertake best practices initiatives to increase the effectiveness and efficiency of municipal Blue Box recycling programs. In 2015 CIF committed \$1 million per year for three years (2016 – 2018) to assist municipalities in dealing with the implications of the Waste Free Ontario Act (2016) subject to the development of acceptable funding criteria. This is accomplished by pursuing projects that have been identified by the CIF as high priority or as special priority or by pursuing projects that are either community-specific and/or of broader interest and must focus on addressing the implications of the legislation on Blue Box program operations.

The CIF funding programs have the following priorities in 2017:

1. System optimization;
2. Projects achieving cost savings or cost containment;
3. Transitional support in response to New Legislation;
4. Centre of Excellence projects, including:
 - o Development of better practices & tool kits
 - o Research into materials management
 - o Support for Request for Proposals & tender development
 - o Training initiatives
 - o Outreach services
 - o Waste composition studies
 - o Performance audits

The deadline for submitting a 2017 Request for Expressions of Interest (REOI) to the CIF for funding is May 3, 2017.

Public Works Manager – Administrative Report
Regional approach to optimize Waste Diversion in Frontenac County
April 28, 2017

RESEARCH BY

Jim Phillips, P. Eng, Public Works Manager
Sonia McLuckie, Public Works Administrative Assistant

COMMENTS

The overall objective of this project is to identify opportunities to develop a regional approach to optimize waste diversion from a financial, social and environmentally sustainable perspective.

We are seeking approval to work with Cambium Inc. to review the practices throughout all four Municipalities in Frontenac County in terms of finding opportunities for greater efficiency and waste diversion (including through collaboration), and additionally to begin preparations for coming changes resulting from the new Waste Free Ontario Act.

Essentially the services that will be completed by Cambium throughout this project will include but are not limited to:

- Review of current Blue Box Promotion and & Education (P&E) and Waste Management Plans
- Review of Waste Management practices – how programs are delivered
- Financial review of all waste management programs, including Blue Box.
- Review all 3rd party management contracts
- Waste audits (landfills, transfer stations and curbside pickup)
- Confirmation of priorities (cost savings, diversion, etc.)
- Development, assessment, and prioritization of opportunities to improve efficiency and/or waste diversion (including dealing with difficult waste streams such as, Bale wrap, Rigid Plastic, Styrofoam/Polystyrene).
- Categorize opportunities in terms of ones that can/should be done now and ones that should wait until further details come available through the new act.

It is anticipated that some of the study components listed above may not be eligible for funding through the CIF programs and therefore financial assistance from the County of Frontenac may be required to complete the entire scope of work for this Waste Management study.

FINANCIAL IMPLICATIONS

The County of Frontenac has allocated \$100,000 for their Strategic Plan re: Waste Management.

Public Works Manager – Administrative Report
Regional approach to optimize Waste Diversion in Frontenac County
April 28, 2017

Attached is a summary of the cost breakdown from Cambium Inc. in the total amount of \$106,365 to represent all four Townships in Frontenac County. This is a full figure that does not represent any potential 50% funding from CIF.

If Cambium Inc. is retained to submit the Application for funding through CIF and we are not successful, the cost between all four Townships and/or the County would be \$2,500.

RECOMMENDATION

BE IT RESOLVED THAT Council receives for information the Public Works Manager's Administrative Report entitled "Regional Approach to Optimize Waste Diversion in Frontenac County";

AND THAT Council approves, if the four Townships in Frontenac County jointly agrees, to retain Cambium Inc. to submit a Request for Expressions of Interest to the Continuous Improvement Fund for funding a study to identify opportunities to develop a regional approach to optimize waste diversion in Frontenac County;

AND THAT the fee for Cambium Inc. to submit the Applications to CIF in the amount of \$2,500, be requested from the County of Frontenac.

ATTACHMENT

1. Scope of Work & Budget information from Cambium Inc.



MEMORANDUM

Cambium Inc.
 P.O. Box 325
 52 Hunter Street East
 Peterborough, Ontario, K9H 1G5
 Telephone: (705) 742.7900 1 (866) 217.7900
 Facsimile: (705) 742.7907

To: Jim Phillips, Public Works Manager, Township of North Frontenac

From: Rob Arkell, Senior Project Manager, Cambium

Date: April 20, 2017

Re: **DRAFT – Scope of Work & Budget – FOR DISCUSSION**
Review of Waste Management Programs – North Frontenac, Central Frontenac, South Frontenac, Wolfe Island

Hi Jim. Please see below re a more detailed scope of work and ballpark budget, for discussion.

	Phase	Details	Budget
BACKGROUND	Project Initiation & Kickoff	<ul style="list-style-type: none"> CIF Application & Coordination Project planning/strategy Kick-off meeting Summary and report of kick-off meeting 	\$4,620
	Review of Programs, By-laws and Landfill Capacity	<ul style="list-style-type: none"> Data gathering & summary of programs Compare & Contrast Develop GIS map of all landfills, transfer stations, services Summary of landfill capacity across the County Summary of waste related By-laws 	\$4,240
	Review of Waste Mgmt. Practices	<ul style="list-style-type: none"> Site visits/staff interviews – transfer stations/landfills (2 each) Ride along/staff interviews – curb side program Travel to/from Operational analysis – by program and municipality P & E analysis – by program and municipality Performance analysis – by program & municipality 	\$12,015
	Review of Waste Mgmt. Contracts	<ul style="list-style-type: none"> Review & summarize – by program & municipality Recommendations where applicable 	\$2,860
	Financial Review	<ul style="list-style-type: none"> Gather and summarize data Complete analysis – cost per program by municipality 	\$3,640
	Check In Meeting	<ul style="list-style-type: none"> Review of info gathered to date – receive comments/direction 	\$2,820
	Waste Audits	<ul style="list-style-type: none"> 1 season, 2 locations per Municipality (i.e. landfills, transfer stations, curbside) Multi-day audit / 10–15 separation streams 	\$45,500
GO FORWARD STRATEGY	Summary – Waste Free Ontario Act	<ul style="list-style-type: none"> Summary Latest updates & implications 	\$780
	List of Opportunities	<ul style="list-style-type: none"> Current programs New programs Combined programs 	\$5,200
	Assessment of Opportunities	<ul style="list-style-type: none"> Analysis of opportunities – current, new, combined Classify as “Do Now” or “Wait for more Details from Act” 	\$9,880
	Check in Meeting	<ul style="list-style-type: none"> Review of info gathered to date – receive comments/direction 	\$3,340
	Prioritization of Opportunities	<ul style="list-style-type: none"> Based on feedback from Check In Meeting 	\$2,600
	Final Report	<ul style="list-style-type: none"> Draft & Finalize 	\$5,920
	Presentation to Council	<ul style="list-style-type: none"> Preparation, Travel, Delivery 	\$2,950
		TOTAL	\$106,365



Report 2017-070

Council Recommend Report

To: Warden and Council

From: Kelly Pender, Chief Administrative Officer

Date of meeting: May 17, 2017

Re: **Office of the Chief Administrative Officer – Support for the Eastern Ontario Regional Network submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – Support for the Eastern Ontario Regional Network submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario report;

And Further that the Corporation of the County of Frontenac hereby strongly supports the submission of the Eastern Ontario Regional Network's submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario; and

And Further that member municipalities be requested to consider support for this initiative.

Background

The revitalization of the economy of Eastern Ontario continues to be the primary objective of the Eastern Ontario Wardens' Caucus (EOWC) which, in its *Economic Development Strategy for Eastern Ontario* has identified the necessity of improving mobile broadband and cellular networks as critical to propelling innovation and economic growth in all sectors of the regional economy including manufacturing, agriculture, and transportation services.

Comment

The Eastern Ontario Wardens' Caucus and the Eastern Ontario Regional Network (EORN) have undertaken a detailed and comprehensive engineering analysis of the

gaps in cellular coverage and capacity across the region and that analysis demonstrates the existence of significant gaps in both coverage and capacity that is impacting public safety, economic growth and the quality of life for residents. As such, on behalf of the EOWC, EORN prepared a full business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario.

Establishing a Public Safety Broadcast Network (PSBN) for First Responders is a national imperative in which EORN is proposing the development of a Public Safety Broadcast Network pilot project covering Eastern Ontario to support a national Network. The Eastern Ontario Wardens' Caucus has proven itself capable of designing, building and delivering a major telecommunications project on behalf of the businesses and citizens of Eastern Ontario, Ontario and Canada. EORN, on behalf of the EOWC, has prepared a full business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario and is proposing the development of a Public Safety Broadcast Network pilot project covering Eastern Ontario to support a national network.

Member municipalities will be asked to support a similar resolution.

A backgrounder has been prepared by the EORN and is attached Schedule "A".

Sustainability Implications

Cell coverage is becoming a necessity for raising a family, operating a business and personal safety. Improving coverage and capacity in Frontenac will support a healthy and vibrant community.

Financial Implications

At this time, there are no financial implications associated with this report. Subject to senior levels of government funding, a subsequent report will be provided outlining the local share of this project.

Organizations, Departments and Individuals Consulted and/or Affected

Jim Pine
Lisa Severson

Schedule “A” – Background Information Supplied by EORN

Improving Mobile Broadband in Eastern Ontario

Council Resolution of Support

Project Overview

For Eastern Ontario to work and grow, people need high-speed internet access at home, work or on the road. The current gap in cellular coverage and capacity is hindering economic growth, quality of life and public safety in the region.

Working with the governments of Canada and Ontario, along with private sector cellular companies, the Eastern Ontario Regional Network (EORN) is proposing a \$213 million project to improve cell coverage and mobile broadband services to grow the regional economy. The project also proposes to build a public safety broadband network for first responders. The total cost of both projects is \$299 million, saving nearly \$50 million through a combined build.

The proposal was delivered to the federal government on May 1 and will be officially submitted to the Minister of Rural Affairs Jeff Leal and Minister of Infrastructure Bob Chiarelli on May 29. Provincial support is the first step to achieving federal funding commitments.

When Eastern Ontario demonstrated strong municipal support for the first EORN broadband project, the federal and provincial governments responded with funding. Passing a Council Resolution of Support will again demonstrate that Eastern Ontario municipalities are unified in their call to improve cellular connectivity across our region.

Is this a priority for Eastern Ontario?

- Yes. The Eastern Ontario Wardens' Caucus (EOWC) deems this project the number one economic development priority for the region. People and businesses across Eastern Ontario increasingly rely on connecting to broadband services through their smart phones or tablets. Mobile broadband is an essential tool to grow local businesses and generate jobs.
- The EOWC also recognizes the critical need for a dependable and secure communications network for emergency services, usually called a public safety broadband network (PSBN).

What could the project do for Eastern Ontario?

- We know that broadband connectivity – including cellular data connections – are critical to creating jobs, business growth and economic development.

Recommend Report to Council
Office of the Chief Administrative Officer – Support for the Eastern Ontario Regional Network submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario
May 17, 2017

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- Economic analysis suggests that the project would create more than 3,000 full-time job equivalents over 10 years and more than \$420 million in private sector business revenues.
- It would also help improve online access to public services, improve public safety and help people stay connected socially.
- The CRTC has said that both fixed and mobile broadband should be a basic telecom service available to all Canadians. The EORN project would be a major step forward in making this a reality for people in Eastern Ontario.

What is a public safety broadband network?

- EORN's design could also support the proposed public safety broadband network. This would be a dedicated, secure network for first responders to communicate seamlessly and share information in real-time.
- Canada has set aside 20 MHz of 700 MHz spectrum for such a national network. EORN's design builds on its proposed cellular improvements to reduce the overall costs of the public safety network, saving nearly \$50 million.

What is the scale of Eastern Ontario's cell gap?

- About one quarter of rural Eastern Ontario, where there are homes, businesses, or major roadways, cannot access mobile data services.
- There are also many areas with poor service that can't handle current demand for data. With demand for data growing rapidly, that capacity gap that will grow to 65% by 2018.

Why isn't Eastern Ontario better served?

- Rural communities simply don't generate enough revenue for cell carriers to spend on expanded services across a large, sparsely populated area. The result is market failure.

What would the project involve?

- Building on its extensive fibre optic backbone network, the Eastern Ontario Regional Network (EORN) has developed a plan to improve the reach and quality of cellular coverage across the region.
- This plan would involve creating new connectivity points to the fibre backhaul network, building new cell towers and installing new equipment on existing infrastructure.

How did EORN develop the plan and costing?

- The EORN proposal is based on a thorough analysis of current services from the two major telecomm providers, and projections about growing needs.
- The work included an engineering cell gap analysis, costing study, cell market analysis and economic impact study. We have taken into account the expansion of the 700 MHz spectrum, and tested our model against input from mobile providers through a Request for Information.

What will it cost municipalities?

Recommend Report to Council
Office of the Chief Administrative Officer – Support for the Eastern Ontario Regional Network submission of a business case to support improvement and expansion of cellular networks and mobile broadband services across Eastern Ontario
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- Work is underway to look at a variety of cost-sharing formulas, as was the case in the first EORN project
- In that project the EOWC members and six separated municipalities contributed a total of \$10 million.
- Current discussions revolve around a range of \$10.1 to \$14.2 million but a final decision will depend a number of variables including final project design and funding support from other levels of government.

What kind of coverage would the project achieve?

- EORN's project is being designed to cover 99% of the region where there are homes, businesses or major roads, and will increase capacity to handle growing mobile data demand.
- The project also takes into account that in rural areas, unlike urban centres, cellular data services may be the only internet access available. This means that an even more robust network is needed.

About EORN

EORN was created by the EOWC to expand high-speed internet access across the region through a public-private partnership. EORN improved broadband access to about 90% of rural Eastern Ontario, and more than 120,000 households are new broadband subscribers.

EORN has demonstrated success in managing projects of this scale and delivering value for dollar. The original \$170 million broadband project is now valued at \$260 million, when you include additional private sector in-kind contributions.

EORN continues to advocate with ISPs and work on innovative ways to improve connectivity. Mobile broadband may be a solution in some areas which have been difficult to serve with other technologies.



Report 2017-071

Council Recommend Report

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Susan Brant, Director of Corporate Services/Treasurer
Date of meeting: May 17, 2017

Re: Corporate Services – Amendment to 2017 Tax Ratios and Tax Rate Reductions

Recommendation

Resolved That Council of the County of Frontenac accept this Corporate Services – Amendment to 2017 Tax Ratios and Tax Rate Reductions report;

And Further That Council consider a by-law, introduced later in the meeting, to amend the 2017 tax ratios and tax rate reductions to include the new multi-residential class.

Background

The *Municipal Act*, subsection 308 (2) requires the County to establish tax ratios. Tax ratios are defined in subsection 308 (3) as “the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1”.

The County is required under section 308 (5) of the *Act* to pass a by-law on or before April 30th each year to establish tax ratios for that year for the upper-tier municipality and its lower tiers.

According to the recent Fair Housing Plan, the Province is implementing a mandatory New Multi-Residential property class province-wide for 2017 to ensure municipalities tax multi-residential buildings at a similar rate as other residential properties. This mandate will support and encourage development of new, purpose-built rental housing as a step to improve housing affordability in the rental market.

Only properties with a building permit date of April 20, 2017 or later would receive this new coding by MPAC. All municipalities must set a tax ratio this year for New Multi-Residential class (NT) regardless of whether any properties will exist in this property

class. The County did not have the previously optional NT class so the mandatory default ratio of 1.0 is required for this class.

Vacant commercial property is assessed at 70% of the commercial rate and vacant industrial property is taxed at 65% of the industrial as prescribed in the *Act*. In 1998 after consultation with elected representatives of the four Townships, the County deemed it expedient to establish tax ratios that are within the “range of fairness”.

Comment

It is necessary to amend the tax ratio by-law to meet the mandatory provincial requirement to implement a new multi-residential property class. However it was agreed in 1998 that all assessment classes should be taxed equally, excluding those for which special consideration must be given according to legislation. At that time, and it continues, this acceptance of fair taxing practices can be implemented without having significant implications for any one property class. The current tax ratios and tax rate reductions are:

ASSESSMENT CLASS	TAX RATIO
Residential & Farm Residential	1.0000
Multi-Residential	1.0000
New Multi-Residential	1.0000
Commercial Occupied	1.0000
Industrial Occupied	1.0000
Landfills	1.0000
Pipeline	0.7000
Farmland	0.2500
Managed Forests	0.2500

SUBCLASSES	TAX RATE REDUCTION
Vacant Land, Vacant Units and Excess Land in the Commercial Property Class	30%
Vacant Land, Vacant Units and Excess Land Subclasses in the Industrial Property Class	35%
First Subclass of Farmland Awaiting Development for all Property Classes	65%
Second Subclass of Farmland Awaiting Development for all Property Classes	30%

Sustainability Implications

Within Directions for Our Future, the vision statement associated with Capacity Building and Governance states that “Government decision-making processes are clear, forward thinking and focused on the longer term”. In 1998 County Council decided to tax all classes equally and maintain a competitive tax structure.

Financial Implications

Organizations, Departments and Individuals Consulted and/or Affected

Township of North Frontenac
 Township of South Frontenac
 Township of Central Frontenac
 Township of Frontenac Islands



Report 2017-072

Council Recommend Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Barb McCulloch, Manager of Human Resources
Date of meeting: May 17, 2017
Re: Chief Administrative Officer – Performance Appraisal Process

Recommendation

Resolved that the Council of the County of Frontenac direct staff to formally develop a performance appraisal policy for Council consideration;

And Further, that the policy be developed to reflect Option Number _____ of Report 2017-072.

Background

Since the arrival of the current Chief Administrative Officer, the process for providing an annual performance appraisal (PA) has been that the appraisal has been completed by the Warden and Deputy Warden with a verbal report being provided to Council in closed session. Successful completion of a PA results in the movement of a grid step where available. This process was agreed to by the previous Council, but was not formalized in a policy. A more detailed explanation of the current process follows in this report.

During the 2016 reporting to Council staff were asked to prepare a report regarding the PA process utilized at other municipalities.

With respect to the Chief Administrative Officer, the Municipal Act, Sec 229 provides the following:

- A municipality may appoint a chief administrative officer who shall be responsible for:
- a) Exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality;
 - and

b) Performing such other duties as are assigned by the municipality.

Comment

The CAO appraisal is conducted utilizing the current management PA form (attached Schedule A). During the 2017 budget, Council approved the development of a competency based framework process that will integrate with employee hiring, retention, training, appraisal and growth. Under any option selected by Council, the current standard form is anticipated to change.

Staff provide the following for Council's consideration:

Municipality	Process
Frontenac County	<p>For the purposes of conducting performance appraisals the County uses the hiring date of the employee. For the current CAO, the period is for the year ending May 5th of each year.</p> <p>The process commencing with the current CAO is as follow:</p> <ul style="list-style-type: none"> • Prior to the completion of the management PA form (attached Schedule A), the CAO provides the Warden and Deputy Warden a list of accomplishments for the previous year, including progress related to strategic priorities of Council and objectives identified in the previous PA. • During face to face meetings the Warden, Deputy Warden and CAO seek clarification, modification and approve the CAO goals for the next year and agreement with prior year accomplishments. • The Warden and Deputy Warden complete the PA form and competency ratings and review with CAO. • A verbal report is provided to Council in closed session.

	<ul style="list-style-type: none"> The entire package is signed off and filed with the HR manager. A grid step increase (if available) applies effective the anniversary date. <p>Note: The terms of employment for the CAO are not within the purview of the Warden and Deputy. This rests with full Council.</p>
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<p>Prince Edward County</p>	<p>There has been a template and process used, although it has apparently been slightly different with different mayors. They have generally assessed leadership style, relationship style and relationship to staff.</p> <p>Comments from council and ratings are provided. When there are key objectives identified in the year, these are typically commented on as well and if there are any areas of improvement required.</p> <p>The Mayor completes the review form and relays the information to the CAO.</p>
<p>Lanark County</p>	<p>Warden completes the review with coordination from HR. Only the Warden provides input on the performance appraisal and it is conducted in the County office between the CAO and the Warden.</p>
<p>Hastings County</p>	<p>Every year the Finance, Property & Personnel Committee (FP&PC) establish a sub-committee to evaluate the CAO's performance.</p> <p>The sub-committee (3) consists of the Warden, Chair of the FP&PC (Immediate past Warden) and the next previous Warden who sits on the Committee.</p> <p>The CAO provides accomplishments within that year (based on previous years'</p>

	<p>objectives) and objectives to consider for the following year.</p> <p>The sub-committee meets with CAO and completes the Appraisal Form (same form used for all management staff).</p> <p>The sub-committee reports back with recommendations to the FP&PC who in turn recommend to County Council.</p> <p>County Council receives the accomplishments and objectives for the following year and if any deficiencies in performance are noted.</p> <p>The review is completed at the County offices. HR facilitates the process and acts as a go between for Council and CAO.</p>
Haliburton County	<p>The Warden does the CAO appraisal with input from all members of Council. CAO typically fills in the same form (outlining goals etc.) that all department heads use.</p> <p>Should it be considered a successful year, a grid increase is given until the CAO reaches the top of the grid.</p>
Peterborough County	<p>Same as Hastings. In addition, every 2nd year a 360 assessment is conducted including all 16 Council members, all senior management and external key stakeholders.</p> <p>HR facilitates the process and writes up the official review for the Warden's Committee (Warden, Deputy Warden, Past Warden and two other Councillors) to review and sign off. Warden's committee conducts the review in a County boardroom.</p>
Renfrew County	<p>HR sends applicable forms, policies and bi-laws to the Warden. You have no obligation to meet with Council on the Performance Appraisal; however, the</p>

	<p>Warden does not have sole authority to alter or change the employment conditions (benefits and wages) of the CAO.</p> <p>May consult with various Chairs and Vice Chairs and Members of Council to seek their input and Warden shares his/her input on the CAOs performance. Meeting takes place in a private, uninterrupted setting between CAO and Warden. Meet with County Council in camera</p>
North Frontenac Township	<p>The performance of the CAO is evaluated by the Personnel-Audit Committee utilizing the standard Township form.</p> <p>Successful completion results in step increase where available.</p>
Central Frontenac Township	Pending
South Frontenac Township	Pending
Frontenac Islands Township	The CAO's PA is completed by Council in September of each year utilizing 15 standard points of skill/competency.

Options for Consideration:

Option #	Description
One	Maintain current CAO performance appraisal process, i.e., completed by the Warden and Deputy Warden with a verbal report to Council
Two	Have performance appraisal completed by a broader committee of Council composed of the four mayors.
Three	Maintain current CAO performance appraisal process, i.e., completed by the Warden and Deputy Warden with a verbal report to Council with the addition of a formal 360 degree process being undertaken by the HR Manager at least once every Council term.

Sustainability Implications

Evaluating the performance of the CAO is critical to ensuring that progress is being made on corporate goals and objectives.

Financial Implications

A 360 type process would consume approximately 30 to 40 hours of time for the HR Manager to complete.

Organizations, Departments and Individuals Consulted and/or Affected

As noted in the report.



Report 2017-073

Council Information Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Lisa Hirvi, Administrator
Date of meeting: May 17, 2017
Re: **Fairmount Home – Quarterly Update Activity Report**

Recommendation

This report is for information purposes only.

Background

The following information is an update regarding the activities/challenges at Fairmount Home from January 1, 2017 to March 31, 2017 as well as significant updates in April 2017.

Comment

Ministry of Health & Long-Term Care Inspections

During the quarter ending March 31, 2017, there were 14 Critical Incidents (CI) reported including two (2) for disease outbreaks and 12 regarding residents.

During the first quarter, the Ministry of Health and Long-Term Care (MOHLTC) conducted one (1) CI inspection a Complaints Inspection with no non-compliances issued and a Complaint inspection regarding two (2) complaints resulting in two (2) written notifications (WN) that management acted upon immediately.

In addition, the MOHLTC also conducted the annual Resident Quality Inspection (RQI) that resulted in four (4) WNs and one (1) Voluntary Plan of Correction (VPC). The WNs were regarding lighting requirements, resident care personal assistance service devices (PASD) and Residents' Council (2 WN). The VPC was to prepare a written plan of correction for achieving compliance to ensure that required levels of lighting are provided in all areas of the long term care home. Management has acted or will be acting on the findings of non-compliance and will provide the financial costs for the VPC at a later time.

The public versions of the reports were posted at Fairmount Home for public review. They are also available on the Ministry's Reports on Long-Term Care Homes website.

Thank you to the management and staff who worked professionally and cooperatively with the Ministry's inspectors.

Outbreaks

On January 14, 2017, an acute respiratory illness (ARI) outbreak was declared and ended on January 23, 2017. Four (4) residents were affected and no deaths. An enteric outbreak was declared on February 14, 2017 and was declared over on March 8, 2017. There were 29 confirmed cases and unfortunately two (2) deaths. Thank you to the management and staff who were diligent in managing the outbreaks. The legislated reporting was completed to the required Ministries including the Ministry of Health & Long-Term Care (MOHLTC), Ministry of Labour (MOL) as well as Kingston, Frontenac, Lennox & Addington (KFL&A) Public Health.

Public Health Inspection

On January 24, 2017, KFL&A Public Health conducted a Compliance Inspection. There was one (1) issue for sanitary maintenance in the first floor servery with direction to clean the inside of the cabinets and drawers on a regular basis, which has been addressed.

Ministry of Labour

In February 2017, the Ministry of Labour (MOL) attended the workplace to address a work refusal. The inspector determined that the handling of soiled laundry was a normal condition of the worker's employment, and the work refusal was re-classified to a compliant. While onsite, the MOL issued two (2) orders being the development of procedures for workers sharing large gloves, aprons and goggles, and for the employer to ensure that the gas main has its direction of flow clearly identified. The employer has addressed the issues.

Key Performance Indicators (KPI)

Indicator	Goal	2017 YTD Results	Comment
Quality of Care			
# of Residents Fallen	Below provincial average 15.2%	21.3% (2016 – 21.0%; 2015 – 23.6%)	
# of Residents Using Restraints	Below provincial average 6%	14.9% (2016 – 14% 2015 – 18.4%)	

Indicator	Goal	2017 YTD Results	Comment
Resident Length of Stay	N/A	795 days (2016 – 598 days 2015 – 988 days)	
Resident/Family Satisfaction Survey	95% satisfaction level	Pending (2016 – 97% 2015 – 97%)	
Ministry Annual Resident Quality Inspection	No Compliance Orders	0 (2016, 2015 – 0)	
Accreditation Level Awarded	Maintain “Exemplary” level	No change	
Healthy Workforce			
Reduce sick time costs	80% of employees meeting the target for absenteeism	Jan-17 to Apr-17	
	Nursing up to 10 days in 12-month rolling period	Pending (2016 -57% 2015 – 55%)	
	Non-nursing up to 7 days in a 12-month rolling period	Pending (2016 – 73% 2015 – 77%)	
	Non-union up to 7 days in a 12-month rolling period	Pending (2016 – 100% 2015 – 75%)	
Revenue Sources			
Case Mix Index (CMI) – Home	Increase CMI revenue by 1%	Fiscal 2017 – 1.0384, represents 1.3% decrease (Fiscal 2016 – 1.0521; Fiscal 2015 – 1.0326)	Ministry fiscal year-end March 31
Other revenue sources	Increase other revenue sources with municipal contributions increased by < inflation rate (CPI Ontario 2016 2.0%)	0% (2016 – 0%)	
Outreach Program			

Indicator	Goal	2017 YTD Results	Comment
Community Information Sessions	50 Participants	105 participants – Behavioural Supports training sessions (3) (Mar-17) (2016 – 60 participants in 2 sessions)	
Telemedicine system	Increase use of telemedicine system	0 (2016 – 38 sessions 2015 – 22 sessions)	

Sustainability Implications

Not applicable

Financial Implications

MOHLTC Annual RQI VPC regarding lighting – outstanding.

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Home Management Team
 Fairmount Staff
 Frontenac County Staff
 Residents
 Volunteers



Report 2017-074

Council Information Report

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: Paul J. Charbonneau
Chief Paramedic/Director

Date prepared: April 27, 2017

Date of meeting: May 17, 2017

Re: Emergency and Transportation Services - Post-Traumatic Stress Disorder (PTSD) Prevention Plan

Recommendation

This report is for information purposes only.

Background

On April 5th, 2016, the Ontario government passed Bill 163, Supporting Ontario's First Responders Act (Post-traumatic Stress Disorder), 2016. Bill 163 amended the Workplace Safety and Insurance Act, 1997 to create a statutory presumption that PTSD diagnosed by a psychologist or psychiatrist, in a first responder, is work-related.

This legislation also amended the Ministry of Labour (MOL) Act, authorizing the MOL to collect employer's plans to prevent PTSD at the workplace

Information Report

Emergency and Transportation Services – Post-Traumatic Stress Disorder (PTSD) Prevention Plan

May 17, 2017

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Comment

This new Act is one of Ontario's strategies to create a variety of initiatives to prevent and mitigate the risk of PTSD among first responders. Included in these initiatives is the requirement that employers, with workers covered under this Act, conduct an assessment of their PTSD resources and develop specific documents to address PTSD in the workplace.

The MOL has mandated that the PTSD Prevention Plan be submitted to them by April 23rd, 2017 and that the plan includes policies to address traumatic mental stress and stigma associated with mental health in the workplace. The plan developed is attached for your reference and follows a template provided by the MOL

As mandated by the MOL, we have developed the PTSD Prevention Plan with input from the FPS Peer Support Group, Union Leadership and consultation with fellow first responder organizations; Kingston Police and Kingston Fire & Rescue. See Appendix A for Frontenac Paramedic Services PTSD Prevention Plan.

This change now allows first responders, including our paramedics and management staff, to receive supportive access to treatment and the information they need to stay healthy.

Sustainability Implications

Investing in wellness prevention, either physical or mental, is proven to reduce ongoing costs and ensures fiscal responsibility and sustainability.

Financial Implications

None at this time

Organizations, Departments and Individuals Consulted and/or Affected

Information Report

Emergency and Transportation Services – Post-Traumatic Stress Disorder (PTSD) Prevention Plan

May 17, 2017

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2017



Post-Traumatic Stress Disorder Prevention Plan

COUNTY OF FRONTENAC, PARAMEDIC SERVICES

DEPUTY CHIEF OF PERFORMANCE STANDARDS, GALE CHEVALIER |





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Purpose

The County of Frontenac Paramedic Services recognizes the importance of mental health, wellbeing and psychological safety in the workplace. The County strives to create and foster a psychologically safe work environment where individuals are treated fairly, with respect, and are protected from stigma associated with mental illness.

The County has demonstrated this commitment to the mental health of its employees in several ways:

- The County of Frontenac Paramedic Services is the Municipal partner in a Federal Research Project entitled *The Canadian Paramedic Health and Wellness Project* (CSSP-2015-CP-2108). This project involved the creation of a survey distributed to Paramedics across Canada to evaluate their state of wellness with a focus on mental wellness. The Deputy Chief of Performance Standards is a member of the Advisory Committee for this project. The final report is due in July 2018.
- Since February 2014, The County of Frontenac has participated in the Mental Health Commission of Canada (MHCC) Case Study Research Project which was undertaken to better understand how workplaces across Canada are implementing the *National Standard of Canada for Psychological Health and Safety in the Workplace*. The goals of this project were to monitor progress, identify promising practices, challenges and barriers to implementation, and develop tools that will enhance adoption of the *Standard* across Canada. The Occupational Health Nurse participated in this Project. The CSA Standard Z1003-13 Psychological Health and Safety in the Workplace will be rolled out throughout the County of Frontenac through 2017-2018.
- Frontenac County Council has committed \$20,000 of funding to Frontenac Paramedic Services annually for the purpose of mental health initiatives for Paramedics.

Objectives

The objectives of Frontenac Paramedic Services' (FPS) Post Traumatic Stress Disorder (PTSD) Prevention Plan include:

- Establish policies and procedures for prevention, intervention, recovery and return to work practices for employees who have experienced a mental wellness injury
- Develop an ongoing evaluation of prevention, intervention, resiliency and return to work strategies



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- Increase awareness about mental health issues and create an open dialogue between employees, leadership and the union
- Comply with relevant Occupational Health and Safety legislation and Ontario's Supporting First Responders Act
- Provide information for all workers about psychological hazards on the job and train employees on how to prevent these hazards and protect themselves
- Enhance knowledge about and provide information on Peer Support and Employee Assistance Programs (EAP) or other benefits that support a mental health and wellness program
- Support Superintendents to assist in addressing the mental health, wellbeing and psychological safety of employees and provide resources and tools to address demands, conflict, emotional distress or trauma experienced by our workers
- Utilize the Peer Support Team Process Guidelines when there is a concern that a worker(s) may have been exposed to a Critical Incident or there are concerns about Mental Health injuries
- Help identify control methods that support PTSD prevention
- Ensure that any workplace injury/illness is reported as outlined in the Incident Reporting (Policy 2.5) and WSIB guidelines
- Utilize anti-stigma awareness, communication strategies, civility and respect in the workplace
- Reduce stigma by engaging in positive conversations
- Enforce the policies, procedures and program
- Evaluate the success of our program at planned intervals

Current State Assessment

Bill 163, Supporting Ontario's First Responders Act, has mandated that Employers of First Responders submit a PTSD Prevention Plan to the Minister of Labour by April 23, 2017. In order to evaluate our Prevention, Intervention and Return to Work status FPS used the Just Getting Started Assessment on [First Responders First \(link\)](#). The action plan resulting from this survey was utilized in the development of our plan.

A "Mental Wellness Task Force" was formed consisting of:



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- Deputy Chief of Frontenac Paramedic Services (Chair)
- Frontenac Paramedic Services Operations Superintendent
- Manager, Human Resources, County of Frontenac
- Occupational Health Nurse, County of Frontenac
- Joint Health and Safety Committee Representative
- Peer Support Team Representative
- Front-line Paramedics

The goals of this task force are to:

1. To make recommendations on the development of the County of Frontenac's PTSD Prevention Plan.
2. To periodically reassess the PTSD Prevention Plan and activities to ensure it is meeting the ongoing needs of the service.

The County of Frontenac's PTSD Prevention Plan is initially targeted specifically for Frontenac Paramedic Services. Aspects of the plan will be rolled out through the entire County when applicable.

Integration with Other Services

Members of the Mental Wellness Task Force attended an information-sharing meeting hosted by Lennox and Addington Paramedic Services on January 26, 2017 which included Paramedic Services and Human Resources representatives from several Paramedic Services in Eastern Ontario. The group will continue to work together to:

- Collaborate on processes and practices that are being developed
- Develop an overarching process that can be triggered should there be a multi-service incident requiring intervention and peer support
- Enable Peer Support Teams to collaborate and identify areas for education and support
- Allow sharing of resources to assist in the development of PTSD Prevention Plans



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As well, FPS is working with Kingston Fire and Rescue and Kingston City Police to investigate opportunities for shared services.

FPS has a longstanding relationship with The Tema Center Society who have assisted with the development of our Peer Support Team, provided training for Paramedics and have conducted debriefings following critical incidents.

Organizational Policies and Procedures

The following Organization Policies and Procedures support The PTSD Prevention Plan:

- Frontenac Paramedic Services PTSD Prevention and Mental Wellness Policy. To be Implemented May 2017. (Appendix A).
- County of Frontenac Workplace Discrimination and Anti-Stigma Prevention Policy (A09-HR-09-04). This policy was updated March 2017 to include anti-stigma language and is awaiting Senior Management Approval (Appendix B)
- County of Frontenac Workplace Harassment/Bullying Prevention (HR-02-08). This policy would apply to any Harassment or Bullying resulting from a mental wellness issue (Appendix C).
- County of Frontenac Investigation Procedure (HR-09-06). This investigation policy applies to workplace harassment prevention, workplace violence, workplace discrimination and domestic violence (Appendix D).
- County of Frontenac Return to Work and Accommodation Policy (A09-HR-10-03). This policy has been submitted to Senior Management and is awaiting approval (Appendix E).
- Peer Support Team Guidelines (Appendix F)
- Return to Work Package including Employee and Employer Guides, Functional abilities form (FAF) including cognitive component (Appendix G)

Roles and Responsibilities

Everyone in the organization plays a role in PTSD Prevention. Overarching responsibilities for specific positions include:



Senior Leadership

- Understand the impact that PTSD and other occupational stress injuries have on the organization
- Develop and enforce policies, procedures and the PTSD Prevention Plan
- Clearly communicate the PTSD Prevention Plan and the reasons for new policies, procedures or structures to meet the goals of the plan
- Identify and provide PTSD awareness training and education
- Engage Paramedics, Superintendents, Peer Support Team, Joint Health and Safety Committee in the development of policies and procedures
- Monitor organizational practices and systems for barriers to achieving a stigma-free workplace
- Explain and support the importance of self-awareness and awareness of others as it relates to mental wellness
- Promote an atmosphere where attention to one's emotional state is acceptable and encouraged rather than stigmatized or disregarded
- Identify and communicate options for assistance
- Identify gaps that need to be addressed
- Determine how the organization should identify and monitor trauma exposures
- Attend training to recognize signs and symptoms of PTSD and understand the causes and risk factors as well as understand how to support workers suffering from PTSD
- Create an environment where employees are treated with dignity and their contributions are valued

Superintendents

- Foster a stigma-free workplace and set an example of appropriate behavior
- Communicate policies and procedures



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- Address situations they become aware of in a timely fashion, taking appropriate action in a sensitive and confidential manner
- Participate in training to be aware and ready to address the day-to-day aspects of PTSD prevention and management
- Identify situations where individuals may have been exposed to traumatic situations
- Receive training on how to recognize signs and symptoms of PTSD and understand the causes and risk factors as well as how to support workers suffering from PTSD
- Participate and contribute to establishing policies, procedures, initiatives and services to support the plan
- Follow Peer Support Team Guidelines to support workers
- Ensure workplace injury/illness is reported as outlined in the Incident Reporting and WSIB guidelines

Occupational Health Nurse

- Provide support and help identify resources for employees experiencing mental wellness concerns
- Develop and oversee workplace accommodations and return to work programs
- Receive medical information from healthcare professionals regarding employee conditions
- Liaise with WSIB and LTD regarding employee status

Joint Health and Safety Committee

- Be engaged in the development and maintenance of a PTSD Prevention Plan and Program
- Understand the factors of the job that impact psychological health and safety and identify strategies to increase awareness about what it is, as well as the symptoms, causes and risk factors



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- Assist the organization in developing a process for identifying workplace mental health and wellbeing issues, in particular PTSD
- Help to identify controls that can be put in place to address psychological health and safety, in particular PTSD
- Help to reduce stigma related to mental illness by participating in identifying needs for education, training and resources to address PTSD, and participating in delivering these to the organization
- Participate in training to enable support of the workforce as required
- Engage in the development of a communication plan, policies and strategies related to addressing PTSD and psychological health and safety

Peer Support Team

- Assist in the development of Peer Support Team guidelines
- Identify training needs for peer support team members
- Deliver education to Paramedics regarding PTSD and mental wellness
- Attend training provided by the Employer for the Peer Support Team
- Provide support to workers when there is a Critical Incident and/or the need for support is identified by a Superintendent or worker as per the Peer Support Team Guidelines
- Keep an anonymous record of team utilization to assist with evaluation of program

Paramedics

- Participate in training and education about PTSD and mental wellness
- Report concerns and incidents so they can be investigated and addressed
- Listen to coworkers and encourage them to seek help if needed
- Treat coworkers with dignity, respect and compassion
- Comply with policies and procedures



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Union

- Be advised about policies and procedures
- Participate in training and education about PTSD and mental wellness

Prevention

Current State

Frontenac Paramedic Services has implemented the following Prevention strategies:

- **Road to Mental Readiness (R2MR) Training.** The Leadership team of Frontenac Paramedic Services including the Chief Paramedic, Deputy Chiefs and Superintendents completed the eight-hour R2MR Leadership Course in January 2017. Paramedics as well as FPS Administration staff received the R2MR primary course in January/February 2017. All new recruits will receive this training as part of their orientation
- **Mental Health First Aid Training.** Several members of the Administration staff received the Mental Health First Aid Program presented by the Canadian Mental Health Association in 2016.
- **Compassion Fatigue and Secondary/Vicarious Trauma Training.** Paramedics received a three-hour course provided by Françoise Mathieu, M.Ed., CCC. RP. Co-Executive Director, TEND at the 2015 annual service CME
- **Workplace Violence Preparation Seminars.** Paramedics received training in 2014 delivered by Terry Oliver, Conflict Management Associates. This 10-hour course focused on providing Paramedics with realistic, relevant and practical skills needed to successfully handle confrontations with difficult and potentially violent people.
- **Peer Support Team.** The Peer Support Team has been active at FPS since July 2013. Team members are nominated by their peers and have received training in CISM plus MANERS (Psychological First Aid) and ASIST (Suicide prevention). The team recently provided peer education and information at the 2017 Service CME. Brochures have been distributed with contact information for peer support team members as well as outside resources available to Paramedics. Through input received from Paramedics at CMEs, Guidelines have been developed for Superintendents and Leadership, as well as information guidelines for Paramedics (Appendix F).



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- **Employee Assistance Program (EAP).** The County of Frontenac has a contract with FSEAP to provide support and counselling to employees. FSEAP has Counsellors trained to work with Paramedics who are dealing with mental health concerns related to PTSD and operational stress
- **Occupational Health Nurse.** The Occupational Health Nurse provides support and assists employees in connecting with required resources
- **Employee benefits.** The County of Frontenac provides enhanced mental wellness benefits (psychologist, psychotherapist and cognitive behavioural therapy--\$1000 each annually)
- **Mental Wellness Task Force.** This group consists of representatives from Leadership, Human Resources, Occupational Health, Joint Health and Safety, Peer Support Team and Frontline Paramedics. The group was formed to assist with development of the PTSD Prevention Plan and to provide ongoing input into mental wellness initiatives
- **Flagging of addresses with potential violence.** FPS has a process for Paramedics to identify addresses with the potential for violence and share this information with the ambulance dispatch centre to help protect Paramedics responding to these locations.
- **Organizational Policies and Procedures.** Organizational policies and procedures guide Paramedics and Leadership when dealing with events affecting Paramedic mental wellness.

Goals

Frontenac Paramedic Services is committed to providing ongoing education and programs to assist with the prevention of PTSD and Occupation Stress Injury (OSI).

1. **Enhance Peer Support Team.** The Peer Support Team is currently conducting a recruitment drive to increase the number of Peer Support team members. Other opportunities being investigated by the Peer Support Team include a support dog as well as a dedicated vehicle regularly manned by a Peer Support Team member who would be available on a daily basis to provide ongoing discussion and assistance.
2. **Implement CSA Standard Z1003-13.**
3. **Increase Training for Superintendents.** Superintendents will all receive training in MANERS and ASIST with the goal to provide them with the resources to recognize employees who may need assistance.



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4. **Mental Wellness Task Force.** The Mental Wellness Task Force will begin work to determine methods to evaluate the effectiveness of current prevention strategies and make recommendations for future programs.

Implementation

1. Members of the peer support team will contact Ottawa Paramedic Services to gather information regarding the support dog. An implementation plan will be developed and submitted to Senior Leadership.
2. A pilot project is planned for fall 2017 where a Peer Support team member will be backfilled when a float Paramedic is available for the purpose of providing mobile peer support. Guidelines will be developed for this pilot by the Peer Support Team for approval by Senior Leadership.
3. Occupational Health Nurse to provide training to Paramedics.
4. Superintendents who have not received training in MANERS and ASIST will be scheduled to attend when courses are scheduled for new Peer Support Team members.
5. Recommendations from the Task Force will be taken to Senior Management for approval.

Intervention

Current State

The following intervention strategies are in place at FPS:

- **Peer Support Team.** The Peer Support Team Guidelines allow Paramedics to be booked off following a difficult call. This has been shown to be a strategy successful in preventing PTSD in future. The Paramedic will have an opportunity to speak to a Peer Support Team Member or other they identify as a support and may receive assistance in completing paperwork required by WSIB. (see Appendix F)
- **EAP.** The Employee Assistance Program has 24-hour access and Councillors trained in trauma support
- **Tema Conter Society.** Available to Provide Counselling and debriefing services after a traumatic event



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- **Occupational Health Nurse.** The Occupational Health Nurse can provide support and assistance in acquiring resources required to deal with traumatic stress. She is also responsible for liaising with healthcare professionals and WSIB to ensure required documentation is submitted and received
- **Enhanced employee benefits.** The County of Frontenac provides enhanced mental wellness benefits (psychologist, psychotherapist and cognitive behavioural therapy--\$1000 each annually)
- **Organizational Policies and Procedures.** Organizational policies and procedures guide Paramedics and Leadership when dealing with events affecting Paramedic mental wellness.

Goals

1. **Peer Support Team.** The Peer Support team will continue to investigate strategies to provide resources to assist in the intervention stage when Paramedics encounter traumatic events.

Paramedic Service Dog. As outlined in Prevention section.

Mobile Paramedic Peer Support Team member. As outlined in Prevention section.

Develop a process to track individual Paramedic exposures to Traumatic Events.

2. **Family Information Workshop.** FPS will provide an information workshop for families of Paramedics to increase awareness of signs and symptoms to watch for in loved ones and to provide strategies and resources they can use to get assistance for Paramedics and themselves.
3. **Shared Resources with Kingston Fire and Rescue and Kingston Police.** Opportunities for shared resources and training are being investigated with a goal to be able to increase the resources available for all first responders in the region.

Implementation

1. To be determined.
2. Work with Tema Conter Society to determine needs and schedule workshop. A survey is being discussed to help determine the information desired by Paramedics and families.



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3. Schedule regular meetings with representatives from Kingston Fire and Rescue and Kingston Police to plan and develop programs.

Recovery and Return to Work

Current State

The current supports in place for Recovery and Return to Work consist of:

- **Occupational Health Nurse.** The Occupational Health Nurse provides support for Paramedics who are experiencing mental wellness injury. She is available to provide support including help with accessing required mental health resources, acquiring and submitting paperwork required for WSIB and LTD. The Occupational Health Nurse works with the Deputy Chief to develop individualized accommodation and return to work plans and meets regularly with the Paramedic to ensure the plan is meeting their needs (See Appendix G)
- **EAP.** Can be utilized to assist employees who are returning to work after a mental wellness injury
- **Peer Support Team.** The Peer Support Team provides continued support for Paramedics who are returning to the workplace.
- Return to Work and Accommodation Policy and Procedure (see Appendix G)
 - Functional Abilities Form including Cognitive Limitations
 - Return to Work Plan
 - Employee Non-Occupational Accommodation Guide
 - Employee Non-Occupational Illness/Injury Flowchart
 - Employee Occupational Injury Accommodation Guide
 - Employee Occupational Injury/Illness Flowchart
 - Manager Non-Occupational and Occupational Illness/Injury Flowchart

Goals

1. Increase knowledge regarding specific interventions necessary for successful return to work processes following mental wellness injuries

Implementation

1. Deputy Chief to attend Workshop entitled “*Mental Health and return to work training*” at the Paramedic Chiefs of Canada Conference in June 2017.



Communication

Several communication strategies will be utilized to ensure employees are informed regarding PTSD and mental wellness strategies:

- Important information, including new policies, policy updates and training information is routinely communicated via emails and memos
- All Corporate Policies are posted on the County Intranet and FPS Policies are posted on the FPS Bulletin Electronic Board as well as on the Cert'n eLearning Site.
- The Peer Support team is working on an overall communication strategy to ensure Paramedics have access to information related to the Peer Support team and other resources available to support mental wellness. A monthly email "blast" is planned for ongoing information and updates. Information regarding programs to be implemented will be shared via emails, memos and CME.
- Information regarding programs and training will be communicated to Superintendents via emails and at regularly-scheduled Superintendent meetings. Superintendents assist with disseminating information to all staff.
- When appropriate, poster displays will be created to promote programs

Training

Training programs will be developed specific to the goals of each program. Some programs will be delivered "in house" through the Occupational Health Nurse, Peer Support team and/or the Performance Standards Department. Outside agencies will be utilized for programs such as MANERS and ASIST (Tema Conter). Training will be also be delivered at CME and through the CERT'n eLearning site.

Evaluation

Several methods will be utilized to provide ongoing evaluation of mental wellness and PTSD Prevention initiatives:

- Policies are reviewed annually
- The Mental Wellness Task Force will meet regularly to discuss ongoing PTSD Prevention and mental wellness initiatives and make recommendations regarding required programs and training



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- Peer Support Team members are keeping a de-identified spreadsheet of Peer Support Team use. Usage will be monitored. Other measurement tools being discussed include anonymous satisfaction surveys.
- Monitor absenteeism
- Monitor EAP Usage
- All training sessions will be evaluated by attendees.

Overall success of the PTSD Prevention Plan and mental wellness initiatives will be determined by Paramedics identifying that they have the tools and resources available to them to recognize traumatic stress and know how to access the supports they require, and that these supports are available.



APPENDIX A - PTSD PREVENTION AND MENTAL HEALTH AND WELLNESS

POLICY

Frontenac Paramedic Services recognizes the importance of mental health, wellbeing and psychological safety of its employees to be an important part of a productive, effective and healthy workplace. Frontenac Paramedic Services will work collaboratively with its employees to develop, sustain and maintain a psychologically healthy and safe work environment.

Senior Leadership of Frontenac Paramedic Services is committed to the development of mental health, wellbeing and psychological safety policies, programs and services and to building psychological health and safety into all aspects of operations, processes and procedures, particularly as this relates to incidents of traumatic mental stress and post-traumatic stress disorder.

The County of Frontenac Paramedic Services PTSD Prevention Plan is attached as an appendix to this Policy. This plan will be evaluated and updated annually as required.

GUIDELINES

To achieve these goals Frontenac Paramedic Services is committed to:

- Increase awareness about mental health issues and create an open dialogue between employees, leadership and the union
- Develop an ongoing evaluation of prevention, intervention, resiliency and return to work strategies.
- Comply with relevant Occupational Health and Safety legislation and Ontario's Supporting First Responders Act
- Provide information for all workers about psychological hazards on the job and train employees on how to prevent these hazards and protect themselves
- Enhance knowledge about and provide information on Peer Support and Employee Assistance Programs (EAP) or other benefits that support a mental health and wellness program
- Support superintendents to assist in addressing the mental health, wellbeing and psychological safety of employees and provide them resources and tools to address demands, conflict, emotional distress or trauma experienced by our workers
- Follow the Peer Support Team Process Guidelines when there is a concern that a worker(s) may have been exposed to a Critical Incident or there are concerns about Mental Health injuries
- Help identify control methods that support PTSD prevention
- Ensure that any workplace injury/illness is reported as outlined in the Incident Reporting (Policy 2.5) and WSIB guidelines



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- Utilize anti-stigma awareness, communication strategies, civility and respect in the workplace
- Reduce stigma by engaging in positive conversations
- Enforce the policies, procedures and program
- Evaluate the success of our program at planned intervals

RESPONSIBILITIES

SENIOR LEADERSHIP

- Understand the impact that PTSD and other occupational stress injuries have on the organization
- Develop and enforce policies, procedures and the PTSD Prevention Plan
- Clearly communicate the PTSD Prevention Plan and the reasons for new policies, procedures or structures to meet the goals of the plan
- Identify and provide PTSD awareness training and education
- Engage Paramedics, Superintendents, Peer Support Team, Joint Health and Safety Committee in the development of policies and procedures
- Monitor organizational practices and systems for barriers to achieving a stigma-free workplace
- Explain and support the importance of self-awareness and awareness of others as it relates to mental wellness
- Promote an atmosphere where attention to one's emotional state is acceptable and encouraged rather than stigmatized or disregarded
- Identify and communicate options for assistance
- Identify gaps that need to be addressed
- Determine how the organization should identify and monitor trauma exposures
- Attend training to recognize signs and symptoms of PTSD and understand the causes and risk factors as well as understand how to support workers suffering from PTSD
- Create an environment where employees are treated with dignity and their contributions are valued

SUPERINTENDENTS

- Foster a stigma-free workplace and set an example of appropriate behavior
- Communicate policies and procedures
- Address situations they become aware of in a timely fashion, taking appropriate action in a sensitive and confidential manner
- Participate in training to be aware and ready to address the day-to-day aspects of PTSD prevention and management
- Identify situations where individuals may have been exposed to traumatic situations



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- Receive training on how to recognize signs and symptoms of PTSD and understand the causes and risk factors as well as how to support workers suffering from PTSD
- Participate and contribute to establishing policies, procedures, initiatives and services to support the plan
- Follow Peer Support Team Guidelines to support workers in need
- Ensure workplace injury/illness is reported as outlined in the Incident Reporting and WSIB guidelines

OCCUPATIONAL HEALTH NURSE

- Provide support and help identify resources for employees experiencing mental wellness concerns
- Develop and oversee workplace accommodations and return to work programs
- Receive medical information from healthcare professionals regarding employee conditions
- Liaise with health care professionals to expedite referrals
- Liaise with WSIB and LTD regarding employee status

JOINT HEALTH AND SAFETY COMMITTEE

- Be engaged in the development and maintenance of a PTSD Prevention Plan and Program
- Understand the factors of the job that impact psychological health and safety and identify strategies to increase awareness about what it is, as well as the symptoms, causes and risk factors
- Assist the organization in developing a processes for identifying workplace mental health and wellbeing issues, in particular PTSD
- Help to identify controls that can be put in place to address psychological health and safety, in particular PTSD
- Help to reduce stigma related to mental illness by participating in identifying needs for education, training and resources to address PTSD, and participating in delivering these to the organization
- Participate in training to enable support of the workforce as required
- Engage in the development of a communication plan, policies and strategies related to addressing PTSD and psychological health and safety

PEER SUPPORT TEAM

- Assist in the development of Peer Support Team guidelines
- Keep an anonymous record of team utilization to assist with evaluation of program
- Identify training needs for peer support team members
- Deliver education to Paramedics regarding PTSD and mental wellness
- Attend training provided by the Employer for the Peer Support Team



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- Provide support to workers when there is a Critical Incident and/or the need for support is identified by a Superintendent or worker as per the Peer Support Team Guidelines

PARAMEDICS

- Participate in training and education about PTSD and mental wellness
- Report concerns and incidents so they can be investigated and addressed
- Listen to coworkers and encourage them to seek help if needed
- Treat coworkers with dignity, respect and compassion
- Comply with policies and procedures

UNION

- Be advised about policies and procedures
- Participate in PTSD awareness training



APPENDIX B - WORKPLACE DISCRIMINATION/ANTI STIGMA PREVENTION

HR Policy & Procedure Manual

Revision Date: March 23, 2017

Subject: Workplace Discrimination/Anti Stigma Prevention

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Index Number A09-HR-09-04

Approved:

Effective Date: June 11, 2010

Policy: *The Ontario Human Rights Code* (the "Code") states that it is public policy to recognize the inherent dignity and worth of every person, and to provide for equal rights and opportunities without discrimination.

The County of Frontenac's policies state that interactions between Employees at all levels of the organization are to be based on high standards of justice and integrity. The County strives to create and foster a psychologically safe work environment where all individuals are treated fairly, with complete respect, and are protected from stigma associated with mental illness. Our human resources planning decisions are clearly made on the basis of job qualifications, competency and merit.

The County of Frontenac does not tolerate discrimination or stigma in the workplace perpetrated by or against staff, volunteers and clients or other third parties.

Although harassment is a form of discrimination, this policy will not deal with this specific form. For specific information on workplace harassment, refer to the County of Frontenac's Workplace Harassment Policy – A09-HR-02-08.

Objective: The objective of this policy is to establish procedures to minimize or prevent discrimination and stigma in the workplace; and to foster equality and fair treatment of Employees, contractors, members of the public and visitors to County work sites.

Scope: This policy applies to all Employees of the County of Frontenac, contractors, members of the public and visitors to the County of Frontenac.

Definitions: **Discrimination** means unfair treatment because of ancestry, ethnic origin, colour, race, religion, citizenship, place of origin, sex (including pregnancy and gender identity), disability (including mental and physical disabilities), age, sexual orientation as well as family or marital status (opposite or same sex partners).

Examples of discrimination may include:

- Discrimination in employment practices
- Discriminatory remarks based on someone's race, religious beliefs, sex, etc.
- Jokes aimed at someone based on his/her race, religious beliefs, sex, etc.

Stigma is a negative stereotype. Discrimination is the behavior that results from this negative stereotype. The goal of anti-stigma is to reduce and eliminate the stereotyping for those individuals suffering with mental health issues.

Examples of stigmatizing behavior may include:

- Prejudicial attitudes and discriminating behaviour directed towards individuals
- Trivializing or belittling people suffering from PTSD or other mental health disorders



- Insulting people who are suffering from PTSD or other mental health disorders
- Patronizing people who are suffering from PTSD or other mental health disorders
- Ostracizing people who are suffering from PTSD or other mental health disorders

Workplace means any place where business or work-related activities are conducted. It includes, but is not limited to, the physical work premises (e.g., offices or plants), work-related social functions (e.g., parties, golf games, etc.), work assignments outside the County of Frontenac's offices, work-related travel and work-related conferences or training sessions.

Roles and Responsibilities:

Employer:

The County of Frontenac will not tolerate discrimination under any circumstances. Any Employee experiencing discrimination has the full support of the County in resolving the issue. All complaints of discrimination will be promptly and thoroughly investigated.

Management (Manager/Supervisor):

- Provides a work environment that is free from discrimination and/or stigmatizing behaviour, including actively promoting a positive, discrimination and/or stigma-free work environment and intervening when problems occur
- Communicates the policy and procedures for bringing forward a complaint
- Deals with inappropriate actions of others that come to their attention

- Provides an effective and fair complaints process
- Cooperates with County investigators or other authorities, as required during any investigation related to workplace discrimination

Employee:

- Treats co-workers, contractors, patients, residents with respect
- Informs Management of any discrimination and/or stigma he/she experiences or witnesses
- Reports to Management any incidents of discrimination and/or stigma, according to the procedures set out in this policy
- Attends any training or information sessions provided by the Employer to reduce discrimination and/or stigma
- Cooperates with County investigators or other authorities as required during any investigation related to workplace discrimination

Procedure: **General** – Employees are encouraged to attempt to resolve their concerns by direct communication with the person(s) engaging in the discriminating and/or stigmatizing behaviour. Where employees feel confident or comfortable in doing so, they should



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communicate their disapproval in clear terms to the person(s) whose conduct or comments are offensive.

The Employee should keep a written record of the date, time, details of the conduct and witnesses, if any.

Employees who are not confident or comfortable with direct communication and who believe they are subjects of discrimination and/or stigmatizing behaviour, or become aware of situations where such conduct may be occurring, must report these matters to his or her Supervisor, Manager, Union Representative or EAP Counselor.

If informal attempts at resolving the issue are not appropriate, or prove to be ineffective, a formal complaint may be filed.

To file a formal complaint:

- (a) Provide a letter of complaint that contains a brief account of the offensive incident (e.g. when it occurred, the persons involved, and names of witnesses, if any)
- (b) File the complaint with a Management member
- (c) Cooperate with those responsible for investigating the complaint

Reporting and Investigation – This section is an overview of the investigation procedure. For further details on the investigation procedure please review County of Frontenac Policy – Investigation Procedure – **A09-HR-09-06**.

All complaints of discrimination shall be handled in a confidential manner. Information concerning a complaint, or action taken as a result of the investigation, will not be released to anyone who is not involved with the investigation.

The CAO or designate shall assess the complaint and determine if an investigation into the complaint is warranted

In the event an investigation is warranted, an Investigation Team will be established for the investigation process.

Interviews will be held with the complainant, witnesses and accused to establish the facts of the complaint.

Upon completion of the interviews the Investigation Team will determine the likeliness of the complaint as to whether or not it occurred.

A written report of the findings will be provided to the CAO or designate for review and determination of any potential disciplinary action.

Disciplinary Action - Disciplinary action for violations of this policy will take into consideration the nature and impact of the violations, and may include a verbal or written reprimand, suspension (with or without pay) or termination (with or without notice). Reference will be made to the Discipline Policy – HR-02-02 when determining disciplinary action relating to this policy.

Unsubstantiated Complaints – If a person, in good faith, files a harassment complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed and no record of it will be put in the accused employee's file. As long as the



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complaint was made in good faith there will be no penalty to the person who complained, and no record in his/her file.

Confidentiality: The County of Frontenac will not disclose a complainant's or respondent's name, or any circumstances related to a complaint, to anyone, except as necessary to investigate the complaint or take disciplinary action related to the complaint, or as required by law. Managers involved in a complaint are reminded to keep all information confidential, except in the above circumstances. Any breach of confidentiality will be grounds for disciplinary action, up to and including termination of employment.

Retaliation: Retaliation is considered a serious disciplinary breach. Anyone who retaliates in any way against a person who has complained of harassment, given evidence in a harassment investigation, or been found guilty of harassment, will themselves be considered guilty of harassment and penalized accordingly. The possible penalties are the same as those assessed against harassers.

Malicious Reporting:

In the event that the complaint was made in bad faith (with malicious intent to harm another person's reputation) that person who made the complaint, will be disciplined and a record of the incident will be put in his/her file.

Penalties for someone who complains in bad faith will be the same as for a case of harassment and will depend on the seriousness of the situation. Compensation for the person falsely accused may include steps to restore any lost reputation and any of the remedies that would be available in a case of harassment.

Education: All new Employees will receive a copy of this Policy and all other related policies during that Employee's documentation and orientation process.

This Policy shall be posted so that it is available to all Employees.

Review: All aspects of the discrimination/anti-stigma prevention plan including the policies, will be reviewed annually to ensure the plan remains effective.



APPENDIX C - WORKPLACE HARASSMENT/BULLYING PREVENTION POLICY & PROCEDURE



HR Policy & Procedure Manual
Revision Date: August 28, 2016

Subject: Workplace Harassment/Bullying Prevention **Index Number** HR-02-08
Page 1 of 7

Approved:  **Effective Date:** November 1, 2005

Policy: The County of Frontenac and its labour representatives are committed to providing a safe and respectful work environment for staff, volunteers and clients.

The County of Frontenac does not tolerate harassment in the workplace perpetrated by or against staff, volunteers and clients or other third parties.

The *Ontario Human Rights Code*, the *Canada Labour Code* and the *Occupational Health and Safety Act, as amended*, protect individuals from harassment and the *Criminal Code* protects individuals from physical and sexual assault.

This policy applies not only during working time, but to any activities on or off of County premises during or outside of work time which could reasonably be associated with the workplace.

The County of Frontenac will treat all complaints of harassment seriously, whether they are made informally or formally. The County will undertake to act on all complaints to ensure that they are resolved quickly, confidentially and fairly.

Discrimination is a form of harassment but this policy will not deal with this issue. For further information refer to Workplace Discrimination Policy – HR-09-04.

Objective: This policy applies to all staff, volunteers and clients, or other third parties to the County of Frontenac. The purpose of this policy is to establish procedures to minimize or prevent harassment, including sexual harassment, in the workplace; to foster the safety and security of County of Frontenac staff, volunteers and clients, or other third parties at our work sites; and to assure Employees reporting incidents that the alleged matter will be treated confidentially and may be reported without fear of retaliation or reprisal.

Definitions: **Workplace Harassment** means:
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 Sexual Harassment means:
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 reasonable 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.



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Approved:  Effective Date: November 1, 2005

Examples of harassment include:

- Unwelcome remarks, slurs, jokes, taunts, or suggestions
- Unwelcome sexual remarks, leering (suggestive staring) or other offensive gestures invitations, or requests (including persistent, unwanted contact after the end of a relationship)
- Displays of explicit, or other offensive or derogatory material
- Written or verbal abuse or threats
- Practical jokes that embarrass or insult someone
- Unwelcome physical contact
- Patronizing or condescending behaviour
- Humiliating an employee in front of co-workers
- Abuse of authority that undermines someone's performance or threatens his/her career

Workplace Harassment is not:

- Consensual banter or relationships (Two or more employees bantering back and forth do not represent harassment if everyone involved is in agreement. But if any employee feels uncomfortable with this behaviour and the behaviour continues even after that person has expressed their discomfort, or if the other involved should have known the person was uncomfortable, then it is harassment. This type of harassment can create what is known as a "poisoned work environment", where employees do not feel safe and feel consistently humiliated.)
- Employees flirting with each other or becoming involved in a romantic or sexual relationship are not harassing each other, as long as the relationship is consensual (If one of the employees changes his/her mind, and the other person persists in trying to continue the relationship, this is harassment)
- A reasonable action taken by the Employer or supervisor relating to the management and direction of workers or the workplace
- Fair, consistent and appropriate performance reviews, counseling and discipline

Bullying is a form of harassment and means a repeated pattern of intentional inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, performed by one or more persons against another person or group of people, which could reasonably be regarded as undermining the individual's right to dignity at work.

Bullying Tactics include but are not limited to:

- Falsely accusing target of "errors" not made
- Nonverbal intimidation
- Discounting target's thoughts and feelings in meetings
- Silent treatment
- Inconsistent emotional behaviour
- Disregarding satisfactory or excellent work
- Rumours or gossip
- Singling out and isolating
- Verbal aggression
- Stealing credit for work done



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More specifically, Management is responsible for:

- (a) Promoting a positive, harassment-free work environment and intervening when problems occur
- (b) Dealing with inappropriate actions that come to his/her attention
- (c) Tracking and reporting incidents of harassment to the Joint Health and Safety Committee and the Employer
- (d) Ensuring proper health care is offered to anyone involved in an incident and for securing the safety of Employees before investigating the incident or taking reports
- (e) Cooperating with police, County investigators or other authorities, as required during any investigation related to workplace harassment

Employee:

- Informs any Management member or Union Representative of any harassment he/she experiences or witnesses.
- Reports to Management any incidents of harassment, according to the procedures set out in this policy
- Participates in any training or information sessions provided by the County to reduce harassment
- Cooperates with the police, County investigators or other authorities as required during any investigation related to workplace harassment

Rights:

Complainant:

- To file a complaint and have it dealt with promptly, without fear of embarrassment or reprisal
- To have a person of your choice accompany you during the process
- To make sure that no record of the complaint is placed on your personnel file, as long as it was made in good faith
- To be informed about the progress of your complaint
- To be informed of completion of the investigation
- To receive fair treatment

Respondent:

- To be informed of the complaint
- To be given the opportunity to respond allegations



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- To have a person of your choice accompany you during the process
- To be informed about the progress of the complaint
- To receive fair treatment

Procedure: **General** – Employees are encouraged to attempt to resolve their concerns by direct communication with the person(s) engaging in the unwelcome conduct or harassing behaviour. Where an Employee feels confident or comfortable in doing so, he/she should communicate his/her disapproval in clear terms to the person(s) whose conduct or comments are offensive.

The Employee should keep a written record of the date, time, details of the conduct and witnesses, if any.

Employees who are not confident or comfortable with direct communication and who believe they are subjects of harassment, or become aware of situations where such conduct may be occurring, must report these matters to a Management member, union representative or Human Resources.

If informal attempts at resolving the issue are not appropriate, or prove to be ineffective, a formal complaint may be filed. To file a formal complaint:

- (a) Provide a letter of complaint that contains a brief account of the offensive incident (i.e. when it occurred, the persons involved, and names of witnesses, if any). The letter shall also include the remedy sought and be signed and dated by the person complaining;
- (b) File the complaint with Management or Human Resources; and
- (c) Cooperate with those responsible for investigating the complaint.

Reporting and Investigation – This section provides an overview. For further details on the investigation procedure, please see Investigation Procedure – HR-09-06.

Each and every incident of harassment in the workplace shall be reported immediately to Management, a union representative or Human Resources.

All complaints shall be handled in a confidential manner. Information concerning a complaint, or action taken as a result of the investigation, will not be released to anyone who is not involved with the investigation.

An investigation team shall assess and investigate the incident immediately and,

- Determine if mediation is appropriate and if so, mediate or arrange for mediation of the situation



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Approved:

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- Contact the authorities as soon as possible (police or Ministry of Labour, where appropriate), to report the incident
- Conduct the appropriate investigation immediately; and keep detailed notes of facts, times, witnesses, and witness accounts
- Write a report outlining the details, facts and witnesses of the incident and submit the report to the Joint Health and Safety Committee and any other parties required by law

If the perpetrator is an Employee, Management shall apply appropriate disciplinary measures based on the facts of the incident and the perpetrator's employment record.

Report of the Investigation – An investigative written report will be submitted to the CAO that shall include:

- Decision
- Possible separation of the complainant and alleged harasser
- Remedies for the victim
- Corrective action

Disciplinary Action – Disciplinary action for violations of this policy will take into consideration the nature and impact of the violations, and may include a verbal or written reprimand, suspension (with or without pay) or termination (with or without notice) as appropriate based on the facts of the incident and the perpetrator's employment record.

In all cases, other than dismissal, the harasser will also be required to attend an intensive anti-harassment training session.

If the investigation does not find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of the alleged harasser. When the investigation reveals harassment occurred, the incident and discipline imposed on the harasser, will be recorded in the harasser's file.

Investigation Follow-up – A written report on the investigation results will be provided to the appropriate parties.

Results will be analyzed by the parties, and recommendations as well as actions must be taken to reduce as many risks as can be reasonably removed such as adapting work arrangements and the work environment to employee training and education.

Unsubstantiated Complaints – If a person, in good faith, files a harassment complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed and no record of it will be put in the accused harasser's file. As long as the complaint was made in good faith there will be no penalty to the person who complained, and no record in her or his file.



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APPENDIX D - INVESTIGATION PROCEDURE



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Subject: Investigation Procedure

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Approved:

Effective Date: June 11, 2010

- The Employee must provide a written report of the complaint and deliver it to Management by an assigned date.
- 4. Notification
 - Human Resources will coordinate the preparation and delivery of a letter signed by Management advising the accused that a complaint has been lodged against him/her and what is expected of him/her during the investigation.
 - Human Resources will coordinate the preparation of a letter to the witness(es) signed by Management explaining that a complaint has been lodged and he/she has been named as a witness and what is expected of him/her during the investigation.
 - Human Resources will coordinate the preparation of a letter to the complainant signed by Management acknowledging receipt of the complaint and the investigation steps.
- 5. Assessing the Complaint
 - The Investigation Team will:
 - Assess the complaint in an unbiased manner
 - Identify the nature of the complaint and issues as presented
 - Review all applicable policies and the legislation, if necessary, to ensure a full understanding of the framework within which the complaint is considered
- 6. Evidence Collection
 - The Investigation Team will:
 - Collect the necessary documents to further review the allegations of the Employee (eg documentation, photos, sketches, policies and procedures, emails, visitor logs, phone records, equipment, assignment sheets, regulations, legislation, swipe cards, etc.)
 - Review any and all documentation that may be available
- 7. Interviews
 - The Investigation Team will:
 - Interview the Employee first to establish the facts of the complaint and to gather more information;
 - Interview the witness(es) after the complainant to establish the facts provided by the Employee;
 - Interview the accused last, providing him/her with an opportunity to respond to the complaint.
- 8. Evaluating Evidence
 - The Investigation Team will evaluate all the evidence that has been gathered during the course of the investigation and make a determination as to the likeliness of the complaint.
 - The evidence and resulting outcome must be considered within the applicable County policies and the relevant legislation.



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9. Report

- The Investigation Team will submit a report to the Department Head and CAO detailing the investigation undertaken including any recommendations for action.

10. Outcome

- Notification to the complainant will be provided upon conclusion of the investigation. Information pertaining solely to the findings will be provided. No disciplinary outcomes will be discussed.
- Notification to the accused will be provided upon conclusion of the investigation including any disciplinary action or training required.
- Notification to the witness(s) will be provided that the investigation has concluded.
- Any disciplinary action will be as per the County of Frontenac Discipline policy – HR-02-02.

Retaliation: No report of workplace violence, domestic violence, harassment or discrimination can be the basis of reprisal against the reporting Employee. Any failure to respect this prohibition against retaliation will be taken seriously and will be sanctioned upward and including dismissal. This is inclusive of malicious reporting. Malicious reporting is extremely serious and will not be tolerated and is a serious offence.

Confidentiality: The County of Frontenac will not disclose the names of any person involved with a complaint (the Employee, the witnesses or the accused) , or any circumstances related to a complaint, to anyone, except as necessary to investigate the complaint or take disciplinary action related to the complaint, or as required by law. All persons involved with an investigation can be expected to complete confidentiality statements when deemed necessary (copy appended). Management involved with a complaint is reminded to keep all information confidential, except in the above circumstances. Any breach of confidentiality will be sanctioned upward and including dismissal.



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Approved: *K. Savill*

Effective Date: June 11, 2010

Policy: The County of Frontenac is committed to investigating any formal complaint of workplace violence, domestic abuse, harassment and discrimination. It is committed to a workplace of respect and dignity where Employees know they can come to management to report such incidents and know they will be appropriately dealt with in a consistent manner.

The County of Frontenac supports zero tolerance for all types of workplace violence, domestic violence, harassment and discrimination within the workplace or at work related activities. The County is committed to control and minimize the risk of workplace violence and to support Employees who may be exposed to workplace violence.

This Investigation Policy applies to the following policies:

- Workplace Harassment Prevention – HR-02-08
- Workplace Violence Prevention – HR-04-06
- Workplace Discrimination Prevention – HR-09-04
- Domestic Violence Prevention – HR-09-05

Objective: To treat Employees (including volunteers, and clients) with respect, fairness and sensitivity by investigating their complaints in a consistent manner to foster a healthy work environment.

Roles and Responsibilities:

Employer:

- Provide Management with the appropriate training to accept reports of workplace violence, domestic violence, harassment and discrimination
- Provide Management with the appropriate training and resources to investigate complaints of workplace violence, domestic violence, harassment and discrimination
- Create and maintain appropriate policies for consistent investigation for Employee complaints
- Review all reports of violence and/or threats of violence in a prompt, objective and sensitive manner, including investigation reports
- Take appropriate corrective and disciplinary action
- Provide appropriate response measures

Management (Manager/Supervisor):

- Initiate investigations for all formal reports of workplace violence, domestic violence, harassment and discrimination



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Approved:

Effective Date: June 11, 2010

- Notify the CAO of all reports of workplace violence, domestic violence, harassment or discrimination lodged
- Facilitate an unbiased investigation, through an Investigation Team made up of two members (one of whom may be from Human Resources), of all incidents of workplace violence, domestic abuse, harassment or discrimination using the Investigation Procedure (detailed below);
- Complete the necessary paperwork required of the Investigation Process
- Contact the police department as required when a criminal act is alleged to have taken place on County property or at off-site events
- Maintain confidentiality throughout the process
- Ensure that debriefing is completed for those either directly or indirectly involved in the incident

Human Resources:

- Provides support to Management throughout the process of accepting and investigating complaints
- Participates as an Investigation Team member where appropriate
- Assists with the arrangements to contract with an external investigator as required
- Ensures that this and related policies are reviewed regularly to ensure compliance with appropriate legislation

Investigation Team:

- Leads the investigation in an unbiased manner
- Assigns one member to be the interviewer and the other to be the scribe
- Provides a report of its findings to the CAO or designate

Employee (Complainant):

- Reports all incidents of violence and/or threats of violence to any manager/ supervisor immediately
- Complies with all policies and related procedures



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- Participates in the investigation process
- Seeks appropriate support from available resources when confronted with violence or threats of violence

Investigation Procedure:

1. Reporting
 - The Employee reports the complaint to Management (any manager/supervisor).
2. Staging
 - Prior to receiving the complaint, Management must use and explain the C.A.R.E. method for receiving the complaint:
 - C→ Confidentiality
Outline the commitment to confidentiality and preserving the integrity of the complaint process. All parties must sign a Confidentiality Statement.
 - A→ Accountability
Knowledge = Accountability and therefore Management, with knowledge, has a responsibility to act.
 - R→ Retaliation
Remind the Employee that he/she is free from retaliation from individuals involved in the process **to the best of our ability**.
 - E→ Expectations
Clarify who the Employee has talked to and when, determine outcome, explain process.
 - Willingness to Proceed – after the C.A.R.E. has been explained, the manager/supervisor needs to ask the complainant if he/she is prepared to proceed.
 - Once the complainant has agreed to proceed, the manager/supervisor may accept the complaint.
3. Accepting the Complaint
 - Management must take every complaint/incident seriously and
 - Offer support to all complainants
 - Encourage the Employee to talk about the incident or concern
 - Consider the Employee's well-being
 - Provide counseling when necessary
 - Involve the Employee when creating solutions to address the concern
 - Management must write down the complaint as the Employee is explaining the situation, highlighting who, what, when, where, and the resolution, encouraging the Employee to provide as much detail as possible;
 - Management must make sure the discussion is date- and time-stamped.
 - Management must immediately notify the Department Head, CAO and Human Resources of the report who is responsible for immediately establishing the Investigation Team
 - The Investigation Team must follow up, possibly the same day, depending on severity of the allegations



APPENDIX E - ACCOMMODATION POLICY

**Corporate Policy & Procedure Manual
Health & Safety**

**Index Number: A09-HR-10-03
Replaces: A900-HR-10-02**

Subject: Accommodation Policy

Page 36 of 69

Approved:

**Effective Date: June 1, 2015
Revision Date: January 30, 2017**

Policy: The County of Frontenac is dedicated to providing affordable and high quality services to the public and residents we serve and the operations we manage. Healthy and work ready employees assure the County's ability to meet and maintain this level of quality.

In order to facilitate successful and safe return to work, the County of Frontenac engages in a cooperative discussion with the employee, their Health Care Professional(s), the Insurance Carrier and/or the Workplace Safety and Insurance Board (WSIB) to determine the appropriate return to work plan and the availability of meaningful, purposeful work. The County is also committed and complies with all applicable legislation including but not limited to: the tenets of the Ontario Human Rights Code (OHRC) and the duty to accommodate set out in the Act, the Workplace Safety and Insurance Act (WSIA), applicable Collective Agreements, as well as the Accessibility for Ontarians with Disabilities Act (AODA).

Objective: To expedite the safe and effective return to work for employees who have been absent for a period related to an occupational or non-occupational injury or illness and to sustain workers at work, thereby returning valuable human resources to the workplace.

Definitions:

Occupational illness/injury:

Cases of illness, injury or medical conditions of either a physical or psychological nature incurred by an employee in the performance of, or in connection with his/her work

Non-Occupational illness/injury:

Cases of illness, injury or medical conditions of either a physical or psychological nature not incurred in the performance of, or in connection with, his/her work

Modified work:

Temporary work is designed for employees who return to work following an injury or illness. Modified work can be provided for occupational and



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non-occupational injuries. Modified work is designed for employees, who temporarily cannot fully perform the essential duties of their own positions, provided meaningful and purposeful work is available. The Occupational Health Nurse will request completion of a Functional Abilities Form (FAF) from their health care professional to ensure a safe return to work assignment is completed.

When is Modified Work Complete?

Worker returns to pre-injury position with no precautions.
Worker is identified as requiring permanent precautions.

Work hardening:

Temporary work designed for employees who have fully recovered from an injury or illness but require a short reconditioning period to prevent injury and build work stamina after a prolonged absence.

Sponsored work hardening:

Temporary work designed for employees who have fully recovered from an injury or illness but require a longer (up to 6 weeks) reconditioning period to prevent injury re-occurrence. This period is financially sponsored by the Insurance Carrier.

Accommodated work:

Permanent alterations to an employee's duties or working conditions which will enable him/her to return to their pre-injury/illness position.

Employees who cannot fully perform the essential duties of their own position on a permanent basis or who have accessibility needs due to a disability will be accommodated provided:

- the accommodation required does not necessitate the creation of a new position;
- the alteration of one position to meet the accommodation needs does not require additional staffing for that position on a permanent basis;
- the employee is able to fulfill the bona fida requirements of the position.

Return to Work and Accommodation Entrance Criteria:

- Accommodation to the pre-injured/ill worker's own job
- Accommodation to the pre-injured/ill worker's own job with modifications
- Work comparable in nature and earnings to pre-injured/ill job in other departments across the County



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Health Care Professional:

A member in good standing registered with a regulatory colleges/licensing bodies in Ontario such as Physicians, Nurses, Practitioners, Surgeons, Physiotherapists, Chiropractors, Chiropodists, Psychiatrists, etc.

Supervisor:

For the purpose of this policy, the term “supervisor” refers to anyone in a supervisory role. This term would therefore include titles such as, but not limited to, Manager, Deputy Chief, Chief, Administrator and Director.

Procedure: Upon receipt of notification and/or documentation supporting a request for accommodation, the Occupational Health Nurse (OHN) and Management will make every effort to expedite all application reviews within five (5) business days. When additional or clarifying information is required and/or other extenuating circumstances arise, the review date may be delayed. Each RTW or accommodation will be assessed on an individual basis with the support of the worker, his/her manager/supervisor, the treating healthcare provider and Occupational Health Nurse. Additional support may include WSIB, Long Term Disability (LTD) carrier and union representation.

The employer can request an employee who is or has been absent due to illness/injury to be evaluated by a second, objective health care professional at the employer’s expense.

Occupational Injury (WSIB)

An employee should follow the procedures outlined in Policy HS-05 Employee Occupational Illness/Injury Reporting ([..\Approved Policies in DMP\A900-HR-10-02 Employee Occupational Injury Illness Reporting.pdf](#)) when experiencing an occupational illness/injury. The supervisor and/or OHN nurse will maintain regular contact with the ill/injured employee should they require a leave period and either the supervisor or the OHN will initiate discussions of the return to work process and the modified work /accommodation program. When returning to work from an occupational illness/injury, accommodation may be provided as per the following procedures;

1. In collaboration with the employee and employee’s supervisor, the OHN will design an individualized modified work program to facilitate the early and safe return to work of the employee. In the absence of the OHN, the supervisor may utilize a standardized plan designed by the OHN. These plans are held by the Administrator (Fairmount Home) and the Deputy Chief, Performance Standards (FPS) or designate.



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2. The employee and if requested by the employee, their union representative, will meet with the OHN and their supervisor to review and discuss the return to work plan and schedule of shifts.
3. The employee is responsible for working within the identified functional abilities so as to expedite recovery.
4. The employee will maintain regular contact (at least bi-weekly) with the OHN and/or supervisor/manager (where applicable) to discuss progress and problem solve any obstacles or concerns. If any concerns exist about the appropriateness of assignments, the employee will advise their supervisor of their concern and contact the OHN.
5. The OHN will communicate with WSIB, the employee, the health care professional, the supervisor/manager and Administrative Clerk/Scheduler at a regularly scheduled meeting throughout the return to work program. As an updated Functional Abilities Form (FAF) is received, the OHN will update the work assignment to reflect the changes/progress.
6. On occasion, a meeting of the workplace parties with a Return to Work Specialist from WSIB may be scheduled to facilitate the return to full duties.
7. Management shall determine the place and duration of an employee's individualized RTW taking into consideration what is in the best interests of the work hardening process.

Return to Work Meeting:

The RTW Meeting will address and include the following:

- Detailed steps, including capabilities and precautions that need to be taken to return the worker to their pre-injury/illness job, if appropriate
- Communication to the worker that he/she will be advised of the need to report any problems encountered during the modified work period to both the Occupational Health Nurse and the immediate manager/supervisor
- Identification of goals of the plan and milestones
- Required actions and estimated time frames required to achieve these goals and the responsibilities of the worker and immediate manager/supervisor



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- Unless otherwise specified, appointments related to treatment of the occupational illness/injury should be made outside of work hours or as close to the end of the shift as possible.
- Next steps/check point dates
- Signature of all parties involved

Non-Occupational Injury/Illness

1. When an employee has incurred a non-occupational illness or injury, the supervisor or when appropriate the OHN will maintain regular contact with the employee during their leave period. Once the employee is ready to return to work, either the employee or the employer may initiate the discussion concerning the need for modified work, provided that there is sufficient medical documentation from a healthcare professional. The employee is responsible for submitting their request in writing to their supervisor, along with a current FAF (completed by their Health Care Professional) outlining their precautions and prognosis.

*Confidential medical diagnosis and information shall be forwarded directly to the OHN. All confidential medical information will be maintained according to the applicable privacy legislative requirements in secured health care files.

2. On receipt of this information, the supervisor/manager and the OHN will meet to review the request.
3. If the requirements can be met and there is sufficient meaningful and purposeful work available, the employee, supervisor/manager and OHN will collaboratively design and review an Individualized Return to Work Plan and schedule.

If the requirements cannot be met, the supervisor, HR and OHN will advise the employee of the decision.

The employee may request attendance from a union representative to any meeting concerning return to work.

4. The employee will maintain regular contact throughout the modified work program with the OHN, the supervisor/manager, the Health Care Professional, the Insurance Carrier (if applicable) and the Administrative Clerk. Failure to meet this requirement may jeopardize the employee's eligibility for continued accommodation.



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The plan will be amended each time there is a change in the FAF. Employees participating in modified work are expected to be re-assessed by a Health Care Professional at least every two weeks

The employee is responsible for working within the identified functional abilities so as not to prolong recovery.

Whenever possible, the employer will try to place employees on modified work in their own position. However, as this is not always possible, the employer reserves the right to place the employee in another position according to their abilities and limitations and the requirements of the job assignment.

Declared Disability

When an employee has a permanent disability and requires permanent workplace accommodation, he/she is responsible for submitting this request in writing to their supervisor/manager with supporting medical documentation from a healthcare professional.

Upon receipt of this information, the employee, supervisor/manager, OHN and Human Resources (as required) will meet to review the application for workplace accommodation within the following parameters:

- the accommodation required does not necessitate the creation of a new position;
- the alteration of one position to meet the accommodation needs does not require additional staffing for that position on a prolonged or permanent basis;
- the employee is able to fulfill the essential duties/requirements of the position.

The employer will make every effort to install any equipment or devices which would enable the employee to fulfill the requirements of the position.

A 'buddy' will be assigned to employees whose mobility is compromised to ensure their safety and/or assist them to evacuate in the event of an emergency situation.



- APPENDIX F - PEER SUPPORT GUIDELINES

Guidelines for Superintendents

EVENT OCCURS

Terrible Ten
Identified by Superintendent
Identified by Paramedic

CREW BOOKED CODE 9 AT HOSPITAL (or at scene if code 7 or at base if applicable)

Can be done by crew if Sup unavailable—Advise CACC they are code 9 and to contact Sup

SUPERINTENDENT MAKES CONTACT WITH CREW

Ideally in person at KGH
May be at a Station
Last resort by phone

SUPERINTENDENT OFFERS PEER SUPPORT TEAM/EAP AND ASSISTS IF REQUIRED

SUPERINTENDENT EVALUATES RESOURCES

If overwhelmed, call in replacement staff for minimum 4 hours

CREW GIVEN OPPORTUNITY TO CLEAN UP VEHICLE/SELVES AND DIFFUSE

Minimum one hour supported in literature
Opportunity to rest, eat, discuss with peers, reach out to peer support team
ACR should be completed before end of shift (with assistance of peer support team member if Requested) to assist in closure of call
WSIB Paperwork provided in case required

DECISION MADE REGARDING REMAINDER OF SHIFT

Discussions to occur individually to avoid influence by decisions of partner/others
Options: Return to regular duties
Remain in workplace on modified duties for remainder of shift
Go home
If not returning to regular duties, call in replacement staff for remainder of shift (or 4 hours)



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ADVISE SENIOR LEADERSHIP TEAM and OCCUPATIONAL HEALTH NURSE OF
EVENT

Paramedics to be contacted by Senior Leadership member the following day
Occupational health nurse to contact Paramedics



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What Happens After A Bad Call Or When I Leave Work After A Psychological Injury?

We want to establish guidelines to help you understand what to expect in the time following a traumatic event. This includes what will happen next, what paperwork needs to be completed, and how will you get paid. Senior management, Superintendents and Peer Support Team (PST) are all on the "same page" and want to support you, the Paramedic. Please remember that with any of the steps, EAP is always available too.

I just did a call and suddenly I'm booked off and being asked if I'm ok. What's the deal?

A list of the "terrible ten" significant calls has been compiled and we have adopted it as a starting point for support. When a call on the list has been identified by the Superintendent, either through CACC or through the crews on the road, the crew(s) involved will be booked off at the hospital until contact can be made with them. At this time the Superintendent will be offering the support of the PST as well as asking the crews if they would like to remain booked off, return to their regular duties or go home for the remainder of the shift. We recognize that everyone is unique and may have different needs after a traumatic event. Whatever you feel is the best for you at that time will be respected.

I decided that I couldn't finish my shift after a bad call. Now what? Does the rest of the platoon have to cover for me?

Staff will be called in to cover when someone books off after a call. In the meantime your psychological welfare is important and should take priority.

Ok, I went home. Do I still get paid?

The shift which you go home will be covered under regular hours, just as if you had finished the shift. This is for both FT and PT employees. The subsequent shifts will be covered under WSIB if applicable or sick time.

Do I have to fill out any paperwork? What about WSIB?

It is strongly recommended that you fill out WSIB forms for any call which results in a psychological injury. Just as we would fill out WSIB forms for a physical injury, we need to prioritize documenting psychological injuries and stress. It is also strongly recommended that you seek medical attention regarding the injury. This can be a simple visit to your family MD who will fill out their paperwork for WSIB. Just let them



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know that the injury occurred at work or due to a work event and they should have the paperwork. There is also a set of forms for your family MD in the WSIB package that is available from the superintendent.

My Doctor suggested modified work. Is this available? What does this entail?

The first step in a modified work program is for your doctor to establish your limitations and complete an FAF. This may be as simple as no direct patient contact or more complex (no exposure to certain equipment or areas of work due to the trauma related to them). Whatever your doctor decides, they should give you a copy of the Form 8 and FAF from the WSIB injury package that needs to be submitted to our Occupational Health Nurse (Bonnie Carter). Once the OHN receives the form she then will formulate a Modified Work program. If you are unable to obtain a copy of the FAF before your doctor appointment, please contact Bonnie for help. You then meet with the OHN and management to sign off on the form and establish what is available to you. Through the process you meet with the OHN regularly to reassess any changes.

Modified work has evolved considerably over the past few years and is no longer "make work projects". The work must be meaningful and relevant to the Paramedic role.

What happens if my Doctor suggests time off work?

If your Doctor suggests time off work then they fill out the paperwork with WSIB accordingly. The county continues to pay you as the WSIB paperwork is processed. The rate of pay is 85% of your post-tax amount and is not taxed further.

I just did a call that isn't a Terrible Ten but has significantly affected me. What do I do?

Just because a call isn't a Terrible Ten doesn't mean it's not significant. And just because a call doesn't affect your partner doesn't mean it won't affect you. We are all individuals with individual experiences and management recognizes this. If you find yourself affected psychologically after any call, please contact your superintendent and ask for PST support, time off and/or assistance. The same protocol will be followed with booking you off, paying you and WSIB follow up if applicable.

Sometimes there can be extenuating circumstances around psychological trauma and stress. It's not uncommon to have symptoms after a call that you don't immediately recognize as a stress reaction and sometimes it may take weeks (or more) for the cause of the symptoms to be identified. At any point WSIB paperwork can be initiated and accommodations made. We also recognize the effects of cumulative stress. If you



feel like you are having any symptoms related to this, please contact your family MD. If you do not have a family MD or are unable to get in to see them within a timely manner, please contact management, the OHN or the PST and we will try to help out as much as possible.

Sometimes we experience non-work related stressors that affect our ability to do the job. Each case is looked at individually, but in general modified work is available to both FT and PT employees as an alternative to sick time use. It would be your family MD's responsibility to provide a note outlining your limitations and this will be reviewed with the OHN and management.

Hopefully this answers most of your questions. If you need further support, the PST members are always available to you as is the OHN, management and EAP. Your mental health is as important to us as your physical health.

EAP 1-888-409-4499
Fseapkingston.org
Login: fseapkingston PW:myfseap1
OHN Bonnie Carter 613-548-9400 x322

TEMA 1-888-288-8036

AMHS-KFLA crisis line 1-866-616-6005 /613-544-4229

PST Members

Jeremie Hurtubise 613-453-6240 jeremie hurtubise@hotmail.com
Alexis Stoller 613-449-6353 alexisstoller@gmail.com Jason Kervin 613-888-0524
jkervin@frontenacounty.ca Bryan Walsh 613-985-7456 bwalsh@frontenacounty.ca
Campbell Pearce 613-217-1630 cpearce@frontenacounty.ca
Sean Rocheleau 613-449-4799 srocheleau@frontenacounty.ca Deb Cooper 613-
328-9295 deborah e cooper@hotmail.com Kimmy Peterkin 613-453-7044
kpeterkin@frontenacounty.ca Jennie D'Amour 613-809-2637
jdamour@frontenacounty.ca Kerri Lameront 613-329-1535
klameront@frontenacounty.ca Richard Russell 613-483-1743
russell@frontenacounty.ca Ingmar Freitag 613-484-5422 ifreitag@frontanccounty.ca

Group email 911fps@gamil.com (Kim Peterkin moderating)



What to Expect After A Bad Call Flow Sheet

EVENT OCCURS

Terrible Ten
Identified by Paramedic
Identified by Superintendent

CREW BOOKED CODE 9 AT HOSPITAL (or at scene if code 7 or base if applicable)

Contact Superintendent and advise you need to be booked off
If Sup unavailable book code 9 with dispatch and ask them to contact Sup

SUPERINTENDENT CONTACTS CREW

SUPERINTENDENT WILL OFFER PEER SUPPORT TEAM/EAP AND ASSIST IF REQUIRED

CREW GIVEN OPPORTUNITY TO CLEAN UP VEHICLES/SELVES AND DIFFUSE

Literature supports minimum of one hour
Opportunity to rest, eat, diffuse with peers, reach out to peer support team

ACR should be completed by end of shift (peer support team/Sup can assist) to
Assist with closure of call
WSIB Paperwork will be provided in case required

DECISION MADE REGARDING REMAINDER OF SHIFT

Discussion with Sup/Peer Support team
Options: Return to duties
Remain in workplace on modified duties
Go home

PEER SUPPORT TEAM MEMBER WILL FOLLOW UP THE NEXT DAY

OCCUPATIONAL HEALTH NURSE WILL CONTACT PARAMEDIC

SENIOR LEADERSHIP TEAM WILL CONTACT PARAMEDIC

No obligation to speak to any of these contacts, but understand they will reach out to everyone involved

DECISION REGARDING FORMAL DEBRIEFING TO BE MADE IN XXXX TIMEFRAME (waiting to speak to Vince)



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APPENDIX G - RETURN TO WORK

Functional Abilities Form

Employee Name: _____ Job Title: _____

Limitations					Details
Sitting	No Limitations	Less than 1 hour	Less than 30 minutes	Less than 15 minutes	
Standing	No Limitations	Less than 1 hour	Less than 30 minutes	Less than 15 minutes	
Walking	No Limitations	Less than 1 hour	Less than 30 minutes	Less than 15 minutes	
Squatting/Kneeling	No Limitations	Frequently	Occasionally	Never	
Climbing	No Limitations	Ladder	Step Stool	No climbing	
Bending/Twisting	No Limitations	Frequently	Occasionally	Never	
Reaching	No Limitations	Upper Level	Mid- Level	Lower Level	
Lifting – Floor to Waist	No Limitations	Less than 25 kg.	Less than 10 kg.	Less than 5 kg.	
Lifting Waist to Shoulder	No Limitations	Less than 25 kg.	Less than 10 kg.	Less than 5 kg.	
Lifting – At Shoulder	No Limitations	Less than 25 kg.	Less than 10 kg.	Less than 5 kg.	
Carrying – Unilateral	No Limitations	Less than 25 kg.	Less than 10 kg.	Less than 5 kg.	
Carrying-Bilateral	No Limitations	Less than 25 kg.	Less than 10 kg.	Less than 5 kg.	
Carrying-Distance	No Limitations	Less than 50 m	Less than 20 m	Less than 10 m	
Pushing/Pulling	No Limitations	Frequently	Occasionally	Never	
Work Hours:	No Limitations	Regular hours	Modified hours	Graduated Hours	
Ability to do CPR(paramedics only)	Yes	No			
Additional Information such as limitation related to operating vehicles, effect of medications or cognitive concerns					



FUNCTIONAL ABILITIES FORM - Cognitive

Limitations					Details
Understanding & Memory	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Remember locations & work-like procedures	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Understand & remember very short & simple instructions	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Understand & remember detailed instructions	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Sustained Concentration	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Carry out very short & simple instructions	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Carry out detailed instructions	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Maintain attention & concentration for extended periods	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Perform activities within a schedule, maintain regular attendance & be punctual with customary tolerances	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	



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Sustain an ordinary routine without special supervision	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Work in coordination with or proximity to others without being distracted by them	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to make simple work-related decisions	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Social Interaction					
Able to interact appropriately with the general public	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to ask simple questions or request assistance	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to accept instructions & respond appropriately to criticism from supervisors	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to get along with coworkers or peers without distracting them or exhibiting behavioural extremes	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to maintain socially appropriate behavior and to adhere to basic standards of	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	



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neatness and cleanliness					
Adaptation					
Able to respond appropriately to changes in the work setting	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to be aware of normal hazards and take appropriate precautions	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to travel in unfamiliar places or use public transportation	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Able to set realistic goals or make plans independently of others	No Limitations	Not Significantly Limited	Moderately Limited	Markedly Limited	
Additional Information such as limitation related to operating vehicles, effect of medications or cognitive concerns:					



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From the date of this assessment, the above will apply for approximately _____ days _____ weeks _____ months

Effective Date: _____ Completed by: _____

Next Assessment Date: _____



Workplace Harassment/Bullying Prevention – Policy & Procedure



HR Policy & Procedure Manual
Revision Date: August 28, 2016

Subject: Workplace Harassment/Bullying Prevention **Index Number** HR-02-08
Page 1 of 7

Approved:  **Effective Date:** November 1, 2005

Policy: The County of Frontenac and its labour representatives are committed to providing a safe and respectful work environment for staff, volunteers and clients.

The County of Frontenac does not tolerate harassment in the workplace perpetrated by or against staff, volunteers and clients or other third parties.

The *Ontario Human Rights Code*, the *Canada Labour Code* and the *Occupational Health and Safety Act, as amended*, protect individuals from harassment and the *Criminal Code* protects individuals from physical and sexual assault.

This policy applies not only during working time, but to any activities on or off of County premises during or outside of work time which could reasonably be associated with the workplace.

The County of Frontenac will treat all complaints of harassment seriously, whether they are made informally or formally. The County will undertake to act on all complaints to ensure that they are resolved quickly, confidentially and fairly.

Discrimination is a form of harassment but this policy will not deal with this issue. For further information refer to Workplace Discrimination Policy – HR-09-04.

Objective: This policy applies to all staff, volunteers and clients, or other third parties to the County of Frontenac. The purpose of this policy is to establish procedures to minimize or prevent harassment, including sexual harassment, in the workplace; to foster the safety and security of County of Frontenac staff, volunteers and clients, or other third parties at our work sites; and to assure Employees reporting incidents that the alleged matter will be treated confidentially and may be reported without fear of retaliation or reprisal.

Definitions: **Workplace Harassment** means:
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 Sexual Harassment means:
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 reasonable 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.



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Examples of harassment include:

- Unwelcome remarks, slurs, jokes, taunts, or suggestions
- Unwelcome sexual remarks, leering (suggestive staring) or other offensive gestures invitations, or requests (including persistent, unwanted contact after the end of a relationship)
- Displays of explicit, or other offensive or derogatory material
- Written or verbal abuse or threats
- Practical jokes that embarrass or insult someone
- Unwelcome physical contact
- Patronizing or condescending behaviour
- Humiliating an employee in front of co-workers
- Abuse of authority that undermines someone's performance or threatens his/her career

Workplace Harassment is not:

- Consensual banter or relationships (Two or more employees bantering back and forth do not represent harassment if everyone involved is in agreement. But if any employee feels uncomfortable with this behaviour and the behaviour continues even after that person has expressed their discomfort, or if the other involved should have known the person was uncomfortable, then it is harassment. This type of harassment can create what is known as a "poisoned work environment", where employees do not feel safe and feel consistently humiliated.)
- Employees flirting with each other or becoming involved in a romantic or sexual relationship are not harassing each other, as long as the relationship is consensual (If one of the employees changes his/her mind, and the other person persists in trying to continue the relationship, this is harassment)
- A reasonable action taken by the Employer or supervisor relating to the management and direction of workers or the workplace
- Fair, consistent and appropriate performance reviews, counseling and discipline

Bullying is a form of harassment and means a repeated pattern of intentional inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, performed by one or more persons against another person or group of people, which could reasonably be regarded as undermining the individual's right to dignity at work.


Bullying Tactics include but are not limited to:

- Falsely accusing target of "errors" not made
- Nonverbal intimidation
- Discounting target's thoughts and feelings in meetings
- Silent treatment
- Inconsistent emotional behaviour
- Disregarding satisfactory or excellent work
- Rumours or gossip
- Singling out and isolating
- Verbal aggression
- Stealing credit for work done



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- Abusing the evaluation process
- Being "insubordinate"
- Misusing confidential information
- Retaliation
- Sabotage
- Stalking or spying

Workplace means any place where business or work-related activities are conducted. It includes, but is not limited to, the physical work premises (e.g., offices, facilities and ferry), work-related social functions (e.g. parties, golf games, etc.), work responsibilities outside County of Frontenac's offices, work-related travel and work-related conferences or training sessions, etc.

Prevention: The County of Frontenac shall establish program to reduce the risk of harassment in the workplace which is found in the Workplace Violence Prevention Policy – HR-04-06

Roles and Responsibilities:

Employer:

- Offer its full support to any Employee experiencing harassment in the workplace
- Investigate all complaints of harassment promptly and thoroughly
- Administer disciplinary action up to and including termination as appropriate to Employees who harass others
- Minimize the risk of harassment where reasonably possible
- Ensure Employees are trained to:
 - (i) recognize harassment
 - (ii) follow the procedures and policies developed to minimize risk
 - (iii) respond to incidents appropriately and
 - (iv) report and document such incidents

Management (Manager/Supervisor):

- Do everything reasonable to stop harassment, whether or not a complaint has been made, as soon as harassment in his/her work area is identified
- Will be held responsible if he/she should have known the harassment was going on and allows the situation to continue
- Will be held legally responsible if harassment is ignored and will face discipline by the Employer



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More specifically, Management is responsible for:

- (a) Promoting a positive, harassment-free work environment and intervening when problems occur
- (b) Dealing with inappropriate actions that come to his/her attention
- (c) Tracking and reporting incidents of harassment to the Joint Health and Safety Committee and the Employer
- (d) Ensuring proper health care is offered to anyone involved in an incident and for securing the safety of Employees before investigating the incident or taking reports
- (e) Cooperating with police, County investigators or other authorities, as required during any investigation related to workplace harassment

Employee:

- Informs any Management member or Union Representative of any harassment he/she experiences or witnesses.
- Reports to Management any incidents of harassment, according to the procedures set out in this policy
- Participates in any training or information sessions provided by the County to reduce harassment
- Cooperates with the police, County investigators or other authorities as required during any investigation related to workplace harassment

Rights:

Complainant:

- To file a complaint and have it dealt with promptly, without fear of embarrassment or reprisal
- To have a person of your choice accompany you during the process
- To make sure that no record of the complaint is placed on your personnel file, as long as it was made in good faith
- To be informed about the progress of your complaint
- To be informed of completion of the investigation
- To receive fair treatment

Respondent:

- To be informed of the complaint
- To be given the opportunity to respond allegations



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- To have a person of your choice accompany you during the process
- To be informed about the progress of the complaint
- To receive fair treatment

Procedure: General – Employees are encouraged to attempt to resolve their concerns by direct communication with the person(s) engaging in the unwelcome conduct or harassing behaviour. Where an Employee feels confident or comfortable in doing so, he/she should communicate his/her disapproval in clear terms to the person(s) whose conduct or comments are offensive.

The Employee should keep a written record of the date, time, details of the conduct and witnesses, if any.

Employees who are not confident or comfortable with direct communication and who believe they are subjects of harassment, or become aware of situations where such conduct may be occurring, must report these matters to a Management member, union representative or Human Resources.

If informal attempts at resolving the issue are not appropriate, or prove to be ineffective, a formal complaint may be filed. To file a formal complaint:

- Provide a letter of complaint that contains a brief account of the offensive incident (i.e. when it occurred, the persons involved, and names of witnesses, if any). The letter shall also include the remedy sought and be signed and dated by the person complaining;
- File the complaint with Management or Human Resources; and
- Cooperate with those responsible for investigating the complaint.

Reporting and Investigation – This section provides an overview. For further details on the investigation procedure, please see Investigation Procedure – HR-09-06.

Each and every incident of harassment in the workplace shall be reported immediately to Management, a union representative or Human Resources.

All complaints shall be handled in a confidential manner. Information concerning a complaint, or action taken as a result of the investigation, will not be released to anyone who is not involved with the investigation.

An investigation team shall assess and investigate the incident immediately and,

- Determine if mediation is appropriate and if so, mediate or arrange for mediation of the situation



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- Contact the authorities as soon as possible (police or Ministry of Labour, where appropriate), to report the incident
- Conduct the appropriate investigation immediately; and keep detailed notes of facts, times, witnesses, and witness accounts
- Write a report outlining the details, facts and witnesses of the incident and submit the report to the Joint Health and Safety Committee and any other parties required by law

If the perpetrator is an Employee, Management shall apply appropriate disciplinary measures based on the facts of the incident and the perpetrator's employment record.

Report of the Investigation – An investigative written report will be submitted to the CAO that shall include:

- Decision
- Possible separation of the complainant and alleged harasser
- Remedies for the victim
- Corrective action

Disciplinary Action – Disciplinary action for violations of this policy will take into consideration the nature and impact of the violations, and may include a verbal or written reprimand, suspension (with or without pay) or termination (with or without notice) as appropriate based on the facts of the incident and the perpetrator's employment record.

In all cases, other than dismissal, the harasser will also be required to attend an intensive anti-harassment training session.

If the investigation does not find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of the alleged harasser. When the investigation reveals harassment occurred, the incident and discipline imposed on the harasser, will be recorded in the harasser's file.

Investigation Follow-up – A written report on the investigation results will be provided to the appropriate parties.


Results will be analyzed by the parties, and recommendations as well as actions must be taken to reduce as many risks as can be reasonably removed such as adapting work arrangements and the work environment to employee training and education.

Unsubstantiated Complaints – If a person, in good faith, files a harassment complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed and no record of it will be put in the accused harasser's file. As long as the complaint was made in good faith there will be no penalty to the person who complained, and no record in her or his file.



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Confidentiality: The County of Frontenac will not disclose a complainant's or respondent's name, or any circumstances related to a complaint, to anyone, except as necessary to investigate the complaint or take disciplinary action related to the complaint, or as required by law. Management involved in a complaint is reminded to keep all information confidential, except in the above circumstances. Any breach of confidentiality will be sanctioned up to and including dismissal.

Retaliation: Retaliation is considered a serious disciplinary breach. Anyone who retaliates in any way against a person who has complained of harassment, given evidence in a harassment investigation, or been found guilty of harassment, will themselves be considered guilty of harassment and penalized accordingly. The possible penalties are the same as those assessed against harassers.

Malicious Reporting:

In the event that the complaint was made in bad faith (with malicious intent to harm another person's reputation that person will be disciplined and a record of the incident will be put in her or his file.

Penalties for someone who complains in bad faith will be the same as for a case of harassment and will depend on the seriousness of the situation. Compensation for the person falsely accused may include steps to restore any lost reputation and any of the remedies that would be available in a case of harassment.

Education: All new Employees will receive a copy of this Policy and all other related policies during that Employee's documentation and orientation process.

This Policy shall be posted so that it is available to all Employees.

All Employees will be educated and trained on the Workplace Harassment/Bullying Prevention Policy.

The training program for Employees shall include:

- (a) The means to recognize harassment;
- (b) Procedures, work practices, administrative arrangements and engineering controls that have been developed to minimize or eliminate harassment;
- (c) The appropriate responses of Employees to incidents of harassment, including how to obtain assistance; and
- (d) Procedures for reporting incidents of harassment.

Management will also be trained to safely supervise all Employees.

Review: The Employer and its Unions will monitor this policy and make adjustments where necessary to ensure it remains effective. It will be reviewed annually. Any Employee concerns with the policy should be brought to the attention of Management. Comments are always welcome.



Employee Non-Occupational Accommodation Guide



EMPLOYEE GUIDE

**EMPLOYEE NON-OCCUPATIONAL
ACCOMMODATION
GUIDE**



2017-January
Non-Occupational Injury/Illness – Employee Guide to
Accommodation

1



EMPLOYEE GUIDE

<p><i>If You Become Injured or Ill</i></p>	<p>If you become ill or temporarily disabled from a situation arising outside of your workplace (non-occupational), you may be eligible to access short term disability (STD) benefits.</p> <p>Often employees would prefer to remain at work however, are unable to perform all of the essential duties of their position.</p> <p>For example, if an employee experiences a sports injury, he/she may feel well enough to be at work however, is not able to walk. If walking is a requirement of the job, he/she is unable to perform the essential duties of the job.</p>	<p>Notify your Supervisor/ Manager/ Occupational Health Nurse if unable to perform your duties due to illness or injury.</p>
<p><i>Accommodated Work</i></p>	<p>The County of Frontenac is committed to ensuring the healthy and safe return to work for employees, provided that there is meaningful, purposeful work and the physical work space to accommodate you. An employee who is unable to fully perform the essential duties of their own position on a temporary or permanent basis, or who has accessibility needs due to a disability, will be accommodated provided:</p> <ul style="list-style-type: none"> ■ The accommodation required does not necessitate the creation of a new position; ■ The alteration of one position to meet the accommodation needs does not require additional staffing for that position on a permanent basis; ■ The employee is able to fulfill the essential duties of the position. <p><i>(For further details on Accommodation, please refer to the County Accommodation Policy – A09-HR-10-02)</i></p>	<p>Early & Safe Return to Work</p> <p>Meaningful Purposeful Work</p> <p>Perform Essential Duties</p>



EMPLOYEE GUIDE

<p><i>Request Accommodation</i></p>	<p>What do I need to do?</p> <p>Step 1: Once you have decided that you are interested in participating in accommodated work, you must submit your request to the Occupational Health Nurse. This request must include the following:</p> <ul style="list-style-type: none"> ■ Medical documentation identifying the length of time for recovery; ■ Medical documentation identifying whether your injury/illness is temporary or permanent; ■ A completed Functional Abilities Form (FAF) specifying exactly what you can and cannot do within your limitations. 	<p>Medical D O C U M E N T A T I O N FAF</p>
<p><i>Identifying Suitable Accommodated Work</i></p>	<p>Step 2:</p> <ul style="list-style-type: none"> ■ The Occupational Health Nurse and your Supervisor/Manager will review your application to determine if there is suitable accommodated work available. This may take up to five (5) working days or longer in some circumstances. 	
<p><i>Decision</i></p>	<p>Step 3: <u>Suitable Accommodated Work is Available</u></p> <ul style="list-style-type: none"> ■ You will be notified by either your Supervisor/Manager or Occupational Health Nurse as to whether suitable accommodated work is available. ■ If meaningful and purposeful work accommodation is identified, the Occupational Health Nurse will develop an accommodation plan for you with the goal of returning to full duties. 	<p>Goal – Return to full duties</p>



EMPLOYEE GUIDE

- If accommodated work is available, you will be asked to meet with your Manager and OHN to review your proposed schedule and work tasks. A reporting schedule will be established to update on the progress of your condition.
- Report to the OHN any updated health care assessment information promptly so that your plan can be amended to best support your recovery.

No Suitable Work is Available

At times your condition is too acute or your precautions are too restrictive to allow you to perform any meaningful or purposeful work. Your employer may also simply have no work available that is within your precautions, or the physical space to house you if there are already a number of employees on accommodated work. If no accommodated work is available at the time of your request, update as in Step 1 when your condition changes as accommodation may be available at that time.



Employee Guide to Occupational Injury



EMPLOYEE GUIDE

**EMPLOYEE OCCUPATIONAL INJURY
ACCOMMODATION
GUIDE**




2017-January
Occupational Injury – Employee Guide to Accommodation

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EMPLOYEE GUIDE

<p><i>If You are Injured at Work</i></p>	<p>An injury or near miss (an incident where you were almost injured or could have been injured) requires an Employee Incident Report to be completed.</p> <p>Step 1: Advise your Supervisor</p> <p>Step 2: Complete the forms in the Employee Injury Package or work with your Supervisor to complete the forms together</p> <p>NEAR MISS: Complete the Worker’s Safety and Insurance Board (WSIB) Employee Incident Report for your file. No report will go to WSIB.</p>	<p>ALWAYS fill out an Incident Report even if you think you might be ok the next day.</p> <p>COMPLETE the form immediately, or before the end of your shift. Include your SIN#</p>
<p><i>Medical Attention Required</i></p>	<p>If you need to seek medical attention, advise your Supervisor or Manager so that they can submit the information to WSIB within the required time frame (48 hours).</p>	



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<p><i>Minor Injury</i></p>	<p>What do I need to do?</p> <ul style="list-style-type: none"> • Complete WSIB Employee Incident Report – be specific as WSIB uses this information in decision making • Complete WSIB Form 6 (if you are seeking medical attention or will you will lose time from work). • Have your healthcare professional complete the Functional Abilities Form (FAF). • Employer will complete and submit a WSIB Form 7 and provide you with a copy • Advise your Supervisor/Manager/OHN the outcome of your medical assessment • Book an appointment with the Occupational Health Nurse and bring the completed FAF so that modified work can be coordinated for you. 	<p>Be specific in describing your posture and events leading to the injury.</p>
<p><i>Significant Injury</i></p>	<p>What do I need to do?</p> <ul style="list-style-type: none"> • Complete WSIB Employee Incident Report • Complete Exposure to Bloodborne Pathogens form (if applicable) • Take the Consent for Patient Bloodwork to hospital and the WSIB Form 6 (if you are seeking medical attention or will lose time from work) • Have the healthcare professional complete the Functional Abilities Form (FAF) • Employer will complete and submit a WSIB Form 7 and provide you with a copy • Advise your Supervisor/Manager/OHN of the outcome of your medical assessment • Book an appointment with the Occupational Health Nurse and bring the completed FAF so that modified work can be coordinated for you. 	<p>Bloodwork must be complete within 1 – 2 hours of exposure.</p>



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<p><i>Seeking Physio Treatment</i></p>	<p>Can I start physiotherapy treatments?</p> <ul style="list-style-type: none"> ■ WSIB must approve your claim before they will pay for physiotherapy services. The approved provider list is in the Employee Injury Package or from the Occupational Health Nurse ■ If you wish to start physiotherapy before claim approval, you will be required to pay for it yourself ■ WSIB will not reimburse you if you use your benefits to pay for physiotherapy ■ Physiotherapy will provide an updated progress report (FAF) every two weeks so that your modified work can be amended. 	<p>You must attend one of the WSIB approved physio providers in order for WSIB to pay for the services.</p>
<p><i>Modified Work</i></p>	<p>Step 3:</p> <ul style="list-style-type: none"> ■ Submit your FAF electronically or in hard copy to the Occupational Health Nurse/Manager prior to reporting to work. Note: This cannot be submitted on your first day of modified work ■ Discuss your limitations (outlined on the FAF) with the Occupational Health Nurse/Manager so modified work can be developed for you ■ Be prepared to report for your next scheduled shift and perform modified work ■ Complete the Return To Work Journal where applicable. 	<p>Submit FAF prior to reporting to work.</p>

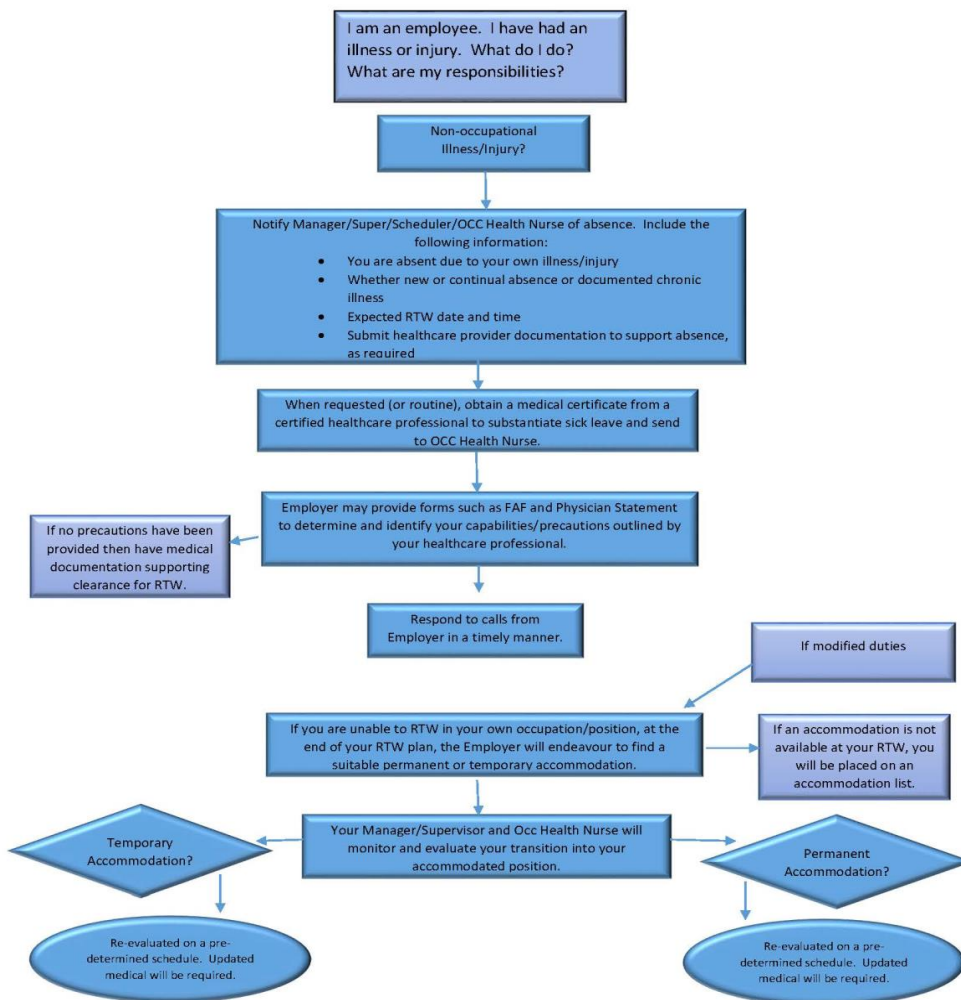


Employee Non-Occupational Flow Chart

County of Frontenac

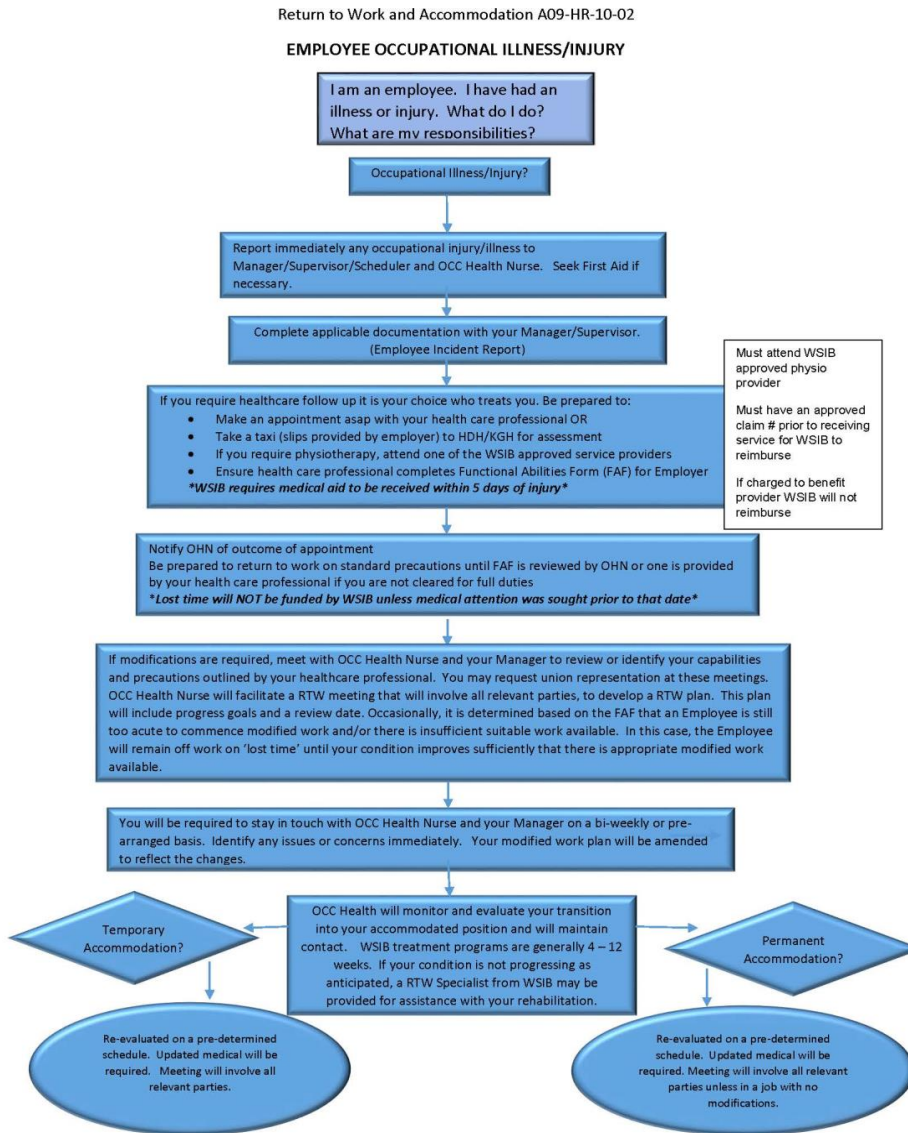
Return to Work and Accommodation A09-HR-10-02

EMPLOYEE NON-OCCUPATIONAL ILLNESS/INJURY





Employee Occupational Illness -Injury Flow Chart





Report 2017-075

Council Information Report

To: Warden and Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Susan Brant, Director of Corporate Services/Treasurer
Date of meeting: May 17, 2017
Re: Corporate Services – 2017 First Quarter Financial Summary

Recommendation

This report is for information purposes only.

Background

The County of Frontenac financial summary for the first quarter of 2017 is attached.

Comment

Most variances are primarily due to timing with additional context provided below:

Revenue

User Charges

- Resident revenues are slightly over budget but are reconciled at year end against Provincial revenue, so that the total amount received from the Province and the residents is within the prescribed Ministry of Health funding for Fairmount Home.
- Due to the seasonal nature of ferry ridership, ferry ticket sales are under budget in the first quarter of 2017. Ferry pass sales are at the budgeted level in the 1st quarter.
- Planning revenues are under budget in the 1st quarter.

Provincial/Federal Funding

- Funding for Fairmount Home is over budget by \$33,753 which includes funding for two unbudgeted grants for special projects.

- The Provincial transfer for the Ferry is under budget, but will be reconciled at year end.
- Funding for Frontenac Paramedic Services is \$32,898 under budget through the first quarter. Funding payments by the Province have been made at 2016 levels and the amount of provincial funding for 2017 has not yet been made available. We expect the funding amount for 2017 to be announced by the province by early summer.
- Funding from the RED program is \$28,301 under budget primarily due to the timing of the payments.

Other Income

- Provincial offences net revenue is currently under-budget by \$13,509, but will be reconciled at year end with the City of Kingston.
- Investment income is over budget by \$6,334. The higher than anticipated returns have been the result of the County diversifying its holdings away from interest-bearing bank accounts and branching into Guaranteed Investment Certificates and bonds in accordance with Ontario Regulation 438/97.
- Funding from the MicroFit projects are under budget due to the timing of the payments.

City of Kingston Contribution

- City of Kingston contributions will be reconciled at year end.

Expenses

Salaries and Benefits

- Fairmount is \$38,977 over budget in salaries and benefits, but it should be noted that sick time is at 60% of the annual budget and compensation in lieu of benefits exceeds the 1st quarter budget.
- Frontenac Paramedic Service is \$88,920 over budget in salaries and benefits, but it should be noted that accommodated work is at 80% of the annual budget. Frontenac Paramedic Services employees will maximize their contributions to CPP and EI by late summer so a higher portion of the departmental benefit expenses are incurred in the first half of 2017.

Materials

- Timing for purchases account for most of the variances.

Contracted Service

- Timing accounts for variance as projects are not yet all underway.

Rent and Financing

- Frontenac Paramedic Services is under budget as a result of timing differences on Base 03 rent due to a renegotiation of a lease with the City of Kingston. It is anticipated that rent will not differ substantially from the previous rate.

Net Capital Expense

- Fairmount Home has undertaken most of its projects for capital improvement for 2017 in the 1st quarter.
- Frontenac Paramedic Services purchased the three ambulances budgeted for in 2017 in the first quarter as scheduled. Their net capital expense is in a negative position, representing a gain resulting from unbudgeted proceeds from the sale of three decommissioned ambulances for \$9,300.


External Transfers: These are processed at year end.


Sustainability Implications


Within Directions for Our Future, the vision statement associated with Capacity Building and Governance states that "Government decision-making processes are clear, forward thinking and focused on the longer term". By reviewing quarterly financial statements, Council can assure itself that the direction given through the 2015 budget is being carried out. At the same time, this information is being shared publicly

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team
Alex Lemieux, Deputy Treasurer

 County of Frontenac County of Frontenac For period ending March 31, 2017					
	2017	2017	March	YTD	Total Annual
	Budget	YTD Budget	Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
Taxation from Other Governments	70,000				
User Charges	3,317,078	909,314	898,100	(11,214)	27.08%
Payments in Lieu of Taxes	33,672	600		(600)	
Federal and Provincial	15,276,946	3,798,293	3,767,418	(30,875)	24.66%
Other Municipalities	21,667				
Provincial Offences Net Revenue	120,797	30,198	16,689	(13,509)	13.82%
Investment Income	140,000	35,001	41,335	6,334	29.53%
Other	468,402	113,637	92,943	(20,694)	19.84%
Transfers from Obligatory Reserve	978,256				
Transfers from Reserve	580,499	2,251	1,000	(1,251)	0.17%
Total Operating Revenue	21,007,317	4,889,294	4,817,485	(71,809)	(22.93%)
Operating Expense					
Salaries & Benefits	25,693,944	6,070,043	6,282,084	212,041	24.45%
Materials	2,981,874	690,337	485,633	(204,704)	16.29%
Contracted Services	8,162,445	2,414,779	2,228,185	(186,594)	27.30%
Rents & Financing	232,240	58,270	46,608	(11,662)	20.07%
External Transfers	150,300				
Depreciation	1,495,810	377,403	358,500	(18,903)	23.97%
Reserve Transfers	1,374,676	147,204	11,250	(135,954)	0.82%
Total Operating Expense	40,091,289	9,758,036	9,412,260	(345,776)	23.48%
Net Municipal Contribution	19,083,972	4,868,742	4,594,775	(273,967)	24.08%
LESS: Depreciation	(1,495,810)	(377,403)	(358,500)	18,903	(23.97%)
Net Municipal Contribution LESS Depreciation	17,588,162	4,491,339	4,236,275	(255,064)	24.09%
City of Kingston	(8,451,430)	(2,112,858)	(2,107,695)	5,163	24.94%
County Contribution - Operating	9,136,732	2,378,481	2,128,580	(249,901)	23.30%
Capital Revenue	1,529,105	571,255	592,399	21,144	38.74%
Capital Expense	1,633,586	641,537	654,321	12,784	40.05%
Net Capital Expense	104,481	70,282	61,922	(8,360)	59.27%
City of Kingston - Capital	(99,681)	(24,920)	(30,083)	(5,163)	(30.18%)
County Contribution - Capital	4,800	45,362	31,839	(13,523)	663.31%
County Contribution - Debenture	210,295	83,824	83,826	2	39.86%
Total Requisition	9,351,827	2,507,667	2,244,245	(263,422)	24.00%

 County of Frontenac Fairmount - County For period ending March 31, 2017					
	2017	2017	March	YTD	Total Annual
	Budget	YTD Budget	Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
User Charges	3,073,674	756,456	760,436	3,980	24.74%
Federal and Provincial	5,977,967	1,440,656	1,474,409	33,753	24.66%
Other	100,597	25,251	15,296	(9,955)	15.21%
Transfers from Reserve	36,500	1,251		(1,251)	
Total Operating Revenue	9,188,738	2,223,614	2,250,141	26,527	(24.49%)
Operating Expense					
Salaries & Benefits	9,186,477	2,123,336	2,162,313	38,977	23.54%
Materials	1,013,009	300,695	228,599	(72,096)	22.57%
Contracted Services	1,378,816	438,953	317,641	(121,312)	23.04%
Depreciation	520,766	130,191	139,869	9,678	26.86%
Reserve Transfers	121,819	47,033		(47,033)	
Total Operating Expense	12,220,887	3,040,208	2,848,422	(191,786)	23.31%
Net Municipal Contribution	3,032,149	816,594	598,281	(218,313)	19.73%
LESS: Depreciation	(520,766)	(130,191)	(139,869)	(9,678)	(26.86%)
Net Municipal Contribution LESS Depreciation	2,511,383	686,403	458,412	(227,991)	18.25%
City of Kingston	(1,658,246)	(414,561)	(409,399)	5,162	24.69%
County Contribution - Operating	853,137	271,842	49,013	(222,829)	5.75%
Capital Revenue	42,108	39,047	39,047	0	92.73%
Capital Expense	146,589	124,140	122,021	(2,119)	83.24%
Net Capital Expense	104,481	85,093	82,974	(2,119)	79.42%
City of Kingston - Capital	(99,681)	(24,920)	(30,083)	(5,163)	(30.18%)
County Contribution - Capital	4,800	60,173	52,891	(7,282)	1,102
County Contribution - Debenture	210,295	83,824	83,826	2	39.86%
Total Requisition	1,068,232	415,839	185,730	(230,109)	17.39%

 County of Frontenac FPS - County For period ending March 31, 2017					
	2017	2017	March	YTD	Total Annual
	Budget	YTD Budget	Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
Federal and Provincial	8,330,338	2,082,582	2,049,684	(32,898)	24.61%
Investment Income			4,716	4,716	
Other			3,034	3,034	
Total Operating Revenue	8,330,338	2,082,582	2,057,434	(25,148)	(24.70%)
Operating Expense					
Salaries & Benefits	13,821,760	3,320,563	3,409,483	88,920	24.67%
Materials	847,404	216,905	206,667	(10,238)	24.39%
Contracted Services	1,329,619	433,570	560,386	126,816	42.15%
Rents & Financing	231,990	58,020	46,595	(11,425)	20.08%
Depreciation	640,529	160,131	146,597	(13,534)	22.89%
Reserve Transfers	789,317	30,000		(30,000)	
Total Operating Expense	17,660,619	4,219,189	4,369,728	150,539	24.74%
Net Municipal Contribution	9,330,281	2,136,607	2,312,294	175,687	24.78%
LESS: Depreciation	(640,529)	(160,131)	(146,597)	13,534	(22.89%)
Net Municipal Contribution LESS Depreciation	8,689,752	1,976,476	2,165,697	189,221	24.92%
City of Kingston	(6,793,184)	(1,698,297)	(1,698,296)	1	25.00%
County Contribution - Operating	1,896,568	278,179	467,401	189,222	24.64%
Capital Revenue	690,997	517,397	541,602	24,205	78.38%
Capital Expense	690,997	517,397	532,300	14,903	77.03%
Net Capital Expense			(9,302)	(9,302)	
City of Kingston - Capital					
County Contribution - Capital			(9,302)	(9,302)	
County Contribution - Debenture					
Total Requisition	1,896,568	278,179	458,099	179,920	24.15%

By-Law No. 2017-0020

The Corporation of the County of Frontenac

Being a by-law to set tax ratios and tax rate reductions for prescribed property sub-classes for County of Frontenac purposes and Local Municipal purposes for the taxation year 2017 and to rescind By-law 2016-0048.

Whereas the County of Frontenac deems it expedient for the County, pursuant to Section 308 of the *Municipal Act, 2001, S.O. 2001, c.25, as amended, ("Municipal Act")* to establish the tax ratios for 2017 for the County of Frontenac and the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac; and,

Whereas the tax ratios establish the relative amount of taxation to be borne by each property class; and,

Whereas the property classes have been prescribed by the Minister of Finance pursuant to Section 7 of the *Assessment Act, R.S.O. 1990, Chapter A.31* and amendments thereto ("*Assessment Act*"); and,

Whereas the County of Frontenac after consultation with the elected representatives of the four Townships, in order to achieve real property tax reform, deems it expedient to establish tax ratios that are within the "*range of fairness*" prescribed by the Minister of Finance under *Ontario Regulation 386/98* as amended by O. Reg. 212/05 for purposes of subsection (8) of Section 308 of the *Municipal Act*; and,

Whereas it is necessary for the County of Frontenac, pursuant to Section 362 of the *Municipal Act*, to establish tax reductions for prescribed subclasses for 2017 for County of Frontenac and Local Municipal purposes; and

Whereas the property subclasses for which tax reductions are to be established are in accordance with Section 8 of the *Assessment Act*; and,

Whereas the tax rate reductions reduce the tax rates that would otherwise be levied for municipal purposes;

Now Therefore Be It Resolved That the Council for the Corporation of the County of Frontenac enacts as follows:

1. **That** for the taxation year 2017, tax ratios for indicated property classes shall be as follows:

ASSESSMENT CLASS	TAX RATIO
Residential & Farm Residential	1.0000
Multi-Residential	1.0000
New Multi-Residential	1.0000
Commercial Occupied	1.0000
Industrial Occupied	1.0000
Landfills	1.0000
Pipeline	0.7000
Farmland	0.2500
Managed Forests	0.2500

2. **That** for the taxation year 2017, the tax reduction for indicated property classes shall be as follows:

SUBCLASSES	TAX RATE REDUCTION
Vacant Land, Vacant Units and Excess Land in the Commercial Property Class	30%
Vacant Land, Vacant Units and Excess Land Subclasses in the Industrial Property Class	35%
First Subclass of Farmland Awaiting Development for all Property Classes	65%
Second Subclass of Farmland Awaiting Development for all Property Classes	30%

3. **That** for the purposes of this by-law:
 - a) the commercial property class shall include all commercial office property, shopping centre property and parking lot property;
 - b) the industrial property class shall include all large industrial property; and
 - c) the first subclass of farmland awaiting development and the second subclass of farmland awaiting development shall consist of land as defined in accordance with Regulations passed under the *Municipal Act*.
4. **That** By-law 2016-0048 is hereby rescinded.
5. **That** this by-law shall come into force and take effect on the 1st day of January, 2017.

Read a first and second time this 17th day of May, 2017.

Read a third time and finally passed, signed and sealed this 17th day of May, 2017.

The Corporation of the County of Frontenac

Ron Vandewal, Warden

Jannette Amini, Clerk

By-Law No. 2017-0021

of

The Corporation of the County of Frontenac

being a by-law to appoint a Deputy Treasurer

Whereas Section 8 of the *Municipal Act, S.O. 2001, c.25 and amendments thereto (the Municipal Act)* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Municipal Act or any other Act;

And Whereas Subsection 2 of Section 11 of the *Municipal Act* provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2, subject to certain provisions;

And Whereas Section 5 of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8, shall be exercised by its council and by by-law, unless the municipality is specifically authorized to do otherwise;

And Whereas Section 286(2) of the *Municipal Act* authorizes a municipality to appoint a Deputy Treasurer;

And Whereas the Council of the Corporation of the County of Frontenac deems it expedient to appoint a Deputy Treasurer who shall have all the powers and duties of the Treasurer under this and any other Act;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** Alex Lemieux be and is hereby appointed as Deputy Treasurer for the County of Frontenac.
2. **That** all previous by-laws or parts of by-laws that conflict with this by-law are hereby rescinded.
3. **That** this by-law shall take effect on the date of final passing.

Read a First and Second Time this 17th day of May, 2017.

Read a Third Time and Finally Passed this 17th day of May, 2017.

The Corporation of the County of Frontenac

Ron Vandewal, Warden

Jannette Amini, Clerk

By-Law Number 2017-0018

of

The Corporation of the County of Frontenac

being a by-law to authorize the Warden and Clerk to enter into an agreement with the Eastern Ontario Trails Alliance to maintain the Frontenac K&P Trail

Whereas Sections 5 of the *Municipal Act, 2001*, as amended (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise; and,

Whereas the Corporation of the County of Frontenac wishes to enter into an agreement with the Eastern Ontario Trails Alliance to maintain the Frontenac K&P Trail at a cost of \$400 per kilometer subject to a no fee basis from Orser Road to Sharbot Lake; and

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac enacts as follows:

1. **That** the Warden and Clerk are hereby authorized to execute an Agreement with the Eastern Ontario Trails Alliance for maintenance of the K&P Trail a cost of \$400 per kilometer subject to a no fee basis from Orser Road to Sharbot Lake;
2. **That** readings of this by-law be extended over two meetings in order to provide transparency and public notice;
3. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 18th day of April, 2017.

Read a Third Time, Signed, Sealed and Finally Passed this 17th day of May, 2017.

The Corporation of the County of Frontenac

Ron Vandewal, Warden

Jannette Amini Clerk

By-Law No. 2017-0023

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on
May 17, 2017

Whereas Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other *Act*; and;

Whereas Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

Whereas Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

Whereas the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on May 17, 2017 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on May 17, 2017 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.
3. **That** all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on May 17, 2017 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. **That** this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 17th day of May 2017.

Read a Third Time and Finally Passed, Signed and Sealed this 17th day of May 2017.

The Corporation of the County Of Frontenac

Ron Vandewal, Warden

Jannette Amini, Clerk