



**REGULAR MEETING OF COUNCIL
AGENDA
MONDAY FEBRUARY 24, 2025 AT 6:00 P.M.**

**DR. S. F. MONESTIME MUNICIPAL COUNCIL CHAMBERS
160 WATER STREET, MATTAWA ON**

**Zoom Meeting Access: 1-647-374-4685
Meeting ID Code: 871 0409 6506
Passcode: 879124**

- 1. Meeting Called to Order**
- 2. Announce Electronic Participants**
- 3. Adoption of Agenda**
 - 3.1 To Adopt the agenda as presented or amended
 - That the agenda dated February 24, 2025 be adopted as amended
- 4. Disclosures of a Conflict of Interest**
- 5. Presentations and Delegations**
 - 5.1 Neil Brady, Schooley Mitchell – Expense Reduction Audit for Municipalities (Online Presentation)
- 6. Adoption of Minutes**
 - 6.1 Regular Meeting of February 10, 2025
 - 6.2 To adopt the minutes as presented or amended
 - That Council adopt the February 10, 2025 minutes
- 7. Notice of Motions**
- 8. Correspondence**
 - 8.1 DNSSAB – 2025 Budget & Municipal Share Calculations
 - 8.2 Community Living Mattawa – Letter of Appreciation for Support
- 9. Standing Committee Recommendations/Reports – Motions**
- 10. Information Reports – Motions**
 - 10.1 Funding Applications – Report # 25-07R
Report from Paul Laperriere, CAO/Treasurer

10.2 Administrative Policies & Procedures – Report # 25-08R
Report from Paul Laperriere, CAO/Treasurer

11. By-Laws

11.1 By-Law 25-04 – Establish Water Rates for 2025
BEING a By-law to establish water rates for 2025.

12. Old Business

12.1 Council – Food Cyler Municipal Solutions

12.2 Beautification Committee Terms of Reference & Committee Structure

13. New Business

14. Questions from Public Pertaining to Agenda

15. In Camera (Closed) Session

15.1 Rosemount Valley Suites Update

In accordance with the Municipal Act, 2001 Section 239 (2)(c)

c) a proposed or pending acquisition or disposition of land by the municipality or local board

16. Return to Regular Session

17. Motions Resulting from Closed Session

18. Adjournment

18.1 Adjournment of the meeting

- That the February 24, 2025 meeting adjourn at _____ p.m.

DATE: MONDAY FEBRUARY 24, 2025

3.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the meeting agenda dated Monday February 24, 2025 be adopted as amended to add a by-law under Section 11 titled Establish Water Rates for 2025.



Request Form for Presentation Before Council

Person(s) to Appear: Neil Brady

Preferred Date: February 24, 2025

Alternate Date: _____

General Outline of Subject Matter: (10 Minutes allotted for Presentation)

Expense Reduction Audit for Municipalities

Person Requesting Appearance (if different from those appearing):

Name: Neil Brady

Title/Organization: Schooley Mitchell

Telephone No.(s): 416-997-0727

Email (s): neil.brady@schooleymitchell.com

Have you spoken to Municipal Staff concerning this matter prior to requesting audience with Council? Yes No

If yes, which department and staff have you spoken with: _____

What action are you hoping will result from your presentation: _____

Discussion with administration on the benefits of our Municipal cost-reduction audit.

Date Submitted: January 22, 2025

Signature of Person Requesting Appearance: Neil Brady  Digitally signed by Neil Brady
Date: 2025.01.22 11:35:28 -05'00'

This form may be submitted to the Clerk’s Office by email to clerk@mattawa.ca or in person.

** Anyone wishing to conduct a laptop presentation must provide an electronic version of the presentation by 12:00 p.m. (Noon) on the Wednesday prior to the scheduled Meeting of Council to clerk@mattawa.ca.

DISCLAIMER

Please note that submission of this form does not guarantee the approval of your request for a presentation. In addition, all information submitted will be considered to be public information and therefore subject to full disclosure, under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M. 56, as amended and any successor legislation thereto.

Personal information collected through this form is pursuant the authority of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S. O. 1990, Chapter M.56, as amended, and will be used to create the Council Agenda and will become a public document. Questions about this collection should be directed to the Municipal Clerk, 160 Water Street, Mattawa ON P0H 1V0 (705) 744-5611.



SCHOOLEY
MITCHELL

Reducing Costs Saving Time Improving Operations

Neil Brady

Schooley Mitchell

1-877-520-SAVE

neil.brady@schooleymitchell.com



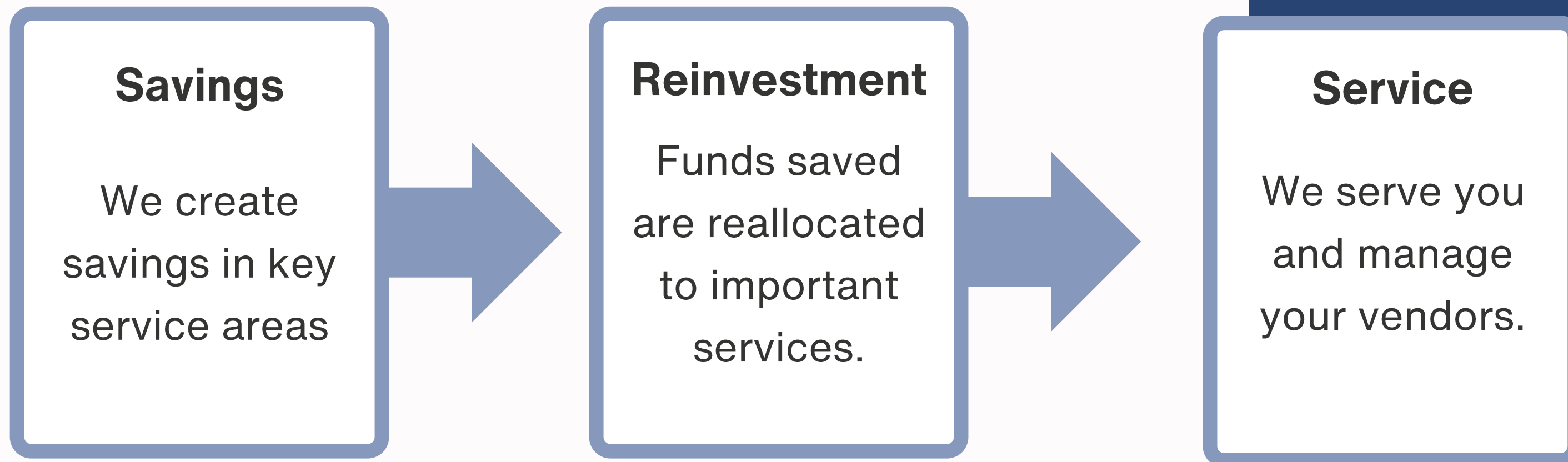


Schooley Mitchell has been helping towns, cities and municipalities across Ontario lower their expenses for over 20 years.

We provide risk-free audits that have resulted in significant savings and service improvements for municipalities in Ontario, and all over North America. We can help you lower costs while improving services.

We are the Cost Reduction Experts

Our services allow you to reallocate funds to the services that matter most.



Where we help:

- We consult to fourteen cost categories.
- Together, these expenses can represent 20-30% of your operational budget.
- We help by:
 - Decreasing operational costs and increasing quality of service.
 - Negotiating lower rates with your current providers.
 - Identifying and recovering billing errors.
 - Conducting ongoing monitoring to ensure services remain optimized.



Telecom



Merchant Services



Small Package Shipping



Waste



Electronic Logging Devices



Fuel



Compressed Gases



Uniforms & Linens



Facility Supplies



Less-Than-Truckload Shipping



Software as a Service



Packaging & Shipping Supplies



Office Supplies



Breakroom Supplies

BUSINESS PROBLEM:

- Most feel like they negotiated a favorable rate on their services.
- The only know what their organization pays.
- This information imbalance allows service providers to *overcharge*.



OUR SOLUTION:

Data

+

Expertise

30,000 clients across
North America.

100+ experts using
top analytics.

=

Marketplace Intelligence



Allows us to achieve savings and
deliver ongoing value.

Where we help:

- Largest independent cost reduction firm in North America.
- Our service is available anywhere in Canada.
- \$1 billion in documented savings for 30,000+ clients.
- Not a vendor, reseller, broker or wholesaler; not vendor-paid in any way – no residuals, kickbacks, etc.
- Maintain relationships with vendors to enhance service and pricing
- 28% average savings
 - 9/10 times no vendor change occurs

Found Money

- Analysis completed entirely on contingency basis
- Fees are self-funded from the savings created for you
- Share in the savings 50/50 over 36 months – then you receive 100% of the savings
- Your share of savings directly improves bottom line results
- Results tracked on a quarterly basis
 - **You take no risk** – we either save you money and self-fund our fees or give you a no-cost validation that you are receiving the best overall value for your existing services

What Do Our Clients Say?

The City of Temiskaming Shores:

“The largest savings were found in the wireless category – over 48%. Schooley Mitchell saved us money that we would otherwise be overpaying to our service providers. I recommend that anyone interested in saving both time and money employ Schooley Mitchell to take a look at their telecom and merchant services.”

What Do Our Clients Say?

The District of Muskoka:

“This was a positive experience that saved the District money over the course of three years. I would recommend Schooley Mitchell to any government agency looking to reduce telecommunication expenses as they have a solid understanding of our unique requirements.”

What Do Our Clients Say?

The Town of Amherstburg:

“To their credit, Schooley Mitchell found us savings in multiple different areas. They migrated us to a new vendor with better government rates, and provided us with a quarterly credit on their invoice to off-set the cancellation fee’s from our old vendor. This saved us 30% on our cellular costs. They also found savings of 39% and over 50% on our local and long distance services respectively – both while remaining with our incumbent vendor.”

Municipal Government Client List:

- The District Municipality of Muskoka
- Municipality of Port Hope
- County of Simcoe
- Municipality of Tweed
- County of Lennox-Addington
- Municipality of Marmora & Lake
- County of Perth
- Township of Carlow Mayo
- City of Port Colborne
- Municipality of Bayham
- County of Oxford
- Municipality of Morris-Turnberry
- Town of Tillsonburg
- Municipality of Central Huron
- Township of South West Oxford
- Municipality of South Huron
- Township of Lake of Bays
- Municipality of Huron East
- Town of Gravenhurst
- Town of Goderich
- Township of South Algonquin
- Municipality of Pelee Island
- Loyalist Township
- Town of Amherstburg
- Township of Muskoka Lakes
- Municipality of North Perth
- Town of Bracebridge
- Town of Minto
- Town of Wasaga Beach
- Town of Hanover
- Town of Penetanguishene
- Town of Hearst
- Town of Midland
- Town of Spanish
- Township of Perry
- Township of Sables-Spanish Rivers
- Township of Strong
- Township of Plummer Additional
- Township of Ryerson
- Township of St. Joseph
- Township of McKellar
- Township of Tyendinaga
- North Algona Wilberforce Township (NAWT)
- Township of Joly
- Municipality of McDougall
- Township of Horton
- Village of Oil Springs
- Township of Machar
- Township of Stirling-Rawdon
- City of Temiskaming Shores

1

2

3

4

Getting Started

Our Analysis

Value Report

Our Fees

Estimate Timeline:

2 – 5 business days

- Simple two-page Service Agreement gets us started
- Signed LOA allows us access to recent billing history and equipment records

Estimated Timeline:

6 – 8 weeks

- Baseline established
- Line-by-line, feature-by-feature analysis to uncover savings opportunities
- Billing errors identified
- We examine entire marketplace for best options

Estimate Timeline:

1 week post analysis

- A detailed report with alternatives presented
- Client chooses which, if any, recommendations to implement
- Average savings is 27-28%
- 90% never have to change vendors

Estimate Timeline:

Monthly/Ongoing

- First invoice presented 30 days from implementation
- **If there are no savings there is no fee**
- We perform monthly audits over the life of the agreement to look for additional savings

Next Steps

- Signed Service Agreement
- Letters of Authorization
- Access to data
- Needs analysis call (as needed)
 - Reconvene in 6 to 8 weeks to review recommendations

Total commitment is under two hours for what could be a significant cost reduction and long-term time saver.

Questions?



THE CORPORATION OF THE TOWN OF MATTAWA

The minutes of the Regular Meeting held Monday February 10, 2025, at 6:00 p.m. in the Dr. S.F. Monestime Council Chambers.

Council Present: Mayor Raymond A. Bélanger
Deputy Mayor Mathew Gardiner
Councillor Fern Levesque
Councillor Laura Ross
Councillor Garry Thibert

Staff Present: Amy Leclerc, Clerk/Revenue Services Clerk
Paul Laperriere, CAO/Treasurer
Dexture Sarrazin, Director of Community Services
Shawn Hongell, Fire Chief

*When a recorded vote is requested and the minutes indicate the recorded vote was "Unanimous" it means all Councillors present and noted above voted in favour unless otherwise indicated.

1. Meeting Called to Order

Meeting Called to Order by Mayor Bélanger at 6:00 p.m.

2. Announce Electronic Participants

Clerk announced that there was no online participation.

3. Adoption of Agenda

3.1 To Adopt the agenda as presented or amended

Resolution Number 25-21

Moved by Councillor Fern Levesque
Seconded by Councillor Laura Ross

BE IT RESOLVED THAT the meeting agenda dated Monday February 10, 2025 be adopted.

CARRIED – unanimous

4. Disclosures of a Conflict of Interest

5. Presentations and Delegations

6. Adoption of Minutes

6.1 Regular Meeting of January 27, 2025

6.2 To adopt the minutes as presented or amended

Resolution Number 25-22

Moved by Deputy Mayor Mathew Gardiner
Seconded by Councillor Garry Thibert

BE IT RESOLVED THAT Council adopt the minutes of the Regular meeting of Monday January 27, 2025.

CARRIED – unanimous

7. Notice of Motions

7.1 Support in Fixing Municipal Funding

Resolution Number 25-23

Moved by Councillor Laura Ross

Seconded by Councillor Fern Levesque

WHEREAS current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life;

AND WHEREAS nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly \$4 billion a year;

AND WHEREAS municipal revenues, such as property taxes, do not grow with the economy or inflation;

AND WHEREAS unprecedented population and housing growth will require significant investments in municipal infrastructure;

AND WHEREAS municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises;

AND WHEREAS inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;

AND WHEREAS property taxpayers – including people on fixed incomes and small businesses – can't afford to subsidize income re-distribution programs for those most in need;

AND WHEREAS the province can, and should, invest more in the prosperity of communities;

AND WHEREAS municipalities and the provincial government have a strong history of collaboration.

THEREFORE BE IT RESOLVED THAT the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario.

AND FURTHER THAT a copy of this motion be sent to the Premier of Ontario; Minister of Municipal Affairs and Housing; the Minister of Finance; the Association of Municipalities of Ontario and all Ontario Municipalities.

CARRIED – unanimous

8. Correspondence

8.1 Autism Ontario – Proclaim April 2, 2025 as World Autism Day

Council spoke on correspondence item # 8.1 and directed staff to bring back a support resolution at the next meeting.

8.2 AMO – Statement on Trade & Update on Provincial Election Advocacy

8.3 Town of Halton Hills – Sovereignty of Canada

9. Standing Committee Recommendations/Reports – Motions

9.1 Community Services Committee – Motion of Support for Toronto Paid Plasma Fee Zone

Resolution Number 25-24

Moved by Councillor Fern Levesque

Seconded by Councillor Laura Ross

BE IT RESOLVED THAT the Community Services Committee, at their meeting on Monday February 3, 2025, puts forth the recommendation to Council to support a resolution declaring Toronto a paid plasma free zone received from the City of Toronto.

AND FURTHER THAT Council of the Corporation of the Town of Mattawa supports the recommendation and supports the resolution received from the City of Toronto.

AND FURTHER THAT a copy of this resolution be sent to the Honourable Mark Holland, Minister of Health (Canada), the Honourable Sylvia Jones, Minister of Health (Ontario), AMO and all Ontario Municipalities.

CARRIED – Recorded vote and the vote was as follows:

For: Councillors Levesque, Ross, Thibert

Against: Mayor Bélanger, Deputy Mayor Gardiner

10. Staff Reports – Motions

10.1 Fire Support – Municipality of Mattawan – Report # 25-05R

Report from Shawn Hongell, Fire Chief

Resolution Number 25-25

Moved by Councillor Laura Ross

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT Council of the Town of Mattawa receives Report # 25-05R titled Fire Support – Municipality of Mattawan.

AND FURTHER THAT Council directs the CAO and Fire Chief to develop a plan for services to the Municipality of Mattawan and return to Council with a full report and a detailed map of the service area.

AND FURTHER THAT Council approves the purchase of a pumper tanker fire truck and outfit the truck to an upset limit of \$40,000.

CARRIED – Recorded vote and the vote was as follows:

For: Mayor Bélanger, Councillors Levesque, Ross, Thibert

Against: Deputy Mayor Gardiner

11. By-Laws

12. Old Business

12.1 Council – Food Cyclers Municipal Solutions

There was no update from staff.

12.2 Beautification Committee Terms of Reference & Committee Structure

There was no update from staff.

13. New Business

14. Questions from Public Pertaining to Agenda

15. In Camera (Closed) Session

16. Return to Regular Session

17. Motions Resulting from Closed Session

18. Adjournment

18.1 Adjournment of the meeting

Resolution Number 25-26

Moved by Councillor Fern Levesque

Seconded by Councillor Garry Thibert

BE IT RESOLVED THAT the February 10, 2025 meeting adjourn at 7:18 p.m.

CARRIED – unanimous

Mayor

Clerk

DATE: MONDAY FEBRUARY 24, 2025

6.2

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council adopt the minutes of the Regular meeting of Monday February 10, 2025.

District of Nipissing
Social Services
Administration Board



Conseil d'administration
des services sociaux
du district de Nipissing

February 5, 2025

Paul Laperriere
Town of Mattawa
160 Water Street, Box 390
Mattawa ON P0H 1V0

Dear Paul,

In January 2025, the District of Nipissing Social Services Administration Board passed the 2025 budget which includes an overall increase in the levy of \$694,196 year over year. Using the 2024 Property Assessment Rolls and the 2024 tax ratios of the Municipalities in our district, the levy is apportioned amongst the Municipalities using a weighted assessment.

Please find enclosed the worksheet showing the calculation of the apportionment of the municipal share of the 2025 Budget amongst the Municipalities in the District of Nipissing and Territories Without Municipal Organization (TWOMO). Also included is the calculation showing the adjusted invoice amount for March 2025, and the amount to be invoiced monthly for the balance of the year to December 31, 2025.

Should you have any questions regarding this calculation, please do not hesitate to contact me directly. I can be reached at (705) 474 - 2151 ext. 63350, or at justin.avery@dnssab.ca

Yours truly,

Justin Avery, CPA, CA
Manager of Finance

Explanation of March Adjusted Levy Invoice

	A	B	C	D	E = C + D	F = 9 x D	A + E + F	
Municipality	Invoiced to date	Required to date	Adjustment	Regular Monthly invoice	March Adjusted Invoice	Remaining to be invoiced April - Dec	Total Levy 2025	Variance
City of North Bay	\$ 2,347,874.28	\$ 2,413,343.03	\$ 65,468.75	\$ 1,206,671.51	\$ 1,272,140.26	\$ 10,860,043.62	\$ 14,480,058.16	-
Town of West Nipissing	601,411.34	620,580.70	19,169.36	310,290.35	329,459.71	2,792,613.14	3,723,484.18	-
Municipality of East Ferris	243,551.66	252,652.67	9,101.01	126,326.33	135,427.34	1,136,937.00	1,515,916.00	-
Municipality of Temagami	173,857.68	178,339.42	4,481.74	89,169.71	93,651.45	802,527.40	1,070,036.53	-
Township of Bonfield	99,821.50	104,121.16	4,299.66	52,060.58	56,360.25	468,545.24	624,726.99	-
Township of South Algonquin	96,755.48	99,279.00	2,523.52	49,639.50	52,163.02	446,755.49	595,673.98	-
Township of Papineau-Cameron	53,396.90	54,929.61	1,532.71	27,464.80	28,997.51	247,183.23	329,577.64	-
Town of Mattawa	40,969.18	41,928.58	959.40	20,964.29	21,923.69	188,678.60	251,571.47	-
Township of Chisholm	51,656.18	53,950.20	2,294.02	26,975.10	29,269.12	242,775.89	323,701.19	-
Municipality of Calvin	44,210.00	45,549.69	1,339.69	22,774.84	24,114.53	204,973.60	273,298.13	-
Municipality of Mattawan	9,762.08	10,559.59	797.51	5,279.79	6,077.30	47,518.14	63,357.52	-

District of Nipissing Social Services Administration Board
 2025 Approved Budget \$- Municipal Apportionment

The weighted assessment figures have been calculated using 2024 Assessment Rolls and 2024 Tax Ratios.
 There are no Tax Ratios available for the Unincorporated Townships.

Municipality	A - Current Value Assessment Method used to determined Unincorporated share only			B - Weighted Assessment Method (Excl. PIL) - Actual			2025 Monthly Levy =Col.6/12	2024 Budget Allocation	Variance Yr over Yr Budget Allocataion	Variance % Change
	Current Value Assessment-2024	%	Budget Allocation	Weighted Assessment-2024	%	Budget Allocation				
	1	2	3	4	5	6				
	CVA %Cost for Unincorporated									
City of North Bay	5,798,057,125		-	6,867,266,868	60.5143%	14,480,058	1,206,672	14,087,246	392,812	2.79%
Municipality of West Nipissing	1,688,835,798		-	1,765,887,903	15.5610%	3,723,484	310,290	3,608,468	115,016	3.19%
Municipality of East Ferris	717,022,711		-	718,933,558	6.3352%	1,515,916	126,326	1,461,310	54,606	3.74%
Municipality of Temagami	503,299,400		-	507,472,161	4.4718%	1,070,037	89,170	1,043,146	26,890	2.58%
Township of Bonfield	308,940,810		-	296,281,057	2.6108%	624,727	52,061	598,929	25,798	4.31%
Township of South Algonquin	272,230,700		-	282,502,470	2.4894%	595,674	49,639	580,533	15,141	2.61%
Township of Papineau-Cameron	170,807,200		-	156,304,457	1.3774%	329,578	27,465	320,381	9,196	2.87%
Town of Mattawa	109,523,025		-	119,309,494	1.0514%	251,571	20,964	245,815	5,756	2.34%
Township of Chisholm	162,203,300		-	153,517,509	1.3528%	323,701	26,975	309,937	13,764	4.44%
Municipality of Calvin	93,588,200		-	129,613,513	1.1422%	273,298	22,775	265,260	8,038	3.03%
Township of Mattawan	30,274,600		-	30,047,737	0.2648%	63,358	5,280	58,572	4,785	8.17%
Sub Total Municipalities	9,854,782,869		23,251,402	11,027,136,727	97.1711%	23,251,402	1,937,617	22,579,598	671,804	2.98%
TWOMO - (MCCSS, EDU, & MMAH)	412,930,800		676,915							
	-		-							
Sub Total Unincorporated	412,930,800	4.02%	676,915	412,930,800	2.8289%	676,915	56,410	654,523	22,392	3.42%
TOTAL	10,267,713,669		23,928,317	11,440,067,527	100.0000%	23,928,317	1,994,026	23,234,121	694,196	2.99%
			Municipal share net of EMS 16,831,807			Municipal Share 23,928,317				
			EMS Budget (municipal share) 7,096,510			Less TWOMO 676,915				
						Municipal Levy 23,251,402				

Note: TWOMO share of DNSSAB costs
 excludes Paramedic Services Costs



250 Tenth Street, P.O. Box 550, 250, rue Dixième, C.P. 550, Mattawa, Ontario, POH 1V0. (705) 744-2979

January 31, 2025

RECEIVED

FEB 06 2025

Town Of Mattawa
PO Box 390
Mattawa, Ontario
POH 1V0

On behalf of Community Living Mattawa, I am writing to thank you for your generous support for our annual Washer Tournament and silent auction. It is, in large part, thanks to you and our other generous donors that this event was so successful this year.

With the completion of the tournament, silent auction and 50/50 draw, Community Living Mattawa again raised almost \$6,000.

This year, we wanted to wait to thank everyone so we could include a photo of our new Accessible vehicle.

Through fundraising, grants and generous donations from all of our supporters, like you, we were able to purchase, unencumbered, a new 2024 Wheelchair accessible vehicle.

This vehicle enables us to provide accessible transportation to the people we support as well as to the Town of Mattawa through our Community Transportation program.

Thank you again for your support.

Sincerely,

David Spencer
Executive Director

WC/cl
Enclosure





INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL

PREPARED BY: PAUL LAPERRIERE, CAO/TREASURER

TITLE: FUNDING APPLICATIONS

DATE: MONDAY FEBRUARY 24, 2025

REPORT NO: 25-07R

BACKGROUND

From time to time various provincial and federal ministries introduce grants available to municipalities, and the Town of Mattawa endeavours to take advantage of such funds as and when they become available.

ANALYSIS & DISCUSSION

HEWSF:

As previously communicated to Council, staff submitted a funding application to the Ontario Ministry of Infrastructure (MOI) under the Housing-Enabling Water System Fund (HEWSF), a program which provided nearly a billion dollars in funding to Ontario Municipalities. Most, if not all of these funds were awarded to municipalities in larger urban centres and Mattawa's application was declined.

The province, recognizing the heavy demand for these funds and their goal to "*Build Homes Faster*", introduced a 2nd round of HEWSF funding in which \$250 million became available to those who were not successful in the first round or did not have housing targets or who were in Northern Ontario or any combinations thereof.

The Town of Mattawa reduced its Municipal Landbank #1 Round 1 application from \$11 million to \$5 million in Round 2 but again, Mattawa was declined.

HSWS:

The province has now introduced a new funding program labelled "*Health and Safety Water Stream*" (HSWS) and has set aside \$175 million for this program which covers water treatment plants, reservoirs, watermains, service lines, pump and lift stations, lagoons, storage tanks and others.

This funding aligns with the infrastructure requirement of Municipal Landbank #1, and the application opened on February 12, 2025. The current election has put on hold the information webinar that had been scheduled for February 5th, 2025, and the submission deadline is still unclear. With Council's approval, staff plans to work with Jp2g on a submission proposal.

CONNECTING LINK:

In 2023, staff, with the assistance of Jp2g and the approval of Council, submitted to MTO a funding application under the Connecting Link Intake #9 Program for the Detailed Engineering

Design and Environmental Assessment of Main Street. The Town's application in the amount of \$338,858 was approved, for which the province will contribute 90% or \$304,972.

In 2024, and again with the assistance of Jp2g and the approval of Council, staff submitted to MTO a funding application under the Connecting Link Intake #10 Program for the Environmental Assessment and Detailed Structural Review for the Rehabilitation of Pont Mauril Bélanger Bridge. The Town's application in the amount of \$381,600 was approved, for which the province will contribute 90% or \$343,440.

FINANCIAL IMPLICATIONS

The Main Street Connecting Link expenditures were in the previous year (2024). The Town's contribution to the Mauril Bélanger bridge project (10%), will be \$38,160. The application cost, approximately \$10,000, was borne in 2024.

The cost of the HSWS will be minimal as it will draw from the material obtained in the HEWSF Rounds 1 & 2 applications.

RELEVANT POLICY/LEGISLATION

Connecting Link Guidelines

ATTACHMENTS

RECOMMENDATIONS/RESOLUTION

It is recommended that Council receives and approves this report and further, that Council approves the CAO to prepare, with the assistance of Jp2g, the HSWS application. It is also recommended that Council approves staff to send out RFQs for the work on the Mauril Bélanger bridge.

BE IT RESOLVED THAT Council of the Town of Mattawa receives Report # 25-07R titled Funding Applications.

AND FURTHER THAT Council directs the CAO/Treasurer to prepare and submit the Health and Safety Water Stream (HSWS) application with the assistance of Jp2g Consultants Inc.

AND FURTHER THAT Council directs the CAO/Treasurer to send out Request for Quotations for the work to be completed on the Pont Mauril Bélanger Mattawa River bridge and return to Council with the results.



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL
PREPARED BY: PAUL LAPERRIERE, CAO/TREASURER
TITLE: ADMINISTRATIVE POLICIES AND PROCEDURES
DATE: MONDAY FEBRUARY 24, 2025
REPORT NO: 25-08R

BACKGROUND

In alignment with the recommendations of the organizational review, we've been working on administrative policies and procedures.

ANALYSIS & DISCUSSION

Following the completion of the governance policies and procedures, staff began working on the administrative policies and procedures. It was agreed that policies needed to be approved by Council and staff were responsible for the procedures that went along with the approved policies.

A first draft of the policies was presented to, and approved by, Council. As work progressed on the procedures, some of the policies were slightly amended, while other were added.

Added to this report is a recap, for final approval of all the administrative policies.

Also attached are the final procedures that accompany the policies in one Administrative Policies and Procedures document. Council is asked to review the procedures and advise if any amendments are proposed.

The next step will be to update, revise or otherwise create operational procedures. These relate to the departmental operations such as Public Works and Parks and Recreation.

FINANCIAL IMPLICATIONS

RELEVANT POLICY/LEGISLATION

ATTACHMENTS:

Summary of Administrative Policies, Administrative Policies and Procedures

RECOMMENDATIONS/RESOLUTION

It is recommended that Council receives and accepts this report and further, that Council approves the final Administrative Policies as presented.

BE IT RESOLVED THAT Council of the Town of Mattawa receives Report # 25-08R titled Administrative Policies & Procedures.

AND FURTHER THAT Council approves the final Administrative Policies as presented and directs staff to return at the next meeting of Council for formal adoption by By-law.

Administrative Policies

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POLICY 1 FINANCIAL MANAGEMENT

The Municipality ensures its finances are effectively managed to protect its assets, effectively spend its resources and to account for its expenditures according to the requirements of Council and all the laws and regulations in effect.

POLICY 1-A CONTROL OF MUNICIPAL ASSETS

The CAO ensures the municipality's obligation to protect its assets is shared with all of the municipality's Department Heads and employees by establishing and monitoring consistent procedures and guidelines for the management of assets.

POLICY 2 HIRING

The Town of Mattawa recruits and selects employees in a standard manner that is transparent, based on merit, from within or without the Town's employees; with equal treatment for all candidates and without discrimination.

Council Members are included in the recruitment process as outlined by the policy's procedures.

Where applicable, all hiring activity will respect the requirements of Mattawa's Collective Agreement with CUPE.

POLICY 3 COMMUNICATIONS

The Municipality is committed to maintaining clear and prompt communications with the residents of Mattawa, its Council and employees.

POLICY 4 TERMS AND CONDITIONS OF EMPLOYMENT

The municipality ensures the terms and conditions of employment are fair and clear to employees.

POLICY 5 EMPLOYEE CONDUCT

The municipality expects the acceptable conduct of its employees to ensure the effective delivery of its services and to meet the needs of the municipal organization and its employees.

POLICY 6 ASSIGNMENT OF EMPLOYEES

The Town of Mattawa assigns all employees with support and guidance and affects their changes of status in a fair and predictable manner.

POLICY 7 SALARIES, BENEFITS AND EXPENSES

The Municipality effectively administers the attendance, salaries, benefits and reimbursements of its employees to ensure they are appropriately compensated.

POLICY 8 EMPLOYEE RELATIONS

The municipality is committed to fostering and maintaining positive employee relations and staff morale that support the needs of its employees and the achievement of its vision and mission.

POLICY 9 PERFORMANCE MANAGEMENT

The Municipality manages the performance of its employees in a transparent and fair manner to foster positive staff relations and improve the performance of its individuals.

POLICY 10 STAFF TRAINING AND DEVELOPMENT

The Municipality will allocate the human and financial resources to ensure employees are properly trained to carry out their duties effectively and safely.

POLICY 11 PERSONNEL RECORDS

The Municipality maintains a comprehensive, standardised and confidential record for all its employees.

POLICY 12 HUMAN RIGHTS

The Municipality maintains a zero tolerance for discrimination, harassment, bullying or violence in the workplace.

POLICY 13 OCCUPATIONAL HEALTH AND SAFETY

The Municipality is committed to maintaining a healthy and safe workplace.

POLICY 14 CYBER SECURITY

The Municipality will protect our network infrastructure, safeguard personal and municipal data, and ensure compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the National Institute of Standards and Technology's (NIST), Cyber Security Framework.

POLICY 15 ELECTRONIC MONITORING

The Municipality monitors its IT systems effectively and consistently while recognizing the need to support operational efficiency, ensure compliance with legal and regulatory requirements, protect its assets, and maintain a safe and productive work environment.

POLICY 16 DEPARTURE OF EMPLOYEES

The Municipality will ensure it proceeds with the departure of its employees through a well-documented, fair and consistent manner that complies with its statutory requirements and its commitment to the Collective Agreement.

POLICY 17 MANUAL MAINTENANCE

The Municipality will develop and maintain its Administrative Policies and Procedures in a consistent, orderly and timely manner.

Council approves all policies and the municipality's CAO approves all procedures.

ADMINISTRATIVE POLICIES AND PROCEDURES

Policies Updated by Council
February __, 2025
Procedures Approved on February
10, 2025

Town of Mattawa

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Vision

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POLICY 1 FINANCIAL MANAGEMENT

The Municipality ensures its finances are effectively managed to protect its assets, effectively spend its resources and to account for its expenditures according to the requirements of Council and all the laws and regulations in effect.

Procedures

1.1 ACCOUNTING RECORDS

The Treasurer shall ensure the municipality's records are:

- Consistent with accepted Canadian auditing standards and Municipal Act standards
- Subject to review and external annual audit by the municipality's audit firm, and
- Subject to review and audit at any time by Council and the Audit Division of the Ministry of municipal Affairs and Housing

1.1.1 Software

The municipality currently uses the following Accounting and payroll software:

- Munisoft
- EasyPay Finance
- Baker software

1.1.2 Records

Accounting records consist of:

- a. Accounts Payable
- b. General ledger
- c. Cash receipts
- d. Payroll
- e. General journal
- f. Accounts Receivable
- g. Municipal tax receivables
- h. Utilities receivables

In addition to the financial information, the Treasurer shall ensure the municipality collects all the service date required of the related funding agreements.

1.1.2.1 Records Retention

The CAO shall ensure:

- Financial records are retained according to section "Primary Heading: Finance and Accounting" of the municipality's appendix 5.2.3 records disposal BY-LAW 22-17
- Insurance records, employee records, deeds of purchase and other records, deemed to be permanent are retained indefinitely, not to be destroyed at any time.

1.1.3 Charges

The general ledger is compartmentalized to accommodate the reporting requirements of the municipality.

Direct identifiable operating and capital expenditures are charged to the appropriate cost centre according to Ministry guidelines.

1.1.4 Monthly Financial Statements

The Deputy Treasurer shall draft monthly financial statements from the general ledger for approval by the Treasurer and subsequent submission to Council.

The draft financial statements will:

- Be based on cost centres basis and
- Include the current month actual and budget and year to date actual and budget.

The Treasurer shall report any forecasted over-expenditures to Council with a financial plan to conform to the annual budget.

1.2 BUDGET PROCESS

Further to the format and process determined by the Ministry of Municipal Affairs and Housing the Treasurer shall prepare separate operating and capital budgets for each fiscal year of January to December and for new programs that commence during the fiscal year by ensuring:

- The accumulation of all financial and operational documentation for the past year (see Procedure 1.3)
- The participation of Department Heads in the formulation of the budget for the forthcoming year by considering departmental needs for inclusion in the municipality's operational plan
- The consideration of the municipality's:
 - Strategic plan
 - Operational plan
 - Work plans. and
 - Other plans as applicable

1.3 FINANCIAL AUDITS

In preparation for the municipality's annual Financial Return submission to the Ministry of Municipal Affairs and Housing, the Treasurer shall ensure:

- Council appoints an audit firm in ample time to provide an audited financial statement.
- All in-house records are up to date prior to the audit
- All relevant employees cooperate fully with the firm conducting the audit
- Council receives the audit report
- The municipality acts upon the audit findings and recommendations as directed by Council.

- The municipality submits the Annual Financial Return to the Ministry of Municipal Affairs and Housing by May 31 of each year.

1.4 REPORTING PROCESS

The Treasurer receives and manages all revenues received by the municipality.

For all sources of revenue, the Treasurer shall ensure the preparation of:

- All required reports with monthly financial statements further to procedure 1.1.4 ,
- Annual Reports in keeping with procedure 1.3 and as required

1.5 SALARY ADMINISTRATION

Hourly Employees

Hourly employees shall complete a timesheet every two weeks to be approved by their appropriate supervisor for conveyance to the Deputy-Treasurer by the Monday of the payroll week.

Volunteer Firefighters

Every two weeks, the Fire Chief will keep track of and approve any volunteer firefighters compensable hours and provide same to the Deputy Treasurer by the Monday of the payroll week.

Council

On a monthly basis. the Clerk will:

1. Prepare an attendance record for all members of Council
2. Prepare a compensation report for each councillor, and
3. Submit the report to the Deputy Treasurer.

Salaried Staff

On a monthly basis, salaried staff will complete a monthly timesheet and submit it to the CAO for approval who will provide a copy of the approved monthly time sheet to the Deputy Treasurer.

1.5.1 BI WEEKLY CYCLE

The Deputy Treasurer:

- Inputs the employee's time into the EasyPay System
- Prints the timecard listing for, along with the timesheets, to the Clerk to verify for accuracy.
- Calculates the payroll and prints a pre-register report for the Treasurer's approval.
- Upon approval, creates:
 - The payroll file for uploading to Scotiacconnect to pay the employees, and
 - A file to upload paystubs to Easystub.

1.5.2 PAYROLL CHANGES

Those submitting bi-weekly reports per the above, must sign and authorize all payroll changes when dealing with hiring, termination or any changes to an employment status.

No employee is authorized to signed on their own behalf.

Changes are only made to an employee's pay upon receipt of an approved [Payroll Change Form](#).

The Deputy Treasurer processes all payroll changes and files appropriate documentation in the employee's personnel file.

1.5.3 CHANGES TO PAY AND BENEFITS

For non-union employees, only Council approves Salary Scales, Cost of Living Allowances and Benefits and any changes thereto.

For union employees, all Salary Scales, Cost of Living Allowances and Benefits are addressed in accordance with the Collective Agreement.

1.6 **BANK RECONCILIATIONS**

The municipality maintains banking operations with Scotia Bank and Caisse Alliance. The municipality's signing officers (see procedure 1.7) review and sign the agreement describing the banking services and fixed charges on an annual basis.

1.6.1 **Banking Operations:**

The municipality operates with a line of credit in the amount of \$500,000. The Treasurer prepares an annual cash flow statement for Council.

1.6.2 **Responsibilities**

On a monthly basis, the Deputy Treasurer:

1. Verifies cancelled cheques against:
 - a. The Bank Statement
 - b. The General Ledger
2. Initials and dates the Bank Statement for proof of reconciliation
3. Keys cancelled cheques into the Municipal Accounting System and
4. Prepares the Bank Reconciliation Statement for approval by the Treasurer

1.7 **SIGNING AUTHORITIES**

The CAO is authorised to approve expenditures in accordance with procedures 1.9, 1.10 and 1.11

For payment purposes and further to Procedure 1.11.2, two signatures are entered by the Municipality's Signing Officers that consist of:

- 1 Council Member
- And any one of
- The CAO/Treasurer or the Deputy Treasurer or the Clerk

1.7.1 Direct Deposit Payments

The CAO/Treasurer and the designated member of Council will sign the direct deposit summary.

1.8 SURPLUS FUNDS

If the municipality is in a surplus cash position during the year, the Treasurer will recommend appropriate action to Council.

1.9 ACCOUNTS PAYABLE

The CAO shall not:

- Allow assets to be unprotected, inadequately maintained, nor unnecessarily risked.
- Make any purchase:
 - Where prudent protection has not been applied against conflicts of interest or
 - Of over \$10,000, without having obtained comparative prices and quality.

1.9.1 Invoices Received

All original invoices are forwarded to the Deputy Treasurer for processing.

The Deputy Treasurer will hold Invoices for payment pending receipt of all Purchase Orders, Packing Slips and Shipping Dockets as appropriate.

When invoices are received, the Deputy Treasurer:

1. Matches invoice to Packing Slip, Shipping Docket and Purchase Order
2. Stamps invoice with Accounts Payable stamp
3. Indicates Purchase Order Number in the appropriate space
4. Indicates the Vendor Number
5. Checks amounts billed on invoice vs. amounts received per packing slip/Purchase Order
6. Initials in appropriate place on stamp that the amounts billed have been verified to the Packing Slip/Purchase Order to:
 - a. Verify that all signature approvals are in place, and
- Does not initial if unable to verify amounts (no packing slip, etc.)
7. Checks unit price on invoice to unit price on P.O.
8. Checks calculation on quantity times unit price and tax calculations on invoice
9. Assigns date payable
10. Verifies and/or assigns account distribution code and initials approval, and
11. Records G.S.T. recoverable @ 100% & PST recoverables @ 82%.

Subsequently, the Deputy Treasurer:

12. Enters all invoices into the Accounts Payable computerized sub-ledger.
13. Once the batches have been verified and initialled, alphabetically files the invoices in an accordion file until paid, and
14. Then posts batches to sub-ledger, to be retrieved and posted to the General Ledger.

1.9.2 Print Out Reports

The Deputy Treasurer

- Files all printed output reports by current month
- Pays invoices every two weeks according to due dates
- Where discounts are allowed, pays invoices in order to take advantage of all discounts whenever possible.

1.9.3 Payment Procedures – All Disbursements

Signing Officers exercise the cheque signing authorities described in procedure 1.7

The Deputy Treasurer shall:

1. Control all blank cheques
2. Maintain all approved invoices and supporting documentation
3. Match the invoice to packing slips and purchase orders to verify authorization of purchase and receipt of goods, if applicable
4. Verify the accuracy of the invoice prior to payment
5. Ensure payments are supported by:
 - a) An invoice or
 - b) Expense Claim or
 - c) Training request form or
 - d) A municipal contract or
6. Prepare disbursement by appropriate means (eft, cheque, automatic withdrawal, and Online Banking)
7. Give Pre-Payment Registers to the Treasurer for approval
8. Staple cheques for payments to the invoice and give them to the Treasurer and other signing authorities for signing.
9. Ensure receipt of the signed cheques for mailing and filing.

1.9.4 Purchase of Service Contracts

Following approval pursuant to the Budget Process of Procedure 1.2, the CAO will ensure Purchase of Service (POS) contracts are used for services purchased from and provided by a third party and in accordance with Procedure 1.11 by:

- Obtaining 3 quotes for values exceeding \$10,000, or
- Documenting in the file why 3 quotes could not be secured (ie, no responses, sole sourcing, single sourcing etc..).
- Describing the service being purchased in the POS contract with:
 - A defined start date
 - A defined end date
 - A specified contract amount and/or detailed pricing as appropriate
 - A 2 week termination date
 - An immediate termination date in the event of contract breach or non-performance
 - Proof of insurance
 - Proof of WSIB coverage when applicable
 - Proof of credentials when/where necessary
 - A main contact person for each party if different than those signing the contract

- A renewal feature if applicable
- An evaluation mechanism if there is a renewal feature
- The vendor's obligation to submit regular invoices to the affected department head
- Signatures from each party
- Ensuring:
 - The Department head submits the invoice to the Deputy Treasurer
 - The Deputy Treasurer ensures:
 - i. The amounts billed are in accordance with the contract and they do not exceed the value of the contract, and
 - ii. Payments are made in accordance with Procurement Procedure 1.11.

1.10 ACCOUNTS RECEIVABLE

The Treasurer shall not without Council approval fail to collect municipal accounts receivable in a timely manner.

All employees may submit a payment request to the Revenue Services Clerk or the Deputy Treasurer who then:

- Opens a batch with all pertinent information to:
 - Attribute the batch to an account
 - Post the information in the Accounts Receivable Subsidiary Ledger
- Prints an invoice with the account # mailing information on the recipient
- Enters a copy of the invoice with all back-up paperwork in the Accounts Receivable Binder

The Revenue Services Clerk or the Deputy Treasurer ensures:

- On a monthly basis
 - All Accounts Receivable Invoices are:
 - Prepared as required
 - Mailed and/or emailed to respective parties at month's end
- Payments are received within 30 days of invoicing, or
 - Interest is added in accordance with the Council's User Fees By-Laws.
- Aged listing of all uncollected amounts are monitored to ensure that receivables are collected on a timely basis
- Apprises Treasurer of concerns.

1.10.1 Cash Receipts

The employee assigned as "Front Counter Attendant":

1. Opens a cash batch for the type of payment per:
 - a. Visa, Mastercard, Debit, Cash / Cheque, info center.
2. Ensures a settlement on the credit/debit machine by checking the total amount on the machine and in the computer to make sure they balance before hitting ok for the settlement
3. Enters the payment in the municipality's software system to the designated account (EG: tax, utilities, accounts receivable, general)

4. Prints a receipt for the payor and for the counter
5. At day's end:
 - a. Cashes out each batch separately by counting cash and balance to the \$200 float in the cash register.
 - b. Posts the batch in the municipality's software system
 - c. Staples all related documents together for entry in the file for the Deputy Treasurer's reconciliation at month end.

1.11 PROCUREMENT

All purchases for goods or services in excess of \$100.00 require a purchase order approved by the following:

Expenditure	Amount	Approved by
Non - Budgeted	\$100 - \$2,500	Department Head
	\$2,500 - \$25,000	CAO/Treasurer
	> \$25,000	Council
Budgeted	\$100 - \$5,000	Department Head
	\$5,000 - \$50,000	CAO/Treasurer
	> \$50,000	Council

The CAO shall ensure:

- Purchases in excess of \$10,000 are supported by 3 quotes or documentation describing unsuccessful steps taken to secure the quotes
- When Council approval is required, a resolution is drafted with due notification of possible suppliers or contractors

Orders of supplies through on-line purchase portals are to follow the same approval process as regular purchases

1.11.1 Purchase Orders and Invoices

The purchaser shall:

- Prepare a triplicate purchase order for all purchases in excess of \$100 and obtain approval in accordance with Procedure 1.11 and provide:
 - Copy 1 for the supplier
 - Copy 2 matched with the packing slip and
 - Copy 3 for the Deputy Treasurer to be file numerically, and
- Receive all goods and services by:
 - Inspecting goods for their condition compared to the PO
 - Sending the packing slip and Copy 2 of the PO to the Deputy treasurer
 - Approving the invoice to confirm:
 - Goods or services were received as ordered
 - The order is complete and satisfactory
 - Promptly sending the invoice to the Deputy treasurer to:
 - Match the PO with the packing slip, contract and/or any other source documents
 - Check for mathematical accuracy and
 - Code for entry into the accounts payable system

- Process payment:
 - With payment runs every two weeks
 - By Electronic Fund Transfers that require approval by the CAO/Treasurer and a member from Council if one is in excess of \$100,000.

1.11.2 Cheques

When a supplier's banking information is not available, the Deputy Treasurer will submit a cheque for approval by two signatories, one from Group A and one from Group B, consisting of the following:

- Group A list of 3 Council members:
 - The Mayor
 - The Deputy-Mayor
 - Another Councilor as appointed by Council
- Group B list of 3 staff that includes:
 - The CAO/Treasurer
 - The Clerk
 - The Deputy-Treasurer

The Deputy Treasurer:

- Controls all unused cheques.
- Maintains a cheque control log indicating date, payee and amount
- Ensures the mail-out of all cheques.

1.11.3 Use of Charge Accounts / Credit Card

Only Department Heads are authorised to use a charge account or credit card within a limit of \$1,000.

The CAO / Treasurer shall authorise the use of a charge account or credit card before any payment is made.

All expenditures over \$1,000 require the CAO / Treasurer's approval.

POLICY 1-A CONTROL OF MUNICIPAL ASSETS

The CAO ensures the municipality's obligation to protect its assets is shared with all of the municipality's Department Heads and employees by establishing and monitoring consistent procedures and guidelines for the management of said assets.

Procedures

1-A.1 ADHERENCE TO MUNICIPAL PLANS

The CAO shall ensure compliance with the following:

- Asset Management Plan
- Strategic Plan
- Official Plan
- Emergency Management Plan
- Multi-Year Accessibility Plan
- Community Improvement Plan
- All relevant legislative and best practice requirements (Guideline 1-A.1)

1-A.2 SCOPE OF ASSETS PROTECTION

All Department Heads shall oversee the application of the following principles in the municipality's daily operations:

- A long-term view of the municipality's developments and needs with:
 - The maintenance, repair, and replacement of existing assets along with the acquisition of new assets to meet the evolving needs in the Town
- Budgeting effectively
- Ongoing economic development strategies
- Transparency with employees and Mattawa residents
- Consistency with the municipality's operating procedures
- Environmental consciousness
- Health and safety for all employees and residents
- Innovation whenever required and possible

1-A.3 RISK MANAGEMENT

The CAO will ensure:

- Department Heads and employees make all reasonable efforts to minimize the effects and costs of public liability suits against the town of Mattawa by:
 - Communicating this responsibility to all employees who shall:
 - Make all reasonable efforts to identify potential hazards and take the appropriate measures to reduce or eliminate them
- Liability insurance is maintained, and
- The municipality's emergency plans address the elements of:
 - Prevention
 - Mitigation

- Preparedness
- Response, and
- Recovery.
- All employees understand that they:
 - May complain to the CAO or Council if needed about potential risks and in so doing
 - Shall not be subject to recriminations.

The Director of Community Services (DCS) shall:

- Apply greater diligence to these procedures in regard to the municipality's public works, parks and recreational services, and
- Guard against damages to, or theft, or misuse of municipal equipment and vehicles

GUIDELINES

1-A.1

O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure per the Jobs and Prosperity Act, 2015

<https://www.ontario.ca/laws/regulation/r17588>

The Ontario municipal councillor's guide

[https://www.lanarkhighlands.ca/images/The Ontario municipal councillor's guide 2022.pdf](https://www.lanarkhighlands.ca/images/The_Ontario_municipal_councillors_guide_2022.pdf)

MFOA

Strategic Asset Management Policy Toolkit

<file:///Users/andreclément/Downloads/Strategic%20Asset%20Management%20Policy%20Toolkit.pdf>

POLICY 2 HIRING

The Town of Mattawa recruits and selects employees in a standard manner that is transparent, based on merit, from within or without the Town's employees; with equal treatment for all candidates and without discrimination.

Council Members are included in the recruitment process as outlined by the policy's procedures.

Where applicable, all hiring activity will respect the requirements of Mattawa's Collective Agreement with CUPE.

Procedures

2.1 CAO RECRUITMENT

All Council Members will be engaged in the selection of a CAO.

2.2 PURCHASE OF SERVICE

Persons paid by the Municipality on a contract basis are not municipal employees. The CAO will propose the ways and means of a contractor's recruitment to Council for approval.

2.3 NEPOTISM

During a recruitment process:

- No candidate is to benefit from the undue influence of family relationships among Members of Council and / or municipal employees
- Selection is based on merit.
- Where there is open disclosure, a candidate can be employed by the Municipality provided that the candidate:
 - Will not be supervised directly by a family member, and
 - Is selected on the basis of demonstrable merit
- A Council Member or employee who is involved in a selection process, must:
 - Declare a conflict of interest if not directly involved in the selection decision, or
 - Declare a conflict of interest and withdraw from the process entirely if part of the selection decision
- A candidate who is related to a Member of Council or an employee must declare the relationship upon submitting an application

2.4 EARLY IDENTIFICATION

A Department Head who is aware that a position will become vacant shall immediately advise the Chief Administrative Officer of the vacancy with:

- The status of the position (Policy ## - Definitions)
- The need for the position
- The urgency to fill the position

- Any collective agreement implications per [Collective Agreement 2023](#)
- The status of the job description to ensure it is current
- The proposed start-up payment on the salary scale

2.5 VACANCIES

The CAO will:

1. Confirm a vacancy is to be filled by considering:
 - a. The Department Head's report per #.4, and
 - b. The availability of funds, and
2. Report the vacancy to Council for recruitment approval.

2.6 HIRING COMMITTEE

Council as a whole will hire a CAO.

Upon Council's approval, the CAO shall constitute a Hiring Committee as follows:

For a Department Head position

CAO

Head of Council and 2 Council members of applicable standing committees

1 external participant (with or without compensation), as required

Permanent full or part-time employee

CAO

Head of Council or 1 designate

1 Hiring Department Head

Temporary employee or volunteer

CAO

1 Hiring Department Head

1 Supervisor

Members of a Hiring Committee shall:

1. Approve:
 - a. The posting
 - b. The hiring criteria based on the position's job description
 - c. The screening process (applications to interviews)
 - d. The interview questions, with or without any skill testing
2. Interview the candidates
3. Score the interviews and test results
4. Select the successful candidate, and
5. Report the decision to Council:
 - For approval of CAO, Clerk, Fire Chief, By-Law Enforcement Officer / Chief Building Official and DCS positions, and
 - For Council's information for all other positions

2.7 EMPLOYEES AND EXTERNAL CANDIDATES

All Municipal employees and volunteers who demonstrate they are qualified may apply

for a position.

The CAO will determine the scope of the recruitment outreach by considering:
Requirements of the Collective Agreement (
The availability of known qualified candidates per the job description qualifications

Where the posting is for both employees and external candidates, the postings will occur simultaneously.

2.8 POSTING

The content of all posting advertisements will stem from the job's description to contain:

- The position title
- A brief description of duties
- A full description of the qualifications
- Work location
- Salary range
- Start date
- Application requirements by the closing date that include a cover letter and resume including education, experience and references.
- Destination for the submitted application
- Notification that only successful applicants will be notified, and
- Notice for candidates to disclose a relationship to a Councilor or municipal employee
- Closing date

The CAO will ensure vacancies are posted as follows:

- For bargaining unit positions on municipal bulletin boards for a minimum of 5 working days.
- For positions open to the public - In the Mattawa Recorder, Municipal Website, Facebook Page and Mattawa App
- For positions requiring more exceptional skill sets – in the North Bay Nugget, Association of Municipal Clerks and Treasurers of Ontario and other applicable association.

If more than conventional advertisement is required, the CAO will access the services of an appropriate recruitment firm or other on-line recruitment websites like LinkedIn, etc.

2.9 SCREENING AND SELECTING CANDIDATES

The CAO will ensure:

- a. A competition file is opened to contain:
 - i. All applications received
 - ii. Screening scores for each application
 - iii. List of candidates selected for interviews / tests
 - iv. Interview questions
 - v. Scores for interviewees
 - vi. Successful candidate

- vii. Letter of offer and acceptance
 - viii. Official start date
- b. A hiring Committee is constituted
- c. Screening criteria are established and scored
- d. Candidates are selected for interview/testing and invited to interviews with the proviso that they are not misrepresenting or falsifying information during the selection process.
- e. Reference checks are completed for all invitees with
 - i. A report to the Hiring Committee
- f. Interview questions are established
- g. The Hiring Committee – on the basis of merit:
 - i. Evaluates the reference checks
 - ii. Interviews the candidates
 - iii. Scores the test results where applicable
 - iv. Selects a successful candidate

2.10 OFFER OF EMPLOYMENT

Once confirmed that a candidate is prepared to accept a position (SEE Guideline 2.10) the CAO shall ensure a letter is offered for the candidate's signature with:

- The condition that the offer depends on the potential employee:
 - Meeting the requirements of a pre-employment medical examination, criminal reference check and vulnerable sector check, if applicable, and
 - Not having falsified or misrepresented relevant information about the application
- The terms and conditions of employment
- A copy of the Job's description
- A commensurate salary
- A summary of benefit plans including date(s) of eligibility;
- The start date
- The name of immediate supervisor
- Hours and place of work
- A completed copy of the Arrival / Departure Form intended for internal use only.
(FORM PENDING)

2.11 ORIENTATION AND PROBATION

The CAO will ensure the position's immediate supervisor clarifies and documents the person's orientation program and the evaluation of the probation conditions.

GUIDELINE

2.10

When advising a candidate of being selected, caution must be emphasized that an oral offer of employment is considered legally binding.

POLICY 3 COMMUNICATIONS

The Municipality is committed to maintaining clear and prompt communications with the residents of Mattawa, its Council and employees.

Procedures

3.1 **SOCIAL MEDIA**

The Municipality maintains social media platforms to

- Share information on programs, services, and news
- Increase civic engagement with decisions affecting Mattawa
- Disseminate time-sensitive information as quickly as possible, and
- Promote Mattawa with regional, and national audiences;

The CAO shall:

- Oversee the continued operation and maintenance of the Mattawa:
 - Website: www.mattawa.ca
 - Facebook page: <https://www.facebook.com/Mattawatownhall>
 - Mattawa App
- Pursuant to the requirements outlined in consolidate governance sections 2.1 c), 7.6, 12.1, assign responsibility to the Clerk to ensure the municipality's data and these platforms:
 - Are current and accurate, and
 - Respect the laws in effect in Ontario
- Assign administrator access login passwords to said employees by maintaining a list of assignments with copy to the Municipality's IT Consultant.

3.2 **INTERNAL COMMUNICATIONS**

Council's communications Policy 11 and procedure 5.10 set the governing framework for municipal communications per Council's policies at [consolidate governance](#) .

Aside from informal oral conversations, the Municipality's email system is the standard means and record of business communications among Councillors and Employees. (See: Guideline 3.2)

Councillors will confine their business-related communications to employees through the CAO.

Employees will direct their business communications to Members of Council via the CAO, unless:

- They are required or authorized by the Council or the CAO to do so, or
- They are dealing with an unresolved issue of discrimination, bullying or harassment.

Persons sending and receiving emails must, at all times, be conscious of the fact that the confidentiality of these communications cannot be guaranteed since all electronic communications are susceptible to being open to the public.

3.3 EXTERNAL COMMUNICATIONS

While the official language of the Municipality is English, the Municipality will make reasonable efforts, based on the availability of employees with pre-existing language skills to provide oral services in the French language.

All official communication to the public or otherwise, reflecting the Municipality's position on matters of public shall be confined to the Mayor, the CAO or their delegate.

Council meetings, open to the public, are part of the public record with their outcomes posted on the Municipality's website.

While employees must be respectful with the public, the municipality maintains a zero tolerance for abuse by members of the public.

3.4 Cell Phones

Cell phones may be assigned to municipal employees and employees may use their personal cell phones for work-related purposes.

Assigned cell phone shall be used for work-related purposes only:

- Unless a personal emergency warrants its use.
- When not operating heavy equipment, vehicles, machinery
 - or while driving a vehicle without a hands-free connection
- To the exclusion of transmitting sensitive, confidential, or personal information
- With the responsibility to report a lost, stolen or damaged phone to their supervisor, or
 - To assume responsibility for the negligent or misuse of the phone

Employees may use personal cell phones during work hours:

- For work-related purposes
- With personal use kept to a minimum
 - For personal emergencies and
 - Not interfering with work responsibilities
- While bearing responsibility for the phone's associated costs

Failure to comply with these procedures will result in disciplinary action that may lead up to dismissal.

GUIDELINES

3.2

Since email traffic can become burdensome, the following considerations should apply:

Emails received by copy serve to inform the recipient and do not require a response.

Business email messages and responses should be restricted to office hours

Policy 4 TERMS AND CONDITIONS OF EMPLOYMENT

The municipality ensures the terms and conditions of employment are fair and clear to employees.

Procedures

4.1 EMPLOYMENT STATUS

The municipality recognises the following categories of persons working to provide services to Mattawa residents:

Bargaining unit employees:

- Full-time employees – working full time on a permanent basis
- Part-time and probationary employees - (Sched. B, [Collective Agreement 2023](#))
- Temporary employees – working full or part time for a pre-determined period of time

In addition to the above, the following definitions apply to:

- Chief Executive Officer
 - Person elected as Mayor
- Chief Administrative Office
 - Employee appointed by Council to oversee the municipality's operations
- Director
 - Employee who directs the work of municipal supervisors
- Supervisors
 - Employees who supervise bargaining unit and non-B.U. employees in accordance with the municipality's schedule of delegated authorities, or
 - Employees who are superior in rank to another employee.
- Non-Bargaining Unit Administrative employees
- Volunteers
 - Persons who work without compensation at municipal sites on an intermittently scheduled basis to supplement the work of employees and Students – on placement from a school or funded by a school program

Management is a class of employees to whom employees are accountable in a reporting relationship. These include the CAO, the DCS, the Fire Chief, the Clerk, the CBO and Supervisors who make up the municipality's Management Team.

Senior Management consists of the CAO, the DCS and the Fire Chief,

4.2 COLLECTIVE AGREEMENT

The Collective Agreement between the municipality and CUPE that is in effect from January 1, 2023 to December 31, 2026 prevails in determining the employment terms and conditions affecting all CUPE members. [Appendix 4.2 Collective Agreement 2023.](#)

Employees are members of CUPE as determined by deductions from their salaries as union dues.

Employees who are not members of a bargaining unit include:

- The CAO
 - Executive Assistant
 - All employees who are directors or supervisors
 - Administrative employees that include:
 - Deputy Treasurer
 - Municipal Clerk
 - Deputy Clerk
 - Fire Chief
 - Chief Building and By-law Officer
 - Reception/Front Office Clerk
-

4.3 LENGTH OF SERVICE

Length of service to determine Seniority among bargaining unit employees is described by Schedule B 3) of the Collective Agreement – [Appendix 4.2 Collective Agreement 2023](#)

4.3.1 ACCRUAL

Upon completion of a probationary period, length of service for ALL employees is retroactive to the first day of employment and length of service continues to accrue during:

- regular work hours
- approved overtime hours worked (measured as straight time)
- hours worked on a paid holiday (measured as straight time)
- paid hours for approved leave of absence
- paid sick leave including worker's compensation time off at 100% up to 24 days
- short- and long-term disability pursuant to the Collective Agreement
- time off for pregnancy / parental leave

Length of service for an employee accrues with successive contracts if

- the employment is three (3) or more consecutive months
- a probationary period was successfully completed, and
- the employee is returning to the same classification occupied prior to the break period.

Length of service and seniority accrual shall be terminated when an employee:

- voluntarily resigns or retires
- is lawfully discharged
- is laid off for the lesser of
 - their length of services
 - their period of seniority, or
 - 24 months
- is absent from work without permission for three or more consecutive shifts / days
- while on layoff, fails to return to work within 7 calendar days after being notified by registered mail to the last known mail address, or

- refuses to continue working during an emergency which seriously affects the municipality's ability to provide adequate service.
-

4.4 HOURS OF WORK AND OVERTIME

Articles 16 and 17 of [Appendix 4.2 Collective Agreement 2023](#) apply to all bargaining unit employees.

4.4.1 WORK DAY FOR NON-UNION MEMBERS

The hours in a normal work day varies per various employees and

- Excludes a one-hour lunch break without pay as:
 - Coordinated with their supervisor, and
 - Claimed 1 hour of overtime if instructed to work through a scheduled lunch period and unable to take lunch at another time in the day.
- Includes 2 paid fifteen-minute breaks daily in each half of a 7-hour day and for each four hours worked in excess of 7 hours.

For shift-related employees a two-week period consists of 10 shifts.

4.5 ATTENDANCE

Employees supervising others maintain employee attendance by recording, monitoring and following up on absenteeism on a consistent basis.

A supervisor will make reasonable attempts to help an employee improve an attendance problem.

The municipality will address flagrant abuse with the application of progressive discipline.

See Guideline 4.5 on Attendance

4.6 ABSENCES

Management must control short term absences through an immediate contact during the employee's absence or upon returning to work and
The employee must expect this to happen.

4.6.1 PROBLEM RESOLUTION

When identifying an attendance problem, the supervisor will:

- Follow up consistently.
- If an underlying cause is evident:
 - Offer assistance, or
 - Consider alternative forms of employment

4.7 MEDICAL CERTIFICATE

Further to Article 18.01 of the CA, a supervisor will:

- Ask for a medical certificate (Dr.'s note) after three days absence with a subsidy of up to \$50 or more at the CAO's discretion for the certificate if needed.
- Check the date of issue versus the absenteeism period
- If the information is insufficient and only with the employee's consent, follow-up with the physician.

4.8 OFFICE CLOSURES

Municipal operations are to continue as usual. In exceptional circumstance, the CAO or a designate, in deciding upon a closure of all or part of municipal operations, shall consider:

- "Inclement weather" as any type of condition that presents problems to the commuting or outside work of employees.
- "Safety Hazards" that include any element that presents significant risk to the safety of employees such as non-navigable road conditions, fire, toxic air, etc.
- "Debilitating conditions" that include any condition that makes the continuation of operations impossible like barred access to the office/site, power failure, etc.

All employees must make reasonable efforts to arrive at their workplace on time and to notify their supervisor if they anticipate arriving late.

4.8.1 EMPLOYEE REMUNERATION

When closure is authorised, the municipality will remunerate all employees who are scheduled to work at their regular rate of pay.

When closure is not authorised and the employee does not report for work on time or at all, due to weather perceived as inclement, the employee will not be paid, but may choose one of:

- leave without pay
- vacation time
- time in lieu
- discretionary days.

4.9 EMPLOYEE ATTENDANCE RECORD

The Employee Attendance Record shall reflect:

- Cumulative totals of days absent and incidents that include absences due to:
 - illness, accident and WSIB, and
 - vacations/scheduled leaves of absence
 - leaves of absence for union business, or
 - bereavement leave.

Supervisors will review and approve each Employee Attendance Record.

GUIDELINE

4.5 Attendance

Definitions

Innocent Absenteeism

When the employee is absent from work for reasons beyond the employee's control. It is excusable when satisfactory reasons are reported for the absence.

Culpable Absenteeism

When employees are absent from work for reasons under their complete control, such as lateness, unapproved leave of absence, etc. To be regarded as another form of misconduct to be dealt with through progressive discipline.

Responsibilities

Employee:

To attend work on a regular basis and as scheduled.

Supervisors:

- Set the example by being punctual, attending work regularly.
Before hiring any new employees, check references on one's attendance
- Inform employees attendance is used as criteria for performance measurement.
- Ensure the work unit communicates absences in a consistent fashion.
- Interview all employees returning to work from an absence
 - With follow-up notes
- Regularly monitor the Employee Attendance Record.
- Liaise with their supervisor as required.
- Work with staff to promote quality of work life to encourage job attendance.

Since a supervisor must be aware of an employee's restricted abilities to make changes in a job, or accommodate a disability, it may be necessary to:

- Require the employee to undergo an examination by a physician to identify any medical problems that may be interfering with the ability to attend regularly.
- With the signed consent of the employee, contact the employee's physician to ensure the doctor has sufficient knowledge of the employee's work to assist the treatment plan and a successful reintegration to the workplace.

CAO

- Ensures each supervisor is controlling attendance
- Ensures the Collective Agreement and these procedures comply
- Provides consultative support to supervisors prior to referring an employee for assistance or applying disciplinary measures

Orientation

During the orientation of new employees, the employee's supervisor must:

- explain and stress the employee's attendance obligations,
- explain that attendance will be a factor in promotions and performance evaluations, and
- include attendance to determine the successful completion of the probationary period.

4.6 Absences

Short Period Absences

These types of absences are usually considered as the most controllable. Not all short-term absences are questionable, but patterns by individuals or groups indicate that a control program is needed.

Long Period Absences

The longer the absence, the more likely it is to be medically related. These types of absences are best controlled through regular follow-up with the employee and immediate contact on return to work.

Common Causes of Absenteeism

- Employee's Health;
 - Employee's Attitude Toward Work and Attendance;
 - Employee's Lack of Mature Self-Respect;
 - Domestic Problems and Responsibilities,
 - Nature of the Work (Dull, Routine Work, Shift Work);
 - Organizational Characteristics Including the municipality's Policies Toward Attendance;
 - Alcohol/Chemical Dependency.
-

POLICY 5 EMPLOYEE CONDUCT

The municipality expects the acceptable conduct of its employees to ensure the effective delivery of its services and to meet the needs of the municipal organization and its employees.

Procedures

5.1 CONFLICTS OF INTEREST

A conflict of interest occurs when an employee's personal interests – family, friendships, financial, or social factors – could compromise the employee's judgment, decisions, or actions in the workplace.

All employees shall support and promote professional and ethical conduct and the best interests of the municipality as it responds to the greater needs of Mattawa's residents whereby:

- A "conflict of interest" exists when:
 - It is based on fact, or
 - Events create the perception of a conflict of interest, or
 - it can potentially be a conflict
- Employees must notify their supervisor in writing when a conflict of interest is evident, or that conflict of interest may arise

5.1.1 SECONDARY EMPLOYMENT

Employees may pursue secondary employment outside of regular or scheduled working hours unless such employment:

- Causes an actual or potential conflict of interest
- Is performed in such a manner as to appear to be an official act, or to represent municipal opinion or policy
- Involves the unauthorized use of municipal premises, equipment or supplies
- Unduly interferes through telephone calls, or otherwise, with regular duties
- Places the employee in a position to directly or indirectly benefit from an existing or proposed contract, transaction or arrangement with the municipality.

Any employee with a secondary employment must advise the supervisor accordingly.

5.1.2 VOLUNTARY ACTIVITIES / DIRECTORSHIPS

An employee must obtain the CAO's written approval prior to accepting a directorship with any organization.

Employees wishing to volunteer their services to an organization shall report this to their supervisor prior to the undertaking to ensure that, in the municipality's view, the activity is not in conflict with municipality's operations..

5.1.3 PUBLIC APPEARANCES

Employees shall:

- Notify the CAO prior to participating in public speaking engagements or media performances.

5.1.4 GIFTS

Other than a normal exchange of gifts between friends, an employee shall not accept a gift in excess of \$50.00 from any individual, organization or corporation.

An employee receiving a gift over or under \$50.00 must report the gift to the supervisor who will determine if a conflict of interest exists.

5.2 CONFIDENTIALITY

All municipal employees and consultants shall protect the confidentiality of Mattawa's residents, their family members and any other information obtained through the provision of municipal services at all times by:

- Signing an Agreement Respecting Confidentiality – [Form 5.2 Confidentiality Agreement](#)
- Not collecting information that is not necessary to the delivery of services or the maintenance of accurate records.
- Disclosing or sharing such information pursuant to Procedures 5.2.1 AND 5.2.2
- Complying with these confidentiality provisions after their term of engagement with the municipality.

For purposes of the Personal Information Protection and Electronic Documents Act (PIPEDA) the following are designated "Privacy Officers":

- The Human Resources Administrator, for personnel files, and
- The CAO

5.2.1 RELEASE OR REMOVAL OF INFORMATION

No employee shall:

- Release any information about a resident or employee without appropriate authorization
- Pass on information received about a resident or employee from another organization or person without appropriate authorization
- Remove files from a municipal work site without the supervisor's approval
- Engage in contact with a federal, provincial or municipal government on confidential matters without the supervisor's prior approval.

This requirement may be disregarded by a need for safety to a resident or an employee with the approval of the CAO.

5.2.2 DISPOSAL OF RECORDS

Disposal of all municipal records proceed according to Council's By-law 22-17 per May 24, 2022. See [appendix 5.2.3 records disposal BY-LAW 22-17](#).

5.3 MUNICIPAL PROPERTY

Municipal employees shall only use municipal property as authorised by the municipality and for municipal business. Municipal property includes, but is not restricted to:

- The municipality's name, logo or letterhead
- Supplies, materials, equipment
- Vehicles, equipment or buildings.

All employees shall, to the best of their ability and within the scope of their work responsibilities:

- Protect the security and condition of municipal property, and
- Report any malfunctioning, damage or loss of any such property to their supervisor.

An employee must seek the written and prior approval from a supervisor to obtain proper authorization to use municipal property outside of normal working conditions.

5.4 ACCEPTABLE AND UNACCEPTABLE CONDUCT

Council and Senior Management expect that all employees will effectively support the municipality's delivery of services to the residents of Mattawa by:

- Conducting themselves with acceptable behaviours that include, but are not limited to:
 - Adherence to municipal policies and procedures
 - Competent work performance
 - Prompt and regular attendance at work
 - Courtesy to and respect for Mattawa resident, employees and other persons dealing with the municipality
 - Respecting the firefighter's dress code pursuant to the Standard Operating Guideline in [Appendix 5.4 SOG](#).

AND

- Avoiding unacceptable behaviours that include, but are not limited to:
 - Deliberately or repeatedly contravening the municipality's policies and procedures
 - Using obscene, abusive language
 - Reporting to work, or working under the influence of alcohol, debilitating drugs or prohibited substances
 - Insubordination
 - Excessive personal use of telephones or computer facilities
 - Theft or Fraud
 - Falsification of municipal records
 - Indecency
 - Representing the municipality via the media on any municipal, personal or political matter without respecting this policy.

5.4.1 Employee Recognition

All supervisors will encourage acceptable conduct by genuinely recognising and appreciating the positive performance of their employees at any given time.

“Outstanding service” refers to service that was performed beyond the scope of an employee’s duties as they are recognised through the normal performance evaluation process. In addition to one’s length of meritorious service with regular attendance, outstanding service will be identified according to any of:

- One incident that merits special attention
- Repeated feedback from Mattawa residents about an employee’s performance
- Consensus among employees about an employee’s outstanding service
- Improvements to the municipality’s operations client, as reported by the client

5.4.2 Unacceptable Conduct

A supervisor who becomes aware of an employee’s unacceptable behavior shall:

1. Privately describe the employee’s behaviour as unacceptable
2. Warn the employee orally of potential consequences while
 - Noting the incident, time and date for future reference if needed, but without any entry in the employee’s personnel file
3. And if the unacceptable behaviour continues:
 - a) Serve the employees with written notice (Letter of Counsel). See Guideline 5.4.4, and
 - b) If the conduct continues, Initiate disciplinary action pursuant to Procedure 5.4.4

5.4.3 Disciplinary Action

In order to discontinue unacceptable conduct, restore a spirit of cooperation in the workplace and to maintain quality services, supervisors will apply disciplinary measure in a fair and consistent manner by:

- Addressing disciplinary matters privately
- Maintaining the dignity and respect of all concerned
- Ensuring the discipline is warranted, and
- Applying penalties that fit the severity of the misconduct. (Guideline 5.4.4)

A supervisor will consult with the CAO on all aspects of discipline.

All bargaining unit employees have the right:

- to be represented by their union steward or union representative during proceedings involving the consideration of discipline for an alleged misconduct, and
- to grieve the findings or penalty applied during the disciplinary process

GUIDELINE

5.4.4

Investigation

In consultation with the CAO, the supervisor may consider suspending an employee with pay while under investigation of the known or suspected facts of the breach indicate a continued real or potential risk to

- a Mattawa resident or employee
- the integrity of the municipality's operations (EG: misappropriation of funds, breach of confidentiality, etc.).

An investigation does not become a disciplinary process until the element of culpability has been indicated in an employee's conduct.

Facts established by the investigation will give the supervisor, upon consulting with the CAO, the following options:

- Determine non-culpability and return the employee to work as soon as possible – with no loss of pay
- Determine culpability and apply discipline as per the disciplinary procedure.

Disciplinary Measures

The following disciplinary measures are considered appropriate to an employer / employee relationship.

Letter of Counsel

A supervisor will convey a "Letter of Counsel" to an employee on a matter of misconduct when, in the opinion of the supervisor, the misconduct invites instruction to correct the conduct without dealing with the issue as a matter of discipline. The letter is conveyed to the employee only and it is not entered in the employee's personnel file. The Letter may be referenced at a later date on a matter of discipline related to a repetition of the same misconduct.

Verbal Reprimand

A formal procedure in which the employee is summoned before the supervisor or director, informed of the problem and that they are being officially reprimanded, and warned of the possible consequences of further unsatisfactory behaviour. A date should be specified by which improvement is expected. The details of the discussion(s) should be recorded for possible future use.

Letter of Reprimand

A supervisor will convey a "Letter of Reprimand" to an employee on a matter of misconduct when it merits discipline. The letter is conveyed to the employee and it is entered in the employee's personnel file. The Letter is referenced at a later date on any matter of discipline related to a repetition of the same or other misconduct.

Suspension with Pay

This measure has two uses. Where an employee is suspected of a serious offence but further investigation is required, he can be suspended with pay pending such investigation. Where an employee's performance, behaviour or work attitude appears to be deteriorating it may be effective for the CAO to suspend the employee with pay for one or two days. In either case the employee is notified in writing and a record kept.

Suspension without pay

This is a serious penalty, and should be imposed by the CAO only where the offence has been proven and merits a penalty of this magnitude. There should

be conclusive proof of guilt, or a well-documented record of previous disciplinary action for a chronic offence. The employee is notified in writing and a record kept.

Dismissal

When it is felt that it is impossible or undesirable to retain an offending employee, the CAO can discharge the employee. The employee is notified in writing and a record kept.

POLICY 6 ASSIGNMENT OF EMPLOYEES

The Town of Mattawa assigns all employees with support and guidance and affects their changes of status in a fair and predictable manner.

Procedures

6.0 ORG CHART

See [Appendix 6.0 Org Chart](#)

6.1 ASSIGNMENT TO DUTIES UPON HIRING

The municipality strives to hire persons who are adequately experienced and qualified for the municipal position.

In addition to programming a new employee's probationary period of three months a supervisor will ensure a new employee with limited professional training or experience is assigned duties matched to their skill level while they are supervised and scheduled for reparative training.

Upon receiving a new employee with limited training or experience, a supervisor, in addition to programming the probationary period of six months, shall:

- Compare the employee's record of qualifications with the position's qualifications specified in the job description,
- Confirm the employee's comfort level with the assumption of new duties
- If necessary:
 - schedule the forthcoming supervisory sessions pursuant to the identified needs
 - assign work within the employee's skill level
 - assign a seasoned colleagues as mentor, and
 - schedule remedial training as soon as possible, and
- Note conclusion on the specialised supervision and training in the employee's performance evaluation upon completion of the probationary term.

The same applies to Fire Fighters while their probationary period lasts 12 months.

6.2 TRANSFERS

When planning the transfer of a bargaining unit employee (Guideline 6.2), a supervisor shall consider the requirements of Articles 9.01 and 13 of [Appendix 4.2 Collective Agreement 2023](#).

Municipal management may, within the provisions of the Collective Agreement, transfer an employee with or without the request of the employee to another position.

6.2.1 Management Initiated Transfer

1. A supervisor shall request the transfer of a suitably qualified employee to a position by:
 - a) Confirming the suitability of the employee with a review of:
 - b) the vacancy's job description against the employee's qualifications, and
 - c) the employee's existing rate of compensation.
 - d) Consulting with the potential, receiving supervisor
 - e) Submitting a written request for the transfer to the CAO
2. Upon considering all relevant factors, the CAO issues a Letter of Assignment to the employee's existing supervisor with copy to the personnel file.
3. The employee's existing supervisor notifies the employee four weeks in advance of the transfer's effective date, and
 - a) Explains the intent of the transfer to the employee upon receiving the CAO's approval.
4. The Human Resources Administrator amends all relevant documentation required of pay and benefits administration.
5. The receiving supervisor ensures the employee is suitably oriented to the new assignment.

6.2.2 Employee Initiated Transfer

Where a posted vacancy exists, an employee may request a transfer by applying for the position pursuant to Policy 2.

To qualify for a transfer, an employee must

- Have completed the probationary period
- Have occupied the existing position for at least 6 months.
- Comply with the seniority provisions of the [Appendix 4.2 Collective Agreement 2023](#)

6.2.3 Seniority

Bargaining unit employees transferred to non-bargaining unit positions shall retain but not accrue seniority.

6.3 PROMOTIONS

The municipality will promote its employees through its competitive process outlined in Policy 2 by comparing their skills, abilities and experience to other candidates and by considering the Performance Appraisals that are on file. (Guideline 6.3)

If promoted, the employee occupies the new position for a trial period of 60 days or shifts whereby:

- The employee may choose to return to the previous position, or
- Management shall return said employee if deemed to not meet the requirements of the new position.

Action under this section cannot be the subject of a grievance.

6.4 TEMPORARY ASSIGNMENTS

The municipality will assign all Bargaining Unit employees on a temporary basis in compliance with [Appendix 4.2 Collective Agreement 2023](#)

A temporary assignment must last for more than one week to affect an employee's rate of pay.

A bargaining unit employee temporarily assigned to:

- a bargaining unit position continues to accrue seniority
- a non-bargaining unit position retains but not accrue seniority.

6.5 LEAVES OF ABSENCE

Upon prior approval by a supervisor, Article 12 of the Collective Agreement applies to all bargaining unit and non-bargaining unit employees. Subsequent approval may apply for circumstances beyond an employee's control.

6.6 SECONDMENTS

Provided its operational requirements are not compromised, the municipality may second an employee by temporary assignment to another position, special project or an external organization.

The provisions for the transfer of bargaining unit employees in the Collective Agreement apply.

Unlike a leave of absence described in procedure 6.5, an internal or external secondment may be granted for business purposes and only when the opportunity demonstrates an advantage to the municipality either during or upon the employee's return to the existing position.

Secondments will not be granted to employees who have accepted permanent employment outside of the municipality.

6.6.1 Internal & External Secondments

Internal

When a secondment opportunity presents itself within the municipality, the CAO will post the opportunity for all employees.

If more than one employee is interested in the secondment, the competitive process of Policy 2 and the provisions of the Collective Agreement shall apply.

External

A secondment to another organization must demonstrate an advantage to the municipality upon the employee's return to employment with the municipality.

The seconded employee will assume the compensation and benefits provided by the host organization.

The employee's term of service with the municipality will be considered continuous during the term of secondment.

6.6.2 Secondment contract

The CAO will ensure a contract outlines the terms and conditions of all secondments.

This contract will:

- Be negotiated and signed by the employee, existing and future supervisors and the CAO
- Specify the secondment's duration and
 - Be in effect for a maximum of 1 year, after which it may be re-negotiated
- Provide for the employee's ongoing performance appraisals
- Provide for termination after 3 months:
 - by mutual agreement of all parties or
 - upon one month's notice by either party
- Specify:
 - The employee retains all rights inherent in the permanent position, and
 - The conditions awaiting the employee's return to original permanent position.

6.7 Acting CAO

Unless specified by the CAO, the employees acting on the CAO's behalf during an extended absence consist of the following:

- Deputy Treasurer for finances
- Clerk for townhall matters
- Fire Chief for emergencies
- CBO for building and bylaw matters
- DCS for all other matters

GUIDELINES

6.2

A "transfer" is an employee's lateral move in the organization to a position of equal responsibility and compensation to accommodate the operational needs of the municipality. This does not include actions required to fill a vacancy that will last more than 3 months.

6.3

"Promotion" involves the permanent transfer of an employee to a position in a classification with a higher rate of pay for a duration of more than 3 months.

POLICY 7 SALARIES, BENEFITS AND EXPENSES

The Municipality effectively administers the attendance, salaries, benefits and reimbursements of its employees to ensure they are appropriately compensated.

Procedures

7.1 SALARY ADMINISTRATION

The CAO will ensure the municipality's compensation for its employees is:

- Internally equitable
- Externally competitive
- Financially feasible and
- Satisfies;
 - The municipality's [Appendix 4.2 Collective Agreement 2023](#) and
 - The Pay Equity Act.

The municipality maintains an electronic payroll system.

7.1.1 Rates of Pay and Progression

Bargaining Unit employees shall be paid in accordance with the salary scale outlined in Article 20 of [Appendix 4.2 Collective Agreement 2023](#)

Non-bargaining unit employees:

- Are hired at the start rate of the salary grid
- Complete a 3-month probationary period and
- Progress through the salary grid approved by Council.

7.1.2 Classification for New Positions

For a new position, the CAO shall ensure the salary meets all Pay Equity requirements.

7.1.3 Overtime, Call Back Reporting Pay and Shift Premiums

Article 24 of [Appendix 4.2 Collective Agreement 2023](#) applies to all front line employees and overtime must be approved by a supervisor prior to the hours being worked.

The municipality compensates management for overtime or on call time with one additional week of vacation per year

7.1.4 Promotions and Transfers

Article 13.02 of the Collective Agreement applies to Bargaining Unit employees.

7.1.5 Timekeeping

For an extended and formal flex-time arrangement, a supervisor's must submit a request with the time and reasons for to the CAO for approval.

7.1.6 Staff Training and Development

Employees shall not be compensated beyond the normal hours of work recognized per day, for any time spent at approved staff training and/or development seminars, conferences or workshops.

In addition to the regular hours per day to which employees are entitled, said employees will also be paid, at their regular hourly rate, for all associated travel time, outside of the municipality of Mattawa.

It is understood that employees may choose to not participate in staff training initiatives which are in excess of regular hours' duration per day.

Letter of Understanding 6 of [Appendix 4.2 Collective Agreement 2023](#) applies to all bargaining unit employees.

7.1.7 Court Attendance

Articles 12.04 of the Collective Agreement applies to all Bargaining Unit and non-Bargaining Unit employees, provided that the employee:

- Informs the supervisor immediately upon being notified that the employee will be required to attend a court or Coroner's inquest;
- Presents proof of service requiring the employee's attendance;
- Promptly repays the municipality the amount (other than expenses) paid to the employee for such service as a juror or for attendance as such witness.

7.2 BENEFITS

The following sections of [Appendix 4.2 Collective Agreement 2023](#) apply to all employees unless otherwise specified by the CAO

- Article 29.01 2)
- Schedule "B" (P/T employees)
- Article 19 (OMERS – Pension) per [appendix 7.2 OMERS](#) except for non-full-time employees who may enroll individually at any point through the OMERS program

7.3 SICK LEAVE

Article 18 of the Collective Agreement states an "Employee" must be full time and have worked one year

Employees shall attend work as scheduled and:

- Maintain reasonable health and take precautions against illness
- Work safely
- Attend to personal affairs and obligations outside of working hours
- Provide medical verification as required
- Ensure doctor's appointments during work hours are previously approved, and that
 - attendance time is time to be made up.

- If unable to attend work because of illness: :
 - Notify the supervisor **directly** within a 1/2 hour of the start time, or
 - Contact the on-call supervisor, or
 - Risk a loss of pay.
- If aware of a pending absence due to surgery, etc.:
 - notify the supervisor of the time and duration as soon as possible, and
 - complete a PAYROLL Change Form, per [appendix 7.3 payroll change](#)
- In absences of less than 5 days notify the supervisor on each day of illness.

Supervisors shall:

- ensure all sick leave time is
 - reported, and
 - entered into the time keeping system, and
- obtain information on the employee's medical prognosis if required.

7.4 VACATION

Articles 14,15 and Schedule B (P/T employees) of the Collective Agreement apply to bargaining unit employees and unless specified otherwise by the CAO, they also apply to non-bargaining unit employees.

7.4.1 Entitlement Calculations

The HR Administrator shall calculate annual vacation credits for all employees in the active employ of the municipality as at January 1st of each year as follows:

- Employees who have worked less than one (1) year as at December 31st shall receive Vacation Pay and vacation time off in a pro-rata amount of the first level of vacation entitlement.
- An employee's vacation entitlement and vacation pay shall be pro-rated from the first (1st) day of return from an absence when the employee is not in the active service of the municipality. "Active service" excludes any period of absence from work due to the following:
 - any leave of absence without pay in excess of thirty (30) consecutive days;
 - Pregnancy and Parental Leave;
 - layoff;
 - absence on Sick Leave where compensation is not paid directly by the municipality
 - absence on Workers' Compensation in excess of thirty (30) consecutive days;
 - absence on deferred salary plan;
 - leaves of absence on Union business in excess of thirty (30) consecutive days.
- See Schedule B of the CA for P/T employees.
- By combining the service hours of those employees whose status has changed from full-time to part-time or vice-versa, whereby:
 - one (1) year of full-time service consists of 2080 hours.
- An employee shall not be paid Holiday Pay and Sick Pay for the same day.
- In addition to the bargaining unit entitlements, add:
 - 1 week of vacation entitlement for all supervisors and non-Bargaining Unit employees

- 2 weeks for the Director and CAO

7.4.1.1 Time in Lieu

This compensation for work outside of normal working hours applies to:

- Bargaining unit staff per the CA
- Non-bargaining unit employees on a 35 hours per week schedule
- Supervisors with 1 week per annum for all extra hours
- The CAO, DCS and Fire Chief with 1 week per annum for all extra hours.

7.4.2 Scheduling

While the municipality must reserve the final decision as to the scheduling of vacations, supervisors shall:

- Endeavour to accommodate the wishes of employees with respect to vacation scheduling requests
 - BUT subject to the operational requirements of the municipality
- Schedule vacations on a unit-by-unit basis, where “unit” is defined as an assigned work location under the direction of the same supervisor.
- Govern conflicting vacation requests on the basis of seniority in that particular unit, provided that the requests are submitted two weeks prior to the intended date.
 - Seniority will not apply to requests submitted otherwise

All employees shall:

- Submit their vacation requests with [Form 7.4.2 vacation request](#) to their supervisor as soon as possible or at a minimum of two weeks prior to the intended date.
 - Later requests may not be approved for the desired time period.
- Submit a written request to their supervisor if they wish to carry vacation time over into a subsequent year, whereby:
 - Vacation credits may be carried over from one (1) year to the next only with special approval of the CAO..

7.5 NON- MEDICAL LEAVES OF ABSENCE WITHOUT PAY

Otherwise, approvals are granted by the:

CAO for:

Educational Leave
Discretionary Leaves
Self-funded

Pregnancy and Parental Leave are granted per the Employment Standards Act, <https://www.ontario.ca/laws/statute/00e41>

Supervisors will, to the best of their ability:

- Grant personal leaves of absence without pay by considering the leave’s impact on operations and the reasonableness of the request.
- Consider each request on an individual basis

7.5.1 Request and Approval

An employee shall submit a written leave of absence request with the reason for and duration of the leave for approval for:

- More than 90 days duration 4 weeks prior to the intended leave, or
- Less than 90 days duration as soon as possible.

An employee shall submit a request for leave of:

- under 5 days to be approved by the supervisor
- over 5 days to be approved by the CAO

AND

- If a written prior request was not possible, the employee shall submit a written explanation upon return to work.

Employees on leave without pay for more than 20 working days must assume the employee's portion of the cost for the benefit plan premiums during the leave, effective to the date of departure:

- If they wish the benefits to continue, and
- If this is permitted by the benefit carrier.

7.5.2 Contract

The Human Resources Administrator will ensure a proposed leave of 90 calendar days or more shall be documented with a written contract that:

- Is negotiated and signed by the employee, existing and future supervisors and the CAO
- Is in effect for a maximum of 1 year, after which it may be re-negotiated
- Provides for the employee's ongoing performance appraisals
- Specifies the leave's duration
- Provides for termination by a specified notice
- States the employee retains all rights inherent in the position, and
- States the conditions awaiting the employee's return to work.

7.5.3 Continuous Service

An employee who is on a leave of absence:

- is deemed to be continuing employment service with the municipality and
- must consult with the Payroll Administrator on:
 - the personal payment of some benefits

7.5.4 Bereavement Leave

An employee requesting a Bereavement Leave of Absence for a spouse (including common-law and same-sex spouse), child (including stepchild, adoptive child, and foster child), parent, brother, or sister, shall indicate to the supervisor whether the leave will commence on the day of the death of the immediate family member or terminate on the day of the funeral.

7.6 TRAVEL EXPENSES

Refer to [Appendix 7.6 Travel Expenses](#)

GUIDELINE

7.5

[Appendix 4.2 Collective Agreement 2023](#) is silent on these occurrences, while Article 12 addresses LOAs with pay.

POLICY 8 EMPLOYEE RELATIONS

The municipality is committed to fostering and maintaining positive employee relations and staff morale that support the needs of its employees and the achievement of its vision and mission.

Procedures

8.1 SCOPE

All supervisors are responsible for creating and maintaining a work environment that respects the municipality's employee relations policy and fosters effective employee relations in their programs.

All employees are responsible for supporting the municipality's positive work environment.

To this end "effective employee relations" and a "positive work environment" consist of a workplace that:

- Is free of discrimination and harassment
- Encourages self-motivation and initiative
- Encourages open and frank dialogue about work issues
- Offers equal opportunity for personal development, career growth and advancement based on individual ability and demonstrated job performance, and
- Provides healthy and safe working conditions for all.

8.2 EMPLOYEE SATISFACTION

The CAO will ensure staff morale is monitored on an ongoing basis by any means considered necessary, such as:

- Conversing with municipal management
- Being transparent with line staff
- Holding or attending staff meetings.

And to be aware of employee perceptions, for example about:

- The municipality
- Management
- Being treated fairly
- Opportunities about growth and development
- How they would describe the municipality to their friends
- What the municipality does well
- What the municipality could improve
- The level of performance among their colleagues, and
- Other comments or suggestions.

8.3 MANAGEMENT - UNION RELATIONS

All management shall maintain an effective working relationship with union representatives and union stewards by applying sound employee relations principles.

The CAO will:

- Ensure supervisors maintain the required labour relationships by:
 - Monitoring labour relations issues, and
 - Being trained in maintaining effective employee relations.
- Support the operation of the municipality's Management / Union Committee, consisting of 2 union representatives, the CAO and DCS with regular and ad hoc meetings.

8.4 ACCOMMODATION

The CAO shall ensure that the municipality meets the requirements outlined by Ontario's Human Rights Commission for employees, or employee-candidates with disabilities / special needs pursuant to <https://www.ohrc.on.ca/en/policy-ableism-and-discrimination-based-disability/8-duty-accommodate> , by:

- Ensuring supervisors are trained on the issues of accommodation
- Objectively assessing an individual's special needs to determine:
 - The nature of the special needs
 - If the person is capable of performing the work
 - If the designated work place and duties can be modified without creating undue hardship for the municipality.
- Establishing an accommodation program for said employee that is based on the following principles:
 - Fairness
 - Respect
 - Individualisation
 - Integration and full participation
 - Inclusivity
 - Free of discrimination

8.5 COLLECTIVE AGREEMENT

All supervisors will administer [Appendix 4.2 Collective Agreement 2023](#) in a fair and equitable manner by:

- maintaining a professional familiarity with the Agreement, and
- consulting with the CAO or HRA on matters of interpretation.

The CAO shall ensure the supervisors are administering the Collective Agreement consistently by:

- providing guidance and direction on labour relations issues, and
- obtaining further interpretation from the municipality's labour relations expert as required.

8.6 COLLECTIVE BARGAINING

All supervisors shall propose evolving Collective Agreement amendments to the Bargaining Committee.

While the Collective Agreement is in effect, the CAO will compile input from supervisors for consideration by the Collective Bargaining Unit Committee consisting of senior management and members appointed by Council by:

- Facilitating Council's selection of employer representatives
- Coordinating the activities of employer representatives at the bargaining table
- Ensuring all suggested amendments are addressed
- Soliciting input from additional resources as required
- Advising Council of developments and proposing decisions.

8.7 GRIEVANCES

All municipal employees will, to the best of their ability, respect and abide by the provisions of the [Appendix 4.2 Collective Agreement 2023](#) Agreement's grievance procedures.

Non-Bargaining Unit employees have the right to complain about operational issues by:

1. Firstly, discussing a matter with their supervisor, or if the complaint is unresolved,
2. Escalating their complaint up to the CAO or Council

Complaints related to harassment, discrimination or bullying are addressed for all employees in Policy 12.

8.8 SUPERVISION

Meetings that do not constitute "supervision":

- "Team" or "staff meetings" called by a supervisor with a number of employees to discuss administrative and / or operational matters of particular interest to the collected group
- "Hallway conversations" to direct or discuss a specific administrative or operational action

8.8.1 Purpose

Supervisors will meet with their individual staff on a regular basis:

- With a process that is:
 - Open to allow both parties to bring issues to the table
 - Mutually respectful
 - Receptive to their staff
 - Consistent and
 - Clearly documented
- To:
 - Ensure their direction is clear and followed through
 - Assign new duties
 - Provide in-service training
 - Monitor progress on an employee's Performance Appraisal, and
 - Discuss issues of technical or personal concerns related to the workplace

8.8.2 Skills and Qualifications

The CAO will ensure supervisors possess the necessary skills either at the onset of selection, or through the employee's professional development by:

- Reflecting the required skills and experience in their Job Descriptions
- Only assigning qualified persons to supervisory responsibilities who are skilled at:
 - Delivering operational or administrative services
 - Administering the Collective Agreement
 - Delegating tasks effectively
 - Project management
 - Report writing
 - Time management
 - Negotiating solutions and change
 - Planning
 - Problem solving
 - Conflict resolution
 - Training, and
 - Coaching

8.8.3 Employee – Supervisor Responsibilities

All supervisors will ensure they:

- are accessible to their staff
- schedule regular meetings with their staff individually
- appropriately document the proceedings of these meetings
- enable a process that is open and receptive to the employee, and
- provide clear direction when required.

Employees will ensure they:

- are accessible to their supervisor
- attend scheduled meetings
- maintain their own notes on the meetings
- are open with their supervisor
- follow through on directions or instructions as required.

8.8.4 Frequency of Supervision

As a minimum, supervisors must meet individually with their staff monthly or as needed. These meetings will occur more frequently as required to help a staff who:

- Is new to the municipality, or
- Requires more direction because of competencies or complexities in the work.

A supervisor will meet with a new employee who is on probation, a minimum of once every 2 weeks and until the probationary term is successfully completed.

8.9 DISPUTE RESOLUTION

Disputes involving bargaining unit employees are addressed by [Appendix 4.2 Collective Agreement 2023](#).

Pursuant to procedure 8.7, non-bargaining unit employees of the municipality cannot initiate the Collective Agreement's grievance process to address their personal complaints in the workplace.

Said employees shall address their concerns as soon as possible to resolve their issues in a fair and consistent manner and without fear of reprisal.

8.9.1 Employee to Employee

All employees are expected to resolve inter-personal issues privately, effectively and in a timely manner.

However, should these efforts not succeed, an employee will bring the matter to the attention of the immediate supervisors to:

- Facilitate a resolution of the employees under their supervision, or
- Coordinate a resolution with other supervisors

8.9.2 Employee to Supervisor

A non-bargaining unit employee who experiences an issue(s) of concern with a supervisor will progress through the following stages to resolve the concern:

- A private conversation with the supervisor within 10 working days of the concern,
- If not satisfied, the employee refers the matter to the supervisor's supervisor for resolution.
 - The second supervisor responds within 5 working days
- If not satisfied, the employee submits a report within 5 working days to the CAO who shall respond within a reasonable period of time.
- If not satisfied, the employee refers the matter through the CAO within a reasonable period of time to the Head of Council who, upon conferring with the Board and without abrogating the authority of the CAO, shall
 - delegate a committee to hear the matter to offer a resolution satisfactory to all parties, and
 - respond within a reasonable period of time.

GUIDELINE

8.9.3

Employees who believe they have not been treated fairly through the municipality's dispute resolution process may file a grievance process provided by legislation such as the Employment Standards Act, the Human Rights Code, the Occupational Health and Safety Act or the Pay Equity Act.

POLICY 9 PERFORMANCE MANAGEMENT

The Municipality manages the performance of its employees in a transparent and fair manner to foster positive staff relations and improve the performance of its individuals.

Procedures

9.1 PURPOSE

The employee and supervisor share the responsibility to manage an employee's performance in order to improve one's work performance and realize the employee's full potential.

Matters of performance that are discussed between a supervisor and an employee shall not be shared with other employees.

A supervisor may share such matters with another supervisor, director or CAO on a need-to-know basis only.

9.2 JOB DESCRIPTIONS

The Human Resources Administrator (HRA) will maintain

A current description of every position occupied by the municipality's employees in a master file of all current Job descriptions.

The supervisor will explain the Job Description to each new employee,

9.2.1 Template

A Job Description shall reflect the template presented in [Form 9.2.1](#) to describe the following elements and others as needed:

- The position's title
- The supervisor to whom the position is accountable
- Positions supervised
- Required qualifications
- Its purpose
- Duties and responsibilities
- Date when certified

9.2.2 Revisions

The HRA will:

- Upon notification of supervisors, ensure changes are updated in the official job descriptions
- Maintain a schedule of revisions to ensure all Job descriptions are updated at a minimum of five years from the date of an employee's initially occupying a position, and
- Notify municipal supervisors prior to the due date.

Upon determining that a significant change to a job description is required the supervisor will:

1. Discuss the proposed change with the employee
2. Submit a new draft to the CAO for approval who will

3. Adjust the employee's compensation if approved and warranted

Subsequent to the above, the HRA will:

- Ensure revised copies are signed and entered in the employee's personnel file,
- Replace the old copy in the master files.

9.2.3 New Positions

The CAO will ensure Job Descriptions for all new positions are finalized to:

- Fit the position within the municipality's existing pay grid, and
- Confirm the position is or will be funded by the municipality's existing budget

9.2.4 Credentials

An employee in a position requiring professional credentials shall complete [Form 9.2.5 Attestation Form](#) upon being hired for a position and at any time thereafter when changes occur.

9.3 PERFORMANCE EVALUATIONS

All municipal employees shall participate in the appraisal of their performance at a minimum of once per year, pursuant to their anniversary date.

Evaluations during an employee's probationary period is addressed in Procedure 9.3.5

9.3.1 Description

Based on the job description, the supervisor evaluates an employee's performance with the full participation of the employee to:

- Clarify how performance is being evaluated
- Clarify the expectations of the job
- Review remedies and improvement plan for the previous term
- Make a clear determination on work performance by considering, among other factors, the employee's:
 - Productivity
 - Ability to support the municipality's service philosophy
 - Team work
 - Interpersonal skills
 - Quality of services to clients and staff
 - Support of the municipality as an organization
- Set remedies and improvement plans for the forthcoming term
- Complete a report on the Performance Evaluation's outcome - [Form 9.3.1](#)
- Ensure the report is signed by both parties and counter-signed by the supervisor's supervisor

The performance of Volunteer Fire Fighters is evaluated by the Fire Chief with records maintained on their training and their calls out to fire-fighting activities.

9.3.2 Confidentiality

All documents related to an employee's Performance Evaluation are:

- Open only to the employee, the supervisor, HRA and CAO, and

- Shared on a demonstrable need-to-know basis with other supervisors

9.3.3 Stages to the Performance Evaluation Cycle

The supervisor and the employee must go through 3 stages to complete the Performance Appraisal cycle:

1. Setting goals and expectations for a forthcoming period
2. Gathering information / monitoring achievements towards the attainment of goals during the predetermined period
3. Near the end of the term:
 - The employee completes a self-appraisal that is submitted to the supervisor, who
 - Reviews the work performance during the predetermined period with the employee.

Such reviews can be more frequent if the supervisor determines necessity.

9.3.4 Tracking Performance Evaluations

Further to Procedure 9.3.1, the HRA will maintain a record of completed and outstanding Performance Evaluations for each employee and by supervisor by:

- Advising the supervisor when Performance Evaluations are due
- Ensuring the completed Evaluation reports are entered in the employee's personnel file.

9.3.5 Probationary Period

All new employees enter a six-month probationary period beginning on the official start date whereby, the six months consist of six consecutive months worked without interruption, or –

A month consisting of 40 shifts or days for part time employees

The same applies to Fire Fighters with probationary periods of 12 months.

During the new employee's orientation, the supervisor will:

- Clarify the Performance Evaluation process with the employee,
- Set measurable performance expectations
- Hold a minimum of three supervision sessions with the employee

Well before completion of the Probationary Period, the supervisor will recommend to the CAO whether to:

- Grant the employee full employee status, or
- Terminate the employment without recourse to:
 - A union grievance or
 - Civil action on the basis of termination without cause

9.3.6 Annual or Scheduled Performance Evaluations

The supervisor will complete a Performance Evaluation for all employees at least once a year and more frequently if:

- The employee's performance indicates a significant need for improvement
- The employee is promoted, re-classified or transferred
- The employee's supervisor changes.

Provided none of the above occurrences apply, the due date for each employee is one calendar year from the official start date and one year thereafter.

9.3.7 Employee Rights

Employees being evaluated are encouraged to include a statement on [Form 9.3.1](#) about the evaluation's conclusions.

9.4 PERFORMANCE DEFICIENCIES

"Unacceptable Performance" refers to any recurring type of misconduct or inferior work performance that is not acceptable to the supervisor and requires correction.

The CAO will ensure the municipality addresses performance deficiencies without delay and in a manner that is consistent with all employees.

Municipal management will apply methods of progressive discipline pursuant to Procedure 5.4.3.

POLICY 10 STAFF TRAINING AND DEVELOPMENT

The Municipality will allocate the human and financial resources to ensure employees are properly trained to carry out their duties effectively and safely.

Procedures

10.1 Employee Needs

Job Descriptions

Pursuant to Procedure 9.2, the HRA shall ensure the Job Descriptions for all positions include their current qualifications requirements.

New Hires

As Chair of the hiring committees, the CAO or designate will ensure the qualifications of all successful candidates are confirmed with academic documents, permits and licenses are entered in the individual's personnel file.

If a candidate, short on qualifications is hired, the Chair of the hiring committee will ensure the shortfall is noted in the personnel file.

Probation Period

During the new employees probationary supervision meetings, the supervisor will:

- Confirm the employee's qualifications to determine, if any, future needs for training
- If any additional mandatory training is needed, advise the HRA accordingly to update the personnel file
- Include the information for the municipality's Training Plan, and
- Set ongoing training needs as future goals in the employee's Performance Evaluations.

Promotions

A supervisor working with an employee who has been recently promoted to a supervisor or lead hand position, the supervisor will determine if any skills training is needed and schedule same in the municipality's Training Plan.

10.2 Municipal Training Plan

Notwithstanding that training needs can be sporadically revealed in the workplace, the CAO or the DCS will ensure the training needs of municipal employees are met as expeditiously as possible with all reasonable efforts to:

- Have the training needs of employees identified or forecasted by supervisors
- Facilitate the required training As Soon As Possible
- Develop annual training plans to be administered by the HRA that identify:
 - Mandatory skills training for individual employees or groups of employees by:
 - On the job training, or
 - Training by external resources
- Including all training costs in the formulation of and adjustments to the municipality's annual budget per Policy 1.

Normal salaries, attendance credits and expense reimbursements are continued for employees attending mandatory training

10.3 Staff Development

If and when the municipality's human and financial resources allow, the CAO encourages the professional development of its employees by:

- Establishing a training account to reimburse motivated employees who undertake and successfully complete personal training per procedure 10.3.1
- Permitting paid time to attend external training
- Adjusting an employee's work schedule to gain experience in other municipal duties.

10.3.1 Reimbursement for Training

The CAO or DCS will administer a funded training program that:

- Is based on a funded allocation within the municipality's budget
- Receives requests from employees before they undertake their self-funded training
- Applies fair criteria to recommend employees to the CAO and Council for the limited program that include, but are not limited to:
 - The cost and type of desired training
 - The value added to the municipality's services
 - Seniority per [Appendix 4.2 Collective Agreement 2023.](#) for bargaining unit employees
- Ensures, where appropriate, reimbursements are granted once successful completion is confirmed.

POLICY 11 PERSONNEL RECORDS

The Municipality maintains a comprehensive, standardised and confidential record for all its employees.

Procedures

11.1 MAINTENANCE AND CONTROL

Personnel records are kept indefinitely, not to be destroyed at any time.

Pursuant to [appendix 5.2.3](#) reflecting Council's records retention by-law, the Human Resources Administrator (HRA), or designate shall control:

- The addition to
- The removal from
- The archival of, and
- All official personnel records that consist of:
 - Hard copy documents, and electronic files

The CAO and the Finance / Payroll Administrator are permanent, but not exclusive designates for this Human Resource function and access to personnel files.

11.2 INVENTORY, ORDER OF DOCUMENTS

An employee's personnel file will contain the following information in a manner and order that is standard for all employees:

1. Copy of Identification Card with photo
2. Vital Statistics with identifying information, address, telephone number, etc.
3. Documents relevant to the employee's application for employment:
 - a. Application for employment, including the resume or CV
 - b. Proof of qualifications that include copies of diploma, degree, professional licenses, certificates or registrations required by the Province, E.G.:
 - i. Current driver's license with insurance policy
 - ii. Driver's Abstract
 - iii. CPR, First Aid, CPI as needed
 - c. Medical documents as required, including immunization records
 - d. Results of the Criminal Reference check or Vulnerable Sector Use as required
 - e. Signed:
 - i. Original Letter of Offer or contract
 - ii. Oath of Confidentiality
 - iii. Job Description (signed)
4. Payroll and benefits documents to include:
 - a. the Social Insurance Number
 - b. Benefits documents
 - c. Relevant banking form
5. Applicable doctor's notes
6. Performance Appraisals
7. Training received

8. Municipal property assigned to the employee
9. Promotion history
10. Disciplinary documents, reports, letters
11. Requests for leave
12. Termination Checklist Form intended for internal use only. TBD
13. etc.

11.3 CONFIDENTIALITY

For all personnel files, the HRA will ensure:

- Controlled access pursuant to Procedure 11.4
- Secure and central storage that is locked at day's end.
- With direction from the supervisor, disposal of notes containing employee information in a manner that maintains confidentiality

11.4 ACCESS

No employee shall:

- Have direct, unsupervised access to a personnel file.
- Remove an employee file from the municipality's administrative office.
- Without advising the employee, convey to a federal, provincial or municipal government items 2 – 3 – 5 – 6 – 10 and 11 in procedure 11.2.

The HRA and management employees will share employee information within the municipality on a need-to-know basis. In so doing, they must exercise professional discretion when using peer consultation and to limit discussion of identifying employee information whenever possible.

11.4.1 Appropriate Authorization

"Appropriate authorization" includes a signed release of information.

When such cannot be obtained:

- In circumstances that are reasonably compelling, including, but not limited to:
 - A court order,
 - A medical emergency threatening life or permanent injury
- Approval shall be granted by the:
 - CAO for the release of documents on file
 - HRA for information about a file's contents
 - Employee's supervisor for an oral reference.

SEE Guideline 11.4.1

11.4.2 Legal Authorities

Inquiries from legal authorities will be referred to the HRA who will:

- consult with the CAO, and
- where appropriate, inform the employee.

The HRA will address inquiries from financial and collection agencies by:

- where appropriate, seeking the employee's authorization prior to release, and
- restricting information to a confirmation of the person's employment with the municipality and

11.4.3 Employee Access

Upon 5 days written notice from the employee, the HRA will provide the file for the employee to read in the HRA's presence with the understanding that the employee will not remove or alter anything in the file.

Should the employee request a change of documentation, the HRA will do so upon consultation with the employee's supervisor and the CAO.

11.5 DISCIPLINARY DOCUMENTS

Except where progressive discipline has culminated in a letter of reprimand indicating dismissal if the employee repeats a misconduct, the HRA will remove all documentation on occurrences of discipline from an employee's personnel file when an employee has been discipline-free for twenty-four consecutive months. (Refer to Article 32.01 of [Appendix 4.2 Collective Agreement 2023](#))

11.6 EMPLOYEE'S RESPONSIBILITY

It is up to the employee to ensure that changes to personal information such as address, telephone number, current qualifications, etc., are entered in the file by completing [Form 11.6, Employee Change Form](#)

11.7 IDENTIFICATION CARDS

Once the employee starts work, the HRA will schedule the employee for an identification picture for a card that will contain the:

- municipality's name
- CAO's signature
- employee's name
- employee's photograph
- employee's signature.

The card is municipal property that the employee must return upon leaving employment with the municipality.

11.8 FILE RETENTION

Upon an employee's termination and when there is no indication of litigation, the Human Resources Administrator will archive or destroy all personnel files pursuant to the requirements of procedure 5.2.3 that references [appendix 5.2.3 records disposal BY-LAW 22-17](#)

GUIDELINES

11.4.1

For further information see Privacy Commissioner of Ontario Fact Sheet
<https://www.ipc.on.ca/sites/default/files/legacy/Resources/fact-07-e.pdf>

POLICY 12 HUMAN RIGHTS

The Municipality maintains a zero tolerance for discrimination, harassment, bullying or violence in the workplace.

Procedures

12.1 THE WORKPLACE AND SUPERVISORS

The procedures of this policy apply in all of the municipality's established workplaces that also include anywhere that employment responsibilities or relationships may require employees to be present, such as:

- Office related social functions
- On assignment out of the office
- At work-related conferences or training
- During work-related travel
- During work-related phone conversations
- During or within e-mail transmissions.

A supervisor who fails to act as required by these procedures shall be subjected to disciplinary action that could lead to dismissal with cause.

12.2 VIOLENCE

All supervisors shall immediately investigate any act, or threat or third-party report of physical violence against an employee or any person or persons. To determine the veracity of an allegation and consider:

- Providing first-response aid
- Noting the allegation for a personnel file, and
- Considering the following outcomes:
 - The need for a police investigation
 - Establishing, if necessary, a safe workplace by Accommodating an alleged victim
 - Suspending an accused
 - Engaging a disciplinary process
 - Resolving an inter-personal conflict

Any employee who witnesses or is aware of an act or threat of violence must report the incident to a supervisor who will protect the confidentiality of the report until such time that legal action requires otherwise.

12.3 DISCRIMINATION

During the process of recruitment, no person shall:

- publish or display an advertisement in connection with employment that directly or indirectly classifies or indicates qualifications by a prohibited ground of discrimination, or
- make an inquiry of an applicant that directly or indirectly classifies or indicates qualification or lack thereof by a prohibited ground of discrimination.

The municipality recognises the dignity and worth of every person, client and employee and it is committed to provide for their equal rights and opportunities without discrimination pursuant to the provisions of the Human Rights Code of Ontario.

The municipality supports the right of any person, client or employee to seek redress to what is perceived as an infringement of such rights.

The municipality will accommodate an employee with a disability provided the employee is capable of fulfilling the essential duties of the job and that the accommodation does not create undue stress on the municipality.

No employee shall discriminate against any person, client and employee because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same-sex partnership status, family status or disability in the provision of:

- services, or
- employment and employment opportunities.

“Disability” as defined by the Human Rights code means the person has:

- Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness.
- A condition of mental impairment
- A learning disability or dysfunction in one or more of the processes involved in understanding or using symbols or spoken language
- A mental disorder, or
- An injury or disability for which benefits were claimed or received under the Workplace Safety and Insurance Act.

12.4 HARASSMENT AND BULLYING

“Harassment” or “bullying” do not normally include sanctions against employees for poor performance or misconduct which should be addressed through [Appendix 4.2 Collective Agreement 2023](#).

Harassment

"Harassment" means engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome. It also includes retaliation against a person for:

- invoking this policy
- participating or cooperating in any investigation under this policy, or
- associating with a person who has invoked this policy or participated in its procedures.

No employee shall harass a person, client or employee because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same-sex partnership status, family status or disability.

Sexual Harassment

“Sexual harassment” is one or a series of incidents where an employee is subjected to conduct, comment, gesture or contact of a sexual nature which could reasonably be considered intimidating, hostile or offensive.

When in a position to confer, grant or deny a benefit or advancement to a person, resident or employee and when the employee knows or ought reasonably to know that it is unwelcome, no employee shall:

- solicit sex or make a sexual advancement, or
- retaliate or threaten reprisal for the rejection of a sexual solicitation or advance.

Bullying

Bullying is the use of force, coercion, hurtful teasing or threat, to abuse, aggressively dominate or intimidate. The behaviour is often repeated and habitual. One essential prerequisite is the perception of an imbalance of physical or social power and this imbalance distinguishes bullying from conflict.

12.5 COMPLAINTS

Any employee may initiate a complaint about discrimination, harassment or bullying.

No person shall infringe upon the right of an employee to institute and participate in proceedings under the Human Rights Code.

Any employee has the legal right to file a complaint with the Human Rights Commission at any time. Failing a satisfactory resolution that right applies to accessing adjudication by the courts.

At their discretion and to allow for quick and effective redress, employees are encouraged, but not obliged to seek resolution with procedures 12.5.1 and 12.5.2 prior to proceeding with the Commission.

12.5.1 Informal Complaint

While under no obligation to do so, an employee could:

1. Initially address an incident by directly communicating displeasure to the respondent (object of the complainant) about the behaviour, that it is unwelcome and that it must cease, unless direct communication is:
 - an uncomfortable option, or
 - an inappropriate course of action.

Failing this, the complaint may be processed informally.

2. While all proceedings are oral, the complainant informs the respondent's supervisor of:
 - a. the nature of the complaint with
 - b. time(s), place(s) and witnesses
3. The respondent's supervisor will immediately bring the matter to the attention of the CAO who will assist with resolving the matter to everyone's satisfaction. Should the CAO be the immediate supervisor or the respondent, the supervisor will bring the matter to the attention of the Mayor.

4. If resolved, the matter is closed without documentation.
5. At any given time, the employee will formalize the complaint if:
 - The complaint is ignored or
 - Resolution is not achieved

12.5.2 Formal Complaint

The complainant:

- Submits a written and signed report to the respondent's immediate supervisor with copy to the CAO that describes:
 - The circumstances and nature of the infraction
 - Time(s), date(s) and place(s)
 - The witnesses if any.

The immediate supervisor meets with the complainant and a representative of choice within 3 working days to:

- Discuss the issue and
- Advise the complainant of:
 - The pending implications, and
 - The respondent receiving a copy of the report.

Subsequent to the meeting, the supervisor discusses options with the CAO to determine if an investigation of the complaint should be:

- A. Internal
- B. External, or
- C. Referred to the Human Rights Commission

12.5.3 Investigation of Discrimination or Harassment or Bullying

When deemed required, an internal investigation is undertaken by the next level-up, IE:

A director investigating a complaint by an employee who reports to a supervisor

A CAO investigating a complaint by an employee who reports to a director

A Council investigating a complaint by an employee who reports to the CAO

The CAO or Council can determine that an external investigation is required by considering any of the following:

- The sensitive nature of the complaint
- The complexity of the complaint
- The need to ensure and demonstrate the investigation's objectivity
- The possibility of systemic issues with the work unit or the municipality
- Any other relevant organizational or political issues at the time

Any investigation of a formal complaint must be initiated with documented statements by the complainant and the respondent to outline:

- The facts of the allegation with
 - Behaviours of the respondent
 - Date, time and place – plural if repeated occurrences
 - The context of the occurrence
- Impact upon the complainant

- Witnesses
- Desired outcome
- Be initiated within 3 working days with notice to the complainant and respondent detailing:
 - Who will be investigating
 - When it will commence and projected time frame
 - The protection of confidentiality for witnesses and participants (excluding the complainant and the respondent)
 - When necessary to advance the progress of an investigation, information is to be shared on a need to know basis only.
 - The recipient(s) of the investigation's findings

When a complaint is being investigated, supervisors will:

- Not apply disciplinary measures against any party until the investigation is complete, and
- Ensure employees are protected from the effects of unfounded or malicious allegations of harassment or discrimination.

Investigative Process

The investigator must:

- Complete the investigation within a reasonable amount of time
- Interview both parties (with their respective representative) and witnesses separately
- Render a decision on the culpability of the respondent, and

12.5.4 Resolution

If dissatisfied with the investigation's outcome, the Complainant may, in no particular order:

- Grieve pursuant to [Appendix 4.2 Collective Agreement 2023](#).
- Bring the matter to the attention of the Mayor
- Complain to the Human Rights Commission, or
- Initiate civil litigation.

If satisfied, the Complainant endorses a copy of the report confirming acceptance of the terms of resolution.

Once resolved by the complainant's endorsement, or if the matter is referred to other means of redress, the CAO ensures:

- The report is entered in the municipality's archives
- A sealed and confidential record of the culpability and discipline (if any) is entered in the respondent's personnel file for 2 years.
- The record is expunged after 2 years if no further incidents ensue, or
- Ensure no records are entered in either personnel files if no culpability is found as a result of the investigation.

12.6 SPECIAL ACCOMMODATION

An employee who raises a potential accommodation issue shall:

- submit a written request for accommodation to the immediate supervisor to describe:
 - the condition(s) or circumstance(s) causing the accommodation issue, and
 - the detailed redress being sought, and
- cooperate fully with any requests for additional information.

The supervisor shall review the request as soon as possible with the CAO by considering:

- the merits of the request,
- relevant medical information or opinions which may necessitate a formal needs assessment by a qualified medical practitioner or other trained professional
- relevant costs, and
- impact of the desired accommodation on the workplace.

The CAO will provide a written response to the employee with copy to the personnel file.

If dissatisfied with the outcome, the employee may, in no particular order:

- Grieve pursuant to the Collective Agreement.
- Bring the matter to the attention of Council
- Complain to the Human Rights Commission, or
- Initiate civil litigation.

GUIDELINES

12.2

Human Rights Code of Ontario

<https://www.ontario.ca/laws/statute/90h19>

All employees share a responsibility to ensure:

- common sense prevails in all situations
- all complaints are treated seriously with sensitivity
- every attempt is made to preserve the dignity and self-respect of all persons (including alleged transgressors) involved
- complaints are resolved in an expeditious and appropriate manner.

Examples of harassment in the workplace include, but are not limited:

- unwelcome remarks, jokes, innuendoes, or taunting about a person's race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, marital status, same-sex partnership status, family status or disability
- the electronic or hard copy display of suggestive, offensive or derogatory pictures, cartoons or material, and
- insulting gestures or practical jokes that cause embarrassment or awkwardness.

Provided confidentiality is maintained, any employee may seek informal assistance on harassment from:

- a supervisor or coordinator

- the CAO
- a Health and Safety Committee member
- a union representative

Such consultation could help:

- determine if harassment has occurred
- explore options to proceed, or
- with formulating a complaint or response.

POLICY 13 OCCUPATIONAL HEALTH AND SAFETY

The Municipality is committed to maintaining a healthy and safe workplace.

Procedures

13.1 RIGHTS AND RESPONSIBILITIES

13.1.1 All Employees

"Employees" includes all persons paid or retained by the Municipality to perform its functions and "Workplace" means any location, other than the employee's place of residence, where an employee works.

All employees:

- Have the right to:
 - The protection of their physical and emotional health, and
 - Access a process of immediate support if at risk or injuries are sustained, and when injured:
 - Worker's compensation benefits
 - Such health care as may be necessary, appropriate and sufficient as a result of the injury, and
 - Make the initial choice of a health professional.
 - Payment pursuant to the Workplace Safety and Insurance Act covers the day of the injury as if the accident had not occurred.
 - To stop work for reasons believed to be described in Procedures 13.10 of this manual.
- Shall:
 - Exercise consistent and continuous efforts to create and maintain a safe workplace to minimize and/or prevent occupational injuries and illnesses.
 - At all times observe and comply with the requirements of:
 - the Ontario Occupational Health and safety Act (OHSA) and its regulations, and
 - All municipal policies and procedures related to health and safety.
 - By exercising sound judgement, identify and report to their immediate supervisor any omissions or required revisions to this manual.
 - Be subject to disciplinary action that may include dismissal for cause when violating established workplace safety requirements

(SEE Guideline 13.1.1)

13.1.2 Chief Administrative Officer

The CAO shall ensure:

- All work locations have a copy of the Occupational Health and Safety Act
- The establishment and effective operation of a Joint Health and Safety Committee (JHSC)
- All supervisors and employees are trained on their health and safety responsibilities.
- The development and distribution of:
 - The Municipality's health and safety policies and procedures

- An emergency plan for each location addressing fire, power failure, bomb threats or other natural disasters threatening employees and residents, and
- The regular conduct of employee emergency training

13.1.3 Directors, Fire Chief and Supervisors

Directors, Fire Chief and Supervisors must be knowledgeable about the Occupational Health and Safety Act and they must:

- monitor the extent to which their areas of responsibility are safe and healthy, and
- ensure their employees
 - comply with safe work procedures
 - are adequately trained to work safely, and
 - are notified of any potential hazards which may exist in the workplace or other locations.

13.2 JOINT HEALTH AND SAFETY COMMITTEE

13.2.1 Context

A Joint Health and Safety Committee (JHSC) will:

- Consist of at least 2 union employee and 1 fire fighter representatives and 2 management representatives
- Operate with mutually approved terms of reference to ensure the municipality's compliance with the Occupational Health and Safety Act (OHSA) of Ontario.
- Be supported by the Municipality
- Ensure no reprisals against any employees exercising their rights under the OHSA.

Employees shall report any health and safety issues to their immediate supervisor. Failing resolution of a concern, an employee should consult with a member of the Committee.

Supervisors and employees will cooperate fully with the Committee and provide any information or assistance requested by the Committee.

The CAO will ensure the Municipality provides the Committee with the necessary information including accident reports and other relevant health and safety records to enable the Committee to fulfil its function.

The Union will actively promote the full cooperation of its membership in the observation of all safety rules and practices.

13.2.2 Purpose, Powers and Duties of the Committee:

The Occupational Health and Safety Act prescribes the purpose, powers and duties of the JHSC per

<https://www.ontario.ca/laws/statute/90o01>

13.2.3 Chief Administrative Officer

The CAO shall:

- Ensure at least one Union representative and one management representative are certified members of the Committee through the completion of the two-part certification training program as developed by the Workplace Safety and Insurance Board (See Guideline 13.2.5).
- Ensure a written response to written recommendations from the Committee within 21 calendar days with a timetable for implementing agreed to recommendations or reasons for disagreeing with the recommendations.
- Provide Committee members with paid time off work to prepare for (up to 1 hour) and attend Committee meetings and carry out member duties
- Designate management members for the Committee
- Respond to any work stoppage orders issued by the Committee, and
- Ensure:
 - a committee member conducting inspections is provided required information or assistance
 - the names and work locations of Committee members are posted in visible location(s)
 - the Committee is provided with copies of any orders or written reports from Safety Inspectors
 - the confidentiality of Committee business is respected
 - the chair of the Committee reports to the municipality's Management Team as required
 - no reprisals are taken against anyone exercising rights or responsibilities under the OHSA.
 - The provision of:
 - Appropriate meeting space for the Committee
 - A Health and Safety bulletin board at each work location
 - The confidentiality of all medical information about individuals brought to the attention of the Committee
 - the Committee is informed whenever possible regarding any new equipment, procedures or materials prior to introducing them on municipal premises.

13.3 FIRST AID REQUIREMENTS

13.3.1 First Aid Station

The CAO shall ensure:

- First aid stations are:
 - Located as to be reasonably accessible for the prompt treatment of any worker at all times when work is in progress.
 - In the charge of a qualified First Aid Attendant who works in the immediate vicinity of the first aid station
 - Unattended first aid kit for each location with not more than 5 workers, and

- Attended by a First Aid Attendant for each location with more than 5 workers per shift, who:
 - Is the holder of a valid St. John Ambulance Emergency First Aid Certificate or its equivalent.
 - Shall inspect its first aid station on a quarterly basis with a signed inspection for each box.
- First aid stations contain:
 - A first aid box containing the items required by Regulation 1101 of the Workplace Safety and Insurance Act - <https://www.ontario.ca/laws/regulation/901101>
 - A notice board displaying,
 - the valid first aid certificates qualified trained workers on duty, and
 - an inspection card with spaces for recording the date of the most recent inspection of the first aid box and the signature of the person making the inspection.
 - First aid boxes that:
 - Contain the minimum first aid items required by Regulation 1101
 - Are large enough for each item to be readily accessible, and
 - Are maintained in good condition at all times
 - Are in all municipal vehicles used to transport municipal employees

13.4 REPORTING ACCIDENTS AND INJURIES

13.4.1 Definitions

“Critical injury” means an injury of a serious nature that:

- places life in jeopardy
- produces unconsciousness
- results in substantial loss of blood
- involves the fracture or amputation of an arm or leg, but not a finger or toe
- consists of burns to a major portion of the body, or
- causes the loss of sight in an eye.

“Health care” for the purposes of the WSIA includes in part:

- professional services provided by a health care provider
- services provided by or at a hospital and health facility
- prescribed medication

“Days” refers to calendar days.

13.4.2 Responsibilities

Each Employee shall immediately report any workplace injury, accident or illness to an immediate supervisor.

Each supervisor shall:

1. Ensure the employee receives proper medical care when injured, and
2. Immediately upon being notified of a fatality or critical injury seal off the accident scene, and

- Ensure nothing within the scene is disturbed except for purposes of saving life, relieving human suffering, or preventing unnecessary damage to equipment or other property.
- 3. Investigate an accident or work-related injury to implement corrective action to prevent or minimize a recurrence of the accident or injury.

The CAO shall ensure:

- Accident and injury reports are properly prepared and issued to the appropriate authorities, and that
- All employees are familiar with these procedures.

(See procedure 13.5.1)

13.4.3 Report Requirements

All employees experiencing a workplace injury must immediately advise their supervisor who will:

- Note and take corrective action, or
- If medical attention was required:
 - Complete a WSIB Form 7 Employer's Report of Injury / Disease with the employee–
 - https://www.wsib.ca/sites/default/files/2021-04/0007a_0.pdf
 - Forward a signed copy to the H&S Committee Chair and the CAO who will submit
 - Form 7 to WSIB within three (3) days of the occurrence
 - All other reports to the WSIB in the timelines required
 - Retain copies for:
 - The supervisor
 - The employee
 - The employee's personnel file

The Joint Health and Safety Committee shall, at its meetings review and log all Form 7 Reports that ensued since the last meeting.

(See Guideline 13.4.3)

13.5 ACCIDENT INVESTIGATION DEATH OR CRITICAL INJURY

13.5.1 The Chief Administrative Officer

Within four work hours of an incident, the CAO shall:

- Call the:
 - Ministry of Labour
 - OPP
- Convene an investigation team of:
 - The HSC Chair
 - The injured worker's immediate supervisor, and
 - A Union representative as recording secretary.

13.5.2 Investigation Team

The team will:

- Assist in identifying any factors that may have caused the incident
- Cooperate with the Ministry of Labour, and
- Report on its findings within 24 hours of the incident with copies to the HSC and pursuant to the reporting requirements outlined in Section 13.4

The investigation shall include, but not be limited to:

- Interviewing persons involved in or witness to the incident
- Describing the details of the incident
- Identifying unsafe and contributing acts or conditions
- Describing the reason(s) for the unsafe acts or conditions
- Recommending prevention or remedial measures with a time table for their implementation
- Identifying remedial measures already undertaken
- Communicating to all municipal employees
 - the circumstances surrounding the incident, and
 - remedial measures that have been undertaken and measures to follow

13.5.3 Follow-Up

The CAO shall:

- Maintain a list of recommendations and respective completion dates from all Accident Investigations and follow-up to ensure the implementation of appropriate recommendations, and
- Ensure copies of investigation reports are retained in accordance with the municipality's retention procedure 5.2.3.

13.6 EMERGENCIES

13.6.1 Emergency Response Equipment

The CAO, in cooperation with the Joint Health and Safety Committee (JHSC) shall ensure all Municipal sites are equipped with:

- Fire prevention and extinguishing equipment as prescribed by the applicable building and fire codes, and
- First Aid boxes.

The regular rounds of JHSC inspections will examine the condition and operating status of the equipment and randomly test available personnel in their use.

13.6.2 Emergency Plans and Procedures

In responding to an emergency, all employees will address their respective responsibilities in a descending order of priority related to the:

1. Care and safety of residents without compromising an employee's own safety
2. Care and safety of employees, then
3. Protection of physical equipment or buildings.

The CAO, in cooperation with the JHSC shall ensure:

- The development and distribution of an emergency plan for each location to address fire, power failure, bomb threats, resident threats, critical injury, weapons or other natural disasters. These plans shall include, but not be limited to:
 - A diagram of escape routes for employees and residents
 - Who is to take charge on sight
 - Whom is to be contacted for assistance with available telephone numbers
 - Person-specific procedures for staff
 - Resident care and safety
 - The means of communication with municipal management during the emergency
 - Report and documentation requirements
- The plans are visibly posted at all municipal sites for residents and employees
- Employees are adequately trained and drilled on an annual basis in their application.

Plans for the following locations are reflected in the following appendices:

1. PENDING

13.6.3 Mandatory Emergency Training and Drills

Supervisors must ensure all employees reporting directly to them are trained in the use of emergency equipment and in the application of the emergency plans by:

- Including the training as part of a new employee's orientation
- Confirming the status of the related certifications required of their employment (E.G. driver's license, First Aid, CPR, etc.)
- Ensuring the employees participate in annual drills with the equipment and emergency plans, and
- Ensuring their training needs are noted in their personnel files

13.6.4 Municipal Emergencies

When conditions that threaten or could threaten disaster for the Municipality, the Mayor will call for a state of emergency pursuant to the municipality's Community Emergency Plan.

<https://mattawa.ca/uploads/docs/by-laws/EMERGENCY%20PLAN.pdf>

13.7 Health Concerns

13.7.1 Medic Alert Bracelets

Employees with a medical condition that may require intervention are encouraged to wear a Medic Alert bracelet and to ensure their personnel file contains the related information

13.7.2 Smoking

All Municipal workplaces are non-smoking. No employee shall smoke or permit a resident to smoke at any place within internal municipal premises.

Persons wishing to smoke may do so at external municipal premises and 9 meters away from their public access points.

13.7.3 Communicable Illness or Disease

Any employee who has been diagnosed with a communicable illness or disease, shall, prior to commencing work, report with a signed medical certificate for the diagnosis to the immediate supervisor who will:

- Determine the level of threat to the workplace
- If possible, identify alternate work assignments for the employee
- Preserve the confidentiality as much as is possible
- Advise the CAO as soon as possible, and
- Enter a note on the matter with the medical certificate to the employee's personnel file.

(See Guideline 13.7.3)

13.8 SUBSTANCE ABUSE

13.8.1 Context

Any employee who uses, sells or distributes an illegal substance to any one while on duty shall be subjected to due process and, if culpability is confirmed, be dismissed for cause.

The undesired effects of alcohol, cannabis, illegal substances or the non-prescribed use of medication are not limited to a state of inebriation or an altered state of mind. An employee who is "hung over" or under the influence that diminishes the capacity to perform one's duties is considered to be suffering from the effects.

13.8.2 Supervisor Responsibilities

A supervisor will:

1. Investigate a suspicion of substance abuse per 13.8.1, and if the investigation confirms on the balance of probabilities that the employee:
 - Consumed alcohol, cannabis, an illegal substance or non-prescribed medication while on duty, or
 - Reported to work while under the influence of alcohol, cannabis, an illegal substance or non-prescribed medication, or
 - Suffers from the effects of alcohol, cannabis or the non-prescribed use of medication.
2. Send an employee home without pay, by separate transit, if necessary, when the supervisor believes the employee:
3. Confiscate remnants as evidence and store it in a secure place
4. Document and file the incident with relevant facts, and
5. Report the incident to the CAO

13.8.3 Rehabilitation Program

Upon being notified of such an incident, the CAO shall:

- ensure the incident is properly documented and evidence retained, and
- commence disciplinary investigation and proceedings

If the investigation confirms culpability and if the employee demonstrates compelling reasons to receive assistance for a dependency problem, the CAO will ensure the employee's supervisor:

- Treats the matter through the progressive discipline process
- Assists the employee in accessing a rehabilitation program
- Sets conditions for the employee's participation in the program and continued employment
- Documents an agreement for the program with the employee
- Monitors the employee's progress in the program and at work, and
- Documents all relevant information in the employee's personnel file.

Should the employee:

- Respond to the program, employment with the municipality will continue
- Fail to respond appropriately, continued disciplinary measures may lead up to dismissal.

13.9 WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEM

The CAO shall designate a member of management and a union employee to be trained about materials that are hazardous to the municipality's workplaces.

The designated employees shall:

- Maintain, an unexpired material safety data sheet (MSDS) for all hazardous materials in the workplace
- Ensure:
 - The MSDS are available to persons using the materials
 - A hazardous material is not used, handled or stored at a workplace unless the prescribed worker instructions and training are met.
 - A copy of every unexpired MSDS is:
 - Accessible in the workplaces for examination by the employees
 - Regularly furnished to the Joint Health and Safety Committee
 - Furnished to the medical officer of health on request

No employee shall:

- Remove or deface the MSDS for a hazardous material, or
- Use, store or handle a hazardous material unless the prescribed instructions and training concerning identification are met.

13.10 WORK STOPPAGE

Any employee has the right to refuse work and in so doing shall promptly report the circumstances of the refusal to the immediate supervisor who will respond immediately and in accordance the provisions of Part V: "Right to Refuse or to Stop Work Where Health or Safety In Danger"

<https://www.ontario.ca/laws/statute/90o01#BK83>

13.11 WORKPLACE USAGE

Supervisors shall ensure:

- An employee is designated to open a workplace at a day's beginning and to secure it at day's end.
- Employee's understand their responsibilities in safeguarding the integrity of their workplace (EG: Emergency Plans per Procedure 13.6.2)

The unintended use of a workplace must be approved in writing by a director or the CAO.

Employees are responsible for the security of their own personal belongings.

13.12 TRAVEL

When in transit, with or without a municipal vehicle all employees must:

- Possess:
 - A driver's license valid in Ontario, and
 - The required insurances for their own vehicle
- Abide by all traffic laws
- Communicate electronically as legally permitted
- Exercise good judgement, adapt their driving to road conditions and if not driving when weather conditions are unsafe, they must:
 - Notify their supervisor
 - Use accumulated time for compensation for time away from work.

GUIDELINES

13.1.1

Health and safety practices in Ontario are governed primarily by two acts – the Occupational Health and Safety Act (OHSA) and the Workplace Safety and Insurance Act 1997 (WSIA).

OHSA deals with matters related to workplace health and safety conditions and practices. It assigns certain obligations that must be observed by employers and employees related to health and safety responsibilities. WSIA deals with matters related to compensating employees for workplace injuries. Such matters include the reporting of accidents, eligibility for benefits, first aid and worker rehabilitation.

The OHSA is administered by the Ministry of Labour, Health and Safety Branch. This branch regularly inspects employers' workplaces for compliance with the Act and its regulations. The WSIA is administered by the Workplace Safety and Insurance Board (WSIB) to:

- Promote health and safety and prevent / reduce the occurrence of workplace injuries and occupational diseases

- Facilitate the return to work and recovery of workers who sustain personal injury arising out of and in the course of employment or who suffer from an occupational disease
- Facilitate the re-entry into the labour market of workers and spouses of deceased workers, and
- Provide compensation and other benefits to workers and the survivors of deceased workers.

13.2.5

More information on the member certification process can be found at:
www.wsib.on.ca

13.4.3

An employee who fails to report an accident or injury to the supervisor, may be subject to discipline.

13.7.3

A “communicable illness or disease” is any physical condition diagnosed by a licensed health practitioner as a condition that is transmitted through the normal channels of communication and could pose a threat to the well-being of employees and residents in the workplace.

POLICY 14 CYBER SECURITY

The Municipality will protect our network infrastructure, safeguard personal and municipal data, and ensure compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the National Institute of Standards and Technology's (NIST), Cyber Security Framework.

SEE GUIDELINE 14

Procedures

14.1 SCOPE

This policy applies to:

- All municipal employees, contractors, consultants, and third-party vendors with access to municipal networks.
- All municipal network infrastructure, including hardware, software, servers, cloud environments, endpoints, and wireless systems.

14.2 ROLES AND RESPONSIBILITIES

The CAO:

- Ensures overall compliance with this policy.
- Approves exceptions to the policy where necessary.

The IT Contract (ITC) ensures:

- The network infrastructure is managed, monitored and secure
- Security audits are conducted every 12 months
- Network-related security incidents are responded to and mitigated

14.2.1 Protection of Privacy

All employees shall protect the confidentiality of residents, employees and governance-related information by:

- Restricting access to voice mail or answering machines
- Not using home telephones to contact residents
- Limiting the use of cellular phones as much as possible while not identifying residents or employees during cellular phone transmissions
- Securing laptop computers and smart phones against theft, maintaining password protection and prohibiting their use from unauthorised users, and
- Securing the storage of electronic data pursuant to Procedure 14.3.2.

All employees shall transfer electronic documents by the municipality's e-mail system with attachments.

When an external transmission is received, every employee must:

- Be diligent in assessing the risk of contamination and if in doubt,
- Consult with the supervisor to determine the need for advice from the Information Technology Contract (ITC).

Any confidential information received by fax must be conveyed to the designated municipal recipient as soon as possible.

14.2.2 Email and Internet Use

Although the municipality respects the privacy of its employees:

- Employee privacy does not extend to the use of municipal e-mail and internet systems.
- No person using such resources should expect privacy in their communications.
- All e-mail communications and information downloaded from the internet constitute municipal property.

14.2.3 Prohibitions

Users of the municipality 's internet and e-mail systems shall not:

- Create, transmit, distribute, forward, download or store anything that:
 - infringes any copyright, software licensing rules, trademark or other intellectual property right
 - is obscene, immoral, unethical or pornographic
 - is not software authorised for use by the Information Technology Administrator
 - is libellous, defamatory, hateful, abusive or threatening
 - violates the laws of Canada
 - encourages criminal conduct or conduct that may cause liability
 - harasses the receiver
 - is considered e-mail junk, spam or chain e-mail
 - forges or misleads the sender's identity
 - compromises the integrity of the municipality's network
 - divulges private or confidential information related to municipal business, residents or employees, or
 - violates any of the municipality's policies and procedures.
- Enter into unintended legal obligations for unauthorized internet programs or software
- Share their e-mail, network or related information technology passwords with their colleagues
- Fail to log off when their computer is unattended, or periodically change their password(s)
- Make the system available to third parties not employed by the municipality
- Complete any online purchasing, transactions or ordering without appropriate approval
- Download programs or games into the municipality's network

Employees who inadvertently receives a website or transmission that violates the above must immediately notify their supervisor to investigate the matter.

14.2.4 Downloading

The ITA is the only person authorized to approve the downloading of programs from the internet or e-mail into any part of the municipality's network.

Any approved download will, subject to copyright laws, become the municipality's property.

14.2.5 Maintenance and Use of Equipment

"Equipment" consists of software and hardware provided by the municipality or operated within municipal systems.

The CAO will ensure the municipal ITA is regularly charged to recall, modify, remove and / or audit any such equipment for the purposes of preserving, protecting or improving the municipality's ability to conduct its business effectively and efficiently.

14.2.6 Personal Use of Municipal Technology

Employees using municipal technology for personal reasons may do so:

- during their own discretionary time such as lunch or rest periods
- without contravening Policy 5, and
- without decreasing their work productivity.

14.2.7 Suspected Abuse

An employee who suspects abuse of the systems shall report the abuse directly to the supervisor who shall:

- Assess the risks or abuse to the systems and, if necessary, advise the CAO who shall:
 - Ask the ITA to undertake a preliminary investigation to determine if ongoing monitoring is necessary, and if so
 - The ITA shall submit a report with recommendations to the CAO who will act accordingly.

14.2.8 Discipline

Failure to comply with this policy will result in disciplinary measures that could lead up to dismissal.

14.3 NETWORK SECURITY STANDARDS

The ITC shall ensure:

14.3.1 Access Control

- Network access is restricted to authorized users, devices, and services.
- Control is granted pursuant to job responsibilities.
- Multi-Factor Authentication (MFA) is required for all remote access and administrative accounts.

14.3.2 Data Protection

- All data transmitted over the network is encrypted using secure protocols such as the Transport Layer Security TLS 1.3 or higher.

- Sensitive and personal information is stored and transmitted in compliance with MFIPPA by:
 - Storing critical municipal data on secure, centrally managed servers located in the municipality's data center where physical access is restricted to authorized personnel only, or
 - With Cloud storage providers hosting data exclusively within Canada to comply with data sovereignty laws and ensure compliance with MFIPPA.
 - Storing daily backups of all municipal data on:
 - Local servers or Network Attached Storage (NAS) devices within the municipal data center where local backups are encrypted, with encryption keys stored securely and separately, and
 - Secondary backups stored in the cloud, hosted in Canadian data centers.
 - Retaining data in accordance with municipal policies and legal regulations.

14.3.3 Firewall and Intrusion Prevention

- Firewalls are configured to block unauthorized access and monitor inbound/outbound traffic to detect and mitigate threats in real time with:
 - Intrusion Detection and Intrusion Prevention Systems

14.3.4 Wireless Security

- Wireless networks use WPA 2 or 3 encryption and are segmented to separate public and internal traffic.
- Access to internal wireless networks is restricted to authorized personnel only.

14.3.5 Endpoint Protection

- All devices connected to the municipal network have up-to-date antivirus, anti-malware, and Endpoint Detection and Response (EDR) software.
- Devices meet minimum security configuration standards before accessing the network.

14.3.6 Logging and Monitoring

- All network activities, including access and changes, are logged and monitored for anomalies.
- Logs are retained for a minimum of 1 year and reviewed regularly to identify suspicious activities.

14.3.7 Patch Management

- Critical security patches for operating systems, applications, and network devices are applied within 30 days of release.

14.4 INCIDENT RESPONSE AND RECOVERY

The ITC shall ensure:

- All employees understand they must immediately report all network security incidents, including breaches, malware infections, data storage problems and unauthorized access, directly to the ITC or CAO
- Further to the NIST - CSF Respond and Recover functions, an incident response plan is in place to contain, investigate, and remediate network-related incidents.
- Network configurations and critical municipal data are backed up regularly, stored securely, and tested for recoverability pursuant to NIST standards.

14.5 AUDITS AND ASSESSMENTS

The ITC shall ensure:

- Network security audits are conducted by the third-party IT Contractor at least annually.
- Vulnerability scans and penetration tests are performed annually.
- Compliance with legislated MFIPPA security standards

14.6 TRAINING

The ITC or CAO shall ensure all employees undergo annual cybersecurity awareness training, including network security best practices, phishing prevention, and secure data handling.

14.7 PASSWORDS

This procedure applies to:

- All employees, contractors, consultants, and individuals with access to municipal IT systems or data.
- All systems, applications, and devices owned or managed by the municipality or used to access municipal data.

REQUIREMENTS

Any person adopting a password must ensure the passwords:

- At least 12 to 16 characters in length.
- Unique for each system or application
- Not reused
- Not shared with others
- Stored privately and securely
- Expire every two years
- Are never shared in response to unsolicited emails or messages.

Any employee must report access difficulty to the CDS

The ITC will ensure a current list of employee passwords is maintained in a secure manner whereby access is restricted to the ITC, CAO or Mayor.

14.8 BACKUP

The IT Contract (ITC) will ensure the following.

14.8.1 Frequency

- Incremental Backups
 - Performed daily to capture changes since the last backup.
- Full Backups
 - Performed weekly for all municipal data.
- Offsite Backup Rotation
 - Weekly backups will be securely transferred to a cloud backup location to ensure redundancy.

14.8.2 Retention of Backups

- Daily backups: Retained for 30 days.
- Weekly backups: Retained for 1 year.
- Monthly backups: Retained for 7 years for compliance with municipal and legal regulations.

14.8.3 Recovery Standards

- Backup systems must support a Recovery Point Objective (RPO) of no more than 24 hours and a Recovery Time Objective (RTO) of no more than 48 hours for critical systems.
- Quarterly disaster recovery tests shall be conducted to ensure the effectiveness of the backup and recovery processes.
- All recovery efforts must be logged, including the cause of the failure and the steps taken to restore data.

14.8.4 Security Controls

- Access Control: Backup systems will be accessible only to authorized IT staff and monitored through Role-Based Access Controls (RBAC).
- Encryption: All stored and transmitted backups must be encrypted using AES-256 encryption or higher.
- Monitoring: Backup and storage systems must be monitored for unauthorized access or anomalies.
- Logging: Activities related to data access, storage, and backup will be logged and regularly reviewed.

Guideline 14

Freedom of Information and Protection of Privacy Act (MFIPPA)

<https://www.ontario.ca/laws/statute/90m56>

National Institute of Standards and Technology (NIST)

<https://www.nist.gov/>

POLICY 15 ELECTRONIC MONITORING

The Municipality monitors its IT systems effectively and consistently while recognizing the need to support operational efficiency, ensure compliance with legal and regulatory requirements, protect its assets, and maintain a safe and productive work environment.

Procedures

15.0 APPLICATION OF THIS POLICY

These procedures apply to all persons who are paid a salary, either directly or indirectly by the municipality, including members of Council.

The Information Technology Consultant (ITC) will ensure that:

- These procedures comply with the Employment Standards Act's Written Policy on Electronic Monitoring of Employees, per <https://www.ontario.ca/document/your-guide-employment-standards-act-0/written-policy-electronic-monitoring-employees#section-3>
- Employees are informed in writing by email and posting of these procedures:
 - By March 31, 2025, or
 - Upon being hired when the procedures are in effect, or
 - As soon as possible upon changes to the procedures
- Access to monitored data is strictly limited to authorized personnel, such as supervisors, or legal representatives
- Data collected through electronic monitoring is retained only for as long as necessary to achieve its intended purpose and in compliance with applicable laws.
- A copy of these procedures and their changes are retained for a period of 3 years.

15.1 RIGHT TO MONITOR

The municipality reserves the right to electronically monitor the following:

- All email and messaging systems used for business purposes
- Internet and network activity, including browsing history and data transfers
- Company-owned devices (e.g., laptops, smartphones)
- Company-owned vehicles or devices by GPS tracking
- Physical access to municipal facilities
- Public or common areas in municipal premises by surveillance cameras, excluding washrooms or change rooms.

15.2 MONITORING METHODS

Email and messaging systems

- Not actively monitored
- Monitoring will be completed through the administrative portal, but only when an incident is reported that requires investigation

Internet and Network Activity

- Not actively monitored
- Monitoring will be completed using the administrative panel of firewalls, switches, servers and software to ensure security of systems and data

Company Owned Devices

- Not actively monitored

- Monitoring will be completed through EDR (End Point Detection and Response) software and will be for the purposes of security and performance

Company Owned Vehicles

- Not actively monitored, but monitored periodically for risk, management, protection, and efficiency of municipal assets
- Monitoring will be completed through the administrative portal the assets are connected to

Physical Access and Building Security

- Actively monitored by an external monitoring company
- Passively monitored by Management
- Monitoring will be completed through the management portal and monitored for unauthorized access and risk of municipal assets

Cameras

- Not actively monitored
- Monitoring will be completed on the camera hard drive when an incident is reported and requires investigation and to reduce risk of municipal assets

15,3 PURPOSES FOR THE MONITORING

The electronic monitoring described in Procedure 15.1 is maintained to ensure that any use of the municipality's electronic systems:

- Conforms with all the laws in effect in Ontario and Canada
- Protects the confidentiality required of municipal transactions and records
- Respects the use for which municipal assets such as, but not limited to, devices, networks, vehicles and facilities are intended
- Supports the safety of municipal employees such as, but not limited to, cameras monitoring municipal properties.

The municipality may use the information generated by its electronic systems for purposes other than those described above only if said information does not compromise any person's right to privacy.

POLICY 16 DEPARTURE OF EMPLOYEES

The Municipality will ensure it proceeds with the departure of its employees through a well-documented, fair and consistent manner that complies with its statutory requirements and its commitment to the Collective Agreement.

Procedures

16.0 DOCUMENTATION

The HRA will ensure all documentation for departing employees is completed, including the Arrival / Departure Form. (PENDING).

16.1 STAFF REDUCTIONS

Article 28 of [Appendix 4.2 Collective Agreement 2023](#) holds an exception to this policy that states:

ARTICLE 28- NO LAY OFF

During the term of this Collective Agreement, the Employer agrees that there will be no lay-off of any full-time employee employed prior to December 7, 2004.

The CAO will:

- Seek legal advice if deemed appropriate
- Recommend the redundancy of a position to Council due to:
 - Reduced funding, or
 - A re-organization to improve service delivery and when
 - Vacancies do not exist elsewhere to appropriately accommodate the effected employees.
- As the employee(s) is being notified, (per procedure 14.1.1)
 - Provide the union with written notice, and
 - Ensure all municipal employees are advised of the event as soon as possible.

16.1.1 Notice of Termination

Once a position(s) is confirmed as redundant, the employee's supervisor(s) will:

- Confirm the employee's entitlements with the Human Resources Administrator
- Notify the effected employee(s) privately before the matter is announced to the municipality at large
- Personally serve the employee(s) with written notice describing
 - The reasons for the redundancy
 - Pay and benefits owing
 - The termination date per section 57 of the Employment Standards Act: <https://www.ontario.ca/laws/statute/00e41#BK131>
- Support and counsel the employee(s) with the immediate impact of receiving notice. (SEE Guideline 16.1.1)
- Ensure the employee's work is up to date prior to departure.

16.1.2 Pay in Lieu

At the CAO's discretion and in lieu of the employee's continued work for the duration of the notice period, the CAO will:

- Authorise continued payment and
- Seek approval for the continuation of benefits from the respective plan administrators.

Payment in lieu of notice will not be provided for:

- Casual employees
- Temporary contract employees (For term of less than 1 year)
- Employees on temporary layoff
- Employees who refuse reasonable alternative employment by the municipality or its bumping process
- Employees who have been terminated for cause, or
- Employees reaching retirement age

16.1.3 Entitlements

Regardless of the reasons for termination, all employees will be provided with their respective vacation pay and all wages owed at time of termination

16.1.4 Exit Interview

The supervisor will, at the employee's discretion:

- Schedule an exit interview to solicit the employee's thoughts about the operation of the municipality, and
- Act upon appropriate recommendations produced by the interview.

16.2 RESIGNATIONS

16.2.1 Notice

Unless extenuating circumstance are accepted by the supervisor and the CAO, the permanent, full-time employee must provide written notice of resignation within a minimum of three weeks.

Other employees will provide notice as soon as possible.

If notice is not provided the CAO will:

- Disburse vacation pay according to the minimum requirements of the Employment Standards Act (parts V and XI)
- Recover from the employee any vacation entitlements previously owed in excess of the Act's minimum requirements.

16.2.2 Human Resources Administrator

Once notice is received, the supervisor will refer the matter to the Human Resources Administrator who will:

- Ensure:
 - The calculation of the employee's entitlements according to municipal policy and the Employment Standards Act

- All required documentation is completed in the employee's personnel file

16.3 DISMISSAL FOR CAUSE

The CAO will:

1. Approve an employee's dismissal for cause upon confirming that policies 4,5,8,9 and 12 policies have been respected
2. Seek legal advice if deemed necessary
3. Draft a letter explaining to the employee the dismissal, the factors creating cause, and the effective date
4. Meet with the employee, the supervisor and the Union Representative to present the letter to the employee with copies to the union and the personnel file, and
5. Ensure the supervisor attends to the employee's departure.

An employee on probation is excluded from the rights afforded under the above policies.

The supervisor will:

- Recover all municipal property
- Ensure the cancellation of all electronic pass codes, and
- Assist the employee with a prompt departure from municipal offices.

16.4 RETIREMENT

16.4.1 Retirement Age

The municipality imposes no mandatory retirement age. (SEE Guideline 14.4.1)

An employee may:

- Determine the age of retirement:
 - Based upon the OMERS and Canada benefits to be received and
 - The employee's ability to fulfill all related duties, or
 - On any other personal circumstances
- When possible, notify the Supervisor of a desired retirement date six months and 2 weeks prior to the potential retirement date and
 - ⊖ The supervisors will notify the HRA to schedule a retirement counselling session on OMERS and Canada benefits,

16.4.2 Departure

Prior to the retirement date, the Human Resources Administrator will ensure:

- The retiring employee is provided with all documents and information about severance and benefits
- All payroll adjustments are made
- An exit interview is scheduled, and
- The recovery of municipal property and cancellation of access codes is arranged.

GUIDELINE

16.1.1

When serving notice, the supervisor must understand that the supervisor or the municipality could be held accountable if the employee is harmed immediately subsequent to the notice being served.

POLICY 17 MANUAL MAINTENANCE

The Municipality will develop and maintain its Administrative Policies and Procedures in a consistent, orderly and timely manner.

Council approves all policies and the municipality's CAO approves all procedures.

Procedures

17.1 ADMINISTRATIVE POLICIES AND PROCEDURES MANUAL

The Executive Assistant (EA) will ensure that the municipality's Administrative Policies and Procedures are contained in one master manual that is secured as one official e-file and one hard copy that are to be altered by the EA only

17.2 DEVELOPMENT AND REVISIONS

Any member of the municipality's Management Team may, as needed, draft new or revised policies, procedures, appendices or forms. Once drafted, the author will:

- Share the draft with the EA to ensure the text fits the manual's format, and
- Table the draft for consideration at the next Team meeting to:
 - Review the draft
 - Approve the draft with or without revisions
 - Consider having changes scrutinised by legal counsel to confirm compliance with existing legislation, and
 - Forward a revised or new policy to Council for approval

The EA will:

- Ensure the new text fits the manual's format
- Advise the Management Team on relevant issues, and
- If the draft procedure is approved by the Management Team ensure:
 - The change date is minuted
 - Note the date of implementation in the affected policy or procedure
 - The Administrative Policy and Procedures Manual and the website are updated
- The same applies for new or revised policies once they have been approved by Council.

17.3 REVIEWS

The EA will ensure the manual is comprehensively reviewed at a minimum, every 5 years to ensure it:

- Contains the latest revisions
- Reflects the Council's current practices, and
- Undergoes the same process of revision described in procedure 1.2

17.4 IMPLEMENTATION

Upon approval, the CAO will, where appropriate, email Mattawa's relevant senior staff to inform them of changes affecting municipal operations and their effective date

17.5 STANDING ORDERS

On those occasions when the review process of Procedures 15.2 and 15.3 cannot be engaged and given the urgency of an operational matter, the CAO will issue a standing order to address the operational need to be in effect until Procedure 15.2 can be engaged.

17.6 NEW COUNCIL

Prior to the inaugural Meeting, the Clerk will:

- Provide a complete, current, electronic and hard copy of the Administrative Policies to the Council Members and
- Schedule an orientation meeting for the new Council to review said Policies.

17.7 DISTRIBUTION OF THE MANUAL

The electronic record of the manual is available to all employees via the municipality's communications system. Aside from the EA, no employee is permitted to modify these files that consist of:

- The policies and procedures
- Appendices, and
- Forms

Hard copies of the manual will be accessible at the following locations:

- Main Office
- Fire Hall
- Public Works
- Arena
- Information Center

Electronic storage of the manual, its appendices and forms are accommodated in the municipality's server.

DATE: MONDAY FEBRUARY 24, 2025

11.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa approve and adopt By-Law 25-04 being a by-law to establish the water rates for 2025.

THE CORPORATION OF THE TOWN OF MATTAWA

BY-LAW NUMBER 25-04

BEING a By-law to establish water rates for 2025.

WHEREAS the Municipal Act provides for municipalities to charge a service rate for the continuance, operation, repair and maintenance of the water and wastewater systems.

AND WHEREAS Council discussed the setting of the 2025 water and wastewater rates at their Committee of the Whole meeting of February 18, 2025;

NOW THEREFORE the Council of the Town of Mattawa enacts as follows:

1. **THAT** the flat water rates for 2025 are hereby increased by 3%. The consumption rate based on cubic metres for metered residents and non-residents will increase accordingly.
2. **THAT** the water and sewer rates are effective as of January 1, 2025.
3. **THAT** a flat rate of \$125.00 per year will be added to a residential water bill if incorporating a fire suppression sprinkler system in addition to the normal charges. A \$250.00 per year flat rate will be added to commercial, institutional and multi-residences incorporating a sprinkler system.
4. **THAT** water bills will be processed and due in March and August 2025. The metered consumers' water billings remain quarterly and will be due in March, May, August, and November 2025.
5. **THAT** a penalty or interest of 1.25% shall be charged on all outstanding amounts remaining unpaid on the first day following a billing due date and on the first day of each following month that the account remains unpaid.
7. **THAT** the Clerk, upon notice from the Treasurer of the amounts due and the person by whom it is due and the lands upon which the supply of water and / or sewer services were supplied, or upon which any work was done in connection with the supply of water or sewer services, enter any unpaid amounts for such service or work upon the Tax Collector's roll and be collected in the same manner and with the same priority as municipal real property taxes. Any uncollected amount, following the full transfer, shall be subject to a penalty or interest of 1.25% per month as in accordance with Section 5 above.

READ A FIRST and SECOND TIME, this 24th day of February, 2025.

READ THIRD TIME and FINALLY PASSED, this 24th day of February, 2025.

Mayor

Clerk

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT this Council proceed in Camera at _____ in order to address a matter pertaining to:

- a) security of the property of the municipality or local board;
- b) personal matters about an identifiable individual, including municipal or local board employees;
- c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- d) labour relations or employee negotiations;
- e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- g) a matter in respect of which a council, board, committee or other body has authorized a meeting to be closed under another Act;
- h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

DATE: MONDAY FEBRUARY 24, 2025

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the regular meeting reconvene at _____ p.m.

DATE: MONDAY FEBRUARY 24, 2025

18.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the February 24, 2025 meeting adjourn at _____ p.m.