



Dufferin County

Director of People and Equity

Position Profile

September 2021

Legacy Executive Search Partners
3080 Yonge Street, Suite 6060
Toronto, ON M4N 3N1

Introduction

I am delighted to present this Candidate Brief for the Director of People and Equity position prepared on behalf of Dufferin County and the Selection Committee.

The Candidate Brief includes background information on Dufferin County, the Position Profile, Duties and Responsibilities, Position Specifications, the Timeline, and Organizational Charts.

Please feel free to contact me if you would like additional details about the position or clarification on any search process aspect. Further information about Dufferin County can be found at <https://www.dufferincounty.ca>.

On behalf of Legacy Partners and Dufferin County, I would like to thank you for your interest in this position and assure you of my prompt and fullest attention at all times.

Sincerely,



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Dufferin County: Overview

The County of Dufferin is an upper-tier municipality that sits on the fringe of the Greater Toronto Area, about 100 km northwest of Toronto. It is primarily a rural county with three urban settlement areas: Grand Valley, Orangeville, and Shelburne. The region is well known for its rivers, rolling hills, and excellent outdoor recreational opportunities. The UNESCO World Biosphere Reserve, the Niagara Escarpment, and the world-famous Bruce Trail run through Dufferin, offering spectacular vistas and hiking opportunities. Home to over 61,000 residents, the county boasts fabulous restaurants, shopping, and amenities. Dufferin County is expected to grow to approximately 85,000 people and 32,000 jobs by 2041. This growth represents an increase in 23,265 people and 7,646 jobs, according to the 2016 Census data.



Dufferin County is a mix of urban and rural municipalities. Agriculture remains an important part of the local economy with commercial and retail businesses, residential and commercial construction industries, and manufacturing also playing a significant role. Tourism is currently an area of focus; and growth is anticipated as the county takes on a more pro-active role in developing tourism assets and attracting visitors.





Local Municipalities

Amaranth Population: 4,079 Land Area: 264.58 km squared (65,379.14 acres)	East Garafraxa Population: 2,579 Land Area: 166.07 km squared (41,036.79 acres)
Grand Valley Population: 2,596 Land Area: 158.23 km squared (39,099.48 acres)	Melancthon Population: 3,008 Land Area: 310.79 km squared (76,797.88 acres)
Mono Population: 8,609 Land Area: 277.83 km squared (65,653.29 acres)	Mulmur Population: 3,478 Land Area: 286.77 km squared (70,862.41 acres)
Orangeville Population: 28,900 Land Area: 15.61 km squared (3857.31 acres)	Shelburne Population: 8,126 Land Area: 6.56 km squared (1,621.01 acres)

County Organization

Dufferin County contains four levels of government with various responsibilities: Local Municipal, County, Provincial, and Federal.

The County government is responsible for the following functions:

- Building Inspection Services
- Children's Services
- Climate Action
- Community Housing
- EarlyON Centres and Daycare
- Economic Development
- Emergency Preparedness
- Long Term Care Home
- Museum of Dufferin
- Ontario Works
- Paramedic Services
- Planning
- Roads
- Seniors' Community Support Services
- Tax Policy
- Tourism
- Waste Management

Dufferin County Council consists of 14 members representing each of the 8 municipalities in Dufferin. County Council utilizes a standing committee structure to facilitate the decision-making process. The standing committees are:

- Community Development & Tourism
- General Government Services
- Infrastructure & Environmental Services
- Health & Human Services

The County of Dufferin also has three advisory committees made up of members of the public:

- Joint Accessibility Advisory Committee with the Town of Orangeville
- Dufferin County Forest Advisory Team
- Diversity, Equity, and Inclusion Community Advisory Committee

A new Tourism Advisory Group is in the process of being established and should be in place by September 2021. In addition, a number of other advisory groups including the Agricultural Advisory Group, Agriculture Round Table and Restaurant Round table all bring together stakeholders to discuss local issues and opportunities.

Commitment to Diversity Equity and Inclusion



Dufferin County is committed to ensuring diversity, equity, and inclusion are embedded in all aspects of governance and County administration. This commitment includes: improving collaboration with the community, supporting staff initiatives to enhance diversity equity and inclusion in the workplace, and reviewing policies and practices. The County recently approved the creation of the Director of People and Equity role to further support this work.

Community Advisory Committee (DEICAC)

To support an increasingly diverse community, the County of Dufferin, established the Diversity, Equity, and Inclusion Community Advisory Committee in 2020 to advise County Council and make recommendations and provide a monitoring and measuring role to help ensure that the County applies a diversity, equity, and inclusion lens to its policies, services, and programs.

The DEICAC works closely with the County of Dufferin staff Diversity and Inclusion Committee and County senior leadership.



Healthcare

Headwaters Healthcare Centre: One Community, Caring Together



Headwaters Health Care Centre is at the heart of medical services for the Greater Dufferin area. Located in Orangeville, Headwaters operates as an acute and complex continuing care facility, offering inpatient and outpatient services and an Emergency Department with 24/7 coverage.

[Headwaters Health Care Centre](#)

Wellington Dufferin Guelph Public Health

WDGPH serves the communities of Wellington, Dufferin, and Guelph in the south-central part of Ontario. There are numerous Public Health offices throughout the region.

[Wellington Dufferin Guelph Public Health](#)

Sports and Recreation



Several municipalities have fully equipped rinks, recreational facilities, and community centres that serve their communities year-round. Also, there are many parks and hiking trails to enjoy: <https://www.dufferincounty.ca/explore-county/trails>.

[Orangeville Parks & Recreation](#)

[Grand Valley and District Community Centre](#)

[Town of Mono Recreation](#)

[Township of Amaranth Recreation and Programs](#)

[Township of East Garafraxa Recreation and Programs](#)

[North Dufferin Community Centre - Township of Mulmur](#)

[Town of Shelburne Parks and Recreation](#)

[Township of Melancthon Recreation](#)

Schools and Education



There are 4 school boards in the County to accommodate French and English curriculums.

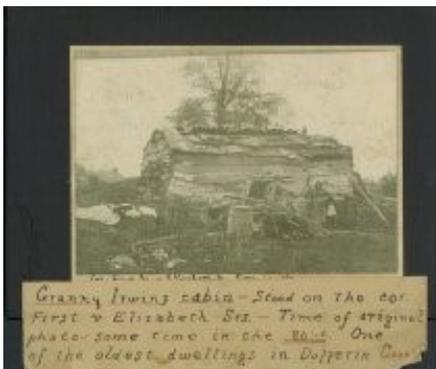
[Upper Grand District School Board](#)

[Dufferin Peel Catholic District School Board](#)

[Conseil Scolaire Viamonde](#)

[MonAvenir Conseil Scolaire Catholique](#)

Arts and Culture



The Museum of Dufferin offers many programming offerings, inline learning, genealogy, and a vast collection of local historical artifacts: <https://www.dufferinmuseum.com/> as well as many exhibits and art shows showcasing local talent and experiences. Currently, most are online due to COVID.

Theatre Orangeville (<https://www.theatreorangeville.ca/>) has been bringing live (and on-line) community theatre to Dufferin County since 1994. Theatre Orangeville has been dedicated to using works by Canadian playwrights and offers diverse playbills, youth programming, and programs for those with developmental disabilities.

Dufferin County is home to numerous festivals and community celebrations including the Orangeville Blues and Jazz Festival (<https://orangevillebluesandjazz.ca/>), Shelburne Mult-Cultural Day, the Grand Valley Duck Race Day, the Heritage Musical Festival (<https://heritagemusicfestival.ca/>), Indigenous Peoples Day, Celebrate Your Awesome, Rotary Rib Fest and more.

Local Farmers Markets



[Orangeville Farmers Market](#)

[Shelburne Farmer's Market](#)

[Mulmur Farmer's Market](#)



Official Plan

The Ministry of Municipal Affairs and Housing (MMAH) approved the County's first Official Plan on March 27, 2015. It outlines a 20-year plan focusing on:

- Managing and promoting orderly growth and development
- Accommodating anticipated population and employment forecast
- Encouraging economic development
- Providing guidance for private investment
- Providing policy direction to improve people's quality of life
- Implementing provincial policies

The County is currently in the process of completing an Official Plan update and Municipal Comprehensive Review. Dufferin County is supported by planning consultants for this process and for day-to-day planning activities.

Economic Development Strategic Plan

The [Economic Development Strategic Plan](#) identifies 6 sectors of focus including: agriculture; tourism, creative industries; health, wellness, and recreation; manufacturing; and professional services. Since the plan was adopted four years ago staff and Council have been working to advance the recommendations. Highlights include the completion of several Business, Retention and Expansion reviews, a new signage plan, adoption of a separate Tourism Strategy and most recently the completion of Phase 1 of a meat processing study.

To review view the Official Plan, go to [Dufferin County Official Plan](#).

For the Economic Development Strategy visit [Economic Development Strategic Plan](#).

Dufferin County Tourism Strategy & Action Plan can be viewed here, [Tourism Strategy & Action Plan](#).



Council Strategic Action Plan

Dufferin County Council adopted the latest Strategic Action Plan in December 2020. The plan lays out priorities and objectives for the remainder of the term of Council and beyond. The Plan identifies 5 key strategic priorities areas:

Economic Vitality (EV) – promote an environment for economic growth and development

Good Governance (GG) - ensure transparency, clear communication, prudent financial management

Sustainable Environment and Infrastructure (SEI) - protect assets both in the natural and built environment

Service Efficiency and Value (SEV) - determine the right services for the right price

Inclusive and supportive community (ISC) – support efforts to address current and future needs for a livable community

Position Summary:

Director of People and Equity - Job Description

POSITION SYNOPSIS AND PURPOSE

(A position overview and how it aligns with corporate strategies)

Reporting to the Chief Administrative Officer (CAO), the Director of People and Equity will bring strategic vision, an inclusive leadership approach, and a commitment to corporate-wide collaboration to the senior leadership team. The Director of People and Equity will lead and direct work identifying and removing barriers in the workplace for individuals or groups who traditionally experience marginalization, oppression and/or racism, including Black and Indigenous peoples, other racialized peoples, persons with disabilities, and members of the 2SLGBTQIA+ communities. This position will oversee the People and Equity Department by providing guidance and direction. The Director will act on their own authority or on the authority delegated by the CAO.

MAJOR RESPONSIBILITIES

(Position activities and allocation of time spent doing each activity)

Strategic Direction

- Contribute to the overall strategic vision of the County.
- Engage with Council, corporate leaders, staff and the community to ensure strategic priorities and objectives reflect changing needs and circumstances.
- Develop, design and maintain an annual Diversity, Equity and Inclusion (DEI) strategy with the approach of embedding DEI into our policies, processes, programs, services and initiatives.
- Implement and promote DEI strategies that will shape the Corporation's culture.
- Develop and align a department strategic action plan to support corporate strategic priorities established by senior leadership and County Council.
- Effectively measure and evaluate the impact of decisions and actions and strive to ensure positive alignment with strategic initiatives.

Leadership

- Work to embody a positive and inclusive corporate culture that embodies dignity, belonging and justice.
- Actively lead and foster conversation that raises awareness and applies an equity and inclusion lens to the work of the Corporation and the department.
- Provide leadership and oversight of the departmental areas.
- Lead and inspire teams to achieve the long-term vision and strategic goals of the Corporation and the department.
- Guide and mentor direct reports by setting expectations, supporting development, and providing regular feedback.
- Foster, emulate and support a culture of continuous improvement and employee engagement.
- Encourage training, professional development and team building opportunities.
- Delegate appropriate responsibility for the provision of departmental services while retaining overall accountability for the delivery of those services.
- Provide advice and support to other departments, Councilors', and external individuals on matters relating to any issue within the People and Equity department.
- Actively contribute to workplace health, wellness, and safety, encompassing both physical and mental health, by modelling behaviors that reflect an understanding of related policies and procedures.

Policy Development

- Review all corporate policies, processes, and practices with a focus on removing systemic barriers and biases, ensuring principles for diversity, equity, inclusion, and belonging are embedded in each department.
- In conjunction with the manager oversee, support, and provide advice on department specific policies and procedures to ensure legislative requirements and organizational alignment are achieved.
- Support and assist with the ongoing improvement of service delivery strategies and business practices within own department.
- Provide guidance surrounding a talent management strategy for recruitment, onboarding, engagement, development, and succession planning to ensure the foundational principles for equity and diversity are successfully embedded.
- Participate in leadership team meetings and other committees as identified.

Relationship Building

- Work closely with internal and external stakeholder regarding a DEI communication plan to increase awareness in the quest for a more diverse, respectful, equitable and inclusive work environment.
- Work to build trust and strengthen relationships with peoples and communities that experience marginalization, oppression, racism or other barriers to services and employment opportunities, and the agencies that provide supports to those individuals and communities, identifying enhanced opportunities for meaningful engagement.
- Participate in events and activities of significance to Black and Indigenous people, and other racialized peoples, persons with disabilities, members of the 2SLGBTQIA+ communities, and other marginalized people to enhance relationships and further build community connections.
- Provide strategic advice to internal and external working groups, including the staff Diversity and Inclusion Committee and the Diversity Equity and Inclusion Community Advisory Committee, to help shape the work being done to identify and dismantle systemic racism and oppression within the County of Dufferin.

Finance

- Responsible for oversight of the People and Equity budget.
- With support from the department manager, identify department budget requirements and ensure alignment with the Corporation's overall strategic priorities.
- Participate in budget presentations to Committee and Council.
- In collaboration with department manager, conduct a regular review and evaluation of year-to-date financial reports.
- Provide oversight of expenditures within People and Equity in accordance with County policies.

**Note: All activities are expected to be performed in a safe manner, in accordance with the Occupational Health and Safety Act and its Regulations, along with Corporate Safety policies, procedures and programs. In addition, all necessary personal protective equipment must be used and maintained in good condition.*

The Ideal Candidate:

Overview

Qualifications and Experience: (Key Competencies)

Minimum Qualifications

Education (degree/diploma/certifications):

- Post-secondary degree in Diversity Studies, Social Science, Business, Human Resources, Public Administration, or a related discipline

Experience:

- Six (6) years progressive leadership experience working to advance equity, diversity and inclusion within large organizations or with representative agencies or communities.
- Experience working with diverse stakeholders, including the not-for-profit sector, social organizations, community groups, businesses, education, health care and other community stakeholders
- Experience working with elected officials or boards
- Previous financial oversight responsibility
- Proven experience in fostering effective and inclusive teams

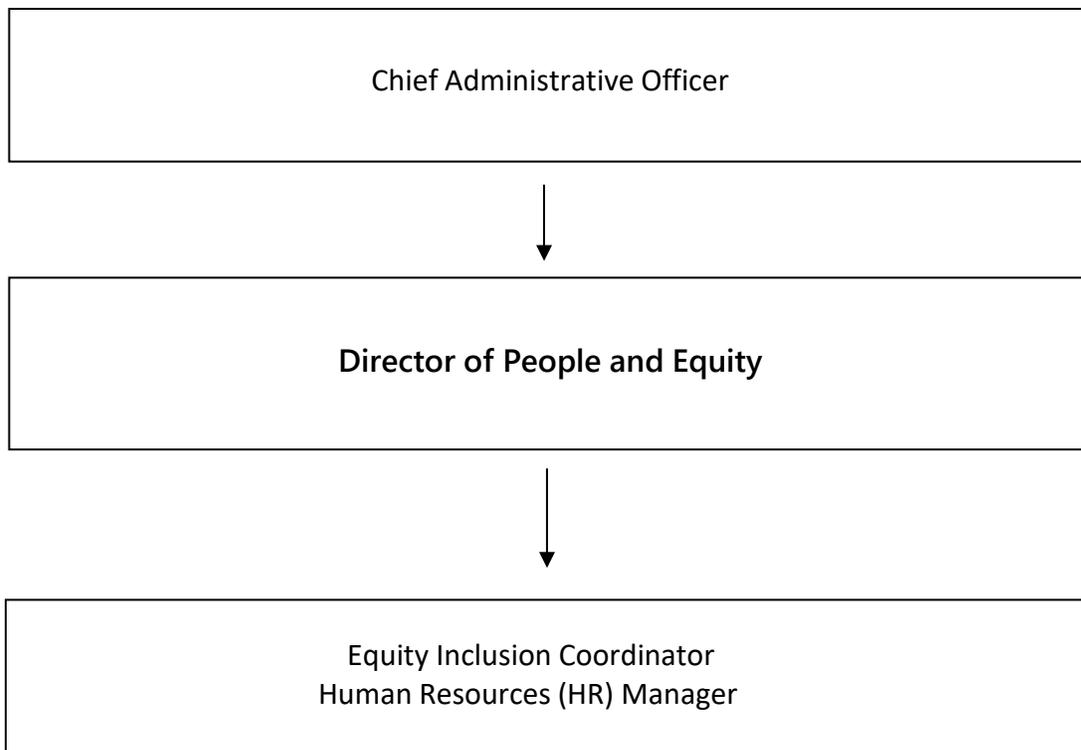
Knowledge/Skill/Ability:

- Demonstrated understanding of the systemic barriers that prevent equitable participation in the workplace for Black and Indigenous people, and other racialized peoples, persons with disabilities, members of the 2SLGBTQIA+ communities, and other marginalized people
- Ability to engage with and facilitate meaningful, trust-based relationships with diverse populations
- Ability to be a trusted advisor in sensitive and/or emotionally charged situations
- Accustomed to coordinating and synergizing efforts with multiple stakeholders and driving change
- Ability to align departmental programs and services with corporate goals and objectives
- Exceptional leadership skills with proven ability to lead, and mentor a team of managers and staff while working towards a common corporate goal
- Excellent judgment and creative problem-solving skills including negotiation and conflict resolution skills

- Excellent interpersonal, communication and presentation skills
- Knowledge and understanding of various related legislation including the Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, Ontario Health and Safety Act, Employment Standards Act and the Labour Relations Act

Organizational Chart

The reporting relationship of this position to others within the immediate department.



Preferred Additional Qualifications/ Competencies

Competency 1:

A strong background in collaborative leadership with the ability to motivate and inspire others.

Competency 2:

Proven change management experience with the ability to bring new ideas and vision to the table.

Competency 3:

Experience in leading, influencing and implementing strategic anti-racism and anti-oppression initiatives, and programs for an organization in the public, private, or not for profit sector, including group process and meeting facilitation experience

The Timeline

Dufferin County is looking to make an appointment at the earliest opportunity. It is anticipated that the application deadline would be on **Sunday October 10th at 11:59 P.M.**

I trust that this Position Profile and full Candidate Brief have enabled you to decide whether the position of Director of People and Equity at Dufferin County interests you. If you wish to be considered for the position, please forward a cover letter and your resume by email to Kartik Kumar at Kartik.kumar@lesp.ca. Please be assured that any information that is shared with Legacy Executive Search Partners will be treated in the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.