

KINGSTON

← *Economic Development* →



Operations & Human Resources Policy Manual

revised May 2022

The Operations and Human Resources Policy Manual replaced the Kingston Economic Development Corporation Employee Handbook prepared by Donna Miller (2000, revised 2003) in February 2009. This Manual was prepared by Carey Bidtnes, Operations Manager, in consultation with the Board of Directors' Human Resources and Nominations Committee. The committee referenced the policies of the City of Kingston, Queen's University, and St. Lawrence College, as well as relevant legislation in preparing the manual. The manual is reviewed annually by the HR & Nominations Committee.

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7. Revision, Professional Development Policy, February 13, 2013
8. Addition, Accessible Customer Service Policy, February 13, 2013
9. Addition, Workplace Violence Policy, February 13, 2013
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PURPOSE

The Operations and Human Resources Policy Manual is the official statement of Kingston Economic Development Corporation Operations and Human Resource Policies. It is not intended to be, and should not be interpreted as, a contract between the Kingston Economic Development Corporation and any employee. Rather, it is designed to provide employees with consistent knowledge in order to ensure the equitable and consistent application of the policies.

Scope

The policies and procedures in this manual are applicable to all employees, contractors and volunteers of Kingston Economic Development Corporation . Where a particular subject area is not specifically addressed in this manual the applicable section(s) of applicable Federal and/or Provincial Legislation shall apply. Please refer to “Relevant Legislation”.

Administration

This manual is a living document, which shall be reviewed, at minimum, on a yearly basis. The manual shall also be updated on an *as needed basis* as legislation and employment law evolve.

This manual is available on the Kingston Economic Development Corporation server, and revisions shall be incorporated into the document, as well as communicated to all staff, as they occur. The manual is an open document that shall be freely accessible to all employees.

RELEVANT LEGISLATION

The following legislation informs the policies and procedures contained within this manual:

1. Canadian Human Rights Act, 1985. Government of Canada.
2. Ontario Human Rights Code, 1990. Government of Ontario.
3. Ontario Employment Standards Act, 2000 (ESA). Government of Ontario.
Web: www.labour.gov.on.ca Toll Free: 1-800-531-5551.
4. Occupational Health and Safety Act (OHSA), 1990. Including Bill 168, 2009. Government of Ontario.
5. Workplace Safety and Insurance Act (WSIA), 1997, 2014. Government of Ontario.
6. Personal Information Protection and Electronic Documents Act (PIPEDA), 2004. Government of Canada.
7. Freedom of Information and Protection of Privacy Act (FIPPA), 1988, 1990. Government of Ontario.
8. Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), 1991. Government of Ontario.

Guiding Principles

1. Canadian Institute of Chartered Accountants (CICA) Generally Accepted Accounting Principles (GAAP)
2. CICA Generally Accepted Privacy Principles (GAPP)

INTRODUCTION

Kingston Economic Development Corporation acknowledges that we are situated on the traditional homeland of the Anishinaabe, Haudenosaunee and the Huron-Wendat and thank these nations for their care and stewardship over this shared land. Kingston Economic Development Corporation is committed to improving and strengthening relationships with Indigenous peoples and all residents to pursue a united path of reconciliation and economic prosperity.

Who We Are

The Kingston Economic Development Corporation is the economic development and tourism marketing organization for the City of Kingston. Kingston Economic Development Corporation's work covers vast portfolio's including the Entrepreneurship Centre, Business Development and Tourism Kingston.

Vision

We envision Kingston as an innovative city where private and public enterprises thrive, individuals and entrepreneurs grow, and a diversity of people want to visit, live, work and do business.

Mission

The Kingston Economic Development Corporation will provide dynamic and collaborative leadership that leverages Kingston's unique assets to create jobs and attract investment in order to sustain, grow and transform Kingston's economy to meet the needs of the 21st century. We aim to be one of Canada's leading economies.

Values

The Kingston Economic Development Corporation is committed to:

1. Openness, transparency and accountability for the use of all public funds;
2. Highest standards of professional conduct;
3. Respect for client confidentiality;
4. Organizational excellence through efficient and effective operating procedures;
5. Strong commitment to the best practices of corporate governance.

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Section 1.0

CODE OF CONDUCT

1.1 Code of Conduct Policy Statement

The Kingston Economic Development Corporation Board of Directors and staff are committed to the economic prosperity of the community. Kingston Economic Development Corporation promotes community participation and collaboration with strategic partners to achieve economic sustainability and prosperity. Kingston Economic Development Corporation is committed to conducting its business affairs in a uniformly ethical manner.

Kingston Economic Development Corporation's reputation and the trust and confidence of the community and our clients are among our most vital corporate resources. Kingston Economic Development Corporation has high expectations of its employees for integrity, discretion, and ethical conduct in their service to the community.

Kingston Economic Development Corporation expects its employees to operate with a sense of honesty and accountability in accordance with the values and goals established in the Mission, Vision, and Values of the Corporation.

Kingston Economic Development Corporation employees not only represent the Corporation, but the community as a whole. As such, employees are expected to perform in a professional, business-like manner in every capacity as a Kingston Economic Development Corporation representative. This includes all activities in which the employee may be viewed by the public as representing Kingston Economic Development Corporation such as; events, meetings or other activities where KINGSTON ECDEV is a sponsor, direct participant or invited guest.

1.1.1 Drug Free Workplace

Kingston Economic Development Corporation is committed to providing a drug and alcohol-free workplace.

a. Definitions:

1. Illegal Drug means any drug that is not legally obtainable or has not been legally obtained: includes prescribed drugs being used by a person other than the person for whom they are prescribed (whether for prescribed purposes or as prescribed) and any substance that a person holds out or represents as an illegal drug.

b. Prohibited Conduct:

1. Unlawful manufacture, distribution, dispensation, use, possession or offer for sale of illegal drugs on Corporation property at any time, or at any location while conducting Corporation business.
2. Reporting to or being at work under the influence of alcohol (over the legal limit) or illegal drugs.
3. Reporting to or being at work under the influence of or impaired by one or more legally prescribed drugs which impair the employee's work performance.

Any employee found to be in violation of this policy will face disciplinary measures as deemed appropriate by Kingston Economic Development Corporation , up to and including immediate termination of employment. Other measures may also include training, rehabilitation programs or customized counseling to provide assistance or help prevent further violations of this policy.

c. Procedure:

1. If an employee violates 1.1.4 (b. #1), the employee will be terminated immediately for just cause without notice or any payment in lieu of notice.
2. If an employee violates any of Items 1.1.4 (b #2) or (b #3) above, and if their supervisor is able to substantiate the violation, the employee will be formally warned of the violation (as set out in the Discipline Policy), and a record of the violation will be placed in the employee's personnel file.
3. Further, the employee will be sent home by appropriate means (usually by taxi) and asked to report back to work when not under the influence.
4. In the event of a second violation of any of Items 1.1.4 (b #2) or (b #3) above, the employee will be given both an oral and a written warning, suspended for two (2) days without pay, sent home by appropriate means (usually by taxi), and asked to report back to work after the suspension, fit and ready to work.
5. In the event of a third violation of any of Items 1.1.4 (b #2) or (b #3) above, the employee will be given the option of:

Termination with pay in lieu of notice, in accordance with Kingston Economic Development Corporation's Termination Policy,

or

If the employee voluntarily acknowledges an alcohol and/or a drug dependency, the employee will be offered the option of enrolling in a Kingston Economic Development Corporation or City of Kingston approved rehabilitation program under very specific conditions or any other accommodation that the Corporation, acting in its sole discretion, considers appropriate in lieu of termination of employment as aforesaid.

6. Failure to comply with any specified conditions in connection with the rehabilitation program or any other accommodation shall result in the immediate termination of employment for just cause without notice or any payment in lieu of notice.

If it is not apparent to the CEO or other Kingston Economic Development Corporation staff person that the employee is indeed under the influence of alcohol, illegal or legal drugs as set out above, but it is clear that the employee's performance does not meet the basic job requirements (continued failure to perform the employee's job functions), then the situation will be treated as a job performance issue in accordance with Kingston Economic Development Corporation's Discipline Policy.

d. Rehabilitation

An employee who voluntarily elects to participate in rehabilitation shall enroll in and successfully complete an approved rehabilitation treatment program as determined by an outside treatment professional approved by the Corporation, with the clear understanding that successful completion of such program is a condition of continued employment.

The employee shall bear the cost of the rehabilitation program. The employee shall be entitled to utilize whatever vacation, sick leave, disability, medical and/or health insurance benefits are available for program participation.

An employee's failure or subsequent refusal to enroll in, participate in or successfully complete such rehabilitation program shall result in immediate termination of employment for just cause without notice or any payment in lieu of notice.

1.2 Business Ethics Policy Statement

Kingston Economic Development Corporation is committed to ensuring corporate social responsibility in all business practices through transparency, integrity, and consistency in all dealings with clients, employees, stakeholders and the community.

Kingston Economic Development Corporation upholds the following operating principles:

1. To respect and protect client confidentiality;
2. Openness and transparency in business transactions;
3. Accountability for the use of public funds.

1.2.1 Conflict of Interest

Kingston Economic Development Corporation's employees are expected to conduct themselves with the highest degree of ethical behaviour and integrity. All employees are expected to manage their responsibilities and any external interests or activities so that no conflicts of interest or commitment arise, or the appearance thereof.

A conflict can occur when, in carrying out their duties an employee makes a decision or takes action which may be affected by: the employee's personal, financial or business interests, or the personal, financial or business interests of relatives, friends or associates of the employee.

a. Examples of Conflict of Interest:

1. Using Kingston Economic Development Corporation position for personal gain:
Entering into a contract or transaction on behalf of Kingston Economic Development Corporation with a company or firm in which the employee, or a friend or relative has financial or other interest. Accepting gifts, benefits or other favours from individuals, organizations, or companies with which Kingston Economic Development Corporation does business or partners with, of substantial value. The test is whether or not the gift, benefit or favour could potentially influence

the decision-making process of the receiver.

2. Inappropriate use of Kingston Economic Development Corporation employees, resources or assets: Responding to interest or offers of employment from Kingston Economic Development Corporation clients, suppliers or partners while acting on behalf of Kingston Economic Development Corporation. Unauthorized use of Kingston Economic Development Corporation' employees, resources, facilities, or assets for one's personal substantial benefit or the substantial benefit of a friend or relative.
3. Inappropriate involvement in hiring or evaluation: Participating in the appointment, hiring, promotion or evaluation of a person or organization with which the employee has a marital, familial, or intimate personal or professional relationship with.
4. Inappropriate use of information: Using information acquired as a result of the employee's Kingston Economic Development Corporation activities, such as knowledge of business opportunities, tendering, partnering, or knowledge of forthcoming developments or procurements for personal gain or other unauthorized purposes.
5. Divided Loyalties: Involvement in activities or commitments which bring an employee into a position of divided loyalty between the mission of Kingston Economic Development Corporation and the interests of the activity or commitment. Example: A Kingston Economic Development Corporation trying to influence decision-makers to accept a tender for office supplies from a firm owned by their spouse

b. Provisions:

1. Employees have an obligation to report, in a timely fashion in advance, and to discuss the CEO all actual or potential conflicts of interest and/or commitment.
2. The employee's declaration of an actual or potential conflict of interest and/or commitment shall be submitted in writing, and filed in the employee's personnel file.
3. The CEO will determine if a conflict exists or if there is potential for a future conflict of interest.
4. In the event that a conflict does exist, agreement will be reached on a course of action to avoid the conflict, and the agreement will be in writing and held by each person facing the conflict, and filed in the employee's personnel file.
5. All information or reports disclosed in accordance with this policy will be held in confidence by the employee declaring the conflict, and the Corporation.
6. In the event that a possible conflict of interest becomes apparent, an employee is expected to excuse him/herself from the discussions immediately, until a decision can be made with respect to the existence of a conflict.

Any employee found to be in violation of this policy will face disciplinary measures as deemed appropriate by Kingston Economic Development Corporation, up to and including immediate

termination of employment. Other measures may also include training, or counseling to provide assistance or help prevent further violations of this policy.

1.3 Political Involvement Policy Statement

Kingston Economic Development Corporation is a not-for-profit Corporation primarily funded by the municipality. As with the public service, Kingston Economic Development Corporation and its employees have a duty to act impartially and without bias. The purpose of this policy is to assist in maintaining the neutrality of the Corporation, and its employees.

Kingston Economic Development Corporation recognizes and respects an individual's choice to participate in political organizations, activities, or campaigns outside of their employment with the Corporation.

The Corporation is prohibited from making any donations of any nature to any political party or event to approval and authorities.

1. Provisions

1. No employee may canvass or work in support or against a municipal, provincial or federal candidate during working hours. Working hours do not include vacation time or time on leave of absence.
2. Employees are not restricted from engaging in campaign activities outside working hours.
3. Staff who, outside of working hours, are working on behalf of a municipal, provincial or federal candidate may not use any of the Corporation's resources (e.g. equipment, supplies, etc.) for campaigning activities any time before or during the election.
4. No employee shall wear clothing, buttons or other identifiers that advertise any municipal, provincial or federal candidate while at work.

1.4 Confidentiality and Non-Disclosure Policy Statement

Kingston Economic Development Corporation will protect the confidentiality of our clients, and our business. Kingston Economic Development Corporation respects the confidentiality of proprietary information and intellectual property, and will not disclose information, directly or indirectly, except as required by law.

2. Definitions:

1. Proprietary information means confidential and secret information including but not limited to: ideas, innovations, improvements, inventions, developments, discoveries, information, data, formulae, descriptions, drawings, compositions, and business or financial information originated by or peculiarly within the knowledge of the disclosing party.
2. Intellectual property means property that can be protected under federal law, including copyrightable works, ideas, discoveries, and inventions.
3. Client means any individual, organization, or company which uses Kingston Economic Development Corporation's services.

4. Corporate or Corporation means the Kingston Economic Development Corporation.

3. Provisions:

1. Kingston Economic Development Corporation employees, contract employees, professional contractors, and Board members are obligated to: maintain strict client & corporate confidentiality protect client & corporate proprietary information, and respect client & corporate intellectual property rights.
2. The Internet is an open, non-secure information network. Users shall not visit Internet sites which are clearly inappropriate for business functions of Kingston Economic Development Corporation, or do not support the operating principles and practices of Kingston Economic Development Corporation; and/or have potential to cause a network security breach.

The use of the internet to transmit information potentially exposes such information to third parties. Employees are responsible for protecting company and client information by not sharing sensitive or proprietary information via the internet.

Any employee found to be in violation of this policy will face disciplinary measures as deemed appropriate by Kingston Economic Development Corporation, up to and including immediate termination of employment. Other measures may also include training or counseling to provide assistance or help prevent further violations of this policy.

Section 2.0

EMPLOYMENT

2.1 Recruitment and Selection

The Kingston Economic Development Corporation is an equal opportunity employer. The Corporation is committed to selecting employees based on previous work experience, competencies and/or education, and the requirements of the job. Candidates for job vacancies may be from existing staff or from outside sources, depending on the nature of the position. Where qualifications are deemed equivalent, preference will normally be given to internal candidates.

Kingston Economic Development Corporation strongly encourages personal growth and development of our employees. One of the ways we support this is to promote from within. Our internal hiring process allows employees the chance to apply for position within the firm they feel they are suited for.

Reference checks will be completed for all potential new hires from external sources. As a minimum, the last two employers should be contacted to verify the candidate's employment history and quality of work. Final candidates (internal or external) for a job vacancy may be required to complete employment tests deemed necessary to determine their skill, knowledge, or ability to perform the job.

No offers or commitments, financial or otherwise, will be made to any job candidate until all appropriate approvals have been obtained.

Kingston Economic Development Corporation recognizes the following principles in recruiting and selecting employees:

1. A commitment to workplace diversity;
2. The worth and dignity of all candidates without regard to race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identification, marital status, family status, or physical or mental disability by providing equality of access, and opportunity for employment;
3. Fair and open competition while ensuring all legislative requirements are met;
4. The development and promotion of existing human resources where possible;
5. The selection of the best qualified candidate;
6. Support and encouragement of employees to realize their career goals and reach their maximum potential;
7. Adopt the National Living Wage Framework

2.1.1 Hiring Process

The objective of Kingston Economic Development Corporation's recruitment and selection policies and procedures are to:

1. Attract and retain talented staff members who possess the skills, knowledge and abilities to perform their work to a high standard of competence and efficiency in a team based, project driven environment
2. Develop and utilize human resources to the best advantage of the organization.

a. Procedure: New Position

If a Business Development Officer identifies the need to fill a new position within the business unit, s/he must submit a proposal for consideration to the CEO. The proposal must include: a) position summary, b) job description, c) evidence to support the need for the new position, and d) funding formula.

The proposal will be evaluated by the CEO. If the total annual expenditure for the position is greater than \$25,000, the proposal must be approved by both the CEO and the Finance and Audit Committee.

b. Procedure: Existing Position, General

The responsibility for selecting the most qualified applicant to fill a vacant position lies with the CEO. The CEO may delegate the responsibility of filling administrative, part-time or seasonal vacancies to another employee within the department.

c. Applicant Categories

1. Terminated employees: employees who have been dismissed and are ineligible for re-employment at Kingston Economic Development Corporation in any capacity.
2. Former employees: employees who have left Kingston Economic Development Corporation in good standing, either voluntarily or involuntarily, and will be considered for job openings along with other applicants
3. Internal Candidates: Internal, full-time permanent applicants are encouraged to apply for opportunities. If an internal candidate has the requisite skills, knowledge, and experience to fill an open position, preference will be given to the internal candidate.

The internal candidate must pass any employment testing which is required for the open position.

d. References

The CEO or delegate normally verifies references after completion of the Interview Process. All questions asked of a referee must be work-related, and comply with relevant legislation. The completed reference check for each candidate will be kept in HR files for record keeping

e. Offer of Employment

When the final decision on the successful candidate is made, the CEO or delegate should contact the successful candidate directly with a verbal offer of employment.

A written offer of employment will be extended to the successful candidate. The Offer of Employment will include the following:

1. Position title, annual salary, and pay scale
2. Start date and end date (if applicable)
3. Full-time or part-time
4. Probationary period and associated conditions

5. Eligibility for benefits including vacation time
6. Other conditions of employment as applicable

f. Procedure: Executive Search

The responsibility for recruiting and selecting Chief Executive Officer of the Corporation lies with the Board of Directors. The Human Resources and Selection Committee shall determine the appropriate recruitment strategy, execute the strategy, and select the successful candidate.

2.1.2 Volunteers and Placements

The use of volunteers and placements Kingston Economic Development Corporation's commitment to education, learning, and community involvement.

In order to be a volunteer or placement, an individual must be at least sixteen (16) years of age, to comply with the Occupational Health and Safety Act 1990. As these individuals are not paid wages or remuneration, nor in receipt of employee benefits, there is not an employment relationship, and they are not considered as employees.

Volunteers and those on placement are subject to the Criminal Code and Kingston Economic Development Corporation's Code of Conduct. All volunteers and placements must sign a release of liability and waiver form, which outlines their obligations and the Corporation's in terms of the protection of their own safety, and the statement of confidentiality and code of conduct for placements/volunteers.

a. Procedure: Placements

If a Business Development Officer would like to engage a placement, within the business unit, they must submit a proposal for consideration to the CEO. The proposal must include: a) position summary, b) job description, and c) physical resources required.

The proposal will be evaluated by the CEO, in consultation with the Business Development Officer to determine if the Corporation has the necessary resources (physical and supervisory) to engage a placement.

1. Arranging Placements:

Kingston Economic Development Corporation accepts students in Placement from High Schools, Colleges and Universities or other agencies offering skill development. Students will be directed to contact Business Development Officers and encouraged to seek out an appointment on their own. Business Development Officers may contact related programs in Secondary or Post-Secondary institutions or agencies to arrange for a student placement.

2. Approval Criteria:

The program must meet established criteria. These criteria seek to ensure that the programs approved are those which formally integrate learning and development through work experiences.

- The placement program requires successful completion of the work term as a condition of graduation or completion of a program.
- Business Development Officers shall obtain in writing that the training agency or school is responsible for any WSIB costs of the trainee and ensure that the relevant form which outlines these terms and the contact person is signed by the student, the training agency, and the Corporation. A copy of this form must be forwarded to the CEO.
- Business Development Officers must ensure that all student placements sign the release and statement of confidentiality. The signed documents must be forwarded to the office of the CEO.
- Screening and reference checks must be completed as appropriate.
- Orientation to work policies and Health and Safety policies must be completed.

3. Checklist for Business Development Officers and Placement Students:

- Provide the student with a job description, a list of job duties, and a list of expectations
- Confirm the name of the placement's supervisor on the forms which are submitted to the office of the CEO
- Ensure student knows who their supervisor is
- Placement student must complete, sign and submit the following forms:
 - ✓ Release of liability and waiver form
 - ✓ Statement of Confidentiality and Code of Conduct for Placements/Volunteers and the Innovation Park Secrecy Agreement.
 - ✓ Business Development Officers requested to retain copies for their records and return copies of the documents to the office of the CEO.

4. Resolution of Difficulties:

If placements have difficulties or problems with their assignment or any other aspect of their work, they should speak directly to their supervisors. Supervisors are responsible for discussing performance issues as they arise in order to assist placements to improve their performance where necessary.

Performance issues with those on placement should be handled through the sponsoring agency.

b. Procedure: Volunteers

Volunteers should be recruited for specific, carefully designed assignments that are meaningful to volunteers, and that complement and enhance the delivery of services. Kingston Economic Development Corporation has the right and obligation to recruit, screen, and select volunteers very carefully.

Volunteers will be considered under the following circumstances **only**:

- As participants in Special Events. Participants must have approval of the Business Development Officer.
- As participants in the Small Business Development Centre's programs.

Business Development Officers must ensure that all volunteers sign the ***release of liability and waiver form*** and the ***statement of confidentiality and code of conduct for placements/volunteers*** which will be kept on file.

If volunteers have difficulties or problems with their assignment or any other aspect of their work, they should speak directly to their supervisors. Supervisors are responsible for discussing performance issues as they arise in order to assist volunteers to improve their performance where necessary.

Volunteers may be asked to leave if their performance is considered unsatisfactory.

c. Volunteer Members of Kingston Economic Development Corporation's Advisory Committees:

Volunteers on Advisory Committees must comply with the Corporate By-law as relates to advisory committees and/or advisory panels.

It is the responsibility of the senior staff member representing Kingston Economic Development Corporation to provide volunteers with the Kingston Economic Development Corporation, by-law, and to ensure volunteers understand the terms of reference of the committee on which they sit.

2.2 Terms and Conditions of Employment

Kingston Economic Development Corporation strives to engage employees through the creation of a positive and stimulating work environment which promotes both the best interests of the Corporation and our employees.

Kingston Economic Development Corporation is committed to supporting the City of Kingston endorsed Workforce & In-migration Strategy for the community. A key priority identified in the strategy is the advancement of diversity and inclusion in the workplace.

We will ensure our office supports an environment where:

- Residents and visitors feel respected, valued, and supported to participate, succeed, and stay in the workplace and the community
- We celebrate diversity, encourage intercultural understanding, uphold worker rights, and support colleague development
- We will be leaders in creating a welcoming and inclusive community

We uphold that:

- Diversity contributes to the strength and prosperity of our organizations and our community

- Equity is fundamental to successful inclusion
- Everybody deserves a safe and respectful work environment
- Employers play an important role in facilitating successful inclusion for Kingston residents
- Inclusive, diverse and equitable workplaces benefit all

Kingston Economic Development Corporation is a small organization relying upon various projects and teams of people to accomplish its objectives. For project-driven, team-based work to be successful, we rely on our employees' flexibility to move from one project and assignment to the next.

Kingston Economic Development Corporation's funding could vary significantly from time to time; as a result, we have included a provision in each employment agreement that clarifies the extent of Kingston Economic Development Corporation's obligations in the event of termination.

To attract and retain exceptional employees, Kingston Economic Development Corporation endeavors to pay salaries competitive with those paid by other Economic Development Agencies as well as the local market.

Hours of work are designed to enable Kingston Economic Development Corporation to deliver services in the most effective manner; staff may be required to work outside of normal business hours. Standard office hours are 8:30 am to 5:00 pm, Monday through Friday; however, individual work-weeks will vary in accordance with the nature of business and the work that is performed.

2.2.1 Contracts for Employment

All employees of the Kingston Economic Development Corporation shall have an employment agreement with the Corporation. Amendments to employment contracts must be in writing, and must be approved by both the CEO and the employee's direct supervisor.

2.2.2 Probation Period

Upon being hired by Kingston Economic Development Corporation, all new staff shall be on probation. The purpose of the probationary period is to give Kingston Economic Development Corporation time to assess a new employee's performance and suitability to the job, and to allow the employee to adjust to their new position. The length of the probationary period is in accordance with Employment Standards Act (ESA) for all staff.

2.2.3 Compensation

Salary ranges are determined by responsibility and accountability. An employee's total compensation consists not only of the base salary paid but also of the various benefits offered by the Corporation including extended health benefits, pension plan, vacation time, and opportunities for professional development.

Entry-level rates represent a living wage in Canada for rate of compensation, except in cases where additional education, experience or skills are required.

A living wage reflects what earners in a family need to bring home, based on the actual costs of living in

a specific community. The living wage is calculated as the hourly rate at which a household can meet its basic needs, once government transfers have been added to the family's income (such as the Universal Child Care Benefit) and deductions have been subtracted (such as income taxes and Employment Insurance premiums).

1. Enables working families to have sufficient income to cover reasonable costs;
2. Promote social inclusion;
3. Supports healthy child development principles;
4. Ensures that families are not under severe financial distress;
5. Is a conservative reasonable estimate;
6. Engenders significant and wide ranging community support; and
7. Is a vehicle for promoting the benefits of the social programs such as childcare

The National Framework for a Living Wage calculates a living wage that would allow two income earners to support a family of four. This methodology assumes the following scenario:

1. A healthy family of four with two children;
2. One child in full-time daycare, one in before-and-after-school care;
3. Full-time hours of employment between two parents;
4. One parent taking evening courses at a local college to improve capacity;
5. Costs of living including transportation, food, rental housing, clothing, childcare, medical expenses and other;
6. Inclusion of tax credits, returns and government benefits, namely child tax benefits.

Basic Living Wage Formula Calculation

$$\begin{array}{rccccccc}
 \text{Annual Family} & = & \text{Income from} & + & \text{Income from} & + & \text{EI Premiums} \\
 \text{expenses} & & \text{employment} & & \text{Government} & & \text{CPP Premiums} \\
 & & & & \text{Transfers} & & \text{Federal Taxes} \\
 & & & & & & \text{Provincial Taxes}
 \end{array}$$

b. Payroll

1. Employees shall be paid on a bi-weekly basis on Fridays. The pay period begins on Sunday, and ends on the second Saturday.
2. Hourly employees are paid for hours worked, and the pay will always reflect the hours worked in the two weeks *prior* to the Friday paid.
3. Salaried employees are paid based upon the annual wage, calculated on twenty-six (26) pay periods consisting of two (2) work weeks. Salaried employees pay reflects the two work weeks up to and including the Friday paid.

2.2.4 Travel and Accommodation Expense

This policy recognizes that Kingston Economic Development Corporation employees may incur travel expenses in the course of doing business. Kingston Economic Development Corporation employees required to travel for Kingston Economic Development Corporation related business shall be eligible for reasonable reimbursement for travel, on behalf of the Corporation, to attend approved courses, workshops, conferences, trade shows, seminars, events or meetings.

a. Provisions:

These guidelines apply to anyone who incurs travel expenses while conducting Kingston Economic Development Corporation business.

1. All travel by fare shall be in Economy Class.
2. Travel by Business Class when hosting clients/customers requires pre-approval by the CEO.
3. Use of a personal vehicle is permitted where it is cost-effective. Allowances may be claimed for such use while on company business. The approved rate is provided by the City of Kingston accounting department on an annual basis.

b. Accommodation

Kingston Economic Development Corporation representatives shall select a hotel that offers a corporate or discounted rate and that is within close proximity of the event being held. If there is no hotel that is within a reasonable distance of the event, another comparably priced hotel may be chosen.

Kingston Economic Development Corporation employees staying with friends/relatives may claim \$30 per day in lieu of accommodation costs.

c. Meals

When traveling out of Kingston, the Kingston Economic Development Corporation representative will be granted a daily limit of

\$65/day, excluding taxes, for personal meals. Approximate breakdown as follows:

Breakfast	\$15.00
Lunch	\$20.00
<u>Dinner</u>	<u>\$30.00</u>
Total	\$65.00

If a Kingston Economic Development Corporation employee is entertaining a client, this should be noted on the receipt and does not reduce the amount that the Kingston Economic Development Corporation employee is entitled to spend on personal meals.

All meal receipts for which there are multiple people eating should have a list of attendees on the back of the detailed (showing items ordered) receipt.

d. Hosting Guidelines

There may be occasions where employees are hosting external guests or customers in a social setting for sales and marketing purposes. On such occasions, with pre-approval, employees may purchase an alcoholic beverage – as a courtesy and only where appropriate – for themselves and each of their guests or customers.

Alcoholic beverages purchased in the course of activities amongst colleagues, community groups or general meetings may not be expensed. Safe and appropriate consumption of alcohol is expected of all employees during work related activity.

Any questions related to the content of this Policy or its interpretation should be directed to the CEO.

e. Gratuities

Representatives that incur expenses while conducting business for Kingston Economic Development Corporation may provide an appropriate gratuity on the value of the goods and/or services (prior to any discounts). Gratuities may vary with local customs and cultures. However, while conducting business in Canada, the customary gratuity for services is 15-18%.

Gratuities greater than 15% may be reasonable when the goods and/or services received have been discounted.

- For instance, if a representative of the Corporation has a discount coupon, gift card or gift certificate, which decreases the amount of the goods and/or services, the gratuity is calculated on the full value.
- Another example would be the receipt of a complimentary meal due to a kitchen error, with a gratuity provided on the actual value of the meals received.
- Extended occupation of a dining table for meeting purposes.

f. Travel by Vehicle

1. Personal Vehicle

Employees who on occasion, voluntarily provide their personal vehicle for Kingston Economic Development Corporation related business travel within the city of Kingston, are to be reimbursed according to this policy or a monthly allowance where agreed.

Parking costs incurred in the course of business, occurring **off-site**, will be reimbursed. Receipts for attendant parking lot use and parking meters must be attached to the expense claim.

When using a personal vehicle for Kingston Economic Development Corporation business based on a kilometer rate, a daily log of the “from and to” destinations should be kept along with kilometers traveled for each trip. A copy of this log is to be attached to each Expense Claim for reimbursement. Use of Google maps or other internet-based mapping programs is

acceptable to calculate kilometers travelled.

For trips greater than 250 km in one day, a rental vehicle must be obtained with the contracted car Rental Company, rather than use the kilometeric reimbursement.

If an employee chooses to use a personal vehicle for travel in excess of 250 km in one day, the employee will be reimbursed for the equivalent value of a vehicle rental for one day (based upon the current rate of the Kingston Economic Development Corporation provider). The kilometeric rate will not apply.

Expenses arising from employee behaviour such as traffic and parking tickets or property damage incurred during a traffic accident **will not be** reimbursed. Employees are expected to carry adequate vehicle insurance coverage, including occasional business use.

2. Rental Vehicle

Kingston Economic Development Corporation will provide the name of the contracted rental company for the Corporation. All associated rental costs (daily rate, insurance) and gas will be reimbursed.

The Kingston Economic Development Corporation Credit Card provides insurance coverage to rental vehicles.

3. Distracted Driving

Kingston Economic Development Corporation recognizes that distracted driving can impair safe driving and contribute to vehicle accidents. This policy applies to all employees of the Corporation.

This policy is intended only to define certain prohibited activities and prescribe certain practices and recommendations to help employees safely operate company equipment or perform work for Kingston Economic Development Corporation. Any activity which would cause drivers to take both hands off the wheel at the same time, or their mind entirely off the driving responsibilities is prohibited. Driving distractions include devices inside the vehicle as well as conversations with passengers.

i. Specific Prohibitions

Although a list of activities that could be considered distractions would be too numerous to mention, Kingston Economic Development Corporation prohibits the use of the following devices by the driver, in the course of carrying out their duties as an employee, while the vehicle is in motion:

- Texting with a cell phone or PDA
- Cell phone use, unless coupled to a hands-free device
- Televisions and CD players
- Use of radio or stereo headphones
- Electronic games

- Any device in violation of any applicable municipal, provincial or federal statute

ii. Suggested Practices:

Making or receiving phone calls is strongly discouraged while driving. It is best to make mobile phone calls only when you are safely parked off the traveled portion of the roadway.

g. Procedure: Travel by Fare

The choice of transportation between air, rail, bus, or taxi will be determined prior to departure. The selection will be based on what method is most effective to successfully complete the trip in a timely and fiscally responsible manner.

All fares will be booked in economy class. The cost of cancellation insurance is an allowable expenditure.

Use of personal travel points to upgrade to Business Class is acceptable; however, the CEO must approve all business class travel prior to departure.

h. Ineligible Expenses

1. Accommodations

If a spouse is traveling with the Kingston Economic Development Corporation employee, their accommodation expenses will not be reimbursed. If a spouse is traveling with the Kingston Economic Development Corporation employee, this should be noted on all hotel invoices.

If the Kingston Economic Development Corporation employee chooses to stay at the hotel prior to, or after the event (or authorized period of time), their expenses will not be reimbursed.

2. Meals

Any meals that are paid for on behalf of spouses or friends during the trip will not be reimbursed. Any daily meals that exceed the \$65 daily limit may not be reimbursed.

3. Travel

Any travel costs paid on behalf of spouses or friends during the trip will not be reimbursed.

Gas expenses for personal vehicles are not eligible. The purpose of the compensation is to take care of gas and general maintenance of your car. Any kilometers driven in excess of the 250 km/day limit may not be reimbursed.

4. Other

Personal items are not eligible. Personal entertainment, reading materials, supplies, barbering or hairdressing charges, movies, personal phone calls, or dry cleaning will **not** be reimbursed.

Miscellaneous items arising from employee behaviour such as parking fines, Highway Traffic Act

offences, penalties, property damage caused by the employee, or money lost will not be reimbursed.

i. Procedure: Completion of a Travel Expense Report

A travel expense report must be completed within 21 days of returning from an event, particularly when a cash advance has been issued.

1. An expense claim form must be completed before the expenses will be reimbursed.
2. Expense claim forms must include receipts for all items listed.
3. Expense claim forms list all purchases individually, with the HST broken out, and each purchase coded as to the department, budget line number, and General Ledger account code.
4. Appropriate authorization of the expense claim form by an employee/contractor's supervisor. Travel expenses for Board Members must be pre-authorized by the CEO.
5. Submissions that do not contain **all** of the above items for all purchases will be deemed incomplete, and **remain the personal responsibility** of the employee or Kingston Economic Development Corporation representative.

2.2.5 Corporate Credit Card

Corporate credit cards may be issued to certain employees in roles where it is anticipated that they will be required to incur a great deal or regular amount of Kingston Economic Development Corporation expense. Such cards will be issued only with the approval of the CEO. Credit cards are the property of the Corporation, and may be revoked at any time, at the discretion of the Corporation.

a. Provisions:

1. Employees remain personally responsible for the payment of any and all items charged to the corporate card until such items have been properly documented and approved as per the provisions of this Policy.
2. At no time may an employee charge expenses that are not related directly to the performance of their duties for the Corporation to the corporate credit card.
3. All purchases made on corporate credit cards must be within the current budget, must be within the employee's individual budget authority, and must be made in accordance with the purchasing and tendering policies of the Corporation.

b. Approval

1. All purchases made on a corporate credit card must have the signed credit card slip as well as the accompanying receipt submitted with the monthly credit card statement.
2. Employees must complete an expense claim form to accompany the monthly statement, endorsed slips, and receipts.
3. Expense claim forms list all purchases individually, with the HST broken out, and each purchase coded as to the department, budget line number, and General Ledger account code.

4. Appropriate authorization of the expense claim by an employee/contractor's supervisor.
5. Submissions that do not contain all of the above items for all purchases will be deemed incomplete, and remain the personal responsibility of the employee.

2.2.6 Hours of Work

Kingston Economic Development Corporation's business hours are from 8:30am – 5:00pm Monday through Friday. This enables our clients to rely on prompt and full service during these hours. The regular workweek is thirty-seven and a half (37.5) hours consisting of seven and a half (7.5) hours per day, Monday to Friday. Employees are entitled to a one-hour lunch period each day, which is considered unpaid. The hours of operation are 8:30 am to 5:00 pm, year-round. The office remains open throughout the lunch hour.

Individual work-weeks will vary in accordance with the nature of business, the work that is performed, and an employee's position and responsibility in the Corporation.

Kingston Economic Development Corporation promotes a culture of trust and pride in employee's work, and as such we are confident in employee's ability to manage their workload. Depending upon the work flow, employees may be required, from time to time, to work outside of the regular office, and the regular work week hours. A work week may fluctuate between thirty-seven and one half (37.5) and forty-four (44) hours depending on business demands.

a. Attendance

Kingston Economic Development Corporation maintains an attendance record to ensure clarity and fairness. This involves recording absenteeism as well as time taken during regular business hours for personal appointments, sick days, vacation, jury duty, leaves, vacation time or personal business.

Kingston Economic Development Corporation recognizes that it is difficult to schedule personal appointments outside of regular business hours; however, management requests that staff do so wherever possible.

If an employee knows that they are going to be late or absent from work, it is the employee's responsibility to inform their supervisor as soon as possible. This is to assist fellow employees in responding to any inquiries that may be received during your absence.

If a prolonged absence is anticipated, the office must be contacted about a leave of absence, otherwise you must provide notification regarding the expected length of the absence. You are also expected to call every other day during that period. Periods of absence of more than three (3) days may require a doctor's note. Aside from absences provided for in the "Leaves" section of this manual, any employee found to be habitually absent or tardy will face disciplinary measures as deemed appropriate by Kingston Economic Development Corporation up to and including termination of employment. Other measures may also include training, or counseling to provide assistance or

help prevent further violations of this policy.

b. Overtime:

Employees are not normally expected to work overtime on a regular basis, however on occasion work demands and Corporation priorities may require additional hours. This may necessitate working irregular hours and, rarely, exceed 44 hours in a given week. Kingston Economic Development Corporation is committed to compensating eligible overtime hours worked in accordance with the Employments Standards Act. Any overtime requires **written** approval in advance from the CEO or your Manager.

In accordance with the Employment Standards Act (ESA) staff whose work is managerial or supervisory in character or of a technical nature do not qualify for overtime compensation under normal conditions.

The employee's supervisor must approve all overtime in advance. Such approval shall be in the form of e-mail or by written documentation. These records shall be retained, for audit purposes, in an appropriate payroll file.

Unauthorized overtime worked at the employee's own discretion to manage their own workflow is considered voluntary and is not eligible for overtime compensation. This includes working through lunch hours and breaks, or early arrivals and late departures from work.

c. Public Holidays

Kingston Economic Development Corporation recognizes the following public holidays, and the Corporate Offices of Kingston Economic Development Corporation are closed on the following days:

- New Year's Day
- Ontario Family Day
- Good Friday
- Victoria Day Monday
- Canada Day
- August Civic Holiday Monday
- Labour Day Monday
- Thanksgiving Day
- Christmas Day, December 25
- Boxing Day, December 26

Of the ten public holidays we recognize, the August Civic Holiday is **not** defined as a statutory public holiday under the Employment Standards Act. For **statutory** holidays occurring on non-working days, the holiday will be observed on the following regular workday(s).

1. Procedure: Public Holiday Pay

Salaried employees will be paid at the regular rate for each holiday. Holiday time off is considered as scheduled time worked and will not be counted as a vacation day.

Salaried employees who are required to work on a statutory public holiday (as defined by the ESA) shall receive another working day off to replace the public holiday.

Hourly employees, who are required to work on a statutory public holiday as defined by the ESA, will receive premium pay. Premium pay is 1½ times the employee's regular rate of pay. In addition to premium pay for hours worked, hourly employees shall receive public holiday pay in accordance with the ESA.

Public holiday pay is calculated as a dollar amount as follows:

Regular wages + Vacation pay* /20 = \$\$ amount

**earned in four weeks prior to the work week with the public holiday*

To qualify for public holiday pay, an employee must work all of their regularly scheduled days of work before and after the public holiday. Regularly scheduled days of work before and after the public holiday don't have to be the day's right before and right after the holiday.

For example, if an employee isn't scheduled to work the day right before or after the holiday, as long as he or she works all of the last regularly scheduled shift before the holiday and all of the first one after it—or provides reasonable cause for not working either of those days—he or she meets this criterion.

d. December Holiday Office Hours

Kingston Economic Development Corporation's operations slow during the December Holiday period, and the Corporation may allow regular full-time staff days off between Christmas and New Year's Day inclusive to recognize non-standard hours worked throughout the year.

2.2.7 Leaves

Important or unusual circumstances may make it necessary for a staff member to be absent from work for periods of time. Each situation shall be decided upon based on reasonable and equitable standards. Kingston Economic Development Corporation has a policy to cover most situations of illness or special leave.

a. Provisions:

1. A written leave of absence is required for all leave of absences exceeding five (5) working days and where possible shall be made at least five working days prior to the day the leave is to begin.
2. In addition to the leaves identified in this policy, special leave may be granted for emergency or unexpected events on an as requested basis, provided that such absence of the employee is not disruptive to the then current demand. Any special **non-emergency** leave shall be made up through lieu time, vacation days or days off without pay.
3. We encourage our employees to schedule personal appointments (doctor, dentist, etc...) before or after regular working hours where possible.
4. Scheduling of time-off within working hours is subject to the approval of the employee's supervisor. Such requests for special leave must be submitted in writing.
5. When approved, the employee is expected to make-up time lost due to attendance at appointments during the workday, or, the employee can take the time as vacation time.

b. Paid Leave:

1. Bereavement Leave

Leaves of absence, with pay, will be granted in the following circumstances:

- Up to five (5) consecutive workdays, to arrange for or attend the funeral, for the death of a spouse, parent/step parent, or child/stepchild, or a person living in the same residence as part of the same household as the employee. Spouse shall include same sex spouse.
- Up to three (3) consecutive workdays, to arrange for or attend the funeral, for the death of a brother, sister, grandparent, grandchild, mother-in-law, father-in-law, son-in-law, daughter-in-law, sister-in-law, and brother-in-law.
- If additional time is required for the purposes of substantial travel, or for other extenuating circumstances, then the CEO may grant up to three (3) days, with pay.
- Employees may serve as pallbearers when requested without loss of pay on the day of the funeral for the time necessary to perform this function.

Where internment is at a later date, one or more of the above days may be postponed until that date.

2. Sick Leave

Sick Leave is defined as absence from work due to a bona fide illness, a non-work related injury or is subject to quarantine due to exposure of a contagious disease.

Employees are provided with up to ten (10) days per calendar year of paid leave to be used strictly for absences due to Sick Leave. These sick days are credited to each employee at the beginning of the calendar year for use during that year only. Sick leave credits may not be carried forward, nor are they paid out at any time.

Procedure: Sick Leave

When an employee is unable to report to work because of illness or injury, their supervisor must be notified as soon as possible on the first day of absence and as early as possible during the day.

After three (3) days of continuous absence, or as requested at any time by Kingston Economic Development Corporation, the employee may be required to provide a doctor's certificate certifying that the employee is medically unable to carry out normal duties due to illness, injury or quarantine.

In the case of longer absences, the employee must keep Kingston Economic Development Corporation informed at reasonable intervals of their progress toward recovery and expected date of return to work. Employees are expected to notify their supervisor as early as possible of their expected date of return to work.

Prior to returning to work, an employee may be requested to provide a doctor's note certifying that the employee has been in the care of a doctor, and that the employee is able to return to work on a full time basis without restriction; or, that the employee is able to return to work with the nature and duration of any work restrictions described.

At any time Kingston Economic Development Corporation may require that a doctor of Kingston Economic Development Corporation's choice examine an employee and determine whether the employee qualifies for Sick Leave or is fit to return to work. In such cases, the employee will be notified of this decision and Kingston Economic Development Corporation will work with the employee to arrange a mutually convenient appointment. All costs associated with such a medical appointment will be covered by Kingston Economic Development Corporation.

In the event of the employee experiencing an ongoing absence due to illness, the employee can apply and may be eligible for sick benefits available under the Employment Insurance (EI) program.

Kingston Economic Development Corporation shall provide the first two weeks' salary during the short-term disability period, for all employees with a minimum of 1 year of service. These two weeks of salary cannot be carried from year to year and are not commensurable because of staff changes such as discharge or resignation.

3. Jury or Witness Duty

An employee who is: (a) subpoenaed as a Crown witness; (b) subpoenaed as a witness as a result of the performance of their duties as an employee of Kingston Economic Development Corporation or; (c) serving as a juror; will receive regular pay for those days during which the employee is required to be absent by virtue of the subpoena or jury duty.

The employee must give Kingston Economic Development Corporation notice of their intention to be absent within twenty-four (24) hours of receipt of the subpoena by providing a copy of the document(s) to their supervisor and the CEO.

The employee shall receive their regular pay while serving in the above capacity and must submit to Payroll monies received as jury or witness pay, less expenses.

An employee called for jury duty should report for work during scheduled working hours before and after such duty. Time spent on jury duty shall not be considered time worked for the purposes of overtime

c. Unpaid Leave

The Employment Standards Act, 2000 (ESA) including Bill 148 grants employees the right to unpaid job-protected leave in a number of circumstances. If you are considering an unpaid leave, please consult with the CEO to assist you in understanding the nature of each leave.

2. Maternity Leave

Maternity and parental leave procedures are in accordance with the Employment Standards Act of Ontario.

After thirteen (13) weeks of employment, employees, upon written request at least two weeks prior to starting said leave, shall be granted up to seventeen weeks unpaid leave of absence (see top-up benefits, section 2.2.9) for maternity leave and up to thirty-five (35) weeks of unpaid parental leave.

For a biological mother, a parental unpaid leave may be taken for a period of up to thirty-five (35) weeks immediately after the maternity leave. A written request for maternity leave shall be accompanied by a medical certificate estimating the expected date of delivery. An employee may change the date of the maternity leave by providing at least two weeks written notice to the employer. If an employee is forced, through pregnancy related complications, to commence the leave prior to giving notice, the employee must give such notice, along with a medical certificate of the expected or actual date of birth, as soon as reasonably possible.

If an employee becomes ill as a result of a complication arising out of a pregnancy, and the employee is within seventeen (17) weeks of the expected date of birth as identified on the medical certificate, the employee has the option of going using Sick Leave or commencing the maternity leave.

A written request for a maternity or parental leave implies an intention to return to work. The employee must specify in their written request to their supervisor the date the leave commences and the date s/he intends to return to work. If an employee wishes to change the date of her return to work, she must give at least one month's written notice before the date the leave was to end.

To avoid delays in qualifying for benefits, the employee should obtain the Record of Employment on her last working day before the leave and should present it as soon as possible at the Employment Insurance Office.

3. Parental Leave

An employee who is a parent and has been employed for at least 13 weeks before the birth of a child, or 13 weeks before the child came into the parent's custody, care and control for the first time (e.g. Adoption), is entitled to up to thirty-five (35) weeks of unpaid parental leave (see top-up benefits, section 2.2.9) .

A "parent" includes a person with whom a child is placed for adoption or a person who is in a relationship of permanence with the parent of the child and who intends to treat the child as their own.

Unpaid parental leave for natural and adoptive parents may be taken after the birth or after the child first comes into the custody, care, and control of the parent, but no later than 52 weeks after the birth or custody of the child.

An employee shall provide written notice of request for Parental leave as much in advance as possible, but no less than one month, prior to the leave. Written notice should include the date the leave is to commence and the expected date of return to work.

4. Voting Day

Employees who are eligible to vote in a Federal election must have four consecutive hours while the polls are open in which to cast their ballots. In Provincial and Municipal elections, the required time to be available to vote is three hours. An employee will only be entitled to leave work early if their regular hours of work conflict with this procedure.

5. Inclement Weather

On occasion, inclement weather may make it difficult for employees to get to work on time.

Employees are expected to make arrangements during periods of inclement weather which will enable them to arrive as soon as possible. Travel to and from work in inclement weather is the sole responsibility of the employee. If the Kingston Economic Development Corporation office is open, employees are expected to report to work.

Procedure:

When an employee is unable to report to work or will be late to work because of inclement weather conditions, the employee shall contact their direct supervisor as soon as possible. The employee will be given the option of: a) using vacation time; or b) taking leave without pay

2.2.8 Vacation

All Kingston Economic Development Corporation employees are entitled to take vacation with pay after the completion of their probationary period. Vacation credits accrue on a monthly basis as soon as employment commences and based on the vacation entitlement set out in the employee’s employment agreement at the rate of one day a month up to a maximum of ten (10) days **or** as set forth in the employee’s employment agreement.

Commencing in the calendar year of the employee’s first anniversary and continuing throughout their employment at Kingston Economic Development Corporation, employees must take two (2) weeks of vacation whatever their entitlement.

Years of Continuous Service	Vacation Entitlement (days)
After 1 year	10 days
After 3 years	15 days
After 8 years	20 days
After 12 years	25 days

Commencing in the calendar year, employees must take 10 days of paid vacation per calendar year. For employees entitled to more than ten (10) days of paid vacation per calendar year, and who have taken a minimum of ten (10) vacation days, entitlement to remaining vacation may be lost if not used prior to December 31. The carryover of vacation days for all employees is at the discretion of the CEO.

Employees, who have taken vacation (with pay) and terminate their employment with Kingston Economic Development Corporation before the vacation has been fully earned will have the amount of vacation pay

taken but not earned, deducted from their final pay. Likewise, employees who have terminated their employment before taking all vacation days earned will have an amount added to their final pay for such vacation days which have been earned but not taken.

Vacation days do not have any cash value (except upon separation from the Corporation, see Section 2.2.10), and must be taken as time away from work.

Operational requirements are the overriding factor in scheduling vacation time. Please submit vacation requests to your manager for advanced approval, providing as much notice as is possible, in advance of your planned vacation time. Approval must be received prior to you confirming any final vacation arrangements. Your manager will make every reasonable effort to accommodate your request and final approval will be based on the business needs.

2.2.9 Employment Benefits

a. Top-Up Benefits

Full-time regular employees are eligible for top-up pay and extension of benefits as outlined below. To qualify for maternity or parental top-up benefits, an employee must have been employed continuously for six (6) months or more. Eligible employees will receive the salary and benefits provisions specified below with the understanding that the employee is expected to work for the Corporation for at least three (3) months following the date of their return from maternity/parental leave.

1. Allowance:

- Weeks 1 & 2: 100% of the employee's normal basic earnings for the first two (2) weeks of the leave
- During the period of the maternity/parental leave, the Corporation will continue the employee on full extended health benefits.
- An employee may choose to continue Group Life benefits while on leave. If the employee opts to continue with the benefit, s/he is required to pay the cost of the benefit plan during the full term of the leave.
- Both service credit and vacation entitlement continue to accrue while the employee is on leave.
- An employee may choose to either purchase or opt-out of purchasing pension benefits (OMERS) during a pregnancy/parental leave. An OMERS member may purchase benefits (up to a maximum of 52 weeks) by paying the pension contributions that would normally have been paid during the period.
- Upon return to work the employee is to return to their previous position and salary. If that position no longer exists, the employee will be placed in a comparable position with no loss in salary.

- Where both parents are employees of the Corporation, only one top-up benefit will be granted under this policy.
- Employees receive the salary and benefit provisions specified above, with the understanding that they will return to work for the Corporation for at least three (3) months. Should you resign prior to returning, or within three (3) months of the end of the leave, a repayment of the monies paid by the Corporation as a top-up must be repaid in full.

b. Short Term Disability

The terms of the plan apply to all regular full-time Kingston Economic Development Corporation employees. Kingston Economic Development Corporation reserves the right to withhold payments under this plan if complete and proper medical documentation is not provided to the company in a timely manner. To be eligible to participate in this policy an employee must be on the payroll as an active employee for a continuous six (6) month period prior to the illness occurring.

“Short-Term Disability” applies to absences due to doctor directed hospitalization or home recovery due to accidents such as broken limbs, or strains, sprains, or disease, which may require more than two (2) weeks of convalescence.

Short-term disability does not include absences due to everyday common colds, the various flu viruses, and elective day surgery absences (an example of elective day surgery would be laser eye surgery).

1. Provisions

The Short Term Disability Plan does not become effective until the illness lasts longer than two (2) continuous weeks. Kingston Economic Development Corporation will provide the following to employees that have applied for Short Term Disability leave, providing they have completed and submitted an approved Functional Abilities Form from their physician, but not limited to any additional required forms.

- Weeks 1 & 2: 100% of the employee’s normal basic earnings for the first two (2) weeks of the leave.
- Weeks 3 +: To be determined by the CEO and benefits plan administrator.

The Federal Employment Insurance plan is available to eligible employees. Employees should refer to their local Employment Office for details.

2. Procedure

In order to be eligible for and receive payments for Short-Term Disability benefits, the employee must have worked for the company for a continuous six (6) month period. They must also provide

the company with a detailed medical letter stating:

- The nature of the illness and expected recovery time (the prognosis)
- The severity of the illness where relevant
- The dates of the first and most recent medical visits for this illness specifically
- The recommended course of treatment by the physician
- The expected recovery date and the date when the employee is able to return to work.

A handwritten note by a Doctor on a prescription pad or letterhead stating that “an employee cannot or is unable to come to work due to illness” is insufficient documentation for payment under this plan, without exception.

Kingston Economic Development Corporation reserves the right to have a qualified physician of its choice review a claim, and if necessary examine a disabled employee, as a condition of making or continuing payments under this plan.

3. Responsibility

The employee is responsible for submitting a detailed medical letter, as outlined above to Kingston Economic Development Corporation. If the information sent to Kingston Economic Development Corporation is incomplete in any way, the company reserves the right to reject the employee’s claim for Short-Term Disability payments until such information is provided in its entirety.

Once the FAF has been received, and if STD is approved, CEO will inform employees supervisor of the outcome.

c. Pension Plan

Kingston Economic Development Corporation participates in the Ontario Municipal Employees Retirement System (OMERS). All full-time regular employees will be enrolled in OMERS effective the first day of employment with the Corporation.

OMERS is a multi-employer, contributory, defined benefit pension plan. A defined benefit pension plan is a plan which defines the pension to be provided, but not the total contributions. The benefit is normally based on length of service and earnings. All members of OMERS belong to the basic plan and costs are shared equally between members and employers.

d. Extended Health Care

Kingston Economic Development Corporation provides regular full-time employees with benefits. Regular, full-time employees are eligible for extended health care benefits effective the first day of employment with the Corporation. Kingston Economic Development Corporation pays 100% of the premiums for the extended health care benefits. The Corporation also pays the premium for critical illness insurance, and these premiums are considered a taxable benefit, and are recorded as such on

each employee's annual T4. Copies of the benefits booklet which provides a Summary of Benefits are accessible on the Corporation's shared server.

e. Group Life Insurance & Long-term Disability

Kingston Economic Development Corporation provides regular full-time employees with life insurance, dependent life insurance, accidental death & dismemberment insurance, and long-term disability benefits. Regular, full-time employees are enrolled effective the first day of service with the corporation.

Employees pay 100% of the life insurance, long term disability, and accidental death and dismemberment (AD&D) premiums.

Copies of the benefits booklet which provides a Summary of Benefits are accessible on the Corporation's shared server.

2.2.10 Layoff & Termination

Kingston Economic Development Corporation's funding could vary significantly from time to time, and as a small organization we would not be able to provide a substantial severance package if ever we had to terminate or reduce our workforce. Each employment contract includes a provision that clarifies the extent of Kingston Economic Development Corporation's obligations in the event of termination.

a. Employee Resignation

After completion of the probationary period, employees must give the Employer two (2) weeks' notice of resignation. The Employer may waive the resignation notice period in whole or in part at any time by providing payment of regular wages for the period so waived.

b. Termination – For Cause

An Employment Contract may be terminated by the Employer at any time for cause, without notice or payment in lieu of notice or severance pay whatsoever, except payment of outstanding wages, overtime and vacation pay to the date of termination. Cause includes, but is not limited to, any act of dishonesty, conflict of interest, breach of confidentiality, harassment, insubordination, or careless, negligent or documented poor work performance.

c. Termination – Without Cause

The Employer may terminate the employment of the Employee at any time, without cause, by providing the Employee, in writing, with the minimum notice prescribed by the Employment Standards Act, 2000. The Employee agrees that notice, and severance if applicable, as provided by Kingston Economic Development Corporation hereunder shall represent the maximum termination entitlements for which Kingston Economic Development Corporation is liable.

2.3 Employee Personal Information and Privacy

This privacy policy has been developed to comply with Canada's *Personal Information Protection and Electronic Documents Act* ("*PIPEDA*"). *PIPEDA* sets out rules for the collection, use and disclosure of personal information in the course of commercial activity as defined in the Act.

This Privacy Policy applies to Kingston Economic Development Corporation's Board of Directors, members, employees and contracted employees and applies to information that is not in the public domain. As well, Kingston Economic Development Corporation ensures that all third party service providers sign confidentiality agreements prior to any transfer of an individual's personal information in the course of providing the business loans, business development advice, and other related information and/or services.

Definitions

"*Personal information*" means information that reveals a distinctive trait about individuals and helps others identify individuals. Some personal information such as business addresses may be found in the public domain by accessing publications like telephone or professional directories. The focus of this policy is personal information about employees collected, used and disclosed by Kingston Economic Development Corporation that is NOT in the public domain. It includes, without limitation, information relating to identity, nationality, age, gender, address, telephone number, e-mail address, Social Insurance Number, date of birth, marital status, education, employment health history, benefit application forms, payment records, income and information relating to financial transactions as well as certain personal opinions or views of an Individual.

"*Business information*" means business name, business address, business telephone number, name(s) of owner(s), officer(s) and director(s), job titles, business registration numbers (HST, RST, source deductions), financial status. Although business information is not subject to *PIPEDA*, confidentiality of business information will be treated with the same security measures by Kingston Economic Development Corporation staff and Board members, as is required for individual personal information under *PIPEDA*.

"*Client*" means any stakeholder group that uses the services or information of the Kingston Economic Development Corporation including member Associations, institutions, political bodies, governmental bodies, businesses, or any other group.

"*Individual*" means an employee, a contractor, a Board member, a volunteer, a member, or any other person involved in the delivery or receipt of services from Kingston Economic Development Corporation.

"*Member*" means an Individual who represents either themselves or a member association who has registered for membership within Kingston Economic Development Corporation.

"*Application*" means the application form or related forms completed by the individual(s) or client to become a member of the federation, or in the case of employees or volunteers to apply for a position within the Kingston Economic Development Corporation.

"*Data base*" means the list of names, addresses and telephone numbers of clients and individuals held by Kingston Economic Development Corporation in the forms of, but not limited to, computer files, paper files, and files on computer hard-drives.

"*File*" means the information collected in the course of processing an application, as well as information collected/updated to maintain /service the member.

"*Express consent*" means the individual signs an application, or other forms containing personal information, authorizing Kingston Economic Development Corporation to collect, use, and disclose the individual's personal information for the purposes set out in the application and/or forms.

"*Implied Consent*" means the organization may assume that the individual consents to the information being used, retained and disclosed for the original purposes, unless notified by the individual.

"*Third Party*" means a person or company that provides services to Kingston Economic Development Corporation in support of the programs, benefits, and other services offered by Kingston Economic Development Corporation, but does *not* include any Government office or department to whom Kingston Economic Development Corporation reports in the delivery of programs, benefits or services.

Purposes of Collecting Personal Information

Kingston Economic Development Corporation will collect and use only the personal information about employees necessary to achieve the following purposes:

- to evaluate suitability for employment
- to confirm proof of age when employee retires;
- to administer payroll, group insurance and workers' compensation plans
- to evaluate job performance
- to measure Internet capacity and performance
- to contact next of kin when there are cases of health emergency at the work site or while on work-related travel
- to reimburse for approved travel claims incurred in the course of employment
- required by law, search warrant, etc.

Kingston Economic Development Corporation wants employees to understand the purposes for which personal information is collected. If an employee objects to the collection, use or disclosure of their employee information for the purposes outlined in this policy, the employee's objection could mean that he or she will be unable to receive the full complement of employee benefits.

Type of Personal Information Collected

Kingston Economic Development Corporation collects and uses several forms of employee personal information:

- Contact and financial identification information: Name, home address, telephone number, marital status, bank or other financial institution account numbers for direct payroll deposit purposes, emergency contacts, next of kin, dependents, age, sex, and SIN.
- Employment information: Education, training, experience, holiday periods, sick time, references, performance evaluation reports, years of employment, salary and benefits, benefits administrative employee identification number, contracts, expense claims, health information if in connection with sick leave or a short term or long-term disability claim, employee termination information.
- Work product information: includes information about email and Internet usage. Kingston Economic Development Corporation reserves the right to monitor any e-mail transmitted and received for the purposes of conducting investigations and, when necessary, ensuring compliance with the E-mail Policy. In general, Kingston Economic Development Corporation will not monitor the content of electronic mail unless a complaint is received or there are reasonable grounds to believe that a violation of the e-mail policy or of security has occurred.

How Kingston Economic Development Corporation collects employee personal information

Kingston Economic Development Corporation collects personal information directly from individual employees when they apply for and then begin employment with Kingston Economic Development Corporation.

When and to whom Kingston Economic Development Corporation discloses employee personal information

Kingston Economic Development Corporation does not rent or sell employee personal information. Kingston Economic Development Corporation will only disclose personal information to an organization with the employee's consent or for a purpose outlined in this policy.

As well, Kingston Economic Development Corporation does not disclose personal information about employees to other Kingston Economic Development Corporation employees except where the disclosure is required by one of the purposes outlined in this policy. Kingston Economic Development Corporation might disclose personal information about employees to third parties if these organizations have contracted with Kingston Economic Development Corporation to help fulfill one of the purposes outlined in this policy.

Within Kingston Economic Development Corporation itself, employee personal information is kept locked in filing cabinets.

Accuracy of personal information held by Kingston Economic Development Corporation

Kingston Economic Development Corporation makes every reasonable effort to ensure the accuracy and currency of employee's personal information. Employees should check the accuracy of their personal information and employees should inform Kingston Economic Development Corporation in writing when such personal information changes.

Accessing employee personal information held by Kingston Economic Development Corporation

Employees may consult their employee personnel file on site within the office. All material in the file must be returned in complete form to the CEO. There may be rare instances when the release of information in an employee personal file is legally prohibited. If Kingston Economic Development Corporation cannot release the personal information, the employee will be provided with the reasons for denying access.

Security of employee personal information

Kingston Economic Development Corporation makes every reasonable effort to protect employee personal information by implementing security safeguards such as locked filing cabinets, password protected files, etc, to ensure against loss or theft, unauthorized access, disclosure, copying, use or modification.

Kingston Economic Development Corporation uses physical, organizational and technological measures as methods of protection.

Retention of Kingston Economic Development Corporation collected personal information

Kingston Economic Development Corporation keeps personal information as long as it is needed to fulfill the purposes identified in this policy and reviews any applicable provincial legislation for retention requirements.

Questions or concerns about the Kingston Economic Development Corporation Employee Personal Information Privacy Policy or Kingston Economic Development Corporation privacy practices

Employees may address any questions or concerns to the CEO of Kingston Economic Development Corporation. For more information about employee's personal privacy rights, contact the Privacy Commissioner of Canada at the web site: www.privcom.gc.ca or the provincial privacy commissioner in the appropriate jurisdiction. Ontario Information and Privacy Commissioner's Office at www.ipc.on.ca.

2.3.3 Third Party Reference Requests

Any third party reference requests may only be considered once the employee has authorized the release of this information in writing.

Only employees who hold a Managerial role are authorized to respond to third party reference requests for former employees on behalf of the corporation. If an employee is uncertain how to respond to a request, s/he may ask for the CEO to respond.

If the request is for information that relates to current or former employees of Kingston Economic Development Corporation with respect to job performance or employment history, responses should be limited to information that is job related, factual and objective.

If the request for information is related to a credit or loan application, only the CEO may reply and as an alternative may provide a letter of confirmation on letterhead that may be used by the employee.

2.4 Performance Management

Performance management is a continuous business process to align, enable, equip, and inspire employees, positioning them for success in achieving business goals (Watson-Wyatt Worldwide). Kingston Economic Development Corporation employs a performance management system which focuses on frequent communication, continuous education and training, and team development to ensure that employees are able to achieve business goals.

a. Purpose

To ensure the success of the organization, and the success of individual employees. The performance management process is used to:

- Establish work standards set team and individual goals
- Discuss areas for improvement
- Note accomplishments and progress
- Discuss employee development plan

b. Process

1. Managers/Supervisors set goals with direct reports on a semi-annual basis
2. The goals are directly linked to the employee's job duties, the operating plan, and the Corporate strategic objectives
3. Managers/Supervisors will review, revise and monitor progress with their direct reports throughout each quarter
4. At the completion of each quarter, Business Development Officers shall report departmental progress to the CEO. At the completion of each quarter, Managers/Supervisors will provide the office of the CEO with written individual progress reports to file for each employee

c. Responsibilities

1. Managers/Supervisors:
 - Set timelines and standards for work to be performed
 - Work with staff to ensure that duties, goals, and work standards are clearly communicated and understood
 - Provide feedback that is relevant, timely, and constructive

- Manage performance of direct reports, and department (where applicable)
2. Employees:
- Ensuring that work standards, duties and goals are understood: if unclear, the employee shall seek clarification
 - Completion of work tasks to determined schedule and standard

2.4.2 Professional Development Policy

Kingston Economic Development Corporation is committed to supporting employee professional development opportunities that enhance the performance of both the individual and the corporation. Employee professional development is supported within the context of the corporation's designated budget for these opportunities. This policy does not cover personal development or personal interest courses.

Kingston Economic Development Corporation recognizes the value of professional development and personal growth for team members and encourages its team members who are interested in continuing education and job specific training to discuss such opportunities with their supervisors. If the courses and seminars discussed align with the professional development needs of individual team members and the organization as a whole, Kingston Economic Development Corporation will pay for tuition costs for such courses as outlined in the Professional Development procedure below. Note that books and other support material will not be included. Reimbursement of these approved courses will be made to the team member upon successful completion of these courses (i.e. with submission of final evaluation credit). Kingston Economic Development Corporation will however cover the expense and pre-pay the tuition costs for such courses, if a team member is participating and enrolled at the request of their manager on behalf of the company.

Please note that it is expected that a team member will remain a full time team member with Kingston Economic Development Corporation for a minimum period of six (6) months after the successful completion of any course that the company has paid for. If the team member chooses to leave before that period, 100% of the tuition fees will be reimbursed to Kingston Economic Development Corporation.

Below is the procedure for allocation of Professional Development funds.

a. Procedure for Allocation of Professional Development Funds

Business Development Officers shall submit requests for professional development (PD) funds to the CEO. Requests shall be reviewed, and funds allocated by January 2 of each year. The corporation recognizes that course content and dates may fluctuate; therefore, department managers are expected to base requests on the information available.

Requests for professional development received after November 30, or those less than \$500, may be evaluated and considered by the CEO, contingent on remaining funds available.

In accordance with development goals formulated in the employee's performance review and

development plan, an employee completes a professional development request form. Under this policy, all requests for professional development are to be submitted in advance of registration and must be supported by the employee's supervisor.

An employee must have completed three (3) months of continuous service prior to the beginning of the approved PD, with the exception of executive programs which require twelve (12) months of continuous service.

An employee can apply for professional development support under any of the categories outlined in this policy. The categories are not independent of one another: an employee is not eligible for the annual maximum in every category for any given calendar year. Category maximums have been established in order to establish fairness and equity in the annual allocation of funds.

1. Work Related Courses: Where Kingston Economic Development Corporation formally requires an employee to take a work related course in order to update the employee's qualifications for the employee's current job, the total cost of such course and associated costs will be paid by the corporation.
2. Training Support: Employees may apply for training support to attend training seminars, workshops, conferences or degree programs. The corporation may provide paid days off to pursue degree programs to a maximum of ten (10) days per calendar year.
3. Professional Memberships: Where an employee is a member of a designated profession, the corporation may provide 100% reimbursement for membership and/or licensing fees required to maintain the designation, with a maximum calendar year benefit of \$750.

Designated professions include, but are not limited to: Certified General Accountants; Certified Management Accountants; Human Resources Professionals; Chartered Accountants; Real Estate Representatives; and Project Management Professionals.

4. Executive/Professional Programs: Many professional programs require significant time away from the office, from three (3) to five (5) business days. In addition, registration fees for professional programs are costly. For those reasons, employees must have completed twelve (12) months of continuous service prior to the beginning of the program.

Kingston Economic Development Corporation will make an effort to accommodate requests for professional programs for employees, within every two years of service. The following terms shall apply to professional programs:

- in the year that the employee participates in a professional program, the employee will not be eligible for additional training;
- in the calendar year following the completion of a professional program, the employee will not be eligible for PD in excess of \$500;
- participation in a professional program is subject to approval by the employee's supervisor and the CEO, based upon the operational needs of the department and the corporation;

- professional development is a shared responsibility, and the corporation expects that an employee will continue employment with the corporation for a minimum of six (6) months following completion of a professional program.
5. Tuition Reimbursement Support: When an employee applies for tuition reimbursement support, the corporation may provide 100% reimbursement with a maximum calendar year benefit of \$1,500. Exam fees and courses specifically required for a professional certification are eligible for reimbursement.

Study or preparatory courses, text books, and school fees other than tuition are not eligible for reimbursement. Reimbursement is made only after an employee completes a course, with a grade of “B” or better or a notation of “Pass” for Pass/Fail courses. Kingston Economic Development Corporation will not reimburse employees for courses not successfully completed.

Upon completion of a course, the employee submits proof of passing the course along with receipt of payment. Tuition reimbursement will be processed via separate cheque or added to the employee’s pay depending on whether the course is deemed a taxable or a non-taxable benefit as defined by Revenue Canada.

2.4.3 Progressive Discipline

Kingston Economic Development Corporation is constantly seeking to establish and utilize fair standards for evaluating work performance and to reward outstanding employees for their achievements. Kingston Economic Development Corporation also accepts the responsibility to help improve employees whose work performance and efficiency have fallen below established standards.

The progressive discipline system outlined below has been established to ensure consistency and fairness, and to promote a positive work environment. Examples of instances requiring progressive discipline include, but are not limited to:

- Unsatisfactory job performance
- Perpetual lateness
- Culpable absenteeism: absenteeism not excused by medical certificate; failure to call-in; or a pattern of absenteeism
- Insubordination
- Unsafe work habits
- Disruptive behaviour
- Misconduct

In some instances however, progressive discipline is not appropriate due to the severity of the offence, such as theft, assault, or professional misconduct.

a. Provisions:

1. The process for progressive discipline involves the following steps:
 - i. Counseling/Coaching

- ii. Assessment
- iii. Verbal Warning
- iv. Assessment following Verbal Warning
- v. Written Warning
- vi. **Unpaid** Suspension
- vii. Dismissal

2. The progressive disciplinary process should be followed when deemed appropriate by the CEO.
3. Disciplinary documentation regarding the violation of the Harassment, Safety, Drug Free Workplace, Electronic Communications & Internet Usage, or Confidentiality of Information Policy, disciplinary documentation for violence or threats of violence, and records of suspension **shall not** be removed from an employee's personnel file.
4. Progressive discipline is not applicable to employees on probation and seasonal staff due to the short term of employment. However, probationary employees and seasonal staff should receive regular feedback from their immediate supervisor with respect to unsatisfactory performance or inappropriate behaviour.

Termination of probationary employees and seasonal staff shall meet the standards set out in the Employment Standards Act.

b. Procedure

Step 1: Counseling /Coaching

This is an informal discussion between an employee and their direct supervisor regarding work performance or conduct. The intent is to bring the issue to the employee's attention and develop a mutually agreeable plan of action.

Step 2: Assessment

If there is little or no improvement within the time period set out in the plan of action, the next step is a verbal warning.

Step 3: Verbal Warning

The verbal warning is a discussion between an employee and their direct supervisor regarding work performance or conduct that has been repeated after coaching and assessment.

A timeline for improvement of the work performance and/or conduct shall be set, and recorded in the employee's personnel file.

Supervisors are responsible for providing the CEO with a statement for the employee's file including the date, nature of and reasons for the warning, and the timeline for improvement. The CEO will also sign this document.

Step 4: Assessment following Verbal Warning

If there is little or no improvement within the time period set out in the plan of action, the next step is a meeting between the employee, their direct supervisor to try and resolve the situation. The next step is a written warning.

Step 5: Written Warning

A written warning is normally given to an employee who has already received a verbal warning for the same or similar offence. However, written warnings can be given without any previous written warning if the offence is sufficiently serious.

Supervisors should provide the employee an opportunity to explain the misconduct prior to issuing a written warning.

The purpose of the written warning is to demonstrate that an earnest effort has been made to help the employee perform to expectations. The written warning will be signed by the CEO and provided to the employee and retained in the employee's personnel file.

Step 6: Suspension

Suspensions generally follow one or two written warnings; however, serious misconduct may merit a suspension without prior verbal or written warning.

Step 7: Dismissal

This is the most serious form of discipline, and is normally taken only after an employee has been given every opportunity to improve their performance.

Occasionally, a very serious and flagrant breach of discipline may result in dismissal without prior warning.

Dismissals which result from the application of the progressive discipline procedure are deemed —termination with cause (refer to section 2.2.10: Layoffs & Termination)

Section 3.0:

EMPLOYEE RELATIONS

3.1 Workplace

The Kingston Economic Development Corporation is a small organization with a project-driven, team-based work environment.

Kingston Economic Development Corporation is committed to creating and maintaining a dynamic team environment where the dignity, self-worth and contribution of each employee is valued and respected. Kingston Economic Development Corporation will foster a culture which promotes positive and supportive interaction among team members free from discrimination, harassment, threats, intimidation and violence.

3.2 Harassment

Kingston Economic Development Corporation is committed to building and maintaining a positive working environment for its employees. Kingston Economic Development Corporation does not condone and will not tolerate acts of harassment or and/or related retaliation against or by an employee.

Harassment is defined as any activity or behaviour that has the purpose or effect of unreasonably interfering with an individual's or a group's work, or of creating an intimidating, hostile or offensive working environment.

All incidents of workplace harassment will be regarded as serious offences. Individuals who violate this Policy are subject to disciplinary and/or corrective action, up to and including termination of employment. It is also a violation of Kingston Economic Development Corporation Harassment Policy for anyone to knowingly make a false complaint of harassment or to provide false information about a complaint.

This policy applies to all Kingston Economic Development Corporation employees, member of the Board of Directors, professional contractors, volunteers, and placement students others who come into contact with Kingston Economic Development Corporation employees.

a. Definitions:

1. Workplace: Harassment can occur in any Kingston Economic Development Corporation location, not just office buildings. Harassment as defined by this policy which occurs outside the workplace (e.g. during business travel, or at a work-related social gathering) and which negatively affects working relationships may also be subject to investigation.
2. Harassment: "engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome." Harassment may also relate to a form of discrimination as set out in the Ontario Human Rights Code, but it does not have to. Harassment may be either intentionally or **unintentionally** directed at an individual. However, the fact that the behaviour is unintentional does not mean that it is not harassment. It is not intent that counts it is the result.
3. Prohibited Grounds: As named in the Ontario Human Rights Code: race, ancestry, place of origin,

colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital or family status, or disability.

b. Types and Examples of Harassment

1. Sexual Harassment is defined as “unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for the victims of the harassment”. Sexual harassment can be directed at persons of either gender, examples include:

Unwelcome Behaviour:

This is the most common form of sexual harassment and examples include:

- unwelcome physical contact such as touching, kissing, patting, or brushing up against a person;
- suggestive staring or other obscene or offensive gestures;
- physical assault;
- display of pornographic materials, including graffiti;
- unwelcome remarks, jokes, or taunting about a person’s body, dress, or sex;
- enquiries or comments about a person’s sex life, sexual preferences, etc.

Sexual Advances:

This second type of sexual harassment occurs when a person in a position of power or authority makes unwanted sexual advances or requests for sexual relations.

Reprisal:

Sexual harassment also happens when a person is in a position of power or authority threatens to retaliate against an employee who has rejected their sexual advances.

2. Racial or ethnic harassment: Racial slurs and harassment and racial jokes are a form of discrimination that violate the Ontario Human Rights Code. The term “race” includes all race-related grounds: race, ancestry, place of origin, colour, ethnic origin, citizenship and creed.

Examples of this type of harassment include:

- Unwelcome remarks, jokes, innuendoes, or taunting about a person’s racial or ethnic background, colour, place of birth, citizenship or ancestry;
- Racist, ethnic or religious graffiti or the display of racist material;
- Practical jokes based on racial, ethnic or religious grounds which cause awkwardness or embarrassment;
- Refusal to work or converse with an employee because of their racial or ethnic background;
- Use of racially derogatory nicknames.

3. **Poisoned Work Environment:**

Conduct or comments that violate the prohibited grounds named in the Ontario Human Rights Code but which are not directed at a specific individual can nonetheless create a degrading or

offensive “poisoned” work environment and may therefore be considered a form of harassment. Examples include:

- Display of material which degrades or denigrates a person or group on the grounds of gender, race, ethnic origin, disability, or sexual orientation;
- Patronizing behaviour, language or terminology, which reinforces stereotypes and undermines other workers’ self-respect or adversely affects work performance or working conditions.

c. What Harassment Does Not Include:

The term harassment is often used incorrectly. It does not include:

- i. appropriate direction, evaluation or discipline by a manager or supervisor
- ii. stressful events associated with the performance of legitimate job duties
- iii. good-natured jesting and bantering which is mutually acceptable
- iv. friendly or romantic behaviour which is welcome and mutual

d. Report Obligations: Employees

Employees who believe they are victims of harassment in their working environment are advised to first respond to the alleged harasser directly, by objecting and by requesting that the unwelcome behaviour stop immediately. If this approach is unsuccessful, Kingston Economic Development Corporation must be made aware of all acts of harassment or retaliation in order to take the appropriate action. Incidents of harassment or inappropriate work behaviour should be reported to a manager. If your direct supervisor is not available, or you think it would be inappropriate to contact your supervisor, contact the CEO or Board Chair. You can discuss any concerns or report incidents without fear of reprisal.

e. Report Obligations: Supervisors & Managers

Supervisors and managers are directed to take all appropriate steps to prevent and stop harassment in their areas of responsibility. Any supervisor or manager who is subjected to, witnesses, or is given written or verbal complaints of harassment acts or retaliation shall immediately report it to the CEO.

Supervisory personnel who are contacted by an individual seeking to file a complaint about harassment in their unit shall assist the complainant in contacting the CEO.

The Ontario Human Rights Code provides that a person who has the authority to prevent or discourage harassment may be held responsible for failing to do so.

All managers/supervisors have a duty to deal with such incidents when they become aware that they are happening. Action should be taken even if a formal complaint is not filed. Managers/supervisors should notify the CEO and inform the complainant that they are required to do so. In the event that an incident of harassment is reported to the Ontario Human Rights Commission, the onus is on the employer to demonstrate that efforts have been made in good faith to prevent harassment, to stop it once it takes place and to correct any damage that has resulted. If the employer cannot demonstrate that such efforts have been made, there is clear risk that both senior management and the organization will be held liable.

3.2.1 Procedure: Employee is a Target of Unwanted Behaviour

An employee who feels that s/he is a victim of harassment has a number of options available to him/her. Choosing the most appropriate is a matter of finding the one with which the employee is most comfortable and which best fits the circumstances.

a. Dealing with an Incident Directly

Frequently, the most effective way to end harassment is to deal promptly and directly with the person involved. It is possible that the person is unaware that you consider their conduct to be unwelcome and distasteful.

Tell the person clearly and firmly that and that you consider their conduct to be unwelcome, and that the behaviour is against company policy.

If you choose to deal with an incident yourself, it may be useful to have a witness present or to make a note of the conversation afterwards. It is important that you keep such a written record of the incident(s), including dates, times, the nature of the behaviour, and witnesses, if any, as this kind of documentation could help to validate your complaint in future.

b. Seeking Assistance

If you feel uncomfortable dealing with the incident yourself, or if you have tried to deal with the situation but the behaviour has continued, you may choose to seek assistance from your supervisor or the CEO, depending on the circumstances.

c. Filing a Complaint:

1. Informal Complaints

You may specifically request that the matter be dealt with on an informal basis with the assistance of the CEO or an employee's supervisor.

It is often the case that harassment is the result of a communication problem and that once this has been identified the matter can be resolved fairly easily without going to a full investigation.

If an informal resolution of the complaint is achieved, no record of the complaint will be entered in the Respondent's personnel records. However, the CEO will record the occurrence of the complaint and the informal resolution achieved. This record will remain confidential.

2. Formal Complaints

A formal complaint may be filed within a reasonable time of the harassment. However, the sooner you file, the easier it will be to establish facts and resolve the case satisfactorily. Employees should complete the Harassment Complaint Form and submit it to the CEO.

A confidential file will be opened on all formal complaints and will be kept separately from existing personnel files for a period of not less than five years. At the end of this period the file will be disposed of in an appropriate manner.

In the case of formal complaints, the Respondent shall have five (5) working days to respond, to the allegation. The Respondent's statement, written on company letterhead, must answer – with specific

responses – to each complaint, either admitting, denying, or explaining the allegations against them. The Respondent must sign their statement, which will then be attached to the original complaint.

d. Malicious Complaints

Any complaints made with a malicious intent or in bad faith will be treated seriously and will result in disciplinary action.

3.2.2 Procedure: An Employee is Accused of Harassment and/or Violent Action

a. Provisions

Any individual accused of harassment will be treated fairly and equitably at all times.

1. If you have been approached informally and told that your comments or conduct are unacceptable, examine your behaviour carefully. If you are guilty of the accusations that have been made against you, cease the offensive behaviour and apologize to the complainant immediately. If you do not, and the claims are well founded, you are vulnerable to a formal complaint and to disciplinary action.
2. If you believe that the charges are false, or feel that the complaint has been made in bad faith, discuss the matter the CEO, depending on the circumstances.
3. If a formal complaint has been made against you, you will be contacted during the course of the investigation to give your version of events. You will, of course, be advised of the outcome of the investigation and any action recommended to resolve the complaint.

Anyone accused of harassment is encouraged to keep documentation, including dates, times, places and witnesses.

a. Investigation

Kingston Economic Development Corporation seeks to resolve harassment claims as quickly as possible. Investigations shall be conducted and the appropriate actions taken no longer than seven (7) business days following the filing of a complaint.

A Human Resources Representative, in partnership with the CEO and if appropriate Business Development Officer, is responsible for determining and administering the methods and means for addressing harassment complaints.

The Human Resources Representative is also responsible for:

1. Determining the veracity of allegations of harassment or retaliation;
2. Determining whether or not a reported act is indeed harassment;
3. Resolving the dispute, with the agreement of both parties, where necessary.

The severity, frequency and pervasiveness of the conduct will be taken into consideration when imposing corrective action or discipline on the accused. There are several disciplinary options available, including:

- oral and written warning
- reprimand
- suspension
- probation
- transfer
- demotion
- termination of employment
- filing of charges with the police

Wherever and whenever investigations are conducted, the Complainants and Respondents shall:

- Receive written notice of the allegations
- Have the opportunity to present relevant information to the Investigator and/or Human Resources Representative
- Receive a copy of the investigative findings at the conclusion of the investigation

At the conclusion of an investigation, the investigator shall prepare a written report which shall include a statement of factual findings and a determination of whether this Policy has been violated. The report shall be presented for review to law enforcement officials or legal counsel, as necessary.

In all cases, Kingston Economic Development Corporation shall retain the findings report for a minimum of seven (7) years or for as long as any administrative or legal action arising out of the complaint is pending.

b. Confidentiality

All parties involved in an incident of harassment are bound to maintain confidentiality throughout all stages of the investigation process to protect as much as possible the privacy and reputation of all parties concerned. All records of harassment reports and subsequent investigations are considered confidential and will not be disclosed to anyone except to the extent required by law.

However, it must be recognized that, to the extent the complainant chooses to initiate proceedings or make comments outside the formal complaint process, confidentiality cannot be guaranteed.

c. Remedial Action

If an investigation confirms that an offence has occurred and remedial action is warranted, it will be initiated without delay. This may include counseling, education and training, or other disciplinary action up to and including dismissal.

d. Reprisal

All employees involved in cases of workplace harassment are protected from reprisal or the threat of reprisal under this policy.

Reprisal may include a denial or threat of denial of any employment-related opportunity (e.g. promotion, training, etc.); discipline or the threat of disciplinary action, including dismissal; ostracism of the complainant by other employees; or other forms of intimidation. These and any other kind of reprisal will be subject to disciplinary action.

e. Employees' Right of Redress

This policy in no way infringes upon an employee's right of redress through the procedures established by the Ontario Human Rights Code.

Section 4.0: OCCUPATIONAL HEALTH AND SAFETY

Health & Safety Policy Statement

Kingston Economic Development Corporation is committed to providing and maintaining a healthy and safe environment for its entire staff. Protection of all employees from injury or occupational disease is a major continuing objective. As the employer, Kingston Economic Development Corporation makes every effort to provide a safe, healthy and respectful work environment. All supervisors and staff are dedicated to the continuing objective of reducing injury and risk to health. Commitment to the continual improvement health and safety is an integral part of this organization. The Kingston Economic Development Corporation management team is accountable for the health and safety of the employees under their supervision and is responsible to ensure that:

- a safe, healthy and respectful work environment is maintained;
- any equipment provided is in a proper and a safe condition;
- all legislative requirements are met or exceeded;
- all employees are informed of established legislation and follow safe work practices and procedures employees receive adequate training to protect their health and safety;
- every reasonable precaution is taken to protect employees and to reduce risk of injury and violence at work;
- all employee accidents are properly investigated and preventative measures are implemented

All staff must protect their own health and safety and is responsible to ensure that:

- legislative requirements and safe work practices established by management are followed
- all accidents and unsafe conditions are reported to their supervisor or a member of the management team

CEO

Date

4.1 Health and Safety

Kingston Economic Development Corporation is committed to the prevention of illness and injury through the provision and maintenance of healthy and safe conditions. The Corporation adheres to relevant health and safety standards and legislative requirements.

At Kingston Economic Development Corporation, the safety and health of our employees comes first. Management is committed to doing everything possible to prevent injuries and to maintain a healthy working environment. All employees shall protect their own health and safety by working in compliance with prevailing regulations and standards.

a. Principles:

The Corporation is committed to ensure that all employees adhere to the following principles of occupational health and safety:

1. The health and safety of all personnel is a major responsibility of every employee.
2. Occupational health and safety is an essential aspect of all employees work environments.
3. Preventative measures must be taken to eliminate any risk of occupational illness or injury

b. Management and Employee Obligations

1. Management/Supervisor Responsibility:
 - Appoint —competent persons (as defined in the OHS Act) to supervisory positions.
 - All supervisors are responsible to ensure that their employees are trained in approved work procedures, and to ensure that employees follow safe work methods.
 - Ensure that all aspects of the workplace are safe and that any risks, hazards, and safety violations drawn to their attention are investigated and corrected promptly.
 - Ensure that any persons under their direction are made aware of, and comply with all applicable policy and safety procedures adherent to this policy.
2. Employee Responsibility:
 - Shall protect their own health and safety by working in compliance with prevailing regulations and standards and with safe work practices and procedures.
 - Report any health hazards and unsafe conditions or practices for corrective action.

c. Incident Reporting

The Worker's Compensation Act automatically covers all persons employed by Kingston Economic Development Corporation in the event that they are injured accidentally while they are performing their work.

A report on any accidental injury must be made to the Workers' Compensation Board within three days after the accident. Injuries must be reported immediately. Even minor injuries should be reported in this manner in case later complications should make the injury more serious. Under

Workers' Compensation Board rules, a physician must examine a person who has suffered an injury while at work. It will be ensured that this treatment is obtained.

Injuries should be reported to your direct supervisor, or the senior staff member present.

d. Workplace Cleanliness

Workplace cleanliness is a safety measure. Cleanliness helps to control pests, and is essential to comply with fire and safety regulations.

Employees and the organization will be judged by the way the work area is maintained, and the condition of our offices creates a lasting impression on visitors. Daily visitors include clients, prospective clients, suppliers and other representatives.

Guidelines:

- See that your workplace is clean and orderly;
- Keep aisles clear, do not block exits;
- Stack items in an orderly and safe manner;
- Do not keep perishable goods in your work-space;
- Clean up after yourself when using public spaces including meeting rooms, kitchen, reception area, or copy room;
- Manage documents to reduce clutter.

e. Scent-Free Workplace and Indoor Air Quality

The use of scented products in an indoor environment may impact on coworker's health. Scented products can contain, in low concentrations, many different types of chemicals, some of which are respiratory irritants and are known to have neurological or systemic effects at high concentrations.

As an employer, Kingston Economic Development Corporation is obligated to take every precaution reasonable in the circumstances for the protection of worker health and safety. Similarly, employees need to take reasonable measures to protect themselves and their co-workers

1. Procedure: Scent Source Known

If it is clear that the source of the irritation is a particular scent emanating from a co-worker, approach the individual in a positive manner and share your concerns about the issue in your area. Express how the use of the scented product is causing discomfort and affecting your health or general working situation.

If you are unable to resolve the concerns with your co-worker or you do not feel comfortable approaching the individual, approach your supervisor with your concern.

2. Procedure: Scent Source Unknown or General Indoor Air Quality Issue

If the scent problem is more generalized and/or the source is unidentifiable approach your supervisor with your concern.

If your area in the workplace is sufficiently severe that you are disabled from performing your normal work, such that you seek outside health care and/or lose time from work lost time should be reported as a workplace illness/injury via a WSIB Form 7 for review and assessment.

3. Procedure: Request for Accommodation:

Obtain medical documentation from a medical specialist (e.g. allergist, environmental health specialist) confirming that your conditions/symptoms are related to exposure to scented products/indoor air quality and outlining the severity of the health risk, your restrictions and the type(s) of accommodations needed.

4.2 Workplace Violence Policy

Kingston Economic Development Corporation is committed to preventing workplace violence and maintaining a safe work environment. We will not tolerate violence, threats of violence, harassment, intimidation or other disruptive conduct by our employees.

Kingston Economic Development Corporation has adopted a policy which prohibits violence and threats of violence, and encourages employees to take affirmative steps to identify and address potentially violent situations. Individuals who violate this Policy are subject to disciplinary and/or corrective action, up to and including termination of employment.

Although some incidents or situations involving workplace violence may be the result of larger societal problems outside of our control, Kingston Economic Development Corporation firmly believes that by working together with our employees, the risk of workplace violence can be minimized.

This policy applies to all Kingston Economic Development Corporation employees, members of the Board of Directors, professional contractors, volunteers, placement students, and others who come into contact with Kingston Economic Development Corporation employees.

a. Definitions:

1. **Workplace violence** is the attempted or actual exercise of physical force or power by a person against a worker, in a workplace, that could cause physical injury.
2. **Psychological violence** is an action or set of actions that directly impairs the victim's psychological integrity, including, but not limited to intimidation, harassment, threats or bullying
3. **Bullying** is persistent personal abuse which humiliates and demeans a worker
4. **Domestic violence** is violence that is inflicted by a person who has a personal relationship with a worker, such as a spouse, former spouse, current or former intimate partner or a family member.

b. Examples

1. Verbally threatening to attack a worker;
2. Leaving threatening notes at or sending threatening emails to a workplace;
3. Shaking a fist in a worker's face;
4. Wielding a weapon at work;
5. Hitting or trying to hit a worker;
6. Throwing an object at a worker;
7. Sexual violence against a worker;
8. Kicking an object a worker is standing on such as a ladder;
9. Trying to run down a worker using a vehicle or equipment such as a forklift;
10. Domestic violence against a worker that occurs at work;
11. Spreading malicious rumours;
12. Hindering an employee's work by giving incorrect information or withholding information;
13. Intimidation or bullying: public humiliation, personal insults and name-calling, persistent criticism, freezing out, ignoring or excluding
14. Stalking.

c. Weapons

Kingston Economic Development Corporation maintains a full and total ban on the possession of weapons on Kingston Economic Development Corporation premises. This includes weapons either kept or transported in any vehicle on Kingston Economic Development Corporation premises.

Weapons shall be prohibited while conducting Kingston Economic Development Corporation business off-site. Weapons shall be defined as, but not limited to: any gun, knife or other item held with intent to cause bodily harm to any employee.

d. Management and Employee Obligations

1. Management/Supervisors
 - Advise workers of any actual or potential health and safety dangers of which the supervisor is aware.
 - Immediately report and investigate all aspects of any reported instances of violence.
 - Assist in the prevention of violence through following company policy and procedure.
 - Depending upon the nature and severity of an incident or threat, it may be necessary to contact police or other emergency services.
2. Employees
 - Expected to help promote a violence-free workplace.
 - Immediately report instances of actual or potential workplace violence, whether directly experienced or witnessed, to their immediate supervisor or CEO.

- Assist in the prevention of violence through following company policy and procedure

Depending upon the nature and severity of an incident or threat, it may be necessary to contact police or other emergency services

e. Incident Reporting

Report any violence or potentially violent situations immediately your supervisor and the CEO. A written report should follow the initial report of the violent incident. Employees can access the Violent Incident Report on the [shared drive here](#).

If the situation involves an immediate threat to your personal safety or the safety of a co-worker call the police or other security that may be available such as Innovation Park security.

All reports shall be investigated, and dealt with appropriately.

f. Violent Acts by Kingston Economic Development Corporation Employees

Any employee who threatens, harasses or abuses another employee, or any other individual at or from the workplace shall be subject to disciplinary action, up to and including termination of employment, and the pursuit of legal action.

Violent action, threats and harassment are serious criminal offences, and shall be dealt with appropriately.

g. Incident Investigation & Management

Kingston Economic Development Corporation will investigate all allegations of actual or perceived workplace violence. Kingston Economic Development Corporation seeks to resolve claims as expediently as possible. Investigations shall be conducted and the appropriate actions taken no longer than 7 business days following the filing of a complaint.

Incidents will be investigated as appropriate to the circumstances. Depending upon the severity of the incident, an employee may be suspended without pay or terminated with cause. Any individual accused of violence will be treated fairly and equitably at all times, and appropriate authorities will be engaged as warranted.

1. Determine the veracity of complaint through interviews with the complainant, the accused, and witnesses.
2. The severity, frequency and pervasiveness of the conduct will be taken into consideration when imposing corrective action or discipline on the accused. There are several disciplinary options available, including:
 - oral and written warning
 - reprimand
 - suspension
 - probation
 - transfer
 - demotion/termination of employment
 - filing of charges with the police

At the conclusion of an investigation, the investigator shall prepare a written report which shall include a statement of factual findings and a determination of whether the Workplace Violence Policy has been violated. The report shall be presented for review to law enforcement officials or legal counsel, as necessary.

In all cases, the corporation department shall retain the findings report for a minimum of seven (7) years or for as long as any administrative or legal action arising out of the complaint is pending.

h. Confidentiality

All parties involved in a violent incident are bound to maintain confidentiality throughout all stages of the investigation process to protect as much as possible the privacy and reputation of all parties concerned.

However, it must be recognized that, to the extent the incident warrants the participation of law enforcement or other outside agencies, confidentiality cannot be guaranteed.

i. Violent Acts by Non-Employees

When violence is committed by non-employees, Kingston Economic Development Corporation shall engage authorities as warranted, and follow the internal investigation procedure as outlined above. Wireless Express shall also provide assistance to our employees, as warranted by the incident.

The Employee Assistance Program is available to all staff, 24 hours a day, 7 days a week. Assistance may include:

- Temporary provision of a mobile device with local service and 911 connection
- Modified work schedules or location transfers
- Crisis Counseling
- Escorts to and from vehicle or public transportation
- Employee Assistance Program resources

1. Theft

Most employees want to do the best they can for their employers. When a potentially violent incident occurs, in the heat of the moment an employee may try to reduce the loss for the business and put themselves at risk. It is critical that employees understand that their safety is the first priority. There is no expectation for employees to be heroes. Money and merchandise can always be replaced; people can't.

1.1 Procedure: Robbery

Our main concern is the safety of our employees. Employees must always cooperate with the assailant. The primary focus in the event of theft or robbery is the safety of yourself, your co-workers, and your customers.

- Keep it short;

- Stay calm and handle it as if you were making a sale to a customer;
- Obey the robber's orders and let them know you are intending to cooperate with them; give them any money or merchandise they ask for and do as they say;
- If you are unsure about what the robber is telling you, ask;
- Tell the robber about any possible surprises, such as if you must reach for something or move in any way or if there are other employees in the back room, etc.;
- Do not try to stop the robber and always assume they have a weapon, even if you cannot see one.

After the robber has left...

- Don't chase or follow the robber;
- Lock the store/office;
- Call the police and follow their instructions;
- If an employee or customer has been injured, call ambulance if necessary;
- Call your Direct Supervisor or another member of the management team after you have contacted police;
- Ask any witnesses to stay until the police arrive;
- Try to make them as comfortable as possible while they wait;
- Protect the crime scene. Do not allow anyone to touch anything that might be considered evidence, and do not resume business until the police are finished;
- Do not discuss the details of the robbery with anyone until after the police have taken statements from everyone;
- Use the Violent Incident Report to record information and share it with the police; then give it to your supervisor and the CEO.

1.2 Procedure: Shoplifting

If you suspect that someone is shoplifting...

- Don't chase the suspect. This can quickly lead to violence;
- Don't accuse the person of stealing;
- Don't try to physically stop the suspect;
- Don't lock the door to keep the suspect from leaving. A person who feels trapped is more likely to panic and become violent;
- Stay at least an arm's length away from the suspect;

- Give the suspect a chance to pay or put back the item. Be sure you know what was taken and where the suspect hid it, and then politely ask, “Are you ready to pay?” or “Would you like a bag for [the item]?” If you feel frightened or uneasy, don’t continue to confront the suspect;
- Get help when it’s safe to do so;
- Alert your supervisor or any other employees who can help you;
- Call the police if you sense a threat of violence or if highly valuable items are being stolen.

After the shoplifter has left...

Fill out the Violent Incident Report and give it to your supervisor and the CEO. This will also provide valuable information for the police. Make a point of trying to describe the suspect’s footwear. Many thieves and robbers will change their clothing afterwards, but not their shoes.

2. Difficult Customers

As a front-line employee, you will eventually have to deal with difficult or irate customers. Often customers just want to be heard, and active listening will diffuse most situations.

2.1 Procedure: Defusing a situation

Kingston Economic Development Corporation expects our staff to conduct themselves in a professional manner, using business appropriate language in all interaction with the public. In most cases, customers who are unhappy with a product or service can be handled in a courteous manner which allows them to voice their concerns.

Steps involved in diffusing a situation with a difficult customer include:

- i. Ask questions to help you understand what the customer’s concerns are:
 - Listen carefully, and try to put yourself in the customer’s shoes
 - Focus on being respectful and courteous
 - Try to remain calm, and try to calm the customer
 - Keep bringing the discussion back to the real issue

- ii. Identify the problem, and determine how the customer wants to resolve the issue
 - Avoid focusing on who is right or wrong. Focus instead on what will satisfy the customer and on finding ways to help the customer save face
 - Stick to facts, not opinions or judgments.

- iii. If the resolution to the problem is not possible, or outside of your authority, ask for help, or offer suggestions
 - Encourage the customer to speak with your supervisor someone else who has authority to make decisions or changes

- Offer suggestions on how to resolve the issue if what the customer wants is not within policy/procedure

Sometimes a customer's behaviour may escalate, or you are unable to diffuse the situation with the steps outlined above. If that is the case:

- If the customer is disruptive and noisy, and if it is safe to do so, move to a quieter location, possibly with the help of a co-worker
- If you cannot calm the customer, ask for help
- Ask a supervisor for assistance or give the customer the name and phone number of someone to contact
- Know when to walk away

2.2 Procedure: Abusive customers

In some cases, a customer's behaviour may escalate from being difficult or upset to abusive. Abusive conduct does not necessarily include physical violence, but physical violence often starts with abusive conduct. Abusive conduct includes:

- Demeaning, degrading, intimidating, offensive, or otherwise abusive expressions
- Physical intimidation including threatening gestures, or invasion of personal space
- Unwelcome sexual attention
- Bullying
- Stalking

No form of abuse is acceptable. If you are faced with abusive conduct, follow these guidelines.

- Ask the customer to stop. Do this right away, before the unwanted behavior becomes a pattern.
- Be specific when you ask the customer/client to stop the behaviour:
 - Please stop swearing, if you are unable to stop using that language, I am not able to help you
 - I am afraid that if you continue to yell, I am unable to help you
 - I need to ask you to step back, I cannot help you when you are in my personal space
- If the customer persists, ask him or her to leave.
 - I understand that you are angry/disappointed/frustrated, but I have to ask you to leave the premises now
 - I need to ask you leave, your use of language is abusive
- If a customer refuses to leave the premises, or persists with the unacceptable behaviour, call security and/or the police.
- Report the incident to your supervisor and the CEO.

- vi. Complete the Violent Incident Report and file with the office of the CEO.
- vii. If you believe you are being followed or stalked, call the police.
- viii. If the threat or abuse is from someone directly connected to your personal life, call the police, especially if the situation is escalating.

3. Domestic Violence

Unfortunately, domestic violence is more prevalent in our communities than we would like to believe. Kingston Economic Development Corporation respects the privacy of our employees, and we strive to ensure a secure working environment where every employee feels respected and valued.

If you or a co-worker is experiencing domestic violence, Kingston Economic Development Corporation would encourage you to contact the Employee Assistance Program. The EAP is a confidential service, provided through a third party.

Should you witness the harassment of or violence against a co-worker by someone with whom s/he has a close personal relationship, you have duty to report the incident as outlined in Incident Reporting, above.

If you have applied for or have a protective or restraining order, and it lists Kingston Economic Development Corporation locations as being protected areas, you must provide the office of the CEO with a copy of the petition and declarations used to seek the order, as well as a copy of any protective or restraining order.

Recognizing Domestic Violence in the Workplace

It is in your best interests to be able to recognize the signs of domestic violence. Incidents of Domestic Violence whether experienced or witnessed should be reported as a violent incident per company policy.

The victim may:

- Try to cover bruises;
- Be sad, lonely, withdrawn;
- Have trouble concentrating on a task;
- Apologize for the abuser's behaviour;
- Be nervous when the abuser is in the workplace;
- Make last minute excuses or cancellations;
- Use alcohol or drugs to cope; or
- Miss work frequently or more often than usual.

The abuser may interfere with the victim while at work by;

- Repeatedly phoning or emailing the victim;
- Stalking and/or watching the victim;

- Showing up at the workplace and pestering co-workers with questions about the victim; (Where is s/he? Who is s/he with? When will s/he be back?)
- Displaying jealous and controlling behaviours;
- Lying to co-workers (s/he's sick today, s/he's out of town, s/he's home with a sick child, etc.);
- Threatening co-workers (if you don't tell me I'll?);
- Verbally abusing the victim or co-workers;
- Destroying the victim's or the organization's property; or
- Physically harming the victim and /or co-workers;

The abuser may attempt to prevent the victim from getting to work by;

- Interfering with transportation by hiding or stealing the victim's car keys or transportation money;
- Hiding or stealing the victim's identification cards;
- Threatening deportation in a situation where the victim was sponsored;
- Failing to show up to care for children; or
- Physically restraining the victim.

4.3 COVID 19 Safety in the Workplace & Vaccination Policy

Purpose

COVID-19 has significantly impacted the health, economy, and social fabric of our community. Kingston Economic Development Corporation is committed to taking precautions for providing a safe workplace for our employees and their families, volunteers, clients, partners, and our community. Kingston Economic Development Corporation will follow the health & safety guidelines set forth by the Province and Public Health Authorities.

Vaccination against COVID-19 is one of the best ways to protect workers and patrons from becoming seriously ill or transmitting the virus to others. Province of Ontario guidelines encourage employers to establish vaccine policies.

Policy Statement

Effective December 1, 2021, Kingston Economic Development Corporation requires all employees and volunteers to be Fully Vaccinated against COVID-19 with an Approved Vaccine to support the health and safety of our workplaces and our community.

In the event that "booster" shots are recommended by Public Health Authorities, Kingston Economic Development Corporation strongly recommends employees and volunteers obtain these. Additional information will be provided when known.

Vaccines do not replace the need for strict adherence to established COVID-19 public health measures, especially when interacting with others whose vaccination status may be unknown. Employees, volunteers, and contractors must continue to comply with all COVID-19 prevention measures, as outlined in provincial guidelines, by local health authorities, and in Kingston

Economic Development Corporation's COVID-19 safety protocols and plan, including, but not limited to: COVID-19 screening, physical distancing, wearing of masks, hand hygiene, capacity restrictions, and infection prevention and control measures.

Kingston Economic Development Corporation will accommodate individuals who cannot receive vaccinations for reasons of disability or creed (commonly referred to as "religion") in accordance with the Human Rights Code. Any employee seeking such accommodation must speak with the Chief Executive Officer.

Application

This policy applies to all Kingston Economic Development Corporation employees and volunteers.

Clients/visitors to the Kingston Economic Development Corporation offices are covered by Province of Ontario requirements if applicable.

Employees and volunteers not required to be on the Kingston Economic Development Corporation premises or to interact directly with other Kingston Economic Development Corporation employees, volunteers or clients are exempt from this policy.

Proof of COVID-19 Vaccination

Effective September 22, 2021, Fully Vaccinated employees and volunteers must provide a Vaccine Receipt to Kingston Economic Development Corporation's CEO or designate.

As of December 1, 2021, all employees and volunteers must be Fully Vaccinated and provide a Vaccine Receipt to Kingston Economic Development Corporation's CEO or designate.

After December 1, 2021, all new employees and volunteers, must be Fully Vaccinated and provide a Vaccine Receipt to Kingston Economic Development Corporation's CEO, or designate, prior to their start date.

Employees and volunteers who cannot be vaccinated due to permitted exemptions (medical and other protected grounds under the Ontario Human Rights Code) must provide written proof of a medical reason from a physician or nurse practitioner that sets out the medical reason for not being fully vaccinated against COVID-19 and the effective time-period for the medical exemption or the rationale for an exemption for Religion/Creed reasons.

Kingston Economic Development Corporation's CEO will work with these individuals on an accommodation plan.

Un-Vaccinated and Partially Vaccinated Individuals (and Fully Vaccinated failing to provide a Vaccine Receipt)

During the transition period from September 22, 2021 to November 30, 2021, Un-Vaccinated and Partially Vaccinated individuals, as well as Fully Vaccinated individuals that fail to provide a Vaccine Receipt, may perform their duties on Kingston Economic Development Corporation premises so long as they provide a weekly negative COVID-19 test result and wear a protective

face shield, in addition to complying with all other COVID-19 prevention measures.

Prevention Measures

Individuals who do not provide proof of full vaccination must take the following measures when at work:

Masks

- a. the worker must wear a three-ply mask of a type approved by Public Health Authorities;
- b. the mask must cover the mouth and nose and be worn at all times during working hours;

- c. the mask may be removed when the worker is on an approved break, which must be taken outside and while maintaining a physical distance of at least 2 meters from other people;
- d. the mask may be removed when the worker is drinking or eating, but this cannot be done in a space that is also used by other individuals;
- e. masks must be replaced as soon as they get damp, soiled or crumpled and disposed of properly in a lined garbage container.

Hands

- f. the individual must wash their hands frequently with soap and water for at least 20 seconds or use a hand sanitizer with at least 60% alcohol to clean hands both before and after:
 - a. touching their eyes, nose, or mouth;
 - b. touching their mask; and
 - c. eating, smoking or vaping.

Testing

- g. the worker must undergo rapid antigen point-of-care testing in the event that such testing is implemented in the workplace and may be required to undergo rapid antigen testing prior to attending any work location.

Additional

Additional measures may be prescribed upon the recommendation of Public Health Authorities, which must then also be taken by the individual.

Privacy

Information pertaining to vaccination status, including proof of vaccination, will be maintained, protected and secured by Kingston Economic Development Corporation. This information will be used only for the purpose of protecting the health and safety of workers, ensuring a safe workplace, ensuring compliance with this policy, and for consistent purposes.

The information will remain confidential, subject only to being disclosed where there is a need for others to know or as may be required by law.

All such information will be destroyed by Kingston Economic Development Corporation as soon as it is no longer needed.

No Harassment

Kingston Economic Development Corporation does not tolerate harassment. This includes harassment on the basis of or related to vaccination status.

All employees and volunteers, regardless of whether they are vaccinated or not vaccinated (or do not provide proof of full vaccination) but follow the prescribed measures, are entitled to work in a manner that supports their dignity and affords them respect.

Any employee or volunteer who engages in harassment will be subject to discipline, up to and including dismissal. Please see Kingston Economic Development Corporation's Operations & Human Resources Policy Manual, Section 3 Employee Relations (Workplace, Harassment).

Changes to Measures

Recommendations from Public Health Authorities can change as new information is received. Kingston Economic Development Corporation makes best efforts to remain current and the measures described in this policy may therefore change from time to time. Any changes will be communicated to employees and volunteers, who are then required to comply with the updated measures.

Failure to Comply

We all have a shared responsibility to keep each other safe. Kingston Economic Development Corporation takes the health & safety seriously. Failure to comply with this policy will result in disciplinary action, up to and including dismissal from employment.

Please direct any questions regarding this policy to the Chief Executive Officer.

Definitions

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Approved Vaccine: COVID-19 Vaccine approved by Health Canada or by the World Health Organization (WHO). A list of vaccines approved by Health Canada can be found on the Government of Canada website. A list of approved World Health Organization vaccines can be found on the WHO website.

Fully Vaccinated: An individual is defined as fully vaccinated 14 days after receiving the full course of an Approved Vaccine.

Partially Vaccinated: An individual is considered partially vaccinated if the individual has received the first dose of a two-dose Approved Vaccine, OR if they received the full course of an Approved Vaccine less than 14 days ago.

Un-Vaccinated: An individual is considered unvaccinated if they have not received any dose of an Approved Vaccine.

Vaccine Receipt

- o Ontario residents can obtain a copy of their COVID-19 vaccination receipt through the provincial Ontario Health portal.

- o Individuals who were vaccinated in a province or territory other than Ontario should visit their province or territory's site for more information on how to obtain a copy of their vaccination receipt
- o Individuals who were vaccinated in a province/territory/country that does not provide a vaccine receipt are required to provide an official document from the third-party agency that administered the vaccine. The Province of Ontario provides guidance for individuals vaccinated outside of Ontario/Canada and is available on their website.

Immunization Policy Implementation

1. All employees and volunteers will be provided with a copy of the Immunization policy either in hard copy or electronically.

At the same time, a list of all employees and volunteers affected by this policy will be compiled with check list to include categories – Full name of person, position at Kingston Economic Development Corporation, received notification of policy, date proof was shown, date of full or partial vaccination, or unvaccinated.

2. Beginning September 22, 2021 all employees and volunteers must show proof of vaccination (as they have it at that time) to the CEO or Corporate Secretary. The date and status will be recorded. Copies of proof will not be required to be kept on file. Electronic copies will be accepted as proof.
3. If proof is only for partial vaccination, proof of full vaccination will be required before November 30.
4. Any new staff, volunteers or contractors will be advised of the immunization policy and be required to show proof of full vaccination prior to starting their role.
5. During the transition phase (September 22 to November 30) unvaccinated or partially vaccinated individuals or those not showing proof of vaccination may continue their roles at Kingston Economic Development Corporation with negative results from weekly COVID-19 tests to be administered on site at assigned times (dates will be recorded and kept on file) and they comply with all other COVID-19 protective measures.
6. Should booster shots be required all employees and volunteers will be required to show proof of vaccination following the government required dates.
7. As well as vaccination, all other COVID-19 protective measures must continue to be followed.

Section 5.0

ACCESSIBLE CUSTOMER SERVICE POLICY

5.1 Intent

This policy is intended to meet the requirements of Accessibility Standards for Customer Service, Ontario Regulation 429/07 under the Accessibility for Ontarians with Disabilities Act, 2005, and applies to the provision of goods and services to the public or other third parties, not to the goods themselves.

All goods and services provided by Kingston Economic Development Corporation shall follow the principles of dignity, independence, integration and equal opportunity.

5.2 Scope

- a) This policy applies to the provision of goods and services at premises owned and operated by Kingston Economic Development Corporation.
- b) This policy applies to employees, volunteers, agents and/or contractors who deal with the public ;
- c) The section of this policy that addresses the use of guide dogs, service animals and service dogs only applies to the provision of goods and services that take place at premises owned and operated by Kingston Economic Development Corporation.
- d) This policy shall also apply to all persons who participate in the development of the Kingston Economic Development Corporation's policies, practices and procedures governing the provision of goods and services to members of the public or third parties.

a. Definitions

1. is a technical aid, communication device or other instrument that is used to maintain or improve the functional abilities of people with disabilities. Personal assistive devices are typically devices that customers bring with them such as a wheelchair, walker or a personal oxygen tank that might assist in hearing, seeing, communicating, moving, breathing, remembering and/or reading.
2. **Disability** – the term disability as defined by the Accessibility for Ontarians with Disabilities Act, 2005, and the Ontario Human Rights Code, refers to:
 - any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
 - a condition of mental impairment or a developmental disability;

- 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 insurance plan established under the Workplace Safety and Insurance Act, 1997.
3. **Guide Dog** – is a highly-trained working dog that has been trained at one of the facilities listed in Ontario Regulation 58 under the Blind Persons’ Rights Act, to provide mobility, safety and increased independence for people who are blind.
4. **Service Animal** – as reflected in Ontario Regulation 429/07, an animal is a service animal for a person with a disability if:
- it is readily apparent that the animal is used by the person for reasons relating to their disability; or
 - if the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability.
5. **Service Dog** – as reflected in Health Protection and Promotion Act, Ontario Regulation 562 a dog other than a guide dog for the blind is a service dog if:
- it is readily apparent to an average person that the dog functions as a service dog for a person with a medical disability;
 - or the person who requires the dog can provide on request a letter from a physician or nurse confirming that the person requires a service dog.
6. **Support Person** – as reflected in Ontario Regulation 429/07, a support person means, in relation to a person with a disability, another person who accompanies him or her in order to help with communication, mobility, personal care, medical needs or access to goods and services.

b. General Principles

In accordance with the Accessibility Standards for Customer Service, Ontario Regulation 429/07, this policy addresses the following:

1. The Provision of Goods and Services to Persons with Disabilities;
2. The Use of Assistive Devices
3. The Use of Guide Dogs, Service Animals and Service Dogs
4. The Use of Support Persons
5. Notice of Service Disruptions
6. Customer Feedback
7. Training
8. Notice of Availability and Format of Required Documents

1. The Provision of Goods and Services to Persons with Disabilities

Kingston Economic Development Corporation will make every reasonable effort to ensure that its policies, practices and procedures are consistent with the principles of dignity, independence, integration and equal opportunity by:

- ensuring that all customers receive the same value and quality;
- allowing customers with disabilities to do things in their own ways, at their own pace when accessing goods and services as long as this does not present a safety risk;
- using alternative methods when possible to ensure that customers with disabilities have access to the same services, in the same place and in a similar manner;
- taking into account individual needs when providing goods and services; and
- communicating in a manner that takes into account the customer's disability.

2. Assistive Devices

Persons with disabilities may use their own assistive devices as required when accessing goods or services provided by Kingston Economic Development Corporation.

In cases where the assistive device presents a safety concern or where accessibility might be an issue, other reasonable measures will be used to ensure the access of goods and services. For example, open flames and oxygen tanks cannot be near one another. Therefore, the accommodation of a customer with an oxygen tank may involve ensuring the customer is in a location that would be considered safe for both the customer and business. Or, where elevators are not present and where an individual requires assistive devices for the purposes of mobility, service will be provided in a location that meets the needs of the customer.

3. Guide Dogs, Service Animals and Service Dogs

A customer with a disability that is accompanied by guide dog, service animal or service dog will be allowed access to premises that are open to the public unless otherwise excluded by law. "No pet" policies do not apply to guide dogs, service animals and/or service dogs.

Recognizing a Guide Dog, Service Dog and/or Service Animal:

If it is not readily apparent that the animal is being used by the customer for reasons relating to their disability, Kingston Economic Development Corporation may request verification from the customer.

Verification may include:

- a letter from a physician or nurse confirming that the person requires the animal for reasons related to the disability;
- a valid identification card signed by the Attorney General of Canada; or,
- a certificate of training from a recognized guide dog or service animal training school.

Care and Control of the Animal:

The customer that is accompanied by a guide dog, service dog and/or service animal is responsible for maintaining care and control of the animal at all time.

Allergies:

If a health and safety concern presents itself for example in the form of a severe allergy to the animal, Kingston Economic Development Corporation will make all reasonable efforts to meet the needs of all individuals.

4. Support Persons

If a customer with a disability is accompanied by a support person, Kingston Economic Development Corporation will ensure that both persons are allowed to enter the premises together and that the customer is not prevented from having access to the support person.

There may be times where seating and availability prevent the customer and support person from sitting beside each other. In these situations, Kingston Economic Development Corporation will make every reasonable attempt to resolve the issue.

In situations where confidential information might be discussed, consent will be obtained from the customer, prior to any conversation where confidential information might be discussed.

Fees will not be charged for support persons for admission to Kingston Economic Development Corporation's events. Customers will be informed of this by a notice that will be posted on Kingston Economic Development Corporation's websites and registration forms.

5. Notice of Disruptions in Service

Service disruptions may occur due to reasons that may or may not be within the control or knowledge of Kingston Economic Development Corporation. In the event of any temporary disruptions to facilities or services that customer's with disabilities rely on to access or use Kingston Economic Development Corporation's goods or services, reasonable efforts will be made to provide advance notice. In some circumstances such as in the situation of unplanned temporary disruptions, advance notice may not be possible.

Notifications will Include:

In the event that a notification needs to be posted the following information will be included unless it is not readily available or known:

- goods or services that are disrupted or unavailable
- reason for the disruption
- anticipated duration
- a description of alternative services or options

Notifications Options:

When disruptions occur Kingston Economic Development Corporation will provide notice by:

- posting notices in conspicuous places including at the point of disruption, at the main entrance and the nearest accessible entrance to the service disruption and/or on the Kingston Economic Development Corporation website;
- contacting customers with appointments;
- by any other method that may be reasonable under the circumstances.

6. Feedback Process

Kingston Economic Development Corporation shall provide customers with the opportunity to provide feedback on the service provided to customers with disabilities. Information about the feedback process will be readily available to all customers and notice of the process will be made available by (verbal/written notification from Kingston Economic Development Corporation employees and Kingston Economic Development Corporation website). Feedback forms along with alternate methods of providing feedback such as verbally (in person or by telephone) or written (hand written, delivered, or email), will be available upon request.

Customers can submit feedback to:

Donna Gillespie

366 King Street East, Suite 420, Kingston, Ontario, Canada, K7K 6Y3

613-544-2725 ext 7270

Gillespie@investkingston.ca

Customers who wish to provide feedback by completing an onsite customer feedback form or verbally can do so to any Kingston Economic Development Corporation employee. Customers that provide formal feedback will receive acknowledgement of their feedback, along with any resulting actions based on concerns or complaints that were submitted.

7. Training

Training will be provided to:

- all employees, volunteers, agents and/or contractors who deal with the public or other third parties that act on behalf of Kingston Economic Development Corporation; for example: salespersons and contract trades persons, and
- those who are involved in the development and approval of customer service policies, practices and procedures.

Training Provisions:

As reflected in Ontario Regulation 429/07, regardless of the format, training will cover the following:

- A review of the purpose of the Accessibility for Ontarians with Disabilities Act, 2005.
- A review of the requirements of the Accessibility Standards for Customer Service, Ontario

Regulation 429/07.

- Instructions on how to interact and communicate with people with various types of disabilities.
- Instructions on how to interact with people with disabilities who:
 - i. use assistive devices;
 - ii. require the assistance of a guide dog, service dog or other service animal; or
 - iii. require the use of a support person (including the handling of admission fees).
 - iv. Instructions on how to use equipment or devices that are available at our premises or that we provide that may help people with disabilities.
 - v. Instructions on what to do if a person with a disability is having difficulty accessing your services.
 - vi. Kingston Economic Development Corporation 's policies, procedures and practices pertaining to providing accessible customer service to customers with disabilities.

Training Schedule:

Kingston Economic Development Corporation will provide training as soon as practicable. Training will be provided to new employees, volunteers, agents and/or contractor who deal with the public or act on our behalf (during the probationary period). Revised training will be provided in the event of changes to legislation, procedures and/or practices.

Record of Training:

Kingston Economic Development Corporation will keep a record of training that includes the dates training was provided and the number of employees who attended the training.

8. Notice of Availability and Format of Documents

Kingston Economic Development Corporation shall notify customers that the documents related to the Accessibility Standard for Customer Service are available upon request and in a format that takes into account the customer's disability. Notification will be given by posting the information in a conspicuous place owned and operated by Kingston Economic Development Corporation, the Kingston Economic Development Corporation's website and/or any other reasonable method.

Administration

If you have any questions or concerns about this policy or its related procedures please contact:

Donna Gillespie
366 King Street East, Suite 420, Kingston, Ontario, Canada, K7K 6Y3
613-544-2725 ext 7270
Gillespie@kingstoncanada.com

This policy and its related procedures will be reviewed as required in the event of legislative changes.

Section 6.0: INFORMATION MANAGEMENT

Kingston Economic Development Corporation is the business development and marketing arm for the City of Kingston, Ontario. Governed by a municipally appointed Board of Directors, Kingston Economic Development Corporation is committed to transparent and accountable operating procedures.

The Corporation also has a commitment to protect the personal information and intellectual property of the Corporation, its employees, its clients, and its stakeholders.

To ensure that protection of privacy is balanced with access to information, the Corporation adheres to the standards and legislative requirements of the Personal Information Protection and Electronic Documents Act 2004 (PIPEDA), the Freedom of Information and Protection of Privacy Act (1988) and the Municipal Freedom of Information and Protection of Privacy Act 1990 (MFIPPA).

6.1 Recorded Information Management

Recorded information management applies systematic controls and standards to the creation, security, use, documentation, retention, conversion, disposition and preservation of recorded information.

The purpose of this policy is to manage information to meet all legislated requirements for record keeping; ensure information is readily available for decision making; and protect the integrity and authenticity of records.

The Confidentiality and Non-Disclosure Policy (section 1.4) outlines the obligations of Kingston Economic Development Corporation staff, contract staff, professional contractors, and Board members in handling client information.

a. Definitions

1. **Record:** Any information, however recorded, and regardless of its form or characteristics. Records include, but are not limited to: correspondence, memoranda, books, maps, plans, photographs, drawings, diagrams, pictorial or graphic works, films, microforms, sound recordings, videotapes, computer generated files, and electronic mail transmissions.
2. **Intellectual property:** An asset of the Kingston Economic Development Corporation, and includes, but is not limited to: research conducted for the Corporation; information collected for, and stored with the Corporation; written materials developed for the Corporation; marketing techniques; design elements commissioned for the Corporation; client information, which may include intellectual property of an outside Corporation; Kingston Economic Development Corporation products and services; trade secrets; copyright material; information that may be protected by solicitor- client privilege or intellectual property rights

3. **PIPEDA:** Personal Information Protection and Electronic Documents Act. Federal legislation that governs the collection, use and disclosure of personal information in the course of commercial activities. Organizations are obligated to an individual's consent when they collect, use or disclose the individual's personal information. The organization must obtain consent **each and every time** it uses the information for a purpose different from the original purpose.
4. **MFIPPA:** Municipal Freedom of Information and Protection of Privacy Act. Ontario legislation which, with some limitations, provides the public with a right of access to records held by a municipality and protects the privacy of personal and sensitive information.
5. **FIPPA:** Freedom of Information and Protection of Privacy Act. Ontario legislation which, with some limitations, provides the public with a right of access to records held by a government office or publicly funded institution, and protects the privacy of personal and sensitive information.
6. **Personal Information:** Includes any factual or subjective information, recorded or not, about an identifiable individual. Personal information **does not include** business information which is publicly available, such as an employee's name, title, business address or telephone number.

6.1.2 General Directives

- a. The records and information holdings of the Corporation are valuable assets. All records and information in the custody and control of Kingston Economic Development Corporation are the property of Kingston Economic Development Corporation
- b. All records created or received by an employee, contract employee, and professional contractor in the course of Kingston Economic Development Corporation business are considered to be Corporate property, and are subject to records management practices.
- c. It is the responsibility of every employee, contract employee, and professional contractor to deliver all such records to their successors or to their supervisor and/or Corporate Administrator upon leaving the Corporation.

6.1.3 Ownership of Records and Information

- a. A corporate record is any record created, received, deposited, or held by any employee, contract employee, or professional contractor conducting business on behalf of Kingston Economic Development Corporation.
- b. Records in the custody of consultants and contractors performing work for the Corporation **may be** under the control of the Corporation.
- c. Records created by volunteers, placement students, Board members, or contractors performing work under the direction of a Kingston Economic Development Corporation employee are Corporate Records subject to this policy

6.1.4 Record Classification System & Maintenance

File Ref	Description	Responsibility	Retention
TRA NS	Transitory Records Immediate, short term records such as duplicates, draft versions, telephone messages, working notes, miscellaneous notices or memoranda & external publications.	Individual employees	None – Destroy when Superseded or Obsolete (SO)
A00	Information Systems Administration and operation of information systems in use. Includes data, software, network maintenance, contractors, etc.	CEO & City IT&S	Until Superseded or Obsolete
A01	Consultants and Contractors Correspondence proposals, resumes and other documents regarding the selection, appointment and monitoring of consultants and contractors. Includes professional contractors such as legal counsel, auditor and controller.	Individual employees File a copy with CEO	SO + 3 Years
A02	Office Equipment Design and maintenance of owned and leased office equipment and furniture. Includes warranties and guarantees.	CEO	Termination Date(T) + 1 Year
A03	Policies and Procedures	CEO	SO
B00	Board of Directors Includes all records related to the Board of Directors and all its committees (ad-hoc & standing) agendas, minutes, correspondence, reports, communications, elections, appointments and government registration.	Corporate Secretary	Permanent (P)
B01	Corporate By-Law Records associated with draft and final versions of bylaw.	Corporate Secretary	Permanent T + 2 Years
F00	Accounts Payable & Receivable	City Finance	Current Year (C) + 7 Years
F01	Audits Internal & external finance audits.	CEO & City Finance	C + 7 Years
F02	Banking transactions & relationships with banks.	CEO & City Finance	C + 7 Years
F03	Financial Reports Financial Statements, balance sheets, income statements, taxation records, general ledgers & journals, Financial forecasting & budgeting.	CEO & City Finance	Permanent C + 7 Years

F04	Tender & Quotes Reports regarding quotations & tenders from suppliers. Includes RFPs (Request for Proposals), RFQs (Request for Quotations and quotes per Purchasing Procedure.	CEO	Successful – T + 6 Years Unsuccessful – T + 1 Year
H00	Employee Records Employment History of an employee, may include: applications, resumes, performance evaluations, correspondence, attendance, scheduling, third party information requests, training and courses completed.	CEO	T + 2 Years
H01	Recruitment Records regarding recruitment of staff. Including job postings, copies of advertisements, records regarding competition.	CEO	Completion of competition + 1 Year
H02	Payroll & Benefits Records of payment of salary, wages & deductions to employees. Records that relate to benefits & services offered to employees including health insurance, life insurance, OMERS, EI, professional development and other programs.	CEO & Payroll Provider	T + 7 Years
L00	Legal Affairs General legal affairs. Contract service agreements and legal advice. Leases, insurance documents, Claims against the Corporation, claims against other parties, litigation, corporate intellectual property rights.	CEO & Legal	C + 7 Years C + 10 Years Permanent

6.1.5 Archiving

Kingston Economic Development Corporation, as an external agency of the City of Kingston, makes use of the City's Information Management Services for the archiving of paper documents. Kingston Economic Development Corporation shall apply the Corporation of the City of Kingston Information Management Policy and Records Retention Schedule to records in the care of the City.

6.1.6 Destruction of Records

Destruction of records may occur at the end of a record's life cycle, as indicated in Section 5.1.4 above. Destruction includes garbage, shredding, paper recycling, and erasure/disintegration of magnetic media.

Records shall be destroyed using a method appropriate to their medium and content. Records containing confidential and/or personal information shall be destroyed in a manner that ensures definitive obliteration.

6.1.7 Authority, Responsibility & Accountability

Management is expected to provide support for the recorded information management Program, as well as to designate an employee to; administer & support their department's record management, participate in training for this role, and ensure Corporate Department receives file copies of designated documents

6.2 Privacy

Kingston Economic Development Corporation has a responsibility to protect the privacy of the personal information of our partners and clients. The collection, retention and disclosure of personal information, online or offline, is governed by the *Personal Information Protection and Electronic Documents (PIPEDA) Act*. As a publicly funded Corporation, some sections of the *Municipal Freedom of Information and Protection of Privacy Act* apply to Kingston Economic Development Corporation.

6.2.1 Collection and Use of Personal Information

Kingston Economic Development Corporation is committed to providing its partners and other individuals with quality professional development opportunities, excellent networking events, and information regarding Economic Development.

In order to meet these goals, Kingston Economic Development Corporation may collect, use and disclose personal information, when applicable, and with an individual's consent, for the following purposes:

- to verify the identity of workshop participants;
- to register persons for Kingston Economic Development Corporation events or workshops to communicate and provide information about Kingston Economic Development Corporation or Kingston Economic Development Corporation related events;
- to communicate and provide information about up-coming Kingston Economic Development Corporation and Kingston Economic Development Corporation related events, programs, services and other opportunities.

Kingston Economic Development Corporation does not sell or rent this information to any external parties.

a. Accuracy of Personal Information

Kingston Economic Development Corporation endeavors to ensure that any personal information provided by an individual or an organization and in its possession is as accurate, current and complete as necessary for the purposes for which Kingston Economic Development Corporation uses that data.

b. Retention of Personal Information

Kingston Economic Development Corporation retains personal information as long as we believe it is necessary to fulfill the purpose for which it was collected. Legal, financial or business requirements may dictate the retention period in some cases. Wherever appropriate, Kingston Economic Development Corporation will destroy any personal information not actively being used or required for retention.

c. Safeguarding Personal Information

Kingston Economic Development Corporation endeavours to maintain adequate physical, procedural and technical security with respect to its offices so as to prevent any loss, misuse, unauthorized access, disclosure or modification of personal information.

6.2.2 Website Privacy

In conjunction with the City of Kingston, Kingston Economic Development Corporation is monitoring the evolution of federal and provincial legislation specific to online privacy and is committed to conformance with any regulations applicable to municipal governments.

Information and services available through Kingston Economic Development Corporation Corporate web sites can be obtained in other ways if an individual prefers not to interact with us online. Information and services available here may also be obtained by phone, fax, postal mail, or in person. Each case may be dependent on the nature of the content or transaction. We make an effort to associate appropriate alternate contact and delivery information with specific information and services throughout our web sites. You can begin any communication with Kingston Economic Development Corporation here:

Kingston Economic Development Corporation
366 King Street, Suite 420
Kingston, Ontario, Canada
K7K 6Y3
Phone: (613) 544-2725
E-mail: communications@investkingston.ca

Generally, however, users do not have to routinely provide personal information to visit Kingston Economic Development Corporation sites or to download information. What we do collect, when we collect it, and how is described below.

a. Monitoring of Web Site Traffic

Kingston Economic Development Corporation's primary websites are ww.investkingston.ca and kingstonecdev.com and utilizes the web traffic analyzer Google Analytics. For username and password information or to request specific statistics, please contact the CEO.

Like most Web servers on the Internet, the Kingston Economic Development Corporation website servers maintain access logs that record Web browser activity. These logs associate an Internet Protocol (IP) address with each request for content from the servers. Often this IP address is the address assigned to a visitor's personal computer. (This IP address may be temporarily or permanently assigned to an individual computer by an Internet Service Provider or by a business's own network administrators). Alternatively, this IP address may represent the network gateway of an Internet Service Provider or business network, rather than an individual computer. Server logs including these IP addresses are used by Kingston Economic Development Corporation to analyze Web traffic. Data from these logs help us understand what

information and services are of most interest to visitors and help us visualize the geographic origination of visitors.

Generally, the nature of Internet addressing allows Kingston Economic Development Corporation to associate any IP address with a particular Internet Service Provider or network. Kingston Economic Development Corporation makes no attempt to associate these IP addresses with the personal information of an individual site visitor. In a case of abuse of our Web sites, Kingston Economic Development Corporation may report the IP address of a suspected abuser to the appropriate law enforcement authorities.

b. Use of “Cookies”

The Kingston Economic Development Corporation contracted web servers are able to use "cookie" technology to keep track of the Web browsers with which they are communicating. During a cookie transaction, a Web server will hand a Web browser some data prescribed by the Web site's developers. The Web browser will return that data with its next request for content from the Web site. Using this technology, it is possible for an application running on a Web server to distinguish one Web browser's activity from another.

Kingston Economic Development Corporation contracted servers will make use of such cookies when required to identify ongoing sessions with individual online visitors. Examples include:

- i. To associate a particular visitor with their own "shopping basket" when they are making online payments;
- ii. To prevent abuse of online surveys and questionnaires;
- iii. To provide customized content and user-interface features to visitors who have specifically requested such services.

In all cases, the cookie data Kingston Economic Development Corporation Web servers may hand your browser contain only "session" Identifying information. No other personal information is passed to your browser, where it may be stored on your own computer. On our end, cookie-related data is not permanently stored on Kingston Economic Development Corporation Web servers. Information stored temporarily in our cookie collection may include the contents of a shopping cart, but never includes a visitor's name or address or sensitive data such as a credit card number -- even when a credit card is being used for online payment. Further, Kingston Economic Development Corporation does not match for its records any session-identifying cookie information with the Internet Protocol (IP) addresses described above in the information on monitoring Web- Site Traffic.

c. Links To Other Web Sites

Kingston Economic Development Corporation Web sites include links to Web pages or sites operated by third parties. We endeavour to make it clear that certain links will take you away from our site and to destinations over which we have no control. Our privacy policy does not apply to the sites of third parties to which we link. Instead, we encourage you to review the policies of these sites yourself upon your arrival.

d. Data Security

Kingston Economic Development Corporation is committed to the security of personal information it may collect online or offline. Kingston Economic Development Corporation has taken reasonable precautions to protect this personal information from loss, misuse or alteration. Any third parties who may have roles in managing such information on behalf of Kingston Economic Development Corporation are also committed to the same principles.

MFIPPA Corporate Access & Privacy Guidelines for Personal Information and Third Party Information

Personal Information

The Kingston Economic Development Corporation (Kingston Economic Development Corporation will collect, use, maintain and disclose personal information in its custody and control in accordance with the privacy requirements of the Municipal Freedom of Information and Protection of Privacy Act and its regulations (“MFIPPA”). These guidelines apply to all personal information that is in the custody and control of Kingston Economic Development Corporation and/or collected, used and/or disclosed by Kingston Economic Development Corporation. These guidelines are for general purposes only. For advice on specific privacy issues, staff should contact the CEO.

a. Requirements

MFIPPA sets out privacy requirements related to the collection, use and disclosure of personal information in Kingston Economic Development Corporation’s custody and control. These requirements are as follows:

1. Any collection of personal information by Kingston Economic Development Corporation must either be expressly authorized by statute or be necessary to the administration of Kingston Economic Development Corporation’s programs, services and/or activities.
2. Personal information must be collected directly from the person to whom the information relates unless he/she has authorized another manner of collection.
3. All forms (including electronic and hard copy) used to collect personal information must identify the statutory authority for the collection and/or the purpose for which it will be used and the name of a contact person who can answer questions about the collection. These forms must be reviewed by legal for privacy compliance prior to use.
4. Kingston Economic Development Corporation is not permitted to use personal information in its custody or control except with the consent of the individual or for the purpose for which it was originally collected. Staff should consult with the CEO if they require clarification on the proper use, or disclosure of the information.
5. Kingston Economic Development Corporation is not permitted to disclose an individual’s personal information except in limited circumstances, including:
 - Where the individual has identified that information in particular and has consented to its

- disclosure;
- Where an employee needs the record in the performance of their duties and the disclosure is necessary and proper in the discharge of Kingston Economic Development Corporation's functions. This means where the disclosure is necessary to the proper administration of Kingston Economic Development Corporation's programs, services and/or activities, including the administration of its by-laws or statutory programs. Disclosures that are merely convenient or desirable are not allowed;
 - Where disclosure is to a law enforcement agency in Canada for the purpose of aiding in an investigation - these types of requests should be referred to the CEO;
 - In compelling circumstances affecting the health and safety of an individual or compassionate circumstances, but only after referral to the CEO.
6. Staff will ensure that reasonable measures to prevent unauthorized access are defined, documented and put into place.
 7. Staff will take all reasonable measures to keep the personal information collected from individuals accurate and up-to-date.
 8. Any breach of privacy or security should be immediately reported to the CEO.
 9. Staff will take reasonable measures to protect the records in their custody and control from inadvertent destruction and each measure must be defined, documented and put into place, taking into account the nature of the records to be protected.
 10. Records containing personal information must be retained for at least a year after use in the absence of a by-law setting out a specified time period and may only be destroyed under schedule. A disposal record, not containing any personal information, must be maintained.
 11. Every individual has a right of access to their own personal information in the custody and control of Kingston Economic Development Corporation. Individuals requesting access to their own personal information or general records may make an access request for records that may be subject to exemptions under MFIPPA. All formal access requests will be processed by the CEO.

Third Party Information

The Kingston Economic Development Corporation may collect, use, maintain and disclose third party information in its custody and control in accordance with the privacy requirements of and subject to the certain exemptions outlined in Sections 10 and 11 of the Municipal Freedom of Information and Protection of Privacy Act and its regulations ("MFIPPA"). These guidelines are for general purposes only. For advice on specific privacy issues, staff should contact the CEO.

Kingston Economic Development Corporation enters into both commercial and non-commercial relationships with third parties, such as Kingston Economic Development Corporation Clients, where information is supplied in confidence implicitly or explicitly about trade secrets or scientific, technical, commercial, financial or labour relations, where disclosure of this information could reasonably be expected to:

- (a) prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- (b) result in similar information no longer being supplied where it is in the public interest that similar information continue to be so supplied;
- (c) result in undue loss or gain to any person, group, committee or financial institution or agency; or
- (d) reveal information supplied to or the report of a conciliation officer, mediator, labour relations officer or other person appointed to resolve a labour relations dispute.

Kingston Economic Development Corporation will not disclose any Third Party information as described above and as specifically defined in Sections 10 and 11 of the Act, unless the Third Party or Person to whom the information relates consents to disclosure.

6.4 Corporate Brand Management

The Kingston Economic Development Corporation, as the business development and marketing arm for the City of Kingston, is an ambassador for the community. The management of the Kingston Economic Development Corporation brand and use of the Kingston Economic Development Corporation visual identity is essential to the success of the organization.

Brand management includes: visual identity; internet communications; advertising and media buys; community outreach; sponsorship requests and solicitation; and quality assurance.

The CEO undertakes the responsibility of brand management for the Corporation.

Functional aspects of the Kingston Economic Development Corporation brand relate to its services, projects and programs.

6.4.2 Visual Identity Standards

Kingston Economic Development Corporation Visual Identity Standard have been developed in order to ensure the use of Kingston Economic Development Corporation and its divisions visual identity is consistent and of a high quality. Kingston Economic Development Corporation's visual identity is comprised of the following:

- Kingston Economic Development Corporation Corporate Logo
- Visit/Live & Work/Do Business Tagline Visual

Copies of the Kingston Economic Development Corporation Visual Identity Standards which provides explanations on sizing, colours, and usage are accessible on the Corporation's shared server.

a. Principles

The key principles for use of the Kingston Economic Development Corporation 's visual identity, to be referred to singularly as the "Kingston Economic Development Corporation Logo" are outlined as follows.

1. Consistency:

Adherence to Kingston Economic Development Corporation's visual identity standards establishes a common base for all Kingston Economic Development Corporation communications and brands Kingston Economic Development Corporation departments, programs, property, merchandise, and initiatives so that they are readily identifiable.

2. Quality:

Kingston Economic Development Corporation's Logo is read by the public as the Kingston Economic Development Corporation seal of endorsement. Adherence to these prescribed standards ensures the quality of Kingston Economic Development Corporation's Logo which heralds the integrity of Kingston Economic Development Corporation projects, property and documents. Any department considering reproducing the Kingston Economic Development Corporation Logo in its print, signage, merchandise, facilities or other materials must confirm placement and reproduction with the CEO or delegate.

b. Procedure

Developing a consistent visual identity for Kingston Economic Development Corporation requires establishing a consistent pattern of use across applications. The procedures must, therefore, be followed as outlined.

1. Logos

Logos are not to be used by any third party for any purpose without the written permission of the CEO or delegate. This is to ensure the appropriate and consistent use of Kingston Economic Development Corporation's Logo and to ensure that the use is limited to officially endorse Kingston Economic Development Corporation business.

Use of the Kingston Economic Development Corporation Logo is not permitted on proposals, tenders or other documents by which companies or institutions solicit business from Kingston Economic Development Corporation, or for other commercial purposes not officially endorsed by Kingston Economic Development Corporation.

All use of the Kingston Economic Development Corporation Logo in advertising and promotional print materials must be approved by the CEO or delegate.

2. Kingston Economic Development Corporation Photos/Images/Videos

Kingston Economic Development Corporation maintains a Photo and Image Database. Items within this database are for use by Kingston Economic Development Corporation for a variety of different means and are subject to specific copyright and use agreements as signed by both Kingston Economic Development Corporation and the photographer/designer of the photo/image.

Please contact the CEO or delegate to check approvals and agreements prior to incorporating photos/images housed by Kingston Economic Development Corporation in publications or distribution to third party or outside agencies. Legal fees associated with the inappropriate use of images will be charged back to the department at fault.

When providing approved photos to third party or outside agencies, please ensure that a photographer/designer credit is provided (if applicable), along with the credit line "Courtesy of the Kingston Economic Development Corporation". If possible, please request a copy of the publication where the photo/image was used for the Kingston Economic Development Corporation Marketing & Communications file.

3. Stationery, Business Cards, Fax Covers & Memo's

All business units shall use the primary Corporate Logo.

4. Publications and major reports

The primary Corporate Logo shall be used on publications and major reports of the Kingston Economic Development Corporation.

5. Revenue Source

Kingston Economic Development Corporation may generate revenue for the sale of t-shirts, baseball caps, big buttons, coffee mugs, spoons, etc., depicting Kingston Economic Development Corporation Logos.

6. Request to use Kingston Economic Development Corporation Logos by outside agencies

Request from outside agencies, profit or non-profit, and requests for commercial use of the Kingston Economic Development Corporation Logo, shall require approval of the CEO or delegate.

If Kingston Economic Development Corporation has agreed to partner on a project with an outside agency, use of the Kingston Economic Development Corporation Logo may be approved by the CEO or delegate. All use of the Kingston Economic Development Corporation Logo in advertising and promotional print materials is approved by the CEO or delegate

c. Style Guidelines

A choice in logo size and colour has been provided within the Kingston Economic Development Corporation Visual Identity Standards to allow for the most practical use of the logo over the full-range of applications. These will be supplied for approved uses.

General style guidelines for use of the Kingston Economic Development Corporation Logo

1. The Logo cannot be distorted.
2. The Logo must be sharp, clear and surrounded by a protective zone of open space.
3. The Logo must be separated from distracting elements and must not be dominated by other typefaces or graphics.
4. The Logo may not be overprinted or combined with other designs.
5. The Logo may be reduced or enlarged but proportional changes and distortions are not

permitted. For clarity issues, the Logo may not be reduced to less than 3 cm in diameter.

6. The Logo may be reproduced in full colour, in spot colour or in black and white.

6.3.3 Domain Registration and Renewal Policy

All websites which the Kingston Economic Development Corporation incurs costs for (such as development, production or hosting charges) or at a future time may incur costs for, must have domain names which are owned by the Corporation. All domain names owned by the Kingston Economic Development Corporation must be registered through the Corporation's account at rebel.ca which reflects an ownership registration of:

Organization: Kingston Economic Development Corporation

Full Address: 366 King Street, Suite 420

City: Kingston

Postal Code: K7K 6Y3

Phone: 613-544-2725

E-mail: communications@investkingston.ca

When interested in purchasing a new domain name for Corporation use, a request must be made to the CEO or delegate to undertake purchase on behalf of the Corporation.

Domain name renewal/registration charges are applied to the Kingston Economic Development Corporation corporate credit card. Costs for domain purchase/renewal will be charged back to appropriate departments as part of annual domain registration fees.

An annual review of domain name registrations is undertaken by the CEO or delegate to determine ongoing interest in renewing registrations and maintain websites or option to abandon domain.

a. Websites

All websites for which the Corporation incurs costs must be owned by and subject to the final approval of the Corporation in terms of content and images. Live websites owned and managed by the Corporation include:

1. Investkingston.ca

The development and publication of new websites must be undertaken in consultation with the CEO or delegate. Every effort should be made to incorporate new web content into the Corporation's primary website <https://investkingston.ca>.

b. Newsletter Communications

A newsletter tool, Pardot which is integrated with the Corporation's Customer Relationship Management database Salesforce has been developed for departmental correspondence to targeted groups. The tool offers individuals the ability to subscribe and unsubscribe which meets federal

privacy legislation standards.

Newsletter content must be approved by the CEO or delegate prior to distribution.

c. E-mail Signature Lines

E-mail signature lines are the most commonly used communication feature by Kingston Economic Development Corporation staff. The standard template for setting up your e-mail signature line is as follows:

Staff Person's Name
Title
Kingston Economic Development Corporation
The Royal Block – 366 King St. E., Suite 420
Kingston, Ontario, K7K 6Y3
(613) 544-2725 ext. (XXXX)
Corporate Cell Phone (if applicable)
E-mail
investkingston.ca | KingstonEcDev.com
Logo

d. Media Releases/Advisories

All official Corporate media releases/advisories are distributed via the Kingston Economic Development Corporation Communications e-mail account. To have a media release distributed, please submit draft content along with confirmed useable quotes (if applicable) and the name of the primary media contact to the CEO.

Media releases/advisories are approved based on media-related significance and appeal and the significance of the Kingston Economic Development Corporation role/relationship.

Kingston Economic Development Corporation media releases/advisories utilize a standard template and distribution process. All releases/advisories must:

1. Incorporate the Kingston Economic Development Corporation Logo;
2. If a partner logo is appropriate, it may be placed in the top right-hand corner;
3. Be distributed from: Kingston Economic Development Corporation Communications
4. Be e-mailed to: For Immediate Release or communications@kingstoncanada.com
5. Blind Carbon Copy all distribution contacts which must include the following distribution groups: Internal Contacts, Kingston Economic Development Corporation Board of Directors and City Council.

e. Advertising Purchases

All advertising purchases must be made by or in consultation the CEO. In cases where departments have submitted a media purchase outline in advance, the CEO does not need to be consulted prior to specific ad purchase, but must be copied on all correspondence with media sales reps.

All advertising purchases should be invoiced to the Business Development Officer who will code for

budget allocation and submit for payment. Copies of tear sheets/audio tracks will be required from advertising outlet.

Section 7.0:

FINANCE

7.1 Purchasing

Kingston Economic Development Corporation’s business activities require letting contracts for products and services for a wide range of project activity. Contracts support the strategic plan and annual Sales and Operating Budget and ensure that the Corporation can access specialized knowledge, products, or services in order to meet business objectives.

Kingston Economic Development Corporation employs an open and competitive tendering process intended to achieve the best value for the Corporation, and provide opportunities for local business.

The Corporation is prohibited from making any donations of any nature to any political party or event.

7.1.1 Approvals and Authorities

During the course of business Kingston Economic Development Corporation employees may find themselves in situations where they could make decisions that encumber the Corporation financially. Any type of commitment made on behalf of Kingston Economic Development Corporation, which has financial implications, must follow the procedure outlined below.

a. Definitions:

- 1. **Budget commitment** means an amount within the annual operating budget which has been ratified by the Board of Directors.
- 2. **Budget “owner”** means the employee who has oversight over and signing authority for either a project or business unit budget. Signing authorities are outlined in paragraph “b”.

b. Signing Authority:

- 1. Board of Directors > \$49,999
- 2. Finance Committee > \$24,999*
** (expenditures over \$24,999 and under \$49,999 will be brought to the Board’s attention by way of Finance and Audit Committee minutes)*
- 3. Chief Executive Officer: \$0 to \$24,999
- 4. Business Development Officers: \$0 to \$ 9,999
- 5. Coordinators \$0 to \$ 4,999
- 6. Owner of budget should authorize all expenditures allocated to that budget
- 7. All other categories of employee **NONE**

c. Procedure: Purchase Request (sent prior to commitment)

- 1. Cost of purchase/commitment is less than \$4,999 (excluding HST)

If the total cost of the purchase/commitment made on behalf of Kingston Economic Development Corporation is less than \$4,999, the Kingston Economic Development Corporation employee must first seek approval from the budget owner. If the employee is the budget owner he/she may proceed without any further approval.

2. Cost of the purchase commitment is between \$5,000 - \$9,999 (excluding HST)

If the total cost of the purchase/commitment made on behalf of Kingston Economic Development Corporation is between \$5,000 - \$9,999, the employee must first seek approval from the applicable Business Development Officer.

3. Cost of purchase commitment is between \$10,000 - \$24,999 (excluding HST) If the total cost of the purchase/commitment made on behalf of Kingston Economic Development Corporation is between \$10,000 - \$24,999, the Kingston Economic Development Corporation employee must submit a purchase request through the CEO.

4. Cost of the purchase commitment is between \$25,000 - \$49,999 (excluding HST)

If the total cost of the purchase/commitment made on behalf of Kingston Economic Development Corporation is between \$25,000 - \$49,999, the Kingston Economic Development Corporation employee must submit a request through CEO to the Finance and Audit Committee for approval.

At the time of the request, it should be noted whether the expenditure is currently in the budget or if it is an extraordinary item.

5. Cost of the purchase/commitment is greater than \$50,000 (including/excluding HST) If the total cost of the commitment made on behalf of Kingston Economic Development Corporation is greater than \$50,000 the Kingston Economic Development Corporation employee must submit a request through the CEO through the Finance and Audit Committee to the full Board for approval.

At the time of the request, it should be noted if this expenditure is currently in the budget or if it is an extraordinary item.

d. Procedure: Purchase Order (received prior to commitment)

Only after receiving approval, the Kingston Economic Development Corporation employee submitting the request can then complete the financial commitment on behalf of Kingston Economic Development Corporation. When invoicing is received the Kingston Economic Development Corporation employee who submitted the request should attach the approved purchase order and submit it promptly to finance for payment without delay.

Any Kingston Economic Development Corporation employee who fails to follow the proper procedure may become personally liable for any financial commitment and may be subject to formal disciplinary action.

Expenses cannot be claimed by an individual that are incurred by their approver.

Expenses claimed by the CEO require the review and approval of the Board Chair and Treasurer (or second Board member if Treasurer not available).

Expenses claimed by the CEO where the Board Chair or Treasurer were in attendance/participating voids their approval ability and requires two independent Board member to review and approve.

7.2 Contracts

Contracts support the strategic plan and ensure that the Corporation can access specialized knowledge, products, or services in order to meet business objectives.

An employee's ability to bind the Corporation is subject to the Budgetary Authority as outlined in 7.1.1 above. If an employee violates the terms of the Purchasing Policy, he/she may be **personally liable for any financial commitment**, and shall be subject to disciplinary action.

a. Definitions:

1. A revenue contract is a contract with an outside funding agency. These contract proposals arise through staff efforts to identify potential opportunities that conform to existing Kingston Economic Development Corporation strategic objectives.

b. Provisions: Expense Contracts

1. All expense contracts in excess of \$10,000 should be regularly reported to the appropriate Finance and Audit Committee.
2. For expense contracts of more than \$25,000, the business case for the proposed expenditure should be reviewed by the Finance and Audit Committee prior to the seeking of expressions of interest from prospective suppliers.
3. For contracts between \$5,000 and \$24,999, a more formal tendering process will be followed. At least 3 requests for quotations will be sought.

For contracts in excess of \$25,000 advertisements will be placed through online bidding platforms. The \$25,000 threshold is identified since it is the level where formal contract of services is required by the provincial and federal governments related to Revenue Contracts.

4. For all other contracts, the nature of the contract – timing, estimated scope/value, etc. – will suggest the best mechanism for competition, and can range from the most public process through to soliciting, by telephone or e-mail, expressions of interest from local providers and from which a successful proposal is selected.

In all cases of un-tendered contracts in excess of \$10,000 a list of competitors, their quotation and the amount of the successful bid will be submitted to the Finance Committee for information.

5. Kingston Economic Development Corporation periodically enters into unique and innovative partnerships with private sector partners that have developed a new program or initiative. Such partnerships would be seriously impeded if, after jointly developing a new program, the resulting contract needs to be tendered. In addition, very infrequently, there may be more than one source in the open market but for reasons of function or service, only one vendor is recommended for

consideration. These exceptions, which exceed \$25,000 will be brought to the Finance and Audit Committee for approval.

6. All expense contracts shall be covered by a written contract and/or a purchase order.

c. Provisions: Revenue Contracts:

Because revenue contracts normally require Kingston Economic Development Corporation to provide some combination of Kingston Economic Development Corporation resources and/or deliverables, they may create a liability for the organization. Revenue contracts must be approved by the CEO before the submission of the proposal to the funding agency.

The general characteristics of a revenue contract are as follows:

- Identification of a government or agency program which is in line with Kingston Economic Development Corporation program intentions
- Informal discussion with program administrators to confirm the alignment
- Formal application – a proposal – often completed using forms or other pre-formatted documents which form part of the program
- Proposal evaluation and approval – a period of time ranging from several weeks to several months – where the Kingston Economic Development Corporation proposal is considered along with other applicants for the available funding. The evaluation done by program administrators confirms the “fit” of the Kingston Economic Development Corporation proposal to the program outcomes, along with other considerations.
- Proposal “award” – a successful program application is returned to Kingston Economic Development Corporation, often in the form of a contract, which requires Kingston Economic Development Corporation to confirm any adjustments as part of the award tender to sign back

1. Procedure

If a Business Development Officers identifies a funding opportunity which aligns with the strategic objectives of the Corporation, he/she must submit a proposal for consideration to the CEO.

The proposal must include: a) name of funding agency and program, b) Kingston Economic Development Corporation resources required to complete the application, c) Kingston Economic Development Corporation resources required to fulfill the program requirements if the application is successful, and d) the business case for pursuing the funding.

7.3 Tendering

Kingston Economic Development Corporation receives the majority of its funding through the three levels of the Government, and as such, is viewed as a very public organization. During the course of business Kingston Economic Development Corporation enters into a number of expense and revenue contracts. The following are the guidelines regarding the letting of contracts.

a. Provisions:

1. Kingston Economic Development Corporation has a standard template for Requests for Proposals (RFP) which shall be employed by all employees
2. RFP's must have the following elements:
 - Pre-qualification checklist
 - Detailed description of the opportunity
 - Description of the Corporation
 - Scope of the Project
 - Detailed statement of work
 - Detailed instructions on how to respond to the RFP
 - Schedule for the entire RFP and selection process with milestones
 - Basis of the award
 - Definition of the level of service required
 - Request for additional information
 - Confidentiality agreements when necessary
 - Distribution list with complete contact information including; company name, mailing address, e-mail address, telephone number, fax number and contact name
3. RFP's will be distributed by the office of the CEO to ensure consistency
4. Successful and un-successful proposals shall be notified by the office of the CEO to ensure consistency
5. Authority to award projects adheres to the Budgetary Authority outlined in the Purchasing Procedure

b. Contract Values and Procedure Required

1. Cost of the contract is less than \$10,000 (excluding HST)

The Kingston Economic Development Corporation employee should proceed with the contract that is most reasonable in terms of finances and deliverables. While there is no formal process required, *three informal quotes should be obtained prior to any commitment being made on behalf of Kingston Economic Development Corporation.*

2. Cost of the contract is between \$10,000 - \$24,999 (excluding HST)

The Kingston Economic Development Corporation employee is required to obtain a minimum of three (3) vendors to obtain quotes. The CEO has the option to waive the requirement for an RFP with approval from the Finance & Audit Committee.

The Employee is responsible for filing copies of the RFP, and all responses with the office of the CEO for record keeping.

3. Cost of the contract is between \$25,000 - \$49,999 (excluding HST)

The Kingston Economic Development Corporation employee must submit a formal proposal,

including the completed request for proposal template, to the Finance and Audit Committee for approval. (The committee has the option to waive the need to receive three (3) quotes if appropriate). All proposals received must be presented to the Finance and Audit Committee, through the CEO for review and approval.

If the total cost of the contract is greater than \$50,000 the Kingston Economic Development Corporation employee must submit a formal proposal, including the completed request for proposal template, to the Kingston Economic Development Corporation Board of Directors for approval. (The Kingston Economic Development Corporation Board has the option to waive the need to receive three (3) quotes if appropriate).

All proposals received must be presented to the full Board (through the Finance and Audit Committee, and the CEO) for selection.

7.4 Accounts Payable and Receivable

Kingston Economic Development Corporation has contracted the City of Kingston Financial Services Department to perform general accounting functions including the processing of Accounts Payable and Receivable. Employees are required to follow the procedures outlined below in accordance with Kingston Economic Development Corporation financial policy.

a. Procedure: Accounts Payable

1. Invoices should be submitted/paid within fourteen (14) days of receipt
2. Payment shall be issued for invoices which have been properly coded as to the department, and General Ledger account code
3. Invoices must be authorized by the appropriate budget owner
4. Any submissions that do not contain the items noted above will be deemed incomplete
5. Payment will not be issued for incomplete submissions

b. Accounts Receivable

1. Accounts Receivable duties and obligations are conducted by Kingston Economic Development Corporation in-house
2. Accounts 60 days past due will be flagged
3. Further purchases from vendors in poor standing will be withheld until the account is cleared.

7.5 Borrowing/In-debttness

Kingston Economic Development Corporation is a not-for-profit Corporation partially funded by the municipality. The Kingston Economic Development Corporation Board of Directors and Kingston Economic Development Corporation employees have a duty to ensure the efficient use of resources.

The Board of Directors will exercise fiduciary responsibility.

7.6 Cash Handling Procedure

At times cash is received on behalf of the Corporation for event registration and/or the sale of goods and services. Payment by currency (bank notes & coin), cheques, bank drafts, money orders, and credit and debit card are all possible forms of acceptable payment.

7.6.1 Provisions

a. Safeguarding Cash

All cash received by a department is the responsibility of that department until it is deposited with the employee whose duties include financial oversight or directly with the bank.

All cash must be kept in a secure location. Particular attention needs to be paid to the security of cash overnight and during the day. Cash must not be left unattended during the day. Cash should be stored overnight (or during the day while unattended) in a cash box within a locked cabinet or safe to which there is restricted access.

Under no circumstances are cash proceeds to be used for making loans, advances, or to pay for Kingston Economic Development Corporation expenditures. All cash proceeds must be properly deposited (see “Processing Procedures” section below).

b. Segregation of Duties

Critical controls such as segregation of duties, limited access, and regular reconciliation are important in handling cash.

The number of individuals authorized to receive and handle the cash should be limited. The individual who receives cash should prepare a listing of all incoming cash.

The employee should ensure that the responsibility for receiving cash is **segregated** from the responsibility for depositing the cash. No one person should be permitted to handle a transaction from beginning to end.

The CEO’s Office should compare the record of the initial receipt of cash to the amount deposited. Specifically, the Deposit Form, which reflects both the amount deposited and the General Ledger entry, should equal cash register totals or receipt book totals for the same period.

7.6.2 Procedure

- a. All cash proceeds must be receipted immediately with a written receipt
- b. It is good practice to record the form of payment received on the receipt (i.e. currency, debit card, cheque, type of credit card)
- c. Kingston Economic Development Corporation will accept cash, cheque, money order, MasterCard or Visa through the City of Kingston, so long as there is an associated invoice.
- d. All cash proceeds must be regularly deposited into an authorized Kingston Economic Development Corporation bank account.
- e. Departments must ensure cash proceeds are correctly coded to departmental accounts and the

HST collected is properly recorded.

7.6.3 Completeness of Cash Transactions

Cash transactions are reviewed and reconciled by the City of Kingston Financial Services Department to ensure they have been correctly recorded.

7.6.4 Third Party Cash Transactions

From time to time, Kingston Economic Development Corporation will accept credit card payments on behalf of a partner who is not equipped to do so.

- a. Cash Transactions processed for a third party are subject to the processes and procedures outlined above to ensure consistency with City of Kingston Department of Financial Services policy.
- b. Cash transactions processed for a third party are subject to a three percent (3%) surcharge to cover the banking costs associated with credit card payments.

7.7 Audit

Kingston Economic Development Corporation's financial statements will be audited annually by a licensed public accounting firm recommended by the Finance and Audit Committee and appointed by the Board of Directors.

7.8 Corporate Asset Policy

7.8.1 Objective

The objective of this policy is to prescribe the accounting treatment for tangible capital assets so that users of the financial report can discern information about the investment in property, plant and equipment and the changes in such investment. This policy will provide guidance for all departments to assist them in assessing their physical resources in order to provide the information necessary to prepare financial statements. The principal issues in accounting for tangible capital assets are the recognition of the assets, the determination of their carrying amounts, amortization charges and the recognition of any related impairment losses.

In addition, the policy covers procedures to:

- a. protect and control the use of all tangible capital assets;
- b. provide accountability over the tangible capital assets;
- c. gather and maintain information needed to prepare financial statements.

7.8.2 Definitions

a. Amortization

Tangible Capital Assets are used to provide services to the public. Amortization of capital assets allocates an expense for the effective utilization and reduction in value of a capital asset during the course of a year's

operations. This indicates writing off the cost of the capital asset over its expected life span.

b. Betterments

Subsequent expenditures on tangible capital assets that:

- a. increase the previously assessed physical output or service capacity.
- b. cause a reduction in associated operating costs.
- c. extend the estimated useful life.
- d. cause an improvement in the quality of output.

Any other expenditure would be considered a repair or maintenance and expensed in the year incurred.

c. Capitalization

Tangible capital assets shall be capitalized (recorded in the fixed asset sub-ledger) according to the asset categories outlined.

d. Capital Lease

A capital lease is a lease with contractual terms that transfers substantially all the benefits and risks inherent in ownership of property to the Corporation. For substantially all of the benefits and risks of ownership to be transferred to the Corporation, one or more of the following conditions must be met:

- a. there is reasonable assurance that the Corporation will obtain ownership of the leased property at the end of the lease term.
- b. the lease term is of such a duration that the Corporation will receive substantially all of the economic benefits expected to be derived from the use of the leased property over its life span.

e. Fair Market Value

Fair value is the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable and willing parties who are under no compulsion to act.

f. Tangible Capital Assets

Assets having physical substance that:

- 1. are held for use by the Corporation in the production or supply of goods and services for the development, construction, maintenance or repair of other tangible capital assets;

2. have useful lives extending beyond a year and are intended to be used on a continuing basis;
3. are not intended for sale in the ordinary course of operations.

g. Valuation

Tangible capital assets shall be recorded at cost, if cost is available, plus all additional charges necessary to place the asset in its intended location and condition for use.

7.8.3 Policy Statements

a. Threshold

The threshold for each category represents the minimum cost an individual asset must have before it is to be recorded as a capital asset on the statement of financial position. Capital assets not meeting the threshold of \$1,000 per year are expensed in the year in which they are purchased.

b. Capital Assets

The estimated useful lives are as follows:

Computer hardware	3 years
Furniture and equipment	5 years
Website	5 years
Display units	7 years
Signage	7 years
Leasehold improvements	5 - 10 years
CRM system	10 years

The carrying value of an item of capital assets is tested for recoverability whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized when the carrying amount is not recoverable and exceeds its fair value.

c. Purchased Assets

Cost is the gross amount of consideration paid to acquire the asset. It includes all non-refundable taxes and duties, freight and delivery charges, installation, and site preparation costs, etc. It is net of any trade discounts or rebates.

Cost of land includes purchase price plus legal fees, land registration fees, transfer taxes, migration, and survey costs. Costs would include costs to make the land suitable for intended use, such as pollution mitigation, demolition and site improvements that become part of the land.

When two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price to the various assets acquired. Allocation shall be based on the fair value of each asset at the time of

acquisition or some other reasonable basis if fair value is not readily determinable.

d. Acquired, Constructed Or Developed Assets

Cost includes all costs directly attributable (e.g. construction, architectural and other professional fees) to the acquisition, construction or development of the asset. Capitalization of general administrative overhead is not permitted.

Capitalization of carrying costs ceases when no construction or development is taking place or when the tangible capital asset is completed or ready for use.

e. Capitalization Of Interest Costs

Interim financing costs incurred by the acquisition, construction and production of an asset that takes a substantial period of time to get ready for its intended use shall be capitalized as part of the cost of that asset.

Capitalization of interest costs shall commence when expenditures are being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use are in progress.

Capitalization shall be suspended during periods in which active development is interrupted. Capitalization interest shall cease when substantially all of the activities necessary to prepare the asset for its intended use are complete.

f. Donated Or Contributed Assets

The cost of donated or contributed assets that meet the criteria for recognition shall be valued equal to their fair market value at the date of construction or contribution. Fair market value for land will be based on land assessment value or appraised value, all other items shall be based on fair market value.

g. Amortization

The cost, less any residual value, of a tangible capital asset with a limited life will be amortized over its useful life in a rational and systematic manner appropriate to its nature and use. The amortization method and estimate of useful life of the remaining unamortized portion shall be reviewed on a regular basis and revised when the appropriateness of a change can be clearly demonstrated.

Useful life is normally the shortest of the asset's physical, technological, commercial or legal life. Amortization shall begin in January of the year in which the costs were incurred. No amortization shall be recorded in the year an asset is disposed of. No amortization shall be recorded on a capital asset in progress or one that has been removed from service but not yet disposed of.

The Corporation shall use a straight-line method for calculating the annual amortization. A comprehensive list of useful lives and amortization is attached.

h. Disposal

When tangible capital assets are taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the department head or designate shall notify the Operations Manager of the asset description and effective date. The Operations Manager shall be responsible for adjusting the asset ledgers.

The disposal of a capital asset shall result in its removal from service as a result of sale, destruction or loss.

When a capital asset is disposed of, the cost and the accumulated amortization shall be removed from the accounting records and any gain or loss recorded. Costs of disposal paid by the Corporation shall be expensed. A gain or loss on disposal is the difference between the net proceeds received and the net book value of the asset and shall be accounted for as a revenue or expense in the period the disposal occurs.

i. Capital Leases

Capital leases shall be formally approved by the Board of Directors. The CEO or designate shall notify the Corporate Auditors of any capital lease.

j. Assets Excluded From Amortization

Land shall be capitalized and not amortized. Works of art, historical treasures and intangible assets such as patents, copyrights and trademarks shall not be capitalized nor amortized.

Section 8.0:

INFORMATION SYSTEMS

Due to the constantly increasing use of electronic communication in the conduct of business, Kingston Economic Development Corporation encourages the use of this media to enhance the effectiveness of communication within the company and to outside vendors and customers.

This policy outlines the Corporation's requirements regarding acceptable use of information systems including:

- Computers
- Smart Phones, Tablets
- Internet, social networking sites and blogs
- Telephony systems

8.1 Scope

This policy applies to all employees, volunteers, student placements, and professional contractors who access electronic media and services through the use of Corporate equipment. This policy applies to all communications systems accessed on or from the Corporation's premises, accessed using the Corporation's equipment, or, via Corporation paid methods, and/or used in a manner that identifies the individual with the Corporation.

a. Definitions

1. For the purposes of this policy, **employee** includes all classes of employees, volunteers, student placements, and professional contractors.
2. **Internet** means all activities undertaken through the Corporation's Internet resources including electronic mail and browsing external web-sites.
3. **Communications systems** mean computer systems, blackberries, iPads and telephony systems including cellular devices.

b. General Principles

1. Ownership:
Corporate provided communications systems, internet/intranet, web-based platforms, E-mail privileges, voice mail messages, and faxes are considered Corporate resources and are intended to be used for business purposes only.
2. Privacy of Communications:
Employees should not assume that electronic communications transmitted via Corporate resources are private or confidential. Due to the inherent characteristics of e-mail systems, correspondence via Internet E-mail is NOT guaranteed to be private.

The Corporation reserves the right to review, at any time, any employee's electronic files, messages, and usage of systems to obtain business information, or to assure compliance with the law and this or any other Kingston Economic Development Corporation policies. Notwithstanding technical limitations

and the Corporation's right to review, accessing another individual's e-mail for unspecified purposes is strictly forbidden.

3. Data Security

Employees are responsible for protecting Corporate information by not sharing sensitive or confidential proprietary information over the Internet or e mail. The e-mail system is not to be used for the purposes of collecting, using, and disclosing personal information.

Employees must safeguard their login ID and password from disclosure to any person except the Network Administrator or Telephone System Administrator.

4. Personal Use

Personal use of systems is authorized within reasonable limits as long as it does not interfere with or conflict with business use. Employees are responsible for exercising good judgment regarding the reasonableness of personal use.

Examples of unacceptable use of corporate internet, e-mail, telephony and computing resources include, but are not limited to the following:

- i. Broadcast e-mail sent for personal interests
- ii. Providing log-in, user id and passwords to a third party in order for them to utilize Corporate resources
- iii. Placing personal long-distance calls during regular business hours, while working on-site at Kingston Economic Development Corporation locations

5. Downloading

Downloading of non-executable files for business use is permitted. These would include reports, adobe pdf files, information flyers, etc., from other institutions or agencies that may be useful to the Corporation.

Executable software, such as screen savers, demo software, and software upgrades (excluding anti-virus updates that are approved by the Network Administrator) should not be downloaded without the approval of the Network Administrator. This type of software may contain viruses which could harm the Corporation's network. If such a file is required, it may be done by the Network Administrator.

c. Procedure: Information Systems

1. Each new employee will be provided with a copy of the "Information Systems" policy prior to the employee commencing work.
2. The employee shall read, agree to, comply with and sign the policy.
3. Violation of this policy will result in corrective action, up to and including suspension or termination from Kingston Economic Development Corporation.
4. Violations that break existing laws will be dealt with accordingly.

d. Procedure: Equipment Assignment

1. Each employee shall be assigned communication resources consistent with the requirements of their job.
2. Each employee will be provided with a copy of the —Equipment Care Guidelines policy prior to the assignment of resources.
3. The employee shall read, agree to, comply with and sign a responsibility acknowledgement for the equipment in their possession.
4. Violation of this policy will result in corrective action, up to and including suspension or termination from Kingston Economic Development Corporation

8.2 Mobile Phone Policy

Kingston Economic Development Corporation (Kingston Economic Development Corporation is committed to the use of technology for the purpose of communicating and sharing information, conducting business transactions, and supporting the operations of Kingston Economic Development Corporation. Users are provided with mobile devices which may be used to remotely access services such as corporate email and calendaring, business applications and file shares. Kingston Economic Development Corporation permits users to use personal devices (e.g. smartphones/tablets) in lieu of corporately-owned devices. However, whether corporately-issued or personal, devices shall be used in accordance with this policy and by methods that protects the confidentiality and integrity of corporate information and the Kingston Economic Development Corporation network.

This policy and associated procedures define the standards, controls and limitations which apply to the purchase, provisioning, management and use of mobile devices for accessing corporate information and services.

Kingston Economic Development Corporation provides mobile devices a monthly allowance to employees who have been identified as necessary to accommodate work and meeting schedules and associated travel requirements that frequently interfere with the ability to communicate in a timely and effective manner.

This policy applies to all employees of Kingston Economic Development Corporation and any contractor who may be given access to the network. Both corporately-issued and personal mobile devices are in scope. Specific policy provisions and terms of use apply to both corporate and personal mobile devices.

The CEO shall determine the need of an employee to use a mobile device, whether corporate-issued or personal. Only full-time regular employees are eligible for corporate issued devices.

a. Process: Corporate Issued Devices

The CEO is responsible for securing budget for the provision mobile devices (e.g. the hardware).

1. CEO determines the need for a mobile device and secures appropriate budget approvals if

- necessary;
2. CEO determines the most appropriate device based on job duties;
 3. Hardware expenditure shall be covered by the Corporation's budget.

b. Process: Personal Mobile Devices

The CEO determines if the employee may bring their own device. Considerations include;

- Device compatibility with Kingston Economic Development Corporation and/or any third party provider;
 - The age of the device and contract employee is locked into; and
 - Privacy and security concerns for Kingston Economic Development Corporation, Kingston Economic Development Corporation's IT services provider, and the employee;
1. Corporate Administrator or IT to determine with if the device is compatible with Kingston Economic Development Corporation's IT systems and/or those of any third party provider;
 2. CEO determines the most appropriate reimbursement level based on the business criteria outlined above and corporate budget;
 3. CEO or delegate executes agreement with employee that clearly sets out:
 - Monthly Allowance;
 - CTN of employee;
 - Ownership of telephone number and device;
 - Agreement by employee to publish telephone number within Kingston Economic Development Corporation systems;
 - IT Acceptable Use Policy – Kingston Economic Development Corporation's and/or IT Service Provider;
 - Risks of connecting to the network.

Once the agreement is executed, the employee will be provided with instructions on how to connect to the Kingston Economic Development Corporation's/third party provider network and the CEO or delegate will provide a copy of the agreement to City Financial Services.

The monthly allowance shall be treated as an employee expense, and submissions will follow the reimbursement process in place.

c. Flexibility

Employees can participate in **only one** of the programs – either Corporate or Personal.

1. If an employee is considering moving from a corporate contract to personal device s/he must determine with Corporate Administrator whether the current contract has expired.
2. If the individual employee's corporate contract has expired or may be cancelled with minimum cost to Kingston Economic Development Corporation, the employee must seek approval from their Department Manager to switch. Any cancellation fees shall be the responsibility of the departmental budget.
3. If the corporate contract cannot be broken, the employee can request budget from the CEO to

upgrade the device on current contract.

4. If the employee moves from Personal Mobile Device to Corporate Issued Device the same process applies as outlined in this policy for the assignment of a corporate device.
5. Kingston Economic Development Corporation will not allow personal devices to be connected to corporate contracts.
6. Where possible, staff may confer with the Corporate Administrator to obtain access to corporate priced / employee purchase program plans for personal devices.

d. Reimbursement

1. Corporate Mobile Devices

Kingston Economic Development Corporation -issued mobile devices are the property of Kingston Economic Development Corporation, including all data and information that can be accessed and/or stored on the device. Costs associated with the acquisition or the replacements of hardware are the responsibility of the user's department.

2. Personal Mobile Devices

Personal mobile devices are the property of the user and/or the service provider with whom the user has a contract. Kingston Economic Development Corporation is not responsible for fees associated with mobile device acquisition, accessories, service fees, or maintenance and support.

Kingston Economic Development Corporation will reimburse employees who have been approved by the CEO to use personal mobile devices in lieu of corporate-issued devices. The stipend levels for reimbursement correspond with the employees duties and data-related needs. The average monthly reimbursement is \$80 per month.

Kingston Economic Development Corporation will not reimburse employees for the following;

lost/damaged mobile device, roaming, plan overages or mobile device accessories.

e. General Procedures: Mobile Devices

1. Acceptable Use

- Kingston Economic Development Corporation defines acceptable personal use on company time as reasonable and limited to personal communication.
- Kingston Economic Development Corporation has a zero-tolerance policy for texting or emailing while driving and only hands-free talking while driving is permitted. If a call must be made or received while driving, the employee must pull over to a safe location to make or receive the call.

2. Security

In order to prevent unauthorized access, devices must be password protected using the features of the device and changed periodically. The device must lock itself with a password or PIN if it's idle for five (5) minutes. After five failed login attempts, the mobile device will lock and you must contact City IT provider to regain access.

All corporate data on the device, whether personal or corporate-issued may be encrypted following IT Service provider guidelines.

Corporate-issued or personal mobile devices that are connected to the Kingston Economic Development Corporation network may be remotely wiped if;

- The device is lost;
- The employee terminates their employment;
- Kingston Economic Development Corporation IT Services detects a data or policy breach, a virus or similar threat to the security of Kingston Economic Development Corporation's data and technology infrastructure.

While Kingston Economic Development Corporation will take every precaution to prevent the employee's personal data from being lost in the event it must remote wipe a device, it is the employee's responsibility to take additional precautions, such as backing up email, contacts, etc.

Lost or stolen devices whether personal or corporate-issued, must be reported to Kingston Economic Development Corporation within twenty-four (24) hours. If the mobile device is personal, the employee is responsible for notifying their mobile carrier immediately upon loss of device.

f. Violations and Penalties

Any violation of this Mobile Devices Policy must be immediately reported to the CEO. Violating the Mobile Devices Policy or any of its associated procedures, could result in disciplinary action leading up to and including removal of privileges or termination of employment.

8.3 E-mail & Internet

Communications and Internet access should be conducted in a responsible and professional manner reflecting the Corporation's commitment to transparent, honest, ethical, and non-discriminatory business practice.

Kingston Economic Development Corporation's email system and networks are intended for the use of conducting Kingston Economic Development Corporation's business. The use of email and internet are encouraged where such use supports the goals and objectives of the business. However, access to the Internet through Kingston Economic Development Corporation is a privilege and all employees must adhere to the policies concerning Email and Internet usage. Violation of these policies could result in disciplinary and/or legal action leading up to and including termination of employment. Employees may also be held personally liable for damages caused by any violations of this policy.

- Employees are expected to use the Internet responsibly and productively. Internet access is intended for job related activities.
- All Internet data that is composed, transmitted and/or received by Kingston Economic Development Corporation computer systems is considered to belong to Kingston Economic Development Corporation and is recognized as part of its official data. It is therefore subject to disclosure for legal reasons or

to the appropriate third parties

- The equipment, services and technology used to access the Internet are the property of Kingston Economic Development Corporation and Kingston Economic Development Corporation reserves the right to monitor Internet traffic and monitor and access data that is composed, sent or received through its online connections
- Emails sent via Kingston Economic Development Corporation email system should not contain content that is deemed to be offensive. This includes, though is not restricted to, the use of vulgar or harassing language/images
- All sites and downloads may be monitored and/or blocked by Kingston Economic Development Corporation if they are deemed to be harmful and/or not productive to business

Unacceptable computer and internet usage will not be tolerated, including but not limited to:

- Sending or posting discriminatory, harassing, or threatening messages or images on the Internet or via Kingston Economic Development Corporation email service
- Using computers to perpetrate any form of fraud, and/or software, film or music piracy
- Stealing, using, or disclosing someone else's password without authorization
- Downloading, copying or pirating software and electronic files that are copyrighted or without authorization
- Sharing confidential material, trade secrets, or proprietary information outside of the organization
- Hacking into unauthorized websites
- Sending or posting information that is defamatory to Kingston Economic Development Corporation its services, colleagues and/or customers
- Introducing malicious software onto Kingston Economic Development Corporation network and/or jeopardizing the security of the organization's electronic communications systems
- Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities
- Passing off personal views as representing those of the organization. If an employee is unsure about what constituted acceptable Internet usage, then he/she should ask their manager for further guidance and clarification

8.4 Social Computing Guidelines

The use of social computing sites such as Facebook and blogs is evolving at a faster pace than corporate policies and procedures to guide use during business hours, or for business purposes. The guidelines outlined below are based on the —IBM Social Computing Guidelines, as IBM is a progressive company that is keeping pace with the development of social computing.

Kingston Economic Development Corporation 's is committed to an open exchange of ideas through varied communication channels. The communication tools we enlist will reflect the diversity of the population we serve.

a. Kingston Economic Development Corporation Social Media Channels

Kingston Economic Development Corporation and its units actively utilize a variety of social media channels for corporate promotional purposes.

It is important that staff;

1. Consult with the CEO prior to establishing a social media account, page or group (i.e. Linked In/Facebook/Twitter) for a professional use.
2. Where possible (ex. Facebook) both a staff contact and a general Kingston Economic Development Corporation account be established as administrators
3. The username and password of the social media account must be provided to the CEO

The same principles and guidelines that apply to Kingston Economic Development Corporation's staff in general, as found in the Code of Conduct, apply to employees' activities online. This includes all forms of online publishing and discussion, including; blogs, wikis, user-generated video and audio, virtual worlds and social networks.

In general, what you do on your own time is your affair. However, activities in or outside of work that affect your Kingston Economic Development Corporation job performance, the performance of others, or Kingston Economic Development Corporation's business interests are proper focus for Corporate Policy. The guidelines for personal use of Kingston Economic Development Corporation communications resources apply to social computing.

b. General Principles:

1. Kingston Economic Development Corporation staff is personally responsible for the content they publish on blogs, wikis or any other form of user-generated media. Be mindful that what you publish will be public for a long time—protect your and our clients' privacy.
2. Identify yourself—name and, when relevant, role at Kingston Economic Development Corporation—when you discuss Kingston Economic Development Corporation or Kingston Economic Development Corporation related matters. You must make it clear that you are speaking for yourself and not on behalf of Kingston Economic Development Corporation. If you publish content to any website outside of Kingston Economic Development Corporation and it has something to do with work you do or subjects associated with Kingston Economic Development Corporation, use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent Kingston Economic Development Corporation's positions, strategies or opinions."
3. Respect copyright, fair use and financial disclosure laws and adhere to the terms of service as stated by each social media outlet.
4. Be aware of your association with Kingston Economic Development Corporation in online social networks. If you identify yourself as a Kingston Economic Development Corporation employee, ensure your profile and related content is consistent with how you wish to present yourself with colleagues and clients.

e. Guidelines

1. Use of social computing sites for Kingston Economic Development Corporation sanctioned activities,

shall follow the Privacy (5.2) and Corporate Brand Management (5.3) policies and procedures.

2. Be who you are. Some bloggers work anonymously, using pseudonyms or false screen names. Nothing gains you more notice in the online social media environment than honesty—or dishonesty. If you have a vested interest in something you are discussing, be the first to point it out. But also be smart about protecting yourself, the Corporation and our clients' privacy. What you publish will be around for a long time, so consider the content carefully and also be judicious in disclosing personal details.
3. Be thoughtful about how you present yourself in online social networks. The lines between public and private, personal and professional are blurred in online social networks. You should ensure that content associated with you is consistent with your work at Kingston Economic Development Corporation.
4. Protecting confidential and proprietary information. Social computing blurs many of the traditional boundaries between internal and external communications. Be thoughtful about what you publish—particularly on external platforms. You must make sure you do not disclose or use Kingston Economic Development Corporation confidential or proprietary information or that of any other person or company in any online social computing platform. For example, ask permission before posting someone's picture in a social network or publishing in a blog a conversation that was meant to be private.
5. Protect Kingston Economic Development Corporation and Kingston Economic Development Corporation 's clients, partners and suppliers. You must not comment on confidential Kingston Economic Development Corporation information. Clients, partners or suppliers should not be cited or obviously referenced without their approval. Externally, never identify a client, partner or supplier by name without permission and never discuss confidential details of a client engagement.
6. Be the first to respond to your own mistakes. If you make an error, be up front about your mistake and correct it quickly. In a blog, if you choose to modify an earlier post, make it clear that you have done so.
7. Use your best judgment. Remember that there are always consequences to what you publish. If you're about to publish something that makes you even the slightest bit uncomfortable, review the suggestions above and think about why that is.
8. Don't forget your day job. You should make sure that your online activities do not interfere with your job or commitments to customers.

8.5 Telephony Systems

Kingston Economic Development Corporation through a contract with the City of Kingston IT&S department provides desktop telephones, and/or mobile devices to employees consistent with the requirements of their jobs.

a. Responsibility: Employees

1. Protect devices against elements such as dust, dirt, water, and heat.
2. Restrict use of operator assisted calls and Bell Directory Service (411). Refrain from using *69 (Last

Call Return), busy call return, downloading ring-tones, and other pay per use features.

3. Place conference calls through the corporate telephone system. All telephones have the capability of accommodating up to 4 party conferencing.
4. If Conferencing is required, the Telephone Administrator must be notified prior to the service date, and all associated charges will be the responsibility of the originating department.
5. Ensure recorded voice mail messages are changed frequently, and that they are appropriate, informative and timely. Voice mail should indicate whenever an employee is out of the office for any reason. If callers reach voice mail, they must be able to:
 - Determine when you are available;
 - Speak directly with another employee;
 - Leave a message.
6. Maintain the security of their voice mail account and passwords
7. Do not attempt to access the voice mailboxes of others unless authorized
8. Use of 1-900 lines is strictly prohibited.
9. Limit use of wireless devices while outside the country. When traveling outside of Canada for business purposes, employees are responsible for notifying the cellular service provider who will temporarily suspend roaming charges. If an employee fails to notify the service provider, all roaming charges will be the responsibility of the originating department. If an employee incurs roaming charges during personal travel outside of Canada, all roaming charges will be the responsibility of the employee.
10. Return the Corporation's mobile device to the Corporation upon termination, change of duties, or at the request of the Corporation.

Section 9.0: EMPLOYEE DIRECTORY

9.1 Kingston Economic Development Corporation EMPLOYEE DIRECTORY

(As of March 2021)

Chief Executive Officer
Director of Business Development
Small Business Manager
Operations and Communications Officer
Corporate Secretary to the Board of Directors
Marketing & Communications Officer
Project Coordinator

9.2 Kingston Economic Development Corporation Compensation Policy & Salary Bands 2021

Increases to base salary are linked to individual performance, portfolio responsibilities and annual cost of living considerations. Performance evaluations are conducted bi-annually with frequent feedback and coaching on a regular basis.

Chief Executive Officer	\$125,000
<i>As determined by the Board of Directors, with Annual Review</i>	
Senior Management & Directors	\$ 90,000 → \$125,000
Business Development Officers	\$ 50,000 → \$ 95,000
Coordinators	\$ 35,000 → \$ 55,000
Hourly & Seasonal Employees	Ontario Living Wage