



COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM COMMITTEE AGENDA

Thursday, June 27, 2019 at 6:30 p.m.

55 Zina Street, Orangeville – Sutton Room (2nd Floor)

Declarations of Pecuniary Interests

PUBLIC QUESTION PERIOD

Members of the public will be provided an opportunity to ask questions of the Committee during this time (limited to 10 minutes).

COMMUNITY SERVICES

1. **COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 –
ITEM #1 – 2018 Community Services Year End Review**

A report from the Director of Community Services, dated June 27, 2019, to provide Council with information on the 2018 Community Services Year End Review.

Recommendation:

THAT the report of the Director, Community Services, titled 2018 Community Services Year End Review, dated June 27, 2019, be received.

2. **COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 –
ITEM #2 – iCAN Special Needs Resourcing Program Report**

A report from the Director of Community Services, dated June 27, 2019, to provide information on the Special Needs Resourcing Program in Dufferin County known as iCAN (Inclusion for Children with Additional Needs) after its first full year of implementation.

Recommendation:

THAT the report of the Director of Community Services, titled iCAN Special Needs Resourcing Program Report, dated June 27, 2019, be received.

3. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #3 – Quarterly Community Services Activity Report – First Quarter 2019

A report from the Director of Community Services, dated June 27, 2019, to provide Council with the quarterly info-graphics that summarizes work being undertaken by the Community Services Housing, Ontario Works and Children's Services Divisions.

Recommendation:

THAT the report of the Director, Community Services, dated June 27, 2019, titled Quarterly Community Services Activity Report – First Quarter 2019, be received.

4. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #4 – Employment Services Transformation

A report from the Director of Community Services, dated June 27, 2019, to provide Council with information on the upcoming provincial Employment Services Transformation and to seek approval, in principle, to collaborate with the Region of Waterloo, County of Wellington and County of Simcoe in a Service System Manager Expression of Interest application for employment services.

Recommendation:

THAT the report of the Director, Community Services, titled Employment Services Transformation, dated June 27, 2019, be received;

AND THAT approval, in principle, be given for the submission of an Expression of Interest with the County of Simcoe, County of Wellington and Region of Waterloo, to the Ministry of Training, Colleges and Universities (MTCU), to pilot as a Service System Manager for the new employment services.

5. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #5 – Housing – Provincial Changes Update and OPHI Allocation

A report from the Director of Community Services, dated June 27, 2019, to provide an update on the recent Provincial changes and announcements affecting the Housing Services Division of Community Services and to propose the allocation of the Ontario Priorities Housing Initiative funding (OPHI).

Recommendation:

THAT the report of the Director, Community Services, titled Housing - Provincial Changes Update and OPHI Allocation, dated June 27, 2019 be received;

AND THAT approval be given for the OPHI 2019-2022 Proposed Investment Plan as follows:

Program Component	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Total
Housing Support Services	\$20,915	0	\$16,870	\$37,785
Homeownership	\$150,605	0	\$93,750	\$248,400
Ontario Renovates	\$20,000	0	0	\$20,000
Housing Allowance	\$205,865	\$205,865	\$205,865	\$617,595
SM Administration Fees	\$20,915	\$10,835	\$16,870	\$48,620
TOTAL	\$418,300	\$216,700	\$337,400	\$972,400

6. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #6 – Pedagogical Plan – Centre of Excellence for Early Years and Child Care

A report from the Director of Community Services, dated June 27, 2019, to update Council on Dufferin County's involvement in the Provincial Centre of Excellence for Early Years and Child Care.

Recommendation:

THAT the report of the Director, Community Services, titled Pedagogical Plan - Centre of Excellence for Early Years and Child Care, dated June 27, 2019, be received.

7. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #7 – Presentation on Children's Services

A presentation from the Director of Community Services regarding Children's Services.

DUFFERIN OAKS

8. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #8 – Accommodation Options for Older Adults in Dufferin County

A report from the Administrator of Dufferin Oaks, dated June 27, 2019, to follow up on the recommendation to investigate current and future options for accommodation needs for the older adult population in Dufferin County.

Recommendation:

THAT the report of the Administrator, Dufferin Oaks, dated June 27, 2019, titled Accommodation Options for Older Adults in Dufferin County, be received.

9. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #9 – Ministry of Health and Long Term Care Funding Announcement

A report from the Administrator of Dufferin Oaks, dated June 27, 2019, to inform committee members of recent funding changes announced by the Ministry of Health and Long Term Care.

Recommendation:

THAT the report of the Administrator, dated June 27, 2019, regarding Ministry of Health and Long Term Care Funding Announcements, be received.

MUSEUM

10. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #10 – Consolidated Policy Document – Museum of Dufferin

A report from the Director of Planning, Economic Development and Culture, dated June 27, 2019, to submit for approval an updated consolidated policy document for the Museum of Dufferin.

Recommendation:

THAT the report of the Director of Planning, Economic Development and Culture, dated June 27, 2019, regarding Consolidated Policy Document – Museum of Dufferin, be received;

AND THAT the Consolidated Policy Document be approved and adopted.

REPORTS

11. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 – ITEM #11 – May 2019 Financial Report

A report from the Treasurer, dated June 27, 2019, to provide Committee with a monthly financial summary.

Recommendation:

THAT the May 2019 Financial Report from the Treasurer, dated June 27, 2019, be received.

CORRESPONDENCE

12. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – June 27, 2019 –
ITEM #12 – Association of Municipalities of Ontario (AMO)

Correspondence from the Ministry of Municipal Affairs and Housing, dated June 7, 2019, regarding Association of Municipalities of Ontario (AMO) delegation requests for the 2019 Annual Conference.

Recommendation:

For consideration of the Committee.

Next Meeting

Thursday, August 22, 2019 at 6:30 p.m.
55 Zina St, Orangeville – Sutton Room (2nd Floor)



REPORT TO COMMITTEE

To: Chair Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

From: Anna McGregor, Director of Community Services

Date: June 27, 2019

Subject: **2018 Community Services Year End Review**

In Support of Strategic Plan, Priorities and Objectives:

Economic Vitality (1.4) Support initiatives that improve social determinants of health
Communication and Connections (2.4) Promote internal communications
Good Governance (3.2) Increase transparency

Purpose

The purpose of this report is to provide Council with information on the 2018 Community Services Year End Review.

Background & Discussion

Dufferin County Community Services has prepared an annual report to summarize activities, operations, accomplishments and program directions. This document speaks to the services provided over the 2018 calendar year and gives a brief plan for 2019 for each of the three (3) divisions within Community Services; Ontario Works, Housing Services and Children's Services. A copy of the 2018 report is attached to this report.

Financial, Staffing, Legal, or IT Considerations

There is no impact.

Strategic Direction and County of Dufferin Principles

It adheres to the County of Dufferin Principles:

1. **We Manage Change** – By preparing and sharing information, which illustrates ongoing change in services to meet the evolving needs of the community.

2. **We Deliver Quality Service** – By sharing information, the work being carried out by County staff can better be evaluated for quality service delivery.
3. **We Communicate** – By providing a transparent overview of Community Services.
4. **We Make Good Decisions** – By providing a clear review of service information, this report assists with program evaluation and planning.

Recommendation

THAT the report of the Director, Community Services, titled 2018 Community Services Year End Review, dated June 27, 2019 be received for information purposes.

Respectfully submitted by

Anna McGregor
Director, Community Services



Community Services 2018 Year End Review



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Who We Are

Dufferin County Community Services Programs:

- Financial Assistance
- Employment Services
- Rent Geared to Income Housing
- Homelessness Prevention Program
- Homeownership Program
- Ontario Renovates
- Jean Hamlyn Day Care Centre
- Dufferin Child Care Fee Subsidy
- Licensed Child Care Supports
- Licensed Child Care Quality Assurance

The County of Dufferin Community Services Department remains connected to the community and understands the challenges that come with service system management and human service integration. Community Services acts as the service systems manager for a multitude of programs within Dufferin County. Facilitated through the Ontario Works, Housing and Children's Services divisions, a range of programs are available to those within Dufferin County.

Edelbrock Centre Hub



Human services agencies that support residents of Dufferin County continue to utilize the Community Hubs in both Orangeville (Edelbrock Centre) and Shelburne (Mel Lloyd Centre). Awareness of available space at the Edelbrock Centre continues to be welcomed by community partners.

Vision, Mission & Values

Vision

The County of Dufferin Community Services Department aspires to be at the forefront of delivering quality service to create an inclusive and accessible community

Mission

The County of Dufferin Community Services Department is dedicated to improving the well-being of individuals and families in our community by connecting people to resources, supports and opportunities

Values

- Accountability
- Respect
- Teamwork

Message from the Director

It is my pleasure to present the Community Services 2018 Year End Review.

This document speaks to the services provided over the 2018 calendar year and gives a brief plan for 2019 for each of the three (3) divisions within Community Services; Ontario Works, Housing Services and Children's Services.

2018 saw the Community Services Department deal with increased demand in all divisions. The Ontario Works caseload increased, the Housing Wait List increased and more families were in receipt of Child Care Fee Subsidy than in previous years. This rise in economic need coincided with the work the Community Services Department is doing with the newly formed Dufferin County Equity Collaborative (DCEC). DCEC is a broad base of stakeholders with a shared mandate to increase social prosperity and decrease inequities for the Dufferin population affected by economic hardship. Working together in collaboration, the membership jointly set strategic direction, identify evidence informed priorities that can be actioned locally and build on and enhance existing systems and programming.

As this review shows, the department has been, and will continue, working on Service Delivery Modernization internally and with local agencies. 2018 saw the introduction of pilot 'Drop In/Crisis Service' and a pilot 'Addiction' Service at the Edelbrock Centre Hub. I am confident the work on Service Delivery Modernization combined with partnerships and collaborations with local agencies will place the department in a strong position to deal with the ever changing landscape.

In June 2018 there was a change in provincial government. This has signaled a shift in programming direction and a focus on addressing the provincial budget deficit. The change has meant that all divisions will see changes to programming parameters and funding. Much of the change will take place in 2019 onwards.

None of this work would be possible without the hard work and dedication of the Community Services staff.

Thank you to everyone involved.

Anna McGregor
Director, Community Services

Ontario Works

The beginning of 2018 started as an exciting year for Ontario Works as the journey towards Service Delivery Modernization continued. With a dedicated commitment from the Ministry to continue with their Modernization Strategy, the County focused on providing a level of service that improved the client experience while ensuring long-term stability. Providing a modern and sustainable service delivery system, that was person-centred and supported integration across programs, was paramount.

In the second quarter of 2018, the Ontario Works team tested a new Service Delivery Pathway, which aimed to provide an efficient and expedient process in order to better serve clients. It was believed that streamlining intake processes, with an intake-initial contact, would improve client experiences and simplify access to benefits for clients, while at the same time reduce administration for staff. The new pathway did improve turnaround times from an average of three business days to one or two business days. However, upon review of the process and workload distribution, it was determined that the Community Services Workers would complete the

same process as previously used and would no longer be completing the intake-initial contact pathway. With the realignment of the process and lessons learned over the trial period, the Ontario Works team have been able to continue to improve services. Staff continue to exceed the four day Ministry standard, as the average turnaround time from date of contact to issuance is 1-2 days.

Regulation amendments supported the implementation of the following changes between April and July 2018:

- Exemption of orphan's and disabled contributor's child benefit payments from other jurisdictions
- Maintain dependent children attending school away from primary residences
- Maintain dependent adults and dependent children in the parental benefit unit while in full time post-secondary education away from home
- Changes to eligibility requirements for Refugee Claimants making them eligible for social assistance effective the date they make a claim for refugee protection
- Exemption from the cap on the provincial contribution to Ontario Works Discretionary Benefits expenditures (First Nations Delivery Partners only)
- Exempt income paid under an employment training program for up to 12 months (Residents of First Nation Communities only)



Provincial Government Changes & Ministry Announcements

The Ministry's strategy was to focus on making changes in key areas of the client journey including intake, client communications, benefits delivery, digital tools and processes, and payment administration over the next five years.

In addition to this, the Ministry continued to implement changes that were to transform, streamline and simplify social assistance; reduce the poverty gap for people in deepest need; improve health, employment and social inclusion outcomes; and help provide a better quality of life for Ontarians, including Indigenous peoples.

2018 Summary Cont.

A number of additional changes were scheduled for implementation between September and December 2018. Some of those changes were to include:

- Tax Free Savings Accounts and Registered Retirement Savings Plans would be exempt as assets
- Mandatory participation in Learning, Earning and Parenting Program (LEAP) would be removed
- Ontario Works rates (basic needs and shelter) would be increased by 3% for all family types, to be added to the basic needs amount only, with a 2% increase to various miscellaneous allowances (e.g. Temporary Care Assistance)
- Gifts and other voluntary payments would be fully exempt as income
- The flat rate Earnings Exemption would be increased from \$200 to \$400

However, in June of 2018, a provincial election saw a change in political leadership from the Liberal Government to a Progressive Conservative Government.

In the summer of 2018, Premier Ford froze all provincial changes and advised that social assistance would undergo a 100-day review. Social Assistance changes that were implemented between April and July would remain in effect; however the Government announced the cancellation to all changes expected between September and December 2018.

On November 22, 2018, Minister Lisa McLeod announced that Ontario's plan for social assistance reform would focus on reducing administration and paperwork, so clients and staff could focus on individual action plans that would set out a pathway to health, wellness and preparation to return to work.

Two Major Changes from the Progressive Conservative Government:

- The Ontario Basic Income Pilot (OBIP) was cancelled. The final payment to eligible participants was issued on March 25, 2019
- The Social Assistance Rate Increase was rolled back. The Liberals' budget allowed for a three per cent (3%) increase, while the PCs reduced it to a 1.5 per cent (1.5%) increase. For Ontario Works, this increase was implemented on October 1, 2018

In addition, social assistance and employment services would be streamlined while increasing flexibility to help all job seekers reach their maximum potential. The Government also announced that they were committed to cutting red tape and restoring accountability.



Changes will be implemented gradually to update the system. As a first step, the Government announced that it would work closely with municipalities to develop a plan to phase in changes, giving them flexibility to meet local needs in the context of their local economies, and undertake consultation with First Nations to develop a specific approach for social assistance and employment services on reserve.

With the upcoming provincial changes to come through new legislation, Ontario Works will need to prepare for discussions in order to voice ideas on how to meet local needs in the context of the local economy.

Ontario Works Caseload and Intake Statistics

The average monthly caseload numbers generally increased each quarter throughout 2018 (Figure 1). In 2018, the average monthly caseload was 644, much higher than in 2017 (average of 538). This is an increase of around 20% in the caseload numbers from 2017 to 2018 overall, indicating the continued need for social assistance.

Ontario Works staff continue to work to support Ontario Works participants through ongoing support and referrals to partnering agencies on a case-by-case basis.

Single people continue to comprise the largest percentage of the Ontario Works caseload (Figure 2). As a percentage of the caseload, the proportion of singles, sole support parents and families (including couples and couples with dependents) have all increased by around 2% from 2017.

Clients receiving Ontario Works are staying on Ontario Works longer. This can be seen by taking into consideration the increase in caseload numbers along with a slight decrease in intake numbers in 2018 (739, Figure 3) compared to 2017 (775). The caseload is increasing over time with ongoing clients, while fewer new clients started Ontario Works in 2018.

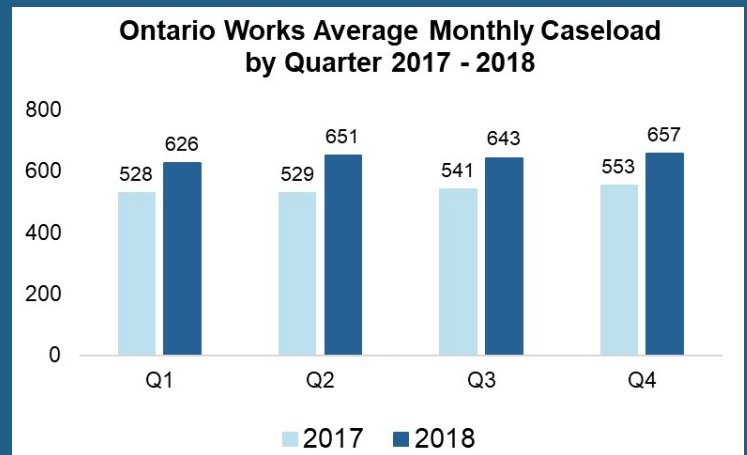


Figure 1 Ontario Works Average Monthly Caseload by Quarter All Types 2017-2018

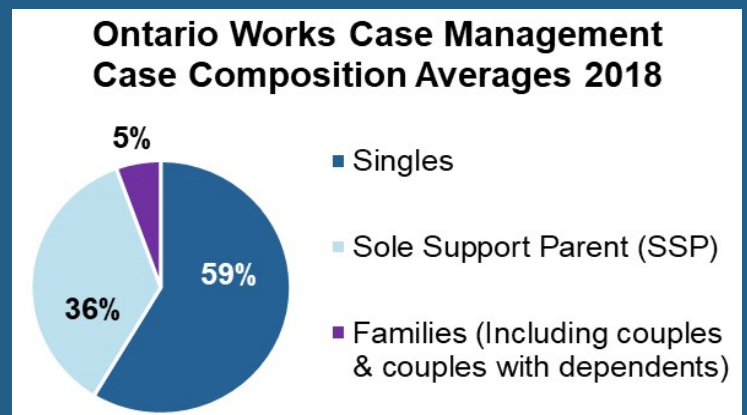


Figure 2 Ontario Works Case Management Caseload Composition 2018 Averages

644

Average monthly caseload 2018

2

Average # of business days from screening to financial eligibility decision

23

Average months on assistance

2018 Ontario Works Intake Statistics	Monthly Average	Total	% of Total Intakes
Total Intake Calls & OW Inquiries Received	61.5	739	100%
Online Applications Received	15	184	25%
Emergency Assistance	17	205	28%
Eligible	37	439	59%

Figure 3 Ontario Works 2018 Intake Statistics

Orangeville Employment Resource Centre (OERC)

The Orangeville Employment Resource Centre continues to forge strong relationships with a variety of outside employment agencies, including, but not limited to, Georgian College, Employment Ontario and The Upper Grand District School Board. Clients of the Employment Resource Centre have full access to an array of equipment, free of charge, which includes fourteen desktop computers, two telephones to make employment related phone calls, and a combination printer/scanner/photocopier/fax machine. Introduced in fall of 2018 was a clothing rack which provides visitors with a variety of donated gently used clothing items at no cost.

The placement of multiple supports in one location enables clients to access an increasing number of development opportunities and services.

**Employment Resource Centre – Orangeville
Total Visits by Quarter 2017 - 2018**



Figure 4 Orangeville Employment Resource Centre Total Visits by Quarter 2017-2018

8,322



Total Number of Visitors in 2018

There was a slight decrease in the total number of visitors to the OERC in 2018 (8,322) compared to 2017 (8,659). There was also a slight decrease in the total visits by quarter in Q1 and Q2 of 2018 compared to 2017 (Figure 4).

249



Total Number of Days Open in 2018

The OERC was open for 249 days in 2018. The OERC's busiest month by number of visits was August with 785 visits. The quietest month was December with 457 visits.

10%



Per cent of New Clients 2018

In 2018, 10% of total visitors are brand new clients. This is a slight decrease from 2017, where 12% of visitors were new clients.

Shelburne Employment Resource Centre (SERC)

The Shelburne Employment Resource Centre located within the Mel Lloyd Centre provides resources similar to those offered in Orangeville. Clients have access to computers, printing, scanning, copying and faxing. Co-located within the Employment Resource Centre are Contact North, Georgian College, Upper Grand District School Board, Service Canada and Small Business Enterprise.

Occasionally services are also provided by Ontario Disability Supports Program (ODSP), Services and Housing In the Province (SHIP) and William Osler Addiction Supports Services. Staff from Community Services will also attend the resource centre to accommodate the needs of clients who reside in Shelburne.

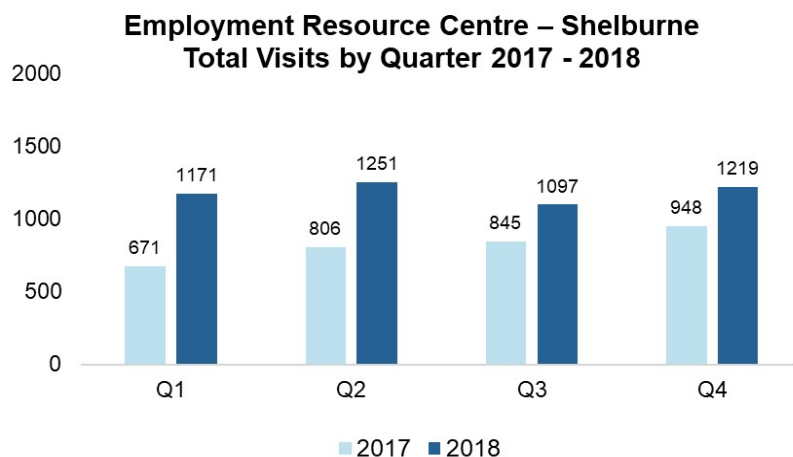


Figure 5 Shelburne Employment Resource Centre Total Visits by Quarter 2017-2018

4,738



Total Number of Visitors in 2018

Total number of visitors to the SERC was up from 3,270 in 2017, to close to 4,800 visitors in 2018. Each quarter saw a greater numbers of visits in 2018 when compared to 2017 (Figure 5).

249



Total Number of Days Open in 2018

The SERC was open for 249 days in 2018. The SERC's busiest month was May with 465 visits, while the quietest month was December with 314 visits.

26%

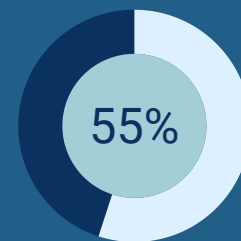


Per cent of Visitors Requiring One-to-One Support

26% of those visiting the Shelburne ERC required one-on-one support in 2018.

Addiction Services Initiative

The Addiction Services Initiative (ASI) is a targeted employment assistance activity that is designed to help Ontario Works participants whose substance abuse is a barrier to participating in Ontario Works and employment. In 2018, the Addictions Services Initiative continued to offer supports through an Intensive Case Management model by designating one Community Services Worker to manage the ASI caseload. Participants who self-disclose that they have a substance abuse problem or have been identified by the caseworker to exhibit behaviours which indicate they might have substance use problems work closely with the ASI worker to coordinate services and referrals to community agencies. Through a more intensive use of the Individual Service Plan, the ASI caseworker monitors the participant progress and needs.



Of individuals experiencing homelessness in Dufferin County have an addiction (2018, Point in Time Count)

Opioid-Related Emergency Department Visits 2016*

*rate per 100,000

Wellington-Dufferin-Guelph

34



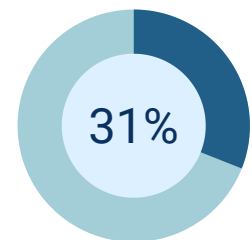
Ontario

32

2.1 CONNECT WITH RESIDENTS
2.1.2 PROMOTE AND MARKET COUNTY AND COMMUNITY PROGRAMS AND SERVICES

Income Tax Program

The Community Volunteer Income Tax Program was again coordinated through the Community Services department in 2018. Seven volunteers, trained through resources provided through Revenue Canada, were able to support the completion and EFILE of 213 tax returns, which resulted in \$1,028,733.29 in refunds and benefits to clients. Tax clinics were offered in Orangeville, Shelburne, and Grand Valley to best serve residents throughout the County. This program will be provided again in 2019.



Of the returns were seniors

Moving Forward and 2019 Opportunities

In order to provide modernized, enhanced and more accessible programming and services for clients, several initiatives and new services will be coming to the Ontario Works division in 2019:

MyBenefits

Dufferin County has put forth interest in piloting *MyBenefits*, which is a new online service available to active Social Assistance recipients and is available 24/7. With *MyBenefits*, recipients can check payment history and view a breakdown and status of each payment, report earned income and change of address, view profile information (e.g. Phone number, email, household members) and view letters. *MyBenefits* will be available to Ontario Works recipients in June 2019.

Moving Forward and 2019 Opportunities Cont.

Relaunch of ASI

The Dufferin Ontario Works Addiction Services Initiative Program was modernized and successfully re-launched in January 2019. *PEOPLE WHO USE DRUGS ARE REAL PEOPLE* is an Anti-Stigma campaign that mirrors other campaigns across the country. The focus of this campaign is to help reduce the stigma associated with substance use while encouraging clients to reach out for support. The goal is to help as many clients who struggle with addiction in Dufferin County as possible. William Osler Health System's Addiction Support Services is currently running a two month pilot at the Edelbrock Centre to assess need for ongoing services in Dufferin County. Negotiation with them is taking place for a purchase of service agreement for ASI clients.



Anti-Stigma Campaign material

Reloadable Payment Card

The County of Dufferin has expressed interest in participating in the *Reloadable Payment Card* program expansion and would like to see implementation sometime in 2019. This will allow recipients to receive an alternate electronic method of payment other than direct bank deposit. The introduction of the *Reloadable Payment Card* will improve client experience, accountability, fiscal responsibility and cost efficiency.

Third Party Additional Benefits

Beginning in May of 2019, the Ministry is changing the frequency of payments for Additional Benefits made to vendors on behalf of social assistance recipients. With the implementation of a monthly pay run, there will be a reduction in payment volumes and production costs through consolidation and will reduce administrative workload related to daily payment production.

Transforming Ontario's Employment Services

On February 12, 2019, the government announced a plan to integrate social assistance employment services into Employment Ontario to help the province's most vulnerable, including people with disabilities, to break free from the poverty cycle. This will provide more streamlined supports that are locally delivered and focused on improving outcomes for all job seekers. Ontario's employment services will be implemented gradually, over several years, starting with three prototypes in the fall of 2019.

1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH

2.1 CONNECT WITH RESIDENTS

2.1.2 PROMOTE AND MARKET COUNTY AND COMMUNITY PROGRAMS AND SERVICES

4.4.3 LEVERAGE EXISTING AND NEW TECHNOLOGIES

Housing Services

The Housing Services division anticipated a challenging year, particularly with the announcement of Canada's first ever National Housing Strategy, and the division was prepared.

In the spring, the Social Infrastructure Fund (Year 3) funded a Housing Allowance program until 2023. This program subsidizes Community partners who assist at-risk women and youth.

Current Programs & Services:

- Centralized Waitlist for social housing through Housing Access Dufferin
- Administering the Rent Supplement Program
- Homelessness Prevention Program
- Homeownership Program
- Ontario Renovates
- Managing and operating County-owned properties
- Working with local housing providers
- Programming to address poverty

The County of Dufferin and the local Community Advisory Board spearheaded another 20,000 Homes Campaign Homeless Enumeration exercise. Although the exercise was similar to that in 2016, it was enhanced and revealed 44 individuals experiencing homelessness. Clearly homelessness is an issue in Dufferin County. Federal funding was secured to hire a coordinator to implement software (*Homeless Individuals & Families Information System* – HIFIS) that could be used jointly with local homeless service providers and the County of Dufferin. The intent of HIFIS is to gain a more accurate account of those who are homeless and/or at risk of becoming homeless and to avoid duplication of service. HIFIS includes a robust set of data points that support coordinated access and prioritization as well as an understanding of homeless inflow and outflow at a system level.

During the summer, the construction of 24 rent-geared-to-income, affordable and market rent townhouses was completed at 54 Lawrence Avenue in Orangeville. Occupancy commenced September 1st. The election of a new Provincial government occurred and while no new housing announcements have been made, it is hopeful that this government will work with the Federal government to achieve the priorities outlined in the National Housing Strategy.

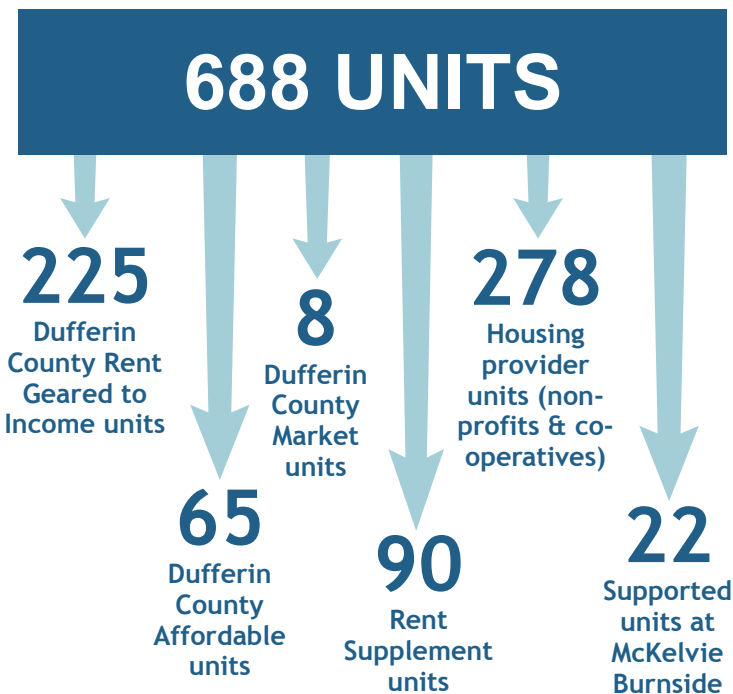
In the fall, the Annual Tenant Survey was conducted and overall tenant satisfaction remains high. The Annual Housing Forum was organized and provided an opportunity to share information and network with community partners. Housing staff were busy preparing for the implementation of *RentCafé*, the new Yardi software system, which went live in November.

There was a record number of participants in the Homeownership Program this year. This program provides up to a 10% down payment in the form of a forgivable loan to qualified home buyers.

The Housing Division anticipates the growing need for affordable housing and additional social programming to assist the most vulnerable in Dufferin County.

Long Term Housing

Between the County, non-profit and co-op housing providers, and private landlords on rent supplement agreements, in 2018 the total social housing stock was comprised of:



What's New in Long Term Housing

New Units & Increased Capacity

The County of Dufferin's newest rent-geared-to-income housing and new affordable/market housing located at 54 Lawrence Avenue in Orangeville was completed in the summer of 2018.

The complex consists of 24 townhouses with one, two, three and four bedroom units. This not only offers new housing to wait list family applicants and senior applicants, it has also offered new accommodation to existing tenants living in the County's older family units.

To create a community environment for both the 40 Lawrence Avenue senior's building and the 54 Lawrence Avenue mixed community, joint social events such as Christmas gatherings and BBQs will be arranged throughout the year moving forward.

Tenant Testimony

When Natalie contacted my wife and I to offer us a senior townhouse unit at 54 Lawrence Ave, Orangeville we never realized how wonderful an experience it would be.

From the day we made an application for the unit to the day we moved in, Natalie made it very easy. She explained all the things we needed to know regarding utility hook-ups, rental payment methods, garbage collection schedules and parking arrangements.

This little community of both senior and family townhouse units suits our needs perfectly. It is a well maintained property. The snow clearing of the parking areas and the common area sidewalks has been incredible! Making it safe for all residents.

With our 1 bedroom unit having just 1 floor, both front and back individual entrances, a patio area to BBQ and relax on, central air conditioning, in-suite laundering and a walk-in shower with hand safety rails, we could not have found a more suitable home in which to live. We look forward to many years of residency here at 54 Lawrence Ave.



54 Lawrence new build

Centralized Wait List

Housing Access Dufferin is the service which maintains the Centralized Wait List for subsidized housing in Dufferin County. The Centralized Wait List is for all social housing within Dufferin County, not just County-owned properties. In 2018, 286 households applied to be on the Centralized Wait List for social housing. This is an increase of 17 households from 2017. The average number of households waiting to be housed during 2018 ranged between a low of 614 in Q1 to a high of 673 in Q4 (Figure 6). This is much higher than the previous year, indicating the increasing need for social housing in this community. Caseload averages increased each quarter throughout 2018.

Seniors still represent the largest group on the wait list (Figure 7). The average waiting time to be housed in Dufferin County is currently 4 - 8 years. Wait times are dependent on family size, age of applicant household, and the choice of location the applicant household selects.

In 2018, a total of 74 households was provided with housing from the wait list: 54 County of Dufferin units, 8 Rent Supplement units (agreements with private landlords), and 12 with local housing providers (Figure 8). This is an increase of 35 from 2017; however, it is important to note that the 2018 housed number includes those rehoused from the move from the scattered units to 54 Lawrence Avenue.



Average Wait Time to be Housed

286 Total added applications in 2018

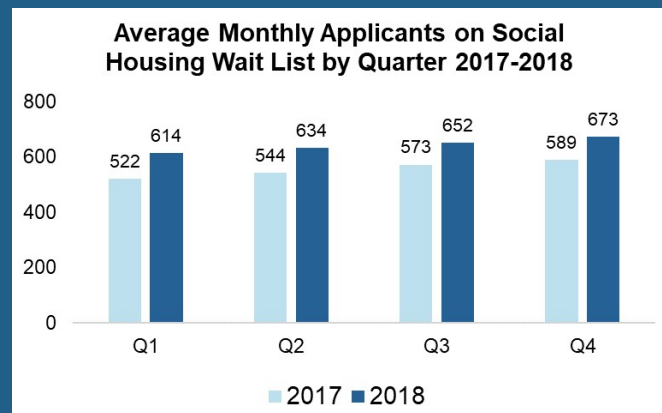


Figure 6 Social Housing Wait List Numbers - Average Monthly per Quarter 2017-2018

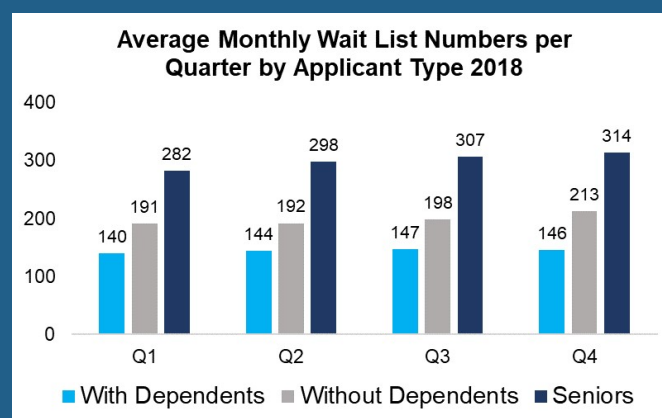


Figure 7 Social Housing Wait List Numbers by Applicant Type - Average Monthly per Quarter 2017-2018

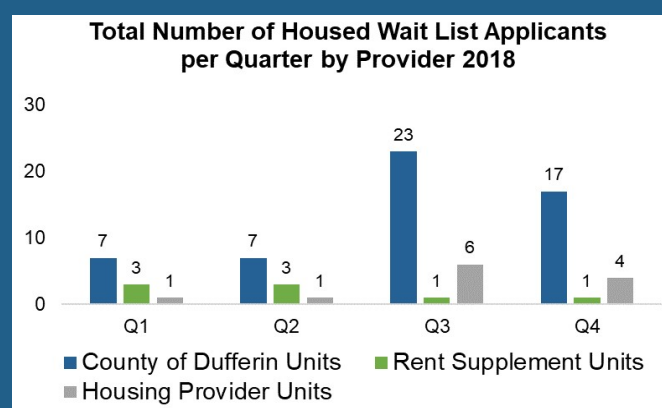


Figure 8 Total Number of Housed Wait List Applicants by Provider per Quarter 2018

74 Total housed applicants in 2018



73%

Housed in County of Dufferin units

Rent Supplement Agreements with Private Landlords

The Rent Supplement program provides affordable rents in privately owned buildings for tenants who cannot afford the market rent charged by the landlord. The buildings are not owned or managed by the County. The tenants pay the landlord a rent amount that is determined by Housing Services staff. The rent is based on 30% of their gross monthly household income. The County then pays the landlord the difference between the usual rent charged for the unit and what the tenant can afford to pay. When a landlord stops participating in the Rent Supplement program, another landlord is recruited.

Rent Supplement - IAH

Agreements funded from the Rent Supplement - Investment in Affordable Housing are coming to an end between 2017 and 2019. Once funding expires, the County will revert to its previous numbers.

Average Number Rent Supplement Units 2018

Program	Q1	Q2	Q3	Q4
Commercial Rent Supplement Program	68	68	68	67
Rent Supplement Program through Ministry of Community and Social Services	4	4	4	4
Rent Supplement Program through Ministry of Health and Long-Term Care	9	9	9	9
Rent Supplement - Strong Communities	9	10	10	10
Rent Supplement - Investment in Affordable Housing	15	11	10	7

Figure 9 Average Number of Rent Supplement Units by Program Type per Quarter 2018

Housing Allowance Program - IAH-E

The temporary "Housing Allowance" program, which was funded from the Investment in Affordable Housing Extension, provided funding directly to the tenant and was paid out by the Ministry of Finance; the County did not administer the program. The current funding will be ending in June 2019. For households in receipt of Rent Supplement-IAH or Housing Allowance that expire before social housing becomes available, the County can provide a small transitional rent allowance, which can be paid for a period up to nine months in decreasing installments in order to help the transition back to paying full market rent.

1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH

Homelessness Prevention Program (HPP)

The Homelessness Prevention Program (HPP) is a comprehensive, year-round emergency financial assistance program administered by Housing Services. The program covers several funding programs; urHome, Poverty Emergency Prevention Program - which can help with rental and utility assistance - and the Low Income Energy Assistance Program (LEAP) for Orangeville Hydro, to assist with electricity assistance. The County also administers the application process for the LEAP for Enbridge Gas and Hydro One; payments are managed by United Way Simcoe Muskoka. The County also provides support for the Ontario Energy Assistance Program. This program lowers electricity bills for low-income households. A monthly credit is provided to eligible customers based on household income and household size, and applied directly to eligible customers' bills. Households can apply directly themselves or they can access support as part of the services offered by the County.

Homelessness Prevention Program Cont.

All programs within the HPP umbrella aim to help households maintain or obtain affordable accommodation. Low-income earners, and individuals in receipt of Ontario Works or Ontario Disability Support Program, may be able to access support. All applicants are eligible to apply for the same program benefits. Payments are made to vendors directly; for example, rent to landlords and utility costs to energy providers.

In 2018, a total of 487 households were assisted by the program in some manner (Figure 10). This is slightly lower than the 502 households assisted in 2017. However, in 2018, the total spend was \$312,115, higher than the total spend in 2017 of \$267,238.

The actual spend for the utility assistance programs illustrates the continued need in the community (Figure 11). Housing Services continue to work with the utility providers, funding providers and persons in need to offer financial assistance and, where possible, advice on cost reduction.

In 2018, 26% of HPP funds were provided to assist with rental payments to help people obtain housing (Figure 12), slightly higher than in 2017 (22%). In 2018, 51% of HPP funds were provided for rental payments to prevent people being evicted from their homes, slightly lower than in 2017 (55%).

Homelessness Prevention Program Number of Households Served by Program 2018

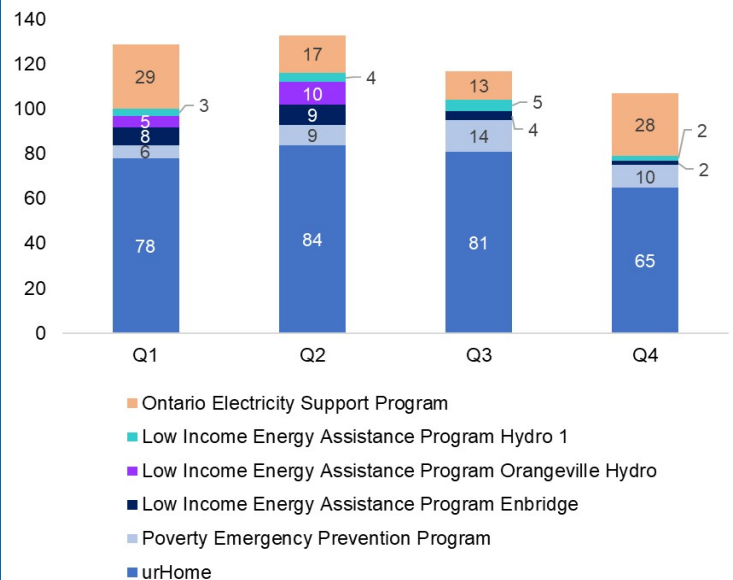


Figure 10 HPP Total Number of Households Served by Program per Quarter in 2018

Program	Program Component (s)	Breakdown of Spend	Total
UrHome	Obtaining Accommodation	\$79,426.36	\$285,123.42
	Maintaining Accommodation	\$147,851.92	
	Electricity	\$34,265.75	
	Gas	\$5,932.99	
	Other	\$17,646.40	
Poverty Emergency Prevention Program	Obtaining Accommodation	\$2,400.00	\$21,662.45
	Maintaining Accommodation	\$10,479.47	
	Electricity	\$7,135.33	
	Gas	\$1,147.65	
	Other	\$500.00	
Low Income Energy Assistance Program - Orangeville Hydro	Electricity	\$5,329.40	\$5,329.40

Figure 11 Homelessness Prevention Program - Breakdown of Spend by Program 2018

2018 HPP Funds by Funding Type

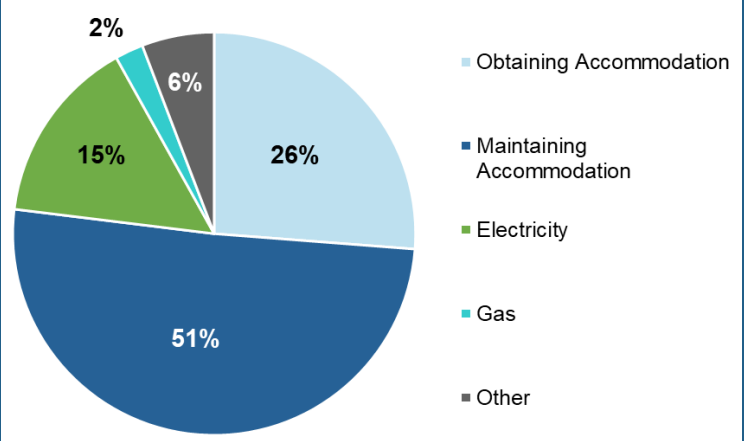


Figure 12 Homelessness Prevention Program Funds by Type of Funding Used in 2018

Other Programs

Homeownership Program

Despite the rising housing prices in the region, 2018 was a successful year for the Homeownership Program. The program aims to assist low-to-moderate income renter households to purchase an affordable home by providing down payment assistance in the form of a forgivable loan. The County can provide up to 10% to eligible applicants to a maximum of \$45,000. Funds are limited and subject to availability. Repayment may be required under certain circumstances. There is already a waiting list for 2019.

8

Households
assisted in 2018

\$250,940

Provided in
2018

Ontario Renovates Program

The Investment in Affordable Housing for Ontario (IAH-E) Ontario Renovates Program is designed to provide low to moderate income homeowners with financial assistance towards home renovations or upgrades needed to make their house accessible. The program can offer a “grant” of up to \$5,000, which does not require repayment. Funds are limited and subject to availability. During 2018, there was little uptake on the program; however, the program will be revamped in 2019 in order to help make housing more affordable, sustainable and accessible in Dufferin.

1

Household
assisted in
2018

\$3,200

Total grant
assistance
provided in 2018

Portable Housing Benefit - Special Priority Policy (PHB-SPP)

In 2018, the Ministry announced the PHB-SPP program, which provides two years of financial assistance to households approved under the Special Priority Policy (SPP). Eligible applicants, who would prefer to live in private rental housing or remain in their current rental unit, are able to apply for monthly portable housing benefit payments under this program. Eligible applicants may also receive funds for first and last months' rent in a new unit. This program empowers SPP clients with greater choices regarding their housing, both in type of housing and location within the province, as the client retains the benefit even if moving out of the Service Manager area. Once receiving support from the benefit, the household is removed from the Housing Access Dufferin wait list for social housing, thereby reducing the wait for households who did not participate in the benefit.

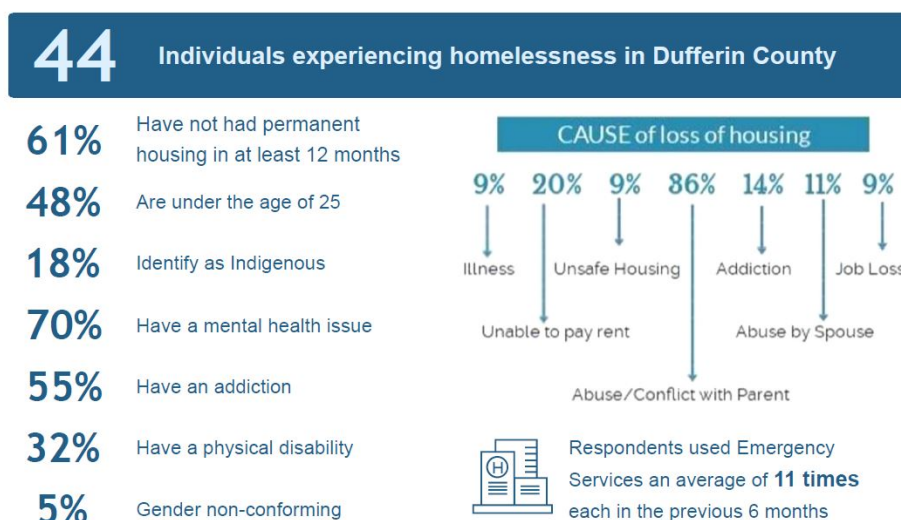
Monthly payments to participants are calculated based on Adjusted Family Net Income as reported to the Canada Revenue Agency. The Ministry of Finance pays the benefit to participants each month, recalculates the benefit if required, and verifies continued eligibility annually. First and last months' rent, as well as ongoing monthly benefit payments, are paid directly to the SPP client. This allows the client the choice of whether or not to disclose their receipt of this benefit to a landlord. Since the program introduction in July 2018, four households have applied and been approved for the benefit from Dufferin County.

2018 Point-in-Time (PiT) Count/Registry Week

In 2018, as part of efforts to end chronic homelessness by 2025, Service Managers were required by the Ministry to conduct a local enumeration of people experiencing homelessness. The Government of Canada supported this initiative, providing funding for this count through the Homelessness Partnering Strategy (HPS).

The Dufferin County 2018 Point-in-Time (PiT) Count included an enumeration of individuals experiencing homelessness living unsheltered, emergency sheltered, temporarily sheltered (i.e. couch surfing), and in public locations. The count was conducted by volunteers and staff from the homeless-serving system over a two day period, May 14-15, 2018, throughout the County. The purpose of the PiT Count was to provide a snapshot of the population experiencing homelessness on one day of the year. The PiT Count was implemented in combination with a Registry Week - a coordinated, multi-day count of people experiencing homelessness in shelters, on the streets, and in other public spaces. A total of 73 people were encountered during the Count, forty-five (45) of whom were found to be homeless.

2018 Point-in-Time (PiT) Count Key Findings



Of these 45 individuals, 44 agreed to be surveyed. Ratios of those sheltered/temporarily sheltered/unsheltered were found to be very similar to the data collected for the 2016 PiT Count. A few key statistics are presented in Figure 13. The full infographic and PiT Count Report can be accessed on the Dufferin County Website.

Figure 13 2018 Point-in-Time Count Key Findings

Housing Forum

The theme of the Housing Forum held on November 22, 2018, set to coincide with National Housing Day, was “*Housing: Ever Changing.*” It was held at the Salvation Army New Hope Church in Orangeville.

The day included a variety of presentations. Wellington-Dufferin-Guelph Public Health presented on the Interactive Reports. There was a presentation regarding HIFIS and PiT Count Results and the Housing team presented on what has changed in housing and homelessness. The County also carried out consultation on the “*10 Year Housing and Homelessness Plan.*” In the afternoon, White Owl Ancestry took the attendees through an informative Blanket Exercise.

Housing Allowance Program

In April 2018, the County of Dufferin started providing rental assistance in the form of Housing Allowances to Family Transition Place (FTP) and Choices Youth Shelter (Choices), in order to assist both organizations with housing and homelessness services.



The funding for both organizations is for a maximum of five years and funds are provided to the organizations to distribute to their clients. The Housing Allowance is used to temporarily provide rental assistance in order to help prepare a person for the eventual goal of moving into independent, unsubsidized living. The housing units must be modest and not exceed average market rent for the area and they must meet local occupancy standards. Life skills and budgeting supports are to be provided to the individuals in order to help move them towards independent living. A total of \$267,640 of funding has been allotted for the five year Housing Allowance program overall.

Implementation of HIFIS 4

HIFIS – *Homeless Individuals and Families Information System* is a web-based, electronic client management information system. HIFIS is used to collect, share and report on client information, and to assist agencies in focusing services and resources to help homeless individuals. HIFIS 4 is the latest version of the HIFIS software. The County of Dufferin began the process of implementing HIFIS 4 in Spring 2018 and all Housing Services staff will be trained on HIFIS 4 by Spring 2019.

RENTCafé/Yardi Transition

Yardi Voyageur (Property Management) and Coordinated Access (Wait List management) software systems have been utilized by Housing Services since shortly after January 2001 when the Province downloaded Housing responsibilities to the County. On November 15, 2018, *RENTCafé*, the new Yardi software system, went live and is currently managing the Rent-Geared-to-Income Wait Lists in Dufferin County and other Province-wide regions. The system continues to improve in its functioning.

The increased capacity of the *RENTCafé* Wait List management system will include moving toward more electronic record keeping and document storage to reduce consumption of 'paper' record keeping and staff time. The ability to access and share Information from all regions using the system enables Housing Services to better serve the population in need.

Programming to Address Poverty

Healthy Eating Harvest Program



The Healthy Eating Harvest Program encourages families participating in Social Assistance programs within Dufferin to buy and eat nutritious foods. This initiative is supported with the use of gift cards and a nutritional newsletter. Participants of Ontario Works, and clients of Subsidized Child Care and/or Dufferin County Housing and Rent Supplement programs were provided \$20.00 per child in their family. The gift cards were for local grocery stores in Orangeville and Shelburne.

578 families

914 children

\$18,448 program cost

Operation School Snacks



Operation School Snacks assists families participating in Social Assistance programs within Dufferin County with the purchase of healthy Back-to-School snacks for children. This initiative is supported with the use of gift cards, a suggested school supply list, information on the importance of early literacy, and an information sheet with nutritious recipes and ideas for school meals. Eligible families were given \$35.00 in gift cards for each eligible dependent to be used at No Frills or Zehrs.

540 families

909 children

\$30,224 program cost

Snow Angels



The Snow Angels program assists families participating in Social Assistance programs within Dufferin County to purchase winter clothing for their children. Participants of Ontario Works and clients of Subsidized Child Care and/or Dufferin County Housing programs were given \$50.00 gift cards for each of their children under 18 years of age. Eligible households were mailed packages including the appropriate number of gift cards, a letter outlining the program, and a flyer suggestion some tips on winter safety.

531 families

880 children

\$43,650 program cost

County-Owned Properties

Tenant Survey

In September 2018, the fifth annual tenant survey was sent out to Dufferin County tenants. The response rate for the survey was 35%. The annual survey contains 21 questions. The responses regarding the satisfaction of administration and staff indicated that most tenants are satisfied. Respondents indicated greater satisfaction with the amount of information they were given in 2018 compared with 2017 (Figure 14).

Most tenants are also satisfied with their unit. However, there are a few differences in 2018 as compared to 2017. In 2018, tenants had a greater level of satisfaction with the temperature in their unit (94%) compared to 2017 (86%), but they have lower levels of satisfaction in 2018 with the bathroom (84%) and kitchen (87%) as compared to 2017 (92% bathroom and kitchen) (Figure 15).

Building satisfaction saw a much lower satisfaction in 2018 in regards to security. In 2018, only 74% of tenants felt somewhat or very satisfied with security, compared to 85% in 2017. Building security (40%), floors in unit (27%), exterior grounds (25%) and laundry area (22%) were the top four areas needing the most improvement as indicated by tenants (Figure 16).

Approximately 71% of respondents had repairs and maintenance work done in their units this past year, a small increase compared to 2017. Satisfaction levels with the repairs and maintenance work done in the units increased slightly (+2%) from 2017.

Staff and Administration Satisfaction (Top 2 Box) 2018 vs. 2017



Figure 14 Tenant Survey Findings Staff Satisfaction Top 2 Box (strongly agree + agree) 2017-2018

Unit Satisfaction (Top 2 Box) 2018 vs. 2017

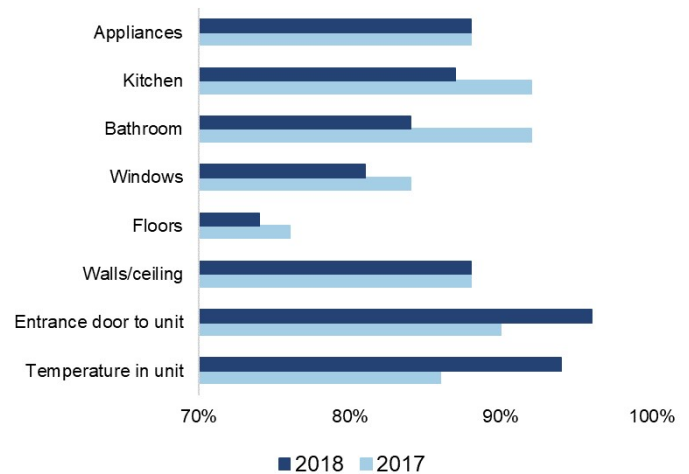


Figure 15 Tenant Survey Findings Unit Satisfaction Top 2 Box (very satisfied + satisfied) 2017-2018

Building Satisfaction (Top 2 Box) 2018 vs. 2017

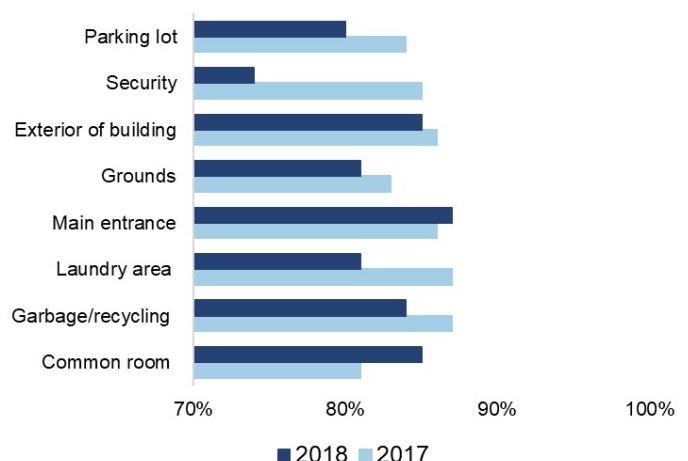


Figure 16 Tenant Survey Findings Building Satisfaction Top 2 Box (very satisfied + satisfied) 2017-2018

County-Owned Properties Cont.

Social Programming

When tenants feel happy and have a sense of ownership in their building, both the tenant and the landlord benefit. This also speaks to the divisional aim for continued Service Excellence. To achieve this, the Housing Services team bring additional services to tenants. Examples vary and are often seasonal; in 2018 they included:

- Gardening Club
- Tenant Summer BBQs
- Winter Holiday celebrations
- Transportation for Grocery Shopping

Bindrop

A new service was arranged from Bindrop Laundry Services to the County of Dufferin's largest seniors' building located at 43 Bythia Street, Orangeville. This service would assist some senior tenants who are not able to prepare their own laundry. The service would pick up and drop off laundry at the tenant's door, for a small cost. Unfortunately, there was no uptake for the program and the program was cancelled in December of 2018.

Food Bank at 43 Bythia

Starting in 2018, the Orangeville Food Bank now attends 43 Bythia each month offering senior tenants a pop-up farmers market. Tenants are able to receive fresh produce, milk and eggs at no cost. During the summer months, the Food Bank attends the building during the monthly BBQ club event, which ensures that tenants have an opportunity to attend both events.

Smoke-Free Policy: Cannabis Update

Tenants were advised in the Fall 2018 Newsletter of updates to the smoke-free policy regarding the legalization of recreational use of cannabis in October 2018. Tenants were reminded that the smoke-free policy includes the smoking of cannabis. The smoke-free policy prohibits everyone from smoking within five (5) metres of any building, window, door, gazebo, and air intake unit. Tenants were also reminded that the smoke-free policy does not apply to all tenants and that tenants housed before April 1, 2017 will be grandfathered (exempted) for the length of their tenancy in their current apartment, unless they transfer or choose to sign a smoke-free lease agreement. However, all new tenants sign smoke-free leases.

Those tenants who fall under an exemption and who smoke marijuana for medical use **must** provide medical documentation to evidence the need for the medical use. No recreational or medical marijuana may be grown or consumed on the Premises by the Tenant(s) or guest(s) without the prior written consent of the Landlord.

Working with Local Housing Providers

Housing Services continues to work with the local Housing Providers in Dufferin, both Non-Profit and Co-operative Housing.

Non-Profit Housing

Non-profit housing is owned and operated by community based non-profit organizations. The housing developments are generally targeted toward families or senior citizens. The developments are commonly established as mixed housing, with a portion of each housing community paying market rent, while the balance of residents are in subsidized units. The non-profit organizations in Dufferin County are:

- Family Transition Place
- Credit River Non-Profit Housing Corporation (Quarry Gates)
- Fiddleville Non-Profit Housing Corporation (Old Mill Lane - Shelburne)
- Hiwhois Assistance

Co-operative Housing

Co-operative housing is owned and operated by members of the co-operative who live on-site. Generally, the expectation is that the members will actively participate in the operation of their community through participation on committees or through other activities. Co-operative housing developments are generally family-oriented and have a mix of subsidized and market rent units. The co-operatives in Dufferin County are:

- Lavender Lane Co-operative Homes
- Shaw's Creek Co-operative Homes Inc.
- Dufferin Gardens Co-operative Homes

2.4 PROMOTE INTERNAL & SECTOR COMMUNICATIONS

Moving Forward and 2019 Opportunities

There are several objectives for 2019, which include:

By-Name List

The next year will see the implementation of the By-Name List, which is a real-time list of all of the individuals experiencing homelessness in the community and will prioritize clients based on need with the goal to end chronic homelessness within the County.

RentSmart Program

The *RentSmart* Program provides education and support to tenants, landlords and community partners with the goal of successful tenancies. Staff from Housing Services will be attending *RentSmart* training in June of 2019 with the aim to roll out *RentSmart* in the fall of 2019.

Portable Housing Allowance

A Portable Housing Allowance will be created in order to supplement Housing First participants with the goal of achieving safe, permanent and sustainable housing.

Children's Services

Current Programs & Services:

- Licensed child care support
- Jean Hamlyn Day Care
- EarlyON Child & Family Centres
- Special Needs Resourcing
- Child Care Fee Subsidy
- Quality Assurance / Raising the Bar
- Community Coalition support
- Early Years research and data analysis

Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) are the designated child care service system managers responsible for planning and managing licensed child care services and EarlyON programs in their communities. In its role as a CMSM, Children's Services is responsible for the planning and administration of a wide range of services and programs with a focus on supporting children, parents, licensed child care providers, and early learning professionals. Children's Services also plays a role in supporting the work of partnering agencies in the community, through involvement with community coalitions.

The first month of 2018 started an exciting year of transformation, as CMSMs and DSSABs across Ontario became responsible for the local management of all ministry-funded child and family programs, with a change from Ontario Early Years Centres (OEYC) to EarlyON Child and Family Centres (EarlyON). This provided an opportunity to review all programs and processes to ensure that they are fully in scope of the revised mandate and meet the needs of the community as the EarlyON Pathway to Service Modernization continues.

As the result of a comprehensive review of the County's current program for children with special needs in licensed child care centres, a new provider, Dufferin Child and Family Services (DCAFS), was awarded the contract starting in April of 2018. The new program, known locally as I-CAN (*Inclusion for Children with Additional Needs*) broadens the scope of services for children while removing eligibility criteria.

Children's Services continued to support licensed child care providers through the distribution of Ministry grant funding, including General Operating Grants, as well as some new funding types to support the new minimum wage and licensed home child care. Along with the Upper Grand District School Board, 72 much needed child care spaces were created in the town of Shelburne and opened to the public in August 2018.

At Jean Hamlyn Day Care, there is a continued focus to provide quality child care programs with an emphasis on modernizing services available. In keeping with this, the *HiMama* online sharing forum was implemented in 2018.

The Child Care Fee Subsidy program saw a significant increase in the number of families accessing Fee Subsidy in 2018. Ministry funding intended for increasing access and affordability of licensed child care made it possible to support these families without incurring a wait list.

2018 Summary Cont.

Quality Assurance/Raising the Bar supported continuous learning of Early Years professionals in 2018 through numerous workshops and collaborative opportunities, with a continued focus on the Ministry's document *How does Learning Happen? Ontario's Pedagogy for the Early Years*. Particularly well received were training in self-regulation and reflective practice.

Work continued with community Coalitions in 2018. The DuCK Evidence Informed Planning action groups developed an evidence-based school program to address stress at school and launched *The Dufferin Basics*, an initiative that provides consistent, evidence-based messages to share with parents/caregivers of children from birth to age three across Dufferin County. Children's Services also played a key role in redesigning and modernizing the *Dufferin Coalition for Kids* website. Ongoing support was also provided to the Wellington-Dufferin-Guelph Coalition for Report Cards on the Well Being of Children.

A major focus of early years research and data analysis in 2018 was the implementation of the *Early Development Instrument* (cycle 5) and data support for new and ongoing reports related to Children's Services, both internal and external.

Licensed Child Care Support

The County supports licensed child care providers in the County. By the end of 2018, there were 13 licensed providers with a total of 29 locations, including one directly operated centre and one private home day care agency.

The County provides multiple types of funding supports to child care providers in the form of grants provided by the Ministry of Education. All, except for Wage Enhancement and Fee Stabilization grants, require a Purchase of Service with the County to be eligible. In 2018, year four of the Wage Enhancement funding was implemented (\$2.00 per hour wage increase for Registered Early Childhood Educators (RECEs) and other staff directly supporting licensed child care programming, and \$20 per day for full time licensed home child care providers). The goals of this Ministry funding are to close the gap between compensation of RECEs working in schools and those working in child care centres; assist with staff retention and income security for those working with licensed child care providers; and help support licensed home child care agencies. Dufferin child care providers received just over \$700,000 in Wage Enhancement funding in 2018.

13 Licensed child
care providers

29
Locations



\$700,000+

Provided in
Wage
Enhancement
funding



Licensed Child Care Support Cont.

The General Operating Grant is another source of Ministry funding used to supplement the salaries of child care staff and promote staff recruitment/retention, with the flexibility to use some for operational costs. A total of over \$600,000 was distributed among the providers. Other funding in 2018 was approved based on need and included repairs and maintenance funding for upgrades and repairs, such as new flooring or new appliances such as a furnace or washer/dryer. In total, about \$80,000 in repairs and maintenance funding was distributed.

\$600,000+

**Provided in
General
Operating
Grant funding**



New funding in 2018 was provided by the Ministry of Education to increase access to, and affordability of, licensed child care. This included Fee Stabilization, intended to help transition providers to the new minimum wage for applicable staff, while minimizing fee increases for families. In addition, a Licensed Home Child Care grant was allocated to home providers to increase salaries and retention of staff, and also given to families served in order to decrease their child care fees.

In addition to financial assistance, the County provides support, leadership, and professional development to licensed child care providers (see Quality Assurance/Raising the Bar section).

The County of Dufferin and the Upper Grand District School Board partnered to develop 72 new child care spaces in a new building at Centennial Hylands Public School in Shelburne, which opened in August 2018. A new child care provider also opened at the French school (École élémentaire des Quatre-Rivières). In 2019, a new licensed child care centre is opening in Grand Valley.



Grand Opening of New Centennial Hylands Child Care Site

All of these new providers either have, or are pursuing, a Purchase of Service with the County.

- 1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH
- 2.4 PROMOTE INTERNAL & SECTOR COMMUNICATIONS
- 3.3 IMPROVE POLICIES, PRACTICES & PROCEDURES

Jean Hamlyn Day Care Centre

Jean Hamlyn Day Care Centre is committed to providing children, families, community partners and educators with current knowledge regarding the implementation of Early Learning Practices. Such practices follow *How Does Learning Happen? Ontario's Pedagogy for the Early Years*, a Ministry resource about learning through relationships. It is intended to support curriculum/program development in the early years. Jean Hamlyn values and recognizes the importance of delivering a high quality program with emphasis on relationships, the environment as the third teacher (space, furnishings, materials, organization of time, etc. all communicate a powerful message and contribute to shaping the actions that can be taken within it) and pedagogy (the understanding of how learning takes place). Focus is placed on the four foundations of *How Does Learning Happen? Ontario's Pedagogy for the Early Years*: Belonging, Well-Being, Engagement and Expression - respecting the individual needs of each child and family.

In April 2018, an online communication tool called *HiMama* was implemented at Jean Hamlyn, with the intent of modernization. It provides staff the opportunity to share the children's learning throughout the day with their families, through pictures and information. This strengthens the communication link between the Centre and home.

Community partnerships have an integral role in servicing the needs of the children and families in our community. Jean Hamlyn partners with Dufferin Child and Family Services in a new program that was implemented in the spring of 2018 called I-CAN (*Inclusion for Children with Additional Needs*). This program focuses on serving children with special needs and meets the developmental needs of children at the Centre (behavioural, social, physical). The Centre advocates for children and families by sharing community resources

Promoting inclusivity is fostered through staff participating in a Corporate initiated committee on "Diversity and Inclusivity." Knowledge sharing is then transferred to the team. The children and staff participated in "Orange Shirt Day" in September 2018 to show support and promote awareness of Indigenous history and culture. Opportunities for family involvement included participation in family events during National Family Week in October, the Family Holiday Party, and an ongoing commitment to actively communicate current early learning resources to families.



Children Participating in an "Orange Shirt Day" Exercise



New Natural Fence Around Playground at Jean Hamlyn

The environment plays a significant role in a child's day at Jean Hamlyn. Steps have been taken to provide a more natural play space for the children with the installation of a wooden fence surrounding the playground and loose parts have been incorporated. Loose parts are materials from a child's world that provide an open-ended play opportunity (rocks, logs, wooden slats, plastic culverts, etc). The list is as long as a child's imagination.

Jean Hamlyn Day Care Cont.

Jean Hamlyn supports positive and responsive interactions among children, families, community partners and educators, creating a place where a sense of belonging and well-being within the community is fostered each day.

The average daily enrolment at Jean Hamlyn in 2018 varied from 50 - 78 depending on the quarter (average of 69). Enrolment was at its lowest in the summer months (Q3), as is typical due to a reduced need for child care in the summer. The overall numbers were similar to 2017.

The school age program continued to have the highest number of children enrolled through the year; however, in Q1/Q2, preschool enrolment increased relative to previous years and was close to or equal to school age levels (Figure 17). More children attended full-time (every day) than part-time, as is typically seen in other years (Figure 18).

There was a 10% decrease in the average number of families at Jean Hamlyn receiving child care fee subsidy in 2018 relative to 2017 (Figure 19).

1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH
2.1 CONNECT WITH RESIDENTS
3.3 IMPROVE POLICIES, PRACTICES & PROCEDURES

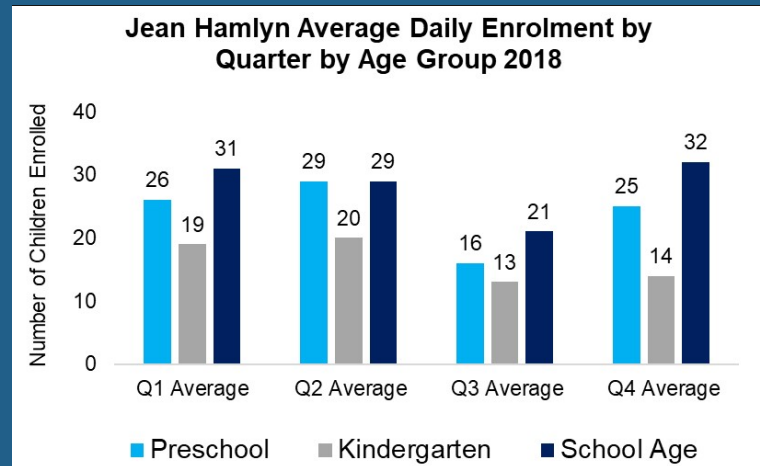


Figure 17 Jean Hamlyn Average Daily Enrolment by Age Group by Quarter 2018

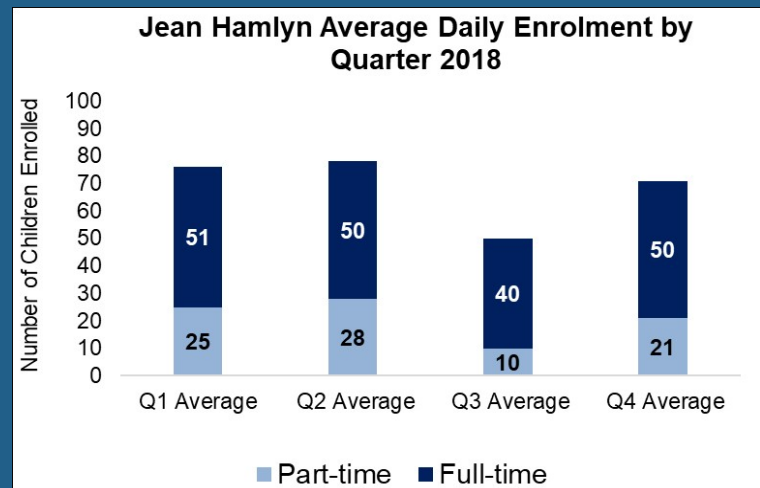


Figure 18 Jean Hamlyn Average Daily Enrolment by Quarter Full-Time vs. Part-Time 2018

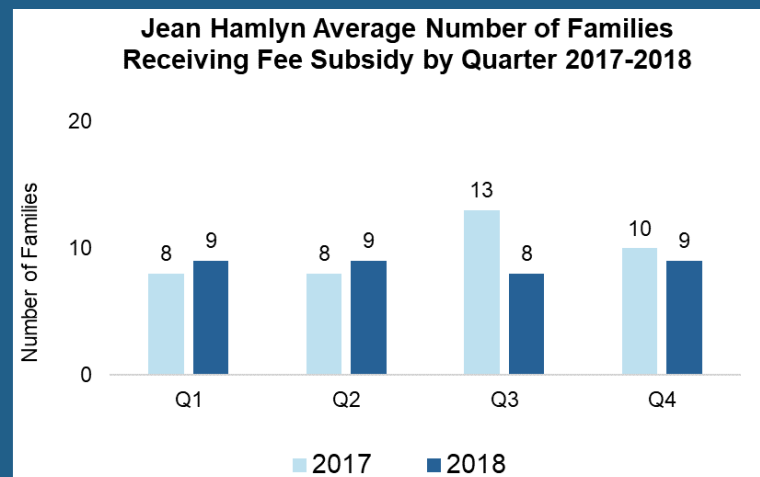


Figure 19 Jean Hamlyn Average Number of Families Receiving Fee Subsidy by Quarter 2017-2018

EarlyON Child and Family Centres

EarlyON Child and Family Centres provide the lead for parenting support of children 0-6 years and the entry point for parents preparing their children for literacy and school. The centres are open to all families in Dufferin, offering free programs for parents/caregivers and children 0-6 years. Families can learn and play with their children, meet people and get advice. EarlyON centres are welcoming places that offer a range of services:



- Join fun activities – reading, storytelling, sing-alongs, games and more
- Get advice from professionals trained in early childhood development
- Participate in workshops and attend events
- Find out about other family services in your community
- Connect with other families with young children

January 2018 saw the exciting roll out of EarlyON Child and Family Centres (EarlyON) across Ontario, which combined four programs – Ontario Early Years Centres, Parenting and Family Literacy Centres, Child Care Resource Centres and Better Beginnings, Better Futures. The Ministry of Education reorganized the programs so that families can get the same services at any EarlyON Centre in Ontario, and find programs tailored to each community. The transformation to EarlyON from the previous Ontario Early Years Centres provides enhanced, modernized, and more accessible early years programs and services for clients of the four centres.

The two-year plan to fully transform the EarlyON consists of 26 key projects that were developed in response to the results of the Dufferin County EarlyON Child and Family Centres' Community Needs Assessment and Initial Plan conducted in 2017 and the EarlyON Pathway to Service Modernization. A program statement was developed, which is a document that states goals for families, children, the profession and the community. When working on these projects, staff use the following documents to guide their decisions:

- The EarlyON Program Statement;
- *How Does Learning Happen? Ontario's Pedagogy for the Early Years* document by the Ministry of Education;
- The Code of Ethics and Standards of Practice from the College of Early Childhood Educators (ECE)

A significant modernization project in 2018 was the implementation of new technology called *OneHSN*, an electronic scan registration program for families which also tracks family information and EarlyON usage statistics. Examples of other projects implemented in 2018 were the realignment of operating hours to meet the needs of families, introduction of snacks into programs, and the beginning stages of a communication plan to align consistencies at all of the Centres.

EarlyON Centres Cont.

The Early Literacy Specialist role was also modernized, now called Early Learning and Quality Coordinator, to a pedagogical role. Moving forward, the literacy piece will be embedded in all programming offered through the county by early learning professionals, while the new Early Learning and Quality Coordinator position supports professional learning and development opportunities that build capacity in the early years sector throughout the County. One of the main functions of this position is to guide and support the Path to Service Modernization. By 2020, the Dufferin EarlyON Centres will have modernized their policies and procedures to provide more responsive, flexible, and client focused services in an inclusive and accessible environment.

In 2018, the EarlyON included a focus on belonging and well-being in our centres, incorporating a makeover to a natural home-like environment at the main Orangeville site. Staff worked together to design a space with a focus on wood and natural materials.

Staff within the EarlyON division actively participate in staff training and development throughout the year in order to better support families and meet the requirements of the College of ECE. As Registered Early Childhood Educators, staff each maintain a professional portfolio, which includes goals and reflections on training to meet those goals. Training dedicated to the document called Code of Ethics and Standard of Practice was one area that staff focused on in 2018, including Professional Boundaries, Dual Relationships and Conflicts of Interest. All staff also attended a two-day training on Mental Health First-Aid facilitated by St. John Ambulance. This opportunity equips staff with the tools and knowledge to support families and recognize needs for referral. In addition, staff participated in a True Colours session, in which they were guided through exercises to determine their Personality Colour. This builds on staff relationships and a greater understanding of group dynamics. This is a small sample of training, as each staff has individual training to meet their professional goals.



Outdoor programming for EarlyON is a passion for staff, and with this came the expansion of many new, innovative, and fun programs. Many of these programs were Parent/Caregiver and Child programs that looked at play schemas, development and natural experiences. These programs encourage exploration of the great outdoors, including gardening, nature walks, snow experiences, and fun in the parks. Parent/Caregiver programs also incorporated a piece of this by offering Stroller walks and other outdoor opportunities. In 2018, many of the Parenting programs were reviewed and updated specifically to meet the needs of families. This presented the opportunity to get feedback from families. The EarlyON continues to build partnerships within the community and local agencies. Collaboration with the senior's program in Shelburne continues to grow, with the expansion of programming and building strength in the community.

EarlyON Centres Cont.

The EarlyON Transportation Van Program is available for parents/caregivers, together with their children age 0-6, and women who are pregnant, looking to access EarlyON programs, medical/therapy appointments and/or select services within Dufferin County. The program was expanded from four days a week to five days a week in 2018 and it currently runs Monday through Friday 9:00am – 4:00pm. Transportation is needed to and from a variety of agencies within the County, including all EarlyON Sites, Food Bank, Dufferin Child and Family Services, Family Transition Place, Child Care agencies, Library programs, parks, Art Therapy, Medical appointments, and more.

# Van Trips		
Area	2017	2018
Amaranth	0	3
East Garafraxa	1	14
Grand Valley	2	4
Melancthon	3	1
Mono	103	159
Mulmur	1	0
Orangeville	1073	1434
Shelburne	13	14
Outside of Dufferin	9	7
Total	1205	1636

Figure 20 Number of EarlyON Van Trips & Areas Served for 2017 - 2018

Number of Van Trips by Location 2018

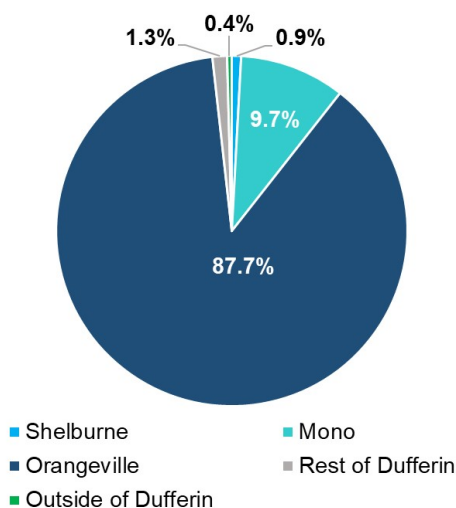


Figure 21 Percentage of All 2018 Van Trips by Locations



EarlyON Transportation Program



MONDAY → FRIDAY



9:00 am → 4:00 pm



Travels to and from a variety of agencies within the County, including (but not limited to):



EarlyON sites



parks



library programs



food banks



child care agencies



medical appointments



select partner agencies

and more...

EarlyON Centres Cont.

In 2018, the EarlyON social media marketing campaign continued to increase our ability to message and connect with families. Regular postings on Facebook that include programs and workshops have proven to be successful. Posts have been given more intention to reach out to the community on a larger scale. EarlyON will continue to generate email communications for staff, families, and community partners on a regular basis. There are currently 1,063 family and/or community partner subscribers, an increase of 215 subscribers since 2017 (Figure 22). This method of communication is a self-managed system, with subscribers having the ability to sign-up and/or unsubscribe independently.

Approximately 16,400 children age 0-6 and 12,100 adults participated in programs at all Dufferin County EarlyON centres in 2018. This is a slight increase in the number of adults since 2017 and a small reduction in the number of children. The number of visits typically tend to be lower over the summer months (Q3) (Figure 22).

EarlyON Online Statistics 2018

1,314 fans



20% increase from 2017

1,063 subscribers



215

subscriber increase from 2017

629 average daily users reached



Total Number of EarlyON Visits in 2018

12,066 Adults



16,373 Children

Number of EarlyON Visits by Quarter 2018

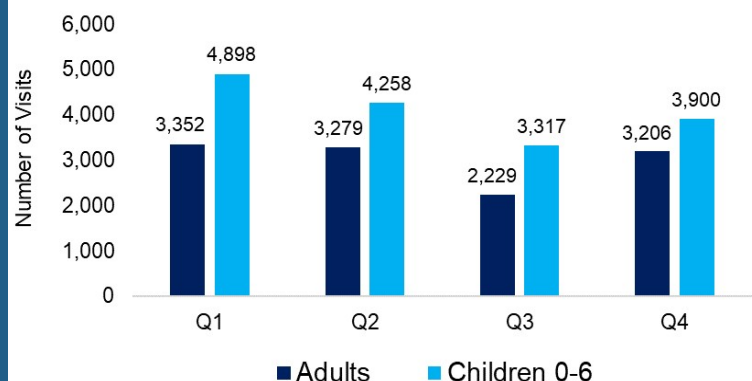


Figure 22 Number Of EarlyON Participant Visits All Sites Quarterly Figures for 2018

1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH

2.1 CONNECT WITH RESIDENTS

2.4 PROMOTE INTERNAL COMMUNICATIONS

3.3 IMPROVE POLICIES, PRACTICES AND PROCEDURES

4.4 PROMOTE ORGANIZATIONAL EXCELLENCE AND INNOVATION AND CELEBRATE SUCCESS

Special Needs Resourcing Programming

The year 2018 was a transition year for special needs resourcing, a program which offers support to children with special needs who are attending licensed child care programs. The County conducted a Request for Proposals in 2017, which resulted in a change to a new program in April 2018 called I-CAN (*Inclusion for Children with Additional Needs*), delivered by Dufferin Child and Family Services. This replaced the previous *Preschool Resource Program* provided by Community Living Dufferin. A total of 98 individual children were served in 2018 across both programs. The average number of children served monthly steadily increased since the transition to I-CAN (Figure 23).

Child Care Fee Subsidy

The Child Care Fee Subsidy program continued to see an increase in the number of families benefiting from Fee Subsidy through a decrease in their licensed child care costs. The effective Fee Subsidy program promotional campaign conducted in late 2017 continued to increase awareness of the program into 2018. Although more children were receiving Fee Subsidy in 2018, a wait list was not necessary due to the additional funding support from the Ministry for increased access to, and affordability of, licensed child care. In total, 654 individual children received Fee Subsidy in 2018. The average monthly number of children receiving Fee Subsidy in 2018 was fairly consistent across the quarters (yearly average of 424) and significantly higher than 2017 (yearly average of 339) (Figure 24). This is an increase of 25% in the number of children served from 2017 to 2018 overall.

The Child Care Fee Subsidy caseworkers revised the content of Service Agreement contracts with child care providers in 2018 to better suit current needs and practices. In addition, more access to summer camps was made available to lower income families in Shelburne and Grand Valley through new service agreements with Centre Dufferin Recreation Complex and Grand Valley & District Community Centre.

98 Total number of individual children receiving Special Needs Resourcing in 2018

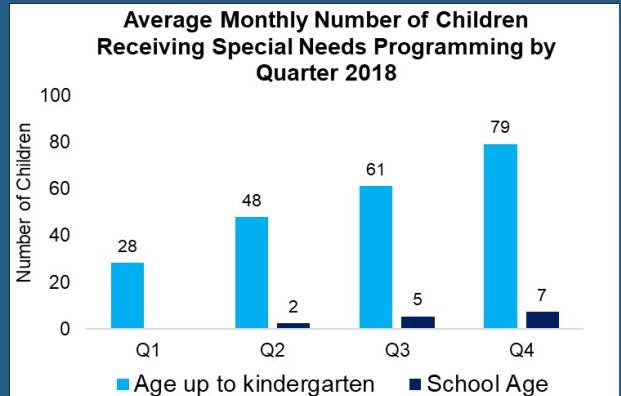


Figure 23 Average Number of Children Receiving Special Needs Resourcing School Age vs. Age up to Kindergarten by Quarter 2018

654 Total number of individual children receiving Fee Subsidy in 2018

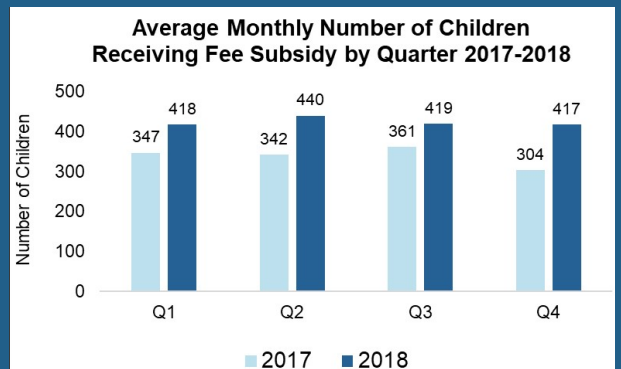


Figure 24 Average Monthly Number of Children Receiving Fee Subsidy by Quarter 2017-2018

424 2018 annual monthly average



increase from 2017



Quality Assurance / Raising the Bar

Raising the Bar is a community initiative that was developed to promote and support quality in a variety of early learning and child care programs. The program provides a framework for best practice to guide early learning and child care licensees in delivering high quality services for children and their families, and is administered in Dufferin by the Quality Assurance Coordinator for Children's Services.



Engagement with Western University and Ontario Reggio Association in London, ON

In the fall of 2017, the Ministry of Education put out a call for proposals to create Centres of Excellence, which connect early learning practitioners, educational institutions and service providers across Ontario through innovative professional learning networks. The County of Dufferin acts as a supporting partner to Western University and the Reggio Association of Ontario, who were jointly awarded the role of lead organization for the Provincial Centre of Excellence. The County will help inform the design process, provide feedback, and play a supportive role in the establishment and delivery of the approach to the Centre of Excellence through the involvement of the Quality Assurance Coordinator.

During 2018, the Quality Assurance Coordinator engaged in two phases of orientation with the Provincial Centre of Excellence for Early Learning and Care to become a pedagogist. In Phase 3 in 2019, a Pedagogical plan will be designed and work will begin as pedagogists with educators, children and families.

Angie Rosati is a professor of Early Childhood education and a PhD student in Education at York University. Ms. Rosati is conducting research around the science of self-regulation in children, with an emphasis on the impact of the literature. Children's Services has been involved in Ms. Rosati's research study since the fall of 2017. Early Childhood educators in Dufferin completed a pre-survey and participated in a two-day training session in 2018.



Angie Rosati Engaged with Dufferin Early Childhood Educators

The Self-Regulation Institute (SRI) and the MEHRIT Centre (TMC) are global leaders in grounding living and learning in self-regulation of children. The SRI approached the Quality Assurance Coordinator, Angie Rosati, and one of the licensed child care centres in Dufferin to represent Dufferin with the invitation to be a part of a podcast and share the research of their invaluable experiences. Please see link to listen to the podcast: <https://soundcloud.com/voiced-radio/angie-rosati-lisa-taylor-heather-jackson>. In 2019, engagement of educators and families in the practices of Self-regulation will continue.

Quality Assurance / Raising the Bar Cont.

Lorrie Baird has been actively working in the early learning field for 30 years. Her experience ranges from Classroom Educator, Director, College Faculty, and Curriculum Consultant and now as a Pedagogical Leader and Executive Director of Pedagogy with Compass Early Learning and Care in Peterborough, Ontario. During the fall of 2018, Ms. Baird engaged Dufferin Early Childhood Educators in the work of Reflective Practice. This was a six-part series that engaged over 100 educators. This exciting series inspired educators to grow as leaders and to build the kind of community that is desirable for children, families and ourselves. Some of the goals of the series included development of leaders and facilitators, pedagogical leadership in the classroom, team building, and increased understanding of play as learning.

Children's Services continues to participate in a project to create a natural outdoor playground (playscape) at Island Lake Conservation Area for children ages one to 12 years old. Outdoor environments provide experiences for children to explore ideas, investigate their theories, imagine, problem solve, make meaning from their experiences, and interact with others in play, according to *How Does Learning Happen? Ontario's Pedagogy for the Early Years*. Credit Valley Conservation Foundation (CVCF) announced a \$100,000 donation with local partners Orangeville Lions Club and the Rotary Club of Orangeville in a ribbon cutting ceremony held November 15, 2018. Each service organization contributed \$50,000 in support of a new natural playground project scheduled for construction at the park. This project will feature a new 1.17-acre nature-inspired play area and will incorporate natural elements like plants, water, logs, boulders and terrain, with built play structures to provide different sensory experiences and types of play opportunities. The playground will feature a short, accessible loop trail that joins to the Memorial Forest Trail. In the winter, the trail will be groomed and flooded for skating and skiing for the community to enjoy. Total cost for the natural playground is expected to be between \$175,000 and \$200,000, half of which will be supported by the service club donations. In 2019, the project moves forward with the construction and collaboration of the playscape.

Raising the Bar Dufferin held its annual Early Learning Professionals recognition evening in 2018, which acknowledged the commitment and dedication of those in the Early Childhood Field.



- 2.1 CONNECT WITH RESIDENTS
- 2.3 PROVIDE A STRONG VOICE FOR ADVOCATING TO THE PROVINCE
- 2.4 PROMOTE INTERNAL AND SECTOR COMMUNICATIONS
- 3.3 IMPROVE POLICIES, PRACTICES AND PROCEDURES
- 4.4 PROMOTE ORGANIZATIONAL EXCELLENCE AND INNOVATION AND CELEBRATE SUCCESS

Community Coalition Support

Dufferin Coalition for Kids (DuCK)

Dufferin Coalition for Kids (DuCK), the children's planning table for Dufferin, advocates, plans and promotes services to help Dufferin children aged 0-18 achieve success. Made up of over 20 organizations in Dufferin that provide services for children and their families, it receives leadership and support from the Children's Services Manager and staff.

DuCK continued to work on an extensive Evidence Informed Planning (EIP) process in 2018 (planning and integration of services based on local research and evidence), with the goal of setting priorities and action plans for DuCK to be implemented over the next several years. This work is supported by an evidence-informed planning Coordinator funded through the County of Dufferin and DuCK. In 2018, the EIP Coordinator continued to provide leadership and coordination to two DuCK action groups: Mental Health, Substance Misuse, and Addiction Prevention (MHSMAP) and Parental Support and Developmental Awareness (PSDA).

During 2018 and continuing into 2019, the Mental Health, Substance Misuse, and Addiction Prevention action group, in collaboration with Upper Grand District School Board, planned and implemented a pilot of an evidence-based school program called *Stress Lessons: From Stressed Out to Chilled Out* for grade seven students in three local elementary schools. *Stress Lessons* was developed by the Psychology Foundation of Canada and provides teachers with seven curriculum-based lessons to help their students understand and manage stress in their lives. An evaluation of the pilot program is also being conducted in order to assess its impact on students and how the program can be improved for the future. The *Stress Lessons* pilot program and its evaluation is supported by a grant from the Gambling Research Exchange of Ontario. The pilot program will be completed in May 2019 and an evaluation report will be available in the summer of 2019.

STRESS LESSONS
From Stressed Out
to Chilled Out
Program for Grade 7-9 Classrooms



The Parental Support and Developmental Awareness Action Group implemented an initiative in 2018 called *The Dufferin Basics* that provides consistent, evidence-based parenting messages to share with parents/caregivers of children from birth to age three across Dufferin County. The campaign promotes five simple parenting messages that encompass much of what experts find is important for children of this age group:

- Maximize love, manage stress
- Explore through movement and play
- Count, group, and compare
- Talk, sing, and point
- Read and discuss stories



The content of the *Dufferin Basics* was originally developed by The Achievement Gap Initiative (AGI) at Harvard University. Through this partnership, *The Dufferin Basics* has a user-friendly website complete with instructional videos and printable materials to help parents understand and practice *The Dufferin Basics*: <https://dufferin.thebasics.org/>

Dufferin Coalition for Kids (DuCK) Cont.

Before the launch of *The Dufferin Basics* campaign, the PSDA planned and implemented two evaluation activities in the summer/fall of 2018: a parent survey that assessed parent/caregiver knowledge of the *Dufferin Basics* messages and parent focus groups that assessed parent/caregiver impressions of one of the *Dufferin Basics* videos. All parents/caregivers who participated had a positive reaction.

Wide implementation of *The Dufferin Basics* campaign continues into 2019 and is being supported by many service providers in Dufferin including EarlyON Centres, Wellington-Dufferin-Guelph Public Health, Dufferin Child and Family Services, Family Transition Place, public libraries, health care providers, and licensed child care providers.

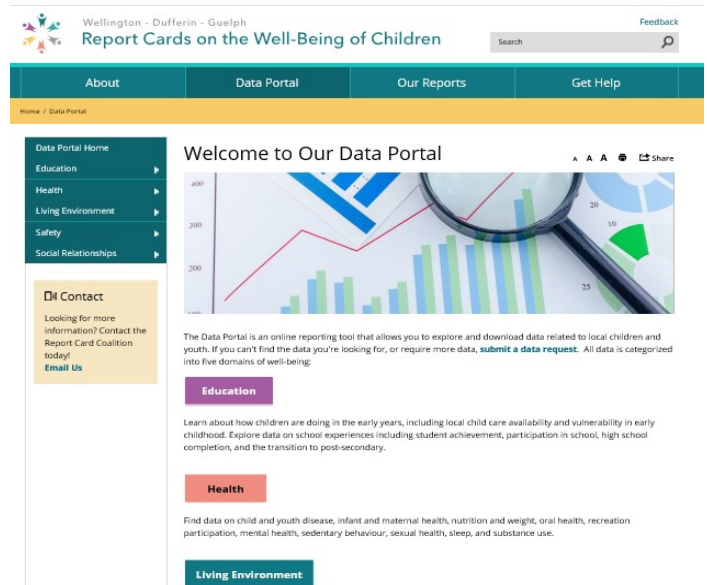
The DuCK Communication Committee continued its promotion of the *My Dufferin* service directory website, www.mydufferin.ca, into 2018 in order to increase awareness of this valuable resource for families living in Dufferin County. In addition, the committee redesigned the DuCK website, www.dufferincoalitionforkids.ca



in order to modernize and increase the effectiveness of this tool for service providers. The intent of the website is to educate them about DuCK's goals and activities and provides resources that they can share with families.

Wellington-Dufferin-Guelph Coalition for Report Cards on the Well-Being of Children

The Wellington-Dufferin-Guelph Coalition for Report Cards on the Well-Being of Children produces and shares data and information on key aspects of the well-being of children aged 0-18, and Children's Services plays a key role representing Dufferin County in this work. In 2018, the Coalition focused on continuing to enhance its interactive, web-based platform that was launched in 2017, by adding useful tools for analysis of data and implementing a process for data updates.



Data Portal on WDG Report Cards on the Well Being of Children website www.wdgreportcard.com

- 1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH
- 2.1 CONNECT WITH RESIDENTS
- 2.3 PROVIDE A STRONG VOICE FOR ADVOCATING TO THE PROVINCE
- 2.4 PROMOTE INTERNAL AND SECTOR COMMUNICATIONS
- 3.3 IMPROVE POLICIES, PRACTICES AND PROCEDURES

Early Years Research and Data Analysis

The Data Analysis Coordinator (DAC) provides support and services to the early years community, including Children's Services in general, Dufferin EarlyON, licensed child care providers, community Coalitions dedicated to children, and other agencies that work with children. This includes the collection, evaluation, analysis, and reporting of data and information relevant to services for children. The Data Analysis Coordinator was involved in several key initiatives in 2018.

The *Early Development Instrument* (EDI), a comprehensive questionnaire completed every three years by Senior Kindergarten (SK) teachers across Ontario, measures the developmental health and readiness of SK students for school. This was coordinated by the Data Analysis Coordinator for all Dufferin schools in 2018 and included teacher training, data collection, analysis and communication of results through community reports and presentations. For example, key data is made available on the data portal of the www.wdgreportcard.com website. The DAC works closely with agencies and government in the community to make use of EDI results, along with other social determinants of health, to help inform strategies, policies, programs, and funding proposals to support children. In addition, the *Kindergarten Parent Survey* (KPS) was coordinated and administered by the DAC in Dufferin in 2018, which is a survey completed by Senior Kindergarten students' parents about their children's preschool experiences. The survey was conducted online for the first time. In 2019, a major focus for the DAC's early years research and data analysis will be the analysis and reporting of the EDI results when the raw data is released in late spring.

The DAC provides ongoing data reporting and analysis for the completion of quarterly and annual reports required by the Ministry of Education and the Ministry of Children, Community and Social Services and internal Children's Services reports, including the Community Services Year End Review and quarterly reports.

The DAC planned and administered the fourth year of the Wage Enhancement funding, the General Operating Grant, and other annual funding provided by the Ministry of Education to support licensed child care providers (see Licensed Child Care Support). Additional support was provided in 2018 due to the implementation of the new minimum wage, which impacted several child care providers. In 2019, the DAC will be collaborating with the Senior Policy Analyst to review the policies, practices and formulas used for the General Operating Grant and other funding types, with the intent of updating and optimizing the use of the funding provided.

Early Years Research and Data Analysis Cont.

Ongoing work continued throughout 2018 to provide support to local Children's coalitions. The DAC contributed to the Dufferin Coalition for Kids (DuCK) Parental Support and Developmental Awareness action group's goals and chaired the DuCK Communication Committee, which continued the *My Dufferin* service directory promotion and implemented the redesign of the DuCK website. The DAC also is a working member of the Wellington-Dufferin-Guelph Coalition for Report Cards on the Well Being of Children and participated in achieving its goals in 2018 (see Community Coalition Support section for details).

As part of a corporate initiative to redesign the County website for a spring 2019 launch, the DAC took a lead role in collaborating with Children's Services staff to modernize and expand the Children's Services content.

1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH

2.1 CONNECT WITH RESIDENTS

2.4 PROMOTE INTERNAL AND SECTOR COMMUNICATIONS

3.3 IMPROVE POLICIES, PRACTICES AND PROCEDURES

Moving Forward and 2019 Opportunities

The Ministry of Education continues to recognize the essential role of the Consolidated Municipal Service Manager as the local service system manager, and, as such, Children's Services is making significant progress in developing and implementing plans to address the goals of Ontario's Renewed Early Years and Child Care Policy Framework.

Five-Year Service Plan

A major initiative for Children's Services in 2019 will be the formulation of a five-year service plan (2019-2023) that outlines priorities including services for children with special needs, affordable recreation, increased access and affordability of child care, and continued modernization of the new EarlyON Child and Family Centre system. Children's Services will continue to support licensed child care providers in 2019. Grand Valley will see a new child care centre opening in 2019.

Provincial Centre of Excellence & Pedagogical Environments

At Jean Hamlyn Day Care, there is a continued focus to provide quality child care programs for families in Dufferin with an emphasis on meeting their needs and modernizing the services available. In 2019, Jean Hamlyn has partnered with the Centre of Excellence and Provincial initiatives in supporting a Pedagogical environment.

Children's Services is excited to be a supporting partner to Western University and the Reggio Association of Ontario in rolling out the new Provincial Centre of Excellence in 2018/2019, which will connect early learning practitioners, educational institutions and service providers across Ontario through innovative professional learning networks. The year 2019 will also bring the completion and opening of the new natural playscape project at Island Lake.

Moving Forward and 2019 Opportunities Cont.

Continued Modernization at the EarlyON

In order to provide modernized, enhanced and more accessible programming and services for families at the EarlyON Child and Family Centres, the two-year plan consisting of 26 projects to fully transform the EarlyON continues in 2019. Electronic record keeping for the Transportation Van is being developed to increase accessibility for all staff and eliminate the need for paper record keeping. A complete program review of all current programs including Parenting programs, Parent/Caregiver and Child programs and the Family Time program is being conducted to ensure all programs align with the *How Does Learning Happen? Ontario's Pedagogy for the Early Years* document. EarlyON will be working closely with Wellington-Dufferin-Guelph Public Health to collaborate with prenatal services in the community. Satellite programming will be an ongoing project for 2019, which will incorporate off-site programming to rural and low population/income areas not currently reached. This is just a few examples of new initiatives.

I-CAN

In 2018, the County transitioned to a new program for children with special needs, known as I-CAN (*Inclusion for Children with Additional Needs*). This new program continues to provide enhanced services and will result in significantly more children receiving services in licensed child care in 2019.

Community Coalitions, Research & Data Analysis

Work will continue with Community Coalitions in 2019. Children's Services supported Dufferin Coalition for Kids' Evidence Informed Planning (EIP) project and this will continue into 2019.

A major focus of early years research and data analysis in 2018 was the implementation of the *Early Development Instrument* (cycle 5), with analysis and reports of results to come in 2019. In addition to this, the Data Analysis Coordinator will continue to play a major role in the new initiatives of the community Coalitions and working with licensed child care providers to provide various Ministry funding grants. In 2019, a policy review will take place to optimize the allocation and use of this funding.

New County Website

In 2019, a new County website will be launched. This provides the opportunity to enhance and modernize the Children's Services web presence and the implementation of online forms and applications for Child Care Fee Subsidy, Jean Hamlyn, and EarlyON.

- 1.4 SUPPORT INITIATIVES THAT IMPROVE SOCIAL DETERMINANTS OF HEALTH
- 2.1 CONNECT WITH RESIDENTS
- 2.2. FOSTER TWO WAY COMMUNICATION WITH LOWER TIERS AND NEIGHBOURING MUNICIPALITIES
- 2.4 PROMOTE INTERNAL AND SECTOR COMMUNICATIONS
- 3.2 INCREASE TRANSPARENCY
- 3.3 IMPROVE POLICIES, PRACTICES AND PROCEDURES
- 4.4 PROMOTE ORGANIZATIONAL EXCELLENCE AND INNOVATION AND CELEBRATE SUCCESS

Service Delivery Modernization

In 2018, the Dufferin County Community Services vision for a modern service delivery system continued through the work of the Service Delivery Modernization (SDM) Project. With the support of the Leadership Team, teams of staff were inspired to work collaboratively to create a modern and responsive, cost effective and efficient service delivery system that is client-centered, staff designed and integrated across all departmental programs.



A culture where staff are committed to executing change ensured that SDM Project Teams were able to maintain momentum and demonstrate progress in the work of the project. Priority areas to improve service delivery were identified by engaging with stakeholders, clients and staff. Risk assessments were conducted to assure that modernized service delivery strategies were in line with the Dufferin County Strategic Plan, Corporate Services principles, and Provincial Legislation and Policy. Staff worked together to train and align those in new roles where initiatives required added responsibilities. Objectives were prototyped, piloted, measured and implemented. In 2018, Phase One of the project, **First Point of Contact**, was executed and completed.

First Point of Contact objectives were piloted and/or implemented in the first phase of the project:



A new phone tree greeting guides callers to services in a clear, consistent and efficient way



DUFF BUCK\$ coffee and meal vouchers are given to clients to create a welcome and inclusive environment



Social Media and Centralized Email platforms allow clients to use communications channels that they prefer



A new website that can be more easily navigated by users will be launched in 2019



Expanded Hours of Service were piloted to ensure clients are able to access programs at their convenience



The Electronic Messaging Board provides consistent messaging about Community Services and local service providers' programs



Attending community events educates residents about programs and public needs



Paperless resources/materials share program information and refer to online platforms

2.1 CONNECT WITH RESIDENTS

3.3 IMPROVE POLICIES, PRACTICES AND PROCEDURES

4.2.3 ENGAGE WITH COMMUNITY PARTNERS TO ADDRESS SERVICE PROVISION AND ACCESS

4.4 PROMOTE ORGANIZATIONAL EXCELLENCE AND INNOVATION AND CELEBRATE SUCCESS

Challenges and Key Lessons Learned

SDM Project Teams were presented with challenges and key lessons were learned during the first phase of the project. Opportunities to coach co-workers, increase understanding and to gain new skills evolved, and a number of best practices were developed to support the continued success of the project:

- Engage with stakeholders to ensure ideas meet needs of the stakeholders
- Pivot when outcomes do not evolve as originally anticipated
- Collaborate with key players to achieve goals
- Persevere, maintain open channels of communication, adjust timelines if necessary
- Pilot objectives to support a smooth transition for stakeholders and staff
- Offer platforms for staff to discuss challenges and collaboratively create solutions
- Communicate progress to support transparency
- Maintain momentum through collective ownership of outcomes

Expanded Hours of Service Pilot

In an effort to increase accessibility to services, an Expanded Hours of Service pilot was introduced from March 6 – September 11, 2018. Expanded hours were offered at the Edelbrock Centre, Orangeville, on Tuesday evenings from 4:30-7:00pm weekly. Two shifts of staff were used to support the pilot. One shift of staff worked regular business hours (8:30am-4:30pm) and the second shift worked from 11:00am–7:00pm. The pilot was marketed to the community in a number of ways, including:

- Radio announcements on Country 105 FM & MY FM 101.5 from June 25 - Sept 11
- Community Services and County of Dufferin Facebook and Twitter pages
- Community Services Electronic Messaging Boards and paper signage in Edelbrock and Mel Lloyd Employment Resource Centres
- Mail outs to clients
- DC MOVES Newsletter informed Community Partners

Uptake in client service under the Expanded Hours of Service delivery model was lower than anticipated. Traffic did not increase during the 4:30-7:00pm period despite marketing efforts. Staff observed a negative impact to service delivery between 8:30am-11:00am, when demands for service remained constant and only skeleton staff were available. Persons accessing services sometimes had to wait for staff to be available or return/call back to the office after 11:00am when regular staffing complements were available. Staff covering the 4:30-7:00pm shift were able to provide service to those persons who requested it, and focused on administrative duties during slower traffic periods. The pilot demonstrated that there was not a high demand for service after hours and the initiative ended September 11, 2018.

191 visits total
during extended
hours

Average of 30
visitors per month
accessed services

Majority (80%)
could access
services during
normal business
hours



Staff believe that providing an option for after-hours service to the public, on an as-needed basis, is important. The pilot demonstrated that some clients do benefit from after-hours service. A proposal for after-hours appointments was created. Under the proposed model, services would be offered by pre-appointment on Tuesdays and under special circumstances only (e.g. where clients are unable to access services during regular hours of operation). The model is currently being explored by staff with the support of the Joint Health and Safety Committee.

The second phase of the SDM Project, **Service Delivery**, was initiated in 2018 and stakeholder engagement sessions confirmed the need for modernization in many service areas.

In the **Service Delivery** phase of the SDM Project, staff continued to modernize in the following areas:



Access to services will be enhanced with an *Integrated Consent to Release Form* that supports the disclosure of personal information across Community Services programs. An *Online Housing Complaint Form* will offer a new platform for tenants to report concerns about Dufferin-owned rental units



Offering Off-site Meetings to clients who have transportation or medical barriers will help to build relationships that are based on needs and trust



Access to services will be enhanced through Online Access by making the documents our clients need available on the website



Streamlining Service Delivery (EarlyON Transportation Program and Housing Services) will improve client experiences by modernizing administrative and simplifying processes for clients to access the services that they need



Establishing a modern and consistent approach for filing across programs with Electronic Records Management will transform service delivery and improve customer service for clients



The introduction of online Virtual Tours will help the community to independently navigate and better understand the services that are offered



Electronic Signatures will create a responsive and more efficient service delivery system that focuses on the needs of the vulnerable population by introducing a platform where clients can remotely sign for and receive services



An online Child Care Fee Subsidy Eligibility Calculator will improve autonomy and create transparency for people who are interested in accessing Child Care Fee Subsidy

Moving Forward and 2019 Opportunities

In 2018, staff focused on building prototypes and in 2019 will be piloting the:

- Integrated Consent to Release Form
- Online Housing Feedback Form
- Off-site Meeting business practice

Modernization has become normalized and a natural part of the Community Services workplace culture. The process for executing change has evolved also. Additional modernization objectives are naturally being identified and developed. Moving forward, staff from Ontario Works, Housing and Children's Services program areas will replace SDM Teams and will continue to work collaboratively to champion, identify, pilot and implement the remaining SDM Project Service Delivery objectives. Priority areas include online access, virtual tours, electronic file management and interactive mapping of Community Services. By exercising accountability, respectfulness and collaboration, staff will create a Community Services service delivery model that is client-centred, modern, responsive, and cost effective.



REPORT TO COMMITTEE

To: Chair Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

From: Anna McGregor, Director of Community Services

Date: June 27, 2019

Subject: **iCAN Special Needs Resourcing Program Report**

In Support of Strategic Plan, Priorities and Objectives:

Economic Vitality: 1.4 Support initiatives that improve social determinants of health
Good Governance: 3.3 Improve policies, practices and procedures
Service Excellence: 4.4 Promote organizational excellence and innovation and celebrate success

Purpose

The purpose of this report is to provide information on the Special Needs Resourcing Program in Dufferin County known as iCAN (Inclusion for Children with Additional Needs) after its first full year of implementation.

Background & Discussion

Dufferin County is responsible for the management of all ministry-funded child care and family support programs. As per Ministry guidelines, Special Needs Resourcing (SNR) funding is to be used to support the inclusion of children with special needs in licensed child care settings at no additional costs to parents. The Special Needs Resourcing (SNR) program in Dufferin was previously locally known as the Preschool Resource Program (PRP) and was provided by Community Living Dufferin.

The County of Dufferin allocated funding to Community Living Dufferin (CLD) since the 1970's. CLD supported 11 licensed child care centres with a total of 26 sites with 12 sites serving school age children only. Additionally it supported one licensed home based provider and summer camps. Services were provided with a staffing complement of six people.

Due to changes in the Provincial guidelines of SNR, changes to the previous model were required to match the mandate of the funding.

Based on the information provided in the guidelines, and in efforts to modernize the PRP, it was practical that the County issue a Request for Proposal (RFP) to deliver a “new” PRP program. The County conducted a Request for Proposals in 2017, which resulted in a change to a new SNR program in April 2018 called iCAN (Inclusion for Children with Additional Needs), delivered by Dufferin Child and Family Services (DCAFS). This program replaced the previous program. The inaugural year for iCAN is complete with much feedback and successes experienced to date.

The iCAN Program is a Resource Consultation service for families and their children (up to 12 years) with additional needs who are attending licensed child care settings in Dufferin County. iCAN helps to ensure that all children have an opportunity to learn, grow and participate fully in all aspects of the child care program. iCAN works in partnership as part of a collaborative framework with a variety of service providers to provide a holistic, strength-based approach to enhance skills & strategies, and offer information and resources that support the healthy development of children within childcare environments. The iCAN framework highlights that the child and their family are at the centre of planning with the potential for involvement with multiple services. It confirms the importance of a collaborative early learning “system” versus individual early learning “services”. This framework contributes to a seamless experience for families, one that is well coordinated and easier for families to access and navigate.

To be eligible, children must reside and attend a licensed childcare program in Dufferin County, be between 0-12yrs of age, and be presenting with an additional need in one or more areas (i.e., physical, social-emotional, developmental, behavioural). Referrals can be made by families or with consent from the child care centre or other community partners.

First Year of iCAN

April to June 2018 mainly focused on orientation of new iCAN staff to DCAFS as their new employer and to build familiarity with the new model for the delivery of SNR. July to September provided opportunity to further build relationships with the child care centres for which each Resource Consultant was assigned. October to December focused further on the delivery of the new model including attention to the needs of school age children. In order to look at a full year of data, as iCAN started in April of 2018, an examination of April 2018-March 2019 data is presented below.

DCAFS iCAN Program			
	Total cumulative unique # children served year to date	Avg. monthly # children served (up to SK)	Avg. monthly # children served (school age)
Q2 2018	70	61	5
Q3 2018	98	79	7
Q4 2018	107	67	10
Q1 2019	62*	48	2

*cumulative year to date for 2019

Successes Experienced to Date

There have been several successes throughout the first year of the iCAN Program. One of those successes is the use of a more streamlined consistent service, which has led to the creation of meaningful relationships with child care staff and children. It has also built community capacity and has expanded the network of service providers within the agency. Child care centres have been welcoming, positive and supportive of the new SNR service delivery model. Further, the child care centres endorse the collaborative team approach, which is used to create strategies that support children, classrooms and families. Centres continue to seek support as needed. Professional development and training have been available, and will continue to be available as we create a new programs that support the child, family and the community.

On-boarding of the new iCAN team was successful in establishing a great team foundation. The iCAN core team is positive, passionate, cohesive and supportive. Monthly team meetings and ongoing open conversations with the County contribute to a positive, open environment where continuous improvement is possible.

Another success has been the access to service under one roof, which has made it easier, more efficient, more collaborative and has helped to facilitate case planning. It has also helped families to make connections and linkages to appropriate internal DCAFS programs, services (i.e.: Infant Child Development Program) and consultation. This often leads to families who are more receptive to referrals. Transfers from one centre to another is now easier with formal consent in place ensuring transitions are smoother through collaboration of centres/iCAN.

Support for the Before/After School Care has been introduced through a new Service Delivery Model and the addition of a .5 Before and After School Resource Consultant, which is better able to support and identify common trends and challenges across before and after school programs.

Next Steps

Increased use of electronic calendars (Caseworks/Outlook) will facilitate increased efficiency and accuracy of data. DCAFS will continue to explore location for Shelburne satellite space to support staff working in Shelburne and continue to explore possibility of use of iPads to build efficiencies for recording, access to resources etc. to support resource consultants to work remotely and in centre. iCAN will continue collaborative work with Public Health, ErinoakKids and DCAFS to close the gap for transition to school and will continue building relationships with child care centres, DCAFS staff, Before/After School Staff, and families.

Working lunches will take place with centres to collaborate on new or modified workshop information. Potential workshops include fine motor fundamentals, after-school age strategies and *Raising the Bar*. iCAN is looking to help host or plan workshops that focus on inclusiveness.

Potential Future Challenges

It is important to acknowledge the announcement from the Provincial Government in February 2019 in regards to the changes to the Ontario Autism Program (OAP). The change communicated could potentially have an impact on child care centres as it relates to the support needs of children with autism. At this time, DCAFS as a service provider for OAP is assessing the impact of the announced changes.

Financial, Staffing, Legal, or IT Considerations

There is no direct impact at this time.

Strategic Direction and County of Dufferin Principles

It adheres to the County of Dufferin Principles:

1. **We Manage Change** – by assessing the needs of the community in order to provide optimum supports
2. **We Deliver Quality Service** – by fostering an environment of collaboration that contributes to informed and thoughtful decisions that are reflective of the needs of those affected
3. **We Communicate** – by engaging in discussion with families and service providers when reviewing current practice
4. **We Make Good Decisions** – by engaging in current and best practices, which contribute to an environment of wellness for our children in our community

Recommendation

THAT the report of the Director, Community Services, titled iCAN Special Needs Resourcing Program Report, dated June 27, 2019 be received.

Respectfully submitted by

Anna McGregor
Director, Community Services



REPORT TO COMMITTEE

To: Chair Ryan and Members of Dufferin County/Dufferin Oaks/Museum Committee

From: Anna McGregor, Director of Community Services

Date: June 27, 2019

Subject: **Quarterly Community Services Activity Report – First Quarter 2019**

In Support of Strategic Plan, Priorities and Objectives:

Economic Vitality (1.4) Support initiatives that improve social determinants of health
Communication and Connections (2.4) Promote internal communications
Good Governance (3.2) Increase transparency

Purpose

The purpose of this report is to provide Council with the quarterly info-graphics that summarizes work being undertaken by the Community Services Housing, Ontario Works and Children's Services Divisions.

Background and Discussion

Attached is the Housing Services, Ontario Works and the Children's Services Activity Reports for the first quarter of 2019. The documents provide quick reference information for consideration.

The Housing Services info-graphic report summarizes:

- Housing Access Dufferin (HAD) Wait List Composition
 - Housing Access Dufferin (HAD) Average Wait Times for Housed Applicants
 - Housing Access Dufferin (HAD) Applicants Housed
 - Homelessness Prevention Program (HPP) Statistics
 - Ongoing Property and Unit Composition
 - New Development
 - County Housing Move In and Move Out
 - New Announcements
-

The Ontario Works info-graphic report summarizes:

- Intake Statistics
- Client Outcomes
- Caseload Statistics
- Case Composition
- Orangeville & Shelburne Employment Resource Centre (ERC) Statistics
- New Announcements

The Children's Services info-graphic report summarizes:

- Fee Subsidy Statistics
- Jean Hamlyn Average Monthly Number of Children
- EarlyON Child and Family Centre Number of Visits
- Raising the Bar Program
- Special Needs Resourcing Program i-CAN (Inclusion for Children with Additional Needs)
- New Announcements

Changes From the Previous Quarter

Housing Services:

- The total number of applicants on the HAD waitlist continues to increase
- There were less applicants housed in Q1 2019 compared with Q4 2018
- The Homelessness Prevention Program served slightly less clients in Q1 2019 than in Q4 2018
- The majority of units at 54 Lawrence are now occupied

Ontario Works:

- Slight increase in the number of applications received, including online applications, in Q1 2019 compared with Q4 2018
- The average number of business days from screening to financial eligibility decision has decreased from two days in Q4 to one day in Q1 2019
- There was an increase in the average monthly case load in Q1 2019
- The ERCs continued to be busy and there was a slight increase in the total number of visitors to both of the ERCs in Q1 as compared to Q4 2018

Children Services:

- Both the average monthly number of children receiving fee subsidy and the total number of new children served increased in Q1 2019 compared to Q4 2018
- Enrollment at Jean Hamlyn is consistent with the previous quarter
- EarlyON Child and Family Centres saw an increased number of visits in Q1 2019 compared with Q4 2018
- There were more Raising the Bar workshops in Q1 compared with Q4 2018

- EarlyON Previous reporting (for quarterly reports): Shows the visits per quarter cumulative over the year.
- New for EarlyON quarterly reports moving forward and in the service review: Show Number of EarlyON Visits by Quarter with the quarters shown separately so the graph is consistent with all other reporting e.g. ERC visits.
- Special Needs Resourcing Previous reporting (for quarterly reports): Shows average monthly number of children receiving SNR cumulative at the end of each quarter.
- New for Special Needs Resourcing both quarterly reports moving forward and service review: Show Average Number of Children Receiving Special Needs Resourcing by Quarter with the quarters shown separately for consistency with all other reporting. Include both up to SK and School Age on the chart, as both age groups are shown in the quarterly reports.

Financial, Staffing, Legal and IT Considerations

No impact.

Strategic Direction and County of Dufferin Principles

1. **We Manage Change** – By preparing and sharing information which illustrates ongoing change in services to meet the evolving needs of the community.
2. **We Deliver Quality Service** – By sharing information, the work being carried out by County staff can better be evaluated for quality service delivery.
3. **We Communicate** – By providing a transparent overview of Community Services.
4. **We Make Good Decisions** – By providing a clear review of service information, this report assists with program evaluation and planning.

Recommendation

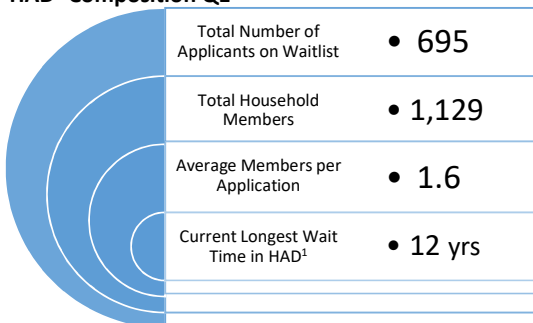
THAT the report of the Director, Community Services dated June 27, 2019, titled Quarterly Community Services Activity Report – First Quarter 2019, be received.

Respectfully submitted by

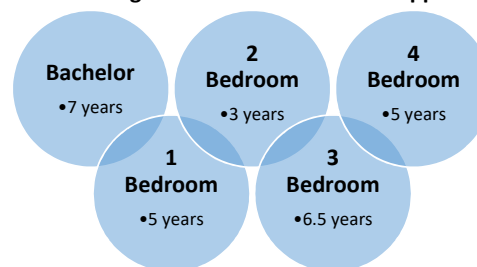
Anna McGregor
Director, Community Services.

COMMUNITY SERVICES

HAD¹ Composition Q1



HAD¹ Average Wait Times for Housed Applicants



Please note: Wait times vary depending on family size, age of applicant household and the choice of location the applicant household selects

HAD¹ Applicants Housed Q1

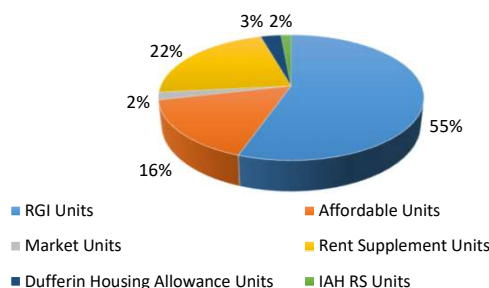


Homelessness Prevention Program Q1



Unit Composition

Dufferin County RGI ² Units	225
Dufferin County Affordable Units	65
Dufferin County Market Units	8
Rent Supplement Units	90
Dufferin Housing Allowance Units	12
IAH RS ³ Units	6
Total Units with Rental Support Supplied	406



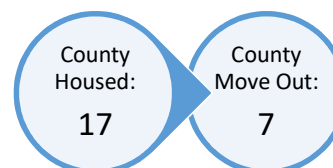
Affordable Housing Units in Development

54 Lawrence Ave., Orangeville

Occupied Units

The majority of units are now occupied.
Units that are still vacant at the end of Q1:
- 1 market unit
- 1 modified senior unit

Dufferin Housing Activity Q1



New Announcements This Quarter

All Housing Services staff received HIFIS 4 (Homeless Individuals and Families Information System) training in Q1 of 2019

There is currently a waiting list of over 20 people for the Homeownership Program. This program will start up again in Q2 of 2019.

The Ministry of Municipal Affairs and Housing (MMAH) initiated a public consultation process to seek comments and feedback in regards to ways to increase housing supply in Ontario. Three public consultations were held. A total of 79 people participated

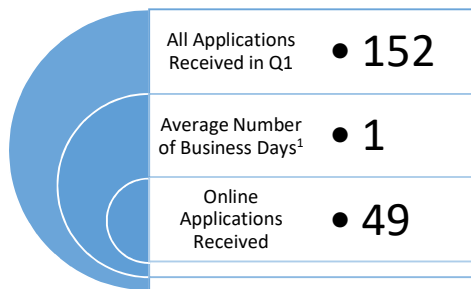
¹ HAD - Housing Access Dufferin

² RGI - Rent Geared to Income

³ IAH RS - Investment in Affordable Housing Rent Supplement

* please note: statistics are accurate as of April 1, 2019

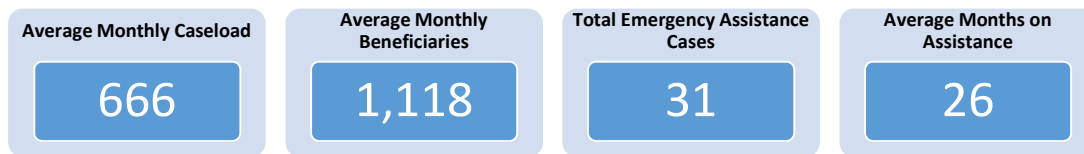
Intake Q1



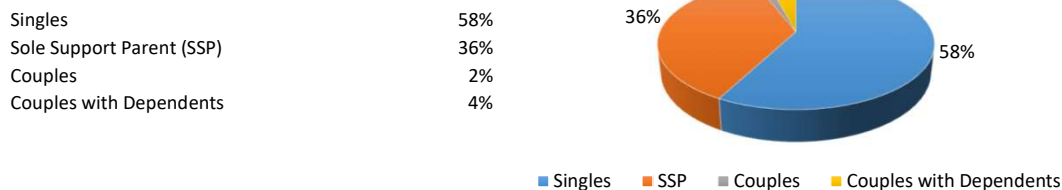
Client Outcomes Q1



Caseload Q1



Case Composition Q1



Orangeville Employment Resource Centre (OERC) Q1



Shelburne Employment Resource Centre (SERC) Q1



New Announcements This Quarter

The Addiction Services Initiative (ASI) Program was re-launched in January 2019. *People who use drugs are real people* is an anti-stigma campaign with an aim to help reduce the stigma associated with substance use while encouraging clients to reach out for support

William Osler Addiction Counselling Services is currently running a **2-month pilot** at the Edelbrock Centre. Individual counselling is available by appointment and there are drop-in group support services as well

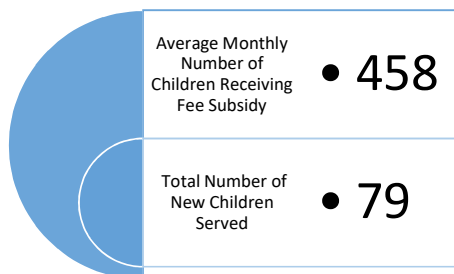
¹ Average # of business days from screening to financial eligibility decision

² The percentage outlined is the percentage out of the case closures

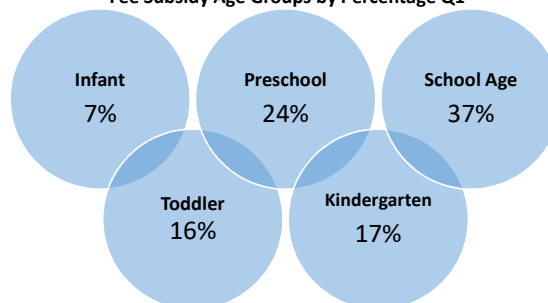
* please note: statistics are accurate as of April 1, 2019

Children's Services Activity Report 2019 Q1

Fee Subsidy Q1

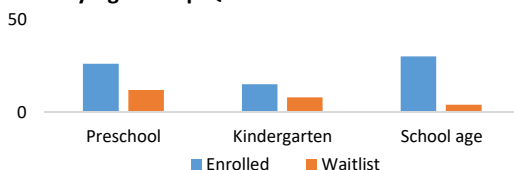


Fee Subsidy Age Groups by Percentage Q1



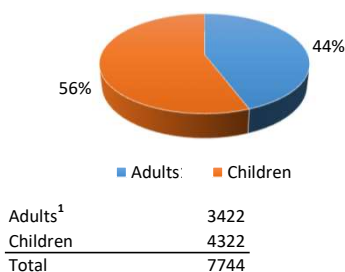
Jean Hamlyn Average Monthly Number of Children by Age Group Q1

	Enrolled	Waitlist
Preschool	26	12
Kindergarten	15	8
School age	30	4
Total	71	24

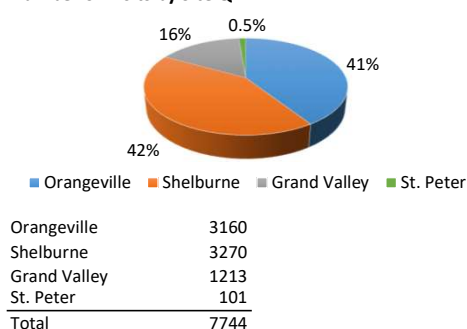


EarlyON Child and Family Centres Q1

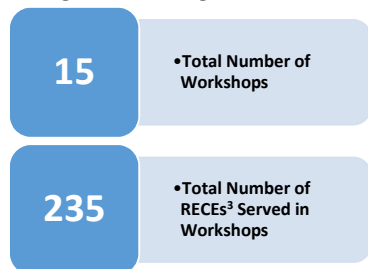
Number of Visits by Age Group Q1



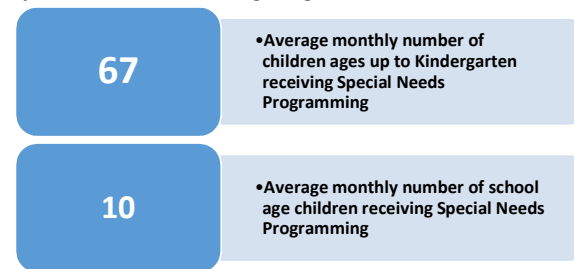
Number of Visits by Site Q1



Raising the Bar² Program Q1



Special Needs Resourcing Program i-CAN⁴ Q1



New Announcements This Quarter

Dufferin EarlyON Child and Family Centres changed the hours of operation to better accommodate the needs of families, based on statistics and survey results

The Quality Assurance Coordinator commenced engagement with the Provincial Centre Of Excellence to become a Pedagogist working with educators, children and families

"Creative and Critical Thinking and Languages of Expression" sessions invited Early Childhood Educators to reflect upon their values and practices about young children and their rights as citizens

* please note: statistics are accurate as of April 1, 2019

¹ Adults include parents and caregivers

² Raising the Bar (Early Learning Quality Accreditation Program)

³ RECEs (Registered Early Childhood Educators)

⁴ i-CAN (Inclusion for Children with Additional Needs)

REPORT TO COMMITTEE

To: Chair Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

From: Anna McGregor, Director of Community Services

Date: June 27, 2019

Subject: **Employment Services Transformation**

In Support of Strategic Plan, Priorities and Objectives:

Communication and Connections (2.4) Promote Internal Communications
Good Governance (3.2) Increase Transparency

Purpose

The purpose of this report is to provide Council with information on the upcoming provincial Employment Services Transformation and to seek approval, in principle, to collaborate with the Region of Waterloo, County of Wellington and County of Simcoe in a Service System Manager Expression of Interest application for employment services.

Background & Discussion

In February 2019, the provincial government announced its plan to transform Ontario's employment services by introducing a new model to manage the employment services system by more effectively meeting the needs of job seekers, businesses and communities. The plan will be to create one efficient, cost-effective system that is easy to use and focused on helping all job seekers, employers and communities, including those on social assistance. This will result in a transformation of employment services by integrating the three employment programs, Employment Ontario (EO) Ontario Works (OW) and Ontario Disability Support Program (ODSP) into a one system.

Market Sounding

The Ministry sought to engage interested organizations in an open dialogue, inviting them to bring their perspectives on a future employment and training system to the Ministry by adopting a Market Sounding approach, as part of its plan to transform the employment services system.

Market Sounding is the process of communicating with potential parties in advance of creating an agreement.

The Ministry wished to engage with potential vendors to gather feedback and inform its early thinking and potential approach to a future system for employment and training. On May 15 and 16, 2019, the Ministry hosted vendor Market Days. This was an opportunity for the Ministry to provide interested organizations with more information to help expand their understanding of the transformation, generate interest from the vendor community, and provide interested organizations with the chance to identify opportunities for innovation in the delivery model. More than 300 people attended including private vendors, current EO providers, colleges and municipalities. Staff from Georgian College and the County of Dufferin attended the Market Day on May 15, 2019.

Current Model in Dufferin

Georgian College are the main Employment Ontario provider for the Dufferin area. Georgian College, as an Employment Ontario provider can help people receive training, build skills or obtain employment. They can also help employers train their staff and find the talent they need. They are co-located in the Edelbrock Hub at Centre Street, Orangeville with the County of Dufferin's Community Services Department. The Employment Resource Centre at the Edelbrock Hub is co-operated and managed by both Georgian College and the County of Dufferin's Community Services Department. Additionally, Georgian College provides employment services to clients in Dufferin's northern municipalities by utilizing the Shelburne Employment Resource Centre's space. This model has proved very successful and highlights how clients, from different programs, can easily access complimentary services in one location.

Anticipated Future Planning

The Ministry will be introducing a competitive process. Determining and selecting the Service System Managers for employment services across the province, starting with three (3) prototype communities, which will commence in summer/fall 2019. There will be an Expression of Interest proceeded by a Business Case process. The successful prototypes are expected to start in April 2020.

The Ministry is considering using Statistics Canada Economic Regions to establish its Service System Manager catchment areas. The County of Dufferin, County of Simcoe, County of Wellington and Region of Waterloo comprise one proposed economic region. Senior management in the four (4) municipalities are in support, in principle, of developing a proposal to submit an Expression of Interest to prototype as a Service System Manager, based on the information available at this time.

Service System Managers would be responsible for overseeing a locally responsive and competitive employment and training system. Service System Management may include planning, design, and selection of services and programs required to achieve employment outcomes for all jobseekers and employers within their catchment area. Service System Managers may directly operate but may also be required to ensure that a proportion of the delivery network includes third party providers. Specific details on what the model will look like are yet to be released.

New Partnership

Each of the four (4) municipalities already act as Service Systems Managers, in their municipalities for Ontario Works, Housing and Children's Services. If the Expression of Interest is successful it will allow each of the four (4) municipalities the opportunity to work together to compile a Business Case focusing on and building upon existing services and skills to meet local needs and would ensure a local lens is applied to service planning.

Financial, Staffing, Legal, or IT Considerations

There is potentially a large service and funding impact to the Ontario Works division within Community Services if the County of Dufferin is not part of the new Employment Ontario system. At this time, it is unquantifiable.

Strategic Direction and County of Dufferin Principles

It adheres to the County of Dufferin Principles:

1. **We Manage Change** – By preparing and sharing information, which illustrates ongoing change in services to meet the evolving needs of the community.
2. **We Deliver Quality Service** – By sharing information, the work being carried out by County staff can better be evaluated for quality service delivery.
3. **We Communicate** – By providing a transparent overview of Community Services and the policy changes that influence it.
4. **We Make Good Decisions** – By providing a clear review of service information, this report assists with program evaluation and planning.

Recommendation

THAT the report of the Director, Community Services, titled Employment Services Transformation, dated June 27, 2019, be received;

AND THAT approval, in principle, be given for the submission of an Expression of Interest with the County of Simcoe, County of Wellington and Region of Waterloo, to the Ministry of Training, Colleges and Universities (MTCU), to pilot as a Service System Manager for the new employment services.

Respectfully submitted by

Anna McGregor
Director, Community Services



REPORT TO COMMITTEE

To: Chair Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

From: Anna McGregor, Director of Community Services

Date: June 27, 2019

Subject: **Housing - Provincial Changes Update and OPHI Allocation**

In Support of Strategic Plan, Priorities and Objectives:

Communications and Connections: (2.3) Provide a strong voice for advocating to the province and (2.4) Promote internal communications
Good Governance: (3.3) Improve policies, practices and procedures

Purpose

The purpose of this report is to provide an update on the recent Provincial changes and announcements affecting the Housing Services Division of Community Services and to propose the allocation of the Ontario Priorities Housing Initiative funding (OPHI).

Background & Discussion

Ongoing Program Funding

Community Homelessness Prevention Initiative (CHPI) funding will continue. On April 1, 2019, the Housing Services Division had prepared for CHPI funding based on the proposed 2019-20 allocation of \$861,461. However, on April 17, 2019 Housing Services received notice that the CHPI funding was to be reduced by \$96,000 for the 2019-20 year.

The *Portable Housing Benefit - Special Priority Policy* (PHB-SPP) will continue in 2019-20.

New Program Funding & New Strategies

Ontario's Community Housing Renewal Strategy is a multi-year plan with the aim of achieving the following outcomes:

- Increased supply and appropriate mix of affordable and adequate housing
 - Improved access for people to affordable housing and supports that meet needs to achieve housing stability
 - Improved efficiency of the community housing system to ensure value for money and long-term sustainability
-

The strategy aims to create safer communities by proposing to amend current regulations. The strategy also aims to introduce changes in order to make the waitlist shorter. Proposed amendments to the *Housing Services Act, 2011* related to Social Housing Waiting Lists include:

- **Refusal of Offers:** Proposed changes would restrict the ability of households on the waitlist to refuse offers of housing. As such, applicants would be required to accept the first offer provided. Service Managers would have the authority to make exceptions on a case-by-case basis.
- **Tenant Transfers:** Proposed changes would allow Service Managers more flexibility to determine the way in which transfers are handled in their service area.

The strategy also aims to simplify rent-geared-to-income (RGI) rules. The amendment to the *Housing Services Act, 2011* would mean moving to a simplified calculation of rent using the tenants' most recent income tax return information.

More Homes, More Choice: Ontario's Housing Supply Action Plan

In May, 2019 the Minister of Municipal Affairs and Housing revealed an action plan which outlines a suite of legislative, regulatory and policy changes across multiple ministries. The proposed changes are intended to eliminate unnecessary steps, duplication and barriers to creating housing. The *Housing Supply Action Plan* is focused on enhancing housing affordability in the broader housing market. Some of the most dramatic changes proposed in the plan are changes to the *Planning Act*. Renters are an area of focus of the plan. The plan aims to encourage small landlords to create new rental units by making it easier to build second suites, helping them navigate the complicated building code, approvals process, and by expanding development charge exemptions to include second suites in new homes.

National Housing Strategy Investments

On April 30, 2018, Ontario and the Canada Mortgage and Housing Corporation signed a Bilateral Agreement regarding the *National Housing Strategy*. This agreement provides an opportunity to align federal funds with *Ontario's Community Housing Renewal Strategy* priorities. Consistent with the *Community Housing Renewal Strategy*, the nine-year *National Housing Strategy* investments will be delivered in three three-year funding periods:

- Phase I - (2019-20 through to 2021-22)
- Phase II - (2022-23 through to 2024-25)
- Phase III - (2025-26 through to 2027-28)

The province is negotiating with Canada Mortgage and Housing Corporation (CMHC) to amend the bilateral agreement for the *Canada-Ontario Housing Benefit*. Funding will begin in April 2020. At this time, allocations for Dufferin County are unknown. Currently, Dufferin County has guidelines, which set out the parameters for Phase I for two *National Housing Strategy* funding streams:

Canada-Ontario Community Housing Initiative (COCHI)

Provides funding to replace the federal Social Housing Agreement funding that expires each year, beginning in 2019-20 in some areas.

The annual amount of COCHI funding for Service Managers is primarily determined by the amount required to offset the ongoing annual funding decline from the Canada-Ontario Social Housing Agreement. However, at this time Dufferin County is not experiencing a loss in federal funding under the Social Housing Agreement; therefore, there is no allocation under COCHI for Dufferin for the period 2019 to 2022.

Ontario Priorities Housing Initiative (OPHI)

Is modelled after similar, previous affordable housing programs, with the most recent being the *Investment in Affordable Housing Program Extension* (IAH-E). OPHI will be launching in 2019-20, providing flexible funding to Service Managers to address local priorities including new affordable rental construction, conversion of non-residential buildings or units to purpose-built rental buildings/units, housing repair (Ontario Renovates), rental assistance, tenant supports and affordable homeownership (Homeownership Program). Dufferin County will be allocated \$418,300 in 2019-20.

OPHI 2019-2022 Proposed Investment Plan Summary

As mentioned above, OPHI funding is meant to be flexible in order to address a number of local priorities. The Housing Services Division is proposing that the OPHI allocation for 2019-2022 be invested into several housing program components in order to address local needs. The following is a summary of the proposed OPHI investment plan:

Program Component	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Total
Housing Support Services	\$20,915	0	\$16,870	\$37,785
Homeownership	\$150,605	0	\$93,750	\$248,400
Ontario Renovates	\$20,000	0	0	\$20,000
Housing Allowance	\$205,865	\$205,865	\$205,865	\$617,595
SM Administration Fees	\$20,915	\$10,835	\$16,870	\$48,620
TOTAL	\$418,300	\$216,700	\$337,400	\$972,400

Five per cent (5%) of the OPHI funds will go towards administration fees. It is proposed that portions of the OPHI allocation continue funding two programs currently in place:

- **Homeownership Program:** aims to assist low-to-moderate income renter households to purchase an affordable home by providing down payment assistance in the form of a forgivable loan.
- **Ontario Renovates:** is designed to provide low-to-moderate-income households with an interest free loan to assist with necessary home repairs. The forgivable loan may be used for improving energy efficiency, climate resiliency and other similar repairs to the home. This may be combined with a grant for accessibility modifications.

Two new proposed program components include Housing Support Services and a Housing Allowance. Five per cent (5%) of the OPHI funds will go towards the Housing Support Services Program component, which includes funding towards:

- Assistance with maintaining rental tenancy, including information about: rights and responsibilities; tenant-landlord relations and orientations; and information about how to be a good neighbour and crisis intervention / eviction prevention.
- Assistance with the coordination of opportunities for social engagement and inclusion in community life, including: volunteer experiences; participation in social clubs, organizations, and sports; and transportation to events.
- Assistance with basic needs, including: personal care (e.g., bathing, hygiene, and dressing); exercise; shopping; purchasing food and meal preparation; house cleaning; laundry; money management (e.g., budgeting, banking, financial goals); dispensing medication; and conflict resolution.

The proposed Housing Allowance component is intended to promote housing stability for tenants who would otherwise face affordability challenges and potential homelessness. The Housing Access Dufferin centralized waitlist is currently at 718, the highest ever in the County of Dufferin. The average wait time to be housed is 4-8 years. In order to relieve some of the strain on the waitlist, a Housing Allowance is proposed to be available. The proposed Housing Allowance will range from \$200.00 to \$350.00 per household per month based on need. This Housing Allowance is intended to serve approximately 49-85 clients on the waitlist.

All proposed components outlined in the above OPHI Investment Plan meet the COCHI and OPHI Program Guidelines as provided by the Ministry (May, 2019).

Financial, Staffing, Legal, or IT Considerations

The following is a summary of financial allocations for the Housing Division for the next three years:

Program	2019-20 Confirmed allocation	2020-21 Planned allocation	2021-22 Planned allocation	Implications
Investment in Affordable Housing for Ontario (2014 Extension)	\$262,400	N/A	N/A	Funding stream ending in 2020-21
Community Homelessness Prevention Initiative (CHPI)	\$765,107*	\$861,461	\$861,461	*Reduction of \$96,000 from April 1, 2019 planned allocation
Canada-Ontario Community Housing Initiative (COCHI)	0	0	0	There is no allocation for this period
Ontario Priorities Housing Initiative (OPHI)	\$418,300	\$216,700	\$337,400	None at this moment

Strategic Direction and County of Dufferin Principles

It adheres to the County of Dufferin Principles:

1. **We Manage Change** – By proactively addressing change and responding to shifts in environmental, political, economic and demographic conditions.
2. **We Deliver Quality Service** – By providing and sharing information County staff can better provide quality service delivery.
3. **We Communicate** – By engaging in regular, timely, accurate and clearly articulated two-way conversations through various venues.
4. **We Make Good Decisions** – By ensuring that we are adhering to regulatory requirements.

Recommendation

THAT the report of the Director, Community Services, titled **Housing - Provincial Changes Update and OPHI Allocation**, dated June 27, 2019, be received;

AND THAT approval be given for the OPHI 2019-2022 Proposed Investment Plan as follows:

Program Component	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Total
Housing Support Services	\$20,915	0	\$16,870	\$37,785
Homeownership	\$150,605	0	\$93,750	\$248,400
Ontario Renovates	\$20,000	0	0	\$20,000
Housing Allowance	\$205,865	\$205,865	\$205,865	\$617,595
SM Administration Fees	\$20,915	\$10,835	\$16,870	\$48,620
TOTAL	\$418,300	\$216,700	\$337,400	\$972,400

Respectfully submitted by

Anna McGregor
Director, Community Services



REPORT TO COMMITTEE

To: Chair Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

From: Anna McGregor, Director of Community Services

Date: June 27, 2019

Subject: **Pedagogical Plan - Centre of Excellence for Early Years and Child Care**

In Support of Strategic Plan, Priorities and Objectives:

Communications and Connections: 2.4 Promote internal communications

Good Governance: 3.3 Improve policies, practices and procedures

Service Excellence: 4.4 Promote organizational excellence and innovation and celebrate success

Purpose

The purpose of this report is to update Council on Dufferin County's involvement in the Provincial Centre of Excellence for Early Years and Child Care.

Background & Discussion

The County of Dufferin have long recognised the importance of learning in the early years of childhood and have embraced pedagogy methodology. This broadly refers to the theory and practice of education, and how this influences the growth of learners. Pedagogy is a more holistic approach than traditional teaching. It's that which thinks, studies and orients education. It considers its purposes, its active knowledge, its relations, its histories and processes. The Quality Assurance Coordinator, within the Children's Services division, focuses much of their time on this work and leads the pedagogical work in the Dufferin area.

Dufferin County is committed to the "*How Does Learning Happen? Ontario's Pedagogy for the Early Years, 2014*" framework. In June 2017, Canada and Ontario signed the Early Learning and Child Care (ELCC) Agreement. Under the agreement, funding became available to establish Centres of Excellence for Early Years and Child Care. Centres of Excellence support professional learning across the early years sector. These centres take into account the diverse needs of the province, such as culture, language and geography through the development of specialized networks.

After a successful bid, Dufferin County became part of the Provincial Centre of Excellence with Western University and the Ontario Reggio Association.

At the core, the Centre is a public forum for the advancement of early childhood pedagogies in Ontario where educators, children, families, instructors, leaders, and researchers are invited to collaboratively reimagine early childhood education as spaces for democratic possibilities.

-Ontario Reggio Association

The Centre's goals include the following:

- Generate a culture of and context for dynamic pedagogies through pedagogical documentation
- Improve and sustain the liveliness within early years programs
- Support dynamic and holistic early years programs with long-term commitment to continuous, innovative professional learning
- Foster, advance, and nurture the views of children, families, educators, and early years outlined in *How Does Learning Happen?* and *The Kindergarten Program*
- Enact a commitment to truth and reconciliation with First Nations, Inuit, and Métis communities within the early years
- Respond to the nuances of locally-situated communities within contexts that promote a coherent vision of early years programs for Ontario

The Centre plans to reach these goals by:

- Establishing and sustaining an innovative network of pedagogists and by building a long-term, sustainable learning network across the early years sector
- Conducting ongoing documentation, assessment, and evaluation of the pedagogist network to extend knowledge about professional learning
- Encouraging sector relationship building and resource development that can support policy makers and government officials in developing and sustaining sector dialogues and policy among various early years programs
- Establishing collaborative, ongoing, intelligent accountability measures
- Collaborating with the Secretariat and the Indigenous and Francophone Centres

Thus far, the County has been part of three phases:

Phase 1:

The first phase, known as “*(Dis)Orientation*,” aimed to create a space for dialogue that promoted collective deep thinking and questioning together. Phase 1 focused on the theme of stories/storytelling in order to provoke collective thinking. Through this powerful theme of storytelling, Phase 1 was an invitation to collectively consider:

- the practice of (dis)orientating ourselves from the dominant discourses that have shaped and continue to shape pedagogies, and
- how educators and pedagogists participate in these discourses

Phase 2:

The second phase, known as “(Re)Orientation” focused more on the role of the pedagogist. Discussions evolved around pedagogical relationships to observation and documentation, and the relationship between pedagogical decisions and the images that they hold of children, educators, education and care, families and communities, materials, species, land and place.

Phase 3:

The County is currently involved in Phase 3, known as “*Immergence*,” which is designed to provide ongoing support to the pedagogists as they develop their role with educators, children and families. Phase 3 began with the creation of a Pedagogical Plan in order to outline how work will begin with early childhood centres.

Pedagogical Plan - The Pedagogical Plan is a roadmap to help the pedagogist engage with the educators on their curriculum and pedagogical commitments. The plan includes a description of the role of the pedagogist, how the pedagogist plans to start the project/program, the logistics of the plan and the mindset of how the pedagogist is thinking at the beginning of the project/program.

Dufferin County submitted their Pedagogical Plan to the Centre of Excellence on March 6, 2019. As an introduction, Jean Hamlyn Day Care Centre and the pedagogist planned an encounter on May 8, 2019 with the Museum of Dufferin. In this space educators immersed in the connections between pedagogy and the exhibits. The plan outlines that the pedagogist will be with the educators at Jean Hamlyn, spending a few hours every Thursday in the morning in the preschool room with the educators. Eventually there may be opportunity to work with the educators individually once a month or during sleep time. In order to expand the project, an invitation and presentation was offered to the Supervisors network. Six of Dufferin County Child Care Centres are currently interested in participating. These centres will be scaffolded in the program over time.

Being involved with the Centre of Excellence and spending time with a pedagogist is creating much excitement in Dufferin County:

As a Reggio-inspired program, The Sunflower School values the relationships between its educators, children, their families, the community and the curriculum. Intricately woven in these relationships lies the wonderment, work and curiosities of the children in our care. In order to bring their work to life, collaboration is essential. Since educators carry their own values, ideals, and perceptions, they must commit to a journey of life-long learning so as not to dilute the expressions of the children. Therefore, the opportunity to collaborate with a pedagogist is instrumental in progressing our program; we welcome the conversations, reflections and the expansion of networks, and we are thrilled to have this opportunity!

- J. Henry, Director, The Sunflower School

The Pedagogist continues to engage with the Centre of Excellence's, through exposure events and weekly dialogue. This journey of connecting with pedagogical approaches and narratives offers a deeper way to connect, engage, meaning make, listen and to contextualize every day practices.

Financial, Staffing, Legal, or IT Considerations

There is no direct cost to the County.

Strategic Direction and County of Dufferin Principles

It adheres to the County of Dufferin Principles:

1. **We Manage Change** – by providing supports and education to develop the skills of Early Childhood Educators based on the changing needs of the children in care
2. **We Deliver Quality Service** – by facilitating coaching and development opportunities that are made accessible to our Early Childhood Educator community
3. **We Communicate** – by providing regular communications to Dufferin County's Child Care Centres based on guidance from the Centres of Excellence
4. **We Make Good Decisions** – by engaging in current and best practices, which contribute to an environment of wellness for our educators, and children in our community

Recommendation

THAT the report of the Director, Community Services, titled Pedagogical Plan - Centre of Excellence for Early Years and Child Care, dated June 27, 2019, be received.

Respectfully submitted by

Anna McGregor
Director, Community Services



REPORT TO COMMITTEE

To: Chair Laura Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

From: Brenda Wagner, Administrator

Date: June 27, 2019

Subject: Accommodation Options for Older Adults in Dufferin County

In Support of Strategic Plan, Priorities and Objectives:

Economic Vitality (1.4) Support initiatives that improve social determinants of health, and Service Excellence (4.2) Engage with community partners to address service provision and access

Purpose

The purpose of this report is to follow up on the recommendation to investigate current and future options for accommodation needs for the older adult population in Dufferin County.

Background & Discussion

In the fall of 2018 to spring of 2019, the County of Dufferin, with the help of an Older Adults Advisory Group, completed an Age Friendly Needs Assessment through a consultative process. While a number of areas were identified as requiring strategic planning, Housing was one of the key areas that were highlighted in the report.

Ontario's older adult population is growing ~ Seniors (65 years and older) are the fastest growing age group in Ontario. In 2016, 16.4% of Ontario's population was 65 years or older. By 2041, it is projected that 25% of Ontario's population will be 65 years or older, almost doubling from 3 million seniors in 2016 to 4.6 million seniors. The Age Friendly Needs Assessment and Strategic Action Plan noted the following about Dufferin County's Older Adult population:

"Older adults have represented the fastest growing segment of the local population in Dufferin County during the past decade and are forecast to represent an increasing share of the population in Dufferin County over the next two decades. As of 2016, older adults represented approximately 27.7% of the total population in Dufferin County, and by 2041 older adults are forecast to account for approximately 36.2% of the total population in Dufferin County."

Accommodation Options for Older Adults in Dufferin County

When the term “Housing” is used, the bricks and mortar of a house or apartment building often comes to mind, but what is evident from the consultation was the desire for Dufferin County residents to not only have access to affordable, accessible housing but to also maintain their independence while aging in place. Here are some key housing needs that were shared from the consultative process:

- Supply of accessible housing types that are suitable for older adults and have the greatest demand are scarce (e.g. bungalows; accessible apartments/townhouses).
- Geographic inequality in terms of access to dedicated housing for older adults.
- Limited rental housing alternatives are available for older adults.
- Declining affordability as housing prices, property taxes, maintenance costs and/or rental rates rise.
- Insufficient capacity and long waiting periods for access to long-term care facilities, rent geared to income and supportive housing facilities for older adults.
- Limited programs and services are available to support independence for older adults who choose to age in place.

County of Dufferin's Age Friendly Needs Assessment and Strategic Action Plan

For the purpose of this report, focus has been centred on the last 2 points which relates to either alternative housing options such as long term care or accessing care to support older adults to age in place.

Long Term Care

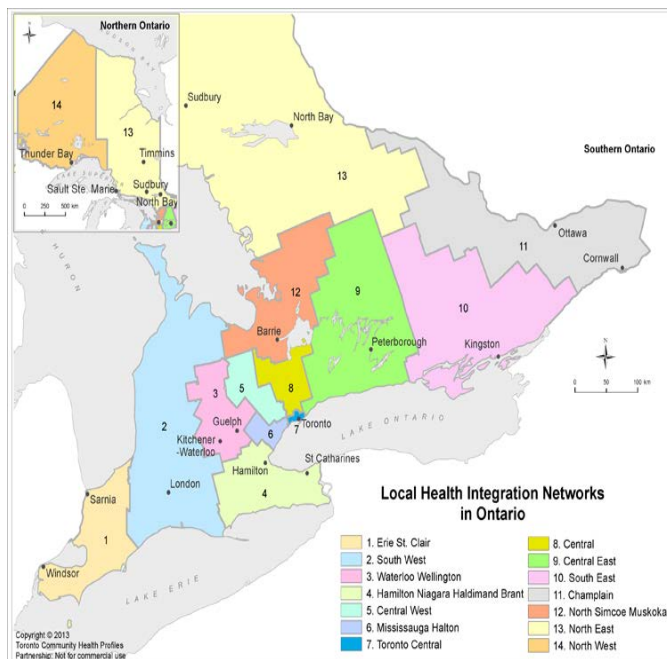
Long-Term Care (LTC) Homes provide care and services for people who no longer are able to live independently or who require onsite nursing care, 24-hour supervision or personal support. Eligibility criteria for admissions includes:

- be age 18 or older
- have a valid Ontario Health Insurance Program (OHIP) card
- have care needs including:
 - 24-hours nursing care and personal care
 - frequent assistance with activities of daily living
 - on-site supervision or monitoring to ensure safety or well-being
 - have care needs which cannot be safely met in the community through publicly-funded community-based services and other care-giving support
 - have care needs which can be met in a long-term care home

Wait times for admission into long term care can be several years dependent upon location, care needs and type of accommodation applied for (private, semi-private and basic accommodation) with basic accommodation typically being the longest. Below is

Accommodation Options for Older Adults in Dufferin County

the wait list for Ontario as of February 2019 listed by each Local Health Integration Network (LHIN):



LHIN	# of people on wait list
Central	5,106
Central East	7,287
Central West	968
Champlain	3,321
Erie St. Clair	792
Hamilton Niagara Haldimand Brant	2,759
Mississauga Halton	2,313
North East	2,057
North Simcoe Muskoka	1,937
North West	840
South East	1,444
South West	1,728
Toronto Central	2,599
Waterloo Wellington	1,683
Ontario	34,834

There are currently 629 long term care homes in Ontario with 23 of them located in the Central West LHIN. Admissions and wait lists to long term care are managed through the LHIN with every available bed open to admission to anyone located in the province that meets the eligibility criteria (admission to a Central West LHIN LTC facility is not restricted to residents of the Central West LHIN).

As well, the landscape of Long Term Care is rapidly changing as the acuity levels of residents being admitted are increasing. With community programs supporting older adults aging in place, residents are being admitted much older and frailer than even five years ago. Roughly 70% of adults living with dementia will end up admitted to long term care due to the nature of the disease.

“Seniors whose dementia has progressed to the middle or advanced stages are the core population in long-term care homes. Two out of three (64%) residents have been diagnosed with Alzheimer’s disease or another dementia. Overall, 90% of residents in long-term care have some form of cognitive

impairment, not solely from dementia but from other causes such as stroke and memory loss.¹

Providing personal care and medical treatments requires a specialized approach because dementia is often accompanied by challenging behavioural symptoms, also called responsive behaviours. Care provided to residents with cognitive impairment is undergoing a much needed evolution in Ontario with task focused care evolving to emotional, person-centred care.

Supportive Housing

Supportive housing is defined as a combination of housing subsidy and supports that enable people to live as independently as possible in a community setting. While a wide range of people are captured in this definition including older adults and high risk seniors, the focus of supportive housing programs may vary to also include those with mental health related needs or those with physical or developmental disabilities. For older adults, supportive housing enables those who need some support with daily activities to live as safely and independently as possible in a community setting and to delay admission to LTC and avoid admission to hospital. Since supports that are provided are based on care needs, supportive housing is typically a more affordable option compared to long term care. The term “Assisted Living” is often used in tandem with supportive housing and refers to the core services provided through the Ministry of Health and Long Term Care that is either funded or provided on a cost sharing basis through a community support services program. Currently, there are long wait lists for supportive housing in the province (in some cases as long as 8-10 years)².

Campus of Care

A campus of care setting may include a combination of supportive housing, seniors housing, retirement homes or life lease buildings located on or near the same site as a LTC facility. The ideal scenario would be for a continuum of care, or, for one to transition through the campus as their care needs change. However, LTC placement policies often presents barriers to this transition. For example, while one spouse may have greater care needs which may lead to long term care, there is no guarantee that the spouse would be admitted to that continuum’s LTC facility thus resulting in the spouses being separated.

Housing Innovations

Throughout the province, there are a number of housing innovations occurring such as programs that provide grants to homeowners and developers to build “age friendly” houses and developments, shared seniors accommodations such as Rosehill Heights, located in Barrie, which brings together older adult women to live together, as well as the Abbeyfield model of care, a charitable organization that operates seniors housing.

¹ OLTC “*This is Long Term Care 2018*”; April 2018

² OANHSS “*Bridging the Gap – Supportive Housing for Seniors*”; September 2016

Accommodation Options for Older Adults in Dufferin County

In conclusion, affordable or subsidized housing remains a key need for older adults. While Retirement Homes remain an option, affordability may be a barrier for a large number of older adults who are on a fixed income. A more in depth review of accommodation options shall be completed, with continued engagement with the established Older Adults Advisory Group, that will address which models may best meet the needs of Dufferin County's older adult population in order to ensure the right care is accessible at the right time.

Financial Impact

While there is no financial impact at this time, Council has approved staff to prepare and release an RFP for consulting services to assess the current and future accommodation needs for the older adult population in Dufferin County.

Strategic Direction and County of Dufferin Principles

1. **We Manage Change:** by proactively addressing changes in regional needs;
2. **We Deliver Quality Service:** by consistently delivering high quality, cost-effective services.
3. **We Communicate:** by providing information regarding the options for accommodations for older adults
4. **We make good decisions:** by fostering an environment of collaboration to ensure informed and thoughtful decisions that are reflective of the needs of the community.

Recommendation

THAT the report of the Administrator, Dufferin Oaks, dated June 27, 2019, titled Accommodation Options for Older Adults in Dufferin County, be received.

Respectfully submitted,

Brenda Wagner
Administrator, Dufferin Oaks



REPORT TO COMMITTEE

To: Chair Laura Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

From: Brenda Wagner, Administrator

Date: June 27, 2019

Subject: Ministry of Health and Long Term Care Funding Announcement

In Support of Strategic Plan Priorities and Objectives:

Service Excellence: Explore alternative sources of funding (4.3.2) and (4.3.3)
Develop a tool to examine the long term impact of new program funding

Purpose

The purpose of this report is to inform committee members of recent funding changes announced by the Ministry of Health and Long Term Care.

Background and Discussion

The Ministry of Health and Long Term Care has announced several changes in funding for Long Term Care facilities. The most notable are:

- Conclusion of the High Wage Transition Fund
- Conclusion of the Structural Compliance Premium Program
- Embedding of several per diems into the Nursing and Personal Care envelope
- Embedding of Physiotherapy funding into the Program and Support Services envelope, and
- A Global per diem increase of \$1.77 that can be allocated as determined by the home

Although the level of care remained consistent from the 2018/19 funding year, Dufferin Oaks experienced a decrease in its Case Mix Index (CMI) funding due to the re-indexing formula used in the level of care funding formula. This resulted in Dufferin Oaks' Adjusted CMI decreasing 1.05% from 1.0039 to .9934.

The impact of the above mentioned changes are as follows:

Funding	Effective Date	Monthly impact	Impact on 2019 Annual Budget
Conclusion of High Wage Transition Fund	August 1 st , 2019	-\$1,776	-\$8,880
Conclusion of Structural Compliance Premium Program	August 1 st , 2019	Not applicable	Not applicable
Embedding of per diems into the Nursing and Personal Care Envelope	August 1 st , 2019	\$392	\$1,960
Embedding of Physiotherapy Funding into Program & Support Services Envelope	April 1 st , 2019	No financial impact at this time	No financial impact at this time
Global per diem increase	April 1 st , 2019	\$8,613	\$77,517
CMI decrease	August 1 st , 2019	-\$5,110	-\$25,550
Overall Impact		\$2,119	\$45,047

Financial, Staffing, Legal, or IT Considerations

At this time there is no significant change or impact to the Dufferin Oaks Long Term Care budget.

Strategic Direction and County of Dufferin Principles

It adheres to the following County of Dufferin Principles:

1. We Manage Change – by identifying changing needs and to advocate to ensure inclusive services that promote safe and healthy living are available to our long term care residents.
2. We Deliver Quality Service – by utilizing our funding to best support the needs of our residents.
3. We Communicate – by reporting the funding announcements
4. We Make Good Decisions – by collaborating with the Province and other organizations to receive funding decisions that benefits the needs of our residents and clients.

Recommendation

THAT the report of the Administrator, dated June 27, 2019, regarding Ministry of Health and Long Term Care Funding Announcements, be received.

Respectfully submitted,

Brenda Wagner
Administrator, Dufferin Oaks

June 13, 2019

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Ms. Brenda Wagner
Administrator
Corporation of the County of Dufferin
55 Zina Street
Orangeville, ON
L9W 1E5

Dear Ms. Wagner:

Re: Level-of-Care per diem Funding Amendment for the Long-Term Care Home Sector Service Accountability Agreement (the "L-SAA")

The Central West Local Health Integration Network (The "LHIN") is pleased to advise you that the Ministry of Health & Long Term Care (the "ministry") will provide funding representing 1.7% increase for the 2019-20 funding year to preserve front-line staff and maintain current levels of service provided for resident care and accommodation. Summary of changes and effective dates are set out in Schedule A.

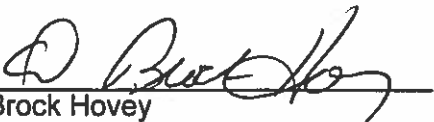
The ministry has made a number of policy changes to streamline processes and reduce administrative burden to provide operators with greater funding flexibility to achieve best outcomes.

This letter will amend the Accountability Agreement between your Home and the Central West LHIN (the L-SAA) for the changes in funding and policy referenced in the revised *Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy*. All other terms and conditions in the L-SAA remain the same.

Please indicate your organization's acknowledgement of this amendment by signing below and returning one copy of this letter to the Central West LHIN at (cwdocuments@lhins.on.ca) by **June 27, 2019**.

If you have any questions or concerns about this amendment, please contact Ivan Todorov, Manager, Funding and Allocation at (905) 796-0040 ext. 7232.

Sincerely,



Brock Hovey

Vice President, Corporate Services, Accountability and Quality

Encl. LTCH Level-of-Care Per Diem Funding Summary April 1, 2019
LTCH Level-of-Care Per Diem Funding Summary August 1, 2019
Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy

AMENDMENT ACKNOWLEDGED AND ACCEPTED BY:

Dufferin Oaks Home for Senior Citizens-Corporation of the County of Dufferin

By:

Pam Hillock, County Clerk
I have the authority to bind the Dufferin Oaks

Date: _____
mm/dd/yy

And By:

Darren White, Warden
I have the authority to bind the Dufferin Oaks

Date: _____
mm/dd/yy

Schedule A LTC Funding Change Summary 2019-20

The ministry is investing 1.7% more in LTC this year, which includes investments in more specialised services, specifically high-acuity priority access beds and behavioural support units. Other changes to the long-term care funding system are captured below:

A. Changes Effective April 1, 2019

1. The level-of-care, or per diem, rate will increase by \$1.77 per resident per day (prpd). Homes will have flexibility on which envelope(s) this increase should be applied to with the exception that no more than 32% of this increase can be allocated to the Other Accommodation envelope. The increase is non-CMI adjusted and will be shown on the funding summary sheet as a global adjustment. There will be no further adjustment in July 2019 for the Raw Food or Other Accommodation envelopes.
2. The physiotherapy program funding will be converted to a per diem (\$2.27 prpd) and allocated to the Program and Support Services (PSS) envelope. Homes will have full flexibility in how this funding can be spent within the existing PSS envelope eligibility guidelines. With the aggregation of the physiotherapy fund into the PSS envelope the ministry is also no longer requiring any reporting on the physiotherapy fund.
3. Homes (with more than 64 beds) will receive a fixed top-up of \$106,000/annum that can be used for any direct care staff. This top-up replaces the RN funding that was introduced in FY 18-19 and requirements to use this funding to hire a RN by July 1, 2020 are now lifted. The ministry encourages homes to continue to staff according to their resident needs.

With these changes the per diem effective April 1, 2019 is \$180.80 prpd.

In addition, operators that provide convalescent care beds will have more flexibility in how funding can be used as the ministry is embedding the historical, additional physiotherapy subsidy of \$11.34 prpd into the PSS envelope. Further the ministry is also applying a 1% increase to the funding envelopes.

B. Changes Effective August 1, 2019

1. The CMI will be effective from August 1, 2019-March 31, 2020. Only the pre-April 1, 2019 Nursing and Personal Care (NPC) envelope (excluding the supplemental amount) will be CMI adjusted as the increase for this year as noted in section A above can be applied to any envelope.
2. The RAI-MDS funding will be converted to a per diem (\$1.43) and allocated on a non-CMI basis to the NPC envelope. As such, the *Resident Assessment Instrument Minimum Data Set 2.0 Funding Policy* has been embedded into the NPC envelope as a supplementary per diem, resulting in greater flexibility in the use of the funds while maintaining a RAI-MDS Coordinator(s) position.
3. The High Wage Transition Fund (HWTF) will end. HWTF was introduced on April 1, 1996, as a three-year temporary transition measure. The objective was to assist operators to

maintain equitable service levels while higher than average wage costs were addressed, as the ministry moved to a “needs based” funding approach. HWTF has now exceeded its intended purpose as the transition to the Level of Care funding model has since standardized funding approaches across all Long-Term Care homes.

4. The Structural Compliance Program (SCP) will end. Since April 1, 1998, the ministry has paid a Structural Compliance Premium (SCP) to long-term care home operators who were not eligible at the time to receive other financial assistance from the ministry to upgrade their homes. The intention was to support eligible operators with complying with relevant design standards until such time that they were eligible for other ministry support for development and upgrading projects, namely the Construction Funding Subsidy (CFS) program. As there is now improved financial support (including the adjustments of the base CFS to \$18.03 prpd) with which operators can build new and/or upgrade existing long-term care homes, the ministry will be harmonizing the eligibility for SCP payments with the 20-year terms for CFS payments that were provided to eligible operators in 1998. The SCP funding for eligible operators under the Structural Compliance Premiums for Self-Funded Renewal Projects, 2009 will not be discontinued at this time.

Both the HWTF and the SCP were slated to be wound down effective July 1, but in light of the on-going conversations with sector stakeholders implementation has been delayed by a month to further support LTC home operators.

With these changes the per diem effective August 1, 2019 is \$182.23 prpd.

C. Policy Changes and Consolidations

Effective January 1, 2019, the LTCH Occupancy Targets Policy has been changed and consolidated into a new policy called the Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy.

One specific change is to remove occupancy targets for small homes for the care and food envelopes. This will assist a cohort of homes that have traditionally returned funds to maximize use of provided funding. Other changes related to reducing administrative burden in applying for credits for lost days due to outbreaks and other occupancy target protections are detailed in the policy, which will be available on the portal.

The revised policy will be posted on the ministry's public website at:
http://www.health.gov.on.ca/en/public/programs/ltc/lcaa_policies.aspx.

You are required to maintain financial records for this allocation. Unspent funds, and funds not used for the intended and approved purposes, are subject to recovery in accordance with the ministry's reconciliation and recovery policy.

Thank you for your continued commitment to delivering better quality long-term care.



REPORT TO COMMITTEE

To: Chair Laura Ryan and Members of the Committee

From: Darrell Keenie, Director
Planning, Economic Development and Culture

Meeting Date: June 27, 2019

Subject: **Consolidated Policy Document – Museum of Dufferin**

In Support of Strategic Plan Priorities and Objectives:
Good Governance: 3.3 Improve policies, practices and procedures

Purpose

The purpose of this report is to submit for approval an updated consolidated policy document for the Museum of Dufferin.

Background & Discussion

A set of policies was first developed for the Museum in 1988 to govern and guide museum-specific items such as Collections Management, Programming, Exhibition and Research. Since that time, many of the policies have been updated as Provincial Standards for Community Museums evolved over the years. More recently, staff have identified the need to create a new and updated consolidated policy document, and to have a draft of that document reviewed by the Ontario Ministry of Tourism, Culture and Sport to ensure that the MoD's policy basis is up to date and meets Provincial Standards.

Based on research and consultation with other heritage institutions, a draft Consolidated Policy Document was developed internally by staff, and then provided to the Ministry for review and comment. That Ministry review was completed earlier this year.

Attached to this report is the Consolidated Policy Document in its final form, submitted for final approval and adoption.

Financial, Staffing, Legal and IT Considerations

None at this time.

Strategic Direction and County of Dufferin Principles

The consideration of an updated consolidated policy document for the Museum promotes good governance in the improvement of museum-related policies, practices and procedures that comply with Ontario's Standards for Community Museums. The Dufferin County Principles are adhered to as follows:

1. *We Manage Change* - by proactively undertaking a review of museum-related policies and procedures against current Provincial Standards;
2. *We Deliver Quality Service* – by working to ensure a level of service, programming and professionalism that is exemplary and meets current Provincial Standards;
3. *We Communicate* – by ensuring that information about the Museum and its programs and services is readily available;
4. *We Make Good Decisions* – by working with representatives of the Ontario Ministry of Tourism, Culture and Sport in the review and update of Museum policies and procedures to ensure completeness and applicability.

Recommendation

THAT the report of the Director of Planning, Economic Development and Culture, dated June 27, 2019, regarding Consolidated Policy Document – Museum of Dufferin, be received;

AND THAT the Consolidated Policy Document be approved and adopted.

Respectfully Submitted By:

Darrell Keenie, Director
Planning, Economic Development and Culture

Attachments:

Draft Consolidated Policy Document – Museum of Dufferin



Contents – Museum of Dufferin Consolidated Policy Document

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POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-01
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	MoD Governance		
AUTHORITY	County Council Motion #		

1. Ownership

The Museum of Dufferin (MoD) is owned and operated by the Corporation of the County of Dufferin.

The Corporation of the County of Dufferin established the Dufferin County Museum & Archives by By-law 89-10, passed by Dufferin County Council on June 19, 1989. The name was changed in May 2018 to Museum of Dufferin (MoD).

2. Governance

The County of Dufferin's museum and archives are governed by Dufferin County Council through the Community Services Committee, a municipal council duly constituted under the Ontario Municipal Act and the Ontario Elections Act. The Warden acts as chair of County Council. County Council is comprised of thirteen members, including two members each from Dufferin's local municipalities of Amaranth, Mono, Mulmur, Orangeville and Shelburne (the Mayor and Deputy-Mayor); and one member from East Garafraxa, Grand Valley and Melancthon (the Mayor).

County Council and the Community Services/Dufferin Oaks/Museum Committee (acting as the Museum of Dufferin Board) each meet monthly, except for July unless a meeting is called by the chair, to hear delegations, to provide for more detailed debate and review of County programs and policies, and to make recommendations to County Council. County Council and its committees are governed by the County's Procedural By-law.

GOVERNANCE	POLICY NUMBER	MoD-01
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Council and Committee meetings follow a written agenda and a written record is kept by the County Clerk of all discussions and decisions.

County Council approves the annual operating and capital budgets for the MoD and through staff, monitor budgets to ensure public accountability. County Council approves written policy governing the MoD operations and vision and statement of purpose.

3. Staff and Volunteers

Staff at the County of Dufferin, under the direction of the Chief Administrative Officer (CAO), are responsible for carrying out the policies, programs and strategic directions established by County Council.

The Director of Planning, Economic Development and Culture is responsible for the museum and archives' programs and services and reports directly to the County CAO. In conjunction with the County's Human Resources Department, the Director is responsible for recruitment, supervision and performance development of MoD staff. Duties also include daily operation and long range planning of museum and archives operations. Internally, daily operations and ongoing planning matters are reviewed and discussed at regularly scheduled meetings of the MoD's "DAC Team" – involving the Director, Archivist and Curator.

The MoD operation and administration meet municipal, provincial and federal legislative requirements that have a bearing on its operation and activities, including the Ontario Government's Standards for Community Museums.

The MoD staff and volunteers accept the ethical guidelines and guiding principles of the International Committee of Museums (ICOM), the Canadian Museum Association (CMA), the Ontario Museum Association (OMA), the Archives Association of Ontario (AAO), and the Canadian Council of Archives (CCA).

4. Conflict of Interest

Dufferin County Council and staff are committed to ethical behaviour and the avoidance of conflict of interest, as a body and as individuals.

5. Review

The MoD's Governance Policy will be reviewed regularly, or at any time when changes are deemed necessary, by departmental staff. Any changes to the MoD's Governance Policy will be approved by

GOVERNANCE	POLICY NUMBER	MoD-01
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County Council.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-02
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Finance		
AUTHORITY	County Council Motion #		

Statement

The Museum of Dufferin is owned and operated by the Corporation of the County of Dufferin, and policies and procedures are in place to ensure that the MoD is a fiscally responsible public institution. The MoD together with the County of Dufferin's Treasury Department function follow predetermined policies and procedures to achieve this.

- a. The County of Dufferin carries out its responsibility to secure funding necessary for the operation and maintenance of the Museum and its activities, and for capital projects. This is achieved through the Corporation's annual operating and capital budget, approved by County Council.
- b. The MoD is committed to ethical behaviour in the pursuit of funding.
- c. The MoD seeks diverse sources of funding, both public and private, including an annual operating grant through the Ontario government's Community Museum Operating Grant program (CMOG), private donations and fundraising activities, and the pursuit of grants and bursaries from a number of agencies for a variety of operational purposes.
- d. The County of Dufferin makes public an annual financial report.

FINANCE	POLICY NUMBER	MoD-02
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The following County of Dufferin Policies apply to the Museum of Dufferin operations:

- Annual Budget
- Procurement of Goods and Services (Policy 3-8-01)
- Procurement of Goods and Services and the Disposal of Surplus Goods (Policy 3-8-1)
- Contributions to Reserve for Museum Memorial Donations (Policy 10-2-06)
- Expenditures from Museum & Archives Fund Raising Account (Policy 10-3-2)
- User Fees and Charges (Policy 3-3-12)
- Donations of Equipment & Other Capital Items (Policy 10-2-5)



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-03
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Holding and Use of Corn Flower Trademark by MoD		
AUTHORITY	County Council Motion #		

Statement

Since 1999, the Museum of Dufferin (MoD) has been collecting, interpreting, researching, exhibiting and promoting a collection of Canadian-produced Corn Flower glassware. In recent years, the MoD has also come to hold the Corn Flower Company archives, has become generally known as holding the largest public collection of authenticated Corn Flower glassware, and has used the Corn Flower name and trademark for exhibition and promotional purposes with the permission of the company owners and former operators. As of 2014, the process of legally transferring ownership of the Corn Flower trademark from the original owners, W.J. HUGHES & SONS "CORN FLOWER" LIMITED, to the MoD has been completed. The purpose of this policy is to specify the intended uses, including restrictions on such uses, of the Corn Flower trademark by the MoD in order to uphold and protect the values and legacy of the company that originally created it.

Purpose

This policy shall apply to the MoD only.

1. Procedures

Permitted Uses of the Corn Flower Trademark by MoD:

HOLDING AND USE OF CORN FLOWER TRADEMARK	POLICY NUMBER	MoD-03
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- a. Displaying the trademark in and around exhibitions of Corn Flower glassware that take place both onsite at the MoD and at offsite locations, including during the MoD's annual Corn Flower Festival.
- b. For use in the overall organizing and promotion of the MoD's Annual Corn Flower Festival.
- c. In the provision of antique glassware appraisal and authentication services.
- d. In the provision of authenticated research and information to collectors and the public.
- e. For use in MoD promotions and marketing efforts including signs, print and online advertisements, posters, brochures and flyers.
- f. For merchandising items, to be distributed and sold directly by the MoD, including tote bags, apparel, stationery, giftware and souvenir items.

2. Restrictions on the use of the Corn Flower Trademark

Any rights to, or use of, the Corn Flower trademark by parties other than the MoD is prohibited. The trademark will remain under the ownership of the MoD into perpetuity and will not be further transferred or sold.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-04
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	MoD Dissolution		
AUTHORITY	County Council Motion #		

Statement

The provision for the dissolution of a museum's assets and liabilities states the intention of the Museum regarding the disposal of assets and liabilities. Disposal refers to the permanent removal of assets - monetary, capital and heritage - from the Museum's ownership.

In the ongoing operation of the Museum:

- the transference or re-allocation of funds held in the MoD Trust Fund shall be governed by Schedule A – Museum of Dufferin Trust Fund Board, of By-law 2007-16 Establishment of Committees
- disposal of surplus goods and equipment is governed by the County of Dufferin by way of its Procurement of Goods and Services and the Disposal of Surplus Goods Policy (Policy 3-8-1)
- disposal of surplus, duplicates or items no longer reflective of the museum's mandate from the permanent collection is governed by the MoD Collections Management Policy

The guidelines for the disposal of assets and liabilities give direction to the County of Dufferin, as the Museum of Dufferin (MoD) is a department of the County of Dufferin, and the Museum of Dufferin Board, on the disposal of specific categories of assets and liabilities.

The provisions for the Dissolution of a Museum's Assets and Liabilities goes beyond disposals which occur in the course of the normal day-to-day operation of the Museum and reflects the process to be followed in the case that the Museum of Dufferin should be dissolved as a County department

DISSOLUTION	POLICY NUMBER	MoD-04
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and closed or assets, in their entirety, transferred to another agency, public or non-profit, for the maintenance of the museum outside of County control.

1. Impact Statement

The collections of the Museum represent a legacy that, once lost, can never be replaced. The MoD acquires artifacts with the intention of permanency in its collections. And as the County of Dufferin did not assume ownership and operation of the Museum of Dufferin per By-law 89-10, Agreement between the County of Dufferin and the County of Dufferin Historical Society, with the intention of its eventual dissolution, such a scenario is unlikely. Any disposal or transference of assets under this policy, therefore, will be approached with much consideration and caution.

The Museum of Dufferin (MoD) is based on the premise that a strong and secure sense of the past is an indispensable source of stability and confidence in the future. The Museum provides tangible and irreplaceable links to what define us as a community. The Museum of Dufferin and Heritage Lands (MODHL) Board is committed to assuring that the MoD remains strong, recognizing that future generations will substantially benefit from the content and judge the quality of our stewardship.

Notwithstanding the requirements of the Ontario Municipal Act, and other legislation and/or policies and procedures governing the disposal of municipal assets, the basis and rationale for and actions taken regarding the dissolution of a Museum will be thoroughly scrutinized and investigated.

All assets and liabilities of the Museum are the responsibility of the County of Dufferin, and as such, the decision to dissolve a Museum rests with the County Council, with due consideration and recommendation offered by the County Council.

2. Policy

a) All assets and liabilities of the Museum are the responsibility of the County of Dufferin with advisement and recommendation from the MoD Board with the exception of the Museum of Dufferin Trust Fund as outlined in By-law 2007-16 Establishment of Committees.

b) The disposition of any property by the County of Dufferin will be subject to Federal, Provincial and Municipal legislation and any by-laws of the County of Dufferin and policies of the MoD in effect at the time of the disposition.

c) Every effort will be made to ensure that historical objects and heritage structures remain in the public domain within the County of Dufferin.

d) Every effort will be made to maintain the integrity of the MoD's collections by transferring them

DISSOLUTION	POLICY NUMBER	MoD-04
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intact.

e) The Museum will appoint a committee to oversee the dissolution or transference process. The committee will include the Director of Planning, Economic Development and Culture, member(s) of the Museum of Dufferin Board, a staff representative of the County of Dufferin, the Warden as ex-officio member and minimum 2 members of the community.

f) The County of Dufferin will not sell MoD collections to reduce financial liabilities.

g) The County of Dufferin may only dispose of non-collection assets as directed in existing and current County policies & by-laws.

3. Guidelines for the Disposal of Assets

a) Assets that relate to the history and heritage of the County of Dufferin may include, but are not limited to:

- the permanent collection of artifacts, art and archives
- the exhibit, office, education and general equipment and furnishings
- Museum of Dufferin name and identifying logo(s)
- corporate records of the MoD
- collections records
- image data banks
- staff
- volunteers
- personal information data banks
- intellectual property and copyright

b) Structures

The Museum and its successors will honour any heritage designation or easement affixed to buildings and real property. The Museum of Dufferin Board should seek protection through the Ontario Heritage Trust on designated heritage structures, as a defense against physical building demolition and to ensure that any changes made to the physical structure respect the historical integrity of the building.

Prior to disposal, measured drawings and a photographic record of structures should be completed and donated to an appropriate public archive.

c) Historical Objects

Objects of national, provincial or municipal importance should remain in Canada and in the appropriate geographic locale from which they originated subject to Section 2 b).

DISSOLUTION	POLICY NUMBER	MoD-04
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Although objects donated to the Museum collections are not accepted with conditions attached by the donor, some previously accepted objects may have conditions attached related to their disposal. A thorough search of collection records should be completed to identify such conditions so they can be honoured by the Museum and/or its successor.

All objects on loan to the Museum at the time of the decision to dispose of a collection will be returned to the owner or their designate.

All objects will be disposed or transferred in accordance with County of Dufferin Collections Management Policy, Section 8, Deaccessioning.

For objects being sold at public auction, County Policy 3-8-1 Procurement of Goods & Services – Disposal of Surplus – 2007 will be followed.

Any surplus funds resulting from the sale of objects should be restricted to gifts to public institutions and agencies located in the County of Dufferin, solely for the purpose of strengthening and expanding their collections. Should this not be possible, understanding that the County of Dufferin was originally formed from portions of the Counties of Wellington, Grey and Simcoe, surplus funds should be restricted to gifts to public institutions and agencies located within those aforesaid counties.

The Museum should not transfer or donate objects which pose a physical threat or health risk to others without first advising the receiver of the risk. The Museum should not sell objects at public auction which pose a physical threat or health risk to others. Any object(s) remaining that do pose such threats or risks shall be disposed of in a manner appropriate to that object(s). Prior to disposing of an object, other than transferring the entire collection to another agency, accession numbers should be removed from all objects.

d) Collection Records

Prior to disposal, the MoD should ensure that collection inventories and individual catalogue records are prepared, including a photographic record of each object. These records should be held by the County of Dufferin according to timelines as stated in the County's Records Retention By-law # 2017-12. At the completion of required records retention, these records should be transferred to a neighbouring public institution (ie. Wellington County Museum and Archives) and the historical information should be retained in perpetuity by the County of Dufferin. Personal information contained in the records should be destroyed as outlined in the By-law stated above.

The Museum should transfer copies of collection records with objects, where the transfer of those records does not violate the privacy of individuals with respect to personal information held by the Museum.

DISSOLUTION	POLICY NUMBER	MoD-04
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e) Archaeological Collections

Archaeological collections excavated under Provincial license, which are held by the Museum, should be offered to the Province of Ontario, including all associated records, field notes, photographs, maps, etc.

Those collections and/or individual objects that are not accepted by the Province of Ontario within one (1) year of written notice shall be disposed of according to Section 2 b).

f) Vehicles, Equipment and Supplies

Unless transferred to a successor agency for the continuing operation of the Museum, service vehicles, equipment and supplies will be disposed of according to County policy 3-8-1 Procurement of Goods & Services – Disposal of Surplus - 2007.

g) Staff and Volunteers

The Museum will honour any and all applicable Collective Agreements, Museum policies, Provincial legislation and labour laws in regards to staff employed at the time of dissolution.

The Museum will respect the rights of volunteers, including giving volunteers written notice of the termination of their services. The Museum will protect personal information data banks as they relate to volunteers.

h) Museum Name and Identifying Logos

The Museum should protect its name and identifying logos from misuse or misrepresentation by successor agencies.

i) Botanical and Zoological Specimens

Botanical and Zoological specimens considered part of the Museum object collections should be disposed in a manner similar to the disposal of historical objects. Botanical specimens, e.g., plants and trees, considered rare or significant species, should be disposed to a botanical garden or similar facility which will ensure preservation of such specimens.

4. Guidelines for the Disposal of Liabilities

a) Liabilities associated with the Museum may include, but are not limited to:

- outstanding staff salaries, benefits and severance packages
- outstanding accounts payable
- repayment of any grants previously received and affected by the Museum closing
- conditions attached to object loans and donations
- debentures

b) General Guidelines Regarding Disposal of Liabilities

The County of Dufferin will not sell assets held by the Museum to reduce liabilities prior to transfer

DISSOLUTION	POLICY NUMBER	MoD-04
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to another agency.

The Museum will investigate and ensure that all files related to grants previously received in support of the Museum have been finalized and closed. With regard to incomplete or outstanding grants, the Museum shall endeavour to return or repay any outstanding grant monies as the budget allows, prior to disposal of the Museum's assets.

5. Disposition of Personal Information

The disposition of personal information banks such as patron, donor and volunteer registers are subject to limitations on access, use and disclosure under the Municipal Freedom of Information and Protection of Privacy Act.

Records remaining under the Museum's custody and control would continue to be protected by MFIPPA. Any patron, volunteer and donor information data banks could be considered an asset as the information may have potential commercial value if sold as a mailing or contact list; the Museum will not sell or make available such information.

If the assets of the Museum are transferred to a not-for-profit agency to allow for continued operation of the Museum, the Museum will transfer only the personal information data banks necessary for ongoing operations. The Museum should seek to limit the use or further disclosure of the information unless for specified purposes.

If the assets of the Museum are transferred or sold to a for-profit organization, then consent for transfer of any personal information held in data banks should be obtained from each individual potentially affected by the release of that information.

6. Review

The Museum will comply with the intent of the Municipal Freedom of Information and Protection of Privacy Act, 1989 which includes: a) to provide a right of access to information, and b) to protect the privacy of individuals with respect to personal information about themselves held by the MoD and to provide individuals with a right of access to that information.

The Provisions for the Dissolution of a Museum's Assets and Liabilities will be reviewed regularly (or at any time when changes are considered necessary) by appropriate museum staff and approved by the Museum of Dufferin Board and County of Dufferin Council.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-05
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	MoD Facility/Physical Plant		
AUTHORITY	County Council Motion #		

Statement

The MoD's buildings and grounds are designed and maintained to provide a safe and functional environment for visitors, staff, the collection and associated activities. The ongoing achievement of this objective will be balanced with the need to preserve the integrity of heritage buildings, artifacts and features inside the MoD facilities and on the grounds. There is much community pride in the MoD facility, as a purpose-built public facility and visitor/tourist destination, and the facility itself is integral to the positive image and profile of the MoD within the region. These principles shall guide facility and grounds-related operations and decisions.

1. Physical Plant

The MoD's main and additional buildings, and grounds, shall be maintained to accommodate the physical and functional needs of the MoD collections, public visitors and users, the staff and volunteers, and associated events, programs and activities. The MoD facility are regularly monitored for temperature and humidity, and measures are taken to decrease the risk of environmental damage. As a County-owned facility, the maintenance and operation of the museum and archives buildings are handled by MoD staff in conjunction with the County's Facilities Department.

FACILITY/PHYSICAL PLANT	POLICY NUMBER	MoD-05
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2. Health & Safety, Security and Emergency Preparedness

The MoD meets its obligation to federal, provincial and municipal requirements that apply to physical health, safety and security of staff, visitors and property. The health and safety, and security, of its users, staff, collections and information is ensured by:

- a. Identifying potential threats (for example, personal threat, fire, water or vandalism)
- b. Taking steps to minimize the level of individual risks
- c. Developing written procedures and information sources to respond to threats, emergencies and disasters, including the County's Emergency Plan and the MoD Fire Safety Plan, including evacuation procedures.
- d. Training staff (including volunteers) to implement health and safety, emergency and disaster response procedures
- e. Establishing a system of periodic testing and assessment of the effectiveness of emergency procedures
- f. Ensuring that any preventive or security systems installed are assessed for their potential impact on collections and the museum's character and functions

The activities and procedures identified above are achieved through regular testing, inspections and assessments by a number of agencies and individuals:

- a. MoD staff are each trained and charged with ensuring proper health and safety in their own work, work environments, and the facility overall
- b. Matters of health and safety are discussed at monthly MoD staff meetings
- c. County of Dufferin's Health & Safety Committee and Inspection Teams (bi-monthly)
- d. County of Dufferin's Health & Safety Officer (monthly)
- e. Security, fire and equipment alarm monitoring testing is conducted by a contractor engaged by the County of Dufferin (monthly)
- f. The fire department that serves the MoD location conducts an inspection of the facility and grounds (annually)
- g. Water quality, elevator and onsite emergency defibrillator are tested monthly
- h. Annual inspections of the MoDs elevator and electrical services are conducted by the Technical Standards & Safety Authority (TSSA) and Electrical Safety Authority (ESA); the facility's elevated platform/lift device is inspected annually by a certified inspector

FACILITY/PHYSICAL PLANT	POLICY NUMBER MoD-05
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3. Maintenance Operations

The MoD maintenance operation consists of one full-time facilities maintenance staff and one part-time facility cleaning staff each covering three days of the Museum's full seven day per week operation. This is augmented each year with the contracted services of two professional gardeners, and seasonal maintenance workers accessed through the County's Facilities Department. Staff are trained and achieve certifications (where required) to ensure that health and safety codes and procedures are met in the completion of maintenance and repair tasks.

Annual maintenance-related activities include:

- Standard operational procedures and preventative maintenance tasks
- A prioritized list and schedule of required repairs and upgrades
- A prioritized list of specific and/or capital projects

The MoD has a maintenance manual that is recorded-in daily, and that establishes schedules and task lists for daily, weekly, monthly, seasonal, annual inspections and maintenance of buildings and grounds.

4. Environmental Accountability

The MoD strives to meet the highest level of accepted environmental practices and procedures in its use of energy and materials. This includes energy conservation, such as the conversion to energy efficient lighting whenever possible; a full onsite program of reduce/reuse/recycling including composting; metal recycling; and the proper handling, storage and disposal of hazardous materials. The MoD also serves a public collection point for batteries, and a centre for public information on the County's waste programs and services.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-06
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Staff Development and Training		
AUTHORITY	County Council Motion #		

Statement

The Museum of Dufferin is committed to the ongoing selection, orientation, training, and development of qualified, professional staff. The MoD shall endeavour to provide the human, financial and spatial resources necessary to meet this commitment. The MoD will ensure that professional development activities are consistent with the County of Dufferin's Personnel Policy.

1. Responsibilities of the MoD

The MoD will:

- a. Provide a regular orientation for new part time and full time volunteer staff at the time of hire, including an overview of: departmental and corporate structure; departmental communications; the MoD's longer term operations/strategic plan including Vision, Mission and Values of the Museum; MoD facility, grounds and related systems; MoD programs, services and events; and corporate and departmental policies and procedures including health and safety.
- b. Provide staff with specific training in preventative care of collections, volunteer co-ordination, customer service, employee and workplace health and safety, and first aid.

STAFF DEVELOPMENT AND TRAINING	POLICY NUMBER	MoD-06
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- c. Maintain an annual budget for staff training and development.
- d. Provide time and funding to staff, within approved budget allocations, to pursue professional development opportunities through reputable Museum-related agencies and associations. These include courses, seminars/webinars, workshops and attendance at conferences.
- e. Ensure that all full time and part time staff have proper educational accreditation and the opportunity to obtain, within four years of the commencement of the employment with the MoD, the Ontario Museum Association's Certificate in Museum Studies. This excludes support staff such as maintenance or clerical staff.
- f. Maintain membership in professional associations and online and reference sources of museological material in order to provide staff access with information on current museum standards and practices.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-07
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Volunteerism		
AUTHORITY	County Council Motion #		

Statement

Volunteers are of vital importance to the museum and archives operation. The MoD strives to foster and support a strong and diverse volunteer base, and values its members who give their time, creativity and financial support to the Museum. In so doing, the MOD encourages integrity, commitment, reliability, initiative and co-operation among those accepting a volunteer position.

1. Roles and Responsibilities of the MoD

The MoD will:

- a. Provide suitable and meaningful activities for its volunteers.
- b. Recruit, orient, place, train, acknowledge and recognize its members.
- c. Provide an environment that is free from abuse, harassment, denigration or any other discriminatory practice.
- d. Provide a safe and healthy work environment.
- e. Train all volunteers for emergencies and provide an orientation to MoD fire and safety policies and procedures.
- f. Respect and value the contributions and input of all members.
- g. Accommodate volunteers with disabilities, wherever reasonably possible.

VOLUNTEERISM	POLICY NUMBER	MoD-07
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- h. Communicate effectively and regularly and encourage dialogue with members on issues relating to the MoD and its operations.
- i. Foster and support co-operation in complementary activities conducted at the MoD by employees and volunteers.
- j. Develop beneficial staff-volunteer relationships in the completion of tasks and delivery of programs, services and events.

2. Recruitment

Recruitment of volunteers may take place by public advertisement and through “word of mouth” among existing volunteers and the community. The MoD maintains a list of potential volunteer positions which will be assessed by staff regularly against internal needs to determine annual recruitment priorities.

3. Administration, Co-ordination & Training

Potential volunteers will be interviewed by a MoD staff person to identify personal interests and strengths, training requirements, overall fit and level of mutual benefit. Once a MoD volunteer, members are expected to meet their commitment to participate in, or provide support for, specific programs or activities. All volunteers must provide the MoD with a current criminal reference check prior to involvement.

The MoD’s Reception Services Co-ordinator is the general contact for all volunteers and responsible for basic volunteer administration and record keeping. All new volunteers will receive an orientation that includes an introduction to staff and the facility, and an overview of: roles and responsibilities, applicable policies and procedures, health and safety topics, fire safety and emergency preparedness. Task-specific training and management will be handled by the MoD staff member most closely related to the volunteer position or task to be completed.

4. Volunteer Expenses

Volunteers will not receive any monetary benefit from their association with MoD. Expenses incurred by volunteers in performing tasks on behalf of the MoD will be reimbursed based on the submission of original receipts and approval by the Director. Examples of volunteer expenses incurred include mileage, meals and supplies required to complete an assignment or task.

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5. Volunteer Recognition

The MoD's recognition of volunteer service will take place in accordance with the following:

- a. Volunteers providing less than 10 hours of service per year will receive a letter of thanks from the MoD.
- b. Volunteers providing more than 10 hours service per year will be issued an annual "Certificate of Appreciation" from the MoD.
- c. Volunteer service intervals of 5, 10, 15, 20, 25 and additional 5 year increments will be recognized formally at the MoD's annual volunteer appreciation and awards event and receive a certificate of appreciation from the County of Dufferin.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-08
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Communications and Media		
AUTHORITY	County Council Motion #		

Statement

Communications are a critical component of the operation of the MoD, its public image, and the performance of its staff and volunteers. The MoD is committed to effective communications that promote awareness, understanding and appreciation of the Museum & Archives and its programs and activities.

- a. The MoD promotes its activities and programs to its members, staff and the public through various media, which may include printed, video and digital works, and through social media.
- b. Communications and promotional activities relating to the MoD shall be executed in accordance with the County of Dufferin's News Releases Policy (2-3-4), Social Media Policy (2-3-10) and accepted corporate standards and procedures.
- c. MoD publications also inform its members about the Museum's plans and administrative matters.
- d. Communications with MoD members, the public, employees, other volunteers and representatives of the Press and TV, and through electronic/social media will be

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accurate and consistent and will be delivered in a respectful, courteous and sensitive manner.

- e. MoD volunteers will receive orientation and familiarize themselves with policies, practices and guidelines in order to respond appropriately to all written or verbal enquiries.
- f. MoD media, including publications, shall reflect the institution's vision and statement of purpose, be accurate and consistent, present programs and initiatives of the MoD in a positive light, and conform to the Museum's brand and current style guidelines. Media activities include:
 - i. Information about the MoD's plans, activities, programs and achievements
 - ii. Information that promotes products, programs and activities
- g. The MoD's Co-ordinator of Events and Marketing together with the DAC Team members will be responsible for the editing, design, adherence to production budgets, marketing and distribution of all media relating to their area of responsibility.
- h. The Director of Planning, Economic Development and Culture or designate, will respond on all matters concerning the institution as a whole and respond to the public or media accordingly. Media enquiries of a general nature concerning the MoD will be referred to the Co-ordinator of Events, Marketing, Promotion.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-09
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Collections Management		
AUTHORITY	County Council Motion #		

Statement of Purpose

To provide an overall ethical and procedural framework outlining the means by which Museum of Dufferin (MoD) staff will carry out collections activities. Guided by this framework, MoD staff will strive to fulfil the duties associated with collections management in accordance with our statement of purpose.

Scope

The procedures listed herein apply to both the Museum and Archives collections at the MoD.

Collecting Aims

The Museum of Dufferin will collect, preserve and document objects and archival material which illustrate Dufferin County's development from prehistoric to Modern times. The museum will collect items made, used, or associated with individuals or places related to Dufferin County. The Museum of Dufferin will strive to represent the diversity of the community by being inclusive in its collecting practices.

Ownership

All donors surrender all ownership rights upon signing the Deed of Gift form. All artifacts and

archival documents held by the Museum of Dufferin are regarded as assets of the County of Dufferin.

Collection Management Ethics and Accountability

The Museum will not accept items into the collection that have been acquired in an illicit, unethical or exploitive manner. The Museum will strive to adhere to ethical guidelines set out by the International Committee of Museums (ICOM), the Canadian Museum Association (CMA), the Ontario Museum Association (OMA), the Archives Association of Ontario (AAO) and the Canadian Council of Archives (CCA). Information about acquisitions, loans and disposals will be reported to the board as required.

1. Acquisition of Objects and Collections

1.1 Criteria for Acquisition

The MoD will consider the following when determining whether to accept or reject any artifacts or archival material for its permanent collection:

- a. There is proven relevance to the Statement of Purpose for the MoD and to collection development objectives as outlined in the MoD Strategic Plan.
- b. Unique historic significance, such as association with an event, person, historical period, or geographic area representation of themes, processes, activities, and cultural norms with Dufferin County significance. Lack of information about the provenance or context of items may prevent their acquisition.
- c. Availability of human and financial resources to acquire, document, preserve, store, and exhibit the artifact or specimen.
- d. Storage limitations will be considered. The MoD may not be able to accommodate large items, or collections with numerous components without compromising other objectives.
- e. Redundancy to the collection will be considered. If the potential acquisition duplicates items already in the collection, it may not be accepted.
- f. The MoD will strive to acquire artifacts that generally are complete and in good condition. Acquisitions in poor condition may be rejected due to the time and expense involved in their conservation. Items may also be rejected if their presence at the MoD facility may jeopardize other artifacts or documents in the collection (ie. cellulose nitrate, degrading plastics or rubber).
- g. The MoD will consider opportunities for use, exhibition, research, and other program requirements. Acquisitions must have a value that extends beyond personal value to the donor.
- h. Proof of ownership of rightful possession and completion of the Deed of Gift are necessary. Any proven misrepresentation of ownership will render a signed Deed of

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Gift null and void. At which point the donation will be returned to its legal owner(s) if they do not wish to transfer titles to the MoD.

1.2 Approval Process for Acquisition

All object acquisitions to the museum's collection are the responsibility of the Curator. All paper-based acquisitions to the archives collection are the responsibility of the Archivist.

- a. When an object/archival document is offered to the MoD, a Temporary Custody Receipt or Deed of Gift will be completed. A Deed of Gift indicates the donor's irrevocable and unconditional donation of his/her right, title, and interests (including copyright if applicable) to the Museum of Dufferin. The form is signed by the donor and the Curator or Archivist.
- b. Upon acceptance into the MoD collection, a formal donation thank-you letter will be issued to the donor. The formal donation letter indicates the donation's assigned accession number and object ID numbers (where applicable).
- c. MoD staff will complete all necessary accession forms and documentation regarding donated objects.
- d. If the artifact is listed on a temporary custody receipt (TCR) and is rejected, the owner will be notified and given 90 days to retrieve the object. If the owner does not retrieve the object within 90 days, it will be disposed of in accordance with the MOD's deaccession procedures.

1.3 Methods of Acquisition

Artifacts and specimens are acquired through donation/gift, purchase, sponsorship, bequest; some are also acquired in-house, and found in the collection.

1.3.1 Donation / Gift

A donation or gift may be accepted from any source, including a staff member. The display of donations is not guaranteed. Artifact and archival donations are only accepted by the Archivist or Curator.

1.3.2 Purchase

Artifacts or archival items may be purchased from any source. However, purchase from a member of the board, staff, volunteer, or their family members or friends, or an organization in which the individual has an interest, requires the approval of the Curator or Archivist.

- a. Purchase limits are set by the MoD's acquisitions budget.
- b. All purchases must have an itemized bill of expenditure
- c. All purchases will be approved by the Curator or Archivist.

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1.3.3 Sponsorship

Sponsorship of collection items will be arranged by the MoD Director, Curator or Archivist.

Items acquired through sponsorship will be reported to the MoD annual reports.

1.3.4 Bequests

Where possible, all bequests should be approved before a donor completes his/her will.

Acceptance into the permanent collection needs to follow acquisition criteria and will require final approval of the Curator or Archivist. The MoD is not obligated to accept any donations listed in a bequest.

1.3.5 In-House

Objects created or used within the MoD may be subsequently accessioned into the collection.

1.3.6 Found in Collection

Unaccessioned objects that have been treated as artifacts or specimens over a period of 10 years, but for which acquisition documentation cannot be located are designated 'found in the collection'. These objects may be accessioned.

2. Objects That Do Not Have Paperwork / Abandoned Property

2.1 Criteria for Acquisition

Items that have been left at the MoD in the following manner:

- a. Anonymous donation with staff
- b. Drop-off on the facility grounds
- c. Failure to pick-up a declined donation, recorded on a temporary receipt, after 90-days of notification

It is clear through the owner's actions that they intended to donate the item to the MoD. The act of bringing the object to the site implies that the abandonment was a deliberate act. In doing so, the abandoner terminates his/her ownership and gives up all subsequent claim to the object. The MoD has no obligation to accept, use, store or care for abandoned objects. It has no obligation to attempt to identify or return them to the owner. The MoD has no obligation to hold abandoned objects for any period of time in case the abandoner wishes to reclaim them.

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Abandoned objects may be disposed of by the MoD. This includes donating to another public institution or destroying them.

2.2 Duplicates

Duplicates may be accepted into the MoD collection under the following conditions:

- a. The object(s) is a finer example than the one in the collection.
- b. The object(s) is better documented than the one in the collection.
- c. The object(s) contributes to the building of a research collection.
- d. The object(s) could be useful in outreach or off-site educational programs.
- e. The object(s) has a unique provenance / custodial history of significance to the museum mandate.

Any duplicate which does not fulfil one of these criteria will not be accepted into the MoD collection.

3. Education Collection

Objects may be collected for educational value and purposes. When an item is accepted for the Education Collection, it must go through the same collections procedures as other artifacts and archival material. A donor signature is required on a Deed of Gift, acknowledging that the object will be placed in this specific collection.

These objects will be stored in the Education Collection storage cage and should be compatible with current facility storage. Education Collection acquisitions are managed and approved by the Curator and Archivist. Once accepted and documented, the storage, care and management of the Education Collection is the responsibility of the Education Coordinator.

In general, education items may be handled by the public. The Education Coordinator will determine if an item is appropriate to be handled. Should the object's condition deteriorate or if the object is no longer needed for educational purposes, the MoD will follow standard deaccession procedures.

4. Tax Benefits

Charitable tax receipts will be issued upon request by the donor. Before a tax receipt is issued:

- the Deed of Gift form must be signed and returned to the MoD
- the item(s) must be in the custody of the MoD
- an appraisal must be conducted by a third-party accredited appraiser

The Corporation of the County of Dufferin may issue a tax receipt for the fair market value of the object donated after an appraisal has been performed. The MoD will not appraise objects it does not legally own. Appraisals of objects and archival records donated are to be performed by an

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accredited appraiser, arranged by the MOD (if expected to be under \$10,000 in value). At the time of donation, the donor will be informed of the time frame in which they may expect a tax receipt.

The donor may have the item(s) appraised by a third-party accredited appraiser of their own choosing, in this case, the donor will be responsible for incurring all associated costs. The MoD may use this appraisal to issue a tax receipt if:

- The appraisal is not older than one year at the time of donation
- The name/company and address of the appraiser is provided
- Proof of the appraiser's accreditation is provided

In the instance that an item is expected to be over \$10,000 in value, the donor is responsible for acquiring an appraisal from an accredited appraiser. The donor will be responsible for incurring all associated costs.

Market value appraisals are outside the purview of the Museum of Dufferin staff. The MOD will not recommend a specific dealer, appraiser or auctioneer to the public. However MOD staff may direct the public to a website or resource that lists various appraisers, auctioneers or auction houses that provide appraisal services.

5. Loans

The MoD accepts loans of a specified duration for the purposes of display, education, or research, these are referred to as incoming loans. The MoD may also loan artifacts and archival material from the collection to other institutions/organizations, these are referred to as outgoing loans.

Loans may be renewed upon the agreement of both parties. Loan agreements are signed by the lender and the Curator or Archivist. Loan records are maintained by the Curator or Archivist. A loan agreement form includes the following information:

- a. The borrower's full name and address
- b. The duration of the loan
- c. The object's condition, and insurance information.

5.1 Outgoing Loans

The MoD will not loan items it does not own. Off-site outgoing loans may be arranged for temporary displays, providing that the off-site location offers security (ie. lockable cases, security personnel), acceptable climate control, and appropriate lighting levels, as assessed by the Curator or Archivist.

The MoD will ask the borrower to sign a loan agreement. The borrower may also be asked to provide certificates of insurance, providing coverage for the transportation and duration of stay.

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5.2 Incoming Loans

The MoD does not accept long-term loans. Loans should not exceed a period of one year. The MoD will host incoming loans from other museums and institutions, in the form of special/travelling exhibitions. The MoD will provide the level of care for the borrowed material as outlined by the lending institution.

5.3 Refusal of Loans

The acceptance or refusal of a loan shall be on the recommendation of the Curator or Archivist. Outgoing and incoming loans may be refused based on the following factors:

- a. The fragility, rarity, and/or value of the object
- b. The security of the proposed off-site location
- c. The purpose of borrowing the objects
- d. The availability of MoD staff to prepare the loan materials

6. Preservation

The MoD has a responsibility to preserve its collection in perpetuity, with the exception of artifacts and specimens designated as 'education collection'. This includes artifacts and specimens in storage, on exhibit, for research and on loan. In all of these activities, the MoD will comply with the Conservation & Security Policy.

7. Access to Collections

It is fundamental to the Museum's mission to provide access to the Museum of Dufferin collection and promote appreciation of its significance.

Curatorial and Archival Staff may determine whether or not an object/archival document is appropriate to be viewed or handled by members of the public, volunteers or other museum/County of Dufferin staff.

The public may request to see objects or archival documents in person at the museum. Curatorial or Archival Staff will determine if the object is appropriate for public viewing based on condition and/or confidentiality restrictions. Members of the public must give advance notice to Curatorial and Archival Staff (3 business days) that they would like an object/archival document pulled for viewing.

The Museum shall make available to researchers and scholars materials relating to the collections unless they are confidential or would suffer physical harm if handled.

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8. Deaccession

This is the process by which the item(s) is (are) removed from the Museum of Dufferin and can be implemented only upon recommendation of the MoD Curator or Archivist, and then after approval by the Museum Board. The process of deaccessioning the item(s) will be carefully documented.

All deaccessioning processes will adhere to the museum standards and the ethical guidelines set by the International Council of Museums (ICOM), the Canadian Museum Association (CMA), the Ontario Museum Association (OMA), the Archives Association of Ontario (AAO), the Canadian Council of Archives (CCA) and in accordance with provincial and federal legislation.

Deaccessioning an item requires careful consideration by MoD staff. In deciding an item's deaccessioning, the following criteria are assessed:

- The item's suitability relating to the Museum of Dufferin mandate and collections policy.
- Representativeness and completeness of the artifact or archival material; in the interests of protecting the Museum of Dufferin from the obligation to store and conserve item(s) which have become redundant by the acquisition of identical or nearly identical objects in superior condition.
- Completeness of documentation and provenance.
- Effective use in current and future exhibitions, research, interpretation and public use.
- Correcting old accessioning mistakes. In some situations display cases, reproductions, exhibition props, library books, etc. have been assigned accession numbers. Since these were never meant to be part of the accessioned collection, they should be removed.
- Condition of the item. Items that have reached a state of deterioration such that conservation is no longer practical or within the means of the Museum of Dufferin, or the chemical make-up or components pose a serious health risk to staff, or risk of damage to other artifacts or archival material should be deaccessioned.
- Ethical issues related to ethnographic collections and human remains.
- Restrictions on legal title or lack of legal title.

8.1 Deaccessioning Procedure

The recommendation to deaccession an item will be made in the form of a report to the MOD Board with the reason(s) for the recommendation.

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The museum will provide evidence that it has clear title to the objects proposed for disposal. In the case of undocumented material, museum staff must make a serious, diligent and documented effort to locate owners.

Deaccessioning of collections material may be carried out by first offering to transfer it to the MoD Education Collection. However, artifacts with significant national, regional or local importance should be offered for transfer to another museum or like-minded public institution.

If disposal cannot be made by the above methods, and the item retains some possible market value, a reasonable attempt may be made to recover the latter, following its deaccessioning. Funds acquired through the sales of deaccessioned items must be directed towards collections acquisitions. If the artifact is disposed of by an arms-length public auction, all object ID Numbers and other identification tags will be removed.

Where an item is deaccessioned due to deteriorating condition, disposal can be left to the discretion of the Curator or Archivist (as applicable), either by the above methods or by destroying and disposing of all physical remains. The destruction of deaccessioned items must be witnessed by at least two people and documented (signatures from MoD Staff and witnesses and/or photographic evidence). The destruction must be witnessed by at least one County of Dufferin employee that is not a member of the MoD staff.

The MoD will maintain the records of deaccessioned items.

Deaccessioned objects shall not be disposed of by any means to:

- a. Members of Dufferin County Council;
- b. Dufferin County staff;
- c. The families or representatives of any of the above

Definitions and Terms

COLLECTION: The term "collection" as used in this document means the acquisition of material artifacts and archival material that contribute to an understanding of the history of Dufferin through a variety of means; its natural history, past human behaviour, customs, activities, events, episodes, institutions, and personalities. Acquisitions to the collection are made through donation, purchase, sponsorship, loan, and bequest, some are also acquired in-house, and found in the collection.

EDUCATION COLLECTION: Objects and archival material may be collected for educational value and purposes. Education items may be handled by the public. Education items may also be loaned out to schools, libraries and other public institutions in the form of education kits.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-10
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Collection Records Management		
AUTHORITY	County Council Motion #		

Statement of Purpose

To provide an effective collection documentation system, for the purposes of maintaining and preserving the collection, within the care of the MoD. Guided by this framework, MoD staff will strive to fulfil the duties associated with collections records management in accordance with our statement of purpose.

1. The Museum maintains a records management system which accommodates the needs of the Collection and is in accord with the statement of purpose of the Museum.
2. The MoD maintains an electronic database called PastPerfect Software on which the museum collection is documented. The PastPerfect system is secure and requires a username and password for access. The PastPerfect Software is maintained on a server by the County of Dufferin. Collection data is only released to the public by the Curator or Archivist. Donor information is not shared.
3. Any original paper files regarding the acquisition of objects/archival documents should also be retained.
4. PastPerfect and collection documentation is maintained by MoD staff and volunteers. Museum staff are responsible for managing the following:
 - An accession with donor contact information
 - Signed donor forms (deed of gift or temporary custody receipt)
 - Catalogue record(s) for each item

COLLECTIONS RECORDS MANAGEMENT	POLICY NUMBER	MoD-10
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- The number physically attached to each artifact according to accepted Museum cataloguing methods
 - Photographs/scans of the item
 - Dimension and material details
 - Condition reports
 - Location/temporary location
 - Classification/subject
5. The Museum will provide staff and volunteers with the training, work time, work space, and resources necessary to maintain the Collection records.
 6. Catalogue information for each artifact will include:
 - Source
 - Artifact classification
 - Artifact location and record of any location changes
 - Artifact condition
 - Artifact appraisal/value (if deemed necessary)
 - Provenance
 - Family history (if available)
 - Photograph or scan of the item
 - Location/temporary location
 7. The Museum will maintain a record of all exhibits it produces.
 8. The Museum and any agency undertaking conservation work on Museum artifacts will sign a conservation agreement form.
 9. The Museum will maintain records of all research done on specific artifacts or on specific subjects related to Museum collections.
 10. The Museum will keep complete records of loans both to the Museum and from the Museum to off-site locations.
 11. The Museum will maintain a safe and secure back-up copy of all collection records off-site and/or on the County of Dufferin servers.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-11
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Collections Development		
AUTHORITY	County Council Motion #		

Statement

The MoD adheres to collecting standards defined by the current Ontario Standards for Community Museums in order to accumulate a collection of artifacts and archival items which relate to the historic development of Dufferin County. The MoD will collect items through donation, purchase, sponsorship, or transfer, which relate to the MoD's collecting mandate.

1. The MoD actively collects the history of Dufferin County.
2. Development of the collection will meet both the immediate and long-term objectives of the MoD. Development will build on strengths and address weaknesses of the collection as assessed by appropriate curatorial and archival staff and will take into account current and future projects and needs. Strategies will include both planned and opportunistic approaches.
3. All works proposed for the MoD collection should be in, or capable of being returned to, an acceptable state of preservation, unless the deteriorated physical condition is integral to the meaning of the work. The Museum must be able to display, store, and care for the proposed acquisition. The Museum is committed to the principle that all collecting be done according to the highest standards of ethical and professional practice.

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4. The MoD is continually striving to ensure that the collection in its custody supports its mandate.
5. The MoD will carry out the responsibilities of collecting, documenting, and preserving its holdings in trust for today's citizens and for future generations. The public entrusts the MoD to ensure that the collection is preserved, secured, researched, and documented in accordance with the current guidelines of provincial Standards for Community Museums.
6. The MoD will document the holdings under its care, and will provide public access to the collection and related information, while ensuring its safety and preservation as well as donor confidentiality.
7. The MoD will acquire, dispose, and loan collection items in a manner that respects the protection and preservation of natural and cultural resources, in keeping with ethical and professional standards outlined in the current Standards for Community Museums.
8. The MoD's collection is acquired through donation, sponsorship, transfer, or purchase. Purchased and sponsored items are arranged for by the Curator, and are funded through the acquisitions budget, or with funds acquired from fundraising.
9. Artifacts may be loaned for specific purposes such as exhibition, research, or public programming. Loan records must be documented and maintained.
10. The deaccessioning of collection items through sale or trade will be done solely for the advancement of the museum's mission, and any proceeds gained from the sale of collections items will be utilized for collections activities and acquisitions. Please see the outline for deaccessioning procedures in Collections Management Policy, section 8.
11. In considering donations which carry legal implications, such as firearms or hazardous materials, the MoD will follow legal and ethical guidelines as defined by current municipal, provincial and/or federal legislation, and will consult with deemed experts in the particular field for assistance where necessary.
12. The MoD adheres to all municipal, provincial, and federal laws, but also acts ethically to support public confidence, prudent application of resources, and proper use of the collection, as defined in our statement of purpose.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-12
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	
SUBJECT	Exhibition		
AUTHORITY	County Council Motion #		

Statement

The Museum of Dufferin aspires to provide quality exhibitions and experiences that will reflect, educate and engage the Dufferin County community. Exhibitions will adhere to the museum's Mission, Vision, Values and Strategic Plan. The Museum of Dufferin is committed to presenting exhibits that provide a link between the community and its heritage.

Exhibition Creation and Procedure

1. The development, creation and installation of exhibitions is overseen by the Museum of Dufferin Curator, with assistance from the Curatorial Assistant. Archives staff will also contribute research and archival materials, (including originals), if the display conditions allow. Education staff may be consulted regarding accessibility standards, exhibit engagement and hands-on interactives. Volunteers may occasionally assist with exhibition creation. Using the Museum's collection and various academic resources, the staff will ensure that each exhibit is relevant, accurate and effectively communicated.

Depending on the exhibition theme and subject matter, experts may be involved in exhibition planning and development as required. As directed by museum curatorial staff, members of the Dufferin community will be asked to participate in exhibition content development to represent various points of view and the diversity of our region.

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2. The yearly exhibition schedule will comprise a mix of long-term (up to 5 years) and short-term (1 to 12 months) exhibits. Temporary exhibits (less than 1 month) may also be staged for specific events when space and resources allow. Exhibitions are based on themes, using the Museum and Archives collections and loaned-in items, where appropriate. All loaned-in artifacts must be approved by the Curator; the loan period may not exceed one year, unless renewed and approved by the Curator.
3. The Museum may initiate or take part in outreach/promotional exhibits at various offsite locations when resources allow. The following policies will apply to such activities:
 - a. Only durable artifacts will be utilized in outreach/promotional exhibits.
 - b. Artifacts will be packed for transportation in such a way as to ensure their safety.
 - c. Artifacts may only be handled and installed by trained museum staff or volunteers.
 - d. Artifacts will be exhibited only in areas and at times when security is assured (i.e. artifacts must be placed in lockable cases. Where lockable cases are not available, artifacts must be overseen by a trained museum staff or volunteer at all times.)
4. The Museum may host private collections or visiting artist installations from time to time. These exhibitions must compliment the Mission, Values, Vision and Strategic Plan of the museum, and may not disrupt the normal activities or financial capabilities of the museum. Members of the public or visiting artists who wish to apply for a short-term or temporary exhibition within the museum must fill out an Exhibition Submission Form. Submitters will be notified by the Curator if their work has been chosen for an exhibition. The Curator or designate has full authority governing the terms of the agreement, including time, content, promotion, interpretation, installation and security. Unless otherwise discussed, the Curator is responsible for the installation of the art/objects.
5. The museum may host/rent travelling exhibitions from time to time.
6. The museum may create online virtual exhibitions to reach out to a broader audience.

Exhibition Standards

1. The Museum of Dufferin will not guarantee the display of any artifact or archival material in the collection at any given time unless under the direction of the Curator or Archivist.
2. Exhibits will conform to the Conservation Policy. Artifacts will be safely displayed to preserve their integrity and safekeeping in accordance with the Conservation Policy.
3. Artifacts on display may be replaced with other examples in artifact storage to refresh the exhibits for the visitor's enjoyment as well as for conservation purposes.

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4. In the event that controversial themes or materials are considered, the Curator will bring the matter to the Director of Economic Planning, Development and Culture and/or the Archivist for their consideration.
5. Exhibition content will conform to all applicable Provincial and Federal legislation.
6. All labels and graphic illustrations will have a professional appearance and must be reviewed by the Curator and/or Curatorial Assistant before being placed on exhibit. This includes any promotional materials, wayfinding signage, etc. displayed in the Main Gallery, Silo Gallery, Loyal Orange Lodge, Archives or Corn Flower Glass Gallery.
7. All written material must be approved by the Curator before being placed on exhibition. All written material must be edited by two staff members (other than the Curator) before being placed on display.
8. Artifacts within an exhibit must be identified on labels in plain, simple language. The donor's name is not guaranteed to appear on the identifying label.
9. New donations to the Museum of Dufferin collection must be catalogued before they are put on display.
10. Exhibitions will feature a variety of exhibit formats (e.g. text, photographs, maps, video, audio recordings, interactive displays), to address a variety of learning styles.
11. Artifacts and exhibit cases may not be moved, removed, or adjusted without consulting the Curator, Curatorial Assistant or Archives staff (when curatorial staff are not available).
12. The Museum will ensure that the areas designated for exhibitions meet existing building health and safety codes and fire safety regulations.

Historic Buildings

1. The Museum of Dufferin houses three historic buildings. The content within the historic buildings will rotate as required. The historic buildings may be used as exhibition space for short-term and temporary exhibits, however, every effort should be made to preserve and respect the structures. Before any alterations are made the Curator must be consulted, this includes adding nails, screws, etc.

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Exhibition Preparation and Budget

1. The Museum will make all efforts to provide its employees with appropriate workspace, tools and supplies to perform their tasks effectively and safely.
2. Adequate financial resources will be allocated through the annual budgeting process for exhibition development and maintenance.
3. The Museum of Dufferin is committed to reducing waste and will reuse and/or recycle props, labels and exhibit materials whenever possible. Every effort will be made to pass materials on to neighbouring museums or community organizations if they are no longer required by the museum.

Exhibition Records

1. An Exhibit Record will be created for each exhibition, including exhibit purpose/theme, artifact records, loaned materials, restrictions, photographs of the completed display, etc.
2. The museum will evaluate each exhibition based on audience numbers, comments and online engagement. A review will be undertaken with staff at the end of each exhibition.

Exhibition Maintenance

1. Maintenance of the exhibits is the responsibility of the Curator, Curatorial Assistant, Reception Services Coordinator and Maintenance Staff. Issues related to the collection and artifacts should be brought to the attention of the Curator and/or Curatorial Assistant. The Reception Services Coordinator is responsible for checking the exhibit spaces daily and reporting any issues. Daily cleaning (i.e. vacuuming, dusting the outside of the exhibit cases) within the exhibit areas is the responsibility of the Maintenance Staff. Maintenance and cleaning of the artifacts inside the exhibit cases is the responsibility of the Collections staff.

Exhibition Accessibility

1. Exhibits will be designed to ensure that they are accessible to all individuals. The museum is committed to accessibility and will continue to identify, prevent and remove barriers to participate on an ongoing basis. The Museum endeavours to meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-13
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	2019
SUBJECT	Conservation & Security Policy		
AUTHORITY	County Council Motion #		

Statement

The Museum of Dufferin acknowledges the inherent value of the artifacts, archival documents and historical structures that make up its collection and recognizes that a balance must be struck between preservation of the collection for the future, and its use for research, exhibition and educational purposes. The cultural property entrusted to the Museum of Dufferin should be passed along to future generations in the best possible condition.

Conservation is the application of science to the examination, maintenance and treatment of artifacts or specimens. Its principal aim is to stabilize artifacts and specimens in their present state. It encompasses both preventive conservation and conservation treatments.

Preservation consists of non-intrusive actions taken to slow or stop deterioration and to prevent damage. This includes protection from extremes of temperature, relative humidity, ultraviolet light, dust, dirt, pests, and other physical problems which may result from inadequate physical storage and untrained staff.

Preventive conservation consists of non-intrusive actions taken to slow or stop deterioration and to prevent damage. Preventative conservation treatments are the preferred approach to conservation of the collection.

Conservation treatments involve interventions causing changes in the physical properties or structure of the objects.

Restoration involves the removal or Modification of existing material, or the addition of new material in order to reinstate earlier known aesthetic, historical or scientific values. Restoration requires a professional conservator or fully trained staff.

Handling and Storage

1. It is the duty of all staff members and volunteers to ensure long-term preservation of the collection and treat artifacts respectfully (correct handling, moving and maintenance of the artifacts). It is the duty of the Curator/Archivist to maintain a program of preservation and preventive conservation for the collection. The Curator/Archivist is responsible for determining conservation priorities and the nature and extent of conservation treatment to be carried out.
2. The Museum will provide storage areas and workrooms to house and maintain its collections with adequate space and storage components. Overcrowding of artifacts should be avoided and storage space should accommodate anticipated growth of the collection.
3. Museum storage will be carried out on-site. Off-site storage should only be considered as a temporary solution. Off-site storage must adhere to conservation restrictions and guidelines.
4. Storage components will be compatible in materials, design and strength with the objects being housed by these components.
5. The Museum will provide training in all required areas for staff and volunteers who are working with the collection. Only those with appropriate training will be permitted to handle artifacts.
6. Outgoing loans are only acceptable if the Museum of Dufferin Staff (Curator/Archivist) can ensure that the objects will be protected from damage in transit and provided with environmental conditions at the borrowing institution, at least consistent with those provided by the Museum.

7. The Museum will limit physical access to the collection. Members of the public will not have physical access to the artifacts, collection storage rooms or display cases.
8. The Museum will update collections records to track the changes in location of items (i.e. storage, display, loan).

Environment

1. The Museum will restrict natural light in exhibition and storage areas. All lighting fixtures will be designed to provide low ultra-violet output. Light levels in each Museum area will be in keeping with Museum standards.
2. The Museum will provide and maintain proper temperature, humidity, light and air filtration controls according to provincial Museum standards. These conditions will be monitored and recorded by the Curator/Archivist. The Maintenance Staff are responsible for reporting and fixing any fluctuations in the temperature, humidity, light and air filtration control systems.
3. The Museum will reduce dust and pollution through preventive procedures and regular cleaning. The museum will ensure that pest control programs are in place to mitigate damage to the collection.

Security

1. The Museum will maintain a fire alarm system consisting of pull stations, smoke detectors, alarm signal bells, magnetic door holder, fire extinguishers and hook-up to the fire department.
2. The Museum will institute physical theft and burglary control systems. All alarm systems will be maintained by Maintenance staff and monitored on a regular, on-going basis.
3. The Museum will maintain an Emergency Preparedness Plan and a program of staff training to ensure readiness for emergencies.
4. All Museum artifacts on exhibit and in storage will be secured against theft and damage.

Display

1. The Museum will not use exhibit materials incompatible with Museum objects.
2. The Curator/Archivist will ensure artifacts are durable enough for proposed use (display, interpretation, loan, etc.)
3. Exhibits will be kept clean and well-cared for.

Condition of Artifacts and Potential Donations:

1. The Museum will implement and maintain a condition reporting system.
2. Trained staff will examine and record condition details of an object prior to assessment for conservation treatment. The Museum will solicit consultation and the services of experts where required.
2. The Museum will not accession into its collection any object that:
 - Will create a hazard or will be damaging to the existing collection (off-gassing, vulcanizing rubber/plastics)
 - Cannot be safely cared for due to its materials or physical make-up
 - Cannot be reasonably conserved due to its nature or present condition or cannot be conserved due to the limited resources of the museum.

Assisting the Public/External Inquiries on Conservation

1. Conservation advice for public inquiries will be limited to preventive measures. Museum staff may refer members of the public to databases which provide options and resources for conservation (i.e. Canadian Conservation Institute).
2. The museum will not carry out conservation treatments for the public.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-14
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Education		
AUTHORITY	County Council Motion #		

Statement

The purpose of this document is to state the function of education programming at the Museum of Dufferin (MoD). The content herein serves as the standards and procedural guide which shall govern education programming at the MoD.

Purpose of Education Programming

The purpose of education programming at the MoD is to establish and sustain the museum as a place of learning for persons of all ages. Education programming at the MoD is to be an extension of the museum's mandate and goals.

Education Mission & Vision Statement

Education programming at the MoD creates learning opportunities to encourage knowledge of local history and support the well-being and intellectual empowerment of individuals and communities. Education programming will provide opportunities for the public to engage in subjects and interact with objects, exhibits, collections in a meaningful and memorable way.

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1. Resources

Resources consist of items, equipment, human resources, and budget(s) that influence programming decisions and/or are available to support the development and delivery of education programs. Programming will be developed that makes responsible use of buildings and collections.

1.1 Collections

An education collection shall exist that consists of authentic and replica items. Items in the education collection are held in locked storage unless being used during programs or for exhibits. Where original artifacts are used for programs, staff shall take every precaution to conserve condition for future use.

Use of Artifact and Archival collections (including Dufferin Genealogy) is critical to creating and delivering programs that educate the public on the history of Dufferin County. These collections are accessible for research and development purposes. Use of items from these collections must be done so in keeping with archival and curatorial practices and the MoD's Collection Policy. With approval from the Curator or Archivist, items from the artifact or archival collection may be utilized in the delivery of education programs. Items will be considered on a case-by-case basis.

1.1.1 Acquiring Education Collection Items

Items for the education collection are acquired by methods and procedures stated in the MoD's Collection Policy. For information, see Collection Policy, Section no. 3.

1.1.2 Lending/Borrowing of Items from the Education Collection

Items in the Education Collection may be loaned to educational institutions such as schools or other museums. The MoD does not lend items from the education collection required for the delivery of onsite or offsite education programs. Borrowing of certain items from the education collection is permitted provided the loan meets the following criteria:

- Use of the item(s) is for educational purposes by an educational institution (school) or not-for-profit organization (service club) or other museum
- The item(s) requested are deemed suitable for lending by MoD staff, meaning:
 - The item(s) is not used in any MoD education programs
 - The item(s) can be securely handled and transported without damage

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- Required paperwork (loan agreement) is completed in full

Education rental kits and education collection loans are subject to a \$30 fee. At its discretion, the MoD may change or alter rental fees at any time. These fees are used to cover development, transportation, and damage costs.

1.2 Exhibitions

Exhibits provide an opportunity for visitors to engage with artifacts. Educational aspects or components for exhibits provide for meaningful, enriching and memorable experiences. Educational elements include labels, interactives, and activities that share information and facilitate learning in an entertaining way. Interactive exhibit elements are developed by the Curator and Education Programmer.

1.3 Space

Program items and participants tend to use a variety of spaces inside and outside the museum. Given the multi-functional use of areas within the museum, spaces used for programming will vary based on factors such as availability, exhibit space and location, group size, visitor accessibility and safety. Efforts shall be made to ensure that facilities used for programs are within a safe, secure environment and are accessible as per the County of Dufferin's Customer Service Accessibility Policy (2-7-1).

1.4 Staff & Volunteers

It is the role of the Education Programmer to research, develop and deliver programs that fulfill the MoD's educational mission and mandates. Staff support education programming by assisting with research, helping to negotiate scheduling and space, set-up and take down of programs, participation in programs, and sharing ideas and resources.

Volunteers play an important role in supporting the development and delivery of education programs. The MoD welcomes volunteer participation in various aspects of education programming. Volunteers can conduct research, lead museum tours, present program information, help maintain the education collection and educational resources. Previous experience, skills and long-term commitment in these areas is an asset, but not required. Training will be provided to staff and volunteers that assist with education programs.

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1.5 Equipment

Education programs shall utilize, when appropriate, audio-visual equipment such as projectors, microphones, speakers, document cameras, and digital cameras are often used to support and enhance the delivery of education programs. Computers and computer software are regularly used in the development of program teaching and marketing materials. Software regularly used includes PastPerfect, Adobe InDesign, Adobe Photoshop, Microsoft Office and Desire2Learn.

2. Services

Program services and offerings are developed based on available resources. Priority is given to programs that meet the Museum's mandates. Program fees are determined by the MoD and are subject to change based on costs associated with resources, activities, length of program, mileage, etc. Program fees are non-negotiable.

2.1 Public Programs

Public program offerings provide opportunities for both entertainment and learning. Public programs provide incentive for museum attendance and added value to exhibitions.

2.1.1 Family Programs

The MoD offers family-friendly programming in conjunction with civic holidays, special occasions and exhibit openings. These programs seek to provide families with engaging and entertaining activities that encourage museum attendance. Such activities need not be heritage- or history-based, however, priority is given to activities that meet the Museum's mandates.

2.1.2 Programs for Children

Programs for children include non-curriculum tours, camps and workshops. Efforts are made to offer programs to a wide age-range. Priority is given to programs that meet the Museum's mandates, however, themes and activities need not be heritage- or history-based.

2.1.3 Adult Programs

In a calendar year, the MoD may offer programming directed at an adult audience. These programs provide adults with the opportunity for on-going learning, skill development and/or experiential learning. Adult program offerings may include, but are not limited to lectures or guest speaker talks,

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themed tours or presentations, and workshops.

2.2 School Programs

School programs are developed and offered based on the most current version of the Ontario Curriculum and museum resources. Programs are designed to take place at the MoD so as to utilize historic buildings, exhibits, and artifacts from the collection. Unless offered as an outreach or offsite program, a program can only be run at the MoD.

Program activities may vary based on space availability, exhibitions, seasons and weather conditions and accessibility requirements. Programs can be customized, within reason, to meet the learning needs identified by a teacher or educator, including learning accommodations and/or modifications. Adaptations to programs must be discussed during the booking process.

2.3 Tours and Tour Groups

Guided tours of current exhibits are available to groups of 10 or more who book a tour. Information to support self-guided tours is available at the reception desk for individuals and small groups. Inquiries about items on display are always welcome.

Presentations on a collection, topic or theme can also be requested. Requests are considered based on availability of resources including staff or volunteers, and access to areas of the museum including storage spaces.

2.4 Short-term and Customized programs

Programs may be developed and offered coinciding with a temporary or travelling exhibit, special occasion or area of interest. Type and scope of programming is determined by content, resources, and duration of the exhibit or occasion.

The MoD accepts requests for customized programming or customized activities within an existing program. Customized programs are subject to fees determined by the MoD and are non-negotiable.

3. Budget

A portion of the MoD's annual budget will be available for education programming. Funds for education programming will be reviewed annually. Grants and sponsorships when available shall be

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pursued to offset programming costs. Purchase of program supplies must be approved in advance by the Director of Planning, Economic Development and Culture.

4. Procedures

4.1 Bookings

Tickets or reservations for program offerings can be made by contacting the MoD in person or by phone. Tickets must be paid for in full upon reservation. Tickets are transferrable, but non-refundable, except in the event of a program cancellation or postponement.

Bookings of school programs or requests for specialized programming can be made by phone, e-mail or in person with the MoD Education Programmer (See appendix A).

The MoD booking policy is as follows:

The booking party must provide full contact information to complete a booking. This includes: name of organization, contact name, address, phone number, e-mail, number of participants, preferable dates, and any special requests.

Within 1-2 business days, the MoD will provide the booking party with suitable dates, fees, and program details including length, program scheduling and cancellation policies.

Once details have been agreed upon by both parties, a booking form and invoice will be prepared and sent via e-mail to the booking party (see appendix B). Invoices are payable by cheque, credit card, debit or cash in advance or on the day of the program. A credit card number is required in order to complete the booking. The credit card will not be charged unless the booking party incurs a cancellation penalty or elects to pay for the program in advance using the same card.

Any changes to programming or cancellations must be made by contacting the MoD Education Programmer by phone or e-mail. Any changes to bookings and program schedules are not official until acknowledged by the MoD Education Programmer. Booking cancellations made more than 7 days in advance will result in no charge or a 100% refund. Cancellations made within 7 days of a program will result in a 50% charge or refund. Cancellations made within 24 hours will result in a 100% charge and no refund of fees.

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4.2 Databases

The MoD maintains several databases which can be used to create bookings, inform program offerings, budget for programming, market and promote programs, and track attendance. Information contained in Education Department databases is generated and monitored by the MoD Education Programmer. No database content is ever shared with third parties as per the County of Dufferin's Information Management Policy: Freedom of Information and Protection of Privacy Act (2-3-9).

4.3 Education Collections

See the MoD Collections Management Policy for procedures and strategies related to the education collection.

4.4 Exhibition Development

The role of education personnel in exhibition design is to provide input to the Curator on the educational value and impact of exhibits. This includes consultation on text and reading levels, teaching space, curriculum links, incorporation of hands-on activities, and addressing accessibility and special needs. Education collection items may also be used in exhibits as hands-on or tactile elements.

4.5 External Partnerships

The MoD may engage third parties in the development or delivery of programs. Examples include: special guest speakers, expert presenters, or entertainers. Efforts are made to vet and ensure the appropriateness of third-party volunteers or hires. A third-party vendor contract must be completed in full, signed and submitted before the presentation date.

As a cultural and community institution, the MoD accepts requests for partnerships with other organizations within Dufferin County. External educational partnerships may include, but are not limited to: presenting or hosting activities at offsite functions, membership in professional groups for museum educators, co-creating or sponsoring a program with a local organization or school. External partnerships must meet the Museum's mandates, schedules, and budget. Requests for the MoD to participate in external educational partnerships must be approved by the Director of Planning, Economic Development and Culture.

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4.6 Marketing and Evaluation

Through marketing and promotion, the MoD seeks to generate awareness of, interest in, and sponsorship for education programs leading to program bookings and attendance.

4.6.1 Marketing Procedures and Coordination

Marketing of school programs shall be administered and monitored by the MoD Education Programmer. Marketing of public programs (as defined in Part 1: Section C) shall be administered and monitored by the MoD Events and Promotions Coordinator. Promotion material will be made available for distribution in digital and/or print formats no less than 4 weeks in advance of the program to be promoted. Promotional materials for education programs shall be approved by the Director of Planning, Economic Development and Culture before being distributed. Media being distributed to child audiences through schools MUST be previewed and approved by school board administration (i.e. UGDSB Distribution of Materials department).

Acceptable formats for promotions materials include posters/ flyers or digital media (.pdfs) that can be distributed through E-mail, personal contacts/volunteers, direct mail, MoD webpage, MoD Facebook page, MoD Twitter account, and newspaper or magazine articles. Budgeting and distribution of promotion materials is the responsibility of the MoD Events and Promotions Coordinator.

The MoD will maintain a database to aid in the marketing and promotion of education programs. The database is intended to assist in identifying target markets and provide for effective distribution of promotion materials. Access to the database is restricted and no information contained within shall be made public.

4.6.2 Photography and Videography

The MoD takes photos or creates videos to document public programs. Photos or videos of children (under the age of 18) shall not be taken without permission of a parent and/or guardian. Photos or videos taken of children require the completion of a waiver/consent form (see appendix D). Photos or videos accompanied by a waiver may be used in promotional materials.

The MoD does not take photographs or videos of school programs unless given permission by teachers and/or administrators in advance of a program and supplied with consent documentation.

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4.6.3 Programs Evaluation and Feedback

Programs shall attempt to meet changing community needs through a process of setting measurable goals and objectives. Goals and objectives shall be reviewed through ongoing assessments.

Summative evaluation and reviews shall be conducted by the MoD Education Programmer to assess the design and quality of education programs. Comment cards and a log book are regularly available for visitors to leave feedback. Efforts will be made at public programs to encourage visitors to provide feedback on their experiences at the MoD. Feedback is collected for school programs using an online survey provided to teachers via E-mail at the conclusion of their program (see appendix C). Data will be collected and preserved in annual program reports for future reference. Program outcomes may be measured through a variety of methods including, but not limited to: attendance numbers, user feedback (oral and written), demand and repeat bookings, length of visit, costs versus profit, and observations of visitor satisfaction.

4.7 Research and Program Development

Programs are created by the MoD Education Programmer in consultation with other staff (Curator, Archivist, and Events Coordinator) and volunteers. Priority is given to projects that reflect the Museum's mandate. Program development and implementation is primarily determined by the MoD program, event and exhibit schedule, which is renewed annually.

Factors taken into consideration during program research and development include: audience (age, learning styles, and intelligences), curriculum links, learning objectives or expected outcomes, educational value, and available resources.

The Museum archival and artifact collections and corresponding records are accessible for program research and development purposes. Programs should be based on, or include, reference to items in the MoD collection and their history. Where deemed appropriate by MoD staff and approved by the Director of Planning, Economic Development and Culture, programs need not be tied to the MoD collection.



POLICY & PROCEDURE MANUAL

SECTION	Planning, Economic Development and Culture	POLICY NUMBER	MoD-15
SUB-SECTION	Museum & Archives	EFFECTIVE DATE	June 2019
SUBJECT	Research		
AUTHORITY	County Council Motion #		

Statement

The MoD's research policy sets the guidelines by which the staff, volunteers, and the general public are able to access and use resources held in the artifact, archival, local history, genealogical and image collections. The intent of the policy is to set standards for professional and ethical use of these resources to ensure that the highest museum and archival standards are in place.

1. Introduction

The MoD's primary research objective is to serve and support the operation of the MoD and its community. Staff will also assist and encourage the research of others.

1.1 Responsibility

The ultimate responsibility of ensuring that research is conducted in an ethical and professional manner, ensuring accuracy and objectivity, lies with both the Curator and Archivist. The Manager, however, is responsible for ensuring that all volunteers and staff involved in research activities have reviewed the policy document.

1.2 Training

Prior to access by any staff, volunteers or external researchers, the Curator and /or Archivist, or their staff designate, will ensure that the researcher is provided with adequate training in the handling of objects from the MoD collection.

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2. Research Priorities

The MoD holds its artifact, archival, local history, genealogical and image collections in public trust. These objects and their associated records constitute a vital body of information that is relevant to the collecting mandate of the MoD and should be shared with the public, as allowed under legislative restrictions.

Research areas will include, but are not limited to, the following areas:

- a. Collections Research (accessioned, loaned and proposed acquisitions)
- b. Exhibits (permanent and temporary)
- c. Education & Public Programming
- d. Special Exhibits and Events
- e. Research to assist staff training and development
- f. Museological Research to assist the effective operation of the Museum of Dufferin (ie. conservation, collections management, exhibit design and Media, Marketing, and Public Relations)
- g. Assisting the research of external users and members of the public (ie. students, organizations and groups, media, etc.)
- h. Research that is designed to communicate information to the public through a broad range of publications (i.e. books, reports, brochures, social media, etc.).

3. Legislation and Ownership

All research conducted at the MoD, by its staff, volunteers and external researchers will comply with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) which is intended to:

- provide a right of access to information, and
- protect the privacy of individuals with respect to personal information about themselves held by the County of Dufferin and to provide individuals with a right of access to that information.

Ownership of research information gathered by Museum staff or volunteers in any form (e.g. print, audio, electronic, photographic) in the course of employment by the County of Dufferin is and shall remain the exclusive property of the MoD and the County of Dufferin and not of the employee or volunteer.

Copyright of all formal research publications and other documentation produced by employees or volunteers, while employed or volunteering at the Museum of Dufferin, will be held by the County of Dufferin and the publication for profit or otherwise, shall be in its sole discretion and for its sole benefit.

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4. Public Use of Resources for Personal Research

As resources allow, the MoD's collection, records, and archives are made accessible to the public, academics, museum professionals, students and private individuals for self-directed personal research projects provided the objects do not have any restrictions (donor requested or legislated). The object/archival document must be in a condition deemed suitable to be handled by researchers before it can be considered for research purposes.

Information will be made publicly accessible without disclosing personal information about donors, in accordance with the MFIPPA, or information regarding appraisals. Other legislation (ie. Copyright Act, Education Act, etc.), as it may affect the collection object or archival document, will be outlined to the researcher at the time of request. The museum will maintain a balanced approach between the preservation of the collection and making it accessible to the public.

As the MoD is a department of the County of Dufferin, Freedom of Information (FOI) requests must be filed through the County of Dufferin Clerk's Office. Fees may be applied as defined under the County of Dufferin's fee schedule. The Archives at the MoD does not respond to FOI requests unless requested to do so by the Clerk.

The museum must be credited in any publication, film or recording made in relation to the museum and its collections. Formal request for reproduction must be filed with the MoD.

5. Loans and Offsite Use of Collections

The Archives at the MoD exists to preserve surviving documentation. Lending or "checking-out" an original document, photograph, or file places long-term preservation at risk. Therefore, archival materials may not be checked out to any researcher for their convenience. Similarly, reference books and files in the Reading Room are not available for check out.

Loans from the collection are rare and carefully managed to ensure protection of material during its absence. Requests for loan are reviewed by the Curator / Archivist individually. See the Collections Management Policy "outgoing loans" for further information.

A readable copy is preferred to the loan of original documents and reproductions are encouraged. Fees may be applied as defined under the County of Dufferin User Fee By-law.

6. Remote Access to Collections

The MoD will respond to requests for research support/information regarding its collections.

Staff will record the nature and source of remote inquiries and reserves the right to maintain usage statistics for purposes of reporting to the County of Dufferin, Grant Applications, etc.

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The MoD will endeavor to ensure that the research services offered are on a cost-neutral basis. A fee will be applied to an information inquiry when part or all of the research is conducted by staff or volunteers of the MoD. The individual making the request will be informed of the estimated cost before the work begins. Fees may be applied as defined under the County of Dufferin User Fee By-law.

The MoD and Archivist and/or Curator may waive research service fees for dissemination of the information requested if, in their judgment, such dissemination will benefit the public in general.

7. Acknowledgement

When publishing materials obtained from the MoD, staff will direct researchers to acknowledge the MoD and other sources.

The MoD must be acknowledged where substantial support, material or otherwise, has been provided to the research of others that result in publication or exhibitions. Acknowledgment of the results of research by individual employees/volunteers will be made, as appropriate.

Researchers will be informed that they are responsible for obtaining the publishing rights for any materials retrieved from the MoD's collections. The right of publication is not assumed when the Archival or Curatorial Staff provide reproductions of items from its collection.

Community Services

	2018 ACTUAL	MARCH 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$342	-\$83	-\$348	-\$210	39.67%
Rent Revenue	-\$1,988	-\$528	-\$2,209	-\$1,316	40.42%
Government Transfers	-\$16,465	-\$3,855	-\$15,043	-\$8,893	40.88%
Other Revenue	-\$3,581	-\$78	-\$464	-\$306	34.00%
Total Revenues	-\$22,376	-\$4,544	-\$18,064	-\$10,725	40.63%
Expenditures					
Salaries and Benefits	\$4,473	\$1,313	\$4,737	\$3,059	35.42%
Administrative and Office	\$282	\$124	\$526	\$314	40.23%
Debt Repayment	\$1,060	\$199	\$858	\$527	38.62%
Service Delivery	\$15,370	\$3,428	\$14,904	\$8,632	42.09%
IT and Communications	\$89	\$48	\$91	\$37	59.06%
Facilities	\$2,383	\$577	\$2,350	\$1,304	44.52%
Vehicles and Equipment	\$18	\$2	\$19	\$13	30.18%
Internal Services Used	\$935	\$110	\$995	\$591	40.60%
Internal Services Recovered	-\$390	-\$110	-\$398	-\$229	42.47%
Capital Contribution	\$5,447	\$844	\$914	\$533	41.67%
Total Expenditures	\$29,668	\$6,535	\$24,996	\$14,781	40.87%
Transfers					
Transfers from Reserves	-\$196	\$0	-\$50	-\$50	0.00%
DC Contribution	-\$1,263	-\$75	-\$355	-\$224	36.81%
Transfers to Reserves	\$181	\$5	\$20	\$12	41.68%
Total Transfers	-\$1,279	-\$70	-\$385	-\$263	31.78%
Total Community Services	\$6,013	\$1,922	\$6,547	\$3,793	42.06%

Community Services - Month over Month Changes

April 30 year to date	2,237,632
Revenues	
User Fees	(27,775)
Rent Revenue	(181,371)
Government Transfers	(1,145,360)
Other Revenue	(22,221)
Total Change in Revenues	(1,376,727)
Expenditures	
Salaries and Benefits	341,239
Administrative and Office ¹	41,957
Debt Repayment	66,300
Service Delivery ²	1,135,780
IT and Communications	2,277
Facilities ³	212,846
Vehicles and Equipment	400
Internal Services Used	66,950
Internal Services Recovered	(21,452)
Capital Contribution	76,163
Reserve Transfers	
Transfers from Reserves/Trust	-
DC Contributions	(30,931)
Transfers to Reserves	1,667
	(29,264)
Total Change in Expenditures	1,893,196
Net Change	516,469
May 31 year to date	\$ 2,754,100

Notes:

1. Includes debenture payments on original social housing properties (\$21,800), liability insurance, training and conferences and professional associations.

2. Includes payments to OW clients (\$550,000), child care providers (\$325,000), housing providers (\$54,800), various housing programs (\$188,000)

3. Includes utilities (gas, hydro and water \$57,700), May property tax installments (\$64,600), property insurance, April snow clearing (\$23,500), pest control (\$7,800), facility supplies and general repairs

Ontario Works & Employment Resources

	2018 ACTUAL	MARCH 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Rent Revenue	-\$134	-\$34	-\$144	-\$87	39.50%
Government Transfers	-\$6,895	-\$1,789	-\$6,831	-\$3,804	44.31%
Other Revenue	-\$176	-\$21	-\$118	-\$59	49.95%
Total Revenues	-\$7,204	-\$1,844	-\$7,093	-\$3,950	44.31%
Expenditures					
Salaries and Benefits	\$1,530	\$395	\$1,552	\$990	36.24%
Administrative and Office	\$181	\$39	\$163	\$95	41.84%
Debt Repayment	\$299	\$73	\$292	\$171	41.67%
Service Delivery	\$6,059	\$1,595	\$5,933	\$3,239	45.41%
IT and Communications	\$26	\$7	\$23	\$14	38.33%
Facilities	\$346	\$120	\$376	\$194	48.29%
Internal Services Used	\$293	\$83	\$338	\$212	37.44%
Internal Services Recovered	-\$390	-\$110	-\$398	-\$229	42.47%
Capital Contribution	\$61	\$83	\$83	\$49	41.67%
Total Expenditures	\$8,404	\$2,285	\$8,363	\$4,734	43.40%
Transfers					
DC Contribution	-\$28	-\$7	-\$44	-\$26	41.67%
Transfers to Reserves	\$20	\$5	\$20	\$12	41.68%
Total Transfers	-\$8	-\$2	-\$24	-\$14	41.66%
Total Ont. Works, Emp't Resources	\$1,192	\$439	\$1,247	\$770	38.25%

Child Care

	2018 ACTUAL	MARCH 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$324	-\$79	-\$330	-\$200	39.49%
Government Transfers	-\$6,335	-\$1,508	-\$6,178	-\$3,697	40.15%
Other Revenue	-\$318	-\$26	-\$238	-\$192	19.36%
Total Revenues	-\$6,977	-\$1,613	-\$6,746	-\$4,089	39.39%
Expenditures					
Salaries and Benefits	\$1,922	\$508	\$2,131	\$1,393	34.65%
Administrative and Office	\$38	\$10	\$46	\$28	39.82%
Service Delivery	\$5,639	\$970	\$5,422	\$3,190	41.16%
IT and Communications	\$11	\$3	\$11	\$6	45.52%
Facilities	\$163	\$39	\$162	\$96	40.79%
Vehicles and Equipment	\$4	\$1	\$7	\$5	22.33%
Internal Services Used	\$59	\$17	\$60	\$34	42.47%
Capital Contribution	\$64	\$41	\$111	\$65	41.67%
Total Expenditures	\$7,900	\$1,588	\$7,949	\$4,816	39.41%
Transfers					
Transfers from Reserves	-\$60	\$0	-\$50	-\$50	0.00%
Total Transfers	-\$60	\$0	-\$50	-\$50	0.00%
Total Child Care	\$863	-\$25	\$1,153	\$677	41.23%

Housing

	2018 ACTUAL	MARCH 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$19	-\$5	-\$18	-\$10	42.83%
Rent Revenue	-\$1,854	-\$494	-\$2,064	-\$1,229	40.49%
Government Transfers	-\$3,235	-\$558	-\$2,034	-\$1,392	31.57%
Other Revenue	-\$3,088	-\$30	-\$109	-\$56	48.77%
Total Revenues	-\$8,195	-\$1,087	-\$4,225	-\$2,686	36.42%
Expenditures					
Salaries and Benefits	\$1,021	\$411	\$1,054	\$677	35.78%
Administrative and Office	\$63	\$75	\$317	\$192	39.46%
Debt Repayment	\$762	\$126	\$566	\$356	37.05%
Service Delivery	\$3,672	\$863	\$3,549	\$2,203	37.94%
IT and Communications	\$53	\$38	\$57	\$17	69.90%
Facilities	\$1,874	\$417	\$1,813	\$1,014	44.07%
Vehicles and Equipment	\$14	\$2	\$12	\$8	34.72%
Internal Services Used	\$584	\$11	\$597	\$345	42.21%
Capital Contribution	\$5,322	\$720	\$720	\$420	41.67%
Total Expenditures	\$13,364	\$2,662	\$8,684	\$5,231	39.76%
Transfers					
Transfers from Reserves	-\$136	\$0	\$0	\$0	0.00%
DC Contribution	-\$1,235	-\$68	-\$311	-\$199	36.13%
Transfers to Reserves	\$161	\$0	\$0	\$0	0.00%
Total Transfers	-\$1,210	-\$68	-\$311	-\$199	36.13%
Total Housing	\$3,958	\$1,508	\$4,148	\$2,346	43.44%

Community Services - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	\$2,005	-\$718	-\$718
Contributions			
Government Transfers	-\$1,107	-\$46	-\$110
Capital Levy	-\$553	-\$306	-\$734
Other Revenue	-\$2,670	\$0	-\$20
Transfers from Reserves	-\$142	\$0	-\$50
DC Contribution	-\$975	\$0	\$0
Total Contributions	-\$5,447	-\$352	-\$914
Capital Work			
Land Improvements	\$0	\$0	\$180
Buildings	\$2,675	\$87	\$672
Equipment & Machinery	\$49	\$30	\$200
Total Capital Work	\$2,724	\$117	\$1,052
Ending Capital Asset Fund Balance	-\$718	-\$953	-\$581

Work Plan Summary

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
Land			
Asphalt Paving	\$0	\$0	\$115
Exterior Walkways	\$0	\$0	\$15
Landscaping	\$0	\$0	\$50
Land Improvements	\$0	\$0	\$180
Electrical	\$0	\$0	\$10
Exterior Walls	\$0	\$3	\$30
Roof Replacement	\$0	\$0	\$150
Kitchen Retrofits	\$35	\$3	\$125
Structural (balconies, etc.)	\$0	\$0	\$120
Flooring	\$91	\$34	\$68
HVAC	\$7	\$0	\$4
Building Automation	\$0	\$0	\$60
Bathrooms	\$33	\$29	\$105
Lawrence Avenue Development	\$2,509	\$22	\$0
Buildings	\$2,675	\$91	\$672

Small Equipment	\$20	\$7	\$0
Appliance Replacement	\$29	\$23	\$50
Elevator Replacement	\$0	\$0	\$150
Equipment & Machinery	\$49	\$30	\$200
	\$2,724	\$121	\$1,052

Edelbrock Centre - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	-\$54	-\$115	-\$115
Contributions			
Capital Levy	-\$61	-\$35	-\$83
Total Contributions	-\$61	-\$35	-\$83
Capital Work			
Buildings	\$0	\$0	\$0
Total Capital Work	\$0	\$0	\$0
Ending Capital Asset Fund Balance	-\$115	-\$150	-\$199

Work Plan Summary

(in 000s)	2018 ACTUAL *	2019 ACTUAL	2019 BUDGET
Expenditures			
Security	\$0	\$0	\$0
Buildings	\$0	\$0	\$0
Total Work Plan Summary	\$0	\$0	\$0

Jean Hamlyn - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	-\$36	-\$101	-\$101
Contributions			
Capital Levy	-\$34	-\$17	-\$41
Other Revenue	\$0	\$0	-\$20
Transfers from Reserves	-\$30	\$0	-\$50
Total Contributions	-\$64	-\$17	-\$111
Capital Work			
Land Improvements	\$0	\$0	\$50
Buildings	\$0	\$0	\$98
Equipment & Machinery	\$0	\$0	\$1
Total Capital Work	\$0	\$0	\$149
Ending Capital Asset Fund Balance	-\$101	-\$118	-\$63

Work Plan Summary

(in 000s)	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
Natural Playscapes	\$0	\$0	\$50
Land Improvements	\$0	\$0	\$50
Electrical	\$0	\$0	\$10
Exterior Walls	\$0	\$0	\$0
Kitchen	\$0	\$0	\$20
Flooring	\$0	\$0	\$8
Roof	\$0	\$0	\$60
Buildings	\$0	\$0	\$98
Appliances	\$0	\$0	\$1
Equipment & Machinery	\$0	\$0	\$1
Total Work Plan Summary	\$0	\$0	\$149

Social Housing - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	\$2,095	-\$503	-\$503
Contributions			
Government Transfers	-\$1,107	-\$46	-\$110
Capital Levy	-\$458	-\$254	-\$610
Other Revenue	-\$2,670	\$0	\$0
Transfers from Reserves	-\$112	\$0	\$0
DC Contribution	-\$975	\$0	\$0
Total Contributions	-\$5,322	-\$300	-\$720
Capital Work			
Land Improvements	\$0	\$0	\$130
Buildings	\$2,675	\$87	\$574
Equipment & Machinery	\$49	\$30	\$199
Total Capital Work	\$2,724	\$117	\$903
Ending Capital Asset Fund Balance	-\$503	-\$685	-\$319

Work Plan Summary

(in 000s)	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
Land			
Asphalt Paving	\$0	\$0	\$115
Exterior Walkways	\$0	\$0	\$15
Fencing	\$0	\$0	\$0
Land Improvements	\$0	\$0	\$130
Exterior Walls	\$0	\$3	\$30
Roof Replacement	\$0	\$0	\$90
Kitchen Retrofits	\$35	\$3	\$105
Structural (balconies, etc.)	\$0	\$0	\$120
Flooring	\$91	\$34	\$60
HVAC	\$7	\$0	\$4
Building Automation	\$0	\$0	\$60
Bathrooms	\$33	\$29	\$105
Lawrence Avenue Development	\$2,509	\$22	\$0
Buildings	\$2,675	\$91	\$574
Small Equipment	\$20	\$7	\$0

Appliance Replacement
Elevator Replacement
Equipment & Machinery

\$29	\$23	\$49
\$0	\$0	\$150
\$49	\$30	\$199
\$2,724	\$121	\$903

Dufferin Oaks

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$3,828	-\$1,596	-\$4,011	-\$2,415	39.79%
Rent Revenue	-\$515	-\$209	-\$533	-\$324	39.17%
Government Transfers	-\$10,112	-\$4,163	-\$10,386	-\$6,223	40.08%
Other Revenue	-\$561	-\$207	-\$540	-\$333	38.30%
Total Revenues	-\$15,017	-\$6,175	-\$15,470	-\$9,295	39.91%
Expenditures					
Salaries and Benefits	\$12,200	\$4,658	\$12,462	\$7,804	37.38%
Administrative and Office	\$473	\$188	\$490	\$303	38.29%
Debt Repayment	\$1,531	\$570	\$1,368	\$798	41.67%
Service Delivery	\$2,494	\$824	\$2,714	\$1,890	30.36%
IT and Communications	\$114	\$65	\$149	\$84	43.46%
Facilities	\$1,122	\$439	\$1,235	\$796	35.55%
Vehicles and Equipment	\$158	\$45	\$169	\$124	26.66%
Internal Services Used	\$0	\$46	\$114	\$68	40.37%
Capital Contribution	\$922	\$312	\$749	\$437	41.67%
Total Expenditures	\$19,014	\$7,147	\$19,451	\$12,304	36.74%
Transfers					
Transfers from Reserves	-\$371	-\$65	-\$148	-\$83	43.63%
Total Transfers	-\$371	-\$65	-\$148	-\$83	43.63%
Total Dufferin Oaks	\$3,627	\$908	\$3,834	\$2,926	23.68%

Dufferin Oaks - Month over Month Changes

April 30 year to date	144,609
Revenues	
User Fees	(316,837)
Rent Revenue	(42,152)
Government Transfers	(845,999)
Other Revenue	(50,709)
Total Change in Revenues	(1,255,697)
Expenditures	
Salaries and Benefits	1,372,716
Administrative and Office ¹	54,574
Debt Repayment	114,016
Service Delivery ²	245,406
IT and Communications	28,470
Facilities ³	135,397
Vehicles and Equipment	23,414
Internal Services Used	8,870
Internal Services Recovered	-
Capital Contribution	62,456
Reserve Transfers	
Transfers from Reserves/Trust	(26,386)
Transfers to Reserves	-
Total Change in Expenditures	2,018,933
Net Change	763,236
May 31 year to date	\$ 907,845

Notes:

1. Includes liability insurance, audit fees (\$6,000), mileage for Transportation program (\$6,200), medical director and on call fees (\$3,000), conferences, consulting fees for claims management (\$3,000)

2. Service delivery includes food (\$73,000), hygiene products (\$11,000), medical supplies, physiotherapy and social work for residents (\$19,700), service contracts for assisted living and bridging your home community support service programs (\$30,000)

3. Includes utilities (gas, hydro and water \$63,700), May property tax installments (\$20,800), property insurance, April snow clearing, facility supplies and general repairs

Dufferin Oaks Long Term Care

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$3,655	-\$1,530	-\$3,834	-\$2,304	39.90%
Government Transfers	-\$8,495	-\$3,585	-\$8,799	-\$5,214	40.74%
Other Revenue	-\$506	-\$185	-\$486	-\$301	38.10%
Total Revenues	-\$12,656	-\$5,300	-\$13,119	-\$7,819	40.40%
Expenditures					
Salaries and Benefits	\$11,603	\$4,419	\$11,807	\$7,388	37.43%
Administrative and Office	\$397	\$166	\$418	\$252	39.77%
Debt Repayment	\$1,531	\$570	\$1,368	\$798	41.67%
Service Delivery	\$1,398	\$509	\$1,616	\$1,107	31.49%
IT and Communications	\$98	\$56	\$130	\$75	42.79%
Facilities	\$612	\$224	\$680	\$457	32.88%
Vehicles and Equipment	\$118	\$30	\$128	\$99	23.12%
Internal Services Used	\$0	\$46	\$114	\$68	40.37%
Capital Contribution	\$922	\$212	\$508	\$296	41.67%
Total Expenditures	\$16,678	\$6,231	\$16,771	\$10,540	37.15%
Transfers					
Transfers from Reserves	-\$335	-\$54	-\$148	-\$94	36.60%
Total Transfers	-\$335	-\$54	-\$148	-\$94	36.60%
Total Dufferin Oaks Long Term Care	\$3,687	\$877	\$3,504	\$2,627	25.04%

Mel Lloyd Centre

Corporate Finance	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Rent Revenue	-\$299	-\$123	-\$319	-\$196	38.60%
Other Revenue	-\$50	-\$20	-\$51	-\$31	39.30%
Total Revenues	-\$350	-\$143	-\$370	-\$227	38.70%
Expenditures					
Administrative and Office	\$7	\$0	\$0	\$0	0.00%
IT and Communications	\$2	\$1	\$2	\$1	32.49%
Facilities	\$334	\$140	\$354	\$214	39.47%
Capital Contribution	\$0	\$95	\$227	\$132	41.67%
Total Expenditures	\$342	\$235	\$583	\$348	40.31%
Transfers					
Total Transfers	\$0	\$0	\$0	\$0	0.00%
Total Mel Lloyd Centre	-\$8	\$92	\$213	\$121	43.11%

Community Support Services

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$170	-\$65	-\$172	-\$107	37.84%
Government Transfers	-\$1,617	-\$579	-\$1,587	-\$1,009	36.44%
Other Revenue	-\$5	-\$1	-\$2	-\$1	61.15%
Total Revenues	-\$1,792	-\$645	-\$1,761	-\$1,116	36.61%
Expenditures					
Salaries and Benefits	\$589	\$235	\$644	\$409	36.44%
Administrative and Office	\$66	\$22	\$72	\$51	29.75%
Service Delivery	\$1,096	\$315	\$1,098	\$783	28.70%
IT and Communications	\$11	\$7	\$13	\$6	50.97%
Facilities	\$48	\$21	\$50	\$29	41.33%
Vehicles and Equipment	\$40	\$15	\$41	\$25	37.84%
Capital Contribution	\$0	\$6	\$14	\$8	41.67%
Total Expenditures	\$1,851	\$620	\$1,932	\$1,312	32.09%
Transfers					
Transfers from Reserves	-\$36	-\$10	\$0	\$10	0.00%
Total Transfers	-\$36	-\$10	\$0	\$10	0.00%
Total Community Support Services	\$23	-\$35	\$171	\$206	-20.50%

McKelvie Supportive Housing

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$4	-\$1	-\$6	-\$4	25.73%
Rent Revenue	-\$215	-\$86	-\$214	-\$129	40.01%
Other Revenue	\$0	\$0	\$0	\$0	0.00%
Total Revenues	-\$219	-\$87	-\$220	-\$133	39.65%
Expenditures					
Salaries and Benefits	\$9	\$4	\$11	\$7	40.05%
Administrative and Office	\$3	\$0	\$0	\$0	0.00%
IT and Communications	\$3	\$2	\$3	\$2	46.06%
Facilities	\$128	\$55	\$151	\$96	36.45%
Total Expenditures	\$143	\$61	\$166	\$105	36.89%
Transfers					
Total Transfers	\$0	\$0	\$0	\$0	0.00%
Total McKelvie Supportive Hsg	-\$75	-\$26	-\$54	-\$28	48.08%

Dufferin Oaks - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	-\$1,723	-\$2,306	-\$2,306
Contributions			
Government Transfers	\$0	\$0	-\$14
Capital Levy	-\$638	-\$306	-\$735
Other Revenue	-\$76	\$0	\$0
Transfers from Reserves	-\$208	\$0	\$0
Total Contributions	-\$922	-\$306	-\$749
Capital Work			
Land Improvements	\$33	\$4	\$423
Buildings	\$94	\$283	\$407
Equipment & Machinery	\$162	\$11	\$362
Vehicles	\$50	\$0	\$0
Other	\$0	\$1	\$40
Total Capital Work	\$339	\$300	\$1,231
Ending Capital Asset Fund Balance	-\$2,306	-\$2,312	-\$1,824

Work Plan Summary

(in 000s)	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
Parking Lot and Curbing	\$2	\$1	\$278
Exterior Patio/Walkways	\$30	\$3	\$60
Landscaping	\$0	\$0	\$85
Land Improvements	\$33	\$4	\$423
Windows	\$2	\$0	\$0
HVAC	\$20	\$262	\$24
Security	\$0	\$3	\$68
Electrical	\$0	\$0	\$4
Lighting	\$1	\$0	\$0
Flooring	\$34	\$12	\$69
Exterior Doors	\$0	\$0	\$10
Bathrooms	\$5	\$0	\$6
Painting	\$32	\$0	\$0
MBV Kitchen	\$0	\$6	\$6
MLC Interior Upgrades	\$0	\$0	\$20
Sprinklers	\$0	\$0	\$200
Buildings	\$94	\$283	\$407
Appliance Replacement	\$0	\$0	\$9
Kitchen Equipment	\$0	\$0	\$63
Beds and Bedroom Furniture	\$24	\$0	\$48
Lifts	\$14	\$0	\$15
Tub Replacement/Resident Bathing	\$103	\$0	\$140
Resident Lounge Furniture	\$0	\$11	\$40
Laundry Equipment	\$0	\$0	\$47
Housekeeping Equipment Replacement	\$18	\$0	\$0
Blinds and Draperies	\$3	\$0	\$0
Equipment & Machinery	\$162	\$11	\$362
DCCSS Vehicles	\$50	\$0	\$0
Vehicles	\$50	\$0	\$0
Nurse Call System/Point of Care	\$0	\$1	\$40
Other	\$0	\$1	\$40
Total Work Plan Summary	\$339	\$300	\$1,231

Planning, Economic Development & Culture

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$47	-\$8	-\$70	-\$62	11.19%
Government Transfers	-\$205	\$0	-\$55	-\$55	0.00%
Other Revenue	-\$145	-\$9	-\$92	-\$84	9.45%
Total Revenues	-\$397	-\$16	-\$217	-\$201	7.60%
Expenditures					
Salaries and Benefits	\$966	\$368	\$1,061	\$693	34.68%
Administrative and Office	\$224	\$108	\$583	\$475	18.55%
Service Delivery	\$461	\$84	\$444	\$360	18.83%
IT and Communications	\$50	\$18	\$51	\$33	34.75%
Facilities	\$141	\$56	\$143	\$87	39.10%
Vehicles and Equipment	\$12	\$3	\$11	\$9	23.00%
Capital Contribution	\$382	\$55	\$133	\$77	41.67%
Total Expenditures	\$2,237	\$691	\$2,426	\$1,735	28.50%
Transfers					
Transfers from Reserves	-\$150	\$0	-\$80	-\$80	0.00%
Transfers from Trust	-\$8	-\$3	-\$8	-\$5	41.69%
DC Contribution	\$0	\$0	-\$375	-\$375	0.00%
Total Transfers	-\$158	-\$3	-\$463	-\$459	0.72%
Total PEC	\$1,682	\$672	\$1,746	\$1,075	38.46%

Planning, Economic Development and Culture - Month over Month Changes

April 30 year to date	439,739
Revenues	
User Fees	(2,539)
Government Transfers	-
Other Revenue	207
Total Change in Revenues	(2,332)
Expenditures	
Salaries and Benefits	80,712
Administrative and Office ¹	24,839
Service Delivery ²	75,442
IT and Communications	1,846
Facilities	14,153
Vehicles and Equipment	1,006
Capital Contribution	36,886
Reserve Transfers	
Transfers from Reserves/Trust	(667)
DC Contributions	-
	(667)
Total Change in Expenditures	234,217
Net Change	231,885
May 31 year to date	\$ 671,624

Notes:

1. Includes planning consulting fees, promotions for Join in Dufferin

2. Includes payment to Dufferin Board of Trade (\$75,000)

Museum of Dufferin

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$22	-\$7	-\$40	-\$32	18.68%
Government Transfers	-\$205	\$0	-\$55	-\$55	0.00%
Other Revenue	-\$145	-\$9	-\$92	-\$84	9.45%
Total Revenues	-\$372	-\$16	-\$187	-\$171	8.60%
Expenditures					
Salaries and Benefits	\$800	\$291	\$797	\$506	36.50%
Administrative and Office	\$73	\$41	\$82	\$41	50.41%
Service Delivery	\$95	\$9	\$79	\$71	10.79%
IT and Communications	\$25	\$17	\$27	\$10	63.56%
Facilities	\$141	\$56	\$143	\$87	39.10%
Vehicles and Equipment	\$12	\$3	\$11	\$9	23.00%
Capital Contribution	\$382	\$55	\$133	\$77	41.67%
Total Expenditures	\$1,528	\$472	\$1,272	\$801	37.07%
Transfers					
Transfers from Reserves	-\$50	\$0	\$0	-\$8	0.00%
Transfers from Trust	-\$8	-\$3	-\$8	\$3	41.69%
Total Transfers	-\$58	-\$3	-\$8	\$1,080	41.69%
Total Museum and Archives	\$1,098	\$452	\$1,077	\$625	41.99%

Planning

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$25	\$0	-\$30	-\$30	1.33%
Total Revenues	-\$25	\$0	-\$30	-\$30	1.33%
Expenditures					
Salaries and Benefits	\$53	\$32	\$124	\$92	25.72%
Administrative and Office	\$118	\$50	\$465	\$415	10.65%
IT and Communications	\$21	\$0	\$22	\$22	1.23%
Total Expenditures	\$192	\$82	\$611	\$529	13.37%
Transfers					
Transfers from Reserves	-\$20	\$0	\$0	\$0	0.00%
DC Contribution	\$0	\$0	-\$375	-\$375	0.00%
Total Transfers	-\$20	\$0	-\$375	-\$375	0.00%
Total Planning	\$147	\$81	\$206	\$125	39.39%

Economic Development

	2018 ACTUAL	MAY 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	0.00%
Expenditures					
Salaries and Benefits	\$114	\$45	\$140	\$95	32.27%
Administrative and Office	\$33	\$17	\$36	\$19	48.19%
Service Delivery	\$366	\$75	\$364	\$289	20.58%
IT and Communications	\$4	\$1	\$2	\$2	23.56%
Total Expenditures	\$517	\$138	\$543	\$405	25.44%
Transfers					
Transfers from Reserves	-\$80	\$0	-\$80	-\$80	0.00%
Total Transfers	-\$80	\$0	-\$80	-\$80	0.00%
Total Economic Development	\$437	\$138	\$463	\$325	29.84%

Museum - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	-\$401	\$40	\$40
Contributions			
Government Transfers	-\$147	\$0	\$0
Capital Levy	-\$149	-\$55	-\$133
Other Revenue	-\$35	\$0	\$0
Transfers from Reserves	-\$50	\$0	\$0
Transfers from Trust	\$0	\$0	\$0
Total Contributions	-\$382	-\$55	-\$133
Capital Work			
Land Improvements	\$44	\$0	\$0
Buildings	\$741	\$3	\$50
Equipment & Machinery	\$39	\$0	\$0
Vehicles	\$0	\$0	\$35
Total Capital Work	\$823	\$3	\$85
Ending Capital Asset Fund Balance	\$40	-\$12	-\$8

Work Plan Summary

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
Asphalt Paving	\$21	\$0	\$0
Exterior Walkways	\$23	\$0	\$0
Land Improvements	\$44	\$0	\$0
HVAC	\$29	\$0	\$5
Security	\$0	\$0	\$15
Electrical	\$141	\$0	\$0
Exterior Walls	\$0	\$0	\$5
Kitchen Retrofits	\$3	\$0	\$0
Flooring	\$0	\$3	\$25
Corn Flower Project	\$568	\$0	\$0
Buildings	\$741	\$3	\$50
Small Equipment	\$39	\$0	\$0
Equipment & Machinery	\$39	\$0	\$0
Museum Vehicle	\$0	\$0	\$35
Vehicles	\$0	\$0	\$35

\$823

\$3

\$85

Michelle Hargrave

Sent:
To:
Subject:

Regards,

Pam Hillock | County Clerk/Director of Corporate Services
County of Dufferin | Phone: 519-941-2816 Ext. 2503 |
phillock@dufferincounty.ca | 55 Zina Street, Orangeville, ON L9W 1E5

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From: Delegations (MMA) <Delegations@ontario.ca>
Sent: Friday, June 7, 2019 4:02 PM
To: Delegations (MMA) <Delegations@ontario.ca>
Cc: Partanen, Karen (MMAH) <Karen.Partanen@ontario.ca>; Scott, Nadine (MMA) <Nadine.Scott2@ontario.ca>; Agis, Jennifer (MMA) <Jennifer.Agis@ontario.ca>; Lee, Kate (MMA) <Kate.Lee@ontario.ca>
Subject: Association of Municipalities of Ontario (AMO) 2019 Delegation Form

Please be advised that the Municipal Delegation Request Form for the Association of Municipalities of Ontario (AMO) 2019 Annual Conference is available online. Information about delegations and a link to the form are available here: <https://www.ontario.ca/form/2019-association-municipalities-ontario-conference>. The deadline to submit requests is **Friday June 28, 2019**.

Le formulaire pour demander une rencontre avec le _____ pour le Congrès annuel 2019 de l'Association des Municipalités de l'Ontario (AMO) est disponible en ligne. Pour plus d'information sur les délégations et le formulaire, veuillez suivre le lien suivant : <https://www.ontario.ca/fr/forme/conference-de-lassociation-des-municipalites-de-lontario-de-2019>.
