COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM COMMITTEE AGENDA

Thursday, November 28, 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).

DELEGATION

1. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
   ITEM #1 – Headwaters Health Care Centre

   Ms. Mary Wheelwright and Mr. Geoff Harris, Headwaters Health Care Centre, to delegate to Committee regarding diagnostic imaging services in Shelburne.

COMMUNITY SERVICES

2. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
   ITEM #2 – Future Sustainability for Child Care Services

   A report from the Director of Community Services, dated November 28, 2019, to share with committee details of rising costs and funding reductions, within the Children's Services Division, impacting the future sustainability of Child Care Services in Dufferin.

   Recommendation:

   THAT the report of the Director of Community Services, titled Future Sustainability for Child Care Services, dated November 28, 2019, be received;

   AND THAT The County transition out of the operation of its Directly Operated Day Care Centre by June 26, 2020;

AND THAT Administrative Support be provided to families to help with the transition to alternative child care providers;

AND THAT Human Resources Support be provided to staff impacted by the closure;

AND THAT Staff redirect the available budget allocations created by the closure of the directly operated day care centre to child care fee subsidy, special needs resourcing (i-CAN) and general operating grants/expansion plans;

AND THAT any shortfall as a result of the closure, specifically to cover costs for severances packages and/or expansion funding to create new licenced spaces, come from the Children's Services Reserve Fund (CSRF) to remain within the Council approved 2020 Budget.

3. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #3 – Request for Children's Service Reserve Fund

A report from the Director of Community Services, dated November 28, 2019, to request funds from the Children's Services Reserve Fund (CSRF) to supplement the Child Care Fee Subsidy for the remainder of 2019.

Recommendation:

THAT the report of the Director of Community Services, titled Request for Children's Services Reserve Fund, dated November 28, 2019, be received;

AND THAT $300,000 be drawn from the available Children's Services Reserve Fund to meet the 2019 Child Care Fee Subsidy expenditure and remain within the Council approved 2019 Budget.

4. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #4 – Dufferin County Transportation Report

A report from the Director of Community Services, dated November 28, 2019, to provide information and examples of possible rural transit solutions and details of lease discussions with the Town of Orangeville, as requested by Council on October 10, 2019.

Recommendation:

THAT the report of the Director of Community Services, Dufferin County Transportation Report, dated November 28, 2019, be received.

5. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #5 – Single Source Consultant – Community Safety and Well-Being Plan

A report from the Director of Community Services, dated November 28, 2019, to recommend that Wellington Dufferin Guelph Public Health Unit be approved as the Single Source Consultant to complete the Dufferin Community Safety and Well-Being Plan.

Recommendation:

THAT the report of the Director of Community Services, titled Single Source Consultant - Community Safety and Well-Being Plan, dated November 28, 2019, be received;

AND THAT Wellington Dufferin Guelph Public Health Unit be approved as the Single Source Consultant to complete the Dufferin Community Safety and Well-Being Plan.

6. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #6 – 2018/2019 Dufferin County Equity Collaborative Report to the Community

A report from the Director of Community Services, dated November 28, 2019, to share the final version of the Dufferin County Equity Collaborative (DCEC) 2018/2019 Report to the Community.

Recommendation:

THAT the report of the Director of Community Services, titled 2018/2019 DCEC Report to the Community, dated November 28, 2019, be received.

MUSEUM

7. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #7 – Community Grant Funding Report

A report from the Director of Planning, Economic Development and Cultures, dated November 28, 2019, to propose a transfer of responsibility for the annual review of Community Grant Applications from Theatre Orangeville and the Orangeville Blues and Jazz Festival to the County's Economic Development function.

Recommendation:

THAT the report of the Director of Planning, Economic Development and Culture, dated November 28, 2019, regarding Community Grant Applications be received;

AND THAT that the responsibility to review and make recommendations to County Council on economic development-related Community Grant Applications, including applications from Theatre Orangeville and the Orangeville Blues and Jazz Festival, be assigned to the County's Economic Development function beginning in 2020;

AND THAT $10,000 be transferred from the Community grant program to the economic development fund for this purpose in the 2020 budget.

8. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #8 – Final Report on Corn Flower Gallery Project and Adjoining Facility Improvements

A report from the Director of Planning, Economic Development and Cultures, dated November 28, 2019, to provide a final report on the now completed Corn Flower Gallery project and adjoining facility improvements at the Museum of Dufferin (MoD).

Recommendation:

THAT the report of the Director of Planning, Economic Development and Culture, dated November 28, 2019, regarding the Corn Flower Gallery Project and Adjoining Facility Improvements, be received;

AND THAT $216,325, which includes a $100,000 project-specific donation from the owners of the Corn Flower Company, be transferred from the

Museum of Dufferin Trust Fund to maintain a zero impact on the County levy for the Corn Flower Gallery project;

AND THAT the $80,000 MacFeeter's donation be transferred from the Museum of Dufferin Trust Fund for the Main Gallery Lighting upgrade.

REPORTS

9. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #9 – Financial Report

A report from the Treasurer, dated November 28, 2019, to provide Committee with a monthly financial summary.

Recommendation:

THAT the Financial Report for the month of October 2019 from the Treasurer, dated November 28, 2019, be received.

CORRESPONDENCE

10. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #10 – Rural Ontario Municipalities Association (ROMA)

Correspondence from the Rural Ontario Municipal Association (ROMA), dated October 31, 2019, to regarding delegation requests for the 2020 Annual ROMA Conference.

BUDGET

11. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – November 28, 2019
ITEM #11 – Draft 2020 Budget

Review and discussion of the Draft 2020 Operating and Capital Budget for Community Services, Dufferin Oaks and Museum of Dufferin.

The 2020 Draft Budget Package is available at the following link:
https://www.dufferincounty.ca/sites/default/files/finance/2020%20Draft%20Budget%20Package.pdf

Next Meeting

To Be Determined
55 Zina St, Orangeville – Sutton Room (2nd Floor)

Headwaters Health Care Centre

Community Services/Dufferin Oaks/Museum Committee
Diagnostic Imaging Presentation

November 28th, 2019

Introduction

Mary Wheelwright

Director, Health System Integration

Geoff Harris

Director of Emergency, Ambulatory Care

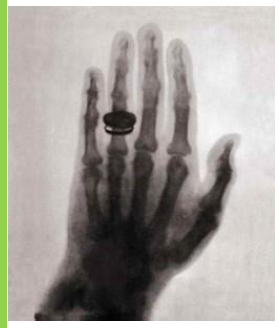
& Clinical Support Programs

Who Are We?

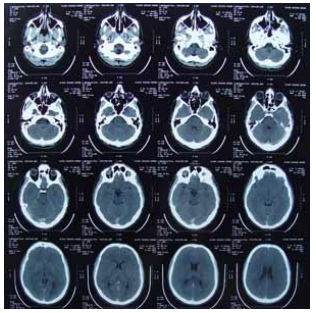
- **Approximately 40 regulated professionals including medical Radiation Technologists, Sonographers, Nuclear Medicine Technologists**
- **6 Radiologists (6th beginning in December)**
- **9 Support staff**
- **Provides over 90,000 tests per year**
- **5 main areas of focus**

What We Provide

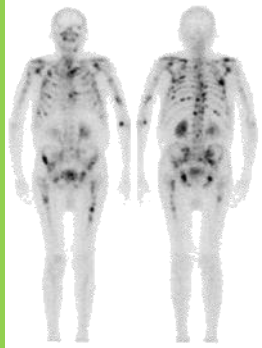
General Radiology



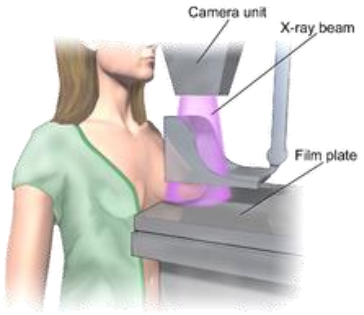
Computed Tomography



Nuclear Medicine

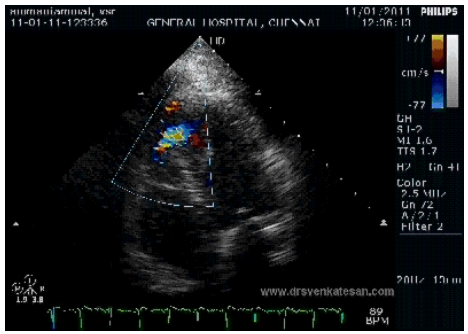


Women's Imaging

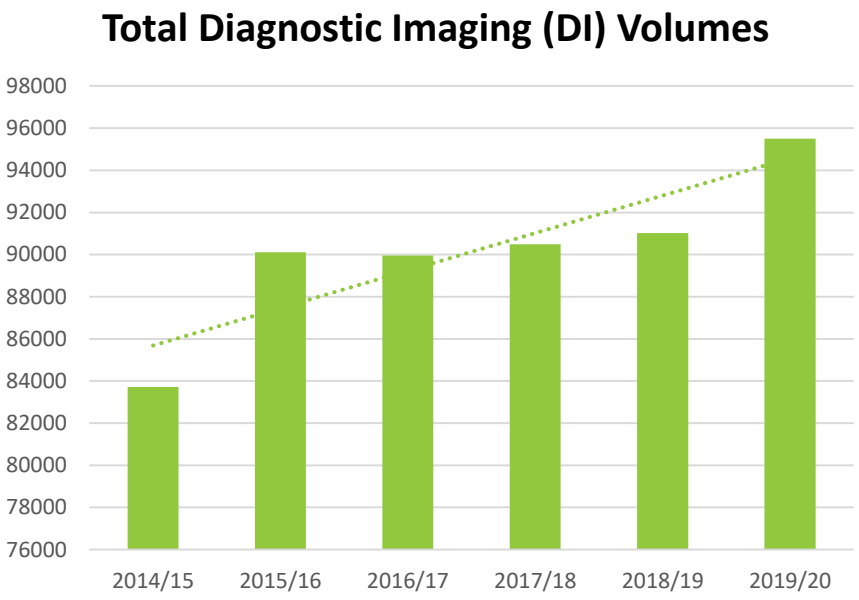


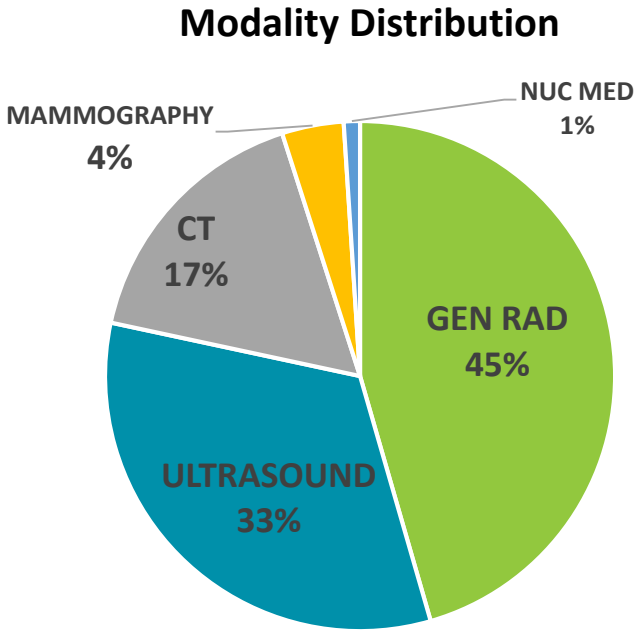
Mammogram

Ultrasound



Volumes





Diagnostic Imaging for patients in north Dufferin (FSA L0N, N0C)					
(includes x-ray, Ultra sound. Excludes MRI, Mammography, CT) (most recent data available)					
	DI Tests done for Central West patients LON and NOC postal codes	Tests done at HHCC	Tests ordered by DAFHT physicians for north Dufferin patients	Tests done elsewhere	Potential work for satellite location (approx.)
2015/16	6007 *most recent data	914		5093	
2016/17		797			
2017/18 ytd		570	2900 (approx)		3000

Proposal:

To open a Satellite Diagnostic Imaging unit in Shelburne

Rationale

Shelburne and its surrounding areas have no access to local outpatient DI services

- Patients from north Dufferin are accessing services at locations outside our LHIN:
  - Orangeville – Medical Imaging Centre, HHCC, My Health Clinic
  - Alliston – Stevenson Memorial Hospital, Pace Medical Imaging,
  - Tottenham - x-ray & ultrasound
  - Markdale - at Hospital
  - Fergus – at Groves Memorial Hospital
- Expected growth of Shelburne indicates that the demand will also grow

Impact to Stakeholders

Town of Shelburne and area:

- Consistent with Economic Development Strategy to "welcome business to our community and enhance the quality of life for our citizens"

Headwaters Health Care Centre:

- Need for additional Radiologist manpower
- Increased demand may put pressures on turn-around-times (TAT)
- IT support required for remote access
- IT support potential for other tenants in building
- Need for additional on-site registration staff
- Need for delivery service for supplies, discs etc.

Challenges and Risk

- Revenues based on assumption of full attendance each day. One no-show impacts revenue
- Significant start-up costs
- Significant growth required to become revenue neutral
- Additional volumes could impact TAT unless we are successful in recruiting additional radiologists
- Capital equipment purchases have been identified for the 20/21 fiscal year. No capacity to fundraise for these items in the 20/21 or 21/22 fiscal year.

Assumptions and Recommendations

- Capital costs of renovations and equipment will need be borne locally
- Operational shortfall cannot be covered by the hospital
- Start with Ultra-sound with plans to add x-ray in the future

Costs Summary

Start-up cost - Estimate		
Renovation	$	80,000.00
Furniture	$	20,000.00
Diagnostic Equipment (X-ray & U/s)	$	240,000.00
IT infrastructure	$	5,000.00
PACS station	$	6,000.00
Phones etc	$	2,000.00
Architect	$	20,400.00
Other fees (permits)	$	5,000.00
Contingency	$	74,600.00
Total Start-up Costs	$	**452,600.00**

Costs Summary

Annual Operating Cost - Estimates	Actual costs @ 3 days/week
	1872Tests - US 3days/week
Revenue	
Ultrasound (no Echo)	$ 91,260.00
Total Revenue	$ 91,260
Compensation	
Reg/booking	$ 56,000
Ultrasound Technologist	$ 75,600
Professional Practice Support	$ 4,500
Management Support	$ 10,000
Supplies & Expenses	
Rent (housekeeping etc. in-kind from County)	
Insurance	$ 700
Med/Surg Supplies	$ 2,000
Other Supplies	$ 1,250
Sundry	$ 1,000
Maintenance contract (yr2-6)	$ 25,000
Courier costs	$ 5,000
Staff Travel	$ 1,716
IT Expenses	$ 5,000
Equipment Expense	$ 1,500
Total Expenses	$ 189,266
Total (Deficit)	-$ (98,006)

Questions?

REPORT TO COMMITTEE

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

From: Anna McGregor, Director of Community Services

Meeting Date: November 28, 2019

Subject: **Future Sustainability for Child Care Services**

In Support of Strategic Plan Priorities and Objectives:
Good Governance - ensure transparency, clear communication, prudent financial management
Inclusive and Supportive Community – support efforts to address current and future needs for a livable community

Purpose

The purpose of this report is to share with committee details of rising costs and funding reductions, within the Children's Services Division, impacting the future sustainability of Child Care Services in Dufferin.

Background and Discussion

The County is the designated Consolidated Municipal Service Manager (CMSM) for the delivery of Child Care and Early Years. Municipal funding and funding from the Ministry of Education (EDU) support the County's mandated responsibility as the Service Manager for child care and early years to distribute child care fee subsidy, special needs resourcing (i-CAN) and general operating grants.

As part of the 2020 budget setting process, where income and expenditure for services are reviewed and then planned for, it has become necessary to consider how to manage potential increases to the municipal cost burden, particularly in light of upcoming funding cuts from the Provincial government.

This comes at a time when the Provincial Government has directed all municipalities to find efficiencies, and as a result, the County of Dufferin is about to embark on a large-scale Service Review. The Provincial Government expect their ministries, agencies and transfer payment partners, including municipalities, to drive innovation in service delivery to improve sustainability, find efficiencies and maximize value for tax dollars.

As the mandated Service Manager, it is the County's responsibility to consider the long-term sustainability of child care and early years programs in Dufferin as a whole. All decisions must take into consideration the impact to the entire system, while continuing to deliver quality programs, value for money and minimal disruption to families and child care operators in the system.

Funding Reductions

The Ministry of Education (EDU) have announced a number of funding changes that will impact the overall cost burden. At this time, they include:

- On January 1, 2020, Consolidated Municipal Service Managers (CMSMs) will be 'asked' to cost-share Expansion Plan operating funding at a rate of 80/20 provincial/municipal. (While cost sharing continues to be encouraged, the ministry is committed to providing 80 percent of this funding regardless of the CMSM contribution, i.e. for 2020 cost sharing is optional.)
- The following year on January 1, 2021, CMSMs will be asked to continue cost-sharing Expansion Plan operating funding at a rate of 80/20 and be required to cost share all administrative funding at a rate of 50/50.
- On January 1, 2022, the threshold for allowable administrative funding CMSMs can spend on child care will be reduced from 10% to 5% in addition to the ongoing cost sharing requirements previously introduced.

Dufferin Landscape

The County oversees and supports the Dufferin child care system. It is currently comprised of approximately 46 Infant spaces, 229 Toddler spaces, 402 Preschool spaces, 592 Kindergarten spaces and 852 School Age spaces, a total of 2121 licensed spaces, in a mix of non-profit, municipal, commercial and home-based child care sites. The County's single directly operated site only accounts for 65 of those licensed spaces, i.e. around 3%.

The County provides fee subsidies, wage and operating grants to each of these programs through Purchase of Service Contracts, which at the time of this report included 28 different child care centres. Financial supports help operators keep parent fees more affordable for Dufferin families and keep their program financially viable.

The licenced Dufferin Child Care system has experienced growth. New centres opened; two new child care centres late in 2018 (Centennial Highlands YMCA second site in Shelburne and Garderie Petit Baobab in Orangeville) and one new centre in 2019 (Jolly Ranchers Daycare in Grand Valley).

Demand for Child Care Fee Subsidy is increasing. The total number of children served by Fee Subsidy has grown substantially over the past five years. In 2015, 447 total children were served, compared to 2019 where 715 children have been served thus far. At the time of this report, the County has a wait list for Fee Subsidy of approximately 40 children.

Directly Operated Service – Jean Hamlyn Day Care Centre

In 2004 and in 2012 the County's only directly operated Day Care Service at the Jean Hamlyn Day Care Centre was highlighted as a service that could not recover its costs. It has and continues to require municipal financial support in addition to Provincial subsidy to operate.

The County has also identified increased capital cost requirements for the Jean Hamlyn Day Care Centre. $330,000 is identified in the 2020 work plan. Of note, the building is not a County of Dufferin asset. The building belongs to the Town of Orangeville. It was provided to the County of Dufferin on condition that it be used for Child Care Services only. If those services cease, the property will revert back to the Town of Orangeville.

Actions to Date

Notwithstanding the aforementioned points the Children's Services Division did and continues to review operations with a view to reducing costs, while still maintaining mandated quality services. In 2019, the division implemented a number of changes, which did make a positive impact on overall costs:

- When full time personnel left the division part time employees were hired to reduce the salary and benefit costs at the Jean Hamlyn Day Care Centre.

- Staff positions and duties were realigned to save on salary costs, within the administration side of Children's Services.
- Where demand was insufficient services were discontinued, resulting in reduced rental costs when the EarlyON service ended at St. Peters Elementary School.
- Catering Services at Jean Hamlyn Day Care Centre were 'contracted out' when coverage was required rather than increase salary costs.

Despite the changes mentioned above the Children's Services Division is still facing rising costs and lower funding levels putting increased pressure on municipal tax dollars. In order to reduce the impact to the municipal cost burden, staff then revisited non-mandated services.

The one area of this division that is not mandated is the 'directly' operated child care centre. Children currently in receipt of care at the Jean Hamlyn Day Care Centre could receive care at other locations. The County could take the money used to operate the day care centre and use it to offset the funding cuts coming from the Provincial Government.

Ontario Landscape

This is not a uniquely Dufferin challenge. In Ontario, there are roughly now only twelve (12) Service Managers, out of a possible forty-seven (47) who provide directly operated day care services. In recent years several Service Managers closed their directly operated centres as part of cost cutting/service efficiency processes.

Financial Details

As noted previously the Jean Hamlyn Day Care Centre building requires considerable capital work. $330,000 in the 2020 work plan. Included in the 2020 Jean Hamlyn budget is $131,400 of Child Care funding that could otherwise be reinvested into the community (child care fee subsidy, repairs and maintenance and general operating grants) if the County no longer carried the costs for the Day Care Centre.

Moving forward, the Children's Services Division expects to see an overall drop in funding of around $352,000 between 2020 and 2021. This drop in funding could be offset by savings if the Jean Hamlyn Day Care centre was closed. The County could reinvest approximately $200,000 municipal dollars and approximately $130,000 Provincial dollars.

These dollars could then be used to financially support the increased municipal burden required for child care fee subsidy, special needs resourcing (i-CAN) and general operating grants.

It is worth noting that should the Jean Hamlyn Day Care Centre close the County would ensure that it provided the appropriate severances packages for affected employees. Initial estimates indicate severance costs could in part be met from the existing staffing budget, i.e. if the centre closed June 26, 2020, the remaining balance to December 2020 of the salary budget could be utilized. Then any additional costs could be drawn from capital dollars currently set aside for Jean Hamlyn and if needed from the Children's Services Reserve Fund (CSRF).

Financial, Staffing, Legal, or IT Considerations

The following details must be considered if the decision is made to close the day care centre:

- A closing date of June 26, 2020 would be recommended to coincide with the school year end, resulting in a phase-in of the savings as the service transitions out. This also allows the County time to ensure suitable notice and assistance is provided to staff and families affected by the closure. Any families who are in receipt of child care subsidy, at Jean Hamlyn Day Care Centre, would take their subsidy with them to their new licenced day care provider.
- Possibility that existing child care service providers will be interested in accessing available operating grants/expansion funding. (There is a risk that there will be a loss of licensed child care spaces to the community, if no service providers increase their capacity. However, at the time of this report each of the age categories had vacancies within the system and there was interest with some providers to look at expansion.)
- It is anticipated that displaced staff will be able to secure employment in other child care programs. It is recognised in Ontario; there is a shortage of qualified Early Childhood Educators (ECEs). However, it is also recognized that staff compensation will be impacted given salaries paid to municipal child care staff are higher than salaries paid by non-profit agencies.
- Staff recognise a prolonged implementation period will be difficult for day care staff and children and could result in challenges to sustain ongoing operations due to loss of staff and children.

- The operation of licensed childcare spaces requires maintaining legislated staff to child ratios at all times. If appropriate ratios cannot be maintained, the program cannot operate. To ensure continuity of service, staff will be given working notice and existing ECE staff within other areas may be called upon to provide cover.
- The closure of up to 65 full time licensed spaces that currently serve approximately 46 part time and 56 full time children.
- Displacement of up to 12 employees including Relief staff working in 4 different programs.

Transition

If a resolution is passed to close the day care centre, staff will:

- Redirect operating grants currently paid to the Jean Hamlyn Day Care Centre to support the child care system and sustain system services for families.
- Realign the use of municipal funds to support expansion of spaces in other centres where feasible.
- Provide support and work with families to assist in the relocation of their children to other child care programs.
- Provide support and work with staff on the wind down of the service.
- Work on a detailed communication plan for staff, families, local service providers and the community at large.

Communication

To ensure transparency, employees and families have been advised of this report. If a resolution to close the centre is passed, formal notices will be provided to all those impacted.

Summary

The County is experiencing increasing demand and decreasing funding. This is impacting the municipality's contribution, which ultimately comes from the tax levy.

Before looking to an increase on the municipal contribution staff did implement cost containment strategies, as mentioned in this report. Staff also identified where funds could provide better value for money when child care is not directly delivered by the municipality.

If the directly operated service remained open the County would need to consider either reducing service levels in the local community or increasing the municipal contribution in order to manage the provincial funding cuts.

Recommendation

THAT the report of the Director of Community Services, titled Future Sustainability for Child Care Services, dated November 28, 2019, be received;

AND THAT The County transition out of the operation of its Directly Operated Day Care Centre by June 26, 2020;

AND THAT Administrative Support be provided to families to help with the transition to alternative child care providers;

AND THAT Human Resources Support be provided to staff impacted by the closure;

AND THAT Staff redirect the available budget allocations created by the closure of the directly operated day care centre to child care fee subsidy, special needs resourcing (i-CAN) and general operating grants/expansion plans;

AND THAT any shortfall as a result of the closure, specifically to cover costs for severances packages and/or expansion funding to create new licenced spaces, come from the Children's Services Reserve Fund (CSRF) to remain within the Council approved 2020 Budget.

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

Meeting Date: November 28, 2019

Subject: **Request for Children's Services Reserve Fund**

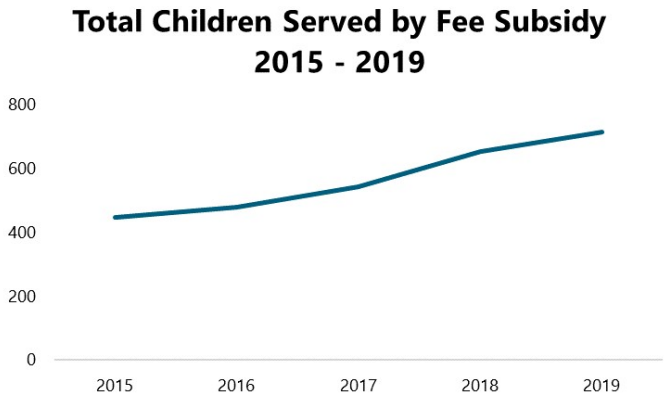
In Support of Strategic Plan Priorities and Objectives:
Good Governance - ensure transparency, clear communication, prudent financial management
Inclusive and Supportive Community – support efforts to address current and future needs for a livable community

Purpose

The purpose of this report is to request funds from the Children's Services Reserve Fund (CSRF) to supplement the Child Care Fee Subsidy for the remainder of 2019.

Background and Discussion

Over the past several years, the demand for Child Care Fee Subsidy has increased as child care fees have risen. The total number of children served by Fee Subsidy has grown substantially over the past five years. In 2015, 447 total children were served, compared to 2019 where 715 children have been served thus far.



This increased demand for the program, combined with several other factors, caused an unanticipated increase in spending in 2019.

Total projected overspend for 2019 could be $432,639. To rectify the situation, Children's Services are requesting an allocation of $300,000 from the available CSRF to supplement Child Care Fee Subsidy for the remainder of 2019. This would be in conjunction with the realignment of existing funding, as noted below:

Description	$
End of September 2019 Actual for Fee Subsidy	2,495,439
October to December 2019 Projection for Fee Subsidy	811,034
Total 2019 Projected Spend for Fee Subsidy	3,306,473
2019 Fee Subsidy Allocation	2,873,834
Overspend	**432,639**

Transfer from CSFR	300,000
Transfer from Other Program Lines	132,639
Funding to Match Overspend	**432,639**

The CSFR balance is approximately $567,000. If approval is given to draw $300,000 then there will still be $267,000 available for 2020 onwards.

The most significant factor contributing to the elevation in spending was the opening of two new child care centres late in 2018 (Centennial Highlands YMCA second site in Shelburne and Garderie Petit Baobab in Orangeville) and one new centre in 2019 (Jolly Ranchers Daycare in Grand Valley). These centres opened up additional and much needed spaces for younger children, from infant to preschool age. Two of the centres also opened in areas that were in particular need of more child care spaces – Grand Valley and Shelburne. As is seen in the chart below, there was a substantial jump in 2019 of infant and toddler spaces (76.9% and 24.5%).

Age Group	2017 # Spaces	2018 # Spaces	2019 # Spaces	% Increase 2017-2018	% Increase 2018-2019
Infant	26	26	46	0.0%	**76.9%**
Toddler	189	184	229	2.6%	**24.5%**
Preschool	388	345	402	11.1%	16.5%
Kindergarten	512	566	592	-10.5%	4.6%
School Age	801	807	852	-0.7%	5.6%
ALL	1916	1928	2121	-0.6%	10.0%

*As of June of each year

The majority of Dufferin County child care centres increase their rates annually (approximately by 4% each year) and the cost of child care for families has been increasing. Infant and toddler care in particular is costly for families, as can be seen in the chart on the next page.

Age Group	Current Dufferin Child Care Centre Median Fee (FT Only)	Municipal Daily Maximum
Infants	**$69.00**	**$59.00**
Toddlers	**$55.00**	**$50.00**
Preschoolers	$45.50	$45.00
Kindergarten Before and/or After School	$26.50	$25.00
Kindergarten Non-School Days	$43.00	$45.00
School Age – Before and/or After School	$25.00	$25.00
School Age – Non-School Days	$43.00	$45.00

The maximum municipal per diem rate for child care fee subsidy offered by the County, shown above, is at the current 2019 rates. On October 10, 2019. Council approved a rate increase effective January 1, 2020 where the Dufferin subsidy rate will match the local median rate. (See report CC 2019-10-10 Municipal Maximum Rate Updates for Child Care Fee Subsidy).

The increase in the number of younger children served by Fee Subsidy can also be seen in the per cent difference between 2018 and 2019 in the average monthly number of children served by age group. As presented below, there is a large increase in the average monthly number of infants and toddlers served in 2019 as compared to 2018.

Age Group	2018 Average Monthly Number of Children Served	2019 Average Monthly Number of Children Served	% Difference 2018-2019
Infant	25	32	**28%**
Toddler	53	72	**36%**
Preschool	117	135	15%
Kindergarten	84	83	-1%
School Age	140	164	17%

*As of September of each year

The sharp increase in the number of much needed infant and toddler spaces at the new centres, combined with the fact that those age groups have the highest fees and therefore receive the highest subsidy amounts per child, means that the funding, which normally exceeds the needs of the program, has fallen short this year. This is further compounded by the substantial per cent increase (38.3%) in the number of children receiving full subsidy in 2019 relative to 2018, whereas in previous years, a larger proportion of children were receiving only partial subsidy or not hitting the municipal daily maximum, as centre fees were lower.

	2017 (Point-in-Time Count)*	2018 (Point-in-Time Count)*	2019 (Point-in-Time Count)*	% Increase 2017-2018	% Increase 2018-2019
Number of Children Receiving Full Subsidy**	201	211	290	4.98%	**38.3%**

*Point-in-Time estimate

**Families that are receiving 100% of the current municipal daily maximum based on the Income Test

Another factor contributing to the increased Fee Subsidy spending in 2019 was the increase in summer camp agreements for subsidies. For a number of years, Fee Subsidy has provided subsidy to the Town of Orangeville for summer, winter and March break camps. However, in 2018, agreements were made with the Town of Grand Valley and Centre Dufferin Recreation Complex for summer camp subsidies, and in 2019, the Township of Amaranth summer camps were also added.

Finally, the increase in demand for subsidy in general may be tied to the year and a half-long Fee Subsidy marketing campaign, which started, in late fall 2017. The first six months of the campaign featured a large marketing blitz on social media, in newspapers and by handing out post cards at the EarlyON centres, child care centres and at the Edelbrock Centre. The post card portion of the campaign continued until summer 2019. This increased the exposure and likely led to increasing numbers.

A Fee Subsidy waitlist was implemented effective September 2019, and staff are investigating new and more detailed ways of tracking Fee Subsidy with checks in place to ensure that unanticipated changes that could impact the Fee Subsidy spend are caught in a timely manner. However, for the remainder of this year, an allocation of $300,000 from the available CSRF is needed to supplement Fee Subsidy.

Financial, Staffing, Legal, or IT Considerations

The additional funds needed for Fee Subsidy for 2019 will be provided through the Children's Services Reserve Fund.

Recommendation

THAT the report of the Director of Community Services, titled Request for Children's Services Reserve Fund, dated November 28, 2019, be received;

AND THAT $300,000 be drawn from the available Children's Services Reserve Fund to meet the 2019 Child Care Fee Subsidy expenditure and remain within the Council approved 2019 Budget.

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

Meeting Date: November 28, 2019

Subject: **Dufferin County Transportation Report**

In Support of Strategic Plan Priorities and Objectives:
Economic Vitality – promote an environment for economic growth and development
Service Efficiency and Value - determine the right services for the right price
Inclusive and Supportive Community – support efforts to address current and future needs for a livable community

Purpose

This report provides information and examples of possible rural transit solutions and details of lease discussions with the Town of Orangeville, as requested by Council on October 10, 2019.

Background and Discussion

In rural areas, such as Dufferin County, getting around can be a challenge for seniors, youth, those who do not own a vehicle and those who do not drive. Public transit is the primary means of transportation for low-income individuals who may not own a vehicle. Affordable and accessible transportation allows individuals to attend appointments, access food, go to school, get to employment and participate in recreational activities.

Inadequate transportation is a reality for Dufferin residents and the need to create a viable solution has been identified by multiple groups and individuals over the years. For instance, according to *Dufferin County's Age-Friendly Community Needs Assessment and Strategic Action Plan*, one of the largest priorities for seniors in this community is transportation.

Eleven objectives were listed in the Action Plan under the transportation priority. This is not only a pressing issue for seniors; transportation in relation to employment was identified by the Dufferin County Equity Collaborative (DCEC) as one of the key challenges in regards to employment equity in the County.

This issue has a long established history in Dufferin County; however, examining the past five years provides the most relevant information. A brief historical overview is provided below.

June 2014

- Rural Transportation Forum - Discussions of Financial Feasibility of Cost-Shared Transportation Model(s) prepared by Dillon Consulting. Dufferin County was one of the cases presented

August 2014

- A Resource Guide was produced from the Rural Ontario Institute and Dillon Consulting under the Accelerating Rural Transportations Solutions initiative. The document, *Towards Coordinated Rural Transportation,* includes a section on Dufferin County
- It outlined Four Models, building blocks and steps needed to build coordinated rural transportation
- It was recommended that a working group be formed to further develop the recommended plan and opportunities

November 2014

- A Coordinated Rural Transportation Meeting occurred (working group) looked at the data from the Guide

July 2015

- *Community Transportation Demand Assessment* was completed by Dillon. The purpose of the study was to get a better understanding of demand and vehicle utilization of *community* transportation providers in Dufferin

August 2016 & July 2017

- *Orangeville Transit Optimization Study* and Update by Dillon Consulting. Recommendation to get service to the Town of Mono (to be implemented at the request of municipality at full cost recovery). The Five-Year Service Plan from this report only applies to Orangeville, Dufferin as a larger area is not addressed

May 2018

- Orangeville received a new bus for each of its current bus routes

February 2019

- DCEC members vote to focus on transportation as a medium-term action under the Employment priority area

April 2019

- *Caledon Transit Feasibility Study* released. Includes sections on inter-community service between Caledon East, Caledon Village and Orangeville, rural Caledon to Orangeville transit, and about GO Transit servicing on the Brampton-Orangeville line. It is noted that Orangeville is an important destination for Caledon residents

May 2019

- Orangeville Council voted in favour of starting a task force to complete a comprehensive review of the town's transit issues and future options

August 2019

- Orangeville was nominated to receive funding through Rural and Northern stream of Investing in Canada Infrastructure Program (ICIP). If approved by the federal government, the total amount of funding received by the town could be as high as $2 million, including $700,000 coming from the provincial government
- If received, the funding would help cover the costs of constructing a new transfer terminal including a new glass shelter, seating, a concrete pad and a layby bus lane. Also included in the funding could be the purchase of a new low-floor bus and specialized transit bus

October 2019

- Motion brought forward to investigate renting an Orangeville Transit bus to bring transit to Dufferin County

From sources such as the Rural Ontario Institute we know that in Dufferin County, as seen in similar rural areas:

- Service providers are spending resources to help address transportation needs for their clients
- A collaborative solution is likely more cost-effective
- Single municipalities and organizations cannot solve this problem alone

The question is – what is a solution that is collaborative, cost-effective, and sustainable? So far, cost has been the largest barrier to most of the solutions generated. Presented on the next few pages are a few cases of how other rural communities are tackling the transportation challenge.

Caledon – Traditional Transit Mixed with Demand Responsive Service

Caledon has much rurality with a few key urbanized hubs similar to Dufferin. From the newly released *Caledon Transit Feasibility Study*, it was found that transit provision is feasible. The travel markets that were examined in the study include local service within

villages, connections between villages and other communities within or outside Caledon, and rural area services.

The study used an evaluation framework, which selected and prioritized services because implementing all the transit options simultaneously would have required significant investment. Instead, Caledon has a recommended staging order for transit service.

Although the study indicates that fixed routes could work for many of the services, the Rural – Village services (including the Orangeville Area Rural) and the Rural Services – would need to be demand-based services, as it is the only plausible service approach for these areas. They suggested that private transit operators could provide rural area demand-based options. This could take the form of a contractor operating small transit vehicles, or subsidizing taxi companies. For Phase 1, some of the early fixed route services are likely to be operated by Brampton Transit. Many of the early route services are to and from popular transit hub areas in Brampton. It was noted that the funding necessary to fill in the gaps between expenditure and income from other sources would need to come from property tax revenue.

Wellington – Ridesharing

In October 2019, Wellington County launched a county-wide, demand-based transit service available to residents. RIDE WELL is a public transit service based on a rideshare model of operations. The five-year pilot is funded by the Government of Ontario. The County has collaborated with technology company RideCo to provide on-demand shared rides. RIDE WELL offers trips to destinations within the boundaries of the County. It is a door-to-door service within Wellington County and door to bus stop service between Wellington County and the City of Guelph.

Trips can be booked on the app, website or over the phone. Credit cards are the only form of payment. The pilot runs from Monday to Friday, 6:00am - 7:00pm. It does not offer service on weekends or Statutory Holidays. There may be up to four customers in the vehicle at one time, and rides may not be direct because the driver may pick-up/drop-off other customers on the way. At the time of booking, passengers are given an approximate pick-up window, details about their driver and vehicle, and an estimate of how long their journey is expected to take. RIDE WELL fares are charged per person. Fares are set at $0.60 per kilometer, with a minimum fare of $5.00 and a maximum fare of $40.00. As it just launched in October there has been little analysis or review of the pilot thus far.

Westmorland and Albert Counties – Volunteer Driver Program

Volunteer Driver Programs (VDP) that are offered in New Brunswick are member-based programs that rely on a volunteer driver using their own vehicle (paid mileage) deployed through a central dispatcher. These programs are typically organized by a charity or non-profit organization. An example of this is Westmorland and Albert Counties. WA Transpo is a community-based organization of several charity volunteer driving programs in Westmorland and Albert Counties whose mission is to provide affordable and accessible transportation to area residents. WA Transpo clients call the dispatcher forty-eight hours in advance of a needed drive and a volunteer driver is arranged to go to their door, drive them to their destination and subsequently back. Their focus is on seniors/older adults, those with special needs, non-drivers and low or fixed income residents. However, anyone is welcome to call to receive transportation to medical appointments, food banks, running errands and more. Ride fees are based on distance traveled. WA Transpo offers subsidized rates (approximately 65% lower than normal cost) for qualifying low-income individuals and families. They also offer service at a lower cost than what would be expected through a taxi service. The challenge with the VDP model is that currently there is little technical guidance to support development or replication. There is also little data to evaluate whether VDPs are an effective rural transportation solution compared to other options.

The Blue Mountains, Collingwood, Wasaga Beach & the County of Simcoe – Traditional Transit

The Collingwood-Wasaga Beach Link started in August 2011 as a pilot partnership between the municipalities of Collingwood and Wasaga Beach with support from the County of Simcoe. The funding provided by the County of Simcoe was designed to accommodate a six-month pilot with the expectation that, if the ridership numbers warranted it, the transit link would continue to be supported by the two municipalities. Initially, the municipalities rented a bus from the operator of Collingwood's transit system. The Collingwood-Blue Mountains Link was launched in November of 2013, also as a pilot service between those two municipalities; however, it was funded through a public private partnership.

In the summer of 2018, Council approved a trial program to extend the hours on all three transit systems (Colltrans, Wasaga Link and Blue Mountains Link). During the trial, ridership between Wasaga Beach and Collingwood saw an increase of 35%, while ridership on the link between Collingwood and Blue Mountain increased by 64%.

Effective August 2019, the Wasaga Beach Link was assumed by the County of Simcoe. LINX now operates the Collingwood-Wasaga Beach Link Monday – Saturday from 6:00am – 8:00pm and Sundays and Holidays from 7:00 am – 8:00pm, buses operate every 60 minutes. The Collingwood-Blue Mountain Link now operates 7 days a week from 7:00am – 9:00 pm every 60 minutes.

Innisfil – Ride-Hailing

Innisfil Transit, which includes the Town's partnerships with Uber (for general trips) and Barrie-Innisfil Taxi (for accessible traps), was launched on May 15, 2017. After deciding that a fixed-route bus service would be too costly for the limited level of service that they would provide, a more cost-effective demand-based transit solution was pursued in order to provide a greater level of coverage and accessibility across the entire Town. Using the free Uber app, Innisfil residents are able to book a trip to wherever they need to go, 24/7. Fares as of April 1, 2019 are around $4-$6 dollars to the flat fare destinations and there is a $4 discount for traveling anywhere else within the Innisfil boundary. However, some trips are still expensive and can reach the $20-$30 range for passengers even with the discount.

Innisfil Transit 2017 vs. 2018 Results

	2017 (May – Dec)	2018 (Jan – Dec)
Trips	26,688	85,943
Subsidy	$150,000	$640,000
Riders	3,493	5,749
Average Wait Time	9:10 minutes	6:10 minutes

The number of trips increased significantly from a monthly average of under 3,000 trips from June to September in 2017, to an average of nearly 8,000 trips from October to December of 2018. This substantial increase in monthly trips reflects the popularity of the service and is why the Town's gross subsidy (the unpaid portion of the Uber trips) rose from $150,000 in 2017 to $640,000 in 2018. Fares were increased in 2019 so that gross costs (for the unpaid portion of the trips) did not reach the projected $1-$1.2 million range. At that range, costs were going to far exceed what was originally forecasted for the 1-bus or 2-bus route options in the Town's Transit Feasibility Study (2015). The first four months of the pilot project showed the initiative to be a cost-effective demand-based transit solution for the Town. However, there is now a monthly limit to trips. Each resident can only take a maximum of 30 trips each month.

Critics have stated that the town has now spent more on Uber than the traditional fixed bus route transit options. Conventional bus transit has high upfront costs, there is a high-fixed costs but a low marginal cost for each additional passenger. However, for the Uber-based service, there is a low-start-up cost, but it gets more expensive as it gets more successful. With ridership increasing each year, costs to the town continue to rise and at a certain point, the costs of operating the Uber alternative will likely exceed those of operating even a standard bus system.

Finally, one can also examine several other municipalities for municipal costs for conventional transit systems

Example Costs for Conventional Transit Systems

Transit System	**System Service Area Population**	**# of Active Vehicles**	**Total Operating Revenues**	**Total Direct Operating Expenses**	**Municipal Operating Contribution***	**Farebox Recovery Ratio****
Deseronto	13,974	4	$130,790	$299,606	$67,500	44%
Belleville	37,000	15	$1,718,284	$4,100,117	$2,297,241	42%
Welland	48,000	22	$1,331,368	$4,363,478	$1,960,619	31%
Cornwall	46,340	16	$1,100,733	$4,038,872	$2,516,697	27%

(source: Caledon Transit Feasibility Study)
*Municipal Capital contribution is unknown
**Total Operative Revenue/Total Direct Operating Expenses

<u>Town of Orangeville – Lease Option</u>

On October 10, 2019 council passed a motion:

> *THAT Staff to enter into discussions with Orangeville regarding the lease of one or more of their transit vehicles to service communities outside of Orangeville and report back to Council with the potential costs and service options.*

Following the above motion County staff contacted Town of Orangeville staff and were advised that, at this time, the Orangeville Transit fleet has no spare capacity and that as a result; there were no vehicles available for use. County staff are participating in the Transit Task Force and will continue to be part of the conversation. As new information becomes available or opportunities come up they will be communicated to the committee.

County of Dufferin Transportation Services

Community Support Services and Dufferin County EarlyON provide limited transportation services. These services are not sufficient to meet the demand for transportation that has been expressed in various studies over the past several years. As demonstrated by the examples above, other communities have implemented a number of different solutions in an attempt to address the issue in rural and small urban centres. Further evaluation is needed to determine if any of these solutions or other options such as collaborating with neighbouring transportation services or contracting with private operators may be feasible.

Financial, Staffing, Legal, or IT Considerations

While there is no impact at this moment in time, there will be impacts should additional research, feasibility and/or capacity assessments be required.

Recommendation

THAT the report of the Director of Community Services, Dufferin County Transportation Report, dated November 28, 2019, be received.

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

Meeting Date: November 28, 2019

Subject: **Single Source Consultant - Community Safety and Well-Being Plan**

In Support of Strategic Plan Priorities and Objectives:
Good Governance - ensure transparency, clear communication, prudent financial management
Inclusive and supportive community – support efforts to address current and future needs for a livable community

Purpose

The purpose of this report is to recommend that Wellington Dufferin Guelph Public Health Unit be approved as the Single Source Consultant to complete the Dufferin Community Safety and Well-Being Plan.

Background and Discussion

The Comprehensive Police Services Act (2019) requires municipal governments to adopt Community Safety and Well-Being (CSWB) plans. The legislation states every municipal council is required to develop and adopt these plans by working in partnership with a multi-sectoral advisory committee, effective January 1, 2019 and to be completed by January 1, 2021.

At Council on September 12, 2019, a report was approved for staff to conduct a Request For Quote (RFQ) process to engage a consultant for the development of the Dufferin Community Safety and Well-Being Plan.

While the RFQ process was being developed, the County was working with Wellington Dufferin Guelph Public Health Unit on various data collection and reporting initiatives. During that work it was evident to Wellington Dufferin Guelph Public Health Unit they were ideally placed to complete the Dufferin Community Safety and Well-Being Plan. The Public Health Unit then reviewed the County report, as approved on September 12, 2019 and contacted County staff to express their interest in taking the project forward.

The single sourcing decision became the most logical pathway as it recognizes and supports the successful past and present working relationship and work commitments already in place between the County and the Public Health Unit. Public Health can also offer unique insight based on the work they already do for community well-being and they have an unrivalled ability to gather, review and document local data that will be fundamental to the creation the CSWB Plan.

Financial, Staffing, Legal, or IT Considerations

Public Health will be required to complete the RFQ paperwork to ensure full disclosure. Then the necessary contractual arrangements will be formalized between Public Health and the County.

The costs for the development of a County wide CSWB plan will be covered by the Rate Stabilization Reserve, as already approved, at no more than $10,000.

Recommendation

THAT the report of the Director of Community Services, titled Single Source Consultant - Community Safety and Well-Being Plan, dated November 28, 2019, be received;

AND THAT Wellington Dufferin Guelph Public Health Unit be approved as the Single Source Consultant to complete the Dufferin Community Safety and Well-Being Plan.

Respectfully Submitted By:

Anna McGregor
Director of 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

Meeting Date: November 28, 2019

Subject: **2018/2019 Dufferin County Equity Collaborative Report to the Community**

In Support of Strategic Plan Priorities and Objectives:
Good Governance - ensure transparency, clear communication, prudent financial management
Inclusive and Supportive Community – support efforts to address current and future needs for a livable community

Purpose

The purpose of this report is to share the final version of the Dufferin County Equity Collaborative (DCEC) 2018/2019 Report to the Community.

Background and Discussion

The attached 2018/2019 Report to the Community is an Impact Report of all the work accomplished by DCEC in 2018/2019. DCEC is working towards reducing inequities, removing barriers and creating equitable opportunities that support the well-being for all members of our community.

This report was developed with the support of Tamarack Institute – Vibrant Communities' Getting to Impact program. The Getting to Impact coaching series is a voluntary coaching program, which provides a high-level framework to assist with organizing and understanding poverty and poverty reduction, and to effectively measure and communicate the impacts of poverty reduction efforts to local stakeholders.

This report provides the community with an update on the key activities DCEC has undertaken over the past year and the outcomes and impacts that have emerged from that effort. It is a summary of progress made in the year and it acknowledges the efforts of those who have contributed to a successful year. DCEC is pleased to have partnerships with many of the local human services agencies. Together DCEC is making great progress towards having an impact.

This information builds on the presentation details shared at County Council on October 10, 2019 by the Director of Community Services.

Financial, Staffing, Legal, or IT Considerations

There is no impact at this moment in time.

Recommendation

THAT the report of the Director of Community Services, titled 2018/2019 DCEC Report to the Community, dated November 28, 2019, be received.

Respectfully Submitted By:

Anna McGregor
Director, Community Services

Attachments: 2018-2019 DCEC Report to the Community

DUFFERIN COUNTY EQUITY COLLABORATIVE

Report to the Community 2018/2019

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Appendix: Methods & Limitations

01

WELCOME FROM THE WARDEN

THE CORPORATION OF
THE COUNTY OF DUFFERIN
HEREBY PROCLAIMS
Dufferin county
October 17, 2019
as
International Day for the Eradication of Poverty
in
Dufferin County
Darren White
Warden, County of Dufferin
Orangeville, Ontario
Dated: October 10, 2019

Welcome to the first '*Report to the Community*' from the Dufferin County Equity Collaborative (DCEC). DCEC recognizes that no one should be disadvantaged from reaching their full potential because of their social, economic or environmental circumstances. Not all Dufferin residents start from the same place. Equity does not mean equality. In Dufferin County we know that inequity exists for many of our residents. DCEC is mobilizing community service agencies to collectively address inequities. This reports illustrates what collaboration in a small region can achieve.

No one agency, board, or council can address inequity on its own. The County of Dufferin applaud the work of DCEC and look forward to the next year and new successes.

Darren White

Warden
County of Dufferin

REFLECTIONS FROM THE CO-CHAIRS

Greetings from the Co-Chairs of the Dufferin Community Equity Collaborative (DCEC).

As Co-Chairs of DCEC, it is our privilege to be working with a talented group of members supporting and guiding our efforts in advocating equity in Dufferin. The work accomplished in 2019 by DCEC is comprehensive. As part of that work, we would like to share the results of this year's *Impact Report to the Community*. The report would not be possible without the involvement and support of our local service providers. We value and appreciation their dedication to this work and to the Dufferin community.

As co-chairs we would like to thank all of our active committee members and look forward to continuing to advance equity in the Dufferin community in 2020.

Anna McGregor

Director of Community Services
The County of Dufferin

Dufferin county

Louise Brooks

Health Promotion Specialist (HPS)
Wellington-Dufferin-Guelph Public Health

PublicHealth
WELLINGTON-DUFFERIN-GUELPH
Stay Well.

02

WHO WE ARE

Dufferin County Equity Collaborative (DCEC) officially formed in 2018. It was created when the Dufferin County Poverty Reduction Task Force (PRTF) and the Local Health Integration Network (LHIN) Poverty Sub-Collaborative recognized they could benefit from combining their skills and knowledge. The first meeting was held in December 2018.

The collaborative is comprised of 26 member agents representing a diverse cross section of:

VISION & MISSION

EVERY RESIDENT OF DUFFERIN COUNTY WILL HAVE THE OPPORTUNITY TO REACH THEIR FULL POTENTIAL

A COLLABORATIVE BROAD BASE OF STAKEHOLDERS WHO ARE WORKING TOGETHER TO IMPROVE THE QUALITY OF LIFE OF DUFFERIN COUNTY RESIDENTS

COLLECTIVE IMPACT

DCEC is a group of stakeholders committed to a common agenda through collaboration. We are better when we work together. Working on collective success through:

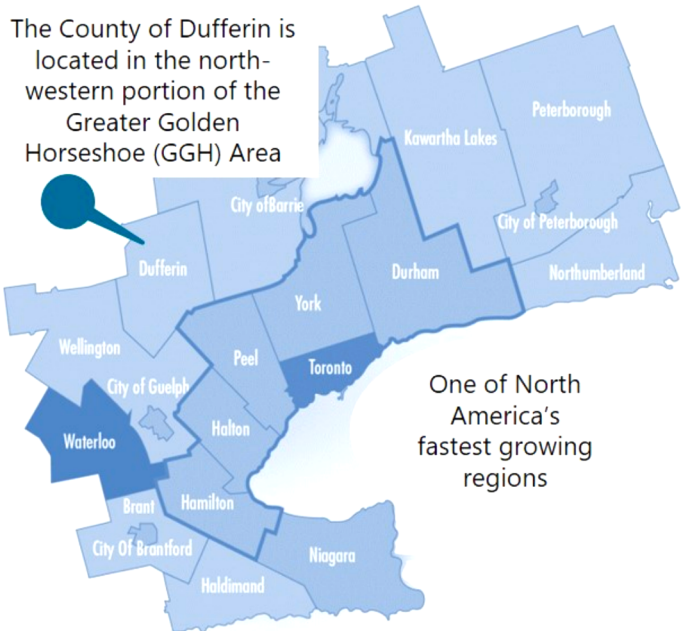
COLLECTIVE IMPACT: *the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem*

-Kania & Kramer, Stanford Social Innovation Review, Winter 2011

03

WE ARE DUFFERIN COUNTY

The County of Dufferin is located in the north-western portion of the Greater Golden Horseshoe (GGH) Area



One of North America's fastest growing regions

Made up of 1,486 square kilometers and 8 towns and townships:

- Amaranth
- East Garafraxa
- Grand Valley
- Melancthon
- Mono
- Mulmur
- Orangeville
- Shelburne

40.7 Median age of the population in Dufferin County

65% of the population reside in the three main urban centres

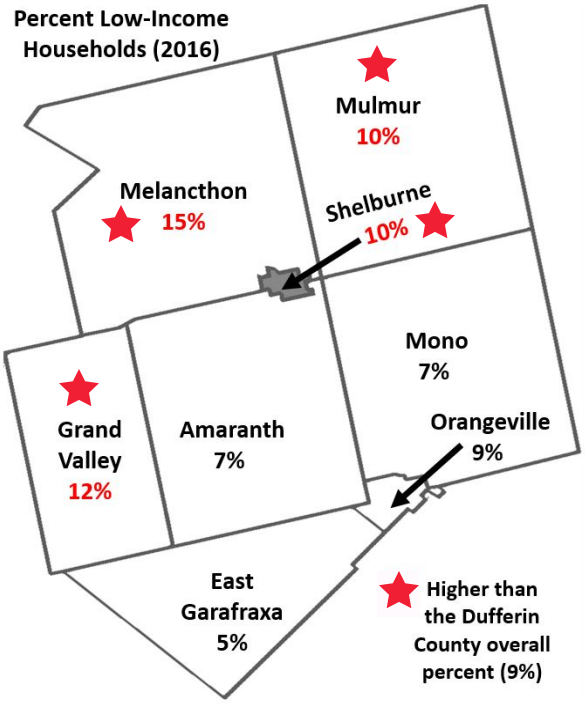
Dufferin is predicted to have 85,000 residents by 2041

Population of Dufferin County 61,735 (2016)

Grand Valley
8.4%
population change from 2011 - 2016

Orangeville
3.3%
population change from 2011 - 2016

Shelburne
39%
population change from 2011 - 2016



04

THE DUFFERIN COUNTY CONTEXT

It is important to consider the work being done by DCEC within broader socio-economic trends. To do this, Statistics Canada (2016) data is provided on some key factors of the social determinants of health. The social determinants of health are the interconnected social and economic factors that influence the circumstances in which people are born, develop, live and age (World Health Organization, 2011).

IF DUFFERIN COUNTY WAS A VILLAGE OF 100 PEOPLE

45 tenant households would spend more than 30% of their household income on shelter costs

21 owner households would spend more than 30% of their household income on shelter costs

37 of those 75+ would spend more than 30% of their income on shelter

73 of those 15+ would commute outside of their municipality for work

6 individuals (15+) in the labour force would be unemployed

11 individuals 25-64 do not have a certificate, diploma or degree

15 family households would be lone-parent family households

11 of the children age 5 and younger would live in low income households

9 individuals would be living in low-income households

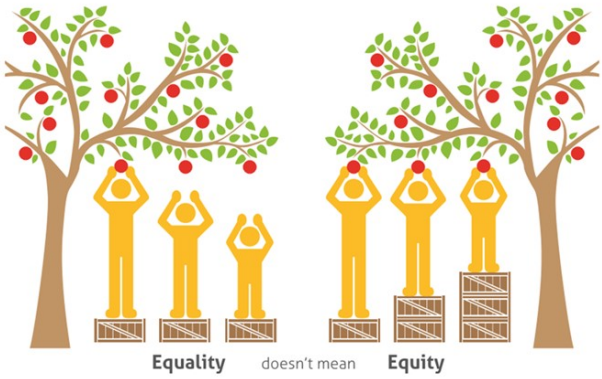
05

WHY EQUITY?

The equity lens for this collaborative focuses on goals designed to ensure everyone in our community has a range of opportunities so they can be successful, regardless of their starting point. Equity is achieved when each individual can reach their full potential and are not disadvantaged from attaining it because of barriers.

Equality doesn't mean equity. Equality means that everyone is treated the same regardless of their needs or circumstances.

Equity recognizes that some groups in our community may require extra support and resources to provide the same opportunities to reach and maintain their optimal well-being. Understanding additional barriers that individuals face and providing an opportunity to reduce those barriers, is the first step to achieving equity. Barriers may include low income, inability to access to healthy food, or unsafe housing. However, it is important to keep in mind that equity is subjective and personal.



(adapted from Health Quality Ontario, 2018)

DCEC is working towards reducing inequities, removing barriers and creating equitable opportunities that support the well-being for all members of our community.

CURRENT COMMUNITY PRIORITY AREAS

There are a multitude of barriers which effect an individuals ability to reach their full potential. However, the DCEC stakeholders agreed that three factors are top priority in Dufferin County at this particular time, these factors are:

- housing and homelessness
- employment
- health equity

These three areas have been the focus of DCEC's work since the December 2018 launch.

TIMELINE

November 2015

Dufferin Housing/Poverty Forum was held and the majority of attendees felt it was important to establish a local Poverty Task Force and local strategy

February - September 2016

First three meetings on poverty were held on poverty reduction. First and second DC MOVES Forums took place

Summer 2016

Consultant was hired to conduct research to understand what poverty looked like in Dufferin County

06

PATHWAYS TO CHANGE

Over time, each priority area will see outputs, which lead to outcomes, and eventually impact. Impact will be achieved by taking action in each of the three pathways to change:

ADVOCATING, INFORMING & BUILDING AWARENESS

- Championing and giving a voice to the need for system and policy changes that reduce inequities
- Increasing public, influencer and decision maker awareness and will
- Informing stakeholders and decision-makers about local needs and priorities to influence policy and service design, delivery and evaluation

MINIMIZING SERVICE BARRIERS

- Defining the boundaries, actors and relationships in the system and providing service from a system lens
- Understanding service access through a client (patient, etc.) perspective
- Responding (to needs and designing system accordingly) from client perspective

INNOVATING SOLUTIONS

- Informing planning and decisions through evidence
- Creating or adjusting projects, programs, services and practices
- Recognizing and acting on opportunities to make immediate change to improve services

OUTPUT: the number of people affected or number of items produced by an action

OUTCOMES: Actions, behavior changes, etc., by key system actors that contribute to our goals (i.e. change in decision makers awareness of or interest in equity)

IMPACT: The effects of outcomes that contribute to our vision

CONTRIBUTION: helped to cause or bring about

A NOTE ON CONTRIBUTION VS. ATTRIBUTION

Any impact that we have had or may have in the future does not exist in a bubble. It has also been influenced by many factors. Changes often occur due to multiple factors beyond one single group's actions. Throughout the rest of this report we will discuss impacts and outcomes in terms of understanding the contribution of our efforts.

October 2016

Early results of the research on poverty were discussed at the DC MOVES Forum. The three pillars of Community Wellbeing, Poverty Reduction and Resource sharing were determined

November 2016

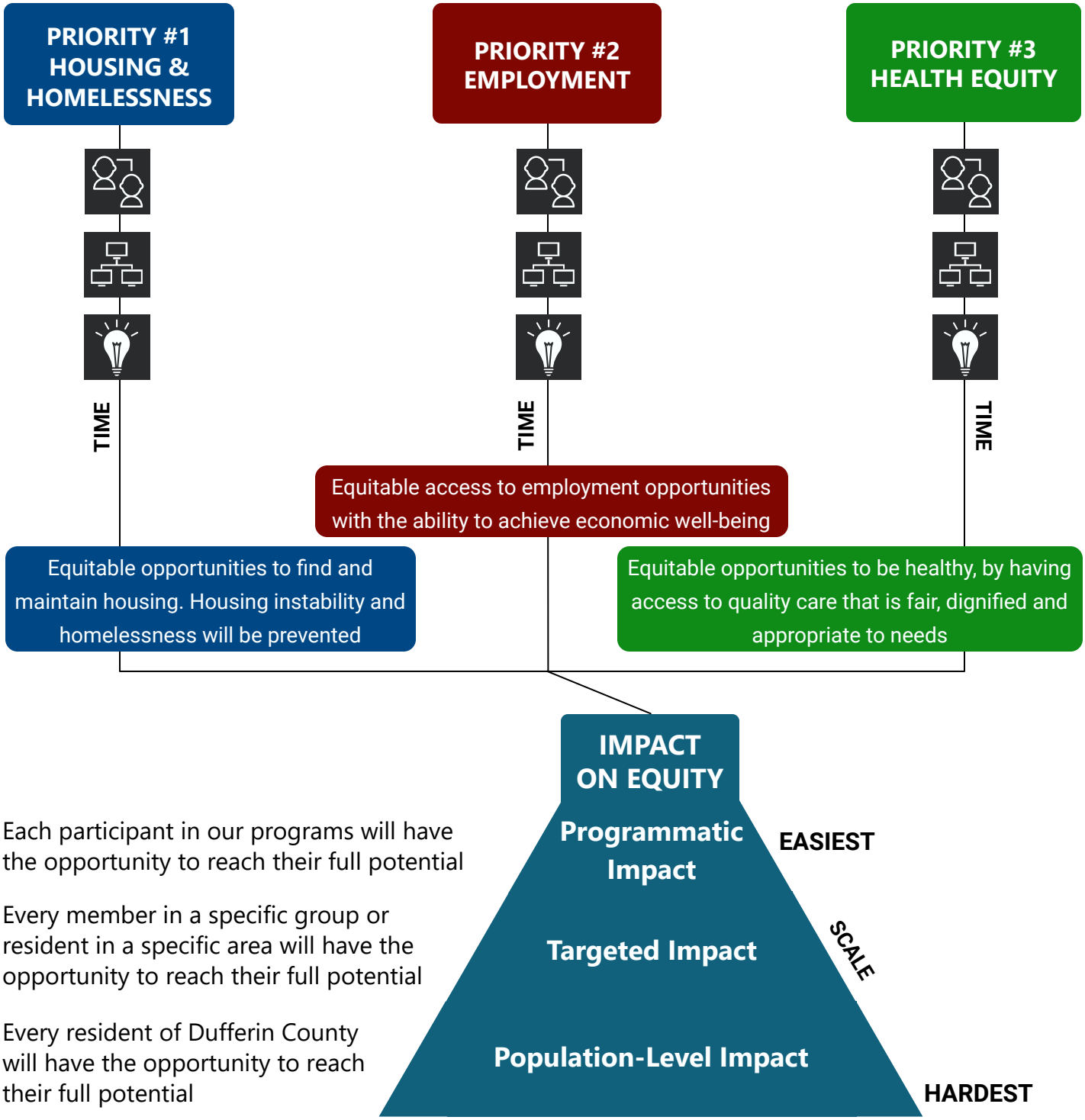
The three pillars were presented to County Council along with a request for funding

December 2016

Formalized structure of DC MOVES was established including the three pillars

07

FRAMEWORK



Each participant in our programs will have the opportunity to reach their full potential

Every member in a specific group or resident in a specific area will have the opportunity to reach their full potential

Every resident of Dufferin County will have the opportunity to reach their full potential

January 2017

The DC MOVES leadership table was formed, with members from Public Health, Georgian College, HCIA and the County of Dufferin

February 2017

Consultant completed and shared **The Reducing Poverty in Dufferin County: A Proposed Strategic Framework** document

March 2017

Position of DC MOVES Coordinator initially filled

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PRIORITY #1 - HOUSING & HOMELESSNESS

BACKGROUND

The average resale price for homes within Dufferin have risen substantially over the past decade; however, incomes are not rising quickly enough to meet these increasing prices. There is also an insufficient availability of affordable rental units in Dufferin. There was a monthly average of 643 applicants on the Housing Access Dufferin Waitlist in 2018 and 487 individuals were served in some manner by the Homelessness Prevention Program in 2018. Every person in Dufferin County should have an affordable, suitable and adequate home. Having a wide variety of housing options in Dufferin means a higher quality of life for all residents. We need to raise awareness of the causes of housing insecurity and homelessness and identify and remove barriers to reduce inequities.

Homelessness: *the situation of an individual or family without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household's financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination.*

-The Canadian Observatory on Homelessness, Homeless Hub (2017)

GOAL

Members of the community will have equitable opportunities to find and maintain housing. Housing instability and homelessness will be prevented

HIGHLIGHT: STORIES OF SUCCESS

There have been **quicker collaborations** and turnarounds for the tight timelines for funding applications to the Province for supportive housing dollars. **Greater awareness** has been reached of what makes successful tenancies and how RentSmart will be able to assist clients and the community to maintain housing and prevent homelessness. There has also been **new connections** made, for instance with a local champion of Golden Girls Canada, who will be able to spread information about homesharing to a larger audience.

June 2017

Dufferin County Poverty Reduction Task Force (DCPRTF) held its start-up meeting

November 2017

DCPRTF became members of Cities Reducing Poverty and wrote letters to the Province on Housing and Income Security Reform

January 2018

Community Poverty Reduction Summit was held and Elaine Capes became DC MOVES Coordinator

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INTENDED OUTCOMES	ACTIONS	PATHWAY	OUTPUTS	STATUS
Increase awareness and buy-in of housing challenges in Dufferin County	Investigate collaborative solutions for mixed housing with mixed living/sharing arrangements, which may involve: • Zoning • Joint planning • Pooling dollars • Building business cases • Seeking grants • Homesharing (i.e. Golden Girls, etc.)		**8** attended Golden Girls presentation providing: • **Greater awareness** • New knowledge • **Connections** • Changed attitudes	Ongoing
			• Voiced need for planning and policy changes • Submitted **21** housing considerations to County Planning Coordinator	Completed
Increase access to: • Emergency • Transitional • Support accommodation options			Headwaters Health Care Centre and County **Collaboration**. Submitted a supportive housing proposal to the Province	In progress
Greater support/ service(s) for individuals with complex needs	• Improve tenant outcomes • Create/host renter education • Explore barriers and solutions (i.e. RentSmart)		• Two County staff are RentSmart certified • Presentation shared to **7** working group members providing: • **Awareness** of what makes successful tenancies • Information on it assists with maintaining housing and preventing homelessness	In progress

Spring 2018

Finalization process for roadmaps. Revisited priority areas and inventoried what was happening across agencies. Connected with the CW-LHIN

May 2018

Questions raised regarding Terms of Reference (TOR) and connection to DC MOVES. Discussions of amalgamation of DCPRTF and CW-LHIN Poverty Sub Collaborative

September 2018

The two groups amalgamated. New TOR presented & ratified by electronic vote. Moved away from DC MOVES leadership. New name Dufferin County Equity Collaborative (DCEC) adopted. County of Dufferin & Public Health became co-chairs

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PRIORITY #2 - EMPLOYMENT

BACKGROUND

Currently 73% of residents (15+) in Dufferin County commute outside of their municipality to work, and 54% commute out of the County for work, yet local businesses feel that an obstacle to their growth is the attraction and retention of talent. Residents are not able to access local jobs, while employers are having difficulty finding new hires. The majority of businesses in Dufferin have few or no employees. There is a lack of awareness of employment options in the County. Upcoming employee's expectations of the labour market do not align with employer's current expectations of employees - both need education. There is a lack of awareness in the local business community about what is required for a healthy standard of living in Dufferin. There needs to be measures in place to ensure that individuals can earn a *Living Wage*. We need raise awareness of what is required for a healthy living, identity and remove barriers to reduce inequities.

Living Wage is not the same as minimum wage, a living wage reflects what earners in a family need to bring home based on the actual costs of living in a specific community.

-Living Wage Canada, 2013

GOAL

Members of the community will have equitable access to employment opportunities with the ability to achieve economic well-being

HIGHLIGHT: STORIES OF SUCCESS

There has been a **re-connection** with those previously at the table under former committees, and an increased **awareness** of what is happening in the County across a broad spectrum. The group now has a **greater collective understanding** of the mismatched expectations of employees and employers. Challenges have been updated based on new data. There has also been a **rejuvenated will** to work together to address employment from a collective perspective, knowing how we can **leverage** each others work.

October 2018

Planning for first DCEC meeting occurred between the co-chairs

December 2018

Launch meeting for DCEC. Full review of TOR by attendees. Call to membership for new table. New roadmap and priorities draft from review of previous work

February 2019

Decision to focus on three priority areas: Housing & Homelessness, Employment and Health Equity. Defined short, medium and long term actions for roadmap

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INTENDED OUTCOMES	ACTIONS	PATHWAY	OUTPUTS	STATUS
Increase awareness of the challenges employees face in Dufferin	• Connect with Workforce Planning Board Waterloo Wellington Dufferin and local Economic Development officers on groundwork. • Research what others are doing including (Dufferin Board of Trade, etc.)		Held **4** data sharing meetings **re-connecting** with other parties and their work. The meetings led **rejuvenated will** among partners Increasing **awareness**. Increased from **9** to **14** working group participants	Completed
More opportunities for residents to work within Dufferin County and reduce commuting	Contribute to/leverage the work being done through Economic Development and other partners within Dufferin Participate in transportation planning initiatives including: • Ride sharing programs • Car share programs • Phone apps • School bus transportation between Dufferin's more urban centres		**Greater collective understanding** across the group about projects and activities in progress Providing opportunities to **leverage** each others work to improve outcomes for employees. For example, work has commenced on the Job Board. It will be the largest in the County. It also offers additional information (career pathways, a mapping tool, etc.) Jointly investigating transportation solutions for employment equity	In progress

March 2019

Conducted survey with members by presenting identified actions from Feb meeting for priority determination by voting. Survey results consolidated and shared. Started the Tamarack Institute – Vibrant Communities' *Getting to Impact* program

April 2019

Larger group meeting to review action plans for each priority. Invited participants to indicate level of commitment against identified actions. Invited participants to join a working group for one of the priority areas. Presented DCEC branding logo ideas for group voting and input

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PRIORITY #3 - HEALTH EQUITY

BACKGROUND

Increasing food costs affect low-income individuals and families. The latest research indicates that at least 14% of households in the County experience food insecurity. Inadequate income leads to this inability to purchase nutritious food on a consistent basis. Individuals experiencing food insecurity are more likely to report poorer physical, mental and social health. Food services exist, but do not provide a solution to the root cause of the problem. Food insecurity cannot be managed. Working collaboratively to address the root causes will require addressing the factors that limit food purchasing, including the lack of adequate income. We need to identity and remove service barriers to reduce health inequities.

Health equity *means that all people can reach their full health potential and are not disadvantaged from attaining it because of their race, ethnicity, religion, gender, age, social class, socioeconomic status or other socially determined circumstance.*

-Whitehead & Dahlgren, 2006

GOAL

Members of the community will have equitable opportunities to be healthy, by having access to quality care that is fair, dignified and appropriate to needs

HIGHLIGHT: STORIES OF SUCCESS

The adoption of the health equity priority led to the **amalgamation** of several existing tables, including **12** new members, to form DCEC. Recognizing one of our largest **barriers**, **3** member agencies - Dufferin Area Family Health Team (DAFHT), Orangeville Food Bank (OFB) and the Central West Local Health Integration Network (CW-LHIN), started a 6-Month Health Equity Pilot Project. Staff from DAFHT and CW-LHIN have prepacked boxes of non-perishable food containing three days worth of food at their agencies. These boxes can be taken on home visits or available when clients attend appointments. In addition, non-perishable food will be accessible to clients within the DAFHT office, providing an opportunity to introduce clients to the services of the OFB and immediate hunger relief. For clients that are house-bound, the agencies are able to take orders from clients for perishable and non-perishable items. Items are packed by OFB and taken by agency staff when attending the next home visit.

May 2019

The three priority area working groups organized and conducted meetings to work on the top action as identified by DCEC. Each group prepared a presentation for the June six-month large group meeting

June 2019

Conducted larger group six-month review to confirm achievement of desired objectives stated at launch meeting. Introduced work group participants and reviewed work group progress. Revealed the DCEC Logo, social media and website. Shared the *Getting to Impact* Framework and modules completed at that point

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INTENDED OUTCOMES	ACTIONS	PATHWAY	OUTPUTS	STATUS
Raise awareness of the root cause of health equity issues within the community	Develop and deliver health equity training(s) to: • Build capacity and raise awareness of local health equity issues		**20** attended *Empathy Effect* & *C.A.R.E.* Training Sessions **94** attended *Bridges Out of Poverty* including members of County Council	Completed
Awareness raising and capacity building for health equity at the local institutional levels	• Build capacity and increase awareness of health equity impact assessments (HEIA) as a tool to identify barriers in new programs and services in Dufferin County		Connection to Ontario Public Health Association for potential HEIA training & online HEIA training course added to the DCEC webpage	In progress
Identify and remove service barriers to reduce health inequities Complete the knowledge picture. Increase understanding of lived experience and what would help to lessen the impact	Plan and implement a research study to gain a better understanding of the lived experience of poverty in Dufferin County		**3** DCEC member organizations developed a six-month pilot project to deliver food to community members who experience **barriers** to accessing services Instigated the groundwork for lived/living experience connections	In progress

September 2019

Bridges Out of Poverty was held and 94 attended the workshop including members of County Council, the County CAO and more. This Bridges workshop had the greatest attendance out of any Bridges training held in Dufferin County before

October 2019

Attended the 2019 Cities Reducing Poverty *Ending Poverty in Canada* event. Impact report was drafted. The County of Dufferin proclaimed October 17 as the *International Day for the Eradication of Poverty* in Dufferin County

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NEXT STEPS

Expand Collaboration

- Expand collaborative to include the voice of lived/living experience
- Continue to strengthen collaboration with members and partners

Increase Data Collection

- Increase and align data collection to make more meaningful reporting
- Fill current data gaps to inform actions

Improve Processes

- Improve process by continuing to approach actions with systems thinking
- Leverage what we each bring to the table, ensuring everyone can contribute within our Theory of Change framework

Medium & Long-Term Actions

- Move forward and have progress on medium and long term actions with a focus on defining desired outcomes and impacts

Drive Roadmap for 2020

- Drive roadmap for next year and beyond from a continuous improvement mindset
- Take into account changes in the environment, community and government policy

CALL TO ACTION

We open the invitation to others to join the effort to improve the lives of the residents of Dufferin County.

How you can be part of the action:

- Share this report with your contacts
- Spread the word about DCEC
- Visit the website, Facebook, Twitter and share our posts
- Answer surveys
- Visit and take part in *Join In* Dufferin
- Attend trainings and workshops that are available

Website:
http://dcmoves.org/priority-pillars/dufferin-county-equity-collaborative/

Facebook:
www.facebook.com/dufferincountyequitycollaborative

Twitter:
twitter.com/ActionHCIA

***Join In* Dufferin:**
https://joinindufferin.com

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ACKNOWLEDGEMENTS

We gratefully acknowledge the efforts of all individuals, local agencies and service providers involved in this collaboration. We appreciate and want to thank all of you. Let us continue together with our collaborative approach to creating a vibrant, equitable, inclusive and healthy community.

DCEC is pleased to have partnerships with many of the local human services agencies. Together we are making progress towards having an impact. In particular, we would like to thank County of Dufferin Council, our co-chairs, voting members, member agencies and all partners. Thank you to also to our working group members, presenters and event attendees. Special thanks also to the Tamarack Institute and the Cities Reducing Poverty Team.

This Impact Report was developed with the support of Tamarack Institute – Vibrant Communities' Getting to Impact program.

VOTING MEMBER AGENCIES:

- Alzheimer Society of Dufferin County
- Bethell Hospice Foundation
- Canadian Mental Health Association Peel-Dufferin
- Catholic Family Services Peel-Dufferin
- Choices Youth Shelter
- Community Torchlight
- Dufferin Area Family Health Team
- Dufferin Child & Family Services
- Dufferin County Community Services
- Family Transition Place
- Friends & Advocates Peel
- Georgian College
- Habitat for Humanity
- Headwaters Health Care Centre
- Hospice Dufferin
- Humber College
- Central West Local Health Integration Network
- Ontario Telemedicine Network
- Orangeville Food Bank
- Orangeville Police Services
- Services and Housing In the Province
- United Way Guelph Wellington Dufferin
- Upper Grand District School Board
- Wellington-Dufferin-Guelph Public Health
- Workforce Planning Board of Waterloo Wellington Dufferin

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MEASUREMENT APPROACH

The approach DCEC is using in this work is a a multi-dimensional framework model with a myriad of data sources from our stakeholders and partners. At the population level, we are using the Social Determinants of Health to measure overall impact. However, this data is only updated every five years with the Statistics Canada national census. At the targeted and programmatic levels, we are tracking multi-dimensional indicators from a variety of data sources.

METHODS

Data was gathered from a variety of sources including:

- Priority area working group partners
- Statistics Canada
- Wellington-Dufferin-Guelph Public Health Interactive Reports and other data
- County of Dufferin Community Services program data and previous reports to County Council
- Other stakeholders from the larger group

LIMITATIONS

There are some limitations with the data presented in this report, these include:

1. The wide variety of indicators used by diverse groups to track outcomes and impact. While all stakeholders have agreed to a general working definition of equity, it is difficult to have everyone use the same indicators to track progress. As a result, while all the member agents are measuring change, they have different ways of doing so
2. The mixed quality of the data gathered on outcomes and impact. The stakeholders have different levels of resources and expertise to measure progress
3. Those providing the data for this report are all producing information at different times. This means that the “snapshot” presented in this report is really a collection of “little snapshots”
4. The difficulty in determining the extent to which our efforts - rather than some other factors - have influenced the outcomes and impacts described in this report
5. The subjectivity of equity. The report focuses on capturing the general progress, a general moving towards equity, rather than judge it with a definitive bottom-line

With these limitations in mind, the data contained in this report still offers the broader community an update on the key activities implemented in the priority areas and a picture of DCEC's overall progress thus far.

REPORT TO COMMITTEE

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

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

Meeting Date: November 28, 2019

Subject: **Community Grant Applications from Theatre Orangeville and Orangeville Blues and Jazz Festival**

In Support of Strategic Plan Priorities and Objectives:
Economic Vitality – promote an environment for economic growth & development

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Purpose

The purpose of this report is to propose that annual grants to Theatre Orangeville and the Orangeville Blues and Jazz Festival be removed from the Community Grant application process and assessed as part of County's Economic Development budget.

Background & Discussion

As Council members are aware, the County annually receives applications for financial support from a number of community-based organizations. At this time, applications are reviewed by Headwaters Communities in Action (HCIA), which in turn recommends to the County which organizations should receive support, and at what level of funding.

County Economic Development staff are currently undertaking a number of initiatives in support of the County's Economic Development Strategy. These include working with local municipalities and organizations to promote and support economic development-related activities in the areas of business development, tourism and local arts and culture. As an example, staff are currently reviewing several applications to the newly established Dufferin County Economic Development Fund, submitted by local

municipalities. The applications represent a range of initiatives that cover the areas of economic development activity mentioned above.

For many years now, the County has received Community Grant applications annually from Theatre Orangeville and the Orangeville Blues and Jazz Festival. The positive impact and success of both are well acknowledged, and their contribution to the community from an economic development, tourism and cultural perspective is significant. In light of their importance in this regard, and acknowledging the County's role through the Economic Development Strategy to support and encourage similar initiatives, staff recommend that the responsibility to review annual requests for support from Theatre Orangeville and the Orangeville Blues and Jazz Festival be transferred to the County's Economic Development function and assessed through the annual budget process.

Financial, Staffing, Legal, or IT Considerations

The amount of the Community Grant requested by Theatre Orangeville in 2019 was $10,000. The amount approved by County Council was $6,000. The amount of the Community Grant requested by the Orangeville Blues and Jazz Festival in 2019 was $4,000. The amount approved by County Council was $2,000. Historically, these amounts have been higher.

Recommendation

THAT the report of the Director of Planning, Economic Development and Culture, dated November 28, 2019, regarding Community Grant Applications be received;

AND THAT that the responsibility to review and make recommendations to County Council on economic development-related Community Grant Applications, including applications from Theatre Orangeville and the Orangeville Blues and Jazz Festival, be assigned to the County's Economic Development function beginning in 2020;

AND THAT $10,000 be transferred from the Community grant program to the economic development fund for this purpose in the 2020 budget.

Respectfully Submitted By:

Darrell Keenie, Director

REPORT TO COMMITTEE

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

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

Meeting Date: November 28, 2019

Subject: **Final Report on Corn Flower Gallery Project and Adjoining Facility Improvements**

In Support of Strategic Plan Priorities and Objectives:
Good Governance – ensure transparency, clear communication, prudent financial management

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Purpose

The purpose of this report is to provide a final report on the now completed Corn Flower Gallery project and adjoining facility improvements at the Museum of Dufferin (MoD).

Background & Discussion

Founder and operator of W.J. Hughes & Sons Corn Flower Limited, William John "Jack" Hughes, was born in Amaranth Township in 1881 and ran his business in Toronto for 39 years. The MoD began collecting Corn Flower glassware and amassing the company's history in 1999. Highly collectible, the MoD now holds the largest public collection of Corn Flower glassware in the world, the majority of which have been received through donations.

Beginning in 2015, a capital project to establish a permanent Corn Flower Gallery on the Museum's Level 3 has been included in the Capital Budget. It was always anticipated that the project would be entirely funded through grants and donations, and not through the County tax levy. In 2016, the MoD made application to the Canada 150

Community Infrastructure Program for the purpose of the Corn Flower Gallery project, and in early 2017, received approval for a grant of $150,000. Additional fundraising efforts continued throughout the process of establishing the Gallery, construction of which was initiated and completed within the 2018 calendar year. The Corn Flower Glass Gallery officially opened on November 10, 2018.

During the MoD's public closure for the construction of the Corn Flower Glass Gallery during the first half of 2018, the opportunity to convert overhead and display case lighting in the Main Gallery (Level 2) from incandescent to energy efficient LED and to make needed improvements to the Museum's entrance were also pursued. Contractors, products and bulk pricing achieved for the Glass Gallery project were extended to complete needed upgrades in adjoining areas. For the Main Gallery upgrade to LED lighting specifically, the MoD was generously assisted by a $80,000 private donation. Financial details for all improvements, including the establishment of the Corn Flower Glass Gallery, are highlighted below in the table below.

Financial, Staffing, Legal, or IT Considerations

The following table provides a financial overview of actual expenses and revenues relating to the Corn Flower Glass Gallery project and adjoining facility improvements.

	CF Glass Gallery	**Main Gallery Lighting**	**Entrance**
TOTAL EXPENSES:	$564,137	$153,830	$43,152
REVENUE:			
Canada 150 Grant	$147,361		
Approved Trust funds	$150,000		
Donation – Kayser*	$100,000*		
Donation – MacFeeters*	$10,000	$80,000*	
Donation - Black	$30,000		
Fundraising General	$10,451		
Capital Reserve		$73,830	$43,152
REVENUE SUBTOTAL:	$447,812	$153,830	$43,152
BALANCE:	$116,325	$0	$0

* The Kayser donation received for the Corn Flower Gallery project, and the MacFeeters donation received for Main Gallery Lighting, are currently in the MoD's Trust Fund. The balance of $116,325 for the Gallery project, to be funded from the MoD's Trust Fund, represents additional expense incurred to acquire specialty lighting technology (light pads and black light/controller), additional display case millwork, and the services of a database consultant to create an online, searchable database of the museum's Corn Flower artifact collection (available online and via a digital tablet in the new exhibit). The current balance of the MoD's Trust Fund is $959,440.

Recommendation

THAT the report of the Director of Planning, Economic Development and Culture, dated November 28, 2019, regard the Corn Flower Gallery Project and Adjoining Facility Improvements be received;

AND THAT $216,325, which includes a $100,000 project-specific donation from the owners of the Corn Flower Company, be transferred from the Museum of Dufferin Trust Fund to maintain a zero impact on the County levy for the Corn Flower Gallery project;

AND THAT the $80,000 MacFeeter's donation be transferred from the Museum of Dufferin Trust Fund for the Main Gallery Lighting upgrade.

Respectfully Submitted By:
Darrell Keenie, Director

Community Services

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$342	-$274	-$348	-$74	78.68%
Rent Revenue	-$1,988	-$1,829	-$2,209	-$380	82.80%
Government Transfers	-$16,465	-$12,687	-$15,043	-$2,356	84.34%
Other Revenue	-$3,581	-$519	-$464	$55	111.82%
Total Revenues	**-$22,376**	**-$15,308**	**-$18,064**	**-$2,755**	**84.75%**
Expenditures					
Salaries and Benefits	$4,473	$3,544	$4,737	$1,193	74.82%
Administrative and Office	$282	$422	$526	$104	80.23%
Debt Repayment	$1,060	$663	$858	$195	77.24%
Service Delivery	$15,370	$12,791	$14,904	$2,113	85.82%
IT and Communications	$89	$67	$91	$24	73.49%
Facilities	$2,383	$1,798	$2,350	$553	76.49%
Vehicles and Equipment	$18	$14	$19	$6	70.61%
Internal Services Used	$935	$846	$995	$149	85.03%
Internal Services Recovered	-$390	-$319	-$398	-$78	80.26%
Capital Contribution	$5,447	$762	$914	$152	83.33%
Total Expenditures	**$29,668**	**$20,586**	**$24,996**	**$4,410**	**82.36%**
Transfers					
Transfers from Reserves	-$196	$0	-$50	-$50	0.00%
DC Contribution	-$1,263	-$261	-$355	-$94	73.63%
Transfers to Reserves	$181	$17	$20	$3	83.36%
Total Transfers	**-$1,279**	**-$245**	**-$385**	**-$140**	**63.57%**
Total Community Services	**$6,013**	**$5,033**	**$6,547**	**$1,514**	**76.88%**

Community Services - Month over Month Changes

September 30 year to date		**4,805,536**
Revenues		
User Fees		**(32,796)**
Rent Revenue		**(187,426)**
Government Transfers		**(1,233,381)**
Other Revenue		**(60,203)**
Total Change in Revenues		**(1,513,806)**
Expenditures		
Salaries and Benefits		**230,960**
Administrative and Office [1]		**40,267**
Debt Repayment		**66,302**
Service Delivery [2]		**1,173,446**
IT and Communications		**2,262**
Facilities [3]		**126,020**
Vehicles and Equipment		**1,459**
Internal Services Used		**82,611**
Internal Services Recovered		**(34,967)**
Capital Contribution		**76,163**
Reserve Transfers		
Transfers from Reserves/Trust	-	
DC Contributions	(26,149)	
Transfers to Reserves	3,334	**(22,815)**
Total Change in Expenditures		**1,741,708**
Net Change		**227,902**
October 31 year to date		**$ 5,033,438**

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 ($463,500), child care providers ($415,200), housing providers ($121,400), various housing programs ($155,500)

3. Includes utilities (gas, hydro and water $29,400), property insurance ($8,100), property tax ($44,300), grounds maintenance, facility supplies and general repairs

Ontario Works & Employment

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Rent Revenue	-$134	-$116	-$144	-$29	80.13%
Government Transfers	-$6,895	-$5,937	-$6,831	-$894	86.91%
Other Revenue	-$176	-$165	-$118	$48	140.69%
Total Revenues	**-$7,204**	**-$6,217**	**-$7,093**	**-$875**	**87.66%**
Expenditures					
Salaries and Benefits	$1,530	$1,150	$1,552	$402	74.09%
Administrative and Office	$181	$141	$163	$22	86.64%
Debt Repayment	$299	$244	$292	$49	83.33%
Service Delivery	$6,059	$5,239	$5,933	$694	88.31%
IT and Communications	$26	$12	$23	$10	54.62%
Facilities	$346	$294	$376	$82	78.28%
Internal Services Used	$293	$239	$338	$99	70.66%
Internal Services Recovered	-$390	-$319	-$398	-$78	80.26%
Capital Contribution	$61	$70	$83	$14	83.33%
Total Expenditures	**$8,404**	**$7,070**	**$8,363**	**$1,293**	**84.54%**
Transfers					
DC Contribution	-$28	-$36	-$44	-$7	83.33%
Transfers to Reserves	$20	$17	$20	$3	83.36%
Total Transfers	**-$8**	**-$20**	**-$24**	**-$4**	**83.32%**
Total Ont. Works, Emp't Resources	**$1,192**	**$833**	**$1,247**	**$414**	**66.82%**

Child Care

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$324	-$258	-$330	-$72	78.04%
Government Transfers	-$6,335	-$5,109	-$6,178	-$1,069	82.69%
Other Revenue	-$318	-$204	-$238	-$33	85.95%
Total Revenues	**-$6,977**	**-$5,571**	**-$6,746**	**-$1,175**	**82.58%**
Expenditures					
Salaries and Benefits	$1,922	$1,609	$2,131	$522	75.49%
Administrative and Office	$38	$34	$46	$13	72.88%
Service Delivery	$5,639	$4,797	$5,422	$625	88.47%
IT and Communications	$11	$8	$11	$3	75.49%
Facilities	$163	$116	$162	$45	71.91%
Vehicles and Equipment	$4	$4	$7	$3	51.30%
Internal Services Used	$59	$48	$60	$12	80.14%
Capital Contribution	$64	$92	$111	$18	83.33%
Total Expenditures	**$7,900**	**$6,707**	**$7,949**	**$1,242**	**84.38%**
Transfers					
Transfers from Reserves	-$60	$0	-$50	-$50	0.00%
Total Transfers	**-$60**	**$0**	**-$50**	**-$50**	**0.00%**
Total Child Care	**$863**	**$1,136**	**$1,153**	**$16**	**98.58%**

Housing

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$19	-$16	-$18	-$2	90.45%
Rent Revenue	-$1,854	-$1,713	-$2,064	-$351	82.98%
Government Transfers	-$3,235	-$1,641	-$2,034	-$393	80.69%
Other Revenue	-$3,088	-$149	-$109	$40	137.21%
Total Revenues	**-$8,195**	**-$3,520**	**-$4,225**	**-$705**	**83.31%**
Expenditures					
Salaries and Benefits	$1,021	$785	$1,054	$268	74.53%
Administrative and Office	$63	$247	$317	$70	78.00%
Debt Repayment	$762	$419	$566	$147	74.10%
Service Delivery	$3,672	$2,755	$3,549	$794	77.62%
IT and Communications	$53	$46	$57	$11	80.59%
Facilities	$1,874	$1,387	$1,813	$426	76.52%
Vehicles and Equipment	$14	$10	$12	$2	81.77%
Internal Services Used	$584	$559	$597	$38	93.66%
Capital Contribution	$5,322	$600	$720	$120	83.33%
Total Expenditures	**$13,364**	**$6,809**	**$8,684**	**$1,876**	**78.40%**
Transfers					
Transfers from Reserves	-$136	$0	$0	$0	0.00%
DC Contribution	-$1,235	-$225	-$311	-$86	72.26%
Transfers to Reserves	$161	$0	$0	$0	0.00%
Total Transfers	**-$1,210**	**-$225**	**-$311**	**-$86**	**72.26%**
Total Housing	**$3,958**	**$3,064**	**$4,148**	**$1,084**	**73.87%**

Community Services - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	**$2,005**	**-$718**	**-$718**
Contributions			
Government Transfers	-$1,107	-$92	-$110
Capital Levy	-$553	-$612	-$734
Other Revenue	-$2,670	$0	-$20
Transfers from Reserves	-$142	$0	-$50
DC Contribution	-$975	$0	$0
Total Contributions	**-$5,447**	**-$703**	**-$914**
Capital Work			
Land Improvements	$0	$0	$180
Buildings	$2,675	$198	$672
Equipment & Machinery	$49	$47	$200
Total Capital Work	**$2,724**	**$245**	**$1,052**
Ending Capital Asset Fund Balance	**-$718**	**-$1,177**	**-$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	$10	$30
Roof Replacement	$0	$43	$150
Kitchen Retrofits	$35	$3	$125
Structural (balconies, etc.)	$0	$0	$120
Flooring	$91	$56	$68
HVAC	$7	$0	$4
Building Automation	$0	$16	$60
Bathrooms	$33	$37	$105
Lawrence Avenue Development	$2,509	$33	$0
Buildings	$2,675	$198	$672
Small Equipment	$20	$7	$0
Appliance Replacement	$29	$39	$50
Elevator Replacement	$0	$0	$150
Equipment & Machinery	$49	$47	$200
	$2,724	**$245**	**$1,052**

Social Housing - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	**$2,095**	**-$503**	**-$503**
Contributions			
Government Transfers	-$1,107	-$92	-$110
Capital Levy	-$458	-$508	-$610
Other Revenue	-$2,670	$0	$0
Transfers from Reserves	-$112	$0	$0
DC Contribution	-$975	$0	$0
Total Contributions	**-$5,322**	**-$600**	**-$720**
Capital Work			
Land Improvements	$0	$0	$130
Buildings	$2,675	$197	$574
Equipment & Machinery	$49	$46	$199
Total Capital Work	**$2,724**	**$243**	**$903**
Ending Capital Asset Fund Balance	**-$503**	**-$860**	**-$319**

Work Plan Summary

(in 000s)	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Expenditures			
Asphalt Paving	$0	$0	$115
Exterior Walkways	$0	$0	$15
Land Improvements	$0	$0	$130
Exterior Walls	$0	$10	$30
Roof Replacement	$0	$42	$90
Kitchen Retrofits	$35	$3	$105
Structural (balconies, etc.)	$0	$0	$120
Flooring	$91	$56	$60
HVAC	$7	$0	$4
Building Automation	$0	$16	$60
Bathrooms	$33	$37	$105
Lawrence Avenue Development	$2,509	$33	$0
Buildings	$2,675	$197	$574
Small Equipment	$20	$7	$0
Appliance Replacement	$29	$38	$49
Elevator Replacement	$0	$0	$150
Equipment & Machinery	$49	$46	$199
	$2,724	**$243**	**$903**

Jean Hamlyn - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	**-$36**	**-$101**	**-$101**
Contributions			
Capital Levy	-$34	-$34	-$41
Other Revenue	$0	$0	-$20
Transfers from Reserves	-$30	$0	-$50
Total Contributions	**-$64**	**-$34**	**-$111**
Capital Work			
Land Improvements	$0	$0	$50
Buildings	$0	$1	$98
Equipment & Machinery	$0	$1	$1
Total Capital Work	**$0**	**$2**	**$149**
Ending Capital Asset Fund Balance	**-$101**	**-$133**	**-$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	$1	$60
Buildings	$0	$1	$98
Appliances	$0	$1	$1
Equipment & Machinery	$0	$1	$1
Total Work Plan Summary	**$0**	**$2**	**$149**

Edelbrock Centre - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	**-$54**	**-$115**	**-$115**
Contributions			
Capital Levy	-$61	-$70	-$83
Total Contributions	**-$61**	**-$70**	**-$83**
Capital Work			
Buildings	$0	$0	$0
Total Capital Work	**$0**	**$0**	**$0**
Ending Capital Asset Fund Balance	**-$115**	**-$185**	**-$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**

Dufferin Oaks

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$3,828	-$3,245	-$4,011	-$766	80.90%
Rent Revenue	-$515	-$419	-$533	-$115	78.51%
Government Transfers	-$10,112	-$8,426	-$10,386	-$1,960	81.13%
Other Revenue	-$561	-$438	-$540	-$102	81.19%
Total Revenues	**-$15,017**	**-$12,528**	**-$15,470**	**-$2,942**	**80.98%**
Expenditures					
Salaries and Benefits	$12,200	$9,974	$12,462	$2,489	80.03%
Administrative and Office	$473	$351	$490	$139	71.60%
Debt Repayment	$1,531	$1,140	$1,368	$228	83.33%
Service Delivery	$2,494	$1,891	$2,714	$823	69.68%
IT and Communications	$114	$93	$149	$56	62.51%
Facilities	$1,122	$921	$1,235	$314	74.54%
Vehicles and Equipment	$158	$130	$169	$39	77.08%
Internal Services Used	$0	$46	$114	$68	40.37%
Capital Contribution	$922	$625	$749	$125	83.33%
Total Expenditures	**$19,014**	**$15,171**	**$19,451**	**$4,281**	**77.99%**
Transfers					
Transfers from Reserves	-$371	-$117	-$148	-$31	78.99%
Total Transfers	**-$371**	**-$117**	**-$148**	**-$31**	**78.99%**
Total Dufferin Oaks	**$3,627**	**$2,526**	**$3,834**	**$1,308**	**65.89%**

Dufferin Oaks - Month over Month Changes

September 30 year to date		**2,217,244**
Revenues		
User Fees		**(333,897)**
Rent Revenue		**(41,153)**
Government Transfers		**(844,110)**
Other Revenue		**(45,547)**
Total Change in Revenues		**(1,264,707)**
Expenditures		
Salaries and Benefits		**1,014,436**
Administrative and Office		**26,980**
Debt Repayment		**114,017**
Service Delivery [1]		**230,008**
IT and Communications		**4,725**
Facilities [2]		**116,374**
Vehicles and Equipment		**12,321**
Internal Services Used		**-**
Internal Services Recovered		**-**
Capital Contribution		**62,456**
Reserve Transfers		
Transfers from Reserves/Trust	(8,010)	
Transfers to Reserves	-	**(8,010)**
Total Change in Expenditures		**1,573,307**
Net Change		**308,600**
October 31 year to date		**$ 2,525,843**

Notes:

1. Service delivery includes food ($60,200), hygiene products ($6,500), medical supplies, physiotherapy and social work for residents ($21,600)

2. Includes utilities (gas, hydro and water $35,900), property tax ($23,000), property insurance, HVAC repairs ($13,900), facility supplies and general repairs

Dufferin Oaks Long Term Care

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$3,655	-$3,104	-$3,834	-$729	80.97%
Government Transfers	-$8,495	-$7,195	-$8,799	-$1,604	81.77%
Other Revenue	-$506	-$395	-$486	-$91	81.33%
Total Revenues	**-$12,656**	**-$10,695**	**-$13,119**	**-$2,424**	**81.52%**
Expenditures					
Salaries and Benefits	$11,603	$9,456	$11,807	$2,351	80.09%
Administrative and Office	$397	$304	$418	$114	72.71%
Debt Repayment	$1,531	$1,140	$1,368	$228	83.33%
Service Delivery	$1,398	$1,046	$1,616	$570	64.71%
IT and Communications	$98	$81	$130	$49	62.14%
Facilities	$612	$478	$680	$202	70.31%
Vehicles and Equipment	$118	$90	$128	$38	70.29%
Internal Services Used	$0	$46	$114	$68	40.37%
Capital Contribution	$922	$423	$508	$85	83.33%
Total Expenditures	**$16,678**	**$13,065**	**$16,771**	**$3,705**	**77.91%**
Transfers					
Transfers from Reserves	-$335	-$107	-$148	-$42	71.95%
Total Transfers	**-$335**	**-$107**	**-$148**	**-$42**	**71.95%**
Total Dufferin Oaks Long Term Care	**$3,687**	**$2,264**	**$3,504**	**$1,240**	**64.61%**

Mel Lloyd Centre

Corporate Finance	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Rent Revenue	-$299	-$236	-$319	-$83	73.98%
Other Revenue	-$50	-$40	-$51	-$15	70.74%
Total Revenues	**-$350**	**-$276**	**-$370**	**-$120**	**67.57%**
Expenditures					
Administrative and Office	$7	$0	$0	$0	0.00%
IT and Communications	$2	$1	$2	$1	56.32%
Facilities	$334	$286	$354	$107	69.64%
Capital Contribution	$0	$189	$227	$57	75.00%
Total Expenditures	**$342**	**$477**	**$583**	**$165**	**71.69%**
Transfers					
Total Transfers	**$0**	**$0**	**$0**	**$0**	**0.00%**
Total Mel Lloyd Centre	**-$8**	**$200**	**$213**	**$45**	**78.86%**

Community Support Services

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$170	-$138	-$172	-$34	80.33%
Government Transfers	-$1,617	-$1,231	-$1,587	-$356	77.56%
Other Revenue	-$5	-$2	-$2	$0	114.10%
Total Revenues	**-$1,792**	**-$1,371**	**-$1,761**	**-$390**	**77.87%**
Expenditures					
Salaries and Benefits	$589	$508	$644	$136	78.89%
Administrative and Office	$66	$47	$72	$25	65.19%
Service Delivery	$1,096	$846	$1,098	$253	77.00%
IT and Communications	$11	$8	$13	$5	60.89%
Facilities	$48	$41	$50	$9	82.66%
Vehicles and Equipment	$40	$40	$41	$1	98.50%
Capital Contribution	$0	$12	$14	$2	83.33%
Total Expenditures	**$1,851**	**$1,502**	**$1,932**	**$430**	**77.72%**
Transfers					
Transfers from Reserves	-$36	-$10	$0	$10	0.00%
Total Transfers	**-$36**	**-$10**	**$0**	**$10**	**0.00%**
Total Community Support Services	**$23**	**$120**	**$171**	**$51**	**70.09%**

McKelvie Supportive Housing

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$4	-$3	-$6	-$3	48.82%
Rent Revenue	-$215	-$183	-$214	-$32	85.24%
Other Revenue	$0	$0	$0	$0	0.00%
Total Revenues	**-$219**	**-$185**	**-$220**	**-$34**	**84.33%**
Expenditures					
Salaries and Benefits	$9	$9	$11	$2	82.00%
Administrative and Office	$3	$0	$0	$0	0.00%
IT and Communications	$3	$3	$3	$1	83.44%
Facilities	$128	$115	$151	$36	76.14%
Total Expenditures	**$143**	**$127**	**$166**	**$39**	**76.69%**
Transfers					
Total Transfers	**$0**	**$0**	**$0**	**$0**	**0.00%**
Total McKelvie Supportive Hsg	**-$75**	**-$58**	**-$54**	**$4**	**107.66%**

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	-$613	-$735
Other Revenue	-$76	-$1	$0
Transfers from Reserves	-$208	$0	$0
Total Contributions	**-$922**	**-$614**	**-$749**
Capital Work			
Land Improvements	$33	$4	$423
Buildings	$94	$314	$407
Equipment & Machinery	$162	$183	$362
Vehicles	$50	$0	$0
Other	$0	$5	$40
Total Capital Work	**$339**	**$505**	**$1,231**
Ending Capital Asset Fund Balance	**-$2,306**	**-$2,414**	**-$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	$283	$24
Exterior Walls	$0	$0	$0
Security	$0	$3	$68
Electrical	$0	$0	$4
Lighting	$1	$2	$0
Flooring	$34	$12	$69
Exterior Doors	$0	$0	$10
Overhead Door and Lift	$0	$0	$0
Roof Replacement	$0	$0	$0
Bathrooms	$5	$6	$6
Painting	$32	$0	$0
MBV Kitchen	$0	$6	$6
MLC Interior Upgrades	$0	$0	$20
Sprinklers	$0	$3	$200
Buildings	$94	$314	$407
Elevators	$0	$0	$0
Appliance Replacement	$0	$0	$9
Kitchen Equipment	$0	$0	$63
Beds and Bedroom Furniture	$24	$37	$48
Lifts	$14	$11	$15
Tub Replacement/Resident Bathing	$103	$105	$140
Resident Lounge Furniture	$0	$11	$40
Laundry Equipment	$0	$18	$47
Housekeeping Equipment Replacement	$18	$0	$0
Blinds and Draperies	$3	$0	$0
Equipment & Machinery	$162	$183	$362
DCCSS Vehicles	$50	$0	$0
Vehicles	$50	$0	$0
Nurse Call System/Point of Care	$0	$5	$40
Other	$0	$5	$40
Total Work Plan Summary	**$339**	**$505**	**$1,231**

Planning, Economic Development & Culture

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$47	-$21	-$70	-$49	30.06%
Government Transfers	-$205	$0	-$55	-$55	0.00%
Other Revenue	-$145	-$23	-$92	-$70	24.62%
Total Revenues	**-$397**	**-$44**	**-$217**	**-$174**	**20.08%**
Expenditures					
Salaries and Benefits	$966	$845	$1,061	$216	79.61%
Administrative and Office	$224	$226	$583	$356	38.85%
Service Delivery	$461	$336	$444	$108	75.62%
IT and Communications	$50	$48	$51	$3	93.82%
Facilities	$141	$112	$143	$32	77.85%
Vehicles and Equipment	$12	$8	$11	$3	72.28%
Capital Contribution	$382	$111	$133	$22	83.33%
Total Expenditures	**$2,237**	**$1,685**	**$2,426**	**$741**	**69.46%**
Transfers					
Transfers from Reserves	-$150	$0	-$80	-$80	0.00%
Transfers from Trust	-$8	-$7	-$8	-$1	83.39%
DC Contribution	$0	$0	-$375	-$375	0.00%
Total Transfers	**-$158**	**-$7**	**-$463**	**-$456**	**1.44%**
Total PEC	**$1,682**	**$1,635**	**$1,746**	**$111**	**93.63%**

Planning, Economic Development and Culture - Month over Month Changes

September 30 year to date		**1,496,627**
Revenues		
User Fees		**(2,576)**
Government Transfers		**-**
Other Revenue		**(1,552)**
Total Change in Revenues		**(4,128)**
Expenditures		
Salaries and Benefits		**62,876**
Administrative and Office [1]		**33,247**
Service Delivery		**1,751**
IT and Communications [2]		**24,652**
Facilities		**8,904**
Vehicles and Equipment		**619**
Capital Contribution		**11,066**
Reserve Transfers		
Transfers from Reserves/Trust	(667)	
DC Contributions	-	**(667)**
Total Change in Expenditures		**142,448**
Net Change		**138,320**
October 31 year to date		**$ 1,634,946**

Notes:

1. Includes consulting fees for planning ($26,800)
1. Includes annual fees for Join in Dufferin ($22,800)

Planning

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$25	-$2	-$30	-$28	6.33%
Total Revenues	**-$25**	**-$2**	**-$30**	**-$28**	**6.33%**
Expenditures					
Salaries and Benefits	$53	$97	$124	$27	77.88%
Administrative and Office	$118	$137	$465	$328	29.38%
IT and Communications	$21	$23	$22	-$1	105.32%
Total Expenditures	**$192**	**$257**	**$611**	**$355**	**41.99%**
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**	**$255**	**$206**	**-$48**	**123.43%**

Economic Development

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Total Revenues	**$0**	**$0**	**$0**	**$0**	**0.00%**
Expenditures					
Salaries and Benefits	$114	$136	$140	$5	96.74%
Administrative and Office	$33	$31	$36	$5	85.76%
Service Delivery	$366	$312	$364	$52	85.62%
IT and Communications	$4	$1	$2	$1	46.00%
Total Expenditures	**$517**	**$480**	**$543**	**$63**	**88.34%**
Transfers					
Transfers from Reserves	-$80	$0	-$80	-$80	0.00%
Total Transfers	**-$80**	**$0**	**-$80**	**-$80**	**0.00%**
Total Economic Development	**$437**	**$480**	**$463**	**-$17**	**103.61%**

Museum of Dufferin

	2018 ACTUAL	OCT 2019 ACTUAL	2019 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-$22	-$19	-$40	-$21	48.08%
Government Transfers	-$205	$0	-$55	-$55	0.00%
Other Revenue	-$145	-$23	-$92	-$70	24.62%
Total Revenues	**-$372**	**-$42**	**-$187**	**-$145**	**22.28%**
Expenditures					
Salaries and Benefits	$800	$613	$797	$184	76.86%
Administrative and Office	$73	$59	$82	$23	72.05%
Service Delivery	$95	$23	$79	$56	29.63%
IT and Communications	$25	$24	$27	$3	88.28%
Facilities	$141	$112	$143	$32	77.85%
Vehicles and Equipment	$12	$8	$11	$3	72.28%
Capital Contribution	$382	$111	$133	$22	83.33%
Total Expenditures	**$1,528**	**$949**	**$1,272**	**$323**	**74.60%**
Transfers					
Transfers from Reserves	-$50	$0	$0	$0	0.00%
Transfers from Trust	-$8	-$7	-$8	-$1	83.39%
Total Transfers	**-$58**	**-$7**	**-$8**	**-$1**	**83.39%**
Total Museum and Archives	**$1,098**	**$901**	**$1,077**	**$176**	**83.63%**

Museum - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2019 BUDGET
Opening Balance	**-$401**	**$40**	**$40**
Contributions			
Government Transfers	-$147	$0	$0
Capital Levy	-$149	-$111	-$133
Other Revenue	-$35	$0	$0
Transfers from Reserves	-$50	$0	$0
Transfers from Trust	$0	$0	$0
Total Contributions	**-$382**	**-$111**	**-$133**
Capital Work			
Land Improvements	$44	$0	$0
Buildings	$741	$11	$50
Equipment & Machinery	$39	$0	$0
Vehicles	$0	$35	$35
Total Capital Work	**$823**	**$47**	**$85**
Ending Capital Asset Fund Balance	**$40**	**-$24**	**-$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	$3	$5
Security	$0	$0	$15
Electrical	$141	$0	$0
Exterior Walls	$0	$5	$5
Kitchen Retrofits	$3	$0	$0
Flooring	$0	$3	$25
Corn Flower Project	$568	$0	$0
Buildings	$741	$11	$50
Small Equipment	$39	$0	$0
Equipment & Machinery	$39	$0	$0
Museum Vehicle	$0	$35	$35
Vehicles	$0	$35	$35

$823	$47	$85

Michelle Hargrave

From: Pam Hillock
Sent: Thursday, November 21, 2019 11:58 AM
To: Michelle Hargrave
Subject: FW: Municipal Delegations at ROMA 2020 Conference

Michelle: Can you please add this to the agendas. Thanks!

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: Thursday, October 31, 2019 11:44 AM
To: Delegations (MMA) <Delegations@ontario.ca>
Subject: Municipal Delegations at ROMA 2020 Conference

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Hello/ Bonjour,

Please be advised that the Municipal Delegation Request Form for the Rural Ontario Municipal Association 2019 Annual Conference is available online. Information about delegations and a link to the form are available here: English. The deadline to submit requests is **Monday December 2, 2019**.

Le formulaire pour demander une rencontre avec le ministères pour le Congrès annuel de la ROMA (Rural Ontario Municipal Association) 2019 est disponible en ligne. Pour plus d'information sur les délégations et le formulaire, veuillez suivre le lien suivant : French. Date limite pour présenter une demande: **lundi 2 décembre 2019**.

Thank you/ Merci