



## **COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM COMMITTEE AGENDA**

**Thursday, September 24, 2020 at 2:00 p.m.**

**By video conference – The meeting will be live streamed on YouTube at the following link: <https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ>**

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Land Acknowledgement Statement

Declarations of Pecuniary Interests

### **PUBLIC QUESTION PERIOD**

Questions can be submitted to [info@dufferincounty.ca](mailto:info@dufferincounty.ca) or 519-941-2816 x2500 prior to 1:00 p.m. on September 24, 2020.

### **COMMUNITY SERVICES**

1. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – September 24, 2020  
ITEM #1 – Quarterly Community Services Activity Report – Second Quarter 2020

A report from the Director of Community Services, dated September 24, 2020, to provide Council with the quarterly infographics that summarize work being undertaken by the Community Services Housing, Ontario Works and Children's Services Divisions.

#### **Recommendation:**

**THAT the report of the Director, Community Services, titled Quarterly Community Services Activity Report – Second Quarter 2020, dated September 24, 2020, be received.**

2. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – September 24, 2020  
ITEM #2 – Community Safety and Well-Being Plan Update

A report from the Director of Community Services, dated September 24, 2020, to update Council on changes to the consultant engaged to create the Dufferin Community Safety and Well-Being Plan.

**Recommendation:**

**THAT the report of the Director, Community Services, titled Community Safety and Well-Being Plan Update, dated September 24, 2020, be received.**

3. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – September 24, 2020  
ITEM #3 – Face Coverings in Multi-Residential Units

A report from the Chief Administrative Officer and Director of Community Services, dated September 24, 2020, to provide information to Council, following a question posed at Public Question Period, on the use of face coverings in multi-residential buildings.

**Recommendation:**

**THAT the report of the Chief Administrative Officer and Director of Community Services, titled Face Coverings in Multi-Residential Buildings, dated September 24, 2020, be received;**

**AND THAT, staff be directed to conduct an information campaign with respect to COVID 19 safety measures for multi-residential buildings based on the guidance from Wellington Dufferin Guelph Public Health.**

**DUFFERIN OAKS**

4. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – September 24, 2020  
ITEM #4 – Update on COVID-19 Preparedness

A report from the Administrator of Dufferin Oaks, dated September 24, 2020, to provide committee members with an update on COVID-19 preparedness at Dufferin Oaks

**Recommendation:**

**THAT the report of the Administrator, Dufferin Oaks titled Update on COVID-19 Preparedness, dated September 24, 2020, be received.**

5. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – September 24, 2020  
ITEM #5 – 2020/21 Funding Changes

A report from the Administrator of Dufferin Oaks, dated September 24, 2020, to inform Committee members of recent funding changes announced by the Ministry of Long Term Care.

**Recommendation:**

**THAT the report of the Administrator, dated September 24, 2020, regarding 2020/21 Funding Changes, be received.**

**MUSEUM**

6. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – September 24, 2020  
ITEM #6 – Museum of Dufferin Update

A report from the Director of Planning, Economic Development and Culture, dated September 24, 2020, to update Committee members on planning and preparations being made in advance of a limited public reopening of the Museum of Dufferin (MoD).

**Recommendation:**

**THAT the report of the Director of Planning, Economic Development and Culture, dated September 24, 2020, regarding Museum of Dufferin Update, be received.**

**REPORTS**

7. COMMUNITY SERVICES/DUFFERIN OAKS/MUSEUM – September 24, 2020  
ITEM #7 – Financial Report

A report from the Acting Treasurer, dated September 24, 2020, to provide Committee with a monthly financial summary.

**Recommendation:**

**THAT the Financial Report for the month of August 2020 from the Acting Treasurer, dated September 24, 2020, be received.**

**Next Meeting**

Thursday, October 22, 2020 at 2:00 p.m.

Video Conference

## 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:** September 24, 2020

**Subject:** **Quarterly Community Services Activity Report – Second Quarter 2020**

### **In Support of Strategic Plan Priorities and Objectives:**

**Good Governance** – ensure transparency, clear communication, prudent financial management

**Economic Vitality** – promote an environment for economic growth and development

**Inclusive and supportive community** – support efforts to address current and future needs for a livable community

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### **Purpose**

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

### **Background and Discussion**

Attached is the Housing Services, Ontario Works and the Children's Services Activity Reports for the second quarter of 2020. Services and programs were modified in Q2 of 2020 (April, May, June) due to the pandemic.

On March 16, 2020 the EarlyON Centres closed. Starting on March 18, 2020, the Edelbrock Centre continued to offer services for essential visits with reduced hours (8:30 am to 11:00 am).

As of March 19, 2020, the County Administration Building at 55 Zina Street, Orangeville; Jean Hamlyn Day Care Centre; and the Museum of Dufferin all closed and on March 26<sup>th</sup>

the County of Dufferin Declared and Emergency in accordance with the *Emergency Management and Civil Protection Act*.

Despite the ongoing COVID-19 situation, services to clients and the public continued to be provided during Q2, just in a different way. The pandemic created the opportunity to reflect and explore service delivery methods. The closure of some departments and buildings, and the changes to how services were provided, have impacted the numbers provided in previous quarterly reports. The attached infographics provide quick reference information for consideration.

### Changes to Service Delivery in Q2 due to COVID-19

#### Housing Services:

- Community Support Workers (CSWs) called and checked in on every County and Rent Supplement tenant on a weekly basis
- Worked with Facilities to deliver an information/resource packages and hand sanitizer to all tenants
- Reached out to all Providers (Co-ops and Non-Profits) to check in and see if there were additional supports that the County could provide
- Maintained normal business practices where possible, such as Annual Reviews and Operational Reviews
- The Homelessness Prevention Program was still being provided (rent and utility assistance)
- County unit move-ins and move-outs were temporarily reduced and the procedure for unit showings changed. Units were only showed when they were vacant. Before showing a unit, the applicant was emailed an information sheet for the building, a link to the building video and the CSW would ask them to do a drive by of the building. New tenants were also given the option to wait due to COVID-19
- The Homeownership Program was temporarily put on hold

#### Ontario Works:

- The Edelbrock Centre continued to operate for essential in-person visits only, 8:30 a.m. - 11:00 a.m., Monday – Friday. The ERC Receptionist Co-ordinator screens clients at the door and ensures safely protocols are adhered to
- Intake phone calls and online applications were/are managed remotely and applications for Ontario Works were completed over the phone with required documentation

- Reloadable Payment Cards became available for clients on April 27<sup>th</sup>. This replaced physical cheques and allowed clients to receive their Ontario Works payment electronically and securely
- The Electronic Documents Management (EDM) system was implemented so that staff are able to upload documents directly into client's SAMS files (SAMS is the provincial database for Ontario Works)

#### Children Services:

- The YMCA offered Emergency Child Care during the pandemic. They worked closely with Children's Services to provide a safe and vital child care experience for children of frontline workers, while the other child care centres were closed
- Jean Hamlyn Day Care Centre closed as a result of the pandemic in March and, as previously planned, closed permanently on June 26, 2020
- Several EarlyON and Jean Hamlyn staff accepted offers of redeployment to support Dufferin Oaks as a result of the pandemic
- EarlyON sites were closed as a result of the pandemic on March 16, 2020. EarlyON phone communications with parents started in Q2 as a new initiative during the pandemic
  - Healthy Babies Healthy Children is a partnership with Public Health where follow up calls are made to moms who have given birth in the last 7-10 days. We are able to do a check-in and provide additional supports and resources as requested by the parent. The calls take place Monday - Friday, 9 a.m. - 4 p.m.
  - The Ask EarlyON phone line is open Monday - Friday, 9 a.m. - 4 p.m. and offers parents the opportunity to call and speak to a staff member with any parenting/child related questions and concerns
- The EarlyON Facebook page continued to be an important communication tool to reach families with information, resources and parenting support. Staff have been able to connect and engage with families and support them in a responsive and inclusive way through virtual programming, including live Facebook programming and by sharing articles, links, pages, resources, videos and other informative tools
- The Dufferin Child Care Provider Supervisor network and our community partners came together in companionship through multiple Zoom gatherings to navigate, collaborate and support each other within this fast pace ever-shifting climate in the child care sector

#### **Financial, Staffing, Legal, or IT Considerations**

There is no impact.

## **Recommendation**

**THAT the report of the Director, Community Services, titled Quarterly Community Services Activity Report – Second Quarter 2020, dated September 24, 2020, be received.**

Respectfully Submitted By

Anna McGregor  
Director, Community Services

## Attachments:

Quarterly Community Services Report Q2 2020 – Housing  
Quarterly Community Services Report Q2 2020 – Ontario Works  
Quarterly Community Services Report Q2 2020 – Children



## HAD<sup>1</sup> COMPOSITION & AVERAGE WAIT TIMES

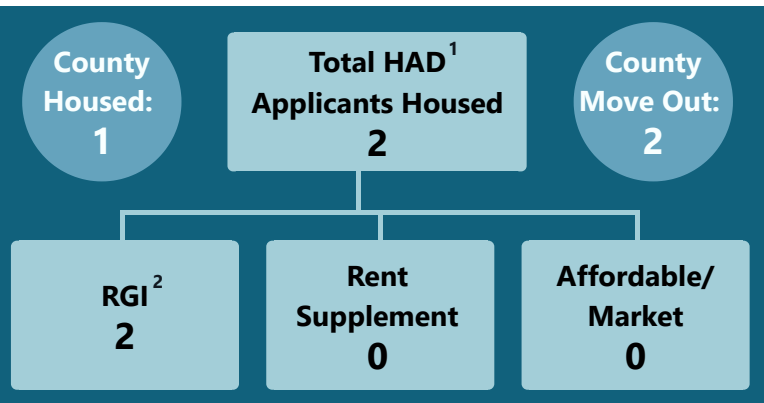


### HAD<sup>1</sup> Average Wait Times for Housed Applicants



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

## HOUSED APPLICANTS



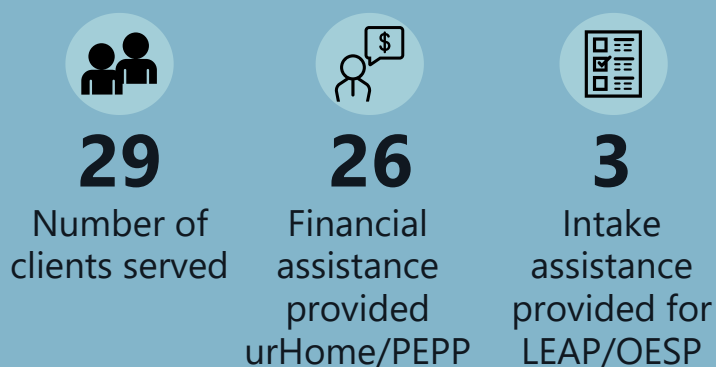
## UNIT COMPOSITION

### Total Units with Rental Support Supplied: 388



## HOMELESSNESS PREVENTION PROGRAM (HPP)

Please note: The Edelbrock Centre reduced its services in mid-March due to COVID-19. It continued to be open for essential in-person visits only, 8:30 a.m. - 11:00 a.m., Monday - Friday



## NEW ANNOUNCEMENTS THIS QUARTER

The Chronic Homeless Housing Allowance Program (CHHAP) started in April 2020. Currently, three people are receiving the allowance, two of which are receiving the full amount of \$541/month.

The Ontario Priorities Housing Initiative (OPHI) Housing Allowance Program started in April 2020. Individuals on the waitlist were contacted to see if they were interested in the program. At this time OPHI has 57 applicants. Applications are still being accepted based on available funds.

Housing Services CSWs have been completing wellness checks by calling County and Rent Supplement tenants (388 units in total) on a weekly basis. Tenants have been appreciative of the calls.

<sup>1</sup> HAD - Housing Access Dufferin

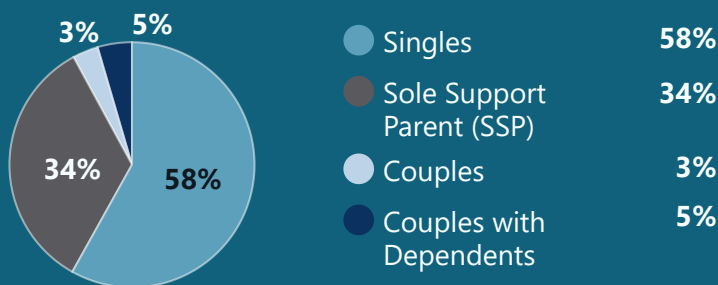
<sup>2</sup> RGI - Rent Geared to Income

\* please note: statistics are accurate as of August 4, 2020

## INTAKE



## CASE COMPOSITION



## CLIENT OUTCOMES



## CASELOAD



## EMPLOYMENT RESOURCE CENTRES & MORE

*Please note: In mid-March, the Employment Resource Centres (ERCs) closed due to COVID-19*

- The Edelbrock Centre is open:
  - 8:30 a.m. - 11:00 a.m., Monday - Friday
  - for essential in-person visits only
- The ERC Co-ordinator has been at the Edelbrock Centre every day since the beginning of the pandemic. She has done a phenomenal job being the "face" of the County during this uncertain time
- The Shelburne ERC Co-ordinator volunteered to be redeployed to Dufferin Oaks and is still there providing the staff with screening and the care they need to effectively do their jobs

- Throughout Q2, the Ontario Works staff have continued to provide exceptional service to those in need
- Applications and updates are still being completed over the phone and through e-mail
- One staff member remains in the office at all times to ensure the most vulnerable clients are served in person
- The Program Assistants have continued to work diligently to ensure all calls are quickly answered and paperwork is processed

## NEW ANNOUNCEMENTS THIS QUARTER

On April 28, the County went live with the Reloadable Payment Card (RPC) program, an alternative electronic payment method for Ontario Works recipients. This strategy to modernize social assistance delivery and improve the client experience focused on the Ministry taking steps to reduce the use of paper cheque. As of June 2020 the Ontario Works caseload was successfully converted to either DBD or RPC. We are now 100% recipient cheque free!

On June 15, the County went live with Electronic Document Management (EDM) allowing the digitization of Ontario Works (OW) client documents. The Vendor of Record, Nimble, picked up all 620 active OW files and converted them to digital records. The new system allows easy access to client files and also allows clients to directly upload documents to their workers. Dufferin County is one of only two fully digitized OW delivery agents in the Province. Being pioneers in this venture, we quickly adapted and are now assisting other municipalities with the conversion.

<sup>1</sup> Average # of business days from screening to financial eligibility decision

<sup>\*</sup> please note: statistics are accurate as of August 4, 2020

## EMERGENCY CHILD CARE

Emergency Child Care for frontline worker families was provided by the YMCA at no cost to parents between April - June 2020.

**Total Number of Families Served:** **31**

**Total Number of Children Served by Age Group:**



## SOCIAL MEDIA

### EARLYON FACEBOOK Q2 STATS

Through the EarlyON Facebook page, we are able to connect and engage with families during this time and support them through live Facebook programming and by sharing articles, links, pages, resources, videos and more.

**END OF APRIL**

**1,697**

Followers

**END OF MAY**

**1,708**

Followers

**END OF JUNE**

**1,716**

Followers



## EARLYON CHILD & FAMILY CENTRES

*Please note: EarlyON sites were closed as a result of the pandemic in mid-March. EarlyON phone communications with parents started in Q2 as a new initiative during the pandemic*

### HEALTHY BABIES HEALTHY CHILDREN

Healthy Babies Healthy Children is a partnership with Public Health where follow up calls are made to moms who have given birth in the last 7-10 days. We are able to do a check-in and provide additional supports and resources as requested by the parent. The calls take place Monday - Friday, 9 a.m. - 4 p.m.

**Q2 calls ongoing with follow up resources:** **6**

**Q2 calls closed no further supports:** **8**

### ASK EARLYON

This phone line is open Monday - Friday, 9 a.m. - 4 p.m. and offers parents the opportunity to call and speak to a staff member with any parenting/child related questions and concerns.

**4**

**Q2 calls with additional resources and supports offered**



## NEW ANNOUNCEMENTS THIS QUARTER

Jean Hamlyn Day Care Centre<sup>1</sup> was the recipient of the "Top Child Care Facility" award in the annual Spirit of Dufferin Awards conducted by myFM, the Orangeville radio station.

As an outreach gesture, EarlyON staff delivered 30 meals, by porch delivery, to our families in June. The meals were provided by Lavender Blue Catering and Kelly's Katering. This was an opportunity for the EarlyON team to reach out to families and connect. The families appreciated it and felt that it was an amazing experience.

Several EarlyON and Jean Hamlyn staff accepted offers of redeployment to support Dufferin Oaks as a result of the pandemic. They display a high level of commitment and professionalism in their new roles.

<sup>1</sup>Jean Hamlyn Day Care Centre closed as a result of the pandemic in March and closed permanently on June 26, 2020

\* please note: statistics are accurate as of August 4, 2020



## **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:** September 24, 2020

**Subject:** **Community Safety and Well-Being Plan Update**

**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

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### **Purpose**

The purpose of this report is to update Council on changes to the consultant engaged to create 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.

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; one plan for the upper and lower tier municipalities combined.

While the RFQ process was being developed, the County were 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 well 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 recognised and supported the successful past and present working relationship and work commitments in place between the County and the Public Health Unit. Report CS 2019-11-28 Single Source Consultant – Community Safety and Well-Being Plan was approved at council on December 12, 2019.

Public Health started the work on the CSWB Plan in late January 2020. They assigned one of their Health Promotion Specialists to take the project forward. The Health Promotion Specialist, met with the Dufferin Situation Table and with various community agencies, formalised the Advisory Committee start up, documented current services available and started to gather data for the plan.

On August 26, 2020, Public Health advised the County that due to the COVID-19 pandemic, they were ending numerous contract Health Promotion Specialist positions at the agency, resulting in a significant reduction in capacity. They further stated they had looked extensively at all positions to see if they could complete the Community Safety and Well Being report, but unfortunately due to capacity, they would not be able to complete the report. They agreed to return the funds provided for the project to allow the County to redeploy them, to ensure the report is completed by early 2021.

Plans were originally due to be completed by January 1, 2021. However, in light of the current pandemic the Province signalled that an extension would be granted. At this time there is no indication of what the new due date will be.

Given the value of the contract, the already approved single sourcing decision and the uncertainty over what an extension may look like, County staff approached a consultant who has already worked on numerous projects for the Children's Services Division within Community Services about the possibility of continuing and finalising the CSWB Plan.

The consultant, Jennifer Kirkham, (Business Name: Mischievous Cat Productions) advised County staff that she did have capacity to finalise the project and that she was ideally placed to carry on the work, because she is currently engaged in the same work for 2 (two) other regions. Community Services and Procurement staff then met to discuss procurement policy requirements to ensure the change over was possible.

On September 8, 2020, County staff met virtually with the existing consultant and the possible new consultant to discuss the work done to date and possible hand over protocols. The group concluded the handover could be achieved relatively seamlessly and then set out a plan to hand over the details completed to date, in order to cause minimal disruption to the process and to ensure timelines are not adversely affected.

On September 15, 2020, Public Health shared they would be unable to provide a replacement member on the Advisory Committee, as their organisation continues to work on Emergency Management and are not participating in any advisory committees.

A new agreement was actioned with Jennifer Kirkham/Mischievous Cat Productions on September 16, 2020. The new consultant was 'virtually' introduced to the Community Safety and Well-Being Advisory Committee later that same day.

County staff will continue to support the CSWB Plan work, bringing forward updates as necessary.

### **Financial, Staffing, Legal, or IT Considerations**

The costs for the development of a County wide CSWB plan will be covered by the Rate Stabilization Reserve, as already approved, at \$10,000.

### **Recommendation**

**THAT the report of the Director, Community Services, titled Community Safety and Well-Being Plan Update, dated September 24, 2020, be received.**

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:** Sonya Pritchard, Chief Administrative Officer  
Anna McGregor, Director of Community Services

**Meeting Date:** September 24, 2020

**Subject:** **Face Coverings in Multi-Residential Buildings**

**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

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### **Purpose**

The purpose of this report is to provide information to Council, following a question posed at Public Question Period, on the use of face coverings in multi-residential buildings.

### **Background and Discussion**

During public question period on August 13, 2020 at County Council, the Clerk read a question from Councillor Debbie Sherwood, Town of Orangeville Council: "The City of Toronto has recently passed a by-law enforcing mandatory wearing of masks in apartment and condo buildings in the lobby, elevator and common areas. Will the County of Dufferin implement the same measures in order to help strengthen safety measures to protect the health and safety to our citizens who reside or visit in multi-residential units throughout Dufferin County?"

The majority of multi-residential buildings in Dufferin County are located in Orangeville (37) with additional buildings in Shelburne (13) and Grand Valley (1). Some of these properties are part of the County of Dufferin Community Housing portfolio (22), while others are privately owned (29).

The Community Housing portfolio consists of County owned properties (11) and non-profits and co-ops (11) that receive operating subsidies.

*County of Dufferin Community Housing portfolio*

	County Owned		Non-Profits/Co-ops	
	Multi-res building, elevator	Townhouse, Exterior Access	Multi-res building, elevator	Townhouse, Exterior access
	Properties/Units	Properties/Units	Properties/Units	Properties/Units
Orangeville	<ul style="list-style-type: none"> <li>• 43 Bythia Street, 89 units, 2 elevators</li> <li>• 56 Bythia Street, 11 units, 1 elevator</li> <li>• 22 Third Avenue, 12 units, 1 elevator</li> <li>• 40 Lawrence Avenue, 30 units, 1 elevator</li> </ul>	<ul style="list-style-type: none"> <li>• 54 Lawrence Avenue, 24 units</li> </ul>	<ul style="list-style-type: none"> <li>• Lavender Lane Co-op, 12 units, no elevator</li> <li>• Credit River Non-Profit, 30 units, 1 elevator</li> </ul>	<ul style="list-style-type: none"> <li>• Lavender Lane Co-op, 56 units</li> <li>• HiWhois Non-Profit, 2 – 5-bedroom detached houses</li> <li>• Dufferin Gardens Co-op, 22 units</li> <li>• Credit River Non-Profit, 70 units</li> <li>• Family Transition Place, 15 units</li> <li>• Shaws Creek Co-op, 37 units</li> </ul>



Shelburne	<ul style="list-style-type: none"> <li>• 250 Simon Street, 60 units, 1 elevator</li> <li>• 207 William Street, 10 units, no elevator</li> <li>• 227 William Street, 20 units, no elevator</li> <li>• 301 First Avenue East, 27 units, 1 elevator</li> <li>• 200 Mill Street, McKelvie Burnside Village, 22 units, no elevator</li> </ul>		<ul style="list-style-type: none"> <li>• Fiddleville Non-Profit, 30 units, 1 elevator</li> </ul>	<ul style="list-style-type: none"> <li>• Fiddleville Non-Profit, 15 units (3 semi detached houses)</li> </ul>
Grand Valley	<ul style="list-style-type: none"> <li>• 71 Emma Street, South, 16 units, 1 elevator</li> </ul>			
Total	<ul style="list-style-type: none"> <li>• 10 properties, 297 units, 8 elevators</li> </ul>	<ul style="list-style-type: none"> <li>• 1 property, 24 units</li> </ul>	<ul style="list-style-type: none"> <li>• 3 buildings, 72 units, 2 elevators</li> </ul>	<ul style="list-style-type: none"> <li>• 8 properties, 217 units</li> </ul>

The County of Dufferin has taken a number of steps in accordance with public health guidance, within the County owned properties to keep residents and staff safe during COVID 19. These measures include:

- Hand delivered public health information to County tenants on COVID-19 including guidance on symptoms, how to self isolate and hand washing
- Supplied personal hand sanitizers for each unit (when sanitizer was difficult to obtain)
- Closure of common areas
- Enhanced cleaning of County housing complexes
- Protocols and procedures for maintenance including policies on how and when to enter a tenant's unit to carry out repairs

- Signage with respect to elevator occupancy, screening for visitors, physical distancing, frequent handwashing
- Hand sanitizing stations in County housing complexes

Throughout the first several months of the pandemic Housing staff conducted weekly telephone check-in calls with tenants. These have since moved to bi-weekly or been discontinued at the request of the tenants.

Additionally, throughout the first several months of the pandemic Housing staff conducted weekly telephone check-in calls with rent supplement tenants. (These are rent geared to income housing units where the household pays their rent geared to income amount directly to the landlord and the County pays the rest of the rent to the landlord.) These have since moved to bi-weekly or have been discontinued at the request of the tenants.

Monthly check-ins with Non-Profits and Co-op staff, have been and continue to be conducted.

Non-Profit, Co-op and Rent Supplement landlords have also been provided with Multi-Residential Building protocols and procedures as published by public health.

Wellington Dufferin Guelph Public Health has created a number of resources to assist multi-residential building owners including the document ["COVID-19 Guidance for Building Managers and Residents of Multi Unit Residential Dwellings."](#) This guide lays out the responsibilities of building managers and provides information on where they can find help. In addition, it outlines the residents' right, makes recommendations on how to keep residents safe and where they can find assistance. It includes the following section: *Consider using a non-medical mask to cover your face in areas where physical distancing may be challenging or impossible. Face coverings may help prevent you from spreading COVID in places where it is difficult to maintain physical distancing. However, they will not protect you from getting COVID. The best way to protect yourself is to: stay home except for essential reasons, avoid close contact with others and keep at least two meters from others outside your household, and to practice good hygiene.* There are also templates available for signage and posters.

The updated Section 22 Order issued by the Medical Officer requires the use of face coverings in commercial establishments, some other establishments including banquet halls, galleries, museums, places of worship, and private transportation services (buses/taxis/limos/rideshare). It does not extend to multi-residential dwellings within the

Wellington Dufferin Guelph Health Unit geographic area. Enhancing the Section 22 Order or implementing municipal by-laws to require face coverings in multi-residential buildings would come with significant challenges, especially in our local areas where by-law enforcement resources are limited. Consultation with the local municipal CAOs raised a high level of concern with respect to a mandatory mask by-law in multi-residential buildings. Concerns include little to no ability to enforce the by-law, an increased level of neighbour complaints, and lack of consultation with private landlords. The County of Dufferin has no by-law enforcement resources for this purpose.

An education campaign to encourage the use of face coverings AND all of the other measures may prove to be more effective and avoid conflict that could arise from the face covering directive. In County owned properties this would translate into a renewed communication effort of the measures already in place. For privately owned properties a campaign to share public health guidance with property managers and the public could be initiated.

### **Financial, Staffing, Legal, or IT Considerations**

Increasing communication efforts to disseminate the public health guidance would come with a small cost that can be accommodated within the current budget.

### **Recommendation**

**THAT the report of the Chief Administrative Officer and Director of Community Services, titled Face Coverings in Multi-Residential Buildings, dated September 24, 2020, be received;**

**AND THAT, staff be directed to conduct an information campaign with respect to COVID 19 safety measures for multi-residential buildings based on the guidance from Wellington Dufferin Guelph Public Health.**

Respectfully Submitted By:

Sonya Pritchard  
Chief Administrative Officer

Anna McGregor  
Director of Community Services



## REPORT TO COMMITTEE

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

**From:** Brenda Wagner, Administrator

**Meeting Date:** September 24, 2020

**Subject:** Update on COVID-19 Preparedness

**In Support of Strategic Plan Priorities and Objectives:**

**Good Governance** – ensure transparency, clear communication, prudent financial management

**Inclusive & Supportive Community** – support efforts to address current & future needs for a livable community

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### Purpose

The purpose of this report is to provide committee members with an update on COVID 19 preparedness at Dufferin Oaks

### Background & Discussion

On March 11th, 2020, the World Health Organization (WHO) announced that COVID-19 was classified as a pandemic and on March 17th, 2020 the Premier and Cabinet declared an emergency in Ontario under the *Emergency Management and Civil Protection Act* due to the outbreak of COVID-19 in Ontario. Dufferin Oaks experienced an outbreak of COVID-19 that affected 4 residents and 6 staff members.

As previously reported in April, Dufferin Oaks implemented proactive measures along with ministry directives to mitigate the impact of COVID-19 on residents and staff. As COVID-19 progressed throughout the province and awareness emerged around the devastating effects this virus had on residents in long term care, the province implemented additional measures for homes to follow along with proactive inspections to measure COVID-19 preparedness for a potential second wave. The following

inspections have occurred in partnership with Wellington Dufferin Guelph Public Health, Ministry of Long Term Care, Ontario Health Central, and Ministry of Labour.

#### Infection Prevention and Control Audit

On May 12<sup>th</sup>, 2020, Wellington Dufferin Guelph Public Health (WDGPH) completed a comprehensive audit of Dufferin Oaks along with a local physician and an inspector from the Ministry of Long Term Care. Several recommendations were made but there were no findings on non compliance that occurred. On September 24<sup>th</sup>, 2020, there is a follow up audit scheduled which will assess our ongoing preparedness.

#### Ministry of Labour

The Ministry of Labour (MOL) completed 2 inspections to assess Dufferin Oaks response and implemented measures. The first inspection in April was a voluntary proactive inspection which was completed virtually with members of the management team as well as the Health and Safety committee. The second inspection in July was completed on site by a MOL inspector and once again assessed all measures implemented by Dufferin Oaks to ensure a safe workplace for employees. Both inspections did not result in any orders and was a collaborative experience.

#### Ontario Health Central

In August, the Ministry of Long Term Care and Ontario Health developed a preparedness assessment for all long term care facilities to complete in coordination with their representative from Ontario Health, the local hospital and an inspector from the MOLTC. The assessment was broken down into 3 key areas – Human Resources, Infection Prevention and Control, and Partnerships and Sustained Operations. The purpose of this assessment was to identify gaps so that a plan of action could be developed for the longer term. Dufferin Oaks met with a representative from Ontario Health Central and Headwaters Health Care Centre on August 18<sup>th</sup> to complete this assessment. Of the 3 areas reviewed, Dufferin Oaks was assessed as creating a safe environment through Infection Control Practices to being highly prepared for Human Resources and Partnerships and Sustained Operations. Areas to improve would be ensuring more dedicated onsite hours for an Infection Control specialist.

In addition to these collaborative audits, Dufferin Oaks continues to assess and implement additional measures to ensure ongoing preparedness.

### Human Resources

Staffing continues to be our greatest challenge especially with the current restriction on staff working in other healthcare facilities. Dufferin Oaks continues to actively recruit for Personal Support Workers, Registered staff and other key staff. This fall, we also welcome back student placements which is a key step in developing future staff.

As well, Dufferin Oaks continues to have redeployed staff from other departments assisting with screening as well as our residents in the capacity of assisting with visits and meal times. Managers and Registered staff continue to support staff on weekends to ensure an ongoing leadership presence.

### Personal Protective Equipment (PPE)

Early in the COVID-19 pandemic, accessing PPE became increasingly difficult as suppliers inventory depleted. In response, Dufferin Oaks built an inventory of reusable PPE where appropriate (gowns and shields) and are building a robust emergency inventory along with our inventory of daily use items. The Ministry of Health continues to monitor all Health Care facilities inventory with a required twice weekly inventory report.

### Resident, Staff and Visitor Safety

In July, visitors were welcomed back in to long term care. All visitors that come in to a LTC facility are required to be tested for COVID 19 on a routine basis. This is a key measure that helps ensure the safety of our residents. Essential Care Givers were also welcomed back into the home and, to assist these family members, Dufferin Oaks established additional training on Handwashing, Personal Protective Equipment, Assisting Residents in the Dining Room and Infection Control.

Staff continue to be tested twice monthly for COVID-19 on site with clinics held under the coordination of our Medical Director.

All staff and visitors continue to be screened for symptoms prior to entry to the home and residents are monitored for any change in condition that may be linked to COVID-19. Residents are now able to leave for short term absences and are screened prior to re-entry to the home. Any resident who leaves for an overnight stay would be required to isolate for 14 days upon return to the home.

Through these measures, as well as any additional measures that may arise in response to COVID-19, Dufferin Oaks will continue to meet the needs of our staff and residents.

**Financial, Staffing, Legal, or IT Considerations**

At this time, there are no Financial, Staffing, Legal or IT considerations.

**Recommendation**

**THAT the report of the Administrator, Dufferin Oaks titled Update on COVID-19 Preparedness, dated September 24, 2020, be received.**

Respectfully Submitted By:

Brenda Wagner  
Administrator, Dufferin Oaks



## **REPORT TO COMMITTEE**

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

**From:** Brenda Wagner, Administrator

**Meeting Date:** September 24, 2020

**Subject:** **2020/21 Funding Changes**

**In Support of Strategic Plan Priorities and Objectives:**

**Good Governance** – ensure transparency, clear communication, prudent financial management

**Inclusive & Supportive Community** – support efforts to address current & future needs for a livable community

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### **Purpose**

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

### **Background & Discussion**

Each year, the Ministry of Long Term Care announces changes to funding through the Case Mix Index (CMI) and a Global Allocation increase. Notable for the 2020/21 funding year is a new LTC Minor Capital Funding policy which replaces the former Structural Compliance Premium. As Dufferin Oaks was not a recipient of the Structural Compliance Premium, funding through the new policy will start in April 2021 rather than April 2020.

Although the level of care remained consistent from the 2019/20 funding year, Dufferin Oaks experienced a decrease in its Case Mix Index (CMI) funding due to the re-indexing formula used in the level of care funding formula. This resulted in Dufferin Oaks' Adjusted CMI decreasing 1% from .9934 to .9831.

The impact of the above mentioned changes are as follows:



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Funding	Effective Date	Monthly impact	Impact on 2020 Annual Budget
Replacement of Structural Compliance Premium Program	April 1 <sup>st</sup> , 2020	Not applicable	Not applicable
Global per diem increase	April 1 <sup>st</sup> , 2020	\$13,285.71	\$119,571.39
CMI decrease	August 1 <sup>st</sup> , 2020	\$5,012.56	-\$25,062.80
<b>Overall Impact</b>		<b>\$8,273.15</b>	<b>\$94,508.59</b>

**Financial, Staffing, Legal, or IT Considerations**

A review of Dufferin Oaks current staffing requirements is currently underway in order to ensure the best use of the additional funding in the Global per diem increase.

**Recommendation**

**THAT the report of the Administrator, dated September 24, 2020, regarding 2020/21 Funding Changes, be received.**

Respectfully submitted,

Brenda Wagner  
Administrator, Dufferin Oaks



## **REPORT TO COMMITTEE**

**To:** Chair Laura Ryan and Members of the CSDOM Committee

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

**Meeting Date:** September 24, 2020

**Subject:** **Museum of Dufferin Update**

**In Support of Strategic Plan Priorities and Objectives:**

**Inclusive & Supportive Community** – support efforts to address current & future needs for a livable community

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### **Purpose**

The purpose of this report is to update Committee members on planning and preparations being made in advance of a limited public reopening of the Museum of Dufferin (MoD).

### **Background & Discussion**

As Committee members are aware, the Museum of Dufferin (MoD) was closed to the public as of March 16 of this year because of Covid-19. Shortly thereafter MoD staff were redeployed to other parts of the County's administration, or in some cases, were placed on temporary layoff. The MoD's full time staff members were redeployed to (and played critical roles in) a number of key areas: County Communications, Human Resources and Climate Change.

As of the end of August, MoD staff have now returned to their museum roles, and the part time Archives Assistant and Collections Assistant staff members have been restored from temporary layoff. Planning and preparations are underway in advance of a limited public reopening of the MoD on September 24.

Major preparations have included:

- Developing a limited schedule for public onsite access to the MoD. Beginning September 24, the MoD will be open to the public Thursday to Saturday, 11 am to 4 pm. There will be no special events or facility rentals permitted at the MoD before the end of this year. This, as with many other aspects of the Museum's operation, will be re-evaluated at the beginning of 2021 based on prevailing conditions at that time.
- Confirming entry and access procedures, developed in accordance with Public Health, the County's Health and Safety Co-ordinator and Facilities division. These include information provided to and requested of the visitor upon entry, the installation of barriers and sanitization stations, additional wayfinding signs and floor decals, and confirming the physical layout/flow through publicly accessed spaces. (Not all gallery spaces will be open to the public as minimum distance separations are not possible in all areas.)
- Confirming a staffing plan that ensures proper support for all aspects of the onsite MoD's visitor experience, while maintaining safety and proper separation for Museum staff members. This includes the completion of enhanced cleaning at proper intervals throughout the MoD's operating week. As part of this overall consideration, the MoD will not be hosting volunteers back to physically work in the facility before the end of this year. This, too, will be re-evaluated in early 2021.
- Confirming a staff schedule and protocols for working remotely (on projects, attending virtual meetings, etc.). The addressing of the IT/technology requirements to properly facilitate working remotely is in process.
- Building a stronger, more robust online presence for the MoD. This has recently included a refresh of the Museum's website, the launching of an online learning portal, and community engagement through social media-based contests and other activities. The MoD is also currently producing a series of "video visits" of the MoD facility and site, as well as other notable and historic locations within the community. These will be available shortly for viewing online on a number of the Museum's platforms.
- An evaluation of former onsite activities or events that could be moved to an online (virtual) platform. The MoD's long running "Holiday Treasures Art and Craft Sale," as an example, is traditionally a well-attended and financially significant event in the Museum's annual schedule. The show and sale features one-of-kind creations from local and area artists and artisans. For 2020's version of the event later this fall, a new "Shopify" online sales/shopping portal is now being developed that will allow the public to shop for and purchase items online.

Purchased items will be shipped or be available for pick up at a designated “safe pick-up” depot within the community.

- Applying for grants available to museums dealing with the effects of Covid-19. Most recently, this has included an application made to the Government of Canada’s “Emergency Support Fund of the Museum Assistance Program”. If received, funding would be used to make physical/accessibility improvements to the MoD facility, such as touchless automatic door openers, improved front entrance access and needed modifications to washroom facilities.

### **Next Steps**

Moving forward, the operation of the MoD will be monitored continuously for any changes required internally, and for modifications required (or possible) as a result of changes in prevailing conditions relating to Covid-19. The MoD’s operation will always proceed in accordance with Public Health directives, Provincial Guidelines for Museums, and the County’s operating procedures.

### **Financial, Staffing, Legal, or IT Considerations**

The County’s IT Team are working with MoD staff to facilitate working remotely, and to establish an online commerce platform (Shopify) for sales and online events.

### **Recommendation**

**THAT the report of the Director of Planning, Economic Development and Culture, dated September 24, 2020, re: Museum of Dufferin Update, be received.**

Respectfully Submitted By:

Darrell Keenie

Director, Planning, Economic Development and Culture

# Dufferin Oaks

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$3,906	-\$2,509	-\$3,992	-\$1,483	62.86%
Rent Revenue	-\$499	-\$337	-\$542	-\$206	62.10%
Government Transfers	-\$10,090	-\$7,490	-\$10,181	-\$2,691	73.57%
Other Revenue	-\$554	-\$288	-\$463	-\$175	62.22%
<b>Total Revenues</b>	<b>-\$15,048</b>	<b>-\$10,625</b>	<b>-\$15,179</b>	<b>-\$4,555</b>	<b>69.99%</b>
Expenditures					
Salaries and Benefits	\$12,456	\$8,388	\$12,880	\$4,492	65.12%
Administrative and Office	\$432	\$303	\$509	\$207	59.39%
Debt Repayment	\$1,368	\$3	\$5	\$2	66.68%
Service Delivery	\$2,517	\$1,269	\$2,503	\$1,233	50.72%
IT and Communications	\$139	\$79	\$134	\$55	58.92%
Facilities	\$1,165	\$733	\$1,310	\$577	55.97%
Vehicles and Equipment	\$153	\$80	\$187	\$107	42.93%
Internal Services Used	\$46	\$161	\$118	-\$43	136.16%
Capital Contribution	\$737	\$720	\$740	\$20	97.30%
<b>Total Expenditures</b>	<b>\$19,012</b>	<b>\$11,737</b>	<b>\$18,387</b>	<b>\$6,650</b>	<b>63.83%</b>
Transfers					
Transfers from Reserves	-\$127	-\$108	-\$155	-\$47	69.45%
Transfers to Reserves	\$0	\$405	\$604	\$200	66.94%
<b>Total Transfers</b>	<b>-\$127</b>	<b>\$297</b>	<b>\$449</b>	<b>\$152</b>	<b>66.08%</b>
<b>Total Dufferin Oaks</b>	<b>\$3,837</b>	<b>\$1,409</b>	<b>\$3,657</b>	<b>\$2,248</b>	<b>38.53%</b>

## Dufferin Oaks - Month over Month Changes

<b>July 31 year to date</b>		<b>1,247,778</b>
<b>Revenues</b>		
User Fees		(306,974)
Rent Revenue		(40,472)
Government Transfers		(907,017)
Other Revenue		(31,453)
<b>Total Change in Revenues</b>		<b>(1,285,916)</b>
<b>Expenditures</b>		
Salaries and Benefits		1,147,962
Administrative and Office		38,266
Debt Repayment		393
Service Delivery		141,425
IT and Communications		142
Facilities		71,015
Vehicles and Equipment		4,258
Internal Services Used		7,177
Internal Services Recovered		-
Capital Contribution		-
Reserve Transfers		
Transfers from Reserves/Trust	(13,663)	
Transfers to Reserves	50,369	36,706
<b>Total Change in Expenditures</b>		<b>1,447,344</b>
<b>Net Change</b>		<b>161,428</b>
<b>August 31 year to date</b>		<b>\$ 1,409,206</b>

# Dufferin Oaks - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
<b>Opening Balance</b>	<b>-\$1,723</b>	<b>-\$2,306</b>	<b>-\$2,325</b>	<b>-\$2,325</b>
Contributions				
Government Transfers	\$0	\$0	\$0	-\$20
Capital Levy	-\$638	-\$735	-\$720	-\$720
Other Revenue	-\$76	-\$1	\$0	\$0
Transfers from Reserves	-\$208	\$0	\$0	\$0
<b>Total Contributions</b>	<b>-\$922</b>	<b>-\$737</b>	<b>-\$720</b>	<b>-\$740</b>
Capital Work				
Land Improvements	\$33	\$157	\$63	\$186
Buildings	\$94	\$350	\$27	\$756
Equipment & Machinery	\$162	\$203	\$29	\$444
Vehicles	\$50	\$0	\$0	\$35
Other	\$0	\$6	\$5	\$0
<b>Total Capital Work</b>	<b>\$339</b>	<b>\$717</b>	<b>\$124</b>	<b>\$1,421</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$2,306</b>	<b>-\$2,325</b>	<b>-\$2,921</b>	<b>-\$1,645</b>

# Work Plan Summary

(in 000s)	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
Expenditures				
Parking Lot and Curbing	\$2	\$154	\$55	\$41
Exterior Patio/Walkways	\$30	\$3	\$8	\$60
Landscaping	\$0	\$0	\$0	\$85
Land Improvements	\$33	\$157	\$63	\$186
Windows	\$2	\$0	\$0	\$0
HVAC	\$20	\$311	\$5	\$336
Exterior Walls	\$0	\$0	\$0	\$0
Security	\$0	\$3	\$0	\$118
Electrical	\$0	\$0	\$0	\$4
Lighting	\$1	\$2	\$4	\$0
Flooring	\$34	\$12	\$0	\$61
Exterior Doors	\$0	\$0	\$0	\$0
Overhead Door and Lift	\$0	\$0	\$0	\$0
Roof Replacement	\$0	\$0	\$3	\$0
Bathrooms	\$5	\$6	\$0	\$6
Painting	\$32	\$0	\$0	\$0
MBV Kitchen	\$0	\$8	\$15	\$6
MLC Interior Upgrades	\$0	\$0	\$0	\$35
Sprinklers	\$0	\$9	\$0	\$190
Buildings	\$94	\$350	\$27	\$756
Elevators	\$0	\$0	\$0	\$192
Appliance Replacement	\$0	\$0	\$0	\$5
Kitchen Equipment	\$0	\$6	\$3	\$36
Beds and Bedroom Furniture	\$24	\$48	\$8	\$37
Lifts	\$14	\$14	\$0	\$22
Tub Replacement/Resident Bathing	\$103	\$105	\$12	\$35
Resident Lounge Furniture	\$0	\$12	\$0	\$60
Laundry Equipment	\$0	\$18	\$0	\$47
Housekeeping Equipment Replacement	\$18	\$0	\$6	\$11
Blinds and Draperies	\$3	\$0	\$0	\$0
Equipment & Machinery	\$162	\$203	\$29	\$444
DCCSS Vehicles	\$50	\$0	\$0	\$35
Vehicles	\$50	\$0	\$0	\$35
Nurse Call System/Point of Care	\$0	\$6	\$5	\$0
Other	\$0	\$6	\$5	\$0
<b>Total Work Plan Summary</b>	<b>\$339</b>	<b>\$717</b>	<b>\$124</b>	<b>\$1,421</b>



# Dufferin Oaks Long Term Care

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$3,738	-\$2,450	-\$3,816	-\$1,366	64.21%
Government Transfers	-\$8,596	-\$6,412	-\$8,608	-\$2,196	74.49%
Other Revenue	-\$502	-\$255	-\$409	-\$154	62.29%
<b>Total Revenues</b>	<b>-\$12,837</b>	<b>-\$9,117</b>	<b>-\$12,833</b>	<b>-\$3,716</b>	<b>71.04%</b>
Expenditures					
Salaries and Benefits	\$11,812	\$8,028	\$12,225	\$4,198	65.66%
Administrative and Office	\$371	\$283	\$428	\$145	66.12%
Debt Repayment	\$1,368	\$3	\$5	\$2	66.68%
Service Delivery	\$1,373	\$897	\$1,411	\$513	63.63%
IT and Communications	\$125	\$71	\$120	\$49	58.96%
Facilities	\$636	\$394	\$738	\$344	53.33%
Vehicles and Equipment	\$103	\$52	\$134	\$82	38.79%
Internal Services Used	\$46	\$161	\$118	-\$43	136.16%
Capital Contribution	\$466	\$510	\$530	\$20	96.23%
<b>Total Expenditures</b>	<b>\$16,299</b>	<b>\$10,399</b>	<b>\$15,709</b>	<b>\$5,310</b>	<b>66.20%</b>
Transfers					
Transfers from Reserves	-\$127	-\$108	-\$155	-\$47	69.45%
Transfers to Reserves	\$0	\$405	\$604	\$200	66.94%
<b>Total Transfers</b>	<b>-\$127</b>	<b>\$297</b>	<b>\$449</b>	<b>\$152</b>	<b>66.08%</b>
<b>Total Dufferin Oaks Long Term Care</b>	<b>\$3,336</b>	<b>\$1,579</b>	<b>\$3,325</b>	<b>\$1,746</b>	<b>47.48%</b>

# Mel Lloyd Centre

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Rent Revenue	-\$279	-\$184	-\$324	-\$139	56.98%
Other Revenue	-\$49	-\$33	-\$52	-\$19	63.55%
<b>Total Revenues</b>	<b>-\$328</b>	<b>-\$218</b>	<b>-\$376</b>	<b>-\$158</b>	<b>57.90%</b>
Expenditures					
IT and Communications	\$1	\$1	\$1	\$1	63.14%
Facilities	\$345	\$211	\$367	\$157	57.32%
Capital Contribution	\$117	\$100	\$100	\$0	100.00%
<b>Total Expenditures</b>	<b>\$464</b>	<b>\$311</b>	<b>\$469</b>	<b>\$157</b>	<b>66.45%</b>
Transfers					
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Mel Lloyd Centre</b>	<b>\$136</b>	<b>\$94</b>	<b>\$93</b>	<b>-\$1</b>	<b>101.17%</b>

# Community Support Services

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$163	-\$56	-\$173	-\$117	32.19%
Government Transfers	-\$1,493	-\$1,078	-\$1,573	-\$495	68.54%
Other Revenue	-\$3	\$0	-\$2	-\$2	13.50%
<b>Total Revenues</b>	<b>-\$1,659</b>	<b>-\$1,134</b>	<b>-\$1,748</b>	<b>-\$614</b>	<b>64.89%</b>
Expenditures					
Salaries and Benefits	\$632	\$354	\$644	\$290	54.91%
Administrative and Office	\$61	\$19	\$81	\$62	23.94%
Service Delivery	\$1,144	\$372	\$1,092	\$720	34.05%
IT and Communications	\$9	\$6	\$9	\$3	64.49%
Facilities	\$49	\$34	\$51	\$17	66.67%
Vehicles and Equipment	\$49	\$28	\$53	\$25	53.39%
<b>Total Expenditures</b>	<b>\$1,945</b>	<b>\$813</b>	<b>\$1,931</b>	<b>\$1,117</b>	<b>42.12%</b>
Transfers					
Transfers from Reserves	\$0	\$0	\$0	\$0	0.00%
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Community Support Services</b>	<b>\$285</b>	<b>-\$321</b>	<b>\$183</b>	<b>\$504</b>	<b>-175.63%</b>

# McKelvie Supportive Housing

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$4	-\$4	-\$4	\$0	92.89%
Rent Revenue	-\$220	-\$152	-\$219	-\$66	69.68%
<b>Total Revenues</b>	<b>-\$224</b>	<b>-\$156</b>	<b>-\$222</b>	<b>-\$67</b>	<b>70.07%</b>
Expenditures					
Salaries and Benefits	\$12	\$7	\$11	\$4	61.44%
IT and Communications	\$3	\$2	\$4	\$2	41.73%
Facilities	\$135	\$95	\$154	\$59	61.83%
Capital Contribution	\$155	\$110	\$110	\$0	100.00%
<b>Total Expenditures</b>	<b>\$305</b>	<b>\$214</b>	<b>\$279</b>	<b>\$65</b>	<b>76.59%</b>
Transfers					
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total McKelvie Supportive Hsg</b>	<b>\$81</b>	<b>\$58</b>	<b>\$57</b>	<b>-\$1</b>	<b>102.22%</b>

# Community Services

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$332	-\$84	-\$372	-\$287	22.71%
Rent Revenue	-\$2,212	-\$1,529	-\$2,254	-\$725	67.82%
Government Transfers	-\$15,440	-\$10,265	-\$15,585	-\$5,320	65.86%
Other Revenue	-\$1,972	-\$321	-\$536	-\$215	59.93%
<b>Total Revenues</b>	<b>-\$19,956</b>	<b>-\$12,199</b>	<b>-\$18,746</b>	<b>-\$6,547</b>	<b>65.07%</b>
Expenditures					
Salaries and Benefits	\$5,047	\$2,662	\$4,620	\$1,958	57.63%
Administrative and Office	\$347	\$142	\$478	\$336	29.68%
Debt Repayment	\$1,054	\$786	\$933	\$147	84.25%
Service Delivery	\$15,622	\$8,535	\$15,408	\$6,874	55.39%
IT and Communications	\$77	\$60	\$94	\$34	64.19%
Facilities	\$2,592	\$1,403	\$2,408	\$1,006	58.24%
Vehicles and Equipment	\$16	\$8	\$24	\$16	33.81%
Internal Services Used	\$174	\$647	\$1,107	\$459	58.49%
Internal Services Recovered	-\$387	-\$352	-\$391	-\$38	90.20%
Capital Contribution	\$2,044	\$1,112	\$1,282	\$170	86.74%
<b>Total Expenditures</b>	<b>\$26,586</b>	<b>\$15,003</b>	<b>\$25,964</b>	<b>\$10,961</b>	<b>57.78%</b>
Transfers					
Transfers from Reserves	-\$306	\$0	-\$50	-\$50	0.00%
DC Contribution	-\$314	-\$287	-\$530	-\$243	54.09%
Transfers to Reserves	\$198	\$13	\$20	\$7	66.67%
<b>Total Transfers</b>	<b>-\$422</b>	<b>-\$273</b>	<b>-\$560</b>	<b>-\$287</b>	<b>48.81%</b>
<b>Total Community Services</b>	<b>\$6,208</b>	<b>\$2,531</b>	<b>\$6,658</b>	<b>\$4,127</b>	<b>38.01%</b>

## Community Services - Year over Year Changes

July 31 year to date			2,377,249
<b>Revenues</b>			
User Fees			(1,703)
Rent Revenue			(192,693)
Government Transfers			(1,076,716)
Other Revenue			(77,829)
<b>Total Change in Revenues</b>			<u>(1,348,941)</u>
<b>Expenditures</b>			
Salaries and Benefits			294,400
Administrative and Office			(127,646)
Debt Repayment			241,850
Service Delivery			865,643
IT and Communications			5,343
Facilities			202,600
Vehicles and Equipment			360
Internal Services Used			88,510
Internal Services Recovered			(34,126)
Capital Contribution			-
Reserve Transfers			
Transfers from Reserves/Trust		-	
DC Contributions	(35,830)		
Transfers to Reserves	1,666		(34,164)
<b>Total Change in Expenditures</b>			<u>1,502,770</u>
<b>Net Change</b>			<u>153,829</u>
<b>August 31 year to date</b>			<u>\$ 2,531,078</u>

# Community Services - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
<b>Opening Balance</b>	<b>\$2,005</b>	<b>-\$718</b>	<b>-\$2,465</b>	<b>-\$2,465</b>
Contributions				
Government Transfers	-\$1,107	-\$110	\$0	\$0
Capital Levy	-\$553	-\$734	-\$1,112	-\$1,112
Other Revenue	-\$2,670	-\$1,200	\$0	-\$20
Transfers from Reserves	-\$142	\$0	\$0	-\$50
DC Contribution	-\$975	\$0	\$0	-\$100
<b>Total Contributions</b>	<b>-\$5,447</b>	<b>-\$2,044</b>	<b>-\$1,112</b>	<b>-\$1,282</b>
Capital Work				
Land Improvements	\$0	\$0	\$0	\$136
Buildings	\$2,675	\$241	\$44	\$1,286
Equipment & Machinery	\$49	\$57	\$31	\$49
<b>Total Capital Work</b>	<b>\$2,724</b>	<b>\$298</b>	<b>\$76</b>	<b>\$1,471</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$718</b>	<b>-\$2,465</b>	<b>-\$3,501</b>	<b>-\$2,276</b>

## Work Plan Summary

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
Expenditures				
Land				
Asphalt Paving	\$0	\$0	\$0	\$10
Exterior Walkways	\$0	\$0	\$0	\$41
Landscaping	\$0	\$0	\$0	\$50
Fencing	\$0	\$0	\$0	\$35
Land Improvements	\$0	\$0	\$0	\$136
Electrical	\$0	\$0	\$0	\$10
Exterior Walls	\$0	\$10	\$0	\$280
Roof Replacement	\$0	\$43	\$3	\$300
Kitchen Retrofits	\$35	\$3	\$0	\$158
Structural (balconies, etc.)	\$0	\$0	\$0	\$120
Flooring	\$91	\$60	\$7	\$147
HVAC	\$7	\$0	\$15	\$31
Building Automation	\$0	\$16	\$0	\$0
Bathrooms	\$33	\$41	\$9	\$138
Window Replacement	\$0	\$0	\$0	\$60
Lawrence Avenue Development	\$2,509	\$68	\$10	\$0
Buildings	\$2,675	\$241	\$44	\$1,286

Small Equipment	\$20	\$7	\$0	\$0
Appliance Replacement	\$29	\$50	\$18	\$49
Elevator Replacement	\$0	\$0	\$13	\$0
Equipment & Machinery	\$49	\$57	\$31	\$49
	<b>\$2,724</b>	<b>\$298</b>	<b>\$76</b>	<b>\$1,471</b>



# Ontario Works & Employment

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Rent Revenue	-\$140	-\$92	-\$149	-\$56	62.07%
Government Transfers	-\$7,045	-\$4,387	-\$7,206	-\$2,819	60.88%
Other Revenue	-\$196	-\$87	-\$100	-\$13	86.52%
<b>Total Revenues</b>	<b>-\$7,381</b>	<b>-\$4,565</b>	<b>-\$7,454</b>	<b>-\$2,889</b>	<b>61.24%</b>
Expenditures					
Salaries and Benefits	\$1,441	\$959	\$1,576	\$618	60.81%
Administrative and Office	\$176	\$85	\$131	\$45	65.49%
Debt Repayment	\$292	\$191	\$286	\$95	66.67%
Service Delivery	\$6,232	\$3,646	\$6,338	\$2,692	57.52%
IT and Communications	\$17	\$12	\$23	\$11	52.38%
Facilities	\$658	\$256	\$379	\$123	67.54%
Internal Services Used	\$77	\$211	\$333	\$122	63.36%
Internal Services Recovered	-\$387	-\$265	-\$391	-\$125	67.91%
Capital Contribution	\$83	\$50	\$50	\$0	100.00%
<b>Total Expenditures</b>	<b>\$8,590</b>	<b>\$5,144</b>	<b>\$8,725</b>	<b>\$3,581</b>	<b>58.96%</b>
Transfers					
DC Contribution	-\$44	-\$30	-\$45	-\$15	66.67%
Transfers to Reserves	\$20	\$13	\$20	\$7	66.67%
<b>Total Transfers</b>	<b>-\$24</b>	<b>-\$17</b>	<b>-\$25</b>	<b>-\$8</b>	<b>66.67%</b>
<b>Total Ont. Works, Emp't Resources</b>	<b>\$1,185</b>	<b>\$562</b>	<b>\$1,246</b>	<b>\$684</b>	<b>45.11%</b>

# Edelbrock Centre - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
<b>Opening Balance</b>	<b>-\$54</b>	<b>-\$115</b>	<b>-\$199</b>	<b>-\$199</b>
Contributions				
Capital Levy	-\$61	-\$83	-\$50	-\$50
<b>Total Contributions</b>	<b>-\$61</b>	<b>-\$83</b>	<b>-\$50</b>	<b>-\$50</b>
Capital Work				
Buildings	\$0	\$0	\$0	\$0
<b>Total Capital Work</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$115</b>	<b>-\$199</b>	<b>-\$249</b>	<b>-\$249</b>

## Work Plan Summary

(in 000s)	2018 ACTUAL*	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
Expenditures				
Security	\$0	\$0	\$0	\$0
Buildings	\$0	\$0	\$0	\$0
<b>Total Work Plan Summary</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Child Care

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$313	-\$73	-\$354	-\$281	20.60%
Government Transfers	-\$6,203	-\$3,990	-\$5,993	-\$2,003	66.57%
Other Revenue	-\$263	-\$32	-\$260	-\$228	12.24%
<b>Total Revenues</b>	<b>-\$6,779</b>	<b>-\$4,094</b>	<b>-\$6,607</b>	<b>-\$2,513</b>	<b>61.97%</b>
Expenditures					
Salaries and Benefits	\$1,996	\$1,046	\$1,955	\$909	53.53%
Administrative and Office	\$88	\$19	\$43	\$24	43.53%
Service Delivery	\$5,828	\$2,110	\$5,209	\$3,099	40.51%
IT and Communications	\$10	\$5	\$11	\$6	44.28%
Facilities	\$142	\$86	\$154	\$69	55.43%
Vehicles and Equipment	\$4	\$1	\$7	\$6	18.33%
Internal Services Used	\$58	\$37	\$59	\$22	62.90%
Internal Services Recovered	\$0	-\$87	\$0	\$87	100.00%
Capital Contribution	\$41	\$120	\$190	\$70	63.16%
<b>Total Expenditures</b>	<b>\$8,166</b>	<b>\$3,337</b>	<b>\$7,628</b>	<b>\$4,291</b>	<b>43.74%</b>
Transfers					
Transfers from Reserves	-\$300	\$0	-\$50	-\$50	0.00%
<b>Total Transfers</b>	<b>-\$300</b>	<b>\$0</b>	<b>-\$50</b>	<b>-\$50</b>	<b>0.00%</b>
<b>Total Child Care</b>	<b>\$1,087</b>	<b>-\$758</b>	<b>\$971</b>	<b>\$1,729</b>	<b>-78.06%</b>

# Jean Hamlyn - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
<b>Opening Balance</b>	<b>-\$36</b>	<b>-\$101</b>	<b>-\$139</b>	<b>-\$139</b>
Contributions				
Capital Levy	-\$34	-\$41	-\$120	-\$120
Other Revenue	\$0	\$0	\$0	-\$20
Transfers from Reserves	-\$30	\$0	\$0	-\$50
<b>Total Contributions</b>	<b>-\$64</b>	<b>-\$41</b>	<b>-\$120</b>	<b>-\$190</b>
Capital Work				
Land Improvements	\$0	\$0	\$0	\$50
Buildings	\$0	\$1	\$0	\$280
Equipment & Machinery	\$0	\$1	\$0	\$0
<b>Total Capital Work</b>	<b>\$0</b>	<b>\$2</b>	<b>\$0</b>	<b>\$330</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$101</b>	<b>-\$139</b>	<b>-\$259</b>	<b>\$1</b>

## Work Plan Summary

(in 000s)	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
Expenditures				
Natural Playscapes	\$0	\$0	\$0	\$50
Land Improvements	\$0	\$0	\$0	\$50
Electrical	\$0	\$0	\$0	\$10
Exterior Walls	\$0	\$0	\$0	\$60
Kitchen	\$0	\$0	\$0	\$20
Flooring	\$0	\$0	\$0	\$30
Windows	\$0	\$0	\$0	\$60
Roof	\$0	\$1	\$0	\$100
Buildings	\$0	\$1	\$0	\$280
Appliances	\$0	\$1	\$0	\$0
Equipment & Machinery	\$0	\$1	\$0	\$0
<b>Total Work Plan Summary</b>	<b>\$0</b>	<b>\$2</b>	<b>\$0</b>	<b>\$330</b>

# Housing

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$20	-\$12	-\$18	-\$7	63.83%
Rent Revenue	-\$2,071	-\$1,436	-\$2,105	-\$669	68.23%
Government Transfers	-\$2,192	-\$1,888	-\$2,386	-\$497	79.15%
Other Revenue	-\$1,513	-\$203	-\$176	\$27	115.43%
<b>Total Revenues</b>	<b>-\$5,796</b>	<b>-\$3,539</b>	<b>-\$4,685</b>	<b>-\$1,146</b>	<b>75.54%</b>
Expenditures					
Salaries and Benefits	\$1,610	\$657	\$1,089	\$431	60.38%
Administrative and Office	\$83	\$38	\$305	\$267	12.45%
Debt Repayment	\$762	\$595	\$647	\$52	92.03%
Service Delivery	\$3,563	\$2,778	\$3,861	\$1,083	71.96%
IT and Communications	\$50	\$43	\$60	\$16	72.49%
Facilities	\$1,792	\$1,061	\$1,875	\$814	56.60%
Vehicles and Equipment	\$11	\$7	\$16	\$10	40.55%
Internal Services Used	\$39	\$400	\$715	\$316	55.86%
Capital Contribution	\$1,920	\$942	\$1,042	\$100	90.41%
<b>Total Expenditures</b>	<b>\$9,830</b>	<b>\$6,522</b>	<b>\$9,611</b>	<b>\$3,089</b>	<b>67.86%</b>
Transfers					
Transfers from Reserves	-\$6	\$0	\$0	\$0	0.00%
DC Contribution	-\$270	-\$257	-\$485	-\$228	52.91%
Transfers to Reserves	\$178	\$0	\$0	\$0	0.00%
<b>Total Transfers</b>	<b>-\$98</b>	<b>-\$257</b>	<b>-\$485</b>	<b>-\$228</b>	<b>52.91%</b>
<b>Total Housing</b>	<b>\$3,936</b>	<b>\$2,727</b>	<b>\$4,442</b>	<b>\$1,715</b>	<b>61.39%</b>

# Social Housing - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
<b>Opening Balance</b>	<b>\$2,095</b>	<b>-\$503</b>	<b>-\$2,126</b>	<b>-\$2,126</b>
Contributions				
Government Transfers	-\$1,107	-\$110	\$0	\$0
Capital Levy	-\$458	-\$610	-\$942	-\$942
Other Revenue	-\$2,670	-\$1,200	\$0	\$0
Transfers from Reserves	-\$112	\$0	\$0	\$0
DC Contribution	-\$975	\$0	\$0	-\$100
<b>Total Contributions</b>	<b>-\$5,322</b>	<b>-\$1,920</b>	<b>-\$942</b>	<b>-\$1,042</b>
Capital Work				
Land Improvements	\$0	\$0	\$0	\$86
Buildings	\$2,675	\$240	\$44	\$1,006
Equipment & Machinery	\$49	\$56	\$31	\$49
<b>Total Capital Work</b>	<b>\$2,724</b>	<b>\$296</b>	<b>\$76</b>	<b>\$1,141</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$503</b>	<b>-\$2,126</b>	<b>-\$2,993</b>	<b>-\$2,027</b>

## Work Plan Summary

(in 000s)	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
Expenditures				
Asphalt Paving	\$0	\$0	\$0	\$10
Exterior Walkways	\$0	\$0	\$0	\$41
Fencing	\$0	\$0	\$0	\$35
Land Improvements	\$0	\$0	\$0	\$86
Exterior Walls	\$0	\$10	\$0	\$220
Security/Intercom	\$0	\$0	\$0	\$27
Roof Replacement	\$0	\$42	\$3	\$200
Kitchen Retrofits	\$35	\$3	\$0	\$138
Structural (balconies, etc.)	\$0	\$0	\$0	\$120
Flooring	\$91	\$60	\$7	\$117
HVAC	\$7	\$0	\$15	\$31
Building Automation	\$0	\$16	\$0	\$0
Bathrooms	\$33	\$41	\$9	\$138
Exterior Doors	\$0	\$0	\$0	\$16
Lawrence Avenue Development	\$2,509	\$68	\$10	\$0
Buildings	\$2,675	\$240	\$44	\$1,006
Small Equipment	\$20	\$7	\$0	\$0
Appliance Replacement	\$29	\$49	\$18	\$49
Elevator Replacement	\$0	\$0	\$13	\$0

Equipment & Machinery

\$49	\$56	\$31	\$49
<b>\$2,724</b>	<b>\$296</b>	<b>\$76</b>	<b>\$1,141</b>

# Planning, Economic Development & Culture

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$30	-\$6	-\$60	-\$54	10.00%
Government Transfers	-\$88	-\$67	-\$104	-\$38	63.84%
Other Revenue	-\$103	-\$29	-\$87	-\$58	33.07%
<b>Total Revenues</b>	<b>-\$220</b>	<b>-\$102</b>	<b>-\$252</b>	<b>-\$150</b>	<b>40.34%</b>
Expenditures					
Salaries and Benefits	\$1,071	\$651	\$1,188	\$537	54.76%
Administrative and Office	\$312	\$244	\$565	\$321	43.12%
Service Delivery	\$396	\$161	\$210	\$49	76.72%
IT and Communications	\$53	\$41	\$50	\$9	81.79%
Facilities	\$136	\$96	\$146	\$50	65.92%
Vehicles and Equipment	\$11	\$5	\$12	\$7	41.31%
Internal Services Recovered	\$0	\$0	\$0	\$0	0.00%
Capital Contribution	\$579	\$105	\$105	\$0	100.00%
<b>Total Expenditures</b>	<b>\$2,558</b>	<b>\$1,302</b>	<b>\$2,276</b>	<b>\$974</b>	<b>57.22%</b>
Transfers					
Transfers from Reserves	-\$40	-\$40	\$0	\$40	100.00%
Transfers from Trust	-\$446	-\$5	-\$8	-\$3	66.66%
Transfer to Trust	\$45	\$0	\$15	\$15	0.00%
DC Contribution	-\$109	-\$119	-\$259	-\$140	45.96%
<b>Total Transfers</b>	<b>-\$550</b>	<b>-\$165</b>	<b>-\$252</b>	<b>-\$88</b>	<b>65.19%</b>
<b>Total PEC</b>	<b>\$1,787</b>	<b>\$1,036</b>	<b>\$1,772</b>	<b>\$736</b>	<b>58.48%</b>



## Planning, Economic Development and Culture - Month over Month Changes

July 31 year to date			942,673
<b>Revenues</b>			
User Fees			187
Government Transfers			-
Other Revenue			(27,492)
<b>Total Change in Revenues</b>			<u>(27,305)</u>
<b>Expenditures</b>			
Salaries and Benefits			74,652
Administrative and Office			40,000
Service Delivery			1,000
IT and Communications			1,023
Facilities			12,612
Vehicles and Equipment			94
Capital Contribution			-
Reserve Transfers			
Transfers from Reserves/Trust	(666)		
DC Contributions	(8,017)		(8,683)
<b>Total Change in Expenditures</b>			<u>120,698</u>
<b>Net Change</b>			<u>93,393</u>
<b>August 31 year to date</b>			<u>\$ 1,036,066</u>

**Notes:**

# Planning

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$2	-\$6	-\$20	-\$14	30.00%
<b>Total Revenues</b>	<b>-\$2</b>	<b>-\$6</b>	<b>-\$20</b>	<b>-\$14</b>	<b>30.00%</b>
Expenditures					
Salaries and Benefits	\$118	\$73	\$126	\$53	57.76%
Administrative and Office	\$197	\$192	\$351	\$159	54.78%
IT and Communications	\$24	\$24	\$23	-\$1	104.84%
<b>Total Expenditures</b>	<b>\$339</b>	<b>\$289</b>	<b>\$499</b>	<b>\$211</b>	<b>57.80%</b>
Transfers					
DC Contribution	-\$109	-\$119	-\$259	-\$140	45.96%
<b>Total Transfers</b>	<b>-\$109</b>	<b>-\$119</b>	<b>-\$259</b>	<b>-\$140</b>	<b>45.96%</b>
<b>Total Planning</b>	<b>\$228</b>	<b>\$163</b>	<b>\$220</b>	<b>\$56</b>	<b>74.31%</b>

# Economic Development

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
Government Transfers	-\$23	-\$13	-\$49	-\$36	25.99%
<b>Total Revenues</b>	<b>-\$23</b>	<b>-\$13</b>	<b>-\$49</b>	<b>-\$36</b>	<b>25.99%</b>
Expenditures					
Salaries and Benefits	\$186	\$167	\$246	\$79	67.86%
Administrative and Office	\$40	\$17	\$125	\$107	13.81%
Service Delivery	\$338	\$150	\$150	-\$1	100.42%
IT and Communications	\$2	\$2	\$2	\$0	113.46%
<b>Total Expenditures</b>	<b>\$566</b>	<b>\$336</b>	<b>\$522</b>	<b>\$185</b>	<b>64.44%</b>
Transfers					
Transfers from Reserves	-\$40	-\$40	\$0	\$40	100.00%
<b>Total Transfers</b>	<b>-\$40</b>	<b>-\$40</b>	<b>\$0</b>	<b>\$40</b>	<b>100.00%</b>
<b>Total Economic Development</b>	<b>\$504</b>	<b>\$283</b>	<b>\$473</b>	<b>\$189</b>	<b>59.96%</b>

# Museum of Dufferin

(in 000s)	2019 ACTUAL	AUG 2020 ACTUAL	2020 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Revenues					
User Fees	-\$28	\$0	-\$40	-\$40	0.00%
Government Transfers	-\$65	-\$54	-\$55	-\$2	97.29%
Other Revenue	-\$103	-\$29	-\$87	-\$58	33.07%
<b>Total Revenues</b>	<b>-\$196</b>	<b>-\$83</b>	<b>-\$183</b>	<b>-\$100</b>	<b>45.32%</b>
Expenditures					
Salaries and Benefits	\$767	\$411	\$816	\$405	50.35%
Administrative and Office	\$74	\$34	\$89	\$55	38.24%
Service Delivery	\$58	\$11	\$61	\$50	18.38%
IT and Communications	\$27	\$15	\$26	\$10	59.45%
Facilities	\$136	\$96	\$146	\$50	65.92%
Vehicles and Equipment	\$11	\$5	\$12	\$7	41.31%
Internal Services Recovered	\$0	\$0	\$0	\$0	0.00%
Capital Contribution	\$579	\$105	\$105	\$0	100.00%
<b>Total Expenditures</b>	<b>\$1,653</b>	<b>\$678</b>	<b>\$1,255</b>	<b>\$578</b>	<b>53.98%</b>
Transfers					
Transfers to Trust	\$45	\$0	\$15	\$15	0.00%
Transfers from Trust	-\$446	-\$5	-\$8	-\$3	66.66%
<b>Total Transfers</b>	<b>-\$401</b>	<b>-\$5</b>	<b>\$7</b>	<b>\$12</b>	<b>-76.19%</b>
<b>Total Museum and Archives</b>	<b>\$1,056</b>	<b>\$589</b>	<b>\$1,079</b>	<b>\$490</b>	<b>54.60%</b>

# Museum - Capital Asset Fund

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
<b>Opening Balance</b>	<b>-\$401</b>	<b>\$40</b>	<b>-\$492</b>	<b>-\$492</b>
Contributions				
Government Transfers	-\$147	\$0	\$0	\$0
Capital Levy	-\$149	-\$133	-\$105	-\$105
Other Revenue	-\$35	\$0	\$0	\$0
Transfers from Reserves	-\$50	\$0	\$0	\$0
Transfers from Trust	\$0	-\$446	\$0	\$0
<b>Total Contributions</b>	<b>-\$382</b>	<b>-\$579</b>	<b>-\$105</b>	<b>-\$105</b>
Capital Work				
Land Improvements	\$44	\$0	\$0	\$0
Buildings	\$741	\$11	\$15	\$148
Equipment & Machinery	\$39	\$0	\$0	\$154
Vehicles	\$0	\$35	\$0	\$0
<b>Total Capital Work</b>	<b>\$823</b>	<b>\$47</b>	<b>\$15</b>	<b>\$302</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$40</b>	<b>-\$492</b>	<b>-\$582</b>	<b>-\$295</b>

## Work Plan Summary

	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2020 BUDGET
Expenditures				
Asphalt Paving	\$21	\$0	\$0	\$0
Exterior Walkways	\$23	\$0	\$0	\$0
Land Improvements	\$44	\$0	\$0	\$0
HVAC	\$29	\$3	\$0	\$5
Security	\$0	\$0	\$0	\$18
Electrical	\$141	\$0	\$0	\$0
Septic/Well	\$0	\$0	\$15	\$0
Exterior Walls	\$0	\$5	\$0	\$5
Kitchen Retrofits	\$3	\$0	\$0	\$0
Flooring	\$0	\$3	\$0	\$60
Windows	\$0	\$0	\$0	\$10
Roof	\$0	\$0	\$0	\$50
Corn Flower Project	\$568	\$0	\$0	\$0
Buildings	\$741	\$11	\$15	\$148
Elevators	\$0	\$0	\$0	\$150
Small Equipment	\$39	\$0	\$0	\$4
Equipment & Machinery	\$39	\$0	\$0	\$154

Museum Vehicle  
Vehicles

\$0	\$35	\$0	\$0
\$0	\$35	\$0	\$0
<b>\$823</b>	<b>\$47</b>	<b>\$15</b>	<b>\$302</b>