COUNCIL AGENDA  
Thursday, June 25, 2020 at 3:00 p.m.  
By video conference – The meeting will be live streamed on YouTube at the following link:  
https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ

1. **ROLL CALL**

   Verbal roll call by the Clerk.

2. **APPROVAL OF THE AGENDA**

   THAT the Agenda and any Addendum distributed for the June 25, 2020 meeting of Council, be approved.

3. **DECLARATION OF INTEREST BY MEMBERS**

   Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

4. **APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

   THAT the minutes of the regular meeting of Council of June 11, 2020, be adopted.

5. **PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

5.1. **Delegation: Dufferin Community Foundation**

   A delegation from Gordon Gallagher, President, Dufferin Community Foundation, to update Council on the progress of the Dufferin Community Foundation.

6. **PUBLIC QUESTION PERIOD**

   Questions can be submitted to info@dufferincounty.ca or 519-941-2816 x2500 prior to 2:00 p.m. on June 25, 2020.
7. PRESENTATION AND CONSIDERATIONS OF REPORTS

Infrastructure & Environmental Services – Chair Currie

7.1. Director of Public Works/County Engineer’s Report – County Bridges on Local Roads – Jurisdictional Responsibilities

A report from the Director of Public Works/County Engineer, dated June 25, 2020, to explain the County’s role with respect to bridges on local roads and boundary roads, as directed by Council on May 28th, 2020.

THAT Report, County Bridges on Local Roads – Jurisdictional Responsibilities, from the Director of Public Works/County Engineer, dated June 25, 2020, be received.

Community Services/Dufferin Oaks/Museum Committee Reports – Chair Ryan

7.2. Director of Community Services’ Report – Community Services 2019 Annual Review

A report from the Director of Community Services, dated June 25, 2020, to provide Council with information on the Community Services 2019 Annual Review.

THAT the report of the Director, Community Services, titled Community Services 2019 Annual Service Review, dated June 25, 2020, be received.

7.3. Administrator of Dufferin Oaks’ Report – Declaration of Compliance

A report from the Administrator of Dufferin Oaks, dated June 25, 2020, to sign the annual Declaration of Compliance for the fiscal year ending March 31, 2020 as required by the Multi-Sector Service Accountability Agreement with the Central West Local Health Integration Network (LHIN).

THAT the report of the Administrator of Dufferin Oaks, dated June 25, 2020, regarding the Declaration of Compliance, be received;

AND THAT Council authorizes the Warden to sign the Declaration on behalf of Council for submission to the Central West LHIN.
7.4. **Director of Human Resources & Administrator of Dufferin Oaks’ Report – Continued Staffing Support (COVID-19)**

A report from the Director of Human Resources and the Administrator of Dufferin Oaks, dated June 25, 2020, to recommend the continuation of additional staffing hours at Dufferin Oaks and for Human Resources, Health and Safety in response to the enhanced requirements in place due to COVID-19.

THAT the report of the Director of Human Resources and Administrator, Dufferin Oaks, dated June 25, 2020, regarding Continued Staffing Support for Dufferin Oaks, be received;

AND THAT the additional hours and associated costs required by Dufferin Oaks to support the requirements from Public Health, the Ministry of Health and the Ministry of Long-Term Care for the duration of the pandemic be approved;

AND THAT approval be given to recruit a full time position in HR to support recruitment, onboarding and diversity and inclusion practices;

AND THAT that the funds required be taken from the Rate Stabilization Fund for 2020;

AND THAT, ongoing costs be incorporated into the 2021 and future budgets.

**Council Reports**

7.5. **Director of Planning, Economic Development & Planning’s Report – Correspondence from Minister Clark, MMAH**


THAT the report of the Director of Planning, Economic Development and Culture, dated June 25, 2020, regarding correspondence from Minister Clark, MMAH, be received;
AND THAT the correspondence from Steve Clark, Minister of Municipal Affairs and Housing dated June 16, 2020 be received.

7.6. **Chief Administrative Officer’s Report – SWIFT 2.0 and WOWC Advocacy for Broadband Funding**

A report from the Chief Administrative Officer, dated June 25, 2020, to present the details of the special meeting of the Western Ontario Wardens’ Caucus called on Thursday, June 4, 2020, to discuss a strategy for continuing high-speed broadband implementation across the region.

THAT the report of the Chief Administrative Officer, dated June 25, 2020, regarding SWIFT 2.0 and Advocacy for Broadband Funding, be received; AND THAT the County of Dufferin support the WOWC advocacy efforts to ensure Southwestern Ontario receives a fair share of funding for broadband; AND THAT, letters supporting the WOWC advocacy effort be forwarded to the CRTC and the Federal Minister of Innovation, Science and Industry.

8. **CORRESPONDENCE**

8.1. **Canadian Alliance to End Homelessness**

Correspondence from the Canadian Alliance to End Homelessness, dated June 8, 2020, to request the County of Dufferin endorse their campaign to seek a pandemic recovery plan for the homeless population.

THAT the request from the Canadian Alliance to End Homelessness, dated June 8, 2020, to request the County of Dufferin endorse their campaign to seek a pandemic recovery plan for the homeless population, be approved.

8.2. **Ministry of Natural Resources & Forestry**

Correspondence from the Ministry of Natural Resources and Forestry, dated June 15, 2020, to advise of the Oral Rabies Vaccine (ORV) bait distribution and trap-vaccinate-release (TVR) programs taking place from the summer to fall of 2020.
THAT the correspondence from the Ministry of Natural Resources & Forest, regarding the Oral Rabies Vaccine (ORV) bait distribution and trap-vaccinate-release (TVR) programs taking place from the summer to fall of 2020, dated June 15, 2020, be received.

8.3. **Grey County Resolution**

Correspondence from the County of Grey, dated June 16, 2020, containing a resolution sent to Premier Ford requesting the implementation of broadband in the unserviced and under-serviced areas of Grey County and to request endorsement of the resolution.

THAT the correspondence from the County of Grey, dated June 16, 2020, to Premier Ford requesting the implementation of broadband in unserviced and under-serviced areas, be endorsed.

8.4. **Association of Municipalities of Ontario**

Correspondence from the Ministry of Municipal Affairs and Housing, dated June 18, 2020, regarding Association of Municipalities of Ontario (AMO) delegation requests for the 2020 Virtual Annual Conference.

For consideration of Council.

9. **NOTICE OF MOTIONS**

10. **MOTIONS**

Moved by Warden White

THAT the Bill Hill scholarship program be amended to include two additional scholarship opportunities in any of the prescribed categories previously established;

AND THAT one scholarship be dedicated to a person of colour, and one scholarship be dedicated to a person of aboriginal heritage;

AND FURTHER THAT the Bill Hill scholarship program continue to be reflective of the goals of the County of Dufferin.
11. **BY-LAWS**

2020-50 A by-law to appoint an Acting Chief Building Official. (Joao Pedro Fonseca Cruz, Doug Kopp, Shawn Parkins & Robert Watson)

Authorization: Council – June 25, 2020

| THAT By-Law 2020-50, be read a first, second and third time and enacted. |

12. **OTHER BUSINESS**

13. **CLOSED SESSION**

13.1. **Closed Session Report – Municipal Act Section 239 (2)(c) – Proposed or pending acquisition or disposition of land by the municipality**

A closed session report from the Chief Administrative Officer, dated June 25, 2020, regarding County property holdings.

14. **CONFIRMATORY BY-LAW**

2020-xx A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on June 25, 2020.

| THAT by-law 2020-xx be read a first, second and third time and enacted. |

15. **ADJOURNMENT**

| THAT the meeting adjourn. |
Warden White called the meeting to order at 3:02 p.m.

The Warden announced that this meeting is being live streamed and publicly broadcast. The recording of this meeting will also be available on our website in the future.
1. **ROLL CALL**

   The Clerk verbally took a roll call of the Councillors in attendance.

2. **APPROVAL OF THE AGENDA**

   **Moved by Councillor Brown, seconded by Councillor Gardhouse**

   THAT the Agenda and any Addendum distributed for the June 11, 2020 meeting of Council, be approved.

   -Carried-

3. **DECLARATION OF INTEREST BY MEMBERS**

   Members of Council are required to state any pecuniary interest in accordance with the Municipal Conflict of Interest Act.

4. **APPROVAL OF MINUTES OF THE PREVIOUS MEETING**

   **Moved by Councillor Creelman, seconded by Councillor Ryan**

   THAT the minutes of the regular of Council of May 28, 2020, be adopted.

   -Carried-

**PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS**

5. **Proclamation: Seniors Month – June 2020**

   Warden White proclaimed the month of June 2020 to be Seniors Month in the County of Dufferin.

6. **Presentation: 2020 Bill Hill Scholarship Recipients**

   The Bill Hill Scholarships were awarded to:

   - Agriculture: Nicholas Bannon
   - Arts (Fine Arts & Liberal Arts): Katharine Kanters
   - Business & Social Sciences: Lauren Crane
   - Science & Technology: Shannon Untch
7. **Delegation: Alethia O-Hara-Stephenson**

Alethia O’Hara-Stephenson to delegate to Council regarding the creation of a community diversity and inclusion committee and registering a Dufferin County Canadian Black Association non-profit.

**Moved by Councillor Anderson, seconded by Councillor Mills**

THAT Council direct staff to examine the feasibility of the Diversity and Inclusion Equity Committee (as requested in Alethia O’Hara-Stephenson’s presentation) being added to the County’s Accessibility Committee or as a stand-alone Committee and report back to Council.

-Carried-

8. **Presentation: BDO Canada LLP**

Angela Nichol and Tracy Smith, BDO Canada LLP, will present the County of Dufferin 2019 Financial Statements. The following documents are attached:

- Auditors Presentation
- Planning Report
- Final Report to Council and

**Moved by Councillor Horner, seconded by Councillor Mills**

THAT the 2019 Financial Statements as presented by BDO Canada LLP, be approved.

-Carried-

9. **PUBLIC QUESTION PERIOD**

A question was received from Jen Logan regarding the current requirement for long term care workers to choose one employer during the current pandemic. Noting, this has exacerbated the shortage of care workers. However she believes, due to low wages, lack of benefits and lack of full time opportunity, workers often require two jobs. In light of the current health crisis, existing staffing shortages in the long term care sector and in light of the need for future pandemic planning, what is the council doing to address these challenges? Brenda Wagner, Administrative of Dufferin Oaks, advised beginning in July, the Ministry of Health and Long Term Care will be starting a Long Term Care Commission and the County of Dufferin will share the recommendations received from the recent
Accreditation report if there is an opportunity. Ms. Wagner noted the pandemic has highlighted the current needs in long term care homes.

PRESENTATION AND CONSIDERATIONS OF REPORTS


A report from the Chief Paramedic to provide the 2019 Annual Paramedic Services Report to Council.

**Moved by Councillor Currie, seconded by Councillor Ryan**

THAT the report from the Chief Paramedic, titled Dufferin County Paramedic Service 2019 Annual Report, be received.  

-Carried-

11. **Acting Treasurer’s Report – Annual Development Charges Report 2019**

A report from the Acting Treasurer, dated June 11, 2020, to provide an annual review of development charges under the direction of the Development Charges Act, (DCA), under Bill 73, and under Ont. Reg. 428/15, and is also required to satisfy the reporting requirement within Dufferin County’s own Development Charges (“DC”) Bylaw 2017-37 (“the DC Bylaw”).

**Moved by Councillor Mills, seconded by Councillor Horner**

THAT the Acting Treasurer’s report, Annual Development Charges Report, dated June 11, 2020, be received.  

-Carried-


A report from the Acting Treasurer, dated June 11, 2020, to provide further information to Council about the financial implications of the COVID-19 pandemic.

**Moved by Councillor Brown, seconded by Councillor Gerrits**

THAT the report of the Acting Treasurer, dated June 11, 2020, regarding COVID-19 Financial Implications June 2020, be received.  

-Carried-
13. **Administrator of Dufferin Oaks’ Report – Long Term Care Service Accountability Amending Agreement**

A report from the Administrator of Dufferin Oaks, dated June 11, 2020, to complete the required amending agreement to the Service Accountability Agreements (LSAA) with the Central West Local Health Integration Network (LHIN) for the period June 30, 2020 to March 31, 2021.

**Moved by Councillor Horner, seconded by Councillor Mills**

THAT the report of the Administrator, dated June 11, 2020, regarding the Service Accountability Amending Agreement be received;

AND THAT the County of Dufferin sign the Service Accountability Amending Agreement with the Central West LHIN for the period June 30, 2020 to March 31, 2021.

-Carried-


A report from the Director of Planning, Economic Development & Culture, dated June 11, 2020, to present a draft Recovery Action Plan and to outline next steps in its adoption.

**Moved by Councillor Mills, seconded by Councillor Creelman**

THAT the report of the Director of Planning, Economic Development and Culture, dated June 11, 2020, regarding Draft COVID-19 Recovery Action Plan, be received;

AND THAT the Draft Plan be circulated to the Rural Resiliency Task Force for review and comment.

-Carried-

15. **Chief Administrative Officer’s Report – Monthly Update from Outside Boards**

A report from the Chief Administrative Officer, dated June 11, 2020, to provide Council with an update of activities from outside boards and agencies.
Moved by Councillor Ryan, seconded by Councillor Brown

THAT the report of the Chief Administrative Officer, dated June 11, 2020, with respect to Reports from Outside Boards, be received. -Carried-

CORRESPONDENCE

16. Tax Payment Deferral Support

Correspondence from the Town of Mono, the Township of Mulmur, the Township of Melancthon and the Town of Shelburne to support amendment of the tax payment deadlines for 2020.

Moved by Councillor Anderson, seconded by Councillor Ryan

THAT the correspondence from the Town of Mono, the Township of Mulmur, the Township of Melancthon and the Town of Shelburne to support amendment of the tax payment deadlines for 2020, be received. -Carried-

17. Town of Orangeville

Correspondence from the Town of Orangeville, dated June 9, 2020, containing a resolution to support amendment of the tax payment deadlines for 2020.

Moved by Councillor Horner, seconded by Councillor Ryan

THAT the correspondence from the Town of Orangeville, dated June 9, 2020, to support amendment of the tax payment deadlines for 2020, be received. -Carried-

18. NOTICE OF MOTIONS

Moved by Warden White

THAT the Bill Hill scholarship program be amended to include two additional scholarship opportunities in any of the prescribed categories previously established, and that one scholarship be dedicated to a person of colour, and one scholarship be dedicated to a person of aboriginal heritage,
and further that the Bill Hill scholarship program continue to be reflective of the goals of the County of Dufferin.

19. MOTIONS

Moved by Councillor Rentsch, seconded by Councillor Soloman

WHEREAS the response to COVID-19 has created significant financial challenges to the County of Dufferin; and

WHEREAS Council has a responsibility to lead by example;

BE IT RESOLVED THAT the County Councillor remuneration ($ 19,192.39) be reduced by 20% ($ 3,838.48) for the year 2020.

-LOST-

Councillor Rentsch left the meeting (4:35 p.m.)

20. BY-LAWS

2020-46 A by-law to amend By-Law 2020-32, a by-law to establish property tax rates for upper-tier (county) purposes for the year 2020. (Amend Installment Due Dates)
Authorization: Council – April 16, 2020

2020-47 A by-law to approve an agreement between the Corporation of the County of Dufferin and GFL Environmental Inc. (Waste Collection Services Contract Amending Agreement)
Authorization: Infrastructure & Environmental Services – January 24, 2019

2020-48 A by-law to authorize the Warden and the Clerk to execute an agreement between the Corporation of the County of Dufferin and Her Majesty the Queen In Right of Canada represented by the Minister of Natural Resources. (Zero-Emission Vehicle Infrastructure Program)
Authorization: Council – May 14, 2020
Moved by Councillor Ryan, seconded by Councillor Macintosh

THAT By-Law 2020-46 to By-Law 2020-48, inclusive, be read a first, second and third time and enacted.

-Carried-

OTHER BUSINESS

21. Wellington-Dufferin-Guelph Public Health Order – For Discussion Purposes

Dr. Nicola Mercer, Medical Officer of Health for the Wellington-Dufferin-Guelph Public Health, has issued an order under Section 22 of the Health Protection and Promotion Act for Phase 2 of the Ontario Framework for Reopening our Province requiring face coverings to be worn in all commercial establishments.

Moved by Councillor Ryan, seconded by Councillor Macintosh

THAT the Medical Officer of the Health be requested to revisit the Class Order under Section 22 of the Health Protection and Promotion Act, R.S.O. 1990, c. H.7 dated June 10, 2020;

AND THAT consideration be given to deferral of the enforcement of the order for 14 days (June 26, 2020);

AND THAT a response by provided to the County of Dufferin by Friday, June 12, 2020.

-Carried-

22. CONFIRMATORY BY-LAW

2020-49 A by-law to confirm the proceedings of the Council of the Corporation of the County of Dufferin at its meeting held on June 11, 2020.

Moved by Councillor Hawkins, seconded by Councillor Ryan

THAT By-law 2020-49 be read a first, second and third time and enacted.

-Carried-
23. **ADJOURNMENT**

Moved by Councillor Macintosh, seconded by Councillor Horner

THAT the meeting adjourn.

-Carried-

The meeting adjourned at 5:26 p.m.
Next meeting: Thursday, June 25, 2020 at 3:00 p.m.
Video Conference

__________________________________________  ______________________________________
Darren White, Warden                      Pam Hillock, Clerk
Be part of the Dufferin legacy
The power of many. Today and forever.

Gordon Gallaugher
President

DUFFERIN COMMUNITY FOUNDATION
Community Foundations build permanently invested (endowed) funds from donor gifts, and provide grants to eligible charities from income earned - every year, forever!
The Dufferin Community Foundation is PLACE based – we live, work, and GRANT to charities serving primarily Dufferin County
Volunteer Board

• All members from across Dufferin County
• Various backgrounds and skills
• We are all interested in Community Building
Community Foundations are Community Connectors

- We connect people with money to causes that matter – to the donor and to the community
Community Foundations can support any charity in the area – not just one

- Flexible - Choose Your Cause
- Or Create your own fund for designated charitable purposes
- Tax efficient opportunities for estate planning
DCF as a Service Provider

• To Donors
  • individuals, families, or business that may consider creating their own charitable foundation, Dufferin Community Foundation is ready made and ready to go without the cost and hassle of creating a new one
DCF as a Service Provider

• To Donors
• For those that want to support a favourite charitable cause or causes, the Dufferin Community Foundation has or will create special interest funds – like arts, heritage, education, environment, children or seniors services
DCF as a Service Provider

• To Charities
• That may consider creating their own foundation to receive and manage perpetually invested funds – Dufferin Community Foundation is ready made and ready to serve
Opportunity for Municipal Councils

• Dufferin Community Foundation can be the arm’s length, independent holder and manager of gifts to support municipal services
  • Such as libraries, museum, recreation, environment, long term care
  • May leverage more and larger gifts or bequests if funds held independently
What Has the DCF Accomplished since 2018 incorporation

• Planning Third Annual Fall Booster Grant event
• 3 Grants made annually to deserving local charities
• Total including 2020 will be $10,500
What Has the DCF Accomplished since 2018 incorporation

- Fall of 2019 DCF celebrated the creation of its first donor advised fund
- Greenwood Family Fund created, for among others support of children’s programs and relief of poverty
What Has the DCF Accomplished since 2018 incorporation

- Fall 2019 DCF participated in the RBC Future Launch Community Challenge
- Distributed $15000 provided by RBC DCAFS and Youthdale Riding
What Has the DCF Accomplished since 2018 incorporation

- Winter 2020 participated with Community Foundations Canada in promoting and granting of Federal funds to growing social enterprise

- Streams Hub in Shelburne awarded grant to plan for their cultural centre
What Has the DCF Accomplished since 2018 incorporation

- Spring 2020 – COVID 19 !!!!
- Community Foundations along with United Way and Red Cross to distribute $350 million from the Federal government to charities and non-profits across Canada struggling with COVID 19
- Dufferin Community Foundation share about $110,000
What Has the DCF Accomplished since 2018 incorporation

Spring 2020 – COVID 19 !!!!

• Created the Dufferin Emergency Support Fund to raise and distribute funds within Dufferin
• Already disbursed $3000 to food banks and health
• Grants to be made last quarter of 2020
Community Support

- Corporate Circle - $5000 gifts or more
- 4 donors recognized
- Booster Grant Donors – 9 sponsors
Community Support

Thank you to our Founder’s Circle members

Gord and Sandra Gallaugher
MaryAnn Lowry
Town of Mono
Town of Shelburne
Shelburne Rotary Club
Ken Mikeliew and Caroline Mach
Paul Sutcliffe
Town of Orangeville
Trish Keachie

Joan and Paul Waechter
Chris Gerrits
Sharon Martin
Ken and Gwynne McGhee
Huntly Christie and Nancy Wood
in memory of Jill Stephen
Debbi Goss and Karen Morrison
in memory of John and Mabel Doney
MacFeeters Family Fund at Toronto Foundation

Founders Circle - $2500 gifts or more

• 18 donors, 9 of them within last year and 2 to add yet

Plus numerous other donations from individuals
Our Goal

- Our goal is to have $10 million invested within 10 years
- That can generate close to $400,000 to be granted to charities in Dufferin County – annually!
- Currently have over $500,000 invested
What do we Ask of Dufferin County Council?

- Continue to Support and promote the Dufferin Community Foundation
- Consider Using Dufferin Community Foundation to manage bequests
- Refer Potential donors or volunteers

A society grows great when old people plant trees whose shade they know they shall never sit in. Adapted from a Greek Proverb
REPORT TO COUNCIL

To: Warden White and Members of County Council
From: Scott C. Burns, Director of Public Works/County Engineer
Meeting Date: June 25, 2020
Subject: County Bridges on Local Roads – Jurisdictional Responsibilities

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

Purpose

The purpose of this report is to explain the County’s role with respect to bridges on local roads and boundary roads, as directed by Council on May 28th, 2020.

Background & Discussion

Dufferin County is responsible for an approximate 324 centreline kilometre network of roads, bridges, and culverts. This network serves as primary travel corridors with increased traffic volumes, higher rates of speed, minimized interruption, all to help support the efficient movement of traffic within and outside our boundaries. A County road network is complementary to Provincial Highways. Along these County roads exist 15 bridges and 72 large-span structural culverts (excludes all small structures and culverts under 3 metres span). These roads, culverts, and bridges all form the highway networks that is wholly under the jurisdiction of the County of Dufferin.

In addition to the transportation related infrastructure described above, the County is responsible for several structures along local municipal roads that either form; a County boundary (7 bridges), an internal local municipal boundary (6 bridges), a former local municipal boundary (1 bridges), or a former County road (1 bridge). These local municipal road structures became the responsibility of the County by several means, over many years and results in a full County inventory of 30 bridges and 72 large-span culverts.
Through review of historical By-laws, it appears that the first formal mention of boundary bridges was made in 1917 through By-law No. 488. This document speaks to inspections and payment for work on internal boundary structures by the County and a desire to have County boundary structures treated similarly to those along township boundary roads. Later in 1928, By-law No. 691 speaks again to boundary line bridges with specific mention of all bridges of at least a 10 foot span being assumed by the County and all bridges with a span of less than 10 feet reverting to the municipalities in which they are situated. In 1945, By-law 958 stipulates that all bridges with a span less than 20 feet that are not located on a County road be transferred to the local municipality in which they are situated. In 1983, By-law 83-46 briefly notes that the County is not responsible for County boundary line bridges of less than 6 metres (19.7 feet). From this point, there is little mention of any substance that pertains to bridge responsibilities.

For all of the structures (bridges and large-span culverts) identified in this report the County performs the required biennial structural inspections in line with the Ontario Structure Inspection Manual, per O.Reg 472/10 (amending O.Reg. 104/97 - Standards for Bridges). The inspection report then informs the Capital budget 10-year plan for the rehabilitation of bridges and large culverts. This process is focused primarily on maintaining structural integrity through preventative maintenance in the effort of avoiding costly and unnecessary replacements. This logic is applied to all 102 structures (30 bridges and 72 large-span culverts) within the County inventory whether on a County or a local municipal road as described earlier. Prior to 1996, the Province of Ontario offered significant subsidies to help municipalities maintain their road networks. As part of this, Counties could also apply for special funding to assist with projects related to County bridges on local roads. Today this program no longer exists and therefore the burden of securing funds for infrastructure work lies with the County.

Regulatory and operational signage or maintenance such as speed limits, warning signs, snow plowing, patrol, etc., of the roadway abutting and crossing the structure rests with the respective road authority. This means that all aspects pertaining to the function of a roadway over a bridge on a County road rests with the County, whereas all aspects pertaining to the function of a roadway over a bridge on a local road rests with the municipality or municipalities who preside over the roadway.

The topic of County bridges on local roads has been discussed at length by several neighbouring Counties over the years in the effort of streamlining infrastructure responsibilities. Some have continued forward with full responsibility over bridges on local roads, some have developed further criteria for which bridges remain and which bridges are transferred to the local municipality, some have policies to transfer
responsibility of boundary bridges to the respective local municipality once significant rehabilitation or replacement occurs.

For Dufferin County, the practice has been to manage all 102 bridges and culverts (whether on County Roads or the other roads noted in this report) through the lens of asset management. Each structure is assessed for condition and then scheduled for rehabilitation to maximize structure life, or where a structure is no longer deemed as structurally sound, it is replaced. In 2016, Dufferin County embarked on a road and bridge rationalization study that assessed the entire inventory of roads and bridges to determine which roads and bridges serve a County function. Along with some recommended jurisdictional changes for roads, it was recommended that all bridges not located on a County road revert back to the local municipality in which they are situated. The recommendations of the study were not adopted and therefore the responsibility of managing County roads and County bridges, as well as some bridges not on County roads remains with Dufferin County.

Financial, Staffing, Legal, or IT Considerations

Through continued assessment of roads, large culverts, bridges, and other transportation infrastructure, funds and cost projections are included in each years’ Capital Budget. The most recent 10-year plan includes $16,975,700 for work to 78 different large culverts and bridges, some of which are on County roads while some of the bridges are on local roads. Looking specifically at bridges, this same 10-year plan includes $2,993,800 for bridges on County roads and $1,838,500 for bridges on local roads.

Recommendation

THAT Report, County Bridges on Local Roads – Jurisdictional Responsibilities, from the Director of Public Works/County Engineer, dated June 25, 2020, be received.

Respectfully Submitted By:

Scott C. Burns, P.Eng., C.E.T.
Director of Public Works/County Engineer
REPORT TO COUNCIL

To: Warden White and Members of County Council

From: Anna McGregor, Director of Community Services

Meeting Date: June 25, 2020

Subject: Community Services 2019 Annual Review

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

Purpose

The purpose of this report is to provide Council with information on the Community Services 2019 Annual Review.

Background and Discussion

This annual report provides a summary of Dufferin County Community Services activities, operations, accomplishments and program directions in the calendar year.

Previously, this report was titled the “Year End Review”. This year the title of the report was changed to the “Community Services 2019 Annual Review”. The title was changed to better reflect the content. The report provides an overview of the department over the past year as a whole, rather than focusing on year end.

The report is also now aligned with the County’s overall Corporate Strategic Objectives and Priorities.

This document speaks to the services provided over the 2019 calendar year and gives a brief plan for 2020 for each of the three (3) divisions within Community Services: Ontario Works, Housing Services and Children’s Services.
This report demonstrates how Community Services has been able to maintain exceptional service despite an increase in demand. A copy of the Community Services 2019 Annual Review is attached.

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

There is no impact at this time.

**Recommendation**

**THAT the report of the Director, Community Services, titled Community Services 2019 Annual Service Review, dated June 25, 2020, be received.**

Respectfully Submitted By:

Anna McGregor
Director, Community Services

Attachments: Community Services 2019 Annual Review
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Message from the Director

It is my pleasure to present the Community Services 2019 Annual Review. Our aim for 2019 in Community Services was to improve the overall well-being of the individuals and families in Dufferin County by promoting equity, opportunity and inclusion.

Every individual in Community Services understands the vital role their contribution plays in the growth of our team, services and the client experience. This document speaks to how we have worked together to support these efforts within each of the three (3) divisions; Ontario Works, Housing Services and Children’s Services.

In 2019, we saw an increase in demand for Child Care Fee Subsidy, attainable and community housing, and Ontario Works. At various points in the year, funding, programming and service changes were all in question. This climate encouraged Community Services to be collaborative and innovative in our thinking in order to deliver exceptional service and measurable positive outcomes for clients and the community. It was essential in 2019 to continue to assess and redesign the current state of service delivery, including:

- resource sharing and collaboration across service providers
- data and reporting to facilitate evidence-based decisions
- improvements in case management
- movement towards electronic information management

Many of these key elements will be further explored in the Service Delivery Review scheduled to occur in 2020.

The Community Services Department continued to work with the Dufferin County Equity Collaborative (DCEC). In 2019, DCEC hosted the largest Bridges Out of Poverty training session Dufferin County has had to date, with 94 attendees. DCEC also worked with the Tamarack Institute – Vibrant Communities’ Getting to Impact program to help produce the 2018/2019 Report to the Community an overview of the work accomplished in the last year. The collaborative acknowledged in 2018/2019 that there is a need to include the voice of those who have lived/living experience of poverty and inequity. Therefore, a fourth priority has been added to DCEC’s plan, the collaborative will work towards the creation of a Lived Experience Advisory Network (LEAN) in 2020.

Everyone in Dufferin should have access to the services and opportunities they need to thrive. Thank you to everyone involved, when we work together we achieve more.

Anna McGregor
Director, Community Services
Who We Are

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

Edelbrock Centre Hub

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

Vision, Mission & Values

Vision

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

Mission

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

Values

- Accountability
- Respect
- Teamwork

2019 Dufferin County Community Services Programs:

- Financial Assistance
- Employment Services
- Rent Geared to Income Housing
- Homelessness Prevention Program
- Homeownership Program
- Ontario Renovates
- Jean Hamlyn Day Care Centre
- EarlyON Child and Family Centres
- Dufferin Child Care Fee Subsidy
- Licensed Child Care Supports
- Licensed Child Care Quality Assurance
ECONOMIC VITALITY – promote an environment for economic growth and development

By offering Employment Resource Centres in Orangeville and Shelburne, which provide free access to essential services for those seeking employment, we connect clients with community partners and resources, some of which include employment consultations, resume building workshops, and announcements for job fairs, etc.

GOOD GOVERNANCE - ensure transparency, clear communication, prudent financial management

By sharing information to the community regarding programs, events, services and data through social media platforms, the County website, Join In Dufferin, open data portal, newsletters, infographics, electronic message boards in the ERCs, community outreach events and access to County Council reports.

SUSTAINABLE ENVIRONMENT AND INFRASTRUCTURE - protect assets both in the natural and built environment

By fostering environmental sustainability through EarlyON outdoor programming, activities, learning and appreciation of nature. We look for opportunities to increase the energy efficiency of County-owned housing units and County buildings where possible. Staff are encouraged to appreciate the environment and nature. Community Services has embraced a waste reduction strategy by introducing centralized waste, recycling and green bin units.
SERVICE EFFICIENCY AND VALUE - determine the right services for the right price

By listening to clients feedback and by providing simple and smooth experiences, which result in positive outcomes. We have improved service delivery through streamlined communication across divisions and by resource sharing with other agencies to provide a "no wrong door" approach to service. Dufferin EarlyON Child and Family Centres changed their hours of operation in 2019 to better accommodate the needs of families, based on statistics and survey results. In 2019, Community Services created virtual tours of all County-owned housing units and each of the EarlyON Centres sites.

INCLUSIVE AND SUPPORTIVE COMMUNITY – support efforts to address current and future needs for a livable community

By improving the quality of life of Dufferin County residents through providing access to early learning programs, financial assistance and community housing. Community Services was recognized by the Canadian Alliance to End Homelessness in 2019 for reducing chronic homelessness by 10% or more and sustaining it for at least three consecutive months.

Community Services staff participate in and support Orange Shirt Day, International Women's Day, Pink Shirt Day and other awareness raising efforts and events and are active members of the community.

Community Services also encourages inclusion by providing professional development and learning opportunities for staff on topics including empathy, mental health first aid, Indigenous mental health, equity/poverty, LGBTQ2+, dialectical behaviour therapy, trauma, self-regulation, compassion fatigue, human trafficking, and workplace diversity.
Ontario Works

In Ontario Works, 2019 was a year of uncertainty. A few months after the relaunch of the Addiction Services Initiative (ASI), the Ministry of Children, Community and Social Services (MCCSS) announced that the program would terminate in July 2019. In February 2019, the government announced a plan to integrate social assistance employment services into Employment Ontario. Despite this uncertainty, Ontario Works staff embraced a growth mindset and continued to provide exceptional service to clients.

Caseload & Intake Statistics

The average monthly caseload numbers stayed consistent each quarter in 2019 (Figure 1), with the exception of Q4, which saw a decrease. In 2019, the average monthly caseload was 651, slightly higher than in 2018 (644).

In 2019, Ontario Works staff exceeded the four day Ministry standard for average number of business days from date of contact to issuance. They kept an average of one day for all quarters in 2019.

Clients receiving Ontario Works are staying on longer. Average months on assistance increased from 2018 (average of 23) to an average of 26 months in 2019.

Single people continue to comprise the largest percentage of the Ontario Works caseload (Figure 2). The proportion of singles has decreased in 2019 (56%) from 2018 (59%), while sole support parents (38%) has slightly increased from 2018 (36%). Online applications received have increased from 25% of the total per cent of intakes in 2018 to 35% in 2019 (Figure 3). While emergency assistance has decreased since 2018. Ontario Works staff work to support participants through ongoing support and referrals to partnering agencies on a case-by-case basis.
Orangeville Employment Resource Centre (OERC)

The Orangeville Employment Resource Centre (OERC) continues to forge strong relationships with a variety of outside agencies, including, but not limited to, Georgian College, Employment Ontario and the Upper Grand District School Board. Clients of the OERC have access to an array of equipment, free of charge, which includes fourteen desktop computers, two telephones to make employment related phone calls, and a combination printerscannerphotocopierfax machine. There is also a clothing rack which provides visitors with a variety of donated gently used clothing items at no cost.

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

Total Number of Visits in 2019

There was a slight decrease in the total number of visits to the OERC in 2019 (7,379) compared to 2018 (8,322). The only quarter which saw an increase in number of visits was Q1 2019 compared to Q1 2018 (Figure 4).

Total Number of Days Open in 2019

The OERC was open for 246 days in 2019. The OERC’s busiest month by number of visits was January with 824 visits. The quietest month was December with 332 visits.

Per cent of New Clients 2019

In 2019, 8% of total visitors were brand new clients. This is a slight decrease from 2018, where 10% of visitors were new clients.
Shelburne Employment Resource Centre (SERC)

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

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

Figure 5 Shelburne Employment Resource Centre Total Visits by Quarter 2018 - 2019

Total Number of Visits in 2019
Total number of visitors to the SERC was up from 4,738 in 2018, to 5,159 visits in 2019. Each quarter saw a greater numbers of visits in 2019 when compared to 2018 (Figure 5).

Total Number of Days Open in 2019
The SERC was open for 246 days in 2019. The SERC's busiest month was March with 535 visits, while the quietest month was December with 303 visits.

Per cent of Visitors Requiring One-to-One Support
25% of those visiting the Shelburne ERC required one-to-one support in 2019, which is similar to 2018 with 26% requiring one-to-one support.
Partnerships & Employment Services

Partnerships with Local Employment Ontario Providers
Partnerships were established with Georgian College Career and Employment Community Services and the Coalition for Persons with Disabilities to ensure seamless referrals for our clients. Both agencies deliver Employment Ontario programs and report client progress to the Ontario Works staff on a monthly basis.

Transforming Ontario’s Employment Services
On February 12, 2019, the government announced a plan to integrate social assistance employment services into Employment Ontario to help the province’s most vulnerable, including people with disabilities, to break free from the poverty cycle. The aim is to provide more streamlined supports that are locally delivered and focused on improving outcomes for all job seekers.

On July 2, 2019, three prototypes regions were announced – Hamilton-Niagara Peninsula, Muskoka-Kawarthas and Peel Region with the expectation that the new employment services model would be launched in the Fall of 2019. A full provincial roll out is set to begin in 2022.

Currently, Ontario Works offices provide both employment and life stabilization support to clients on their caseload. When the new employment services model is rolled out, there will be a separation between the employment and life stabilization work. How that will impact the work being carried out by staff, the funding that will be received, and the service(s) provided to clients, is yet to be known.

Income Tax Program
The Community Volunteer Income Tax Program was again coordinated through the Community Services department in 2019. Nine volunteers, trained through resources provided through Revenue Canada, were able to support the completion and EFILE of 260 tax returns, which resulted in $1,283,322.52 in refunds and benefits to clients. Tax clinics were offered in Orangeville, Shelburne, and Grand Valley to best serve residents throughout the County. This program will be provided again in 2020.

Of the returns were seniors

30%
Addiction Services Initiative

Relaunch and Termination of Addiction Services Initiative (ASI)
The Dufferin Ontario Works Addiction Services Initiative (ASI) Program was modernized and successfully re-launched in January 2019. PEOPLE WHO USE DRUGS ARE REAL PEOPLE is an Anti-Stigma campaign that mirrors other campaigns across the country. The focus of this campaign was to help reduce the stigma associated with substance use while encouraging clients to reach out for support. The goal was to help as many clients who struggle with addiction in Dufferin County as possible.

The Ontario Works ASI caseload quickly rose from two to 37 participants. However, the Ministry of Children, Community and Social Services (MCCSS) decided to end the Ontario Works ASI effective July 31, 2019.

Provincial evaluations of ASI over the past few years have shown it is not demonstrating sufficient value for investment to justify continuing the program. After running a two-month pilot at the Edelbrock Centre, William Osler Health System’s Addiction Support Services continued to offer supports for those suffering with substance abuse.

Additional Initiatives and Updates

Reloadable Payment Card
The County of Dufferin was selected to participate in Wave 4 of the Reloadable Payment Card program expansion and is looking forward to implementation in the Spring of 2020. The introduction of the Reloadable Payment Card will improve client experience, accountability, fiscal responsibility and cost efficiency.

Third Party Additional Benefits
In June 2019, the Ministry changed the frequency of payments for Additional Benefits made to vendors on behalf of social assistance recipients. With the implementation of a monthly pay run, there has been a reduction in payment volumes and production costs through consolidation and reduced administrative workload related to daily payment production. The Ministry also began offering Direct Banking Deposit (DBD) to all vendors. Signing up for DBD is done directly through the Ministry and not in the Dufferin County Ontario Works office.

Transition Child Benefit
The government’s decision to cancel the Transition Child Benefit at the end of 2019 was rescinded. The benefit continues to help those families most in need who are pending their Child Tax Credits from Revenue Canada.
Additional Initiatives and Updates (Cont.)

Low-income Individuals and Families Tax Credit (LIFT)
The budget also repeated details about the Low-income Individuals and Families Tax (LIFT) Credit, available as of January 1, 2019, which was announced in the 2018 Ontario Economic Outlook and Fiscal Review.

MyBenefits
MyBenefits was launched in Dufferin on July 29, 2019. This new online service is a fast, easy and secure way for Ontario Works recipients to access case information and report changes. Current features allow recipients to:

- Check payment history
- Report earned income and track status
- View profile information and report address changes
- View and download letters

Moving Forward and 2020 Opportunities

The provincial government has advised Service Managers (SM’s) they are committed to working with their municipal and District Social Services Administration Boards (DSSAB) delivery partners to identify more effective and efficient ways to deliver services, that are sustainable for the future and focused on improving outcomes. As part of this work the MCCSS have identified service delivery priorities grouped within four pillars:

1. Improving Employment Outcomes
2. Enhancing Accountability for Achieving Outcomes
3. Strengthening Program Integrity
4. Strengthening Fiscal Accountability

Employment Ontario Transformation

After a two-stage competitive process, the Ministry of Labour, Training and Skills Development selected service system managers for the three previously identified catchment areas, where the prototype for the new employment services model will begin. The new employment service system will be focused on helping all job seekers, businesses, and communities, including those on social assistance or with a disability. No SM’s were selected in the prototype areas. The new service system managers are:

- The Fedcap Consortium for the Hamilton-Niagara Peninsula
- Fleming College for Muskoka-Kawarthas, and
- WCG, part of the APM Group, for Peel

The Province will work with delivery partners on communications to social assistance clients within the prototype areas to share information on how this may impact them and how to access the opportunities that may be available through the service system manager.
Moving Forward and 2020 Opportunities (Cont.)

Employment Ontario Transformation (Cont.)
Employment services across the rest of the province will gradually move to the new system over the next several years. In the immediate term, there will not be significant changes to employment services outside of the catchment areas selected for the prototype. Currently, both the County and Georgian College provide employment services in Dufferin. There is no guarantee that either body will be involved in delivering services after the new model is introduced.

Electronic Document Management
The Social Assistance Reform mandate of the Ministry of Children, Community & Social Services’ (MCCSS) has introduced an Electronic Document Management (EDM) model to enhance service delivery, enable staff to make faster decisions and reduce the amount of time spent on document management functions. The program is available for both components of Ontario’s social assistance system: Ontario Disability Support Program (ODSP) and Ontario Works (OW).

The digital-first design, provides the foundational base for administrative efficiencies and optimization of existing processes through the digitization of paper-based documents into digital records accessible through the Social Assistance Management System (SAMS). EDM represents an integrated, consistent approach to document imaging, electronic storage and records management, and retrieval of electronic documents for OW and ODSP.

EDM is well underway with implementation across all of ODSP. The City of Toronto, Toronto Employment and Social Services (TESS) is the program’s first OW Municipality to adopt EDM, setting the foundation for participation of other municipal Ontario Works offices. Based on an expression of interest, the County of Dufferin has been selected to be one of the first OW sites to convert to EDM.

EDM is designed to transform client documents which arrive through multiple channels into a cohesive, secure digitized view that is integrated into SAMS. In so doing, documents are accessible in a consistent fashion to all service locations and channels, province-wide. This is accomplished through three critical components, as shown in the diagram.
Housing Services

The Housing Services Division was eager to build on the momentum from the announcement of Canada’s first ever National Housing Strategy in 2018. While the Investment in Affordable Housing for Ontario (2014 Extension) was in the final year of funding, the creation of new programs such as the Ontario Priorities Housing Initiative (OPHI) and the Canada-Ontario Housing Benefit (COHB) would provide flexible funding to address local priorities.

In the Spring, the Social Infrastructure Fund (Year 4) funded a Housing Allowance program that subsidizes community partners who assist at-risk women and youth. This program is funded until 2023.

Through Federal funding, the Homeless Individuals & Families Information System (HIFIS) software was implemented and used jointly with local homeless service providers to gain a more accurate account of those who are homeless and/or at risk of becoming homeless and to avoid duplication of service. HIFIS includes a robust set of data points that support coordinated access and prioritization as well as an understanding of the homeless inflow and outflow at a system level.

The By-Name List (BNL) was implemented in April 2019. This is a real-time list of all of the individuals experiencing homelessness in the community and will prioritize clients based on need with the goal to end chronic homelessness. There are 45 chronic homeless individuals within the County. In September 2019, Dufferin County was recognized by Built For Zero Canada (BFZ-C) as having a Quality By-Name List.

Staff received RentSmart training in June 2019. The RentSmart Program provides education and support to tenants, landlords and community partners with the goal of successful tenancies. The program was launched in the Fall 2019.

The Housing Services Division understands the growing need for affordable housing and the additional social programming required to assist the most vulnerable in Dufferin County. The staff remain committed to serving our clients and/or tenants in the most dignified manner possible with limited resources.

**Current Programs & Services:**
- Centralized Waitlist for community housing through Housing Access Dufferin
- Administering the Rent Supplement Program
- Homelessness Prevention Program
- Homeownership Program
- Ontario Renovates
- Managing and operating County-owned properties
- Working with local housing providers
- Programming to address poverty
Long Term Housing

In 2019, the total community housing stock was comprised of 687 units:

- **225** Dufferin County Rent Geared to Income units
- **65** Dufferin County Affordable Units
- **8** Dufferin County Market Units
- **278** Housing provider units (non-profits & co-operatives)
- **89** Rent Supplement Units
- **22** Supported units at McKelvie Burnside

Centralized Wait List

Housing Access Dufferin (HAD) is the service which maintains the Centralized Wait List for subsidized housing in Dufferin County. The Centralized Wait List is for all community housing within Dufferin County, not just County-owned properties.

In 2019, 266 households applied to be on the Centralized Wait List for community housing. This is a decrease of 20 households from 2018. The average number of households waiting to be housed during 2019 was higher in every quarter than in 2018 (Figure 6).

Seniors still represent the largest group on the wait list (Figure 7). On average they make up approximately 43% of the wait list. The average waiting time to be housed in Dufferin County is currently 3 - 7 years. Wait times are dependent on family size, age of applicant household, and the choice of location the applicant household selects.

**Average Wait Time to be Housed**

- 3 - 7 yrs

![Figure 6 Housing Wait List - Average Monthly per Quarter 2018-2019](image)

![Figure 7 Wait List Numbers by Applicant Type Average Monthly per Quarter 2019](image)
Centralized Wait List (Cont.)

In 2019, a total of 57 households were provided with housing from the wait list: 40 County of Dufferin units, five Rent Supplement units (agreements with private landlords), and twelve with local housing providers (Figure 8). This is a decrease of 17 from 2018; however, it is important to note that the 2018 housed number included those rehoused from the move from the scattered units to 54 Lawrence Avenue.

Rent Supplement Agreements with Private Landlords

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

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

Housing Allowance Program - IAH-E
The temporary “Housing Allowance” program, which was funded from the Investment in Affordable Housing Extension, provided funding directly to the tenant and was paid out by the Ministry of Finance; the County did not administer the program. The current funding will be ending in June 2019. For households in receipt of Rent Supplement-IAH or Housing Allowance that expire before social housing becomes available, the County can provide a small transitional rent allowance, which can be paid for a period up to nine months in decreasing installments in order to help the transition back to paying full market rent.
The Homelessness Prevention Program (HPP) is a comprehensive, year-round emergency financial assistance program administered by Housing Services. The program covers several funding programs; urHome, Poverty Emergency Prevention Program - which can help with rental and utility assistance - and the Low Income Energy Assistance Program (LEAP) for Orangeville Hydro, to assist with electricity assistance. The County also administers the application process for the LEAP for Enbridge Gas and Hydro One; payments are managed by United Way Simcoe Muskoka. The County also provides support for the Ontario Energy Assistance Program. This program lowers electricity bills for low-income households. A monthly credit is provided to eligible customers based on household income and household size, and applied directly to eligible customers’ bills. Households can apply directly themselves or they can access support as part of the services offered by the County.

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

In 2019, a total of 362 cases were assisted by the program in some manner (Figure 10). This is lower than the 487 assisted in 2018. There are a few main reasons for the lower numbers. First, there were those that did not provide documentation or did not follow through the process. Second, there were some that had already accessed the program and were at the limit for assistance. Third, there were those that did not meet the requirements of the program as their incomes were too high. Finally, we have been providing greater proactive assistance, for instance negotiations with landlords, and this has assisted in reducing the number of requests for HPP funding.

Despite the decrease in case numbers, the HPP team was still busy working with clients and providing referrals.
HPP (Cont.)

In 2019, 57% of HPP funds were provided for rental payments to prevent people from being evicted from their homes (Figure 11), slightly higher than in 2018 (51%).

Housing Services continue to work with the utility providers, funding providers and persons in need to offer financial assistance.

Built for Zero Canada, Coordinated Access & the By-Name List

When the 20,000 Homes Campaign reached 20,000 housing move-ins in March 2019, they relaunched as Built for Zero Canada (BFZ-C). BFZ-C is focused on helping communities adopt proven practices, deploying existing resources more efficiently, and using real-time data in order to be able to achieve and sustain functional zero on chronic homelessness.

The first milestone is achieving a Quality By-Name List (BNL) to ensure reliable, real time and consistent data from which to measure progress.

In June 2018, the Government of Canada announced Reaching Home: Canada’s Homelessness Strategy. In order to participate in the strategy, Dufferin must move to a Coordinated Access System. It is a way to bring consistency to the process by which people experiencing homelessness access housing and services. Coordinated Access uses a “no wrong door” policy, along with a standardized and coordinated process across all the agencies and organizations that service the area. Coordinated Access was implemented in Dufferin County on May 1, 2019.

A BNL is a real-time list of all people experiencing homelessness in Dufferin. This list is analyzed and updated regularly using dedicated software (see next page). It ensures that no matter where a client accesses services, they will be counted and entered onto the list, they will have the same services available, and they will be provided with the same information.
BFZ-C, Coordinated Access & the Creation of a By-Name List (Cont.)

<table>
<thead>
<tr>
<th>Dufferin County Coordinated Access &amp; By-Name List 2019 Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>January</strong></td>
</tr>
<tr>
<td>• Dufferin County participated in in-person learning with BFZ-C</td>
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<tr>
<td><strong>April</strong></td>
</tr>
<tr>
<td>• By-Name List (BNL) was implemented</td>
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<tr>
<td><strong>May</strong></td>
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<tr>
<td>• Coordinated Access was implemented</td>
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<tr>
<td>• First policies and forms were created to support Coordinated Access</td>
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<tr>
<td>• Coordinated Access Table (CAT) was implemented. Bi-weekly meetings started with community partners</td>
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<tr>
<td><strong>June</strong></td>
</tr>
<tr>
<td>• Dufferin County again participated in in-person learning with BFZ-C</td>
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<tr>
<td><strong>July</strong></td>
</tr>
<tr>
<td>• Dufferin County submitted three consecutive months of reliable BNL data and reached the goal of a quality BNL</td>
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<tr>
<td><strong>Sept</strong></td>
</tr>
<tr>
<td>• Dufferin County officially recognized for having a quality BNL</td>
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<tr>
<td><strong>October</strong></td>
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<tr>
<td>• CAT moves to weekly meetings</td>
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<tr>
<td><strong>Dec</strong></td>
</tr>
<tr>
<td>• Held a Coordinated Access/BNL training with the Canadian Alliance to End Homelessness for community partners</td>
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</tbody>
</table>

Coordinating Processes with the Homeless Individuals and Families Information System (HIFIS)

Homeless Individuals and Families Information System (HIFIS) is a web-based, electronic client management information system, which was developed by Service Canada to help agencies manage the supports and services they provide to clients who are homeless or at risk of becoming homeless. HIFIS 4 is the latest version of the HIFIS software. In 2019:

- A Privacy Assessment with the Information Management Coordinator was completed
- Training documents were created
- HIFIS has been fully implemented for internal use with the HPP program
- Tracking of all client contacts and referrals are now complete
- Vi-SPDAT in HIFIS is being used to assist with BNL intakes
- An additional Community Services Worker (CSW) has been fully trained and now uses HIFIS
Housing Allowance Program

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

The funding for both organizations is for a maximum of five years and funds are provided to the organizations to distribute to their clients. The Housing Allowance is used to temporarily provide rental assistance in order to help prepare a person for the eventual goal of moving into independent, unsubsidized living. The housing units must be modest and not exceed average market rent for the area and they must meet local occupancy standards. Life skills and budgeting supports are to be provided to the individuals in order to help move them towards independent living. A total of $267,640 of funding has been allotted for the five year program overall. In 2019, Choices Youth Shelter opted out of the Housing Allowance program. The County continues to work with FTP on the program.

Other Programs

Homeownership Program
The County of Dufferin was able to continue to offer the successful Homeownership Program in 2019. The program aims to assist low-to-moderate income renter households to purchase an affordable home by providing down payment assistance in the form of a forgivable loan. The County can provide up to 10% to eligible applicants to a maximum of $45,000. Funds are limited and subject to availability. Repayment may be required under certain circumstances.

Ontario Renovates Program
The Investment in Affordable Housing for Ontario (IAH-E) Ontario Renovates Program was revamped in 2019. The Ontario Renovates Program is designed to provide low-to-moderate-income households with an interest free loan to assist with necessary home repairs. Financial assistance may be provided to eligible low-to-moderate income homeowner households should they meet the requirements. The County of Dufferin provides a forgivable loan of up to $10,000 to qualifying households. The loan may be used for improving the energy efficiency, climate resiliency and other similar repairs to the home. This may be combined with a grant of $5,000 for accessibility modifications. The maximum a household may access will be $15,000. Unfortunately there was no uptake in the program in 2019.

Portable Housing Benefit - Special Priority Policy (PHB-SPP)
In 2018, the Ministry announced the PHB-SPP program, which provided two years of financial assistance to households approved under the Special Priority Policy. In 2019, four households received funding from Dufferin County. PHB-SPP will be replaced by the Canadian Ontario Housing Benefit (COHB) in 2020.
Housing Forum

The theme of the Housing Forum held on November 22, 2019, set to coincide with National Housing Day, was Housing: Rising to the Challenges. It was held at the Salvation Army New Hope Church in Orangeville. The day included a variety of activities and presentations. The day began with a Privilege Walk, which is an experiential activity that highlights how people benefit or are marginalized by systems in our society. Updates were provided to include: The Housing and Homelessness Plan, Housing Services Act and Regulations, By-Name List and Homelessness and Housing Programs. Dufferin County premiered the virtual tours of the County owned rental units. Dorothy Mazeau from Golden Girls Canada presented an alternative to affordable housing. A session on bed bugs was provide to educate and inform those who may be effected.

Programming to Address Poverty

Spring Harvest Program
The Spring Harvest Program encourages families participating in Social Assistance programs within Dufferin to buy and eat nutritious foods. Participants of Ontario Works, and clients of Subsidized Child Care and/or Dufferin County Housing and Rent Supplement programs were provided $20.00 per child in their family. The gift cards were for local grocery stores in Orangeville and Shelburne.

Operation School Snacks
Operation School Snacks assists families participating in Social Assistance programs within Dufferin County with the purchase of healthy Back-to-School snacks for children. Each family with a child enrolled in Ontario Works, Subsidized Child Care and/or Dufferin County Housing and Rent Supplement programs, were given a gift card for $35.00 per child.

Snow Angels
The Snow Angels program assists families participating in Social Assistance programs within Dufferin County to purchase winter clothing for their children. Participants of Ontario Works and clients of Subsidized Child Care and/or Dufferin County Housing programs were mailed $35.00 gift cards for each of their children under 18 years of age.

Please note that these three programs will be ending in early 2020 as the municipal monies from the Social Assistance Restructuring and Reinvestment (SARR) budget funding will be repurposed to fund the Chronic Homeless Housing Allowance Program (CHHAP) which will be used to stabilize housing for approximately 15 clients starting in April 2020.
County-Owned Properties

Tenant Survey

In August 2019, the sixth annual tenant survey was sent out to 291 Dufferin County tenants. The response rate was 40%. The responses regarding the satisfaction of administration and staff indicated that most tenants are generally satisfied. However, top two box (strongly agree and agree) results (Figure 13) show that in general, respondents indicated less satisfaction in 2019 than in 2018, one notable difference was with agreement on "I am given enough information" (73% in 2019 vs. 87% in 2019).

Most tenants are still satisfied with their unit. However, there are a few differences in 2019 as compared to 2018. In 2018, tenants had a lower level of satisfaction with the temperature in their unit in 2019 (87%) compared to in 2018 (94%), they also had a lower level of satisfaction in the entrance door to the unit (90%) compared to 2018 (96%). However, they have a greater level of satisfaction in 2019 with the floors (80%) compared to 2018 (74%) and with the kitchen (93%) compared to 2018 (87%).

The satisfaction regarding security continued to decline in 2019 (69% vs. 74% in 2018). Another area which saw lower satisfaction in 2019 is the common room (80% in 2019 vs. 85% in 2018). Building security (32%), exterior grounds (32%) and laundry area (23%) were the top three areas needing the most improvement as indicated by tenants in 2019 (Figure 15).

Approximately 58% of respondents had repairs and maintenance work done in their units the previous year, a decrease compared to 2018 (71%). Satisfaction levels with the repairs and maintenance work done in the units decreased greatly in 2019 (11% top two box) from 2018 (84% top two box).
County-Owned Properties Cont.

Social Programming
When tenants feel happy and have a sense of ownership in their building, both the tenant and the landlord benefit. This also speaks to the divisional aim for continued Service Excellence. To achieve this, the Housing Services team bring additional services to tenants. Examples vary and are often seasonal; in 2019 they included:

- Garden Club
- Tenant BBQs
- Bus transportation programs to grocery stores
- CMHA/Alzheimer information sessions
- Protecting your Finances education sessions
- Winter Holiday celebrations

Working with Local Housing Providers

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

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

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

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

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

Tenant Testimonial
Hi Natalie... you have found something for me to do and others, when you let them start a garden around the building. It's good for the building and it's good for us both... and when you asked me if there was anything else that we needed to keep going and I knew I needed that weeder, and a few extra flowers never hurt... I was very happy about it, cause you never expect anything like that... you've been really helpful to a lot of people.

- Tenant from one of Dufferin County’s Rent Geared to Income Units
Moving Forward and 2020 Opportunities

Changes to Legislation and Rent-Geared-to-Income (RGI) Simplification
New legislation is coming into effect which changes how the Rent-Geared-to-Income (RGI) calculation for tenant rent will be done. We will be implementing the RGI simplification starting July 1, 2020, using a phased in approach. The new model to determine rent is Income Tax based. Tenants will be contacted in May 2020 with initial communications about the new simplification process.

Relieving Pressure on the Centralized Waitlist
In order to relieve some of the strain on the centralized waitlist, two housing allowance programs will be starting in April 1, 2020:
- *Ontario Priorities Housing Initiative (OPHI) Housing Allowance Program* - a financial supplement paid from the Province of Ontario directly to eligible renter households to help them pay their rent. Households that are eligible for the program could receive $200.00, $275.00 or $350.00 per month starting in April 2020. This program will provide housing allowance supports for clients on the Housing Access Dufferin (HAD) waitlist
- *Canada-Ontario Housing Benefit (COHB)* - builds on the Canada-Ontario Bilateral Agreement under the National Housing Strategy and will provide funding directly to approximately 16 households that are on the waitlist

Providing Homelessness Services, Preventing Homelessness & Reaching Functional Zero
Dufferin aims to reach Functional Zero for chronic homelessness by November 2020. Functional Zero is three or less chronic homeless households on the BNL for three consecutive months. In order to reach Functional Zero, the County will be introducing the *Chronic Homeless Housing Allowance Program (CHHAP)*, which will be used to stabilize housing for approximately 15 clients starting in April 2020, and will also be redesigning Coordinated Access so that there are two housing support workers and one housing placement worker.

Promotion of RentSmart
Collaboration with other organizations in the community will be explored to further promote RentSmart. Organizations including youth groups, shelters, high schools, and colleges have expressed interest.

Tenant Support Services
Under the OPHI Housing Support Services component, a pilot program will be initiated in 2020 to provide a transportation service to Orangeville for our tenants who reside in Shelburne and Grand Valley. The service will pick up tenants and stop at Walmart for 1.5 hours. It will provide our tenants an opportunity to shop, use nearby services and socialize. We will also be organizing a tour of the Museum of Dufferin for tenants, which will include transportation, lunch and games. There is also a plan to offer Gardening clubs and BBQ clubs at all County-Owned buildings.

Non-Profit and Cooperative Housing Providers
Allocation of funding to Non-Profits/Co-operatives/Providers – a total of $356,567.30 of OPHI funding, under the Ontario Renovates component has been allocated for capital projects. This funding will be largely utilized for roof replacements and the creation of a secondary suite.
Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) are the designated child care service system managers responsible for planning and managing licensed child care services and EarlyON programs in their communities. In its role as a CMSM, Children’s Services is responsible for the planning and administration of a wide range of services and programs with a focus on supporting children, parents, licensed child care providers, and early learning professionals. Children’s Services also plays a role in supporting the work of partnering agencies in the community, through involvement with community coalitions.

Children’s Services continued to implement its 2018-2019 integrated Children’s Services plan in 2019. Its two main priorities were to implement service enhancements in the new EarlyON Child and Family Centre system and evaluate the new system of EarlyON services.

Children’s Services supported licensed child care providers through administering several types of Ministry grant funding. A licensed early learning part-time program for preschoolers closed in Orangeville in June 2019, while a new licensed child care program for ages birth to 4 opened in February 2019 to provide needed spaces in Grand Valley.

At Jean Hamlyn Day Care Centre, there was a continued focus to provide quality child care programs and the year focused on supporting a Pedagogical environment. There was an emphasis on outdoor play and appreciation of nature and the Early Learning program was significantly expanded to better serve families with preschool children. The County made a decision in December 2019 to cease operation of the Jean Hamlyn Day Care Centre as of the end of June 2020.

EarlyON Child and Family Centres successfully wrapped up many of the projects under the pathway to service modernization in 2019. The year included a focus on well-being and expression, incorporating increased outdoor programming. An exciting project took place to develop a professional video about the EarlyON Centres, which is now posted to promote and educate families about what the EarlyON Centres have to offer.

2019 was the first full year of the i-CAN (Inclusion for Children with Additional Needs) program, which provides resourcing supports to children with special needs who are attending licensed child care programs. An i-CAN feedback survey was conducted in the spring and summer of 2019 to evaluate the service. Areas of strength and opportunities for improvement were determined from the survey results.
Summary of 2019 (Cont.)

The Child Care Fee Subsidy program saw a significant increase in the number of families accessing Fee Subsidy in 2019, with a waitlist implemented in the fall. The municipal daily maximum rate was reviewed and recommendations for yearly increases were approved effective 2020.

Quality Assurance/Raising the Bar supported continuous learning of Early Years professionals in 2019 through numerous workshops and collaborative opportunities, with a continued focus on the Ministry’s document How does Learning Happen? Ontario’s Pedagogy for the Early Years. Highlights included a transformed celebration of Early Learning Professionals and continued focus on pedagogy work with the Provincial Centre of Excellence for Early Learning and Care.

Work continued in 2019 to support community Coalitions dedicated to children. Dufferin Coalition for Kids (DuCK) widely promoted The Dufferin Basics, an initiative that provides consistent, evidence-based messages to share with parents/caregivers of children from birth to age three, through service providers and public media. DuCK also evaluated its evidence-based school pilot program to address stress at school and conducted an extensive review and update of the listings in the My Dufferin service directory.

Early years research and data analysis provided support for a number of projects and data reports related to Children’s Services, both internal and external, as well as ongoing work of community Coalitions dedicated to children.

Licensed Child Care Support

The County supports licensed child care providers in the County through a Purchase of Service. By the end of 2019, there were 13 licensed providers with a total of 29 locations, including one directly operated centre and one private home day care agency.

Some changes took place over the year, including the February opening of a newly constructed licensed child care centre (Jolly Ranchers Daycare Inc.) in Grand Valley to provide a total of 49 much needed infant, toddler and preschool spaces in that community. Kinderclub, which provided a part-day early learning child care program to preschoolers located in Orangeville, closed in June.
Licensed Child Care Support (Cont.)

The County provides multiple types of funding supports to child care providers in the form of grants provided by the Ministry of Education. All, except for Wage Enhancement require a Purchase of Service with the County to be eligible. In 2019, year five of the Wage Enhancement funding was implemented ($2.00 per hour wage increase for Registered Early Childhood Educators (RECEs) and other staff directly supporting licensed child care programming, and $20 per day for full time licensed home child care providers). The goals of this Ministry funding are to close the gap between compensation of RECEs working in schools and those working in child care centres; assist with staff retention and income security for those working with licensed child care providers; and help support licensed home child care agencies.

Dufferin child care providers received $810,000 in Wage Enhancement funding in 2019. The General Operating Grant is another source of Ministry funding used to support operating costs, supplement the salaries of child care staff, and promote staff recruitment/retention. A total of $630,000 was distributed among the providers. In addition, a Licensed Home Child Care grant of $69,000 was allocated to the licensed home day care agency to increase salaries and retention of staff and also to help offset parent child care fees. In addition to financial assistance, the County provides support, leadership, and professional development to licensed child care providers (see page 33).

Jean Hamlyn Day Care Centre

Jean Hamlyn Day Care Centre is committed to providing children, families, community partners and educators with current knowledge regarding the implementation of Early Learning Practices. Such practices follow How Does Learning Happen? Ontario’s Pedagogy for the Early Years, a Ministry resource about learning through relationships. It is intended to support curriculum/program development in the early years. Jean Hamlyn values and recognizes the importance of delivering a high quality program with emphasis on relationships, the environment as the third teacher (space, furnishings, materials, organization of time, etc., all communicate a powerful message and contribute to shaping the actions that can be taken within it) and pedagogy (the understanding of how learning takes place). Focus is placed on the four foundations of How Does Learning Happen? - Belonging, Well-Being, Engagement and Expression - respecting the individual needs of each child and family.
The professional teaching team at Jean Hamlyn is committed to ongoing learning and development. As a result, staff have continued in their journey of Self-Regulation by participating in an ongoing “Self Reg” book study. This knowledge has shaped teaching practices. Jean Hamlyn partnered with the County’s Quality Assurance Coordinator/Pedagogist to participate in pedagogical projects. This initiative supports ongoing commitment to Early Learning practices.

The Early Learning Program (part-time) for preschool children increased from two to three days in April to meet the needs of families. This valued program grew again in support of a closing licensed operator offering a similar program. An Open House was held in May to transition families to Jean Hamlyn. In September, the program was offered five days a week with staffing increased from one educator to two, resulting in an increase in enrolment from 8 children each day to 16.

Community partnerships have an integral role in servicing the needs of the children and families in the community. Jean Hamlyn has continued partnership with Dufferin Child and Family Services/i-CAN, working together to advocate for the needs of children and families.

The environment and appreciation of nature plays a significant role in the experiences the children share at Jean Hamlyn. Summer programming offered the children the opportunity to explore the outdoors within the community through summer camp programs. Outdoor play is a big and important part of daily programming for all age groups.

Jean Hamlyn fosters an appreciation of community, family involvement and inclusivity. During the year, there was enthusiastic participation in a number of events and initiatives. Pink Shirt Day to stand against bullying and Orange Shirt Day to show support and awareness of Indigenous history and culture were both observed. Families came together to participate in National Family Week held in October at Monora Pavilion. Family involvement is a vital link between home and Centre. Families were invited to come together for the annual Family BBQ in June and Family Holiday Party in December.

The County made a decision in December 2019 to cease operation of the Jean Hamlyn Day Care Centre effective June 26, 2020. The physical building is opened by the Town of Orangeville and the town will be selecting a new child care operator prior to the closure date. Jean Hamlyn staff and attending families have supported each other through this announcement and staff remain positive and committed.
Jean Hamlyn (Cont.)

The total number of children enrolled at Jean Hamlyn in 2019 varied from 56 - 101 depending on the quarter. Enrollment is lowest (56) in the summer months (Q3), as is typical due to a reduced need for child care in the summer. The large increase in the number of enrolled children in Q4 reflects the expansion of the Early Learning Program.

The school age program continued to have the highest number of children enrolled until Q3. At this time, the Early Learning Program enrollment started to significantly increase due to the program’s expansion, with the number of preschool children doubling by Q4.

The number of families at Jean Hamlyn receiving fee subsidy in 2019 remained the same as in 2018.

EarlyON Child and Family Centres

EarlyON Child and Family Centres provide the lead for parenting support of children 0-6 years. Dufferin EarlyON Centres are welcoming places that deliver free programs where:

Children can:
- Learn through play
- Spend quality time with their families and other children
- Enjoy culturally-relevant programs

Families can:
- Participate in early learning activities with their children
- Meet and make connections with other families
- Learn about early child development and benefits of early literacy, health, nutrition, etc.
- Interact with early years professionals and get connected with the services they need
EarlyON Child and Family Centres (Cont.)

January 2018 saw the exciting roll out of EarlyON Child and Family Centres (EarlyON) across Ontario, which combined four programs – Ontario Early Years Centres, Parenting and Family Literacy Centres, Child Care Resource Centres, and Better Beginnings, Better Futures. The two-year plan to transform the EarlyON consisted of 26 key projects that were developed in response to the results of the Dufferin County EarlyON Child and Family Centres’ Community Needs Assessment and Initial Plan conducted in 2017 and the EarlyON Pathway to Service Modernization. The end of 2019 brought the wrap up of all projects under the pathway to service modernization.

Some of the exciting modernization implementations include:

- Providing snacks for families
- Framework for child care
- Program reviews
- Parent and Caregiver opportunities
- Hours of operation to better meet needs
- Cancellation of programs policy
- Emergent Circle time procedure
- Additional Needs Capacity
- Communication Plan

In 2019, the EarlyON included a focus on well-being and expression, incorporating a new weekly outdoor program at a local park. This program has a focus on the importance of children and adults being outside in nature. Outdoor play fosters intellectual, emotional, social and physical development. In addition, by being outside and surrounded by nature, children experience an ever-changing and free-flowing environment that stimulates all the senses. This program runs all four seasons and is adapted as needed.

Some staff also visited a Forest School in Barrie to engage, observe and reflect on ideas that we could incorporate into our current and new programs for families. The EarlyON also modernized a program called “Words and Water,” making this a drop-in program instead of a sign-up program, so more families can enjoy this popular program in the pool with a focus on literacy and recreation.
Staff within the EarlyON division actively participated in staff training and development throughout the year in order to better support families and meet the requirements of the College of ECE. As Registered Early Childhood Educators, staff each maintain a professional portfolio, which includes goals and reflections on training to meet those goals. Training dedicated to “Reflective Practice” with facilitator Lorrie Baird was one area that staff focused on in 2019, including working from a place of value, image of families and children, authentic language, documentation and the importance of reflection. All staff also engaged in ASD training - “Introduction to Autism Spectrum Disorder” to build capacity within the EarlyON. This is a small sample of training, as each staff has individual training to meet their professional goals.

EarlyON continues to build partnerships within the community and local agencies. Collaboration with the senior’s program in Shelburne continues to grow, while our Come Understand Parenting (CUP) program in collaboration with Public Health expanded to meet the needs of our families in the Shelburne area. In collaboration with Public Health, we were able to begin a pilot Public Health Nurse Liaison (PHN Liaison). The PHN attends the Shelburne site every Tuesday morning to support families in any health needs and resources. This program will expand in 2020 to build strength in the community.

An exciting project took place in 2019, where staff collaborated with a local videographer to create an engaging short video about our EarlyON Centres. This video shares parent’s experiences, while giving a background of who we are and a tour of our sites. The video is on the Dufferin County website, social media and shared with many community partners.

**EarlyON Transportation Van Program**

The EarlyON Transportation Van Program is available for parents/caregivers, together with their children age 0-6, and women who are pregnant, looking to access EarlyON programs, medical/therapy appointments and/or select services within Dufferin County. The program currently runs Monday - Friday 9:00 a.m. – 4:00 p.m.
EarlyON Transportation Van (Cont.)
In 2019, the program was modernized. Appointments started to be booked through a mobile device and online calendars instead of on paper. The type of statistics recorded were redefined to prevent duplication. Trips are now only recorded one way, which does reflect in the numbers shown in Figure 19. Greater numbers of outside of Orangeville clients were also served to better support all of the County.

The van has been used to support the new outdoor program and increased outreach programs. Our goal is to serve as many clients as possible, while meeting the needs of all clients in Dufferin County.

<table>
<thead>
<tr>
<th>AREA</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amaranth</td>
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</tr>
<tr>
<td>East Garafraxa</td>
<td>21</td>
</tr>
<tr>
<td>Grand Valley</td>
<td>1</td>
</tr>
<tr>
<td>Melancthon</td>
<td>9</td>
</tr>
<tr>
<td>Mono</td>
<td>131</td>
</tr>
<tr>
<td>Mulmur</td>
<td>1</td>
</tr>
<tr>
<td>Orangeville</td>
<td>377</td>
</tr>
<tr>
<td>Shelburne</td>
<td>20</td>
</tr>
<tr>
<td>Outside of Dufferin</td>
<td>14</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>574</strong></td>
</tr>
</tbody>
</table>

*PLEASE NOTE: 2019 trips are recorded as one way but most trips also include a return to original pick-up
EarlyON Centres (Cont.)

In 2019, the EarlyON social media marketing campaign continued to increase the ability to message and connect with families and agencies. Regular postings on Facebook that include programs and workshops have proven to be successful. The goal is to continue reaching out to the community on a larger scale. EarlyON will continue to generate email communications for staff, families and community partners monthly. There are currently 1,230 family and/or community partners subscribers, an increase of 167 subscribers since 2018. This method of communication is a self-managed system, with subscribers having the ability to sign-up and/or unsubscribe independently.

Approximately 16,034 children age 0-6 and 12,525 adults participated in programs at all Dufferin County EarlyON centres in 2019. This is a very slight reduction in the number of children and slight increase in the number of adults participating compared to 2018.

Special Needs Resourcing Programming

The i-CAN program (Inclusion for Children with Additional Needs) completed its first full year in 2019. This program is delivered by Dufferin Child and Family Services and provides resourcing supports to children with special needs who are attending licensed child care programs. A total of 149 individual children were served in 2019, up from 98 served in 2018.
Special Needs Resourcing Programming (Cont.)

An i-CAN feedback survey was conducted in the spring and summer of 2019 to evaluate the service. The purpose of the survey was to gather feedback from stakeholders (child care staff and parents/caregivers) about i-CAN’s team of Resource Consultants (RCs) and the new service delivery model in order to determine areas of strength of the i-CAN program and opportunities for improvement. The survey results found that, on average, 70% of respondents agreed that service deliverables were being met overall and that the top strengths of the i-CAN program were that the RCs foster positive and collaborative relationships and are responsive to needs. Opportunities for improvement identified included a need for more goal setting and more time for the RCs to be at the child care providers to enhance communication.

Child Care Fee Subsidy

The Child Care Fee Subsidy program continued to see an increase in the number of families benefiting from fee subsidy by decreasing their child care costs. Due to high demand in 2019 for child care Fee Subsidy, a waitlist was created in September. This is the first need for a waitlist in several years.

The average monthly number of children receiving Fee Subsidy in 2019 was 458, which was an 8% increase over the monthly average for 2018 of 424.

A recommended increase in the Fee Subsidy municipal daily maximum rates, based on a review and evaluation of current and past child care median market rates, was developed and approved for implementation in January 2020, with additional small increases in January 2021 and January 2022. These new rates will better align with market rates and will benefit all Fee Subsidy families, in particular providing additional support to families needing it the most.

Parent Testimonial

Thank you so so so much for all your help. Dufferin County made it possible to work full-time and have proper care for my son, and for that I’m so grateful.

- parent who used Fee Subsidy
Quality Assurance/Raising the Bar

Quality Assurance/Raising the Bar supported learning of the Early Years professionals in 2019 through numerous workshops and collaborative opportunities, with a continued focus on the Ministry’s document *How does Learning Happen? Ontario Pedagogy for the Early Years*. The County's self-regulation journey continues along with supporting emergent and pedagogical practices. There were 35 workshops held, serving a total of 622 professionals.

The County's annual celebration of Early Learning Professionals was transformed for 2019, resulting in an innovative and engaging experience at the Museum of Dufferin (MoD) in September. The celebration went through a process of (re) imaging, which grew out of our desire to think more deeply about how – and why – we come together. When we gather, we want to honour the story of our community – its history, people, culture, and dreams. We wanted to shift the focus towards belonging and continuity, and pedagogical narratives. For inspiration, we looked to the changing seasons and the momentum of change in education. We chose the MoD setting that recently undertook its own meaningful transformation into an inclusive space that brings our local stories to life. The MoD was the perfect backdrop for invoking memory, embracing narrative, and inviting action. We hope that connecting to our roots becomes a powerful starting point for celebrating our work. Educators around Dufferin reflected on their experiences with this encounter and offered narratives.

**Narrative from Educator**

*I would like to express how much I enjoyed the ECE celebration dinner, so much less formal, a beautiful venue, incredible food, art provocations to explore and time to communicate with each other instead of being stuck segregated at our own tables. Thank you for the experience and the dedication to help us celebrate in such an inspiring fashion!*

- Dufferin County Educator

For more narratives visit: [www.dufferincounty.ca/homegrown](http://www.dufferincounty.ca/homegrown)

The County of Dufferin acts as a supporting partner to Western University and the Reggio Association of Ontario, who were jointly awarded the role of lead organization for the Provincial Centre of Excellence for Early Learning and Care in 2017. The Centre of Excellence is a “public forum for the advancement of Ontario early childhood pedagogies.” The Centre mobilized and enriched educational practices, changing our understanding of learning. Through this work grew an enhancement of collaborative relationships, strategic thinking and reflective practices.
Quality Assurance/Raising the Bar (Cont.)

During 2018, the County’s Quality Assurance Coordinator engaged in the first two phases of orientation with the Provincial Centre of Excellence to become a Pedagogist. In 2019, Phase 3 was entered, in which the Pedagogists began designing a Pedagogical plan to work with educators, children and families.

In 2019, Pedagogists from around Ontario gathered for three days in Toronto to think about the work of a Pedagogist within the Provincial Centre of Excellence. There were many conversations invoking much thought. They explored deeply together about the work, relations, and ideas to be set in motion in collaborations with educators.

The contribution of the language of arts and creativity plays a crucial role in Early Childhood Education. Such languages invite, provoke, propose and support critical thinking and languages of expression. Dufferin County Educators engaged in a two-part series to think deeper and to reflect on their spaces for artistic expression and how this has an impact on the construction of knowledge - ours and the children’s.

The Mehrit Centre consists of global leaders that are living and learning in Self-Regulation. Many of our children are dealing with stress. Self-regulation provides a new understanding by detecting and reducing the stressors that contribute to or exacerbate mental health concerns. Self-reg is for everyone, by “calming their survival brains” and promoting mental well-being for all. Dr. Susan Hopkins (Ed. D.) engaged Educators, Professionals and Dufferin County families with the presentation *Self-regulation, Mental health and Creating a Culture of Safety* held in 2019.

The natural outdoor playground (playscape) at Island Lake Conservation Area was under construction though 2019. This project features a new 1.17-acre nature-inspired play area and incorporates natural elements like plants, water, logs, boulders and terrain, with built play structures to provide different sensory experiences and types of play opportunities. Opening is anticipated sometime in 2020.
Community Coalition Support

Dufferin Coalition for Kids (DuCK)

Dufferin Coalition for Kids (DuCK), the children’s planning table for Dufferin, advocates, plans and promotes services to help Dufferin children aged 0-18 achieve success. Made up of over 19 organizations in Dufferin that provide services for children and their families, it receives leadership from the County’s Children’s Services Manager and support from Children’s Services staff.

DuCK continued to work on an extensive Evidence Informed Planning process in 2019 (planning and integration of services based on local research and evidence), with the goal of setting priorities and action plans to be implemented over the next several years. This work is supported by an Evidence-Informed Planning (EIP) Coordinator funded through the County of Dufferin and DuCK. In 2019, the EIP Coordinator continued to provide leadership and coordination to two action groups: Mental Health, Substance Misuse, and Addiction Prevention (MHSMAP) and Parental Support and Developmental Awareness (PSDA).

Continuing into 2019, MHSMAP, in collaboration with Upper Grand District School Board, planned and implemented an evidence-based school program called Stress Lessons: From Stressed Out to Chilled Out for grade seven students in three local elementary schools. Stress Lessons was developed by the Psychology Foundation of Canada and provides teachers with seven curriculum-based lessons to help their students understand and manage stress in their lives. An evaluation of the pilot program was conducted to assess its impact on students and how the program can be improved for the future. The pilot was completed in June 2019 and an evaluation report is available.

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

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

Following evaluation activities in 2018 including a parent survey and focus groups, implementation of the Dufferin Basics campaign began widely in January 2019. A partner orientation presentation was developed and rolled out to many local service providers in the community including EarlyON Centres, Wellington Dufferin Guelph Public Health (including Healthy Babies, Healthy Children; breastfeeding clinics; prenatal classes), Dufferin Child & Family Services, Family Transition Place, libraries, and licensed child care providers. The program was promoted in the Orangeville Banner and Snapd Dufferin. The PSDA is continuing to expand the program and support diverse ways of spreading the parenting messages (e.g., workshops, printed resources, stand up banners, etc.)
Dufferin Coalition for Kids (DuCK) (Cont.)
Following the implementation of its redesign of the MyDufferin service directory website www.mydufferin.ca in 2018, the DuCK Communication Committee conducted an extensive review and update of all listings in the website in 2019 into 2020. It also worked on some enhancements to the DuCK website and assisted with the promotion of The Dufferin Basics.

Wellington-Dufferin-Guelph Coalition for Report Cards on the Well-Being of Children
The Wellington-Dufferin-Guelph Coalition for Report Cards on the Well-Being of Children (“Report Card Coalition”) produces and shares data and information on key aspects of the well-being of children aged 0-18, and Children’s Services plays a key role representing Dufferin County in performing this work. In 2019, the Coalition focused on continuing to enhance its interactive, web-based data platform by adding useful tools for analysis of data and implementing a process for data updates.

In 2019, the Report Card Coalition also held its first ever “Driven by Data” event in both Guelph and Dufferin. This event showcased local data available for free use by service providers, such as demographics, social determinants of health, and youth survey data, via portals and tools provided by several key organizations in Dufferin, including the Report Card Coalition, County of Dufferin, and WDG Public Health. It was well attended by staff from many organizations that work with data and the event received positive feedback.

Data Analysis & Research

Children’s Services and Early Years data analysis and research is supported by the Data Analysis Coordinator (DAC), as well as community supports to licensed child care providers, community Coalitions dedicated to children, special needs resourcing and other agencies that work with children. The Data Analysis Coordinator was involved in several key initiatives in 2019.

The Early Development Instrument (EDI), a comprehensive questionnaire completed every three years by Senior Kindergarten (SK) teachers across Ontario, measures the developmental health and readiness of SK students for school. This was coordinated by the DAC for all Dufferin public, Catholic and French school SK children in the spring of 2018. The raw data was released to the DAC for analysis and reporting in the fall of 2019 and this process is ongoing into 2020.

In 2019, the DAC provided ongoing data reporting and analysis for the completion of reports required throughout the year by the Ministry of Education and the Ministry of Children, Community and Social Services. In addition, the DAC acts as the overall lead to provide data and compile information from other staff for internal Children’s Services reports, including the annual service review and quarterly reports for Council.

The DAC planned, calculated and administered the fifth year of the Wage Enhancement funding, the General Operating Grant, and other annual funding provided by the Ministry of Education to support the licensed child care providers (see section on Licensed Child Care Providers).
Data Analysis & Research (Cont).

In 2019, the DAC collaborated with the Senior Policy Analyst to review, evaluate and recommend increases to the municipal daily maximums for Fee Subsidy, which was approved by County Council for implementation in 2020. This partnership also worked on a comprehensive and enhanced tool for tracking of Fee Subsidy expenditures to be implemented in 2020.

Ongoing work continued throughout 2019 to provide support to local Children’s coalitions as a working member of DuCK and the Report Card Coalition (see page 35 for details).

Moving Forward and 2019 Opportunities

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

Five-Year Service Plan

The Child Care and Early Years Service System Plan for 2020-2023 was developed in draft form in 2019. It identifies strategic priorities and actions and will be reviewed and adjusted, as needed, for implementation in 2020 and over the next few years.

Licensed Child Care Support

Children’s Services will continue to support licensed child care providers in 2020 through the distribution of Ministry grant funding, including General Operating Grants, the Wage Enhancement program, and licensed home child care funding. In 2020, polices, practices and formulas will be reviewed with the intent of updating and optimizing the use and reconciliation of the funding provided. It is expected that two child care centres will permanently close in 2020: Jean Hamlyn Day Care Centre and Beautiful Minds Montessori, both effective the end of June. The building where Jean Hamlyn is located is owned by the Town of Orangeville and a new child care operator chosen by the Town will be opening in the space in 2020.

Continued Modernization at the EarlyON

Dufferin EarlyON Child and Family Centres will continue on the path to modernization with many new projects and goals. Outreach will continue to expand in 2020 with research continuing in the following areas: low income, rural, additional needs, new families, pre-natal and young parents. Building Capacity within our EarlyON Team will also continue around the following areas: culture, additional needs, relationships and boundaries, mental health, pre-natal and infant mental health. Communication will also be ongoing with our families through social media and within our team.
Moving Forward and 2019 Opportunities (Cont.)

Child Care Fee Subsidy
Child Care Fee Subsidy's new municipal daily maximums will be implemented in January 2020 and it is expected that the program will continue to see a waitlist into 2020. This will be closely monitored. The new Fee Subsidy tracking tool, developed in late 2019 for implementation in early 2020, is expected to assist in examining and reacting to Fee Subsidy spending trends.

Quality Assurance/Raising the Bar
Quality Assurance/Raising the Bar continues to promote and support early childhood educators in their continuous commitment to excellence in early learning and child care programs. The year 2020 will bring a journey of reimagining and recreating possibilities of evaluation and quality in the child care/early learning sector in Dufferin County. It will also bring consideration and exploration to the possibilities in growing learning spaces and experiences in relation with pedagogy.

Community Coalition Support and Data Analysis & Research
Work will continue with Community Coalitions in 2020. Both DuCK and the Report Card Coalition will be provided with direction from Children’s Services as they undergo a review and re-evaluation of their format, goals and priorities in 2020, with the aim of optimizing and refocusing the Coalitions’ work. A key 2020 early years research and data analysis deliverable will be the analysis and knowledge mobilization of the results of cycle 5 of the EDI for Dufferin.

Service Delivery Modernization

In 2019, modernization became a normal and natural part of the Community Services workplace culture. Early in the year, staff from all divisions came together to acknowledge the lessons and best practices that were learned during the 2017 & 2018 Service Delivery Modernization (SDM) journey. Staff understand that during the process of change, engaging with stakeholders, collaborating, re-evaluating when necessary and creating platforms for open communication about progress and challenges are key to achieving success.

With the normalization of modernization, the process for executing change at Community Services has also evolved. Community Services has been able to view modernization as the “new normal” because staff have a better understanding of the complex process for executing change and have developed skills that allow them to be more confident in their ability to effect change. Staff’s understanding of the risk assessment process when considering change ideas together with their ability to be flexible and adapt to change has also become more apparent. Staff are independently identifying areas where modernization will improve social service delivery.
Last year Community Services staff worked collaboratively to develop, pilot and efficiently execute the following SDM Service Delivery objectives:

**Service Delivery objectives were implemented in the second phase of the project**

- An Integrated Consent to Release Form supports the disclosure of personal information across programs and an Online Housing Complaint Form provides tenants with an opportunity to report concerns about Dufferin-owned rental units.

- Relationships that are based on needs and trust are fostered by offering Off-Site Meetings to clients who present with transportation and/or medical barriers.

- Online Access to commonly used documents allows our clients to obtain the information they need on the new County of Dufferin website.

- A new Housing Access Dufferin (HAD) application simplifies the process for clients applying for subsidized accommodation. Client experiences are improved with the Implementation of a modernized administrative process for the EarlyON Transportation Program.

- Online virtual tours and videos on our County of Dufferin website help the community to navigate and better understand the Community Housing and EarlyON services that are offered.

The effective implementation of these SDM goals has improved the efficiency and quality of service delivery for residents of Dufferin County who are accessing programs. Community Services leadership and front line staff also identified and worked collaboratively with other departments to explore and introduce additional modernization initiatives, including an Interactive Mapping System for Community Services, a Flexible Work Pilot and a Take Me Outside Project.

**Interactive Mapping System**

IT and Community Services staff created an interactive online tool that has increased transparency for the public accessing Community Services. People requiring information can now more easily navigate the variety of services offered through the Dufferin County Interactive Mapping System app: [https://bit.ly/3boQks5](https://bit.ly/3boQks5)

Residents can independently obtain details related to Community Services mapping locations, contact information, online social media and website resources, high level descriptions of programs, hours of service and program stats.
To: Warden White and Members of Council

From: Brenda Wagner, Administrator

Meeting Date: June 25, 2020

Subject: Declaration of Compliance

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

Purpose

The purpose of this report is to sign the annual Declaration of Compliance for the fiscal year ending March 31, 2020 as required by the Multi-Sector Service Accountability Agreement with the Central West Local Health Integration Network (LHIN).

Background and Discussion:

In order to receive funding from the Central West Local Health Integration Network (LHIN) for the services provided by Dufferin County Community Support Services, the County entered into a Multi-Sector Service Accountability Agreement (M-SAA). As part of the M-SAA there is an annual requirement for the completion of a Declaration of Compliance. The Multi-Sector Service Accountability Agreement requires that the board of directors of the HSP (Health Service Provider) will issue a declaration signed by its Chair declaring that the HSP has complied with the terms of the Agreement. The form of the declaration is set out in Schedule F of the Multi-Sector Service Accountability Agreement (M-SAA).
Financial, Staffing, Legal, or IT Considerations:

Signing of the Declaration of Compliance (Schedule F) is a requirement of the accountability agreement as part of our agreement with the Central West LHIN in order to maintain funding.

Recommendation

THAT the report of the Administrator of Dufferin Oaks, dated June 25, 2020, regarding the Declaration of Compliance, be received;

AND THAT Council authorizes the Warden to sign the Declaration on behalf of Council for submission to the Central West LHIN.

Respectfully Submitted By:

Brenda Wagner,
Administrator
DECLARATION OF COMPLIANCE
Issued pursuant to the MSAA effective April 1, 2019

To: The Board of Directors of the Central West Local Health Integration Network (the “LHIN”). Attn: Board Chair.

From: Corporation of the County of Dufferin (the “HSP”)

Date: June 25, 2020

Re: April 1, 2019 – March 31, 2020 (the “Applicable Period”)

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the MSAA between the LHIN and the HSP effective April 1, 2020.

Council has authorized me, by resolution dated June 25, 2020 to declare to you as follows:

After making inquiries Kurtis Krepps, the Manager of Dufferin County Community Support Services and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of Council’s knowledge and belief, the HSP has fulfilled, its obligations under the service accountability agreement (the “MSAA”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP has complied with:

(i) Article 4.8 of the MSAA concerning applicable procurement practices;
(ii) The Local Health System Integration Act, 2006; and
(iii) The Public Sector Compensation Restraint to Protect Public Services Act, 2010.

____________________________
Darren White, Warden
Please identify each obligation under the MSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance. None identified.
REPORT TO COUNCIL

To: Warden White and Members of Council

From: Cheri French, Director of Human Resources
Brenda Wagner, Administrator, Dufferin Oaks

Meeting Date: June 25, 2020

Subject: Continued Staffing Support (COVID-19)

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

Purpose

The purpose of this report is to recommend the continuation of additional staffing hours at Dufferin Oaks and for Human Resources, Health and Safety in response to the enhanced requirements in place due to COVID-19.

Background & Discussion

Dufferin Oaks

Since the onset of COVID-19, Dufferin Oaks has put additional measures in place to ensure the health and well-being of residents and staff. Following the guidelines and directives from the Ministry of Health, Ministry of Long-Term Care and Public Health, implemented measures include enhanced cleaning, active screening of employees and increased support for residents with a focus on connecting residents with their families through virtual visits. The screening protocols and additional support provided to residents have been largely completed by County employees who were redeployed from other departments where work was unable to be completed due to the Provincial emergency orders and resulting closures.
It has become apparent that the screening requirements in long-term care will not be subsiding in the near future. As such, there is a need to ensure additional staffing support continues so that employees at Dufferin Oaks can continue focusing their efforts on providing high quality, resident-centered care to the 160 residents living in the Home.

In addition to the screening requirements, the Ministry of Health and the Ministry of Long-Term Care recently announced that resident visits would be allowed starting June 18, 2020. With this announced change, each resident would be allowed one visitor a week with visits being conducted outdoors following guidelines to ensure the safety and well-being of the resident, their visitor(s) and staff. Although Dufferin Oaks had already commenced outdoor visits, this change would provide for up to 160 resident visits per week and would require increased and dedicated staffing to adequately support the number of visits now allowed.

**Human Resources and Health and Safety**

Human Resources and Health and Safety have been working diligently to support all departments at the County. Health and Safety has ensured hazard and risk assessments are completed and safety procedures, policies and training are developed to support our employees and managers in navigating COVID-19. In addition to supporting the County, health and safety also provides support and guidance to all but one of our member municipalities. To assist in balancing the work, the County has enhanced the support of the health and safety role through strategic redeployment of internal resources. It has become apparent that this support is necessary to ensure that day-to-day work continues to occur at a reasonable level in addition to creating and responding to the numerous process and procedure considerations that are required with COVID-19. As such, the additional support currently in place as part of the redeployment strategy will need to continue with reassessment to occur at the end of the year.

Additionally, our Human Resources team has been working collaboratively with Dufferin Oaks to ensure adequate levels of staffing are reached and maintained. This has been achieved through assigning a dedicated human resources professional (currently working on a short-term contract) to focus on recruitment and by finding new ways to seek out candidates. Having a dedicated resource to focus on the recruitment at Dufferin Oaks, in addition to supporting the development of our onboarding and recruitment strategy has proven to be invaluable to the Human Resources team and to
the County. It is anticipated that recruitment efforts for long-term care staff will need to continue at enhanced levels for the foreseeable future.

Over the last month, it has become even more evident that our recruitment efforts need to be enhanced so that there is a strong focus on diversity and inclusion and that our workforce is representative of our communities. To do so effectively, the County will need to dedicate resources to ensure diversity and inclusion strategies and practices are embedded in our processes. To ensure these recruitment efforts are able to continue with the dedicated effort required, staff recommends converting the current short-term contract position to a permanent full-time employee role in the Human Resources department.

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

To best support Dufferin Oaks in facilitating resident visits and maintaining employee screening requirements, an additional 185 hours per week would be required, with approximately 98 hours dedicated to screening and 87 hours dedicated to assisting residents and supporting family visits. The support would be required until the requirements associated with COVID-19 change and shall decrease proportionately as the restrictions and requirements subside. This would result in an approximate cost of $7,445 per week or $32,262 per month. Additional costs for Health and Safety support would be $9,438 per month. All of these staffing requirements will be re-assessed on a regular basis. The annual cost for the permanent full-time HR professional to support recruitment, onboarding, and diversity and inclusion practices will be $86,808.54.

**Recommendation**

**THAT** the report of the Director of Human Resources and Administrator, Dufferin Oaks, dated June 25, 2020, regarding Continued Staffing Support for Dufferin Oaks, be received;

**AND THAT** the additional hours and associated costs required by Dufferin Oaks to support the requirements from Public Health, the Ministry of Health and the Ministry of Long-Term Care for the duration of the pandemic be approved;

**AND THAT** approval be given to recruit a full-time position in HR to support recruitment, onboarding, and diversity and inclusion practices;
AND THAT that the funds required be taken from the Rate Stabilization Fund for 2020;

AND THAT, ongoing costs be incorporated into the 2021 and future budgets.

Respectfully Submitted By:

Cheri French, Director of Human Resources
Brenda Wagner, Administrator, Dufferin Oaks
REPORT TO COUNCIL

To: Warden Darren White and Members of Council

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

Meeting Date: June 25, 2020

Subject: Correspondence from Minister Clark, MMAH

In Support of Strategic Plan Priorities and Objectives:
Economic Vitality: Promote an environment for economic growth and development.
Inclusive and supportive community: support efforts to address current and future needs for a liveable community.

Purpose

The purpose of this report is to inform Council of next steps in response to correspondence dated June 16, 2020 from the Minister of Municipal Affairs and Housing (MMAH). The correspondence announces proposed amendments to A Place to Grow: Growth Plan for the Greater Golden Horseshoe ("The Growth Plan").

Background & Discussion

At its May 14, 2020 meeting, County Council received a memorandum from WSP, the County’s consulting planners, on the subject of Covid-19 and the Municipal Comprehensive Review (MCR) process. In that memorandum, a section entitled “Growth Management” clearly indicated that the MCR process was awaiting population and employment forecasts from the Province, as well as an updated Land Needs Assessment Methodology. The correspondence dated June 16, 2020 from Minister Clark presents proposed amendments to The Growth Plan that provide those anticipated forecasts and methodology. The correspondence directs that the Province will receive comments on the amendments until July 31, 2020.
Highlights of proposed amendments include:

- Proposed population and employment forecasts are projected to a new horizon year of 2051
- High Growth Scenario for Dufferin County in 2051: 98,000 population, employment of 40,000
- Low Growth Scenario in 2051: 93,000 population, employment of 38,000
- A new Lands Needs Assessment Methodology, as anticipated

Next Steps

Now that the MMAH correspondence and proposed amendments have been received:

- WSP are reviewing same and preparing a memorandum detailing the implications of the proposed amendments to Dufferin County and the MCR process;
- The County together with the local municipal planners in Dufferin are meeting to discuss the amendments and provide feedback to WSP and the MCR process; and
- WSP will be presenting its comments, detailed assessment and recommendations to County Council on July 9, 2020.

Financial, Staffing, Legal, or IT Considerations

None at this time.

Recommendation

THAT the report of the Director of Planning, Economic Development and Culture, dated June 25, 2020, regarding correspondence from Minister Clark, MMAH, be received;

AND THAT the correspondence from Steve Clark, Minister of Municipal Affairs and Housing dated June 16, 2020 be received.

Respectfully Submitted By:

Darrell Keenie
Director, Planning, Economic Development and Culture
Attachment: Email from Minister Clark, Ministry of Municipal Affairs & Housing
For the agenda.

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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Minister Steve Clark <mah@ontario.ca>
Sent: Tuesday, June 16, 2020 9:48 AM
To: Pam Hillock <phillock@dufferincounty.ca>
Subject: Letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the contents to be safe.

La version française suit.

Ministry of Municipal Affairs and Housing
Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

Ministère des Affaires municipales et du Logement
Bureau du ministre
777, rue Bay, 17e étage
Toronto ON M7A 2J3
Tel.: 416 585-7000

June 16, 2020

Warden Darren White
County of Dufferin

Warden White:
In 2019, our government introduced *A Place to Grow: Growth Plan for the Greater Golden Horseshoe* (‘the Plan’, ‘A Place to Grow’) as part of the **More Homes, More Choice: Ontario’s Housing Supply Action Plan**. Today, I am writing to notify you of proposed changes to the Plan including updates and policy changes to the population and employment forecasts, a change to the Plan horizon year, a new Land Needs Assessment methodology, adjustments to the aggregates policy framework, new policies to address Major Transit Station Areas within Provincially Significant Employment Zones (PSEZs), and other policy revisions that support our government’s objectives to increase housing supply, create more jobs, attract business investments and better align infrastructure. We are asking for your input on these proposed amendments to the Plan.

I realize the proposed changes come at a time of uncertainty when many municipalities are managing urgent matters related to our shared work to protect the health and well-being of our residents across Ontario. The Greater Golden Horseshoe (GGH) will be critical to economic recovery from the impacts of the COVID-19 outbreak. The GGH is a key economic driver of both the province and the nation, with more than 85 per cent of the province’s population growth expected in this region by 2051. In fact, we are anticipating that by 2051 this region will grow to nearly 15 million people and accommodate seven million jobs. In order to support municipalities in preparing for this anticipated growth so that you can complete your municipal comprehensive review and official plan revisions, my ministry is proposing these targeted revisions to *A Place to Grow* to make it faster and easier for municipalities in the region to plan for growth.

Details of the proposed changes are as follows:

- **Proposed Amendment 1 to A Place to Grow: Growth Plan for the Greater Golden Horseshoe**: 019-1680
- **Proposed Land Needs Assessment Methodology for A Place to Grow: Growth Plan for the Greater Golden Horseshoe**: 019-1679
- **Proposed Amendment 1 to A Place to Grow: Growth Plan for the Greater Golden Horseshoe on Ontario’s Regulatory Registry**: 20-MMAH006

The proposed changes would work together to provide more flexibility and foresight to municipalities into demographic, employment, market demand, and housing affordability trends in the GGH. The consultation period will close on July 31, 2020. We look forward to receiving any comments you may have.

The next phase of work on PSEZs, which will begin shortly, will examine how they can support post-COVID economic recovery to support the retention and expansion of existing industrial and manufacturing operations and attract investment. The government continues to view PSEZs as an important tool and looks forward to engaging with businesses, municipalities, Indigenous communities and organizations, and the development industry to maximize opportunities within a PSEZ.

Should you or your staff have any questions about *A Place to Grow* or the proposed changes, please contact the Ontario Growth Secretariat at growthplanning@ontario.ca.
Thank you for your ongoing commitment to strengthening the quality of life and the economic growth of your community and the province of Ontario.

Sincerely,

Steve Clark
Minister

c: Pam Hillock
County Clerk/Director of Corporate Services
County of Dufferin

Sonya Pritchard
Chief Administrative Officer
County of Dufferin

Le 16 juin 2020

Warden Darren White:


Je suis conscient que ces changements sont proposés alors que nous vivons une période d’incertitude et que bien des municipalités doivent gérer des questions urgentes dans le cadre de nos efforts collectifs pour protéger la santé et le bien-être de nos citoyens partout en Ontario. La région élargie du Golden Horseshoe (REGH) sera déterminante pour la
remance économique à la suite de l’épidémie de COVID-19. La REGH est un important moteur économique, tant à l’échelle provinciale que nationale, puisque qu’elle devrait être le berceau de plus de 85 % de la croissance démographique de la province d’ici 2051. En fait, on s’attend à ce que d’ici 2051, la région compte près de 15 millions de personnes et sept millions d’emplois. Afin d’aider les municipalités à se préparer à cette croissance et à procéder à un examen détaillé et à une révision de leurs plans officiels, mon ministère propose des révisions ciblées au plan En plein essor pour faciliter et accélérer la planification de la croissance dans la région.

Les changements proposés sont les suivants :

- Proposition de modification n° 1 à En plein essor : Plan de croissance de la région élargie du Golden Horseshoe : 019-1680
- Méthode d’évaluation des besoins en terrains proposée pour En plein essor : Plan de croissance de la région élargie du Golden Horseshoe : 019-1679
- Proposition de modification n° 1 à En plein essor : Plan de croissance de la région élargie du Golden Horseshoe sur le Registre ontarien de la réglementation : 20-MMAH006

Les changements proposés agiraient en synergie afin de fournir aux municipalités une plus grande souplesse et une capacité de prévoyance accrue en ce qui a trait aux tendances sur le plan démographique, de l’emploi, de la demande du marché et de l’abordabilité du logement dans la REGH. La période de consultation se termine le 31 juillet 2020. Nous sommes impatients de prendre connaissance de vos observations.

La prochaine étape des travaux concernant les zones d’emploi d’importance provinciale, qui devrait être entreprise sous peu, se penchera sur la façon dont ces zones pourraient soutenir la reprise postpandémique en favorisant le maintien et l’expansion des activités industrielles et manufacturières et en attirant des investissements. Le gouvernement considère toujours les zones d’emploi d’importance provinciale comme un outil stratégique et se réjouit à l’idée de faire appel aux entreprises, aux municipalités, aux communautés et organismes autochtones et aux promoteurs pour maximiser les occasions d’affaires dans ces zones.

Si vous ou des membres de votre personnel avez des questions sur le plan En plein essor ou sur les changements proposés, veuillez communiquer avec le Secrétariat des initiatives de croissance de l’Ontario à growthplanning@ontario.ca.

Je vous remercie de votre engagement continu à améliorer la qualité de vie et à consolider la croissance économique dans votre collectivité et dans la province.

Veuillez agréer mes sincères salutations.

Le ministre,

[Signature]
Steve Clark

c. c. Pam Hillock
  County Clerk/Director of Corporate Services
  County of Dufferin

Sonya Pritchard
Chief Administrative Officer
County of Dufferin
REPORT TO COUNCIL

To: Warden White and Members of County Council

From: Sonya Pritchard, Chief Administrative Officer

Meeting Date: June 25, 2020

Subject: SWIFT 2.0 and WOWC Advocacy for Broadband Funding

In Support of Strategic Plan Priorities and Objectives:
Good Governance – ensure transparency, clear communication, and prudent financial management
Economic Vitality – promote an environment for economic growth and development

Purpose

This purpose of this report is to present the details of the special meeting of the Western Ontario Wardens’ Caucus called on Thursday, June 4, 2020; to discuss a strategy for continuing high-speed broadband implementation across the region.

Background & Discussion

At its meeting held on Thursday, June 4, 2020, the Western Ontario Wardens’ Caucus reviewed a set of recommendations for the future of the WOWC’s investments in high-speed fibre. David Mayberry, Chair, SWIFT Board of Directors and Barry Field, Executive Director, SWIFT provided an update on the current SWIFT program and presented recommendations on how SWIFT 2.0 should be structured and funded. Accompanying this report is the presentation that was provided to the members of the WOWC. The attached minutes detail the meeting, including the six recommendations that were approved.

In addition to the decision to support SWIFT 2.0, the WOWC requires a plan to advocate for our region’s fair share of CRTC’s $750M Broadband Fund. WOWC and our Member Counties and local municipalities should be advocating for 10% (or $75M) of the funding as the region represents 10% of the population of Canada. WOWC must also advocate
for the region’s fair share of Innovation, Science and Economic Development (ISED) $1.7B Universal Broadband Fund. Applications are opening this year and WOWC should once again be advocating for 10% (or $170M) for Southwestern Ontario based on population. This advocacy is above and beyond any SWIFT 2.0 funding request, Southwestern Ontario was left out of the last round of Connect to Innovate (CTI) funding and this cannot happen again. In order to ensure that the region, fifteen Member Counties and local municipalities receive the fair share of funding, this advocacy will take the form of a letter writing campaign by the WOWC, Member Counties and local municipalities. Two letters are attached to this report, one to the CEO of CRTC and the other to the Hon. Navdeep Bains, Minister of Innovation, Science and Industry.

This advocacy is above and beyond any SWIFT 2.0 funding request, Southwestern Ontario was left out of the last round of Connect to Innovate (CTI) funding and this cannot happen again. In order to ensure that the region’s fifteen Member Counties and local municipalities receive the fair share of funding, this advocacy will take the form of a letter writing campaign by the WOWC, Member Counties and local municipalities. Two letters are attached to this report, one to the CEO of CRTC and the other to the Hon. Navdeep Bains, Minister of Innovation, Science and Industry.

**Conclusion**

Increased funding from both the Province of Ontario and the Government of Canada is urgently needed to address our region’s large connectivity gaps, so that we can close the digital divide and restart our economies. The Western Ontario Wardens’ Caucus supports the funding of existing shovel ready, municipally led models that will connect our rural economies at an accelerated pace. We support SWIFT as Southwestern Ontario’s funding mechanism to advance the expansion of critical broadband infrastructure across the region. The model works, it delivers results and can be immediately leveraged to upgrade networks and coverage in our region’s underserved areas. Families and business in our rural areas have been shut out of the economy and society as a result of the pandemic. COVID-19 has underscored the need in urgency to address gaps in broadband services across our region.

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

Dufferin County currently has $2 million in reserve to further advance broadband projects. Having a significant fund available will allow the County to move forward quickly as new opportunities arise.
Recommendation

THAT the report of the Chief Administrative Officer, dated June 25, 2020, regarding SWIFT 2.0 and Advocacy for Broadband Funding, be received;

AND THAT the County of Dufferin support the WOWC advocacy efforts to ensure Southwestern Ontario receives a fair share of funding for broadband;

AND THAT, letters supporting the WOWC advocacy effort be forwarded to the CRTC and the Federal Minister of Innovation, Science and Industry.

Respectfully Submitted By:

Sonya Pritchard, CPA, CMA
Chief Administrative Officer

Attachment 1: Draft minutes - WOWC (Electronic) - June 4, 2020
Attachment 2: SWIFT 2.0 Presentation June 4 2020
Attachment 3: CRTC Letter
Attachment 4: Minister of Innovation, Science and Industry Letter
ATTENDANCE:


Regrets: D. Bailey, L. Martin, M. Twolan, C. Burghardt-Jesson

CAOs/Staff: M. Wark (Secretary), D. Shropshire, S. Pritchard, K. Wingrove, B. Rayburn, S. Datars Bare, M. Aitken J. Gonyou, R. Maisonneuve, R. Van Horne, L. McCabe, S. Wilson, K. Burns, C. Gravlev

Regrets: M. Bradley, L. Wolfe, J. Burgess

Guests: D. Mayberry, B. Field

1:10 p.m. – meeting commenced

1. CALL TO ORDER, WELCOME AND INTRODUCTION OF GUESTS – WOWC
   Chair Jim Ginn

2. APPROVAL OF THE AGENDA AND DECLARATIONS OF PECUNIARY INTEREST

Moved by G. McNamara, seconded by P. McQueen: “That the agenda be approved as presented.” - CARRIED

3. DELEGATIONS AND PRESENTATIONS

   a. Don Shropshire WOWC-SWIFT Liaison,
      The purpose of this meeting is to present a recommendation for the future of the WOWC’s investments in high-speed fibre. David Mayberry, Chair, SWIFT Board of Directors and Barry Field, Executive Director, SWIFT will provide an update on the current SWIFT program and present recommendations on how SWIFT 2.0 should be structured and funded.
The attached PPT includes six recommendations that WOWC will be asked to endorse to provide direction for the future of the program.

Barry Field provided the detailed slide presentation provided with the agenda, then responded to questions, and discussion among the members took place with regard to:

- Pelee Island, 200 houses, rely on tourism, have struggled, 100 per cent funding makes sense, Internet is critical, many children need to leave the island to go to school.
- Makes sense to speak with a single voice, with SWIFT and the Western Wardens
- Have received letter from Minister Clark to Minister Bains and others with regard to extra funding – timing good – Western Wardens should support Minister Clark’s ask, funding needs to be expanded quickly.
- Letter of support from Chair Ginn in support of broadband dollars for southern Ontario
- Warden McNamara noted his desire to move the recommendation.

Moved by G. McNamara, seconded by D. White:

“That the SWIFT presentation from Don Shropshire WOWC-SWIFT Liaison, David Mayberry, SWIFT Board Chair and Barry Field, Chief Operating Officer, SWIFT Inc. be received as information; and

That the following recommendations contained therein be endorsed and pursued by the WOWC as follows:

Recommendation 1:

Moved by G. McNamara, seconded by D. White:

- ‘Target medium density outcomes through:
  - Upper limit on premises passed / km of fibre (allow municipal input to target more or less dense areas).
  - Increase maximum subsidy available (~83% in SWIFT 2.0 vs 67% in SWIFT 1.0). This relies on Federal contribution amount and ability of municipalities to contribute.
  - Majority of points based on km of fibre installed.’ - Carried

Recommendation 2:

Moved by G. Cornell, seconded by D. Canniff:
• ‘Seek immediate funding of $44M to implement ‘shovel ready’ residual SWIFT 1.0 projects

• Seek funding in line with targeting a total project budget of $500M with additional admin and overhead fees of $10M*

  • Federal Contribution (40%)* - $200M
  • Provincial Contribution (33.3%) - $167M
  • Municipal Contribution (min10%) - $50M + $10M admin/overhead
  • ISP Contribution (17%) - $83M

• Seek $63M dedicated funding to address all remaining first nations and isolated communities (Pelee Island)’ – Carried

Recommendation 3:

Moved by K. Linton, seconded by G. McNamara:

• ‘Municipalities contribute (collectively) a minimum of 10% of the overall project funding plus 100% of admin and overhead costs (see recommendation 4)

• If a municipality can’t contribution their ‘maximum’ amount, the shortfall should be distributed amongst the rest

• Municipal contributions be split (contribution to project / contribution to admin and overheads)

• Contribution to admin and overheads should be weighted based on a split between pure overheads and functional overheads’ – Carried

Recommendation 4:

Moved by D. White, seconded by B. Weber:

• ‘Administration costs be funded 100% by municipal contributions

• 100% of federal/provincial funding goes to projects

• No federal/provincial angst over admin and overheads

• Any savings to overheads goes back to municipalities’ – Carried

Recommendation 5:
Moved by P. McQueen, seconded by G. Cornell

- ‘All WOWC municipalities participate
- Niagara, Caledon and Waterloo are invited to participate
- London and Windsor are not invited to participate. If the WOWC does want to consider, then they should only be invited if funding vehicle allows for funding of them (SWIFT 1.0 -> municipal contributions carried them)
- Haldimand and Muskoka are invited to participate
- Pelee Island invited to participate but separate/dedicated funding be sought for 100% of project (much like First Nations)’ – Carried

Recommendation 6:

Moved by J. Aitcheson, seconded by B. Weber:

- ‘Where possible, let municipalities decide if they want to allow wireless proposals in their region.’ – Carried”

- CARRIED

David Mayberry offered thanks and expressed the need to keep pushing, and to have the proposal ready expeditiously – there is no time to waist. The SWIFT Board fully supports all of these recommendations. The Caucus has given the SWIFT Executive much to do, but there is also much work for the Caucus to do, and it is encouraged to reach out to SWIFT for assistance as may be required.

Warden White offered thanks to David Mayberry and Barry Field for their efforts and presentations today, and asked if this information could now be shared.

Barry Field – yes, but without SWIFT branding.

Don Shropshire – the faster the information can get out the better.

Warden McNamara – question as to when OMAFRA may release Phase 3, as some will be asking for more when have yet to receive first round. There is a need to be able to close the chapter on one to get to the next, if could give a nudge.

Warden Cornell – WOWC name could go on the presentation, and that is what is shared.

Warden McQueen – go to our lower-tiers first?
Chair Ginn – need two letters from WOWC, one in support of Minister Clark’s request, and a second to upper, lower and single tiers, with the recommendations passed. Press will pick up on the communications from their agendas.

Meighan Wark – can have a full package with template report, presentation, press release can all be prepared and ready by next week.

Moved by B. Weber, seconded by G. McNamara:

“That a communication of strong support for the request made by Minister Clark for additional broadband funding for south-western Ontario be issued from Chair Ginn on behalf of the Western Ontario Wardens’ Caucus.”

- CARRIED

Barry Field enquired if Warden Cornell and Mark Aitken would assist with communications with Muskoka; Mayor Chopp will assist with Haldimand; and Warden McNamara will assist with Pelee Island.

Letter of communication re 10 per cent. – Meighan Wark will liaise with Barry Field to prepare and issue.

Meighan Wark and Kate Burns will provide advocacy communication packages early next week.

4. CONFIRMATION OF NEXT MEETINGS

a. WOWC CAOs – Monday June 8, 2020, 3:00 p.m., (Electronic - Zoom)

b. WOWC Regular Meeting (Full Caucus) – Friday, June 12, 2020, 11:00 a.m., (Electronic - Zoom)

5. MOTION OF ADJOURNMENT

Moved by G. McNamara, seconded by P. McQueen: “That the meeting be adjourned.” - CARRIED

The meeting concluded at 2:47 p.m.
SWIFT 1.0 Status

- Phase 2
  - 11 Phase 2 projects awarded / work under way / projects to be completed by end of 2021
  - Additional SWIFT+ contract being negotiated with Brooketel in Lambton (complete end of 2022)
  - Surpassed KPIs (ISP Contribution/Premises Passed/KMs of Fibre) based on targets set in Business Case
- Phase 3
  - Remaining 17 RFPs issued in March
  - RFPs close between 29-May-20 and 04-Dec-20
  - Contract awards start in July / 90% complete by end of year / 100% in January
  - Provincial announcements have started
  - All projects need to complete construction by middle of 2023 (SCF funding requirement)
  - Requirement to secure $27.5M gap financing being addressed via municipal guarantees
<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
</table>
| 1. Do Nothing                              | • Once SWIFT 1.0 is complete, the WOWC drops rural broadband from its mandate | • Cost avoidance for municipalities (market will determine winners and losers in quality of connectivity)  
• Might force upper levels to increase funding | • All WOWC municipalities will still have holes in their served areas post SWIFT 1.0  
• Increases digital divide between rural and urban areas |
| 2. WOWC Members Pursue Funding on Their Own | • WOWC municipalities work individually to get federal and provincial funding in their regions.  
• Municipalities design and manage their own programs | • Higher level of control and direction by municipalities | • Feds/province may simply steer individual municipalities towards existing federal programs resulting in no additional funding for SWO  
• Loss of technical expertise to design programs (from SWIFT)  
• Loss of economies of scale for admin/overheads |
| 3. WOWC Pursues Funding / Members Execute Projects | • WOWC Pursues Funding Collectively and WOWC Members Manage Projects on Their Own | • Higher level of control and direction by municipalities  
• Some municipalities feel they can achieve more individually than they can via SWIFT | • Feds/province may not be willing to issue 15 separate CAs  
• Diminishes collective voice/economies for broadband in SWO – province/feds may see no collective benefit  
• Loss of economies of scale for admin/overheads  
• Loss of SWIFT staff/expertise  

NOTE: SWIFT can’t raise funds due to CA conflicts
<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
</table>
| 4. SWIFT 2.0 | WOWC pursues a strategy for funding and execution of projects under SWIFT      | • More likely to get additional funding (above and beyond CRTC and UBF) as a collective  
• Economies of scale for admin/overheads  
• Retain centralized technical expertise  
• SWIFT program has gained traction with the province as a desirable solution for SWO  
• Continues to fulfill the WOWC mandate of improving broadband for our region through cooperative/collaborative action  
• Success of SWIFT 1 will create potential openness for larger second round of funding  
• SWIFT has the best background data (re service levels) of anyone due to our NDA with ISPs, therefore best view of current situation  
• SWIFT has expertise available for un-bias evaluation, execution and oversight of projects | • Less ability to customize programs locally  
• Municipal contribution to overheads required |
| 5. Adopt EORN Model | Design a solution to a specific technical problem and have ISPs bid on that specific solution | • MOI may prefer, as it would align WOWC with EOWC more closely  
• Might be simpler in one larger project with only larger ISPs able to bid (Bell, Rogers)  
• May be able to utilize CIB loans | • WOWC would need to determine what specific goal they are addressing, might limit the variety of projects  
• Participation limited to large ISPs  
• Would need to design with needs/wants of larger ISPs in mind |
Advocacy Regardless of SWIFT 2.0?

- Regardless of the decision with respect to SWIFT 2.0, the WOWC must have a plan to advocate for:
  - Fair share of CRTC’s $750M Broadband Fund
    - Applications are due 01-Jun-20
    - SWIFT should be advocating for 10% (or $75M) for SWO based on population
  - Fair share of ISEDS $1.7B Universal Broadband Fund
    - Applications opening this year
    - SWIFT should be advocating for 10% (or $170M) for SWO based on population
- This advocacy is above and beyond any SWIFT 2.0 funding request
- SWO was left out of the last round of CTI funding and this cannot happen again
### How Much Money Do We Need?

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total need in SWO after SWIFT 1.0</td>
<td>$2,490,644,551</td>
<td>Fibre based solution</td>
</tr>
<tr>
<td>CRTC Funding</td>
<td>$(75,000,000)</td>
<td>Need WOWC lobby to ensure our share</td>
</tr>
<tr>
<td>UBF Funding</td>
<td>$(170,000,000)</td>
<td>Need WOWC lobby to ensure our share</td>
</tr>
<tr>
<td>ISP Investment</td>
<td>$(498,128,910)</td>
<td>Assume ISPs will resolve 20% on their own</td>
</tr>
<tr>
<td>First Nations Funding</td>
<td>$(47,970,000)</td>
<td>Separate request</td>
</tr>
<tr>
<td>Remaining SWO Need</td>
<td>$1.7B +</td>
<td></td>
</tr>
</tbody>
</table>

- Even with these levels of potential investment, there is still a need for more funding ($1.7B)
- Wireless could help to reduce these costs in some areas
GOALS OF SWIFT 2.0

SWIFT 1.0
- SWIFT 1.0 rewarded more premises passed per $ of funding

SWIFT 2.0 Target
- Phase 2 = 15 premises/KM of Fibre average

ISP Categories:
- Urban
- Suburban
- Small Town/Villages
- Rural

Density Levels:
- 'High' Density
- Medium Density
- Low Density

Premises/ $:
- Higher Subsidy 100%
- Lower Subsidy 67%
- Fewer Premises/ $
- More Premises/$
Goals of SWIFT 2.0

Remaining average density of underserved premises per km of underserved roads
RECOMMENDATION 1
SWIFT 2.0 GOALS

Question:
What do we want to achieve with SWIFT 2.0?

Recommendation:
Target medium density outcomes through...

- Upper limit on premises passed / km of fibre (allow municipal input to target more or less dense areas).
- Increase maximum subsidy available (~83% in SWIFT 2.0 vs 67% in SWIFT 1.0). This relies on Federal contribution amount and ability of municipalities to contribute.
- Majority of points based on km of fibre installed

Issues/Risks:
- Premises Passed target will not be as high as SWIFT 1.0 (per $)
- Will our goals match those of the province/feds?
**Recommendation 2**

**Funding Request**

**Question:**
How much funding do we seek?

**Recommendations:**

1. Seek immediate funding of $44M to implement ‘shovel ready’ residual SWIFT 1.0 projects
2. Seek funding in line with targeting a total project budget of $500M with additional admin and overhead fees of $10M*
   - Federal Contribution (40%)* $200M
   - Provincial Contribution (33.3%) $167M
   - Municipal Contribution (min 10%) $50M + $10M admin/overhead
   - ISP Contribution (17%) $83M
3. Seek $63M dedicated funding to address all remaining first nations and isolated communities (Pelee Island)

**Issues/Risks:**

- Province and Feds may be looking to fund their own programs and not regional programs
- Total ask may be beyond available funds
- Some municipalities may not be able to contribute significantly (CIB discussion)
### Recommendation 2 (Cont.)

**Residual SWIFT 1.0 Projects**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Funding Req’d</th>
<th>Project Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brant County</td>
<td>$1,165,513</td>
<td>$1,748,270</td>
</tr>
<tr>
<td>Bruce County</td>
<td>$3,334,924</td>
<td>$5,002,385</td>
</tr>
<tr>
<td>Caledon</td>
<td>$1,276,596</td>
<td>$1,914,894</td>
</tr>
<tr>
<td>Dufferin County</td>
<td>$1,754,615</td>
<td>$2,631,922</td>
</tr>
<tr>
<td>Elgin County</td>
<td>$1,495,880</td>
<td>$2,243,821</td>
</tr>
<tr>
<td>Essex County</td>
<td>$3,130,624</td>
<td>$4,695,937</td>
</tr>
<tr>
<td>Grey County</td>
<td>$3,915,894</td>
<td>$5,873,841</td>
</tr>
<tr>
<td>Huron County</td>
<td>$1,765,967</td>
<td>$2,648,951</td>
</tr>
<tr>
<td>Middlesex County</td>
<td>$2,596,707</td>
<td>$3,895,060</td>
</tr>
<tr>
<td>Niagara Region</td>
<td>$3,260,635</td>
<td>$4,890,952</td>
</tr>
<tr>
<td>Oxford County</td>
<td>$2,002,437</td>
<td>$3,003,655</td>
</tr>
<tr>
<td>Perth County</td>
<td>$1,353,705</td>
<td>$2,030,558</td>
</tr>
<tr>
<td>Simcoe County</td>
<td>$6,836,062</td>
<td>$10,254,093</td>
</tr>
<tr>
<td>Waterloo Region</td>
<td>$2,912,612</td>
<td>$4,368,918</td>
</tr>
<tr>
<td>Chatham-Kent</td>
<td>$2,722,605</td>
<td>$4,083,907</td>
</tr>
<tr>
<td>Wellington</td>
<td>$2,345,802</td>
<td>$3,554,245</td>
</tr>
<tr>
<td>Norfolk</td>
<td>$1,756,113</td>
<td>$2,684,178</td>
</tr>
</tbody>
</table>

**Total**

|             | $43,626,691 | $65,525,586 |

Seek immediate funding of $44M to implement ‘shovel ready’ residual SWIFT 1.0 projects

- Analysis based on remaining Phase 2 projects (residual projects) that would have been funded if we had additional money
- Wellington/Norfolk projects are shovel ready ($6.2M)
- No residual projects remain in Lambton
- Phase 3 projects estimated based on Phase 2 analysis
- These projects could be awarded this year
- No additional municipal contribution required
### RECOMMENDATION 2 (CONT.)

**SWIFT 2.0 MAIN PROJECT**

<table>
<thead>
<tr>
<th>Funding</th>
<th>%</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>40%</td>
<td>$200,000,000</td>
</tr>
<tr>
<td>Provincial</td>
<td>33%</td>
<td>$166,666,667</td>
</tr>
<tr>
<td>Municipal</td>
<td>10%</td>
<td>$50,000,000</td>
</tr>
<tr>
<td>ISP</td>
<td>17%</td>
<td>$83,333,333</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>$500,000,000</strong></td>
</tr>
</tbody>
</table>

Seek funding in line with targeting a total project budget of $500M with additional admin and overhead fees of $10M

- Assumes 40/33 Fed/Prov split
- Assumes municipalities contribute at least 10%
- ISPs required to contribute residual
- Note: Figures can be adjusted but if we target medium density areas for SWIFT 2.0, the total subsidy available to ISPs has to be more than the 2/3s from SWIFT 1.0
### Recommendation 2 (Cont.)

**First Nations and Isolated Communities Funding**

<table>
<thead>
<tr>
<th>Procurement Area</th>
<th>First Nation / Isolated Community</th>
<th>Road KMs</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brant</td>
<td>Mississaugas of the New Credit First Nation</td>
<td>31</td>
<td>$2,015,000</td>
</tr>
<tr>
<td>Brant</td>
<td>Six Nations of the Grand River</td>
<td>173</td>
<td>$11,245,000</td>
</tr>
<tr>
<td>Bruce</td>
<td>Chippewas of Nawash Unceded First Nation</td>
<td>67</td>
<td>$4,355,000</td>
</tr>
<tr>
<td>Bruce</td>
<td>Saugeen First Nation</td>
<td>54</td>
<td>$3,510,000</td>
</tr>
<tr>
<td>Chatham-Kent</td>
<td>Delaware Nation Moravian of the Thames</td>
<td>15</td>
<td>$975,000</td>
</tr>
<tr>
<td>Essex</td>
<td>Caldwell First Nation</td>
<td>3</td>
<td>$195,000</td>
</tr>
<tr>
<td>Lambton</td>
<td>Bkejwanong Waupoole Island First Nation</td>
<td>178</td>
<td>$11,570,000</td>
</tr>
<tr>
<td>Middlesex</td>
<td>Chippewas of the Thames First Nation</td>
<td>66</td>
<td>$4,290,000</td>
</tr>
<tr>
<td>Middlesex</td>
<td>Munsee-Delaware Nation</td>
<td>1</td>
<td>$65,000</td>
</tr>
<tr>
<td>Middlesex</td>
<td>Oneida Nation of the Thames</td>
<td>35</td>
<td>$2,275,000</td>
</tr>
<tr>
<td>Simcoe</td>
<td>Beausoleil First Nation</td>
<td>45</td>
<td>$2,925,000</td>
</tr>
<tr>
<td>Simcoe</td>
<td>Beausoleil First Nation Sub-Sea Fibre</td>
<td>TBD</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Simcoe</td>
<td>Chippewas of Rama First Nation</td>
<td>26</td>
<td>$1,690,000</td>
</tr>
<tr>
<td>Pelee</td>
<td>Pelee Island</td>
<td>TBD</td>
<td>$15,000,000</td>
</tr>
</tbody>
</table>

**Total**  
694  
$63,110,000

Seek $63M dedicated funding to address all remaining first nations and isolated communities (Pelee Island)

- This is a very liberal estimate
- Assumes fibre to every road in every remaining first nation (even those without premises)
- Detailed analysis to be completed once direction received from WOWC caucus
- Road KMs include the KMs required to connect to the closest POI and excludes any areas already serviced with fibre
- Sub-Sea fibre required for Christian Island estimated at $3M
- Pelee Island estimated at $15M
- Average cost/KM = $65,000
- Assumes these projects are 100% funded with no ISP or first nation contribution
**RECOMMENDATION 3**

**Municipal Contributions**

**Question:**
How much are the municipalities willing to contribute?

**Recommendations:**
1. Municipalities contribute (collectively) a minimum of 10% of the overall project funding plus 100% of admin and overhead costs (see recommendation 4)
2. If a municipality can’t contribution their ‘maximum’ amount, the shortfall should be distributed amongst the rest
3. Municipal contributions be split (contribution to project / contribution to admin and overheads)
4. Contribution to admin and overheads should be weighted based on a split between pure overheads and functional overheads

**Issues/Risks:**
- Few issues/risk, this is a more equitable and transparent approach
<table>
<thead>
<tr>
<th>Funding Area</th>
<th>Underserved Road KMs</th>
<th>% of Need</th>
<th>Capital Contribution</th>
<th>Contribution to Admin</th>
<th>Total Contribution</th>
<th>Project Funding</th>
<th>Multiplier</th>
<th>Target KMs of Fibre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bruce</td>
<td>2,965</td>
<td>7.9%</td>
<td>$3,927,950</td>
<td>$671,354</td>
<td>$4,599,304</td>
<td>$39,279,502</td>
<td>8.5</td>
<td>595</td>
</tr>
<tr>
<td>Caledon</td>
<td>650</td>
<td>1.7%</td>
<td>$860,635</td>
<td>$303,276</td>
<td>$1,163,912</td>
<td>$8,606,354</td>
<td>7.4</td>
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</tr>
<tr>
<td>Chatham-Kent</td>
<td>3,022</td>
<td>8.0%</td>
<td>$4,003,627</td>
<td>$680,435</td>
<td>$4,684,063</td>
<td>$40,036,274</td>
<td>8.5</td>
<td>607</td>
</tr>
<tr>
<td>Dufferin</td>
<td>976</td>
<td>2.6%</td>
<td>$1,293,326</td>
<td>$355,199</td>
<td>$1,648,525</td>
<td>$12,933,258</td>
<td>7.8</td>
<td>196</td>
</tr>
<tr>
<td>Elgin</td>
<td>1,764</td>
<td>4.7%</td>
<td>$2,337,122</td>
<td>$480,455</td>
<td>$2,817,576</td>
<td>$23,371,216</td>
<td>8.3</td>
<td>354</td>
</tr>
<tr>
<td>Essex</td>
<td>1,427</td>
<td>3.8%</td>
<td>$1,891,217</td>
<td>$426,946</td>
<td>$2,318,163</td>
<td>$18,912,171</td>
<td>8.2</td>
<td>287</td>
</tr>
<tr>
<td>Grey</td>
<td>2,734</td>
<td>7.2%</td>
<td>$3,622,826</td>
<td>$634,739</td>
<td>$4,257,565</td>
<td>$36,228,263</td>
<td>8.5</td>
<td>549</td>
</tr>
<tr>
<td>Huron</td>
<td>1,942</td>
<td>5.1%</td>
<td>$2,572,828</td>
<td>$508,739</td>
<td>$3,081,568</td>
<td>$25,728,284</td>
<td>8.3</td>
<td>390</td>
</tr>
<tr>
<td>Lambton</td>
<td>2,577</td>
<td>6.8%</td>
<td>$3,414,627</td>
<td>$609,755</td>
<td>$4,024,382</td>
<td>$34,146,271</td>
<td>8.5</td>
<td>517</td>
</tr>
<tr>
<td>London</td>
<td>324</td>
<td>0.9%</td>
<td>$429,119</td>
<td>$251,494</td>
<td>$680,613</td>
<td>$4,291,190</td>
<td>6.3</td>
<td>65</td>
</tr>
<tr>
<td>Middlesex</td>
<td>2,852</td>
<td>7.6%</td>
<td>$3,779,214</td>
<td>$653,506</td>
<td>$4,432,720</td>
<td>$37,792,144</td>
<td>8.5</td>
<td>573</td>
</tr>
<tr>
<td>Niagara</td>
<td>2,576</td>
<td>6.8%</td>
<td>$3,413,124</td>
<td>$609,575</td>
<td>$4,022,699</td>
<td>$34,131,243</td>
<td>8.5</td>
<td>517</td>
</tr>
<tr>
<td>Norfolk</td>
<td>1,620</td>
<td>4.3%</td>
<td>$2,145,984</td>
<td>$457,518</td>
<td>$2,603,502</td>
<td>$21,459,840</td>
<td>8.2</td>
<td>325</td>
</tr>
<tr>
<td>Oxford</td>
<td>1,989</td>
<td>5.3%</td>
<td>$2,634,933</td>
<td>$516,192</td>
<td>$3,151,125</td>
<td>$26,349,333</td>
<td>8.4</td>
<td>399</td>
</tr>
<tr>
<td>Perth</td>
<td>1,341</td>
<td>3.6%</td>
<td>$1,777,053</td>
<td>$413,246</td>
<td>$2,190,300</td>
<td>$17,770,532</td>
<td>8.1</td>
<td>269</td>
</tr>
<tr>
<td>Simcoe</td>
<td>4,458</td>
<td>11.8%</td>
<td>$5,906,167</td>
<td>$908,740</td>
<td>$6,814,907</td>
<td>$59,061,669</td>
<td>8.7</td>
<td>895</td>
</tr>
<tr>
<td>Waterloo</td>
<td>950</td>
<td>2.5%</td>
<td>$1,259,322</td>
<td>$351,119</td>
<td>$1,610,440</td>
<td>$12,593,218</td>
<td>7.8</td>
<td>191</td>
</tr>
<tr>
<td>Wellington</td>
<td>2,298</td>
<td>6.1%</td>
<td>$3,045,411</td>
<td>$565,449</td>
<td>$3,610,860</td>
<td>$30,454,108</td>
<td>8.4</td>
<td>461</td>
</tr>
<tr>
<td>Windsor</td>
<td>101</td>
<td>0.3%</td>
<td>$133,650</td>
<td>$216,038</td>
<td>$349,688</td>
<td>$1,336,496</td>
<td>3.8</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37,737</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$50,000,000</strong></td>
<td><strong>$10,000,000</strong></td>
<td><strong>$60,000,000</strong></td>
<td><strong>$500,000,000</strong></td>
<td>8.3</td>
<td>7576</td>
</tr>
</tbody>
</table>

Municipalities contribute (collectively) a minimum of 10% of the overall project funding plus 100% of admin and overhead costs:

- Need based solely on KMs of underserved road assumed after conclusion of SWIFT 1.0
- Each municipality contributes based on its need
- Higher overall municipal contributions required in SWIFT 2.0 to attract ISPs to lower density areas
- If a municipality can’t contribution their ‘maximum’ amount, the shortfall should be distributed amongst the rest

Note: Current contributions to SWIFT end in 2020 for all but Waterloo (2021) and Middlesex (2021)
### Recommendation 3 (Cont.)

**Contributions to Overheads**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Pure Admin</th>
<th>Functional</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brant</td>
<td>$200,000</td>
<td>$186,224</td>
<td>$386,224</td>
</tr>
<tr>
<td>Bruce</td>
<td>$200,000</td>
<td>$471,354</td>
<td>$671,354</td>
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<tr>
<td>Caledon</td>
<td>$200,000</td>
<td>$103,276</td>
<td>$303,276</td>
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<tr>
<td>Chatham-Kent</td>
<td>$200,000</td>
<td>$480,435</td>
<td>$680,435</td>
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<tr>
<td>Dufferin</td>
<td>$200,000</td>
<td>$155,199</td>
<td>$355,199</td>
</tr>
<tr>
<td>Elgin</td>
<td>$200,000</td>
<td>$280,455</td>
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<tr>
<td>Essex</td>
<td>$200,000</td>
<td>$226,946</td>
<td>$426,946</td>
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<tr>
<td>Grey</td>
<td>$200,000</td>
<td>$434,739</td>
<td>$634,739</td>
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<tr>
<td>Huron</td>
<td>$200,000</td>
<td>$308,739</td>
<td>$508,739</td>
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<tr>
<td>Lambton</td>
<td>$200,000</td>
<td>$409,755</td>
<td>$609,755</td>
</tr>
<tr>
<td>London</td>
<td>$200,000</td>
<td>$51,494</td>
<td>$251,494</td>
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<tr>
<td>Middlesex</td>
<td>$200,000</td>
<td>$453,506</td>
<td>$653,506</td>
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<tr>
<td>Niagara</td>
<td>$200,000</td>
<td>$409,575</td>
<td>$609,575</td>
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<tr>
<td>Norfolk</td>
<td>$200,000</td>
<td>$257,518</td>
<td>$457,518</td>
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<tr>
<td>Oxford</td>
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<td>$316,192</td>
<td>$516,192</td>
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<td>Perth</td>
<td>$200,000</td>
<td>$213,246</td>
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<tr>
<td>Simcoe</td>
<td>$200,000</td>
<td>$708,740</td>
<td>$908,740</td>
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<tr>
<td>Waterloo</td>
<td>$200,000</td>
<td>$151,119</td>
<td>$351,119</td>
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<tr>
<td>Wellington</td>
<td>$200,000</td>
<td>$365,449</td>
<td>$565,449</td>
</tr>
<tr>
<td>Windsor</td>
<td>$200,000</td>
<td>$16,038</td>
<td>$216,038</td>
</tr>
</tbody>
</table>

**Total**  
$4,000,000  $6,000,000  $10,000,000

**Contribution to admin should be weighted**

1. Pure Admin (40%) – Split equally between all municipalities
2. Functional Costs (60%) – Based on ‘need’ as a % of total need
Recommendation 4
Funding Of Admin

Question:
Do we fund all admin costs internally (municipal funding)?

Recommendation:
Admin costs be funded 100% by municipal contributions
  • 100% of fed/prov funding goes to projects
  • No fed/prov angst over admin and overheads
  • Any savings to overheads goes back to municipalities

Issues/Risks:
  • Overall municipal contribution is higher (but funded project amount is also higher)
RECOMMENDATION 5
SWIFT 2.0 PARTICIPATION

Question:
What municipalities participate in SWIFT 2.0?

Recommendation:
- All WOWC municipalities participate
- Niagara, Caledon and Waterloo are invited to participate
- London and Windsor are not invited to participate. If the WOWC does want to consider, then they should only be invited if funding vehicle allows for funding of them (SWIFT 1.0 -> municipal contributions carried them)
- Haldimand and Muskoka are invited to participate
- Pelee Island invited to participate but separate/dedicated funding be sought for 100% of project (much like First Nations)

Issues/Risks:
- Requires agreement of all parties
- London/Windsor may object
RECOMMENDATION 6
WIRELESS

Question:
What role should wireless play in SWIFT 2.0?

Recommendation:
• Where possible, let municipalities decide if they want to allow wireless proposals in their region.

Issues/Risks:
• Federal and provincial funders are likely to focus on 50/10 and may not allow us to discriminate against wireless providers
## SWIFT 2.0 Schedule

<table>
<thead>
<tr>
<th>Activity</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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<tr>
<td>Funding Application</td>
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<tr>
<td>Contribution Agreement</td>
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<td>Procurement</td>
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</tr>
<tr>
<td>Implementation</td>
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<tr>
<td>Closeout</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 4 year implementation / construction window
- Overlap with SWIFT 1.0 (ends mid-2023)
- Completes well before federal gov’t 2030 mandate
- Resource Risk – Competing with all other programs for resources
## Next Steps

<table>
<thead>
<tr>
<th>Item</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present recommendations to WOWC caucus</td>
<td>SWIFT</td>
<td>4-June</td>
</tr>
<tr>
<td>Approve SWIFT 2.0 Recommendations (with recommendations)</td>
<td>WOWC</td>
<td>4-June</td>
</tr>
<tr>
<td>Advocate for SWO share of CRTC and ISED BB funding (letter campaign)</td>
<td>WOWC</td>
<td>5-June</td>
</tr>
<tr>
<td>Confirm participation intent with Caledon, Waterloo and Niagara</td>
<td>SWIFT</td>
<td>12-June</td>
</tr>
<tr>
<td>Outreach to Haldimand, Muskoka and Pelee Island</td>
<td>SWIFT Board</td>
<td>12-June</td>
</tr>
<tr>
<td>Finalize SWIFT 2.0 funding request package</td>
<td>SWIFT</td>
<td>19-June</td>
</tr>
<tr>
<td>• Detailed financial plan</td>
<td></td>
<td></td>
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<tr>
<td>• Detailed First Nations requirements</td>
<td></td>
<td></td>
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<tr>
<td>• Detailed overhead cost estimates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Inclusion of Haldimand, Muskoka and Pelee Island</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWIFT 2.0 funding advocacy campaign package development</td>
<td>WOWC</td>
<td>19-June</td>
</tr>
<tr>
<td>SWIFT 2.0 funding advocacy campaign kick-off</td>
<td>WOWC</td>
<td>22-June</td>
</tr>
</tbody>
</table>
Next Steps (Cont.)

**SWIFT 2.0 Funding Request Package** (5-10 pages max)

- Problem description
- Funding asks (3 asks)
- Why this is a better option than putting more funds into fed/prov programs
- Description of model and how it will address the problem description (benefits)
  - Results of SWIFT 1.0
- Complete financial model with detailed cost estimates and funding breakdown
- Description of targeted outcomes
- Schedule (2025)

**SWIFT 2.0 funding advocacy campaign package**

- **Who** do we target (provincial and federal)
- **Who** are the best representatives of the WOWC
- **How** do we present request (letter campaign, delegations, etc.)
- **What** do we present
- **When** do we start the campaign
SUMMARY OF RECOMMENDATIONS

Recommendation #1:
- Target medium density outcomes through...
  - Upper limit on premises passed / km of fibre (allow municipal input to target more or less dense areas).
  - Increase maximum subsidy available (~83% in SWIFT 2.0 vs 67% in SWIFT 1.0). This relies on Federal contribution amount and ability of municipalities to contribute.
  - Majority of points based on km of fibre installed

Recommendation #2:
- Seek immediate funding of $44M to implement ‘shovel ready’ residual SWIFT 1.0 projects
- Seek funding in line with targeting a total project budget of $500M with additional admin and overhead fees of $10M*
  - Federal Contribution (40%)* $200M
  - Provincial Contribution (33.3%) $167M
  - Municipal Contribution (min10%) $50M + $10M admin/overhead
  - ISP Contribution (17%) $83M
- Seek $63M dedicated funding to address all remaining first nations and isolated communities (Pelee Island)
Summary of Recommendations

Recommendation #3:
- Municipalities contribute (collectively) a minimum of 10% of the overall project funding plus 100% of admin and overhead costs (see recommendation 4)
  - If a municipality can’t contribute their ‘maximum’ amount, the shortfall should be distributed amongst the rest
  - Municipal contributions be split (contribution to project / contribution to admin and overheads)
  - Contribution to admin and overheads should be weighted based on a split between pure overheads and functional overheads

Recommendation #4:
- Admin costs be funded 100% by municipal contributions
  - 100% of fed/prov funding goes to projects
  - No fed/prov angst over admin and overheads
  - Any savings to overheads goes back to municipalities
SUMMARY OF RECOMMENDATIONS

Recommendation #5:
• All WOWC municipalities participate
• Niagara, Caledon and Waterloo are invited to participate
• London and Windsor are not invited to participate. If the WOWC does want to consider, then they should only be invited if funding vehicle allows for funding of them (SWIFT 1.0 -> municipal contributions carried them)
• Haldimand and Muskoka are invited to participate
• Pelee Island invited to participate but separate/dedicated funding be sought for 100% of project (much like First Nations)

Recommendation #6:
• Where possible, let municipalities decide if they want to allow wireless proposals in their region.
June 25, 2020

Ian Scott  
Chairperson and Chief Executive Officer  
Canadian Radio-Television and Telecommunications Commission

RE: FAIR AND EQUITABLE FUNDING TO SUPPORT BROADBAND INFRASTRUCTURE PROJECTS IN SOUTHWESTERN ONTARIO

Dear Mr. Scott:

As the Warden of Dufferin County, I am writing to you today to request the allocation of fair and equitable funding to support broadband infrastructure projects in rural Southwestern Ontario, including in underserved areas of Dufferin County.

Southwestern Ontario broadband funding can not be undervalued. It has been estimated that it would cost approximately $2.5 billion to provide a fibre-based solution to address all Southwestern Ontario’s underserved areas, including in areas of Dufferin County – wireless could help to reduce these costs in some areas.

The region which is 90% rural and represents 10% of the Canadian population has been overlooked in the past for funding.

Connectivity is key to the social and economic success of our communities – we need to ensure that the residents living in our underserved communities do not go unnoticed.

Adequate and equitable funding for the region is required to ensure that broadband, an essential utility, is accessible for all.

The COVID-19 outbreak has laid bare the challenges our underserved communities in Dufferin County and across Southwestern Ontario are facing.

In today’s unprecedented times, where children are required to attend school remotely, online ordering is the new norm and virtual meetings are now a workplace requirement, broadband is not a luxury, it is essential.
On behalf of the County of Dufferin, we are respectively asking the Canadian Radio-Television and Telecommunications Commission to support Southwestern Ontario broadband infrastructure projects.

Sincerely,

Darren White
Warden
County of Dufferin

cc
The Honourable Steven Guilbeault
Minister of Canadian Heritage
Steven.Guilbeault@parl.gc.ca

The Honourable Navdeep Bains
Minister of Innovation, Science and Industry
Navdeep.Bains@parl.gc.ca

The Honourable Catherine McKenna
Minister of Infrastructure and Communities
Catherine.McKenna@parl.gc.ca

The Honourable Maryam Monsef
Minister of Rural Economic Development Minister for Women and Gender Equality
Maryam.Monsef@parl.gc.ca

Kyle Seeback, MP
Kyle.Seeback@parl.gc.ca

The Honourable Laurie Scott
Minister of Infrastructure, Ontario

Heads of Municipal Council (Western Ontario)
June 25, 2020

The Honourable Navdeep Bains
Minister of Innovation, Science and Industry
Navdeep.Bains@parl.gc.ca

The Honourable Catherine McKenna
Minister of Infrastructure and Communities
Catherine.McKenna@parl.gc.ca

The Honourable Maryam Monsef
Minister of Rural Economic Development
Minister for Women and Gender Equality
Maryam.Monsef@parl.gc.ca

RE: URGENT AND IMMEDIATE FUNDING REQUEST TO SUPPORT THE EXPANSION OF BROADBAND INFRASTRUCTURE IN SOUTHWESTERN ONTARIO

Dear Ministers,

As the Warden, I am writing you today to seek urgent and immediate funding to support the expansion of critical broadband infrastructure across Southwestern Ontario, including in underserved areas of Dufferin County.

Efforts at the local, federal and provincial level have been underway to provide all Ontarians, no matter where they live, with access to high-speed internet. This is not an overnight process; however, the COVID-19 outbreak has laid bare the challenges our underserved communities in Dufferin County and across Southwestern Ontario are facing.

In today’s unprecedented times, where children are required to attend school remotely, online ordering is the new norm and virtual meetings are now a workplace requirement, broadband is not a luxury, it is essential.

Connectivity is key to the social and economic success of our communities – we need to invest in the future of our communities. Increased funding is urgently needed to boost the pace and scale of broadband deployment efforts to address gaps in service and provide digital equality for all in Canada.
It has been estimated that it would cost approximately $2.5 billion to provide a fibre-based solution to address all Southwestern Ontario’s underserved areas – wireless could help to reduce these costs in some areas. Adequate funding is required to ensure that broadband, an essential utility, is accessible for all.

The message to you is clear. **Southwestern Ontario broadband funding can not be undervalued.** The region represents 10% of the Canadian population and 25% of the population of Ontario. Adequate and equitable funding for all underserved municipalities within the region is required to ensure that broadband, an essential utility, is accessible for all.

On behalf of the County of Dufferin, we are urging the federal government to solve a fundamental issue and provide a basic need to all our residents currently living without access to reliable high-speed internet. The longer our communities are left without, the greater the people and businesses of Southwestern Ontario and Dufferin County will suffer from social and economic inequalities.

We are asking the Canadian government to take immediate action and make a substantial investment in high-speed connectivity.

Sincerely,

Darren White
Warden

cc. The Honourable Laurie Scott
Minister of Infrastructure, Ontario

Kyle Seeback, MP
Kyle.Seeback@parl.gc.ca

Heads of Municipal Council (Western Ontario)
Michelle Hargrave

From: Anna McGregor
Sent: Tuesday, June 9, 2020 2:47 PM
To: Michelle Hargrave
Subject: FW: Will you endorse our campaign?

For council.

From our colleagues at the Canadian Alliance to End Homelessness (CAEH).

Many thanks.

Anna McGregor BA (Hons) CMM III| Director | Community Services
County of Dufferin | Phone: 519-941-6991 Ext. 2003 |
amcgregor@dufferincounty.ca | 30 Centre Street, Orangeville, ON. L9W 2X1

From: Tim Richter <info@caeh.ca>
Sent: June 8, 2020 12:48 PM
To: Anna McGregor <amcgregor@dufferincounty.ca>
Subject: Will you endorse our campaign?

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the contents to be safe.

Anna --

Thank you for joining Recovery for All! I'm writing to ask you to take another important step by publicly endorsing the campaign.

By endorsing our campaign (either as yourself or your organization) you are demonstrating broad-based, grassroots support for an ambitious national effort to end homelessness in Canada.
Take just 3 minutes and fill out our endorsement form.

Let’s show Parliament and the Canadian public just how many of us are ready for a pandemic recovery plan that leaves no one behind.

Thanks,

Tim
June 15, 2020

The Ministry of Natural Resources and Forestry (MNRF) will be conducting Oral Rabies Vaccine (ORV) bait distribution and trap-vaccinate-release (TVR) programs in the summer and fall of 2020. Baiting and TVR operations will begin early July and continue until the end of October.

The ministry’s rabies control operations are essential to public health and to the health of wildlife. With the current COVID-19 outbreak, additional health and safety measures have been put into place using the best available information from Public Health Ontario to deliver this program safely and minimize risks to staff, the public, and wildlife. The ministry will continue to re-evaluate as the response to the COVID-19 outbreak continues.

Please find attached:

1) Map of planned baiting area for 2020  
2) Rabies Vaccine Bait Information Sheet

Per the attached map, rabies vaccine bait distribution will be conducted in rural areas with MNRF aircraft and by hand in urban areas by MNRF wildlife technicians. These are the details of bait distribution work in 2020 (dates are subject to change depending on weather conditions):

- Yellow shaded areas will be completed with a combination of Twin Otter airplane and Eurocopter EC130 helicopter. Twin Otter flights will occur from August 17 through to August 28, with Eurocopter EC130 flights occurring August 10 to 14 and September 8 to 11.
- The brown shaded area will be completed by a Twin Otter airplane between August 17 and 21.
- Urban hand baiting, including the use of temporary feeding stations, will occur in the orange shaded areas starting in the first week of July and continue through to the end of October.
- Live trapping and vaccinating wildlife (trap-vaccinate-release) will occur in the areas surrounding Hamilton shaded in pink starting in the first week of July and will continue through to the end of October.
- Preventative baiting of the purple shaded areas in eastern Ontario will take place in mid-August and will take one day to complete.

In addition to the activities mentioned above, MNRF may conduct localized rapid response baiting and trap-vaccinate-release measures, which would take place in the event of a raccoon or fox strain rabies case outside of the planned baiting area.
The ministry is committed to the research, surveillance, control and elimination of the recent outbreak of rabies in southwestern Ontario to prevent the disease from spreading. Since the start of the rabies outbreak in 2015, the first of its kind in over a decade, MNRF has taken quick action to protect communities, distributing over five million vaccine baits by air and ground. There was a 70 per cent decrease in the number of rabies cases in 2019, from 2018. There were no new cases of rabies in our fox strain surveillance area (brown shaded area on the map), which, in keeping with World Health Organization guidelines, has led to a decrease in the control zone where there have been no reported cases in over two years.

Any warm-blooded mammal can contract rabies. If a human contracts rabies and does not receive treatment, the disease is fatal.

The khaki-green coloured bait being distributed by hand and by aircraft is made of wax-fat with an attractant flavour (vanilla-sugar). A label with a toll-free telephone number (1-888-574-6656) and the message “Do not eat” is located on the exterior of the bait, and a plastic package containing the liquid rabies vaccine is embedded in the centre. If found, the bait should not be touched, but left for raccoons, skunks and foxes to consume. (See attached bait identification hand out for detailed description.) Ontario’s rabies vaccine baits have been tested to ensure they are safe for wildlife, people and pets. However, eating a vaccine bait does not replace the regular rabies vaccination provided by a veterinarian for your pet. If your pet has eaten a bait and you are concerned, contact your vet as a precaution.

Ontario’s rabies control program is a joint effort that receives important input and contributions from a variety of partners across the province. Partnerships with provincial ministries, federal agencies, regional health units, municipalities, wildlife rehabilitators, licensed trappers, wildlife control agents and Indigenous communities are all key to the continued success of Ontario’s rabies control program.

For further information about rabies in Ontario, please visit Ontario.ca/rabies or contact MNRF’s rabies information line at 1-888-574-6656.

Larissa Nituch
Rabies Science Operations Supervisor

705-313-2043 (cell)
Larissa.Nituch@ontario.ca
The Ultra-lite vaccine bait, ONRAB®, is used in Ontario for both fox strain and raccoon strain rabies control. Exposure to the bait is not harmful to people or pets; however, in the unlikely event that people or pets come in contact with the vaccine contained in the bait, contacting a doctor or veterinarian as a precaution is recommended.

**Bait Ingredients**

The bait formula coats the blister pack containing the vaccine. This formula consists of vegetable based fats, wax, icing sugar, vegetable oil, artificial marshmallow flavour and dark-green food grade fat-soluble dye.

**Ultra-lite blister-pack (Vaccine Carrier)**

This is a polyvinyl chloride (PVC) blister pack (40 mm x 22 mm x 10 mm) which weighs approximately 4.3 grams. The blister pack is a teal green polyester flocked container with a heat-sealed laminated polyester lidding. The body of the blister pack is embedded in the bait matrix but the green lidding is exposed and has a black warning label printed on it.

**Vaccine inside Baits**

ONRAB® oral rabies vaccine
Description: a recombinant live virus liquid vaccine
Volume/bait: 1.8 ±0.1 ml in the blister pack
Other inclusions: vaccine stabilizers
Colour: pale orange to pale pink
Target species: skunk, fox, and raccoon

**Contact:** Wildlife Research and Monitoring Section
rabies@ontario.ca
1-888-574-6656
Ontario.ca/rabies

Disponible en français
June 16, 2020

Hon. Doug Ford
Premier
Premier’s Office
Room 281
Legislative Building, Queen’s Park

Dear the Honourable Doug Ford:

Please be advised that at it’s June 11th, 2020 meeting, Grey County Council endorsed
the following resolution for your consideration:

   CW93-20    Moved by: Councillor Robinson    Seconded by: Councillor Keaveney

   Whereas now more than ever in our increasingly electronic world,
Grey County families and business owners have a need for reliable
and affordable broadband to conduct business and stay connected
both locally and beyond; and

   Whereas broadband is a contributing social and economic driver in
supporting the vitality and growth of our communities; and

   Whereas families require internet to enable their children to complete
school assignments, take online courses, maintain a human
connection, or just stream movies at home; and

   Whereas Grey County agriculture production, medical, health care,
manufacturing, retail and the service industry depend on reliable
high-speed connections to support and ensure business continuity
and success; and

   Whereas connectivity has been a lifeline for those businesses and
sectors with access to reliable broadband during this global
pandemic; and

   Whereas reliable broadband will continue playing an essential role in
the economic and social recovery of communities across Grey
Grey County: Colour It Your Way

County post-pandemic; and

Whereas not all areas of Grey County are within a connectivity coverage area which continues to be increasingly challenging, and amplified by the COVID-19 pandemic; and

Whereas Grey County has unserviced areas as well as under-serviced areas that receive inadequate or disproportionately low levels of service; and

Whereas while it is important for the Provincial Government to look at both the number of people and the number of businesses that can be serviced by broadband expansion, it is essential, as well, that the Province provide broadband service to areas that have a small number of people, yet cover a vast geographical area; and

Whereas the need for broadband infrastructure improvement is now;

Now Therefore Be It Resolved that Grey County representing our Grey County residents and business owners alike, call to action Premier Ford; Minister of Infrastructure, Minister Scott; Ministry of Agriculture, Food and Rural Affairs, Minister Ernie Hardeman and Associate Minister of Energy & MPP Walker to champion the implementation of broadband in the unserviced and under-serviced areas of Grey County; and

That this resolution be forwarded to all Ontario municipalities for their endorsement.

If you require anything further, please do not hesitate to contact me.

Yours truly,

Tara Warder
Deputy Clerk/Legislative Coordinator
(519) 372-0219 x 1294
tara.warder@grey.ca
www.grey.ca

cc Hon. Laurie Scott, Minister of Infrastructure
Hon. Bill Walker, Associate Minister of Energy & Bruce – Grey - Owen Sound MPP
Hon. Ernie Hardeman, Ministry of Agriculture, Food and Rural Affairs
All Ontario Municipalities

Grey County: Colour It Your Way
From: Pam Hillock
Sent: Thursday, June 18, 2020 10:26 AM
To: Michelle Hargrave
Subject: FW: REMINDER: Association of Municipalities of Ontario (AMO) 2020 Delegation Form

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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, June 18, 2020 10:23 AM
To: Delegations (MMA) <Delegations@ontario.ca>; clerk@addingtonhighlands.ca; jturk@adelaidendetcalfe.on.ca; kpearl@adjtos.ca; avereyken@admastonbromley.com; clerks@ajax.ca; alberton@jam21.net; ARochefort@alfred-plantagenet.com; dnewhook@algonquinhighlands.ca; rdm@ahlwpa.ca; chickey@amaranth.ca; pparker@amherstburg.ca; clerk@armourtownship.ca; amyvickerymenard@armstrong.ca; mspratt@arnpior.ca; cao@arran-elderslie.ca; clerk@acwtownship.ca; cwhite@aspheonlorwood.com; ahobbs@assignack.ca; athens@myhighspeed.ca; sue.bates@atikokan.ca; asimonian@augusta.ca; mderond@aurora.ca; jbrick@town.aylmer.on.ca; karin@baldwin.ca; lsauter@bancroft.ca; wendy.cooke@barrie.ca; pshipway@bayham.on.ca; cmgregor@twp.beckwith.on.ca; mtmacdonald@belleville.ca; kmcdonald@billingstown.ca; treasurer@blackriver-matheson.com; rmordue@blandfordblenheim.ca; Katie.Scott@blindriver.ca; clerk@municipalityofbluewater.ca; cao.clerk@bonfieldtownship.org; anetteg@eganville.com; lmcDonald@bracebridge.ca; rmurphy@townofbwg.com; Peter.Fay@brampton.ca; heather.boyd@brant.ca; tdaniels@brantford.ca; brethour@parolink.net; cdoiron@brighton.ca; bjamesion@townshipofbrock.ca; fhamilton@brockton.ca; smacdonald@brockville.com; jdenkers@brookealvinston.com; dvanwyck@brucecounty.on.ca; dbrunke@bellnet.ca; mmantifel@blrtownship.ca; clerk@burksfalls.ca; kevin.arjou@burlington.ca; ggilchrist78@gmail.com; carey.fox@caledon.ca; egunnell@callander.ca; cao@calvintownship.ca; mantond@cambridge.ca; sblair@carletonplace.ca; cao@carlingtownship.ca; clerk@carlowmayo.ca; jordan.kemp@harley.ca; sdion@casselman.ca; earthurs@cavanmonaghan.net; dleitch@centralelgin.org; cmacmunn@centralfrontenac.com; clerk@centralhuron.com; centralm@amtelecom.net; tchoinard@centrehastings.com; kokane@centralwellington.ca; dan.thibeaut@chamberlaintownship.ca; alison.collard@champlain.ca; cswarengeng@chapleau.ca; chapple@tbaytel.net; dthibeault@charltonanddack.com; judys@chatham-kent.ca; psinnamon@chatsworth.ca; j.leblond@chisholm.ca; mouellet@clarence-rockland.com; agreentree@clarington.net; pfettes@clearview.ca; bwalkercao@cobalt.ca; blarmer@cobourg.ca; Alice.Mercier@cochranecounty.com; brentstdeins@gmail.com; toc@ontera.net; salmas@collingwood.ca; connlee@conmee.com; mlevesque@cornwall.ca; jhyde@cramahetownship.ca; dclermont@dawneuphemia.on.ca; giles@tbaytel.net; jmellon@deeperiver.ca; cmartin@ deseronto.ca; mavis@desertontownship.ca; crystal@dourodu/lmer.on.ca; chlcrew@dnetownship.ca; dkincaid@dryden.ca; scasey@dubreuilville.ca; Pam Hillock <phillock@dufferincounty.ca>; ralph.walton@durham.ca; hbouw@duttonunwino.on.ca; ccoulson@dressarteta.ca; kballance@ear-falls.com; monica.hawkins@eastferris.ca; sstone@eastgarafraux.ca; flamanna@eastgwillimbury.ca; llalonde@easthawkesbury.ca; wjaques@ezt.ca; rwilliams@twpec.ca; CAO@elgin.ca; yrobert@ektwp.ca; natalie.bray@city.elliotlake.on.ca; bfoster@emo.ca;
Hello/ Bonjour,

Please be advised that the Municipal Delegation Request Form for the Association of Municipalities of Ontario (AMO) 2020 Annual Conference is available online. Information about delegations and a link to the form are available here: https://ontario.ca/page/2020-association-municipalities-ontario-conference . The deadline to submit requests is Tuesday June 30, 2020.


Thank you/ Merci
CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW 2020-50

A BY-LAW TO APPOINT AN ACTING CHIEF BUILDING OFFICIAL. (Joao Pedro Fonseca Cruz, Doug Kopp, Shawn Parkins & Robert Watson)

WHEREAS Subsection 3(2) of the Building Code Act, 1992, S.O. 1992, c. 23, as amended, directs the council of each municipality to appoint a Chief Building Official and such Inspectors as are necessary for the enforcement of the Building Code Act, 1992 in the areas in which the municipality has jurisdiction;

AND WHEREAS the Municipal Act 2001, S.O. 2001, c.25 as amended, authorizes the Council of any municipality to appoint certain officers and employees as may be necessary for the purposes of the corporation, or for carrying into effect or enforcing any Act or By-law of the council;

NOW THEREFORE BE IT ENACTED BY THE COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN AS FOLLOWS:

1. That Joao Pedro Fonseca Cruz, Doug Kopp, Shawn Parkins and Robert Watson are hereby appointed Acting Chief Building Official in the absence of the Chief Building Official for the Corporation of the County of Dufferin.

2. The Acting Chief Building Official shall perform the duties in accordance with provincial legislation and regulations and the approved policies of the County of Dufferin in the event the Chief Building Official is unable to.

3. This by-law shall come into force and take at the time of its passing.

READ a first, second and third time and finally passed this 25th day of June, 2020.

______________________________   ___________________________
Darren White, Warden    Pam Hillock, Clerk
WHEREAS Section 5 (1) of the *Municipal Act, 2001*, as amended, provides that the powers of a municipality shall be exercised by its Council;

AND WHEREAS Section 5 (3) of the *Municipal Act, 2001*, as amended, provides that municipal powers shall be exercised by by-law;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE COUNTY OF DUFFERIN ENACTS AS FOLLOWS:

1. All actions of the Council of the Corporation of the County of Dufferin at its meetings held on June 25, 2020 in respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if each report, motion, resolution or other action was adopted, ratified and confirmed by its separate by-law.

2. The Warden of the Council and the proper officers of the Corporation of the County of Dufferin are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required and except where otherwise provided, to execute all documents necessary in that behalf.

READ a first, second and third time and finally passed this 25th day of June, 2020.

____________________________     __________________________
Darren White, Warden     Pam Hillock, Clerk