



COUNCIL AGENDA – SPECIAL MEETING

Thursday, December 17, 2020 at 2:00 p.m.

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

1. ROLL CALL

Verbal roll call by the Clerk.

2. APPROVAL OF THE AGENDA

THAT the Agenda and any Addendum distributed for the December 17, 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. PUBLIC QUESTION PERIOD

Questions can be submitted to info@dufferincounty.ca or 519-941-2816 x2500 prior to 4:30 p.m. on December 16, 2020.

5. PRESENTATION AND CONSIDERATIONS OF REPORTS

5.1. Acting Treasurer’s Presentation – Impact of the Strategic Action Plan on the 2021 Budget

A presentation from the Acting Treasurer, dated December 17, 2020, to present the impact of the Strategic Action Plan on the 2021 Budget.

5.2. Chief Administrative Officer’s Report – Strategic Action Plan 2021-2022

A report from the Chief Administrative Officer and Acting Treasurer, dated December 17, 2020, to recommend to Council a Strategic Action Plan for the remainder of this term.

THAT the report of the Chief Administrative Officer and Acting Treasurer, regarding the Strategic Action Plan, dated December 17, 2020, be received;

AND THAT the Strategic Action Plan be adopted and the recommendations be incorporated into the 2021 budget.

6. BY-LAWS

7. OTHER BUSINESS

8. 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 December 17, 2020.

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

9. ADJOURNMENT

THAT the meeting adjourn.

REPORT TO COUNCIL

To: Warden White and Members of Council

From: Sonya Pritchard, Chief Administrative Officer
Aimee Raves, Acting Treasurer

Date: December 17, 2020

Subject: **Strategic Action Plan 2021-2022**

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 to Council a Strategic Action Plan for the remainder of this term.

Background & Discussion

Attached to this report is a draft Strategic Action Plan that has been prepared by consolidating the priorities identified at the recent Council Priority Setting meeting on October 22 (including the addition of specific actions to achieve the identified priorities), the recommendations of the Service Delivery Review (SDR) pertaining to County operations, previously identified initiatives and additional items identified by staff to support current and future operations.

The draft Strategic Action Plan identifies a number of specific actions that support the 5 key strategic priorities areas that were adopted in June 2019:

- *Economic Vitality* – promote an environment for economic growth and development;
- *Good Governance* - ensure transparency, clear communication, prudent financial management;

- *Sustainable Environment and Infrastructure* - protect assets both in the natural and built environment;
- *Service Efficiency and Value* - determine the right services for the right price;
- *Inclusive and supportive community* – support efforts to address current and future needs for a livable community

The draft Strategic Action Plan contains 56 actions over the 5 key priority areas. Most of the actions are forecasted to be underway during 2021 and 2022 with some extending into subsequent years. As many of the strategic actions are project based and/or one time costs a large portion of the funding is recommended to come from reserves. In addition, it is proposed that the major technology upgrades be funded using the Municipal Modernization grant that was received from the provincial government in 2019.

Integrating Climate Action and Diversity and Inclusion in Decision Making

Included in the plan are references to applying both a climate and diversity and inclusion lens to decision making. Assessing decisions in this way requires expertise and education. From the climate perspective, a dedicated staff person with this knowledge is in place and is able to guide the process. For a Diversity and Inclusion lens to be successfully incorporated additional support is required and it is recommended that a consultant be engaged for a minimum one year period to assist with facilitating discussions, reviewing policy, and providing ongoing education and training. The end goal is to ensure all decision makers have adequate knowledge to make recommendations that support climate action and diversity and inclusion.

Although assessing decisions and reviewing policy with a climate lens in mind has a minimal cost, implementing those decision and policies will have a financial impact. In many cases there will be an upfront investment with the potential for future savings. From Diversity and Inclusion perspective there is well documented evidence that investments that result in more diverse and inclusive workplace result in better productivity, ingenuity and improvements in employee morale. Further, decisions that support climate action and promote diversity and inclusion provide significant long term benefits to the community.

Big Initiatives, Big investments

There are several new and significant initiatives that will require substantial investment over several years. These items are listed in the action plan but require significant research and analysis before moving forward. These items provide estimated costs for

some upfront work but indicate implementation costs are yet to be determined. Of particular note in this regard are transit, investing in tourism assets, addressing gaps in community based seniors services, additional long term care and housing.

Staffing, IT, and Legal Considerations

It is important to note that many of the initiatives require additional staffing. Implementing new climate initiatives, in-house tourism, necessary enhancements to cyber security, improving procurement and risk management, transit projects and ensuring effective and targeted communications are not possible without appropriate resources. Capacity constraints have been an ongoing issue and it has become increasingly clear throughout the course of the pandemic, that having the right resources in place is critical to success. Many of the actions listed in the draft plan intersect and succeeding in one area requires actions in several others.

Of particular note, are the recommendations in the Service Delivery Review to consolidate the Communications function and improve Procurement processes. Both communications and procurement support most of the other initiatives and gaps in these areas can create short term challenges and long term issues across the organization. Long standing capacity constraints in these areas have become magnified during the pandemic. Short term work-arounds have included seconding people from departments that have been slowed during the pandemic to provide assistance. Although, this has been helpful it is not a lasting or the best solution. With procurement specifically, improved processes and timely and efficient purchasing will result in future savings and cost mitigation with better contract and risk management in place.

The draft strategic action plan includes a number of technology related items. Like improvements in procurement and communications, technology enhancements impact the entire organization. Investing in cyber security tools and the personnel to support them is integral to mitigating some of the most significant risk faced by the corporation. In addition, enhancements to corporate finance, asset management and human resources software will improve both efficiency and accountability. There have been funds earmarked for this work for a few years but the additional investment in the appropriate preparation and analysis has not been possible due to capacity constraints. The draft Strategic Action plan recommends using business analyst expertise on a short term basis to make this happen.

Financial Impact

The draft Strategic Action Plan needs to be assessed in the context of the current and future budgets. Following the review of the status quo budget at the standing committee meetings in November a number of changes have been identified. The chart below illustrates the impact of those changes along with items in the draft strategic action plan.

	2021	2022	2023	2024
Status Quo Budget	39,458,817	41,478,821	42,606,365	44,147,465
<i>Approved Adjustments</i>				
Paramedic Contract	12,500	12,750	13,005	13,265
Committee Structure	1,500	1,500	1,500	1,500
Assistant Director of Care	121,300	139,880	145,475	151,294
Rescue Calls	(140,000)	(140,000)	(140,000)	(140,000)
Insurance	(150,000)	(150,000)	(150,000)	(150,000)
<i>Additional Adjustments</i>				
Courthouse Rent Revenue	(250,000)	(500,000)	(500,000)	(500,000)
<i>Strategic Action Plan Impact</i>				
Additional Costs	1,685,120	4,951,100	1,950,000	1,635,200
Transfers from Reserves	(790,000)	(2,920,000)	-	-
Government Transfers	-	(315,000)	-	-
Revised Budget	39,949,237	42,559,051	43,929,345	45,158,724
Percent Increase	2.72%	6.53%	3.21%	2.81%
Estimated Growth	-1.62%	-1.50%	-1.50%	-1.50%
Increase with Growth	1.10%	5.00%	1.71%	1.31%

After considering all of the changes and the total impact of the strategic actions in 2021 along with an updated assessment growth (new assessment) amount of 1.62% the total increase to current County tax payers will be 1.10% in 2021. The estimated increase in 2022 is considerably higher and will require additional refinement prior to the 2022 budget cycle.

Recommendation

THAT the report of the Chief Administrative Officer and Acting Treasurer, regarding the Strategic Action Plan, dated December 17, 2020, be received;

AND THAT the Strategic Action Plan be adopted and the recommendations be incorporated into the 2021 budget.

Respectfully submitted,

Sonya Pritchard, CPA, CMA
Chief Administrative Officer

Aimee Raves
Acting Treasurer

Attachments:

Strategic Action Plan

Financial Impact Analysis

Strategic Action Plan 2021-2022

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
Economic Vitality (EV) – promote an environment for economic growth and development				
EV 1 Improve Broadband Access (affordable high-speed internet across the county)				
EV 1.1 Participate in SWIFT 2.0 <ul style="list-style-type: none"> • Work with WOWC and SWIFT Board to have a voice through the planning stage • Commit requested funds • Support Procurement Process 	\$1.2 - \$2 million	1-4 years	CAO/IT/ SWIFT/other government partners	Medium Cost
	Broadband Reserve			High Impact
EV 1.2 Identify other potential partnerships for additional broadband expansion	Unknown	Ongoing	CAO/IT/ External partners	Low Cost Medium Impact
EV 2 Support Economic Development Initiatives				
EV 2.1 Business Support Programs <ul style="list-style-type: none"> • Continue Shop Local • Hold networking events, roundtables • Resource sharing • Support online platforms: website, social media, Shopify 	Minimal	Ongoing	Economic Development, Tourism, IT, SBEC, External partners	Low Cost
	Within current budget			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
EV 2.2 Build local and regional partnerships <ul style="list-style-type: none"> • Work with WOWC Economic Development • Work with local Economic Development committees and staff • Work with local business sector reps 	Minimal	Ongoing	Economic Development, external partners, community volunteers	Low Cost
	Within current budget			Medium Impact
EV 2.3 Update Economic Development Strategic Plan <ul style="list-style-type: none"> • Engage consultant • Stakeholder engagement • Action focused 	\$70,000	2022	Economic Development, Outside Consultant, stakeholders	Low Cost
	Economic Development Reserve			Medium Impact
EV 2.4 Talent Attraction and Workforce Availability <ul style="list-style-type: none"> • Undertake labour force analysis • Implement targeted campaign incl. education 	\$10,000 annually	Ongoing	Economic Development, WFPB, AgScapes, business owners, job seekers, other external partners	Low Cost
	Within current budget			Medium Impact
EV 2.5 Business Attraction, Retention and Expansion <ul style="list-style-type: none"> • Undertake BR+E projects • Complete meat processing study • Handle inquiries 	BR+E: \$2,000/ project	Ongoing	Economic Development, consultants, businesses, planners, other EDOs	Low Cost
	Within current budget			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
EV 3 Implement Tourism Strategy				
EV 3.1 Invest in Tourism Assets <ul style="list-style-type: none"> Enhance County-owned assets (ie. Forest, MoD) Upgrade current MoD for more multi-purpose tourism activities 	TBD	2022-2023	Tourism Manager, County staff, Public/Private partners	Medium Cost
	TBD			Medium Impact
EV 3.2 Brand and Market the County <ul style="list-style-type: none"> Build and implement annual tourism marketing plan Develop interactive tourism marketing products Create tourism website 	\$2,000 annually	Ongoing	Tourism Manager, MoD, Economic Development, County Communications	Low Cost
	Within current budget			Medium Impact
EV 3.3 Business Support Programs (creating tourism-ready assets) <ul style="list-style-type: none"> Create "toolkit" for local businesses Develop new tourism experiences Provide training programs 	\$2,000 annually	Toolkit in Q2 2021, then ongoing	Tourism Manager, business owners	Low Cost
	Within current budget			Medium Impact
EV 3.4 Build local and regional partnerships <ul style="list-style-type: none"> CCT Local communities and staff Create Tourism Advisory Group 	Minimal	Ongoing	Tourism Manager and partners, business owners	Low Cost
	Within current budget			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
EV 3.5 Link Tourism Experiences Together <ul style="list-style-type: none"> Implementation of wayfinding program, including signs Develop reciprocal arrangements 	\$1,000,000 (signs and installation)	Phased in 2022-2025	Tourism Manager, business owners, CCT, contractors, Public Works	Medium Cost
	Tax Levy or Reserves			Medium Impact
EV 4 Planning				
EV 4.1 Update County Official Plan <ul style="list-style-type: none"> Complete the Municipal Comprehensive Review Implement policies of updated County Official Plan Work with local municipalities on attainable housing policies 	Included in current MCR budget	Q3 2022	Planning, Planners of Dufferin	Low Cost
				Medium Impact
EV 4.2 Streamline planning processes and improve public access <ul style="list-style-type: none"> Enhance usage of Cityview to include planning Update County website as central repository for official plans, application processes and land use maps for all Dufferin municipalities 	\$25,000 - \$50,000	Q4 2021	Planning, Consultants	Low Cost
	Rate Stabilization Reserve			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
Good Governance (GG) - ensure transparency, clear communication, prudent financial management				
GG 1 Review/Update Committee Structure				
GG 1.0 Update committee structure and reporting model to ensure all departments are incorporated <ul style="list-style-type: none"> • Create a fourth committee for Development and Tourism • All Councillors to participate in 2 standing committees 	\$1,500 for additional Committee Chair	Immediate	Council/ Senior staff	Low Cost
	Tax Levy			Medium Impact
GG 2 Improve Communications				
GG 2.1 Consolidate team under CAO <ul style="list-style-type: none"> • Add Communications Manager • Update strategy to clarify objectives, target audience and ensuring consistent brand and messaging 	\$120,000 staffing	Q1 – 2021	CAO/Department liaisons	Low Cost
	Tax Levy			High Impact
GG 2.2 Create communications strategy for internal and external communications and corresponding policies <ul style="list-style-type: none"> • Streamline social media/technology 	Dependent on hiring Communications Manager	Q3 – 2021	Communications Manager, Cross functional team	Low Cost
				Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
GG 2.3 Update corporate, economic development and tourism website(s)	\$50,000 website	Q3 – 2021	Communications Manager, Cross functional team	Low Cost
	Rate Stabilization Reserve			Medium Impact
GG 3 Employee Well-Being Initiatives				
GG 3.1 Build a shared and unified culture <ul style="list-style-type: none"> Engage HR specialist on contract to lead initiative 	\$50,000 - \$100,000	Q2 - 2021	SMT, Human Resources, staff committee	Low Cost
	Rate Stabilization Reserve			Medium Impact
GG 4 Recruitment Process				
GG 4.1 Formally define and document recruitment process <ul style="list-style-type: none"> Acquire recruitment software as part of HRIS project (see below) 	Minimal, software included with technology upgrades	Q2 - 2021	Human Resources	Low Cost
	n/a			Medium Impact
Sustainable Environment and Infrastructure (SEI) - protect assets both in the natural and built environment				
SEI 1 Advancing Climate Change Policies and Planning				
SEI 1.1 Apply a climate lens to all policy and decision making	Cost TBD depending on policy to be implemented	Ongoing	Climate staff, inter-department collaboration	TBD

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
SEI 1.2 Create Corporate Climate Action Plan <ul style="list-style-type: none"> Update and expand existing Energy Conservation & Demand Management Plan Conduct corporate climate risk assessment 	Minimal – staff time	Ongoing, complete in Q1 2021	Climate Staff, Inter-Departmental Climate Change Working Group (IDCCWG), All Staff	Low Cost
	Within current budget			Medium Impact
SEI 1.3 Develop Electric Vehicle Policy/bylaw for public, staff and fleet vehicles	Minimal – staff time	Q2 2021	Climate staff, Council	Low Cost
	Within current budget			Medium Impact
SEI 2 Invest in Climate Action Education and Engagement Initiatives				
SEI 2.1 Community engagement strategy <ul style="list-style-type: none"> Hire Climate Engagement Specialist Develop targeted sector-specific education initiatives Maintain presence online presence on platforms: social media, website Hold virtual events, exhibits, trainings 	\$75,500 (salary, benefits, training, software, etc.)	Develop in 2021, then ongoing	Climate Engagement Specialist, community volunteers, IT	Low Cost
	Tax Levy			Medium Impact
SEI 2.2 Develop climate action education strategy for training for staff <ul style="list-style-type: none"> Education on climate change Energy efficiency training 	Staff time, \$10,000 specialized training	Develop in Q2 2021, then ongoing	Climate staff, County Staff, potential paid external training partners	Low Cost
	Tax Levy			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
SEI 3 Implement Dufferin Climate Action Plan Initiatives				
SEI 3.1 Invest in community energy retrofit and efficiency program <ul style="list-style-type: none"> • Complete feasibility study regarding housing stock and market analysis for program uptake • Develop placeholder model LIC (Local Improvement Charge) bylaw • Evaluate internal capacity and policies to take on program • Investigate funding opportunities and external partnerships to ease potential capacity issues 	Initial capital for loans upfront (2022) - \$600,000+ (potential for return on investment)	Q4 2021 to 2025	Climate staff, local municipalities, FCM, AMO, other external partners,	Medium Cost
	Tax Levy and/or External Funding			Medium Impact
SEI 3.2 Support electrification of transportation <ul style="list-style-type: none"> • Install, evaluate and monitor use of <i>Charge Up in Dufferin</i> public EV station network • Explore enhancement of electrical vehicle network within the County and regionally • Conversion of fleet to electric vehicles to align with future capital work plan • Develop EV educational campaign 	\$215,000 for EV stations	Q4 2022	Public Works, Climate staff, Hydro utilities, partner municipalities	Medium Cost
	Federal Gas Tax and Government Contributions			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
SEI 3.3 Support conservation and rehabilitation of ecological systems <ul style="list-style-type: none"> Develop Natural Asset Inventory and valuation of Municipal Natural Assets Support flood mitigation projects 	\$2,500 for Natural Asset Inventory	Inventory developed in Q2 2021, then ongoing	Climate staff, local municipalities, Conservation Authorities, Municipal Natural Asset Initiative (MNAI), other external partners	Low Cost
	Within current budget			Medium Impact
SEI 3.4 Develop education partnership with agricultural community/partners to support long-term climate friendly practices and knowledge sharing <ul style="list-style-type: none"> Partner with community organizations to deliver targeted projects 	Minimal (staff time)	Q3 2021 Q3 2021	Climate Staff, Headwaters Communities in Action (HCIA), Town of Caledon, Conservation Authorities, Academia	Low Cost
	Dependent on additional staff			Medium Impact
SEI 4 Maintain Infrastructure				
SEI 4.1 Implement Asset Management plan <ul style="list-style-type: none"> Develop inventory of all assets Define roles and responsibilities Update processes to ensure ongoing maintenance and long term replacement of assets 	\$50,000	Q2-Q3 2021	Finance, Facilities, Public Works, consultants	Low Cost
	Asset Management Reserve, Rate Stabilization Reserve			High Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
Service Efficiency and Value (SV) - determine the right services for the right price				
SV 1 Enhance Technology Across the Organization				
SV 1.1 Review, summarize current state of existing financial and human resource related systems, including asset management and determine technical requirements	\$80,000 – \$120,000 for consultant and/or dedicated staff time	Q1 – Q2 2021	Consultants, Finance, Human Resources, Cross functional team	Low Cost
	Municipal Modernization Fund			Medium Impact
SV 1.2 Development of Request for Proposal	\$20,000 for consultants	Q3 2021	Consultants, Finance, Human Resources	Low Cost
	Rate Stabilization Reserve			Medium Impact
SV 1.3 Purchase and implementation of new software solutions including updating processes and training of new system(s)	\$600,000 - \$800,000 for software and training	2022	Software vendor(s), Cross Functional Team	Medium Cost
	Municipal Modernization Fund, Reserve for Software Upgrades			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
SV 2 Streamline and Improve IT services				
SV 2.1 Invest in resources to mitigate cyber risks <ul style="list-style-type: none"> • Complete security review • Hire IT Security Analyst • Implement and update security prevention tools 	\$126,000 – staff (includes salary and benefits, training, software, etc.)	Q2 2021	IT Manager, IT Staff, SMT, security consultants	Low Cost
	Tax Levy			Medium Impact
SV 2.2 Streamline County IT services with local municipalities/organizations supporting <ul style="list-style-type: none"> • Update agreements • Increase service cost revenues • Hire additional IT Technician 	Cost Neutral	Q3 2021	Director of Corporate Services, IT Manager, IT Staff, HR	Low Cost
				Medium Impact
SV 3 Improve Fleet Management				
SV 3.1 Consolidate fleet management of all vehicles under Public Works <ul style="list-style-type: none"> • Standardize maintenance requirements/schedules • Coordinate and optimize usage • Implement Fleet software 	Minimal	Q1 2021	Public Works Staff	Low Cost
	Within current budget			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
SV 4 Optimize Winter Control Resources				
SV 4.1 Hire Operations Technician <ul style="list-style-type: none"> Collect and analyze traffic and collision data to propose road safety remedies Contract management of annual contracts Fleet management support Risk management in relation to insurance claims Succession planning for anticipated future retirements 	\$101,700 includes salary and benefits, training, software, etc.	Q1 2021	Operations Staff, HR	Low Cost
	Tax Levy, over time will produce savings as a result of risk mitigation strategies			Medium Impact
SV 5 Development of KPIs and SLAs				
SV 5.1 Specifically Engineering and Facilities Divisions <ul style="list-style-type: none"> Identify specific areas of focus Develop indicator concepts Define targets Track progress and report back on results 	\$25,000 - \$50,000 staff time or consultant	Q3 2021	Consultant, Engineering and Facilities staff	Low Cost
	Rate Stabilization Reserve			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
SV 6 Review Facilities Management Service Model				
<p>SV 6.1 Review existing scope of services provided and identify which, if any, could be provided through alternative means, allowing Facilities staff to focus on greater value-add services. Areas of review include:</p> <ul style="list-style-type: none"> • Renovations • Janitorial services • Winter and Summer maintenance • Housing superintendents • Building maintenance • In-Suite & corporation maintenance • Resident monitoring • Asset management • Security and monitoring • Dufferin Oaks campus reactive vs proactive maintenance 	\$25,000 for consultant/ Future impact of service model changes TBD	Q3 2021	Consultant, Facilities staff	Low Cost
	Rate Stabilization Reserve			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
SV 7 Identify Future Space and Property Needs				
SEI 7.1 Complete review of facility and property inventory to assess for future use <ul style="list-style-type: none"> • Museum (expanded tourism use) • Courthouse • Edelbrock Centre • Mel Lloyd Centre • Second Operations Centre • Coordination with Orangeville 	\$50,000 - \$100,000/ Potential future savings	Q2 2021	Cross functional team led by CAO	Low Cost
	Rate Stabilization Reserve			Medium Impact
SV 8 Streamline and Improve Procurement Services				
SV 8.1 Update Team Structure <ul style="list-style-type: none"> • Address capacity issues to ensure timely and effective purchasing 	\$125,000 - \$150,000	Q1 2021	Director of Corporate Services, HR	Low Cost
	Tax Levy			Medium Impact
SV 8.2 Update Procurement By-Law and Procedures	\$30,000 - \$75,000	Q3 2021	Procurement Manager, Procurement Staff	Low Cost
	Rate Stabilization Reserve			Medium Impact
SV 8.3 Training for the Broader Organization on Updated Structure, Policy, and Procedures	\$25,000	Q4 2021	Procurement Staff	Low Cost
	Rate Stabilization Reserve			Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
<i>Inclusive and supportive community (ISC)</i> – support efforts to address current and future needs for a livable community				
ISC 1 Apply Diversity, Equity and Inclusion Lens to All Aspects of Governance and Administration (GG)				
ISC 1.1 Improve collaboration with the community <ul style="list-style-type: none"> • Create a D,E,&I community advisory committee • Develop a Diversity and Inclusion Plan in consultation with the committee 	\$20,000 annual committee budget	Starting Q2 2021	Cross functional team led by CAO Council members, CAO, staff reps	Low Cost
	Within current budget			High Impact
ISC 1.2 Support staff initiatives to improve diversity, equity and inclusion <ul style="list-style-type: none"> • Increase education and training opportunities • Ensure opportunities for safe spaces and conversation • Expand recognition of traditions, holidays and special events • Complete an employee survey to establish diversity and inclusion baseline state 	\$60,000	Initial investment in Q1 2021, Ongoing contribution	Staff D&I committee, SMT, All staff	Medium Cost
	Tax Levy			High Impact
ISC 1.3 Review policies and practices to ensure they are equitable and inclusive and apply a D&I lens	\$50,000	2021-2022	Staff D&I Committee, SMT, Community DEIAC, Council, D&I consultant	Low Cost
	Rate Stabilization Reserve			High Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
ISC 2 Address Gaps in Seniors' Services				
ISC 2.1 Implement recommendations from Older Adults Strategy and Seniors Services Review <ul style="list-style-type: none"> Consult with community partners to streamline services Increase older adults' awareness of programs available with targeted communications (requires support from Communications Manager) Enhance older adults engagement Enhance older adult transportation options 	Minimal upfront/ Future impact TBD	Q2 2021	DCCSS Manager/Community Partners/ OHT Communications Manager/ DCCSS/ Community Services	Low Cost Medium Impact
ISC 2.2 Review Long Term Care Needs <ul style="list-style-type: none"> Address staffing needs at Dufferin Oaks 	\$500,000 to increase direct care staffing to 4 hours/day/year Tax Levy and/or Provincial Funding	Q2 2021 based on PSW availability	Dufferin Oaks Administrator, Director of Care	Medium Cost Medium Impact
ISC 2.3 Assess community requirement for additional LTC beds and identify options <ul style="list-style-type: none"> Include seniors supportive housing options 	\$25,000 for consultant/ Future investment TBD Rate Stabilization Reserve	2022	Dufferin Oaks Administrator, Director Community Services	High Cost Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
ISC 3 Improve Access to Affordable Housing				
ISC 3.1 Improve programs to support increased access to affordable housing: <ul style="list-style-type: none"> Financial Allowances/Benefits Housing Supports 	\$200,000	2022	Director Community Services, Housing Manager, local agency partners and Government Partners	Medium Cost
	Government Subsidies and/or Tax Levy			High Impact
ISC 3.2 Investigate feasibility of a new Supportive/ Community Housing Project: <ul style="list-style-type: none"> New Build Housing Supports 	To be included with LTC assessment/ Future investment TBD	2022	Director Community Services, Housing Manager, local agency partners and Government Partners	High Cost
				Medium Impact
ISC 4 Implement Options for Public Transit Options				
ISC 4.1 Review and assess demand/options	\$50,000-\$100,000	Q1 2021	External Consultant	Low Cost
	Rate Stabilization Reserve			Medium Impact
ISC 4.2 Create and Implement transit strategy <ul style="list-style-type: none"> Hire Transit Coordinator Identify long term service plan Support partnerships 	\$100,000 for staff/ Long term investment TBD	TBD	Transit Service providers	High Cost
	Tax Levy			Medium Impact
ISC 4.3 Transit Hub Edelbrock Centre <ul style="list-style-type: none"> In consultation with Town of Orangeville 	None	2021	Town of Orangeville, Director Public Works, Director Community Services	Low Cost
				Medium Impact

Item	Estimated Cost/ Funding Source	Timeline	Who	Cost/ Impact Evaluation
ISC 5 Improve Access to Community Childcare Programs				
ISC 5.1 Financial Support/Child Care Subsidy to local families to assist with childcare costs <ul style="list-style-type: none"> Redistribution of child care funds 	Redistribution of existing costs	Q1 2021	Director Community Services, Children's Services Manager Federal, Provincial Government and local Child Care Providers	Medium to High Cost
	Within current budget			High Impact
ISC 5.2 Financial Support to local Child Care operators (General Operating Grants) <ul style="list-style-type: none"> Redistribution of child care funds 	Redistribution of existing costs	Ongoing	Director Community Services, Children's Services Manager Federal, Provincial Government and local Child Care Providers	Medium Cost
	Within current budget			High Impact
ISC 5.3 Special Needs Resourcing (iCAN) <ul style="list-style-type: none"> Redistribution of child care funds 	Redistribution of existing costs	Ongoing	Director Community Services, Children's Services Manager Federal, Provincial Government, local Child Care Providers and Service, and Support Agency (DCAFS)	Low Cost
	Within current budget			High Impact

Strategic Action Plan Financial Impact

Item	2021	2022	2023	2024
<i>Economic Vitality (EV)</i>				
EV 1 Improve Broadband Access	-	2,000,000	-	-
EV 2 Support Economic Development Initiatives	-	70,000	-	-
EV 3 Implement Tourism Strategy	-	150,000	450,000	400,000
EV 4 Planning	50,000	-	-	-
<i>Good Governance (GG)</i>				
GG 1 Review/Update Committee Structure	-	-	-	-
GG 2 Improve Communications	170,000	124,800	129,800	135,000
GG 3 Employee Well-Being Initiatives	100,000	-	-	-
GG 4 Recruitment Process	-	-	-	-
<i>Sustainable Environment and Infrastructure (SEI)</i>				
SEI 1 Advance Climate Action Policies and Planning	-	-	-	-
SEI 2 Invest in Climate Education & Engagement	75,600	78,500	81,600	84,900
SEI 3 Implement Climate Action Plan Initiatives	-	515,000	300,000	-
SEI 4 Maintain Infrastructure	50,000	-	-	-
<i>Service Efficiency and Value (SV)</i>				
SV 1 Enhance Technology Across the Organization	140,000	800,000	-	-
SV 2 Streamline and Improve IT Services	67,270	131,000	136,200	141,600
SV 3 Improve Fleet Management	-	-	-	-
SV 4 Optimize Winter Control resources	84,750	105,800	110,000	114,400
SV 5 Development of KPIs and SLAs	50,000	-	-	-
SV 6 Review Facilities Management Service Model	25,000	-	-	-
SV 7 Identify Future Space and Property Needs	100,000	-	-	-
SV 8 Streamline and Improve Procurement Services	212,500	156,000	162,200	168,700
<i>Inclusive and Supportive Community (ISC)</i>				
ISC 1 Apply Diversity, Equity and Inclusion Lens	85,000	85,000	60,000	60,000
ISC 2 Address Gaps in Seniors' Services	375,000	535,000	520,200	530,600
ISC 3 Improve Access to Affordable Housing	-	200,000	-	-
ISC 4 Implement Options for Public Transit Options	100,000	-	-	-
ISC 5 Improve Access to Childcare Programs	-	-	-	-
Net Cost	1,685,120	4,951,100	1,950,000	1,635,200
Transfers from Reserves	(790,000)	(2,920,000)	-	-
Government Transfers	-	(315,000)	-	-
Total Tax Levy Impact	895,120	1,716,100	1,950,000	1,635,200

CORPORATION OF THE COUNTY OF DUFFERIN

BY-LAW NUMBER 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 DECEMBER 17, 2020.

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 December 17, 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 17th day of December, 2020.

Darren White, Warden



Michelle Dunne, Deputy Clerk