



# 2024 BUDGET PACKAGE

## HEALTH & HUMAN SERVICES COMMITTEE

# 2024 COMMITTEE MEMBERS

The Health & Human Services Committee (formerly Community Services/Dufferin Oaks/Museum) considers matters pertaining to Accessibility, Dufferin Oaks Long Term Care Home, Senior Services, Social Services (Children’s Services, Housing, and Ontario Works), Land Ambulance, and Public Health.



**Councillor**  
Darren White (Chair)



**Warden**  
Wade Mills



**Councillor**  
Guy Gardhouse



**Councillor**  
Earl Hawkins



**Councillor**  
Gail Little



**Councillor**  
James McLean



**Councillor**  
Fred Nix



**Councillor**  
Lisa Post



**Councillor**  
Philip Rentsch

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# COMMUNITY SERVICES: AT A GLANCE

Community Services prides itself on providing agile, mindful and respectful services to clients. The Community Services Department is one of the 47 provincial designated Service Managers in Ontario. The Service Manager is responsible for the administration, planning, funding oversight and delivery of Ontario Works, Housing and Early Years and Child Care services within Dufferin.

## EARLY YEARS & CHILD CARE

The Early Years and Child Care (EYCC) division plays a key role in supporting the early learning and child care sector in Dufferin, including child and family programs (EarlyON Centres) and licensed child care, by supporting licensed centres and families. The division provides mandated services overseen by the Ministry of Education (EDU) governed by the Child Care and Early Years Act.

## HOUSING PROGRAM

The Housing Division is the tenant management side for County of Dufferin Community Housing. The division provides mandated services overseen by the Ministry of Municipal Affairs (MMAH) and is governed by the Housing Services Act. The Housing Stability Team (homelessness services) transferred from the Housing Division to Ontario Works in 2022. Clients experiencing homelessness are often already served by Ontario Works staff, and this transition provides a better service for clients. This was a reporting change. The homelessness services remain in the Housing Budget.

## ONTARIO WORKS

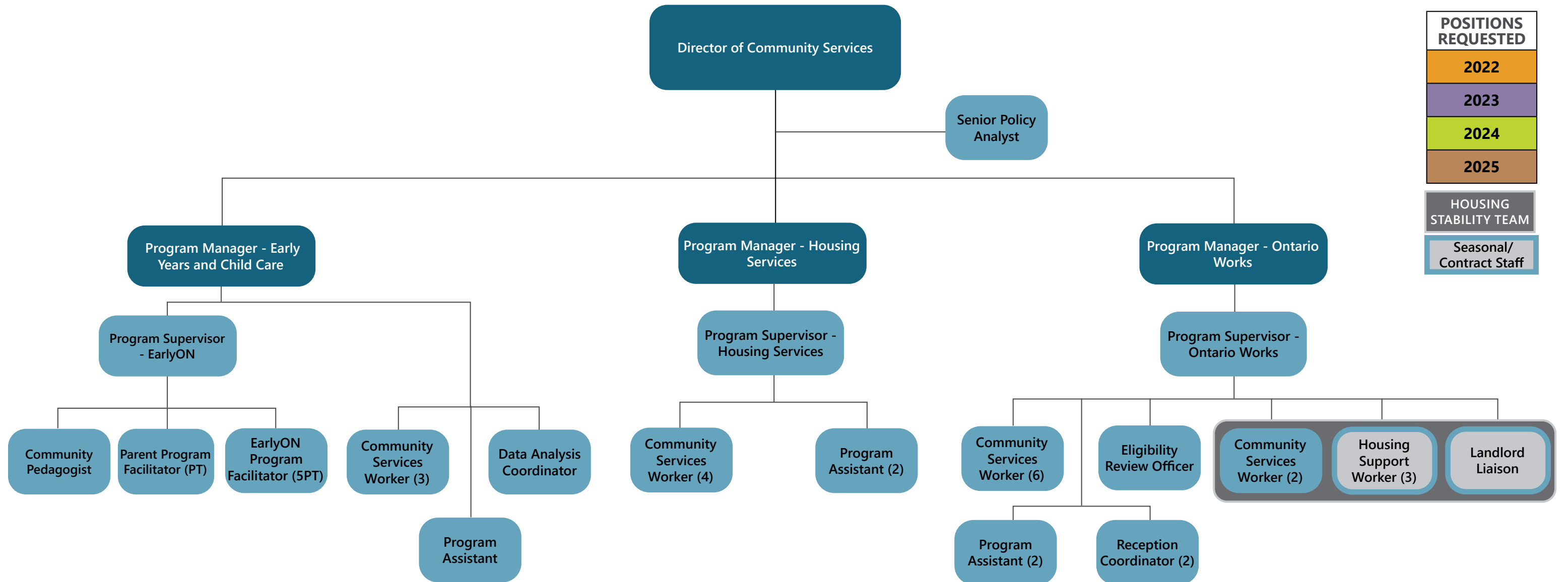
The Ontario Works (OW) Division administers the provincial Ontario Works financial assistance program, using the provincial Social Assistance Management System (SAMS). The program is governed by strict provincial legislation and directives. The division provides mandated services overseen by the Ministry of Children, Community and Social Services (MCCSS) governed by the Ontario Works Act. The Housing Stability Team (homelessness services) report to the Ontario Works Division. The homelessness services remain in the Housing Budget.



**ANNA MCGREGOR, BA (Hons), CMM III**  
Director of Community Services



# COMMUNITY SERVICES DEPARTMENT ORGANIZATIONAL CHART



POSITIONS REQUESTED
2022
2023
2024
2025
HOUSING STABILITY TEAM
Seasonal/ Contract Staff

# COMMUNITY SERVICES FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
User Fees	\$28	\$25	\$25	\$25	\$25	-\$3	-11.21%
Rent Revenue	\$2,295	\$2,409	\$2,460	\$2,512	\$2,564	\$115	5.00%
Government Transfers	\$19,858	\$26,416	\$25,844	\$25,879	\$26,063	\$6,558	33.02%
Other Revenue	\$680	\$679	\$592	\$596	\$600	-\$1	-0.19%
<b>Total Revenues</b>	<b>\$22,860</b>	<b>\$29,528</b>	<b>\$28,920</b>	<b>\$29,011</b>	<b>\$29,251</b>	<b>\$6,668</b>	<b>29.17%</b>
<b>Expenditures</b>							
Salaries and Benefits	\$4,638	\$4,907	\$4,749	\$4,938	\$5,135	\$269	5.80%
Administrative and Office	\$482	\$515	\$469	\$417	\$336	\$33	6.94%
Debt Repayment	\$638	\$636	\$633	\$630	\$627	-\$3	-0.44%
Service Delivery	\$19,814	\$26,715	\$26,683	\$26,904	\$27,128	\$6,901	34.83%
IT and Communications	\$101	\$109	\$111	\$109	\$109	\$8	8.35%
Facilities	\$2,160	\$2,230	\$2,195	\$2,151	\$2,181	\$70	3.25%
Vehicles and Equipment	\$8	\$10	\$11	\$9	\$9	\$2	23.63%
Internal Services Used	\$1,165	\$1,155	\$1,192	\$1,233	\$1,270	-\$10	-0.84%
<b>Total Expenditures</b>	<b>\$29,007</b>	<b>\$36,278</b>	<b>\$36,042</b>	<b>\$36,391</b>	<b>\$36,793</b>	<b>\$7,272</b>	<b>25.07%</b>
<b>Transfers</b>							
Transfers from Reserves	\$0	-\$570	-\$434	-\$159	\$0	-\$570	100.00%
DC Contribution	-\$638	-\$158	\$0	\$0	\$0	\$481	-75.32%
Transfers to Reserves	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
<b>Total Transfers</b>	<b>-\$631</b>	<b>-\$721</b>	<b>-\$427</b>	<b>-\$152</b>	<b>\$7</b>	<b>-\$90</b>	<b>14.18%</b>
<b>Total Operating Community</b>	<b>\$5,515</b>	<b>\$6,029</b>	<b>\$6,695</b>	<b>\$7,228</b>	<b>\$7,549</b>	<b>\$514</b>	<b>9.32%</b>
Capital Investment	\$720	\$900	\$850	\$775	\$825	\$180	25.00%
<b>Total Community Services</b>	<b>\$6,235</b>	<b>\$6,929</b>	<b>\$7,545</b>	<b>\$8,003</b>	<b>\$8,374</b>	<b>\$694</b>	<b>11.13%</b>



# COMMUNITY SERVICES CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Prior Year Carry Forward</b>		<b>\$1,906</b>		
<b>Opening Balance</b>	<b>\$3,207</b>	<b>\$1,165</b>	<b>\$1,652</b>	<b>\$1,586</b>
<b>Contributions</b>				
Government Transfers	\$0	\$744	\$169	\$196
Capital Levy	\$720	\$900	\$850	\$775
Other Revenue	\$89	\$0	\$0	\$0
<b>Total Contributions</b>	<b>\$809</b>	<b>\$1,644</b>	<b>\$1,019</b>	<b>\$971</b>
<b>Capital Work</b>				
Land Improvements	\$671	\$174	\$53	\$75
Buildings	\$2,126	\$2,827	\$932	\$821
Equipment & Machinery	\$55	\$62	\$100	\$62
<b>Total Capital Work</b>	<b>\$2,852</b>	<b>\$3,063</b>	<b>\$1,084</b>	<b>\$958</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$1,165</b>	<b>\$1,652</b>	<b>\$1,586</b>	<b>\$1,599</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>\$1,599</b>	<b>\$1,833</b>	<b>\$1,615</b>	<b>\$2,094</b>	<b>\$1,628</b>	<b>\$2,177</b>	<b>\$2,448</b>
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$825	\$875	\$900	\$925	\$925	\$925	\$950
\$0	\$0	\$0	\$0	\$6	\$0	\$0
<b>\$825</b>	<b>\$875</b>	<b>\$900</b>	<b>\$925</b>	<b>\$931</b>	<b>\$925</b>	<b>\$950</b>
\$58	\$29	\$7	\$90	\$0	\$0	\$30
\$469	\$1,000	\$350	\$1,157	\$318	\$578	\$617
\$64	\$64	\$64	\$144	\$64	\$77	\$61
<b>\$591</b>	<b>\$1,093</b>	<b>\$421</b>	<b>\$1,391</b>	<b>\$382</b>	<b>\$654</b>	<b>\$708</b>
<b>\$1,833</b>	<b>\$1,615</b>	<b>\$2,094</b>	<b>\$1,628</b>	<b>\$2,177</b>	<b>\$2,448</b>	<b>\$2,690</b>

# COMMUNITY SERVICES WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Asphalt Paving	\$540	\$113	\$33	\$75
Exterior Walkways	\$131	\$61	\$20	-
Fencing	-	-	-	-
Land Improvements	\$671	\$174	\$53	\$75
Security/Intercom	\$178	\$118	\$56	-
Exterior Walls	\$223	\$40	\$30	-
Roof Replacement	\$360	\$675	\$5	\$200
Window Replacement	\$25	\$760	\$130	\$160
Structural (balconies, etc.)	\$549	\$70	\$4	-
Flooring	\$161	\$237	\$306	\$171
HVAC	\$60	\$280	\$58	\$37
Building Automation	-	-	\$30	-
Electrical	\$109	\$295	\$39	\$1
Exterior Doors	\$155	\$170	\$90	\$16
Kitchen Retrofits	\$125	\$81	\$82	\$85
Bathrooms	\$146	\$103	\$103	\$106
Interior Upgrades	\$35	-	-	-
Interior Handrails	-	-	-	\$45
Buildings	\$2,126	\$2,827	\$932	\$821
Small Equipment	-	-	\$38	-
Appliance Replacement	\$55	\$62	\$62	\$62
Elevator Replacement	-	-	-	-
Equipment & Machinery	\$55	\$62	\$100	\$62
<b>Total Work Plan Summary</b>	<b>\$2,852</b>	<b>\$3,063</b>	<b>\$1,084</b>	<b>\$958</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$50	-	-	\$35	-	-	\$20
\$8	-	\$7	\$20	-	-	-
-	\$29	-	\$35	-	-	\$10
\$58	\$29	\$7	\$90	-	-	\$30
-	\$9	\$16	\$6	-	-	\$59
-	\$190	-	\$75	-	-	\$28
-	\$245	-	-	-	-	-
\$10	\$10	\$10	-	-	-	-
-	-	-	-	-	\$100	\$50
\$160	\$135	\$120	\$185	\$100	\$200	\$131
\$97	\$24	\$13	\$633	\$21	\$77	\$153
-	-	-	-	-	-	-
-	\$78	-	\$50	\$6	\$10	\$5
\$11	\$118	-	\$17	-	-	-
\$85	\$85	\$85	\$85	\$85	\$85	\$85
\$106	\$106	\$106	\$106	\$106	\$106	\$106
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$469	\$1,000	\$350	\$1,157	\$318	\$578	\$617
-	-	-	-	-	\$13	-
\$64	\$64	\$64	\$64	\$64	\$64	\$61
-	-	-	\$80	-	-	-
\$64	\$64	\$64	\$144	\$64	\$77	\$61
<b>\$591</b>	<b>\$1,093</b>	<b>\$421</b>	<b>\$1,391</b>	<b>\$382</b>	<b>\$654</b>	<b>\$708</b>

# EARLY YEARS & CHILD CARE



## DIVISIONAL LEAD

Lori-Jane Del Medico, Program Manager of Early Years and Child Care

There are 8 full-time and 6 part-time positions in the EYCC division.

## AT A GLANCE

<p><b>712</b></p> <p>Unique Children Provided with Child Care Fee Subsidy</p>	<p><b>1,500</b></p> <p>Unique Children Ages 0-6 Received Reduced Child Care Fees Through CWELCC*</p>	<p><b>928</b></p> <p>Children and 761 Parents/Caregivers Served in EarlyON Centres</p>	<p><b>148</b></p> <p>Children Supported Through Children with Additional Needs (i-CAN)</p>
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Note: Data reflects period between October 1, 2022 - September 30, 2023

\* Canada-Wide Early Learning Child Care Agreement

## KEY FUNCTIONS

- Provides financial assistance for families to assist with child care costs
- Oversees funding for/to support ongoing operations and professional development for Dufferin licensed child care sector
- The Inclusion of Children with Additional Needs (i-CAN) program provides special needs resourcing support and consultation to child care providers in Dufferin to help meet the needs of children with additional needs (up to 12 years of age)
- EarlyON Child and Family Centres



## SUPPORTING STRATEGIC PLAN 2023-2026



- Community:** Support community wellbeing and safety with collaboration and partnerships
- Working with Public Health on collaborative EarlyON programs such as Lactation support and Post Partum Mood Disorder Support
  - Interprofessional Practice for front facing staff; educate Early Years sector teams on “who does what” and individual agency referral process



- Economy:** Advance county-wide economic development and workforce development
- Childcare Workforce Strategy– Bursaries provided to Georgian College to encourage enrolment in the Early Childhood Educator Program; participation in Early Years sector podcasts; continue to use Results Based Accountability (RBA) method of evaluation of initiatives



- Equity:** Ensure that the County is an inclusive, equitable and supportive Employer of Choice
- Reaching In and Reaching Out (RIRO); building resiliency in the Early Years sector; a series of workshops offered for both County staff and child care agency staff



- Governance:** Improving internal and external communications
- Raising The Bar website; currently exploring an enhanced platform for Early Years professionals to register for professional development and information sharing

## ON THE HORIZON



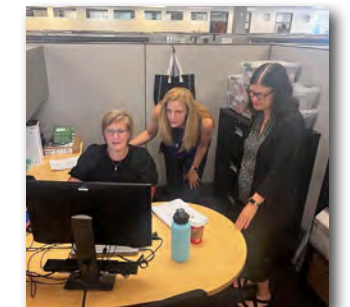
**Continue Roll-out of CWELCC Plan**



**Reimagine Quality and Professional Development in the Early Learning Sector**



**Workforce Strategy: Attract and Retain more Early Childhood Educators**



**Implement and Roll-Out New Funding Formula Expected September 2024**

## CHALLENGES

- Sector’s low salaries contribute to recruitment and retention issues for service providers
- No more workforce funding to help increase the recruitment and retention of early childhood educators ignores ongoing sustainability concerns for the sector
- COVID-19 delayed the Early Development Instrument (EDI), a tool that measures children’s ability to meet age-appropriate developmental expectations as they enter school (grade one). The EDI is normally implemented every three years, but due to COVID-19, the 2023 cycle will take place five years after its last implementation
- The rollout of the CWELCC, also known as \$10 a day childcare, is ongoing. Navigating federal and provincial direction on the program continues to be challenging with parameters changing on a regular basis and no set funding formula/structure in place

# EARLY YEARS & CHILD CARE FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
User Fees	\$7	\$3	\$3	\$3	\$3	-\$5	-64.29%
Government Transfers	\$9,404	\$15,264	\$15,264	\$15,264	\$15,264	\$5,860	62.31%
Other Revenue	\$202	\$203	\$203	\$203	\$203	\$0	0.20%
<b>Total Revenues</b>	<b>\$9,614</b>	<b>\$15,469</b>	<b>\$15,469</b>	<b>\$15,469</b>	<b>\$15,469</b>	<b>\$5,856</b>	<b>60.91%</b>
<b>Expenditures</b>							
Salaries and Benefits	\$1,366	\$1,510	\$1,586	\$1,649	\$1,714	\$144	10.55%
Administrative and Office	\$34	\$37	\$37	\$38	\$38	\$2	6.81%
Service Delivery	\$8,965	\$14,639	\$14,639	\$14,629	\$14,619	\$5,674	63.29%
IT and Communications	\$23	\$44	\$44	\$43	\$43	\$21	92.39%
Facilities	\$102	\$104	\$106	\$109	\$111	\$2	1.61%
Vehicles and Equipment	\$5	\$7	\$7	\$7	\$7	\$2	31.05%
Internal Services Used	\$98	\$174	\$177	\$183	\$185	\$75	76.62%
<b>Total Expenditures</b>	<b>\$10,594</b>	<b>\$16,514</b>	<b>\$16,596</b>	<b>\$16,658</b>	<b>\$16,719</b>	<b>\$5,920</b>	<b>55.88%</b>
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Childrens Services</b>	<b>\$980</b>	<b>\$1,045</b>	<b>\$1,127</b>	<b>\$1,188</b>	<b>\$1,249</b>	<b>\$65</b>	<b>6.58%</b>

## 2024 BUDGET HIGHLIGHTS

### REVENUES

#### GOVERNMENT TRANSFERS

- Increase in subsidies for CWELCC to \$9.05 million, referred to as the National Child Care Strategy

### EXPENDITURES

#### SALARIES AND BENEFITS

- Includes regular increases and full year of positions added to support CWELCC; costs associated with Senior Policy Analyst positions for Community Services now split between divisions

#### SERVICE DELIVERY

- Increases directly related to funding increases for CWELCC as well as \$15,000 for mental health supports within EarlyON, e.g. compassion fatigue training and art and music as therapy for clients

#### IT AND COMMUNICATIONS

- County share of costs for software used to support child care centres \$12,200

#### INTERNAL SERVICES USED

- Slight decrease of \$19,000 in facility related allocation costs for Edelbrock Centre
- Allocation of Finance staff funded through additional CWELCC funding





# HOUSING PROGRAM



## DIVISIONAL LEAD

Carol Barber, Program Manager Housing  
Kurtis Krepps, Manager of Community Support Services (McKelvie Burnside Village)

The Housing Services Division has 10 full-time positions and 4 full-time contract positions which include 6 Housing Stability positions that report to the Ontario Works Leadership.

## AT A GLANCE

<p><b>321</b> Housing Units</p>	<p><b>792</b> Average Number of Applicants on Housing Wait List</p>	<p><b>199</b> Households Provided with Housing Allowances</p>
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\*Statistics reflect period of October 2022 to September 2023

## KEY FUNCTIONS

- Provides Rent-Geared-to-Income and affordable housing assistance to help households with rental costs
- Maintains centralized Community Housing Wait List for Dufferin Community housing providers including County of Dufferin
- Oversees funding for local non-profit housing providers
- Administers Canada Ontario Housing Benefit (COHB) which provides portable housing benefit to assist with rental costs
- 22 units which support older adults at McKelvie Burnside Village with 24 hour staffing onsite to provide support and supervision. Staffing is through a 3rd party contract funded through Ministry of Health transfers

## SUPPORTING STRATEGIC PLAN 2023-2026



### Community: Increase attainable and affordable housing options

- Participate in the development of a County-wide Housing Strategy
- Work with Western Ontario Wardens' Caucus and community partners to advocate for enhanced funding to address the growing need for supports for vulnerable populations
- Work with local housing providers to obtain new Community Housing Agreements that ensure adequate, accessible and affordable housing options are available
- Work with members of the Coordinated Access Table (CAT), Community Advisory Board (CAB) and Dufferin County Equity Collaborative (DCEC) on ways to bring more service to support affordable and supportive housing options

## ON THE HORIZON



**Create new Community Housing Agreements with Local Housing Providers**



**Source Additional Funding to Make Housing More Affordable**



**Support the Work to Create a County-wide Housing Strategy**



**Create More Supportive Housing Through Partnerships**

## CHALLENGES

- County seeing increasing costs to provide housing, impacting the tax levy
- Inflation and increased cost of living are impacting clients and tenants making it harder for them to meet their financial obligations, making it more challenging to pay rent
- No clear path on how provincial changes will help make housing more affordable (e.g. the More Homes Built Faster Act, 2022)
- More challenging role as a landlord with rise of mental health and addictions challenges in the tenant population, creating more need for supports for people to be able live independently and in harmony with their neighbours

# HOUSING PROGRAM FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
User Fees	\$21	\$22	\$22	\$22	\$22	\$1	6.78%
Rent Revenue	\$2,295	\$2,409	\$2,460	\$2,512	\$2,564	\$115	5.00%
Government Transfers	\$2,870	\$3,740	\$3,068	\$3,003	\$3,087	\$870	30.30%
Other Revenue	\$378	\$376	\$289	\$293	\$297	-\$2	-0.45%
<b>Total Revenues</b>	<b>\$5,563</b>	<b>\$6,547</b>	<b>\$5,839</b>	<b>\$5,829</b>	<b>\$5,970</b>	<b>\$984</b>	<b>17.69%</b>
<b>Expenditures</b>							
Salaries and Benefits	\$1,548	\$1,730	\$1,419	\$1,475	\$1,534	\$182	11.76%
Administrative and Office	\$312	\$337	\$287	\$230	\$144	\$25	7.92%
Debt Repayment	\$638	\$636	\$633	\$630	\$627	-\$3	-0.44%
Service Delivery	\$4,281	\$5,388	\$5,270	\$5,401	\$5,535	\$1,107	25.85%
IT and Communications	\$54	\$42	\$43	\$42	\$42	-\$13	-23.16%
Facilities	\$2,042	\$2,110	\$2,072	\$2,025	\$2,052	\$68	3.34%
Vehicles and Equipment	\$3	\$4	\$4	\$2	\$2	\$0	12.12%
Internal Services Used	\$975	\$897	\$930	\$965	\$1,000	-\$78	-7.95%
<b>Total Expenditures</b>	<b>\$9,854</b>	<b>\$11,143</b>	<b>\$10,657</b>	<b>\$10,770</b>	<b>\$10,937</b>	<b>\$1,289</b>	<b>13.08%</b>
<b>Transfers</b>							
Transfers from Reserves	\$0	-\$420	-\$369	-\$159	\$0	-\$420	100.00%
DC Contribution	-\$638	-\$158	\$0	\$0	\$0	\$481	-75.32%
<b>Total Transfers</b>	<b>-\$638</b>	<b>-\$578</b>	<b>-\$369</b>	<b>-\$159</b>	<b>\$0</b>	<b>\$60</b>	<b>-9.47%</b>
<b>Total Operating Housing</b>	<b>\$3,652</b>	<b>\$4,018</b>	<b>\$4,449</b>	<b>\$4,782</b>	<b>\$4,966</b>	<b>\$365</b>	<b>10.01%</b>
Capital Investment	\$720	\$900	\$850	\$775	\$825	\$180	25.00%
<b>Total Housing Services</b>	<b>\$4,372</b>	<b>\$4,918</b>	<b>\$5,299</b>	<b>\$5,557</b>	<b>\$5,791</b>	<b>\$545</b>	<b>12.48%</b>



## 2024 BUDGET HIGHLIGHTS

### REVENUE

#### GOVERNMENT TRANSFERS

- Increase in funding for COCHI of \$540,000, Community Outreach of \$156,000 and Housing Assistance of \$274,000

### EXPENDITURES

#### SALARIES AND BENEFITS

- Includes regular increases as well as the addition of OMERS for contract staff (Housing Stability Team) which is funded through the homelessness prevention program; costs associated with Senior Policy Analyst and Receptionist positions for Community Services now split between divisions

#### ADMINISTRATIVE AND OFFICE

- Consulting includes regular indoor air quality testing \$10,000

#### SERVICE DELIVERY

- Increases are direct result of increase in government transfers per above

#### FACILITIES

- Utilities and insurance increase of \$47,900; shift from facilities staff to contract for cleaning increase of \$102,000; shift in multi-residential tax ratio results in savings of over \$50,000

### TOTAL EXPENDITURES

#### TRANSFERS

- Balance of development charges previously collected (\$157,570) to be applied in 2024, loss in revenue is gradually shifting to tax levy through additional transfers from the rate stabilization reserve over next three years

# HOUSING PROGRAM CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Prior Year Carry Forward</b>		\$1,906		
<b>Opening Balance</b>	\$3,207	\$1,165	\$1,652	\$1,586
Contributions				
Government Transfers	\$0	\$744	\$169	\$196
Capital Levy	\$720	\$900	\$850	\$775
Other Revenue	\$89	\$0	\$0	\$0
<b>Total Contributions</b>	<b>\$809</b>	<b>\$1,644</b>	<b>\$1,019</b>	<b>\$971</b>
Capital Work				
Land Improvements	\$671	\$174	\$53	\$75
Buildings	\$2,126	\$2,827	\$932	\$821
Equipment & Machinery	\$55	\$62	\$100	\$62
<b>Total Capital Work</b>	<b>\$2,852</b>	<b>\$3,063</b>	<b>\$1,084</b>	<b>\$958</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$1,165</b>	<b>\$1,652</b>	<b>\$1,586</b>	<b>\$1,599</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$1,599	\$1,833	\$1,615	\$2,094	\$1,628	\$2,177	\$2,448
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$825	\$875	\$900	\$925	\$925	\$925	\$950
\$0	\$0	\$0	\$0	\$6	\$0	\$0
<b>\$825</b>	<b>\$875</b>	<b>\$900</b>	<b>\$925</b>	<b>\$931</b>	<b>\$925</b>	<b>\$950</b>
\$58	\$29	\$7	\$90	\$0	\$0	\$30
\$469	\$1,000	\$350	\$1,157	\$318	\$578	\$617
\$64	\$64	\$64	\$144	\$64	\$77	\$61
<b>\$591</b>	<b>\$1,093</b>	<b>\$421</b>	<b>\$1,391</b>	<b>\$382</b>	<b>\$654</b>	<b>\$708</b>
<b>\$1,833</b>	<b>\$1,615</b>	<b>\$2,094</b>	<b>\$1,628</b>	<b>\$2,177</b>	<b>\$2,448</b>	<b>\$2,690</b>



# HOUSING PROGRAM WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Expenditures</b>				
Asphalt Paving	\$540	\$113	\$33	\$75
Exterior Walkways	\$131	\$61	\$20	-
Fencing	-	-	-	-
<b>Land Improvements</b>	<b>\$671</b>	<b>\$174</b>	<b>\$53</b>	<b>\$75</b>
Security/Intercom	\$178	\$118	\$56	-
Exterior Walls	\$223	\$40	\$30	-
Roof Replacement	\$360	\$675	\$5	\$200
Window Replacement	\$25	\$760	\$130	\$160
Structural (balconies, etc.)	\$549	\$70	\$4	-
Flooring	\$161	\$237	\$306	\$171
HVAC	\$60	\$280	\$58	\$37
Building Automation	-	-	\$30	-
Electrical	\$109	\$295	\$39	\$1
Exterior Doors	\$155	\$170	\$90	\$16
Kitchen Retrofits	\$125	\$81	\$82	\$85
Bathrooms	\$146	\$103	\$103	\$106
Interior Upgrades	\$35	-	-	-
Interior Handrails	-	-	-	\$45
<b>Buildings</b>	<b>\$2,126</b>	<b>\$2,827</b>	<b>\$932</b>	<b>\$821</b>
Small Equipment	-	-	\$38	-
Appliance Replacement	\$55	\$62	\$62	\$62
Elevator Replacement	-	-	-	-
<b>Equipment &amp; Machinery</b>	<b>\$55</b>	<b>\$62</b>	<b>\$100</b>	<b>\$62</b>
<b>Total Work Plan Summary</b>	<b>\$2,852</b>	<b>\$3,063</b>	<b>\$1,084</b>	<b>\$958</b>

## 2024 CAPITAL WORKPLAN HIGHLIGHTS CONTRIBUTIONS

### GOVERNMENT TRANSFERS

- Includes new funding from CMHC to be applied over next three years

### CAPITAL WORK

#### LAND IMPROVEMENTS

- Asphalt and walkway updates in Shelburne \$140,000. Replacement of wooden steps and railings in Grand Valley \$31,000

#### EQUIPMENT AND MACHINERY

- Appliances are replaced as needed which lead to fluctuations in the amount spent, \$62,000 is included for 2024

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$50	-	-	\$35	-	-	\$20
\$8	-	\$7	\$20	-	-	-
-	\$29	-	\$35	-	-	\$10
<b>\$58</b>	<b>\$29</b>	<b>\$7</b>	<b>\$90</b>	<b>-</b>	<b>-</b>	<b>\$30</b>
-	\$9	\$16	\$6	-	-	\$59
-	\$190	-	\$75	-	-	\$28
-	\$245	-	-	-	-	-
\$10	\$10	\$10	-	-	-	-
-	-	-	-	-	\$100	\$50
\$160	\$135	\$120	\$185	\$100	\$200	\$131
\$97	\$24	\$13	\$633	\$21	\$77	\$153
-	-	-	-	-	-	-
-	\$78	-	\$50	\$6	\$10	\$5
\$11	\$118	-	\$17	-	-	-
\$85	\$85	\$85	\$85	\$85	\$85	\$85
\$106	\$106	\$106	\$106	\$106	\$106	\$106
-	-	-	-	-	-	-
-	-	-	-	-	-	-
<b>\$469</b>	<b>\$1,000</b>	<b>\$350</b>	<b>\$1,157</b>	<b>\$318</b>	<b>\$578</b>	<b>\$617</b>
-	-	-	-	-	\$13	-
\$64	\$64	\$64	\$64	\$64	\$64	\$61
-	-	-	\$80	-	-	-
<b>\$64</b>	<b>\$64</b>	<b>\$64</b>	<b>\$144</b>	<b>\$64</b>	<b>\$77</b>	<b>\$61</b>
<b>\$591</b>	<b>\$1,093</b>	<b>\$421</b>	<b>\$1,391</b>	<b>\$382</b>	<b>\$654</b>	<b>\$708</b>

## BUILDINGS

- 2023 roofing project has been moved to 2024 as costs had significantly increased to \$630,000
- Work is currently underway to review existing transformers and switch gears, \$175,000 under electrical is for the replacement of these in several buildings. The balance of electrical is for updating lighting. Security upgrades will continue in 2024 for \$117,500. Unit flooring, kitchens and bathrooms are updated as tenants move out, \$278,200. Hallway, stair and common area flooring replacement represents \$142,000.
- HVAC includes replacing the existing furnaces where parts and service are no longer available \$250,000, as well as one hot water heater and a water treatment system. Several buildings in Shelburne and Orangeville require new windows \$760,000. Balcony doors in Shelburne for \$110,000 are to be replaced as well as updates to entrances at McKelvie Burnside Village for \$60,000

# ONTARIO WORKS & EMPLOYMENT



## DIVISIONAL LEAD

Christine Madden, Program Manager - Ontario Works

The Ontario Works Division has 13 full-time positions and supports the Housing Stability Team consisting of 2 full-time and 4 contract positions funded by Housing Services.

### AT A GLANCE

<p><b>453</b> Average Monthly Ontario Works Caseload</p>	<p><b>57%</b> Of Applications Are Completed Online</p>	<p><b>29</b> People on Average Per Month on the By Name List</p>	<p><b>7,568</b> Payments Made</p>
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\*Stats reflect period between October 2022 - September 2023

### KEY FUNCTIONS

- Provide financial assistance to those in financial need
- Ensure ongoing eligibility and management of client files on the caseload
- Provide person centered supports to those who are eligible for Ontario Works and Ontario Disability Support Program, including referrals to Employment Support providers, Mental Health, Health, and Addiction
- Support the homeless population in Dufferin County to find, obtain and maintain affordable housing by providing support and rent supplements

## SUPPORTING STRATEGIC PLAN 2023-2026

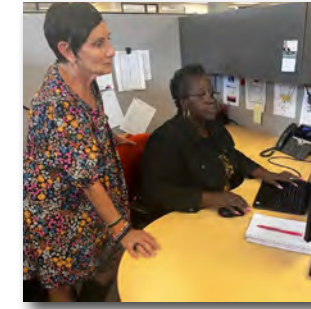


- Equity:** Align programs, services and infrastructure with changing community needs
- Work with Dufferin County Equity Collaborative (DCEC) to raise awareness and improve services and supports for vulnerable populations including those facing economic hardship
  - Collaborate with community partners through Situation Table to assist individuals who are at imminent risk of harm
  - Work with members of the Coordinated Access Table (CAT) to collectively provide supports to those experiencing homelessness
  - Work with Dufferin Caledon Drug Strategy that focuses on reducing stigma by providing annual community overdose awareness event

### ON THE HORIZON



**Employment Services Transformation Begins January 2024**



**Transition to Include Services for Ontario Disability Support Program Recipients**



**Expansion of the Provincial Centralized Intake**



**Work to Tackle Chronic Homelessness**

### CHALLENGES

- Upcoming reduction in funding despite increasing caseload, with no news on new funding formula, increasing impact to tax levy
- New requirements to provide more support to Ontario Disability Support Program (ODSP) participants who have employment requirements, increasing caseload to support people who require more intensive supports
- Rising cost of living and unprecedented inflation are disproportionately impacting Ontario Works clients. Amount for single person remains at 2018 level of \$733
- Seeing more clients presenting with complex needs. Rise in mental health and addictions challenges making it harder to support clients with many not able to access the health supports they need

# ONTARIO WORKS & EMPLOYMENT FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
Government Transfers	\$7,584	\$7,412	\$7,512	\$7,612	\$7,712	-\$172	-2.26%
Other Revenue	\$100	\$100	\$100	\$100	\$100	\$0	0.00%
<b>Total Revenues</b>	<b>\$7,684</b>	<b>\$7,512</b>	<b>\$7,612</b>	<b>\$7,712</b>	<b>\$7,812</b>	<b>-\$172</b>	<b>-2.23%</b>
<b>Expenditures</b>							
Salaries and Benefits	\$1,725	\$1,668	\$1,745	\$1,815	\$1,886	-\$57	-3.30%
Administrative and Office	\$135	\$142	\$145	\$149	\$154	\$6	4.73%
Service Delivery	\$6,568	\$6,688	\$6,773	\$6,873	\$6,973	\$120	1.83%
IT and Communications	\$23	\$23	\$24	\$23	\$23	\$0	-1.08%
Facilities	\$16	\$16	\$17	\$17	\$17	\$0	2.95%
Internal Services Used	\$92	\$85	\$85	\$85	\$84	-\$8	-8.23%
<b>Total Expenditures</b>	<b>\$8,559</b>	<b>\$8,621</b>	<b>\$8,789</b>	<b>\$8,963</b>	<b>\$9,138</b>	<b>\$62</b>	<b>0.72%</b>
<b>Transfers</b>							
Transfers from Reserves	\$0	-\$150	-\$65	\$0	\$0	-\$150	100.00%
Transfers to Reserves	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
<b>Total Transfers</b>	<b>\$7</b>	<b>-\$143</b>	<b>-\$58</b>	<b>\$7</b>	<b>\$7</b>	<b>-\$150</b>	<b>-2142.86%</b>
<b>Total Ont. Works and Employment</b>	<b>\$883</b>	<b>\$967</b>	<b>\$1,119</b>	<b>\$1,258</b>	<b>\$1,333</b>	<b>\$84</b>	<b>9.49%</b>

## 2024 BUDGET HIGHLIGHTS

### REVENUE

#### GOVERNMENT TRANSFERS

- Reduction in employment related funding by \$271,700

### EXPENDITURES

#### SALARIES AND BENEFITS

- Regular increases offset by shift of shared staff to other divisions

### TOTAL EXPENDITURES

#### TRANSFERS

- New transfer of \$150,000 from reserves to reduce impact of loss of subsidies



# DUFFERIN OAKS: AT A GLANCE

Dufferin Oaks provides a range of care and services for seniors and adults with disabilities.

## DUFFERIN OAKS LONG-TERM CARE HOME

Dufferin Oaks is a non-profit Long Term Care Home owned and operated by the County of Dufferin under standards established by the Ministry of Health and Long Term Care. Dufferin Oaks Long Term Care Home is a three storey home, located in the heart of Shelburne at 151 Centre Street. One hundred and sixty (160) residents call Dufferin Oaks home, living in private, semiprivate and standard rooms. There are five separate home areas, each with its own nursing station, dining room, activation room, living room and den. Dufferin Oaks is dedicated to providing a continuum of the highest quality of holistic care for both residents and clients in partnership with the community. There are several divisions within Dufferin Oaks including administration, nursing, dietary, building maintenance, and program support.

## COMMUNITY SUPPORT SERVICES

Dufferin County Community Support Services (DCCSS) coordinates a range of community support services, which includes: the Adult Day Program, transportation services including personal support where necessary, Meals on Wheels, congregate dining, service arrangement matching, Bridging You Home Program, Bathing and Friendly Visiting. Funding is through a service agreement with Ontario Health, client user fees with the remainder coming from the County levy. DCCSS also administers the McKelvie Burnside Village housing units.

## MCKELVIE BURNSIDE VILLAGE

McKelvie Burnside Village has 22 Supportive Housing units. Six of these have been designated for the physically disabled with support services being provided through the March of Dimes. They have 24-hour staffing on site to meet client needs.

The remaining units are designated for older adults that require some support to continue living independently. Support services are coordinated through Dufferin County Community Support Services in partnership with the Central West LHIN and the March of Dimes.

## MEL LLOYD CENTRE COMMUNITY HUB BUILDING

The Mel Lloyd Centre is a community hub of health care providers and social services located adjacent to Dufferin Oaks and Dufferin County Community Support Services.



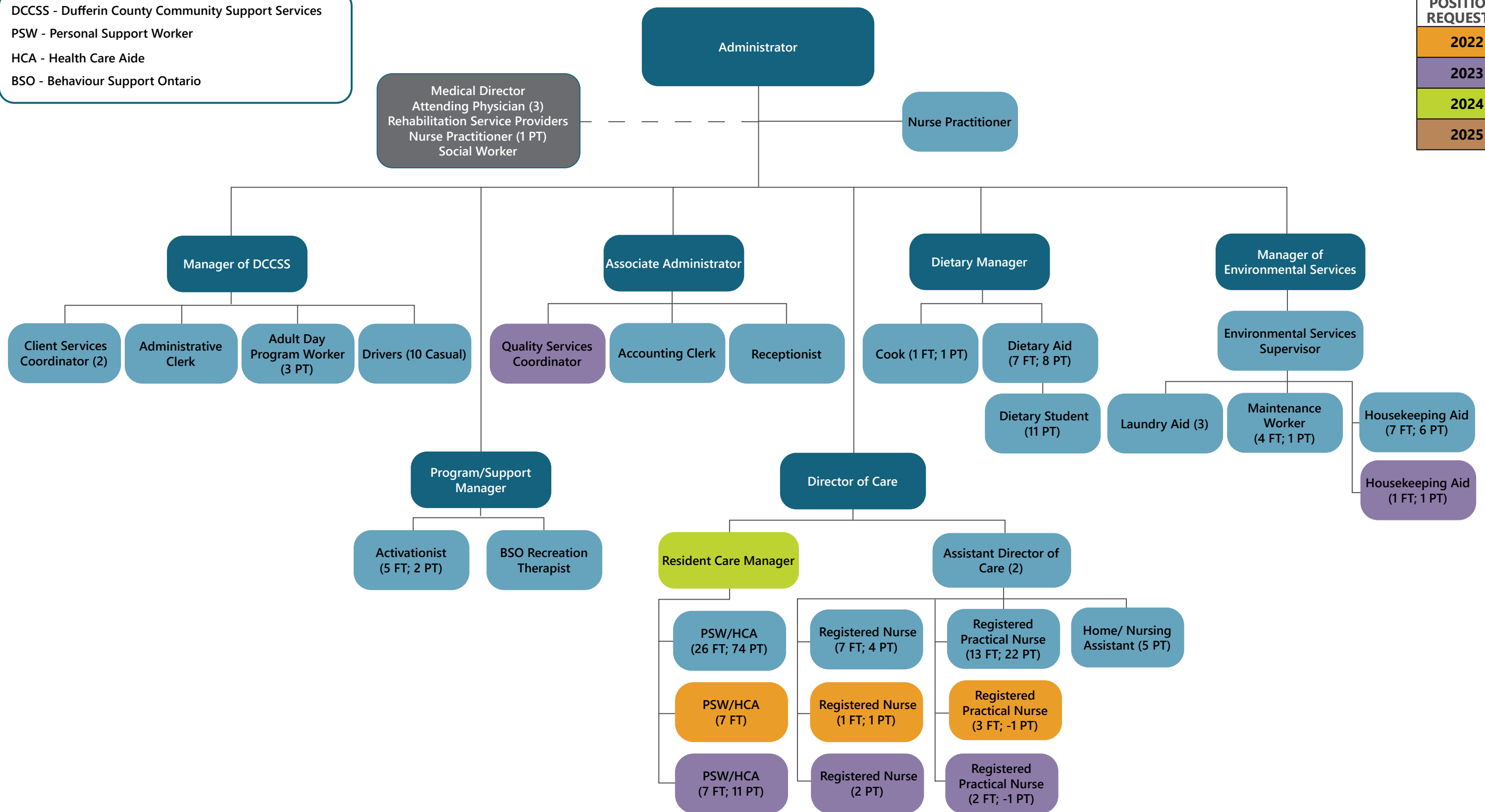
**BRENDA WAGNER**  
Administrator, Dufferin Oaks



# DUFFERIN OAKS DEPARTMENT ORGANIZATIONAL CHART

DCCSS - Dufferin County Community Support Services  
 PSW - Personal Support Worker  
 HCA - Health Care Aide  
 BSO - Behaviour Support Ontario

POSITIONS REQUESTED
2022
2023
2024
2025





# DUFFERIN OAKS FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
User Fees	\$3,958	\$4,150	\$4,217	\$4,285	\$4,355	\$192	4.85%
Rent Revenue	\$348	\$353	\$364	\$376	\$387	\$5	1.43%
Government Transfers	\$12,090	\$13,791	\$14,062	\$14,402	\$14,701	\$1,701	14.07%
Other Revenue	\$286	\$289	\$291	\$293	\$295	\$3	0.87%
<b>Total Revenues</b>	<b>\$16,683</b>	<b>\$18,583</b>	<b>\$18,934</b>	<b>\$19,356</b>	<b>\$19,737</b>	<b>\$1,900</b>	<b>11.39%</b>
<b>Expenditures</b>							
Salaries and Benefits	\$17,124	\$17,969	\$18,465	\$18,747	\$19,664	\$845	4.94%
Administrative and Office	\$835	\$875	\$757	\$736	\$795	\$40	4.78%
Debt Repayment	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Service Delivery	\$2,966	\$2,961	\$2,986	\$3,038	\$3,049	-\$5	-0.15%
IT and Communications	\$137	\$172	\$177	\$178	\$181	\$34	25.07%
Facilities	\$1,305	\$1,266	\$1,292	\$1,323	\$1,355	-\$39	-3.01%
Vehicles and Equipment	\$193	\$211	\$215	\$218	\$221	\$19	9.66%
Internal Services Used	\$364	\$381	\$394	\$406	\$419	\$17	4.73%
Internal Services Recovered	-\$217	-\$221	-\$225	-\$230	-\$234	-\$4	2.03%
<b>Total Expenditures</b>	<b>\$22,707</b>	<b>\$23,614</b>	<b>\$24,060</b>	<b>\$24,417</b>	<b>\$25,450</b>	<b>\$907</b>	<b>3.99%</b>
<b>Transfers</b>							
Transfers from Reserves	-\$353	-\$358	-\$193	-\$197	-\$201	-\$5	1.42%
Transfers to Reserves	\$88	\$172	\$172	\$172	\$172	\$84	96.02%
<b>Total Transfers</b>	<b>-\$265</b>	<b>-\$185</b>	<b>-\$21</b>	<b>-\$24</b>	<b>-\$28</b>	<b>\$79</b>	<b>-30.01%</b>
<b>Total Dufferin Oaks</b>	<b>\$5,760</b>	<b>\$4,846</b>	<b>\$5,106</b>	<b>\$5,037</b>	<b>\$5,684</b>	<b>-\$913</b>	<b>-15.86%</b>
<b>Additional Staffing Requirements</b>							
Resident Care Manager	\$0	\$109	\$137	\$142	\$148	\$109	100.00%
<b>Total Additional Staffing</b>	<b>\$0</b>	<b>\$109</b>	<b>\$137</b>	<b>\$142</b>	<b>\$148</b>	<b>\$109</b>	<b>100.00%</b>
<b>Total Operating Dufferin Oaks</b>	<b>\$5,760</b>	<b>\$4,955</b>	<b>\$5,243</b>	<b>\$5,179</b>	<b>\$5,832</b>	<b>-\$805</b>	<b>-13.97%</b>
Capital Investment	\$585	\$1,450	\$2,075	\$1,925	\$1,925	\$865	147.86%
<b>Total Dufferin Oaks</b>	<b>\$6,345</b>	<b>\$6,405</b>	<b>\$7,318</b>	<b>\$7,104</b>	<b>\$7,757</b>	<b>\$60</b>	<b>0.95%</b>

## 2024 BUDGET HIGHLIGHTS

### REVENUES

#### GOVERNMENT TRANSFERS

- 2024 budget includes a conservative increase for budgeting purposes. There has been advocacy at the provincial level to include a realistic increase to match the current rate of inflation

#### USER FEES

- Long Term Care accommodation rates increased by 2.5% (maximum amount allowed) on July 1, 2023 and we are anticipating the same increase for 2024

### EXPENDITURES

#### SALARIES AND BENEFITS

- CUPE salary increase for 2024 is 3.25% and ONA is currently in negotiations
- Increase in government transfers to support enhanced hours of care provided to residents is having a direct impact on our staffing numbers. Our nursing department has grown by 28% since 2019

#### IT AND COMMUNICATIONS

- Increasing reliance on software throughout the department is impacting the amount of support required from the IT department



# DUFFERIN OAKS CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Prior Year Carry Forward</b>		<b>\$2,403</b>		
<b>Opening Balance</b>	<b>\$1,791</b>	<b>-\$314</b>	<b>\$1,235</b>	<b>-\$1,316</b>
Contributions				
Government Transfers	\$220	\$0	\$100	\$0
Capital Levy	\$585	\$1,450	\$2,075	\$1,925
Other Revenue	\$132	\$88	\$88	\$88
<b>Total Contributions</b>	<b>\$937</b>	<b>\$1,538</b>	<b>\$2,263</b>	<b>\$2,013</b>
Capital Work				
Land Improvements	\$478	\$196	\$0	\$145
Buildings	\$1,558	\$1,818	\$4,217	\$98
Equipment & Machinery	\$366	\$177	\$198	\$232
Vehicles	\$240	\$200	\$400	\$0
Other	\$400	\$0	\$0	\$20
<b>Total Capital Work</b>	<b>\$3,042</b>	<b>\$2,391</b>	<b>\$4,815</b>	<b>\$495</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$314</b>	<b>\$1,235</b>	<b>-\$1,316</b>	<b>\$201</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>\$201</b>	<b>\$1,009</b>	<b>\$1,465</b>	<b>\$2,324</b>	<b>\$2,945</b>	<b>\$3,056</b>	<b>\$3,016</b>
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,925	\$1,025	\$950	\$950	\$950	\$950	\$950
\$88	\$88	\$88	\$88	\$88	\$88	\$88
<b>\$2,013</b>	<b>\$1,113</b>	<b>\$1,038</b>	<b>\$1,038</b>	<b>\$1,038</b>	<b>\$1,038</b>	<b>\$1,038</b>
\$0	\$0	\$0	\$0	\$10	\$0	\$15
\$73	\$458	\$68	\$74	\$647	\$351	\$65
\$153	\$99	\$111	\$102	\$70	\$528	\$130
\$0	\$100	\$0	\$240	\$200	\$200	\$200
\$980	\$0	\$0	\$0	\$0	\$0	\$0
<b>\$1,206</b>	<b>\$657</b>	<b>\$179</b>	<b>\$416</b>	<b>\$927</b>	<b>\$1,078</b>	<b>\$410</b>
<b>\$1,009</b>	<b>\$1,465</b>	<b>\$2,324</b>	<b>\$2,945</b>	<b>\$3,056</b>	<b>\$3,016</b>	<b>\$3,644</b>



# DUFFERIN OAKS LONG TERM CARE HOME



## DIVISIONAL LEAD

Brenda Wagner, Administrator

There are 114 full-time and 148 part-time positions at Dufferin Oaks including 10 contract positions.

## AT A GLANCE

<p><b>45</b></p> <p>New Residents Welcomed to Dufferin Oaks</p>	<p><b>138,572 HOURS</b></p> <p>Of Care Provided to Residents by Personal Support Workers</p>	<p><b>20,825 HOURS</b></p> <p>Of Overtime Worked</p>
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\*Stats reflect period between October 2022 - September 2023

## KEY FUNCTIONS

- Provides daily care for 160 residents including nursing, personal care, food services, housekeeping and laundry and social, recreational and therapeutic programming
- Manages and maintains 199,518 sq ft building
- Provides additional care services through partners and contracts including physiotherapy, pharmacy, social work, nurse practitioner and Medical Director.
- Acts as liaison with families



## SUPPORTING STRATEGIC PLAN 2023-2026



- Equity:** Align programs, services and infrastructure with changing community needs
- Complete a review of Seniors Services with a focus on transportation and seniors housing options

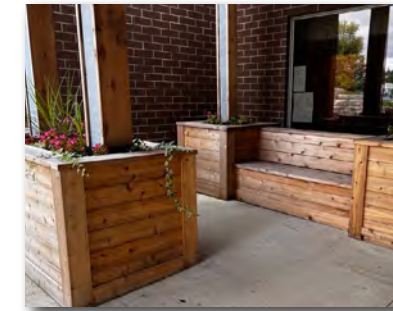


- Equity:** Ensure that the County is an inclusive, equitable and supportive Employer of Choice
- Dufferin Oaks has specific initiatives to as part of the Equity Strategy including updating personnel policies and practices
  - Addition of the Resident Care Manager will provide support to the growing Nursing department, in particular, Personal Support Workers



- Community:** Explore opportunities to improve access to healthcare services
- Partner with the Hills of Headwaters Collaborative Council to support integrated care in Dufferin County

## ON THE HORIZON



**Facilities Capital Upgrades**



**Review of Senior's Housing/Care Needs**



**Review of Emotional Based Models of Care**

## CHALLENGES

- Dependency on agency staffing due to difficulties with recruitment and retention which has been further impacted by the transition to the provincial average of four hours of care per day. The impact of not having enough staff results in greater staff turnover and increasing absenteeism
- Complying with legislative changes as the ministry continues with its revision of the Fixing Long Term Care Act. Funding Announcements to support these changes are increasingly application based, often with little notice
- The increasing acuity and care needs of residents being admitted has resulted in the requirement of additional equipment such as ceiling lifts to be purchased. Also, in certain circumstances, residents may require one to one staffing which is funded at 95% by the ministry. While most of this staffing is funded, there is a financial impact on Dufferin Oaks to fund the remaining 5%
- Due to the age of the building combined with increasing prices there is significant investment required with a number of upcoming large ticket items which will result in the capital asset fund going into a deficit position

# DUFFERIN OAKS LONG TERM CARE HOME FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
User Fees	\$3,782	\$3,974	\$4,041	\$4,110	\$4,179	\$192	5.07%
Government Transfers	\$10,452	\$12,098	\$12,369	\$12,709	\$13,008	\$1,646	15.74%
Other Revenue	\$229	\$230	\$231	\$231	\$232	\$1	0.60%
<b>Total Revenues</b>	<b>\$14,463</b>	<b>\$16,302</b>	<b>\$16,641</b>	<b>\$17,050</b>	<b>\$17,419</b>	<b>\$1,839</b>	<b>12.71%</b>
<b>Expenditures</b>							
Salaries and Benefits	\$16,402	\$17,217	\$17,686	\$17,942	\$18,831	\$815	4.97%
Administrative and Office	\$753	\$792	\$674	\$653	\$713	\$39	5.19%
Service Delivery	\$1,821	\$1,783	\$1,808	\$1,839	\$1,871	-\$38	-2.06%
IT and Communications	\$124	\$151	\$155	\$157	\$160	\$27	21.80%
Facilities	\$916	\$922	\$940	\$963	\$987	\$6	0.66%
Vehicles and Equipment	\$132	\$150	\$153	\$156	\$159	\$19	14.16%
Internal Services Used	\$213	\$230	\$239	\$249	\$259	\$18	8.25%
Internal Services Recovered	-\$217	-\$221	-\$225	-\$230	-\$234	-\$4	2.03%
<b>Total Expenditures</b>	<b>\$20,144</b>	<b>\$21,026</b>	<b>\$21,430</b>	<b>\$21,730</b>	<b>\$22,745</b>	<b>\$882</b>	<b>4.38%</b>
<b>Transfers</b>							
Transfers from Reserves	-\$353	-\$358	-\$193	-\$197	-\$201	-\$5	1.42%
Transfers to Reserves	\$88	\$172	\$172	\$172	\$172	\$84	96.02%
<b>Total Transfers</b>	<b>-\$265</b>	<b>-\$185</b>	<b>-\$21</b>	<b>-\$24</b>	<b>-\$28</b>	<b>\$79</b>	<b>-30.01%</b>
<b>Total Dufferin Oaks Status Quo</b>	<b>\$5,416</b>	<b>\$4,539</b>	<b>\$4,768</b>	<b>\$4,656</b>	<b>\$5,297</b>	<b>-\$877</b>	<b>-16.20%</b>
<b>Additional Staffing Requirements</b>							
Resident Care Manager	\$0	\$109	\$137	\$142	\$148	\$109	100.00%
<b>Total Additional Staffing</b>	<b>\$0</b>	<b>\$109</b>	<b>\$137</b>	<b>\$142</b>	<b>\$148</b>	<b>\$109</b>	<b>100.00%</b>
<b>Total Operating Dufferin Oaks</b>	<b>\$5,416</b>	<b>\$4,647</b>	<b>\$4,905</b>	<b>\$4,798</b>	<b>\$5,445</b>	<b>-\$769</b>	<b>-14.19%</b>
Capital Investment	\$445	\$1,250	\$1,850	\$1,700	\$1,700	\$805	180.90%
<b>Total Dufferin Oaks Long Term Care</b>	<b>\$5,861</b>	<b>\$5,897</b>	<b>\$6,755</b>	<b>\$6,498</b>	<b>\$7,145</b>	<b>\$36</b>	<b>0.62%</b>

## 2024 BUDGET HIGHLIGHTS

### REVENUES

#### GOVERNMENT TRANSFERS

- The new Quality Services Coordinator that is included in the 2023 budget will meet the requirement for each long-term care facility to have a quality lead on staff under the Fixing Long Term Care Act (June implementation date)

#### USER FEES

- User fees have increased 2.5% for the 2023/24 fiscal year and will likely increase a similar amount for the 2024/25 fiscal year

### EXPENDITURES

#### SALARIES AND BENEFITS

- The Bill 124 reopener has had an impact on wage negotiations. Negotiations with ONA is currently in progress and CUPE's contract is set to expire in December 2024

### ADMINISTRATIVE AND OFFICE

- New funding has resulted in an increase to the training budget by \$12,500

### IT AND COMMUNICATIONS

- Digital enhancements to support infection protection and containment and quality services programs (\$13,000)

### FACILITIES

- Increases to facility accounts due to aging of building and to better reflect actuals is offset by decreases to utilities

### VEHICLES AND EQUIPMENT

- Increases to better reflect actual expenditures, often offset by one time funding

## TOTAL EXPENDITURES

### TRANSFERS

- Transfer to reserves is a reallocation of funding received through operating to capital for asset replacement



## PROPOSED 2024 ADDITIONAL POSITION

### RESIDENT CARE MANAGER - DUFFERIN OAKS

This role will provide additional management support for the increasing number of personal support workers (PSWs) at Dufferin Oaks. Without this position all nursing staff are reporting through the two Assistant Directors of Care one of whom must focus 75% of their time on Infection Prevention and Control. The current structure does not provide adequate support to front line staff.

### FINANCIAL IMPACTS

The additional cost for this position in 2024 is \$104,000 for salary and benefits, plus an additional \$4,500 in support costs for year one and \$2,000 thereafter (training, laptop, etc.). The annualized cost is \$136,000. The 2024 budget will realize an increase in funding which will offset a significant portion of the cost.

Please see the [Organizational Planning Report to Committee](#) for full 4Ps document.

# DUFFERIN OAKS LONG TERM CARE HOME CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Prior Year Carry Forward</b>		<b>\$1,400</b>		
<b>Opening Balance</b>	<b>\$1,130</b>	<b>-\$30</b>	<b>\$1,134</b>	<b>-\$1,147</b>
Contributions				
Government Transfers	\$220	\$0	\$100	\$0
Capital Levy	\$445	\$1,250	\$1,850	\$1,700
Other Revenue	\$132	\$88	\$88	\$88
<b>Total Contributions</b>	<b>\$797</b>	<b>\$1,338</b>	<b>\$2,038</b>	<b>\$1,788</b>
Capital Work				
Land Improvements	\$236	\$196	\$0	\$145
Buildings	\$715	\$1,020	\$3,722	\$25
Equipment & Machinery	\$366	\$157	\$198	\$232
Vehicles	\$240	\$200	\$400	\$0
Other	\$400	\$0	\$0	\$20
<b>Total Capital Work</b>	<b>\$1,957</b>	<b>\$1,573</b>	<b>\$4,320</b>	<b>\$422</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$30</b>	<b>\$1,134</b>	<b>-\$1,147</b>	<b>\$219</b>

## 2024 CAPITAL WORKPLAN HIGHLIGHTS

### CONTRIBUTIONS

#### OTHER REVENUE

- Allocation from operating of Minor Capital Funding. For reporting purposes this government transfer is received in operating and allocated towards capital as Other Revenue

### CAPITAL WORK

#### LAND IMPROVEMENTS

- Replacement of the walkway and 1st floor patio will ensure the surrounding area is safe for residents and visitors to enjoy the property \$196,000

#### BUILDINGS

- 2023 roofing project has been moved to 2024 as costs had significantly increased to \$375,000, similarly security has shifted to 2024 at an increase in cost to \$400,000, this also includes an increase in the scope of work planned. Electrical includes required upgrades to the fire alarm system to ensure safe monitoring of the home at \$220,000

#### EQUIPMENT AND MACHINERY

- Includes regular replacement of kitchen equipment, macerators, beds and bedroom furniture as well as tub chairs and new lounge furniture. Also includes installation of additional ceiling lifts which will support staff and residents requiring specialized equipment in the provision of care \$15,000

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>\$219</b>	<b>\$834</b>	<b>\$1,443</b>	<b>\$2,195</b>	<b>\$2,670</b>	<b>\$2,709</b>	<b>\$2,530</b>
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,700	\$800	\$800	\$800	\$800	\$800	\$800
\$88	\$88	\$88	\$88	\$88	\$88	\$88
<b>\$1,788</b>	<b>\$888</b>	<b>\$888</b>	<b>\$888</b>	<b>\$888</b>	<b>\$888</b>	<b>\$888</b>
\$0	\$0	\$0	\$0	\$0	\$0	\$15
\$40	\$80	\$25	\$71	\$579	\$339	\$57
\$153	\$99	\$111	\$102	\$70	\$528	\$130
\$0	\$100	\$0	\$240	\$200	\$200	\$200
\$980	\$0	\$0	\$0	\$0	\$0	\$0
<b>\$1,173</b>	<b>\$279</b>	<b>\$136</b>	<b>\$413</b>	<b>\$849</b>	<b>\$1,066</b>	<b>\$402</b>
<b>\$834</b>	<b>\$1,443</b>	<b>\$2,195</b>	<b>\$2,670</b>	<b>\$2,709</b>	<b>\$2,530</b>	<b>\$3,016</b>

### VEHICLES

- Community Support Services vans are on a seven year replacement schedule. One van and one wheelchair van are planned to be upgraded to hybrid wheelchair vans in 2024 at a cost of \$200,000

# DUFFERIN OAKS LONG TERM CARE HOME WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>Expenditures</b>											
Parking Lot and Curbing	\$191	-	-	-	-	-	-	-	-	-	-
Exterior Patio/Walkways	\$45	\$196	-	\$80	-	-	-	-	-	-	-
Wood Canopies	-	-	-	\$15	-	-	-	-	-	-	\$15
Landscaping	-	-	-	\$50	-	-	-	-	-	-	-
<b>Land Improvements</b>	<b>\$236</b>	<b>\$196</b>	<b>-</b>	<b>\$145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$15</b>
Windows	-	-	-	-	-	-	-	-	-	\$303	-
HVAC	\$218	\$5	\$3,535	\$5	\$5	\$5	\$5	\$45	\$5	\$5	\$5
Exterior Walls	-	-	\$65	-	-	-	-	-	-	-	-
Security	\$100	\$400	-	-	-	-	-	-	-	-	-
Electrical	\$180	\$220	-	-	-	-	-	-	\$500	-	-
Lighting	-	-	-	-	-	-	-	-	\$4	\$11	-
Flooring	\$12	\$20	\$20	\$20	\$35	\$75	\$20	\$26	\$70	\$20	\$20
Overhead Door and Lift	-	-	\$12	-	-	-	-	-	-	-	-
Bathrooms	-	-	-	-	-	-	-	-	-	-	\$32
Interior Upgrades	\$55	-	\$35	-	-	-	-	-	-	-	-
Reinsulate Ductwork for RTU	-	-	\$55	-	-	-	-	-	-	-	-
Shingle replacement	\$150	\$375	-	-	-	-	-	-	-	-	-
<b>Buildings</b>	<b>\$715</b>	<b>\$1,020</b>	<b>\$3,722</b>	<b>\$25</b>	<b>\$40</b>	<b>\$80</b>	<b>\$25</b>	<b>\$71</b>	<b>\$579</b>	<b>\$339</b>	<b>\$57</b>
Elevators	-	-	-	-	-	-	-	-	-	\$300	-
Appliance Replacement	\$3	-	-	-	-	-	-	-	-	\$3	-
Macerators	\$10	\$10	\$30	\$50	-	-	-	-	-	-	\$10
Kitchen Equipment	\$15	\$45	\$6	\$3	\$3	-	\$4	-	\$2	\$104	\$13
Beds and Bedroom Furniture	\$35	\$40	\$65	\$65	\$65	\$40	\$40	\$40	\$40	\$40	\$40
Lifts	\$79	\$23	\$57	\$43	\$45	\$29	\$8	\$12	\$8	\$41	\$48
Tub Replacement/Resident Bathing	\$135	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Resident Lounge Furniture	\$46	\$20	\$20	\$20	\$20	-	\$40	\$20	-	\$20	-
Laundry Equipment	\$43	-	-	-	-	-	-	-	-	-	-
Housekeeping Equipment Replacement	-	-	-	\$32	-	\$11	-	\$11	-	-	-
<b>Equipment &amp; Machinery</b>	<b>\$366</b>	<b>\$157</b>	<b>\$198</b>	<b>\$232</b>	<b>\$153</b>	<b>\$99</b>	<b>\$111</b>	<b>\$102</b>	<b>\$70</b>	<b>\$528</b>	<b>\$130</b>
DCCSS Vehicles	\$240	\$200	\$400	-	-	\$100	-	\$240	\$200	\$200	\$200
<b>Vehicles</b>	<b>\$240</b>	<b>\$200</b>	<b>\$400</b>	<b>-</b>	<b>-</b>	<b>\$100</b>	<b>-</b>	<b>\$240</b>	<b>\$200</b>	<b>\$200</b>	<b>\$200</b>
Nurse Call System/Point of Care	\$400	-	-	\$20	\$980	-	-	-	-	-	-
<b>Other</b>	<b>\$400</b>	<b>-</b>	<b>-</b>	<b>\$20</b>	<b>\$980</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Work Plan Summary</b>	<b>\$1,957</b>	<b>\$1,573</b>	<b>\$4,320</b>	<b>\$422</b>	<b>\$1,173</b>	<b>\$279</b>	<b>\$136</b>	<b>\$413</b>	<b>\$849</b>	<b>\$1,066</b>	<b>\$402</b>

# COMMUNITY SUPPORT SERVICES



## DIVISIONAL LEAD

Kurtis Krepps, Manager of Dufferin County Community Support Services

Community Support Services has 4 full-time positions, 3 part-time positions and 10 casual positions.

## AT A GLANCE

6000+ Hot Meals and Frozen Meals Delivered	5000+ Medical Transportation Drives and Drives to the Adult Day Program	40 PEOPLE Attended the Adult Day Program	600+ Unique Individuals Served Through Community Support Services
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## KEY FUNCTIONS

- Support medical transportation drives to and from medical appointments locally and throughout the Greater Toronto Area
- Operate Adult Day Program where participants receive socialization, meals, laughter and engagement
- Provide Hot and Frozen Meals through our Meals on Wheels Program
- Coordinate Home Help, Home Maintenance and Respite Supports



## SUPPORTING STRATEGIC PLAN 2023-2026



- Equity:** Align programs, services and infrastructure with changing community needs
- Implement the Age-Friendly Strategy - review of Seniors Services with a focus on transportation and seniors housing options



- Community:** Explore opportunities to improve access to healthcare services
- Participate through transportation programming to increase opportunities to access healthcare services



- Government:** Improve on our internal and external communications
- Increase distribution of information about programs and services to the community and partners

## ON THE HORIZON



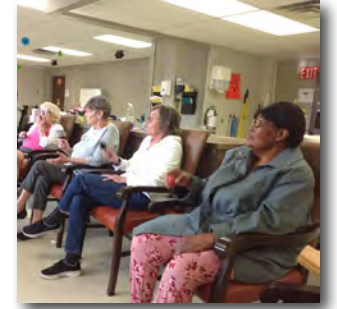
**Increase Community Presence and Build on Volunteer Opportunities**



**Review Future Transportation Requirements Due to Growing Demand**



**Build Capacity for Programming and Bring in Pre-Pandemic Program Numbers**



**Review Program Planning for Application of an Equity Lens**

## CHALLENGES

- Recruitment for volunteers and community members to assist with all programs
- Ongoing demand for transportation services including transportation to and from social events. Current funding is allocated to support medical transportation only

# COMMUNITY SUPPORT SERVICES FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
User Fees	\$175	\$176	\$176	\$176	\$176	\$0	0.11%
Government Transfers	\$1,638	\$1,693	\$1,693	\$1,693	\$1,693	\$55	3.36%
Other Revenue	\$2	\$2	\$2	\$2	\$2	\$0	0.97%
<b>Total Revenues</b>	<b>\$1,815</b>	<b>\$1,871</b>	<b>\$1,871</b>	<b>\$1,871</b>	<b>\$1,871</b>	<b>\$55</b>	<b>3.05%</b>
<b>Expenditures</b>							
Salaries and Benefits	\$722	\$751	\$780	\$806	\$833	\$30	4.12%
Administrative and Office	\$82	\$83	\$83	\$83	\$83	\$1	0.99%
Service Delivery	\$1,145	\$1,178	\$1,178	\$1,198	\$1,178	\$33	2.88%
IT and Communications	\$12	\$19	\$21	\$19	\$19	\$7	60.50%
Facilities	\$54	\$56	\$58	\$59	\$61	\$2	3.00%
Vehicles and Equipment	\$61	\$61	\$62	\$62	\$62	\$0	0.00%
<b>Total Expenditures</b>	<b>\$2,076</b>	<b>\$2,148</b>	<b>\$2,181</b>	<b>\$2,228</b>	<b>\$2,237</b>	<b>\$72</b>	<b>3.49%</b>
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Community Support Services</b>	<b>\$260</b>	<b>\$278</b>	<b>\$310</b>	<b>\$357</b>	<b>\$366</b>	<b>\$17</b>	<b>6.57%</b>

## 2024 BUDGET HIGHLIGHTS

### REVENUES

#### USER FEES

- Will see an increase in revenue as participation in these services are increasing

#### GOVERNMENT TRANSFERS

- No increases expected except funding for assisted living

### EXPENDITURES

#### IT AND COMMUNICATIONS

- Shift to cloud-based solution requires increase in annual fees \$9,200





# MEL LLOYD CENTRE



## MAIN CONTACT

Brenda Wagner, Administrator

## KEY FUNCTIONS

- Space leased to community service providers to increase community access to health and social services.
- Community service groups are able to access space to hold events (WDGPH holds immunization clinics)

## ON THE HORIZON



**2023 Roof Replacement  
Postponed until 2024 Due  
to Increased Cost**



**Increased Security**

## CHALLENGES

- Aging infrastructure of the building (original building was built in 1962)

# MEL LLOYD CENTRE CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Prior Year Carry Forward</b>		<b>\$1,003</b>		
<b>Opening Balance</b>	<b>\$661</b>	<b>-\$284</b>	<b>\$101</b>	<b>-\$169</b>
Contributions				
Capital Levy	\$140	\$200	\$225	\$225
<b>Total Contributions</b>	<b>\$140</b>	<b>\$200</b>	<b>\$225</b>	<b>\$225</b>
Capital Work				
Land Improvements	\$242	\$0	\$0	\$0
Buildings	\$843	\$798	\$495	\$73
Equipment & Machinery	\$0	\$20	\$0	\$0
<b>Total Capital Work</b>	<b>\$1,085</b>	<b>\$818</b>	<b>\$495</b>	<b>\$73</b>
<b>Ending Capital Asset Fund Balance</b>	<b>-\$284</b>	<b>\$101</b>	<b>-\$169</b>	<b>-\$17</b>

# MEL LLOYD CENTRE FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Rent Revenue	\$348	\$353	\$364	\$376	\$387	\$5	1.43%
Other Revenue	\$56	\$57	\$58	\$59	\$60	\$1	1.99%
<b>Total Revenues</b>	<b>\$404</b>	<b>\$410</b>	<b>\$422</b>	<b>\$435</b>	<b>\$448</b>	<b>\$6</b>	<b>1.51%</b>
Expenditures							
IT and Communications	\$1	\$1	\$1	\$1	\$1	\$0	7.69%
Facilities	\$334	\$288	\$294	\$300	\$307	-\$47	-14.03%
Internal Services Used	\$152	\$151	\$154	\$157	\$161	\$0	-0.20%
<b>Total Expenditures</b>	<b>\$487</b>	<b>\$440</b>	<b>\$450</b>	<b>\$459</b>	<b>\$468</b>	<b>-\$47</b>	<b>-9.67%</b>
<b>Total Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Operating Mel Lloyd</b>	<b>\$83</b>	<b>\$30</b>	<b>\$27</b>	<b>\$24</b>	<b>\$21</b>	<b>-\$53</b>	<b>-63.95%</b>
Capital Investment	\$140	\$200	\$225	\$225	\$225	\$60	42.86%
<b>Total Mel Lloyd Centre</b>	<b>\$223</b>	<b>\$230</b>	<b>\$252</b>	<b>\$249</b>	<b>\$246</b>	<b>\$7</b>	<b>3.03%</b>

## 2024 BUDGET HIGHLIGHTS

### REVENUES

#### RENT REVENUE

- Rent is indexed at 3% per year

### EXPENDITURES

#### FACILITIES

- 2023 included one-time costs for duct cleaning and foundation work. Decrease in utility costs of \$15,000

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>-\$17</b>	<b>\$175</b>	<b>\$22</b>	<b>\$129</b>	<b>\$276</b>	<b>\$348</b>	<b>\$486</b>
\$225	\$225	\$150	\$150	\$150	\$150	\$150
<b>\$225</b>	<b>\$225</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>
\$0	\$0	\$0	\$0	\$10	\$0	\$0
\$33	\$378	\$43	\$3	\$68	\$12	\$8
\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>\$33</b>	<b>\$378</b>	<b>\$43</b>	<b>\$3</b>	<b>\$78</b>	<b>\$12</b>	<b>\$8</b>
<b>\$175</b>	<b>\$22</b>	<b>\$129</b>	<b>\$276</b>	<b>\$348</b>	<b>\$486</b>	<b>\$628</b>

# MEL LLOYD CENTRE WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Parking Lot and Curbing	\$242	-	-	-
Wood Canopies	-	-	-	-
Land Improvements	\$242	-	-	-
Buildings				
Windows	\$30	-	\$45	\$30
HVAC	\$168	\$13	\$212	\$10
Exterior Walls	\$80	-	\$20	-
Security	\$60	\$20	-	-
Building Automation System	-	-	-	-
Electrical	\$5	\$2	\$200	-
Flooring	\$5	\$3	\$3	\$33
Exterior Doors	-	-	\$15	-
Roof Replacement	\$365	\$630	-	-
Interior Upgrades	\$130	\$130	-	-
Buildings	\$843	\$798	\$495	\$73
Equipment & Machinery				
Diesel Tanks	-	\$20	-	-
Equipment & Machinery	-	\$20	-	-
<b>Total Work Plan Summary</b>	<b>\$1,085</b>	<b>\$818</b>	<b>\$495</b>	<b>\$73</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	-	-	-	-	-	-
-	-	-	-	\$10	-	-
-	-	-	-	\$10	-	-
\$30	\$30	\$40	-	-	-	-
-	-	-	-	\$65	\$9	-
-	\$40	-	-	-	-	-
-	-	-	-	-	-	-
-	\$305	-	-	-	-	\$5
\$3	\$3	\$3	\$3	\$3	\$3	\$3
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$33	\$378	\$43	\$3	\$68	\$12	\$8
-	-	-	-	-	-	-
-	-	-	-	-	-	-
<b>\$33</b>	<b>\$378</b>	<b>\$43</b>	<b>\$3</b>	<b>\$78</b>	<b>\$12</b>	<b>\$8</b>

## 2024 CAPITAL WORKPLAN HIGHLIGHTS

### CAPITAL WORK

#### BUILDINGS

- The largest expense is the roof replacement which was moved to 2024 as costs had significantly increased to \$630,000. Interior upgrades of \$130,000 are planned to update the public washrooms. HVAC includes consultant fees for 2025 heating system controls replacement

#### EQUIPMENT AND MACHINERY

- Replacement of existing diesel tank including new concrete pad for \$20,000. The fuel powers the generator during power outages

# PARAMEDICS



## DIVISIONAL LEAD

Tom Reid, Chief Paramedic

The Dufferin County Paramedic Services team includes 40 full-time and 20 part-time positions.

### AT A GLANCE

<b>8 MINS 22 SECS</b> Average Response Time	<b>11,718</b> Call Volume	<b>25 MINS 18 SECS</b> Average Offload Time
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### KEY FUNCTIONS

- 24-hour emergency pre-hospital care
- Provides Advance Life Support program
- Manages the Public Access Defibrillator (PAD) Program with over 130 PADs available throughout the County
- Participates in regional and provincial programs aimed at improving patient outcomes, including Acute Stroke Bypass, ST Elevation Myocardial Infarction Bypass, Code STEMI, Paramedic Referral, Palliative Alternative Destination, Palliative Alternative Treatment Program, and Trauma Bypass Program
- Provide Community Paramedic Program to connect the most vulnerable patients to the most appropriate entry into the health care system
- Provides virtual care options through the Community Paramedic Program such as Remote Patient Monitoring
- Promotes the profession through public education, community events, and fundraising initiatives



**TOM REID**  
Chief Paramedic

### SUPPORTING STRATEGIC PLAN 2023-2026



**Community:** Support community well-being and safety through collaboration and partnerships

- Working with our community partners to support vulnerable and marginalized community members



**Community:** Explore opportunities to improve access to healthcare services

- Developing new patient care models, alternate destinations, palliative care, treat and refer and treat and release programs

### ON THE HORIZON



**Departmental Leadership Revitalization**



**New Standards of Care**



**Palliative Care for Primary Care Paramedics**

### CHALLENGES

- Human Health Resource staffing and resources
- Rising expenses (fuel, vehicles and equipment)
- Increasing call volumes
- Increased acuity of patients living at home
- Limited space for growing Community Paramedic programs



# PARAMEDICS FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
Government Transfers	\$5,313	\$5,807	\$6,171	\$5,616	\$5,591	\$495	9.31%
Other Revenue	\$15	\$18	\$18	\$18	\$19	\$3	18.76%
<b>Total Revenues</b>	<b>\$5,327</b>	<b>\$5,825</b>	<b>\$6,189</b>	<b>\$5,634</b>	<b>\$5,610</b>	<b>\$497</b>	<b>9.33%</b>
<b>Expenditures</b>							
Administrative and Office	\$15	\$113	\$13	\$11	\$11	\$98	645.08%
Service Delivery	\$8,494	\$9,274	\$9,525	\$9,297	\$9,375	\$780	9.18%
IT and Communications	\$222	\$247	\$252	\$202	\$188	\$26	11.70%
Facilities	\$169	\$151	\$154	\$151	\$158	-\$18	-10.79%
Vehicles and Equipment	\$390	\$426	\$436	\$422	\$423	\$37	9.44%
Internal Services Used	\$259	\$725	\$731	\$720	\$733	\$466	179.93%
<b>Total Expenditures</b>	<b>\$9,548</b>	<b>\$10,936</b>	<b>\$11,110</b>	<b>\$10,802</b>	<b>\$10,889</b>	<b>\$1,388</b>	<b>14.53%</b>
<b>Transfers</b>							
Transfers from Reserves	\$0	-\$100	\$0	\$0	\$0	-\$100	100.00%
<b>Total Transfers</b>	<b>\$0</b>	<b>-\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$100</b>	<b>100.00%</b>
<b>Total Status Quo</b>	<b>\$4,221</b>	<b>\$5,012</b>	<b>\$4,921</b>	<b>\$5,167</b>	<b>\$5,279</b>	<b>\$791</b>	<b>18.73%</b>
Capital Investment	\$490	\$518	\$533	\$553	\$603	\$28	0.00%
<b>Total Paramedic Services</b>	<b>\$4,711</b>	<b>\$5,529</b>	<b>\$5,453</b>	<b>\$5,720</b>	<b>\$5,882</b>	<b>\$818</b>	<b>17.36%</b>
<b>Additions</b>							
Service Delivery New	\$0	\$282	\$293	\$305	\$317	\$282	100.00%
Government Transfers New	\$0	-\$141	-\$147	-\$153	-\$159	-\$141	100.00%
<b>Total Additions</b>	<b>\$0</b>	<b>\$141</b>	<b>\$147</b>	<b>\$153</b>	<b>\$159</b>	<b>\$141</b>	<b>100.00%</b>
<b>Total Paramedic Services</b>	<b>\$4,711</b>	<b>\$5,670</b>	<b>\$5,600</b>	<b>\$5,872</b>	<b>\$6,040</b>	<b>\$959</b>	<b>20.36%</b>



## 2024 BUDGET HIGHLIGHTS

### REVENUES

#### GOVERNMENT TRANSFERS

- Includes additional one-time funding for Offload Nursing \$80,000
- Community Paramedic funding extended to 2026

### EXPENDITURES

#### ADMINISTRATIVE AND OFFICE

- Consulting fees includes \$100,000 to review paramedic service delivery contract options

#### SERVICE DELIVERY

- Additional Offload Nursing of \$80,000; contract with hospital \$8,144,080 includes regular increases (\$176,000), Bill 124 arbitration adjustments (\$240,000) and additional overtime hours to support increased staff absences (\$138,000)

#### INTERNAL SERVICES RECOVERED

- Increased to align with ministry reporting and to better reflect actual time staff support Paramedic Services

### TOTAL EXPENDITURES

#### TRANSFERS FROM RESERVES

- Rate Stabilization Reserve is proposed to be used for one time consultant work

### SERVICE ENHANCEMENT

Paramedics are looking to enhance their supervisor hours. The enhanced hours will meet occupational health and safety supervision requirements, improve operational performance and enhance communication between management and front line staff. The primary responsibility is to provide support to staff, quality assurance, and optimize performance 24/7. They will also be the primary liaison between the Hospital, our Communication Center, and allied agencies for day to day coordination of Paramedic Services. The additional cost is estimated at \$282,000 which will be offset by government transfers of \$141,000 or 50% of the cost each year.

# PARAMEDICS CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Prior Year Carry Forward</b>		\$351		
<b>Opening Balance</b>	\$1,457	\$1,208	\$1,303	\$1,377
Contributions				
Capital Levy	\$490	\$518	\$533	\$553
Other Revenue	\$22	\$6	\$0	\$0
<b>Total Contributions</b>	\$512	\$523	\$533	\$553
Capital Work				
Land Improvements	\$0	\$5	\$50	\$15
Buildings	\$141	\$78	\$53	\$108
Equipment & Machinery	\$35	\$96	\$66	\$1,280
Vehicles	\$585	\$600	\$290	\$290
<b>Total Capital Work</b>	\$761	\$779	\$459	\$1,693
<b>Ending Capital Asset Fund Balance</b>	\$1,208	\$1,303	\$1,377	\$237

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$237	\$338	\$223	\$370	\$469	\$384	\$492
\$603	\$623	\$643	\$663	\$683	\$713	\$733
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$603	\$623	\$643	\$663	\$683	\$713	\$733
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$9	\$68	\$35	\$68	\$20	\$22	\$88
\$3	\$180	\$60	\$6	\$458	\$93	\$95
\$490	\$490	\$400	\$490	\$290	\$490	\$490
\$501	\$738	\$495	\$564	\$768	\$605	\$673
\$338	\$223	\$370	\$469	\$384	\$492	\$552



# PARAMEDICS WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Asphalt Paving	-	\$5	\$50	\$15
Land Improvements	-	\$5	\$50	\$15
Electrical	-	-	\$30	-
Kitchen	-	-	-	\$25
Security	\$50	\$30	-	-
Roof Replacement	-	-	-	\$40
Exterior Walls	-	-	\$5	-
Plumbing	-	-	-	-
Flooring	\$30	-	\$8	\$10
HVAC	\$32	-	-	\$33
Windows	-	-	-	-
Exterior Doors	\$6	-	\$10	-
Garage Doors	\$23	\$48	-	-
Buildings	\$141	\$78	\$53	\$108
In-vehicle Laptops	-	\$90	-	-
Defibrillators	-	-	-	\$455
Carrying Equipment	-	-	-	\$822
Patient Equipment	\$35	-	\$60	-
Appliance Replacement	-	\$6	\$6	\$3
Equipment & Machinery	\$35	\$96	\$66	\$1,280
Ambulances	\$550	\$600	\$200	\$200
Community Paramedic Vehicle/ERUs	\$35	-	\$90	\$90
Vehicles	\$585	\$600	\$290	\$290
<b>Total Work Plan Summary</b>	<b>\$761</b>	<b>\$779</b>	<b>\$459</b>	<b>\$1,693</b>

## 2024 CAPITAL HIGHLIGHTS

### EXPENDITURES

#### LAND IMPROVEMENTS

- Design work for asphalt paving of Orangeville station in 2024

#### BUILDINGS

- Continuation of security project in Grand Valley and Shelburne \$30,000. Replacement of four garage doors in Orangeville at \$12,000 each

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	\$12	-	\$20
-	-	-	-	-	-	-
-	-	\$10	-	-	\$10	-
-	-	\$0	-	-	\$0	\$35
-	-	-	-	-	-	-
-	-	\$25	-	-	-	-
-	-	-	\$30	-	-	\$30
\$9	\$10	-	\$38	-	\$12	\$3
-	\$50	-	-	\$8	-	-
-	-	-	-	-	-	-
-	\$8	-	-	-	-	-
\$9	\$68	\$35	\$68	\$20	\$22	\$88
-	\$90	-	-	-	\$90	-
-	-	-	-	\$455	-	-
-	\$55	-	-	-	-	-
-	\$35	\$60	-	-	-	\$95
\$3	-	-	\$6	\$3	\$3	-
\$3	\$180	\$60	\$6	\$458	\$93	\$95
\$400	\$400	\$400	\$400	\$200	\$400	\$400
\$90	\$90	-	\$90	\$90	\$90	\$90
\$490	\$490	\$400	\$490	\$290	\$490	\$490
<b>\$501</b>	<b>\$738</b>	<b>\$495</b>	<b>\$564</b>	<b>\$768</b>	<b>\$605</b>	<b>\$673</b>

### EQUIPMENT AND MACHINERY

- Regular replacement of in-vehicle laptops used for electronic charting \$90,000. Based on age the kitchen appliances in Orangeville are due for replacement, however they will only be replaced if they are no longer working

### VEHICLES

- Three ambulances will be replaced in 2024, two of which were ordered in 2023. A fully loaded ambulance costs just under \$200,000

# PUBLIC HEALTH

The County of Dufferin provides Public Health Services through a regional model administered by Wellington Dufferin Guelph Public Health.



## REPRESENTATION

The County appoints members to the Wellington Dufferin Guelph Public Health Board of Directors.

## KEY FUNCTIONS

- Provides health prevention and promotion services across the region including vaccinations, dental care for seniors, travel health clinics, sexually transmitted disease testing, smoking cessation programs, and more
- Public Health inspections for restaurants and personal care businesses
- Education with respect to infectious disease, inspect born illness, animal bites and rabies
- Data collection and analysis to support and promote health equity

## PUBLIC HEALTH FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expenditures							
Debt Repayment	\$238	\$2,152	\$0	\$0	\$0	\$1,913	802.55%
Service Delivery	\$1,721	\$1,773	\$1,826	\$1,880	\$1,936	\$52	3.01%
<b>Total Expenditures</b>	<b>\$1,959</b>	<b>\$3,924</b>	<b>\$1,826</b>	<b>\$1,880</b>	<b>\$1,936</b>	<b>\$1,965</b>	<b>100.31%</b>
Transfers							
Transfers from Reserves	\$0	-\$1,953	\$0	\$0	\$0	-\$1,953	100.00%
DC Contribution	-\$161	-\$161	-\$161	-\$161	-\$161	\$0	-0.26%
<b>Total Transfers</b>	<b>-\$161</b>	<b>-\$2,114</b>	<b>-\$161</b>	<b>-\$161</b>	<b>-\$161</b>	<b>-\$1,953</b>	<b>1210.76%</b>
<b>Total WDG Health Unit</b>	<b>\$1,798</b>	<b>\$1,810</b>	<b>\$1,665</b>	<b>\$1,719</b>	<b>\$1,775</b>	<b>\$13</b>	<b>0.70%</b>

## 2024 BUDGET HIGHLIGHTS

### EXPENDITURES

#### DEBT REPAYMENT

- Public Health loan will be coming due in 2024. Per previous Council direction balance will be paid off at that time

#### SERVICE DELIVERY

- Small increase expected for 2024

#### TRANSFERS

- Transfer from the Bank Loan Reserve Fund and Public Health reserve will be used to offset the payment of the loan

