



**The Corporation of the County of Wellington
County Council
Agenda**

Thursday, September 25, 2014

10:00 am

County Administration Centre
Council Chambers

Pages

1. O Canada

2. Warden's Remarks

3. Roll Call

4. Declaration of Pecuniary Interest

5. Confirmation of Council Minutes - Councillor Innes

5.1 June 26, 2014

4 - 14

6. Resolution to Permit Delegations - Councillor Tosh

6.1 Crime Stoppers Guelph Wellington Auction Proceeds Cheque Presentation

Dirk Kuemmling, Vice-Chair

Sarah Bowers-Peter, Programme Coordinator

7. Resolution First and Second Reading of By-Laws - Councillor Williamson

5405-14 - A By-law to appoint the Auditor for the Corporation of the County of Wellington for the fiscal years ending December 31, 2014 to December 31, 2018.

5406-14 - A By-law to adopt Official Plan Amendment 92- Town of Minto.

5407-14 - A By-law to adopt Official Plan Amendment No. 93 - Town of Wellington North.

5408-14 - A By-law to amend by-law 4563-03, a by-law to regulate traffic on various County roads within the County of Wellington.

5409-14 - A By-law to confirm proceedings of the Corporation of the County of Wellington at its meeting held September 25, 2014

8. Resolution Moving Council into Committee of the Whole - Councillor Lynda White
9. Closed Meeting - Councillor Whale
(Agenda emailed under separate cover)
10. Rise and Report - Councillor Watters
11. Report from Closed Meeting - Warden White
12. Committee Minutes and By-Laws For Action
 - 12.1 Roads Committee 15 - 77
 - 12.2 Solid Waste Services Committee 78 - 120
 - 12.3 Police Services Board 121 - 193
 - 12.4 Social Services Committee 194 - 508
 - 12.5 Information, Heritage and Seniors Committee 509 - 618
 - 12.6 Planning Committee 619 - 645
 - 12.7 Economic Development Committee 646 - 713
 - 12.8 Administration, Finance and Personnel 714 - 805
13. Proposed By-Laws Resolution to Refer to Council - Councillor Chapman
14. Reports from Staff
15. Correspondence for Council's Information
16. Resolution that the Committee of the Whole Rise and Report - Councillor Lever
17. Resolution to Adopt Action of Council in Committee of the Whole - Councillor Ross-Zuj
18. Resolution for Third Reading of By-Laws - Councillor McKay
19. Notice of Motion presented at the June 26, 2014 Council meeting:
 - 19.1 Councillor Lou Maieron

That County staff prepare a report regarding the feasibility of area rating certain County services as there are different usage rates and service levels provided to County residents.

20. Cultural Moment
21. Municipal Announcements
22. Adjournment



The Corporation of the County of Wellington County Council Minutes

June 26, 2014
County Administration Centre
Council Chambers
10:00 am

1. O Canada

Councillor Watters led Council in the singing of O Canada.

2. Warden's Remarks

Warden White welcomed everyone to the Chambers.

3. Roll Call

Present: Warden Chris White; Councillors George Bridge, Ken Chapman, John Green, Jean Innes, Dennis Lever, Lou Maieron, Don McKay, Gordon Tosh, Raymond Tout, Shawn Watters, Bruce Whale, Gary Williamson and Lynda White

Regrets: Councillors Mark MacKenzie and Joanne Ross-Zuj

4. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

5. Confirmation of Council Minutes

1/6/14

Moved by: Councillor Williamson

Seconded by: Councillor L. White

That the minutes of the Council Meetings in Committee of the Whole and Council Session held on May 29, 2014 be confirmed as recorded and distributed.

Carried

6. Resolution to Permit Delegations

2/6/14

Moved by: Councillor Watters

Seconded by: Councillor L. White

That persons desiring to address Council be permitted to do so.

Carried

6.1. Wellington Dufferin Guelph Public Health - Smoke Free Outdoor Spaces

Ms. Rita Sethi, Director of Community Health, Ms. Jennifer McCorriston, Manager, Chronic Disease and Injury Prevention Team and Ms. Laura Campbell, Health Promotion Specialist presented the Smoke Free Outdoor Spaces Campaign to County Council.

3/6/14

Moved by: Councillor Maieron

Seconded by: Councillor Innes

That the Smoke Free Outdoor Spaces Campaign be referred to the Administration, Finance and Personnel Committee.

Carried

6.2. Waterloo Wellington Community Care Access Centre

Mr. Gordon Milak, CEO presented an overview of the services that the Waterloo Wellington Community Care Access Centre provides to patients and the community.

7. Resolution First and Second Reading of By-Laws

4/6/14

Moved by: Councillor Tosh

Seconded by: Councillor McKay

That By-Laws Numbered 5400-14 to 5404-14 inclusive, be taken as read by the Clerk; and that they be given consideration in Committee of the Whole.

Carried

8. Resolution Moving Council into Committee of the Whole

5/6/14

Moved by: Councillor Chapman

Seconded by: Councillor Maieron

That Council now go into Committee of the Whole to consider correspondence, minutes and by-laws.

Carried

9. Closed Meeting

6/6/14

Moved by: Councillor L. White

Seconded by: Councillor Watters

That Council move into a closed meeting for the purposes of considering litigation or potential litigation and authority under another act.

Carried

10. Rise and Report

7/6/14

Moved by: Councillor Lever

Seconded by: Councillor Williamson

That Council rise and report from the closed meeting.

Carried

11. Report from Closed Meeting

Warden White advised there was nothing to report from the closed meeting.

12. Committee Minutes and By-Laws For Action

12.1. Roads Committee

8/6/14

Moved by: Councillor L. White

Seconded by: Councillor Chapman

That the June 10, 2014 Minutes of the Roads Committee be received and referred to Council for adoption.

Carried

12.2. Police Services Board

9/6/14

Moved by: Councillor Tout

Seconded by: Councillor Chapman

That the June 11, 2014 Minutes of the Police Services Board be received and referred to Council for adoption.

Carried

12.3. Social Services Committee

10/6/14

Moved by: Councillor Tosh

Seconded by: Councillor McKay

That the June 11, 2014 Minutes of the Social Services Committee, be received and referred to Council for adoption.

Carried

12.4. Information, Heritage and Seniors Committee

11/6/14

Moved by: Councillor Innes

Seconded by: Councillor Lever

That the June 11, 2014 Minutes of the Information, Heritage and Seniors Committee be received and referred to Council for adoption.

Carried

12.5. Planning Committee

12/6/14

Moved by: Councillor Maieron

Seconded by: Councillor Watters

That the June 12, 2014 Minutes of the Planning Committee be received and referred to Council for adoption.

Carried

12.6. Economic Development Committee

13/6/14

Moved by: Councillor Bridge

Seconded by: Councillor Green

That the June 17, 2014 Minutes of the Economic Development Committee be received and referred to Council for adoption.

Carried

12.7. Administration, Finance and Personnel

14/6/14

Moved by: Councillor Green

Seconded by: Councillor Bridge

That the June 17, 2014 Minutes of the Administration, Finance and Personnel Committee be received and referred to Council for adoption.

Councillor Maieron requested that Item 3 be voted on separately.

15/6/14

Moved by: Councillor Tout

Seconded by: Councillor Williamson

That 19.1 Notice of Motion regarding Hospital Funding be now dealt with.

Carried

Item 3 of the Administration, Finance and Personnel Report:

18/6/14

Moved by: Councillor Green

Seconded by: Councillor Bridge

That the Committee supports the funding requests from the three County Hospital Foundations – Groves Memorial, Louise Marshall and Palmerston – in the total amount of 9.4 million.

A recorded vote was requested by Councillor Maieron.

Recorded

Warden White	Yes	
Councillor McKay		No
Councillor Tosh	Yes	
Councillor Watters	Yes	
Councillor L. White	Yes	
Councillor Bridge	Yes	
Councillor Green	Yes	
Councillor Tout	Yes	
Councillor Chapman		No
Councillor Maieron		No
Councillor Lever	Yes	
Councillor Innes	Yes	
Councillor Whale		No
Councillor Williamson	Yes	

Results	10	4
----------------	-----------	----------

Carried

19/6/14

Moved by: Councillor Green

Seconded by: Councillor Bridge

That the June 17, 2014 Minutes of the Administration, Finance and Personnel Committee, excluding Item 3 be received and referred to Council for adoption.

Carried

13. Proposed By-Laws Resolution to Refer to Council

20/6/14

Moved by: Councillor Innes

Seconded by: Councillor Lever

That By-laws numbered 5400-14 to 5404-14 inclusive, be considered and referred to Council for third reading.

Carried

14. Reports from Staff

14.1. Provincial Investment in Affordable Housing Report

21/6/14

Moved by: Councillor Tosh

Seconded by: Councillor McKay

That Council approve the CAO to sign the Provincial agreement for the Investment in Affordable Housing funding.

Carried

15. Correspondence for Council's Information

15.1. Town of Erin Resolution Regarding Hospital Funding

The correspondence dated June 17, 2014 was received for information.

16. Resolution that the Committee of the Whole Rise and Report

22/6/14

Moved by: Councillor Whale

Seconded by: Councillor Williamson

That the Committee rise as Council to report and confirm the actions taken in Committee of the Whole.

Carried

17. Resolution to Adopt Action of Council in Committee of the Whole

23/6/14

Moved by: Councillor Maieron

Seconded by: Councillor Lever

That the actions taken in Committee of the Whole today be confirmed by this Council and the Minutes of the Committees be adopted.

Carried

18. Resolution for Third Reading of By-Laws

24/6/14

Moved by: Councillor McKay

Seconded by: Councillor Tosh

That By-Laws numbered 5400-14 to 5404-14 inclusive be taken as read a third time and passed.

Carried

19. Notices of Motion

19.1 and 19.2 were presented at the May 29, 2014 Council meeting.

19.1. Hospital Funding – Councillor Ken Chapman

That County Council defer any vote on additional hospital funding beyond the committed five million until the next Council term (2014-2018) is installed at which time a comprehensive review of the issue can be considered.

This item was dealt with under Resolution 15/6/14

19.2. Climate Change – Councillor Bruce Whale

That staff be directed to oversee the establishment of a broad based committee to identify probable impacts of climate change and to propose a course of adaptation and remediation for Wellington County.

25/6/14

Moved by: Councillor Whale

Seconded by: Councillor Watters

That the following notice of motion be referred to the Planning Committee for review:

That staff be directed to oversee the establishment of a broad based committee to identify probable impacts of climate change and to propose a course of adaptation and remediation for Wellington County.

Carried

19.3 The following Notice of Motion was presented by Councillor Maieron and will be considered at the September 25, 2014 Council meeting:

That County staff prepare a report regarding the feasibility of area rating certain County services as there are different usage rates and service levels provided to County residents.

20. Cultural Moment

In honour of the Canada Day holiday and the anniversary of the First World War, Ms. Janice Hindley, Wellington Place Administrator brought a print of Canada's armourial bearings, done by A.J. Casson in 1921. The bearings represented the forging of Canada's own identity as an independent nation from Britain.

21. Municipal Announcements

Councillor Williamson advised that he and Councillor McKay attended a Rural Transportation Forum in Walkerton on June 16, 2014. The forum was hosted by the Rural Ontario Institute, Ontario Healthy Communities Coalition and Bruce County.

Councillor Whale announced that July 1, 2014 marks the Town of Mapleton's 15th anniversary. The Mapleton Rodeo will be held the weekend of July 4-6, 2014 at Moorefield Optimist Park.

Councillor Innes advised that Art in the Yard will take place the weekend of July 5-6, 2014 in Elora. Also the Elora Music Festival will run from July 11 – 27, 2014.

Councillor Lever extended an invitation to the Optimist Club of Puslinch's July 1, 2014 Canada Day celebrations that include a free pancake breakfast at the Community Centre and fireworks. He also commended the Economic Development department on the Festival and Activities Guide.

Councillor Maieron announced that the Orton church and community park will host Canada Day Activities including dinner and fireworks on July 1, 2014. Also, the Hillsburgh Family Fun Day will take place on August 16, 2014.

Councillor Tout invited all to the Arthur Art in the Street on June 28, 2014 and also to the Mount Forest Fireworks festival taking place the third weekend in July.

Councillor Bridge announced that the Rotary Club of Clifford will be hosting a dinner on Saturday June 28. The Mayor's Annual Charity Golf Tournament will take place on August 14, 2014 at Pike Lake.

Councillor McKay reiterated Councillor Williamson's comments regarding the Rural Transportation Forum being very informative. He also recommended the following books by author Terry Fallis: The Best Laid Plans and The High Road.

Councillor Watters informed Council that Dominion Day Elora will be held on July 1, 2014.

22. Adjournment

At 12.55 pm, the Warden adjourned the meeting until September 25, 2014 or at the call of the Chair.

Chris White - Warden

Donna Bryce - County Clerk



Corporation of the County of Wellington Roads Committee Minutes

September 9, 2014
County Administration Centre
Keith Room

Present: Warden Chris White
Councillor Joanne Ross-Zuj (Chair)
Councillor Ken Chapman
Councillor Lynda White
Councillor Gary Williamson

Also Present: Councillor Don McKay
Ken Roth, Councillor, Township of Puslinch
Richard Puccini, Dillon Consulting

Staff: Donna Bryce, County Clerk
Mark Bolzon, Manager, Purchasing and Risk Management
Kim Courts, Deputy Clerk
Ken DeHart, County Treasurer
Mark Eby, Construction Manager
Paul Johnson, Operations Manager
Gord Ough, County Engineer
Scott Wilson, CAO

1. Call to Order

At 9:00 am the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Roads Financial Statements as of August 31, 2014

1/5/14

Moved by: Warden White

Seconded by: Councillor Williamson

That the Roads and Engineering Financial Statements as of August 31, 2014 be approved.

Carried

4. Tender Award CW2014-039 - Purchase of Four- 6 Tonne Trucks

2/5/14

Moved by: Warden White

Seconded by: Councillor Chapman

That County of Wellington Project No. CW2014-039, a tender for the supply and delivery of four, six tonne trucks, tandem cab and chassis be awarded Metro Freightliner Hamilton Inc., of Hamilton, at their total tendered amount of \$470,000.00, exclusive of HST @ 13%; and

That Purchasing and Risk Management staff be authorized to issue the necessary purchase orders.

Carried

5. Tender Award- CW2014 -040 Purchase of Plow Rigging and Dump Bodies for Four – 6 Tonne Trucks

3/5/14

Moved by: Councillor Williamson

Seconded by: Warden White

That County of Wellington Project No. CW2014-040, a tender for the supply and installation of four plow boxes and plow rigging as specified be awarded to Alliston Equipment Ltd., of Bolton at the total tendered amount of \$237,187.52, exclusive of HST @ 13%; and

That Purchasing and Risk Management staff be authorized to issue the necessary purchase orders.

Carried

6. OCIF and SCF Grant Applications - Verbal

Ken DeHart, County Treasurer, updated the Committee on the OCIF and SCF Grant Applications. A report would be presented at the AF&P meeting on September 16, 2014.

7. Wellington Road 124 Concept Plan

4/5/14

Moved by: Warden White

Seconded by: Councillor Williamson

That County staff initiate a meeting with the staff of the Ministry of Transportation of Ontario in Southwest Region to discuss the possible participation of the MTO in the proposed works that would be required as a result of the MTO abandoning the designated new highway corridor.

Carried

5/5/14

Moved by: Councillor L. White

Seconded by: Councillor Chapman

That the following staff recommendation be deferred:

That a Request for Proposal for the completion of a Schedule "C" Municipal Class EA Study including Options 1 to 5 of the August 2014 Dillon Report be prepared and distributed.

Carried

8. 2014 Road Tour Recap

6/5/14

Moved by: Warden White

Seconded by: Councillor L. White

That the 2014 Road Tour Recap report, dated September 9, 2014 be received for information.

Carried

9. Community Safety Zone Request on Eliza Street, Arthur

7/5/14

Moved by: Councillor L. White

Seconded by: Councillor Chapman

That a letter of response be sent to Mr. & Mrs. Cotton indicating that their concerns will be forwarded to the Wellington County OPP for their periodic monitoring of the area; and

That in the absence of this area being considered a proven and persistent problem area, the use of a Community Safety Zone is not anticipated at this time.

Carried

10. Drayton Garage Replacement

8/5/14

Moved by: Councillor L. White

Seconded by: Councillor Williamson

That the next Roads facility to be rebuilt be the Drayton Garage;

That the new Drayton Garage be located on or adjacent to the Township of Mapleton's property on Sideroad 16 northeast of Wellington Road 8; and

That the funding for the Drayton Garage replacement be budgeted for 2016 in the upcoming 2015-2019 Five Year Plan.

Carried

11. Speed Limit Review WR51 West of WR7

9/5/14

Moved by: Councillor L. White

Seconded by: Councillor Chapman

That the speed limit on Wellington Road 51 from Wellington Road 7 to point 225 metres southwest of the centerline of Second Line East in the Township of Guelph Eramosa, be adjusted from 80 km/hr to 70 km/hr.

Carried

12. Expansion of Safe Community Signage Programme - Verbal

10/5/14

Moved by: Councillor Williamson

Seconded by: Councillor Chapman

That the Safe Communities Signage Programme be expanded by approximately twenty signs as presented at Committee by Paul Johnson, Operations Manager.

Carried

13. Region of Peel Correspondence

11/5/14

Moved by: Councillor L. White

Seconded by: Councillor Chapman

That the Region of Peel correspondence regarding multi-way stops on Winston Churchill Boulevard be received for information.

Carried

14. Adjournment

At 10:25 am, the Chair adjourned the meeting until October 14, 2014 or at the call of the Chair.

Joanne Ross-Zuj
Chair
Roads Committee



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Mark Bolzon, Manager Purchasing and Risk Management Services
Date: Tuesday, September 09, 2014
Subject: Purchase of Four – 6 Tonne Trucks

Background:

Purchasing and Risk Management Services recently issued a tender for winter equipment. Project No. CW2014-039 for the supply of four (4), 6 tonne tandem trucks with cab and chassis.

The purchase and delivery of these new units will take place in 2015 and will be paid for from the 2015 budget.

On Tuesday, August 12, 2014, the following submissions were received, with prices shown exclusive of HST @ 13% –

COMPANY NAME	YEAR/MAKE/MODEL	TOTAL BID AMOUNT
Metro Freightliner Hamilton Inc., Hamilton	2015 Freightliner 114SD	\$470,000.00
Team Truck Centres Limited, Kitchener	2015 Freightliner 114SD	\$470,912.00
Altruck International Truck Centres, Guelph	2015 International 7600 SBA 6x4	\$475,992.00
Highway Western Star, Ayr	Western Star 4700 SB	\$481,312.00

The submissions were all in order and staff are recommending awarding the contract to the lowest bidder meeting the specifications, Metro Freightliner Hamilton Inc.

The tender results are consistent with the five-year plan projections.

Recommendation:

That County of Wellington Project No. CW2014-039, a tender for the supply and delivery of four, six tonne trucks, tandem cab and chassis be awarded Metro Freightliner Hamilton Inc., of Hamilton, at their total tendered amount of \$470,000.00, exclusive of HST @ 13%; and

That Purchasing and Risk Management staff be authorized to issue the necessary purchase orders.

Respectfully submitted,

Mark Bolzon
Manager Purchasing and Risk Management Services



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Mark Bolzon, Manager Purchasing and Risk Management Services
Date: Tuesday, September 09, 2014
Subject: Purchase of Plow Rigging and Dump Bodies for Four – 6 Tonne Trucks

Background:

Purchasing and Risk Management Services recently issued a tender for winter equipment. Project No. CW2014-040 for the manufacture, supply and installation of dump bodies and plow rigging for four trucks.

The purchase and delivery of these new units will take place in 2015 and will be paid for from the 2015 budget.

On Tuesday August 12, 2014 the following submissions were received, with prices shown exclusive of HST @ 13% –

COMPANY NAME	BID TOTAL
Alliston Equipment Ltd., Bolton	\$237,187.52
Viking-Cives Ltd., Mount Forest	\$247,696.00
Drive Products , Toronto	\$316,400.00
S & B Services Limited, Shedden	\$327,514.08

The submissions were all in order and staff are recommending the award of the contract to the lowest bidders meeting the specifications to Alliston Equipment Ltd., of Bolton, at the total tendered amount of \$237,182.52 (exclusive of H.S.T.)

The tender results are consistent with the five-year plan projections.

Recommendation:

That County of Wellington Project No. CW2014-040, a tender for the supply and installation of four plow boxes and plow rigging as specified be awarded to Alliston Equipment Ltd., of Bolton, at the total tendered amount of \$237,187.52, exclusive of HST @ 13%; and

That Purchasing and Risk Management staff be authorized to issue the necessary purchase orders.

Respectfully submitted,

Mark Bolzon
Manager Purchasing and Risk Management Services



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: September 9, 2014
Subject: County of Wellington WR124 Concept Study

Background:

Mr. Richard Puccini of Dillon Consulting will be at the September 9th Roads Committee Meeting to do a brief presentation and to answer questions related to the recently prepared County of Wellington WR124 Concept Study.

A copy of the full report entitled "County of Wellington" WR124 Concept Study, recently submitted by Dillon Consulting, is available upon request.

Attached to this report for Committee's review is a copy of the Executive Summary, the Table of Contents, Introduction, Road Network Options, and Next Steps as they appear in the Dillon Consulting report referred to in the paragraph above along with the January 14, 2014 Committee Report on this subject.

Recommendation:

That County staff initiate a meeting with the staff of the Ministry of Transportation of Ontario in Southwest Region to discuss the possible participation of the MTO in the proposed works that would be required as a result of the MTO abandoning the designated new highway corridor; and

That a Request for Proposal for the completion of a Schedule "C" Municipal Class EA Study including Options 1 to 5 of the August 2014 Dillon Report be prepared and distributed.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gordon J. Ough".

Gordon J. Ough, P. Eng.
County Engineer

Executive Summary

The Province of Ontario has advised the County of Wellington (County) that it intends (within two years) to abandon its designated new freeway corridor for Highway 24 between Cambridge and Guelph. This designated corridor is also reflected in the County's Official Plan and has been used to control potential development activities within the area.

This concept study is intended to advise the County of the implications for its road network of this provincial decision, and to outline potential next steps in dealing with the Province, local development applications and future transportation pressures within the corridor.

Wellington Road (WR) 124 (former Highway 24) between Cambridge and Guelph is a very busy highway. In particular, the section between the east and west legs of WR 32 experiences high peak period traffic volumes as north-south traffic is added to the predominant east-west traffic over this short section of WR 124. Without traffic relief provided by the proposed new Highway 24 alignment, additional lane capacity for east-west travel will be required on WR 124, and other significant improvements will also be required in the corridor, particularly at WR 32/WR 124 intersections.

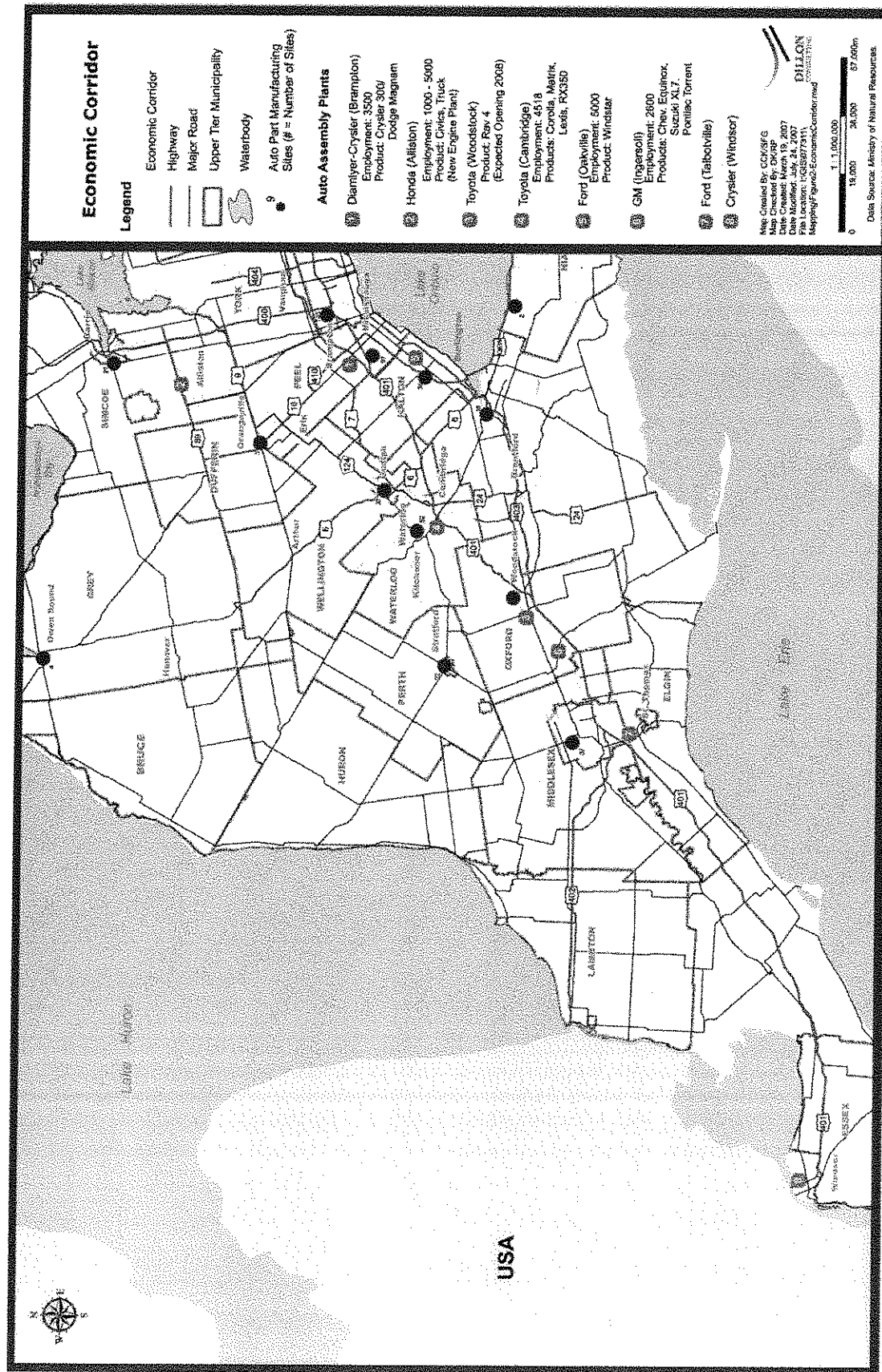
Current traffic pressures result from inter-regional traffic between the growing centres of Guelph and Region of Waterloo (Cambridge, south/central Kitchener). Long distance provincial traffic is also a significant factor, as this section of highway is a critical part of a long distance economic corridor linking Highway 401 west to businesses throughout south central Ontario and the Michigan trade gateways at Windsor and Sarnia (see **Figure 3** and **Figure 4**). Virtually none of the traffic on this corridor has both an origin and destination in Wellington County.

There are major development opportunities within the Study Area that are being impacted by the uncertainty of future plans for the road network. Now that the Province has clarified its intention to abandon the designation for a new Highway 24 corridor, the County is in a position to assess the implications for its road network and respond to the Province.

It is recommended that the County request the Province to undertake or provide financial support for a Municipal Class Environmental Assessment (EA) study and for the resultant road improvements required on the WR 124 corridor, as a result of its decision to abandon the new Highway 24 initiative.

In the event that such provincial support is not forthcoming, the County may not have the financial capacity to proceed on its own. Some opportunities will be available for the County to work with local land owners/developers on short term improvements to the current road network, which are outlined in Option 3.

Figure 3 – Importance of the WR 124 Corridor in the Provincial Transportation Network



Source: Role and Function of Former Highway 24 from Highway 401 at Cambridge to Highway 10 at Caledon, August 2007

Figure 4 – Importance of the WR 124 Corridor in the Regional Transportation Network

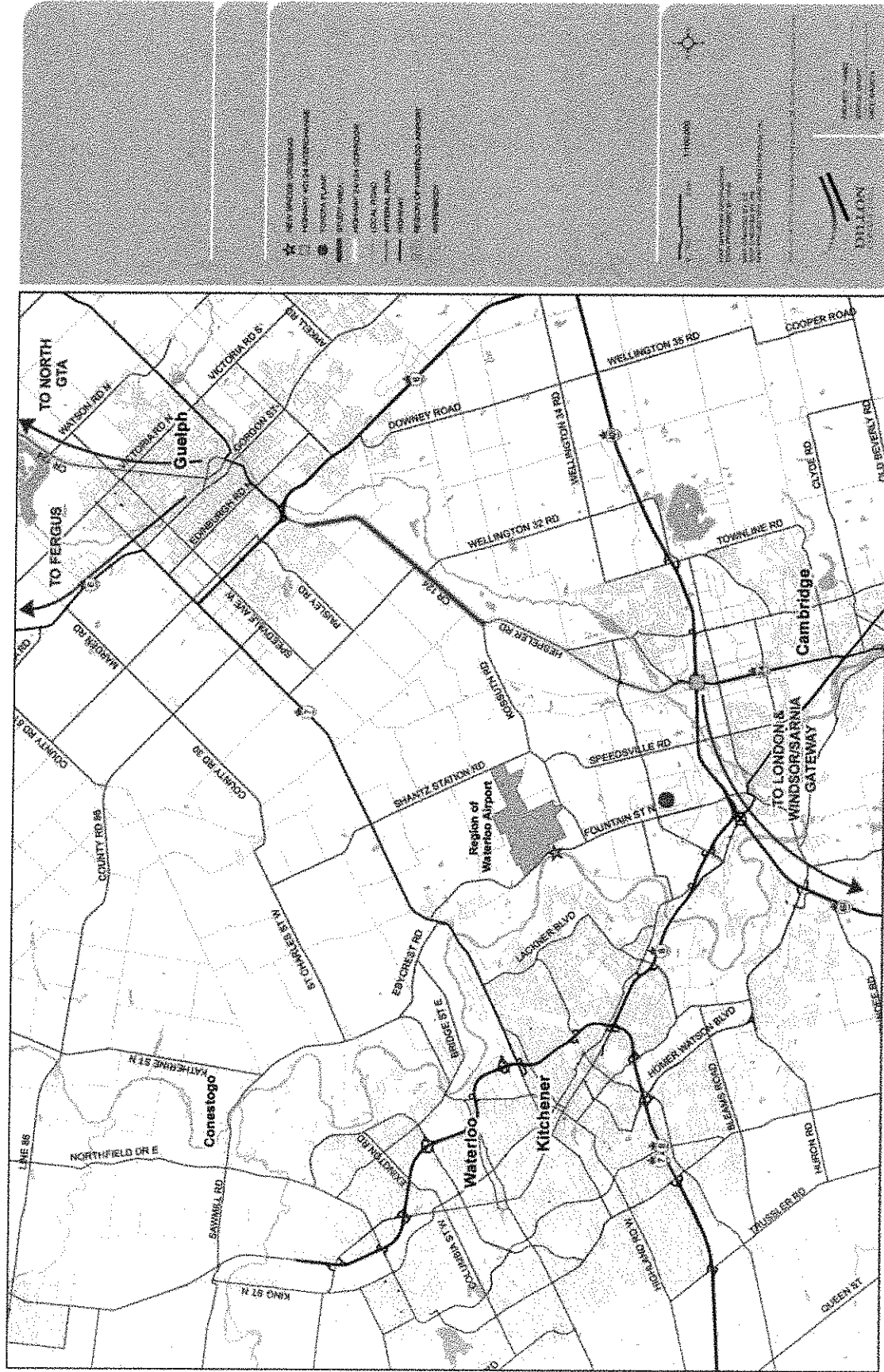


TABLE OF CONTENTS

Contents

Executive Summary.....	i
1.0 Introduction	1
2.0 Current, Planned and Potential Development.....	3
Current Land Use	3
Planned Development	7
Potential Long-term Development.....	8
Population and Employment Growth.....	9
3.0 Current and Future Traffic Conditions	11
4.0 Road Network Options and Constraints	12
Option 1:.....	13
Option 2:.....	15
Option 3:.....	19
Option 4:.....	21
Option 5:.....	23
5.0 Evaluation of Alternatives.....	25
6.0 Next Steps	35
Environmental Assessment Process and Requirements	35
Consultation Requirements.....	35
Field Work Requirements.....	36
Recommendations.....	36
County's Response to the Province of Ontario	36

List of Figures

Figure 1 – Study Area	2
Figure 2 – Land Use Designation Surrounding WR 124	4
Figure 3 – Importance of the WR 124 Corridor in the Provincial Transportation Network	5
Figure 4 – Importance of the WR 124 Corridor in the Regional Transportation Network	6
Figure 5 – Planned Development.....	8

Figure 6 – Option 1.....	15
Figure 7 - Intersection of WR 32 and WR 124.....	16
Figure 8 – Option 2.....	18
Figure 9 – Option 3.....	20
Figure 10 – Option 4.....	22
Figure 11 – Option 5.....	24

List of Tables

Table 1 – Projected Growth in Wellington County to 2031.....	9
Table 2 – Projected Growth in Guelph Eramosa.....	10
Table 3 – Evaluation Matrix	29

Appendices

- Appendix A – Photographs of Existing Conditions
- Appendix B – Utility Liaison

1.0 Introduction

In 1998 the Province transferred Highway 24 to Wellington County and the road became WR 124. At the same time, the Province retained a designation for a new controlled access Highway 24 corridor between Highway 401 at Cambridge, and Highway 6 (the Hanlon Expressway) that had received Environmental Assessment (EA) approval in 1998.

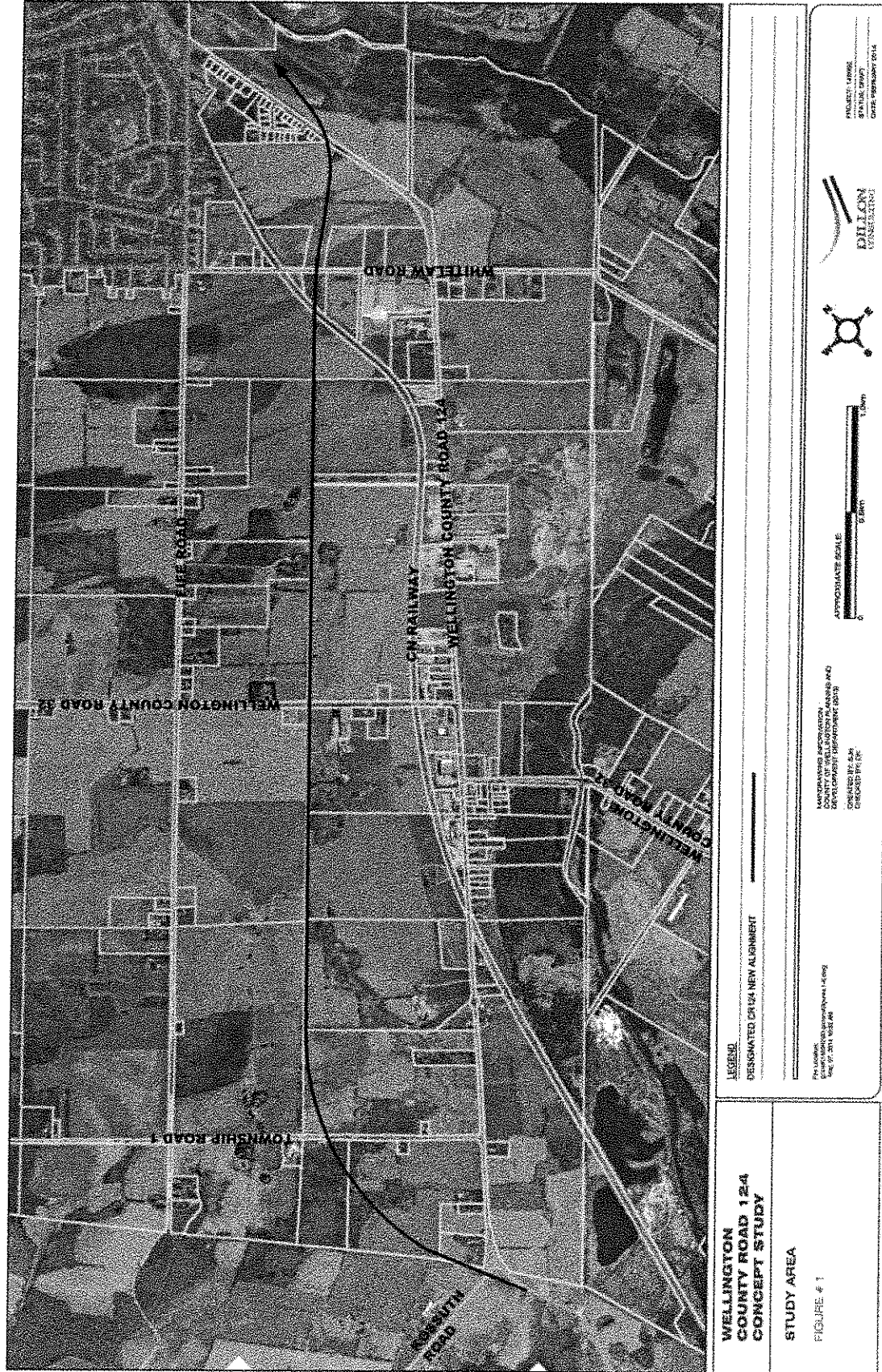
Over the years, the County has requested the Province to construct or to support the County in constructing the new, approved provincial highway alignment, which is also designated in the County's Official Plan. The Province continued to retain the designated corridor and indicated that the need for construction would be reviewed in a Ministry of Transportation, Ontario (MTO) area transportation study. This area study was delayed while a GTA West corridor study was undertaken by MTO.

In 2008, a Guelph Wellington Transportation study addressed the transportation conditions in the corridor and re-affirmed the need for the new provincial highway alignment. The MTO has recently completed a data gathering exercise with the intention of conducting an area transportation study for Wellington/Waterloo/Brant (the WWB study). A municipal advisory committee has been meeting with MTO staff concerning this WWB study, and a study terms of reference is expected soon.

Wellington County has been facing considerable pressures concerning the 7 km section of WR 124 between the Region of Waterloo boundary to the west and the City of Guelph boundary to the east. These pressures include the need to manage current and future traffic in the WR 124 corridor; to accommodate development of a proposed industrial park in Guelph Eramosa Township between WR 124 and the designated corridor; and to respond to land owners seeking removal of the designated corridor, particularly in the vicinity of Whitelaw Road. Recently the Province advised the County of its intention to abandon its designated corridor for a new Highway 24 alignment between Cambridge and Guelph.

Dillon Consulting Limited (Dillon) was engaged by the County to review the impacts of abandoning the designated corridor on the surrounding county road system. The Study Area under review is illustrated in **Figure 1**.

Figure 1 – Study Area



existing corridor or the provision of a new two lane corridor that roughly parallels WR 124. If improvements along the existing corridor are constructed to accommodate these east-west travel demands, those improvements would also require either:

- Realignment of WR 32 to eliminate the offset intersections
- The provision of eastbound double left turn lanes on WR 124 at the intersection with WR 32 North and the widening of WR 32 North to provide northbound discharge lanes for the double left turn movement.

A widened WR 124 within the existing corridor, without a realignment of WR 32, should also be anticipated to require the provision of a channelized southbound right turn lane on WR 32 North, and could potentially result in safety concerns related to the resulting weave movement on westbound WR 124 between the two intersections.

As a provincial highway, the MTO designated corridor for a new Highway 24, would have provided limited access opportunities to support new industrial growth in the Study Area. The option of constructing a new arterial corridor along this designated alignment, to provide relief to the existing capacity constraints along WR 124 would provide greater flexibility for access to future development. By distributing the travel demands between two parallel routes, the need for improvements to the existing corridor could be avoided. The benefit of this approach versus the capital cost (plus the additional ongoing maintenance and operating costs) that would be associated with this alternative would need to be evaluated.

4.0 Road Network Options and Constraints

The Province recently decided to remove the designation of the new Highway 24 corridor within the Study Area (see **Figure 1** in **Section 1.0**). The designated corridor had limited access opportunities to support new industrial growth and would result in higher construction costs associated with constructing the facility to required highway standards. A new arterial road constructed along this alignment provides greater flexibility to address future development and has lower costs associated with construction. The County previously developed preliminary cost estimates for such an arterial road, using roundabouts at key intersections. Including property, the estimated costs are in the range of \$50 M to \$60 M in 2013.

WR 124 provides good access from Highway 401 west, (interchange at Highway 24 South/Hespeler Road), north and easterly through the City of Guelph to destinations in the north GTA and beyond. Population and growth increases are forecast for the County of Wellington as well as surrounding municipalities including the Region of Waterloo and the City of Guelph, which will significantly impact the volume of traffic on WR 32 and WR 124. Longer distance traffic, especially trucks, using this economic corridor for access from the Michigan gateways through to areas north of the GTA, is also expected to grow. There are limitations on the road capacity of WR 124 to accommodate future

industrial development and development pressures are anticipated to continue to impact the level of service provided by WR 124.

Traffic projections associated with the 2012 Development Charges Update have confirmed the need for additional east-west roadway capacity to accommodate future growth. The offset WR 32 intersections have resulted in an increase of 25 percent traffic volume on WR 124 between the two intersections.

Problem Statement: a solution is needed to address inadequate capacity on WR 124 to manage existing traffic, future traffic growth and the transportation impacts of specific development opportunities in the Study Area.

As part of this concept study to identify options for further review to address the above existing and future conditions, five potential options were identified and are described below. These five options were not part of the previously completed EA preferred design alternative. Photographs of existing conditions as discussed in the following sections are provided in **Appendix A**.

Option 1:

Option 1, as shown on **Figure 6**, includes the widening of WR 124 to two eastbound and two westbound through lanes from the intersection of WR 124/Kossuth Road to Fife Road. Left hand turn lanes are included at the intersections of WR 32 (west leg), Whitelaw Road, Fife Road and possibly Township Road 1. At the intersection of WR 124 and WR 32 (east leg) double left hand turn lanes are needed to accommodate WR 124 eastbound to WR 32 northbound movements. Widening of WR 32 north (east leg) would be needed to accommodate the two eastbound to northbound turning lanes from WR 124. There may be a potential weaving movement safety issue associated with WR 32 (east leg) southbound to WR 124 westbound movements that need to continue southbound on WR 32 (west leg). Photographs illustrating existing conditions are provided in **Appendix A**.

Figure 7 provides an illustration of the existing pavement and shoulder condition at the intersection of WR 32 and WR 124.

Access to the future industrial development lands north of WR 124 and east of WR 32 would be by WR 124, WR 32 and Whitelaw Road. The potential improvements included in Option 1 do not include the use of the designated Highway 24 corridor and address the issues identified in the problem statement. There are opportunities to coordinate this improvement with works planned by the County of Wellington that include intersection improvements at Township Road 1/WR 124, Whitelaw Road/WR 124 and pavement improvements on WR 124.

The hydro transmission towers that are located on an easement adjacent to the north side of WR 124 (see Photograph 2 and Photograph 15) limit widening potential on the north side of WR 124 as the minimum Hydro One set back distance to the road is 15 m, and the existing tower clearance to the edge of pavement is within this minimum clearance (see Hydro One communications included in **Appendix B**). Further communications with Hydro One are needed to confirm a minimum clearance from the future

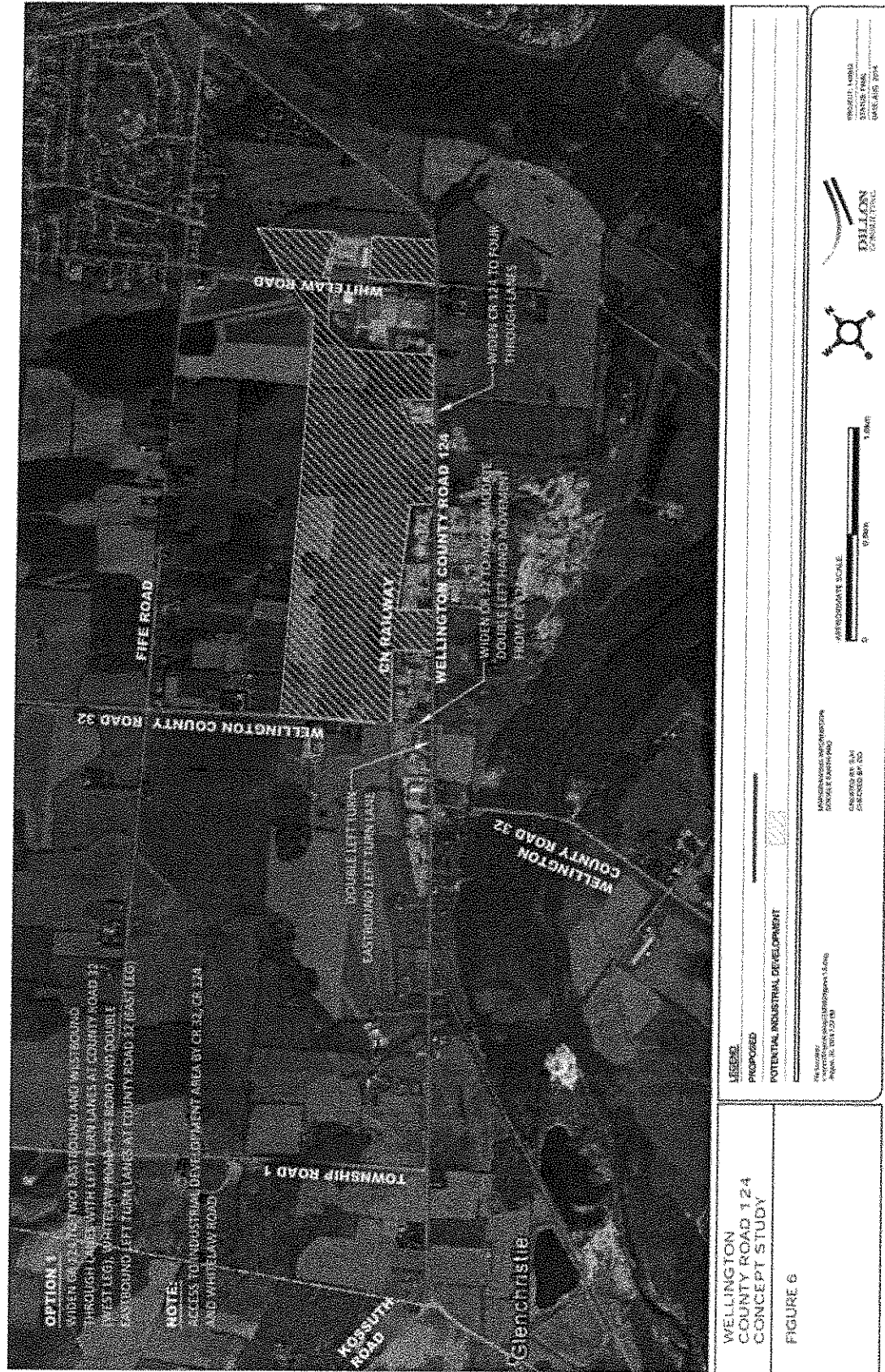
pavement on the north side of WR 124 and the hydro transmission towers. Although the towers appear old, Hydro One has indicated no intention of relocating this facility.

On the south side of WR 124, opposite WR 32 (east leg), is a Union Gas Gate Station (see Photograph 22), which would limit widening opportunities. This gas facility is located on lands owned by Union Gas and the estimated cost by Union Gas to relocate this station would be in the order of \$1.7 M, providing a suitable site was available for the relocation. An outline of the Union Gas discussions has been included in the utility liaison appendix.

Widening of WR 124 and WR 32 would need land acquisition on the south side of WR 124, the west side of WR 32 (east leg), and the east side of WR 32 (west leg) at WR 124. On the south side of WR 124 there is a Petro Canada Station (see Photograph 1) located at the southwest corner of WR 124 and WR 32 (west leg), which will limit widening opportunities at this intersection. There is an existing utility pole line, drainage ditches or swales located on the south side of WR 124 (see Photographs 2, 3 and 8), which would need to be relocated or accommodated in the widening. The Superior Propane facility (see Photograph 21) located on the northwest quadrant of WR 124 and WR 32 would be impacted by property acquisition to accommodate the double left turn lanes from WR 124.

Completion of all of the improvements noted in this potential option will be difficult to construct with the above noted limitations and capital costs would be deemed to be the highest when compared to the other potential options.

Figure 6 – Option 1



WELLINGTON COUNTY ROAD 32

UNPAVED SHOULDER

PAVED SHOULDER

HYDRO TRANSMISSION TOWER

1.5m PAVED SHOULDER

11.2m

3.0m

1.8m PAVED SHOULDER

3.7m TOWER TO EDGE OF PAVED SHOULDER

WELLINGTON COUNTY ROAD 124

EOP

11.7m

EOP

2.2m PAVED SHOULDER

9.3m

☒ DITCH

☒ OF POLE LINE

FENCE LINE

LEGEND

EOP - EDGE OF PAVEMENT

☒ DITCH

POLE LINE

FENCE LINE

APPROXIMATE SCALE

0 50m 100m

WELLINGTON COUNTY ROAD 124
CONCEPT STUDY

INTERSECTION OF
WR 32 AND WR 124

FIGURE 7

DILLON CONSULTING

CREATED BY: JSH
CHECKED BY: EGO

File Location:
c:\users\jsh\desktop\148082\figure 1-8.dwg
August, 28, 2014 2:20 PM

PROJECT: 148082 STATUS: FINAL DATE: AUG 2014

Option 2:

Option 2, as shown on **Figure 8**, includes shifting WR 32 north of WR 124 to the west and connecting it directly to the east leg of WR 32. A roundabout has been included in this option, where the new road connects to WR 32 north. WR 32 (east leg) at WR 124 would be closed to through traffic by constructing cul-de-sacs at the existing CN Rail crossing. Local access to WR 124 would still be available for existing development on WR 32 between the CN rail crossing and WR 124. Turning movements for northbound to eastbound traffic from WR 32 (west leg) would be facilitated by widening WR 32 (west leg).

A new CN rail crossing would be needed (see Photograph 19) but the offset is that an existing rail crossing could be abandoned (see Photograph 24). Access to the future industrial development lands north of WR 124 and east of WR 32 would be by WR 124, WR 32 and Whitelaw Roads. A short section of the designated new highway corridor has been included in this potential option and Option 2 will also impact some existing development including the Welmar Group property on the north side of WR 124 near WR 32 west leg (see Photograph 16 and photograph 17). Land acquisition will be needed from the Welmar Group as well as the currently agricultural lands along the new road corridor and also for the new roundabout on WR 32 north of WR 124.

The exact alignment of the new section of road would be selected to minimize impacts on the continued operation of the agricultural properties. The minimum required vertical clearance from the Hydro One transmission tower lines would need to be confirmed although it is anticipated that the existing vertical clearance is satisfactory for the new WR 32 road extension north of WR 124.

This option would significantly reduce (by approximately 25%) the volume of traffic on WR 124 by eliminating the northbound/southbound traffic between the two offset WR 32 intersections, but this option would not fully address all of the issues outlined in the problem statement. The costs would be deemed to be medium when compared to the other potential options.

Figure 8 – Option 2



Option 3:

Option 3, as shown on **Figure 9**, includes a new intersection of WR 32 (east leg) and WR 124 to the east of the existing intersection. This option also includes a potential roundabout at the new intersection with WR 32 north of WR 124. Double left turn lanes on WR 124 to facilitate eastbound to WR 32 northbound movements as well as the widening of WR 32 to accommodate these double left turn lanes are included in this option, and would be needed until the longer term improvements, which include the new road alignment of WR 32 south of WR 124, is constructed.

A road closure of existing WR 32 north between WR 124 and the CN railway is included in this option and could be achieved by cul-de-sacs at the rail crossing, similar to Option 2. For the longer term, an extension of the new WR 32 (east leg) alignment south of WR 124 and west to WR 32 (west leg) is proposed. A closure of the existing intersection of WR 32 (west leg) and WR 124 is included with this option with consideration that a future, detailed traffic analysis might indicate the possibility of retaining the right turn for WR 124 eastbound traffic to WR 32 south.

This option could be constructed during the servicing of the proposed Township Industrial Park. The alignment of the new road could be coordinated through the development process. Alternately, lands would be required east of WR 32 and north of WR 124 for the new road alignment. In addition, land acquisition for the roundabout and new WR 32 alignment, south of WR 124 would be required in the longer term. Access to the future industrial development lands north of WR 124 and east of WR 32 would be by WR 124 new intersection, WR 32 roundabout and Whitelaw Road (through the right-of-way assumed as a township road and implemented to service parcel 2 in **Figure 5**).

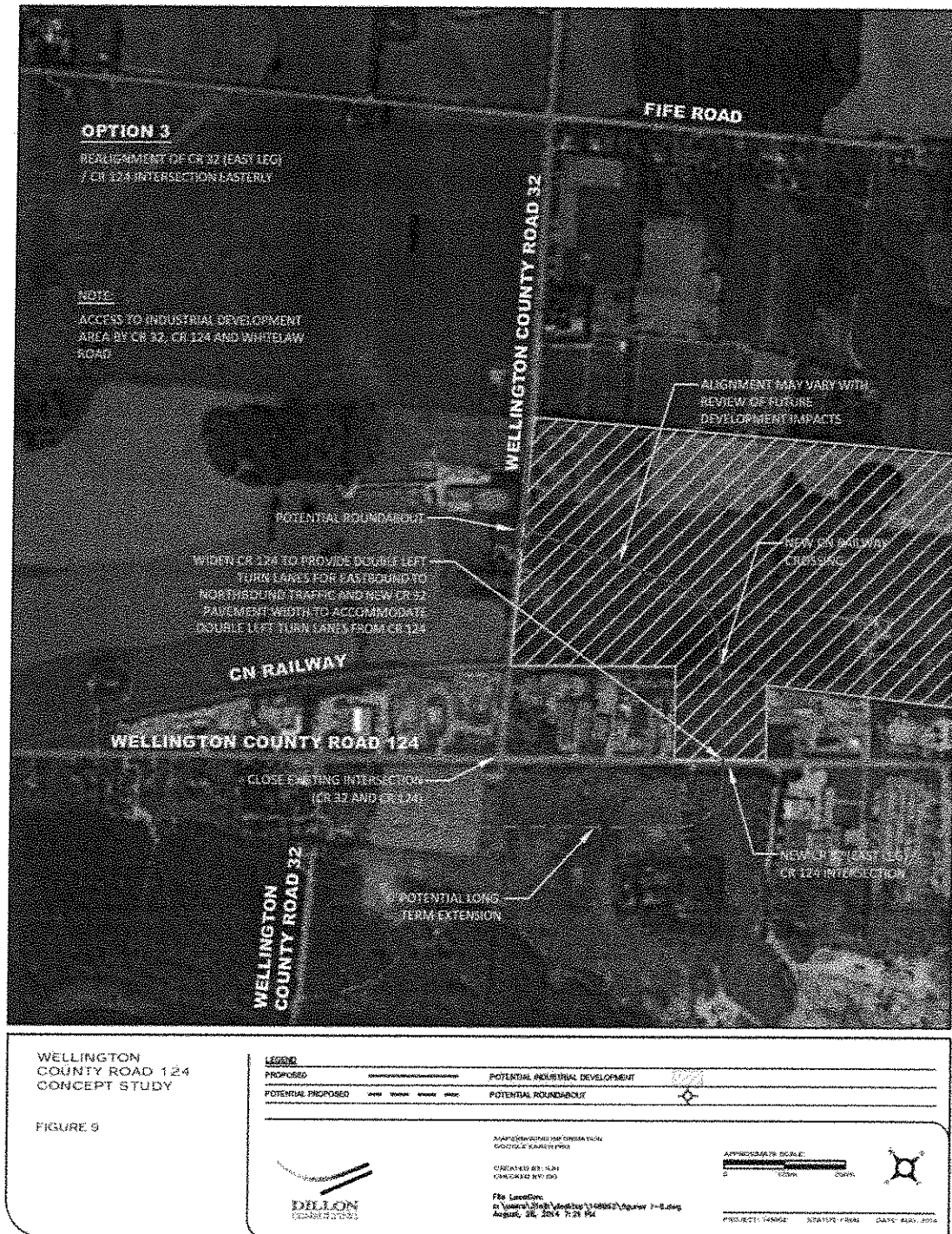
Potential impacts or constraints with the longer term new road alignment south of WR 124 may include impacts to existing development including the Veterinary Clinic on WR 32 south of WR 124 (see Photograph 13), and would include impacts to the closed section of the Lafarge pit (see Photograph 5).

The location of the new realigned WR 32 would need to avoid impacts with the Hydro One transmission towers on the north side of WR 124 (see Photograph 6 and photograph 7), and select poles on the existing utility pole line on the south side of WR 124 (see Photograph 8) may need to be relocated. In addition, the minimum vertical clearance between the Hydro One transmission lines and the new road would need to be reviewed to confirm that the minimum required vertical clearance is maintained. A new CN railway crossing would be needed for the new road alignment east of WR 32 and north of WR 124, perhaps offset by the closure of the existing rail crossing at WR 32.

In the short term, this option will maintain the WR 32 offset intersections but will increase the distance between these two intersections to allow for increased left turn lane storage. Please note that further traffic review is required to determine if double left turning lanes are still necessary with this option. For the longer term potential improvements, the volume of traffic on WR 124 would be reduced by eliminating the northbound/southbound traffic between the two offset WR 32 intersections, but would not address all of the issues outlined in the problem statement. Subject to a more detailed traffic review, it is believed that eliminating the offset WR 32 intersections is needed, along with a four lane widening of WR 124 to address long term transportation needs.

This option does not use any part of the designated new Highway 24 corridor, and the cost for the improvements associated with this option would be considered to be lowest (in the short term) to medium in the long term, when compared with the other options in this concept study. If the new road alignment north of WR 124 is constructed as part of the industrial park development, the County's capital costs would be further reduced.

Figure 9 – Option 3



Option 4:

Option 4, as shown on **Figure 10**, includes a new east-west arterial road from WR 32 (east leg) westerly and southerly to WR 124 west of the existing WR 32 (west leg) and WR 124 intersection. The connection point of this new road with WR 124 would need to be reviewed to determine the optimal location and intersection geometry, and may be east or west of Township Road 1. A potential roundabout for the intersection of this new road and WR 32 has been included in this option. Access from the future industrial park development on the east side of WR 32 may be at the location of this roundabout along with access to WR 124 and to Whitelaw Road.

Land acquisition would be needed for the new east-west road and the potential roundabout. A new CN rail crossing would be required with this option at the east side to access Whitelaw Road (perhaps through a new township road set up to service development parcel 2 in **Figure 5**) and the location of the new WR 124 connection point would need to ensure that there are no conflicts with the existing Hydro One transmission towers.

This option provides some benefit by providing a by-pass road for WR 124 east to WR 32 north and south to WR 124 west, but likely will not fully address the traffic issues associated with the offset WR 32 intersections, as well as not addressing all of the issues outlined in the problem statement.

This option does use a section of the designated new Highway 24 corridor, and the cost for the improvements associated with this option would be considered to be high when compared with the other options in this concept study, subject to the length of the new road and costs to acquire the lands associated with the new road alignment.

Figure 10 – Option 4



Option 5:

Option 5, as shown on **Figure 11**, includes extending WR 32 (east leg) south, directly (and on an angle) across WR 124 and then west to connect to WR 32 (west leg), south of WR 124. The pavement width on WR 32 would need to accommodate southbound to westbound turning movements from WR 32 to WR 124. The intersection of WR 32 (west leg) and WR 124 would be closed at WR 124 (with the potential to retain a right turn for WR 124 eastbound traffic to WR 32 south). The pavement width of the new WR 32 alignment at WR 124 would need to accommodate northbound traffic turning eastbound onto WR 124. Access to the future industrial development lands north of WR 124 and east of WR 32 would be by WR 124, WR 32 and Whitelaw Road.

The constraints and impacts associated with this option include designing an alignment for the extension of WR 32 south of WR 124 to avoid impacts to the Union Gas Gate Station (see Photograph 22), located on the south side of WR 124, directly opposite the existing WR 32 (east leg). Costs to relocate this Union Gas facility have been estimated to be approx. \$1.7 M, provided that a suitable site for the relocation is available. Property would need to be acquired from Superior Propane (see Photograph 21), located on the west side of WR 32, north of WR 124, to provide a suitable alignment and platform for WR 32. Property would also need to be acquired on the existing agricultural lands on the east side of WR 32 (west leg), south of WR 124 (see Photograph 12). There may be impacts to the Veterinary Clinic (see Photograph 13) located adjacent to the proposed new WR 32 road alignment south of WR 124. The location of the intersection of the new road alignment and Randell Drive will also need to be reviewed. While local access to the Petro Canada station will be maintained, business associated with through traffic access from WR 32 (west leg) travelling to WR 124 may be impacted. There are no new CN railway crossings associated with this option.

This option would reduce the volume of traffic on WR 124 by eliminating the northbound/southbound traffic between the two offset WR 32 intersections, but would not address all of the issues outlined in the problem statement.

This option does not use any section of the designated Highway 24 corridor and the cost for the improvements associated with this option would be considered medium when compared with the other options in this concept study.

Utility Liaison

Communications with Hydro One Networks Inc. (HONI) and Union Gas, which outline their comments on the proposed concept study options, have been included in **Appendix B**.

OPTION 5

REALIGN CR 32 EASTERLY SOUTH OF CR 124 TO ELIMINATE OFFSET CR 32 (EAST LEG) AND CR 32 (WEST LEG) INTERSECTIONS

NOTE:

ACCESS TO INDUSTRIAL DEVELOPMENT AREA BY CR 32, CR 124 AND WHITE LAKE ROAD

CR 32 PAVEMENT WIDTH TO ACCOMMODATE NORTHBOUND TRAFFIC TURNING RIGHT ONTO CR 124

CLOSE EXISTING INTERSECTION (CR 32 AND CR 124)

CN RAILWAY

WELLINGTON COUNTY ROAD 32

WELLINGTON COUNTY ROAD 124

NEW CR 32 / CR 124 INTERSECTION REALIGNED TO WEST OF EXISTING LOCATION

WELLINGTON COUNTY ROAD 124 CONCEPT STUDY

LEGEND

PROPOSED

POTENTIAL INDUSTRIAL DEVELOPMENT

MAP DRAWING INFORMATION
(SCALE & EARTHWORK)

CREATED BY: SH
CHECKED BY: SD

File Location:
c:\Users\j\Documents\148862\Figures 1-8.dwg
August, 28, 2014 11:25 PM

APPROXIMATE SCALE:
0 125m 250m

PROJECT: 148862 STATUS: FINAL DATE: AUG. 2014

DILLON CONSULTING

6.0 Next Steps

Environmental Assessment Process and Requirements

Depending on the options selected and associated impacts, the EA process requirements may differ. All municipal road projects are subject to the *Ontario Environmental Assessment Act* (EA Act). The Municipal Class EA process is an approved process under the EA Act and includes five phases, which are:

- Identification of the problem or opportunity
- Assessment and evaluation of alternative solutions
- Assessment and evaluation of the alternative design concepts for the preferred solution
- Documentation in an Environmental Study Report
- Project Implementation.

The Municipal Class EA defines three types of projects and the process required for each. The selection of the appropriate type is dependent on the scope of the project, level of complexity and the anticipated environmental impacts. The selection of Schedule 'C' is recommended when major expansion or construction of a new roadway is proposed.

Canadian Environmental Assessment Act Requirements

The *Canadian Environmental Assessment Act* may be triggered depending on the alternative selected and the potential impacts identified including a potential rail line crossing.

Public Work Class Environmental Assessment Requirements for the Ministry of Infrastructure

The Public Work Class EA study process may be triggered depending on the potential impacts to lands owned by HONI and transmission lines.

Consultation Requirements

As part of the EA process, the following agencies/approval authorities will need to be included as part of the consultation plan:

- CN Rail – potential new crossing of rail line
- Transport Canada – potential new crossing of rail line
- Hydro One – potential impacts to hydro transmission towers, including line height clearance
- Ministry of Infrastructure – potential impacts to hydro transmission line lands
- Grand River Conservation Authority – potential Speed River tributary crossing
- Union Gas – potential proximity impacts to gate station
- First Nations and Aboriginal communities – requirement of EA process.

Consultation for EA projects also includes:

- The maintenance of a project mailing list
- Placement of a Notice of Study Commencement in local newspapers
- Advertising and hosting of Public Information Centres (up to three depending on the Project Schedule selected and complexity of the project)
- Distribution of project information to regulatory agencies, utilities, Aboriginal groups and the public at various stages of the study process, as required
- Receiving/responding to written submissions, as required
- Participation in meetings and telephone discussions with regulatory agencies and individual landowners, as required
- Participation in meetings with municipal partners, as required
- Placement of Notice of Study Completion in local newspapers and sending of notice to the project mailing list.

Field Work Requirements

Potential impacts to a designated Core Greenlands area were identified along the Speed River tributary as well as potential impacts to a Provincially Significant Wetland located south of WR 124. Existing aquatic and terrestrial habitat conditions and community compositions were not reviewed as part of this high-level review. Habitat data will have to be collected and documented as part of the EA process. In addition, a SAR screening will be required.

Recommendations

It is recommended that the County prepare a Request for Proposal for the completion of a Schedule 'C' Municipal Class EA study including Options 1 to 5. This process will allow the County to work with MTO to finalize a long term road improvement plan resulting from the provincial decision to abandon the designated new highway corridor.

County's Response to the Province of Ontario

The initiation of this concept study was directly in response to the MTO indicating its desire to abandon its EA approved (1998) designation of a new controlled access Highway 24 alignment between Highway 401 at Cambridge and Guelph. The County of Wellington recognizes that it is time to move forward, assess the impacts of this provincial decision on the current and future road network and plan for any necessary improvements.

The following are some considerations that should be brought forward for discussion with the Province on next steps:

- The transfer of this 7 km section of former Highway 24 to the County of Wellington was made at a time when the Province still held a designation for a new controlled access facility which was the preferred option for road improvements in the corridor. If the designated corridor had been abandoned at that time, it is likely that the amount of compensation received by the County for

the transferred highway would have been greater in recognition that future road needs (east-west capacity increase) would require construction of the new alignment or would have to be accommodated within the existing corridor.

- The Province constructed at its full cost the Hespeler Bypass section of former Highway 24 in the Region of Waterloo which links Highway 401 to the Wellington County section of former Highway 24. This major improvement effectively confirmed the function of this section of road as part of the economic corridor described above.
- In the early 1990s, the Province decided to abandon its designation of a new Highway 8 corridor to the south of Highway 401, which provided a bypass of Cambridge. As part of this process, MTO undertook a study of the impacts on the Region of Waterloo road network of abandoning this designation, identified a municipal road bypass corridor and proceeded with the construction of a new interchange at Highway 401 and Townline Road to accommodate this bypass.
- In a similar and more recent circumstance, the province assisted the Town of Orangeville and County of Dufferin by constructing a County Road bypass of Orangeville to link Highway 9 with County Road 109 to the west of the Town.

The County of Wellington recognizes that the capital costs of the required road improvements resulting from the provincial decision to abandon and never construct its designated new highway in this corridor are not affordable within the context of the County's road budget. The most significant transportation pressures are arising from development and growth in the neighbouring municipalities of Guelph and Region of Waterloo, and there is no opportunity for Wellington County to capture a contribution toward the capital costs of necessary road improvements in the WR 124 corridor from these municipalities. Longer distance truck travel, linking Ontario's automotive, agri-food and advanced manufacturing sectors with the Michigan gateways, is also a significant traffic pressure on this critical section of WR 124 and should be recognized as a provincial responsibility.

There is some planned development along the corridor in Wellington County and a limited contribution to road improvements might be obtained from this development, but there will remain significant capital cost requirements that exceed the capacity of the County's budget. Hence it is suggested that the County discuss the following opportunities with the Province.

- a) That the Province undertake (or fully fund the County to undertake) any EA studies that are required to finalize a road improvement plan resulting from the provincial decision to abandon the designated new highway corridor
- b) That the Province review the history and precedents noted above, especially the inadequate contribution that was made to future needs when former highway 24 was transferred to the County in 1998 and use this information as a basis for calculating a fair contribution to the capital costs of the necessary county road improvements resulting from the provincial decision to abandon the designated new highway corridor.

DILLON CONSULTING LIMITED



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P, Eng., County Engineer
Date: Tuesday, January 14, 2014
Subject: Wellington Road 124 (South) Concept Plan

Background:

At the November 2013 Roads Committee Meeting, the following resolution was passed.

That a letter be sent to the Minister of Transportation urging him not to remove the designation at least until after the County develops a concept plan for the area, in case the concept plan proposed using at least part of the currently designated alignment; and

That a timeline for the process be developed in 2014.

The Committee Report that was considered at the November Roads Committee Meeting is also attached for reference.

The development of a concept plan is intended to explore possibilities that may identify actions that would improve the traffic flow in this very busy corridor and to facilitate the accommodating of further industrial development.

It is proposed that \$35,000 from the Roads Capital Reserve be ear marked for the creation of a concept plan in 2014. As noted above, the creation of a concept plan in 2014 may well lead to substantial investment in the future to deal with this key transportation corridor.

Recommendation:

That \$35,000 be allocated in the 2014 Roads Capital Budget, from the Roads Capital Reserve, for the creation of the concept plan recommended in the November Roads Committee Meeting related to WR124 – Guelph to the Waterloo Region Boundary.

Respectfully submitted,

Gordon J. Ough, Eng.
County Engineer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, November 12, 2013
Subject: Wellington Road 124-Guelph to Region of Waterloo Boundary

Background:

In late 1997, an Environmental Assessment Study was approved, calling for the Ministry of Transportation to build a controlled access highway (a freeway) on a new alignment to replace the existing Highway 24 connecting Cambridge at Hwy. 401 to Guelph at Highway 6. The new alignment in the Wellington County section was at the back lot line of the properties on the north side of the existing Highway 24.

In January 1998 the Province downloaded the entire length of Highway 24 from the County's boundary with Waterloo Region to its boundary with Peel Region.

The County visited the Minister of Transportation several times in the years following the Highway 24 download to appeal to the Minister to reconsider the downloading of at least the section of Highway 24 from the 401 at Cambridge to Highway 6 at Guelph. On one visit the County indicated that if the Province would assist the County with funding the construction of the new freeway that the County would agree to own and operate it in perpetuity.

Attached for interest is a report that was prepared for one of our visits to the Minister of Transportation. The most recent visit to the Province on this matter was a visit to the Premier of the day, the Honourable Mr. Ernie Eves which drew a promise to look at the section of former Highway 24 from Cambridge to Guelph as part of upcoming transportation studies in our area.

Fifteen years have passed since the download of Highway 124. A key connection to an extension of Stone Road at the Guelph end has been abandoned by the City of Guelph. Developers are becoming impatient with the County verses the Province standoff surrounding this corner of the County.

Currently, there is a request from a local developer for an official plan amendment to remove the protection on the corridor that was designated for the new Provincial freeway facility as well as a request to the Province to lift the designation on the proposed new alignment of Hwy. 24.

In response to the request from the developer to the Province to move forward or move aside related to this ongoing issue, it has been suggested by Ministry of Transportation staff that the County write to the Minister of Transportation soon to clarify what it is that the County would like to see the Minister do with this matter, recognizing that the Minister's position is that the MTO no longer has a highway connecting Highway 401 at Cambridge to Highway 6 at Guelph.

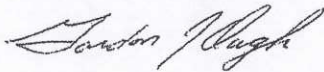
The suggestion from Ministry staff came after a recent meeting on this issue that was attended by Ministry staff as well as staff from the City of Cambridge, Region of Waterloo, the City of Guelph and Mr. Gary Cousins and myself. I believe that this meeting was intended to fulfill the commitment made by Minister Chiarelli in his December 27, 2012 correspondence to Warden White {attached}.

It was clear at the meeting that at this time, the Ministry has zero interest in the corridor as a provincial facility.

Recommendation Options - for Discussion

1. That a letter be sent to the Minister of Transportation urging him to protect the alignment by retaining the designation, as in the long term, it is expected to prove to be valuable to the MTO or the County of Wellington.
2. That a letter be sent to the Minister of Transportation urging him not to remove the designation at least until after the County develops a concept plan for the area, in case the concept plan proposes using at least part of the currently designated alignment.

Respectfully submitted,



Gordon J. Ough, P. Eng.
County Engineer

Ministry of Infrastructure

Ministère de l'Infrastructure

Ministry of
Transportation

Ministère des
Transports

Ministry of
Municipal Affairs
and Housing

Ministère des
Affaires municipales
et du Logement

Office of the Minister

Bureau du ministre

Ferguson Block, 3rd Floor
77 Wellesley St. West
Toronto, Ontario
M7A 1Z8
416-327-9200
www.ontario.ca/infrastructure
www.mto.gov.on.ca
www.ontario.ca/MAH

Édifice Ferguson, 3^e étage
77, rue Wellesley ouest
Toronto (Ontario)
M7A 1Z8
416-327-9200
www.ontario.ca/infrastructure
www.mto.gov.on.ca
www.ontario.ca/MAH

COUNTY OF WELLINGTON

JAN 3 0 2013

ENGINEERING SERVICES
DEPARTMENT



JAN 03 2013

DEC 27 2012

M2012-7480

Mr. Chris White
Warden, County of Wellington
74 Woolwich Street
Guelph ON N1H 3T9

Dear Warden White:

Thank you for your letter regarding the former Highway 24 between Cambridge and Guelph, which was delivered to my office by Ted Arnott, MPP, Wellington-Halton Hills. I welcome the opportunity to respond.

In 1997, the ministry received Environmental Assessment clearance for a realignment of Highway 24 between Cambridge and Guelph. In 1998, Highway 24 from Highway 401 in Cambridge northeasterly to Highway 10 at Caledon, was transferred to the Regional Municipality of Waterloo, Wellington County and Peel Region within the framework of the Local Services Realignment. As a result, the new alignment for the former Highway 24 between Cambridge and Guelph is no longer a provincial initiative.

However, over the last two years, the ministry has been working with area municipalities, including Wellington County, to collect data in support of a future area-wide multimodal transportation planning study, including a survey of post-secondary students, a passenger vehicle origin-destination survey and a commercial vehicle survey. Such a study would serve to identify and address transportation needs in the Waterloo-Wellington-Brant area, including those related to the former Highway 24.

Ministry staff will consult further with your municipal staff and with those nearby in the coming months. I look forward to this continued collaboration and thank you again for writing.

Sincerely,


Bob Chiarelli
Minister

c: / Ted Arnott, MPP, Wellington-Halton Hills
Gary Cousins, Director of Planning, County of Wellington
Don McKay, County of Wellington Councillor, Ward 7
Gord Ough, Director of Engineering Services, County of Wellington
Gord Tosh, County of Wellington Councillor, Ward 8



Concept Study

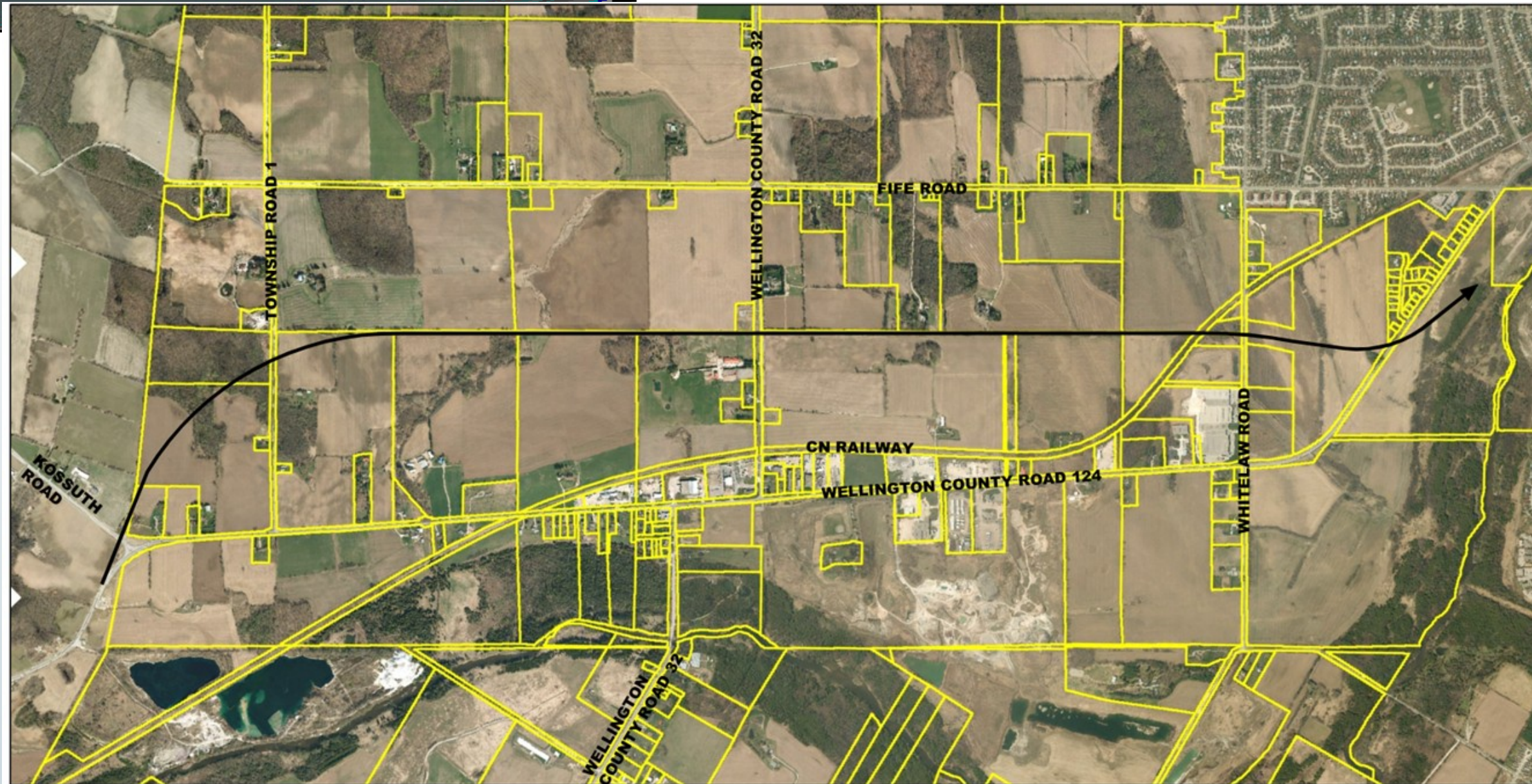
Wellington Road 124 (Cambridge to Guelph)

Wellington Roads Committee
September 9, 2014

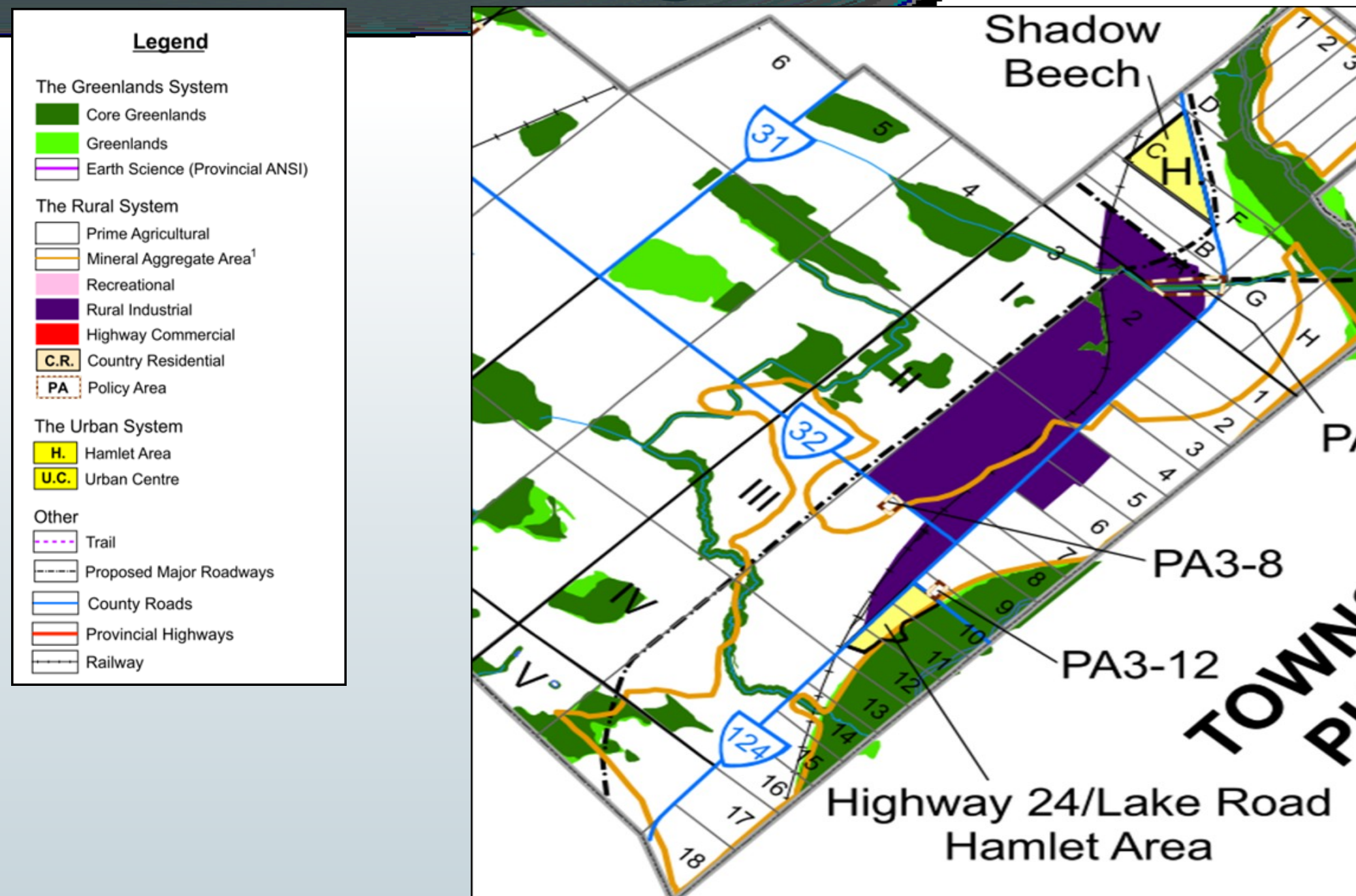
Agenda

- **Why a Concept Study for WR 124**
- **Study Area, Physical Constraints and County Official Plan**
- **History and Function of WR 124 (former Hwy 24)**
- **Planned Development in the Study Area**
- **Options for the County Road Network**
- **Recommendations**
- **Next Steps**

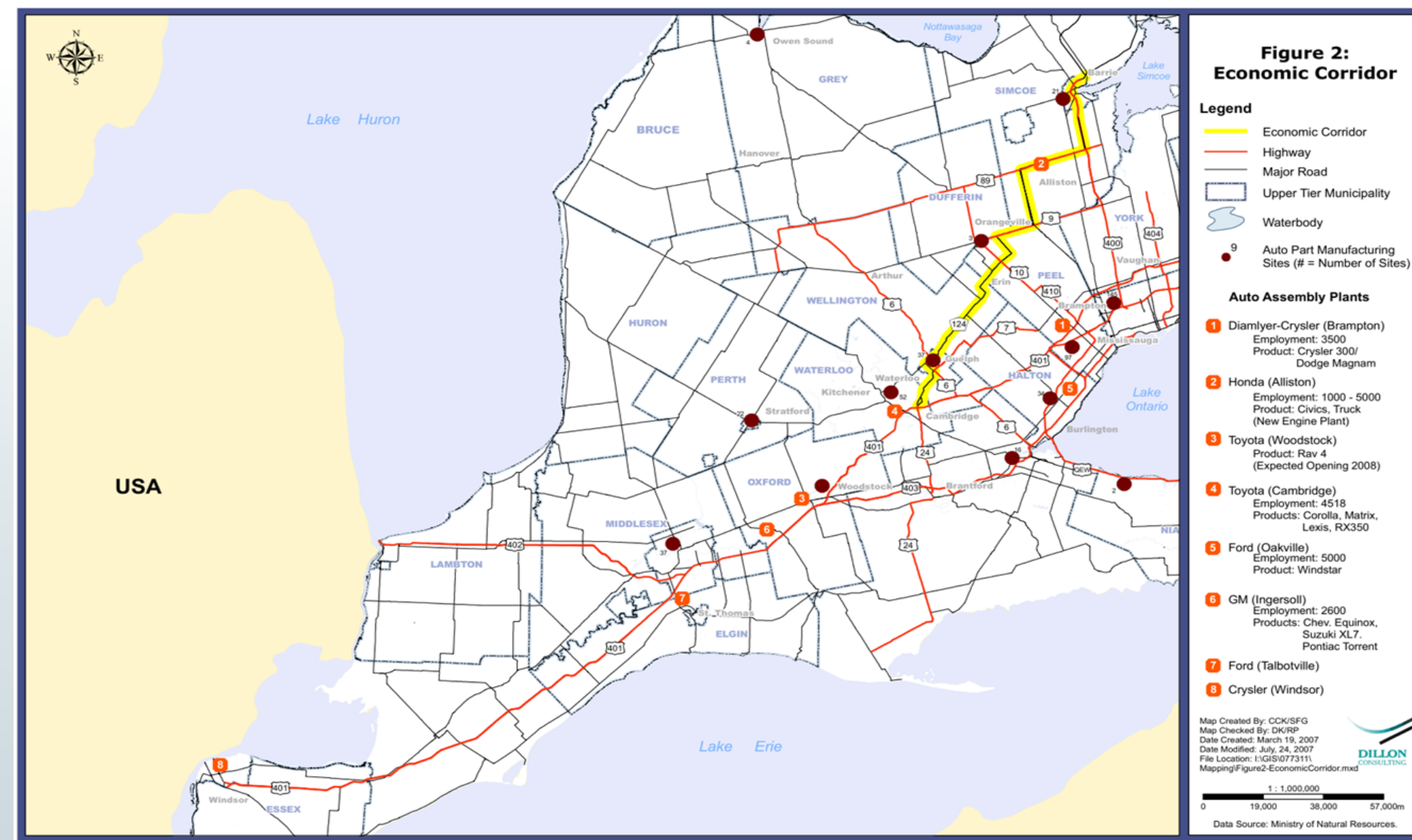
Study Area and Physical Constraints



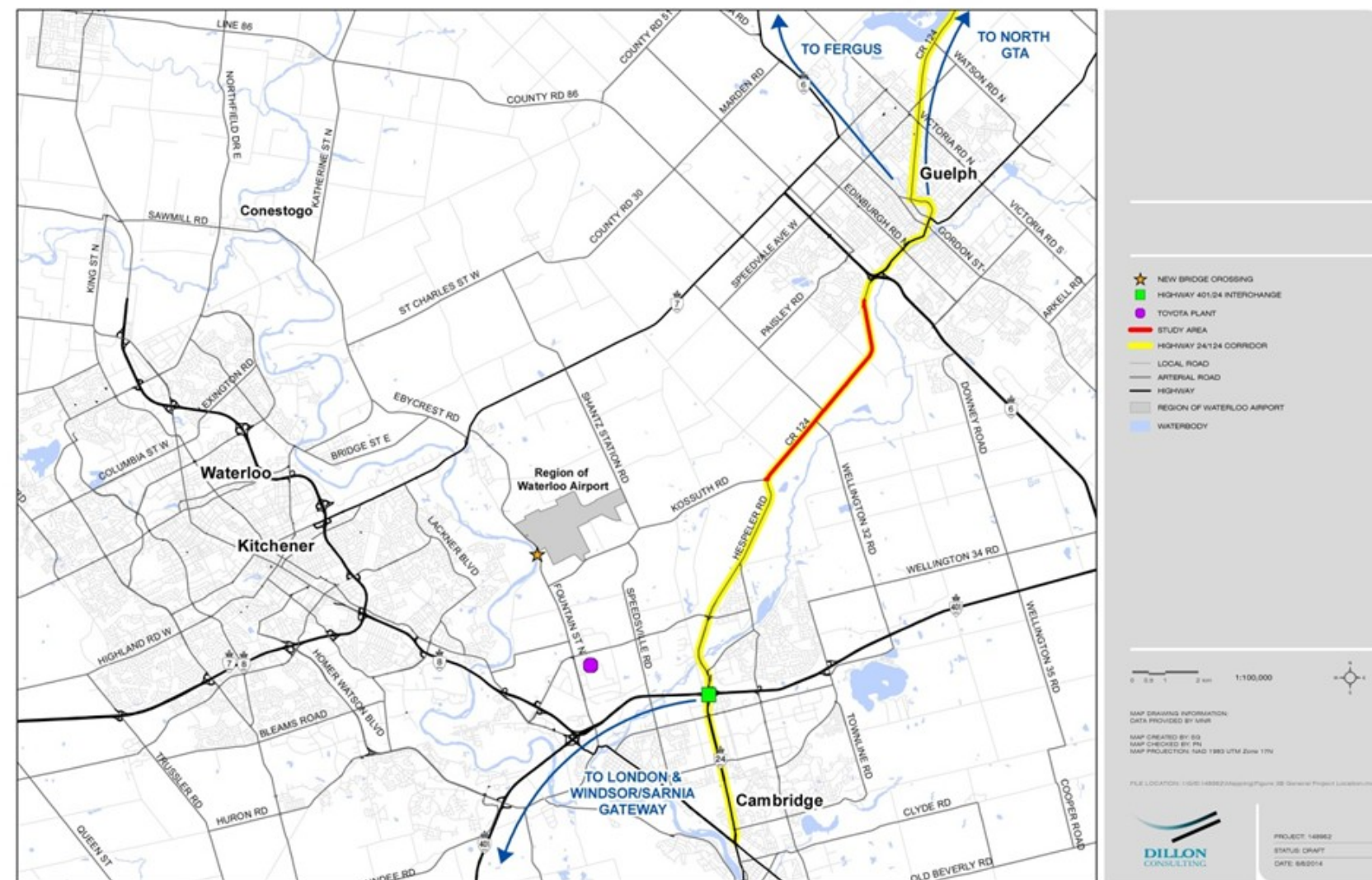
Surrounding Land Use Designations



History and Function of WR 124: Part of a Provincial Transportation Corridor



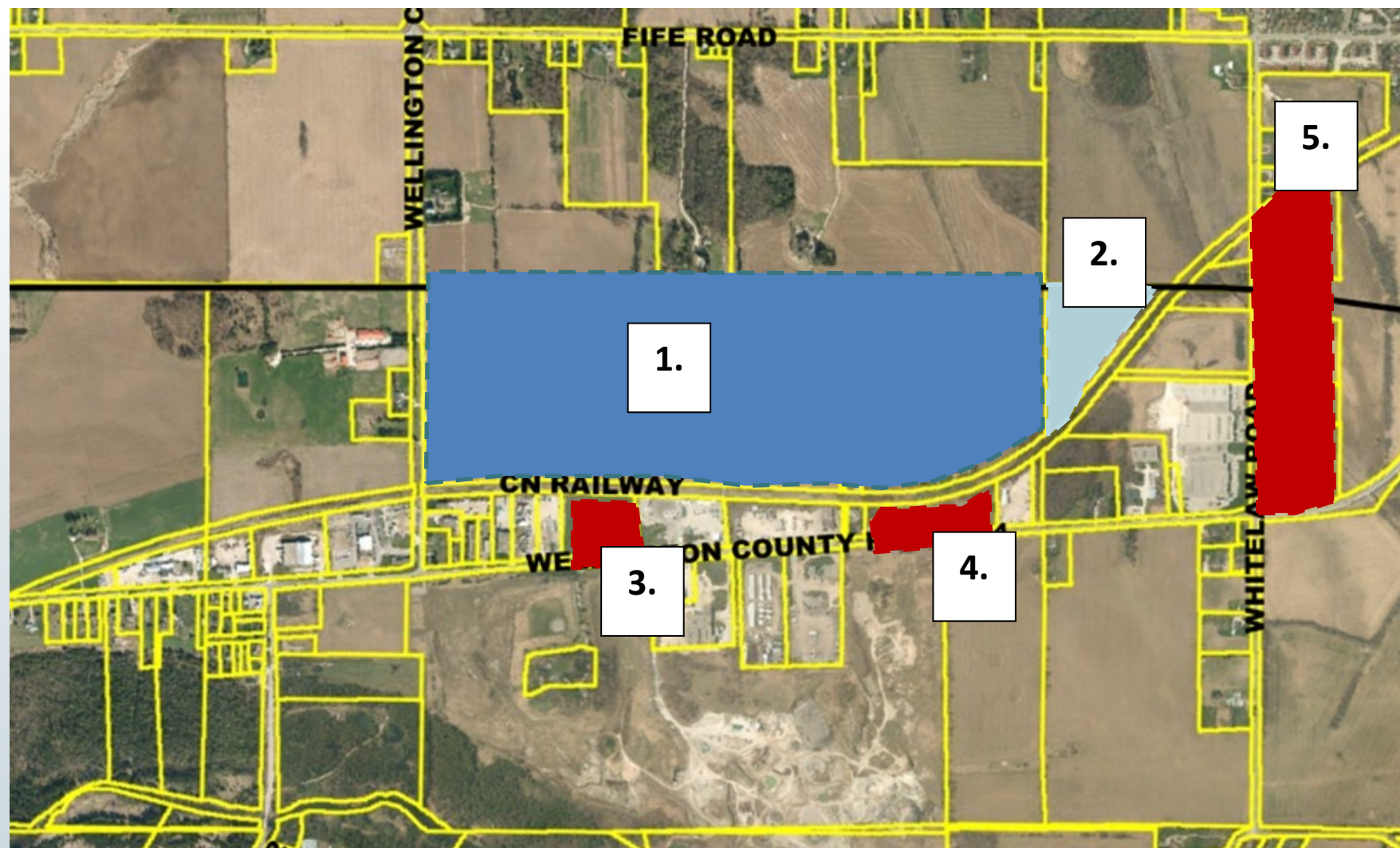
Current Function of WR 124: Inter-Regional Traffic Growth



- Long distance economic corridor (auto parts, agri-food, etc)
- Guelph - Cambridge - Brantford (Hwy 24 south)
- Guelph - Kitchener (new river crossing at Kossuth)
- Waterloo Regional Airport
- Toyota Auto Plant

Small amount of traffic with origin or destination in Wellington County.....WR 124 is not a local road

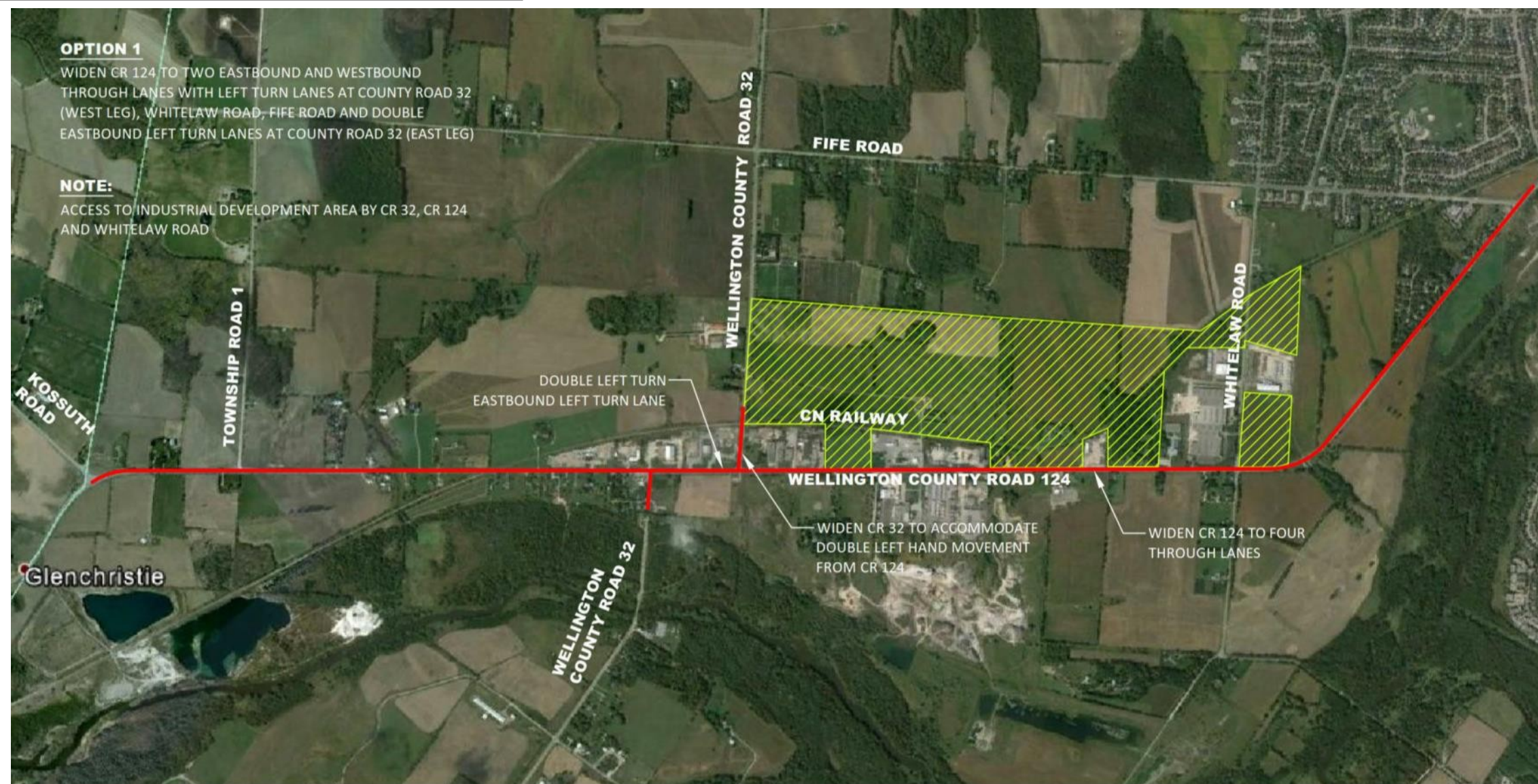
Planned Development



1. Planned 51 ha (127 acre) township industrial development.
2. Coldpoint Holdings has zoning plus a planned business that relies on rail access. A road allowance has been set aside to access this parcel and Coldpoint indicates they have permission for the necessary rail crossing.
3. Vacant parcel - no recent development applications.
4. Vacant parcel - no recent development applications.
5. Consists of four parcels of land that are under development, and one parcel that is designated as part of the MTO new Highway 24 corridor.

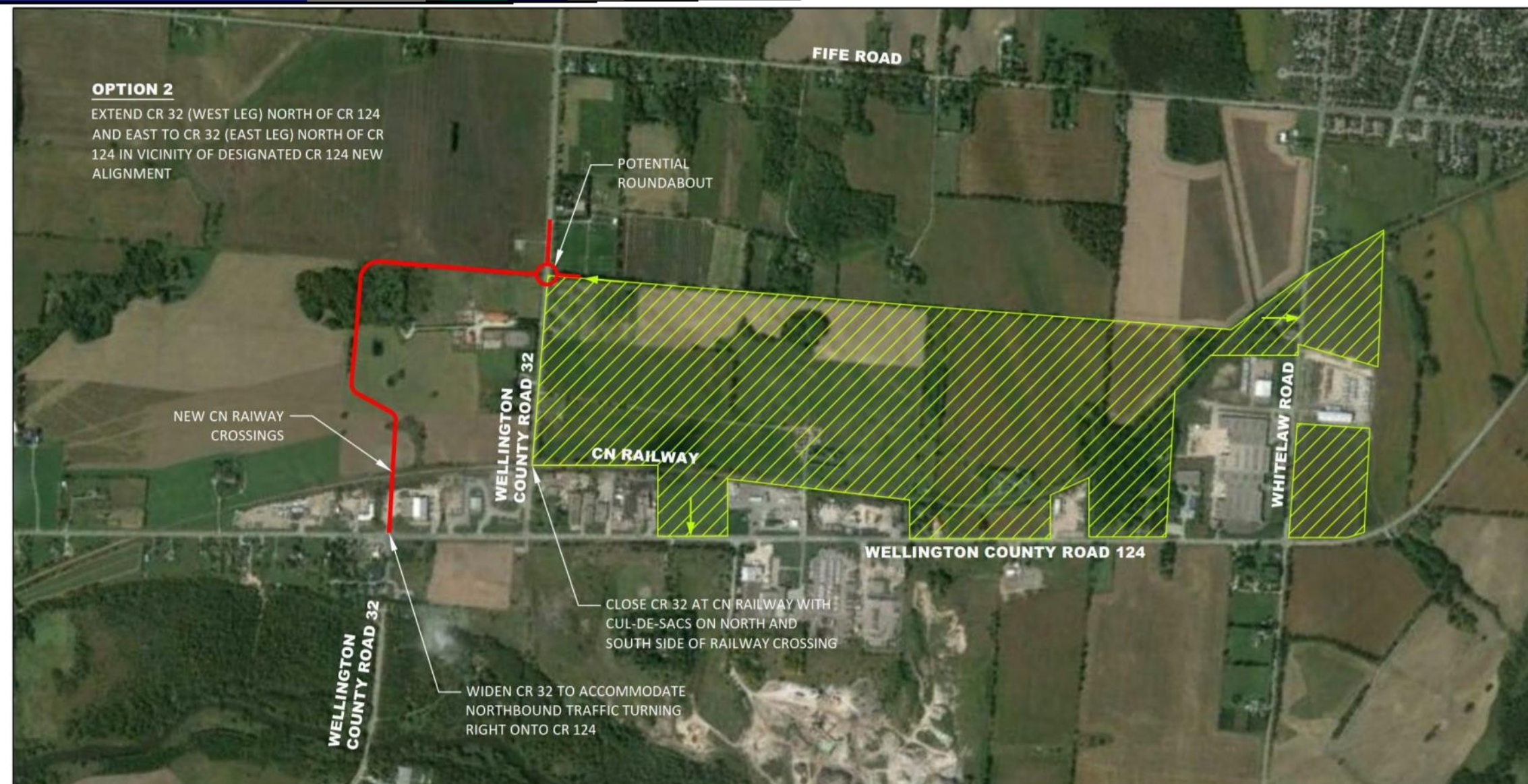
Note: Also a recent application for a major, long term aggregate operation (on south side of WR 124 at Kossuth).

Option 1



- Widen existing WR 124 to provide additional east-west road capacity
- Double left turn lanes on WR 124 and widening of WR 32 east leg at WR 124 to accommodate
- Short spacing of offset WR 32 intersections remains an issue
- Proximity of Hydro towers, Union Gas gate station and existing businesses will impact the road widenings
- Construction staging will affect existing traffic
- High cost

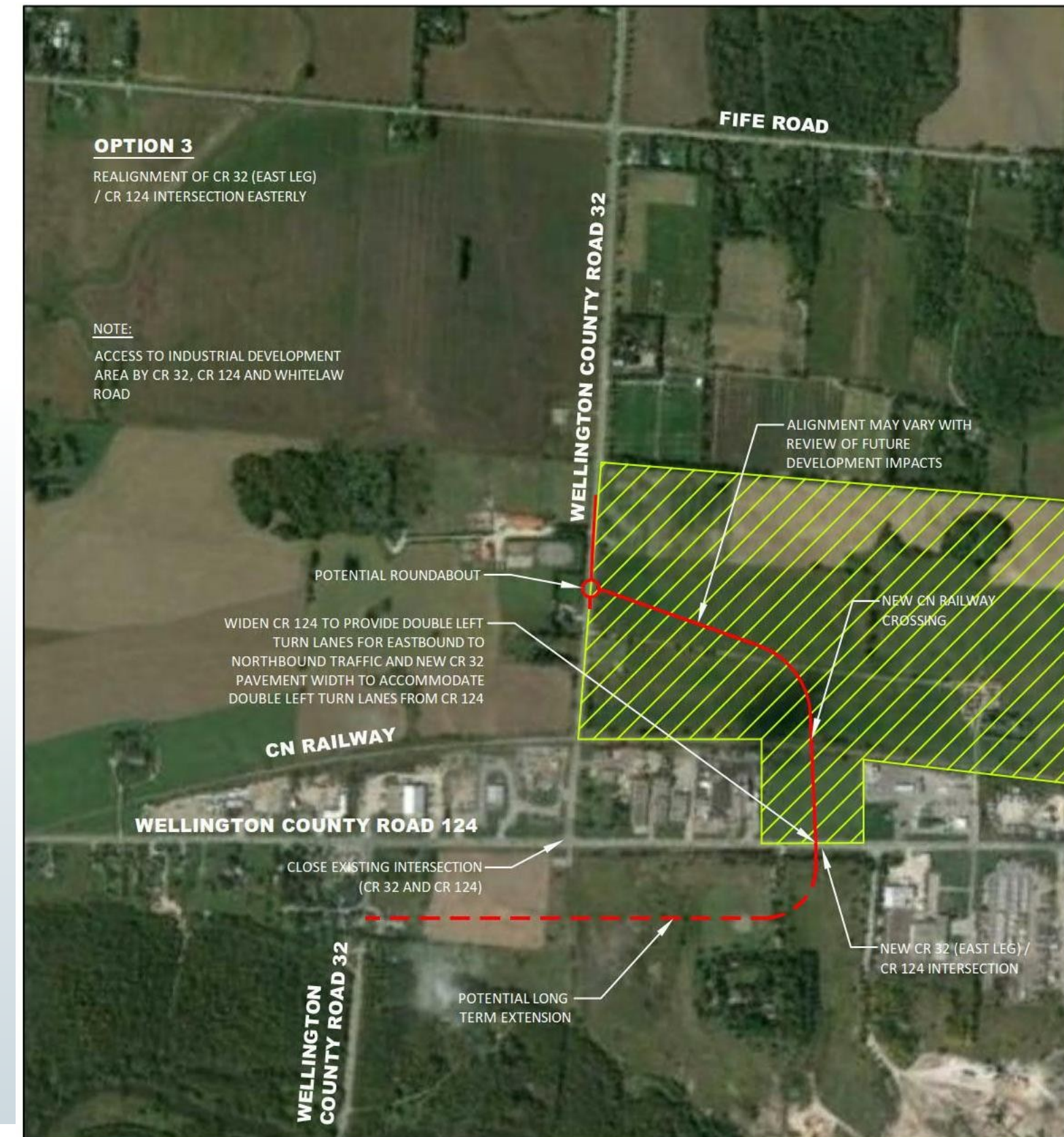
Option 2



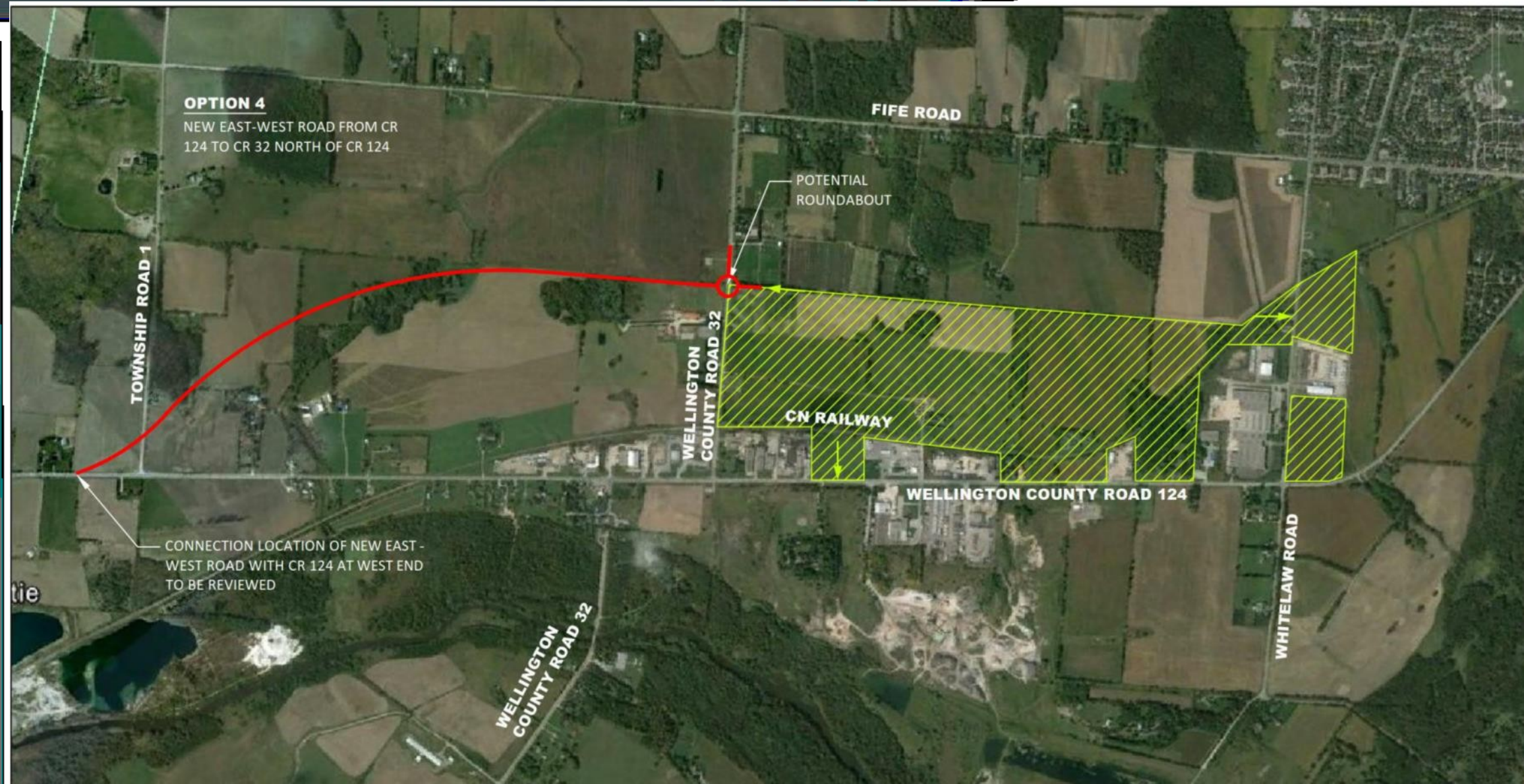
- Eliminates WR 32 offset (25 % reduction in east west traffic on critical WR 124 section)
- Agricultural impacts
- Impacts on existing businesses at WR 32 (west leg) and WR 124 intersection
- Long term will still need more east west capacity

Option 3

- New WR 32 north directly serves proposed Industrial Park
- Short term option will improve traffic by increasing offset of WR 32 intersections but may still need double left turn lanes
- Longer term option (south of WR 124) to fully eliminate WR 32 offset
- Long term will still need more east-west capacity



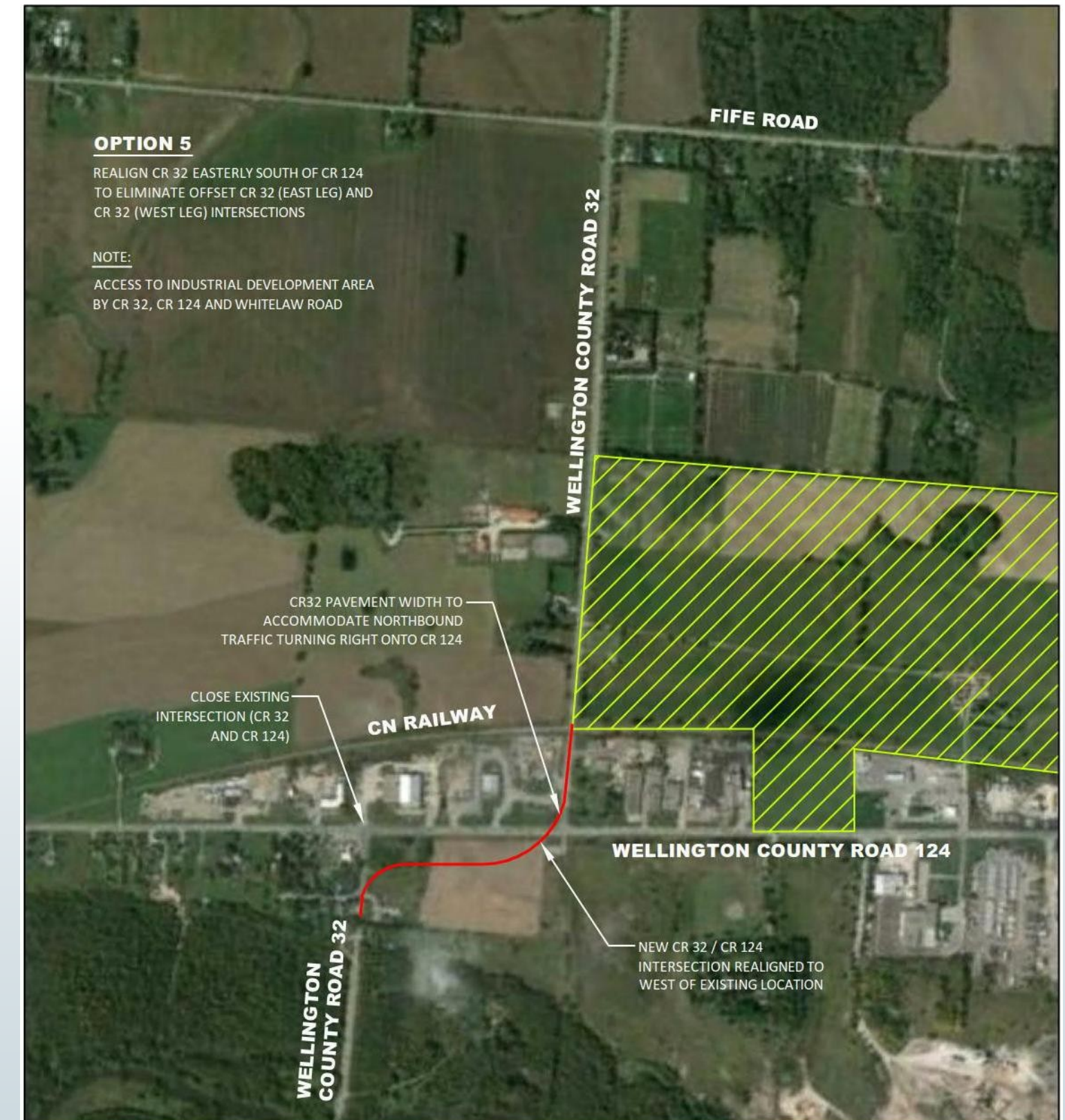
Option 4



- Variation of Option 2 and will provide additional east-west capacity in part of study area
- Agricultural impacts
- Easiest staging
- Coordinate with new roads required to service township industrial park
- May not provide long term solution

Option 5

- Least amount of new road construction
- Creates skewed intersection at WR 124/WR 32 north (or consider possible alignment to east of Union Gas Gate Station)
- Hydro tower impacts at WR 32 and WR 124
- Long term will still need more east west capacity on WR 124



Assessing the Alternatives

The five options were assessed against a broad range of factors and criteria using a methodology called the “reasoned argument assessment”

The previously designated MTO corridor for a new Hwy 24 could be carried forward as Option 6. Recent reviews established the cost for this alignment with roundabouts at \$50 M to \$60 M including property (in 2013 \$).

MTO recent completed data collection for a Wellington Waterloo Brant (WWB) multi-modal area transportation study which may be useful in identifying transportation needs in the study corridor of former Hwy 24.

Traffic Operations and Safety

- Road safety
- Addressing existing and future traffic needs
- Emergency service access
- Accommodation of cyclists

Technical

- Use of existing vs. new infrastructure
- Structure requirements
- Permits and approvals
- Construction complexity/traffic staging
- Utility impacts

Natural Environment

- Aquatic features
- Terrestrial features
- Wellhead protection areas

Cultural Environment

- Archaeological impacts
- Cultural heritage impacts

Socio-Economic

- Agricultural impacts
- Residential impacts
- Commercial/Industrial impacts
- Future development/redevelopment potential

Recommendations

- That the Province undertake (or fully fund the County to undertake) any EA studies that are necessary to finalize a road improvement plan resulting from the Provincial decision to abandon the designated new highway corridor
- That the Province review the precedents noted in this report and the inadequate contribution that was made to future needs when former Highway 24 was transferred to the County and use this information to establish a fair contribution to the capital costs of the necessary County road improvements resulting from the Provincial decision to abandon the designated new highway corridor
- If financial support is not forthcoming and the designation for a new Hwy 24 alignment is abandoned by the Province, then the County should drop the corridor designation from its official plan and await land owners in the study area undertaking the necessary traffic impact assessments to support any development applications.

Next Steps

- County staff to arrange a meeting with the MTO Regional Director to discuss this report which is responding to the Regional Director's letter of January 6, 2014.
- County staff to report back and provide an action plan for WR 124 to Roads Committee following this meeting



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: September 9, 2014
Subject: **2014 Road Tour Recap**

Background:

Items of interest from the annual roads tours, which were held on April 16, April 17 and May 21 are presented for information on the attached.

Recommendation:

That the 2014 Road Tour Recap, dated September 9, 2014 be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Gordon J. Ough".

Gordon J. Ough, P. Eng.
County Engineer

2014 Road Tour Recap

September 9, 2014

MUNICIPALITY	ITEM	CURRENT STATUS
Erin	The County agreed to make some minor grading improvements at the corner of WR124 and Erindale Drive in Erin to assist the bicycle-wheelchair operators.	The improvements have been completed.
	Culvert replacement on WR22.	Delayed until 2015 pending Credit Valley Conservation Authority approval.
	Discussed WR25 (Winston Churchill Blvd.) design.	Timing is up to the Region of Peel. Uncertain at this time.
	Design and schedule of WR50 improvements were discussed.	
	Drove over the Benham Bridge.	Finishing touches were completed this summer.
Puslinch	Discussed plans for improvements to WR46 from WR34 to Hwy. 401	
	Discussed future bridge work at the east end of WR36.	
	Discussed planned improvements to WR46 from WR34 to Maltby Road.	
	Viewed last year roundabout construction on WR34.	

Guelph/Eramosa

Discussed planned construction on WR29 south of Barden St. (Eden Mills).

In progress.

Viewed 2013/2014 Benham Bridge project.

Viewed 2013 paving project on WR49 in Everton.

Viewed 2014 plans on WR124 from Guelph to Eramosa with a left turn lane at Jones Base Line.

Completed

Mapleton

Discussed 2015 plans to rehabilitate WR10 through Moorefield, to pave WR10 from Concession Rd. 4 to Moorefield along with minor repairs to the Moorefield and Wyandot bridges.

Discussed 2014 plans to pave WR11 from WR86 to Concession Rd. 4 along with 2 culvert lining projects on WR10 between Moorefield and Concession Road 4.

Completed

Staff indicated that the Region of Waterloo had indicated that they would be installing traffic signals at WR86 @ WR12 in 2014.

Wellington North

We parked on Gordon St. and observed the traffic using the Frederick St./Eliza St. intersection and considered the merits of installing a roundabout at that location.

	<p>We noted the 2014 plans to pave the remainder of Charles St., 200 m of Sligo Rd. westerly from Hwy. 6 and WR16 north of Monk to Hwy. 89.</p>	Completed
Minto	<p>We noted some minor repairs to be carried on Bridge #6010 on WR16 in 2014.</p> <p>We discussed the work to be carried out on the 2 bridges on WR87 in 2015 and the paving of WR87 in 2016.</p> <p>We discussed the 2015 project on WR109 in Harriston (a joint project with the Town of Minto).</p>	
Centre Wellington	<p>We visited the location of the northbound and the southbound passing lanes to be built this summer on WR7 south of Elora.</p> <p>We revisited work carried out on WR19 in recent years.</p> <p>We discussed the possible future conversion of the WR18/WR26 intersection to a roundabout for safety reasons.</p> <p>We discussed safety concerns being expressed by the locals related to the intersection of WR29 @ WR22.</p>	Nearing completion.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: September 9, 2014
Subject: **Community Safety Zone Request**

Background:

Attached is a request to designate a newly paved section of WR14 (Eliza St.) in Arthur as a Community Safety Zone.

Several years ago the concept of designating “proven and persistent problem areas” as Community Safety Zones was imported into Canada from the USA.

Our neighbour, the Region of Waterloo, installed several “pilot programme Community Safety Zones (CSZs)” several years ago and have taken all but two or three out. It is my understanding that the Region tried to take these remaining few out but protests from the local residents to removing them resulted in them being left in.

Apparently, the traffic calming was very short lived because police enforcement was sustained when the CZSs first went in but could not be sustained for the long term because the locations where the CSZs went in were not always “proven and persistent problem areas” and did not always draw a police presence.

In the attached correspondence from Dan and Willaby Cotton they also mention the use of signs that record your speed as a traffic calming device.

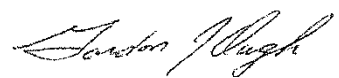
The County currently does not own any of these types of signs. There are a few signs of this type within the County that have been erected either by local municipalities or service clubs.

The Cotton’s indicate that those signs do catch their attention and slow them down. I have heard that the traffic calming can be short lived with these signs as well. Some drivers, apparently even speed up to see how high a number they can record. Again, if these signs are not placed in truly problem areas when a police presence is already attracted, meaningful traffic calming is likely somewhat short lived.

Recommendation:

It is recommended that a letter of response be sent to Mr. & Mrs. Cotton indicating that we will pass their concerns along to the Wellington County OPP for their periodic monitoring of the area; and that in the absence of this area being considered a proven and persistent problem area, the use of a Community Safety Zone or a radar speed sign are not anticipated at this time.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gordon J. Ough".

Gordon J. Ough, P. Eng.
County Engineer

Gord Ough

Subject: FW: county road

-----Original Message-----

From: info@esolutionsgroup.ca [<mailto:info@esolutionsgroup.ca>] On Behalf Of d_w_cotton@hotmail.com

Sent: August-18-14 5:29 PM

To: Lynda White

Subject: county road

Hi Linda

We are most grateful for the beautifully paved road that our business True North Car Wash and Storage is on, this job was completed in a very timely matter.

As concerned citizens we worry about the speed traveled on that road as drivers are entering Arthur. Now that it is so wonderfully smooth we fear the speed will be even more so.

Could that part of the road be designated a Community Safety Zone, then those caught speeding there would have greater fines to pay. A sign that records your speed traveled also slows people down, at least it does me! These are questions we would appreciate you answering for us.

Thanks for your attention to this Linda.

Dan and Willaby Cotton

Home phone 519-848-2267 or return email

Origin: <http://www.wellington.ca/en/government/meetyourcountycouncil.asp>

This email was sent to you by Willaby Cotton<d_w_cotton@hotmail.com> through <http://www.wellington.ca/>.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: September 9, 2014
Subject: Drayton Garage Replacement

Background:

Discussions have been taking place involving County staff (Paul Johnson and Gord Ough), Mapleton staff (Brad McRoberts and Patty Sinnamon) and the members of the Township of Mapleton's Council regarding the possibility of the County relocating its Drayton Shop to the current Township of Mapleton Administration Centre property on Sideroad 16 northeast of Wellington Road 8.

The discussions have centred around possible benefits to both parties to be located at the Township of Mapleton property on Sideroad 16.

The July 16, 2014 email from Brad McRoberts, Director of Public Works, Township of Mapleton, provides a good overview of the advantages of two parties being located on the same site.

The August 22, 2014 email from Brad McRoberts is looking for an indication of the County's intentions related to this issue.

It is noted that some recent developments suggest that if we stay in the current Drayton location we will be spending significant dollars due to dealing with complications related to the proximity of our garage to the wellhead protection area in Drayton.

It is staff's recommendation that the Drayton Garage move ahead of the previously planned Erin Garage replacement in the 2015-2019 Five Year Plan.

Recommendation:

That the next Roads facility to be rebuilt be the Drayton Garage;

That the new Drayton Garage be located on or adjacent to the Township of Mapleton's property on Sideroad 16 northeast of Wellington Road 8;

That the funding for the Drayton Garage replacement be budgeted for 2016 in the upcoming 2015-2019 Five Year Plan.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Gordon J. Ough'.

Gordon J. Ough, P. Eng.
County Engineer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: September 9, 2014
Subject: **Speed Limit Review WR51 west of WR7**

Background:

On January 10, 2012 the County Roads Committee passed the following resolution related to establishing posted speed limits.

“That the Canadian Guidelines for Establishing Posted Speed Limits developed by Transportation Association of Canada (TAC) be adopted for use when setting or adjusting speed limits on County Roads.”

A request has been received from a local resident to re-assess the appropriate speed limit for WR51 that runs southwesterly from WR7.

TAC Guidelines have been applied to re-evaluate the posted speed limit on WR51 as requested.

TAC Guidelines indicate that the appropriate speed limit for the section of WR51 from WR7 running southwesterly to a point 225 m southwest of the centerline of Second Line East is 70 km/hr.

Recommendation:

That the speed limit on Wellington Road 51 from Wellington Road 7 to point 225 m southwest of the centerline of Second Line East in the Township of Guelph Eramosa, be adjusted from 80 km/hr to 70 km/hr.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Gordon J. Ough".

Gordon J. Ough, P. Eng.
County Engineer

COUNTY OF WELLINGTON

June 20, 2014

Resolution Number 2014-496

Ms. Donna Bryce
County Clerk
Wellington County
74 Woodwich Street
Guelph, ON N1H 3T9

JUL 08 2014
ENGINEERING SERVICES
DEPARTMENT

Dear Ms. Bryce:

Subject: Amendments to Traffic By-law 15-2013, All-Way Stop Control on Winston Churchill Boulevard, Town of Caledon, Ward 2

I am writing to advise that Regional Council approved the following resolution at its meeting held on Thursday, June 12, 2014:

Resolution 2014-496

That a by-law be enacted to implement stop control for all four directions of travel (all-way stop) on Regional Road 19 (Winston Churchill Boulevard) at Ballinafad Road/Erin Halton Hills Townline;

And further, that a by-law be enacted to implement stop control for all three directions of travel (all-way stop) on Regional Road 19 (Winston Churchill Boulevard) at Regional Road 12 (Olde Base Line Road);

And further, that the necessary by-law be presented for enactment to amend By-law 15-2013;

And further, that the Ontario Provincial Police, the Town of Caledon and Wellington County be advised.

A copy of the resolution and By-law 46-2014 are provided for your information.



Stephanie Jurrius
Legislative Specialist

SJ:rn

cc: Damian Albanese, Director of Transportation, Public Works, Region of Peel

encl.

Also Sent to: Ontario Provincial Police
Carey deGorter, Clerk, Town of Caledon

Corporate Services

Office of the Regional Clerk

10 Peel Centre Dr., Brampton, ON L6T 4B9
Tel: 905-791-7800 www.peelregion.ca

THE REGIONAL MUNICIPALITY OF PEEL

BY-LAW NUMBER 46-2014

A by-law to implement a 4-Way Stop at the intersection of Regional Road 19 (Winston Churchill Boulevard) at Ballinafad Road/Erin Halton Hills Townline, and a by-law to implement a 3-Way Stop at the intersection of Regional Road 19 (Winston Churchill Boulevard) at Regional Road 12 (Olde Base Line Road) and to amend By-law Number 15-2013 being a by-law to regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel.

WHEREAS the Council of the Regional Corporation on the 24th day of January, 2013 passed By-law 15-2013 to consolidate the by-laws that regulate traffic on roads under the jurisdiction of The Regional Municipality of Peel;

AND WHEREAS the Council of The Regional Municipality of Peel has by resolution passed on the 12th day of June, 2014 authorized the enactment of a by-law to amend By-law 15-2013 to implement a 4-Way Stop at the intersection of Regional Road 19 (Winston Churchill Boulevard) at Ballinafad Road/Erin Halton Hills Townline, and to implement a 3-Way Stop at the intersection of Regional Road 19 (Winston Churchill Boulevard) at Regional Road 12 (Olde Base Line Road).

NOW THEREFORE, the Council of the Regional Corporation enacts as follows:

1. That Part 9 of Schedule A of By-law 15-2013 is amended by adding the following:

<u>Column 1</u> <u>Intersection</u>	<u>Column 2</u> <u>Facing Traffic</u>
Regional Road 19 at Ballinafad Road/Erin Halton Hills Townline	Northbound on Regional Road 19
Regional Road 19 at Ballinafad Road/Erin Halton Hills Townline	Southbound on Regional Road 19
Regional Road 19 at Ballinafad Road/Erin Halton Hills Townline	Westbound on Ballinafad Road/Erin Halton Hills Townline
Regional Road 19 at Ballinafad Road/Erin Halton Hills Townline	Eastbound on Ballinafad Road/Erin Halton Hills Townline

2. That Part 9 of Schedule A of By-law 15-2013 is amended by adding the following:

<u>Column 1</u> <u>Intersection</u>	<u>Column 2</u> <u>Facing Traffic</u>
Regional Road 19 at Regional Road 12	Northbound on Regional Road 19
Regional Road 19 at Regional Road 12	Southbound on Regional Road 19
Regional Road 19 at Regional Road 12	Westbound on Regional Road 12

3. That Part 8 of Schedule A of By-law 15-2013 is amended by deleting the following:

<u>Column 1</u> <u>Regional Road No.</u>	<u>Column 2</u> <u>From</u>	<u>Column 3</u> <u>To</u>
19	The north limit of Regional Road 9	The south limit of Regional Road 11

4. That Part 8 of Schedule A of By-law 15-2013 is amended by adding the following:

<u>Column 1</u> <u>Regional Road No.</u>	<u>Column 2</u> <u>From</u>	<u>Column 3</u> <u>To</u>
19	The north limit of Regional Road 9	The south limit of Ballinafad Road/ Erin Halton Hills Townline

5. That Part 8 of Schedule A of By-law 15-2013 is amended by adding the following:

<u>Column 1</u> <u>Regional Road No.</u>	<u>Column 2</u> <u>From</u>	<u>Column 3</u> <u>To</u>
19	The north limit of Ballinafad Road/Erin Halton Hills Townline	The south limit of Regional Road 12

6. That Part 8 of Schedule A of By-law 15-2013 is amended by adding the following:

<u>Column 1</u> <u>Regional Road No.</u>	<u>Column 2</u> <u>From</u>	<u>Column 3</u> <u>To</u>
19	The north limit of Regional Road 12	The south limit of Regional Road 11

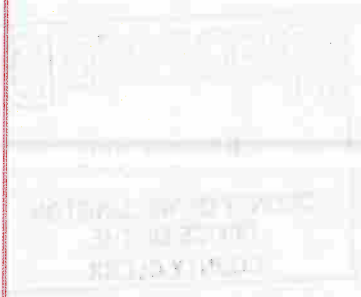
READ THREE TIMES AND PASSED IN OPEN COUNCIL this 12th day of June, 2014.



Regional Clerk



Regional Chair





Corporation of the County of Wellington Solid Waste Services Committee Minutes

September 9, 2014
County Administration Centre
Keith Room

Present: Warden Chris White
Councillor Don McKay (Chair)
Councillor Ken Chapman
Councillor Dennis Lever
Councillor Gary Williamson

Also Present: Ken Roth, Councillor, Township of Puslinch

Staff: Donna Bryce, County Clerk
Ken DeHart, County Treasurer
Gord Ough, County Engineer
Cathy Wiebe, Admin Supervisor Solid Waste Services
Scott Wilson, CAO

1. Call to Order

At 10:30 am, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Financial Statements as of August 31, 2014

1/3/14

Moved by: Warden White

Seconded by: Councillor Williamson

The Financial Statements as of August 31, 2014 for Solid Waste Services be received for information.

Carried

4. Rural Collection of Household Waste Correspondence

2/3/14

Moved by: Councillor Chapman

Seconded by: Councillor Lever

That the report regarding Rural Collection of Household Waste be received for information.

Carried

5. MHSW Phase 2 Funding Programme Cancellation

3/3/14

Moved by: Warden White

Seconded by: Councillor Williamson

That the MHSW Phase 2 Funding Programme Cancellation Report be received for information.

Carried

6. Changes to Balewrap Programme

4/3/14

Moved by: Councillor Lever

Seconded by: Councillor Williamson

That the County refer the remaining customers to the new and improved direct service option that has been available to them since 2012 and discontinue the original balewrap collection service at the Riverstown Waste Facility as of March 31, 2015.

Carried

7. 2015 User Fees and Charges

5/3/14

Moved by: Warden White

Seconded by: Councillor Lever

That the current tipping fee of \$70/tonne at landfill and transfer station sites with scales be increased to \$75.00/tonne effective March 31, 2015 and that all other fees and charges remain unchanged for 2015.

Carried

8. Blue Box Items

6/3/14

Moved by: Councillor Williamson

Seconded by: Councillor Chapman

That no additional items be added to the County's Blue Box Recycling Programme in 2015.

Carried

9. Aberfoyle Waste Facility Update - Verbal

Mr. Gord Ough, County Engineer, advised that the public area of the Aberfoyle Waste Facility is near completion. Staff would plan a ribbon cutting ceremony in early October.

10. Adjournment

At 11:10 am, the Chair adjourned the meeting until October 14, 2014 or at the call of the Chair.

Don McKay
Chair
Solid Waste Services Committee



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, September 9, 2014
Subject: **Rural Collection of Household Waste**

Attached for the Committee's information are several email streams that began with some residents in the rural area of The Town of Erin commenting on the challenges of controlling wild life from messing up waste placed out for collection and lead to comments regarding unfair taxation distribution and a request for some detailed costing and taxation rationale, and a request for more frequent collection in summer months

The email streams do have a lot of repetition. It was difficult to decide what not to include without losing the nature of the lead email in each stream.

The issue of increasing the frequency of collection during the summer months was considered last September by the Solid Waste Services Committee with the following result: the Committee decided to stay with bi-weekly rural collection in The Town of Erin and in The Township of Guelph/Eramosa and vowed to consider this issue again as part of a future Waste Management Plan process. The Committee's action was endorsed by County Council at its meeting on September 26, 2013.

Councillor McKay's July 8th email (Email 2) seemed to provide some practical approaches to both the wildlife and maggot dilemmas. Hopefully these ideas got to the folks that were experiencing the problems.

This item was included on the agenda to afford the Committee an opportunity to discuss the issue and the various requests embedded in the email streams attached.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Gordon J. Ough', is positioned below the 'Respectfully submitted,' text.

Gordon J. Ough, P. Eng.
County Engineer

Email 1 – From Councillor Lou Maieron – July 8, 2014 8:36 AM

Gord Ough

From: Lou Maieron <Lou.Maieron@erin.ca>
Sent: July 8, 2014 8:36 AM
To: Josie Wintersinger; Ken Chapman; Don McKay; Barb Tocher; Deb Callaghan; John Brennan
Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com
Subject: RE: Garbage pick up

County SWS staff

Please provide myself and Councillor Wintersinger with the following information.

Erin's annual contracted cost with Waste Management WM for The Urban pick up contract for garbage and blue box. Also please breakdown this cost per Erin household and per Erin resident. What does it cost the average resident additional to the \$1.75 per bag to provide this level of service?

Do likewise for the rural collection contract - I believe that is only for 26 weeks - please break it down as requested for Urban.

Now please provide what the additional cost would be to do the rural collection area weekly -so an additional 26 weeks - should get a bit of a price break from WM for collecting the whole town weekly.

Now please compare these Erin SWS costs against Puslinch & Minto where the urban collection service is the same. But instead of biweekly rural collection, a transfer station operates 3 days/week. So compare Erin's biweekly rural collection costs with the costs of operating these transfer stations. Please provide data by household and per person.

I would appreciate the full costing of the transfer stations in both locations - both capital and operating and all trucking and other associated costs, because capital and operating costs are reflected in the WM costs to provide rural collection. Also please try to estimate the added inconvenience costs and resident costs for Erin residents of not having a local depot for bulky waste and Re Use center & a HHW depot in Erin that a small transfer station open 1 day/week would provide.

I think the County has a responsibility to provide fair, efficient, economical, convenient and more so equitable service to all County residents. It's one tax payer - paying taxes based on assessment - so in the worst case situation those paying more taxes should have the same or better services provided, not less.

Please compare the taxes received by each municipality for the SWS department versus the costs to deliver SWS services per each municipality, apply the per household and resident breakdown.

I would hazard a guess that Erin taxpayers currently pay more in taxes than the SWS services we receive. Roughly 55% of the Erin property tax bill goes to the County, about 7% of that to SWS, please compare that SWS taxation number to the cost of providing Erin SWS collection and my guess would be that Erin taxes are more the sufficient for the current services provided. Please explain where the Erin tax surplus is going? Into a fund to provide Erin resident equal services compared to other municipalities or are these funds subsidizing SWS transfer station costs else where's? Perhaps to far off transfer stations that Erin residents seldom if ever use because of the driving distances involved. Staff please provide information/data to confirm or negate this hypothesis.

Councillor Wintersinger I would ask your complaining residents to write the Chair and department head of the County SWS services committee and ask that their letters be added to the next SWS agenda for discussion and reply. The County needs to be advised that residents are having issues with the current service delivery provided.

This was originally brought up a few month ago - so that perhaps some action could be taken prior to this summer season i.e. by adding 6-8 weeks of collection. Could the County SWS staff replies to those emails of a few months ago be resent out to all involved - I am having a hard time finding these replies. It was hoped that the County would act on these resident concerns so to cost avoid these issues going forward for another summer. Perhaps we can make a start.

Thank you in advance for your co-operation

County Councillor Lou Maieron

From: Josie Wintersinger

Sent: July 7, 2014 9:36 PM

To: Lou Maieron; Ken Chapman; donmk@wellington.ca; Barb Tocher; Deb Callaghan; John Brennan

Cc: gordo@wellington.ca; scottw@wellington.ca; chrisw@wellington.ca; Joan Murray; mike@wellingtonadvertiser.com

Subject: RE: Garbage pick up

I just want you to know I have received a further 11 calls regarding this Garbage issue in the rural section. With the wild life it is also hard to keep it some place safe. When the garbage has to be out by 7am and the pick up time varies the wild life pulls it apart. I feel something could be done for say mid June to mid September would be help full in the future and if anything could still be done this year folks would be grateful.

With respect,
Councillor Wintersinger
(Josie)

From: Lou Maieron

Sent: Wednesday, June 11, 2014 11:35 AM

To: Josie Wintersinger; Ken Chapman; donmk@wellington.ca; Barb Tocher; Deb Callaghan; John Brennan; Josie Wintersinger

Cc: gordo@wellington.ca; scottw@wellington.ca; chrisw@wellington.ca; Joan Murray; mike@wellingtonadvertiser.com

Subject: RE: Garbage pick up

Hi Josie:

I think I proposed to the SWS committee to have garbage pick up expanded to have weekly collection during the summer months a year or so ago - because of smells and odours. I responded to a couple of email/phone call complaints from Erin residents desiring this improvement in service and perused it with the SWS committee so that service levels would correspond with the service their urban counterparts receive year round, well at least during the warmer summer months by adding 12 weeks of collection. All residents pay taxes based on assessment - but rural don't seem to get the same services, even though I would presume their assesmnts are higher.

I believe the SWS committee looked at the costing of increase service by 10-12 weeks, but then I do not think the item went any further. I have forwarded your email of concern to our County Councillor Ken Chapman who sits on SWS and Chair Don Mackay as well as Gord Ough as well as the Warden .

Gentlemen; If there is a will this still could be done this year, I think the costing was reasonable to add 10-12 weeks of additional collection i.e. June July and August or July August September.

Ken Don & Chris I hope the committee can look at this ASAP and implement it. SWS is a county responsibility. Just another reason Erin residents cannot afford the imposed generosity of a 1.4 million dollar donation to hospitals they receive no service from instead of a few thousand dollars to improve their garbage collection services? I am sure they would rather have their tax dollars deal with their garbage that gets stinky and smelly during the warm summer months. I think the letter from the resident in Ballinafad complained of maggots as well - a health and safety issue - he claimed.

See I am sure if I looked at the cost of dealing with SWS on a per household basis Erin and Guelph Eramosa with collection would come in at the lowest cost in the county compared to service in other municipalities . Kind of like the libraries as well.

What can we do to improve on this SWS situation

Thanks Lou

From: Josie Wintersinger
Sent: June 9, 2014 8:58 PM
To: Lou Maieron
Subject: Garbage pick up

Lou, I was under the impression that we would do something about garbage pick up for the summer months I have not heard anything could you advise me as I am having folks asking in the rural areas.

With respect,
Councillor Wintersinger
(Josie)

Email 2 – From Councillor Don McKay – July 8, 2014 12:42 PM

Gord Ough

From: Don McKay
Sent: July 8, 2014 12:42 PM
To: Josie Wintersinger; Lou Maieron; Ken Chapman; Barb Tocher; Deb Callaghan; John Brennan
Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com; Don McKay
Subject: RE: Garbage pick up
Importance: High

Josie and Lou; In response to your residence calls concerning their garbage and wild life in the rural section. I would like to make the following suggestions: residents in rural areas can use a garbage can(s) to place their user pay garbage bag(s) out at the curb/roadside without getting an approved can sticker (this is the requirement in urban areas) to reduce problems with pests getting at their garbage bags. Section 9.2 of the Curbside Collection By-Law has information on the size and type of containers that can be used. This is the link to the By-Law on the County website - <http://www.wellington.ca/en/residentservices/resources/CurbsideCollectionBylaw454603.pdf>

As far as deterrents for pests go, one remedy is to place mothballs in the bottom of the garbage can, this works well for many people. For crows, try keeping the lid closed on top of the can to keep them out. I've also heard that spraying a room deodorizer on the bag may deter crows.

You had also mentioned maggots. The flies who lay the eggs which hatch into larvae/maggots, are attracted to the odour of rotting food. So reducing garbage odours by cleaning the garbage can regularly and removing any residual liquid in the bottom of the garbage can should help. My understanding is that the flies lay their eggs on organic waste so keeping a lid on the can should help avoid them. Using a backyard composter to handle veggies/fruit waste, and putting meat trays/bones/etc. in a sealed plastic bag should also help. If they continue to be a problem, try keeping meat waste items in a bag in the freezer and put it in the user pay garbage bag just before putting it out to the curb/roadside.

I believe the above suggestions would be more practical than having weekly pickup. The wild life will more than likely still be a problem

I hope this information is helpful.

Regards

Don

Don McKay
County of Wellington
Councillor Ward 7
Phone: 519-822-2984
e-mail: donmk@wellington.ca

From: Josie Wintersinger [Josie.Wintersinger@erin.ca]
Sent: Monday, July 07, 2014 9:36 PM
To: Lou Maieron; Ken Chapman; Don McKay; Barb Tocher; Deb Callaghan; John Brennan

Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com
Subject: RE: Garbage pick up

I just want you to know I have received a further 11 calls regarding this Garbage issue in the rural section. With the wild life it is also hard to keep it some place safe. When the garbage has to be out by 7am and the pick up time varies the wild life pulls it apart. I feel something could be done for say mid June to mid September would be help full in the future and if anything could still be done this year folks would be grateful.

With respect,
Councillor Wintersinger
(Josie)

I think I proposed to the SWS committee to have garbage pick up expanded to have weekly collection during the summer months a year or so ago - because of smells and odours. I responded to a couple of email/phone call complaints from Erin residents desiring this improvement in service and perused it with the SWS committee so that service levels would correspond with the service their urban counterparts receive year round, well at least during the warmer summer months by adding 12 weeks of collection. All residents pay taxes based on assessment - but rural don't seem to get the same services, even though I would presume their assessments are higher.

I believe the SWS committee looked at the costing of increase service by 10-12 weeks, but then I do not think the item went any further. I have forwarded your email of concern to our County Councillor Ken Chapman who sits on SWS and Chair Don Mackay as well as Gord Ough as well as the Warden .

Gentlemen; If there is a will this still could be done this year, I think the costing was reasonable to add 10-12 weeks of additional collection i.e. June July and August or July August September.

Ken Don & Chris I hope the committee can look at this ASAP and implement it. SWS is a county responsibility. Just another reason Erin residents cannot afford the imposed generosity of a 1.4 million dollar donation to hospitals they receive no service from instead of a few thousand dollars to improve their garbage collection services? I am sure they would rather have their tax dollars deal with their garbage that gets stinky and smelly during the warm summer months. I think the letter from the resident in Ballinafad complained of maggots as well - a health and safety issue - he claimed.

See I am sure if I looked at the cost of dealing with SWS on a per household basis Erin and Guelph Eramosa with collection would come in at the lowest cost in the county compared to service in other municipalities . Kind of like the libraries as well.

What can we do to improve on this SWS situation

Thanks Lou

From: Josie Wintersinger
Sent: June 9, 2014 8:58 PM
To: Lou Maieron
Subject: Garbage pick up

Lou, I was under the impression that we would do something about garbage pick up for the summer months I have not heard anything could you advise me as I am having folks asking in the rural areas.

With respect,
Councillor Wintersinger
(Josie)

Email 3 – From Councillor Don McKay – July 9, 2014 6:11 AM

Gord Ough

From: Don McKay
Sent: July 9, 2014 6:11 AM
To: Lou Maieron; Josie Wintersinger; Ken Chapman; Barb Tocher; Deb Callaghan; John Brennan
Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com; Don McKay
Subject: RE: Garbage pick up

Lou: If you remember at SWS committee we discussed doing an in depth review of how the County handles solid waste within the next few years given that we have been in the business since 2001. What you are requesting would fit into that review. I would suggest that at our SWS committee meeting in September we bring your request before the committee and have a discussion.

Regards

Don

Don McKay
County of Wellington
Councillor Ward 7
Phone: 519-822-2984
e-mail: donmk@wellington.ca

From: Lou Maieron [Lou.Maieron@erin.ca]
Sent: Tuesday, July 08, 2014 8:35 AM
To: Josie Wintersinger; Ken Chapman; Don McKay; Barb Tocher; Deb Callaghan; John Brennan
Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com
Subject: RE: Garbage pick up

County SWS staff

Please provide myself and Councillor Wintersinger with the following information.

Erin's annual contracted cost with Waste Management WM for The Urban pick up contract for garbage and blue box. Also please breakdown this cost per Erin household and per Erin resident. What does it cost the average resident additional to the \$1.75 per bag to provide this level of service?

Do likewise for the rural collection contract - I believe that is only for 26 weeks - please break it down as requested for Urban.

Now please provide what the additional cost would be to do the rural collection area weekly -so an additional 26 weeks - should get a bit of a price break from WM for collecting the whole town weekly.

Now please compare these Erin SWS costs against Puslinch & Minto where the urban collection service is the same. But instead of biweekly rural collection, a transfer station operates 3 days/week. So compare Erin's biweekly rural collection costs with the costs of operating these transfer stations. Please provide data by household and per person.

I would appreciate the full costing of the transfer stations in both locations - both capital and operating and all trucking and other associated costs, because capital and operating costs are reflected in the WM costs to provide rural collection. Also please try to estimate the added inconvenience costs and resident costs for Erin residents of not having a local depot for bulky waste and Re Use center & a HHW depot in Erin that a small transfer station open 1 day/week would provide.

I think the County has a responsibility to provide fair, efficient, economical, convenient and more so equitable service to all County residents. It's one tax payer - paying taxes based on assessment - so in the worst case situation those paying more taxes should have the same or better services provided, not less.

Please compare the taxes received by each municipality for the SWS department versus the costs to deliver SWS services per each municipality, apply the per household and resident breakdown.

I would hazard a guess that Erin taxpayers currently pay more in taxes than the SWS services we receive. Roughly 55% of the Erin property tax bill goes to the County, about 7% of that to SWS, please compare that SWS taxation number to the cost of providing Erin SWS collection and my guess would be that Erin taxes are more the sufficient for the current services provided. Please explain where the Erin tax surplus is going? Into a fund to provide Erin resident equal services compared to other municipalities or are these funds subsidizing SWS transfer station costs else where's? Perhaps to far off transfer stations that Erin residents seldom if ever use because of the driving distances involved. Staff please provide information/data to confirm or negate this hypothesis.

Councillor Wintersinger I would ask your complaining residents to write the Chair and department head of the County SWS services committee and ask that their letters be added to the next SWS agenda for discussion and reply. The County needs to be advised that residents are having issues with the current service delivery provided.

This was originally brought up a few month ago - so that perhaps some action could be taken prior to this summer season i.e. by adding 6-8 weeks of collection. Could the County SWS staff replies to those emails of a few months ago be resent out to all involved - I am having a hard time finding these replies. It was hoped that the County would act on these resident concerns so to cost avoid these issues going forward for another summer. Perhaps we can make a start.

Thank you in advance for your co-operation

County Councillor Lou Maieron

From: Josie Wintersinger

Sent: July 7, 2014 9:36 PM

To: Lou Maieron; Ken Chapman; donmk@wellington.ca; Barb Tocher; Deb Callaghan; John Brennan

Cc: gordo@wellington.ca; scottw@wellington.ca; chrisw@wellington.ca; Joan Murray; mike@wellingtonadvertiser.com

Subject: RE: Garbage pick up

I just want you to know I have received a further 11 calls regarding this Garbage issue in the rural section. With the wild life it is also hard to keep it some place safe. When the garbage has to be out by 7am and the pick up time varies the wild life pulls it apart. I feel something could be done for say mid June to mid September would be help full in the future and if anything could still be done this year folks would be grateful.

With respect,
Councillor Wintersinger
(Josie)

From: Lou Maieron

Sent: Wednesday, June 11, 2014 11:35 AM

To: Josie Wintersinger; Ken Chapman; donmk@wellington.ca; Barb Tocher; Deb Callaghan; John Brennan; Josie Wintersinger

Cc: gordo@wellington.ca; scottw@wellington.ca; chrisw@wellington.ca; Joan Murray; mike@wellingtonadvertiser.com

Subject: RE: Garbage pick up

Hi Josie:

I think I proposed to the SWS committee to have garbage pick up expanded to have weekly collection during the summer months a year or so ago - because of smells and odours. I responded to a couple of email/phone call complaints from Erin residents desiring this improvement in service and perused it with the SWS committee so that service levels would correspond with the service their urban counterparts receive year round, well at least during the warmer summer months by adding 12 weeks of collection. All residents pay taxes based on assessment - but rural don't seem to get the same services, even though I would presume their assessments are higher.

I believe the SWS committee looked at the costing of increase service by 10-12 weeks, but then I do not think the item went any further. I have forwarded your email of concern to our County Councillor Ken Chapman who sits on SWS and Chair Don Mackay as well as Gord Ough as well as the Warden .

Gentlemen; If there is a will this still could be done this year, I think the costing was reasonable to add 10-12 weeks of additional collection i.e. June July and August or July August September.

Ken Don & Chris I hope the committee can look at this ASAP and implement it. SWS is a county responsibility. Just another reason Erin residents cannot afford the imposed generosity of a 1.4 million dollar donation to hospitals they receive no service from instead of a few thousand dollars to improve their garbage collection services? I am sure they would rather have their tax dollars deal with their garbage that gets stinky and smelly during the warm summer months. I think the letter from the resident in Ballinafad complained of maggots as well - a health and safety issue - he claimed.

See I am sure if I looked at the cost of dealing with SWS on a per household basis Erin and Guelph Eramosa with collection would come in at the lowest cost in the county compared to service in other municipalities . Kind of like the libraries as well.

What can we do to improve on this SWS situation

Thanks Lou

From: Josie Wintersinger

Sent: June 9, 2014 8:58 PM

To: Lou Maieron

Subject: Garbage pick up

Lou, I was under the impression that we would do something about garbage pick up for the summer months I have not heard anything could you advise me as I am having folks asking in the rural areas.

With respect,
Councillor Wintersinger
(Josie)

Email 4 – From Councillor Lou Maieron – July 9, 2014 2:10 PM

Gord Ough

From: Lou Maieron <Lou.Maieron@erin.ca>
Sent: July 9, 2014 2:10 PM
To: Don McKay; Josie Wintersinger; Ken Chapman; Barb Tocher; Deb Callaghan; John Brennan
Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com
Subject: RE: Garbage pick up

Don:

That sound reasonable but I have been to the solid waste committee in the past, asking for small improvements in Erin's SWS services - without much luck -i.e. work with Erin auto recyclers, or with the Caledon landfill site only a few km's away, help the ladies who wanted to start up a reuse store, just to name a few missed opportunities to improve SWS service in Erin.

I think if we add up what Erin taxpayers pay in County taxes and the portion that goes to SWS, I am fairly certain we could afford rural collection weekly, could afford to have a small transfer station open 1 day/week, could afford a reuse store and probably much more , I am pretty certain our taxes pay for a lot more than what Erin residents receive in SWS service .

I guess my taxpayers are more than a bit fed up with subsidizing other County municipality SWS service levels when we are made to do without. Why does Centre Wellington have 2 transfer stations and Erin and Guelph Eramosa not one , same population, we pay more in assessment based property taxes, but have different service levels - lower service levels - that's not fair.

So yes please bring it forward to the next SWS meeting

Lou

From: Don McKay [donmk@wellington.ca]
Sent: July 9, 2014 6:10 AM
To: Lou Maieron; Josie Wintersinger; Ken Chapman; Barb Tocher; Deb Callaghan; John Brennan
Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com; Don McKay
Subject: RE: Garbage pick up

Lou: If you remember at SWS committee we discussed doing an in depth review of how the County handles solid waste within the next few years given that we have been in the business since 2001. What you are requesting would fit into that review. I would suggest that at our SWS committee meeting in September we bring your request before the committee and have a discussion.

Regards

Don

Don McKay
County of Wellington
Councillor Ward 7
Phone: 519-822-2984
e-mail: donmk@wellington.ca

From: Lou Maieron [Lou.Maieron@erin.ca]

Sent: Tuesday, July 08, 2014 8:35 AM

To: Josie Wintersinger; Ken Chapman; Don McKay; Barb Tocher; Deb Callaghan; John Brennan

Cc: Gord Ough; Scott Wilson; Chris White; Joan Murray; mike@wellingtonadvertiser.com

Subject: RE: Garbage pick up

County SWS staff

Please provide myself and Councillor Wintersinger with the following information.

Erin's annual contracted cost with Waste Management WM for The Urban pick up contract for garbage and blue box. Also please breakdown this cost per Erin household and per Erin resident. What does it cost the average resident additional to the \$1.75 per bag to provide this level of service?

Do likewise for the rural collection contract - I believe that is only for 26 weeks - please break it down as requested for Urban.

Now please provide what the additional cost would be to do the rural collection area weekly -so an additional 26 weeks - should get a bit of a price break from WM for collecting the whole town weekly.

Now please compare these Erin SWS costs against Puslinch & Minto where the urban collection service is the same. But instead of biweekly rural collection, a transfer station operates 3 days/week. So compare Erin's biweekly rural collection costs with the costs of operating these transfer stations. Please provide data by household and per person.

I would appreciate the full costing of the transfer stations in both locations - both capital and operating and all trucking and other associated costs, because capital and operating costs are reflected in the WM costs to provide rural collection. Also please try to estimate the added inconvenience costs and resident costs for Erin residents of not having a local depot for bulky waste and Re Use center & a HHW depot in Erin that a small transfer station open 1 day/week would provide.

I think the County has a responsibility to provide fair, efficient, economical, convenient and more so equitable service to all County residents. It's one tax payer - paying taxes based on assessment - so in the worst case situation those paying more taxes should have the same or better services provided, not less.

Please compare the taxes received by each municipality for the SWS department versus the costs to deliver SWS services per each municipality, apply the per household and resident breakdown.

I would hazard a guess that Erin taxpayers currently pay more in taxes than the SWS services we receive. Roughly 55% of the Erin property tax bill goes to the County, about 7% of that to SWS, please compare that SWS taxation number to the cost of providing Erin SWS collection and my guess would be that Erin taxes are more the sufficient for the current services provided. Please explain where the Erin tax surplus is going? Into a fund to provide Erin resident equal services compared to other municipalities or are these funds subsidizing SWS transfer station costs else where's? Perhaps to far off transfer stations that Erin residents seldom if ever use because of the driving distances involved. Staff please provide information/data to confirm or negate this hypothesis.

Councillor Wintersinger I would ask your complaining residents to write the Chair and department head of the County SWS services committee and ask that their letters be added to the next SWS agenda for discussion and reply. The County needs to be advised that residents are having issues with the current service delivery provided.

This was originally brought up a few month ago - so that perhaps some action could be taken prior to this summer season i.e. by adding 6-8 weeks of collection. Could the County SWS staff replies to those emails of a few months ago be resent out to all involved - I am having a hard time finding these replies. It was hoped that the County would act on these resident concerns so to cost avoid these issues going forward for another summer. Perhaps we can make a start.

Thank you in advance for your co-operation

County Councillor Lou Maieron

From: Josie Wintersinger

Sent: July 7, 2014 9:36 PM

To: Lou Maieron; Ken Chapman; donmk@wellington.ca; Barb Tocher; Deb Callaghan; John Brennan

Cc: gordo@wellington.ca; scottw@wellington.ca; chrisw@wellington.ca; Joan Murray; mike@wellingtonadvertiser.com

Subject: RE: Garbage pick up

I just want you to know I have received a further 11 calls regarding this Garbage issue in the rural section. With the wild life it is also hard to keep it some place safe. When the garbage has to be out by 7am and the pick up time varies the wild life pulls it apart. I feel something could be done for say mid June to mid September would be help full in the future and if anything could still be done this year folks would be grateful.

With respect,
Councillor Wintersinger
(Josie)

From: Lou Maieron

Sent: Wednesday, June 11, 2014 11:35 AM

To: Josie Wintersinger; Ken Chapman; donmk@wellington.ca; Barb Tocher; Deb Callaghan; John Brennan; Josie Wintersinger

Cc: gordo@wellington.ca; scottw@wellington.ca; chrisw@wellington.ca; Joan Murray; mike@wellingtonadvertiser.com

Subject: RE: Garbage pick up

Hi Josie:

I think I proposed to the SWS committee to have garbage pick up expanded to have weekly collection during the summer months a year or so ago - because of smells and odours. I responded to a couple of email/phone call complaints from Erin residents desiring this improvement in service and perused it with the SWS committee so that service levels would to correspond with the service their urban counterparts receive year round, well at least during the warmer summer months by adding 12 weeks of collection. All residents pay taxes based on assessment - but rural don't seem to get the same services, even though I would presume their assesmnts are higher.

I believe the SWS committee looked at the costing of increase service by 10-12 weeks, but then I do not think the item went any further. I have forwarded your email of concern to our County Councillor Ken Chapman who sits on SWS and Chair Don Mackay as well as Gord Ough as well as the Warden .

Gentlemen; If there is a will this still could be done this year, I think the costing was reasonable to add 10-12 weeks of additional collection i.e. June July and August or July August September.

Ken Don & Chris I hope the committee can look at this ASAP and implement it. SWS is a county responsibility. Just another reason Erin residents cannot afford the imposed generosity of a 1.4 million dollar donation to hospitals they receive no service from instead of a few thousand dollars to improve their garbage collection services? I am sure they

would rather have their tax dollars deal with their garbage that gets stinky and smelly during the warm summer months. I think the letter from the resident in Ballinafad complained of maggots as well - a health and safety issue - he claimed.

See I am sure if I looked at the cost of dealing with SWS on a per household basis Erin and Guelph Eramosa with collection would come in at the lowest cost in the county compared to service in other municipalities . Kind of like the libraries as well.

What can we do to improve on this SWS situation

Thanks Lou

From: Josie Wintersinger
Sent: June 9, 2014 8:58 PM
To: Lou Maieron
Subject: Garbage pick up

Lou, I was under the impression that we would do something about garbage pick up for the summer months I have not heard anything could you advise me as I am having folks asking in the rural areas.

With respect,
Councillor Wintersinger
(Josie)

Email 5 – From Gord Ough – July 11, 2014 11:57 AM

Gord Ough

From: Gord Ough
Sent: July 11, 2014 11:57 AM
To: Lou.Maieron@erin.ca; Josie.Wintersinger@erin.ca; Ken Chapman; Barb.Tocher@erin.ca; Deb.Callaghan@erin.ca; John.Brennan@erin.ca
Cc: Don McKay; Chris White1; Scott Wilson; _Council Members
Subject: Garbage pick up
Attachments: RE: Garbage pick up; RE: Garbage pick up

Lou

In a recent email stream (the first attachment above) , you referred to the issue of a more frequent rural garbage pick-up schedule for the summer months having been “brought up a few months ago – so that perhaps some action could be taken prior to this summer season i.e. 6-8 weeks of collection”. The only time that I recall this issue coming up was, in fact, in July of last year.

The issue was considered at the next Committee Meeting, which was on September 9, 2013.

The Committee decided to stay with the bi-weekly rural collection and vowed to reconsider the issue as part of a future Waste Management Master Plan process. This action was endorsed by Council in the September.

Based on Don McKay's recent email (the second attachment above), the issue will be added to the agenda of this September's Solid Waste Services Committee to afford the Committee an opportunity to discuss this item further.

You asked that the results of the earlier consideration of this issue be sent to all involved. If you think that someone has been missed please forward this email to them with my apologies for missing them on this email distribution.

Respectfully

Gord Ough

Email 6 – From Councillor Lou Maieron – July 16 8:21 AM

Gord Ough

From: fish@silvercreekponds.com
Sent: July 16, 2014 8:21 AM
To: Gord Ough; Lou.Maieron@erin.ca; Josie.Wintersinger@erin.ca; Ken Chapman; Barb.Tocher@erin.ca; Deb.Callaghan@erin.ca; John.Brennan@erin.ca; Joan Murray; Phil Gravelle; Mike Robinson
Cc: Don McKay; Chris White1; Scott Wilson; _Council Members
Subject: Re: Garbage pick up

Hi Gord:

Yes you are correct, the issue resurfaced again last year with a complaint letter I received from a Ballinafad resident which was forwarded to the SWS committee for discussion – I can find it if need be or it should be in an SWS agenda. The resident complained about the 2 week rural collection period and of smells and maggots in his garbage during summer months. I believe he also raised health concerns regarding the maggots that could he wanted forwarded to WDG health unit. Do not know if he did that.

This complaint has resurfaced many times over the years with no practical solution proposed.

I think he also compared his service level – “Drive to the Belwood Transfer station” for the high taxes he pays, compared to what his neighbours receive on the other side of County road 32 (Ballinafad road) –in Halton – weekly pick up

I am pretty certain from memory that a costing of Erin’s SW services was provided to the SWS committee by staff – this should be redistributed to the committee. There was also an accounting of the taxes paid by Erin residents to SWS versus the SW services received in return – perhaps this review should be done by municipality by municipality and compared; property taxes paid for SWS returned. I believe the review indicated a substantial over contribution, over taxation of Erin residents for SWS services delivered.

For my 11 years on County Council I have strived to work towards an equitable, efficient, economical and uniform level of SWS across the entire County, so all residents would be entitled to fundamentally the same level of services – unfortunately that has not occurred. With property taxes being paid by assessment, having some residents paying substantially more for the same service level, well in Erin’s case not the same service level - that is not acceptable.

Since we do not have a uniform SW services system in place, those who pay substantially more in taxes (i.e Erin residents) currently receive significantly less service, Erin taxpayers by voicing their complaints, appear fed up with this lack of rural service, while beginning to understand they over contributing to subsidize better SW services in other parts of the County.

If residents of other municipalities wish to maintain a tax funded competition between 2 service levels for collection of household bagged garbage i.e. transfer stations versus curb side collection, so be it, they can start paying for that choice and additional service level. If other municipalities want to have the economic benefits of 1-2 transfer stations in their township, HHW depot and Reuse centers and other SWS services , then it is only fair that they start paying for the convenience and economic benefit they are receiving by area rating these additional SW services. Why should Erin residents pay higher taxes for service not received or

delivered inconveniently? Suggesting we all drive to the Belwood Transfer station is not the solution, neither apparently was working with Erin Recyclers or the Reuse store committee to provide some SW services that Erin residents are having to do without.

I believe Erin resident's property taxes more than adequately pay for weekly Rural collection to be added to our existing service level and we would have enough property tax surplus to probably afford a small transfer station for bulky waste, could have a reuse store, HHW depot and probably much more for the property taxes we pay. So achieving the same level of SWS services as other municipalities receive that we apparently subsidize SWS, but do not receive ourselves. Fairness would either provide us this level of service or provide us with a tax break. I think it's overdue that we cost it all out and see exactly who is paying for what and who is receiving what.

Since we do not have uniform service, the only fair approach could be, to provide and bill for a basic minimum standard SW service county wide – which I believe is what Erin and Guelph Eramosa residents receive. Service beyond that minimum is area rated to the municipality receiving the benefit of added services, perhaps then and only then the required discussions on effectiveness, efficiency and fairness of the current SWS would follow.

I believe there is a fiduciary duty on the part of municipal government to provide a standard SW service level to all residents, the most efficient and economical service for taxes paid. This should not be a political decision. The municipal act is very clear on this – interest and well being of a municipality – which means all the residents.

Certainly if County Council could find 9.4 million dollars to fund hospitals without a policy to do so, for an item not budgeted, for an item that is not a municipal responsibility, certainly the taxes from Erin residents could pay for weekly rural collection to stop having garbage smell problems and maggots crawling on your garage floor. This would improve upon the basic service level and would likely end residents complaints, they are more than handsomely paying for the service why not provide it? Certainly this should not also be another political decision.

Lou

From: Gord Ough

Sent: Friday, July 11, 2014 11:57 AM

To: Lou.Maieron@erin.ca ; Josie.Wintersinger@erin.ca ; Ken.Chapman ; Barb.Tocher@erin.ca ; Deb.Callaghan@erin.ca ; John.Brennan@erin.ca

Cc: Don McKay ; Chris White1 ; Scott Wilson ; Council Members

Subject: Garbage pick up

Lou

In a recent email stream (the first attachment above) , you referred to the issue of a more frequent rural garbage pick-up schedule for the summer months having been "brought up a few months ago – so that perhaps some action could be taken prior to this summer season i.e. 6-8 weeks of collection". The only time that I recall this issue coming up was, in fact, in July of last year.

The issue was considered at the next Committee Meeting, which was on September 9, 2013.

The Committee decided to stay with the bi-weekly rural collection and vowed to reconsider the issue as part of a future Waste Management Master Plan process. This action was endorsed by Council in the September.

Based on Don McKay's recent email (the second attachment above), the issue will be added to the agenda of this September's Solid Waste Services Committee to afford the Committee an opportunity to discuss this item further.

You asked that the results of the earlier consideration of this issue be sent to all involved. If you think that someone has been missed please forward this email to them with my apologies for missing them on this email distribution.

Respectfully

Gord Ough

Email 7 – From Scott Wilson – July 16 8:54 AM

Gord Ough

From: Scott Wilson
Sent: July 16, 2014 8:54 AM
To: Lou Maieron1; Gord Ough; Lou.Maieron@erin.ca; Josie.Wintersinger@erin.ca; Ken Chapman; Barb.Tocher@erin.ca; Deb.Callaghan@erin.ca; John.Brennan@erin.ca; Joan Murray; Phil Gravelle; Mike Robinson
Cc: Don McKay; Chris White1; _Council Members
Subject: RE: Garbage pick up

Lou,

On behalf of Gord Ough, who is on a day of vacation, thank you for your email.

I know that Councillor McKay has communicated with you recently on the issue of maggots and odours. Hopefully his suggestions will prove helpful.

Many of the points you raise are political in nature, and have been dealt with accordingly. As such, County staff will not be responding to your observations.

I hope you have a good summer.

Respectfully,

Scott Wilson

From: fish@silvercreekponds.com [mailto:fish@silvercreekponds.com]
Sent: July 16, 2014 8:21 AM
To: Gord Ough; Lou.Maieron@erin.ca; Josie.Wintersinger@erin.ca; Ken Chapman; Barb.Tocher@erin.ca; Deb.Callaghan@erin.ca; John.Brennan@erin.ca; Joan Murray; Phil Gravelle; Mike Robinson
Cc: Don McKay; Chris White1; Scott Wilson; _Council Members
Subject: Re: Garbage pick up

Hi Gord:

Yes you are correct, the issue resurfaced again last year with a complaint letter I received from a Ballinafad resident which was forwarded to the SWS committee for discussion – I can find it if need be or it should be in an SWS agenda. The resident complained about the 2 week rural collection period and of smells and maggots in his garbage during summer months. I believe he also raised health concerns regarding the maggots that could he wanted forwarded to WDG health unit. Do not know if he did that.

This complaint has resurfaced many times over the years with no practical solution proposed.

I think he also compared his service level – “Drive to the Belwood Transfer station” for the high taxes he pays, compared to what his neighbours receive on the other side of County road 32 (Ballinafad road) –in Halton – weekly pick up

I am pretty certain from memory that a costing of Erin’s SW services was provided to the SWS committee by staff – this should be redistributed to the committee. There was also an accounting of the taxes paid by Erin residents to SWS versus the SW services received in return – perhaps this review should be done by

municipality by municipality and compared; property taxes paid for SWS returned. I believe the review indicated a substantial over contribution, over taxation of Erin residents for SWS services delivered.

For my 11 years on County Council I have strived to work towards an equitable, efficient, economical and uniform level of SWS across the entire County, so all residents would be entitled to fundamentally the same level of services – unfortunately that has not occurred. With property taxes being paid by assessment, having some residents paying substantially more for the same service level, well in Erin's case not the same service level - that is not acceptable.

Since we do not have a uniform SW services system in place, those who pay substantially more in taxes (i.e Erin residents) currently receive significantly less service, Erin taxpayers by voicing their complaints, appear fed up with this lack of rural service, while beginning to understand they over contributing to subsidize better SW services in other parts of the County.

If residents of other municipalities wish to maintain a tax funded competition between 2 service levels for collection of household bagged garbage i.e. transfer stations versus curb side collection, so be it, they can start paying for that choice and additional service level. If other municipalities want to have the economic benefits of 1-2 transfer stations in their township, HHW depot and Reuse centers and other SWS services , then it is only fair that they start paying for the convenience and economic benefit they are receiving by area rating these additional SW services. Why should Erin residents pay higher taxes for service not received or delivered inconveniently? Suggesting we all drive to the Belwood Transfer station is not the solution, neither apparently was working with Erin Recyclers or the Reuse store committee to provide some SW services that Erin residents are having to do without.

I believe Erin resident's property taxes more than adequately pay for weekly Rural collection to be added to our existing service level and we would have enough property tax surplus to probably afford a small transfer station for bulky waste, could have a reuse store, HHW depot and probably much more for the property taxes we pay. So achieving the same level of SWS services as other municipalities receive that we apparently subsidize SWS, but do not receive ourselves. Fairness would either provide us this level of service or provide us with a tax break. I think it's overdue that we cost it all out and see exactly who is paying for what and who is receiving what.

Since we do not have uniform service, the only fair approach could be, to provide and bill for a basic minimum standard SW service county wide – which I believe is what Erin and Guelph Eramosa residents receive. Service beyond that minimum is area rated to the municipality receiving the benefit of added services, perhaps then and only then the required discussions on effectiveness, efficiency and fairness of the current SWS would follow.

I believe there is a fiduciary duty on the part of municipal government to provide a standard SW service level to all residents, the most efficient and economical service for taxes paid. This should not be a political decision. The municipal act is very clear on this – interest and well being of a municipality – which means all the residents.

Certainly if County Council could find 9.4 million dollars to fund hospitals without a policy to do so, for an item not budgeted, for an item that is not a municipal responsibility, certainly the taxes from Erin residents could pay for weekly rural collection to stop having garbage smell problems and maggots crawling on your garage floor. This would improve upon the basic service level and would likely end residents complaints, they are

more than handsomely paying for the service why not provide it? Certainly this should not also be another political decision.

Lou

From: Gord Ough
Sent: Friday, July 11, 2014 11:57 AM
To: Lou.Maieron@erin.ca ; Josie.Wintersinger@erin.ca ; [Ken Chapman](#) ; Barb.Tocher@erin.ca ; Deb.Callaghan@erin.ca ; John.Brennan@erin.ca
Cc: [Don McKay](#) ; [Chris White1](#) ; [Scott Wilson](#) ; [Council Members](#)
Subject: Garbage pick up

Lou

In a recent email stream (the first attachment above) , you referred to the issue of a more frequent rural garbage pick-up schedule for the summer months having been “brought up a few months ago – so that perhaps some action could be taken prior to this summer season i.e. 6-8 weeks of collection”. The only time that I recall this issue coming up was, in fact, in July of last year.

The issue was considered at the next Committee Meeting, which was on September 9, 2013.

The Committee decided to stay with the bi-weekly rural collection and vowed to reconsider the issue as part of a future Waste Management Master Plan process. This action was endorsed by Council in the September.

Based on Don McKay’s recent email (the second attachment above), the issue will be added to the agenda of this September’s Solid Waste Services Committee to afford the Committee an opportunity to discuss this item further.

You asked that the results of the earlier consideration of this issue be sent to all involved. If you think that someone has been missed please forward this email to them with my apologies for missing them on this email distribution.

Respectfully

Gord Ough

Email 8 – From Councillor Lou Maieron July 17, 2014 8:36 AM

Gord Ough

From: fish@silvercreekponds.com
Sent: July 17, 2014 8:36 AM
To: Scott Wilson; Gord Ough; Lou.Maieron@erin.ca; Josie.Wintersinger@erin.ca; Ken Chapman; Barb.Tocher@erin.ca; Deb.Callaghan@erin.ca; John.Brennan@erin.ca; Joan Murray; Phil Gravelle; Mike Robinson
Cc: Don McKay; Chris White1; _Council Members
Subject: Re: Garbage pick up

Scott:

Thank you for your email.

I would respectfully suggest that if "Politics" were not part of the discussion at all, but rather best SWS practices, fairness, efficiency, economy and affordability, if these were the prime factors considered in SW services delivery sans politics', all taxpaying residents would have a standard level of SW service that meets their needs.

As you are aware, Orangeville and Dufferin county just recently underwent uploading SWS to Dufferin County and I believe all municipalities of Dufferin county receive the same basic level of SW services – no reason we, Wellington County could not undergo the same type of review after 15 years or so of getting our program started.

I am requesting County staff to provide the financial accounting profile for SWS by municipality – property taxes paid compared to services delivered. That's not political, that's just the SWS facts.

It's always better to have staff provide the actual numbers, otherwise some Councillors question how Councillor Maieron's numbers were arrived at and we do not want that distraction to affect the policy discussion. If the SWS committee does not have some solid facts and numbers on the table, the discussion that Chairman Don McKay has promised for the September SWS meeting might prove quite fruitless and that would be very unfortunate.

I will leave it to you and the Chair to set the agenda and what reports could be considered in the September meeting. All I wish to do is address the customers issues to stop receiving the complaints. That's reasonable isn't it ?

In the interim perhaps the press can publish Chairman McKay's suggestions made to Councillor Wintersinger on how residents can mitigate some of their garbage concerns (birds, maggots, smells etc.) that Councillor Wintersinger brought to this discussion early on. Thanks for your suggestions Don, it might reduce some of the heat related issues this summer but Erin taxpayers expect reasonable SW service for the high taxes they pay.

Scott, hope you have a good summer too

Respectfully

Lou

From: Scott Wilson

Sent: Wednesday, July 16, 2014 8:53 AM

To: Lou Maieron1 ; Gord Ough ; Lou.Maieron@erin.ca ; Josie.Wintersinger@erin.ca ; Ken Chapman ; Barb.Tocher@erin.ca ; Deb.Callaghan@erin.ca ; John.Brennan@erin.ca ; Joan Murray ; Phil Gravelle ; Mike Robinson

Cc: Don McKay ; Chris White1 ; Council Members

Subject: RE: Garbage pick up

Lou,

On behalf of Gord Ough, who is on a day of vacation, thank you for your email.

I know that Councillor McKay has communicated with you recently on the issue of maggots and odours. Hopefully his suggestions will prove helpful.

Many of the points you raise are political in nature, and have been dealt with accordingly. As such, County staff will not be responding to your observations.

I hope you have a good summer.

Respectfully,

Scott Wilson

From: fish@silvercreekponds.com [mailto:fish@silvercreekponds.com]

Sent: July 16, 2014 8:21 AM

To: Gord Ough; Lou.Maieron@erin.ca; Josie.Wintersinger@erin.ca; Ken Chapman; Barb.Tocher@erin.ca; Deb.Callaghan@erin.ca; John.Brennan@erin.ca; Joan Murray; Phil Gravelle; Mike Robinson

Cc: Don McKay; Chris White1; Scott Wilson; _Council Members

Subject: Re: Garbage pick up

Hi Gord:

Yes you are correct, the issue resurfaced again last year with a complaint letter I received from a Ballinafad resident which was forwarded to the SWS committee for discussion – I can find it if need be or it should be in an SWS agenda. The resident complained about the 2 week rural collection period and of smells and maggots in his garbage during summer months. I believe he also raised health concerns regarding the maggots that could he wanted forwarded to WDG health unit. Do not know if he did that.

This complaint has resurfaced many times over the years with no practical solution proposed.

I think he also compared his service level – “Drive to the Belwood Transfer station” for the high taxes he pays, compared to what his neighbours receive on the other side of County road 32 (Ballinafad road) –in Halton – weekly pick up

I am pretty certain from memory that a costing of Erin’s SW services was provided to the SWS committee by staff – this should be redistributed to the committee. There was also an accounting of the taxes paid by Erin residents to SWS versus the SW services received in return – perhaps this review should be done by

municipality by municipality and compared; property taxes paid for SWS returned. I believe the review indicated a substantial over contribution, over taxation of Erin residents for SWS services delivered.

For my 11 years on County Council I have strived to work towards an equitable, efficient, economical and uniform level of SWS across the entire County, so all residents would be entitled to fundamentally the same level of services – unfortunately that has not occurred. With property taxes being paid by assessment, having some residents paying substantially more for the same service level, well in Erin's case not the same service level - that is not acceptable.

Since we do not have a uniform SW services system in place, those who pay substantially more in taxes (i.e Erin residents) currently receive significantly less service, Erin taxpayers by voicing their complaints, appear fed up with this lack of rural service, while beginning to understand they over contributing to subsidize better SW services in other parts of the County.

If residents of other municipalities wish to maintain a tax funded competition between 2 service levels for collection of household bagged garbage i.e. transfer stations versus curb side collection, so be it, they can start paying for that choice and additional service level. If other municipalities want to have the economic benefits of 1-2 transfer stations in their township, HHW depot and Reuse centers and other SWS services , then it is only fair that they start paying for the convenience and economic benefit they are receiving by area rating these additional SW services. Why should Erin residents pay higher taxes for service not received or delivered inconveniently? Suggesting we all drive to the Belwood Transfer station is not the solution, neither apparently was working with Erin Recyclers or the Reuse store committee to provide some SW services that Erin residents are having to do without.

I believe Erin resident's property taxes more than adequately pay for weekly Rural collection to be added to our existing service level and we would have enough property tax surplus to probably afford a small transfer station for bulky waste, could have a reuse store, HHW depot and probably much more for the property taxes we pay. So achieving the same level of SWS services as other municipalities receive that we apparently subsidize SWS, but do not receive ourselves. Fairness would either provide us this level of service or provide us with a tax break. I think it's overdue that we cost it all out and see exactly who is paying for what and who is receiving what.

Since we do not have uniform service, the only fair approach could be, to provide and bill for a basic minimum standard SW service county wide – which I believe is what Erin and Guelph Eramosa residents receive. Service beyond that minimum is area rated to the municipality receiving the benefit of added services, perhaps then and only then the required discussions on effectiveness, efficiency and fairness of the current SWS would follow.

I believe there is a fiduciary duty on the part of municipal government to provide a standard SW service level to all residents, the most efficient and economical service for taxes paid. This should not be a political decision. The municipal act is very clear on this – interest and well being of a municipality – which means all the residents.

Certainly if County Council could find 9.4 million dollars to fund hospitals without a policy to do so, for an item not budgeted, for an item that is not a municipal responsibility, certainly the taxes from Erin residents could pay for weekly rural collection to stop having garbage smell problems and maggots crawling on your garage floor. This would improve upon the basic service level and would likely end residents complaints, they are

more than handsomely paying for the service why not provide it? Certainly this should not also be another political decision.

Lou

From: Gord Ough
Sent: Friday, July 11, 2014 11:57 AM
To: Lou.Maieron@erin.ca ; Josie.Wintersinger@erin.ca ; [Ken Chapman](#) ; Barb.Tocher@erin.ca ; Deb.Callaghan@erin.ca ; John.Brennan@erin.ca
Cc: [Don McKay](#) ; [Chris White1](#) ; [Scott Wilson](#) ; [Council Members](#)
Subject: Garbage pick up

Lou

In a recent email stream (the first attachment above) , you referred to the issue of a more frequent rural garbage pick-up schedule for the summer months having been "brought up a few months ago – so that perhaps some action could be taken prior to this summer season i.e. 6-8 weeks of collection". The only time that I recall this issue coming up was, in fact, in July of last year.

The issue was considered at the next Committee Meeting, which was on September 9, 2013.

The Committee decided to stay with the bi-weekly rural collection and vowed to reconsider the issue as part of a future Waste Management Master Plan process. This action was endorsed by Council in the September.

Based on Don McKay's recent email (the second attachment above), the issue will be added to the agenda of this September's Solid Waste Services Committee to afford the Committee an opportunity to discuss this item further.

You asked that the results of the earlier consideration of this issue be sent to all involved. If you think that someone has been missed please forward this email to them with my apologies for missing them on this email distribution.

Respectfully

Gord Ough



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, September 9, 2014
Subject: **MHSW Phase 2 Funding Programme Cancellation**

Background:

The Ontario Ministry of the Environment (MOE) has been providing funding to municipalities for Phase 2 Municipal Hazardous or Special Waste (MHSW) since October 2012. When the funding programme was announced, it was to be a three-year programme to provide \$10.5 million in funding across the province. The Recycling Council of Ontario (RCO) was chosen by the MOE to manage the fund.

There are six materials included in MHSW Phase 2:

- fire extinguishers;
- rechargeable batteries (excluding lead acid batteries from vehicles);
- fluorescent light bulbs and tubes;
- mercury-containing devices such as thermostats;
- pharmaceuticals;
- sharps, including syringes.

Wellington County accepts all of these materials at our seven annual household hazardous waste (HHW) event days. Rechargeable batteries and sharps are also accepted at our five selected hazardous waste depots.

On July 9, the County received notification from the RCO that the MOE had cancelled the funding programme effective October 1, 2014. In their letter (see attached), RCO indicates that the MOE will be communicating directly with municipalities regarding this change. At the time of writing, there has been no communication from the MOE with regard to future funding opportunities for these materials.

For the fiscal year 2013, the County received approximately \$30,200 in funding for the Phase 2 materials. It is anticipated that the funding reduction impact for 2014 will be approximately \$8,000. However, based on submitted costs and year-end projections, staff anticipate there will be no budget shortfall on this line item as a result of the loss of this funding programme.

Recommendation:

That the MHSW Phase 2 Funding Programme Cancellation Report be received for information.

Respectfully submitted,

Gordon J. Ough, P. Eng.
County Engineer



PHA2E PHASE

July 9th 2014

To whom it may concern,

The Recycling Council of Ontario has been informed by the Ontario Ministry of the Environment that effective October 1st, 2014 funding for the management of Phase 2 materials has been cancelled. Municipalities will no longer be reimbursed for the management of Phase 2 materials through the RCO's Phase 2 Program. At this time we have no information regarding future reimbursement models for these materials but the Ministry of the Environment has indicated that they will be communicating directly with municipalities regarding this change.

The claims process will remain the same for the period of July 1, 2014 – September 30, 2014. The deadline to enter claims for this shortened and final Funding Round 4 will now be November 3, 2014. We will be in touch to provide you with the date your final payment will be released. Your reimbursement for Funding Round 3 (January 1 2014 – June 30 2014) will still be issued on November 5th 2014.

We appreciate your support and cooperation during this Program change. We will endeavor to keep you informed of important program milestones and any further changes. Should you have any questions or comments please feel free to contact our management team at any time.

Regards,

A handwritten signature in black ink, appearing to read "Jo-Anne St. Godard".

Jo-Anne St. Godard
Executive Director
Recycling Council of Ontario

A handwritten signature in black ink, appearing to read "Shannon Lavalley".

Shannon Lavalley
Program Manager, Phase 2
Recycling Council of Ontario



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, September 9, 2014
Subject: **Changes to Balewrap Programme**

Background:

The County of Wellington has collected and recycled 142 metric tonnes of balewrap at the Riverstown Waste Facility since 2007. Although this material was received at no charge the programme has had mixed success due to a number of limitations:

- Riverstown was the only site with adequate space to provide for storage
- Balewrap had to be white on both sides and have all dirt shaken off
- Balewrap had to be cut into small sections and rolled into bundles not heavier than five pounds
- Bale wrap could not be put in bags or tied with twine

Solid Waste Services continued to monitor the programme and research more user-friendly alternatives. In 2012 a new processor was discovered and promotion began to direct programme users away from the Riverstown facility and these restrictive requirements.

The new system continues to be a free service and accepts a variety of balewrap colours. It will take the material loose and thrown into larger bags that the processor provides at no cost. The material can have some dirt on it and accepts other plastic film from greenhouses, pallet wrap, etc. Once the customer has 10 bags (their own or in combination with others) the processor will arrange to pick up the material at the customer's location.

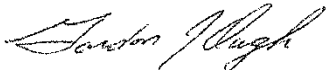
In 2012 under the original programme requirements the Riverstown facility collected 60 tonnes of balewrap from 82 customers. The new processor collected 20 tonnes of balewrap directly from other County customers. In 2013 the Riverstown tonnage decreased to 22 tonnes from only 45 customers. The new processor increased collection to 47.5 tonnes.

As customers are becoming aware of the new processor and programme changes they are changing to direct service. The Riverstown Waste Facility continues to remain available for customers this year, but it is proposed to discontinue this site service in 2015 and use this year to further promote the new and improved option. Information handouts/post cards will be provided to the remaining customers who have still not heard of the improved service.

Recommendation:

That the County refer the remaining customers to the new and improved direct service option that has been available to them since 2012 and discontinue the original balewrap collection service at the Riverstown Waste Facility.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Gordon J. Ough". The signature is written in a cursive, flowing style.

Gordon J. Ough, P. Eng.
County Engineer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, September 9, 2014
Subject: **2015 User Fees and Charges**

Background:

Attached is a listing of the 2014 User Fees and Charges as shown on page 31 of the 2014 Budget Book.

Staff are in the process of putting numbers together for the preparation of the 2015 budget and are looking for direction with respect to potential rate changes that the Committee may wish to see incorporated into the 2015 draft budget.

A survey of our neighbouring municipalities as well as some private facilities suggest that there is room for a \$5.00 increase to our \$70 tipping fee that is charged to customers with big enough loads to be weighed in and out. A \$5.00/tonne increase has the potential to increase our revenue by \$26,000.00 based on 2013 volumes.

Recommendation:

That the current tipping fee of \$70/tonne at landfill and transfer station sites with scales be increased to \$75.00/tonne effective March 31, 2015 and that all other fees and charges remain unchanged for 2015.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Gordon J. Ough'.

Gordon J. Ough, P. Eng.
County Engineer



COUNTY OF WELLINGTON 2014 USER FEES AND CHARGES

Programme/Service: **Solid Waste Services**

Department: Engineering Services

Governance: Solid Waste Services Committee

Description	2013 fee	2014 fee	% change	HST (add/incl/ na)
Curbside User Pay Bags – large	\$1.75	\$1.75	0%	N/A
Curbside User Pay Bags – small	\$1.00	\$1.00	0%	N/A
Landfill site and transfer station tipping fees				
Tipping fees – landfills/transfer sites with scales	\$70.00 tonne	\$70.00 tonne	0%	N/A
	\$10 minimum	\$10 minimum	0%	N/A
Tipping fees – sites without weigh scales	\$15.00 carload	\$15.00 carload	0%	N/A
	\$30.00 pickup	\$30.00 pickup	0%	N/A
	\$30.00 trailer	\$30.00 trailer	0%	N/A
Appliances (freon removed & tagged)	\$10.00	\$10.00	0%	N/A
Appliances (with freon)	\$25.00	\$25.00	0%	N/A
Freon removal	\$15.00 unit	\$15.00 unit	0%	N/A
Bagged waste up to 10 bags (or unbagged equivalent)	\$1.00 bag	\$1.00 bag	0%	N/A
Waste reduction				
Desk top blue boxes	\$3.50	\$3.50	0%	Incl
Blue Boxes (additional)	\$5.00	\$5.00	0%	Incl
Composters	\$30.00	\$30.00	0%	Incl
Can Carts – new	\$95.00	\$95.00	0%	Incl
Can Carts – used	\$50.00	\$50.00	0%	Incl

Note:

Authority to impose fees and charges is set out in Part XII of the *Municipal Act, S.O. 2001, c. 25* and in by-law #5097-09 of the Corporation of the County of Wellington.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Solid Waste Services Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: Tuesday, September 9, 2014
Subject: **Blue Box Items**

Background:

Over the years, new items have been added to the list of acceptable items for collection in the County's recycling programme, as new processes resulted in more products being financially viable to recycle.

At a meeting early this summer with our blue box recycling contractor, who is a major player in the processing and marketing of recyclable materials, it was indicated that at this time there are no items that are not already collected in our programme that are financially viable to collect, process and market.

Recommendation:

It is recommended that no additional items be added to the County's Blue Box Recycling Programme in 2015.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Gordon J. Ough'.

Gordon J. Ough, P. Eng.
County Engineer



**Corporation of the County of Wellington
Police Services Board
Minutes**

September 10, 2014
County Administration Centre
Guthrie Room

Present: Warden Chris White
Councillor Raymond Tout
Russ Spicer (Chair)
Jeremy Vink
Kent Smith

Staff: Donna Bryce, County Clerk
Ken DeHart, County Treasurer
Kelly-Ann Wingate, Parking Licence and Alarm Coordinator
Scott Wilson, Board Secretary

Also Present: Detachment Commander, Inspector Scott Lawson
Vicky Dawson, Staff Sergeant, Wellington County OPP
Krista Miller, Staff Sergeant

1. Call to Order

At 9:00 am, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Delegation:

3.1. Children's Safety Village Presentation

Mr. Al Leach, Vice President, Saugeen Valley Children's Safety Village, spoke to the Board on the steps involved in the concept, start up and fundraising to create a Safety Village.

4. Minutes for Approval

1/7/14

Moved by: Councillor Tout

Seconded by: Warden White

That the Minutes of the June 11, 2014 meeting of the Wellington County Police Services Board be adopted.

Carried

5. Financial Statements as of August 31, 2014

2/7/14

Moved by: Warden White

Seconded by: Jeremy Vink

That the Financial Statements as of August 31, 2014 be approved.

Carried

6. OPP Billing Model Presentation

3/7/14

Moved by: Councillor Tout

Seconded by: Jeremy Vink

That the New OPP Billing Model presentation be received for information.

Carried

7. Detachment Commander's Reports

7.1. June, July and August 2014

4/7/14

Moved by: Councillor Tout

Seconded by: Jeremy Vink

That the Detachment Commander's Reports for June, July and August 2014 be received for information.

Carried

5/7/14

Moved by: Warden White

Seconded by: Councillor Tout

That two Livescan Fingerprinting devices be purchased for use at the South Wellington (Rockwood) Operations Centre and North Wellington (Teviotdale) Operations Centre in the amount up to \$60,000.

Carried

8. Parking Ticket Reports - June, July and August 2014

6/7/14

Moved by: Councillor Tout

Seconded by: Kent Smith

That the June, July and August 2014 Parking Ticket Reports be received for information.

Carried

9. September 2014 False Alarm Revenue Report

7/7/14

Moved by: Warden White

Seconded by: Councillor Tout

That the September 2014 False Alarm Revenue Report be received for information.

Carried

10. Community Safety Zone Request on Eliza St., Arthur

8/7/14

Moved by: Jeremy Vink

Seconded by: Warden White

That the following recommendation from the September 2014 Roads Committee be supported by the Police Services Board:

That a letter of response be sent to Mr. & Mrs. Cotton indicating that their concerns will be forwarded to the Wellington County OPP for their periodic monitoring of the area; and

That in the absence of this area being considered a proven and persistent problem area, the use of a Community Safety Zone is not anticipated at this time.

Carried

11. OPP Auction Update - Verbal

Ms. Kelly- Ann Wingate, Parking, Licensing and Alarm Coordinator advised the Board that \$1268.00 was raised for Wellington County Crimestoppers at the June 14, 2014 OPP Auction.

12. Closed Meeting

9/7/14

Moved by: Jeremy Vink

Seconded by: Warden White

That the Police Services Board move into a closed meeting for the purpose of considering intimate financial or personal matters or other matters that may be disclosed of such a nature, having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.

Carried

13. Rise and Report

10/7/14

Moved by: Warden White

Seconded by: Councillor Tout

That the Wellington County Police Services Board rise and report from the closed meeting.

Carried

14. Adjournment

At 11:25 am, the Chair adjourned the meeting until October 8, 2014 or at the call of the Chair.

Russ Spicer
Chair
Police Services Board



ONTARIO PROVINCIAL POLICE

New OPP Billing Model

Policing with an Integrated Model

Municipality A

Police Services Act (PSA) Section 10/Contract

- Residential areas
- Two elementary schools
- Bedroom community
- Increase in summer population/cottages

Municipality C

PSA Section 5.1/Non-Contract

- Rural areas
- One elementary school
- Farming
- Increase in summer population/cottages

Municipality B

PSA Section 10/Contract

- Smaller urban hub
- Two high schools
- Four elementary schools
- Hospital
- Increase in summer population/cottages



PSA Provincial Responsibilities

- The King's Highway
- Five provincial parks
- Numerous waterways
- First Nation Territory
- Assist other police services
- Unincorporated Territory



Network of OPP Integrated Detachments

The integrated detachment is part of a larger detachment network that shares resources when required for major incidents, investigations, seasonal workload increases, etc.



Policing Resources

MUNICIPAL POLICING RESOURCES

Detachment Staff*

- Supervision
- Front-line Constables
- Civilian Administrative and Support

Support Positions*

(Cost-Recovery Formula)

- Communication Operators
- Prisoner Guards
- Provincial Police Academy and In-Service Training
- Uniform Recruitment
- Municipal Policing Bureau
- Quality Assurance
- Forensic Identification
- IT and Telephone Support
- Regional Headquarters

*Municipalities are billed for the portion of detachment and support positions required to meet their service demands

Aboriginal Policing

Unincorporated Territory

Auxiliary Policing

Crime Prevention

PROVINCIAL / SPECIALIZED RESPONSIBILITIES

Traffic Safety

- Aircraft Enforcement
- Provincial Traffic Safety Program
- Snowmobile All-Terrain Vessel Enforcement
- Waterways and King's Highway

Investigations

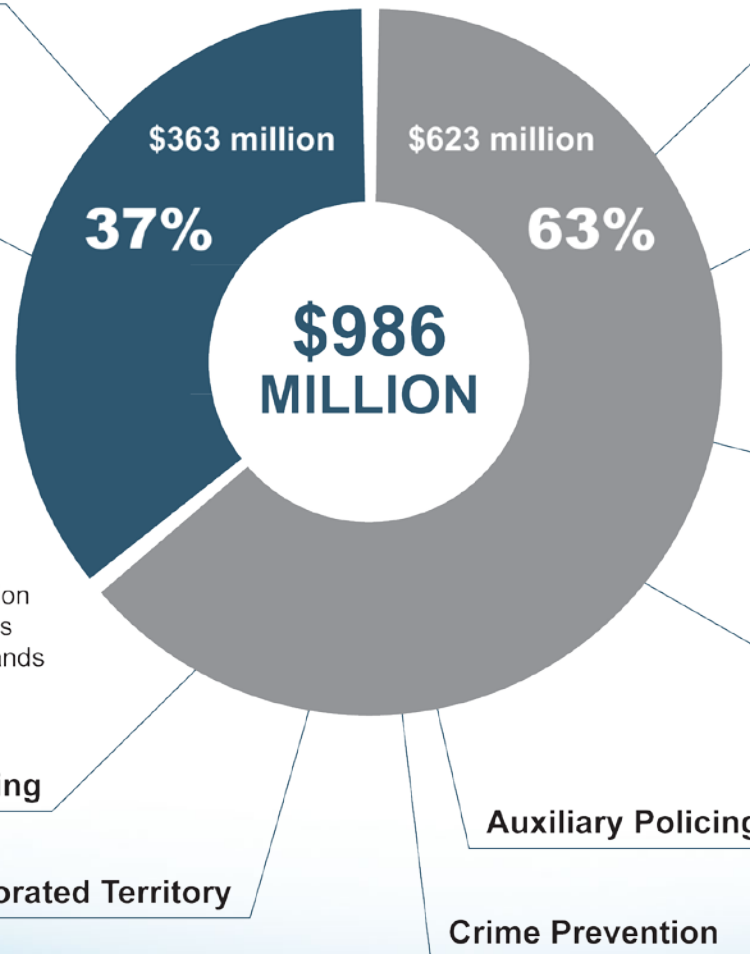
- Criminal Investigations
- Child Sexual Exploitation Investigations
- Anti-Rackets
- Organized Crime
- Investigation and Support

Intelligence

- Covert Operations
- Provincial Anti-Terrorism and Hate Crimes
- Analysis and Information
- Field Intelligence

Specialized Response Teams

- Tactical Emergency Medical Services
- Aviation Services
- Canine Unit
- Emergency Response Team
- Negotiations
- Tactics and Rescue Unit
- Underwater Search and Recovery Unit
- Urban Chemical Response Team



Source: OPP

Based on 2013 actual expenditures

Date: July 30, 2014 Ontario Provincial Police



Context for Action



Government Commitments

Former MCSCS Minister Madeleine Meilleur committed to working with municipalities to address the variations in OPP municipal policing costs at the 2012 and 2013 AMO Conferences, and the 2013 and 2014 Rural Ontario Municipalities Association (ROMA/OGRA) Conferences



Auditor General of Ontario Report (2012), Recommendation 7:

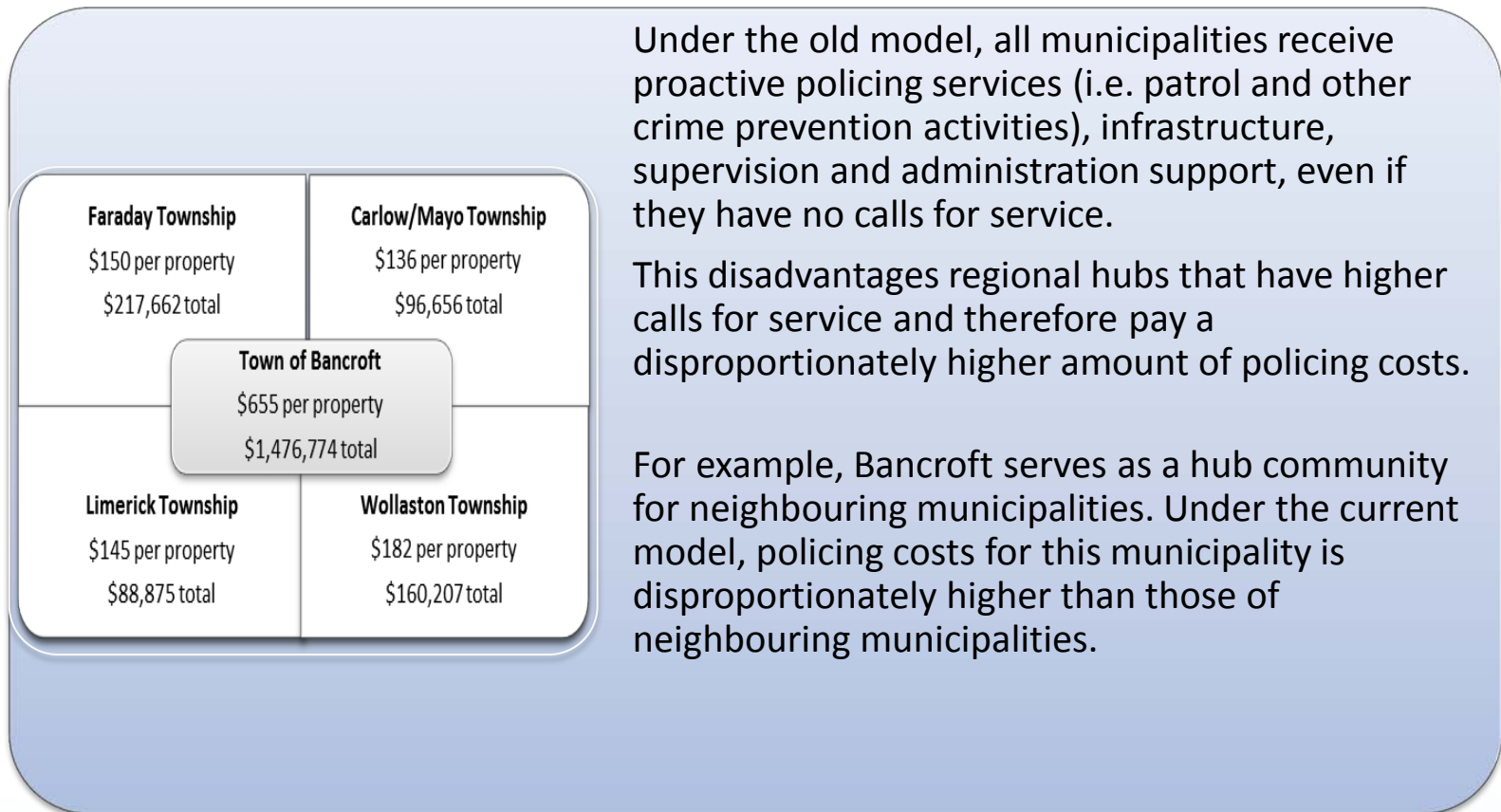
"...seek ways to simplify, and make more transparent OPP cost recovery methods...and address the issues in its costing and billing methods that result in municipalities paying different rates and consider phasing in cost increases over time rather than when contracts are renewed..."




Municipal Consultations

- OPP Working Group, established March 2013;
- Regional Municipal Engagement Sessions with 48 municipalities, April- May 2013;
- Online Survey, June –July 2013
- AMO Memorandum of Understanding, August 1 and October 3, 2013;
- 14 Municipal engagement sessions with 229 municipalities, October 29 - November 29, 2013;
- Online feedback forum, October 29 - December 13, 2013;
- AMO OPP Billing Steering Committee, convened in March 2014

Context for Action: Variation in Municipal Costs



Context for Action: AMO OPP Billing Steering Committee Advice

- 
- Support for using a 60/40 split for base plus calls for services approach
 - Review the allocation approach for the base policing costs
 - Phased implementation
 - Maintain Provincial Services Usage credit
 - Enhance the transparency and communication

New Billing Model

Municipal Detachment FTEs



BASE SERVICE

Patrol

(Cruiser, motorcycle, ATV, bicycle, etc.)

Crime Prevention

(Crime Stoppers, suicide prevention, safe schools, etc.)

Operational

(Negotiations, DNA data bank procedures, drug processing etc.)

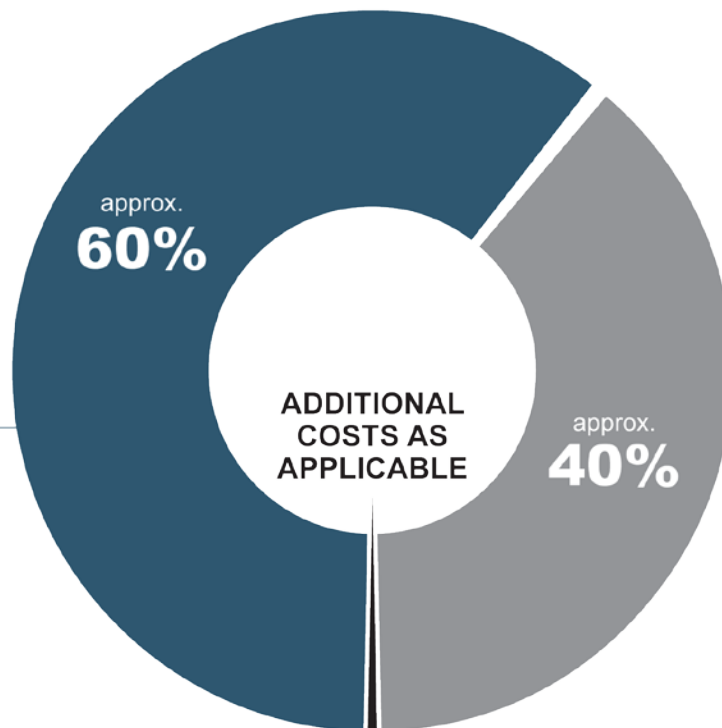
Training

(Block training, driver competency assessments, recruit training etc.)

Administrative Duties

(Meetings, shift preparation and conclusion, report writing, complaint investigation: public and internal etc.)

Other Legislated Activities



i.e. enhancements, overtime, cleaning/ caretaking, accommodations

Total Detachment FTEs less Provincial Detachment members, enhancements, caretakers and Provincial Service Usage resources.

(Excluding Traffic)	7.0
Drugs	31.8
Drug Possession	6.0
Statutes	3.0
Traffic	3.3
Operational	3.4
Operational 2	1.2
Security Detail	12.6

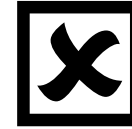


Per Property Count



Households, including households classified as managed forests/farmland

Commercial and industrial properties (Note: properties with multiple units are considered as one property)



Farmland and Managed Forests with no households attached
Pipelines
Vacant Land

Households in Canadian Force Bases

Sample Municipal Bill

**Town of Mayberry
O.P.P. Annual Billing
Statement
For the period January 1 to December 31,
2015**

Base Service	Total Properties	1895	\$ 385,095
Calls for Service	Summary Below		\$ 381,195
Overtime			\$ 28,720
Cleaning/Caretakers			\$ 7,012
Total 2015 Policing Cost			\$ 802,022

**Calls For Service Billing
Summary**
Town of Mayberry
For the Period January 1 to December
31, 2015

Calls for Service Billing Workgroup	Calls for Service Count					2015 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2015 Estimated Calls for Service Cost
	2010	2011	2012	2013	Four- Year Total				
Drugs	3	5	1	4	13	31.8	413	0.01%	\$ 8,847
Drugs Possession	14	21	30	13	78	6.0	468	0.01%	\$ 10,016
Operational	679	450	548	415	2092	3.4	7,113	0.11%	\$ 152,219
Operational 2*	183	178	165	132	658	1.2	790	0.01%	\$ 16,898
Other Criminal									
Code Violations	81	59	50	27	217	7.0	1,519	0.02%	\$ 32,508
Property Crime									
Violations	128	108	86	85	407	6.1	2,483	0.04%	\$ 53,132
Statutes and Acts	93	69	74	100	336	3.0	1,008	0.02%	\$ 21,572
Traffic	57	72	56	56	241	3.3	795	0.01%	\$ 17,020
Violent Criminal									
Code	70	55	46	56	227	14.2	3,223	0.05%	\$ 68,983
TOTAL	1308	1017	1056	888	4269		17,812	0.28%	\$ 381,195

* False Alarms, 911 (Hang-ups & Pocket Dials), Keep
the Peace

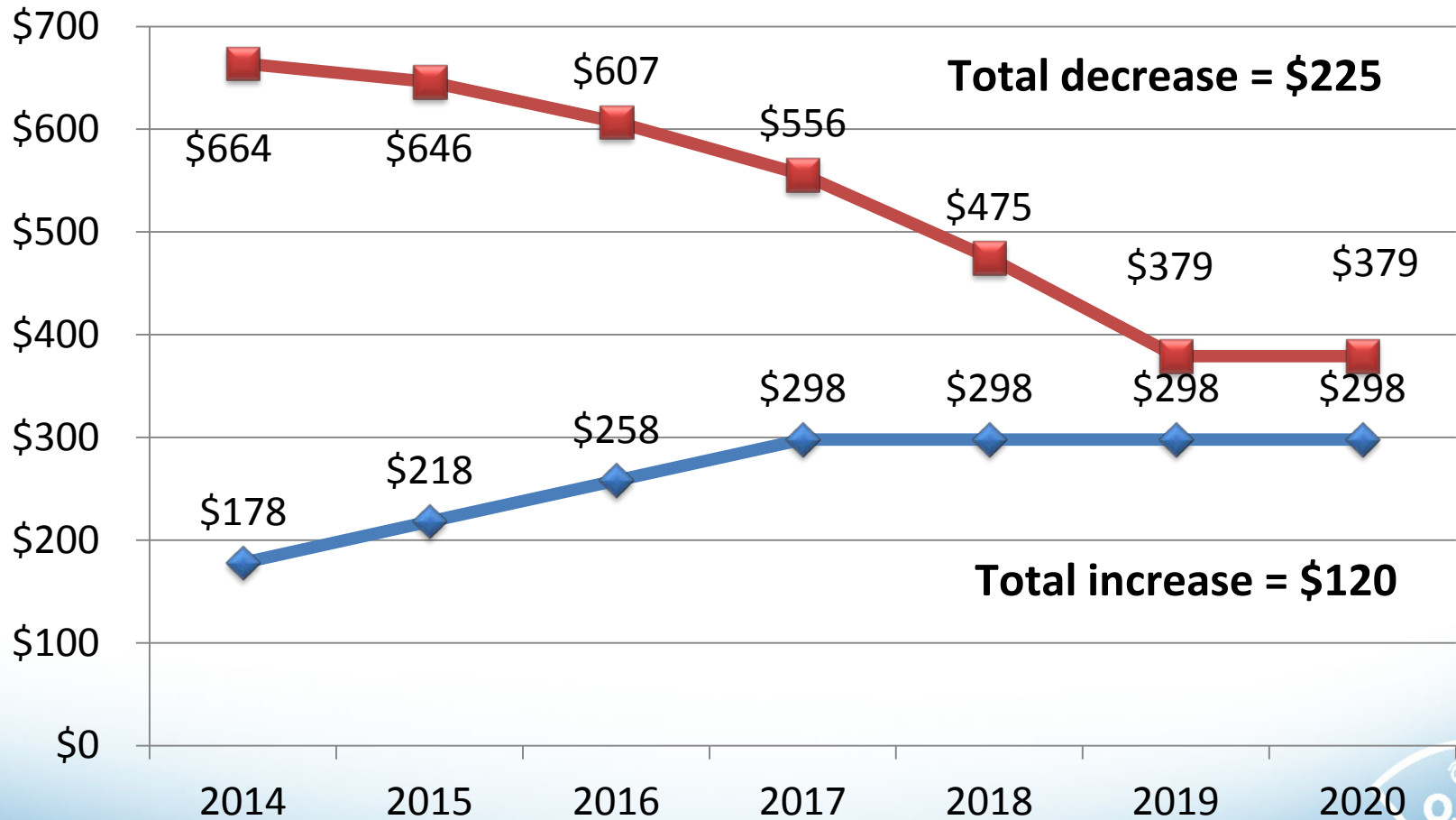
Provincial Total	1,590,755	6,402,533	100%	\$137,019,140
-------------------------	------------------	------------------	-------------	----------------------



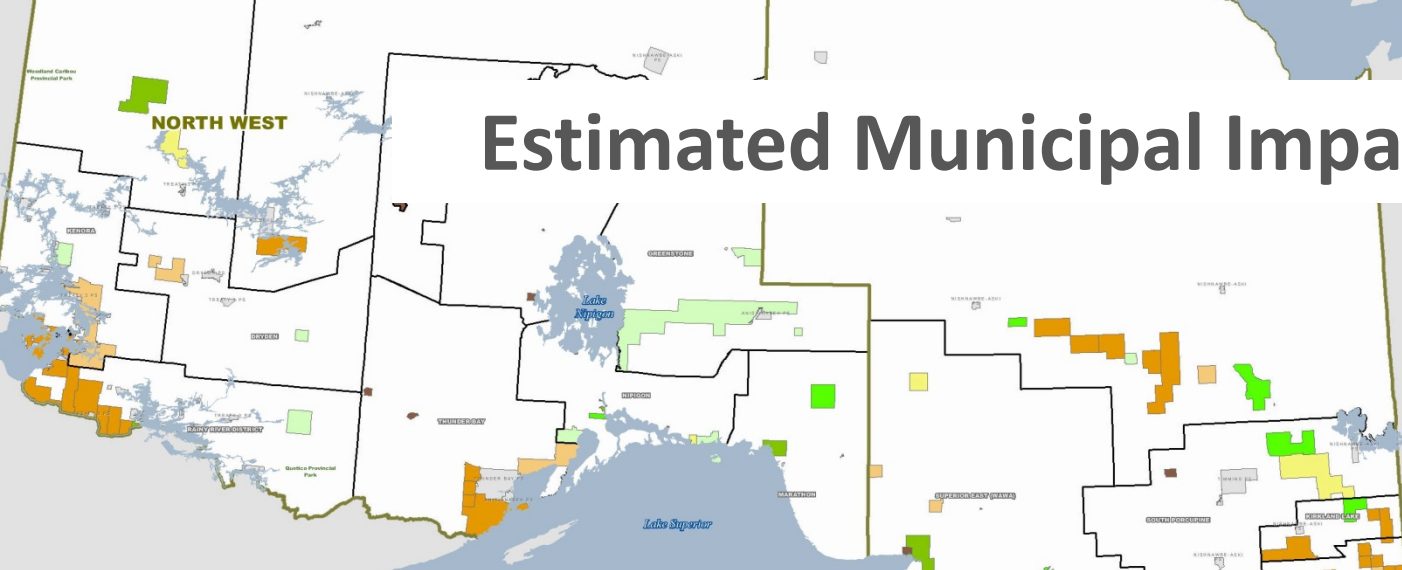
Phase-in Strategy

Municipality with a bill increase (estimated increase \$40)

Municipality with a bill decrease (estimated decrease \$18, \$39, \$51, \$81,

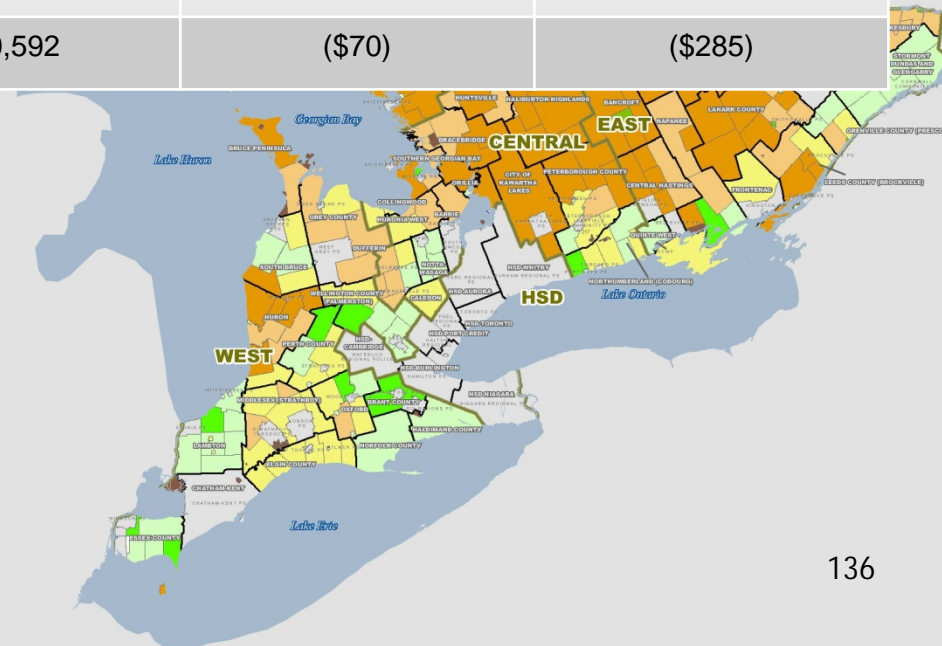


Estimated Municipal Impact

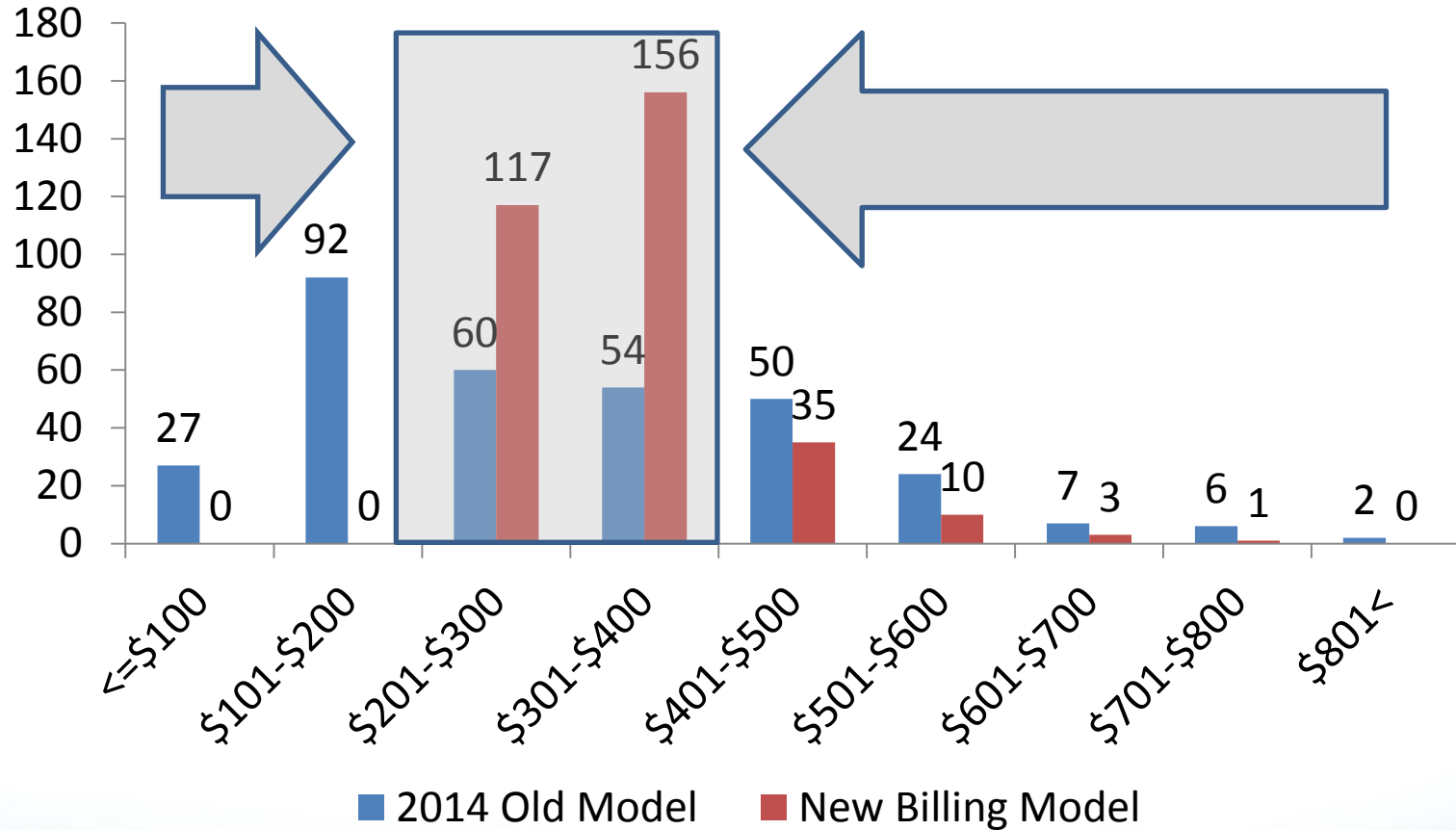


Impact of New Billing Model (2014 Current vs. New Billing Model, Full Phase-In)

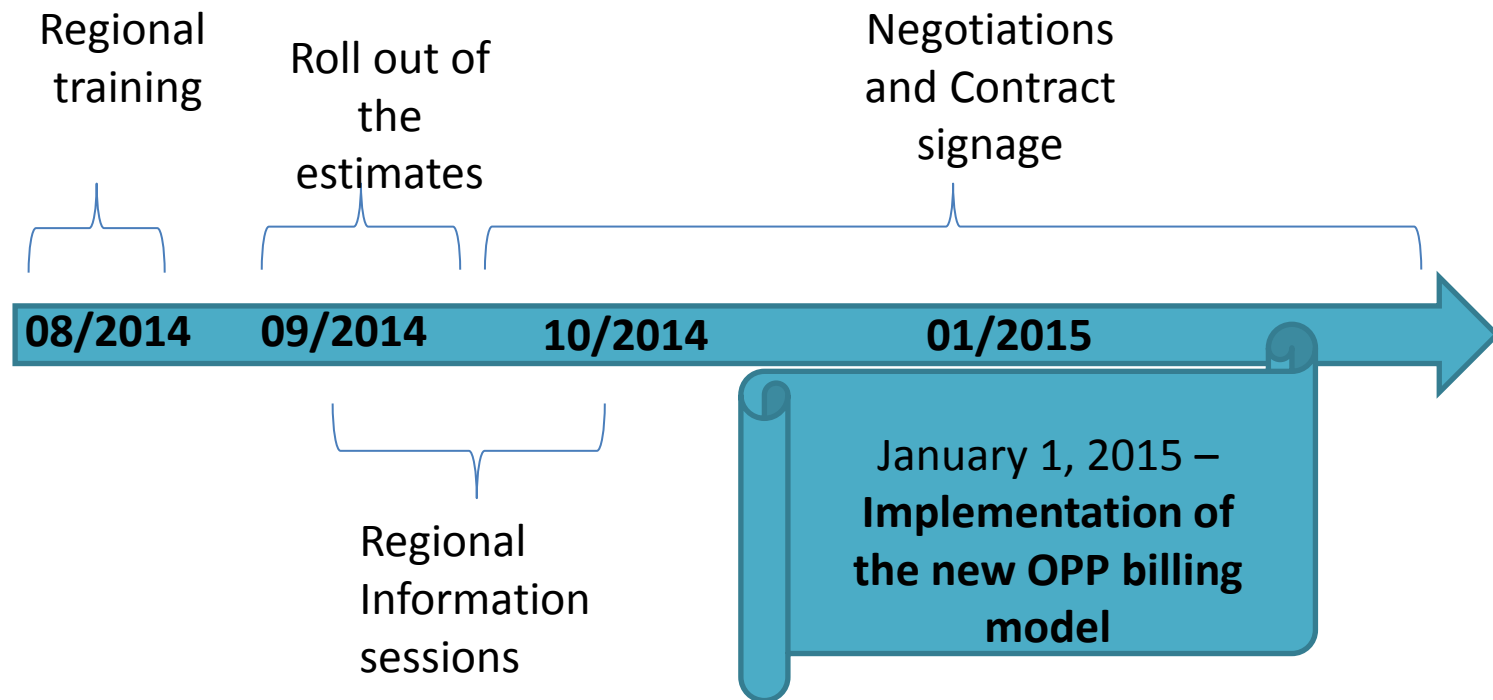
	Municipalities	Properties	Avg Change (\$/Property)	Max Change (\$/Property)
Bill Increases	207	586,899	\$83	\$207
Bill Decreases	115	540,592	(\$70)	(\$285)



Municipal Impact



Next Steps



Questions?



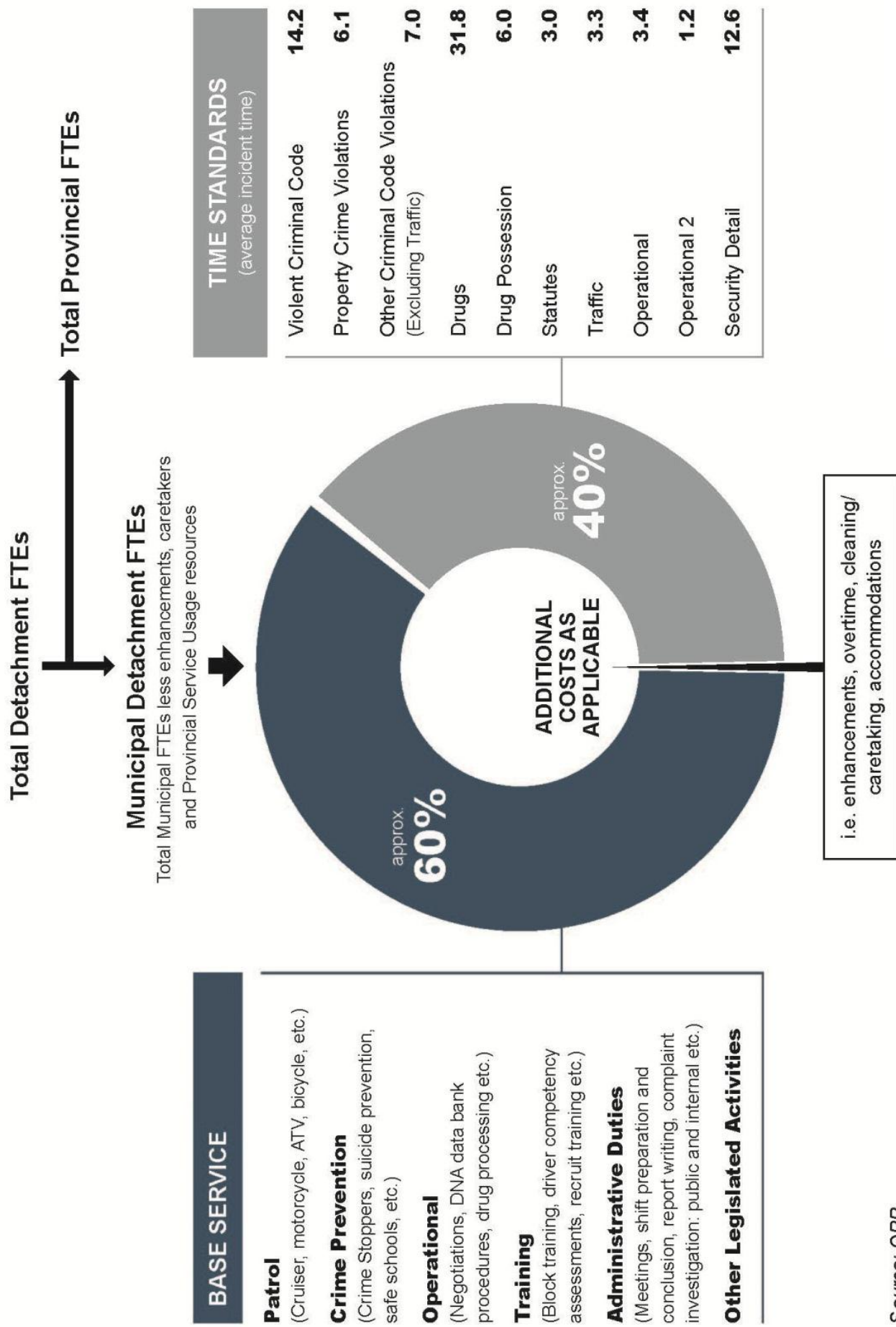


OPP Billing Model

- ❖ The Ontario Provincial Police (OPP) is committed to providing efficient, cost-effective policing excellence to the province and the municipalities it serves.
- ❖ The Ministry of Community Safety and Correctional Services MCSCS and the OPP, in consultation with municipal partners developed a simpler, fairer, more transparent billing model. The model will be implemented commencing January 1, 2015.
- ❖ Under the new model the bills will be split between base costs and calls for service on an approximate 60/40 split. All municipalities will pay the same cost per property (household and business property) for base services, including proactive policing and legislated activities. In addition, municipalities will incur costs for reactive policing, which will be assessed depending on the number and nature of their respective "Calls for Service."
- ❖ Base costs include services such as routine patrols, crime prevention, RIDE programs and infrastructure. Billing for base costs ensures that everyone contributes equally towards the cost of having well-equipped, professional, highly-trained front-line members ready to answer calls for service.
- ❖ A Call for Service is a request for police assistance which usually involves the attendance of an officer -- or officers -- at the scene of an occurrence (e.g. Criminal Code violations or motor vehicle collisions). The charge for reactive Calls for Service will be variable for each municipality because it will be calculated annually, based on the municipality's individual usage levels
- ❖ The new model will be phased-in over five years and will be revenue neutral for the Province. The phased-in implementation strategy will give municipalities time to adjust to any increases in their policing costs.
- ❖ We are committed to continue working with our municipal partners to support community safety, including police service delivery that is fiscally responsible, transparent and sustainable for the people of Ontario now and into the future.

Please refer to our website at <http://www.opp.ca> for AMO Conference materials.

Ontario Provincial Police (OPP): New Billing Model



Source: OPP
 Based on 2013 actual expenditures



**Ontario Provincial Police
County of Wellington Detachment**

Inspector Scott Lawson

**Report for the
County of Wellington Police Services Board**

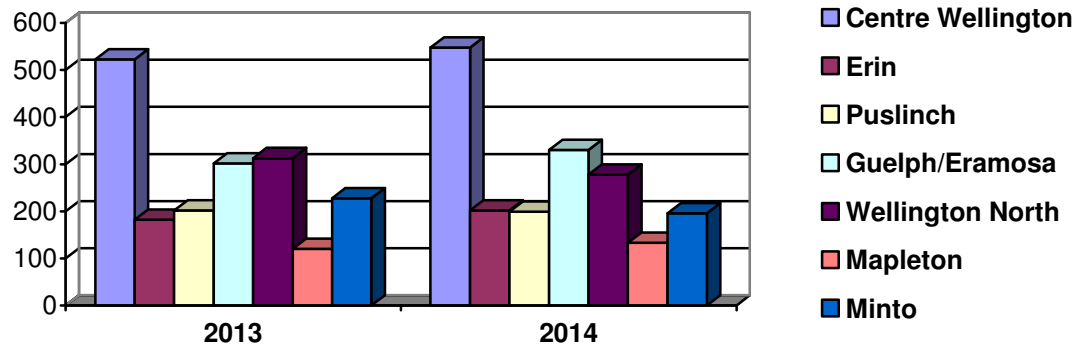
July 2014

This report covers the period from June 1st, 2014 to June 30th, 2014



Calls for Service

**Calls for Service June 2013
vs June 2014**



Calls For Service

Municipality	2008	2009	2010	2011	2012	2013	2014 YTD
Centre Wellington	6,236	6,240	6,214	5,996	6,449	5,961	2,849
Town of Erin	2,079	2,110	2,152	2,156	2,322	2,167	949
Puslinch Township	1,987	1,900	1,836	2,157	2,404	2,178	1,062
Guelph/Eramosa	3,035	3,214	3,224	3,615	3,272	3,397	1,704
Wellington North	3,313	3,295	3,172	3,169	3,136	3,337	1,497
Township of Mapleton	1,250	1,209	1,252	1,320	1,322	1,349	667
Town of Minto	2,546	2,352	2,322	2,384	2,725	2,524	1,090
Provincial	2140	1997	2,378	2,392	2,694	3,214	1,291
Totals	22,586	22,317	22,550	23,189	24,324	24,127	11,109

Victim Services Wellington

2014 Year to Date Calls for Assistance County of Wellington OPP	Previous Year Totals	
43	2011	105
	2012	122
	2013	100

911 Calls

2014 YTD	960
2011	2,340
2012	2,683
2013	2,520

Ontario Sex Offender Registry

2014 Year to Date OSOR Registrations	Previous Year Totals	
33	2011	67
	2012	69
	2013	70

False Alarms

2014 YTD	416
2011	946
2012	911
2013	961

*This is NOT the number of sex offenders residing in Wellington County



Crime

Crimes Against Persons	2013 YTD	2014 YTD
Homicide	0	0
Sexual Assault	45	23
Robbery	0	3
Assault	150	110

Other Crime	2013 YTD	2014 YTD
Fraud Investigations	144	90
Drug Investigations	208	186

Crimes Against Property	2013 YTD	2014 YTD
Break & Enter	152	91
Auto Theft	33	50
Theft	442	347
Mischief	247	178

Other Investigations	2013 YTD	2014 YTD
Domestic Disputes	252	179
Missing Persons	36	37

Crime Breakdown	North Wellington	Centre Wellington	South Wellington
Homicide	0	0	0
Sexual Assault	4	0	0
Robbery	0	0	0
Assault	7	5	7
Break & Enter	13	6	0
Auto Theft	3	2	3
Theft	33	26	22
Mischief	27	12	9
Fraud Investigations	4	5	4
Drug Investigations	16	5	8
Domestic Disputes	8	20	17
Missing Persons	3	4	2



Traffic

Enforcement

Traffic	YTD
Speeding	3,917
Seatbelt Offences	188
Careless Driving	121
Drive Under Suspended	128
Distracted Driver Offences	188
Other Moving Violations	156
Equipment and Other HTA	1,288
No Insurance - CAIA	50
Other Provincial Acts	YTD
Liquor Licence Act	173
Trespass to Property Act	138
Other CAIA	33
Other Provincial Acts	70
By-Law Offences	YTD
By-Law Offences (General)	636
Taxi By-Law	0
County of Wellington OPP Year To Date Total	6,758
West Region Traffic Unit Year To Date Total	338
YTD Total Traffic	6,046
YTD Total Other Provincial	414
YTD Total By-Law	636
2014 Year to Date POA Charges	7,096
2013 Year to Date POA Charges	9,137

Drinking and Driving

Impaired Driving	2013 YTD	2014 YTD
R.I.D.E. Vehicle Stops	31,895	18,681
Roadside Alcotests	351	327
Warn Suspensions	97	112
ADLS Suspensions	54	97
Persons Charged	55	90

Racing

YTD HTA Sec. 172 Impoundments	Previous Year Totals	
49	2011	80
	2012	82
	2013	93

Parking Enforcement

Municipality	2013 YTD	2014 YTD
Centre Wellington	306	450
Erin	12	7
Puslinch	205	84
Guelph / Eramosa	249	143
Wellington North	32	13
Mapleton	16	9
Minto	10	11
County / Other	0	0
Parking Totals	830	717



Traffic

Suspect Apprehension Pursuits

2014 YTD Pursuits / Fail to Stop for Police	Previous Year Totals	
1	2011	11
	2012	17
	2013	8

Traffic Initiatives

R.I.D.E

The Wellington County Traffic Unit conducted a total of 33 R.I.D.E initiatives across the County checking 2,445 vehicles. So far this year, the Traffic unit has laid 78 drinking and driving charges many of them stemming directly from R.I.D.E initiatives.

Marine

Although July 1st fell on a Tuesday this year, effectively breaking up the long weekend, the Wellington County Traffic Unit took to the water on Bellwood Lake to ensure those who did partake in the weekend festivities were doing so in a safe and secure manner. On June 28th the Marine Unit checked 55 vessels giving out 5 minor warnings and executed a canoe rescue.

Stolen Vehicle Recovery

On June 25, 2014 at around 6:00 p.m. members of the Wellington County Traffic Management Unit attended a rural property in Minto Township on All Terrain Vehicles in response to information received on the whereabouts of a stolen John Deere tractor.

Officers attended the location and located a John Deere loader tractor as well as a 2011 Ford F-150 pick-up truck. The tractor was almost completely submerged in the marsh and the truck was stuck in the mud. Heavy equipment was required to remove both vehicles.



Traffic

Motor Vehicle Collisions

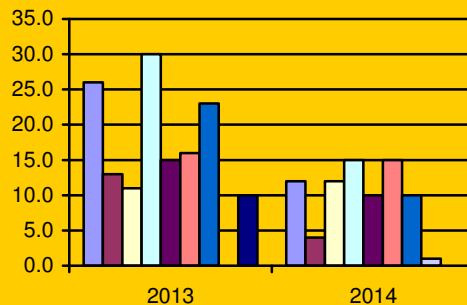
Month	Victims			Collisions								
	Total Victims	Persons Killed	Persons Injured	Total MVC	Fatal	PI	PD	Alcohol Involved			CMV	SMV
								Yes	No	Unk		
JAN	9	1	8	212	1	6	205	7	188	17	19	87
FEB	1	0	1	219	0	1	218	0	210	9	22	60
MAR	10	2	8	152	2	2	148	1	146	5	7	76
APR	22	0	22	122	0	10	112	3	98	21	4	60
MAY	40	1	39	116	1	24	91	3	98	15	6	49
JUN	29	0	29	118	0	18	100	5	97	16	11	50
JUL												
AUG												
SEP												
OCT												
NOV												
DEC												
TOTAL	111	4	107	939	4	61	874	19	837	83	69	382

Yearly Collision Summary

Collision Type / Characteristic	2008	2009	2010	2011	2012	2013	2014 YTD
Total Reportable MVC	2,027	1,918	1,813	1,976	1,875	2,095	939
Property Damage MVC	1,733	1,694	1,525	1,649	1,565	1,761	874
Personal Injury MVC	281	213	282	320	302	326	61
Fatal MVC	13	11	6	7	8	8	4
Persons Killed	13	11	6	7	9	9	4
Persons Injured	384	314	425	463	442	481	107
Alcohol Involved	61	76	42	57	63	37	19
Total MVC	2,027	1,918	1,813	1,976	1,875	2,095	939

Car vs Deer Collisions

Municipality	2013 YTD	2014 YTD
Centre Wellington	26	12
Erin	13	4
Puslinch	11	12
Guelph / Eramosa	30	15
Wellington North	15	10
Mapleton	16	15
Minto	23	10
City of Guelph	0	1
Provincial Highways	10	0
Total Collisions	144	79





Youth Crime

School Resource Officer Program

School statistics are now being reported by school year (September – June)

Student Population		2009-10	2010-11	2011-12	2012-13	2013-14
CWDHS	Centre Wellington DHS	1466	1398	1398	1493	1285
EHS	Erin High School	578	578	578	610	630
NDSS	Norwell DSS	775	716	716	751	646
WHSS	Wellington Heights SS	686	661	661	683	620

2013 – 2014 Secondary School Criminal Incidents (Sep – Jun)

Incident Type	CWDHS	EDHS	NDSS	WHSS	YTD Total
Assault	5	6	12	15	38
Mischief	5	9	17	4	35
Threats	9	13	21	13	56
Theft	11	8	10	11	40
Other Criminal	1	1	3	14	19
Drugs	12	9	10	21	52
Total	43	46	73	78	240

2013 – 2014 Secondary School Provincial Offences Act Incidents (Sep – Jun)

Incident Type	CWDHS	EDHS	NDSS	WHSS	YTD Total
Highway Traffic Act	10	0	17	8	35
Liquor Licence Act	0	0	0	0	0
Trespass to Property	3	5	6	12	26
Other	2	1	3	4	10
Total	15	6	26	24	71

Meetings / Presentations

Centre Wellington DHS

- No notable meetings/presentations

Erin DHS

- No notable meetings/presentations

Norwell DSS

- PC CLEMENTS will be returning to platoon at the end of the school year and Norwell DSS presented him with a plaque at the year-end assembly

Wellington Heights SS

- PC WATT attended fitness classes for year-end fitness testing and participated in rock climbing sessions
- PC WATT co-ordinated a presentation by the Forensic Identification Unit for the Law class



- PC Watt followed up with CAS and Community Groups regarding a pregnant female student

Notable School Related Incidents and Events

Centre Wellington DHS

- No notable incidents/events

Erin DHS

- No notable incidents/events

Norwell DSS

- PC CLEMENTS was involved in two level one threat assessments at Palmerston Public School
- PC Clements assisted the Street Crime Unit with the arrest and transportation of two parties charged with drug offences

Wellington Heights SS

- A male student was assaulted by another male student. The assault was instigated by another female student. On discussion with school officials the accused was sent to diversion and the female student was given a warning
- Follow-up was conducted with John Howard Society concerning a female student who was diverted for sending and receiving inappropriate pictures on a cell phone
- Two incidents of bullying. All involved students were warned and reminded of the zero tolerance policy. All students advised that suspensions would be handed out if bullying continues



Canine Unit

2014 Calls for Service and Hours

Occurrence Type	Initial (Calls)	Initial (Hours)	Assist (Calls)	Assist (Hours)	YTD (Calls)	YTD (Hours)
Occurrence Totals (OPP)	31	149.00	3	21.00	34	170.00
Occurrence Totals (Other)	0	0.00	0	0.00	0	0.00
Occurrence Totals (Combined)	31	149.00	3	21.00	34	170.00

Canine Handler: Provincial Constable Barry REID

Notable Incidents and Events

Date: June 4, 2014

Location: Maplehurst Detention Centre

Canine Unit was requested to assist Corrections with search of facility. Attended and assisted CO NEWHOOK with search of admitting, discharge and Laundry areas

Date: June 8, 2014

Location: Grey County

Grey County OPP responded to a report that a male party had threatened to harm his ex-wife and himself. Canine Unit was requested to assist with the search for the suspect but was called off prior to arrival as the suspect was located and apprehended

Date: June 9, 2014

Location: Amabel-Sauble Community School

Canine Unit presentation and demonstration for public school, grades K-4

Date: June 11, 2014

Location: Hamilton –Wentworth Detention Centre

Hamilton –Wentworth Detention Centre requested OPP Canine Unit assistance with a drug search. Canine attended with CO NEWHOOK and searched the laundry area. Nothing was located

Date: June 12, 2014

Location: Wellington County

The Canine Unit attended a media interview with Wellington Advertiser. On completion of the interview the Canine Unit conducted general patrol duties due to ongoing issues with daytime break and enters, Canine Unit conducted deterrent patrols of the area

Date: June 14, 2014

Location: Cape Croker First Nations

Cape Croker First Nations Police requested assistance with searching for suicidal male missing from residence. Prior to arrival, the subject was located at another residence

Date: June 20, 2014

Location: Wellington County - Teviotdale

Canine Unit demonstration at the Grand Opening ceremony for the new North Wellington Operations Centre



**County of Wellington OPP
Report for the Police Services Board**

Date: June 22, 2014

Location: Guelph Lake Conservation Area

Canine Unit demonstration at community event at Guelph Lake Conservation Area

Date: June 24, 2014

Location: Harriston

Canine Unit requested to assist ERT with the execution of a CDSA warrant. Canine covered exits from the apartment during ERT entry. Officers arrested 3 occupants without incident

Wellington Crime Unit requested canine search the residence under authority of CDSA warrant. The residence had already been searched by hand with a quantity of illegal substances being seized. No further items were located

Date: June 24, 2014

Location: Fergus

While on patrol officers observed two suspicious vehicles parked in the rear lot of a closed KFC. As officers pulled in the vehicles attempted to leave, but were stopped by police. Based on previously obtained information the officers had reasonable & probable grounds to arrest both occupants of the vehicles for possession of controlled substance. Canine Unit was dispatched to assist. Upon arrival, it was learned that a second vehicle in the parking lot was also involved in the incident, but the owner had walked away from the scene when police had arrived earlier. The windows of the vehicle were down and Investigator searched and located a large amount of marihuana under the seat. Jag searched the vehicle and then was used to search the grass area where the third suspect had walked. Nothing further was located

Date: June 26, 2014

Location: Harriston

The Crime Unit requested assistance from the Canine Unit to follow up on an armed robbery which occurred in Harriston on May 3rd. A Crime Stoppers tip was received indicating that a known male party was involved and that he was hiding the involved firearm in a shack. Canine/ERT/Crime attended that area and located a tarp/wood structure along the riverbank. Jag was used to search the structure and surrounding area. Nothing was located



Auxiliary Unit

Coordinator: Provincial Constable John PEPPLER

Unit Commander: Auxiliary S/Sgt. B. MC GIMSIE

Notable Incidents and Events

Auxiliary Staff Sergeant MC GIMSIE reports that requests for Marine patrol are starting to come in as the summer months are fast approaching. He also reports that a large number of requests are still being received requesting Auxiliary members for community events.

Unit Activity – June 2014

- Torch Run for Special Olympics
- Mt. Forest Home Hardware Backyard BBQ – Rollover Simulator
- Fergus Optimist Club Bike Rodeo
- Wellington County Property Auction
- Child Car Seat Clinics
- Grand Opening of North Wellington Operations Centre
- SafeGuard audits
- Tim Horton's Camp Day
- Assist with Firearms Training at IST
- Commissioner's Own Pipes and Drums – CFB Borden, Collingwood Cadet Inspection, Machar Township 123th Anniversary
- Monthly meeting – Drug Identification and Awareness
- Swim Test for marine patrol certification

Media

Provincial Constable Bob BORTOLATO & Provincial Constable Cheri ROCKEFELLER

Notable Incidents and Events

- During the month of June the Media Unit issued 50 media releases bringing the year-to-date total to 277 media releases
- Throughout the month of June students from James McQueen Public School attended Centre Wellington Detachment in groups of 20 along with their parents & teachers for a guided tour of the facility, tours were conducted by PC Dan MACDONALD. In total four tours took place comprising of more than 100 students, parents & teachers. A fifth tour was also held at Centre Wellington Detachment in June for a retired Staff Sergeant and his grandson, the tour was also conducted by PC MACDONALD.
- On June 23rd the Guelph Lake 'Party in the Park' event took place. Wellington County OPP attended and performed demonstrations for those in attendance.



OPP K.I.D.S Program / D.A.R.E

Coordinator: Provincial Constable Kelly KRPAN

Meetings / Presentations:

- OPP KIDS Program officially completed for the 2013/2014 school year. All teachers and students provided positive encouraging feedback on the program and agreed that the program is a step in the right direction for educating our children on today's top issues.

- June 2, 2014 a bullying and safe words presentation at St. Ignatious Wellington Hall Academy, Eramosa for the entire school Kindergarten to Grade 8.

- June 6th, 2014 a road safety and bicycle safety presentation at Middlebrook Mennonite school in Elora. The entire school participated.

- PC Krpan attended annual block training from June 9th – June 12th.

- June 16th, 2014 a presentation on gang related activities and awareness was presented to grade 8 students at Erin Public School.

- June 17th, 2014 presentation on on-line safety and awareness was presented to grade 7 and 8 students at St. John Brebeuf Catholic School in Erin.

- June 18th, 2014 OPP KIDS graduation day for grade 6 students at Minto-Clifford Public School in Harriston

- June 19th, 2014 OPP KIDS graduation day for grade 6 students at Ross R. McKay Public School in Hillsburgh. Erin Optimists attended and handed out T-shirts and snacks, all of which they purchased for the students.

- June 19, 2014 PC Krpan was invited as a special guest for grade 8 graduation at St. John Brebeuf Catholic School in Erin for the church ceremony, presentations and dinner.

- June 20th, 2014 OPP KIDS graduation day for grade 6 students at Elora Public School. The 60 students in total, teachers and some volunteer parents attended Fergus detachment for a tour and further for the presentations and games in the board room.

- June 20th, 2014 OPP KIDS graduation day for grade 6 students at J.D. Hogarth Public School in Fergus.



County of Wellington OPP Report for the Police Services Board

- June 23rd, 2014 a second presentation for grade 7 students at St. John Brebeuf Catholic School on on-line safety and awareness.
- June 23rd, 2014 OPP KIDS graduation day for grade 6 students at Brisbane Public School in Erin. Erin Optimists attended and handed out T-shirts and snacks, all of which they purchased for the students.
- June 24th, 2014 three presentations presented to three grade 7 and 8 classes at St. John Brebeuf Catholic School in Erin on Drugs and Alcohol Safety and Awareness.
- June 25th, 2014 OPP KIDS graduation for grade 6 students at St. John Brebeuf Catholic in Erin. Erin Optimist members also present for awards.
- June 25th, 2014 OPP KIDS graduation for grade 6 students at Erin Public School in Erin. Erin Optimist members present for awards.



Administration

Revenue

Year	County	Provincial	Total
2009	\$73,307.32	\$9,552.04	\$82,859.36
2010	\$87,122.04	\$7,899.10	\$95,012.14
2011	\$81,274.66	\$9,233.56	\$90,508.22
2012	\$75,836.60	\$5,043.55	\$80,880.15
2013	\$70,202.29	\$5,373.66	\$75,575.95
2014	\$42,208.23	\$3,844.95	\$46,053.18

Paid Duties

Year	Paid Duties	Officers	Hours	Admin Fees
2010	165	298	1,648.50	\$3,075.00
2011	207	446	2,455.25	\$5,325.00
2012	165	312	1,890.75	\$2,775.00
2013	227	469	3300.00	\$1,575.00
2014	86	148	932	\$375.00

Personnel

Secondary Employment

Secondary Employment is any business, undertaking or calling that involves financial gain in which an employee participates while not on duty, including political activity.

Complaints

Complaint Type by Status	2009	2010	2011	2012	2013	2014
Complaints Received	19	13	16	16	12	9
Complaints Resolved	10	8	8	5	0	2
Complaints Unfounded	6	2	6	8	5	3
Complaints Withdrawn	2	3	1	2	4	1
Complaints Ongoing	1	0	1	1	3	3

No	Complaint Type	Status	No	Complaint Type	Status
1	Public	Closed	7	Public	Ongoing
2	Public	Closed	8	Internal	Ongoing
3	Public	Closed	9	Public	Closed
4	Public	Closed			
5	Public	Closed			
6	Public	Ongoing			

Internal Complaint is an allegation by someone who is not a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee or volunteer of the OPP and includes a WDHP allegation, and/or an allegation of workplace violence.

Public Complaint is a complaint by a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee of the OPP.



Personnel

Acknowledgements

Date	Member(s)	Particulars
27Jun14	PC R. WATT	From the desk of the Commissioner, PC WATT was nominated for the Ontario Association of Chiefs of Police youth Committee's School Resource Officer - Award of Excellence. She is to be commended for her hard work in developing, delivering and supporting programs for students in the communities schools

Notable Events

Noteworthy Information and Events

2014 Special Olympics Torch Run

On June 4th Ontario Provincial Police Wellington County took part in the 2014 Torch Run. The event kicked off at the Marden Sports Complex and ran along Highway 6 southbound towards Guelph. Once participants reached Woodlawn Road in Guelph the torch was passed on to the Guelph Police Service who continued the run through the City of Guelph. The event saw 45 participants and went a long way to raise Special Olympics awareness.

In the end close to \$800.00 was raised for the Special Olympics.





Mental Health Round Table

On June 10, 2014 Wellington County Ontario Provincial Police (OPP) hosted a community stakeholder's roundtable to discuss the mental health challenges facing our community today and in the future. Members of the Wellington County OPP were joined by representatives from many stakeholders; Guelph Police Service, Community Mental Health Association, Homewood, Waterloo Wellington Local Health Integration Network (LHIN), Probation and Parole, Family Counselling and Support, Guelph-Wellington Emergency Medical Services, Groves Memorial Hospital, North Wellington Health Care, Guelph General Hospital, Wellington County, Police Services Board, Wellington North Fire Services, the Mount Forest Family Health Team and members of the Waterloo Wellington Local Health Integration Network (LHIN).

Wellington County OPP, like most police services, has generally seen calls-for-service with a mental health component increase over the previous 5 years by an average of 6%. It is expected that there will be a 5% increase this year with a further projected increase of 9% in 2015. Police are often the first point of contact with individuals who are in a mental health crisis regardless of the cause. Many of these calls-for-services are handled in conjunction with community partners however statistics show Wellington County OPP's response to a mental health call averages 6 hours of officer time from first response to report completion. *"In these situations there are often multiple issues at play so a multi-jurisdictional collaborative approach to dealing with vulnerable people in conflict with the law makes sense"* says Scott Lawson, Wellington County OPP Detachment Commander. *"As a community we have to continually come together and review our overall response to mental health calls with a mind to working together to reduce the increasing pressure on all our resources"* Lawson said. *"As one of the safest communities in the country our police service goal is to be the call of last resort when dealing with a mental health crisis. Collectively I know we can find ways to accomplish that"* he added.

In an ongoing effort to support our partners, while looking at innovative, proactive and collaborative approaches to reduce police response, Wellington County OPP invited Sherri Metivier (RN) and OPP Constable Byron Hornick of the Essex County Mental Health Response Unit (MHRU) to understand their issues, processes, collaboration, best practices and significant successes realized by taking a proactive approach to addressing mental health in their community. The goal of the Essex County MHRU is to address efficiencies in both costs and resource allocation to effectively respond to complex mental health calls-for-service.

After a day of dialogue and presentations the response from all partners involved was overwhelmingly positive and as a result further discussions will take place regarding how Wellington County and all its stakeholders can further address the growing need for a collaborative, proactive approach to mental health issues in the community.



Grand Opening – North Wellington Operations Centre

On June 20th, 2014 Wellington County OPP held the Grand Opening of the North Wellington Operations Centre located in Teviotdale. The event was attended by approximately 300 people; notable guests included MPP Randy PETTIPiece and Deputy Commissioner Scott TODD.

The event started at 11:00am with Master of Ceremonies, Chair, Russ SPICER, Police Service Board kicking off the grand opening ceremonies followed by the singing of O'Canada by the Grade 5 class from St. Mary's Catholic School in Mount Forest.

Opening remarks were followed by an assortment of speakers from across Wellington County, West Region Command, the Provincial Government and private business. Force Chaplain, Gerry MCMILLIAN, concluded the speeches with a blessing.

Immediately following speeches, the ribbon cutting and reception were held along with tours of the North Wellington Operation centre for everyone in attendance. At approximately 12:15pm the event concluded with a Canine demonstration that included PC Barry REID, Jag & Knox.

Below is an assortment of pictures from the event.



OPP color guard and dignitaries marching to the opening ceremonies. The main entrance to the North Wellington Operations Centre can be seen behind them.



(left to right) Inspector Scott LAWSON, Deputy Commissioner Scott TOD & Chief Superintendent John CAIN



Members of the public watching the Wellington County Canine Unit demonstration at the Grand Opening ceremonies



**Ontario Provincial Police
County of Wellington Detachment**

Inspector Scott Lawson

**Report for the
County of Wellington Police Services Board**

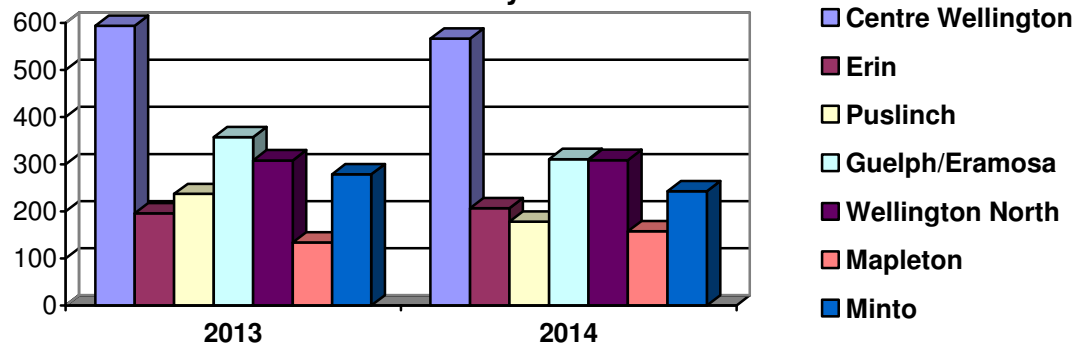
August 2014

This report covers the period from July 1st, 2014 to July 31st, 2014



Calls for Service

**Calls for Service July 2013
vs July 2014**



Calls For Service

Municipality	2008	2009	2010	2011	2012	2013	2014 YTD
Centre Wellington	6,236	6,240	6,214	5,996	6,449	5,961	3,416
Town of Erin	2,079	2,110	2,152	2,156	2,322	2,167	1,156
Puslinch Township	1,987	1,900	1,836	2,157	2,404	2,178	1,240
Guelph/Eramosa	3,035	3,214	3,224	3,615	3,272	3,397	2,015
Wellington North	3,313	3,295	3,172	3,169	3,136	3,337	1,806
Township of Mapleton	1,250	1,209	1,252	1,320	1,322	1,349	825
Town of Minto	2,546	2,352	2,322	2,384	2,725	2,524	1,333
Provincial	2140	1997	2,378	2,392	2,694	3,214	1,509
Totals	22,586	22,317	22,550	23,189	24,324	24,127	13,300

Victim Services Wellington

2014 Year to Date Calls for Assistance County of Wellington OPP	Previous Year Totals	
56	2011	105
	2012	122
	2013	100

911 Calls

2014 YTD	1,189
2011	2,340
2012	2,683
2013	2,520

Ontario Sex Offender Registry

2014 Year to Date OSOR Registrations	Previous Year Totals	
37	2011	67
	2012	69
	2013	70

False Alarms

2014 YTD	492
2011	946
2012	911
2013	961

*This is NOT the number of sex offenders residing in Wellington County



Crime

Crimes Against Persons	2013 YTD	2014 YTD
Homicide	0	0
Sexual Assault	55	27
Robbery	0	3
Assault	176	126

Other Crime	2013 YTD	2014 YTD
Fraud Investigations	173	114
Drug Investigations	241	230

Crimes Against Property	2013 YTD	2014 YTD
Break & Enter	181	115
Auto Theft	42	59
Theft	527	452
Mischief	285	241

Other Investigations	2013 YTD	2014 YTD
Domestic Disputes	310	204
Missing Persons	42	42

Crime Breakdown	North Wellington	Centre Wellington	South Wellington
Homicide	0	0	1
Sexual Assault	2	1	1
Robbery	0	0	0
Assault	5	8	3
Break & Enter	10	7	7
Auto Theft	3	0	4
Theft	34	38	33
Mischief	14	14	33
Fraud Investigations	7	2	14
Drug Investigations	18	9	11
Domestic Disputes	7	9	9
Missing Persons	4	0	1



Traffic

Enforcement

Traffic	YTD
Speeding	4,833
Seatbelt Offences	220
Careless Driving	142
Drive Under Suspended	157
Distracted Driver Offences	239
Other Moving Violations	189
Equipment and Other HTA	1,503
No Insurance - CAIA	70
Other Provincial Acts	YTD
Liquor Licence Act	249
Trespass to Property Act	161
Other CAIA	44
Other Provincial Acts	89
By-Law Offences	YTD
By-Law Offences (General)	681
Taxi By-Law	0
County of Wellington OPP Year To Date Total	8,203
West Region Traffic Unit Year To Date Total	374
YTD Total Traffic	7,353
YTD Total Other Provincial	543
YTD Total By-Law	681
2014 Year to Date POA Charges	8,577
2013 Year to Date POA Charges	10,585

Drinking and Driving

Impaired Driving	2013 YTD	2014 YTD
R.I.D.E. Vehicle Stops	37,281	21,098
Roadside Alcotests	418	368
Warn Suspensions	113	132
ADLS Suspensions	73	117
Persons Charged	77	111

Racing

YTD HTA Sec. 172 Impoundments	Previous Year Totals	
65	2011	80
	2012	82
	2013	93

Parking Enforcement

Municipality	2013 YTD	2014 YTD
Centre Wellington	311	453
Erin	12	7
Puslinch	226	92
Guelph / Eramosa	327	186
Wellington North	32	13
Mapleton	16	9
Minto	11	11
County / Other	0	0
Parking Totals	935	771



Traffic

Suspect Apprehension Pursuits

2014 YTD Pursuits / Fail to Stop for Police	Previous Year Totals	
1	2011	11
	2012	17
	2013	8

Traffic Initiatives

R.I.D.E

The Wellington County Traffic Unit conducted a total of 25 R.I.D.E initiatives across the County checking 2,417 vehicles.

Special Events

The month of July was busy for the Wellington County Traffic Unit. The Unit participated at the Fergus Truck show, the Hillside Festival and the Glen Allan Barnburner event. More information on some of these events can be found in the final section of this report *"Notable Events"*.

Automated Licence Plate Reader (ALPR cruiser)

Wellington County Detachment continues to strategically, effectively and successfully deploy the ALPR cruiser around the County to address identified problem (hotspot) locations. Highlights for July include 92 total hours of operation and multiple Highway Traffic Act charges issued. In addition, the initial stop led officers to 2 criminal drinking and driving charges, 31 roadside alcohol screening tests, 5 warn-range roadside licence suspensions, 2 drug related charges, 2 persons of interest and one additional criminal code arrest and charge. These additional "looking beyond the plate" offences are a direct result of proactive police intervention and investigation through the use of the ALPR car which identifies the overall successful deployment, training and use of this very valuable technology.

Marine Patrol

Throughout the month of July the Wellington County Traffic Unit conducted 51 hours of marine patrol. On July 26th & 27th the Marine Unit attended Guelph Lake to patrol the waterways within the area of the Hillside Festival. Officers stopped and search 70 vessels issuing 20 warnings, 4 life jacket charges, 1 Liquor Licence Act charge and two other minor violation tickets.

Bicycle Patrol

The Wellington County Traffic Unit conducted 14 hours of bicycle patrol during the month of July.



Traffic

Motor Vehicle Collisions

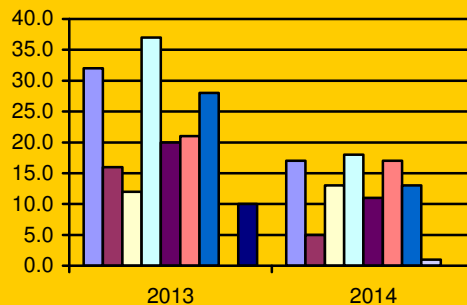
Month	Victims			Collisions								
	Total Victims	Persons Killed	Persons Injured	Total MVC	Fatal	PI	PD	Alcohol Involved			CMV	SMV
								Yes	No	Unk		
JAN	9	1	8	212	1	6	205	7	188	17	19	87
FEB	1	0	1	219	0	1	218	0	210	9	22	60
MAR	10	2	8	152	2	2	148	1	146	5	7	76
APR	22	0	22	122	0	10	112	3	98	21	4	60
MAY	40	1	39	116	1	24	91	3	98	15	6	49
JUN	29	0	29	118	0	18	100	5	97	16	11	50
JUL	29	1	28	88	1	16	71	2	74	12	7	36
AUG												
SEP												
OCT												
NOV												
DEC												
TOTAL	140	5	135	1027	5	77	945	21	911	95	76	418

Yearly Collision Summary

Collision Type / Characteristic	2008	2009	2010	2011	2012	2013	2014 YTD
Total Reportable MVC	2,027	1,918	1,813	1,976	1,875	2,095	1,027
Property Damage MVC	1,733	1,694	1,525	1,649	1,565	1,761	945
Personal Injury MVC	281	213	282	320	302	326	77
Fatal MVC	13	11	6	7	8	8	5
Persons Killed	13	11	6	7	9	9	5
Persons Injured	384	314	425	463	442	481	135
Alcohol Involved	61	76	42	57	63	37	21
Total MVC	2,027	1,918	1,813	1,976	1,875	2,095	1,027

Car vs Deer Collisions

Municipality	2013 YTD	2014 YTD
Centre Wellington	32	17
Erin	16	5
Puslinch	12	13
Guelph / Eramosa	37	18
Wellington North	20	11
Mapleton	21	17
Minto	28	13
City of Guelph	0	1
Provincial Highways	10	0
Total Collisions	176	95





Canine Unit

2014 Calls for Service and Hours

Occurrence Type	Initial (Calls)	Initial (Hours)	Assist (Calls)	Assist (Hours)	YTD (Calls)	YTD (Hours)
Occurrence Totals (OPP)	40	188.00	3	21.00	43	209.00
Occurrence Totals (Other)	1	6.00	0	0.00	1	6.00
Occurrence Totals (Combined)	41	194.00	3	21.00	44	215.00

Canine Handler: Provincial Constable Barry REID

Notable Incidents and Events

Date: July 2, 2014

Location: Wellington County

OPP received a report that an elderly male suffering from Alzheimer's disease had left his residence and tripping an alarm system. While enroute ERT members located the male party

Date: July 2, 2014

Location: Grey County

Grey County OPP responded to a domestic dispute, upon arrival the female suspect fled into the bush. Canine was dispatched to track the suspect, who was apprehended prior to arrival

Date: July 3, 2014

Location: Wellington County

Canine Unit requested to assist Crime/ERT in attempts to locate a suspect wanted for multiple violent offences. Suspect was not located during our involvement, relieved by PC PANHUIS

Date: July 7, 2014

Location: Hamilton-Wentworth Detention Centre

Corrections requested OPP Canine assistance with drug search. Canine attended Hamilton-Wentworth Detention Centre with CO NEWHOOK and PC HICK. Search of female ward unit 1B Right was stopped and cancelled due to a power outage

Date: July 7, 2014

Location: Puslinch Township

Canine conducted deterrent patrols of Puslinch Industrial Park and the car pool commuter lot due to ongoing vehicle theft occurrences

Date: July 9, 2014

Location: Saugeen Shores Police

Saugeen Shores Police Services requested OPP Canine for assistance with locating a suicidal female. The subject was last seen running from officers through a baseball diamond into a wooded ravine near a river. Canine was cancelled prior to arrival

Date: July 11, 2014

Location: Wellington County

Conducted deterrent patrols of Erin and Hillsburgh due to ongoing thefts from vehicles

Date: July 12, 2014

Location: Wellington County

Canine conducted deterrent patrols in the Town of Erin due to repeated theft from vehicles. Issued Liquor Licence Act warning and checked numerous pedestrians



Date: July 14, 2014

Location: Minora Park, Orangeville

Canine Unit presentation and demonstration at OSPCA summer youth camp

Date and Time: July 16, 2014

Location: Maplehurst Detention Centre

Canine Unit was requested to assist Corrections with search of facility. Canine attended Maplehurst Detention Centre with C.O. NEWHOOK and PC HICK. A searched of Units 1H, IF, and 1I located nothing

Date and Time: July 24, 2014

Location: Wellington County Mount Forest

Canine Unit requested to assist with execution of CDSA search warrant. PC REID and Knox covered the rear of the residence during entry by ERT. No one was present inside residence.

Canine Unit was requested to assist Wellington OPP Street Crime Unit with a drug search of the residence after a CDSA search warrant had been executed. Initial search located a grow operation in the basement. Jag was used to search the residence, no indications were given.

Auxiliary Unit

Coordinator: Provincial Constable John PEPPLER

Unit Commander: Auxiliary S/Sgt. B. MC GIMSIE

Notable Incidents and Events

Auxiliary Staff Sergeant MC GIMSIE reports that they were overwhelmed with requests for Marine Patrol during the month July, but the Unit was able to cover and provide effective Marine Patrol for each request.

Unit Activity – July 2014

- Marine patrols
- Dominion Day soapbox derby and parade in Elora
- Fergus Special Needs Soccer Festival
- Mount Forest Fireworks Festival
- Fergus Truck Show
- Highland Games



Media

Provincial Constable Bob BORTOLATO & Provincial Constable Cheri ROCKEFELLER

Notable Incidents and Events

- During the month of July the Media Unit issued 69 media releases bringing the year-to-date total to 346 media releases
- On July 3rd PC ROCKEFELLER, PC THOMAS, PC VANDYK, PC SCHWINDT, D/C PAUTSCH and Detachment Commander Inspector LAWSON attended the annual SIRENS for LIFE campaign hosted by Canadian Blood Services. The two month event is a friendly competition between emergency services personnel. Included in the picture is Guelph Police Chief Bryan Larkin.



OPP K.I.D.S Program / D.A.R.E

Coordinator: Provincial Constable Kelly KRPAN

Meetings / Presentations:

- The OPP K.I.D.S Program is currently on hiatus and will resume in September 2014 to coincide with the start of the new school year. The old D.A.R.E. Program has now been completely phased-out. Only the OPP K.I.D.S Program will be presented in Wellington County.



Administration

Revenue

Year	County	Provincial	Total
2009	\$73,307.32	\$9,552.04	\$82,859.36
2010	\$87,122.04	\$7,899.10	\$95,012.14
2011	\$81,274.66	\$9,233.56	\$90,508.22
2012	\$75,836.60	\$5,043.55	\$80,880.15
2013	\$70,202.29	\$5,373.66	\$75,575.95
2014	\$50,132.72	\$4,293.00	\$54,425.72

Paid Duties

Year	Paid Duties	Officers	Hours	Admin Fees
2010	165	298	1,648.50	\$3,075.00
2011	207	446	2,455.25	\$5,325.00
2012	165	312	1,890.75	\$2,775.00
2013	227	469	3300.00	\$1,575.00
2014	111	204	1389.50	\$525.00

Personnel

Secondary Employment

Secondary Employment is any business, undertaking or calling that involves financial gain in which an employee participates while not on duty, including political activity.

Complaints

Complaint Type by Status	2009	2010	2011	2012	2013	2014
Complaints Received	19	13	16	16	12	10
Complaints Resolved	10	8	8	5	0	2
Complaints Unfounded	6	2	6	8	5	3
Complaints Withdrawn	2	3	1	2	4	1
Complaints Ongoing	1	0	1	1	3	4

No	Complaint Type	Status	No	Complaint Type	Status
1	Public	Closed	7	Public	Ongoing
2	Public	Closed	8	Internal	Ongoing
3	Public	Closed	9	Public	Closed
4	Public	Closed	10	Internal	Ongoing
5	Public	Closed			
6	Public	Ongoing			

Internal Complaint is an allegation by someone who is not a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee or volunteer of the OPP and includes a WDHP allegation, and/or an allegation of workplace violence.

Public Complaint is a complaint by a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee of the OPP.



Personnel

Acknowledgements

Date	Member(s)	Particulars
05 Jul 14	PC D. SZETO	Derek attended "OPP Bound" a successful annual OPP recruiting and awareness initiative hosted at our General Headquarters to help mentor the successful participants. He interacted on a one-to-one basis and provided leadership and advice throughout the event. His assistance and professionalism left a positive impression on all participants, peers and supervisors
30 Jul 14	PC S. THOMAS	<p>On July 30th, 2014 PC THOMAS responded to an assist call from the Guelph Eramosa Fire Department to a call at Camp Everton where an autistic child was in a crisis situation and had climbed to the top of the rafters in a barn.</p> <p>Upon arrival, the Fire Department found PC THOMAS already on scene speaking with the child, who had climbed down from the rafters. PC THOMAS took control of the situation and presented himself as a friend, gaining the trust of the child. PC THOMAS's ability to adjust his policing methods to the situation at hand allowed him to quickly calm the child and de-escalate the situation.</p> <p>In his own words Deputy Fire Chief Richard RENAUD said <i>"Constable Thomas may have responded as a police officer but he quickly realized that what was needed was an understanding friend. His ability to assess the situation and adjust his approach to this non-conventional call was in my opinion remarkable"</i></p>



Notable Events

Noteworthy Information and Events

Project Lifesaver

On Wednesday July 2, 2014 at 1:29PM the Wellington County OPP were called to a missing person from Guelph Street in Rockwood. A 78 year old male had wandered from his residence 30 minutes earlier. The male suffers from dementia and wears a Project Lifesaver radio frequency device. An officer specially trained in the use of the Project Lifesaver Equipment was deployed.

A weak signal was heard while leaving the South Wellington Operations Centre, a stronger signal heard at Main Street and Guelph Street. The male was located within 12 minutes of the search being initiated on Main Street south of Guelph Street. The male was transported to Guelph General Hospital for treatment.

Project Lifesaver is a valuable tool for loved ones who suffer from dementia and have a tendency to wander. It is an extra tool for the Police to search for loved ones and has proven again successful.

A successful media campaign immediately followed this incident where CTV News and local media met at Rockwood Conservation to interview Detachment Coordinator PC Heather Nellis. She also demonstrated the equipment and training required.

Retirement – Judy Culp

After 36 years of service with the Government of Ontario and the Ontario Provincial Police, Detachment Administration Clerk, Judy Culp retired. The celebration of her career was held at Centre Wellington Detachment and it was attended by many colleagues and friends. Judy's hard work, dedication, knowledge and smile will be missed.

On her last day Judy sent a letter out to all the members of the Wellington County OPP, here is a small excerpt from that letter,

"I feel truly blessed to have had the opportunity to have worked with such a terrific group of people and I am so proud and thankful to have had a career with such a great organization. I just want to thank everyone from the bottom of my heart for all the support during my wonderful 36 year career with the OPP"




Centre Wellington Administration: (Left to Right) Rachel Rumford, Judy Culp & Colleen McDougall



Wellington County Street Crime Unit – Semi Annual Report

In 2013-14 Wellington County Detachment augmented their Street Crime Unit with resources and equipment. The Unit focuses on property, drug and street-level crime throughout the County. Their operations and deployment focus on high crime areas through confidential information, intelligence, detailed local analysis, working with uniform officers, school officers and the Major Crime Unit to proactively address public safety concerns in our municipalities.

The Wellington County Street Crime Unit released their Semi Annual Report detailing their operations and results from January to July 2014.

 WELLINGTON COUNTY OPP STREET CRIME UNIT						
2014	Property Related					
	# of Warrants Executed	# of People Charged	# of Charges	\$ Value of Seizure - Property	\$ Value of Seizure - Auto	
JAN	0	0	0	0.00	0.00	
FEB	0	3	9	9,573.00	0.00	
MAR	0	0	0	0.00	0.00	
APR	0	0	0	0.00	0.00	
MAY	1	4	19	1,500.00	0.00	
JUN	1	0	0	0.00	80,000.00	
JUL	1	1	4	4,000.00	0.00	
Total	3	8	32	15,073.00	80,000.00	
2014	Drug Related					
	# of Warrants Executed	# of People Charged	# of Charges doesn't include Poss chgs	Seizure Amount oz / lb / ml	\$ Value of Seizure	Type of Seizure
JAN	0	0	0		0.00	
FEB	1	2	6	1.1oz, 1kg,78 pills, 27 plants	33,400.00	Meth, Marihuana, Codiene, Mature Marihuana plant
MAR	1	1	6	18g/20 pills	2,000.00	Meth, Marihuana, Hydromorphone, Morphine
APR	0	0	0		0.00	
MAY	2	4	5	17g, 90 plants, 7 oz,	91,000.00	Meth, Marihuana
JUN	1	4	7	16g, 2 pills	2,200.00	Meth, Marihuana, oxycodone
JUL	2	2	1	12g	120.00	Marihuana
Total	7	13	25		\$128,720.00	



July Major Event Response

Several planned annual major events requiring an police operational plan were attended by officers during the busy summer months. Mapleton Rodeo, Mount Forest Fireworks, Belwood Lake Triathlon, Fergus Truck Show and the Hillside Community Festival had local Detachment participation to ensure the safety of all involved.

Annual Glen Allan Barnburner Event

On July 19th the annual Barnburner field party was held. The event is privately organized by the landowner and others. Admission is free and money is raised for charity through food and alcohol sales; entertainment is provided by a variety of musicians and bands.

Organizers of the event were forewarned several times by police to encourage attendees not to drink and drive or be subject to police intervention. In the last two years, seven, impaired related charges have been laid directly relating to this event.

Early on July 20th 2014 police set up R.I.D.E checks in the vicinity of the event as police believed there was a high probability of attendees leaving the event still under the influence of alcohol.

With the combined efforts of Uniform platoon officers and the Traffic Unit several charges were laid:

- 4 - Over 80 charges
- 1 - Breach Probation
- 4 – Three day suspensions
- 1 - 24 hour suspension
- 3 - Novice Drivers charged with BAC above zero

Publicly, Wellington County OPP Detachment Commander Inspector Scott Lawson stated,

"This is an example of what happens when event hosts fail to take the necessary steps to avoid what could be very costly in terms of potential human tragedy and civil liability.

Despite repeated warnings by us, the landowners chose to allow these inexcusable acts of drinking and driving to leave their property, any one of which could have turned very tragic. Not only is this irresponsible but the civil liability consequences if someone had been involved in a collision are far reaching.

What is it going to take for those who hold these large parties to understand the risks to all of us, I just don't get it. This is very disheartening"

Fergus Truck Show

The annual Fergus Truck Show was held from July 25th – 27th, 2014. Wellington County OPP and the Wellington County Traffic Unit patrolled the general area in force, while multiple officers and Auxiliary Unit members were on general patrol directly on the grounds of the event. Several arrests and incarceration resulted however no criminal charges were laid. 14 Liquor Licence Act charges were issued, most for public intoxication.

An After Action Review was organized based on public safety concerns raised by the Detachment. A post-event meeting was held with organizers, hired private security, the assigned AGCO Liquor Inspector, the Municipality and the OPP.



**Ontario Provincial Police
County of Wellington Detachment**

Inspector Scott Lawson

**Report for the
County of Wellington Police Services Board**

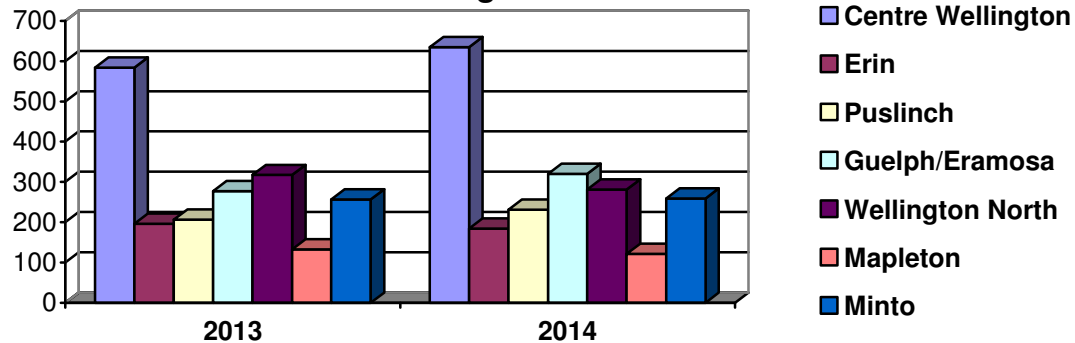
September 2014

This report covers the period from August 1st, 2014 to August 31st, 2014



Calls for Service

**Calls for Service August 2013
vs August 2014**



Calls For Service

Municipality	2008	2009	2010	2011	2012	2013	2014 YTD
Centre Wellington	6,236	6,240	6,214	5,996	6,449	5,961	4,051
Town of Erin	2,079	2,110	2,152	2,156	2,322	2,167	1,340
Puslinch Township	1,987	1,900	1,836	2,157	2,404	2,178	1,471
Guelph/Eramosa	3,035	3,214	3,224	3,615	3,272	3,397	2,335
Wellington North	3,313	3,295	3,172	3,169	3,136	3,337	2,087
Township of Mapleton	1,250	1,209	1,252	1,320	1,322	1,349	946
Town of Minto	2,546	2,352	2,322	2,384	2,725	2,524	1,592
Provincial	2140	1997	2,378	2,392	2,694	3,214	1,737
Totals	22,586	22,317	22,550	23,189	24,324	24,127	15,559

Victim Services Wellington

2014 Year to Date Calls for Assistance County of Wellington OPP	Previous Year Totals	
63	2011	105
	2012	122
	2013	100

911 Calls

2014 YTD	1,370
2011	2,340
2012	2,683
2013	2,520

Ontario Sex Offender Registry

2014 Year to Date OSOR Registrations	Previous Year Totals	
48	2011	67
	2012	69
	2013	70

False Alarms

2014 YTD	571
2011	946
2012	911
2013	961

*This is NOT the number of sex offenders residing in Wellington County



Crime

Crimes Against Persons	2013 YTD	2014 YTD
Homicide	0	0
Sexual Assault	61	28
Robbery	0	3
Assault	198	148

Other Crime	2013 YTD	2014 YTD
Fraud Investigations	195	135
Drug Investigations	284	272

Crimes Against Property	2013 YTD	2014 YTD
Break & Enter	197	138
Auto Theft	46	63
Theft	615	545
Mischief	333	311

Other Investigations	2013 YTD	2014 YTD
Domestic Disputes	345	234
Missing Persons	51	48

Crime Breakdown	North Wellington	Centre Wellington	South Wellington
Homicide	0	0	0
Sexual Assault	0	0	1
Robbery	0	0	0
Assault	5	10	8
Break & Enter	9	7	7
Auto Theft	1	0	2
Theft	18	53	21
Mischief	23	28	18
Fraud Investigations	7	5	7
Drug Investigations	14	9	16
Domestic Disputes	16	7	7
Missing Persons	2	3	1



Traffic

Enforcement

Traffic	YTD
Speeding	5,663
Seatbelt Offences	244
Careless Driving	155
Drive Under Suspended	174
Distracted Driver Offences	264
Other Moving Violations	206
Equipment and Other HTA	1,684
No Insurance - CAIA	81
Other Provincial Acts	YTD
Liquor Licence Act	289
Trespass to Property Act	181
Other CAIA	100
Other Provincial Acts	46
By-Law Offences	YTD
By-Law Offences (General)	721
Taxi By-Law	0
County of Wellington OPP Year To Date Total	9,402
West Region Traffic Unit Year To Date Total	406
YTD Total Traffic	8,471
YTD Total Other Provincial	616
YTD Total By-Law	721
2014 Year to Date POA Charges	9,808
2013 Year to Date POA Charges	12,135

Drinking and Driving

Impaired Driving	2013 YTD	2014 YTD
R.I.D.E. Vehicle Stops	43,705	25,522
Roadside Alcotests	472	461
Warn Suspensions	132	156
ADLS Suspensions	89	135
Persons Charged	93	128

Racing

YTD HTA Sec. 172 Impoundements	Previous Year Totals	
74	2011	80
	2012	82
	2013	93

Parking Enforcement

Municipality	2013 YTD	2014 YTD
Centre Wellington	321	466
Erin	12	7
Puslinch	258	137
Guelph / Eramosa	389	211
Wellington North	33	13
Mapleton	16	9
Minto	11	11
County / Other	0	0
Parking Totals	1,040	854



Traffic

Suspect Apprehension Pursuits

2014 YTD Pursuits / Fail to Stop for Police	Previous Year Totals	
2	2011	11
	2012	17
	2013	8

Traffic Initiatives

R.I.D.E

The Wellington County Traffic Unit conducted a total of 43 R.I.D.E initiatives across the County checking 4,424 vehicles, performing 93 roadside tests and laying 13 impaired driving charges.

Automated Licence Plate Reader (ALPR cruiser)

Wellington County Detachment had continued success with the Automated Licence Plate Reader (ALPR cruiser) during the month of August. With 63 hours of operating time officers laid 20 HTA charges, three Automobile Insurance Act charges, one impaired charge and two other criminal code offences. There were also 22 roadside tests conducted and 13 warn range suspensions handed out by officers operating the ALPR cruiser.

Marine Patrol

Throughout the month of August the Wellington County Traffic Unit conducted 59.50 hours of marine patrol on Belwood Lake, Puslinch Lake and Conestoga Lake. In all, 45 vessels were checked resulting in one warning, one Liquor Licence Act charge and one Canadian Shipping Act charge. There was also a charge of operate vessel in careless manner laid on Belwood Lake as a result of a complaint by other boat operators in the area.

Bicycle Patrol

During the spring of 2014 Wellington County OPP held two bicycle training courses. In all nine officers were trained and from June 15th to August 15th they took to the trails throughout Wellington County and they patrolled all the major events this summer.

During the month of August these officers conducted 6 hours of bicycle patrol for a year to date total of 20 hours.



Traffic

Motor Vehicle Collisions

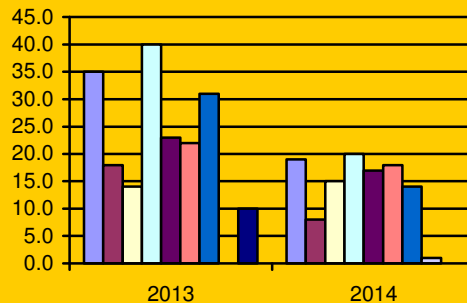
Month	Victims			Collisions								
	Total Victims	Persons Killed	Persons Injured	Total MVC	Fatal	PI	PD	Alcohol Involved			CMV	SMV
								Yes	No	Unk		
JAN	9	1	8	212	1	6	205	7	188	17	19	87
FEB	1	0	1	219	0	1	218	0	210	9	22	60
MAR	10	2	8	152	2	2	148	1	146	5	7	76
APR	22	0	22	122	0	10	112	3	98	21	4	60
MAY	40	1	39	116	1	24	91	3	98	15	6	49
JUN	29	0	29	119	0	18	101	5	98	16	11	51
JUL	36	1	35	129	1	21	107	3	112	14	8	50
AUG	45	0	45	132	0	24	108	4	114	14	7	39
SEP												
OCT												
NOV												
DEC												
TOTAL	192	5	187	1201	5	106	1090	26	1064	111	84	472

Yearly Collision Summary

Collision Type / Characteristic	2008	2009	2010	2011	2012	2013	2014 YTD
Total Reportable MVC	2,027	1,918	1,813	1,976	1,875	2,095	1,201
Property Damage MVC	1,733	1,694	1,525	1,649	1,565	1,761	1,090
Personal Injury MVC	281	213	282	320	302	326	106
Fatal MVC	13	11	6	7	8	8	5
Persons Killed	13	11	6	7	9	9	5
Persons Injured	384	314	425	463	442	481	187
Alcohol Involved	61	76	42	57	63	37	26
Total MVC	2,027	1,918	1,813	1,976	1,875	2,095	1,201

Car vs Deer Collisions

Municipality	2013 YTD	2014 YTD
Centre Wellington	35	19
Erin	18	8
Puslinch	14	15
Guelph / Eramosa	40	20
Wellington North	23	17
Mapleton	22	18
Minto	31	14
City of Guelph	0	1
Provincial Highways	10	0
Total Collisions	193	112





Canine Unit

2014 Calls for Service and Hours

Occurrence Type	Initial (Calls)	Initial (Hours)	Assist (Calls)	Assist (Hours)	YTD (Calls)	YTD (Hours)
Occurrence Totals (OPP)	47	220.00	4	27.00	51	247.00
Occurrence Totals (Other)	1	6.00	0	0.00	1	6.00
Occurrence Totals (Combined)	48	226.00	4	27.00	52	253.00

Canine Handler: Provincial Constable Barry REID

Notable Incidents and Events

Date: August 5 – 8, 2014

Location: Gravenhurst, Orillia, Bolton

Canine Refresher Training

Date: August 11, 2014

Location: Maplehurst Detention Centre

Maplehurst Detention Centre requested OPP canine assistance with a drug search. Canine attended with CO NEWHOOK and searched Unit 10-C. No indications were given

Date: August 11, 2014

Location: Monora Park, Orangeville

Canine Unit presentation and demonstration at OSPCA summer youth camp

Date: August 13, 2014

Location: Huron County

On August 12, 2014 a two year old child was reported missing from her family farm. The child has been missing for approximately two hours and the family had been looking for her since then. ERT and Canine searched the surrounding corn fields overnight. The following day, after resuming the search, the child was discovered in a bean field 750m away

Date: August 13, 2014

Location: Camp Brebeuf, Rockwood

Canine Unit demonstration and presentation at summer camp

Date: August 13, 2014

Location: Fergus

Canine Unit requested to assist with execution of CDSA search warrant. Canine staged nearby during entry by ERT. Warrant executed without any issues.

Canine Unit attended search warrant and was requested to assist with search for cocaine. Jag was used to search the back yard, nothing located and no areas of ground disturbance were observed. Jag was not used to search the inside of the residence due to several health concerns

Date: August 14, 2014

Location: Cayuga

Canine Unit was dispatched to assist Haldiman OPP officers locate a suicidal male who had fled into a field carrying a pellet rifle. Canine was cancelled prior to arrival when the suspect was located and apprehended at a nearby farm



Date: August 14, 2014

Location: Harriston

Canine Unit requested to assist with execution of CDSA warrant at an apartment complex. Canine covered the rear of the property during ERT entry. Warrant executed and one male occupant arrested without incident.

The Canine Unit was requested to assist with a drug search of the small apartment. The apartment had been searched by hand and a small quantity of methamphetamine was seized from the living room. Jag was used to search and nothing further was located

Date: August 15, 2014

Location: Huron County

Canine Unit was dispatched to assist with locating a male suspect who had assaulted his wife and smashed a vehicle window. The suspect suffers from mental health problems and had a recent change that triggered a setback in his recovery. While enroute to the scene, a patrol officer located and arrested the suspect

Auxiliary Unit

Coordinator: Provincial Constable John PEPPLER

Unit Commander: Auxiliary S/Sgt. B. MC GIMSIE

Notable Incidents and Events

Auxiliary Staff Sergeant MC GIMSIE reports that August was another busy month for the unit, but he suspects things to slow down as the summer comes to a close. The unit was once again inundated with a large amount of marine patrol requests, but was able to fulfill each request without issue.

Unit Activity – August 2014

- Marine patrol
- Fergus Highland Games
- Fergus Highland Games Parade
- Elora Riverfest
- COPD – Hanover Homecoming Parade and Concert
- COPD – Bayfield Fall Fair Parade and Concerts



Media

Provincial Constable Bob BORTOLATO & Provincial Constable Cheri ROCKEFELLER

Notable Incidents and Events

- During the month of August the Media Unit issued 47 media releases bringing the year-to-date total to 393 media releases



OPP K.I.D.S Program / D.A.R.E

Coordinator: Provincial Constable Kelly KRPAN

Meetings / Presentations:

- The OPP K.I.D.S Program will resume in September 2014 to coincide with the start of the new school year. The old D.A.R.E. Program has now been completely phased-out. Only the OPP K.I.D.S Program will be presented in Wellington County.



Administration

Revenue

Year	County	Provincial	Total
2009	\$73,307.32	\$9,552.04	\$82,859.36
2010	\$87,122.04	\$7,899.10	\$95,012.14
2011	\$81,274.66	\$9,233.56	\$90,508.22
2012	\$75,836.60	\$5,043.55	\$80,880.15
2013	\$70,202.29	\$5,373.66	\$75,575.95
2014	\$57,232.72	\$4,631.00	\$61,863.72

Paid Duties

Year	Paid Duties	Officers	Hours	Admin Fees
2010	165	298	1,648.50	\$3,075.00
2011	207	446	2,455.25	\$5,325.00
2012	165	312	1,890.75	\$2,775.00
2013	227	469	3300.00	\$1,575.00
2014	127	261	1789.50	\$600.00

Personnel

Complaints

Complaint Type by Status	2009	2010	2011	2012	2013	2014
Complaints Received	19	13	16	16	12	10
Complaints Resolved	10	8	8	5	0	2
Complaints Unfounded	6	2	6	8	5	3
Complaints Withdrawn	2	3	1	2	4	1
Complaints Ongoing	1	0	1	1	3	4

No	Complaint Type	Status	No	Complaint Type	Status
1	Public	Closed	7	Public	Ongoing
2	Public	Closed	8	Internal	Ongoing
3	Public	Closed	9	Public	Closed
4	Public	Closed	10	Internal	Ongoing
5	Public	Closed			
6	Public	Ongoing			

Internal Complaint is an allegation by someone who is not a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee or volunteer of the OPP and includes a WDHP allegation, and/or an allegation of workplace violence.

Public Complaint is a complaint by a member of the public concerning the policy, services, local policies of a contract location, or the conduct of an employee of the OPP.



Personnel

Acknowledgements

Date	Member(s)	Particulars
05Aug14	PC VALLIER PC CAREY PC VACHON PC HAMMOND	<p>On August 5, 2014 PC CAREY and PC VALLIER investigated a report of a suspicious vehicle. Upon arrival, PC VALLIER noted a tractor trailer parked in front of a barn on the property and an adult male was walking out of the driving shed. When the male saw police he attempted to hide something in his pocket. PC VALLIER also noted the male was trying to close the door to the driving shed. There was also another adult male and female at the scene.</p> <p>It was disclosed that the male had tried to hide drugs in his pocket and he was arrested. Officers found the rear of the tractor trailer open and the entire trailer was full of new furniture. All three persons were arrested for possession of stolen property and transported to Centre Wellington.</p> <p>A shipping label on the new furniture identified a local Furniture company in Guelph. Investigation confirmed that a tractor trailer of furniture was stolen the day before from the same company on the shipping label. The property was estimated at approximately \$30,000.00</p>
06Aug14	D/C T. COWIE D/C J. YANTZI	<p>On August 6, 2014 both D/C COWIE and D/C YANTZI attended to assist front-line uniform members of the Wellington County Crime Unit with a property crime investigation. The officers were called out after just completing a late shift the day earlier and without hesitation jumped at the opportunity to assist.</p> <p>Constable VALLIER had three people arrested and detained for possession of property obtained by crime and requested assistance to write a warrant to seize stolen property located where the accused persons were arrested.</p> <p>PC VALLIER and his platoon worked together to give D/C COWIE and D/C YANTZI the information required to obtain the grounds to write a search warrant. D/C COWIE and YANTZI also conducted a parallel investigation to confirm information and acquire further information to support the search warrant.</p> <p>D/C COWIE submitted the search warrant via Telewarrant and it was granted. Members of the Wellington County Street Crime Unit assisted by Front-line uniform, Crime Unit and the FIS executed the warrant and recovered approximately \$30,000.00 worth of furniture and a tractor trailer unit all taken from the City of Guelph.</p>



County of Wellington OPP Report for the Police Services Board

22Aug14 PC S. SLESSOR

On August 22, 2014 PC SLESSOR was on general patrol on Wellington Road 11. He observed a pick-up truck go through a stop sign and almost strike his cruiser. PC SLESSOR initiated a traffic stop, but the driver sped off traveling at high speed. PC SLESSOR immediately called in the pursuit. His radio transmissions were clear, calm and he readily provided updates. For public safety reasons PC SLESSOR disengaged when the vehicle entered the Town of Drayton.

A short time later PC SLESSOR located the vehicle abandoned on a property within the Town of Drayton. He secured the scene and called for assistance. The vehicle and a nearby shed were searched and stolen property from Perth County was located. The investigation continues.

Notable Events

Noteworthy Information and Events

Civic Holiday

With the start of August comes the August long weekend or Civic holiday celebrated on the first Monday of the month. With tens of thousands of motorists heading to cottage country, Ontario Provincial Police take to the highways to ensure that everyone arrives at their holiday destination safely. This year, Wellington County OPP, was out in full force patrolling the highways, trails and waterways within the County. Below are the results of Wellington County OPP's commitment by charges laid and total number of hours dedicated to the initiative.

Wellington County – Statistics (Civic holiday)

Fail to move Over	4
Other Moving Violations	7
Speeding	220
Stunt / Racing	3
Seatbelt	10
Distracted Driving	3
Other HTA	20
LLA Charges	2
CAIA Charges	9
Impaired – Alcohol	3
Other Criminal Driving Charges	1
Warn Range Suspensions	4
Marine Offences	3
ATV Offences	1
Other Prov. Statutes	9
Drug Offences	1
Hwy - Total Hours Dedicated	144.25
Marine - Total Hours Dedicated	28.5
Trails - Total Hours Dedicated	1.5



Fentanyl "Patch for Patch" Program/Video

The Fentanyl "Patch for Patch" program is a joint public safety awareness initiative spearheaded by the Guelph-Wellington Drug Strategy and supported by the County of Wellington Communications Department. Stakeholders are working together to create a video that involves testimonials and educational information from the Chief Medical Officer of Public Health, the local pharmacy association, Wellington County OPP and the Guelph Police Service. Shooting of the video is planned for September 2014 with a public launch event scheduled for November.

Denny Bus Line

Wellington County Detachment partnered with Denny Bus Lines to proactively work with their school bus operators in a joint information session. PC SCHWINDT, PC ROCKEFELLER, PC VANDYK and Sgt. NIXON attended two sessions with Denny Bus Lines totalling 75 school bus drivers. The officers discussed safety, rules of the road, and enforcement of drivers who disobey flashing school bus lights and stop arms. They also spent time answering questions/concerns from the drivers and company officials. The officers received a very positive response from the drivers and management. A one-page driver complaint template was developed by the OPP to be used to capture important information should an offence be witnessed.

Mental Health

A joint meeting with members of the WWLHIN, Family Health Teams and CMHA took place in early August 2014. Those in attendance are working towards a coordinated response to Mental Health issues in Wellington County. The goal is a monthly situational table with involved agencies to address high risk clients putting plans in-place to be proactive and support the individual. The focus is achieving a reduction in hours spent by officers and emergency departments in addressing MHA responses. In addition, joint officer training sessions are being discussed. Talks are also taking place as to the feasibility of having a Mental Health employee co-located in one of the Wellington County OPP Operations Centres.

Riverfest

Riverfest 2014 took place this year on August 22nd & 23rd. Wellington County OPP, the Township of Centre Wellington and the organizers mutually worked together in advance of the event to develop an effective operational plan to address public safety. The event went off without a hitch. Officers deployed at the event remarked on the overall good behaviour of the participants with very little trouble.

Processing Activity Report

Page: 1

Data Type: Parking

Creation Date/Time: 03/09/2014 10:16:19 AM

Transaction dates of 01/06/2014 through 30/06/2014

The County of Wellington

Agency: All

Ticket Activity	Number	Value
Tickets - Entered		
AutoCite Ticket	0	\$0.00
Manually Entered Ticket	36	\$720.00
Skeletal Ticket	0	\$0.00
Subtotal Tickets Entered	36	\$720.00
Tickets - Reactivations		
Voids - Reinstated	0	\$0.00
Dismissals - Reversed	0	\$0.00
Waived - Reversed	0	\$0.00
Subtotal Ticket Reactivated	0	\$0.00
Tickets - Removed		
Voided	0	\$0.00
Dismissed	13	\$260.00
Waived	0	\$0.00
Skeletal Ticket Matches	0	\$0.00
Subtotal Ticket Removed	13	\$260.00
Total Ticket Activity	23	\$460.00
Fines and Fees Added		
Fines Added	0	\$0.00
Late Fees Added	32	\$320.00
NSF Fees Added	0	\$0.00
Other Fees Added	99	\$1,956.00
Total Fines and Fees Added	131	\$2,276.00
Fines and Fees Removed		
Fines Removed	0	\$0.00
Late Fees Removed	1	\$10.00
NSF Fees Removed	0	\$0.00
Other Fees Removed	0	\$0.00
Total Fines and Fees Removed	1	\$10.00
Total Change from Ticket Activity and Added Fees		\$2,726.00

Payment Activity	Number	Fine	Late Fee	NSF Fee	Service Fee	Total \$
Ticket - Payments						
Fully Paid	37	\$720.00	\$140.00	\$0.00	\$89.50	\$949.50
Partially Paid	13	\$390.00	\$0.00	\$0.00	\$208.00	\$598.00
Over Payments	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Payments	50	\$1,110.00	\$140.00	\$0.00	\$297.50	\$1,547.50
Outside Payments	50	\$1,110.00	\$140.00	\$0.00	\$297.50	\$1,547.50
Ticket Payments Rescinded						
Payment Reversals	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
NSF Reversals	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Rescinded Payments	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Refunded Overpayments	0	\$0.00				\$0.00
Payments	50	\$1,110.00	\$140.00	\$0.00	\$297.50	\$1,547.50
Total Fees Paid				0		\$0.00
Gross Revenue(Total Payments - Total Fees Paid)						\$1,547.50
Adjustments				0		\$0.00

Net Database Change(Total Change from Activity and Added Fees - Total Payments - Adjustments)

\$1,178.50 187

Processing Activity Report

Page: 1

Data Type: Parking

Creation Date/Time: 03/09/2014 10:16:35 AM

Transaction dates of 01/07/2014 through 31/07/2014

The County of Wellington

Agency: All

Ticket Activity	Number	Value
Tickets - Entered		
AutoCite Ticket	0	\$0.00
Manually Entered Ticket	57	\$1,140.00
Skeletal Ticket	0	\$0.00
Subtotal Tickets Entered	57	\$1,140.00
Tickets - Reactivations		
Voids - Reinstated	0	\$0.00
Dismissals - Reversed	0	\$0.00
Waived - Reversed	0	\$0.00
Subtotal Ticket Reactivated	0	\$0.00
Tickets - Removed		
Voided	1	\$66.00
Dismissed	13	\$260.00
Waived	0	\$0.00
Skeletal Ticket Matches	0	\$0.00
Subtotal Ticket Removed	14	\$326.00
Total Ticket Activity	43	\$814.00
Fines and Fees Added		
Fines Added	0	\$0.00
Late Fees Added	29	\$290.00
NSF Fees Added	0	\$0.00
Other Fees Added	14	\$220.75
Total Fines and Fees Added	43	\$510.75
Fines and Fees Removed		
Fines Removed	1	\$15.00
Late Fees Removed	1	\$10.00
NSF Fees Removed	0	\$0.00
Other Fees Removed	0	\$0.00
Total Fines and Fees Removed	2	\$25.00
Total Change from Ticket Activity and Added Fees		\$1,299.75

Payment Activity	Number	Fine	Late Fee	NSF Fee	Service Fee	Total \$
Ticket - Payments						
Fully Paid	42	\$840.00	\$140.00	\$0.00	\$32.00	\$1,012.00
Partially Paid	13	\$390.00	\$0.00	\$0.00	\$208.00	\$598.00
Over Payments	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Payments	55	\$1,230.00	\$140.00	\$0.00	\$240.00	\$1,610.00
Outside Payments	55	\$1,230.00	\$140.00	\$0.00	\$240.00	\$1,610.00
Ticket Payments Rescinded						
Payment Reversals	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
NSF Reversals	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Rescinded Payments	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Refunded Overpayments	0	\$0.00				\$0.00
Payments	55	\$1,230.00	\$140.00	\$0.00	\$240.00	\$1,610.00
Total Fees Paid				0		\$0.00
Gross Revenue(Total Payments - Total Fees Paid)						\$1,610.00
Adjustments				0		\$0.00

Net Database Change(Total Change from Activity and Added Fees - Total Payments - Adjustments)

\$-310.25 188

Processing Activity Report

Page: 1

Data Type: Parking

Creation Date/Time: 03/09/2014 10:17:01 AM

Transaction dates of 01/08/2014 through 31/08/2014

The County of Wellington

Agency: All

Ticket Activity		Number	Value
Tickets - Entered			
AutoCite Ticket		0	\$0.00
Manually Entered Ticket		48	\$2,360.00
Skeletal Ticket		0	\$0.00
Subtotal Tickets Entered		48	\$2,360.00
Tickets - Reactivations			
Voids - Reinstated		0	\$0.00
Dismissals - Reversed		0	\$0.00
Waived - Reversed		0	\$0.00
Subtotal Ticket Reactivated		0	\$0.00
Tickets - Removed			
Voided		0	\$0.00
Dismissed		0	\$0.00
Waived		0	\$0.00
Skeletal Ticket Matches		0	\$0.00
Subtotal Ticket Removed		0	\$0.00
Total Ticket Activity		48	\$2,360.00
Fines and Fees Added			
Fines Added		0	\$0.00
Late Fees Added		15	\$150.00
NSF Fees Added		0	\$0.00
Other Fees Added		7	\$112.00
Total Fines and Fees Added		22	\$262.00
Fines and Fees Removed			
Fines Removed		1	\$280.00
Late Fees Removed		1	\$10.00
NSF Fees Removed		0	\$0.00
Other Fees Removed		0	\$0.00
Total Fines and Fees Removed		2	\$290.00
Total Change from Ticket Activity and Added Fees			\$2,332.00

Payment Activity	Number	Fine	Late Fee	NSF Fee	Service Fee	Total \$
Ticket - Payments						
Fully Paid	51	\$1,005.00	\$250.00	\$0.00	\$76.75	\$1,331.75
Partially Paid	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Over Payments	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Payments	51	\$1,005.00	\$250.00	\$0.00	\$76.75	\$1,331.75
Outside Payments	52	\$985.00	\$240.00	\$0.00	\$76.75	\$1,301.75
Ticket Payments Rescinded						
Payment Reversals	1	\$20.00	\$10.00	\$0.00	\$0.00	\$30.00
NSF Reversals	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal Rescinded Payments	1	\$20.00	\$10.00	\$0.00	\$0.00	\$30.00
Refunded Overpayments	0	\$0.00				\$0.00
Payments	50	\$985.00	\$240.00	\$0.00	\$76.75	\$1,301.75
Total Fees Paid				0		\$0.00
Gross Revenue(Total Payments - Total Fees Paid)						\$1,301.75
Adjustments	Uncollectable Fines and Fees			0		\$0.00

Net Database Change(Total Change from Activity and Added Fees - Total Payments - Adjustments)

\$1,030.25 189



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Police Services Board
From: Kelly-Ann Wingate, Parking, Licensing and Alarm Coordinator
Date: Wednesday, September 10, 2014
Subject: False Alarm Revenue Report

False Alarm revenue collected for 2014.

Month	False Alarms sent to the County for invoicing	Amount invoiced to customers	Amount collected to date
January	68	\$2600	\$2700
February	0	\$200	\$3300
March	66	\$4900	\$900
April	38	\$1850	\$3200
May	44	\$2500	\$3300
June	54	\$3050	\$1400
July	42	\$1750	\$3300
August	46	\$2650	\$1250
September			
October			
November			
December			
2014 YTD	358	\$19,500	\$19,350
2013 YTD	305	\$26,400	\$26,300
2013 Totals	463	\$39,400	\$38,250

Recommendation:

That the September 2014 False Alarm Revenue report be received for information.

Respectfully submitted,

Kelly-Ann Wingate
Parking, Licensing and Alarm Coordinator



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Roads Committee
From: Gordon J. Ough, P. Eng., County Engineer
Date: September 9, 2014
Subject: **Community Safety Zone Request**

Background:

Attached is a request to designate a newly paved section of WR14 (Eliza St.) in Arthur as a Community Safety Zone.

Several years ago the concept of designating “proven and persistent problem areas” as Community Safety Zones was imported into Canada from the USA.

Our neighbour, the Region of Waterloo, installed several “pilot programme Community Safety Zones (CSZs)” several years ago and have taken all but two or three out. It is my understanding that the Region tried to take these remaining few out but protests from the local residents to removing them resulted in them being left in.

Apparently, the traffic calming was very short lived because police enforcement was sustained when the CZSs first went in but could not be sustained for the long term because the locations where the CSZs went in were not always “proven and persistent problem areas” and did not always draw a police presence.

In the attached correspondence from Dan and Willaby Cotton they also mention the use of signs that record your speed as a traffic calming device.

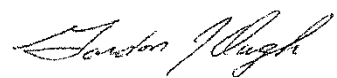
The County currently does not own any of these types of signs. There are a few signs of this type within the County that have been erected either by local municipalities or service clubs.

The Cotton’s indicate that those signs do catch their attention and slow them down. I have heard that the traffic calming can be short lived with these signs as well. Some drivers, apparently even speed up to see how high a number they can record. Again, if these signs are not placed in truly problem areas when a police presence is already attracted, meaningful traffic calming is likely somewhat short lived.

Recommendation:

It is recommended that a letter of response be sent to Mr. & Mrs. Cotton indicating that we will pass their concerns along to the Wellington County OPP for their periodic monitoring of the area; and that in the absence of this area being considered a proven and persistent problem area, the use of a Community Safety Zone or a radar speed sign are not anticipated at this time.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Gordon J. Ough".

Gordon J. Ough, P. Eng.
County Engineer

Kim Courts

From: Lynda White
Sent: August 19, 2014 12:12 PM
To: Gord Ough; Scott Wilson; Scott.Lawson@ontario.ca; Joanne Ross; Raymond Tout; Donna Bryce
Cc: Kim Courts
Subject: FW: county road

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: No Appts

Hello All:

I would appreciate if this request was put on the September agenda's for both Roads Committee and Police Board, and a reply back to the Cotton's once a decision is made. I would like to be informed on the decisions made. Thanks so much. See you in September.

Regards, Lynda

Lynda White
County of Wellington
Councillor Ward 4
519-848-3145

-----Original Message-----

From: info@esolutionsgroup.ca [<mailto:info@esolutionsgroup.ca>] On Behalf Of d_w_cotton@hotmail.com
Sent: August-18-14 5:29 PM
To: Lynda White
Subject: county road

Hi Linda

We are most grateful for the beautifully paved road that our business True North Car Wash and Storage is on, this job was completed in a very timely matter.

As concerned citizens we worry about the speed traveled on that road as drivers are entering Arthur. Now that it is so wonderfully smooth we fear the speed will be even more so.

Could that part of the road be designated a Community Safety Zone, then those caught speeding there would have greater fines to pay. A sign that records your speed traveled also slows people down, at least it does me! These are questions we would appreciate you answering for us.

Thanks for your attention to this Linda.

Dan and Willaby Cotton

Home phone 519-848-2267 or return email

Origin: <http://www.wellington.ca/en/government/meetyourcountycouncil.asp>

This email was sent to you by Willaby Cotton<d_w_cotton@hotmail.com> through <http://www.wellington.ca/>.



The Corporation of the County of Wellington Social Services Committee Minutes

September 10, 2014
County Administration Centre
Guthrie Room

Present: Warden Chris White
Councillor Gordon Tosh (Chair)
Councillor Jean Innes
Councillor Bruce Whale
Councillor Lynda White

Staff: Eddie Alton, Social Services Administrator
Luisa Artuso, Director of Child Care Services
Susan Aram, Manager of Financial Services
Stuart Beumer, Director of Ontario Works
Harry Blinkhorn, Acting Director of Housing
Donna Bryce, County Clerk
Shauna Calder, Senior Financial Analyst
Ken DeHart, County Treasurer
Kevin Mulholland, Property and Construction Manager
Ryan Pettipiere, Special Services Manager
Scott Wilson, CAO

Also Present: Shawn Armstrong, General Manager of EMS, City of Guelph
Stephen Dewar, EMS Chief, City of Guelph
Karen Kawakami, Social Services Liaison, City of Guelph

1. Call to Order

At 1:00 pm the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Delegations:

3.1. Mr. Norman Sharpe, Owner/Operator White House Lodge, Harriston

Mr. Norman Sharpe, Owner and Operator of White House Lodge, gave an overview of services and requested support under the County's Domiciliary Housing Programme.

Staff was requested to review and report back to the Committee.

3.2. Mr. Shawn Armstrong, General Manager of EMS, City of Guelph provided the committee with an update on the meetings with the County's member municipalities regarding emergency services in an effort to improve communication and strengthen relations.

4. Willowdale Childcare and Learning Centre Project Update

1/5/14

Moved by: Councillor Innes

Seconded by: Warden White

That the new Willowdale Child Care Project Status Report #2 be received for information.

Carried

5. Social Services Financial Statements as of August 31, 2014

2/5/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Social Services Financial Statements as of August 31, 2014 be approved.

Carried

6. Child Care

6.1. Inclusive Early Childhood Services System Research Project

3/5/14

Moved by: Councillor L. White

Seconded by: Councillor Innes

That the Inclusive Early Childhood Service System Research Project report be received for information.

Carried

6.2. Willowdale Childcare and Learning Centre User Fees

4/5/14

Moved by: Councillor L. White

Seconded by: Warden White

That the user fees for Willowdale Child Care and Learning Centre be approved as of October 1, 2014 for 2014-15 as set out in report CC-14-11; and

That staff be directed to prepare the necessary by-law.

Carried

6.3. Purchase of Service Agreements - Mapleton Preschool

5/5/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Purchase of Service Agreements for Fee and Wage Subsidy with Drayton Peel Maryborough Co-operative Nursery School Inc. be terminated effective December 31, 2014.

Carried

6.4. Purchase of Service Agreement - First Steps Daycare

6/5/14

Moved by: Councillor L. White

Seconded by: Councillor Innes

That the County Clerk be authorized to amend Schedule B on the Purchase of Service Agreements for Fee and Wage Subsidies with First Steps Daycare (Guelph) Inc. to include a third site located at 520 Speedvale Avenue East in Guelph, subject to the programme meeting the priorities for consideration and all other requirements of the County of Wellington for Purchase of Service Agreements.

Carried

7. Housing

7.1. Arthur Affordable Housing Update Report

7/5/14

Moved by: Warden White

Seconded by: Councillor L. White

That the report titled Purchase of 182 George St., Arthur, Affordable Housing Property, be received for information.

Carried

7.2. Michael House Update

8/5/14

Moved by: Warden White

Seconded by: Bruce Whale

That the update by Harry Blinkhorn, Acting Director of Housing, regarding the Michael House mediator agreement be received for information.

Carried

7.3. Investment in Affordable Housing Funding Update Report

9/5/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Investment in Affordable Housing for Ontario (IAH) (2014 Extension) Report be received for information.

Carried

7.4. Social Housing Statistics

10/5/14

Moved by: Councillor L. White

Seconded by: Councillor Innes

That the County of Wellington Housing Services Status and Activity Report be received for information.

Carried

8. Ontario Works

8.1. 2014 Ontario Works Client Profile

11/5/14

That the 2014 Ontario Works Caseload Profile report be accepted for information.

Carried

8.2. Provincial Budget Changes to Ontario Works

12/5/14

Moved by: Councillor L. White

Seconded by: Councillor Whale

That report OW-14-10 2014 Provincial Budget- Implications for Ontario Works be received for information.

Carried

8.3. Ontario Works Statistics

13/5/14

Moved by: Councillor Innes

Seconded by: Councillor Whale

That the July and August 2014 Ontario Works Statistics be received for information.

Carried

9. Rural Transportation Study Update Report

14/5/14

Moved by: Warden White

Seconded by: Councillor Innes

That report AD-14-09 Towards Coordinated Rural Transportation: Wellington County Study Region Assessment, be received for information.

Carried

10. Wyndham Hill Funding Request Report

15/5/14

Moved by: Councillor Whale

Seconded by: Councillor Innes

That subject to the County obtaining consents of the Ministry and/or prior mortgagees as may be required by the Lease and applicable legislation, the County has approved funding of up to \$400,000 for the contracting costs relating to the remediation of the mould in the units at the project under the following conditions:

That the tender issued for Phase 2 not be awarded without the Social Services Administrator approval;

That the funding be considered a loan to be secured by a collateral mortgage secondary to existing mortgages and fully repayable if Wyndham Hill sells the project or no longer provides affordable housing;

That interest charges on the loan and repayment begins when the Service Manager determines that the housing provider has the financial capacity to pay or upon the end of the mortgage/operating agreement within such period at the discretion of the CMSM. During the repayment period agreed to by the CMSM, Wyndham Hill will be required to continue to provide affordable housing;

That interest rates and repayment terms will be determined in consultation with the Social Services Administrator and County Treasurer;

That Wyndham Hill will be required to sign such security agreements as may be determined necessary by the County Solicitor;

That the Service Manager will provide the payment of \$400,000 using projected operational savings in 2014 and funding from the Housing Emergency Capital Reserve (if necessary) and will reconcile the amounts based on actual expenditures and invoices as required to be submitted by Wyndham Hill Co-operative Homes, Inc.

Carried

11. Closed Meeting

16/5/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Social Services Committee move into a closed meeting for the purposes of considering litigation or potential litigation.

Carried

12. Rise and Report

17/5/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Social Services Committee rise and report from the closed meeting.

Carried

13. Adjournment

At 2:30 pm, the Chair adjourned the meeting until October 8, 2014 or at the call of the Chair.

Gordon Tosh
Chair
Social Services Committee

September 10, 2014

To: Wellington County Council
Social Services Committee

Re: Domiciliary Housing Support For Adults with Mental Health Illness at Whitehouse Lodge in Harriston

Background

Whitehouse Lodge is a 16 bed group home located in Harriston, Ontario

The home specializes in providing housing and supports to daily living including meals, administering meds, assisting residents to appointments and coordinating daily activities for adults with significant mental health, brain injury and/or developmental challenges.

All residents are on ODSP which provides \$696 for room and board. Prior to this year most residents received additional housing support from Developmental Services in both Wellington and Waterloo. However, Waterloo DSO has relocated number of residents to housing within their area and support for 5 remaining long term residents (who felt that Whitehouse Lodge and a smaller community were more appropriate for their well being) is uncertain.

All residents at our home are and have been residents of Wellington County for a number of years. They are people who are not suited for other supported housing in the County due to their special needs and behaviors. Several have been removed from other supportive living facilities in the County because their behavior posed to great a challenge.

Other than Whitehouse Lodge, there are no other homes for adults with mental health issues in Wellington County.

Up to now, Wellington County provides no Domiciliary Housing Support for adults with mental health needs. This compares with other municipalities which provide considerable support for housing adults with mental health issues.

To properly care for our residents, we require the support of Wellington County's Domiciliary Housing Program. We currently have 13 residents which are only supported by the room and board rate of ODSP (\$696 per month). In order to provide the round the clock care that these residents require, we require the support of Wellington County's Domiciliary Housing Program. We currently have a minimum of 9 residents with no additional support, and depending on negotiations with Waterloo's Developmental Services, this may rise to 13.

We have approached ODSP in Guelph to secure a group home rate for our residents of \$900 per month. The participation of the County's Domiciliary Housing Program and Wellington County's DSO will enhance our chances of receiving this support. This will also reduce the contributions needed from each of these programs.

We request support for at least 6 residents, although more will enable us to improve the level of service.

Overview of Residents Residing in Whitehouse Lodge

- | | |
|------------|--|
| Resident A | Multiple heart attacks, strokes. Brain injury from strokes. Behavior issues make him a poor candidate for other housing options. |
| Resident B | Brittle diabetic. Legally blind. Brain injury from diabetes. Behavior issues make him a poor candidate for other housing. |
| Resident C | Personality disorder. Emotional issues and brain damage which make him a poor candidate for other housing options. |
| Resident D | Major personality disorder and mood swings which have denied him other housing options. |
| Resident E | Damage from brain aneurysm which results in very inappropriate behavior. Not suitable for other housing. |
| Resident F | Brain injury from car accident. involuntary movement issues from injury. Very little memory. |
| Others | Large group of dual diagnosis (mental health and developmentally challenged. Some are quite severe, some with physical challenges. |

The owners of Whitehouse Lodge recognize the fiscal challenges which all governments work with. However, we also recognize that up to now, Wellington County has not addressed social housing needs for adults with mental health that require supportive living environments. You have these needs just as all municipalities do. Without Harriston Lodge these residents of Wellington County would not be able to find appropriate long term housing in their home area. We are hopeful that you will see fit to provide the support needed to continue to care for the residents we have. We thank you for this consideration.

About the Owners

Whitehouse Lodge is owned by Diane Hicks and her brother Norman Sharpe. They acquired the home in August of 2013 and have been working to improve the facility.

Prior to coming to Harriston, Diane operated a residential group home in Thunder Bay which was funded and licensed by Homes for Special Care, a long term care program for adults with mental health issues. Diane was well respected in Thunder Bay for the operation of the home and her level of personnel care and commitment to the residents.

Prior to purchasing and operating Simcoe Residential Home (another HSC licensed facility) Norman had fifteen years experience in Alberta shared between being a provincial consultant on aboriginal adult training and post secondary education issues and directing public affairs and training for Motor Transport Services and Transportation Safety. Following that I operated my own recording artist management company for 12 years before deciding to take on the group home in Simcoe in 2008. Since taking over the home we have been recognized by several agencies for the high level of service provided to the residents.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Kevin Mulholland, Construction & Property Manager
Date: Wednesday, September 10, 2014
Subject: New Willowdale Child Care - Project Status Report #2

Status of project	<ul style="list-style-type: none">- Concrete foundations have been completed & backfilled- Structural steel & wood columns were installed- Wood framing & decking is now complete- Below grade mechanical & electrical is complete- Concrete floor was poured- Aluminum window installation has begun- Roofing has started- Mechanical & electrical rough ins have started- Site services have been installed- Retaining wall is complete
Upcoming work and deadlines	<ul style="list-style-type: none">- Window installation will be completed- Roofing will be finished- Exterior insulation will be installed- Masonry block walls will be completed- Drywall will begin- Painting is scheduled to begin- Fence installation will start- Concrete curbs & sidewalks will begin- Mechanical & electrical installations will continue
Status of construction schedule	<ul style="list-style-type: none">- project completion is currently scheduled for November 2014
Change orders approved since last meeting	<ul style="list-style-type: none">- 3
Total change orders approved to date	<ul style="list-style-type: none">- 3 (Demolition contract)- 3 (New construction contract)
Total net value of change orders approved to date	<ul style="list-style-type: none">- \$15,918.85 (Demolition contract)- \$16,436.48.00 (New construction contract)

Recommendation:

That the new Willowdale Child Care Project Status Report be received for information.

Respectfully submitted,

Kevin Mulholland
Construction & Property Manager



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee
From: Luisa Artuso, Director of Child Care Services CC-14-10
Date: September 10, 2014
Subject: **Inclusive Early Childhood Service System Research Project**

Background:

Early childhood services, in Ontario, have undergone a number of notable changes over the past decade, including Best Start; the introduction of Full Day Early Learning Kindergarten; Child Care Modernization; the Early Years Policy Framework; the Special Needs Strategy; and planning for Best Start Child and Family Centres. Each of these provincial early childhood strategies emphasizes greater “integration” among services for children and families; and they also involve a high degree of Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards partnering local service agencies in the planning and implementation processes.

Despite the fact that child and family researchers, policy makers, programme planners, and service providers continue to demonstrate strong support for these changes to Ontario’s system of early childhood services; there is also reasonably wide recognition that, especially at the local level, CMSMs and service providers are, from time to time, experiencing challenges regarding how to best meet all children’s needs while implementing many of the changes to the system. Many of the challenges were anticipated to occur, given the enormity of the proposed transitions to our children’s services system - and, for the most part, the challenges continue to be resolved through positive collaborative efforts and through a strengthening common vision for a better and more comprehensive system for children and their families.

However, to date, very little strategic attention has been placed on how new organizational structures in the early childhood services system might be affecting children with special needs/disabilities and their families. For these children, their learning, care and therapeutic environments have also been changing with the introduction of full day kindergarten, the impact of child care modernization, and transformations to early identification and early intervention services.

It is clear that what is missing and what is most needed is a full understanding of how such changes to the children’s services system are affecting children with special needs/disabilities and their families’ access to and true participation in programmes in order to move forward with comprehensive and meaningful service plan.

Update:

Hence, Wellington County Child Care Services has partnered with Ryerson University to explore how young children (birth to 6 years) with special needs/disabilities in the Wellington service delivery area are affected by the early childhood policies and services changes. This partnership is a research study that will focus on children’s and families’ experiences of inclusive early childhood services they use in Wellington over the course of three years. The study’s design involves comprehensive interviews with 15 Wellington area families who have a child with a special need/disability. The families will be interviewed three times (one time each year), starting with an interview (in the first year of the project) when their child is about two years old. This longitudinal

approach to the research study is to give us information on how their services change as children grow and transition through the system over time. While these data are gathered on children's and families' experiences of services; the study also involves a detailed examination of each families' service profile (descriptions of the services they are using) – which will intensify our understanding of these families' experiences, and make our conclusions from the study especially meaningful to us as the service system manager.

The study has been intentionally designed to understand the experiences of children with special needs/disabilities and their families from the following three perspectives – 1) families accessing licensed child care, 2) families accessing early intervention services, and, 3) families accessing Aboriginal programmes and services. For the purpose of providing us essential opportunities to critically examine how and why we develop service systems for children with special needs/disabilities and their families, researchers will conduct the same interviews in the service delivery areas of Hamilton, Timiskaming and Toronto. These interviews will help expand our knowledge by 1) providing examples of child and family experiences in their geographic, demographic, and planning contexts, which have characteristics that are common to ours (including their rural and urban attributes), and, 2) by strengthening our research engagement processes with families, including with Aboriginal families and Aboriginal services in our area.

Financial Implications:

The research project over four years will total a maximum of \$377,580.00 and will be funded in annual increments within the existing child care budget allocation with no additional municipal contribution required.

Recommendation:

That the Inclusive Early Childhood Service System Research Project report be received for information.

Respectfully submitted,

A handwritten signature in cursive script that reads "Luisa Artuso".

Luisa Artuso
Director of Child Care Services



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-14-11

Date: September 10, 2014

Subject: User Fees - Willowdale Child Care and Learning Centre

Update:

In order to prepare for families to pre-register for centre's re-opening in late fall of 2014, staff recommend the following user fees to be in effect for Willowdale Child Care and Learning Centre as of October 1, 2014. The rates will remain in effect for 2015.

The rates consider projected increases to operational costs, the income status of the families in the municipality, and the average public rates being charged by other local child care centres.

Willowdale Child Care and Learning Centre

Programme	Proposed 2014/2015 Rates
Infants	
Full day, 5 days/week	\$53.05
Full day < 5 days/week	\$63.60
½ day with lunch	\$34.50
½ day without lunch	\$31.85
Toddlers	
Full day, 5 days/week	\$42.90
Full day < 5 days/week	\$47.00
½ day with lunch	\$29.30
½ day without lunch	\$25.15
Preschoolers	
Full day, 5 days/week	\$37.70
Full day < 5 days/week	\$41.65
½ day with lunch	\$24.20
½ day without lunch	\$21.10

Recommendation:

That the user fees for Willowdale Child Care and Learning Centre be approved as of October 1, 2014 for 2014-15 as set out in report CC-14-11 and

That staff be directed to prepare the necessary by-law

Respectfully submitted,

A handwritten signature in cursive script that reads "Luisa Artuso".

Luisa Artuso
Director of Child Care Services



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-14-12

Date: September 10, 2014

Subject: Purchase of Service Agreements - Drayton Peel Maryborough Co-operative Nursery School Inc.

Background:

A requirement for licensed child care programmes to enter and maintain Purchase of Service Agreements for Fee and/or Wage Subsidy is to meet a significant portion of the Wellington County Child Care Operating Criteria.

The Operating Criteria is a programme evaluation tool used to ensure the distribution of public child care funding in an equitable way that prioritizes high level of quality practices. The tool includes several criteria that were generated by referencing evidence-based research literature. The references show direct links between observable and measurable practices in a child care programme and its overall quality.

Update:

Drayton Peel Maryborough Co-operative Nursery School Inc. is a not-for-profit nursery school located in Drayton in the Township of Mapleton. The programme currently has Purchase of Service Agreements for both Fee and Wage Subsidy. A stop admissions order, meaning that no new subsidized children would be placed at the centre, was issued in June 2014. The order was a result of the centre not meeting a significant portion since 2011 and while they did meet a significant portion in 2013 after an action plan was required, there was a very significant decrease in 2014.

The centre continues to not meet a significant portion of the Wellington County Child Care Operating Criteria due to refusal to address quality issues despite extensive verbal and written communication outlining significant issues and need for improvement.

As a result, staff recommends the termination Purchase of Service Agreements for Fee and Wage Subsidy effective December 31, 2014.

The termination of the Purchase of Service Agreement for Fee Subsidy will have no impact at this time.

The termination of the Purchase of Service Agreement for Wage Subsidy would result in the operator being responsible for the full cost of staff wages. The operator can continue to apply for one time operational grants such as Repairs and Maintenance, Play-Based Equipment and Supplies etc.

Financial Implications:

Wage subsidies will be allocated to programmes on the pressures list for wage subsidies for 2015.

Recommendation:

That the Purchase of Service Agreements for Fee and Wage Subsidy with Drayton Peel Maryborough Co-operative Nursery School Inc. be terminated effective December 31, 2014.

Respectfully submitted,

A handwritten signature in cursive script that reads "Luisa Artuso".

Luisa Artuso
Director of Child Care Services



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Social Services Committee

From: Luisa Artuso, Director of Child Care Services

CC-14-13

Date: September 10, 2014

Subject: Request for Purchase of Service Agreements for Fee and Wage Subsidy – First Steps Daycare (Guelph) Inc.

Background:

First Steps Daycare (Guelph) Inc. is a for-profit operator who currently has Purchase of Service Agreements for Fee and Wage Subsidy for two locations in Guelph; 81 Speedvale Avenue East (10 toddler, 21 preschool, 10 JK/SK spaces) and a school-age programme located 79 Speedvale Avenue East (7 JK/SK and 30 school-age spaces).

Update:

On September 1, 2014, the operator submitted a formal request to extend the current Purchase of Service Agreements for Fee and Wage Subsidy to include an additional school-age programme located at 520 Speedvale Avenue East, Guelph. This programme offers 30 spaces for before and after school, as well as full day child care on non-instructional days, March Break and summer months.

Attachments: Letter dated September 1, 2014 from Tammy Hayes, Owner, First Steps Daycare (Guelph) Inc.
License for First Steps Daycare (Guelph) Inc. – 520 Speedvale Ave. E., Guelph

Recommendation:

That the clerk be authorized to amend Schedule B on the Purchase of Service Agreements for Fee and Wage Subsidies with First Steps Daycare (Guelph) Inc. to include a third site located at 520 Speedvale Avenue East in Guelph, subject to the programme meeting the priorities for consideration and all other requirements of the County of Wellington for Purchase of Service Agreements.

Respectfully submitted,

A handwritten signature in cursive script that reads 'Luisa Artuso'.

Luisa Artuso
Director of Child Care Services

Under the ***Day Nurseries Act*** and the regulations, and subject to the limitations thereof, this licence is granted to:

First Steps Day Care (Guelph) Inc.

to operate a day nursery under the name of:

First Steps Daycare School Age - St. David & St. Patrick

at 520 Speedvale Avenue East in Guelph, in the County of Wellington.

1. This licence expires on the **31st day of March, 2015.**

2. Licensed capacity of day nursery:

School Age (68 Months – 12 Years)	30
Total	30

3. Director approval is granted for:

Director's approval has been granted for mixed age grouping under s. 55(2) of O. Reg. 262. Mixed age grouping can be implemented in only one group in each age category. 20% of the licensed capacity per age group is as follows: School Age: (30) 6 children.

4. This licence is subject to the following terms and conditions:

- (1) The operator shall ensure that the Licensing Inspection Summary is posted in a conspicuous place in the day nursery at or near an entrance commonly used by parents. The operator shall ensure that the completed Licensing Checklist and the Summary of Licensing Requirements and Recommendations sheets are readily available for parents.
- (2) This program is licensed to operate before and after school and full days on P.A. Days and School Holidays.
- (3) Within 30 days of commencing operation the operator shall ensure that a set of drinking water samples are taken and tested and submit a Laboratory Services Notification (LSN) form to the MOE. The operator shall provide proof of submission to the Regional Office of the Ministry of Education.

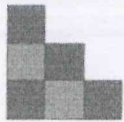


Ministry of Education

LICENCE TO
OPERATE A DAY NURSERY
Day Nurseries Act
No. 55624
Date of Issue: 31-Aug-2014

A handwritten signature in black ink, appearing to read "Susan Stephen".

Susan Stephen, Director under the *Day Nurseries Act*
Manager, Licensing and Compliance



FIRST

STEPS

DAYCARE(Guelph) INC.

RECEIVED
SEP - 2 2014

With each step your child will grow with us.

September 1, 2014

County of Wellington
Child Care Services
21 Douglas St.
Guelph, On
N1H2S7

Attention: Luisa Artuso

This is a Letter of Intent for First Steps Daycare – School Age – St. David & St. Patrick at 520 Speedvale Ave East, Guelph, ON N1E 1P6 to enter into a Purchase of Service agreement for Fee Subsidy and Wage Subsidy. We would like to provide families with equitable access to our High Quality Child Care and our staff equitable wages.

- Our expected capacity will be 30 spaces of school aged children 6-12yrs with a 20% mixed ratio.
- Start date will be September 2, 2014
- Days and times of operation – M- F 6:30 – 9:00 3:00 – 6:00 – Before/After School, offering PD days, March Break, Summer Camp – full days 6:30 – 6:00
- Months intended of operation – Jan – Dec. with exception to STAT holidays

We understand Council Approval must be given prior to the agreement. We look forward to continuing our positive relationship with the County of Wellington Child Care Services.

Please contact me if you have any questions or concerns.

Thank You

Tammy Hayes
Director/Owner



COUNTY OF WELLINGTON

COMMITTEE REPORT

HS – 14 - 08

To: Chair and Members of the Social Services Committee
From: Harry Blinkhorn, Acting Director of Housing
Date: Wednesday, September 10, 2014
Subject: **Purchase of 182 George St. Arthur, Affordable Housing Property**

Background

As approved by Committee and Council in April of 2014, the County has successfully negotiated purchasing the property at 182 George St, in Arthur from Matrix Affordable Homes for the Disadvantaged Inc. ("Matrix"). The property was built under the Affordable Housing Programme by Matrix under one of the first provincial funding programmes back in 2006. The property was purchased by the County with a closing date of August 26, 2014. The building contains nine one bedroom units, one two bedroom unit and one commercial unit. At the time of turn over all units were rented except for a one bedroom unit.

Update:

The County took possession of the property on August 26th and received all documents and keys from the previous owner. The vacant unit was rented effective August 29th and we now have full occupancy. Residents have been informed of the change of ownership, how to pay rent, contact information for County staff, etc. Necessary approvals were obtained from the Ministry and the original affordable housing agreement has been assigned from Matrix to the County. The project is to remain affordable until March 2026.

Staff are working on conducting a building inspection and identifying any necessary repairs in order to ensure that it is incorporated into the capital plan.

Financial Implications

The final purchase price of the Affordable Housing project located at 182 George Street falls within the approved budget of \$1.1 million. The purchase was funded through the County's Housing Development Reserve Fund.

Staff will develop an operating budget for this property during the 2015 budget process and report back to committee during that time. Any annual operating proceeds from the project will be returned to the Housing Development Reserve Fund.

Recommendation:

That the report "Purchase of 182 George St. Arthur, Affordable Housing Property" be received for information.

Respectfully submitted,

Harry Blinkhorn
Acting Director of Housing



COUNTY OF WELLINGTON

COMMITTEE REPORT

HS – 14 - 07

To: Chair and Members of the Social Services Committee
From: Harry Blinkhorn, Acting Director of Housing
Date: September 10, 2014
Subject: **Update on Provincial Investment in Affordable Housing Programme**

Background:

The Ministry of Municipal Affairs and Housing (MMAH) provides Provincial and Federal funding through the Investment in Affordable Housing Programme (IAH). These funds are used for various programmes that provide affordable housing including Ontario Renovates, Home Ownership, Housing Allowance Programme, Rent Support Programme, and Construction of Affordable Housing Buildings.

Report:

On August 11, 2014, the province and the federal government announced an extension to the IAH programme. This initiative will provide an additional \$801 million over six years to improve access to affordable housing that is safe, sound, suitable and sustainable for households in need across the province.

The County of Wellington's Year 1 (2014-15) notional funding allocation under the IAH (2014 Extension) is \$1,042,700. The County's allocation for the final years of the programme will be based on updated census data and will be provided once this data becomes available.

Participation in the IAH (2014 Extension) is subject to the County and Province entering into an Administration Agreement which has been submitted to the Ministry. Staff received the programme guidelines on August 26, 2014 and are reviewing the guidelines to determine the various options available to allocate these funds and will report back to committee and council with a proposed plan. An approved funding allocation for these funds has to be submitted to the Ministry by January 30, 2015.

Financial Implications

Funding will be 100% provincial/federal funding and no additional municipal funds will be required depending on the options approved by Committee and Council.

Recommendation:

That report "Update on Investment in Affordable Housing Programme" be received for information.

Respectfully submitted,

Harry Blinkhorn
Acting Director of Housing

Ministry of
Municipal Affairs
and Housing

Assistant Deputy Minister's Office

Housing Division
777 Bay St 14th Flr
Toronto ON M5G 2E5
Telephone: (416) 585-6738
Fax: (416) 585-6800

Ministère des
Affaires municipales
et du Logement

Bureau du sous-ministre adjoint

Division du Logement
777, rue Bay 14^e étage
Toronto ON M5G 2E5
Téléphone: (416) 585-6738
Télécopieur: (416) 585-6800



August 25, 2014

Ms. Heather Burke
Director, Housing
County of Wellington
74 Woolwich Street
Guelph ON N1H 3T9

Dear Ms. Burke:

Re: Investment in Affordable Housing for Ontario (IAH) (2014 Extension)

On August 11, 2014, the province and the federal government announced an extension to the Investment in Affordable Housing for Ontario (IAH) program. This initiative will provide an additional \$801 million over six years to improve access to affordable housing that is safe, sound, suitable and sustainable for households in need across the province.

As previously communicated, your Year 1 (2014-15) notional funding allocation under the IAH (2014 Extension) is \$1,042,700. Your allocation for the final five years of the program will be based on updated census data and will be provided once this data becomes available.

Participation in the IAH (2014 Extension) is subject to the Service Manager and the Province entering into an Administration Agreement. The Administration Agreement template is enclosed. The IAH (2014 Extension) Program Guidelines is Schedule I of the Administration Agreement. In order to provide you with a customized Administration Agreement, please complete the information in the enclosed customization template and return it at your earliest convenience to your regional ministry contact.

The Program Delivery and Fiscal Plan (PDFP) – Year 1 outlines your planned funding commitments in Year 1 for each of the program components. The template PDFP – Year 1 is enclosed. The completed PDFP – Year 1, along with your executed Administration Agreement should be returned to your regional ministry contact no later than November 30, 2014. The PDFP – Year 1 does not require Council approval. Approval by the Chief Administrative Officer (CAO) or delegated authority is sufficient.

If you are interested in participating in Housing Allowance Shared Delivery, please advise your ministry contact and identify your intention in your PDFP – Year 1. The IAH (2014 Extension)

Housing Allowance Shared Delivery Stream Reference Guide for Service Managers is enclosed. It is to be used in conjunction with the IAH (2014 Extension) Program Guidelines.

If your bank account information requires updating, please complete, sign and return the enclosed Electronic Funds Transfer Form along with a void cheque to your ministry contact.

Annual funding allocations under the IAH (2014 Extension) are provided on a 'use it or lose it' basis. Any funding not committed by the required timelines may be re-allocated to other Service Managers as there are limited options to move funding between program years.

I anticipate that you may face timing challenges in committing your funding allocation this year. As a result, we have extended the funding commitment deadline to January 30th, 2015. Ministry staff will be working closely with you to ensure full-take up of all available Year 1 funding.

I look forward to our continued collaboration as we implement the IAH (2014 Extension) in the coming years.

Yours sincerely,



Janet Hope
Assistant Deputy Minister

Enclosures: 1) Service Manager Administration Agreement template
 2) Information to Customize Service Manager Administration Agreement
 3) Program Delivery and Fiscal Plan – Year 1
 4) Application for Electronic Funds Transfer (Direct Deposit)
 5) IAH (2014 Extension) Housing Allowance Shared Delivery Stream Reference Guide for Service Managers

c: Tony Brutto, Team Lead, Regional Housing Services - MSO Western



County of Wellington Housing Services Status & Activity Report

2nd Quarter Report:

April 1, 2014 – June 30, 2014

PURPOSE

To give housing staff and administration a year to date overview of activity levels at the end of the 2nd quarter. (April 1, 2014 to June 30, 2014)

OVERVIEW

APPLICANT SERVICES

CENTRALIZED WAITING LIST COMPOSITION

(Figures represent centralized waiting list status composition as of June 30, 2014)

	Q2 2014	Q1 2014	(+/-)%
Prospective*	2	12	-83.3%
Applied*	16	22	-27.3%
Pending*	212	250	-15.2%
Eligible*	1037	1013	+2.4%
On Offer*	53	69	-23.2%
Total Applications	1320	1366	-3.4%
Total Applicant Household members	2426	2508	-3.3%

APPLICANT COMPOSITION BY GEOGRAPHIC AREA

From the City of Guelph	912(69%)	944(69%)	-3.4%
From the County of Wellington	207(16%)	203(15%)	+1.9%
From Outside the CMSM Area	201(15%)	219(16%)	-8.2%

CENTRALIZED WAITING LIST ACTIVITY

(Figures represent the total waiting list activity from April 1, 2014 to June 30, 2014)

	Q2 2014		Q1 2014	
<u>Housed*</u>	<u>90</u>	<u>100.0%</u>	<u>96</u>	<u>100.0%</u>
Housed RGI	55	61.2%	61	63.5%
Housed HAP	21	23.4%	23	24.0%
Housed Affordable	0	0.0%	3	3.1%
Housed Transfers	14	15.6%	9	9.4%
<u>Housed by Priority</u> (no transfers)	<u>76</u>	<u>100.0%</u>	<u>87</u>	<u>100.0%</u>
Chronologically	47	61.8%	56	64.4%
Special Priority*	29	38.2%	27	31.0%
Local Priority*	0	0.0%	4	4.6%
Cancelled*	225		163	
Ineligible*	27		7	
New Applicants	293		283	
Reactivated Applicants	25		16	
Offers*	203		231	
Refusals*	113		116	

ESTIMATED WAIT TIME

(These wait time are based on clients housed from July 1, 2013 to June 30, 2014 and how long they waited on average) (These numbers are for RGI clients housed and do not include wait times for Housing Allowance, Affordable or Transferred clients)

	County	Guelph	CMSM
All Chronologically Selected Clients	Q2 518 Days Q1 553 Days	886 Days 883 Days	786 Days 790 Days
Chronologically Selected Seniors*	Q2 660 Days Q1 724 Days	1029 Days 1065 Days	869 Days 921 Days
Chronologically Selected Adult	Q2 267 Days Q1 246 Days	822 Days 788 Days	732 Days 692 Days
Special Priority*	Q2 49 Days Q1 42 Days	130 Days 119 Days	125 Days 112 Days
Local Priority*	Q2 N/A Q1 N/A	180 Days 195 Days	180 Days 195 Days

REVIEWS OF DECISIONS

(Figures represent the Review of Decisions system activity by County of Wellington Housing Services and Guelph Non-Profit Housing Corporation from January 1, 2014 to June 30, 2014)(The Review of Decisions system was formally known as Internal Review)

	Q2	Q1	Total
Number of Reviews held	25	10	35
Number of decisions upheld	22	9	31
Number of decisions overturned	2	1	3
Number of decisions pending	1	0	1
Number of requests withdrawn	7	4	11

HOUSING HELP CENTRE

(Figures represent the total number of services and supports from April 1, 2014 to June 30, 2014)

	Q2	Q1	Total
Total Services and Supports provided:	245*	187*	432*

* This number does not necessarily reflect the number of unique households served; as multiple services and supports could be provided to a single household unit.

RENT BANK

(Figures represent the total numbers of services and supports from April 1, 2014 to June 30, 2014)

	Q2	Q1	Total
Total Services and Supports provided:	121*	108*	229*

* This number does not necessarily reflect the number of unique households served; as multiple services and supports could be provided to a single household unit.

RECEPTION TRAFFIC

(Figures represent the total rent payment traffic for County of Wellington, Housing Services reception staff from April 1, 2014 to June 30, 2014) (Does not include Guelph Non Profit Housing Corporation reception traffic numbers)

	Cash	Debit	All Other Types
2 nd Q 2014 rent payment traffic:	483(10%)	493(11%)	3686(79%)
1 st Q 2014 rent payment traffic:	533(11%)	508(11%)	3643(78%)

DEFINITIONS

Applied	means building selections have been made and the consent form is completed. The application is now ready for review by the service area or areas to which the applicant has applied.
Cancelled	means the applicant has requested to be removed from the waiting list, the applicant has not responded to requests for information, or the applicant has refused three reasonable offers of accommodation. Once canceled, there can be no further changes to the status or to the building selections.
Eligible	means at least one building complex has been approved for the service area. The applicant is now on the waiting list for all approved building complexes.
Local Priority	means a priority status given to an applicant whose housing has recently become condemned or uninhabitable, where obtaining housing is the sole condition for a release from a medical facility, or an applicant whose family is or could be separated due to lack of adequate housing.
Ineligible	means under the current circumstances, and with current information, the applicant is not eligible for the waiting list.
Housed	means an offer of housing has been accepted and a resident record has been created.
On Offer	means an offer of housing has been made to the applicant.
Pending	means an interim status used while waiting for more information or documentation regarding the application. This status can be assigned either before the applicant is made eligible, or afterwards if new information is being evaluated. In this case, the applicant is removed from the waiting list.
Prospective	means the application process has been started, but the consent form has not been signed. This would typically apply to applicants who apply “online.”
Refusal	means that an applicant has been offered a unit and has refused the offer of accommodation.

Senior means any applicant household whose youngest member is over the age of 55.

Special Priority means an applicant who is given priority status because their personal safety, or that of their family, is at risk because of abuse by an abuser that lives/lived in the same housing unit.

PROPERTY MANAGEMENT

UNIT ACTIVITY

(Figures represent the total number of units with the County of Wellington, Housing Services, Guelph Non-Profit Housing Corporation, the Rent Support Programme and directly managed Affordable Housing buildings, as of June 30, 2014)(The numbers from the Housing Allowance component of the Rent Support Programme can be found under the "Housing Programmes Administration" section of this document)

	CWHS	GNPHC	RSP	Total
Total units	1252	545	234	2031
Occupied units	1238	530	232	2000
Available Units	14	15	2	31
Market Rent Units*	8*	96*	N/A*	104*

* represents the market rent units as a portion of the Total Units, Occupied Units and On Offer /Available Unit totals and not in addition to the figures.

HOUSING COMMUNITY SUPPORTS

(Figures represent the average number of clients served per month by the community support workers from April 1, 2014 to June 30, 2014. These figures are for County of Wellington Housing Services and Guelph Non-Profit Housing Corporation clients)

		Total	Adult	Senior	Family
Average Caseload		152	52%	35%	13%
Contact Type	Onsite	Office	w/ Others	Phone/Email/etc.	
	21%	1%	40%	38%	
Issues	Conflicts	Hoarding	Life Skills	Mental Health	Other
	13%	20%	12%	27%	31%

AFFORDABLE HOUSING PROGRAMMES

(Figures represent the number of Affordable Housing units directly managed by the County of Wellington, Housing Services and Guelph Non-Profit Housing Corporation)
(These unit numbers are included in the above "Unit Activity" section and the Affordable Housing New Rental section under "Housing Programmes Administration")

Paisley	33
Gordon	55

ARREARS

(These numbers represent the total arrears for CWHS during the corresponding months)

Month	Total	Rental	Misc.	Maintenance	Over Payment
June/13	\$49,110.37	\$22,016.73	\$2,081.00	\$3,425.99	\$21,586.65
July/13	\$55,084.62	\$23,228.23	\$1,786.00	\$5,738.74	\$24,331.65
August/13	\$60,496.91	\$25,811.12	\$2,320.00	\$5,331.14	\$27,034.65
September/13	\$59,064.21	\$24,875.05	\$2,024.00	\$5,556.51	\$26,608.65
October/13	\$56,504.37	\$18,851.65	\$1,814.00	\$5,345.07	\$30,493.65
November/13	\$64,268.22	\$24,772.50	\$2,774.00	\$4,933.07	\$31,788.65
December/13	\$56,909.70	\$18,349.25	\$1,934.00	\$5,010.80	\$31,615.65
January/14	\$62,411.09	\$20,388.85	\$1,460.00	\$6,181.09	\$34,381.15
February/14	\$74,521.59	\$26,403.85	\$2,140.00	\$5,697.59	\$40,280.15
March/14	\$65,603.01	\$20,177.00	\$2,120.00	\$5,157.36	\$38,148.65
April/14	\$65,208.49	\$20,133.00	\$2,291.00	\$6,115.84	\$36,668.65
May/14	\$64,092.91	\$21,494.77	\$2,875.00	\$6,399.49	\$33,323.65
June/14	\$61,234.47	\$15,876.77	\$2,215.00	\$6,100.27	\$37,042.43

(These numbers represent the total arrears for GNPHC during the corresponding months)

Month	Total	Rental	Misc.	Maintenance	Over Payment
June/13	\$25,538.18	\$9,137.13	\$1,445.00	\$1,258.14	\$13,697.91
July/13	\$26,995.95	\$9,326.35	\$950.00	\$1,669.69	\$13,697.91
August/13	\$22,477.32	\$10,500.10	\$680.00	\$1,454.31	\$9,842.91
September/13	\$21,225.24	\$8,839.10	\$680.00	\$2,838.23	\$8,867.91
October/13	\$19,034.24	\$7,007.10	\$340.00	\$3,050.23	\$8,636.91
November/13	\$20,497.53	\$9,005.10	\$510.00	\$2,446.52	\$8,535.91
December/13	\$22,489.53	\$10,022.10	\$340.00	\$2,446.52	\$9,680.91
January/14	\$24,287.08	\$12,575.84	\$510.00	\$1,335.33	\$9,865.91
February/14	\$26,512.73	\$14,883.99	\$680.00	\$1,308.83	\$8,639.91
March/14	\$23,715.98	\$11,154.32	\$680.00	\$1,158.75	\$10,722.91
April/14	\$20,323.48	\$8,631.74	\$340.00	\$1,061.83	\$10,459.91
May/14	\$19,178.33	\$8,470.59	\$510.00	\$1,131.83	\$9,065.91
June/14	\$21,207.41	\$10,237.59	\$680.00	\$1,133.91	\$9,155.91

LEASE ACTIVITY

(Figures represent the total number of actions by County of Wellington Housing Services and Guelph Non-Profit Housing Corporation from January 1, 2014 to June 30, 2014)

	CWHS		GNPHC		Total	
	Q2	Q1	Q2	Q1	Q2	Q1
Lease Signings	49	38	31	16	80	54
Lease Changes	17	26	14	11	31	37

LANDLORD TENANT BOARD MANAGEMENT

(Figures represent the total number of Landlord Tenant Board actions by County of Wellington Housing Services and Guelph Non-Profit Housing Corporation from January 1, 2014 to June 30, 2014)

	CWHS		GNPHC		Total	
	Q2	Q1	Q2	Q1	Q2	Q1
N4's Served (<i>non-payment of rent</i>)	256	254	146	181	402	435
N5's Served (<i>early termination</i>)	14	4	2	1	16	5
N5's (2) Served	1	0	0	0	1	0
N6's Served (<i>Illegal Act</i>)	2	0	0	1	2	1
N7's Served (<i>10-Day notice Terminate</i>)	2	1	0	0	2	1
N8's Served (<i>Terminate at end of term</i>)	0	1	3	2	3	3
L1's Served (<i>evict for Non-payment</i>)	13	18	5	9	18	27
L2's Served (<i>Evict</i>)	3	2	0	1	3	3
L4's Served (<i>Evict- conditions not met</i>)	0	1	1	0	1	1
L9's Served (<i>Collect money owed</i>)	0	0	1	2	1	2
# of applications filed with the LTB	17	19	5	15	22	34
# of cases taken to the LTB	9	16	6	12	15	28
Total LTB actions	317	316	169	224	486	540

EVICCTIONS

(Figures represent the total number of evictions and the Landlord Tenant Board actions which led to the evictions from January 1, 2014 to June 30, 2014. These figures are for units managed by the County of Wellington Housing Services and Guelph Non-Profit Housing Corporation)

	CWHS		GNPHC		Total	
	Q2	Q1	Q2	Q1	Q2	Q1
N4 Evictions (<i>non-payment of rent</i>)	1	0	2	2	3	2
N5 Evictions (<i>early termination</i>)	1	0	0	0	1	0
N6 Evictions (<i>Illegal Act</i>)	0	0	0	1	0	1
N7 Evictions (<i>10-Day notice Terminate</i>)	0	1	0	0	0	1
N8 Evictions (<i>Terminate at end of term</i>)	0	0	0	0	0	0
Total Evictions	2	1	2	3	4	4

HOUSING OPERATIONS

MAINTENANCE ACTIVITY

(Figures represent maintenance activity totals by County of Wellington Housing Services & Guelph Non-Profit Housing Corporation from April 1, 2014 to June 30, 2014)

	CWHS		GNPHC		Total
	Q2	Q1	Q2	Q1	
Work orders Scheduled	1182	706	528	131	2547
Work orders closed	823	695	454	440	1412
Move outs	33	23	23	18	97
Move ins	35	36	30	18	119

CAPITAL ACTIVITY

(Figures represent the status of capital activity by County of Wellington Housing Services and Guelph Non-Profit Housing Corporation as of June 30, 2014)

COUNTY OF WELLINGTON HOUSING SERVICES

Parking Lot	Applewood / Sunset, Guelph	Pending
	39 Dawson, Guelph	Pending
	212 Whites, Palmerston	Pending
Exterior Lights	Applewood / Sunset, Guelph	Tendered
	576 Woolwich, Guelph	Tendered
	33 Marlborough/232 Delhi, Guelph	Tendered
	15 Willow/39 Dawson, Guelph	Cancelled
	32 Hadati, Guelph	Tendered
Int. Flooring	576 Woolwich, Guelph	Tendered
	32 Hadati, Guelph	Pending
Retaining Wall	411 Waterloo, Guelph	In Progress
	229 Dublin, Guelph	In Progress
Balconies	130 Grange, Guelph	Awarded
	212 Whites, Palmerston	Awarded

COUNTY OF WELLINGTON HOUSING SERVICES (CONTINUED)

Suspended Ceiling	32 Hadati, Guelph 450 Ferrier, Fergus	Tendered Tendered
Site Upgrades	15 Willow, Guelph 32 Hadati, Guelph 221 Mary, Elora	Pending Pending Pending
MUA Upgrade	51 John, Harriston 212 Whites, Palmerston	Pending Pending
Roof	360 Derby, Palmerston 320-350 Derby, Palmerston	Tendering Tendering
Front Entrance	450 Albert, Mount Forest 500 Ferrier, Fergus 450 Ferrier, Fergus	Awarded Awarded Awarded

GUELPH NON PROFIT HOUSING CORPORATION

Brick Work	85 Neeve St	Complete
Roofing	75 Flaherty Rd	Complete
Security Cameras	7 Christopher Crt	In Progress
Locks	394 Auden Rd 150-142 Imperial Rd	In Progress In Progress
Door Replacement	780 York Rd	Pending
Paint Corridors	85 Neeve St	Pending

HOUSING PROGRAMMES ADMINISTRATION

HOUSING PROVIDERS

(Figures represent all housing providers as of June 30, 2014)

Housing Providers	21
Total number of Properties	31
Number of "Projects in Difficulty"	3

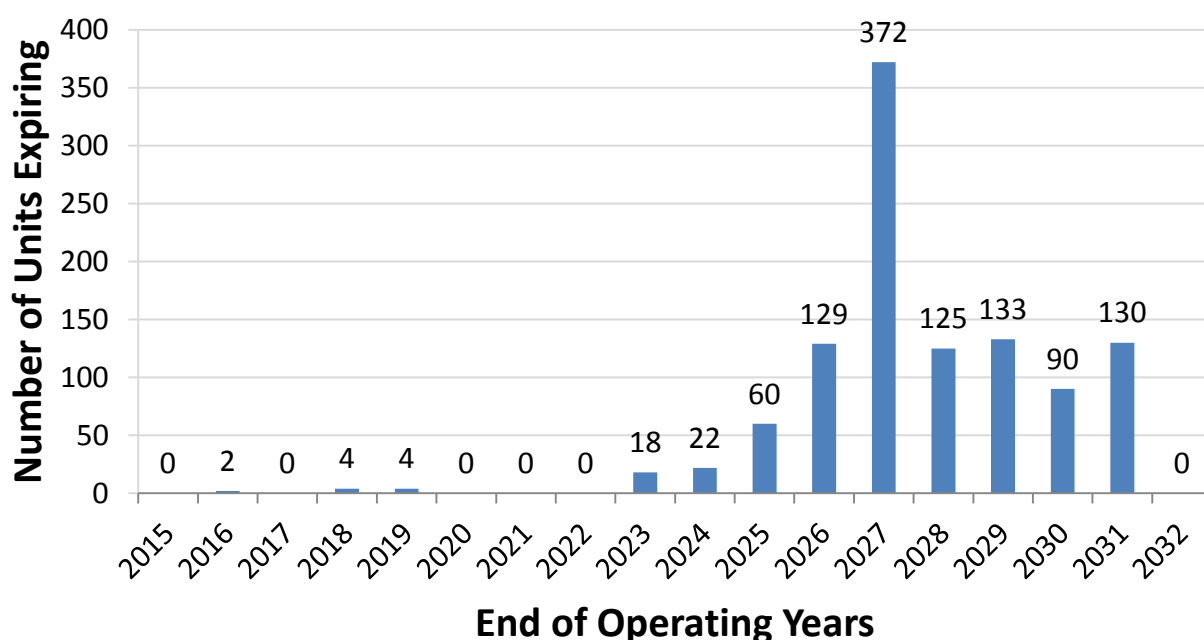
HOUSING PROVIDER PROPERTY MAKEUP

(Figures represent units for all 31 housing properties as of June 30, 2014) (These numbers include Guelph Non-Profit Housing Corporation which also has its unit makeup numbers represented in the Property Management section of this document)(100% of federal units are under “market rent units”)

Rent Geared to Income units	1089
Market Rent Units	476
Total Housing Provider Units	1565

END OF OPERATING AGREEMENTS

(This chart represents the operating agreements expiration years for all 31 housing properties and how many RGI units this could impact)



FEDERAL & PROVINCIALY FUNDED PROGRAMMES

INVESTMENT IN AFFORDABLE HOUSING OPERATING COMPONENTS

(The Investment in Affordable Housing Operating Components make up the Rent Support Programme. The Rent Support Programme (RSP) is made up of a Housing Allowance component and a Rent Supplement component) (The unit numbers under the Rent Supplement component also are included in the “Unit Activity” subdivision in the Property Management section of this document)

Housing Allowance Component (HAP) (HAP client activity as of June 30, 2014)

Current HAP Clients	90
Past HAP Clients	30
Total HAP Clients	120

Rent Supplement Component (RS) (RS client activity as of June 30, 2014)

Current RS Clients	15
Past RS Clients	2
Total RS Clients	17

AFFORDABLE HOUSING CAPITAL COMPONENTS

Home Ownership (Client activity from July 2007 to June 30, 2014)

Total Households Served	82
Total Active Loans	57
Total Loans Repaid	23
Total Loan Defaults	2
Total Revolving Funds Available	\$88392.84

Ontario Renovates (Client activity as of June 30, 2014)

Total Grants Paid	7
Total projects submitted	11
Total projects under consideration	4
Total projects deemed ineligible	0

AFFORDABLE HOUSING NEW RENTAL

(These figures show all buildings which have received funding under various Affordable Housing new rental programmes since 2005)

747 Paisley Rd, Guelph (Guelph Non-Profit Housing Corporation)

Year Built	2005
Affordable Housing units:	33

371 Waterloo Ave, Guelph

Year Built	2006
Affordable Housing units:	44

182 George St, Arthur

Year Built	2007
Affordable Housing units:	10

32 Gordon St, Guelph

Year Built	2009
Affordable Housing units:	7

165 Gordon St, Fergus (County of Wellington, Housing Services)

Year Built	2011
Affordable Housing units:	55

401 Edinburgh Rd. N, Guelph

Year Built	2012
Affordable Housing units:	80

Michael House

Year Built	Pending
Affordable Housing units:	8

Project Milestone (Estimates)

Permit Date:	July 2013
Occupancy Date:	April 2015

Applicant Services							
CWL Composition (These figures represent the Centralized Waiting List composition on the last day of the corresponding quarter)							
Total 2014 Q2 Applications on CWL:		1320	Total 2014 Q2 Household Members:		2426	Average members per application: 1.84	
Total 2014 Q1 Applications on CWL:		1366	Total 2014 Q1 Household Members:		2508	Average members per application: 1.84	
CWL Activity (Total Centralized Waiting List actions between April 1, 2014 & June 30, 2014)						Housed By Priority (transfers not included)	
	Total	RGI	Housing Allowance	Affordable	Transfers	Chronological	61.8%
Housed	90	55	21	0	14	Special Priority	38.2%
%	100%	61.2%	23.4%	0.0%	15.6%	Local Priority	0.0%
Wait Times (These figures represent the average CWL wait times for those housed between July 1, 2013 & June 30, 2014)							
CMSM* Chronological	All Units Types	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
Wait Times (years)	2.2 Years	1.9 Years	2.8 Years	1.3 Years	2.2 Years	N/A**	N/A**
*(CMSM - Consolidated Municipal Service Manager, encompassing the geographic region of the County of Wellington, including the City of Guelph)							
**(N/A - Not Applicable, as no units of this size were housed chronologically during the time period specified)							
Housing Help Centre (these figures show the number of supports provided from April 1, 2104 and June 30, 2014)							
Housing Help Centre supports provided:			245	Rent Bank supports provided:			121
Properties and Unit Composition							
CWHS Unit Breakdown (as of June 30, 2014)				Housing Provider Breakdown (Service Level Standard)			
CWHS* Owned Properties	31			Housing Providers	21		
CWHS* RGI Units	1189			Total Number of Properties	31		
Rent Support Units	234			Rent-geared-to-income Units	1089		
Housing Allowance Units	90			Market Rent Units	476		
Total Units with Support	1513			Total Number of Housing Provider Units	1565		
*(CWHS) County of Wellington Housing Services				*100% of federal units are under "market rent units"			
Housing Operations							
CWHS Maintenance Activity (between April 1, 2014 & June 30, 2014)							
Work Orders Scheduled		1182		Move Outs		33	
Work Orders Closed		823		Move ins		35	
Affordable Housing							
Affordable Housing New Rental				Affordable Housing Units In Development			
Affordable Housing Projects Built since 2005		6		Affordable Housing In Development		1	
Number of Affordable Housing Units		229		Number of Affordable Housing Units		8	
Affordable Units Directly Managed by CWHS		55		Occupancy Date		April 2015	



To: Chair and Members of the Social Services Committee
From: Stuart Beumer, Director of Ontario Works
Date: September 10, 2014

Subject: 2014 Ontario Works Caseload Profile

Background:

The Ontario Works office has completed its annual caseload profile that highlights important demographic information about individuals and families that are receiving Ontario Works. The caseload profile is intended to serve as a tool for planning and policy development that not only examines the current characteristics of the OW caseload, but also takes a reflective look back over the past number of years to identify trends and shifts in client demographics.

The profile examines the caseload from a number of key demographic variables including education levels, family composition, age and gender as well as examining trends in average length of time on assistance. Using the 2014 data of the OW caseload, the profile also maps the residential location of clients in the County's seven municipalities and in 20 neighbourhoods across the City of Guelph.

Summary of Key Trends

As a general trend, our overall caseload remains significantly higher than at the beginning of the last recession in 2008 and it continues to grow modestly on an annual basis. While the caseload is higher, this isn't necessarily reflected across all characteristics of the caseload. Identified below are some key trends for this year's report:

- Single clients continue to increase in total numbers and as a proportion of the overall caseload; increasing by 42 cases in 2014 and now comprising 64% of the total caseload
- Males continue to grow as a percentage of the caseload, now constituting 49% of participants
- The total number of dependant children on the caseload continues to decline, falling by 52 in 2014 and is now comparable to 2009 levels
- Trends noted since 2008 related to average client age increasing and client's remaining on assistance longer continue in the 2014 data

The 2014 Caseload Profile also takes a more in-depth look at the geographic distribution of the caseload across the County municipalities and the neighbourhoods in Guelph. Specifically the priority neighbourhoods identified in the Wellington-Dufferin-Guelph (WDGPH) report "Addressing Social Determinants of Health in Wellington-Dufferin-Guelph" were examined in comparison to the OW caseload data. There was a strong correlation between higher proportions of households on assistance and the priority neighbourhoods and municipalities identified by WDGPH.

Information contained in the Caseload Profile has been used to help plan, develop and deliver more effective employment services. Strategies such as locating programmes in priority areas or focusing on

the needs of certain client groups have been implemented in 2014 and will continue moving forward. The information in the Caseload Profile is also shared with our service delivery partners and helps to inform service delivery planning at a community level.

Attachment: 2014 Ontario Works Caseload Profile

Acknowledgement:

Ashley Coleman, Social Planning and Policy Analyst is the lead author of the attached caseload profile.

Recommendation:

That the 2014 Ontario Works Caseload Profile report be accepted for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Stuart Beumer'.

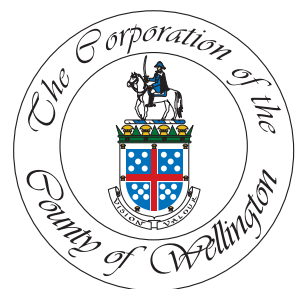
Stuart Beumer
Director of Ontario Works

A current and reflective review of the
County of Wellington's Social Services
Ontario Works Caseload.



Corporation of the County of Wellington

2014 Ontario Works Caseload Profile



www.wellington.ca

Table of Contents

1. Introduction	2
2. Methodology	2
3. Summary of Profile Results	3
4. General Caseload and Mapping	3
5. Caseload Variables and Trends	10
a. Months on Assistance	10
b. Education	12
c. Family Composition	13
d. Family Composition – Dependents	14
e. Family Composition and Gender	15
f. Gender	17
g. Age	18
6. Summary of Key Trends	19
7. Focus of Future Work	19

Introduction

The following report describes the demographic characteristics and associated trends of Ontario Works (OW) participants in the County of Wellington in January of 2014. The caseload profile is produced on an annual basis, and is intended to serve as a tool for planning and policy development that not only examines the current characteristics of the OW caseload, but also compares data from previous years to identify trends and shifts in participant demographics.

The County's largest office serving OW participants is located in Guelph, with a second office open in Fergus since April of 2012. The caseload profile looks at OW participants as a whole group, rather than separating them into their respective offices. In future years, we may take a closer and comparative profile of caseloads out of each office.

Methodology

There were two sources used to collect data for this caseload profile. The majority of the data was extracted from the Service Delivery Model Technology (SDMT) reports prepared by the Province. This data focused on OW applicants and their spouses, and less so on other dependants/beneficiaries. In order to report data on dependants¹ and their age breakdown, data was collected from Benefit Unit Summary reports. For consistency across data reporting, we used the applicant on the OW case as our reference for case information and excluded that of the spouse unless otherwise noted.

The 2014 Caseload Profile reveals a point-in-time snapshot of the demographic makeup of our caseload and any related trends using January 2014 data. Key variables explored in the profile include months on assistance, education, gender, family composition, and age. The caseload was also explored in more depth through an examination of the gender breakdown of the family composition of the caseload. Cross referencing such variables as gender and family composition gives us greater insight into who requires our services and thus which supports are to be prioritized.

When establishing boundaries for the County and City maps, we used township borders in the County and data from Wellington-Dufferin-Guelph Public Health when mapping the 20 neighbourhood boundaries in the City of Guelph.

The reporting of data has been altered in some sections of this report from that of 2013 to provide a more precise comparison of year-to-year variations. Although some of the data utilized in this report may differ slightly from that contained in the 2013 report, there is no notable difference between the data reported in 2014 and 2013. As a result, the integrity of either this report or the 2013 report remains unaffected. In addition, some figures may not add-up as a result of rounding.

¹ Dependants in this case refer to those under the age of 18 years.

Summary of Profile Results

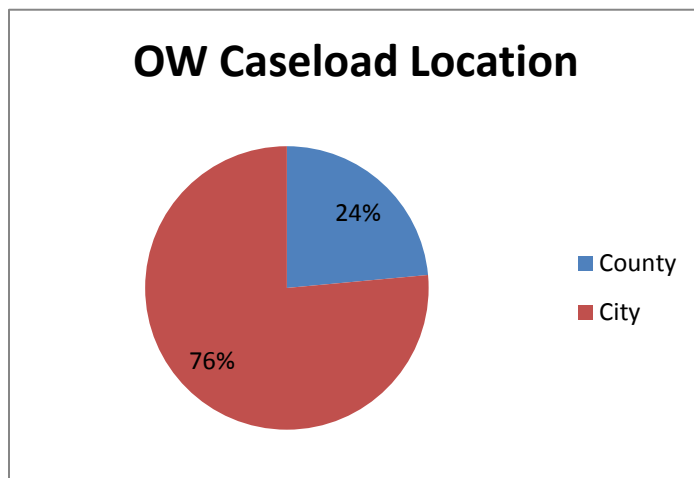
The total number of beneficiaries on the Ontario Works caseload in the County of Wellington in January of 2014 was 3,303. Of those beneficiaries, there were 1,957 applicants or heads of household, 198 spouses and 1,148 dependants. Young adults aged 25-34 years old made up the largest age category on the caseload, closely followed by youth aged 18-24 and adults aged 35-44. Of the 1,148 total dependants, 629 were children aged 0-6. Singles represent a large majority of the caseload at 64%; two thirds of which are males. Families led by sole-support parents comprise 28% of the caseload. Almost half of the caseload or 43% are without a high school education.

General Caseload and Mapping

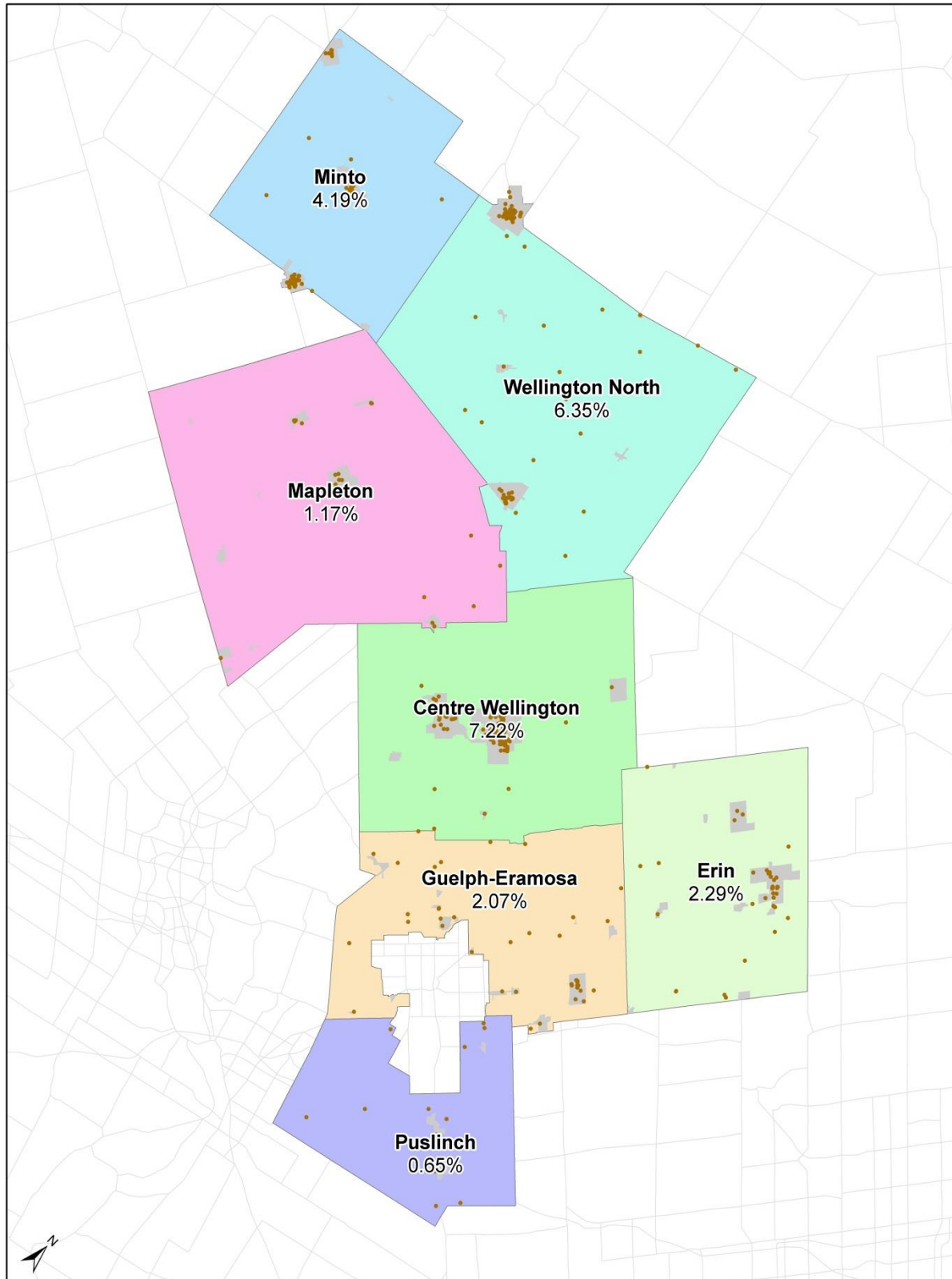
The OW caseload has been on a steady increase since the economic recession of 2008. Although the recession has ended, the caseload remains high and does not show signs of decreasing. Since 2008, the caseload has risen by approximately 60%. The biggest increase is noted from 2008 to 2010, where the caseload increased by 53%. Since that time, it has increased annually by a few percent each year, with the exception of a 4% decrease noted from 2010 to 2011. The following numbers reflect the impact of the global recession and the failure of the economic recovery to translate into a reduction in the number of households relying on Ontario Works (OW). The numbers below reflect total number of applicants on the caseload, not the total number of OW beneficiaries (applicants, spouses and their dependants):

Caseload	Total
January 2008	1,254
January 2009	1,524
January 2010	1,915
January 2011	1,833
January 2012	1,844
January 2013	1,941
January 2014	1,957

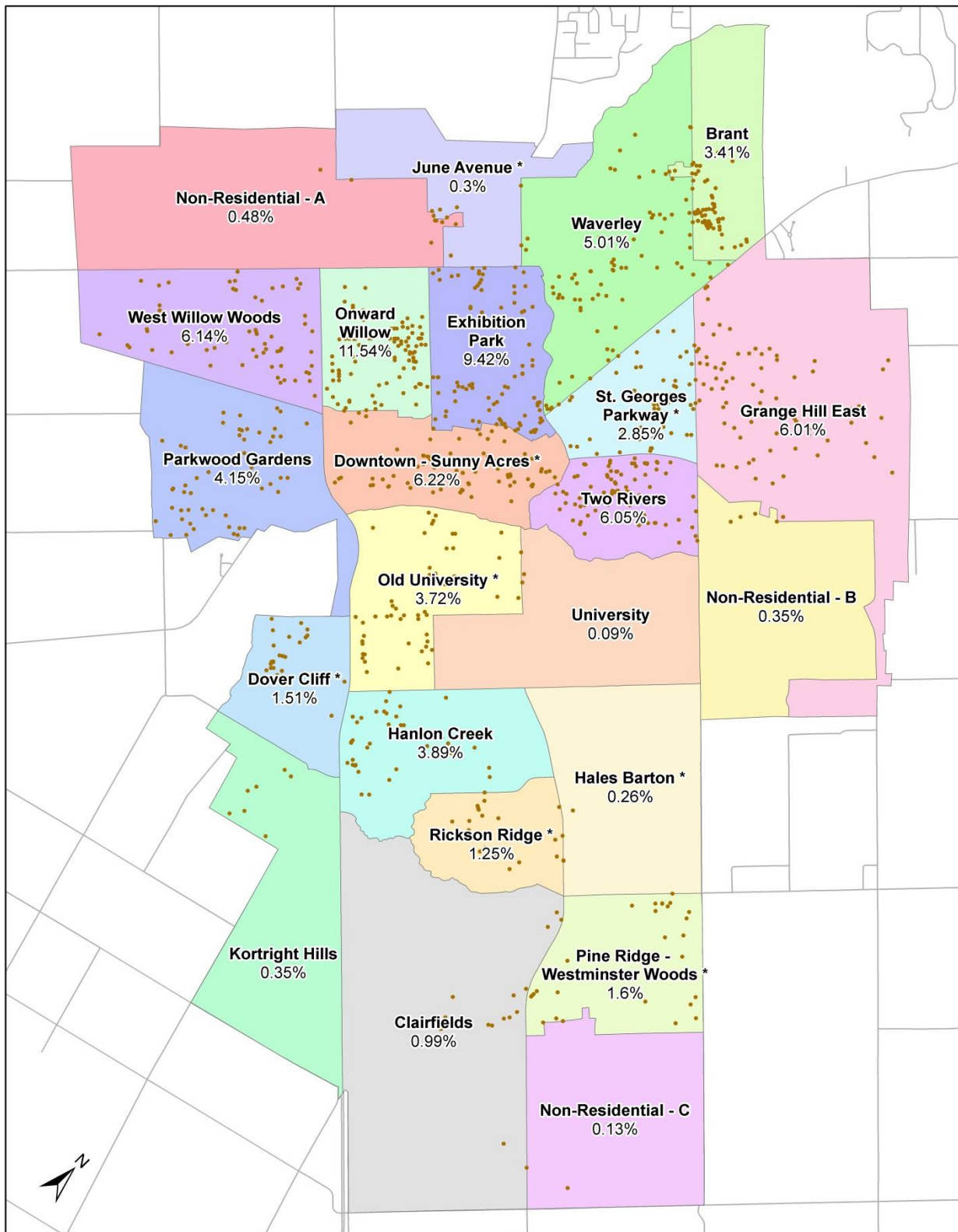
Using the OW caseload data for 2014, we have mapped the residential location of participants in the County's seven municipalities and 20 neighbourhoods across the City of Guelph. We have indicated the overall percentage of the caseload residing in each geographical area. Roughly one quarter of the caseload lives in the County with the majority residing in the City of Guelph.



County of Wellington



City of Guelph



Data from the preceeding maps are further explored in the chart below. Additionally, as this was identified in the 2013 Caseload Profile as being an area for future focus, the regional characteristics of our caseload will be cross referenced with the 2013 report released by Public Health, “Addressing Social Determinants of Health in Wellington-Dufferin-Guelph.” In both the City and the County, counts of participants are lower in the southern points of each region. In the County, the numbers increase in Centre Wellington with this trend continuing in the northern municipalities of Wellington North and Minto. Similar trends are evident in the City of Guelph, where fewer participants reside in the south end of the city with the caseload percentage increasing in more central and northern neighbourhoods. Nearly 4% of OW participants were without a fixed address and experiencing homelessness in January 2014. For these participants, the Guelph OW office is given as the default address².

When cross-referencing these maps with the Wellington-Dufferin-Guelph (WDG) Public Health priority neighbourhoods data, two municipalities and four neighbourhoods are identified as both having a higher proportion of OW participants residing in them while being an identified priority neighbourhood.³ The municipalities include Minto and Wellington North while the neighbourhoods comprise West Willow Woods, Onward Willow, Brant and Two Rivers. Identifying priority communities is completed in order to engage in planning with a recognition that some communities may be struggling in distinctive areas and require solutions informed by the strengths and challenges of each of these communities.

Beginning with the municipalities in the County, Wellington North and Minto share similar barriers based on the social determinants of health. While these areas have many identified strengths, they experience the challenges that accompany supporting an aging population, as well as the high percentage of households struggling with low income, adults without a high school diploma, and vulnerable children⁴. Lack of access to transportation was noted as a significant barrier in these municipalities, making access to programs, services and even social support difficult. Additionally, limited service provision and resources in these rural areas, including that for health/mental health, parenting, assisted living, and extra-curricular activities for students, were identified as key issues.

The priority neighbourhoods in Guelph including West Willow Woods, Onward Willow, Brant and Two Rivers face both similar and distinct challenges based on the social determinants of health. Transportation is a barrier to facilitating a healthy community in Brant for example, because it is located on the periphery of Guelph. Child care also presents a distinct barrier in Brant, as this neighbourhood has the highest rate of unpaid child care needs in the city. West Willow Woods and Two Rivers experience challenges related to employment, as evidenced by the high unemployment rates. The unique

² OW Participants with an address outside of Wellington County are in the process of being transferred to another region and thus were excluded from the above maps. These participants represent less than 1% of the total caseload.

³ For more information about how priority neighbourhoods are identified, see report by Wellington-Dufferin-Guelph (2013), “Addressing the Social Determinants of Health in Wellington-Dufferin-Guelph,” located at <http://www.wdgppublichealth.ca/sites/default/files/wdgpfiles/sdoh-wdg-report-2013-for-web.pdf>

⁴ As measured by the Early Development Instrument

challenges faced by Onward Willow include high rates of poverty, having the largest concentration of social housing in Guelph, and supporting high numbers of landed immigrants⁵. It is important to note that despite these challenges, each of these neighbourhoods continue to benefit from involved community members and volunteers, Neighbourhood Groups, a focus on children and child development, unique cultures and a growing sense of social cohesion and community.

Taken together, the information provided by WDG Public Health through the identification of these priority areas in the County of Wellington and the caseload mapping detail has and continues to be exceptionally informative for OW programme and service planning. The information has already proven to be beneficial in the planning and development associated with the delivery of employment related programmes, and will continue to be utilized in determining the locations of programme offerings and other OW supports in a strategic way. Additionally, the intent is to provide targeted programming in the future that builds on both the strengths and challenges of each of these unique areas.

Region	Total Count	Percent of Caseload
County of Wellington		
Minto	97	4.2%
Mapleton	27	1.2%
Wellington North	147	6.4%
Centre Wellington	167	7.2%
Guelph/Eramosa	48	2.1%
Puslinch	15	0.6%
Erin	53	2.2%
City of Guelph		
Non-residential A	11	0.5%
June Avenue	7	0.3%
Waverly	116	5.0%
Brant	79	3.4%
Grange Hill East	139	6.0%
St. Georges Parkway	66	2.9%
Exhibition Park	125	5.4%
Onward Willow	267	11.5%
Parkwood Gardens	96	4.1%
Downtown/Sunny Acres	144	6.2%
West Willow Woods	142	6.1%
Old University	86	3.7%

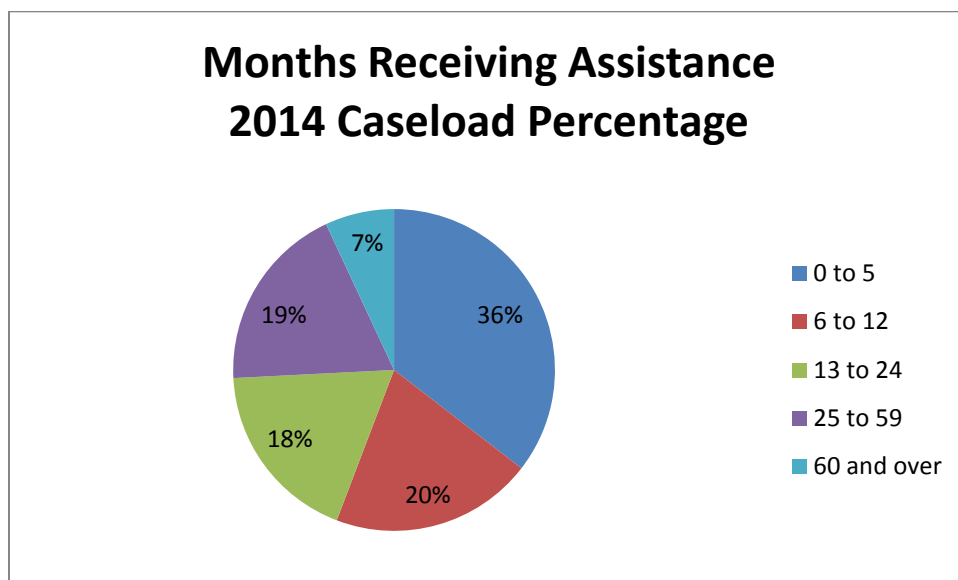
⁵ For more information about how priority neighbourhoods are identified, see report by Wellington-Dufferin-Guelph (2013), "Addressing the Social Determinants of Health in Wellington-Dufferin-Guelph," located at <http://www.wdgppublichealth.ca/sites/default/files/wdgpfiles/sdoh-wdg-report-2013-for-web.pdf>

Dover Cliff	35	1.5%
University	2	0.1%
Non Residential B	8	0.3%
Hanlon Creek	90	3.9%
Hales Barton	6	0.3%
Rickson Ridge	29	1.3%
Kortright Hills	8	0.4%
Clairfields	23	1.0%
Pine Ridge- Westminster Woods	37	1.6%
Non Residential C	3	0.1%
Two Rivers	140	6.1%
129 Wyndham	93	4.0%

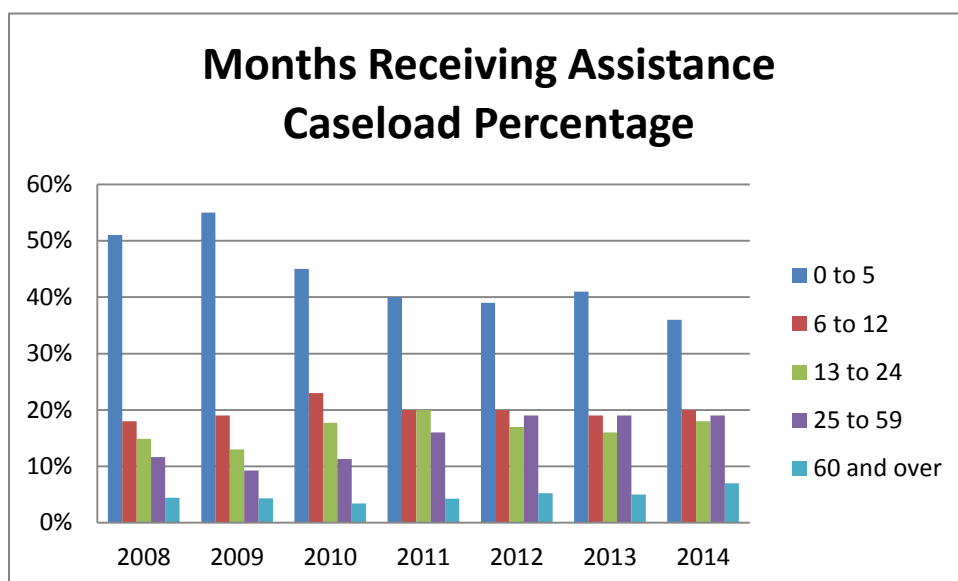
Caseload Variables and Trends

a) MONTHS RECEIVING ASSISTANCE

The chart below provides a snapshot of the length of time participants have received OW assistance in 2014. Currently, over half of the caseload is in receipt of OW assistance for less than one year, providing evidence that the majority of participants are able to benefit from our services for short term emergency needs.



The bar chart below illustrates the trends and variations in the number of months receiving assistance for the caseload since 2008.

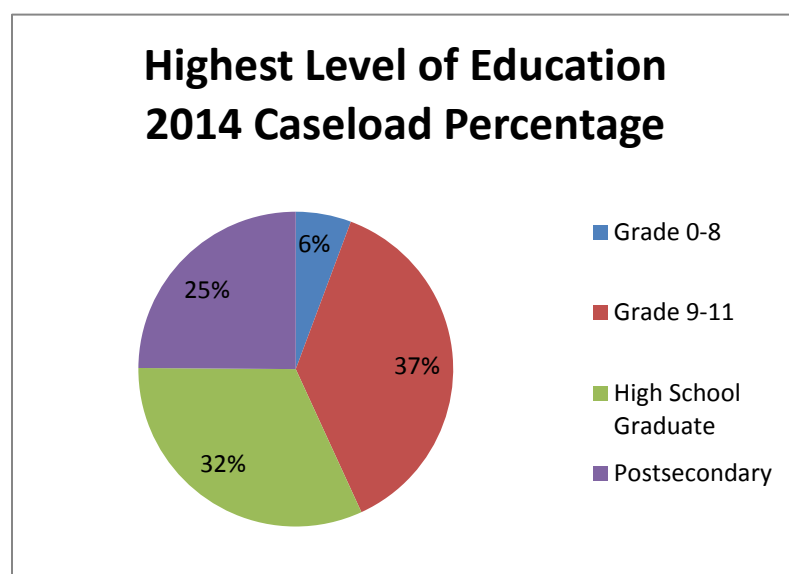


As the caseload continues to increase, shifts in months receiving assistance are evident. While those receiving assistance for 6-12 months has remained quite steady at an average of about 20% of the caseload, there has been a significant decrease in the number of participants receiving assistance for less than 6 months. In 2008, more than half (51%) of the caseload spent less than 6 months receiving assistance in comparison to 2014 which saw only 36% of the caseload receiving assistance for less than 6 months. Further, incremental increases are noted in the other timeline categories since 2008.

Months Receiving Assistance														
	2008		2009		2010		2011		2012		2013		2014	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
0-5	635	51	835	55	867	45	739	40	719	39	792	41	694	36
6-12	232	18	282	19	443	23	362	20	360	20	363	19	398	20
13-24	186	15	205	13	338	18	357	20	323	17	312	16	360	18
25-59	145	12	138	9	207	11	299	16	352	19	362	19	369	19
60+	56	4	64	4	60	3	76	4	90	5	112	5	136	7

b) EDUCATION

The chart below provides a snapshot of the highest level of education obtained by our participants. The large majority of our caseload are without a completed high school education (43%) while high school graduates comprise 32% of our caseload. Further, a quarter of our participants have pursued and completed some form of post-secondary education.



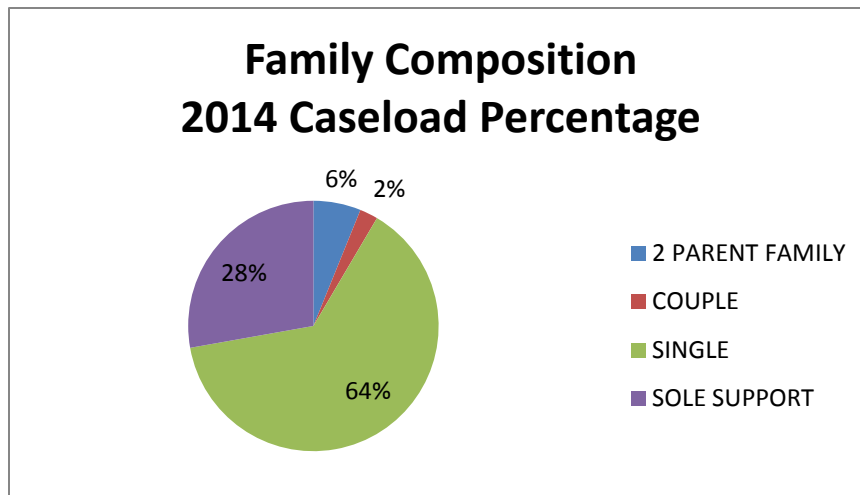
The following chart highlights trends and variations in the educational attainment of our participants since 2008. Each category has remained relatively consistent over this time period, with a slight increase in participants with grade 9-11.

Highest Level of Education														
	2008		2009		2010		2011		2012		2013		2014	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Grade 0-8	91	7	101	6	122	6	112	6	122	6	132	7	111	6
Grade 9-11	438	34	546	35	723	36	708	36	705	37	745	37	730	37
High School Graduate	395	31	516	33	626	32	559	29	579	30	617	30	623	32
Postsecondary	316	25	345	22	430	22	438	22	428	22	437	22	485	25
Total ⁶	1263	100	1541	100	1968	100	1938	100	1919	100	2024	100	1948	100

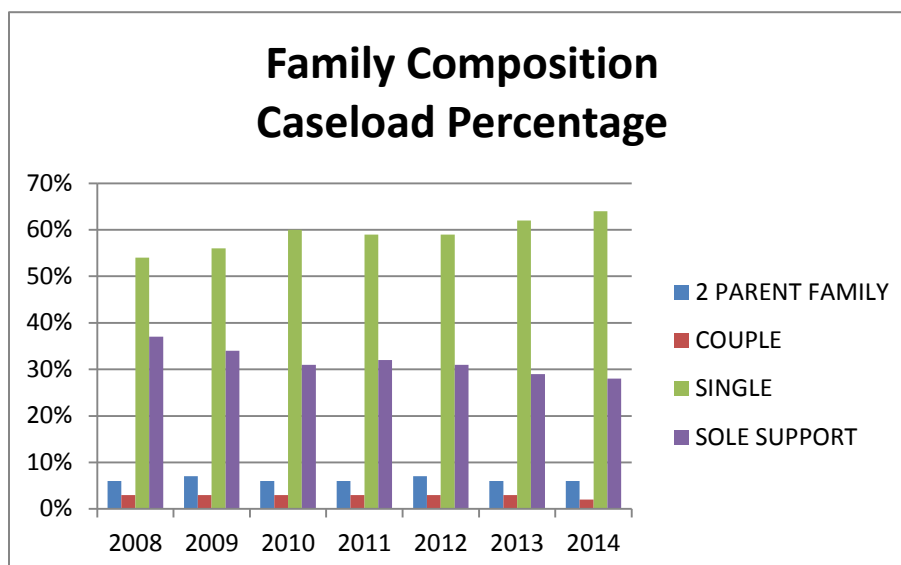
⁶ Incomplete data – those with an unknown level of education have been removed

c) FAMILY COMPOSITION

The chart below reveals the family composition breakdown of our current caseload. Singles comprise 64% of the caseload, making up the largest demographic. The second largest group, sole support families, comprise almost one third of the caseload at 28%. As singles and sole support families combined comprise over 90% of our caseload, couples without children and two parent families represent a very small demographic of our caseload at less than 10% collectively.



There are two noticeable trends that become evident when reviewing the family composition breakdown of the caseload. The first is a significant increase of singles on the caseload, up 10% since 2008; and the second is an almost identical decrease in the percentage of sole support families on the caseload, down 9% since 2008. The percentage of two parent families has remained stable at 6%, while the percentage of couples has decreased by 1% over the last year.



Family Composition														
	2008		2009		2010		2011		2012		2013		2014	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Two-Parent Family	74	6	100	7	114	6	120	6	119	7	113	6	120	6
Couple	35	3	45	3	59	3	54	3	56	3	55	3	46	2
Single	681	54	859	56	1150	60	1076	59	1095	59	1205	62	1247	64
Sole Support	464	37	520	34	592	31	583	32	574	31	568	29	544	28
Total	1254	100	1524	100	1915	100	1833	100	1844	100	1941	100	1957	100

d) FAMILY COMPOSITION – DEPENDANTS

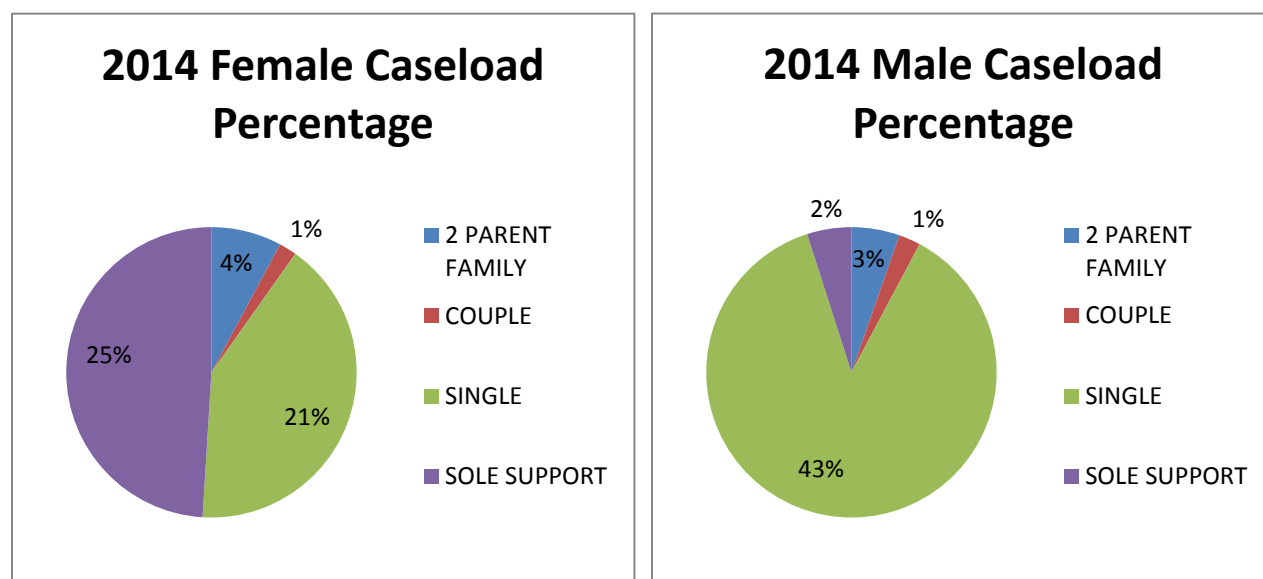
While the caseload profile focuses primarily on adult participants, there is merit in noting the trends related to dependants on the caseload. The table below reveals the dependants under the age of 18 along with their age breakdown. The number of dependants peaked in 2010 at 1231, and has been on a steady decrease ever since, sitting at 1148 in 2014. The largest group of dependants are those aged 0-6 at 629, almost double that of dependants 7-12 (319) and more than triple that of dependants aged 13-17 (200).

Year	Dependants under 18			
	0-6	7-12	13-17	Total
2008	539	261	155	955
2009	563	287	195	1045
2010	663	357	211	1231
2011	687	325	214	1226
2012	699	318	215	1232
2013	686	324	190	1200
2014	629	319	200	1148

e) FAMILY COMPOSITION AND GENDER

The following section details the gender breakdown within the family composition by revealing the percentage of 2 parent families, couples, singles and sole support families where the applicants are either male or female. As will be discussed further in the gender portion of this caseload profile, females comprised 51% of the caseload in 2014 while males made up the remaining 49%. This is helpful information when examining the charts below, as the total percentages of the female chart adds up to 51% with the male chart equaling 49% respectively.

For both the male and female caseload percentages, couples and two-parent families represent a low percentage of the caseload at fewer than 5% combined. On examining the female caseload percentage specifically, sole support families make up the largest category, closely followed by single females. In contrast, the male caseload percentage very clearly articulates an overwhelming majority of single males at 43% (of the 49% total), with the other categories making up the other 6% combined.

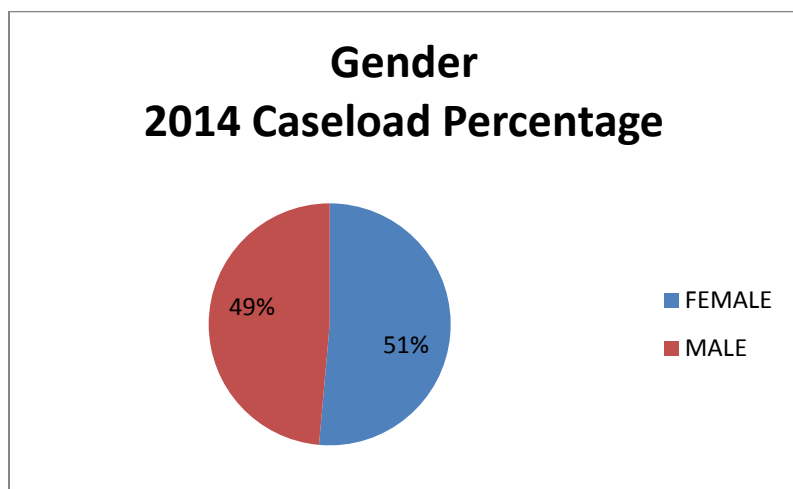


As illustrated in the following chart, there are two identifiable trends in the gender breakdown of family composition since 2008. The first is the noticeable increase in single males, up 9% over this 7 year period to comprise 43% of the caseload in 2014. The second identifiable trend is the decrease of sole support families led by females, down 9% since 2008 to make up about a quarter of the caseload in 2014. 2 parent families and couples have remained quite stable in both male and female caseload percentages.

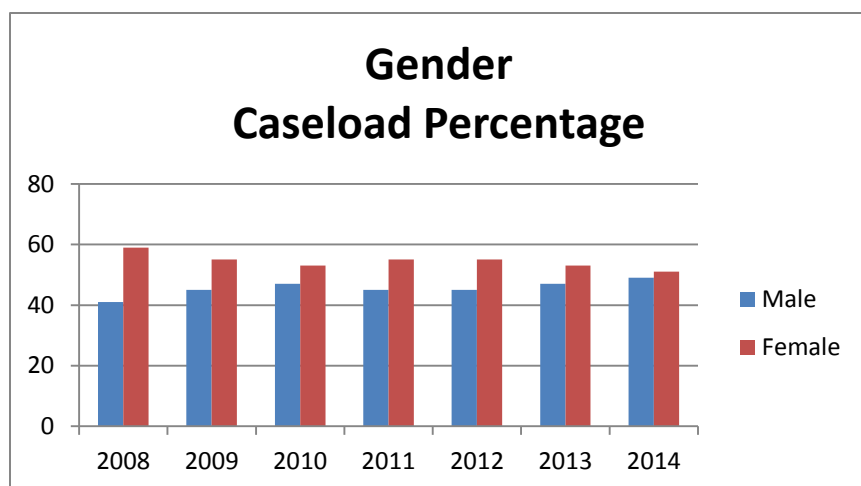
Family Composition - % Gender Breakdown														
	2008		2009		2010		2011		2012		2013		2014	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
2 Parent Family	3%	3%	3%	3%	3%	3%	3%	4%	3%	4%	3%	3%	3%	4%
Couple	1%	2%	1%	2%	1%	2%	2%	1%	2%	1%	2%	1%	1%	1%
Single	34%	20%	38%	18%	40%	20%	38%	20%	39%	20%	40%	21%	43%	21%
Sole Support	3%	34%	3%	32%	3%	29%	2%	30%	2%	29%	3%	27%	2%	25%

f) GENDER

As illustrated in the chart below, our caseload is almost equally split between male and female participants.



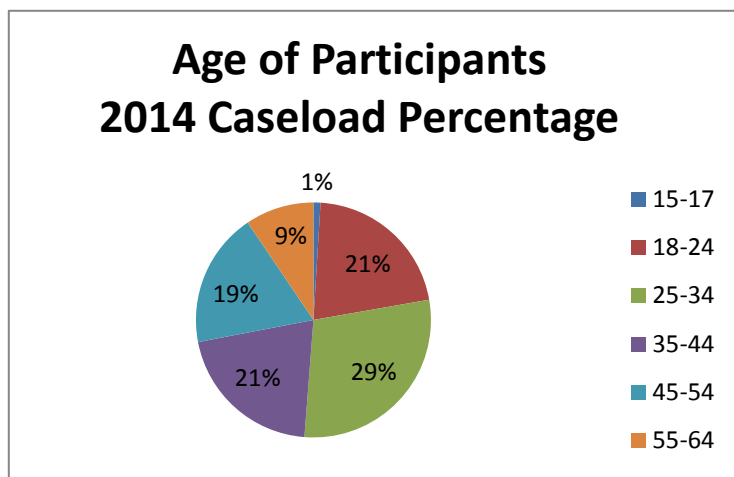
The current gender breakdown of our current caseload has shifted quite significantly since 2008 when females made up 59% of the caseload. Over the past seven years, we have seen a balancing out of the gender composition of the caseload with the percentage of females on the caseload decreasing by 8% with a corresponding 8% increase in the percentage of males on the caseload.



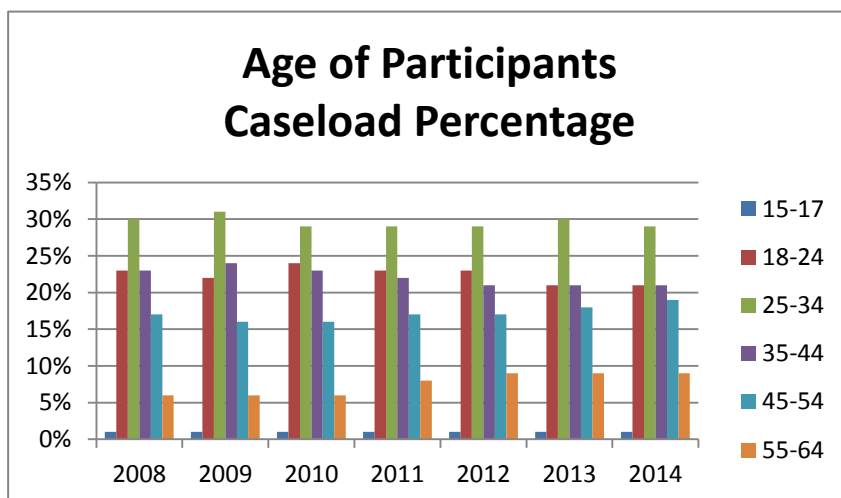
Gender of Participants														
	2008		2009		2010		2011		2012		2013		2014	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Male	530	41	707	45	923	47	882	45	877	45	951	47	951	49
Female	748	59	851	55	1061	53	1072	55	1052	55	1083	53	1006	51
Total	1278	100	1558	100	1984	100	1954	100	1929	100	2034	100	1957	100

g) AGE

As the following chart illustrates, in 2014 the largest age category on our caseload was of those aged 25-34 years old, comprising almost one third of the caseload. Youth aged 18-24 and adults aged 35-44 each make up 21% of the caseload. Those aged 45-54 make up the next largest age category at 19%.



The age of participants on our caseload has remained relatively stable since 2008. While some categories have seen negligible fluctuations, others have had none at all. A trend to note is the increase in older adults (aged 55 or older), up from 6% to 9%.



Age of Participants														
	2008		2009		2010		2011		2012		2013		2014	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
15-17	18	1	20	1	17	1	18	1	18	1	24	1	19	1
18-24	297	23	345	22	477	24	449	23	445	23	428	21	416	21
25-34	378	30	479	31	581	29	574	29	560	29	606	30	567	29
35-44	294	23	370	24	456	23	421	22	413	21	421	21	406	21
45-54	219	17	251	16	326	16	339	17	324	17	376	18	363	19
55-64	72	6	93	6	123	6	148	8	164	9	173	9	185	9

Summary of Key Trends

As a general trend, we continue to see marginal increases in our overall caseload particularly as a result of the City of Guelph caseload, which grew 2.5% from January 2013 to January 2014. Over this same period of time, the Wellington County caseload decreased by an equal 2.5%. Within our growing caseload are notable shifts in various demographics since 2008, including an increased proportion of clients who are:

- Single men, up 10%
- Males on the caseload, up 8%
- Older adults (55-64), up 3%

While the proportion of some groups has increased over time, other groups have decreased as a percentage of the total caseload over the same period, including:

- Sole support families led by females, down 9%
- Females on the caseload, down 8%
- Dependants on the caseload, down 82 (since 2012)

As was the case in 2013, it has been identified that in general, OW participants are receiving assistance for longer periods of time. More specifically, there has been a reduction in the number of participants who receive assistance for six months or less, down from 51% of the caseload in 2008 to 36% in 2014.

Focus of Future Work

Identifying key trends helps us to better understand the characteristics of our caseload in order to better support their needs.

The information in this report will be used extensively to help guide the development of programmes and services that address the needs of our clients. These strategies will be included as part of our 2015 OW Service Plan.

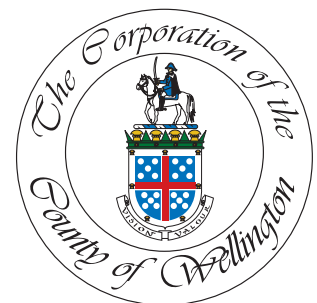
Ontario Works
129 Wyndham Street North
Guelph ON N1H 4E9

T 519.837.2670

T 1.800.265.7294

F 519.824.9990

W www.wellington.ca/ontarioworks



ALTERNATE FORMATS AVAILABLE UPON REQUEST.



To: Chair and Members of the Social Services Committee
From: Stuart Beumer, Director of Ontario Works
Date: Wednesday, September 10, 2014
Subject: 2014 Provincial Budget - Implications for Ontario Works

Background:

The 2014 Ontario Budget has been passed and it includes a number of important changes to social assistance benefits. The attached memos outline the details of the changes to Ontario Works (OW) benefits. Key areas that are being changed are benefit rates and employment related benefits. Highlights of these changes are outlined below:

- A monthly increase of \$30 for singles without children as of October 2014
- A one percent increase to benefits for all other families on Ontario Works as well as a one percent increase to various other allowances as of October 2014
- The consolidation of four existing employment benefits into a single benefit expected to take effect in April 2015. The new benefit would provide OW clients with up to \$1,200 annually to assist with employment related needs and costs.

Financial Implications:

Municipalities are not required to cost share the benefit rate increases in 2014 and as a result there is no impact on the 2014 budget.

Further details are required to determine the financial impact of the consolidation of employment benefits. The Province is still developing the guidelines and the funding distribution model for the new benefit proposed for April 2015.

Attachment: Memos from Jeff Butler, Director of Ontario Works Branch "2014 Provincial Budget-Implications for Social Assistance" - dated July 14, 2014 and May 1, 2014.

Recommendation:

That the report OW-14-10, "2014 Provincial Budget – Implications to Ontario Works" be received for information.

Respectfully submitted,

Stuart Beumer
Director of Ontario Works

Ontario Works Branch
375 University Avenue,
5th Floor
Toronto, Ontario, M7A 2B6
Tel (416) 326-8205
Fax (416) 326-9777

May 1, 2014

Memorandum To: Ontario Works Administrators
– Municipalities and DSSABs
– First Nations

From: Jeff Butler
Director, Ontario Works Branch

Re: 2014 Provincial Budget – Implications for Social Assistance

The Ontario Government released the 2014 Budget today which announced changes that would affect the Ontario Disability Support Program (ODSP) and Ontario Works. The proposed changes to social assistance rates and employment benefits are intended to improve clients' incomes and employment outcomes.

Rates:

The Budget proposes to invest more than \$114 million annually to increase social assistance rates by:

- \$30 per month (or about five percent) for adult singles without children receiving Ontario Works (applied to basic needs and boarder amounts);
- 1 per cent for Ontario Works families (applied to basic needs, shelter and boarder amounts);
- 1 per cent for individuals with disabilities receiving ODSP (applied to basic needs and boarder amounts); and
- 1 per cent increase to various allowances, including:
 - Temporary Care Assistance
 - Assistance for Children with Severe Disabilities
 - ODSP institutional rates
 - Personal Needs Allowance

- Special Boarder Allowance
- Special Age-Related Allowance
- Dependents with dependents rates
- Guide dog benefit.
- Replacing the Northern Allowance with a Remote Communities Allowance, which would provide clients with an additional \$50 per month for the first person and \$25 for each additional family member, over and above the amount provided through the current Northern Allowance. The new Allowance would be provided to clients who live in communities north of the 50th parallel without year-round road access.

These new rates will take effect September 1st, 2014 for the Ontario Disability Support Program and Assistance for Children with Severe Disabilities, and October 1st, 2014 for Ontario Works. Per usual practice, delivery agents will not be required to share the cost of the increases to Ontario Works rates until January 2015.

Employment Benefits:

The Budget proposes creating a new employment benefit to better support the employment goals of social assistance clients. Beginning in January 2015, the new employment benefit would replace seven existing employment-related benefits (such as the Work-Related Benefit in ODSP and the Full-Time Employment Benefit in Ontario Works) with a single benefit in each program. Clients will now have access to a single benefit tailored to their unique needs and employment goals.

Ontario Works participants and ODSP family members without disabilities will be able to access up to \$1,200 in a 12 month period. ODSP recipients with disabilities will be able to access up to \$1,800 in a 12 month period to recognize the greater challenges they face in both entering and staying in the labour market.

Building on the existing approach for Ontario Works Employment-Related Expenses, funding for the new benefit would be provided through Ontario Works Program Delivery funding. The benefit could be used to cover costs such as training fees, tools, uniforms and other out-of-pocket expenses. There would be flexibility within the benefit to address unique situations (employment costs that exceed the annual maximum amounts) so that clients are appropriately supported as they prepare for and participate in the labour market.

We recognize the importance and value of maintaining strong linkages with our delivery partners and will continue to engage with you as we move forward with this work.

We have attached questions and answers related to these announcements, and will provide further details on implementation of the changes in the coming months.

For questions regarding the above information, please contact Gurpreet Sidhu-Dhanoa, Manager, Ontario Works Branch at 416-325-6272 or gurpreet.sidhu-dhanoa@ontario.ca.

Please share this memo with staff within 24 hours.

Jeff Butler

Director, Ontario Works Branch

Enc.

- c. Susan Waring, Director, Social Assistance Service Delivery Branch
Social Assistance Program Managers
Patti Redmond, Director, Ontario Disability Support Program
Jeffrey Bowen, A/Director, Social Assistance and Municipal Operations
Kira Heineck, OMSSA
Guy Dumas, ONWAA

Social Policy Development Division
Ontario Disability Support Program Branch
3rd Floor, Hepburn Block, 80 Grosvenor St.
Toronto, Ontario
M7A 1E9
Tel # 416-326-1880
Fax # 416-326-1735
Website: <http://www.mcsc.gov.on.ca/en/mcsc/programs/social/odsp/index.aspx>

Operations Division
Social Assistance and Municipal Operations Branch
2 Bloor Street West, 25th Floor, Director's Office
Toronto, Ontario
M7A 1E9
Tel # 416-212-1246
Fax # 416-212-3726

July 14, 2014

Memorandum To: Ontario Works Administrators
– Municipalities and DSSABs
– First Nations

From: Jeff Butler
Director, Ontario Works Branch

Re: 2014 Provincial Budget – Implications for Social Assistance

Please note that the Ontario Government has released the 2014 Budget today that is identical to the Budget that was tabled on May 1st, 2014.

For more information on the social assistance details of the Budget, please refer to my memo dated May 1st, 2014.

I am attaching a revised version of the general questions and answers that I included with my previous memo. This version has been updated to reflect changes in timing and other minor changes that have resulted from the delayed Budget.

For questions regarding the above information, please contact Gurpreet Sidhu-Dhanao, Manager, Ontario Works Branch at 416-325-6272 or gurpreet.sidhu-dhanao@ontario.ca.

Please share this memo with staff within 24 hours.



Jeff Butler
Director, Ontario Works Branch

Enc.

- c. Susan Waring, Director, Social Assistance Service Delivery Branch
Social Assistance Program Managers
Patti Redmond, Director, Ontario Disability Support Program
Jeffrey Bowen, A/Director, Social Assistance and Municipal Operations
Kira Heineck, OMSSA
Guy Dumas, ONWAA

County of Wellington - Ontario Works



2011-14 County / City Caseload

Wellington County					Change From Previous Month		Change From Previous Year	
	2011	2012	2013	2014	Cases	%	Cases	%
January	429	454	473	461	10	2.2%	(12)	-2.5%
February	441	458	498	470	9	2.0%	(28)	-5.6%
March	432	455	510	480	10	2.1%	(30)	-5.9%
April	423	452	490	469	(11)	-2.3%	(21)	-4.3%
May	432	462	488	479	10	2.1%	(9)	-1.8%
June	417	442	469	454	(25)	-5.2%	(15)	-3.2%
July	433	453	452	448	(6)	-1.3%	(4)	-0.9%
August	418	453	459	445	(3)	-0.7%	(14)	-3.1%
September	422	432	449					
October	431	419	440					
November	413	426	452					
December	431	458	451					
Total	5,122	5,364	5,631	3,706				
Average	427	447	469	463			-6	-1.3%

City of Guelph					Change From Previous Month		Change From Previous Year	
	2011	2012	2013	2014	Cases	%	Cases	%
January	1,432	1,438	1,460	1,497	60	4.2%	37	2.5%
February	1,410	1,426	1,499	1,522	25	1.7%	23	1.5%
March	1,429	1,412	1,482	1,532	10	0.7%	50	3.4%
April	1,444	1,413	1,502	1,572	40	2.6%	70	4.7%
May	1,452	1,425	1,559	1,559	(13)	-0.8%	-	0.0%
June	1,482	1,450	1,543	1,563	4	0.3%	20	1.3%
July	1,495	1,474	1,514	1,556	(7)	-0.4%	42	2.8%
August	1,445	1,470	1,530	1,568	12	0.8%	38	2.5%
September	1,436	1,416	1,502					
October	1,396	1,338	1,443					
November	1,395	1,400	1,434					
December	1,389	1,402	1,437					
Total	17,205	17,064	17,905	12,369				
Average	1,434	1,422	1,492	1,546			54	3.6%

County of Wellington - Ontario Works

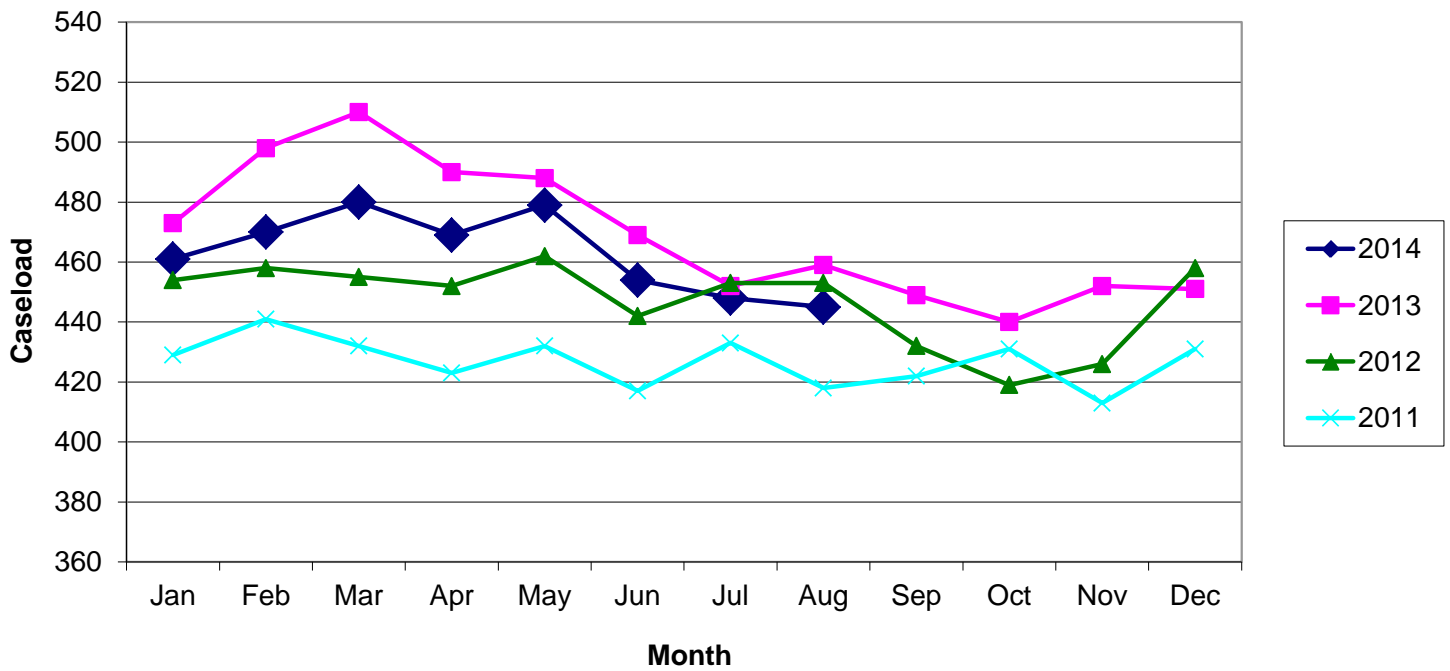


2011-14 County / City Caseload

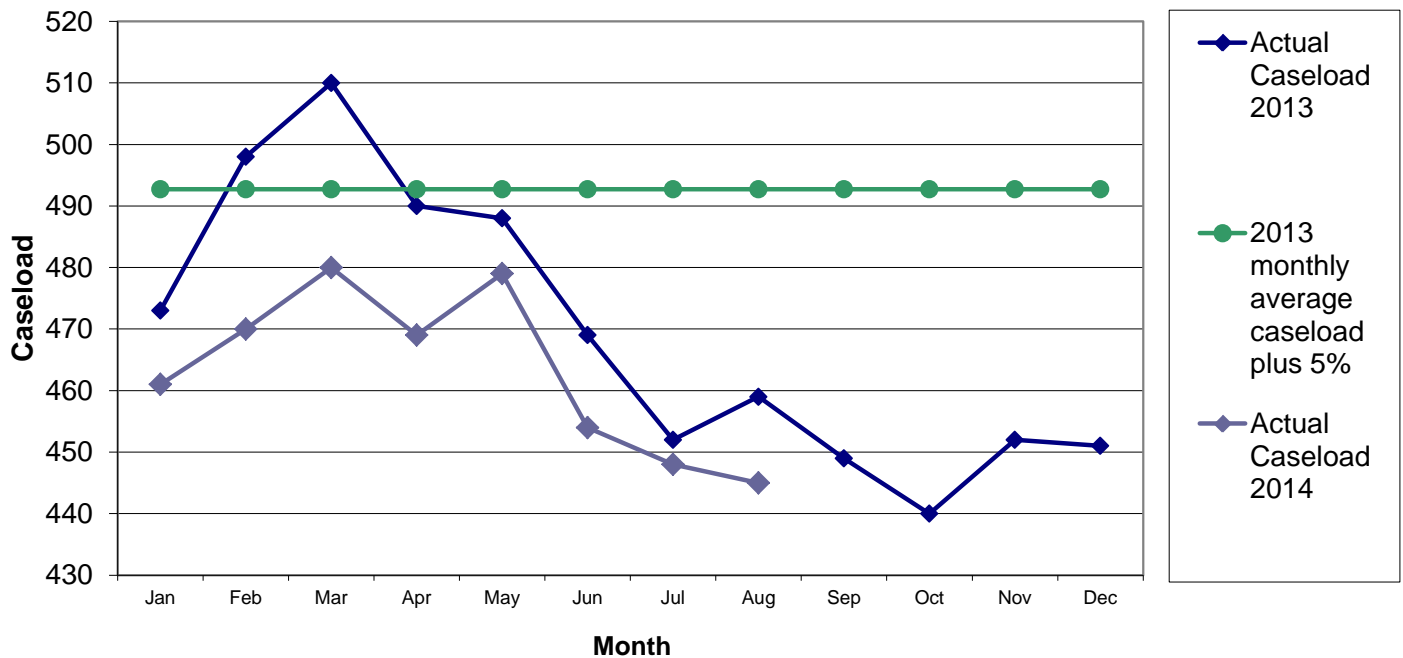
Total caseload					Change From Previous Month		Change From Previous Year	
	2011	2012	2013	2014	Cases	%	Cases	%
January	1,861	1,892	1,933	1,958	70	3.7%	25	1.3%
February	1,851	1,884	1,997	1,992	34	1.7%	(5)	-0.3%
March	1,861	1,867	1,992	2,012	20	1.0%	20	1.0%
April	1,867	1,865	1,992	2,041	29	1.4%	49	2.5%
May	1,884	1,887	2,047	2,038	(3)	-0.1%	(9)	-0.4%
June	1,899	1,892	2,012	2,017	(21)	-1.0%	5	0.2%
July	1,928	1,927	1,966	2,004	(13)	-0.6%	38	1.9%
August	1,863	1,923	1,989	2,013	9	0.4%	24	1.2%
September	1,858	1,848	1,951					
October	1,827	1,757	1,883					
November	1,808	1,826	1,886					
December	1,820	1,860	1,888					
Total	22,327	22,428	23,536	16,075				
Average	1,861	1,869	1,961	2,009			48	2.4%

Caseload Split								
	2011		2012		2013		2014	
	City	County	City	County	City	County	City	County
January	76.9%	23.1%	76.0%	24.0%	75.5%	24.5%	76.5%	23.5%
February	76.2%	23.8%	75.7%	24.3%	75.1%	24.9%	76.4%	23.6%
March	76.8%	23.2%	75.6%	24.4%	74.4%	25.6%	76.1%	23.9%
April	77.3%	22.7%	75.8%	24.2%	75.4%	24.6%	77.0%	23.0%
May	77.1%	22.9%	75.5%	24.5%	76.2%	23.8%	76.5%	23.5%
June	78.0%	22.0%	76.6%	23.4%	76.7%	23.3%	77.5%	22.5%
July	77.5%	22.5%	76.5%	23.5%	77.0%	23.0%	77.6%	22.4%
August	77.6%	22.4%	76.4%	23.6%	76.9%	23.1%	77.9%	22.1%
September	77.3%	22.7%	76.6%	23.4%	77.0%	23.0%		
October	76.4%	23.6%	76.2%	23.8%	76.6%	23.4%		
November	77.2%	22.8%	76.7%	23.3%	76.0%	24.0%		
December	76.3%	23.7%	75.4%	24.6%	76.1%	23.9%		
Average	77.1%	22.9%	76.1%	23.9%	76.1%	23.9%	76.9%	23.1%

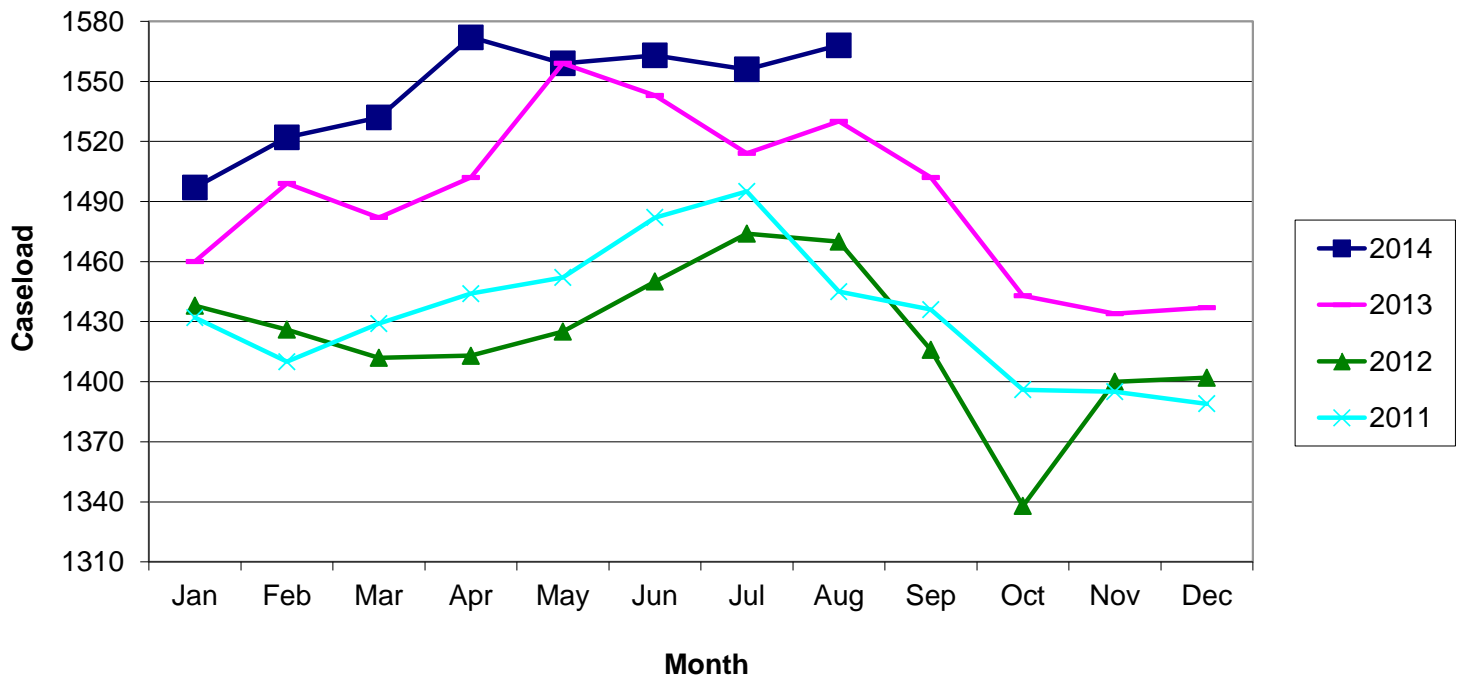
County of Wellington Ontario Works Caseload - January 2011 to August 2014



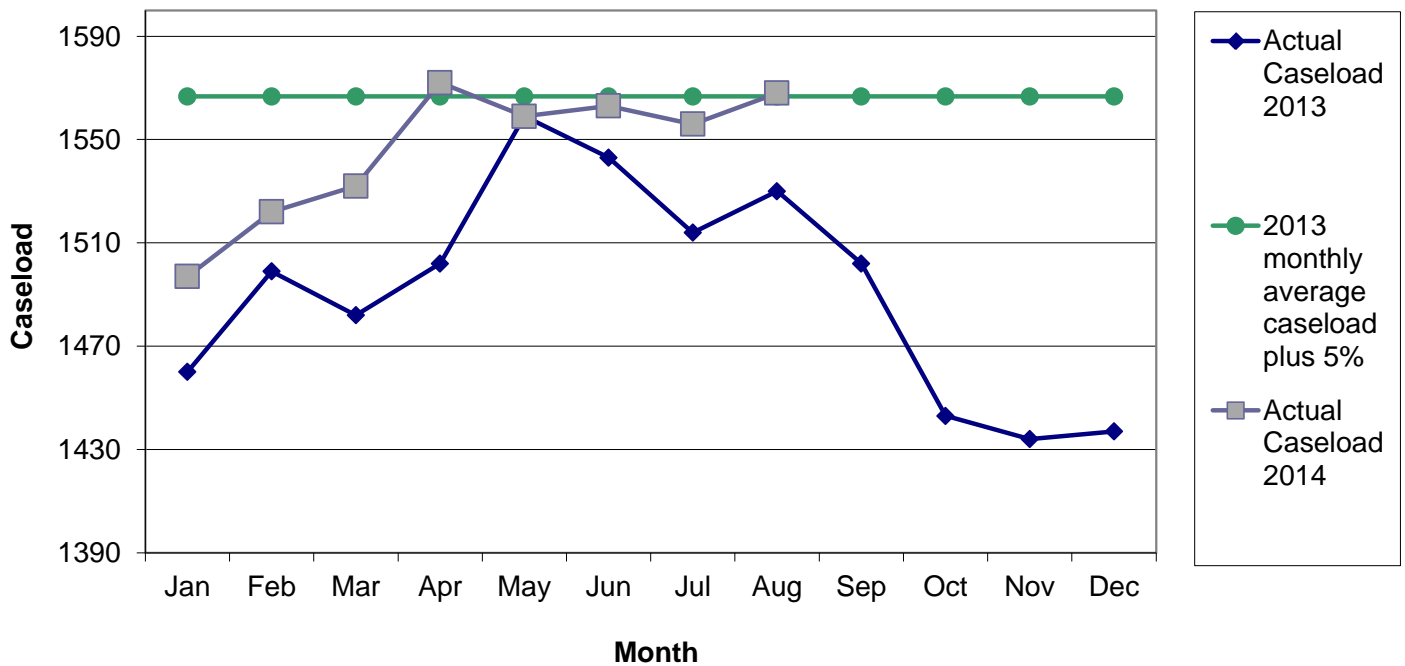
County of Wellington Ontario Works Caseload Budget/Actual Comparison



City of Guelph Ontario Works Caseload - January 2011 to August 2014



City of Guelph Ontario Works Caseload Budget/Actual Comparison



WELLINGTON COUNTY SOCIAL SERVICES
2014 County and City Caseloads and Services



Programmes	1st Quarter			Total 1st Quarter	2nd Quarter			Total 2nd Quarter	3rd Quarter			Total 3rd Quarter
	Jan	Feb	Mar		Apr	May	June		July	Aug	Sept	
<u>Intake</u>												
Number of calls received	422	197	232	851	263	257	310	830	356			356
Number of applications completed	241	162	203	606	179	190	183	552	222			222
Number of cases deemed to be eligible	205	189	158	552	188	173	153	514	174			174
Number of terminated cases	135	155	138	428	159	176	174	509	187			187
<u>Consolidated Verification Process</u>												
Number of Support Agreements/Orders	3	4	6	13	5	4	2	11	2			2
Number of Internal Reviews	8	1	2	11	6	0	2	8	2			2
Number of Social Benefit Tribunal Hearings	1	0	1	2	0	3	1	4	2			2
Number of Eligibility Review Interviews	7	7	9	23	13	18	13	44	7			7
Number of Eligibility Review Interviews Resulting in Terminations	1	0	1	2	1	2	1	4	1			1
Emergency Energy Funds Issued	\$ 6,437.00	\$ 7,171.00	\$ 8,290.00	\$ 21,898.00	\$ 8,325.00	\$ 7,688.00	\$ 745.00	\$ 16,758.00	\$ 365.00			\$ 365.00
<u>Special Services</u>												
Number of People Accessing Dom Hostel Beds	161	161	157	479	165	167	161	493	159			159
Number of People Accessing Emergency Hostel Beds	162	187	184	533	209	242	204	655	220			220
Number of Indigent Burials	8	2	5	15	2	5	4	11	8			8
Number of L.E.A.P. Cases	25	24	24	73	27	25	23	75	22			22
Temporary Care Cases	48	46	47	141	49	50	52	151	53			53
Number of Students	45	43	43	131	39	41	41	121	35			35
<u>Employment Services</u>												
Number of Employment Services Cases with Participation Agreements	2152	2160	2187	6499	2116	2200	2211	6527	2109			2109
Average Caseload for Employment Services Caseworkers	223	223	226	672	222	227	227	676	212			212
<u>Employment Workshops</u>												
Number of Workshops provided	3	6	6	15	6	7	4	17	5			5
Number of Individuals attending workshops	15	27	28	70	52	33	32	117	26			26
Number of Facilitators One on One Appointments	61	27	68	156	88	66	24	178	87			87
<u>Employment Resource Centre</u>												
Employment Resource Centre Traffic	2202	2064	3058	7324	3216	3063	3103	9382	3281			3281
<u>Life Skills</u>												
Number of participants on Life Skills caseloads	95	102	105	302	107	108	106	321	107			107
Average Caseload for Life Skills Caseworkers	31.67	34.00	35.00	33.56	35.67	36.00	35.33	35.67	35.67	-	-	11.89



To: Chair and Members of the Social Services Committee
From: Eddie Alton, Social Services Administrator
Date: Wednesday, September 10, 2014
Subject: Towards Coordinated Rural Transportation – Wellington County Study Region Assessment

Background:

As discussed in the March 18 Economic Development report to Committee and the May 14 Report AD-14-06 Social Services Report to Committee, Dillion Consulting was contracted by the Rural Ontario Institute to study transportation challenges facing rural communities. Three geographic areas were studied, the Wellington County, Dufferin County and the United Counties of Leeds and Grenville. Jana Reichert and Eddie Alton were the lead contacts for Wellington. A final report has now been completed and attached for your information.

Report:

As pointed out in the report, the planning and delivery of public and community transportation in rural areas is faced with a number of challenges:

- The low density and dispersed nature of population, employment and services makes it difficult to provide effective transportation that meets all needs within the community at reasonable costs;
- The long-distance nature of trips (often travel is to adjacent urban centres to access services) makes the per trip cost of rural transportation expensive;
- A lower tax base makes available funds for transportation services scarce, particularly when competing with other municipal priorities and established provincial programs and budgets.

These challenges have resulted in a lack of public and community transportation service in many rural communities. Where transportation services are in place, the availability, frequency and geographic area is limited due to high costs and limited revenue opportunities (due to low ridership).

For rural residents without access to private automobiles, access to employment, education, healthcare and goods and services is a significant barrier and an impediment to remaining active members of the community.

A number of municipalities, agencies, private sector companies and other organizations have responded to fill in the rural transportation gap. These include:

1. Municipalities that provide limited demand responsive service or fixed route corridor service connecting urban centres within a larger geographic area.
2. Community Care and Social Service Agencies that refer clients to transportation providers or directly provide community transportation services through paid drivers and/or volunteers. This is typically targeted to certain demographic groups (e.g. seniors) that are felt to be most at risk.
3. Hospitals that provide non-emergency patient transfer or discharge transportation service.
4. Adult Day Centres, Nursing Homes and Long-term Care Facilities that have access to a vehicle to provide transportation services to their residents or clients.
5. Employers, Institutions and Post-secondary Schools that provide shuttles for their workers or students.

6. School Boards that provide bus transportation for youth to and from schools.
7. Health Agencies that provide service to their clientele based on a defined disability or medical condition (e.g. the Canadian Cancer Society).

Each organization operates within their own mandate, which often leaves transportation gaps in the rural community. The result is a very disconnected system of many transportation providers, each with their own goals, servicing different client groups, trip types (e.g. medical trips only) and in some cases different geographic areas that do not always meet the needs of all residents.

While there are some examples of local coordination and cooperation, disconnected systems described above are a growing concern, particularly in rural areas with no access to or limited availability of public transportation services. The challenge is finding a transportation structure that works and can meet the broader goal of providing affordable and effective mobility for residents in rural areas, while recognizing the challenges of limited budgets.

To address these challenges, a number of rural communities have established a cost-shared coordinated rural transportation model (Coordinated Transportation). Coordinated Transportation is a process that helps address the disconnected nature of multiple public and community transportation providers.

In many rural communities, the process of establishing a coordinated transportation framework has resulted in a significant improvement in the cost effectiveness of services, which has often translated to an improvement in service quality and availability for residents.

The report recommends four coordination models be further studied in order to determine the most suitable model in Wellington. This will require that the various agencies already providing transportation in the County be brought together for further discussions. County staff will be meeting to look at the various options available in order to facilitate these meetings and report back to Committee and Council.

ATTACHMENTS:

Towards Coordinated Rural Transportation: Wellington County Study Region Assessment
Towards Coordinated Rural Transportation: A Resource Document (Full Report)

Recommendation:

That report AD-14-09 Towards Coordinated Rural Transportation: Wellington County Study Region Assessment be received for information.

Respectfully submitted,

Eddie Alton

Eddie Alton
Social Services Administrator

Respectfully submitted,

Jana Reichert

Jana Reichert
Economic Development Officer

WELLINGTON COUNTY



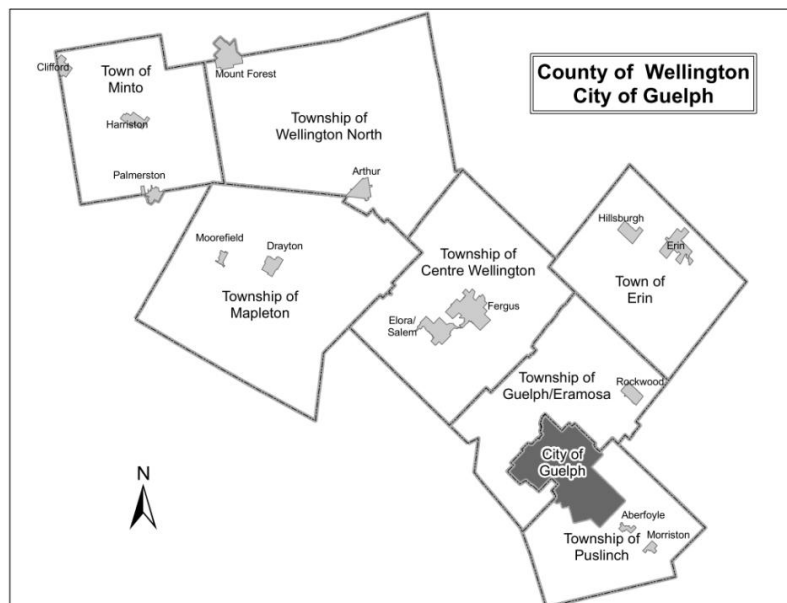
7.1 Wellington County

Background / Context

Wellington County is located in Southwestern Ontario, to the northwest of the Greater Toronto Area and immediately east of the Region of Waterloo. It is bordered by Counties of Grey and Bruce to the north, Dufferin County and Peel Region to the east, Halton Region and the City of Hamilton to the south, and the Region of Waterloo and Counties of Huron and Perth to the east. The City of Guelph is a separated municipality surrounded by the County and is located close to the Highway 401 corridor.

The County has a population of 90,900 located within a large geographic area that spans 2,569 square kilometres. The County of Wellington, its rural urban areas and the separated City of Guelph are shown in **Figure 1**.

Figure 1 - County of Wellington



(Source: Wellington County)

The County is composed of seven lower tier municipalities:

- Township of Centre Wellington;
- Town of Erin;
- Township of Guelph/Eramosa;
- Township of Mapleton;
- Town of Minto;
- Township of Puslinch; and
- Township of Wellington North.

Each lower tier municipality has its own unique characteristics, including demographics, employment base and transportation needs. The largest township by area is Mapleton, followed by Wellington North and the largest by population is Centre Wellington. **Table 1** provides a summary of the size, employment, population and population density of each municipality within the County. As can be seen, the County comprises a large, low density rural area.

Table 4 - Population Density Summary

Municipality	Land (sq. km)	2011 Population	2011 Employment	Population Density/(sq. km)
Centre Wellington	407	29,790	11,847	73.2
Erin	297	11,890	3,889	40.0
Guelph/Eramosa	292	12,890	5,458	44.1
Mapleton	535	10,400	4,707	19.4
Minto	300	8,680	3,873	28.9
Puslinch	214	7,320	4,756	34.2
Wellington North	524	11,950	8,063	22.8
Wellington County	2,570	90,900	42,593	35.4

(Source: 2011 Socio-Economic Profile, County of Wellington Official Plan)

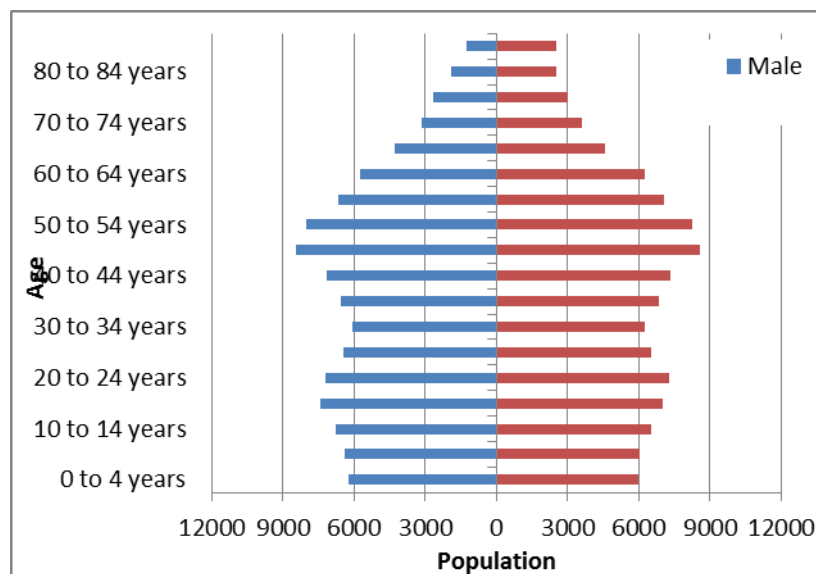
Within the County, there are 14 small urban centres. These centres contain the majority of the population and employment and provide schools, recreation, shopping and services. Approximately one third of the County's population and one fourth of the County's employment is located within Centre Wellington. Guelph/Eramosa and Wellington North also have large concentrations of population and employment. **Table 5** indicates the population of these rural urban centres and the separated City of Guelph is included for reference.

Table 5 - Urban Centre Existing and Future Population

Urban Centre	Population	
	2011	2031
City of Guelph	121,688	175,000
Fergus	15,260	22,760
Elora-Salem	7,410	10,950
Mount Forest	5,060	7,620
Rockwood	4,510	6,150
Erin Village	3,000	4,400
Palmerston	2,980	4,060
Arthur	2,540	3,310
Harriston	2,220	2,720
Drayton	2,020	3,100
Hillsburgh	1,280	2,080
Clifford	840	1,160
Moorefield	600	1,270
Morrison	460	550
Aberfoyle	240	410

Figure 2 illustrates the 2011 population pyramid for the County. The County has an aging population with approximately 14 percent of the population over the age of 65 (2011). This is in line with the provincial average of 14.6 percent.

Figure 2 - Wellington County 2011 Population Pyramid



(Source: Stats Can 2011 Community Profiles)

Wellington County is expected to experience moderate population and employment growth. Under the 2006 Places to Grow Plan, Wellington County has been forecasted to grow to approximately 122,000 by 2031. The majority of this growth will occur within the 14 urban areas. **Table 6** displays the population and employment projections for the County. Total employment is also expected to increase by 37.6 percent from 2006 to 2031 (from 39,240 to 54,000).

Table 6 - Projected Growth in Wellington County to 2031

	2006	2011	2016	2021	2026	2031
Total Population	89,540	90,900	101,700	108,300	115,130	122,000
% of Population in Urban Centres	49	51	53	55	56	58
Households	30,030	31,175	34,870	37,220	39,660	42,100
Total Employment	39,240	42,593	45,700	49,130	51,560	54,000

Source: County of Wellington Official Plan

The County has a mix of employment opportunities. Manufacturing constitutes 21.3 percent of current employment in the County, with agriculture, forestry, fishing and hunting (12.2%), and retail trade (9.7%) rounding out the top three employment sectors. Manufacturing (19.6%), health care and social

assistance (8.5%), and construction (7.8%) account for the highest share of resident labour force in the County¹².

Table 7 provides more detail about the distribution of the forecasted population and employment growth for each of the lower-tier municipalities.

Table 7 - Wellington County Population and Employment Projections for the Urban Centres

Municipality	Population		Employment	
	2011	2031	2011	2031
County of Wellington	90,900	122,000	42,593	54,000
Wellington North	11,950	15,600	8,063	9,020
Minto	8,680	11,640	3,873	4,560
Mapleton	10,400	12,670	4,707	6,110
Centre Wellington	27,790	41,350	11,847	17,330
Guelph-Eramosa	12,890	15,290	5,458	5,760
Erin	11,890	15,530	3,889	5,460
Puslinch	7,320	9,920	4,756	5,760

Source: County of Wellington Official Plan

Approximately one third of the County's population is located within Centre Wellington, and this is expected to grow by 13,500 people by 2031. One quarter of the County's employment is located in Centre Wellington, and this will also see the largest growth by 2031 (about 5,500 additional jobs). The second largest employment concentration is located in Wellington North.

The majority of the population growth will occur in Fergus and Elora-Salem (an increase of 12,000 people by 2031), followed by Mount Forest (an increase of 2,000 people by 2031) and Rockwood (an increase of 1,200 people by 2031).

The rural urban areas have population and employment concentrations that may be able to support some level of community transportation. These centres also draw residents from more rural areas of the County who may require transportation to access jobs and services. In addition there are also the linkages between the rural urban centres and larger urban areas adjacent to the County (most notably Guelph, Kitchener and Cambridge) which present transportation demands.

A number of these employers continue to face challenges in attracting employees who do not have access to a private automobile. TG Minto in Palmerson (Minto) is a good example. The auto parts company employs over 600 workers and faces some challenges in attracting employees due to the lack

¹² *Source: 2011 Socio-Economic Profile*

of transportation services. This issue is not isolated to TG Minto. The recent Minto Business Retention and Expansion Report reported that 45 percent of businesses stated that the lack of public transit posed a problem for their workforce.

STEP 1 Identify Two or More Organizations that Share a Common Goal

The very first step in the process is to identify two or more parties that are willing to work together to explore the potential of a coordinated framework.

During the Wellington County stakeholder workshop, a number of organizations expressed an interest in being part of the solution and improving transportation services in Wellington County. They also expressed a desire to work together to assess whether a coordinated framework is right for them. Some of these organizations include:

1. **County of Wellington** – strong interest in improving transportation services for residents and supporting employers that have indicated a lack of public transit service is posing a problem for their employees.
2. **Local Municipalities** – in particular, the Town of Minto has expressed a desire to enhance transportation services to support employees getting to work, Centre Wellington has indicated that transportation is a municipal priority and Guelph Eramosa has also stressed the need for improved rural transportation.
3. **Local Agencies** - several staff attending the focus group session expressed an interest in continuing to build on the coordination efforts already in place.

Confirmation of this group would need to take place through a series of working sessions and a commitment to work together documented through a memorandum of understanding. A lead organization would also need to be identified as a next step. The County as the lead agency would provide strong leadership to motivate everyone and keep the momentum going. They would also have access to provincial gas tax funds which could be used to help enhance service levels as part of the partnership.

STEP 2

Inventory Existing Transportation Services and Key Stakeholders

The next step in the process is to better understand transportation services that already exist as well as the various stakeholders and their ability to contribute to the transportation solution.

While the County of Wellington and its lower-tier municipalities do not provide funding for a dedicated public transit or community transportation service, there are a number of transportation services that operate within the County and in adjacent municipalities.

Existing Transportation Services

An inventory of existing transportation service providers was prepared to identify the extent of service currently being provided within the County. **Table 8** provides a brief summary of existing services as identified through the on-line survey conducted as part of this study region assessment.

Table 8 - Existing Transportation Providers in Wellington County

Organization	Type
Fergus Elora Senior Trans	Community Agencies
Community Resource Centre of North & Centre Wellington	
Family & Children Services Guelph Wellington County	
Centre Wellington Social Justice Group	
VON	
East Wellington Community Services	
Guelph Transit	Regional and Municipal Conventional Transit, Paratransit and Community Bus
Grand River Transit	
Orangeville Transit	
GO Transit	
Taxi services	Private Organizations
Red Car Service	
School bus operations	
Elliot Coach Lines Ltd.	
Denny Bus Lines Ltd.	

It is important to note that the results presented below may be incomplete as not all organizations participated in the online survey. Where survey results were not obtained, a basic description of the service is provided.

A next step for the partnership is to continue to target transportation service providers and stakeholders that did not complete the survey, particularly those that the group feels is important to understanding transportation in Wellington County.

Fergus Elora Seniors Trans

Fergus Elora Seniors Trans provides transportation services for residents of Fergus / Elora using an accessible mobility bus. The service is provided Tuesday and Wednesday from 9:00am to 4:00pm. Passengers requesting a ride must book with the dispatcher 24 hours ahead of time. The fare for the service is \$2.00, which covers approximately 90 percent of operating costs.

Volunteer drivers are used to operate the service.

The service is fairly well used. Based on comments received, there is a demand for the service to operate more than two days a week, but the agency has had difficulty finding additional volunteers to operate the service.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive using part-time volunteers

Annual Ridership: ~2,500

Vehicles Owned: 1 Accessible Mobility Bus

Eligibility: Open to all residents

Geographic Focus: Fergus/Elora

Community Resource Centre of North and Centre Wellington

Transportation services from the Community Resource Centre are provided to low-income residents of North and Centre Wellington. Service to access key destinations within and beyond Wellington County is provided any time that part-time volunteers are available to make the trip.

Trips are coordinated through a central referral point in the County of Wellington Transportation Services. Parties in need of transportation can call a 1-800 number and are referred to the appropriate agency based on responses to three screening questions. Additionally, agencies including VON, Fergus Elora Seniors Trans, Cancer Society, East Wellington Community Services and Canadian Mental Health provide referrals to the service.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive using part-time volunteers

Annual Ridership: ~2,100

Vehicles Owned: None – volunteers use their personal vehicles

Eligibility: Low-income residents

Geographic Focus: Centre Wellington/Wellington North

The program is fully funded by the County, therefore, there is no fee to the passenger. The service acquired 170 new clients in 2013 and receives nearly 2,500 trip requests resulting in over 2,100 completed trips a year.

Family & Children Services Guelph Wellington County

Family & Children Services Guelph Wellington serves clients who live within Wellington County. Upon request, clients have access to a team of 10 to 12 part-time volunteer drivers who may transport children to school or children and families to the centre.

The program uses government funding to deliver approximately 8,500 rides annually. Because of the high demand, there are not enough volunteer drivers. Taxi service is sometimes used when volunteer drivers are not available.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive using part-time volunteers

Annual Ridership: ~8,000

Vehicles Owned: None – volunteers use their personal vehicles

Eligibility: Clients of Family & Children Services

Geographic Focus: Wellington County

VON (Victorian Order of Nurses)

The VON operates demand responsive transportation services for seniors and adults with disabilities within Wellington County. Their fleet includes two regular vans and two accessible vans which are operated by seven paid drivers. VON also utilizes approximately 45 to 50 volunteer drivers who use their own vehicles to complete trips.

VON coordinates volunteers with the Cancer Society and the Community Resource Centre to ensure that services are not being duplicated. The Community Resource Centre also has a standardized volunteer training program that the VON participates in.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive (paid drivers in agency owned vehicles and volunteer program)

Annual Ridership: ~23,000

Vehicles Owned: 2 regular vans, 2 accessible vans

Eligibility: Seniors and Adults with Disabilities

Geographic Focus: Wellington County and key destinations outside the County

Approximately 23,000 trips are made annually with primary services occurring Monday to Friday. Medical calls are prioritized and medical-related trips are accommodated on the weekends if requested. Trips can be taken both within Wellington County and to key inter-regional destinations such as Hamilton or Toronto. Passengers pay a standard fee for in-town trips (\$3.50 one way) and a per km rate for out-of-town trips (45 cents/km). The VON also has a fare subsidy program which is based on a client's income.

There is a surplus of demand that the VON is unable to accommodate. Only a limited number of 'everyday living' trips are being accommodated due to a shortage in volunteer drivers.

Funding sources include the Local Health Integrated Network (LHIN), the United Way and various grants.

East Wellington Community Services

Similar to VON, East Wellington Community Services serves seniors and adults with disabilities who reside in Wellington County. East Wellington Community Services coordinates with VON who provides some services if applicable and available.

Most trips are medical related and include transportation to key destinations both within and outside the County. Approximately 1,800 trips per year are taken using one regular van, one accessible van, and one accessible 18-passenger van.

Services are provided Monday through Friday from 8:00 am to 4:30 pm with the majority of funding generated through the per km fare rate (45 cents/km). With a roster of 15 volunteer drivers and one paid driver, there is difficulty in retaining qualified volunteer drivers. It was identified that the service may benefit from another paid driver position and a review of the fare structure since cost is a barrier to those clients with recurring medical needs.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive

Annual Ridership: ~1,800

Vehicles Owned: 1 regular van, 1 accessible van, 1 accessible, 18-passenger bus

Eligibility: Seniors and Adults with Disabilities

Geographic Focus: Wellington County and key destinations outside the County

Guelph Transit

Though not part a part of Wellington County, Guelph Transit could be a potential partner in a coordinated model due to its proximity attraction as a major destination.

Guelph Transit provides both fixed route and demand-responsive services through its conventional, paratransit and community bus services. Its 73 conventional buses and 11 mobility buses provide 6.9 million rides per year. The fare to use the service is \$3.00 for an adult one-way trip. Discounts are applied for students and seniors and for monthly pass and ticket holders. Conventional fares account for 46 percent of the service funding (the remaining 54 percent of operating cost is subsidized).

KEY CHARACTERISTICS

Organization Type: Municipal

Operating Model: Fixed Route & Demand Responsive

Annual Ridership: 6.9 million

Vehicles Owned: 73 buses, 11 mobility buses

Eligibility: Open to all residents; mobility bus open to registered users that have a disability.

Geographic Focus: City of Guelph

Guelph has a U-Pass agreement in place with the University of Guelph, which provides unlimited access to its transit system for registered students.

Saugeen Mobility and Regional Transit

Saugeen Mobility and Regional Transit is a specialized public transit service providing transportation solutions to the residents of eight municipalities in Bruce and Grey Counties in Ontario. While Saugeen Mobility is not located within Wellington County, they do provide some service to the northern portion of the County. Saugeen Mobility owns 10 accessible minivans, one non-accessible van, 11 accessible mobility buses and has 20 part-time paid drivers to operate the service.

In order to be eligible for the service you must have a physical or cognitive disability or be visually impaired. The fare to use the service is \$2.00 plus \$0.30/km for rides to 'local destinations' and \$0.30/km plus \$18.00/hour for charter rides to other destinations. Saugeen Mobility currently has 900 registered clients and provides 21,052 annual trips.

KEY CHARACTERISTICS

Organization Type: Municipal

Operating Model: Fixed Route & Demand Responsive

Annual Ridership: 21,052

Vehicles Owned: 10 accessible minivans, 1 non-accessible van, 11 accessible mobility buses

Eligibility: Persons with disabilities (physical, cognitive, visually impaired)

Geographic Focus: City of Guelph

Grand River Transit

Grand River Transit (GRT) provides a high level of regional public transit service within the urban municipalities of Kitchener, Cambridge and Waterloo. While GRT is not located within Wellington County, they are located in close proximity and have been identified as a potential partner. GRT may also be a good resource to assist with planning given their experience in providing public transportation. The Region has reviewed the need for public transit to its rural areas and developed a methodology for assessing and implementing such services. A GRT bus route was extended from Kitchener Waterloo to St. Jacob's and Elmira in Woolwich Township and provides a good case study from which to assess the opportunity to extend fixed route services from major urban to rural urban centres.

Orangeville Transit

Orangeville Transit, located in Dufferin County provides three fixed routes within the Town of Orangeville. While Orangeville Transit is not located within Wellington County, they are located in close proximity and have been identified as potential partners.

GO Transit

GO Transit has a park and ride facility located in Aberfoyle. A number of GO Bus routes pass through this location providing transportation to Kitchener/Waterloo, Guelph, Milton/Square One, Bramalea and Meadowvale. GO Bus also operates along Hwy 7 between Guelph and Georgetown.

Red Car Service

Red Car provides door-to-door service to and from the major regional airports and is available throughout the County. They also provide charters and tour service. Since this is a private operation with higher rates than offered by the community care sector, they are a resource, but would likely not form part of a partnership.

Taxi Services

The County issues a number of taxi licenses to service providers for the ability to operate within the county. There are currently 11 sedans that are licensed in the county that service the Fergus / Elora Area, and 5 additional sedans that primarily service the north. Two accessible taxis were also recently licensed and are based out of Guelph. All 18 taxis can service the entire County. There are currently five taxi companies that own the 18 sedans.

In many cases, there are opportunities to contract community transportation service to the taxi industry.

North Wellington Cancer Services

North Wellington Cancer Services has a volunteer driver program. Volunteer drivers are used to provide patients with transportation to radiation and therapy cancer treatments throughout the County and beyond. The program is fully funded by donations.

Community Mental Health Association (CMHA)

Community Mental Health Association (CMHA) has a volunteer program. They currently have four to five volunteer drivers within Wellington County that provide patients with transportation to CMHA appointments. Drivers are paid a per km rate to provide the trips and the majority of trips are destined within the County. Currently the CMHA has no designated budget to provide this service. They are currently spending approximately \$5,000 a year on transportation services, providing 25 to 30 trips per month.

Elliott Coach Lines Ltd.

Elliott Coach Lines (Fergus) Ltd. offers weekday commuter bus service between Elora-Salem /Fergus and the University of Guelph. Tickets are \$4.50 each way. A book of 11 tickets can also be purchased for \$45. There is one run inbound to the University at 7:00am and a return trip at 5:00PM. The service makes multiple stops in Elora-Salem /Fergus and Guelph.

Denny Bus Lines Ltd.

Denny Bus Lines Ltd. provides bus service every Thursday between Orangeville and Guelph. The bus leaves Orangeville at 9:30am and stops at various destinations including Alton, Erin and Hillsburgh

(depending on who calls in), with a final destination of Stone Road Mall in Guelph. The bus picks up passengers for its return trip at 3:45pm. Passengers must call to make a reservation at least 24 hours in advance. A return ticket from Orangeville is \$9.25, with reduced rates closer to Guelph.

Voyageur Transportation Services

Voyageur Transportation Services is a private company that provides a range of transportation services. The company owns a dozen accessible buses that are used for transporting special needs children to/from school and for conducting patient transfers. Buses can be chartered for any use and charter rates will apply.

Key Stakeholders

Having developed an inventory of existing service providers, the next step in the process is to identify other stakeholders that can potentially contribute to the coordinated framework. This can include agencies that refer clients to or provide funding for a transportation service, municipalities that may operate or provide funding for part of the coordinated framework, employers, local service clubs, charities, citizen groups or others that have an interest in improving mobility within the community.

Each stakeholder group that will be involved in the partnership must have the ability to contribute to the coordinated framework, either in terms of funding, resources, or in-kind services. Within Wellington County, a number of potential stakeholders were identified through the on-line survey. Only stakeholders that have responded to the survey are shown and as a coordination partnership goes through the development process, more participants will need to be identified.

Centre Wellington Social Justice Group

For six months in 2013, the Social Justice Group partnered with a local school bus company to provide a fixed route bus service between Elora and Fergus. The service operated three times a day; three days a week. The program was funded through small grants. Service has been suspended in order to examine options for a more sustainable and effective funding model.

Township of Centre Wellington

The Township of Centre Wellington has identified transportation as a priority within the Township. Transportation needs have been identified for seniors, employees requiring transportation to and from work, and youth needing transportation for 'before and after' school programs. Sustainable funding for such transportation services has been identified as a key issue.

Town of Minto

The Town of Minto has also identified transportation as a priority, especially for seniors, persons with disabilities and workers accessing local employment. The Town is willing to consider funding support for transportation services if a business case is prepared.

County of Wellington - Ontario Works

Ontario Works is a program that provides support to people with a temporary financial need. The program assists people that are in financial need and/or require assistance with finding employment. To be eligible to receive assistance from Ontario Works, a client must need financial assistance right away to help pay for food and housing costs, and be willing to take part in activities that will help find a job.

The Wellington County Ontario Works program provides funding on an annual basis to assist people with transportation needs, especially related to finding employment. The Ontario Works program spends an average of \$10,000 a year providing transportation services to clients. Depending on the situation Ontario Works may pay for a taxi, provide gas cards or public transit funding to the client. They also refer a number of their clients to existing services throughout the County. Under a coordinate partnership model, a key objective would be to assess whether or not this funding could contribute to enhancing existing transportation services that may directly benefit Ontario Works clients.

Senior's Centre for Excellence

The Senior's Centre for Excellence provides community programs for seniors and their caregivers. They also provide assistance with navigating the health care system and provide referrals to community support services. Approximately 35 percent of their clients are over the age of 80 and require transportation services. Currently, the Centre refers roughly 35 clients a year to the VON. At this time, they do not provide funding to their clients for transportation.

Wellington Terrace Long Term Care Home

Wellington Terrace is a long term care facility that provides a number of services to those staying at the home. The home owns an accessible van which is used to provide recreational outings for its residents. They also own a small van that is available to the families of their residents to use for special appointments or social outings. Wellington Terrace will also refer its residents to VON and taxi services. Under a coordinate partnership model, a key objective would be to assess the opportunity to make better use of this van to ensure it is fully utilized.

Caressant Care Harriston

Caressant Care Harriston is a long term care facility and home for seniors located in Harriston. Their residents are seniors with high levels of healthcare and personal care needs. Many of their residents require transportation to hospital or medical facilities for medical appointments. One of the biggest challenges is the cost of obtaining these trips. Many of the existing medical services required by residents are located in the larger urban centres and the cost per km for the service can be expensive for residents. The facility currently refers its residents to Saugeen Mobility, Voyageur Transportation Services, taxi service or ambulance service.

Heritage River Retirement Residence

Heritage River Retirement Residence is a retirement home located in Elora that houses seniors who are independent or require light nursing care and dietary needs. They would consider funding transportation service for their residents to use. Their residents require transportation service for social trips, medical appointments etc. within close proximity to the home. They currently provide a bus service on Tuesdays for their residents.

United Way Guelph Wellington Dufferin

United Way supports non-profit agencies in Guelph, Wellington and Dufferin County by funding community agency programs. Many of these programs require transportation support for clients in rural areas. While there are a number of programs being offered within Wellington County, it can often be difficult for people to access these programs.

St. Joseph Health Centre

St. Joseph's Health Centre provides social services to adults, seniors and persons with disabilities. They currently offer an adult day program for which they provide funding for transportation to and from the program for the participants using taxis. For other transportation services, they refer their clients to the VON. At this time they do not provide any funding for their day program clients to use other services such as taxis.

TG Minto Corporation

TG Minto Corporation is an auto parts manufacturing company located in the Palmerston area. The company employs over 600 employees for shift work Monday through Friday. Like many employers located in rural areas, the company has had some challenges attracting and retaining employees due to a lack of transportation services. A number of their potential prospects live in the Region of Waterloo and the City of Guelph and do not have access to a private automobile (since both cities have a transit service). The partnership would benefit from including companies like TG Minto in the transportation working group, with the potential of contributing funding for an employee targeted shuttle service.

Musashi Auto Parts

Musashi Auto Parts is an auto manufacturing company located in the Arthur area. Similar to TG Minto, the company has difficulty attracting and retaining qualified employees due to lack of transportation services. Under a coordinated partnership model, a key objective would be to explore a partnership with Musashi to supply funding for the provision of transportation services.

Summary

The on-line questionnaire and follow-up stakeholder workshop revealed a number of existing transportation services in Wellington County and opportunities to improve service. These are assessed in Step 3 below.

STEP 3

Identify Service Demand and Gaps/Implementation Issues and Opportunities

The purpose of Step 3 is to expand on the data gathering completed in Step 2 to determine service demands and gaps as well as implementation issues and opportunities. This will help determine the type of coordination model that should be implemented or whether coordination is a feasible solution. In certain cases, the problem is a resource issue which is better solved through additional funding rather than coordination.

Service Demand and Gaps

A number of gaps in service were identified as part of the consultation process. These were prioritized by the consulting team based on interviews with stakeholders and through the survey results. This should be confirmed by the partnership through a more detailed review of travel patterns and the number of trips not accommodated.

1. **Trip Purpose:** The majority of trips provided are aimed at seniors and persons with disabilities. Based on discussions, there is a strong demand for other types of trips that are not being accommodated. This includes:
 - a. **Students:** to allow them to participate in after school programs or attend part-time employment.
 - b. **Employees:** many employers are having challenges attracting and retaining employees, particularly those that live outside of Wellington and commute into the county. TG Minto Corporation and Musashi Auto Parts are prime examples.
 - c. **Social Trips:** Medical appointments are the number one priority for most community care agencies. Often social trips or everyday living trips cannot be accommodated.
2. **Capacity Issues:** A number of existing agencies indicated a general challenge in meeting all trip requests. This is due to the lack of resources, primarily drivers to operate vehicles.
3. **Eligibility:** The largest provider of transportation service is focused on seniors and persons with disabilities. There are fewer options available for adults and students/children.
4. **Geographic Availability:** The majority of existing services within the County are focused around Fergus/Elora in Centre Wellington. This makes sense as this is the largest urban centre within

the County. However, residents in other areas of the County also require transportation services. The biggest gap identified is in the northern municipalities in the County.

Implementation Issues and Opportunities

A number of implementation issues and opportunities were also identified as part of the consultation process. These are important to understand as they have a direct influence on the type of coordination model selected. These include:

Implementation Issues

1. **Mandates/Funding Constraints:** A number of existing service providers only provide service to seniors and persons with disabilities (e.g. VON). Their mandate is tied to funding received from the LHIN. This reduces their ability to partner with other organizations and maximize the use of their vehicles (i.e. by allowing adults to share rides with seniors).
2. **Funding Levels:** Sustainable funding is an issue for a number of existing providers. The Centre Wellington Social Justice Group provided a fixed route bus service between Fergus and Elora for six months. While the service was popular, it has been suspended until a more sustainable funding source can be discovered.
3. **Driver Availability:** There are not enough drivers to operate existing vehicles throughout the County. The majority of existing providers use volunteer drivers to provide service and there are few paid drivers operating agency owned vehicles. Additional drivers are needed in order to make full use out of the available vehicles and resources, however, funding is also an issue to pay for additional drivers.

Opportunities

1. **Existing Coordination:** The Community Resource Centre of North and Centre Wellington, VON, Fergus Elora Seniors Trans, Cancer Society, East Wellington Community Services and Canadian Mental Health already coordinate trips through a central referral point: Wellington Transportation Services. Parties in need of transportation can call a 1-800 number and are referred to the appropriate agency based on responses to three screening questions. This culture of existing coordination will assist in the development of a coordinated framework.
2. **County Support:** The County already contributes some funding to transportation services and has shown a willingness to address transportation issues. There are concerns about funding new programs from a limited tax base and availability of staff to support new programs. The cost effectiveness of improving rural transportation would have to be addressed.
3. **Guelph Transit:** Guelph Transit has a new scheduling software program that is used to coordinate all of its paratransit services. The transit system also has significant expertise in dispatching and scheduling. This may be a resource a future partnership could use.

4. **Private Operators:** There are a number of private operators that provided scheduled fixed route services between Fergus/Elora and Guelph and Orangeville and Guelph at reasonable rates. There is an opportunity to build on this network through coordination.
5. **Provincial Gas Tax Funding:** None of the municipalities within the County receives provincial gas tax funding. The County could benefit from a significant increase in revenue towards transit services if they were responsible for (directly or through agreement with another transportation provider in the partnership) the delivery of public transit or community transportation services. This revenue could be used to expand services to meet the various gaps in the community.

STEP 4 Assess Different Levels of Coordination

The review of existing transportation services within Wellington County revealed a desire among several organizations to improve rural transportation. There is already some coordination taking place through Wellington Transportation Services, a collaborative network of community service providers. The existing services within the County are also fortunate to have a number of resources, such as their own vehicles and a pool of volunteers. Finally, no existing transportation service in the County is benefitting from provincial gas tax funding. There is the opportunity to potentially access this funding when developing a coordination model.

The four coordination models were assessed to determine their applicability within the County of Wellington. The lead partner for Models 1 through 3 is not known at this point and would need to be confirmed by the Transportation Coordination Working Group.

Model 1: Centralized Control

This model represents the highest degree of coordination and would involve a lead partner taking over all aspects of transportation on behalf of the partnership. Existing transportation service providers such as the VON, Fergus Elora Seniors Trans and East Wellington Community Services that were not identified in the lead role would transfer ownership of their vehicles, operating resources and funding earmarked to transportation services to the lead partner.

The benefit of this model for Wellington is that it provides the highest degree of coordination as the entire fleet would be available and decisions would be made that maximize the efficiency of the trip. This model also allows the



various agencies to focus their efforts on the key elements of their mandates which are not transportation related.

The disadvantages of this model are that there is no clear partner that would fill this role:

- The County does not own any vehicles and has no experience with transportation operations;
- There are too many agencies each with different mandates. Many organizations have different boards that they are accountable to, including municipalities and national organizations (i.e. the VON). Creating a Central Coordination Model would impact these reporting structures and require too many stakeholders at the table;
- It may jeopardize funding provided by the LHINs, which is earmarked for seniors and persons with disabilities, whereas the model would provide general transportation for all residents in need of service.

For these reasons, this model is not recommended.

Model 2: Brokerage – Central Coordination

Model 2: Brokerage - Central Coordination



In this model, the lead agency is responsible for the planning, scheduling and dispatch of transportation services. Delivery of trips continues to be completed by each of the partner organizations.

The benefit of this model for Wellington is that it maximizes the potential for coordination without requiring the County or the lead partner to get into the business of vehicle purchases and operations. The role of the lead partner, instead, would be as a coordinating body for all trips. It also allows various different mandates to be retained.

If the County was selected as the lead partner, the disadvantage is that the County has no experience with transportation coordination. A potential solution would be to have an existing scheduler/dispatcher from one of the partner agencies perform this function or the service could be contracted out. If desired, the County could retain more of an administrative role.

For these reasons, it is recommended that this model be carried over by the coordination working group for further review.

Model 3: Brokerage – Confirmation-Based Coordination

This model is similar to Model 2. The big difference is that in this model the lead partner must confirm the booking of any coordinated trips with the partner agency providing the service before it is confirmed. The advantages and disadvantages are similar to the Model 2. The difference is the extra step required to book a trip and that the opportunity for coordination is less than in the Brokerage –Central Coordination Model.

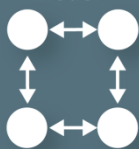
This may be an appropriate model to explore for Wellington County, particularly as trust is built during the partnership. For these reasons, it is recommended that this model be carried over for further review.

Model 3: Brokerage - Confirmation Based



Model 4: Voluntary Cooperation

Model 4: Voluntary Cooperation Model



Partner organizations work together to improve policies and processes and potentially provide a central transportation information service. Each partner continues to operate independently.

This model is the first step toward greater coordination and is already occurring in Wellington County. The Community Resource Centre of North and Centre Wellington, VON, Fergus Elora Seniors Trans, Cancer Society, East Wellington Community Services and Canadian Mental Health are already coordinating some trips through a central referral point (customers that call a 1-800 number are referred to the appropriate agency based on responses to three screening questions).

The disadvantage of this model is that there is little role for Wellington County. The main advantage of Wellington County as the lead is the potential to access provincial gas tax funds. This will only occur if the County is responsible for the partnership.

Adopting this model would not lead to a noticeable improvement in efficiencies and level of service to customers.

STEP 5

Identify the Building Blocks of the Preferred Coordination Models

In Step 4, two of the four coordination models were considered for further review: Model 2: Brokerage Model - Central Coordination and Model 3: Brokerage Model – Confirmation-Based Coordination.

With these models in mind, each of the building blocks that make up a coordinated transportation framework will need to be assessed by the partnership working group. This includes service delivery,

scheduling and dispatch, vehicle maintenance, etc. The application of each of these building blocks to the preferred Wellington County model is documented below.

Service Planning

Under both models, the lead partner would be responsible for service planning. Since the County does not have the expertise in-house, it would use the experience available in the partnership for ongoing planning of services and/or could bring in outside expertise to assist (particularly during the start-up).

Key activities that would form part of this function include:

1. Working with private bus carriers to establish scheduled fixed route services between urban centres within and adjacent to the County.
2. Establishing a coordination plan that would use the various demand responsive services as feeders for the scheduled fixed routes.
3. Working with Guelph Transit to establish potential for service integration between Wellington and Guelph Transit services.
4. Working with Saugeen Mobility and Regional Transit to establish potential integration with this service provider for the northern municipalities.

Coordinated service planning is required under the Brokerage - Central Coordination Model and optional under the Brokerage – Confirmation-Based Model, however, it is still recommended.

The function is fairly easy to implement with the assistance of outside expertise or experience within the partnership. Step 6 below provides some preliminary recommendations of options that the partnership group should begin to explore.

Improving connectivity between the different types of services identified above will also increase the effectiveness and efficiency of all services and provide additional capacity to meet the needs of more residents. There may be an initial cost to hire outside expertise to develop a service plan.

Customer Service / Intake Process / Scheduling and Dispatch

These three functions are assessed together because they all involve the partnership setting up a central office that will be the main interface point for customers requesting trips or getting information about the service.

This would be the responsibility of the lead partner. In choosing a lead partner, it is important to have someone with experience in operating transportation services take a lead role in this (e.g. the Community Resource Centre of Centre and North Wellington which currently has 1.5 FTE transportation coordinators). There is currently an existing central information number in place which County residents

use to access transportation services across the County. This number or office can be used and expanded on as part of the central customer service / intake and scheduling and dispatch office.

There are currently 40,000 to 50,000 demand responsive rural transportation trips being delivered annually in Wellington County by a variety of service providers. Most of this service is provided for seniors and persons with disabilities, with priority given to medical trips. Demand for trips is likely two times greater than what is being supplied today and some markets are not served at all.

At this level of annual ridership a centralized scheduling software program would be beneficial to enhance the number of shared trips. The use of this software can increase the efficiency of service delivered by as much as 15 percent.

The scheduling program would also be useful for coordinating trips between demand responsive services and any new scheduled fixed route corridor service that may be implemented. This helps minimize resource requirements for long-distance trips within the County.

There are relatively simple programs that cost up to \$1,000 per month that could be used initially if budgets are limited. For a more robust program, the initial fee is upwards of \$70,000 with annual licensing fees. This large upfront capital investment can be challenging for a municipality to take on and may be dependent on a grant program or outside funding from the province (e.g. Community Transportation Pilot Program).

Centralized customer service is a logical extension of the centralized reservation/dispatch office. Initial calls regarding passenger inquiries, complaints or compliments should be handled by the central office, and potentially redirected to one of the partner agencies, depending on the extent of the issue.

For the intake process, this will require more investigation between the partners involved in the coordinated framework. At this point, it is recommended that client intake still be conducted by each partner agency, particularly given some of the difference in eligibility criteria. However, information about all transportation programs should be made available on the central website to inform residents about the options available to them. If calls are received regarding client registration at the central reservation/dispatch office, they could be directed to the right agency partner by asking two to three clarifying questions to determine potential eligibility. As trust develops and eligibility becomes more standardized, this function could be transferred to the central agency.

Given the volume of calls that currently take place, it is recommended that the central dispatch office be staffed with 3-4 reservationists / dispatchers and customer service staff (Transportation Coordinators). Under the Brokerage Model, some of the existing transportation coordinators could be trained to perform these roles. This would lead to a reduction in the number of existing staff required to perform this function. Under the Confirmation Based Brokerage Model (Model 3), there is less of a savings in

staff time since each partner agency providing service would likely be involved in transportation coordination.

Marketing / Awareness

It is recommended that a central brand be developed for the partnership. Based on initial review, there is already a strong awareness of transportation services for seniors and persons with disabilities through the 1-800 number provided by Wellington Transportation Services. However, if the partnership is going to expand to be more inclusive of adults and students, a central brand and awareness campaign should be developed. This will help garner support for the partnership in Wellington County.

To maintain a local connection, the support provided by each partner in the organization should be identified in marketing and communications material. This is especially important in the initial stages of the partnership.

Some initial funding would need to be put in place to develop a brand and communication strategy. Outside marketing and branding expertise may be sought.

Eligibility Criteria

The partnership will need to review the eligibility criteria of all participating agencies. Where the eligibility criteria are similar, efforts should be made to standardize. This increases the ability to coordinate trips between different partners in the network.

Policies and Procedures / Passenger Fares

The policies and procedures of each of the partners will need to be reviewed once they have confirmed their participation in the partnership.

The ability to standardize passengers fares and kilometre rates will also help enhance the ease in which coordination takes place.

Vehicle Purchase, Vehicle Maintenance, Driver Training

Based on the initial review, there are approximately 7 accessible buses and 4-5 vans available to provide service throughout the County. Currently, there is no consistency in the type of vehicle, with some being vans and others being mobility buses. Private carriers that would be contracted to operate fixed route services own and maintain their own vehicles.

Unless there is a significant expansion in the number of vehicles, there is no real benefit to coordinating vehicle purchases. However, vehicle specifications should be reviewed and agreed to by the partnership to ensure all future vehicles are consistent in their ability to accommodate passengers with mobility devices.

There is some value in developing a standard driver training program that could be used for paid drivers and volunteers. This would ensure that all drivers have the same safety and customer service training.

Volunteer Recruitment and Training

At the initial stages of the partnership, coordination of volunteer recruitment may be a challenge, particularly if the Partnership brand is no longer associated with a local agency. This function should be addressed in later years of the partnership.

STEP 6 Select a Preferred Coordination Model

Within Wellington County, it is recommended that either Brokerage Model (Central Coordination or Confirmation Based) be explored. The partnership would be between the County, participating local municipalities, social service agencies and employers. Private sector bus operators would be used to enhance corridor or fixed route service, but would not form part of the partnership.

To be successful, it is recommended that the County act as a coordinating body for the partnership group. In this role, it would participate in service planning and would approach the province to receive provincial gas tax funding. This funding must flow through a municipality.

A lead partner would also need to be selected to schedule and dispatch trips, handle customer service requests and monitor the service. Other partner agencies would contribute through funding, in-kind use of vehicles, resources and/or expertise. The lead partner would not take ownership of any of the vehicles.

Given the service needs and gaps identified in Step 4, it is recommended that two working groups be formed to address immediate coordination opportunities as well as the need for improved services for students and employees seeking to access major employers in the County.

Based on the above review, the following opportunities should be explored by each of these working groups to improve transportation services in Wellington County:

Coordination Opportunities

Within the coordinated framework, one working group of existing service providers could be set up to assess the opportunity to work with the County to improve the demand responsive services already in place. This working group would work from the bottom-up to build on existing coordination and keep the momentum going. There are some additional aspects of coordination that could be easily implemented within these existing services. These include:

1. **Purchase Centralized Scheduling Software:** Investigate the purchase of a scheduling software program. The program could be purchased separately or obtained through an agreement with Guelph Transit (which already has acquired the software) to assist with scheduling and dispatching of trips within the framework.
2. **Partnership with Adjacent Transit Providers:** It is also recommended that a partnership with Guelph Transit be investigated. This would allow for seamless passenger transfers and potentially service schedule coordination. The County's demand responsive and fixed route services could coordinate their trips at local Guelph Transit terminals to ensure seamless transfer between the services.

Potential New Services

A second working group should be created to assess the feasibility of expanding on the fixed route service between Fergus/Elora and the City of Guelph as well as exploring employee shuttle services to major employers particularly in the north of the County. This group would take a top-down approach to service planning with a goal of improving transportation services for youth and those looking to access employment areas. This group would also need to identify new funding sources or partnerships to provide the service improvements. Some potential improvements for this group to explore include:

1. **Implement Corridor Services:** Explore the opportunity to extend the number of runs that operate between:
 - Fergus/Elora and Guelph (existing Eliot Bus Lines service);
 - Orangeville and Guelph via Hillsburgh, Erin and Rockwood (existing Denny Bus Lines service);
 - Morriston / Aberfoyle and Guelph (potential new service).

The passenger fare for the two existing services is \$4.50 to \$4.75 for a one-way trip. This is about half the fare of the same service operated by a demand responsive service (based on a \$0.41 per km rate)¹³. For this to be successful, opportunities to transfer passengers from the existing demand responsive services (e.g. provided by the VON) to these scheduled corridor services should be explored.

This can be through a physical transfer for passengers living outside of the immediate urban areas of Fergus/Elora, Hillsburgh, Erin and Rockwood or by operating a flex-route service while these urban areas. Denny Bus Lines already operates as a Flex Route. Customers are required to call 24 hours in advanced to book the service. The route is flexible based on passenger demands.

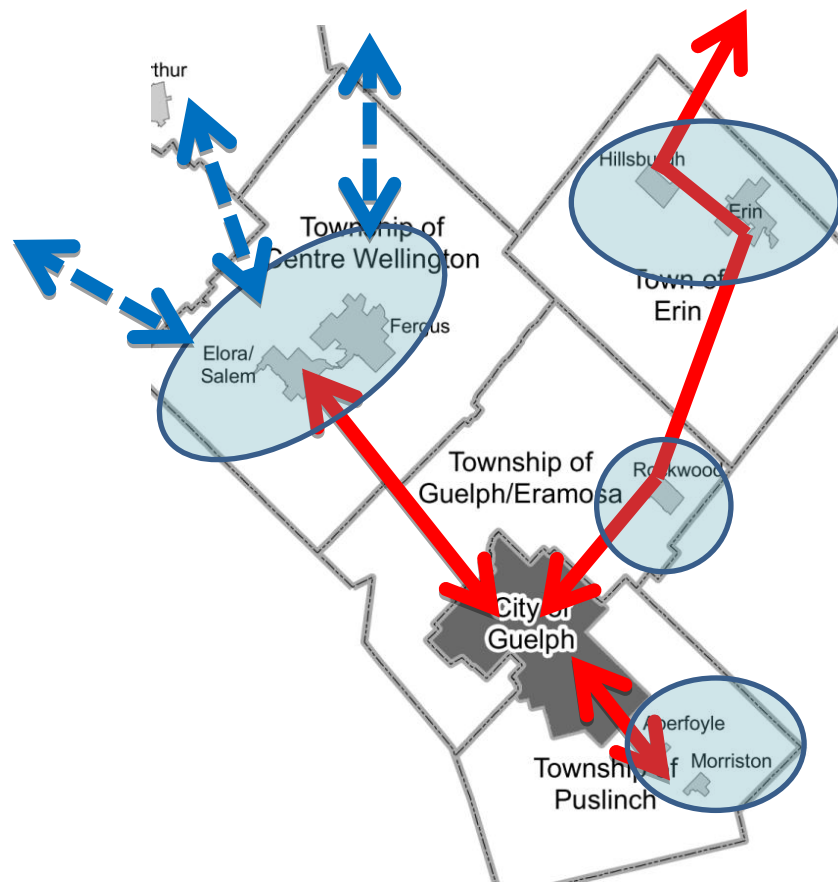
¹³ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

The lead transportation coordinator would need to work closely with Eliot Bus Lines and Denny Bus Lines to schedule trips on this fixed route. A determination would be made about the number of passengers required to make the service sustainable. This also benefits the demand responsive provider by freeing their vehicles to accommodate more trips for their clientele.

For new services such as the Morriston / Aberfoyle corridor, a bus operator would need to be found and more research conducted on the potential demand. An extension of Guelph Transit or GO Bus service may be a logical choice for this corridor.

A review of existing passenger demand to Guelph would help establish the potential demand. A target of 10 to 15 passengers per trip should be established.

Figure 3 - Potential Corridors Services in Wellington County



- Employer Shuttle Services:** There are some employers within the County who recognize the importance of a transportation option being available to support their employees. Custom-

designed employee shuttles can be effective if they are well integrated with existing public transit services (where available) and if they are supported by both employees and the employers. An approach to employee shuttles might involve a three-way sharing of costs among employer, employee and municipality with a service planned and delivered by a private contractor based on an employee survey and the start/stop times of the employer.

Although each coordination group will have a different mandate, it will be important that both groups continue to communicate on a regular basis. The demand responsive services could operate as effective feeders to an improved fixed route/employee shuttle service and contribute to the sustainability of these services.

As an example, a shuttle to TG Minto in Palmerston would begin in Guelph or Waterloo and could use one of the vehicles owned by the partnership. With a 7:30am shift time, there is not too much demand for service for seniors during this time. Once the vehicle drops off employees, it can be used locally to provide demand responsive trips within North Wellington. Midday runs could continue to use an agency owned vehicle or could be contracted to one of the private carriers, depending on the needs of the vehicle. A flex route strategy could be used in that other passengers heading to Guelph from the north could board the bus. This would help keep the service sustainable.

3. **Charter Services:** Opportunities to partner with various retailers, adult day centres, or other programs should also be explored by the working group. A well-advertised program that provides a bus service to major destinations on certain days of the week could be explored. This is similar to the Denny Bus Lines Thursday service between Orangeville, Hillsburgh, Erin, Rockwood and the Stone Road Mall in Guelph. Similar charters can be established on specific days of the week from different areas of the County to grocery stores, shopping malls, dentists, clinics, etc. This is a very effective transportation demand management tool to group passenger trips headed to the same destination. It also frees up existing demand responsive services to perform other functions.¹⁴
4. **Use of Taxis:** The County has over 18 taxis licensed to provide service in the community. The working group should explore the number of local trips conducted within some of the larger urban areas in Wellington (e.g. Fergus / Elora) and explore the potential to have the service delivered by the taxi industry. There may be the ability to negotiate a preferred flat rate for in-town trips based on the volume of trips that are anticipated. For eligible passengers, they would

¹⁴ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

pay a flat fee and the partnership would subsidize the remaining part of the fare. This approach is successfully used in Stratford, where eligible passengers pay a flat fare of \$5.50 and the Community Care Agency pays the difference between the passenger fare and the preferred taxi rate fare of \$7.00. In this situation, the use of taxis is more cost effective than providing the service using agency owned vehicles and it allows those vehicles to be better utilized for long-distance trips.

Next Steps

For the coordination model to be successful, leadership is required. It is suggested that a working group of existing demand responsive service providers be formed to further develop immediate opportunities (within their span of control) in the areas outlined above.

It is recognized that there are gaps and travel markets not being addressed by the existing services and that the expansion of the fixed route service may provide a strong core service to address these deficiencies. This expansion may require new funding (e.g. gas tax support) and new partnerships (e.g. employer shuttles). Hence a planning-oriented working group should be formed to assess and address these opportunities and challenges.



TOWARDS COORDINATED RURAL TRANSPORTATION:

A RESOURCE DOCUMENT

Prepared for
The Rural Ontario Institute

August 2014



ACCELERATING RURAL TRANSPORTATION SOLUTIONS

Lack of transportation is a significant issue in all rural and remote communities in Ontario which affects most of the determinants of health.

This report is a product of the **ACCELERATING RURAL TRANSPORTATION SOLUTIONS** initiative; a collaboration between the Rural Ontario Institute and the Ontario Healthy Communities Coalition. The purpose of this initiative is to enhance and strengthen the sharing of knowledge of effective models and emerging innovation in rural regional transportation. This project received funding from The Ontario Trillium Foundation, an agency of the Ontario government.

The members of the study team that contributed to this report include the following:

STEERING COMMITTEE MEMBERS

Norman Ragetlie, *Rural Ontario Institute*
Rob Black, *Rural Ontario Institute*
Scott Currie, *Rural Ontario Institute*
Lorna McCue, *Ontario Healthy Communities Coalition*
Lisa Tolentino, *Ontario Healthy Communities Coalition*
Brad Smith, *Ride Norfolk*
Scott Butler, *Ontario Good Roads Association*

CONSULTANT PROJECT TEAM

Dennis Kar, RPP, MCIP, Dillon Consulting Limited
Richard Puccini, P.Eng, Dillon Consulting Limited
Stephanie Simard, RPP, MCIP, Dillon Consulting Limited
Morgan Boyco, RPP, MCIP, Dillon Consulting Limited

Special appreciation is extended to the lead organizations in the three study regions who contributed to the assessment and assisted with engaging local stakeholders, namely: Wellington County, Headwaters Communities in Action and Dufferin County, and in Leeds and Grenville, Every Kid in Our Communities and the Employment & Education Centre.

For more on other resources or documents created through the **Accelerating Rural Transportation Solutions** initiative, visit <http://ruralontarioinstitute.ca/resources-reports/>

This page left intentionally blank

Table of Contents

1.0 INTRODUCTION	1
1.1 The Challenge of Providing Rural Transportation	1
1.2 Coordinated Rural Transportation	2
1.3 How to Use This Document.....	4
2.0 CONTEXT FOR COORDINATED TRANSPORTATION IN RURAL ENVIRONMENTS.....	7
2.1 Coordinated Transportation – A Definition	7
2.2 Benefits of Coordinated Transportation	7
2.3 The Rural Context	9
2.4 Existing Community Transportation in Rural Areas	14
2.5 Is Coordination Right For You?.....	19
3.0 COORDINATED TRANSPORTATION MODELS	21
3.1 Model 1: Centralized Control.....	22
3.2 Model 2: Brokerage – Central Coordination	24
3.3 Model 3: Brokerage – Confirmation Based	26
3.4 Model 4: Voluntary Cooperation Model	28
4.0 THE BUILDING BLOCKS OF A COORDINATED TRANSPORTATION MODEL	31
4.1 Service Planning	32
4.2 Customer Service and Complaint Handling	34
4.3 Intake Process	37
4.4 Marketing / Awareness	41
4.5 Scheduling and Dispatch	43
4.6 Passenger Fares.....	48
4.7 Eligibility Criteria	51
4.8 Policies and Procedures	54
4.9 Vehicle Purchase	55
4.10 Vehicle Maintenance	58

4.11 Driver Training.....	59
4.12 Volunteer Recruitment and Training	61
5.0 STEPS REQUIRED TO ESTABLISH A COORDINATED TRANSPORTATION MODEL	65
STEP 1 - Identify Two or More Organizations that Share a Common Goal.....	66
STEP 2 - Inventory Existing Transportation Services and Key Stakeholders	71
STEP 3 - Identify Service Demand and Gaps/Implementation Issues and Opportunities	76
STEP 4 - Assess Different Coordination Models.....	82
STEP 5 - Identify the Building Blocks of the Preferred Coordination Models	85
STEP 6 - Select a Preferred Coordination Model	88
6.0 FUNDING OPTIONS FOR COORDINATED TRANSPORTATION	93
6.1 Passenger Fare Revenue	93
6.2 Other Operating Revenue	94
6.3 Municipal Subsidy	95
6.4 Provincial Gas Tax Program.....	96
6.5 LHIN Funding	99
6.6 Federal Gas Tax Program	100
6.7 Other Funding Sources.....	101
7.0 STUDY REGION ASSESSMENTS.....	103
7.1 Wellington County	105
7.2 Dufferin County	135
7.3 United Counties of Leeds and Grenville.....	165

List of Figures

Figure 1 - County of Wellington	107
Figure 2 - Wellington County 2011 Population Pyramid	110
Figure 3 - Potential Corridors Services in Wellington County.....	132
Figure 4 - Dufferin County Map	138

Figure 5 - Dufferin County Population Pyramid.....	139
Figure 6 - Potential Corridor Service between Shelburne and Orangeville	161
Figure 7 - United Counties of Leeds & Grenville	168
Figure 8 - Leeds and Grenville Population Pyramid	170
Figure 9 - United Counties of Leeds and Grenville Commuting Patterns (2011).....	174
Figure 10 - Top Three Destinations of Leeds and Grenville Commuters (2006 and 2011).....	175
Figure 11 - Potential Corridor Service in Leeds and Grenville	197

List of Tables

Table 1 - Summary of Transportation Functions Applicable to Each Coordination Model	31
Table 2 - Summary of Information to be Collected During the Inventory Phase	73
Table 3 - Summary of Functions Applicable to each Coordination Model	85
Table 4 - Population Density Summary.....	108
Table 5 - Urban Centre Existing and Future Population	109
Table 6 - Projected Growth in Wellington County to 2031	110
Table 7 - Wellington County Population and Employment Projections for the Urban Centres	111
Table 8 - Existing Transportation Providers in Wellington County	113
Table 9 - Population Density Summary.....	139
Table 10 - Dufferin County Population and Employment Projections.....	140
Table 11 - Existing Transportation Providers in Wellington County.....	142
Table 12 - Population Density Summary.....	169
Table 13 - Forecasted Population Growth in Leeds and Grenville.....	170
Table 14 - Forecasted Employment Growth in Leeds and Grenville	171

Table 15 - Major Employers in Leeds and Grenville	172
Table 16 - Major Employers in the Partner Municipalities	173
Table 17 - Existing Transportation Providers in the United Counties of Leeds and Grenville	177

1.0 Introduction

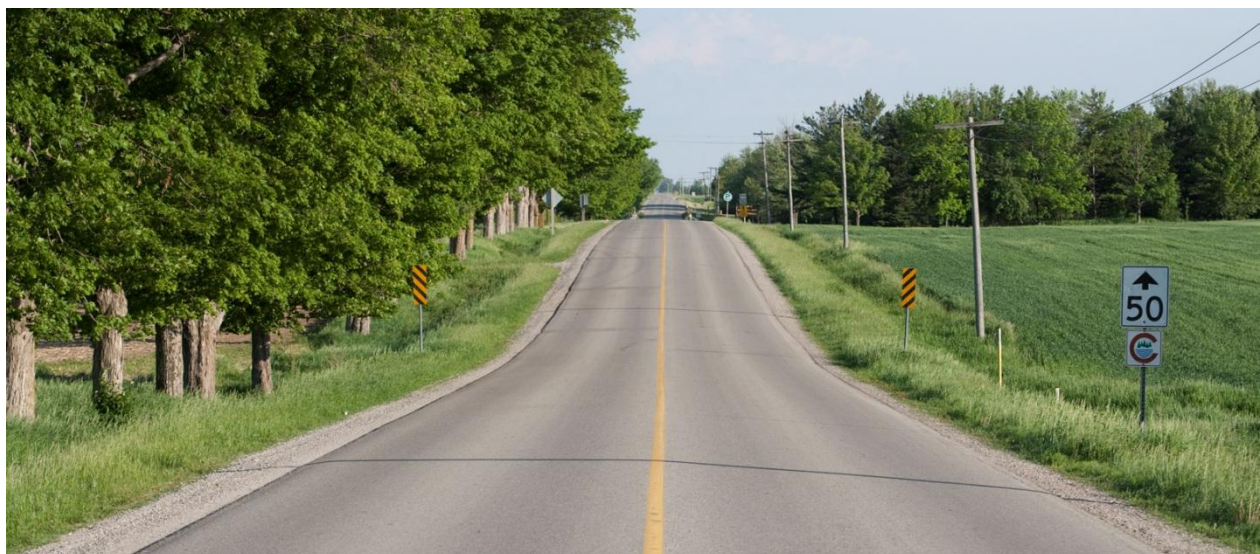
1.1 The Challenge of Providing Rural Transportation

The planning and delivery of public and community transportation in rural areas is faced with a number of challenges:

- The low density and dispersed nature of population, employment and services makes it difficult to provide effective transportation that meets all needs within the community at reasonable costs;
- The long-distance nature of trips (often travel is to adjacent urban centres to access services) makes the per trip cost of rural transportation expensive;
- A lower tax base makes available funds for transportation services scarce, particularly when competing with other municipal priorities and established provincial programs and budgets.

This has resulted in a lack of public and community transportation service in many rural communities. Where transportation services are in place, the availability, frequency and geographic area where service is provided is limited due to high costs and limited revenue opportunities (due to low ridership).

For rural residents without access to private automobiles, access to employment, education, healthcare and goods and services is a significant barrier and an impediment to remaining active members of the community.



A number of municipalities, agencies, private sector companies and other organizations have responded to fill in the rural transportation gap. These include:

1. Municipalities that provide limited demand responsive service or fixed route corridor service connecting urban centres within a larger geographic area.
2. Community Care and Social Service Agencies that refer clients to transportation providers or directly provide community transportation services through paid drivers and/or volunteers. This is typically targeted to certain demographic groups (e.g. seniors) that are felt to be most at risk.
3. Hospitals that provide non-emergency patient transfer or discharge transportation service.
4. Adult Day Centres, Nursing Homes and Long-term Care Facilities that have access to a vehicle to provide transportation services to their residents or clients.
5. Employers, Institutions and Post-secondary Schools that provide shuttles for their workers or students.
6. School Boards that provide bus transportation for youth to and from schools.
7. Health Agencies that provide service to their clientele based on a defined disability or medical condition (e.g. the Canadian Cancer Society).

Each organization operates within their own mandate, which often leaves transportation gaps in the rural community. The result is a very disconnected system of many transportation providers, each with their own goals, servicing different client groups, trip types (e.g. medical trips only) and in some cases different geographic areas that do not always meet the needs of all residents.

While there are some examples of local coordination and cooperation, disconnected systems described above are a growing concern, particularly in rural areas with no access to or limited availability of public transportation services. The challenge is finding a transportation structure that works and can meet the broader goal of providing affordable and effective mobility for residents in rural areas, while recognizing the challenges of limited budgets.

1.2 Coordinated Rural Transportation

To address these challenges, a number of rural communities have established a cost-shared coordinated rural transportation model (Coordinated Transportation). Coordinated Transportation is a process that helps address the disconnected nature of multiple public and community transportation providers and enhances the cost-effectiveness of mobility as a whole, thereby improving overall service quality and

accessibility. It is defined as a “process in which two or more organizations interact to jointly accomplish their transportation objectives”.¹

In many rural communities, the process of establishing a coordinated transportation framework has resulted in a significant improvement in the cost effectiveness of services, which has often translated to an improvement in service quality and availability for residents.

In Huron and Perth County, five community care agencies established a coordinated transportation model branded as EasyRide. The new coordinated model has resulted in a 120 percent increase in coordinated trips between 2010 and 2014 through the use of a centralized reservation and dispatch scheduling software which coordinates vehicles from different agencies based on the effectiveness of the trip for customers rather than the by agency the vehicle is owned by.



In the Town of Deseronto, a steering committee representing the town, county, community care and social service agencies was formed to develop a fixed route regional transit service that links Napanee, Belleville, Picton/Bloomfield, Tyendinaga Territory, Tyendinaga Townships and the Town of Deseronto. The service receives funding from fare revenue, provincial gas tax, agencies concerned with low income, partnerships and municipal subsidy. Partnerships with various agencies have resulted in an increase in service levels and ridership throughout the community.

More detail on these successful examples can be found in a compendium document entitled “Accelerating Rural Transportation Solutions: Ten Community Case Studies from Ontario” by the Rural Ontario Institute and the Ontario Healthy Communities Coalition.

¹ TCRP Report 101 – Toolkit for Rural Community Coordinated Transportation Services, pg. 4

While there is significant evidence of the benefits of coordinated transportation and examples to learn from, choosing a framework that is right for your community and undertaking the process to get there can be a difficult task. Each region is different and will have unique opportunities and challenges when implementing a coordinated framework. The first critical question to ask is “Is coordination right for your community?” While there are numerous benefits, it can be a resource intensive process that requires some upfront costs. Coordinated Transportation is not for everyone and it is important to understand this before proceeding down this path.

There are also different levels of coordination that various organizations can explore; from full consolidation of service delivery to collaboration on policies and procedures. Each of these models will be explored as part of this guideline document.

If coordinated transportation is determined to be the ‘right’ strategy, there are a number of decisions that need to be made about the framework that will work best. This involves a financial feasibility and performance assessment of the existing operations against the preferred coordinated framework. Developing a collaborative process and understanding the right questions to ask is critical to moving toward an effective coordinated transportation model for your community.

1.3 How to Use This Document

The purpose of this document is to provide a user-friendly resource that allows municipalities, transportation service providers and social, health and community support agencies to assess and identify opportunities to collaborate and develop a coordinated transportation model. Through community leadership and shared agendas, it will be possible to achieve greater cost-effectiveness of service delivery and ultimately enhance the level of transportation available for residents of rural communities.

The document includes an assessment methodology for understanding the current situation and the process required to create a coordinated transportation framework.

The guide also provides a framework for multiple organizations within rural areas to establish their own coordinated structure.

Moving forward, the document is structured into following chapters:

Chapter 2: Context for Coordinated Transportation in Rural Environments

This chapter will answer the important question: Is a coordinated transportation structure right for my organization and this community? To assist in answering this question, coordination is defined, including its benefits to transportation providers, funding partners and customers. The characteristics and importance of rural transportation are also better defined to understand the opportunities available for municipalities, agencies and other organizations to coordinate.

Chapter 3: Coordinated Transportation Models

Several coordination models are fully explored in this chapter. Each model presents a different level of centralization versus autonomy. Advantage and disadvantages of each model are described in more detail. The four models presented in this chapter provide a basic framework which will allow communities to reflect on their existing level of transportation coordination and assess each model relative to their own context.

Chapter 4: The Building Blocks of a Coordinated Transportation Model



This chapter provides an overview of common transportation functions that can form part of a coordinated transportation model. These include the coordination of reservation and dispatch, marketing, policies and procedures, etc. The purpose of this chapter is to provide each community with the building blocks required to develop or adapt their preferred coordinated transportation model identified in **Chapter 3** to better meet the mobility needs of their community. For each building block, a generalized assessment method is provided that organizations operating or funding rural transportation services can use to assess the potential and/or desirability to establish or enhance a coordinated approach.

Chapter 5: Steps Required to Establish a Coordinated Transportation Model

This chapter outlines an assessment and implementation framework that multiple organizations can use to establish or move towards a more coordinated transportation model.

Chapter 6: Funding Options for Coordinated Transportation

Current funding opportunities available to organizations are highlighted in this chapter.

Chapter 7: Study Region Assessments

Three study regions were reviewed in detail to assess the potential to develop a coordinated transportation framework. The steps described in **Chapter 5** were used as a starting point to assess the potential for coordinated transportation in three study regions: Wellington County, Dufferin County and the United Counties of Leeds and Grenville.

Note:

It is important to note that the strategies, case studies and resources presented in this document are to be used at the discretion of organizations as an important reference in their planning and decision-making processes. This guide presents various methods for meeting the objective of establishing a coordinated transportation structure serving rural areas. Understanding that circumstances will vary from region to region, it is expected that organizations will adapt the approaches and examples identified in this document to their own situations and develop appropriate solutions for their communities.

This page left intentionally blank

2.0 Context for Coordinated Transportation in Rural Environments

2.1 Coordinated Transportation – A Definition

Coordinated Transportation means following a process and implementing strategies that address the disconnected nature of multiple community transportation providers in a county or region.

The Transit Cooperative Research Program (TCRP) defines transportation coordination as a *“process in which two or more organizations interact to jointly accomplish their transportation objectives” through shared responsibility to improve resource management applied to achieve greater cost-effectiveness in service delivery.*² This results in savings which can be used to enhance the number of trips provided and/or the quality of transportation for all clients serviced by the coordinated framework.

2.2 Benefits of Coordinated Transportation

To assess and fully understand the benefits of coordinated transportation, three different perspectives must be taken into consideration:

1. The organizations providing transportation services (transportation provider).
2. The clients and residents that require transportation services (customer).
3. The funding agencies that provide the revenue necessary to deliver transportation services (funding partner).

2.2.1 Transportation Providers

The objective of each transportation provider is to meet its mandate to provide an effective and efficient service for its eligible customer group. For a municipal transit system, it may mean providing basic mobility for all residents within a defined urban area of a municipality. For a Community Care Agency, it may mean enhancing the ability for seniors to live at home by providing transportation access to medical appointments and other daily needs (e.g. grocery shopping). Transportation providers are accountable to their funding partners to spend resources effectively and motivated to meet the transportation needs of their customers. From a transportation provider’s perspective (whether public, private or not-for-profit), the benefits of developing a coordinated transportation framework include the ability to:

² TCRP Report 101 – Toolkit for Rural Community Coordinated Transportation Services, pg. 4

1. Access new funding sources that were previously unavailable to an individual organization – For example, new funding programs linked to the coordination mandate; access to provincial gas tax funds; or access to other funds through the partnership.
2. Stretch scarce resources through better overall resource management - An example would be reducing the workload of staff responsible for reservation/dispatch by creating a centralized position within the coordinated network. This, in turn, can free local staff to do other work important to the organization or to reinvest the savings into additional transportation services.
3. Enhance purchasing power and use economies of scale to upgrade transportation capital and other resources – An example would be the ability for a group of service providers to purchase a scheduling software program that would be unaffordable and ineffective to an individual transportation provider.
4. Increase the potential for shared rides, which in turn increases trip making capacity by reducing duplication of service – For example, a centralized scheduler/dispatcher could allocate passenger trips based on the closest available vehicle within the coordinated network rather than limiting them to a vehicle owned by the agency/organization they are registered to.



2.2.2 The Customer

The desire of the customer is to enhance their mobility within the community, including the ability to access education, employment, health services, recreational, shopping and personal services. While most residents in rural areas do not expect the same level of service as provided by urban public transit systems (due to the rural nature of the region), there is a basic expectation to have reasonable access, regardless of age, ability or residential location within the rural community. From a customer's perspective, the benefits of a coordinated transportation framework include the ability to:



1. Enhance their mobility through the availability of transportation services – This may include increased service hours, service provision in new areas or the ability to make more trips.

2. Reduce confusion concerning “who to call” for transportation services – This can be achieved by providing and communicating one phone number to call for all transportation services within the county/region.
3. Expand the eligibility criteria for service – With the objective of making transportation services more inclusive for all residents (e.g. many community care agencies that are funded by their Local Health Integration Network restrict eligibility to seniors and adults with disabilities).

2.2.3 Funding Partners

The objective of funding partners is to ensure that the funds they provide are most effectively used to meet their mandate. This could be to enhance mobility for:

1. Seniors (with the objective of enhancing their ability to age at home and reduce provincial spending on hospitals and long-term care facilities).
2. Employees and those seeking employment (providing access to employment opportunities locally or in adjacent communities).
3. Students (the ability for students that are bused to school by a student transportation service to participate in after school activities and/or part-time employment).
4. Persons using social assistance programs (provides clients with the ability to access services and employment opportunities).
5. Persons with health related issues (promotes independent living for persons with a chronic health related issue or with a disability. An example is the Canadian Cancer Society or the CNIB).

From a funding partner’s perspective, the benefits of a coordinated transportation framework include the ability to:

1. Make better use of the funding through more efficient resource management (and the delivery of a more effective service).
2. Reach a greater number of customers and provide a better level of service (by taking the savings gained through greater cost effectiveness of the service delivery and reinvesting the savings in service improvements).

When assessing the potential to develop a coordinated transportation framework, these benefits will need to be understood by each of the partners participating in the process and communicated to various stakeholders and members of the community.

2.3 The Rural Context

The concept of “rural” can be interpreted in many different ways and there is no simple definition that can capture all the aspects of what makes a place rural. A person’s understanding of “rural” is

*20% of Ontario's
population (2.6 million
residents) live in Rural
Ontario*

often dependent on where they were raised or currently live. Generally, there are two common attributes that define rural communities:

- long distances from large urban centres; and
- low population and employment density.

The Rural Ontario Institute defines rural areas (for statistical purposes) as areas outside Census Metropolitan Areas (CMA)³. Based on the 2011 census, approximately 20 percent of Ontario's population (2.6 million residents) live in rural Ontario.⁴

When addressing the need for transportation services in rural areas, it is important to understand that there are different types of rural areas, each with unique characteristics that may change the transportation landscape.

A report entitled "Planning Transportation in Rural Areas" by the U.S. Federal Highway Administration in Cooperation with the Federal Transit Administration defines rural areas by three types:

1. **"Basic Rural** – dispersed counties or regions with a few or no major population centres of 5,000 or more. Mainly characterized by agricultural and natural resource based economies, stable or declining populations, and "farm-to-market" localized transportation patterns.
2. **Developed Rural** – fundamentally dispersed counties or regions with one or more population centre(s) of 5,000 or more. Economies in these areas tend to be mixed industrial and service based in the cities and agricultural and natural resource based in the rural areas. Populations tend to be stable or growing, and transportation more diverse (commuting intercity travel/freight, and other purposes).
3. **Urban Boundary Rural** – counties or regions that border metropolitan areas and are highly developed. Economic growth, population growth, and transportation are tied to the urban centre. Many of these areas have experienced high levels of growth in recent years."⁵

Within the Ontario context, two examples of **Basic Rural** include the County of Huron and the County of Grey. Such rural areas typically cannot accommodate a fixed route, public transit service due to the low densities and long distance nature of trips. Residents without access to a private automobile rely on the

³ As Defined by the 2011 Canadian Census

⁴ Source: Overview of Ontario's rural geography – Rural Ontario Institute, June 2013

⁵ Source: Planning for Transportation in Rural Areas, Federal Highway Administration in Cooperation with the Federal Transit Administration, pg 5.

good will of family and neighbours or on social or community care agencies to provide mobility. These agency services are typically in the form of demand responsive services and are based on a specific eligibility criterion. Services are often provided by paid drivers using an agency van or volunteers using their own vehicles.

The United Counties of Leeds and Grenville and Dufferin County (Ontario) more closely represent the definition of **Developed Rural**. Many of the central towns or small cities in Developed Rural areas operate a limited fixed route and/or demand responsive service for residents within the urban area of the county. A major challenge is the provision of service to the rural remote areas outside of the small towns and cities.

An example of **Urban Boundary Rural** is Wellington County and the rural areas within the Region of Waterloo. These areas have a strong attraction to a larger urban centre for education, employment and services. The adjacent large urban areas within these geographies typically have a public transit service (e.g. Guelph Transit in the City of Guelph which is surrounded by Wellington County or Grand River Transit at the centre of Waterloo Region). Due to the strong attraction to employment, education and services in the urban area, there is often a demand for fixed route services operated by the municipal transit provider to be extended to a smaller rural hamlet. Within the rural area, demand responsive services as described above are sometimes provided for persons with disabilities.

2.3.1 The Importance of Rural Transportation

Rural residents, employers and other stakeholders have been voicing concerns about the lack of adequate transportation services in rural areas for a long time. Many different types of organizations across rural and small town Ontario are working on improving transportation services within their regions. This includes both municipally-sponsored efforts and partnerships among diverse community service organizations.

The need for such collaboration is becoming more important as the implementation of other societal priorities such as "aging at home" strategies necessitate that these services be strengthened and improved. The typical older demographic in rural areas emphasizes the fact that our capacity to meet social, economic and health needs solely by relying on private cars and volunteerism is increasingly inadequate. Neighbours volunteering to assist neighbours through the provision of transportation may be exemplary but such efforts are also uneven in their reach and hard to sustain.

Issues such as rural youth unemployment and access to education/skills training is a particular problem and if rural areas are to sustain a high quality regional labour force, lower income segments of the population need to be mobile and able to get to jobs or training in adjacent communities despite having lower levels of car ownership.

Every county or region will have its own priorities when it comes to rural transportation. Each rural area is different in a number of ways: how it is organized municipally; the size and number of population centres within the area; the proximity to/dependence on a major urban centre; existing access to transit services and the demographics of the area. Despite these differences, some level of rural transportation service will be required to provide residents with access to education, employment, social services, health care, recreation and other amenities; to provide employers with access to a labour force; and to provide retailers with access to customers. Rural transportation is not just for seniors; it is also for students, employees, low income families, those who are unemployed, persons with disabilities and those with health conditions. Providing an alternative choice to the private automobile is also increasingly a priority for those concerned with reducing their environmental footprint and enjoying a healthier lifestyle.

2.3.2 Challenges to Enhancing Rural Transportation Services

While each rural area is unique, there are many common challenges to providing effective and affordable transportation services within rural environments.

Lower population densities, longer travel distances and the dispersed nature of employment and services makes providing community transportation and/or public transit services very difficult. These factors can reduce the cost effectiveness of service, often measured by calculating the ratio of passenger revenue to operating costs (R/C Ratio). When the financial performance of a system is poor, transportation providers compensate by:

1. Reducing the level of service provided (thereby reducing overall costs)
2. Increasing the cost of passenger fares (increasing revenue)
3. Seeking additional forms of funding or subsidy
4. Increasing the effectiveness of the service (increasing the number of shared rides per hour of revenue service provided)

Reducing the service level in a system that already operates at a basic level of service will in many cases impact the ability to provide mobility to clients and residents in a community. Community care and/or social service agencies often compensate by using volunteers to deliver service; however, attracting new volunteers is becoming a greater challenge, and this decline in volunteerism is expected to continue. One challenge that volunteer drivers are facing is increasing cost of fuel and maintenance along with a liability concern about having the appropriate levels of car insurance.

Increasing passenger fares can be difficult as it can often make the service unaffordable. With the long-distance nature of trips in rural areas, a fare-by-distance strategy is often employed, with fares between \$5 and \$25 per one-way trip not uncommon. For passengers with low or fixed incomes, high fares will limit their ability to use the service.

Finding outside funding or increasing existing subsidy levels can also be a challenge. Municipalities are reluctant to add to an already stretched local tax base, particularly if ridership is low or the service only benefits a small portion of the community. Grants for new services or other funding sources are often limited or tied to a specific population group, or are not sustainable over the long-term (a grant may be for only a pilot program with a limited timeline).

A goal shared by most transportation providers is to increase the effectiveness of the service. This can be achieved by increasing the number of passengers per vehicle (vehicle occupancy), running vehicles more efficiently or minimizing the number of coordination and/or management staff involved with transportation. For most existing transportation providers, the operation of their individual service is already very efficient, with limited opportunity to increase the effective use of existing resources.

Most rural transportation systems operate with a minimal staff complement and staff may have several roles within the organization. In many cases, a coordinator of transportation services is not a dedicated position and performs other functions for the organization.

The vehicle occupancy for each trip can be difficult to increase due to the nature of rural transportation. Low densities, dispersed origins and destinations and long-distance travel make grouping trips a challenge. There may also be privacy concerns depending on the clients being served. With an already limited market for service, increasing the efficiency of one system is a challenge, particularly if there are multiple organizations providing their own transportation service within the same geographic area.

Long-distance trips often occupy vehicles for an entire day in an adjacent community, particularly when clients require access to regional hospitals. This limits the availability of service within local rural communities.

Where services are provided by volunteers, there is limited opportunity to increase the number of passengers per trip as many volunteers are reluctant to operate as a 'bus service', picking up multiple passengers from different origins; each headed to a different destination. Volunteers who use their own vehicles are also restricted by their vehicle size.

Working individually as separate agencies, these challenges are difficult to overcome. Coordination provides the opportunity to increase the number of resources available to a common organization, thus the ability to share resources and share riders. By increase the number of potential customers and the number of vehicles a transportation coordinator has access to, efficiencies can be gained through greater economies of scale.

2.4 Existing Community Transportation in Rural Areas

The challenges of providing public transit services in rural areas often results in a series of independent public, private and not-for-profit community transportation service providers delivering services to meet the needs of targeted population groups.

Within rural areas, there are often a number of transportation options that already exist. The following section describes the types of transportation providers that are commonly found in rural areas that could be engaged and considered for possible inclusion as part of a future coordinated framework.

2.4.1 Municipal Conventional and Specialized Transit

Many small municipalities have public transit services to enable mobility for their residents. Typically public transit is provided in transit service areas (TSA'S) where there is an urban population concentration of more than 10,000 to 15,000 residents. Small urban areas might have two to four bus routes operating on an hourly schedule five or six days per week. In urbanized areas of 50,000 to 100,000, public transit typically operates seven days per week with service frequencies of 30 minutes during the peak periods. Above a population of 100,000, the transit service levels increase for both frequency and hours of service.

Demand responsive, specialized transit services for persons with disabilities are also provided by a number of rural municipalities. Clients must register to be eligible for this service. While a municipality is not required to provide a specialized transit service, it must do so if it has a conventional transit service in place. The Accessibility for Ontarians with Disabilities Act (AODA) legislation requires all municipalities that provide conventional transit services to provide a comparable level of transportation service (service hours, geographic area, fares, etc.) for persons with disabilities.

The specialized transit service is typically operated directly by the municipality or contracted to a private operator using paid drivers and heavy duty transit vehicles. It may in some areas be operated by a non-profit charitable organization. Funding is provided through a combination of passenger revenues, municipal subsidy, provincial gas tax and other revenue sources (e.g. advertising and charter revenue), or in the case of non-profit organizations, charitable donations and fund raising, etc.



There are many cases where small urban areas within a larger rural region operate both a conventional and specialized transit service. Examples include the City of Stratford within Perth County, Town of

Orangeville within Dufferin County and City of Brockville within the United Counties of Leeds and Grenville. Transit services in these areas do not typically extend beyond the urbanized area.

There are other areas where existing public transit services are extended to service more rural communities within the broader region. The City of Kawartha Lakes recently extended its urban transit service in Lindsay (20,000 population) to two smaller township areas within the rural municipality: Bobcaygeon (3,000 population) and Fenelon Falls (1,800 population). These are smaller urban centres located within the largely rural municipality, and the service connects these residents to the larger urban area of Lindsay. A concentration or density of population and employment is necessary to provide cost effective fixed route transit services within rural areas.

2.4.2 Community Care and Social Service Agencies

A number of transportation services are provided by community care or social service agencies. These agencies often have a global community-based mandate beyond transportation and provide transportation services as one tool to help meet this mandate. As an example, a number of community care agencies are concerned with improving the quality of life for seniors, children, youth and/or low income residents in a community. Through this mandate, they recognize the importance of accessibility to community services, medical care, employment and



recreational activities as an essential component to an individual's quality of life. Where a mobility gap is identified, community care and social service agencies often address that gap by:

- Delivering their own transportation service (the agency purchases vehicles and employs drivers and coordinators to operate the service);
- Coordinating service provided by other transportation service providers or a volunteer-based transportation service (the agency coordinates trips but does not own vehicles or employ drivers); and/or
- Referring clients to other transportation providers within the community (this can sometimes involve partially subsidizing client trips).

Where agencies provide or coordinate transportation services, passengers must typically register to use this service by filling out an eligibility form. Since the amount of funding for these services is often tied to the mandate of the organization funding the service, it is not uncommon to see restrictions related to eligibility for the service or the type of trips that can be made. As an example, many Local Health Integration Networks (LHINs) provide a number of community care agencies with funding that is restricted to servicing seniors and persons with disabilities. Therefore, the transportation service provided may not be available to an adult, youth or child without a disability.

In most cases, fares are charged to clients to help pay for the service, using a combination of a fixed fare for local trips within a smaller urban area and a 'fare by distance' formula for long-distance trips. Agencies will also often wait for clients at their destination if a long-distance medical trip is being provided and may charge a wait time fee.

Volunteer transportation forms a significant part of services provided by community care, health and social service agencies. The agency is responsible for coordinating the service, including recruiting, screening and training volunteers, and coordinating the trip when requests for service are made. Volunteers use their own vehicles to provide clients with transportation services and are typically compensated by the client at a per kilometre rate.

General trends in Ontario show a shrinking volunteer base, which will require strong marketing campaigns for recruiting new volunteers and more effective use of existing volunteers.



2.4.3 Non-Emergency Patient Transfer or Discharge Transportation Service

A number of hospitals require transportation service for non-emergency patient transfer or discharge services. This is often contracted out to private transportation carriers and in some cases contracted to a community care agency. For patient discharge, the cost of the service is typically charged to the patient requiring the service. Some hospitals cover the cost as they understand the benefit of efficiently clearing beds, in a timely manner.

The process to decide the type of trip to be provided is usually made by the triage nurse. A priority system for non-emergency transfers begins with either a Community Care Agency that provides non-emergency medical transportation or a private Patient Transfer Service. Where the transfer is for a patient that requires a certain level of care, the hospital will decide to use EMS (ambulance).

Vehicles providing non-emergency medical transportation often have stretcher capabilities and staff are trained in first aid and CPR.

2.4.4 Adult Day Centres, Nursing Homes and Long-term Care Facilities

A number of adult day centres, nursing homes and long-term care facilities have access to vehicles which are used exclusively for their residents or clients. Adult day centres typically use their vehicles to transport program participants to/from their programs. Often, during the midday and evening periods, these vehicles are parked and not used. Many nursing homes and long-term care facilities also have access to vehicles which they use for their residents for group outings or to access programs and activities. These vehicles are typically underutilized during the day.

Under a coordinated transportation framework, the potential exists to utilize such vehicles for other community transportation purposes, so long as the needs of residents and clients of these facilities continue to be met.

2.4.5 Major Employers

In rural areas, where public transit services do not exist, large employers may provide their own shuttle service to get employees to and from work. These services are typically fully funded by the employer and restricted to use by employees of the organization. Schedules are very specific and target shift start and end times. In many cases, a transfer point is identified within a nearby urban area, where a concentration of employees can be picked up and dropped off. This transfer point usually has access to municipal public transit services.

Vehicles are generally smaller light-duty vans that are contracted to a private sector transportation provider or a municipal transit agency. Under a coordinated transportation framework, these vehicles can potentially be used throughout the day by having the employer contribute funding to a coordinated transportation framework instead of fully funding their own service.

2.4.6 Health Agencies

A number of health agencies own their own vehicles and provide service to their clients based on a defined disability or medical condition (e.g. the Canadian Cancer Society or the CNIB). Trips are provided primarily for group outings. Similar to nursing homes and long-term care facilities, these vehicles are typically not fully utilized throughout the day and an opportunity exists through coordination to better utilize these vehicles.

2.4.7 School Bus Operators

School bus transportation is provided for elementary and secondary school students for access to and from schools in the morning and early afternoon. The challenge for students is that the service is focused on the home to school and school to home connection, and is not conducive to students participating in after school activities, working at part-time jobs or seeking sports and recreation on weekends.



School buses and drivers can be a significant resource in rural areas. Transportation is funded by the school boards in the region (within strong provincial guidelines and budget limits) and there are usually separate bus contracts for each school board for both elementary and secondary schools. Where this occurs, each school board program has its own funding and its own set of rules and restrictions.

While school bus operators are busy during the morning and early afternoon weekday periods, buses remain idle for the remainder of the day and during the summer months. This provides a potential resource for rural areas to utilize when considering approaches to provide transportation services to their residents. This could include the use of school buses or drivers for shuttle services, group activities, etc. Under a coordinated dispatch model, this resource could be made available and used where large vehicle capacity is required or where there is a shortage of other vehicles to make a trip.

2.4.8 Taxi Operators

While many rural areas do not have local taxi operators, they are typically present in the smaller urban centres located within or adjacent to the rural area. Taxi services provide mobility to residents with no restriction on eligibility. There are two challenges with the provision of taxi services in rural areas:



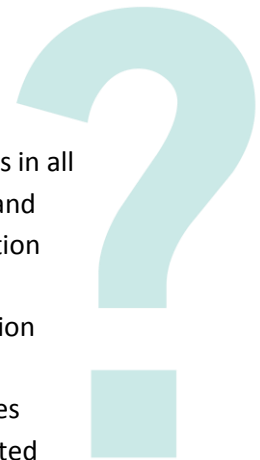
1. **High Cost:** This is particularly true with long-distance trips that are common in rural areas and high costs will limit taxi use and overall mobility.
2. **Limited Number of Providers:** Because of the high costs, demand for service in rural areas can be minimal, which limits the number of taxi licenses that taxi operators apply for.

There are some municipalities and community care agencies in Ontario that contract their service to the taxi industry, particularly for local trips. This has two benefits:

1. In certain cases, a reduced rate can be agreed to by guaranteeing a certain number of trips per day (or blocking off a number of hours that taxi operators will provide service for the agency).
2. The municipality or agency only pays the operator when a trip is being delivered instead of a fixed hourly rate around a defined period of service. During periods when or areas where demand is low, this can reduce the overall cost of the service.
3. By increasing the number of trips that taxi operators are guaranteed, this can motivate certain providers to apply for additional licenses and have vehicles available for other trips not coordinated through the municipality or community care agency.

2.5 Is Coordination Right For You?

A coordinated transportation model is one of several possible management or problem solving tools that can be used to address improved transportation services in rural areas. It is important to note that it will not solve all transportation problems in all communities. Coordination has its most substantial impact when the effectiveness and efficiency of existing transportation services are improved through the implementation of a coordinated framework. In instances where a travel market is not being served and/or where existing transportation services are already highly efficient, coordination by itself is not likely to be an effective strategy. In these cases, additional resources are needed to address new or underserved markets. It is important that communities and organizations clearly identify such issues to ensure that the proper path is selected to pursue rural transportation improvements.



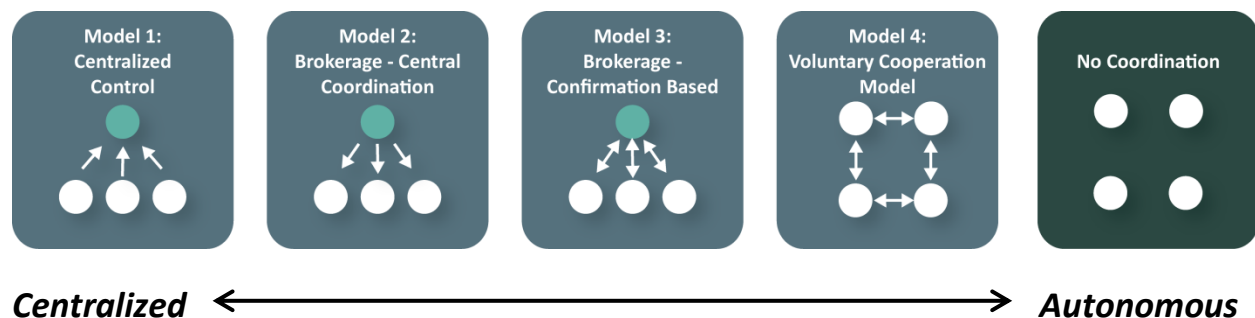
This page left intentionally blank

3.0 Coordinated Transportation Models

Coordinated transportation is a proven method used in a number of communities to address the mobility challenges that face rural areas. There are a number of coordination models that exist, including coordination between municipalities, between community care/social service agencies (agencies) and between municipalities and agencies.

The level of coordination implemented in each model can vary from simple collaboration on policies and procedures to full coordination or consolidation of service delivery. There are working examples of each model and the decision to move from one end of the spectrum to the other is partially based on the structure and culture of each participating organization and the degree of cooperation and trust that can be developed. The degree of coordination will require an assessment of financial resources, the geography of the communities being served and the nature of existing and potential clientele.

The following chapter describes a hierarchy of four strategic coordination models that are commonly found in rural communities. Each model provides a different degree of coordination; from a more centralized framework to a more autonomous framework. This is illustrated in the figure below.



The degree of coordination each community is willing to take on will vary and is dependent on a number of factors. The highest level of coordination is not necessarily the most appropriate and should not be set as a target simply because it sits on top of the hierarchy. Each community must decide the level of coordination that is right for them and use this to help develop a coordinated model for the planning and delivery of transportation services.

A brief description of each model, including its applicability to certain situations, is described below.

3.1 Model 1: Centralized Control

Description

In the Centralized Control Model, two or more transportation providers enter into an agreement to have one organization take full responsibility for transportation services within the community (the lead organization). In this scenario, all transportation operations are combined, the fleet is pooled and everything is managed by the lead organization.

The transportation providers that gave up control of transportation operations (partner organizations) contribute to the new framework by providing funding for transportation operations to the lead organization (under a service agreement) in lieu of operating the service themselves.

Transportation services continue to be offered to all clients of both the lead and the partner organizations. Other stakeholders that provide funding for transportation services can also be part of the partnership, even if they never provided transportation services. An example is a social service agency that provides funding for its clients to use transportation services. That funding could now be diverted to the lead organization.

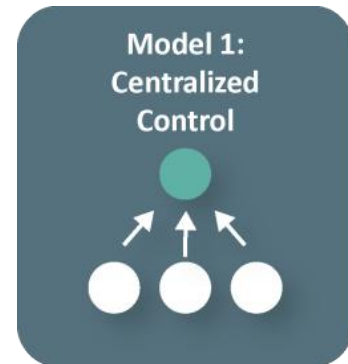
In many cases, all partner organizations continue to sit on a steering committee where information is shared and decisions about the service provided are made.

This model includes coordination of all aspects of the service as there is one lead organization providing the service.

Advantages

There are a number of advantages of adopting this model. The model takes advantage of all available resources and provides full coordination. Since all resources are treated equally (they are not tied to a specific organization or agency), the framework has the greatest ability to increase the effectiveness of the service (increasing ride sharing opportunities). In a larger dedicated organization, staff will typically have better training and greater expertise regarding the provision of transportation services.

1. The model also has the greatest potential to address gaps in existing rural transportation as there is a single entity with the capacity to develop a business case for the expansion of services. The increased size of the transportation organization can enhance its ability to access funding opportunities or subsidies.
2. For the customer, the model eliminates any confusion of who to call for transportation service and which service a client may be eligible for. This can increase overall public awareness of the service, which may in turn increase the overall usage.



Disadvantages

The disadvantages are that some local autonomy is lost and certain funding may be at risk. There is the potential for some loss of volunteers (attracted and dedicated to a specific agency) and this could lead to increased costs. As well, the application of local knowledge and individual matching of passengers with drivers could be hindered. Finally, there could be a perceived reduction in customer service and privacy concerns for some clients.

Example

Deseronto Transit provides a good example of this model. Deseronto Transit is a regional transit service that links Napanee, Belleville, Picton/Bloomfield, Tyendinaga Territory, Tyendinaga Township and Deseronto. In this partnership, the lead organization is the Town of Deseronto. They own the fleet and provide the service. A steering committee representing the town, county, community care and social service agencies guides the provision of the two transit routes providing service within Hastings County and to the City of Belleville. The service was officially launched in August of 2008 to all members of the public.

Of interest is their approach to partnerships. Deseronto Transit partnered with PELASS, an organization that was previously covering the cost of taxi rides for their clients to attend addiction treatment. PELASS has agreed to purchase a guaranteed number of bus passes in exchange for service to key destinations for their clients. The funding received from the partnership covers the cost of operating one route. This has resulted in increased ridership, which in return allows for an increase in provincial gas tax funds and provides more service to the general public.

While not considered a true coordination model, the **Region of Waterloo** provides an example of a model where regional upper-tier municipality provides centralized service to their local municipalities. The Region provides regional public transit service (Grand River Transit, GRT) within the urban municipalities of Kitchener, Cambridge and Waterloo as well as specialized transit services to both urban and rural areas in the townships. The Region uses 'area rating' to apportion the municipal share of transit costs to the area municipalities which receive service. The Region has reviewed the need for public transit to its rural areas and developed a methodology for assessing and implementing such services. A GRT bus route was extended from Kitchener Waterloo to St. Jacob's and Elmira in Woolwich Township and provides a good case study from which to assess other potential service extensions.

Applicability

This model will make sense where there is one organization within the area with a clear mandate (and associated expertise) to provide transportation services. Sometimes, there are rural areas within a municipality (upper or lower tier) that provides public transit services in its urbanized areas.

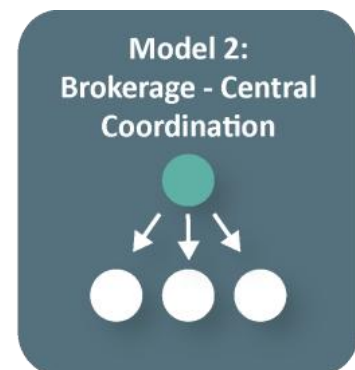
This model also applies to situations where a new service is implemented (e.g. two or more organizations that do not currently provide service decide to jointly fund a coordinated service, with one organization acting as the lead).

For situations where rural areas are within a municipality that provides public transit services only in its urbanized areas, it is suggested that the rural community work with their politicians and municipal staff to determine the needs and opportunities to provide some level of rural transportation service.

3.2 Model 2: Brokerage – Central Coordination

Description

In the Brokerage – Central Coordination Model, individual organizations retain ownership and operation of their vehicles. However, customers looking for transportation service do so through a single point of contact. This point of contact (the lead organization), has full autonomy to plan and schedule transportation services and determine the best available service that will meet the needs of the client and improve the efficiency of the overall network. When this determination is made, a trip is booked and the service is delivered.



In the case of a demand responsive or volunteer transportation services, if a client eligible for organization “A” calls to request a trip, the lead transportation coordinator can book the trip using a vehicle owned by any other organization in the partnership if it is deemed to be the most effective. If a vehicle owned by organization “B” is deemed to be the most effective, the transportation coordinator will schedule the trip using organization “B”. An invoice would then be sent back to organization “A” for the costs incurred by organization “B” associated with the delivery of service.

The transportation coordinator (or dispatcher) at the lead organization will also help plan and schedule services, schedule demand responsive trips, invoice clients and partner organizations for coordinated trips and track data and utilization. This method has been proven through case studies to reduce overall transportation costs for all partners.

In this model, centralized marketing and awareness is usually provided given that there is one lead organization that is taking ownership of coordinating the service. A centralized intake process is optional for agencies with demand responsive services participating in the partnership.

For demand responsive services, it is also recommended that the eligibility criteria and fare structure is standardized to increase the effectiveness of coordinated service planning and delivery. Standard

policies and procedures would also help ensure seamless service delivery to all customers, regardless of the service provider that is delivering the trip.

For conventional services, transportation providers typically use this model to broker service to low demand areas or during low demand periods. As an example, a number of conventional transit services broker certain trips to the taxi industry. A fixed rate is negotiated with the taxi service to provide on-demand trips to low demand areas that does not justify the full operation of a fixed route bus service. The customer will call the transit agency's dispatcher and request a trip. The dispatcher will coordinate the pick-up. The passenger will pay the taxi operator the regular fare (sometimes with a small premium) and deliver the person to a pre-fixed transfer point where the passenger can board a conventional bus to complete their trip. This is an effective model for small urban centres to address the needs of adjacent rural communities.

Another conventional transit example is when two separate transportation providers enter into a fare and service integration agreement. Fare and service integration involves two separate transportation providers coordinating their service so it is seamless to the customer. There is an agreement to enter into each other's service area or facilitate transfers between the two systems. This avoids passengers from paying a double fare when crossing the service provider's boundary and minimizes the number of transfers required.

Coordinating vehicle purchases, vehicle maintenance, driver training and volunteer recruitment are all optional under this model.

Advantages

Creating or assigning a single organization as the administrator or broker of transportation services leads to improved customer service and an easier to use system for the client. It also allows resources to be pooled for economies of scale. Local organizations retain ownership of their fleet and operations and have more 'say' in the provision of transportation services.

Disadvantages

The major issue that has arisen with a single point of contact brokerage system is that some customers see the program as less responsive to their needs than a purely local system. Addressing this issue can be challenging, but with good management, such client concerns can be overcome.

Example

EasyRide in Huron and Perth Counties provides a good example of this model. Seven community care agencies have established a brokerage and dispatch model branded as EasyRide. ONE CARE Home and Community Support Services has taken the role as the lead agency. The new coordinated model has since seen a 120 percent increase in the number of coordinated trips since 2010 through the use of a centralized reservation and dispatch system which coordinates vehicles from different agencies based

on the effectiveness of the trip for customers rather than through ownership of the vehicle. All clients in Huron and Perth Counties now call EasyRide for their trips bookings. The central scheduling and dispatch office has access to all agency vehicles and books trips based on what makes sense. A web-based scheduling software was purchased and is accessed centrally as well as at each individual agency. The partnership group has also worked together to develop standardized policies and procedures.

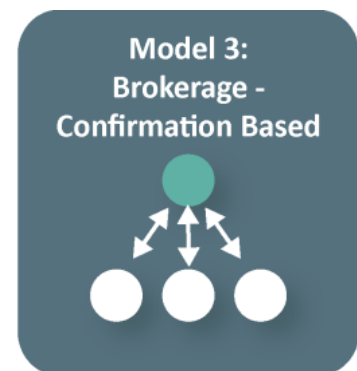
Applicability

This model makes sense when one organization is willing to take the lead and contract out service to the most appropriate partner, while individual organizations retain ownership and operation of their own vehicles.

3.3 Model 3: Brokerage – Confirmation Based

Description

Similar to the Brokerage – Central Coordination Model, in the Brokerage – Confirmation Based Model, transportation providers retain ownership of their vehicles. The individual funding agencies and transportation providers remain independent, but customers wishing to access a ride can do so through a single point of contact. This point of contact (lead organization) has access to information about all vehicles in the network and books the trip or refers the trip based on what makes sense. This model focuses on organizations working together to book trips in the most effective manner. The key difference from the Model 2 is that the lead organization must request permission from a partnering organization before booking a trip and if denied, refers the client to another organization or informs the client they cannot accommodate their trip. When a scheduling and dispatch software program is in place, each partner has access to the program (through a software license) and the full list of available vehicles in the partnership. This allows each partner to have the ability to continue to book their own trips if desired until trust is developed with the lead transportation coordinator.



In this model, centralized marketing and awareness is usually applied where there is a single point of contact for trip booking. However, individual organizations continue to market their own services as the ability to book a trip with each individual transportation provider is still available.

Standardized eligibility criteria and fare structure are also recommended to ensure the model is effective. Standard policies and procedures would also help ensure seamless service delivery to all customers, regardless of the service provider that is delivering the trip.

Coordinating vehicle purchases, vehicle maintenance, driver training and volunteer recruitment are all optional under this model.

Advantages

The advantage of this model is similar to the Brokerage – Central Coordination Model, including improved customer service and an easier to use system for the client. It also allows resources to be pooled for economies of scale while local organizations retain ownership of their fleet and operations. The advantage is that local organizations have more ‘say’ in the provision of transportation services than in the Brokerage – Central Coordination Model. This can also be useful during the initial stages of coordination where trust issues arise in giving up full control of operations.

Disadvantages

The disadvantage of this model is that it can add an extra step in the trip booking process and potentially reduce the efficiency of the service over the Brokerage – Central Coordination Model.

Example

A good example of this model is the **Holmes County Transportation Coordination (HCTC)** in Ohio. HCTC, which began operations in April 2000, works in partnership with 27 member agencies to provide coordinated transportation for eligible Holmes County residents. HCTC provides curb-to-curb service to senior citizens, developmentally disabled students, schools, and residents with medical appointments outside of the county.

HCTC takes all of the trip reservations and completes the vehicle scheduling. Trips must be confirmed by the local agency before the booking is complete. Upon scheduling a trip, HCTC contacts each agency to assign specific trips. The 27 agencies have a combined fleet of 130 vehicles to deliver the service.

For two days of each month, HCTC provides trips for the residents of Holmes and Morrow Counties to hospitals in Cleveland. A single telephone number has been established for people to call to schedule pickup. This service uses a pool of volunteer drivers. The result has been a lower cost for passengers, reduced vehicle miles, and higher ridership. By establishing one telephone number and scheduling office, Holmes County has been successful in reducing the duplication of services.⁶

Applicability

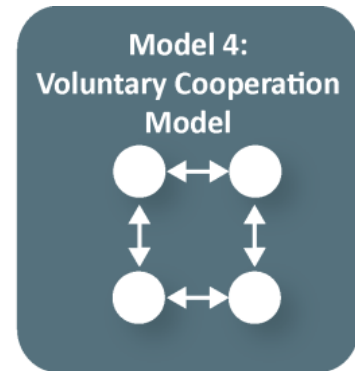
This model makes sense when organizations want to remain largely independent but are looking for opportunities to combine trips, reduce redundancy or improve efficiency. This model is more common for demand responsive services and has less application for fixed route community transportation or transit services.

⁶ Transit Cooperative Research Program: Report 101

3.4 Model 4: Voluntary Cooperation Model

Description

This model requires the least amount of coordination. In effect, organizations continue to operate independently, with few major changes being witnessed by the customer. Coordination does occur in certain areas as organizations develop common policies for vehicle purchases (including specifications), insurance, maintenance, dispatch software, policies and procedures. There is no need to standardize eligibility or fare structure because each transportation service provider remains largely unchanged operationally.



Lead organizations often take on a centralized information or referral role, where they can direct individuals that are looking for transportation services to the most appropriate provider(s). For this to occur, a centralized number and/or website should be established. The lead organization is aware of all transportation providers in the partnership, including their geographic coverage, service hours and eligibility criteria (if applicable). If a call is made for transportation service, the coordinator assesses the request and transfer or refers the client to the most appropriate organization.

With a broader understanding of each transportation services in the region, each organization can also refer their clients to other transportation providers if they cannot accommodate the request. This does not require a lead organization and can be done by any of the partner organizations.

Dispatching and service delivery continue to occur at the individual transportation provider.

Advantages

Each transportation provider retains full independence without any major changes being witnessed by the customer. There is no major commitment to change required from any of the organizations. Transportation providers become more knowledgeable about each other, opportunities to share experience are identified and as familiarity and trust develops, the stage is set for greater coordination of services in the future (if warranted).

The other benefit is that there is greater access to information about all transportation services in place, both from clients/residents and each transportation provider.

Disadvantages

With Voluntary Cooperation, customers may find this model less responsive to their needs because the capacity or the quality of service is not increased.

Example

The **Wellington Transportation Services** in Ontario, provides a good example of this model and how it can evolve towards a more coordinated model. The Group is a collaborative network of community service providers in rural Wellington County who provide volunteer-based transportation services to residents. The Wellington Transportation Services provides central intake through a 1-800 number. Each participating agency operates under its own mandate, rules, and eligibility criteria based on the client's age, geography or level of disability. When new clients call, they are screened centrally and referred to the most appropriate agency. Registered clients call individual agencies directly for a trip. This process has reduced customer confusion and frustration and improved efficiency at the agency level. It also has reduced the number of inappropriate referrals to individual agencies.

Wellington Transportation Services also set out clear policies and procedures to ensure a consistent level of service delivery among all the service agencies. This involved standardizing how drivers deliver the service (i.e. level of assistance for clients) and overall driver training. They also share volunteer recruitment and training opportunities.

Applicability

This model makes sense when organizations wish to continue to operate under their mandate and retain full independence. It may well be the first step toward higher degrees of coordination in future.

This page left intentionally blank

4.0 The Building Blocks of a Coordinated Transportation Model

Moving forward with a coordinated transportation model can have profound effects on the efficiency and effectiveness of existing transportation services. Resources can be more effectively shared to reduce direct costs and staff time and provide improved, seamless travel for rural residents.

The selection of the most appropriate model will need to be assessed by each potential partnership. The steps in doing this are outlined in **Chapter 5** of this report.

It is important to note that there is no one-sized fits all solution but rather opportunities to coordinate various transportation functions to create a successful model.

Within each model, there are various functions that form a part of transportation service delivery that can be coordinated. **Table 1** summarizes the functions that should be considered for coordination under each model.

Table 1 - Summary of Transportation Functions Applicable to Each Coordination Model

Function	Model 1 Centralized Control	Model 2 Brokerage – Central Coordination	Model 3 Brokerage – Confirmation Based	Model 4 Voluntary Cooperation
Service Planning	1	1	2	N/A
Customer Service / Complaints Handling	1	1	2	2
Intake Process	1	2	2	N/A
Marketing / Awareness	1	1	2	3
Scheduling and Dispatch	1	1	2	N/A
Passenger Fares	1	1	2	3
Eligibility Criteria	1	2	3	3
Policies and Procedures	1	2	2	3
Vehicle Purchase	1	3	3	3
Vehicle Maintenance	1	3	3	3
Driver Training	1	3	3	3
Volunteer Recruitment and Training	1	3	3	3

1 = Required; 2 = Preferred; 3 = Optional; N/A = Not Applicable

Under certain models, the coordination of a transportation function is required, while under other models, it is preferred, optional or not applicable. For example, the coordination of service planning is required under Model 1 and 2, preferred under Model 3 and not applicable under Model 4.

The following chapter outlines some of the key building blocks that should be assessed when developing a coordinated transportation model. For each function, a description is provided as well as the potential benefits and requirements to ensure coordination is successful.

The ability and desire to coordinate each of these functions will need to be assessed when selecting a preferred coordinated transportation model. An assessment methodology is provided for each transportation function and should be used by the partnership to determine the cost/benefit of coordination and how it fits into the broader framework. This will help the partnership determine the level of coordination that is right for them.

4.1 Service Planning

Description

Service planning is an integral part of transportation service delivery. The goal of public transit is to provide an efficient and effective level of service for customers. This requires service design standards, an effective performance measurement system, and a systematic and continuous service evaluation methodology.

When planning service levels (routes or coverage, service hours, frequency, etc.), it is critical to understand the existing and future demands between origins and destinations and the capacity of existing vehicles and service levels to accommodate the demand. An understanding of the demographic makeup of the service area, where people are travelling, major origins and destinations, what time and day of the week they make their trips, etc. are important data requirements in service planning.

In a traditional approach, each transportation provider operates service in their own jurisdiction. Routes and services from adjacent providers may meet at the service boundary to facilitate transfers between systems; however, the passenger would be required to transfer to the adjacent system and pay a separate fare. This does not represent service integration.

Coordination Opportunity

Through coordination, organizations will establish a common goal of providing integrated service. This means providing seamless routes between jurisdictions, establishing timed transfers between different systems, or establishing common service hours between different transportation providers. Two approaches can be developed for this coordination:

1. The lead organization is responsible for conducting service planning for all partner organizations. This would mean setting service hours, routes, frequency and other policies and procedures. This approach is typically used in the Centralized Control Model and the Brokerage – Central Coordination Model.

2. Service providers and stakeholders in the partnership work together to establish an integrated service. This would allow two separate providers to enter into each other's territory to provide an integrated or seamless service and facilitate transfers between organizations. Another example is a transportation provider in the partnership working with a stakeholder in the partnership to establish a service that meets the needs of their clients. Funding is typically provided by the stakeholder to provide the service, however, the service benefits all members of the community, not just the stakeholder's clients. This approach is typically used in the Brokerage – Central Coordination Model and the Brokerage – Confirmation Based Model.

Benefits

There are a number of benefits to coordinating service planning:



1. Allows for seamless cross-boundary travel and minimizes the need for customers to transfer between services.
2. Avoids duplication of service.
3. Facilitates a greater degree of coordination and therefore the ability to increase the utilization of vehicle trips.

Challenges



1. Perception that integration is taking ridership away from the local transportation provider.
2. Agreement on appropriate service levels.

Requirements



1. Agreement between existing service providers to establish a seamless network.

Costs



1. Staff costs to set up the process.

Applicable Coordination Models



1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Required)
3. Model 3: Brokerage – Confirmation Based (Preferred)

Assessment Methodology – Service Planning Process

The following steps should be followed to determine the potential benefit of and the ability to coordinate the service planning process. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Determine demand between the jurisdiction of different transportation service providers	<p>Review existing travel and requests for travel between different service areas covered by different transportation providers. This can be done by going through existing travel logs and recording passenger requests for service.</p> <p>If a transportation master plan has been completed by the municipality, this provides a good tool to understand latent demand.</p> <p>Where insufficient information is not available from the above tasks, conduct a survey of existing passengers to assess the demand for travel between different jurisdictions.</p>
2. Determine latent demand between different jurisdictions	<p>Assess the level of population growth and demographic shifts (typically available through the municipality). Use this to determine potential growth in demand between jurisdictions identified in the previous step.</p>
3. Determine overlapping eligibility	<p>For demand responsive services, determine the number of clients that are registered to multiple transportation providers in the same jurisdiction. Where there is significant overlap, service planning integration will be more effective.</p>
4. Determine potential to standardize service hours	<p>Review existing service hours and assess whether it makes sense to standardize. This allows seamless integration during all hours.</p>
5. Work through cost and revenue sharing arrangement	<p>Work with transportation providers to develop a cost and revenue sharing agreement. There are various forms of cost-sharing agreements that can be examined depending on the type of service provided. For demand responsive services, an agreement is typically made for the transportation provider that is carrying a passenger from another organization to invoice the organization per trip made or kilometre of travel.</p> <p>For fixed route services, the service plan can be adjusted so there is equity in operating costs and revenue potential (e.g. two transportation providers would alternate runs along a corridor so they are each incurring similar costs and revenue potential).</p>

4.2 Customer Service and Complaint Handling

Description

When providing transportation services, each organization is required to have staff to answer inquiries and address complaints. For demand responsive services, this function is often performed by the transportation coordinator (dispatcher) or intake coordinator. Each organization is required to look after its own customer service function.

Coordination Opportunity

Through coordination, organizations can partner to develop a central referral point for customer service and complaint handling. This works well when centralized marketing and awareness has been implemented as well as centralized scheduling and dispatching (for demand responsive services). Residents are able to call one central number in order to have their questions answered and complaints heard and addressed. This would require a lead organization to be knowledgeable about the operations of each partner organization and only works where there is a higher degree of coordination (Model 1 and 2). Without coordination, each organization would be required to provide their own customer service.

Benefits

There are a number of benefits to coordinating customer service:

- 1. One number to call for clients – reduces confusion about who to call.
- 2. Potential to reduce the number and/or time allocated to individual customer service staff required to respond to inquiries and complaints.
- 3. This is a natural fit where marketing, intake and/or reservation dispatch functions are coordinated.
- 4. Allows individual organizations to more cost effectively meet customer service related AODA requirements by working together.

Challenges

- 1. Partners that have existing staff that provide these functions may need to find an alternative role in the organization.
- 2. The lead organization may not have a full appreciation of the operations of each partner organization, particularly in both Brokerage Models (Model 2 and 3).
- 3. May dilute information about other services an organization provides by taking away the initial point of contact with the organization.
- 4. Customer service staff may still be required for other services provided by an organization, reducing any potential cost savings.
- 5. Unionized places of work, with transportation elements, may object to the coordination of this function, particularly if it means a reduction in number of overall customer service staff.

Requirements

- 1. The coordinated partnership establishes a common phone number to call for transportation services. This may require the set-up of a 1-800 number in case the partnership extends into a large geography that now requires some clients to call long-distance.
- 2. A centralized customer service coordinator(s) position is established and training is provided on the service provisions for each partner organization.

3. Common policies and procedures are established where there are multiple transportation providers operating the service.

Costs



1. Set-up and fees for a 1-800 number (if required).
2. Salary for customer service staff (this typically results in a reduction in total number of person hours dedicated to this task by all the partners).

Applicable Coordination Models



1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Required)
3. Model 3: Brokerage – Confirmation Based (Preferred)
4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Customer Service and Complaint Handling

The following steps should be followed to determine the potential benefit of and the ability to coordinate the customer service and complaint handling process. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Identify the daily call volume each partner organization receives for information and complaints	<p>If detailed records are not kept, each organization should conduct a 2-3 week call log which outlines: a.) number of calls answered; b.) purpose of the call; c.) time spent answering the call.</p> <p>Determine the total time spent for each organization responding to customer calls.</p>
2. Forecast potential future calls	<p>Determine ratio of calls per passenger for each organization. Multiply the ratio by forecasted future demand over a 5-10 year period to determine growth in calls.</p>
3. Identify number of staff involved in the customer service function and percent of their time dedicated to this task.	<p>Review existing staff roles and identify opportunity for role re-alignment, some certain staff shifting to the central office and other staff finding other roles within their local organization.</p>

Steps in the Process	Comments
4. Assess potential for efficiency gains and determine the number of customer service staff required under the coordination model	<p>Forecast reduction in number of calls or time spent on calls as a result of coordination. Factors include the use of new software, efficiencies gained through dedicated staff roles, reduction in client confusion about who to call due to marketing improvements, reduction in calls due to improved service levels. Depends on percent of time each existing customer service staff member spends on addressing customer service, the ability to reduce client confusion about who to call. Assume an efficiency factor of 15 to 25%.</p> <p>Combine time spent by each individual organization and calculate the number of staff required.</p>
5. Identify cost sharing arrangement	<p>Cost sharing agreement needs to be equitable and take into account potential for future expansion. This could be based on the percent of ridership delivered by each of the transportation providers or registrants that each organization represents. A growth factor should also be developed and revisited every few years.</p>

4.3 Intake Process

Description

Where a determination of eligibility is required for clients to access a transportation service, each organization will have established an intake process for the registration of new clients. In this process, a new client (or a family member) that requires transportation services contacts the organization and requests to be registered under that service.

Under the status quo, potential clients may have to call multiple organizations to determine which transportation services they are eligible to use. Each organization consumes staff resources to develop and update an appropriate eligibility guideline and application form, receive calls, review applications to register clients for their service, and handle any complaints or appeals.


Coordination Opportunity

Through coordination, organizations can have one central point of contact where all residents can call to receive information and register for a transportation service. This is usually done by establishing a common phone number (and web site) for potential clients. Two approaches can be developed for this coordination opportunity:


1. The lead intake coordinator provides information and high level screening for all client contacts then refers the clients to the correct partner organization for final determination of eligibility and processing.
2. The lead intake coordinator enters into an agreement with all participating organizations to provide the information and screening, and also conducts the eligibility review and registration process on behalf of the partner organizations. If approved, the completed application is sent to the appropriate partner organization(s) to enter into their system (Model 2 and 3). An independent complaint handling and appeal process can be set up if desired by the participating organizations.

Benefits


There are a number of benefits to coordinating the intake process for several transportation providers:

- 
1. Only one number to call for all clients to register for transportation services. This reduces confusion about who to call and can reduce client wait times.
 2. Can reduce the number of inappropriate referrals and free up local organization staff time to perform other functions.
 3. Can reduce the total staff time dedicated to intake for all partners by grouping the activity into one efficient unit.
 4. Ability to develop more specialized staff, cover off vacations/sickness and benefit from economies of scale.
 5. Allows individual organizations to more cost effectively meet eligibility and client registration related AODA requirements by working together.

Challenges

- 
1. Organizations that use the intake process to register clients for multiple services beyond transportation. This approach may dilute information about other services an organization provides by taking away the initial point of contact with the organization during registration.


Requirements

- 
1. The coordinated partnership establishes a common phone number and website for clients to register for transportation services. This may require the set-up of a 1-800 number in case the partnership extends into a large geography that now requires some clients to call long-distance. This is the same phone number and website used for client scheduling/dispatch, marketing/awareness and customer service.
 2. A centralized intake coordinator(s) position is established and training is provided on the eligibility criteria and application process for each partner organization. Depending on the structure, the coordinator would ask callers three to four clarifying questions pertinent to the eligibility criteria of each partner organization (e.g. What is your age? Where do you live? Do


you have a disability that limits your ability to travel?). Through this initial screening, the intake coordinator could identify which partner organizations an applicant may be eligible to receive transportation services from and then:

- a. Transfer the applicant to the appropriate partnering organization(s); and/or
 - b. Provide them the application form and any additional information about the potentially eligible transportation services; and/or
 - c. Take them through the entire eligibility review and approval process for each potential partner organization.
3. Where the intake coordinator completes the application review and intake on behalf of partner organizations, information is transferred to the partner organization that the applicant applied for, whether they are eligible for service or not.

Costs

- 
1. Set-up and fees for a 1-800 number (if required) and website. This is the same cost as identified in the customer service, marketing/awareness and scheduling/dispatch functions.
 2. Centralized intake coordinator position(s) and back-up. This may be an overall cost savings to the coordinated partnership if multiple local intake positions are no longer required.
 3. Marketing and communications of the new centralized number for residents to apply to the transportation service. Websites of various partners can be linked to a centralized intake process. This is the same cost as identified in the customer service, marketing/awareness and scheduling/dispatch functions.

Applicable Coordination Models

- 
1. Model 1: Central Control (Required)
 2. Model 2: Brokerage – Central Coordination (Preferred)
 3. Model 3: Brokerage – Confirmation Based (Preferred)

Assessment Methodology – Intake Process

The following steps should be followed to determine the potential benefit of and the ability to coordinate the intake process. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Assess the number of monthly applications received by each member of the partnership and the length of time required to provide transportation information and assess each application	<p>Total the number of staff positions and percent of their time spent on performing this function for each organization. For example:</p> <ul style="list-style-type: none"> Organization A: Staff 1 - 50% of time on client intake Organization B: Staff 1 - 20% of time on client intake Organization C: Staff 1 - 100% of time on client intake; Staff 2 - 50% of time on client intake
2. Forecast Future Demand for service	Calculate existing registrants per capita and forecast future potential growth based on population growth and changing demographics.
3. Review eligibility criteria and assess the similarities	<p>Time should be spent on standardizing where possible the eligibility criteria to provide clients with more options for service. This simplifies the application process and reduces time spent by the intake coordinator to process multiple applications for each service.</p> <p>A centralized intake process has more value where the eligibility criteria between partner organizations is the same or similar.</p>
4. Determine number of clients that are registered for multiple transportation providers	A centralized intake process has more value where at least 20 to 30 percent of clients are registered in multiple agencies.
5. Determine if the intake process is for transportation services only or includes other services provided by the organization not related to transportation	It may be difficult to establish a centralized transportation intake process for organizations that require clients to register for all services they provide (e.g. client also registered for meals on wheels, adult day programs, etc.). A central intake coordinator can still be used for initial screening and to refer clients to the applicable organization within the partnership.
6. Determine if there will be any staff time savings as a result of the coordinated structure	Take into account the number of part-time positions from multiple partner organizations that can be combined and reduction in time through a common eligibility form (one application can now register a client for multiple agencies).
7. Identify cost sharing arrangement	Cost sharing agreement needs to be equitable and take into account potential for future expansion. A formula that combines percent of registrants and average calls made per day (Step 1) may be suitable. A growth factor based on Step 2 should also be developed and revisited every few years.

4.4 Marketing / Awareness

Description

Marketing and awareness is about providing information to riders that use the service and for attracting new customers. Marketing budgets for community transportation organizations are typically limited and rely on a website, promotion at community events, advertising on vehicles and word of mouth.

Where there are multiple transportation services operating independently within a region, residents may not have a full understanding of the services that are available to them.


Coordination Opportunity

Through coordination, organizations can partner to develop and promote a central 'brand' for all transportation services. This includes a centralized marketing and public awareness campaign that will help increase client awareness on how to access transportation services within the county/region. Typically, there is one brand established for transportation services and one number that clients can call for transportation information and solutions. Without coordination each transportation provider would be required to advertise and promote their service on their own.


In order for this approach to be successful, it must be a joint initiative among all partner organizations. While each partner within the coordinated framework can maintain their brand presence for other services they provide and identify themselves as 'partners' in the coordinated framework, the coordinated transportation service provided by the partnership would have a distinctly identifiable brand. The coordinated framework should be marketed as a 'one-stop-shop' to meet the transportation needs of the community. An emphasis should be placed on the ease of use of the system.

Benefits

There are a number of benefits to coordinating the marketing and communications process and creating a central brand for the coordinated transportation framework:

- 1. Increases the effectiveness of marketing and communication spending by pooling resources into one combined message (extends the reach).
-  2. Builds a stronger identity for rural transportation in the community, which can potentially be used to attract additional funding sources.
- 3. Improves the client's ability to find appropriate transportation services (one brand becomes synonymous with transportation services in the county/region).

Challenges

-  1. Changing the mindset of existing clients so they are aware of the new brand and feel their needs will continue to be satisfied.
- 2. Initial up-front costs to create the brand and communicate it to the community.

Requirements



1. Some initial funding is required to develop a 'brand' (name and logo) and marketing/communications plan for the coordinated framework. Input and consensus will need to be achieved by the partnership.
2. A new website and central telephone number will also be required as a central point of contact and information. The new brand needs to be communicated to existing clients and the community in general. Local media should be used as much as possible.

Costs



1. Set-up and fees for a 1-800 number (if required) and website. This is the same cost as identified in the customer service, intake and scheduling/dispatch functions.
2. Obtain specialist assistance to help create the brand and a marketing/communications strategy. This includes name, logo, brand position.
3. Develop website and communications materials using the new centralized brand.
4. Brand vehicles owned by the partner organizations with the new logo (paint or decal). The original brand/sponsorship logo can also be maintained.
5. Local media releases and participation in community events.

Applicable Coordination Models



1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Required)
3. Model 3: Brokerage – Confirmation Based (Preferred)
4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology- Marketing and Awareness

The following steps should be followed to determine the potential benefit of and the ability to coordinate marketing and awareness. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Assess the visibility of the coordinated framework for existing and new clients/customers	If the partnership is back-end and is not visible to clients/customers (e.g. Model 4), a centralized brand is not required. If clients/customers have access to vehicles from multiple agencies, a centralized brand is preferred.
2. Review existing marketing /communications budgets to determine potential to pool resources	Review how budgets are currently being spent. Assess whether there is a benefit to consolidate and better communicate the objectives of the transportation service.
3. Develop potential brand that reflects entire community and seek sponsorship opportunities	Having a recognizable community-wide brand may encourage various retailers, local businesses and service clubs to financially support the overall objectives of the partnership.

Steps in the Process	Comments
4. Identify cost sharing arrangement	Cost sharing agreement needs to be in place. This could be based on the accumulation of existing marketing budgets currently in place. Where additional funds are required, a formula based on percent of ridership or passenger revenue should be reviewed.

4.5 Scheduling and Dispatch

Description

For demand responsive transportation services, one of the highest potentials to coordinate service is through a shared reservation / dispatch function.

Reservations occur when registered clients call or email a main office to book a trip. Each transportation provider may have different requirements for trip booking, including minimum reservation window, the ability to book subscription trips and customer service hours.

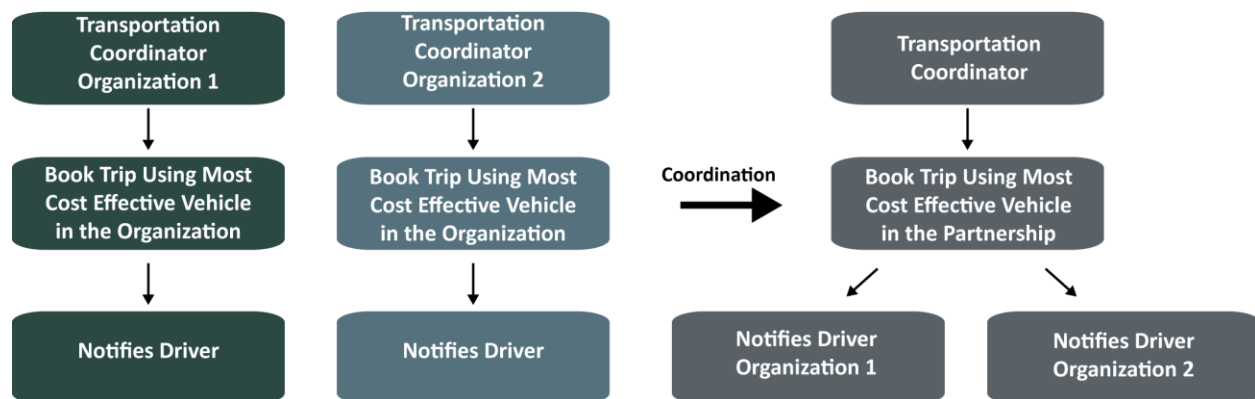
Once a trip is requested, the reservationist/dispatcher (also referred to as a transportation coordinator) will identify whether there is availability in the existing fleet or with a volunteer driver to accommodate the trip. If there is availability, the trip is booked, scheduled and dispatched with the trip details communicated to the driver.

Without coordination, each transportation provider uses its own transportation coordinator(s) to book and dispatch trips using volunteer or paid drivers.

Coordination Opportunity

Through coordination, organizations can consolidate the reservation / dispatch function into one central unit with one telephone number and website for all clients to book a service. The reservationist/dispatcher (transportation coordinator) has access to all vehicles and volunteer drivers in the system to book trips. This increases the pool of resources available to clients and also increases the opportunity to enhance transportation productivity (increase the number of passengers per vehicle hour of service).

Centralized Scheduling and Dispatch



With a greater number of clients calling a centralized scheduling and dispatch system, the cost effectiveness of purchasing a scheduling software program also increases. A scheduling software package has several proven benefits such as reducing dispatch time requirements, matching clients with volunteers and drivers, as well as coordinating trips, trip optimization and thereby increasing overall service capacity and overall service efficiencies.

A central scheduling system database will also collect, process and disseminate comprehensive information about the client for billing, monitoring and reporting purposes. The system should include a centralized inventory of all vehicles, including passenger capacity and accessibility features; as well as client information, including age, level of disability, emergency contacts and location of residence. Trip performance standards are established, such as maximum client travel times when trips are coordinated. A central scheduling system also provides a common statistical tracking tool so that each partner in the coordinated framework can maintain up-to-date information on their clients' trip patterns.

Utilizing technology to coordinate trips, manage information and enhance customer service is paramount to the success of a demand responsive coordinated transportation framework. Investments in registration and scheduling technology can improve efficiency of services by allowing more shared trips to be made and utilizing a network of vehicles across a large service area to provide access to transportation services. Successful applications can achieve increased vehicle occupancy by as much as 20 percent.

The decision to move forward with a scheduling package is complex. The real benefit of scheduling software is the ability to better coordinate trips. This increases the number of shared rides and improves overall capacity. Scheduling software will also allow the lead transportation coordinator to better match client needs with appropriate vehicles/volunteers and manage trip data.

Scheduling software packages typically become useful when the transportation coordinator is scheduling more than 40 trips daily. There are basic scheduling software alternatives that can be used with no up-front fee and a monthly licensing fee between \$400 to \$600 monthly. This provides a cost effective alternative to scheduling trips by hand.

As the demand for trips grows (200 or more daily trips), a more robust program is required that offers automatic scheduling as well as other features of interest. Cost is the major barrier to purchasing a scheduling software package. Potential costs include the purchasing of software (approximately \$100,000 to 200,000 depending on number of trips and vehicles), cost of the license(s), installation fees and the cost of training employees.

The need for scheduling software will have to be assessed by the partnership, but manually or automated; a centralized reservation/dispatch system is often a high payback coordination strategy.

Benefits



1. One number to call for clients to book trips – reduces confusion about who to call.
2. Greater access to vehicles and pool of volunteer drivers increases the potential to share rides.
3. Potential to reduce the number or time allocation for individual agency transportation coordinators required to book the service.
4. Pooled resources will increase number of trips. This can be used as a justification to purchase a scheduling and dispatch software program.
5. Use of a centralized dispatch software to better coordinate trips among multiple agencies.
6. Can reduce need for volunteers by accommodating more demand using existing resources.

Challenges



1. There can be significant time and resources required to set up a centralized reservation and dispatch office.
2. Partners that have existing staff that provide these functions may need to find an alternative role in the organization.
3. Existing users may be adverse to any changes.
4. Unionized places of work, with transportation elements, may object to the coordination of this function, particularly if it means a reduction in number of overall reservation/dispatch staff.

Requirements



1. Centralized scheduling and dispatch will require a careful review of the processes of each participating transportation provider and a cost benefit assessment of proceeding with a scheduling software package. If there is a municipal public transit system within the region or in an adjacent region, then the partnership should check whether that system has a scheduling software program (typically for its paratransit service) that might be expanded to meet the needs of the partnership.

Once a decision is made on using a manual versus automated scheduling and dispatch system, the partnership must decide on whether a lead organization or a new entity will be used to deliver the service. Significant effort will then be required to merge databases and train staff.

Costs (General)

1. Set-up and fees for a 1-800 number (if required) and website. This is the same cost as identified in the customer service, intake and marketing/awareness functions.
2. Office space required set up the reservation/dispatch function (often provided in kind by one of the member organizations).
3. Office furniture, supplies and computer equipment.
4. Salary for transportation coordinator(s) (this typically results in a reduction in total number of person hours dedicated to this task by all the partners).
5. Labour to set-up common database and transfer pertinent client information to a common database (e.g. eligibility, travel requirements, need for attendant).

Costs (Scheduling Software Program)

1. One-time cost to purchase the program (or arrange usage with existing transit operator).
2. Annual licensing fees or user fees.
3. Mobile data terminals for each vehicle (to provide real-time schedule information to drivers).

Applicable Coordination Models

1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Required)
3. Model 3: Brokerage – Confirmation Based (Preferred)

Assessment Methodology – Scheduling and Dispatch

The following steps should be followed to determine the potential benefit of and the ability to coordinate the scheduling and dispatch process. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Identify the number of daily accommodated trips, average passengers per trip and unaccommodated trips for all organizations involved in the partnership. Separate volunteer transportation versus agency provided transportation	<p>If detailed records are not kept, each transportation provider should conduct a 2-3 week travel log which outlines: a.) number of vehicles in service and hours of service; b.) trip requests; c.) trips accommodated and not accommodated; d.) type of vehicle used (volunteer or paid driver); e.) vehicle occupancy.</p>

Steps in the Process	Comments
2. Forecast future travel demand for each transportation provider	<p>Assess the level of population growth and demographic shifts (typically available through the municipality). Calculate growth using a factor of trips per registrant.</p> <p>Determine any potential increases as a result of change in eligibility criteria and service levels. Use this to determine change in trips per registrant or registrants per capita.</p>
3. Identify number of staff involved in the reservation/dispatch function and percent of their time dedicated to this task	<p>Identify the potential to reduce the number of staff hours for transportation coordinators. For example, if there are 3 local coordinators dedicated 80 percent to reservation/dispatch, there may be opportunity to merge this function into 2 positions dedicated 100 percent and working out of the central office. The staff saving of 40% may be used for other needs in the local agencies.</p>
4. Assess percent of trips provided by volunteer drivers and their willingness to pick up multiple passengers at separate origins and drop them off at different destination	<p>Volunteer drivers may not be willing to pick-up and drop off multiple clients. Also, their vehicles have a lower capacity (up to 3 persons), therefore, the ability to increase vehicle occupancy is less.</p> <p>Need to assess the willingness of existing volunteers to carry multiple clients per trip. If there is a willingness, then volunteer trips can be included as part of the decision process for purchasing a scheduling software package.</p>
5. Assess manual reservation and dispatch system	<p>If the volume of trips is too small or the software costs too high, then coordination of a manual system may still be an appropriate strategy.</p> <p>Review the systems in place at each agency then adopt a lead agency to handle this task for the partnership.</p>
6. Determine the feasibility of purchasing a scheduling software package	<p>There are several different scheduling software packages on the market. A simple GIS based package with limited options becomes feasible when the partnership is booking 30 to 100 daily trips. More advanced scheduling software programs are required when booking over 100 to 200 daily trips with a larger fleet of vehicles.</p> <p>Vendors will be eager to assist with the partnership's assessment. A nearby public transit system may be operating with a software package which can be used by the partnership. If not, some third party advice may be sought to assist with the procurement decision.</p>

Steps in the Process	Comments
7. Identify cost sharing arrangement	<p>Cost sharing agreement needs to be in place. Identify grants or one-time funds to help pay for the start-up costs (office space, purchase of scheduling software package and equipment if warranted). If not available, this will need to come from existing funding received by the partnership.</p> <p>A funding formula for ongoing transportation coordinator and licensing fees should be based on an agreed to formula which incorporates percent of existing ridership and anticipated level of growth within each of the partner organizations.</p>

4.6 Passenger Fares

Description

Each organization has a set fare for the service it provides and this fare may vary from one organization to another. Fares may be set for different categories such as Adults, Children, Seniors and Families; one organization may charge a flat rate for a trip, while another organization may charge a per km rate and some organizations will have a wait time charge. If a client is eligible for transportation from multiple organizations, these variations can allow the client to select the transportation provider that offers the cheaper price instead of the organization that makes the most sense for the entire network.

In cases where a fixed route transit service is part of the coordination partnership, there will be specific issues related to fare integration. Such systems are usually fully open to the public and operate with a flat rate fare structure including free transfer between routes. If a fixed route system is part of the rural integration partnership, it will be important for customers to be able to easily transfer between the two services. If there is a fixed route service in an adjacent municipality that is not part of the partnership, it will still be important to maximize the convenience of passengers transferring to and from these services.

Within the rural area, there will typically be several demand responsive services, therefore, it is important to consider how to best coordinate these systems for efficient trip making. When coordination with a fixed route service is added to the mix, the service planning and operational integration with the coordinated demand responsive services must also be considered.

Coordination Opportunity

Through coordination, partner organizations can develop standard fare rates to ensure that customers are charged the same fare for a trip, no matter which service provider they use. A common goal would be that a client will receive a similar level of service at a similar fare (or rate). This promotes equity in the service and increases customers' understanding of the coordinated framework. Clients are no longer able to bargain between different service providers to find the best price, as the cost for a trip is the

same regardless of which organization vehicle is being used. Service can then be better planned by central dispatch.

To achieve a common fare, some organizations would need to increase their fares while others may have to lower fares. A common fare schedule could be set to be 'revenue neutral' (the total passenger revenue currently received by all agencies remains the same, despite changes in specific categories) and should take into account deadheading costs. As a guideline, the partnership should try to agree on what is a reasonable percentage of operating costs that should be recovered from passenger fares. Then translate this to a common fare schedule. For shorter trips within a region, a flat fare may be appropriate while for long trips and inter-regional travel, a fare by distance formula should be considered along with a wait time charge for demand responsive services. If particular partner organizations wish to subsidize fares for specific groups of clients, this subsidy should be treated as equivalent fare revenue.

Since some transportation providers may be required to raise their fares to the agreed upon rate, the result may be increased fees for some clients. To reduce any negative backlash that this may cause, the partnership must emphasize the improved efficiency and reliability of the service to clients.

In cases where a fixed route service forms part of the partnership, the key goal is to have the customers move seamlessly between demand responsive and fixed route services. Developing a sustainable fixed route service should be a common goal as it will be open to the public and able to serve a full spectrum of travel needs without being limited to target client groups or trip purposes. Fixed route service also means costs are fixed once the service level (weekly hours of operation) is set. Hence, increasing ridership by accommodating clients from demand responsive services for some or all of their trips will improve overall rural transportation productivity.

Benefits

1. Clients pay the same fare for similar service level, regardless of the provider they use.
2. Promotes equity and clients cannot 'work the system' to obtain a cheaper price.
3. May reduce costs for some clients, however, may increase costs for other clients.
4. May support greater efficiency overall by guiding some clients to utilize existing fixed route services.
5. Allows individual organizations to more cost effectively meet fare and fare media related AODA requirements by working together.

Challenges

1. Establishing a reasonable target for passenger revenue as a percentage of operating costs and translating this to a common fare schedule.
2. Providing subsidies for clients with affordability issues (fare subsidy levels can be tied to household income).

3. Ensuring drivers are not required to handle cash and are not subject to fare disputes with passengers.
4. Developing a revenue sharing arrangement if a common fare cannot be agreed to.
5. Developing a transfer mechanism so clients can move easily to/from fixed route services.
6. Integrating service levels between demand responsive and fixed route services and finding appropriate transfer points.
7. Addressing Accessibility for Ontarians with Disabilities Act fare equity requirements when coordinating with a public transit operator that provides a fixed route transit service.

Requirements

1. Conduct a review of fare schedules and policies for all partners and adopt a standardized fare structure for local and long distance trips. Develop common policies for prepayment, no shows and penalties for fare abuse. Develop an open, transparent and consistent approach to fare subsidies.
2. If fixed route services are part of the coordination partnership, conduct a review of service levels, routing and stop locations, transfer policies and fare payment strategies. Staff of fixed route service will typically have operational and service planning expertise that can benefit the partnership.

Costs

1. Aside from the staff time to develop a common fare structure and policies, there should be little cost for this initiative.

Applicable Coordination Models

1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Required)
3. Model 3: Brokerage – Confirmation Based (Preferred)
4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Passenger Fares

The following steps should be followed to determine the potential benefit of and the ability to standardize passenger fares. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Review fare schedules and policies of each partner organization	Assemble information in a common format for each partner organization: fare categories, fare levels, any subsidies, wait time charges, etc.

Steps in the Process	Comments
2. If Model 1 is pursued, agree on a 'reasonable' percentage of operating costs to be recovered from passenger fares	While each transportation provider has differing costs structures, the total operating costs for transportation of all partners can be estimated and a reasonable percentage agreed for appropriate passenger contribution (e.g. 30% for short trips, 50% for long distance trips).
3. Set a common fare schedule	Typically, a flat fare with an Adult rate and possibly separate rates for seniors, students, children should be set for in-town trips. Try to keep it simple. A common per kilometre rate should also be found for long-distance trips that use this fare structure formula. Wait time charges should also be standardized where applicable.
4. Agree on common policies	Policies related to annual adjustment of fares (by COI), prepayment, no show penalty, fare for attendant required by client, etc.
5. If a fixed route service is part of the coordination partnership, then review fare schedules, fare handling and transfer policies	Develop arrangements with the fixed route service provider that maximize user convenience and facilitate transfers to/from the demand responsive services.
6. Identify process for revenue sharing and invoicing	Revenue sharing agreements where there is service integration should be in place. For demand responsive service (Model 2 and 3), this may be through invoices sent by the transportation coordinator for trips delivered by another client. For fixed route services, the partners should explore a policy of accepting transfers from cross boundary systems, therefore allowing for seamless travel.

4.7 Eligibility Criteria

Description


Each demand responsive transportation provider will have its own eligibility criteria that outlines who can use their service. In some cases, the service will be open to everyone. In other cases, specific criteria are outlined on who can use the service. Where eligibility is required, service is often restricted to seniors and/or persons with disabilities. The definition of each of these can also vary from one organization to the next. The definition of a senior could range from the age 60 to 65. A person with a disability could include persons with a physical disability, a cognitive disability, etc. For municipally operated demand responsive services, the eligibility is typically based on whether the person's disability prevents them from using conventional transportation services.

In the status quo situation, all demand responsive service providers have their own eligibility criteria and operate independently of one another.


Coordination Opportunity

Through coordination, demand responsive transportation providers can work together to develop common eligibility criteria to make coordinated delivery effective (e.g. it will then be easier to group clients from multiple agencies in a shared vehicle trip). On the other hand, differences in eligibility criteria between partner organizations will reduce the overall effectiveness of a coordinated framework, as transportation coordinators may be limited in their ability to coordinate and share rides. For example, if only a few transportation providers consider children as eligible for a trip, the central transportation coordinator will be limited in the number of partners or vehicles that will be able to provide trips for this population group (e.g. unable to dispatch organization “A” vehicle for a trip involving a family because the organization’s mandate is limited to adults/seniors). Where common eligibility criteria cannot be reached, the partnership should strive to reach an agreement that allows each transportation provider to deliver trips from all eligible clients in the partnership, irrespective of their own eligibility criteria.


Benefits

- 
1. Can increase total ridership on existing services.
 2. Can increase efficiency and effectiveness of the service as multiple clients groups may be available to share a ride.
 3. Can improve the mobility of certain groups by increasing the number of service options available to them.
 4. Allows individual organizations to more cost effectively meet eligibility related AODA requirements by working together.

Challenges

- 
1. Transportation providers may have different mandates and funding policies so that it is difficult to develop a common set of eligibility criteria.
 2. Different eligibility criteria can create confusion and reduce the overall effectiveness of a coordinated framework.
 3. Transportation Coordinators may be limited in their ability to coordinate and share rides.
 4. Some existing clients may feel their ‘exclusive’ travel option will have a decreased service level.
 5. Municipal transportation service will be required to adhere to the eligibility framework noted in the Accessibility for Ontarians with Disabilities Act Integrated Accessibility Regulation. For coordination of eligibility criteria to occur, all transportation providers in the partnership may have to abide by this standard.

Requirements

- 
1. Conduct a review of the eligibility criteria of all members of the partnership and work towards standardizing as much as possible. Discretion must be left with individual partners to continue

to serve specific clients only (clients dictated by funding policy, deemed a source of revenue or having special needs).

Costs



1. Aside from staff time and some training and communications materials, standardizing eligibility should not incur significant costs.

Applicable Coordination Models



1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Preferred)
3. Model 3: Brokerage – Confirmation Based (Optional)
4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Eligibility Criteria

The following steps should be followed to determine the potential benefit of and the ability to standardize eligibility criteria. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Review mandate and eligibility criteria of each partner	<p>Assemble eligibility information in a common format for each transportation provider and determine flexibility to make adjustments.</p> <p>Clarify whether any funding policies limit the ability to extend eligibility criteria to other groups. Identify any AODA requirements of any partners that are not flexible.</p>
2. Assess the similarities and differences in eligibility criteria	<p>Determine where eligibility criteria are the same and carry forward these criteria under the coordinated structure.</p> <p>If there are differences in eligibility criteria, discuss whether or not wording can be modified to accommodate some or all partners.</p>
3. Work together to agree on a common set of eligibility criteria	<p>Identify common eligibility criteria that will meet the needs of all partners involved. Where unanimity is not possible, clearly define the exceptions including the ability for transportation providers to deliver passengers from partner organizations that do not meet their own eligibility criteria.</p>
4. Estimate potential new demand for service	<p>If changes to eligibility criteria are made, ensure that resources exist to accommodate existing and potential growth in clients with a reasonable service level. This should form part of the service planning assessment.</p>

4.8 Policies and Procedures


Description

Each transportation provider has their own set of standard policies and procedures that they adhere to when providing transportation service. Policies and procedures can cover a wide variety of topics (i.e. driver training, attendant policies, wait time policies, no show penalties, etc.). Without coordination, clients who are registered under a number of services may be confused on the appropriate policies or procedures if they use multiple services.


Coordination Opportunity

Through coordination, organizations can share best and common practices, stay current with legislation and ensure that customers have the same travel experience regardless of the provider they use. Standard policies should include risk management, driver training, attendant policies, level of service and assistance, emergency response, vehicle breakdown, etc. This creates a situation where best practices can be shared among participating agencies and implemented as part of a coordinated framework. It also provides the client with an assurance of a consistent level of service and expectations, no matter which service provider is actually delivering the service.


Benefits

1. Ability to provide more effective service by sharing experiences and best practices between transportation providers.
-  2. Clients know they will receive the same service regardless of the provider they use.
3. Moving to common policies generally means adopting higher standards which improves safety and efficiency.
4. Provides an opportunity to update and streamline policies.

Challenges

-  1. Staff may find change difficult even with training.
2. Care must be taken to do a cost benefit assessment and not simply adopt the most stringent (expensive) standards/policies.

Requirements

-  1. A group will need to be established in order to determine the policies and procedures that can be standardized. This will require a thorough review of each organizations policies and procedures and discussion on which best practices to adopt. The group will need to develop a common Policies and Procedures Manual and a set of operational policies related to transportation for the Coordinated Framework.

Costs

- 1. This activity can be very intensive for staff, especially in cases where policies and procedures have not been updated for a significant time.

Applicable Coordination Models

- 1. Model 1: Central Control (Required)
- 2. Model 2: Brokerage – Central Coordination (Preferred)
- 3. Model 3: Brokerage – Confirmation Based (Preferred)
- 4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Policies and Procedures

The following steps should be followed to determine the potential benefit of and the ability to standardize policies and procedures. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Assemble current policies and procedures by topic area for each organization	Basic categories should include policies and procedures that are visible to the customer and those that are more pertinent to staff (e.g. drivers).
2. Research best practices in the topic area and legislative requirements	Conduct research and check with other organizations to see common policies and procedures being applied throughout Ontario. Check any legislative requirements that may apply (e.g. AODA Integrated standard).
3. Work through a single example to determine that the group effort is justified	Start with something important but relatively simple to test process (e.g. driver training requirements) to ensure common policies and procedures can be achieved.
4. Repeat process for additional topics	Work through the entire individual topic areas and add new topics where required.
5. Document agreed policies/standards	Produce documentation of agreed upon policies and procedures including any exceptions.
6. Set up a process for monitoring and periodic updates	Agree to review the document every two years to ensure applicability.

4.9 Vehicle Purchase

Description

Typically many different transportation providers will purchase (or lease) their own vehicles to deliver transportation services. For specialized vehicles (e.g. heavy duty buses), these are typically ordered through a bus manufacturer. The transportation provider will identify the vehicle specifications they

would like to see and place an order for the number of vehicles required. In certain cases, a vehicle inspection is completed before delivery of the vehicle.

One of the challenges is that not all mobility devices can be accommodated on all accessible vehicle types. Certain vehicles are designed with rear-access ramps while others have a side access lift. The width of the ramps and lifts as well as the space inside the vehicle can vary. This is problematic for persons with obesity issues (where heavy weights can prevent the driver from pushing the chair up the ramp, or the width of the mobility device cannot be accommodated on the ramp, lift or inside the vehicle).


Coordination Opportunity

Through coordination, standard criteria for vehicle purchases can be developed with a focus on vehicle specifications, such as the amount of space required and lift capabilities required to accommodate mobility devices. Standardizing this process can increase the availability of fleet to all passengers.


It may also allow the partnership to employ some expertise in vehicle procurement. This person would be responsible for developed the standard criteria, identifying the most cost effective vehicle manufacturer (sometimes through a competitive bid process) and inspecting the fleet before delivery. When part of a larger consortium (e.g. Metrolinx's Joint Vehicle Procurement Program), preferred pricing of new fleet may also be obtained.

Different models of coordination promote different practices for vehicle ownership and sharing. In some cases, vehicle ownership is the responsibility of each partner organization and in other cases one transportation provider is responsible for all vehicle procurement, purchase and disposal.

Benefits

- 
1. The coordinated partnership can inform the funding providers on the most appropriate type of vehicle required to service the population group.
 2. Specialist expertise can be accessed to make the best decisions on general option packages and specific design requirements. They can also be used to inspect vehicles before delivery.
 3. Asset management strategies (e.g. vehicle replacement schedule) can be adopted.
 4. A standardized fleet can be adopted by all members of the partnership, which will increase the availability of service for certain segments of the population (e.g. persons that use larger mobility devices).
 5. Greater convenience for drivers and customers.

Challenges

- 
1. Timing of vehicle acquisition is often not planned but occurs on an opportunity basis.
 2. Driver/customer may have a preference for specific vehicles and equipment that are not chosen by the partnership.

Requirements



1. Establish a working group to determine guidelines for vehicle purchase, outlining both the required and desirable vehicle specifications (must haves and should haves). Engage specialist expertise regarding both vehicles and accessibility features/devices (can be done in-house if expertise exists).

Costs



1. Some staff time will be required and potentially higher costs for acquisition to make vehicles functional for broadest range of clients. Savings are anticipated from bulk purchase, lifecycle costing approach and potential to coordinate additional trips (by standardizing fleet).

Applicable Coordination Models



1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Optional)
3. Model 3: Brokerage – Confirmation Based (Optional)
4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Vehicle Purchase

The following steps should be followed to determine the potential benefit of and the ability to coordinate vehicle purchases. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Develop an inventory of the existing fleet for all organizations	Assemble fleet information from all organizations (vehicle type, size, capacity, year of purchase etc.).
2. Review vehicle replacement schedules	Conduct a condition assessment of all vehicles.
3. Review potential vehicle types and specification requirements	Review potential uses, current legislation, manufacturer's product, accessibility options to determine vehicle preferences.
4. Determine future fleet requirements and funding sources	Assess demand and determine acquisition needs. Identify funding sources. Respond to specific opportunities.
5. Establish a ten year vehicle acquisition plan	Document a ten year plan and adapt as required.

4.10 Vehicle Maintenance

Description

Transportation providers that own vehicles are required to inspect and complete regular maintenance on their vehicles in order to meet legislative requirements and ensure longevity of the fleet. Common maintenance procedures include regular inspections, preventative maintenance, major repairs etc. With small fleets owned by individual organizations, vehicle maintenance may not be a staff priority.

Coordination Opportunity

Through coordination, partner organizations can identify a lead organization or a single maintenance provider. In these cases, the partnership has achieved economies of scale, as well as more timely and effective vehicle maintenance programs. Arranging a maintenance contract should consider the need for multiple suppliers/locations or use of a single major maintenance facility for repairs, servicing and light maintenance.

Benefits

- 1. Could reduce the cost of vehicle maintenance through economies of scale.
- 2. Assigns priority to maintenance leading to timely and cost effective servicing.
- 3. Ensures more expertise is applied to this service area.
- 4. May reduce the overall fleet requirement if an effective maintenance management program is implemented (larger systems).

Challenges

- 1. Task will be more complex depending on the mix of vehicles in the fleet.
- 2. Concern that a centralized function is not responding to local priority.
- 3. Oversight and monitoring still required.

Requirements

- 1. Establish a working group to identify fleet maintenance requirements and develop a tender or negotiate with one maintenance provider.

Costs

- 1. A well-managed vehicle maintenance program is expected to generate cost savings.

Applicable Coordination Models



1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Optional)
3. Model 3: Brokerage – Confirmation Based (Optional)
4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Vehicle Maintenance

The following steps should be followed to determine the potential benefit of and the ability to coordinate vehicle maintenance. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Review existing schedule maintenance practices for each organization, including current maintenance supplier	Assemble information existing maintenance staff or contract used, scheduled maintenance activities, costs of services performed.
2. Engage an experienced resource to participate	A vehicle maintenance supervisor from a municipality may be able to provide independent advice and assess capabilities of local supply industry.
3. Develop a maintenance management program for the fleet	Within the partnership working group, develop a document outlining maintenance requirements for the fleet. The expectation is that the maintenance contractor would be responsible for record keeping. An experienced vehicle manager would be responsible for scheduling vehicles for maintenance activities.
4. Tender for fleet maintenance	Develop a tender document for fleet maintenance where there is a large fleet of vehicles. This typically involves a multi-year contract with duties and expectations clearly indicated. Where there is a small and/or geographically dispersed fleet, the decision may be made to contract the service to various maintenance suppliers (e.g. local garages in smaller rural areas). Select the preferred supplier.
5. Periodically audit the performance of the maintenance program	Develop a procedure to periodically audit the maintenance program to ensure vehicles are being maintained as expected.

4.11 Driver Training

Description


Each transportation provider is required to properly train their drivers (initial training and refresher training). Training sessions can include use of specialized vehicles, CPR, first aid, use of automated

external defibrillators, customer service training, defensive driving, lift operation, proper wheelchair restraint system usage, etc.


Coordination Opportunity

Through coordination, an established resource or program can be used for driver/volunteer training. Organizations can partner to provide training sessions for all drivers under the coordinated framework. This would ensure that all drivers are trained consistently and would minimize the need for each partner organization to have their own training sessions. If the combined number of drivers is large, a full-time or part-time dedicated trainer may be appropriate.


Benefits

- 
1. Could reduce budget for driver training for each transportation provider.
 2. Ensures all drivers are trained in a consistent manner, to the highest or most up-to-date standard.
 3. Sets up a standard program to 'refresh' driver training requirements to confirm with new legislative requirements or improve performance based on best practices.
 4. Reduces duplication of services.


Challenges

- 
1. Hard to schedule drivers to attend a common session.
 2. Mix of volunteer and paid drivers may be challenging.
 3. Record keeping is required.


Requirements

- 
1. Establish a group to review current practices and identify standard training requirements for all drivers under the coordinated framework. Strategy may be to coordinate for some training programs and retain individual sessions for other types of training.
 2. Review any new legislative requirements and determine which partners are required to adhere to each.

Costs

- 
1. Establishing standards and implementing coordinated training programs may result in higher initial spending on driver training relative to current budgets, particularly if the existing program is minimal. Well trained drivers will lead to fewer accidents/incidents and lower costs. Should be able to negotiate lower insurance costs.

Applicable Coordination Models

- 
1. Model 1: Central Control (Required)
 2. Model 2: Brokerage – Central Coordination (Optional)
 3. Model 3: Brokerage – Confirmation Based (Optional)

4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Driver Training

The following steps should be followed to determine the potential benefit of and the ability to coordinate driver training. This will feed into the decision making process about the type of model to select.

Steps in the Process	Comments
1. Collect information on the number of paid and volunteer drivers and the initial and refresher training programs that are in place	Use information to assess the amount of training required annually and the types of programs that are currently in place.
2. Conduct a peer review of best practices in other areas	Conduct research to ensure driver training is in line with best practices across Ontario.
3. Agree on a standard for driver training	Outside expertise may be required to assist. Develop clear expectations for paid and volunteer drivers. Ensure necessary training programs are in place based on legislative requirements. Determine if new training programs should be developed.
4. Agree on program for monitoring and record keeping	Develop a program to monitor and track driver training. Automated software packages may be available from local fleet operators to help with this step. Assign ongoing responsibility to identify new training requirements.
5. Assess the need to hire a part-time driver trainer	Business case will depend on fleet size and complexity of the coordinated model. May be able to obtain service under contract.
6. Develop cost-sharing agreement	If driver trainer required, identify cost sharing agreement. Could be based on number of drivers employed by each transportation provider or as a user fee for each training requirement. The latter is typically preferred when one transportation provider that also employs the driver training employs the majority of drivers in the partnership.

4.12 Volunteer Recruitment and Training

Description

Volunteers donate time to organizations on an informal but regular basis. Many agencies depend on volunteer drivers to provide transportation service. Finding and maintaining a well-trained core group of

volunteer drivers can be a challenge for many organizations. This can be very time consuming and without coordination, each transportation provider would need to have its own staff to recruit, coordinate and train volunteers.

Coordination Opportunity

Through coordination, organizations can partner and implement a central volunteer recruitment program. Partner organizations can coordinate and share campaigns to attract new volunteer drivers. Creating a larger pool of volunteer drivers through sharing can greatly reduce stress on volunteers because they no longer have to do more than they can handle. It also expands the pool of volunteers in certain areas that have a previous history of not being able to access volunteers for services. Sharing volunteer drivers involves identifying existing volunteers that are willing to work for the coordinated system, not just for one individual organization. This, however, can be an issue because some volunteers only want to work for a particular organization or in a particular geographic area.

To help resolve this issue, organizations can develop an opt-in or opt-out system which allows volunteers to either volunteer for the coordinated transportation framework, or to volunteer solely for a local transportation provider/agency.

Another issue that may arise concerns the level of compensation volunteer drivers receive. This can be addressed by establishing a common reimbursement rate for all volunteers regardless of their organization affiliation.

Some coordinated transportation frameworks have moved beyond a sharing agreement and established a centralized volunteer recruitment process. This process includes standardizing volunteer policies, procedures and training, as well as pooling resources to find and recruit volunteers. The advantage of this approach is being able to dedicate a staff person to this role and apply more resources to this activity as required. The disadvantage is that a centralized staff person may not be as effective at finding local volunteers as someone that knows the local community.

Benefits

1. Could potentially reduce the total level of effort required by all agencies by moving to one central volunteer coordinator/recruiter.
2. Increases the pool of drivers available to provide the service.
3. Potential to increase ridership as some services are limited solely due to lack of drivers.
4. Provides relief for volunteer fatigue.
5. Addresses the replacement of aging volunteers.

Challenges

1. Some current volunteers strongly identify with local service and may not be agreeable to change.

2. Unionized places of work, with transportation elements, may object to unpaid, (or compensated for mileage etc.) volunteer drivers coming into a coordinated model.
3. There may be a short-term loss of volunteers if the process seems too onerous.

Requirements



1. Identify current volunteers that are willing to work for the coordinated system. Standardize volunteer reimbursement rates, methods of payments and policies and procedures for volunteers.

Costs



1. There should be a net savings from centralization but the staff time currently allocated in each local agency may not be identifiable. Some costs for marketing and communications materials are required.

Applicable Coordination Models



1. Model 1: Central Control (Required)
2. Model 2: Brokerage – Central Coordination (Optional)
3. Model 3: Brokerage – Confirmation Based (Optional)
4. Model 4: Voluntary Cooperation (Optional)

Assessment Methodology – Volunteer Recruitment and Training

The following steps are recommended to determine whether this element of coordination is right for your coordinated partnership:

Steps in the Process	Comments
1. Collect information from each agency on their current list of volunteers and policies and procedures	Compare policies and procedures and note substantial differences in volunteer standards and remuneration.
2. Assess the amount of staff time allocated for each agency to volunteer recruitment and training	A business case may support the ability to implement a centralized position if redundancy is identified.
3. Develop a model for a centralized volunteer intake, compensation, monitoring and training program	Consider best practices elsewhere regarding volunteer recruitment and training. Develop a working group to standardize volunteer recruitment and training policies and procedures. Standardize compensation rates and develop a common training program for all volunteers.
4. Interview existing volunteers to determine willingness to transition	Determine whether or not existing volunteers are willing to transition to the coordinated structure.

Steps in the Process	Comments
5. Develop a program to periodically re-assess current volunteers	This program could engage the best existing volunteers to act as 'training buddies'.
6. Develop a marketing program to recruit new volunteers	Can be combined with the marketing and awareness campaign in Section 4.4 .
7. Develop volunteer recognition program	Keep track of years of service and recognize milestones.

5.0 Steps Required to Establish a Coordinated Transportation Model

The process of coordinating transportation services is challenging and will require the commitment from a group of stakeholders that share a common interest in enhancing transportation services within their community. It requires a working group with defined roles and responsibilities and the willingness to make trade-offs and work together towards a common vision.

The process to establish or build on an existing coordinated transportation framework can be broken down into six well-defined steps. These are:

- STEP 1:** Identify Two or More Organizations that Share a Common Goal that Coordination will Help Achieve
- STEP 2:** Inventory Existing Transportation Services and Key Stakeholders
- STEP 3:** Identify Service Demands and Gaps / Implementation Issues and Opportunities
- STEP 4:** Assess Different Coordination Models
- STEP 5:** Identify the Building Blocks of the Preferred Coordination Models
- STEP 6:** Select a Preferred Coordination Model

This chapter is intended to be used by municipalities, transportation providers and agencies that have an interest in developing or enhancing their existing coordinated transportation framework. Each step outlined above is described in more detail to allow a working group to envision, assess and implement their preferred coordinated transportation model.

Within each of the steps, detailed activities, requirements, operational barriers and practical solutions are identified.

By moving through this process, the goal is that a new coordinated partnership can be established or an existing partnership enhanced to better align with the unique circumstances of each rural community.

STEP 1

Identify Two or More Organizations that Share a Common Goal

The initial step in developing a coordinated transportation model is to identify two or more interested parties that share a common objective to improve rural transportation. In doing so, each partner should believe (in principle), that by working together in a coordinated structure, transportation services within their community can be improved through:

1. Lowered costs of providing services.
2. Increased effectiveness and/or quality of service for customers.

This starts as a very informal process where parties meet on a regular basis to discuss transportation service delivery issues and opportunities for a coordinated shared-resource model to meet their shared goals and objectives.

Through initial discussions, additional parties or stakeholders that could form part of the partnership should be identified and invited to join the working group. Being flexible and open in the early days of a partnership is essential to build trust and ensure the right parties are at the table talking about effective solutions.

Potential organizations that may form part of the partnership include:

1. Municipal Transit Systems providing either conventional or paratransit services;
2. Elected Officials or staff representing upper and lower tier municipalities that operate or would like to operate or support a community transportation service;
3. Community Care and Social Service Agencies that refer clients or directly provide community transportation services through paid drivers or volunteers;
4. Hospitals that provide non-emergency patient transfer or discharge transportation service;
5. Adult Day Centres, Nursing Homes and Long-term Care Facilities that have access to a vehicle or require transportation services for their clients;
6. Employers, Institutions and Post-Secondary Schools that provide or would support transportation services for their employees or students; and
7. Health Agencies that provide service to their clientele based on a defined disability or medical condition (e.g. the Canadian Cancer Society).

Each organization that has joined the partnership should have a genuine interest in improving transportation services for members of the community, and/or the ability to contribute to the solution (through funding, operating resources and/or expertise). The partnership should be a manageable size, particularly at its initial stages.

The composition of the partnership may change over time as specific solutions become more apparent. Certain organizations may be skeptical and not see the value in the coordinated shared resource model or may not have the willingness or ability to commit to the shared goals and objectives. These organizations should be kept informed of the process, but their participation should not hinder the development of the model. It is far better to have an effective model that works with a small group of partners than to try and work through insurmountable or unsustainable models that involve a comprehensive list of potential partners/stakeholders.

Additional partners may be added to the partnership that may not have been identified at the beginning of the process. As the framework is adjusted, these new organizations may help strengthen the partnership and bring new energy to implement initiatives. This flexibility is important to move quickly and effectively to a recommended coordinated framework.

Where coordination is already occurring between two or more organizations, this step continues to be important to ensure the right players are at the table and a vision and process are established to assess whether the existing coordination model can be enhanced.

The partnership should meet regularly (at least monthly) to discuss potential solutions moving forward. Discussions should focus on:

1. Problems / issues with existing transportation service delivery from both a service provider and client perspective;
2. Opportunities to increase efficiencies and/or improve service levels through coordination;
3. A vision and goals/objectives that a coordinated framework would achieve;
4. Challenges to implementing the coordination model that must be resolved;
5. Potential funding sources;
6. A champion(s) to lead the process; and
7. Timelines, milestones and next steps.

While a champion is important, leadership should be inclusive to ensure all partners feel valued and have the ability to provide meaningful input to the direction of the coordinated framework. The key leadership attributes at this time in the process are the ability to listen effectively and to build consensus.

The formulation of a vision and goals/objectives is critical to this step as it helps provide direction to the working group. The vision is an overarching statement that identifies what and where the organization wants to be. This vision is meant to be forward thinking and inspiring.

Goals and objectives are then developed to achieve the vision and performance measures are established to track progress. A framework for decision making results, in which all actions of the organization are traceable back to the vision and monitoring is in place to measure results.

Examples of three potential goals that may be used by a partnership include:

1. Increase awareness of transportation options and services to the community.
2. Build transportation capacity using existing community resources.
3. Identify new funding sources to increase transportation capacity.

Within each of these goals, strategies that the working group may consider should be developed.

As part of the leadership structure, key roles and responsibilities should be identified for each member of the partnership. Roles and responsibilities should link to each step in this process (see Step 2 to 6 below) and to achieving the goals of the partnership identified above.

Defining clear roles and responsibilities will also help create buy-in during this process and minimize confusion about tasks to perform to develop and implement a coordinated framework.

Step 1 Summary:

The following presents a summary of the requirements, barriers, and potential solutions to complete Step 1.



1. Identify two or more parties that are willing to work together to explore the potential of a coordinated transportation framework.
2. Work with funding partners to identify the potential to pool resources towards a common goal.
3. Identify an organization or champion that will explore the development of a coordinated transportation framework. This can be more than one organization if there are only a few partners involved. However, if there are numerous potential partners, one or two organizations should take a lead role in the group.



ACTIVITIES

4. Develop a vision for success, including goals and objectives. The vision should be clear and concise and have support from all organizations in the partnership.
5. Develop a partnership commitment or memorandum of understanding between the participating organizations to agree to examine the potential for coordination. This ensures buy-in from all parties and commitment. Within the agreement, the goals that the partnership would like to achieve should be clearly outlined and roles of each partner should be stated.
6. Meet at least monthly, following Steps 2 to 6 below, until the opportunity to establish a coordinated transportation framework is fully assessed and a decision is made about whether and how to move forward.



CHECKLIST OF REQUIREMENTS

- ✓ Two or more parties that provide or fund rural transportation services
- ✓ Leadership from one or more champions.
- ✓ Agreement to meet and discuss the framework on a regular basis (at least monthly).
- ✓ A clear and concise vision and goals agreed to by all organizations in the partnership.
- ✓ A signed Memorandum of Understanding.



OPERATIONAL BARRIERS

- Too many parties with diverging views (can make the process unmanageable).
- Time and resources to identify existing issues and help develop a workable framework.



POTENTIAL SOLUTIONS

- Keep the partnership small, starting with organizations that have similar mandates.
- Strong leadership and client focus that motivates partners to stay involved and dedicated.
- Use of outside expertise to help facilitate and guide the process.
- Request formal commitment from Council or the board of directors for each participating organization to show their support for exploring the



POTENTIAL
SOLUTIONS

development of a coordinated transportation framework. Include targets and timelines.

- Develop a memorandum of understanding early in the process to confirm commitment of each member of the partnership.

STEP 2

Inventory Existing Transportation Services and Key Stakeholders

Once the initial working group that will assess coordination opportunities has been identified, the next step is to conduct an inventory of existing transportation resources in the community and identify key stakeholders that may contribute to the transportation solution (e.g. municipalities, social service agencies, nursing homes with an available vehicle, etc.). It is important to understand the level of transportation services already in place, types of users benefiting from services, the availability of services and opportunities to improve service. This information will be used to assess service needs, issues, opportunities and gaps (Step 3).

Three methods are recommended to collect information on existing transportation service providers and stakeholder groups. These are listed below and should be conducted in sequential order:

1. **Web-Search and Background Review:** Begin with a review of existing public, not-for-profit and private sector transportation services and programs. The working group formed in Step 1 should have a good sense of existing transportation service in the community and can provide an initial list of other transportation providers and stakeholder based on local knowledge. This list should be comprehensive and include all transportation services, regardless of their potential fit in the coordinated framework. This will help establish an understanding of service needs and gaps within the rural community.
2. **On-line/Mail and/or Telephone Survey:** Once a list of existing transportation services and stakeholders has been identified, the initial background data gathered should be supplemented by conducting a survey. A questionnaire should be developed by the partnership group to ensure each transportation provider and stakeholder is asked consistent questions. This will facilitate better comparisons and understanding of the broader transportation picture. If there are a significant number of transportation service providers and stakeholders to interview, an initial step is to develop an online or mail out survey. Where there are only a few potential respondents, a telephone survey may also be useful and can be combined with the step below.
3. **Follow-up with Key Stakeholders:** Upon review of the online or mail out survey, telephone or in-person meetings should be used to follow-up and fill in the gaps, particularly for potential partners in the coordinated framework. This also helps develop a better understanding of the intricacies of the service and the transportation needs, gaps, issues and opportunities.

There are four general groups that surveys can be sent to (depending on the nature of each partnership):

1. Existing transportation service providers (public, private and not-for-profit).
2. Organizations that purchase or refer clients to other transportation service providers.
3. The municipality(s) in which the coordinated framework will operate.
4. Funding agencies.

Research, survey questions and interviews should focus on a number of areas relevant to the development of a coordinated transportation framework, including the existing services in place, vehicles and other resources available, funding levels, issues and opportunities, etc. **Table 2** provides a summary of the type of information that should be collected for the inventory.

It should be noted that data on private sector transportation providers can be difficult to obtain due to their unwillingness (in many cases) to disclose operating information in a competitive environment. Failure of some parties to respond to these questionnaires should not hold back the completion of this step.

At the conclusion of the review of existing services, the data should be assembled in a format that allows for comparison between different transportation service providers and other stakeholders. This will allow the partner organizations to compare similarities and differences, and address potential service needs, issues, opportunities and gaps. This analysis will form the basis of the next step in the development of a Coordinated Transportation Framework (**Step 3**).

Table 2 - Summary of Information to be Collected During the Inventory Phase

Information	Transportation Service Provider	Agencies that Refer Clients to Transportation Services	Municipalities	Funding Agencies
Type of Service Provided				
Hours/Days of Operation	✓			
Service Area	✓	✓		
Ridership Statistics	✓			
Capital				
Vehicles (number and type)	✓			
Facilities	✓			
Office Space	✓			
Resources (number of part-time, full-time and volunteers)				
Drivers	✓			
Mechanics	✓			
Dispatchers / Coordinators	✓			
Management	✓			
Customer Service Staff	✓			
Policies and Procedures				
Eligibility Criteria/Exclusions	✓	✓		✓
Operating Practices	✓			
Legislative Requirements	✓			
Maintenance Practices				
Funding Sources				
Subsidies, Grants and Donations	✓	✓	✓	✓
Stable Funding Sources	✓	✓	✓	✓
Passenger Fares	✓			
General Comments				
Issues with Service Delivery	✓			
Client / Resident Needs	✓	✓	✓	✓
Willingness to Coordinate	✓	✓	✓	✓
Potential Solutions	✓	✓	✓	✓

Step 2 Summary:

The following presents a summary of the requirements, barriers and potential solutions to complete Step 2.



ACTIVITIES

1. Develop a comprehensive list of existing transportation providers and stakeholders through research and discussion with each of the partner organizations.
2. Develop a standard questionnaire or interview template to ensure consistency in the data collection process.
3. Through background research and various surveys and interviews:
 - a. Conduct a review of existing resources, including hours of service, geographic area, population served and existing performance.
 - b. Identify any legislative requirements, funding restrictions, labour/union agreements, eligibility criteria or other constraints that may limit the potential for coordination.
 - c. Identify potential funding sources and stakeholder partnership opportunities
 - d. Assess potential desire for organizations being surveyed/ interviewed to participate in the coordinated framework.
4. Organize data in a logical format that is easily comparable.



CHECKLIST OF REQUIREMENTS

- ✓ List of existing service providers and key stakeholders.
- ✓ Resources required to implement the data gathering task.



OPERATIONAL BARRIERS

- It can be time consuming and challenging to gather all of the necessary information.
- Requires cooperation from a number of organizations.
- Requires some expertise in design of survey questions.
- When gathering information investigate multiple approaches (on-line survey, telephone call etc.).



- Follow-up with personal contact where necessary to ask further questions or when clarification is needed.
- Identify alternate methods to encourage reluctant stakeholders to provide the information being requested.

STEP 3

Identify Service Demand and Gaps/ Implementation Issues and Opportunities

This step is an extension of the Step 2 data collection described above. The purpose of the Step 2 is to collect data on existing conditions and needs, whereas Step 3 requires the analysis of data and views to determine service demands and gaps as well as potential implementation issues and opportunities. This information will be used to better understand the types of coordination models that should be assessed (Step 4).

Service Demand and Gaps

Service demands and gaps can cover a variety of areas that should be assessed to determine the potential for coordination. The demand for transportation services is a function of the need or desire of community members to make trips to fulfill a specific purpose (e.g. go to work, school or medical appointments). Service gaps are determined by comparing the supply of service relative to the demand. Demand can be determined by assessing existing travel patterns, demographics and the distribution of population and employment in the rural area. This data is often available from municipalities in the form of Official Plans or Transportation Master Plans. Where this data is not available, the working group may choose to conduct a survey of existing customers or residents to determine the types of trips they currently make and need to make if transportation services were more available. Future demand can be determined by forecasting the growth in service based on population and employment growth or the increased usage expected from a service level improvements. This would be undertaken in Step 2.

When identifying service gaps, it is important to prioritize which gaps are more important to address. For instance, certain gaps (e.g. late evening service) may only impact a small number of people and may not be considered cost effective to implement.

Some examples of potential service gaps to assess include:

1. **Temporal Availability:** Are transportation services available when a resident needs to make a trip? This can be broken down by period of the day, day of the week or even by season (some transportation providers reduce or eliminate their service during summer periods).
2. **Geographic Availability:** Are affordable transportation services available across the community? This could include an assessment of key origins where residents request to be picked-up and key destinations where residents request to be dropped-off. The assessment of geographic availability could include key origins and destinations outside the boundaries of the rural area where service is provided (e.g. hospitals in adjacent counties or regions).
3. **Capacity Issues:** Are there capacity issues that cause a number of trip requests to be denied (demand responsive service) or customers to be passed by due to overcrowded buses

(conventional services) during normal operating hours? This can be measured by asking each existing transportation provider to review or record activity logs to determine the accommodation rate or calculate passenger loads on existing vehicles. The presence of capacity issues during normal operating hours can often be alleviated by pooling resources together in a coordinated framework.

4. **Accessibility:** Can existing services accommodate persons with disabilities? The definition of persons with disabilities should also be made clear to understand if existing services are accessible by persons with physical disabilities, cognitive disabilities, visual disabilities, etc.
5. **Eligibility:** Are certain segments of the community ineligible for transportation services? A number of transportation providers focus their service on seniors and persons with disabilities and will not provide service for persons under the age of 65. This is typically a result of funding mandates. Therefore, while service may be available to all parts of the study region, it may only be available to a certain segment of the population.
6. **Trip Purpose:** Do existing transportation services accommodate all trip purposes? Many transportation service providers will prioritize certain trip purposes (e.g. medical trips) and do not have the capacity to accommodate other trip purposes (e.g. employment, recreational). Common gaps are employment trips, post-secondary and adult education travel, trips for youth to after school programs and more discretionary travel for clients of existing services.
7. **Affordability:** Are transportation services affordable to residents? This is a somewhat subjective criterion. For a trip to be affordable, it is typically partially subsidized by the transportation service provider or a program based on a customer's household income.
8. **Understanding and Navigation:** Is information on all service providers readily available and easily understood by potential customers? This means having an appropriate website and/or other materials to communicate transit information and how to use the system.

Service Issues

Service issues are defined as challenges that will need to be assessed and potentially addressed when determining the type of coordination model that is appropriate for the partnership. In some instances, it may be deemed that certain issues cannot be addressed. It is important to understand these issues or barriers when developing a coordination framework.

An example of a number of different issues/challenges that the partnership may encounter is listed below:

1. **Challenges in Servicing Unique Population Groups:** Many clients that receive service from a single agency may be used to a certain level of service and processes. Moving to a coordinated structure will involve a degree of change and customer concerns will need to be managed. Many customers even find it difficult to deal with different drivers and new customer service personnel.

2. **Privacy Issues:** Using the same database platform to standardize the information collected could give all organizations access to client information that may be considered confidential to one particular organization. It is important to ensure that client confidentiality is not jeopardized. Many database platforms can be set up to block discrete information and ensure that privacy is maintained. Privacy concerns also may arise when a client using transportation to access a 'sensitive' service is sharing a trip with another client who lives in the same community.
3. **Stable Funding:** It is important when developing a coordinated framework that existing funding sources are not jeopardized. While a number of funding programs will be common among the partners involved, some partners may receive funding for other sources that require certain requirements to be met. For example, Local Health Integration Network (LHIN) funding is targeted to seniors and persons with disabilities, and moving to a coordinated framework will require certain assurances that LHIN funding is still being used to meet their Aging at Home mandate. Specific coordination models may be seen to jeopardize this funding and this issue needs to be discussed up-front, including the involvement of key funding partners.
4. **Differences in Passenger Fares or Volunteer Remuneration:** Many of the partners will likely have different pricing structures for passenger fares and remuneration rates for volunteers. If a coordinated transportation network is operating under a common brand, customers will expect to pay the same fee, no matter which agency vehicle is dispatched to provide the service. Fares and compensation rates can be difficult to standardize and there needs to be a process that partnering organizations can work through.
5. **Upfront Costs:** There are certain upfront costs required when developing a coordinated framework. This could include the cost of a scheduling software program, a 1-800 number (where the geographic area of the expanded network requires some residents to call long distance), marketing and communications programs, and office space and set up. The upfront costs need to be known and assessed relative to the future savings generated by the coordinated network.
6. **Deadheading Costs When Traveling Between Service Areas:** While coordination can potentially lead to a number of efficiencies, such as increased availability of trips for clients, demand responsive services can incur increased deadheading costs for vehicles traveling between communities and these costs will need to be accommodated. This extra cost typically occurs only when a local vehicle is not available to accommodate a trip.
7. **Different Service Hours:** Each transportation provider may have different hours of service for both the provision of transportation service and for receiving calls for client intake/ trip reservation (for demand responsive services). While these hours are often similar, some transportation operators provide more limited service hours and this may need to be addressed.
8. **Legislative Requirements:** The Accessibility for Ontarians with Disabilities Act (AODA) legislation will have a profound impact on both the operation of conventional and specialized (demand responsive) transportation services. Partnerships that incorporate conventional public transit

services (operated by a municipality) will need to adjust the availability of specialized service to be consistent with the conventional service. This includes operating within the same service hours, geography and having fare parity.

Potential Opportunities

The identification of opportunities is just as important as the identification of issues and challenges. Opportunities represent potential quick wins that can be capitalized on to help ease through the process. The following section provides a brief summary of some potential opportunities that the data collection phase (Step 2) can unearth. Most of these are related to the existing coordination efforts that are already taking place:

1. **Existing Environment of Trust and Cooperation:** In many situations, an environment of cooperation already exists among a number of organizations operating within the rural environment. Cooperation is typical among community care agencies, who regularly meet to discuss common issues. Developing trust and cooperation forms the beginning steps of a more fulsome coordination framework.
2. **Existing Brokerage Applications:** Certain agencies and public transit systems will already have experience brokering service to other agencies or private sector providers (e.g. the taxi industry or school bus operators). Brokering service is a common form of coordination and this experience will help participating organizations understand the logistics of this process.
3. **Common Database Platform:** A number of community care agencies use database platforms to record client information for reporting and invoicing purposes. Where agencies use a common database platform, standardizing information and a potential interface with a scheduling software package may be easier to implement.
4. **Funding Opportunities:** The Province provides gas tax funding for transportation through municipalities. This sustainable funding source may be available to assist with coordination activities leading to improved rural transportation and is applicable if a municipality takes a key role in the partnership (see **Chapter 6**).

Summary

A series of workshops should be held with the potential transportation partners to confirm and prioritize service gaps and address potential implementation issues and opportunities. Prioritizing service gaps is important to establish a sustainable coordinated framework. Not all service gaps will be resolved by the coordinated framework and it is important to identify areas that the partnership wishes to address. This process should work towards achieving the vision and goals identified in Step 1.

Implementation issues and opportunities will be used to help identify a potential coordinated transportation model (Step 4) and the potential transportation functions that should be coordinated within the model (Step 5).

Once priorities are set, it is important to identify which priorities can be addressed through efficiencies and improvements gained through a coordination network and which require enhancements to the level of service (and additional funding).

These steps are summarized below.

Step 3 Summary:

The following presents a summary of the requirements, barriers and potential solutions to complete Step 3.



1. Review data collected from Step 2 and develop a matrix of existing services, demands and gaps.
2. Forecast future demand and identify gaps in service. Identify any challenges in meeting the forecasted demand using the existing service model.
3. Conduct a workshop with the partnership to work through each type of service need or gap identified above that is of interest to the group. By this point in time, the potential partnership could have expanded based on comments heard and discussions with other transportation service providers and stakeholders in Step 2.
4. Determine potential areas where coordination may help to resolve the service need and gap versus areas where the expansion of existing resources is required.
5. Develop a summary table of service needs and gaps that could potentially be addressed by the coordinated framework.



- ✓ Staff time or outside assistance to review and assess data collected in Step 2.
- ✓ Organize a partner workshop to review all the service demands and gaps.
- ✓ Organize a second partner workshop to address potential issues and opportunities when evaluating, selecting and implementing a coordinated framework.



OPERATIONAL BARRIERS

- Too many issues, gaps and needs identified which seem insurmountable.
- Separating the gaps and service needs that would benefit from coordination versus those which require additional funding or added resources (Step 4).



POTENTIAL SOLUTIONS

- A good facilitator to help the partner workshops to sort through and prioritize all the issues, opportunities, demands and service gaps.
- Don't try to solve all the problems in the region all at once. Address the 'low hanging fruit' to build confidence and trust before taking on larger issues.

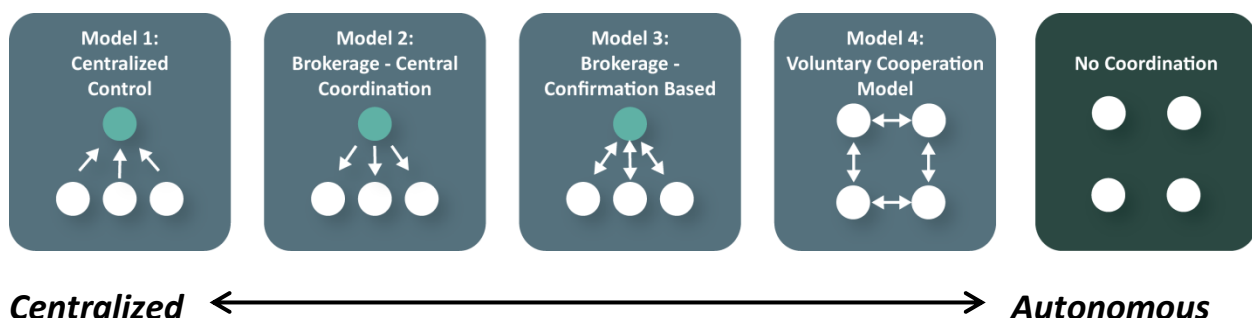
STEP 4

Assess Different Coordination Models

There are several levels of coordination to be considered under a coordinated transportation framework. **Chapter 3** provides a description of the four levels of coordination that should be considered. The coordination levels range in the level of centralization versus the level of autonomy retained by each transportation service provider. The four models are:

1. **Model 1: Centralized Control:** One lead organization plans and operates all transportation services, with partner organizations participating providing expertise through a steering committee and funding and/or resources to the partnership.
2. **Model 2: Brokerage – Central Coordination:** One lead organization plans and schedules all transportation services in the partnership, with partner organizations retaining ownership of their vehicles and resources.
3. **Model 3: Brokerage – Confirmation Based:** One lead organization plans and schedules all transportation services, but requires confirmation from partner organization before planning a coordinated trip. Partner organizations retain ownership of their vehicles and resources.
4. **Model 4: Voluntary Cooperation:** All partner organizations work together to improve policies and processes and potentially provide a central transportation information service (one number to call for all transportation needs). Each partner organization continues to operate independently.

The structure of each of the models is graphically illustrated below.



Priorities assessed in Task 4 provide the partnership with some insight into the type of coordination opportunities that will help address service gaps. The review of issues and opportunities will also identify the potential level of coordination that may be applicable to the proposed partnership.

Not all of the models may be applicable or feasible. The advantage and disadvantages of each should be evaluated within the context of the proposed partnership and narrowed to one or two options that the group feels should be investigated further.

When the working group is assessing the level of coordination that may be applicable, it is important that each partner has an understanding of the desired level of independence that each would like to maintain. In most cases, this is a difficult question to ask as most organizations would prefer to retain as much independence as possible. A workshop should be held to address this issue with a neutral facilitator included to aid in this difficult discussion. Once each partner has made their position clear, the working group should identify the advantages and disadvantages of implementing each level of coordination. Major incentives may include the opportunity to free staff time from transportation duties to focus on the key mandate of the organization; the ability to deliver more service for clients by pooling resources and the ability to meet a broader range of travel needs (e.g. employment or youth travel) and improve quality of life for all rural residents.

The preferred model should not be selected at this point, but the choice narrowed and included in the assessment of different coordination functions. This is described in Step 5.

Step 4 Summary:

The following presents a summary of the requirements, barriers and potential solutions to complete Step 4.



ACTIVITIES

1. Hold an evaluation session with representatives from each organization to discuss, evaluate and decide on the level of coordination desired.
2. Each partner should outline their desired level of independence within the coordinated framework.
3. Assess the advantages and disadvantages of each level of coordination.
4. Narrow the list to one or two models that the group feels should be investigated further. All parties must agree. This will be included as part of the more detail assessment (Step 5).



CHECKLIST OF REQUIREMENTS



OPERATIONAL BARRIERS



POTENTIAL SOLUTIONS

- ✓ Each partner has made their desired level of independence clear.
 - ✓ Engage a neutral facilitator to help partners work through this difficult decision of retaining control or delegating some aspect of the transportation function to another party.
 - ✓ Summary of the advantages and disadvantages of implementing each level of coordination.
 - ✓ One or two models have been identified for further investigation.
-
- There is the potential for operational barriers and challenges with each level of coordination. See **Chapter 3** for specific details on this model.
-
- **Chapter 3** outlines potential solutions for each coordination model.

STEP 5

Identify the Building Blocks of the Preferred Coordination Models

Once the level of coordination has been determined, the working group should assess the potential for various transportation functions to be coordinated. **Table 3** provides a summary of transportation functions that should be considered under each coordination model. **Chapter 4** provides a detailed description on each potential transportation function and the methodology to follow to determine if it makes sense for the selected coordinated model.

Going through this process will help identify a preferred level of coordination and the functions that are needed to help address the service gaps identified in the community.

Table 3 - Summary of Functions Applicable to each Coordination Model

Function	Model 1 Centralized Control	Model 2 Brokerage – Central Coordination	Model 3 Brokerage – Confirmation Based	Model 4 Voluntary Cooperation
Service Planning	1	1	2	N/A
Customer Service / Complaints Handling	1	1	2	2
Intake Process	1	2	2	N/A
Marketing / Awareness	1	1	2	3
Scheduling and Dispatch	1	1	2	N/A
Passenger Fares	1	1	2	3
Eligibility Criteria	1	2	3	3
Policies and Procedures	1	2	2	3
Vehicle Purchase	1	3	3	3
Vehicle Maintenance	1	3	3	3
Driver Training	1	3	3	3
Volunteer Recruitment and Training	1	3	3	3

1 = Required; 2 = Preferred; 3 = Optional; N/A = Not Applicable

An evaluation of each function that has potential for coordination should be completed. This should be done by the working group in a workshop setting. Evaluation criteria should be defined to determine the applicability of each function to the preferred coordination model. Some potential criteria include:

1. **Ease of Implementation** – Is the transportation function easy to implement based on existing reporting structures and the ability to alter existing processes within each partner organization? What are the costs required to implement and is funding available to do so?
2. **Cost Efficiency** – Are cost efficiencies gained through the coordination of this transportation function (e.g. less duplication of staff, increased ride sharing)?

3. **Effectiveness** – Does the coordination of this function allow the partnership to better reach its intended goals and address the priority service gaps identified in Task 3?
4. **Access to Service** – Does the coordination of this function improve the ability of a resident or client to register for service, request a trip (knowledge of service options) or be provided a service (accessibility and accommodation rate)?
5. **Level of Service** – Does the coordination of this transportation function improve the overall level of service to residents?
6. **Funding** – Are new sources required to coordinate the function or can funds be reallocated?

The assessment of coordination opportunities for each transportation function requires a more detailed understanding of issues that need to be resolved and opportunities that can be capitalized on in order to make the partnership successful. While there are certain issues that can be easily addressed, others are more complex and require innovative solutions. During the assessment, the working group should identify any issues that may present itself under the chosen coordinated framework. For each aspect, a conclusion should be made as to whether the issue or need can be resolved.

Step 5 Summary:

The following presents a summary of the requirements, barriers and potential solutions to complete Step 5.



1. Hold an evaluation session with representatives from each organization to discuss, evaluate and decide on the potential applications for coordination based on the level of coordination chosen in Step 4.
2. Assess each the potential coordinate each transportation function based on the specified list of criteria.
3. Identify any potential issues that may arise through coordination of each transportation function.
4. Review the challenges of coordination and identify potential solutions and any implementation risks. These should be agreed to by all parties involved.
5. Identify the costs of coordination and compare to the costs of staying with the status quo. This should be done looking forward at the anticipated demand in the 5 to 10 year horizon.



CHECKLIST OF REQUIREMENTS

- ✓ List of potential applications for coordination.
- ✓ Summary table outlining the results of the assessment for each potential coordination opportunity.
- ✓ Summary of potential issues and whether or not they can be overcome under the coordinated model.



OPERATIONAL BARRIERS

- There is the potential for operational barriers and challenges with each application. See Chapter 4 for specific details on each function.



POTENTIAL SOLUTIONS

- See Chapter 4 for specific details on solutions for each function.

STEP 6

Select a Preferred Coordination Model

Based on the results of the evaluation conducted in Steps 4 and 5, select the preferred coordination model and the coordinated transportation functions that are to be implemented under the partnership.

5.1.1 Implementation and Service Plan

Develop an implementation plan that allows the organizations to move towards the preferred coordination model.

The working group should begin by outlining a broad strategy for implementation. A clear and concise outline should be developed to help keep the working group focused on the goals of the partnership. The vision statement and goals should be revisited and revised if required to meet the preferred coordination framework. Specific targets and timelines should also be established.

For each of the preferred coordinated transportation functions, the working group should assign an individual or sub-group to:

1. Detail the activities to be undertaken to implement the coordinated strategy.
2. Identify a lead partner to be accountable for the effective implementation of each coordinated function.
3. Identify roles and responsibilities of all partner organizations.
4. Determine potential funding sources and cost-sharing agreements to cover anticipated costs.
5. Determine organizational structure of the mandate, including responsibilities and accountabilities.
6. Develop agreements between the partner organizations or a formalized contract or memorandum of understanding. This should outline the commitment between the partner organizations and address areas such as invoicing and sharing of resources.

The next step is to develop a detailed service plan. This report should outline how the coordinated structure will be organized and implemented. Details regarding the need for the service, the role of each partner, funding sources, the ability of the service plan to meet current and projected travel demand, the benefits of the coordinated structure and efficiencies should be included in the plan. The service plan should also outline policies and procedures and a description of the agreements between partners.

Following the development of the service plan, an action plan to implement the coordinated framework should be developed. The action plan should include items such as creating an organizational structure; providing necessary staffing; setting policies and procedures; and entering into contract and agreements for the provision of services.

5.1.2 Budgeting and Cost-Sharing

Budgeting and cost-sharing agreements are an important part of this process. Participating organizations in the partnership will need to work together to develop a budget for coordinated transportation services. This needs to take into account expected revenue, individual expenses and expenses that will be shared by the partnership (e.g. cost to purchase a scheduling software program).

Cost-sharing agreements will also need to be developed where all partners benefit from the shared use of a resource. This could be in the form of direct operating costs (driver salary, vehicle maintenance, fuel); long-term life-cycle costing (e.g. vehicle replacement); or overhead/administration costs (e.g. scheduling software program, licensing fees, transportation coordinator staff time, office space).

Developing a fair and transparent cost-sharing agreement will begin with a good understand of existing record keeping practices and the establishment of a monitoring program. Understanding how each partner collects data will be important in developing a cost sharing model. Relevant data that should be collected to assist in cost sharing allocation includes:

- Total ridership;
- Ridership per vehicle hour;
- Population serviced;
- Number of registrants (where applicable);
- Revenue vehicle hours;
- Vehicle kilometres traveled;
- Number of vehicles; and
- Growth in ridership.

Using this information, cost sharing formulas can be developed for each transportation function that is being coordinated under the recommended model. For example, the cost of a marketing campaign may be allocated based on the size of the population each organization in the partnership services while the cost of a transportation coordinator may be allocated based on ridership. For example, a simple cost sharing agreement to allocate the salary of two transportation coordinators to the coordinated framework would be to base the allocation on the percent of ridership each organization within the partnership carries. Therefore, if organization “A” carries 75 percent of the ridership and organization “B” carries 25 percent of the ridership, the cost of the two dispatchers should be split using a similar ratio.

Cost sharing models may also be designed to account for future growth in the system. If, for example, ridership growth triggers the need to hire a third transportation coordinator, there should be a mechanism to determine the allocation of the third staff member since the use of the same allocation may no longer be appropriate. Using the example above, if ridership using organization “A” grew by 5

percent while ridership using organization “B” grew by 25 percent, it could be concluded that organization “B” triggered the need to hire a third transportation coordinator. In this situation, a cost-sharing formula should be considered that balances the number of trip requests for each service (organization “A” and “B”) with the rate of growth in trip requests for both services. An example of this type of formula is illustrated below.

FUNDING ALLOCATION FORMULA FOR NEW DISPATCHERS:

$$\begin{aligned}
 & (\% \text{ Future Trip requests for Organization 'A' } \times \text{Weighting}) \\
 & \quad + \\
 & (\% \text{ Growth in Trip Requests for Organization 'A' } \times \text{Weighting}) \\
 & \quad = \\
 & \quad \% \text{ Funding allocated to Organization}
 \end{aligned}$$

There is no predefined formula that is available that will be applicable to all coordinated transportation networks that can be identified in this guideline document. There may be certain organizations involved that provide more in-kind services such as office space or expertise. Using a very strict cost sharing allocation formula in this situation may eliminate certain valuable members of the partnership. Therefore, while cost sharing is important, each coordinated transportation partnership will need to assess its own record keeping capabilities and the characteristics and resources of the partners it takes on to determine the best means of cost sharing.

5.1.3 Monitoring

With any new partnership, it is important to review and monitor progress to ensure that the coordination model is meeting the goals and objectives originally set out in the partnership. The last activity is to establish a working group that is responsible for monitoring and reviewing all aspects of the service. Monthly, quarterly and annual reports should be prepared so that interested stakeholders in the partnership can keep informed regarding the progress and performance of the coordination efforts.

Step 6 Summary:

The following presents a summary of the requirements, barriers and potential solutions to complete Step 6.



ACTIVITIES

1. Select a preferred model and seek agreement with each of the participating partners.
2. Confirm the mission statement and vision for the partnership.
3. Outline the broad strategy to keep everyone focused on the task.
4. Develop a service plan to provide details on how the coordinated structure will be organized and implemented.
5. Review existing record keeping activities and update where required.
6. Develop a budget for the partnership and determine a transparent and fair cost-sharing process.
7. Approach funding partners to secure funding.
8. Develop an action plan for implementation with a timetable and key milestones.
9. Establish a monitoring plan to measure results against the goals of the partnership. Report this to funding agencies.
10. Implement the plan.



CHECKLIST OF REQUIREMENTS

- ✓ Outline of the broad strategy
- ✓ An updated memorandum of understanding or service contract
- ✓ Action plans in key areas
- ✓ Timetables with key milestones
- ✓ A Cost-sharing agreement and monitoring plan
- ✓ Communications strategy



OPERATIONAL BARRIERS

- Potential for disagreement on the preferred model.
- Disagreements on a cost sharing strategy for the preferred model.
- Disagreements on how to implement the preferred model.



POTENTIAL
SOLUTIONS

- Work with an experienced independent facilitator or expert on community transportation to help resolve issues.

6.0 Funding Options for Coordinated Transportation

One of the most significant challenges to providing rural transportation services is the ability to secure sustainable funding. A number of funding sources have been identified to assist organizations with the provision of transportation services. The most common funding mechanism is the use of passenger fares. However, this only accounts for a portion of operating costs of an organization, and other funding mechanisms are required to ensure the service is sustainable and can meet its mandate.

The following section provide further details on potential funding sources that can be investigated when seeking to improve existing or introduce new transportation services within the coordinated partnership.

6.1 Passenger Fare Revenue

Passenger fares forms an important part of the revenue stream for public transit and community transportation services. Most transportation providers charge each of their clients a fare for service. This could be in the form of set fare per trip, a per kilometre rate, a fare by distance formula with various fare zones established. Wait-time fees are also charged to clients by many community transportation operators that provide long-distance medical trips to out-of-town locations.

In most transit systems, different fare payment options are available, including cash fares, tickets and monthly passes. Discounts are also often provided to seniors and youth. Where a municipality operates both a conventional and specialized transit service (paratransit), the AODA legislation requires fare equity between both systems, in terms of costs and fare payment options. This is important to note when the community support sector is involved in delivering trips for registered specialized transit customers on behalf of a municipality.

There are several methods that coordinated partnerships can use to increase the amount of funding generated through passenger fares. These are:

1. Increase the average passenger fare.
2. Increase ridership per revenue vehicle hour of service.

As identified in **Chapter 2**, increasing passenger fares can be difficult as it can often make the service unaffordable. For passengers with low or fixed incomes, high fares will limit their ability to use the service.

Fare increases may be viewed negatively by customers, especially if they perceive that the service they are receiving has not improved. However, fare increases may be necessary to help pay for the cost of improved service and also to keep up with the rising costs of operating and maintaining the system (e.g. fuel, operating and maintenance costs, etc.). To minimize any negative reaction, it is recommended that any fare adjustments being considered by the partnership coincide with significant service improvements (where possible). This approach will give customers the impression that they are getting appropriate value from the increased fare.

Affordability is an issue that frequently arises when considering the fare strategy being adopted for the partnership. Many municipalities have instituted targeted affordability programs that are administered by social services departments rather than the transit operator. Social service programs administered by provincial ministries (e.g. Ontario Works, Ontario Disability Support Program) can often be used to address affordability issues. In certain situations, transportation tickets are purchased at full value by the social service agency and distributed to clients under specific program criteria or credit vouchers are purchased from the partnership, issued by the agency and redeemed by the client.

Relying on these types of programs can help address affordability issues that come with fare increases, although, this will only address a certain segment of the population.

The second goal is to increase the number of passengers per revenue vehicle hour of service (vehicle occupancy). As indicated in **Chapter 2**, the vehicle occupancy for each trip can be difficult to increase due to the nature of rural transportation. Low densities, dispersed origins and destinations and long-distance travel make grouping trips a challenge. There may also be privacy concerns depending on the clients being served.

Coordination provides the opportunity to increase the number of resources available to a common transportation provider, thus the ability to share resources and share riders. By increase the number of potential customers and the number of vehicles a transportation coordinator has access to, efficiencies can be gained through greater economies of scale. This may reduce the need to rely on passenger fare increases or other outside funding sources.

6.2 Other Operating Revenue

There are other opportunities for revenue that the partnership can explore to off-set the need for other subsidies. These include:

1. Advertising Revenue.
2. Charter Service Revenue.

Advertising revenue typically constitutes less than two percent of operating revenue for public transit agencies in rural areas. With smaller systems that service a smaller population base, this percent of

overall revenue is typically less. Depending on the vehicle type, advertising opportunities can be located both inside and outside of vehicles. Websites and printable materials can also have spots for sponsorship opportunities; although consideration must be made to ensuring that the 'brand' of the transportation partnership is not lost in a clutter of ads. Developing a simple sponsorship package and making it available on the website provides a simple tool to increase revenue, even if it is only a small amount.

Charter services occur when the partnership contracts out one of its vehicles for exclusive use by a person or group. There are a number of examples where this occurs, including charters for nursing homes to take their residents to a day-activity. Where vehicle capacity is not an issue, charters can be an effective means of increasing overall revenue.

6.3 Municipal Subsidy

Where a municipal transit service is involved in the partnership, municipal subsidies (through property taxes) are allocated to cover the remaining operating costs not funded through other revenue streams (e.g. passenger fares, charter services, etc.). This is measured using a financial performance indicator called "Revenue to Cost Ratio". For specialized transit systems that service a municipal population of less than 50,000, the average Revenue to Cost ratio is approximately 20 percent. For conventional transit systems within the same population group, the average Revenue to Cost Ratio is 40 percent. This refers to the percentage of operating cost recovered by passenger revenue. The remaining operating cost is typically covered by municipal subsidies. As a general rule of thumb, smaller systems that service low density areas typically have achieve a lower Revenue to Cost Ratio.

Capital costs are typically also fully funded by municipal subsidies.

There are also numerous examples where grants are provided to community agencies that operate transportation services. This is typically a line item in the municipal budget that needs to be approved on an annual basis. This is typically done when the community agency can demonstrate the benefit that its service has on its residents.

Some municipalities have used a transportation levy per household and business (e.g. \$10 to \$15 annually) to fund transportation services within their community. This is a small investment that could go a long way to supporting mobility and access to employment, education, healthcare and services for residents. An example of this is the County of North Hastings, which instituted a small levy to support the TROUT transportation service.

Municipalities are challenged in trying to control overall spending while allocating sufficient dollars to maintain or improve existing service levels. Transit services compete with all other municipal departments for the available fiscal resources. It is therefore incumbent for the partnership, where municipal funding is received, to demonstrate that the service is well managed and doing all it can to

maximize revenues and minimize costs. Prudent financial management will help to convince council that continued investment in the partnership is justified and worthwhile.

6.4 Provincial Gas Tax Program

Provincial gas tax funding is a source of sustainable revenue that is dedicated to municipal transit authorities and forms an important part of the funding envelope. Since the funds can only be used for public transit, it is often an untapped resource that is not being taken advantage of in a number of rural communities where public transit is not in place.

Given the importance of this fund, the following section provides a more detailed description on the provincial gas tax and the rules around its use. More information on the gas tax program can be found at <http://www.mto.gov.on.ca/english/service-commitment/gas-tax-program.shtml>.

6.4.1 Background

In October 2004, the Province of Ontario announced that it would invest a portion of the provincial gas tax in public transit in order to ensure that local public transportation services continue to operate and that transit ridership is increased through the expansion of public transportation capital infrastructure and levels of service. The program's goal is to improve municipal sustainability by increasing public transit ridership and reducing the impact of transportation activities on the environment.

Since the beginning of the program, more than \$2.7 billion in gas tax funding has been committed to Ontario's municipalities. In 2012/2013, \$324 million was allocated amongst the participating Ontario municipalities based on two cents per litre of the provincial gas tax. In 2013, the Legislature passed the Dedicated Funding for Public Transportation Act, 2013, which made funding of two cents per litre of Gas Tax permanent.

Gas tax funds are dedicated to transit and cannot be used for any other purpose. Unless otherwise approved by MTO, gas tax revenues are only provided to support municipal public transportation expenditures above a municipality's baseline spending and not to reduce or replace current levels of municipal public transportation funding. The gas tax funds can be spent on the following public transportation items provided the expenditures are above the municipality's baseline spending:

- Expenditures that promote increased transit ridership;
- Transit operating expenditures;
- Replacement of public transportation vehicles;
- Improvements to transit security and passenger safety; and
- Major refurbishments on any fully accessible, or to be made fully accessible, public transportation vehicle.

For municipalities that provide only specialized services for persons with disabilities, transit strategies that may not initially result in ridership growth but will provide increased accessibility can be considered as eligible expenditures if approved in writing by the MTO prior to implementation.

All new public transit vehicles procured with gas tax funding must be fully accessible (in accordance with the requirements set out under the *Ontarians with Disabilities Act* (2001) and the *Vehicles for the Transportation of Physically Disabled Passengers* (1990)). In addition, acquisition of new transit vehicles must comply with the Canadian content policy requirements.

The funding allocation that the participating municipalities receive depends on the total funding envelope available, their transit ridership and the municipal population. To calculate potential gas tax dollars that may be available for a municipality, 70 percent of the funding formula is based on the transit system's ridership compared to the provincial total. The remaining 30 percent is based on the population of the municipality relative to the provincial total (of all participating municipalities) as estimated by the Ministry of Finance through the Census. This formula provides an incentive for ridership growth and provides more support for growing municipalities. For new recipients, gas tax funding is based solely on the population served in the first year; transit ridership level is then considered for year two and all subsequent years.

Ridership calculations are based on data included in the Canadian Urban Transit Association (CUTA) fact books. CUTA annually collects and publishes, on behalf of the Ministry of Transportation, transit ridership data in its Ontario Urban Transit Fact Book and its Ontario Specialized Transit Services Fact Book. Transit ridership is defined as a one-way, single passenger fare, linked trip, delivered using a vehicle that is being operated by, or on behalf of a municipality. Volunteer transportation can be included as part of the ridership calculation as long as it is coordinated by the municipality or on behalf of a municipality (through an agreement to provide service). Also, only trips that originate in the municipality that has the gas tax agreement are counted. To maximize the attainable allocation, it is beneficial that gas tax funding be coordinated through the county in a regional network.

The Ministry also reviews the annual municipal spending for each transit system to ensure that gas tax funds provided to the municipality does not exceed 75 percent of the revenue put back into the system. The municipality's own spending on transit includes municipal subsidy from property tax, passenger fares, financial donations earmarked to transportation, advertising and charter revenue, fund raising, sale of assets, etc. Revenue received by the transportation organization from other Ministries (e.g. LHINs) is not included in the calculation of municipal spending on transit.

Where municipalities coordinate with an existing transportation provider (e.g. a community care agency), the existing revenue (including from fares) collected by the agency to provide transportation services forms part of the base line calculation to determine the amount of funding provided by the gas

tax. The extent of the coordination determines whether the fare revenue is considered as part of the municipal spending. The trips must be operated by, or on behalf of, the municipality to be included.

The municipality can change their level of commitment in their bylaw and the provincial funds would adjust accordingly.

6.4.2 Program Requirements and Process

To be eligible to receive provincial gas tax funds, a municipality must support and contribute financially towards the public transportation services. Public transportation that is supported includes any service where a fare is charged for transporting the public by way of vehicles operated by or on behalf of a municipality (or under agreement between the municipality and a person, firm or corporation). This includes specialized public transportation but does not include pilot projects or special purpose facilities such as school buses, tourist services, ambulance or non-emergency medical transportation. There are no rules in place regarding the fare structure, so long as the public/customer pays a fare.

For services being provided throughout multiple municipalities, more than one municipality is permitted to participate in the gas tax program, as long as a lead municipality is identified. In this case, an agreement would be put in place to have one 'host' municipality that takes care of administrative tasks and reporting. The dedicated gas tax funds would flow directly to this host based on the combined population of all participating municipalities. All of the municipalities would have to agree to provide baseline financial support and develop municipal bylaws stating their commitment.

Should an organization establish commitments with one or some of the lower tier municipalities rather than the upper tier municipality, only the trips/ridership that either begin or end within the partner municipalities would be included in the funding calculation.

Following the establishment of a formal agreement, the municipality would subsequently notify the MTO of their intent to support the public transportation services provided by the organization and outline a specific annual financial commitment that will be made to these services, provided in the form of a municipal bylaw. The MTO then provides the municipality with a gas tax package that includes a letter of agreement, program guidelines and reporting forms. To receive funding payments, the municipality must provide two signed letters of agreement (signed by the head of municipal council and the Chief Financial Officer) and a copy of the authorizing municipal bylaw. The MTO will then gain approval from the Minister and determine the allocation for the municipality.

The municipality must provide annual reports, submit annual ridership statistics to CUTA and may undergo audits by the MTO to ensure program compliance (that funds are used for public transportation and program guidelines and requirements are met). Once approved, the funds are received electronically and held in a dedicated reserve account to be dispersed toward eligible expenditures.

6.5 LHIN Funding

The Local Health System Integration Act, 2006 changed the way Ontario's health care system is managed by creating 14 Local Health Integration Networks (LHINs).

The legislation grants LHINs the power and authority to effectively plan, coordinate, and fund local health systems including:

- Hospitals;
- Divested psychiatric hospitals;
- Community Care Access Centres (CCACs);
- Community support service organizations;
- Community mental health and addictions agencies;
- Community health centres; and
- Long-term care homes.

Every three years, each LHIN identifies its priorities, which are documented in an Integrated Health Services Plan. The current planning documents are for the years 2013-2016. Three priorities are typically set for health care which are grounded in Ontario's Action Plan for Health Care, as well from feedback from local health providers and members of the community.

A number of LHINs have focused on transportation as one of their priorities. The focus is typically on providing seniors and persons with disabilities with access to health services through an Aging at Home Strategy. The goal of 'Aging at Home' is to allow seniors to live more independently in their communities by providing access to needed services. This can have the effect of reducing hospital visits and intake into long-term care facilities.

Other programs include funding for non-emergency medical transportation programs that improve discharge from and patient transfer between hospitals.

There are various opportunities for LHIN funding that can be explored by the partnership and each LHIN is different in their priorities and the rules that are applied to funding. Most community care agencies that provide transportation services typically receive part of their funding from their local LHIN. Certain LHINs have also contributed to the development of coordinated transportation frameworks between community care agencies.

As the partnership explores funding opportunities, their local LHIN needs to be part of the discussion to identify potential programs or strategies that, with funding support, can help address the LHINs broader healthcare mandate. As an example, EasyRide⁷ applied for funding from their LHIN to support the purchase of a scheduling software program and a new scheduling/dispatch office. The funding has been used to increase the effectiveness of transportation services for seniors and persons with disabilities, which in turn, met the LHINs overarching “Aging at Home” objectives.

Where a member of the partnership already has access to LHIN funding, a key step early in the process is to ensure that existing funding is not jeopardized due to a change in the mandate of the partnership (e.g. a decision is made to focus on all trips, while the LHIN focus is on seniors and persons with disabilities). While there are examples of community agencies where LHIN funding restricts their ability to coordinate, there are also examples where LHIN funding has been used to support coordinated transportation, even if it extends beyond the LHINs mandate. Moving beyond the LHIN mandate to support a broader mobility mandate will likely require clear metrics and targets to be established to ensure that the portion of funding provided by the LHIN continues to serve the needs of their target demographic (seniors and persons with disabilities) under the coordinated framework.

This should begin by establishing a baseline for the eligible population group under the LHIN framework. For example, if the eligible LHIN population group is seniors, the baseline could establish the number of annual trips or average funding per passenger trip for this demographic group. If the mandate or the coordinated framework expands the eligibility (e.g. to adults and youth), the LHIN would want some assurance that the dollars they invest would continue to provide the same or a better level of service to seniors. Developing this performance metric and targets can help track this and provide some reassurance that their mandate will continue to be met.

6.6 Federal Gas Tax Program

The Canadian Federal Gas Tax Fund was first introduced in 2005 and redesigned and reintroduced as a part of the New Building Canada Plan (Plan) in 2013. The Plan includes permanent gas tax funding of \$2 billion dollars annually (indexed at two percent per year with annual increments of \$100 million).⁸ This funding is to be distributed from 2014 to 2024 through Federal-Provincial-Territorial agreements.

The amount of funding provided is calculated on a per capita basis with the 2011 Census informing the funding from 2014 to 2019 and the 2016 Census informing the remaining five years. Within Ontario, the funding is provided up-front twice a year and is disseminated to the Province, the City of Toronto, and

⁷ EasyRide is a coordinated transportation network in Huron and Perth Counties made up of five community care agencies.

⁸ <http://www.infrastructure.gc.ca/pub/infra/gtf-fte/gtf-fte-2013-eng.html#low>

the Association of Municipalities in Ontario (AMO).⁹ On behalf of the Federal government, the AMO manages the funding to municipalities in Ontario and administers signed Municipal Funding Agreements.¹⁰ All municipalities are eligible for funding on a per capita basis.

Federal gas tax funding received by municipalities can be used for eligible infrastructure projects. There are seventeen eligible types of infrastructure projects, including public transit infrastructure, wastewater infrastructure, short-line rail, local roads and bridges, brownfield redevelopment, culture, recreation, and broadband and connectivity.¹¹

The big difference between this funding opportunity and the provincial gas tax is that municipalities can spend it on other infrastructure needs and are not required to use the funding for transit projects. In a number of rural municipalities, this makes federal gas tax funding less attainable for transit purposes due to various competing demands in the municipality. More information on the Federal Gas Tax program can be found at <http://www.infrastructure.gc.ca/plan/gtf-fte-eng.html>.

6.7 Other Funding Sources

The Ontario Trillium Foundation is an agency of the Ontario Government that provides funding grants to charitable and not-for-profit organizations with the mission to build healthy communities. Applicable priorities of the foundation related to rural transportation include creating healthier, more active Ontarians and having more people engaged within their community. More information on the Ontario Trillium Foundation can be found at <http://www.otf.ca/en/index.asp>.

Local funding opportunities should also be explored. Transportation funding to improve rural services may be received from various sources such as major employers, non-profit organizations, service clubs and through donations. There may be the opportunity to create partnerships with organizations that are willing to contribute funds for the provision of services.

Another funding source that could be used is from established non-profits within the rural area that already provide some level of transportation. They will have an established method of fundraising and related activities (usually annual events) along with other methods used to raise community awareness, about their organization, in order to receive donations, bequests, etc.

⁹ <http://actionplan.gc.ca/en/initiative/community-improvement-fund>

¹⁰ http://www.amo.on.ca/AMO-PDFs/Gas_Tax/Agreements_and_Allocations_GTF/AMO-GTF-Agreement-2014.aspx

¹¹ <http://www.infrastructure.gc.ca/plan/gtf-fte-eng.html>

This page left intentionally blank

7.0 Study Region Assessments

The following section of this guideline presents an assessment of potential coordinated frameworks for three rural study regions in Ontario. The three counties that were assessed are:

1. Wellington County
2. Dufferin County
3. United Counties of Leeds and Grenville

For each study region assessment, information was obtained through a survey of existing stakeholders and a follow-up workshop to discuss existing transportation services that are in place, the needs and objectives of stakeholders and residents within each county and the potential for future coordination of existing or new transportation services.

An online survey was developed and sent to three different stakeholder groups within each county to guide the discussion of coordinated transportation. These are:

1. **Existing transportation service providers:** These surveys were sent to public, private and not-for-profit agencies that deliver some element of rural transportation services within the county. The purpose of this survey was to better understand existing services, determine potential for service coordination, identify service gaps and explore the issues and challenges facing service providers.
2. **Organizations that refer clients to transportation services:** The purpose of this survey was to identify the potential demand for rural transportation service, the degree to which agencies were contributing resources or funding to existing transportation services and their thoughts on a future coordinated transportation network.
3. **Municipal authorities responsible for decision-making on transportation services:** These surveys were sent to both municipalities that fund and provide transportation services and those that do not. The purpose of the survey was to better understand how municipalities view the transportation needs of residents and employers and where transportation and a potential coordinated transportation framework fit in the municipal priority list.

Follow-up interviews were conducted with a number of stakeholders to complete the survey data and a half-day workshop was conducted to review the existing transportation situation and discuss the potential to develop a coordinated transportation network.

Following this initial data collection and consultation exercise, the Steps Required to Develop a Coordination Transportation Framework documented in **Chapter 5** of this report was used to determine a direction for coordinated transportation in each study region.

The objective of the study region assessment is to provide a starting point for each of these counties to undertake a more detailed review of transportation services within their community, confirm the value of a coordinated approach, identify local champions and a leadership group and begin the process of moving towards a coordinated community transportation framework.

WELLINGTON COUNTY



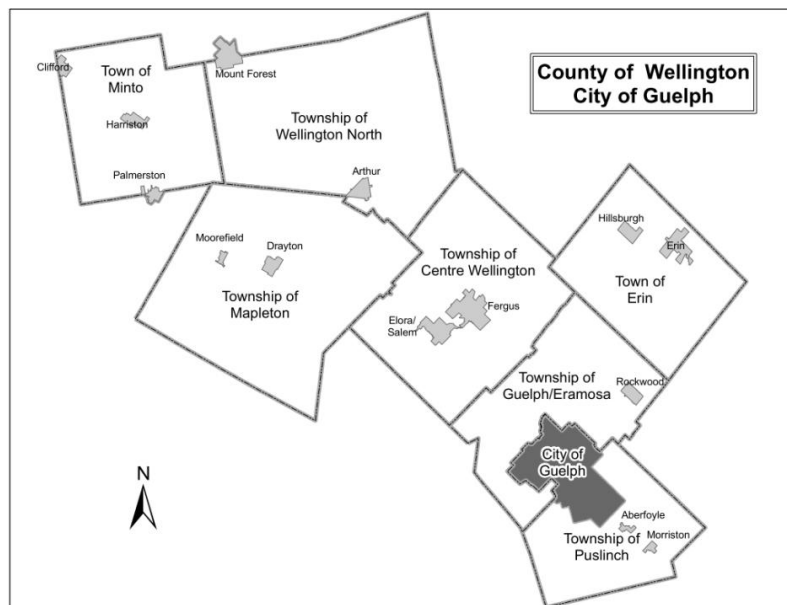
7.1 Wellington County

Background / Context

Wellington County is located in Southwestern Ontario, to the northwest of the Greater Toronto Area and immediately east of the Region of Waterloo. It is bordered by Counties of Grey and Bruce to the north, Dufferin County and Peel Region to the east, Halton Region and the City of Hamilton to the south, and the Region of Waterloo and Counties of Huron and Perth to the east. The City of Guelph is a separated municipality surrounded by the County and is located close to the Highway 401 corridor.

The County has a population of 90,900 located within a large geographic area that spans 2,569 square kilometres. The County of Wellington, its rural urban areas and the separated City of Guelph are shown in **Figure 1**.

Figure 1 - County of Wellington



(Source: Wellington County)

The County is composed of seven lower tier municipalities:

- Township of Centre Wellington;
- Town of Erin;
- Township of Guelph/Eramosa;
- Township of Mapleton;
- Town of Minto;
- Township of Puslinch; and
- Township of Wellington North.

Each lower tier municipality has its own unique characteristics, including demographics, employment base and transportation needs. The largest township by area is Mapleton, followed by Wellington North and the largest by population is Centre Wellington. **Table 1** provides a summary of the size, employment, population and population density of each municipality within the County. As can be seen, the County comprises a large, low density rural area.

Table 4 - Population Density Summary

Municipality	Land (sq. km)	2011 Population	2011 Employment	Population Density/(sq. km)
Centre Wellington	407	29,790	11,847	73.2
Erin	297	11,890	3,889	40.0
Guelph/Eramosa	292	12,890	5,458	44.1
Mapleton	535	10,400	4,707	19.4
Minto	300	8,680	3,873	28.9
Puslinch	214	7,320	4,756	34.2
Wellington North	524	11,950	8,063	22.8
Wellington County	2,570	90,900	42,593	35.4

(Source: 2011 Socio-Economic Profile, County of Wellington Official Plan)

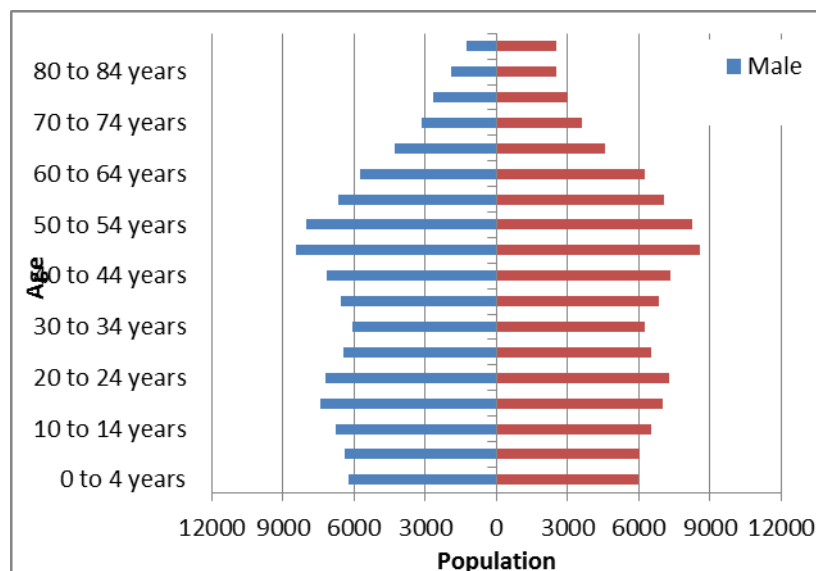
Within the County, there are 14 small urban centres. These centres contain the majority of the population and employment and provide schools, recreation, shopping and services. Approximately one third of the County's population and one fourth of the County's employment is located within Centre Wellington. Guelph/Eramosa and Wellington North also have large concentrations of population and employment. **Table 5** indicates the population of these rural urban centres and the separated City of Guelph is included for reference.

Table 5 - Urban Centre Existing and Future Population

Urban Centre	Population	
	2011	2031
City of Guelph	121,688	175,000
Fergus	15,260	22,760
Elora-Salem	7,410	10,950
Mount Forest	5,060	7,620
Rockwood	4,510	6,150
Erin Village	3,000	4,400
Palmerston	2,980	4,060
Arthur	2,540	3,310
Harriston	2,220	2,720
Drayton	2,020	3,100
Hillsburgh	1,280	2,080
Clifford	840	1,160
Moorefield	600	1,270
Morrison	460	550
Aberfoyle	240	410

Figure 2 illustrates the 2011 population pyramid for the County. The County has an aging population with approximately 14 percent of the population over the age of 65 (2011). This is in line with the provincial average of 14.6 percent.

Figure 2 - Wellington County 2011 Population Pyramid



(Source: Stats Can 2011 Community Profiles)

Wellington County is expected to experience moderate population and employment growth. Under the 2006 Places to Grow Plan, Wellington County has been forecasted to grow to approximately 122,000 by 2031. The majority of this growth will occur within the 14 urban areas. **Table 6** displays the population and employment projections for the County. Total employment is also expected to increase by 37.6 percent from 2006 to 2031 (from 39,240 to 54,000).

Table 6 - Projected Growth in Wellington County to 2031

	2006	2011	2016	2021	2026	2031
Total Population	89,540	90,900	101,700	108,300	115,130	122,000
% of Population in Urban Centres	49	51	53	55	56	58
Households	30,030	31,175	34,870	37,220	39,660	42,100
Total Employment	39,240	42,593	45,700	49,130	51,560	54,000

Source: County of Wellington Official Plan

The County has a mix of employment opportunities. Manufacturing constitutes 21.3 percent of current employment in the County, with agriculture, forestry, fishing and hunting (12.2%), and retail trade (9.7%) rounding out the top three employment sectors. Manufacturing (19.6%), health care and social

assistance (8.5%), and construction (7.8%) account for the highest share of resident labour force in the County¹².

Table 7 provides more detail about the distribution of the forecasted population and employment growth for each of the lower-tier municipalities.

Table 7 - Wellington County Population and Employment Projections for the Urban Centres

Municipality	Population		Employment	
	2011	2031	2011	2031
County of Wellington	90,900	122,000	42,593	54,000
Wellington North	11,950	15,600	8,063	9,020
Minto	8,680	11,640	3,873	4,560
Mapleton	10,400	12,670	4,707	6,110
Centre Wellington	27,790	41,350	11,847	17,330
Guelph-Eramosa	12,890	15,290	5,458	5,760
Erin	11,890	15,530	3,889	5,460
Puslinch	7,320	9,920	4,756	5,760

Source: County of Wellington Official Plan

Approximately one third of the County's population is located within Centre Wellington, and this is expected to grow by 13,500 people by 2031. One quarter of the County's employment is located in Centre Wellington, and this will also see the largest growth by 2031 (about 5,500 additional jobs). The second largest employment concentration is located in Wellington North.

The majority of the population growth will occur in Fergus and Elora-Salem (an increase of 12,000 people by 2031), followed by Mount Forest (an increase of 2,000 people by 2031) and Rockwood (an increase of 1,200 people by 2031).

The rural urban areas have population and employment concentrations that may be able to support some level of community transportation. These centres also draw residents from more rural areas of the County who may require transportation to access jobs and services. In addition there are also the linkages between the rural urban centres and larger urban areas adjacent to the County (most notably Guelph, Kitchener and Cambridge) which present transportation demands.

A number of these employers continue to face challenges in attracting employees who do not have access to a private automobile. TG Minto in Palmerson (Minto) is a good example. The auto parts company employs over 600 workers and faces some challenges in attracting employees due to the lack

¹² *Source: 2011 Socio-Economic Profile*

of transportation services. This issue is not isolated to TG Minto. The recent Minto Business Retention and Expansion Report reported that 45 percent of businesses stated that the lack of public transit posed a problem for their workforce.

STEP 1 Identify Two or More Organizations that Share a Common Goal

The very first step in the process is to identify two or more parties that are willing to work together to explore the potential of a coordinated framework.

During the Wellington County stakeholder workshop, a number of organizations expressed an interest in being part of the solution and improving transportation services in Wellington County. They also expressed a desire to work together to assess whether a coordinated framework is right for them. Some of these organizations include:

1. **County of Wellington** – strong interest in improving transportation services for residents and supporting employers that have indicated a lack of public transit service is posing a problem for their employees.
2. **Local Municipalities** – in particular, the Town of Minto has expressed a desire to enhance transportation services to support employees getting to work, Centre Wellington has indicated that transportation is a municipal priority and Guelph Eramosa has also stressed the need for improved rural transportation.
3. **Local Agencies** - several staff attending the focus group session expressed an interest in continuing to build on the coordination efforts already in place.

Confirmation of this group would need to take place through a series of working sessions and a commitment to work together documented through a memorandum of understanding. A lead organization would also need to be identified as a next step. The County as the lead agency would provide strong leadership to motivate everyone and keep the momentum going. They would also have access to provincial gas tax funds which could be used to help enhance service levels as part of the partnership.

STEP 2

Inventory Existing Transportation Services and Key Stakeholders

The next step in the process is to better understand transportation services that already exist as well as the various stakeholders and their ability to contribute to the transportation solution.

While the County of Wellington and its lower-tier municipalities do not provide funding for a dedicated public transit or community transportation service, there are a number of transportation services that operate within the County and in adjacent municipalities.

Existing Transportation Services

An inventory of existing transportation service providers was prepared to identify the extent of service currently being provided within the County. **Table 8** provides a brief summary of existing services as identified through the on-line survey conducted as part of this study region assessment.

Table 8 - Existing Transportation Providers in Wellington County

Organization	Type
Fergus Elora Senior Trans	Community Agencies
Community Resource Centre of North & Centre Wellington	
Family & Children Services Guelph Wellington County	
Centre Wellington Social Justice Group	
VON	
East Wellington Community Services	
Guelph Transit	Regional and Municipal Conventional Transit, Paratransit and Community Bus
Grand River Transit	
Orangeville Transit	
GO Transit	
Taxi services	Private Organizations
Red Car Service	
School bus operations	
Elliot Coach Lines Ltd.	
Denny Bus Lines Ltd.	

It is important to note that the results presented below may be incomplete as not all organizations participated in the online survey. Where survey results were not obtained, a basic description of the service is provided.

A next step for the partnership is to continue to target transportation service providers and stakeholders that did not complete the survey, particularly those that the group feels is important to understanding transportation in Wellington County.

Fergus Elora Seniors Trans

Fergus Elora Seniors Trans provides transportation services for residents of Fergus / Elora using an accessible mobility bus. The service is provided Tuesday and Wednesday from 9:00am to 4:00pm. Passengers requesting a ride must book with the dispatcher 24 hours ahead of time. The fare for the service is \$2.00, which covers approximately 90 percent of operating costs.

Volunteer drivers are used to operate the service.

The service is fairly well used. Based on comments received, there is a demand for the service to operate more than two days a week, but the agency has had difficulty finding additional volunteers to operate the service.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive using part-time volunteers

Annual Ridership: ~2,500

Vehicles Owned: 1 Accessible Mobility Bus

Eligibility: Open to all residents

Geographic Focus: Fergus/Elora

Community Resource Centre of North and Centre Wellington

Transportation services from the Community Resource Centre are provided to low-income residents of North and Centre Wellington. Service to access key destinations within and beyond Wellington County is provided any time that part-time volunteers are available to make the trip.

Trips are coordinated through a central referral point in the County of Wellington Transportation Services. Parties in need of transportation can call a 1-800 number and are referred to the appropriate agency based on responses to three screening questions. Additionally, agencies including VON, Fergus Elora Seniors Trans, Cancer Society, East Wellington Community Services and Canadian Mental Health provide referrals to the service.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive using part-time volunteers

Annual Ridership: ~2,100

Vehicles Owned: None – volunteers use their personal vehicles

Eligibility: Low-income residents

Geographic Focus: Centre Wellington/Wellington North

The program is fully funded by the County, therefore, there is no fee to the passenger. The service acquired 170 new clients in 2013 and receives nearly 2,500 trip requests resulting in over 2,100 completed trips a year.

Family & Children Services Guelph Wellington County

Family & Children Services Guelph Wellington serves clients who live within Wellington County. Upon request, clients have access to a team of 10 to 12 part-time volunteer drivers who may transport children to school or children and families to the centre.

The program uses government funding to deliver approximately 8,500 rides annually. Because of the high demand, there are not enough volunteer drivers. Taxi service is sometimes used when volunteer drivers are not available.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive using part-time volunteers

Annual Ridership: ~8,000

Vehicles Owned: None – volunteers use their personal vehicles

Eligibility: Clients of Family & Children Services

Geographic Focus: Wellington County

VON (Victorian Order of Nurses)

The VON operates demand responsive transportation services for seniors and adults with disabilities within Wellington County. Their fleet includes two regular vans and two accessible vans which are operated by seven paid drivers. VON also utilizes approximately 45 to 50 volunteer drivers who use their own vehicles to complete trips.

VON coordinates volunteers with the Cancer Society and the Community Resource Centre to ensure that services are not being duplicated. The Community Resource Centre also has a standardized volunteer training program that the VON participates in.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive (paid drivers in agency owned vehicles and volunteer program)

Annual Ridership: ~23,000

Vehicles Owned: 2 regular vans, 2 accessible vans

Eligibility: Seniors and Adults with Disabilities

Geographic Focus: Wellington County and key destinations outside the County

Approximately 23,000 trips are made annually with primary services occurring Monday to Friday. Medical calls are prioritized and medical-related trips are accommodated on the weekends if requested. Trips can be taken both within Wellington County and to key inter-regional destinations such as Hamilton or Toronto. Passengers pay a standard fee for in-town trips (\$3.50 one way) and a per km rate for out-of-town trips (45 cents/km). The VON also has a fare subsidy program which is based on a client's income.

There is a surplus of demand that the VON is unable to accommodate. Only a limited number of 'everyday living' trips are being accommodated due to a shortage in volunteer drivers.

Funding sources include the Local Health Integrated Network (LHIN), the United Way and various grants.

East Wellington Community Services

Similar to VON, East Wellington Community Services serves seniors and adults with disabilities who reside in Wellington County. East Wellington Community Services coordinates with VON who provides some services if applicable and available.

Most trips are medical related and include transportation to key destinations both within and outside the County. Approximately 1,800 trips per year are taken using one regular van, one accessible van, and one accessible 18-passenger van.

Services are provided Monday through Friday from 8:00 am to 4:30 pm with the majority of funding generated through the per km fare rate (45 cents/km). With a roster of 15 volunteer drivers and one paid driver, there is difficulty in retaining qualified volunteer drivers. It was identified that the service may benefit from another paid driver position and a review of the fare structure since cost is a barrier to those clients with recurring medical needs.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive

Annual Ridership: ~1,800

Vehicles Owned: 1 regular van, 1 accessible van, 1 accessible, 18-passenger bus

Eligibility: Seniors and Adults with Disabilities

Geographic Focus: Wellington County and key destinations outside the County

Guelph Transit

Though not part a part of Wellington County, Guelph Transit could be a potential partner in a coordinated model due to its proximity attraction as a major destination.

Guelph Transit provides both fixed route and demand-responsive services through its conventional, paratransit and community bus services. Its 73 conventional buses and 11 mobility buses provide 6.9 million rides per year. The fare to use the service is \$3.00 for an adult one-way trip. Discounts are applied for students and seniors and for monthly pass and ticket holders. Conventional fares account for 46 percent of the service funding (the remaining 54 percent of operating cost is subsidized).

KEY CHARACTERISTICS

Organization Type: Municipal

Operating Model: Fixed Route & Demand Responsive

Annual Ridership: 6.9 million

Vehicles Owned: 73 buses, 11 mobility buses

Eligibility: Open to all residents; mobility bus open to registered users that have a disability.

Geographic Focus: City of Guelph

Guelph has a U-Pass agreement in place with the University of Guelph, which provides unlimited access to its transit system for registered students.

Saugeen Mobility and Regional Transit

Saugeen Mobility and Regional Transit is a specialized public transit service providing transportation solutions to the residents of eight municipalities in Bruce and Grey Counties in Ontario. While Saugeen Mobility is not located within Wellington County, they do provide some service to the northern portion of the County. Saugeen Mobility owns 10 accessible minivans, one non-accessible van, 11 accessible mobility buses and has 20 part-time paid drivers to operate the service.

In order to be eligible for the service you must have a physical or cognitive disability or be visually impaired. The fare to use the service is \$2.00 plus \$0.30/km for rides to 'local destinations' and \$0.30/km plus \$18.00/hour for charter rides to other destinations. Saugeen Mobility currently has 900 registered clients and provides 21,052 annual trips.

KEY CHARACTERISTICS

Organization Type: Municipal

Operating Model: Fixed Route & Demand Responsive

Annual Ridership: 21,052

Vehicles Owned: 10 accessible minivans, 1 non-accessible van, 11 accessible mobility buses

Eligibility: Persons with disabilities (physical, cognitive, visually impaired)

Geographic Focus: City of Guelph

Grand River Transit

Grand River Transit (GRT) provides a high level of regional public transit service within the urban municipalities of Kitchener, Cambridge and Waterloo. While GRT is not located within Wellington County, they are located in close proximity and have been identified as a potential partner. GRT may also be a good resource to assist with planning given their experience in providing public transportation. The Region has reviewed the need for public transit to its rural areas and developed a methodology for assessing and implementing such services. A GRT bus route was extended from Kitchener Waterloo to St. Jacob's and Elmira in Woolwich Township and provides a good case study from which to assess the opportunity to extend fixed route services from major urban to rural urban centres.

Orangeville Transit

Orangeville Transit, located in Dufferin County provides three fixed routes within the Town of Orangeville. While Orangeville Transit is not located within Wellington County, they are located in close proximity and have been identified as potential partners.

GO Transit

GO Transit has a park and ride facility located in Aberfoyle. A number of GO Bus routes pass through this location providing transportation to Kitchener/Waterloo, Guelph, Milton/Square One, Bramalea and Meadowvale. GO Bus also operates along Hwy 7 between Guelph and Georgetown.

Red Car Service

Red Car provides door-to-door service to and from the major regional airports and is available throughout the County. They also provide charters and tour service. Since this is a private operation with higher rates than offered by the community care sector, they are a resource, but would likely not form part of a partnership.

Taxi Services

The County issues a number of taxi licenses to service providers for the ability to operate within the county. There are currently 11 sedans that are licensed in the county that service the Fergus / Elora Area, and 5 additional sedans that primarily service the north. Two accessible taxis were also recently licensed and are based out of Guelph. All 18 taxis can service the entire County. There are currently five taxi companies that own the 18 sedans.

In many cases, there are opportunities to contract community transportation service to the taxi industry.

North Wellington Cancer Services

North Wellington Cancer Services has a volunteer driver program. Volunteer drivers are used to provide patients with transportation to radiation and therapy cancer treatments throughout the County and beyond. The program is fully funded by donations.

Community Mental Health Association (CMHA)

Community Mental Health Association (CMHA) has a volunteer program. They currently have four to five volunteer drivers within Wellington County that provide patients with transportation to CMHA appointments. Drivers are paid a per km rate to provide the trips and the majority of trips are destined within the County. Currently the CMHA has no designated budget to provide this service. They are currently spending approximately \$5,000 a year on transportation services, providing 25 to 30 trips per month.

Elliott Coach Lines Ltd.

Elliott Coach Lines (Fergus) Ltd. offers weekday commuter bus service between Elora-Salem /Fergus and the University of Guelph. Tickets are \$4.50 each way. A book of 11 tickets can also be purchased for \$45. There is one run inbound to the University at 7:00am and a return trip at 5:00PM. The service makes multiple stops in Elora-Salem /Fergus and Guelph.

Denny Bus Lines Ltd.

Denny Bus Lines Ltd. provides bus service every Thursday between Orangeville and Guelph. The bus leaves Orangeville at 9:30am and stops at various destinations including Alton, Erin and Hillsburgh

(depending on who calls in), with a final destination of Stone Road Mall in Guelph. The bus picks up passengers for its return trip at 3:45pm. Passengers must call to make a reservation at least 24 hours in advance. A return ticket from Orangeville is \$9.25, with reduced rates closer to Guelph.

Voyageur Transportation Services

Voyageur Transportation Services is a private company that provides a range of transportation services. The company owns a dozen accessible buses that are used for transporting special needs children to/from school and for conducting patient transfers. Buses can be chartered for any use and charter rates will apply.

Key Stakeholders

Having developed an inventory of existing service providers, the next step in the process is to identify other stakeholders that can potentially contribute to the coordinated framework. This can include agencies that refer clients to or provide funding for a transportation service, municipalities that may operate or provide funding for part of the coordinated framework, employers, local service clubs, charities, citizen groups or others that have an interest in improving mobility within the community.

Each stakeholder group that will be involved in the partnership must have the ability to contribute to the coordinated framework, either in terms of funding, resources, or in-kind services. Within Wellington County, a number of potential stakeholders were identified through the on-line survey. Only stakeholders that have responded to the survey are shown and as a coordination partnership goes through the development process, more participants will need to be identified.

Centre Wellington Social Justice Group

For six months in 2013, the Social Justice Group partnered with a local school bus company to provide a fixed route bus service between Elora and Fergus. The service operated three times a day; three days a week. The program was funded through small grants. Service has been suspended in order to examine options for a more sustainable and effective funding model.

Township of Centre Wellington

The Township of Centre Wellington has identified transportation as a priority within the Township. Transportation needs have been identified for seniors, employees requiring transportation to and from work, and youth needing transportation for 'before and after' school programs. Sustainable funding for such transportation services has been identified as a key issue.

Town of Minto

The Town of Minto has also identified transportation as a priority, especially for seniors, persons with disabilities and workers accessing local employment. The Town is willing to consider funding support for transportation services if a business case is prepared.

County of Wellington - Ontario Works

Ontario Works is a program that provides support to people with a temporary financial need. The program assists people that are in financial need and/or require assistance with finding employment. To be eligible to receive assistance from Ontario Works, a client must need financial assistance right away to help pay for food and housing costs, and be willing to take part in activities that will help find a job.

The Wellington County Ontario Works program provides funding on an annual basis to assist people with transportation needs, especially related to finding employment. The Ontario Works program spends an average of \$10,000 a year providing transportation services to clients. Depending on the situation Ontario Works may pay for a taxi, provide gas cards or public transit funding to the client. They also refer a number of their clients to existing services throughout the County. Under a coordinate partnership model, a key objective would be to assess whether or not this funding could contribute to enhancing existing transportation services that may directly benefit Ontario Works clients.

Senior's Centre for Excellence

The Senior's Centre for Excellence provides community programs for seniors and their caregivers. They also provide assistance with navigating the health care system and provide referrals to community support services. Approximately 35 percent of their clients are over the age of 80 and require transportation services. Currently, the Centre refers roughly 35 clients a year to the VON. At this time, they do not provide funding to their clients for transportation.

Wellington Terrace Long Term Care Home

Wellington Terrace is a long term care facility that provides a number of services to those staying at the home. The home owns an accessible van which is used to provide recreational outings for its residents. They also own a small van that is available to the families of their residents to use for special appointments or social outings. Wellington Terrace will also refer its residents to VON and taxi services. Under a coordinate partnership model, a key objective would be to assess the opportunity to make better use of this van to ensure it is fully utilized.

Caressant Care Harriston

Caressant Care Harriston is a long term care facility and home for seniors located in Harriston. Their residents are seniors with high levels of healthcare and personal care needs. Many of their residents require transportation to hospital or medical facilities for medical appointments. One of the biggest challenges is the cost of obtaining these trips. Many of the existing medical services required by residents are located in the larger urban centres and the cost per km for the service can be expensive for residents. The facility currently refers its residents to Saugeen Mobility, Voyageur Transportation Services, taxi service or ambulance service.

Heritage River Retirement Residence

Heritage River Retirement Residence is a retirement home located in Elora that houses seniors who are independent or require light nursing care and dietary needs. They would consider funding transportation service for their residents to use. Their residents require transportation service for social trips, medical appointments etc. within close proximity to the home. They currently provide a bus service on Tuesdays for their residents.

United Way Guelph Wellington Dufferin

United Way supports non-profit agencies in Guelph, Wellington and Dufferin County by funding community agency programs. Many of these programs require transportation support for clients in rural areas. While there are a number of programs being offered within Wellington County, it can often be difficult for people to access these programs.

St. Joseph Health Centre

St. Joseph's Health Centre provides social services to adults, seniors and persons with disabilities. They currently offer an adult day program for which they provide funding for transportation to and from the program for the participants using taxis. For other transportation services, they refer their clients to the VON. At this time they do not provide any funding for their day program clients to use other services such as taxis.

TG Minto Corporation

TG Minto Corporation is an auto parts manufacturing company located in the Palmerston area. The company employs over 600 employees for shift work Monday through Friday. Like many employers located in rural areas, the company has had some challenges attracting and retaining employees due to a lack of transportation services. A number of their potential prospects live in the Region of Waterloo and the City of Guelph and do not have access to a private automobile (since both cities have a transit service). The partnership would benefit from including companies like TG Minto in the transportation working group, with the potential of contributing funding for an employee targeted shuttle service.

Musashi Auto Parts

Musashi Auto Parts is an auto manufacturing company located in the Arthur area. Similar to TG Minto, the company has difficulty attracting and retaining qualified employees due to lack of transportation services. Under a coordinated partnership model, a key objective would be to explore a partnership with Musashi to supply funding for the provision of transportation services.

Summary

The on-line questionnaire and follow-up stakeholder workshop revealed a number of existing transportation services in Wellington County and opportunities to improve service. These are assessed in Step 3 below.

STEP 3

Identify Service Demand and Gaps/Implementation Issues and Opportunities

The purpose of Step 3 is to expand on the data gathering completed in Step 2 to determine service demands and gaps as well as implementation issues and opportunities. This will help determine the type of coordination model that should be implemented or whether coordination is a feasible solution. In certain cases, the problem is a resource issue which is better solved through additional funding rather than coordination.

Service Demand and Gaps

A number of gaps in service were identified as part of the consultation process. These were prioritized by the consulting team based on interviews with stakeholders and through the survey results. This should be confirmed by the partnership through a more detailed review of travel patterns and the number of trips not accommodated.

- 1. Trip Purpose:** The majority of trips provided are aimed at seniors and persons with disabilities. Based on discussions, there is a strong demand for other types of trips that are not being accommodated. This includes:
 - a. Students:** to allow them to participate in after school programs or attend part-time employment.
 - b. Employees:** many employers are having challenges attracting and retaining employees, particularly those that live outside of Wellington and commute into the county. TG Minto Corporation and Musashi Auto Parts are prime examples.
 - c. Social Trips:** Medical appointments are the number one priority for most community care agencies. Often social trips or everyday living trips cannot be accommodated.
- 2. Capacity Issues:** A number of existing agencies indicated a general challenge in meeting all trip requests. This is due to the lack of resources, primarily drivers to operate vehicles.
- 3. Eligibility:** The largest provider of transportation service is focused on seniors and persons with disabilities. There are fewer options available for adults and students/children.
- 4. Geographic Availability:** The majority of existing services within the County are focused around Fergus/Elora in Centre Wellington. This makes sense as this is the largest urban centre within

the County. However, residents in other areas of the County also require transportation services. The biggest gap identified is in the northern municipalities in the County.

Implementation Issues and Opportunities

A number of implementation issues and opportunities were also identified as part of the consultation process. These are important to understand as they have a direct influence on the type of coordination model selected. These include:

Implementation Issues

1. **Mandates/Funding Constraints:** A number of existing service providers only provide service to seniors and persons with disabilities (e.g. VON). Their mandate is tied to funding received from the LHIN. This reduces their ability to partner with other organizations and maximize the use of their vehicles (i.e. by allowing adults to share rides with seniors).
2. **Funding Levels:** Sustainable funding is an issue for a number of existing providers. The Centre Wellington Social Justice Group provided a fixed route bus service between Fergus and Elora for six months. While the service was popular, it has been suspended until a more sustainable funding source can be discovered.
3. **Driver Availability:** There are not enough drivers to operate existing vehicles throughout the County. The majority of existing providers use volunteer drivers to provide service and there are few paid drivers operating agency owned vehicles. Additional drivers are needed in order to make full use out of the available vehicles and resources, however, funding is also an issue to pay for additional drivers.

Opportunities

1. **Existing Coordination:** The Community Resource Centre of North and Centre Wellington, VON, Fergus Elora Seniors Trans, Cancer Society, East Wellington Community Services and Canadian Mental Health already coordinate trips through a central referral point: Wellington Transportation Services. Parties in need of transportation can call a 1-800 number and are referred to the appropriate agency based on responses to three screening questions. This culture of existing coordination will assist in the development of a coordinated framework.
2. **County Support:** The County already contributes some funding to transportation services and has shown a willingness to address transportation issues. There are concerns about funding new programs from a limited tax base and availability of staff to support new programs. The cost effectiveness of improving rural transportation would have to be addressed.
3. **Guelph Transit:** Guelph Transit has a new scheduling software program that is used to coordinate all of its paratransit services. The transit system also has significant expertise in dispatching and scheduling. This may be a resource a future partnership could use.

4. **Private Operators:** There are a number of private operators that provided scheduled fixed route services between Fergus/Elora and Guelph and Orangeville and Guelph at reasonable rates. There is an opportunity to build on this network through coordination.
5. **Provincial Gas Tax Funding:** None of the municipalities within the County receives provincial gas tax funding. The County could benefit from a significant increase in revenue towards transit services if they were responsible for (directly or through agreement with another transportation provider in the partnership) the delivery of public transit or community transportation services. This revenue could be used to expand services to meet the various gaps in the community.

STEP 4 Assess Different Levels of Coordination

The review of existing transportation services within Wellington County revealed a desire among several organizations to improve rural transportation. There is already some coordination taking place through Wellington Transportation Services, a collaborative network of community service providers. The existing services within the County are also fortunate to have a number of resources, such as their own vehicles and a pool of volunteers. Finally, no existing transportation service in the County is benefitting from provincial gas tax funding. There is the opportunity to potentially access this funding when developing a coordination model.

The four coordination models were assessed to determine their applicability within the County of Wellington. The lead partner for Models 1 through 3 is not known at this point and would need to be confirmed by the Transportation Coordination Working Group.

Model 1: Centralized Control

This model represents the highest degree of coordination and would involve a lead partner taking over all aspects of transportation on behalf of the partnership. Existing transportation service providers such as the VON, Fergus Elora Seniors Trans and East Wellington Community Services that were not identified in the lead role would transfer ownership of their vehicles, operating resources and funding earmarked to transportation services to the lead partner.

The benefit of this model for Wellington is that it provides the highest degree of coordination as the entire fleet would be available and decisions would be made that maximize the efficiency of the trip. This model also allows the



various agencies to focus their efforts on the key elements of their mandates which are not transportation related.

The disadvantages of this model are that there is no clear partner that would fill this role:

- The County does not own any vehicles and has no experience with transportation operations;
- There are too many agencies each with different mandates. Many organizations have different boards that they are accountable to, including municipalities and national organizations (i.e. the VON). Creating a Central Coordination Model would impact these reporting structures and require too many stakeholders at the table;
- It may jeopardize funding provided by the LHINs, which is earmarked for seniors and persons with disabilities, whereas the model would provide general transportation for all residents in need of service.

For these reasons, this model is not recommended.

Model 2: Brokerage – Central Coordination

Model 2: Brokerage - Central Coordination



In this model, the lead agency is responsible for the planning, scheduling and dispatch of transportation services. Delivery of trips continues to be completed by each of the partner organizations.

The benefit of this model for Wellington is that it maximizes the potential for coordination without requiring the County or the lead partner to get into the business of vehicle purchases and operations. The role of the lead partner, instead, would be as a coordinating body for all trips. It also allows various different mandates to be retained.

If the County was selected as the lead partner, the disadvantage is that the County has no experience with transportation coordination. A potential solution would be to have an existing scheduler/dispatcher from one of the partner agencies perform this function or the service could be contracted out. If desired, the County could retain more of an administrative role.

For these reasons, it is recommended that this model be carried over by the coordination working group for further review.

Model 3: Brokerage – Confirmation-Based Coordination

This model is similar to Model 2. The big difference is that in this model the lead partner must confirm the booking of any coordinated trips with the partner agency providing the service before it is confirmed. The advantages and disadvantages are similar to the Model 2. The difference is the extra step required to book a trip and that the opportunity for coordination is less than in the Brokerage –Central Coordination Model.

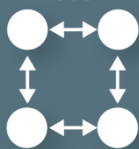
This may be an appropriate model to explore for Wellington County, particularly as trust is built during the partnership. For these reasons, it is recommended that this model be carried over for further review.

Model 3: Brokerage - Confirmation Based



Model 4: Voluntary Cooperation

Model 4: Voluntary Cooperation Model



Partner organizations work together to improve policies and processes and potentially provide a central transportation information service. Each partner continues to operate independently.

This model is the first step toward greater coordination and is already occurring in Wellington County. The Community Resource Centre of North and Centre Wellington, VON, Fergus Elora Seniors Trans, Cancer Society, East Wellington Community Services and Canadian Mental Health are already coordinating some trips through a central referral point (customers that call a 1-800 number are referred to the appropriate agency based on responses to three screening questions).

The disadvantage of this model is that there is little role for Wellington County. The main advantage of Wellington County as the lead is the potential to access provincial gas tax funds. This will only occur if the County is responsible for the partnership.

Adopting this model would not lead to a noticeable improvement in efficiencies and level of service to customers.

STEP 5

Identify the Building Blocks of the Preferred Coordination Models

In Step 4, two of the four coordination models were considered for further review: Model 2: Brokerage Model - Central Coordination and Model 3: Brokerage Model – Confirmation-Based Coordination.

With these models in mind, each of the building blocks that make up a coordinated transportation framework will need to be assessed by the partnership working group. This includes service delivery,

scheduling and dispatch, vehicle maintenance, etc. The application of each of these building blocks to the preferred Wellington County model is documented below.

Service Planning

Under both models, the lead partner would be responsible for service planning. Since the County does not have the expertise in-house, it would use the experience available in the partnership for ongoing planning of services and/or could bring in outside expertise to assist (particularly during the start-up).

Key activities that would form part of this function include:

1. Working with private bus carriers to establish scheduled fixed route services between urban centres within and adjacent to the County.
2. Establishing a coordination plan that would use the various demand responsive services as feeders for the scheduled fixed routes.
3. Working with Guelph Transit to establish potential for service integration between Wellington and Guelph Transit services.
4. Working with Saugeen Mobility and Regional Transit to establish potential integration with this service provider for the northern municipalities.

Coordinated service planning is required under the Brokerage - Central Coordination Model and optional under the Brokerage – Confirmation-Based Model, however, it is still recommended.

The function is fairly easy to implement with the assistance of outside expertise or experience within the partnership. Step 6 below provides some preliminary recommendations of options that the partnership group should begin to explore.

Improving connectivity between the different types of services identified above will also increase the effectiveness and efficiency of all services and provide additional capacity to meet the needs of more residents. There may be an initial cost to hire outside expertise to develop a service plan.

Customer Service / Intake Process / Scheduling and Dispatch

These three functions are assessed together because they all involve the partnership setting up a central office that will be the main interface point for customers requesting trips or getting information about the service.

This would be the responsibility of the lead partner. In choosing a lead partner, it is important to have someone with experience in operating transportation services take a lead role in this (e.g. the Community Resource Centre of Centre and North Wellington which currently has 1.5 FTE transportation coordinators). There is currently an existing central information number in place which County residents

use to access transportation services across the County. This number or office can be used and expanded on as part of the central customer service / intake and scheduling and dispatch office.

There are currently 40,000 to 50,000 demand responsive rural transportation trips being delivered annually in Wellington County by a variety of service providers. Most of this service is provided for seniors and persons with disabilities, with priority given to medical trips. Demand for trips is likely two times greater than what is being supplied today and some markets are not served at all.

At this level of annual ridership a centralized scheduling software program would be beneficial to enhance the number of shared trips. The use of this software can increase the efficiency of service delivered by as much as 15 percent.

The scheduling program would also be useful for coordinating trips between demand responsive services and any new scheduled fixed route corridor service that may be implemented. This helps minimize resource requirements for long-distance trips within the County.

There are relatively simple programs that cost up to \$1,000 per month that could be used initially if budgets are limited. For a more robust program, the initial fee is upwards of \$70,000 with annual licensing fees. This large upfront capital investment can be challenging for a municipality to take on and may be dependent on a grant program or outside funding from the province (e.g. Community Transportation Pilot Program).

Centralized customer service is a logical extension of the centralized reservation/dispatch office. Initial calls regarding passenger inquiries, complaints or compliments should be handled by the central office, and potentially redirected to one of the partner agencies, depending on the extent of the issue.

For the intake process, this will require more investigation between the partners involved in the coordinated framework. At this point, it is recommended that client intake still be conducted by each partner agency, particularly given some of the difference in eligibility criteria. However, information about all transportation programs should be made available on the central website to inform residents about the options available to them. If calls are received regarding client registration at the central reservation/dispatch office, they could be directed to the right agency partner by asking two to three clarifying questions to determine potential eligibility. As trust develops and eligibility becomes more standardized, this function could be transferred to the central agency.

Given the volume of calls that currently take place, it is recommended that the central dispatch office be staffed with 3-4 reservationists / dispatchers and customer service staff (Transportation Coordinators). Under the Brokerage Model, some of the existing transportation coordinators could be trained to perform these roles. This would lead to a reduction in the number of existing staff required to perform this function. Under the Confirmation Based Brokerage Model (Model 3), there is less of a savings in

staff time since each partner agency providing service would likely be involved in transportation coordination.

Marketing / Awareness

It is recommended that a central brand be developed for the partnership. Based on initial review, there is already a strong awareness of transportation services for seniors and persons with disabilities through the 1-800 number provided by Wellington Transportation Services. However, if the partnership is going to expand to be more inclusive of adults and students, a central brand and awareness campaign should be developed. This will help garner support for the partnership in Wellington County.

To maintain a local connection, the support provided by each partner in the organization should be identified in marketing and communications material. This is especially important in the initial stages of the partnership.

Some initial funding would need to be put in place to develop a brand and communication strategy. Outside marketing and branding expertise may be sought.

Eligibility Criteria

The partnership will need to review the eligibility criteria of all participating agencies. Where the eligibility criteria are similar, efforts should be made to standardize. This increases the ability to coordinate trips between different partners in the network.

Policies and Procedures / Passenger Fares

The policies and procedures of each of the partners will need to be reviewed once they have confirmed their participation in the partnership.

The ability to standardize passengers fares and kilometre rates will also help enhance the ease in which coordination takes place.

Vehicle Purchase, Vehicle Maintenance, Driver Training

Based on the initial review, there are approximately 7 accessible buses and 4-5 vans available to provide service throughout the County. Currently, there is no consistency in the type of vehicle, with some being vans and others being mobility buses. Private carriers that would be contracted to operate fixed route services own and maintain their own vehicles.

Unless there is a significant expansion in the number of vehicles, there is no real benefit to coordinating vehicle purchases. However, vehicle specifications should be reviewed and agreed to by the partnership to ensure all future vehicles are consistent in their ability to accommodate passengers with mobility devices.

There is some value in developing a standard driver training program that could be used for paid drivers and volunteers. This would ensure that all drivers have the same safety and customer service training.

Volunteer Recruitment and Training

At the initial stages of the partnership, coordination of volunteer recruitment may be a challenge, particularly if the Partnership brand is no longer associated with a local agency. This function should be addressed in later years of the partnership.

STEP 6 Select a Preferred Coordination Model

Within Wellington County, it is recommended that either Brokerage Model (Central Coordination or Confirmation Based) be explored. The partnership would be between the County, participating local municipalities, social service agencies and employers. Private sector bus operators would be used to enhance corridor or fixed route service, but would not form part of the partnership.

To be successful, it is recommended that the County act as a coordinating body for the partnership group. In this role, it would participate in service planning and would approach the province to receive provincial gas tax funding. This funding must flow through a municipality.

A lead partner would also need to be selected to schedule and dispatch trips, handle customer service requests and monitor the service. Other partner agencies would contribute through funding, in-kind use of vehicles, resources and/or expertise. The lead partner would not take ownership of any of the vehicles.

Given the service needs and gaps identified in Step 4, it is recommended that two working groups be formed to address immediate coordination opportunities as well as the need for improved services for students and employees seeking to access major employers in the County.

Based on the above review, the following opportunities should be explored by each of these working groups to improve transportation services in Wellington County:

Coordination Opportunities

Within the coordinated framework, one working group of existing service providers could be set up to assess the opportunity to work with the County to improve the demand responsive services already in place. This working group would work from the bottom-up to build on existing coordination and keep the momentum going. There are some additional aspects of coordination that could be easily implemented within these existing services. These include:

1. **Purchase Centralized Scheduling Software:** Investigate the purchase of a scheduling software program. The program could be purchased separately or obtained through an agreement with Guelph Transit (which already has acquired the software) to assist with scheduling and dispatching of trips within the framework.
2. **Partnership with Adjacent Transit Providers:** It is also recommended that a partnership with Guelph Transit be investigated. This would allow for seamless passenger transfers and potentially service schedule coordination. The County's demand responsive and fixed route services could coordinate their trips at local Guelph Transit terminals to ensure seamless transfer between the services.

Potential New Services

A second working group should be created to assess the feasibility of expanding on the fixed route service between Fergus/Elora and the City of Guelph as well as exploring employee shuttle services to major employers particularly in the north of the County. This group would take a top-down approach to service planning with a goal of improving transportation services for youth and those looking to access employment areas. This group would also need to identify new funding sources or partnerships to provide the service improvements. Some potential improvements for this group to explore include:

1. **Implement Corridor Services:** Explore the opportunity to extend the number of runs that operate between:
 - Fergus/Elora and Guelph (existing Eliot Bus Lines service);
 - Orangeville and Guelph via Hillsburgh, Erin and Rockwood (existing Denny Bus Lines service);
 - Morriston / Aberfoyle and Guelph (potential new service).

The passenger fare for the two existing services is \$4.50 to \$4.75 for a one-way trip. This is about half the fare of the same service operated by a demand responsive service (based on a \$0.41 per km rate)¹³. For this to be successful, opportunities to transfer passengers from the existing demand responsive services (e.g. provided by the VON) to these scheduled corridor services should be explored.

This can be through a physical transfer for passengers living outside of the immediate urban areas of Fergus/Elora, Hillsburgh, Erin and Rockwood or by operating a flex-route service while these urban areas. Denny Bus Lines already operates as a Flex Route. Customers are required to call 24 hours in advanced to book the service. The route is flexible based on passenger demands.

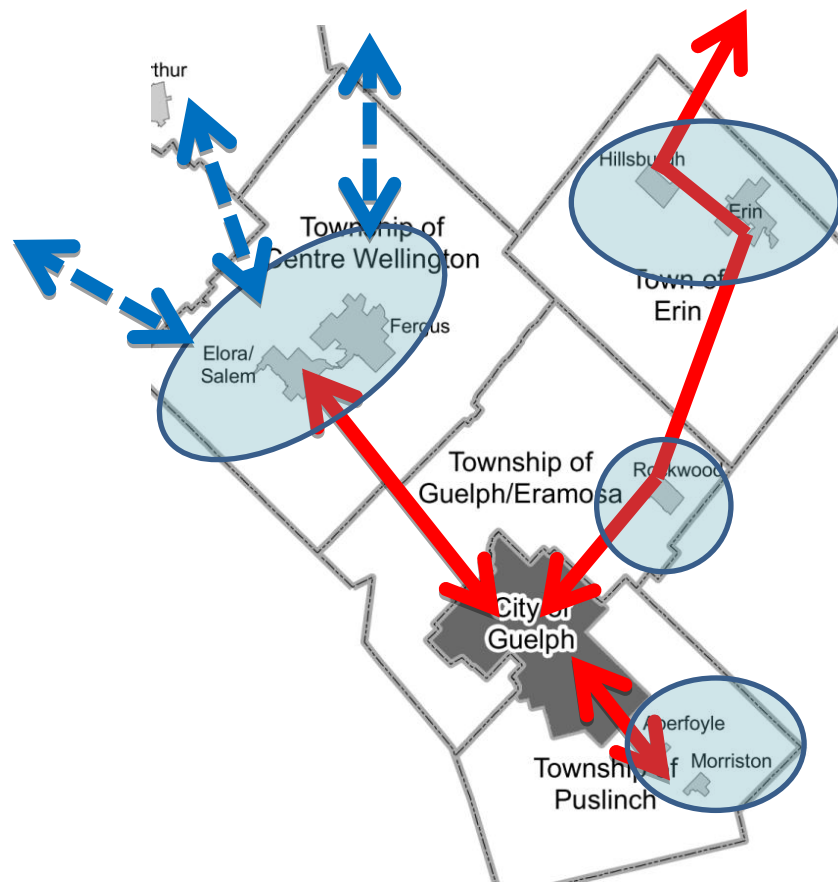
¹³ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

The lead transportation coordinator would need to work closely with Eliot Bus Lines and Denny Bus Lines to schedule trips on this fixed route. A determination would be made about the number of passengers required to make the service sustainable. This also benefits the demand responsive provider by freeing their vehicles to accommodate more trips for their clientele.

For new services such as the Morriston / Aberfoyle corridor, a bus operator would need to be found and more research conducted on the potential demand. An extension of Guelph Transit or GO Bus service may be a logical choice for this corridor.

A review of existing passenger demand to Guelph would help establish the potential demand. A target of 10 to 15 passengers per trip should be established.

Figure 3 - Potential Corridors Services in Wellington County



2. **Employer Shuttle Services:** There are some employers within the County who recognize the importance of a transportation option being available to support their employees. Custom-

designed employee shuttles can be effective if they are well integrated with existing public transit services (where available) and if they are supported by both employees and the employers. An approach to employee shuttles might involve a three-way sharing of costs among employer, employee and municipality with a service planned and delivered by a private contractor based on an employee survey and the start/stop times of the employer.

Although each coordination group will have a different mandate, it will be important that both groups continue to communicate on a regular basis. The demand responsive services could operate as effective feeders to an improved fixed route/employee shuttle service and contribute to the sustainability of these services.

As an example, a shuttle to TG Minto in Palmerston would begin in Guelph or Waterloo and could use one of the vehicles owned by the partnership. With a 7:30am shift time, there is not too much demand for service for seniors during this time. Once the vehicle drops off employees, it can be used locally to provide demand responsive trips within North Wellington. Midday runs could continue to use an agency owned vehicle or could be contracted to one of the private carriers, depending on the needs of the vehicle. A flex route strategy could be used in that other passengers heading to Guelph from the north could board the bus. This would help keep the service sustainable.

3. **Charter Services:** Opportunities to partner with various retailers, adult day centres, or other programs should also be explored by the working group. A well-advertised program that provides a bus service to major destinations on certain days of the week could be explored. This is similar to the Denny Bus Lines Thursday service between Orangeville, Hillsburgh, Erin, Rockwood and the Stone Road Mall in Guelph. Similar charters can be established on specific days of the week from different areas of the County to grocery stores, shopping malls, dentists, clinics, etc. This is a very effective transportation demand management tool to group passenger trips headed to the same destination. It also frees up existing demand responsive services to perform other functions.¹⁴
4. **Use of Taxis:** The County has over 18 taxis licensed to provide service in the community. The working group should explore the number of local trips conducted within some of the larger urban areas in Wellington (e.g. Fergus / Elora) and explore the potential to have the service delivered by the taxi industry. There may be the ability to negotiate a preferred flat rate for in-town trips based on the volume of trips that are anticipated. For eligible passengers, they would

¹⁴ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

pay a flat fee and the partnership would subsidize the remaining part of the fare. This approach is successfully used in Stratford, where eligible passengers pay a flat fare of \$5.50 and the Community Care Agency pays the difference between the passenger fare and the preferred taxi rate fare of \$7.00. In this situation, the use of taxis is more cost effective than providing the service using agency owned vehicles and it allows those vehicles to be better utilized for long-distance trips.

Next Steps

For the coordination model to be successful, leadership is required. It is suggested that a working group of existing demand responsive service providers be formed to further develop immediate opportunities (within their span of control) in the areas outlined above.

It is recognized that there are gaps and travel markets not being addressed by the existing services and that the expansion of the fixed route service may provide a strong core service to address these deficiencies. This expansion may require new funding (e.g. gas tax support) and new partnerships (e.g. employer shuttles). Hence a planning-oriented working group should be formed to assess and address these opportunities and challenges.

DUFFERIN COUNTY



7.2 Dufferin County

Background / Context

Dufferin County is located in south-central Ontario, approximately 100 km north-west of downtown Toronto; bordered by Grey County to the northeast, by Simcoe County to the north and east, by the Regional Municipality of Peel to the south, and by Wellington County to the south and to the west. The County is commonly known as the headwaters area of Ontario, since it offers the source of five major river systems in the Province: the Credit, Humber, Grand, Saugeen and Nottawasaga.

Dufferin County has a population of 56,881 located within an area that spans 1,487 square kilometres. The County contains three towns and five rural townships. These are the:

- Town of Orangeville;
- Town of Shelburne;
- Town of Mono;
- Township of Amaranth;
- Township of East Garafraxa;
- Town of Grand Valley;
- Township of Melancthon; and
- Township of Mulmur.

Figure 4 illustrates the County and the location of its eight local area municipalities.

Figure 4 - Dufferin County Map



(Source: Dufferin County)

Each municipality has its own unique characteristics, including demographics, employment base and transportation needs. The largest town within the County is Orangeville, followed by Mono and Shelburne. **Table 9** provides a summary of the size, employment, population and population density of each municipality within the County. In 2011, Dufferin County had a population of 56,881. This represents a 4.5 percent increase from the 2006 census.

Table 9 - Population Density Summary

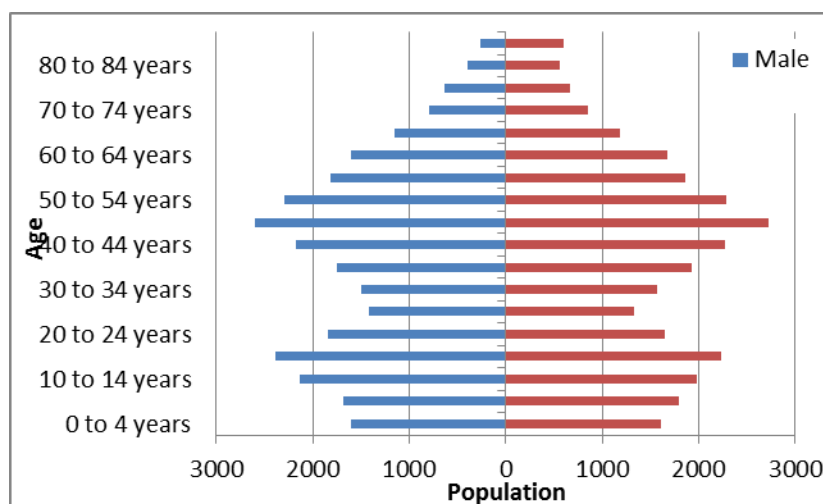
Municipality	Land (sq. km)	2011 Population	2011 Employment	Population Density/(sq. km)
Orangeville	16	27,975	14,681	1,791.6
Shelburne	6	5,846	2,866	907.1
Mono	278	7,546	1,851	27.2
Amaranth	265	3,963	701	15.0
East Garafraxa	166	2,595	295	15.6
Grand Valley	158	2,726	634	17.2
Melancthon	311	2,839	332	9.1
Mulmur	287	3,391	640	11.8
Dufferin County	1,487	56,881	22,000	38.3

(Source: Statistics Canada National Household Survey 2011)

Approximately half of the County's population and two-thirds of the County's employment is located within the Town of Orangeville. The Town of Shelburne also has a large concentration of population and employment. While Mono has the second highest population in the County, it is spread over a large geographic area making it difficult to service by transit.

Figure 5 displays the County's population by age and sex. Twenty-seven (27) percent of Dufferin residents are under 19 years of age and approximately 12.5 percent of the population is over the age of 65. This is slightly lower than the provincial average of 14.6 percent.

Figure 5 - Dufferin County Population Pyramid



(Source: Stats Can 2011 Community Profiles)

Dufferin County is expected to experience some population and employment growth. Under the 2006 Places to Grow Plan, Dufferin County has been forecasted to grow to approximately 80,000 by 2031. The

majority of this growth will occur within the three towns in the County, in addition to the urban part of Grand Valley.

Employment growth is also expected to occur. Total employment growth from 2006 to 2031 is expected to grow by 7,000, or 32 percent. Two-thirds of the County's employment is located in Orangeville, and this will also see the largest growth by 2031 (just under 4,500). The second largest employment concentration is located in the Town of Shelburne.

The majority of the County is rural agricultural land with small urban areas complete with commercial, industrial and institutional development as well as growing residential developments. The agricultural history of Dufferin is long and its presence is still strong throughout the County. The local equine industry is also thriving. Dufferin's urban centres (Orangeville and Shelburne) also boast high concentrations of manufacturing, professionals and cultural outlets. Manufacturing is the major employer of the County's workforce, representing more than 18 percent of the total. There are some small manufacturers in the scattered rural areas; however, the business parks located within the larger urban areas have the greatest concentrations of employers. These areas are located in the south-west of Orangeville and the south-east of Shelburne.

Table 10 provides more detail about the distribution of the forecasted population and employment growth for each of the lower-tier municipalities.

Table 10 - Dufferin County Population and Employment Projections

Municipality	Population		Employment	
	2011	2031	2011	2031
Dufferin County	56,881	80,000	22,000	29,000
Orangeville	27,975	36,490	14,681	19,171
Shelburne	5,846	10,000	2,866	4,235
Mono	7,546	9,770	1,851	2,387
Amaranth	3,963	4,680	701	685
East Garafraxa	2,595	3,150	295	322
Grand Valley	2,726	7,478	634	1,170
Melancthon	2,839	3,410	332	273
Mulmur	3,391	4,290	640	757

Source: County of Wellington Official Plan

As seen in **Table 10**, the Town of Orangeville will see the highest growth in population growth by 2031 (8,500), followed by Grand Valley (4,700) and Shelburne (4,150). This represents 75 percent of the population growth planned to occur in the County. Eighty-four percent of employment growth will occur in Orangeville (4,500) and Shelburne (1,400) by 2031.

STEP 1 Identify Two or More Organizations that Share a Common Goal

During the Dufferin County stakeholder workshop, a number of organizations expressed an interest in being part of the solution and improving transportation services in Dufferin County. They also expressed a desire to work together to assess whether a coordinated framework is right for them. While there were a number of agencies that expressed a desired for improved transportation services, only those that currently provide transportation or have the ability to fund or resource transportation services are listed below:

- 1. Dufferin County Community Support Services** – There is strong interest in improving transportation services for residents, particularly for seniors and persons with disabilities. The agency owns a number of vehicles and provides transportation service to their clients.
- 2. Local Municipalities** – Representatives from the Town of Shelburne and Orangeville Transit attended the stakeholder workshop and expressed an interest in improving rural transportation services. The Town of Shelburne expressed a desire to enhance transportation services to support employees getting to work. The Town of Orangeville currently provides public transportation services, and there may be a potential to integrate with this service.
- 3. Headwaters Communities In Action** – A citizens group with a mandate to support the well-being for the Headwaters Region. The group has already begun to create a transportation services database and have done some marketing to create more awareness of services available in the County.
- 4. Employment Services** – There was an interest from the Centre for Career & Employment Services to improve transportation services to access employment within the County. The later offers limited funding for their clients to access transportation services.

Confirmation of this group would need to take place through a series of working sessions and a commitment to work together documented through a memorandum of understanding. A lead organization would also need to be identified as a next step. Dufferin County Community Support Services as the lead agency would provide strong leadership to motivate everyone and keep the momentum going. Through the County, there may be opportunity to provincial gas tax funds which could be used to enhance service levels as part of the partnership.

STEP 2 Inventory Existing Transportation Services and Key Stakeholders

The next step in the process is to better understand transportation services that already exist as well as the various stakeholders and their ability to contribute to the transportation solution.

While Dufferin County does not provide a county-wide public transit service, there is a mix of municipal, provincial, and other transportation services that operate within the community.

The inventory of existing transportation service providers was conducted to identify the extent of service currently being provided within Dufferin County. **Table 11** provides a brief summary of existing services as identified through background research and the online survey conducted as part of this study region assessment. As identified below, there are limited subsidized transportation options within Dufferin County.

It is important to note that the results presented below may be incomplete as not all organizations participated in the online survey. Where survey results were not obtained, a basic description of the service is provided.

Table 11 - Existing Transportation Providers in Wellington County

Organization	Type
Orangeville Transit	Municipal Transit
GO Transit	Inter-Regional Transit
Dufferin County Community Support Services	Community Agency
Ontario Early Years Centre	
Caledon Community Support (Transportation)	
Canadian Cancer Society	Health Agency
Wellington-Dufferin Student Transportation Services	School Board Transportation
Able Transport	Private Service Provider
Home at Last	
Ontario Patient Transfer	
RNR Patient Transport Services	
The Shelburne Transporter	
Orangeville Taxi	
Wellington-Dufferin Student Transportation Services	

Orangeville Transit

Orangeville Transit is the largest public transit operator in Dufferin County. It provides service throughout the Town of Orangeville along three fixed routes that serve designated stops. All routes travel through the downtown area along Broadway and converge at the transfer point on Fourth Street. Service is provided at regular half-hour intervals between 7:15am to 6:15pm, and operates daily except on Sundays and statutory holidays.

The base adult cash fare for the service is \$2.00 for adults and \$1.50 for students and seniors. Children under five years of age ride free. The system recovers approximately 22 percent of its expenses through fares.

The service's operations are contracted out by the Town of Orangeville to First Student Canada. This organization employs nine drivers, three of whom are part-time and six of whom are full-time. First Student is also responsible for vehicle fleet maintenance.

The service has an annual ridership of 112,000. Ridership has grown by 36 percent between 2006 and 2012. Based on comments received, there is a demand for service on Sunday.

KEY CHARACTERISTICS

Organization Type: Municipal

Operating Model: Fixed Route

Annual Ridership: 112,000

Vehicles Owned: 1 40-passenger bus, 3 25-passenger buses; all accessible

Eligibility: Open to all residents.

Geographic Focus: Town of Orangeville

GO Transit

GO Transit is the only inter-regional public transit operator in Dufferin County. It provides bus service along one route that connects the Orangeville to Brampton, with connections available to other parts of the Greater Toronto Area by bus and train. All routes travel along Highway 10 and serve three stops: along Broadway, the Orangeville Mall and the terminus at the Orangeville GO Park & Ride. Service is provided six times per weekday in both directions, with most trips timed to serve commuters heading to the GTA (i.e. southbound in the morning peak, northbound in the afternoon peak). No weekend service is available.

The base adult cash fare for the service to downtown Toronto is \$11.15 for adults and students and \$5.60 for seniors and children. Based on comments received, there is a demand for the service to be operational on Saturday and Sunday, which would permit travel to/from Dufferin County via public transit on weekends.

KEY CHARACTERISTICS

Organization Type: Provincial

Operating Model: Fixed Route

Annual Ridership: ~17 million (bus trips, system-wide, 2013)

Vehicles Owned: 466 buses (system-wide)

Eligibility: Open to all residents

Geographic Focus: Town of Orangeville

Dufferin County Community Support Services

Dufferin County Community Support Services operates demand responsive transportation services for seniors and adults with disabilities within Dufferin County. Their fleet includes two accessible vans and two regular vans, which are driven by staff. Certified volunteers also provide transportation service using their own vehicles.

Approximately 10,000 trips are made annually with primary services occurring Monday to Friday, between 8:30am and 4:30pm. Medical calls are prioritized, but eligible residents can also use the service to access social events, recreation, and shopping. Trips can be taken both within Dufferin County and to key inter-regional destinations such as Toronto, Brampton or Barrie. Passengers pay a standard fee for in-town trips (\$7.00 return) and a per km rate for out-of-town trips (41 cents/km).

The agency employs five paid part-time drivers that use one of five agency owned vehicles. There are also 15 volunteer drivers that use their own vehicles to help provide mobility to eligible clients.

Funding sources include the Ontario Ministry of Health & Long-Term Care, Dufferin County and passenger fares.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive (paid drivers in agency owned vehicles and volunteer program)

Annual Ridership: 10,000

Vehicles Owned: 2 accessible minivans, 2 non-accessible minivans, 1 accessible bus

Eligibility: Seniors and Adults with Disabilities

Geographic Focus: Dufferin County and key destinations outside the County

Ontario Early Years Centre

The Ontario Early Years Centre operates demand responsive transportation services within Dufferin County for children up to the age of six and their caregivers. Their fleet consists of one regular van, which is driven by staff and certified volunteers.

The van is used primarily on Mondays to Thursdays, between 8:30am and 4:30pm to transport children and their caregivers between their homes and the centres, located in Orangeville, Shelburne, and Grand Valley. Passengers do not pay any fee for the service, but must book in advance.

Funding sources include the Ontario Ministry of Education as well as Dufferin County.

KEY CHARACTERISTICS

Organization Type: Community Agency

Operating Model: Demand Responsive (paid drivers in agency owned vehicles and volunteer program)

Annual Ridership: Unknown

Vehicles Owned: 1 regular van

Eligibility: Children aged 0-6 and their caregivers

Geographic Focus: Dufferin County

Wellington-Dufferin Student Transportation Services

Wellington-Dufferin Student Transportation Services is a consortium of five school boards providing transportation for eligible students living in Wellington and Dufferin Counties. Buses and drivers are provided by 12 bus companies throughout the district. The bus drivers, who are employed by the operators, receive extensive driver, safety and first aid training. In addition, five cab companies provide school transportation for students with special needs. In Dufferin County, First Student and Stock Transportation serve the Orangeville area, while Davidson Bus Lines Ltd. serves the Grand Valley area.

Caledon Community Services Transportation

Caledon Community Services provides door-to-door accessible transportation service seven days a week to residents of Caledon that are seniors and persons with disabilities over 16 years of age who are unable to drive on their own. Rides are provided in either a wheelchair accessible bus, one of seven passenger vans, or through volunteer transportation.

While the service is not for Dufferin County residents, it will transport its own residents to Orangeville to the north and other municipalities in the Greater Toronto Area. The potential does exist to coordinate services with Dufferin County Community Support Services.

Canadian Cancer Society

The Canadian Cancer Society provides transportation services for all Cancer patients to help them get to cancer-related care. The service is provided using a volunteer driver that will pick up patients and take them to their local hospital or regional cancer centre for treatment. There will be a one-time fee of \$100.00 that is charged for patients, which is waived for those unable to pay and clients under 18 years of age. Service is available Monday to Friday between 8:00 am and 3:00 pm, with booking required at least three business days in advance of the trip.

The Shelburne Transporter

The Shelburne Transporter provides demand responsive transportation service for individuals to medical appointments who are unable to access public transportation and have no family or friends that can assist with transportation.

Transportation is provided 24 hours a day, 7 days a week to residents of Dufferin County to Peel Region, North within 40 kms of Highway 10 and 89 and to Simcoe County.

Vans are not wheel chair accessible and clients with wheelchairs must be able to walk in and out of the van. A fee is charged for the service, with assistance is provided by ODSP, WSIB and Insurance Companies.

Orangeville Taxi

Taxi service in Dufferin County is provided by Orangeville Taxi. The company operates throughout the county and has a fleet of vehicles that includes regular sedans, accessible vans, and airport limousines. Community support organizations often refer clients to Orangeville Taxi's services, and provide assistance with fare payment. Orangeville Taxi also accepts reimbursement from ODSP, WSIB, and various insurance companies.

Shelburne Taxi

The Town of Shelburne currently has three taxi licenses in place and is considering adding two more. They provide service to residents in the area.

Medical Transfer Providers

Several organizations provide service to individuals who are unable to access public transportation and do not have family or friends that are able to assist with transportation to and from hospitals and medical facilities. The following companies provide specialized medical transfer services using their private, accessible vehicle fleets:

- Able Transport Limited;
- Home at Last;
- Ontario Patient Transfer; and
- RNR Patient Transfer Services.

Key Stakeholders

The next step within the process is to identify other stakeholders that can potentially contribute to the coordinated framework. These can include organizations that refer clients to or fund a transportation service, municipalities that will operate or fund part of the coordinated framework, or other groups that have an interest in improving mobility within the community.

Each stakeholder group that will be involved in the partnership must have the ability to contribute to the coordinated framework, either in terms of funding, capital or resources, or in-kind services.

Within Dufferin County, a number of potential stakeholders were identified through the online survey. Since transportation providers within the County are listed above, this section lists other potential stakeholders. As with the list above, the list represents only stakeholders that have responded to the survey. As the partnership goes through the process, more stakeholders will likely be identified.

Community Living Dufferin

Community Living Dufferin (CLD) provides residential, employment, and recreational/leisure support to adults with developmental disabilities. CLD also operates several group homes and transitional living facilities, in addition to providing supported independent living. The organization has a small fleet of vans, with one stationed at each residence. It provides direct transportation services to its residents, as well as to others accessing its services throughout Dufferin County, directly from their homes to the CLD main building for day programming. CLD's clients have indicated a need to facilitate access to employment and leisure opportunities in Orangeville. Under a coordinated partnership model, a key objective would be to assess whether or not their existing vehicles could contribute to enhancing existing transportation services.

Dufferin Area Family Health Team

The Dufferin Area Family Health Team provides primary care, chronic disease management, and mental health services to patients throughout Dufferin County. It does not directly provide transportation services to patients. Patients and employees rely on other means of transportation, such as public transit, the Shelburne transporter, and Caledon Community Services. Patients must often leave Dufferin County to access services at larger facilities in Brampton, Caledon, and Toronto. As a result, one of the agency's primary transportation priorities is the increase in service and accessibility to regional transit.

Family Transition Place

Family Transition Place (FTP) is an organization that provides emergency shelter, counseling, housing, and legal services to women and their children who have experienced abuse and/or homelessness. The centre is located in Orangeville but provides services to residents across Dufferin County. Although it does not directly provide transportation services, FTP refers clients to public transit, taxis, the Ontario Early Years Centre van, the Dufferin County Community Support Services van, and the Shelburne Transporter. Depending on the circumstance, the centre also covers the cost of transportation for its clients. FTP would like to see increased transportation options throughout Dufferin County, in order to better connect with all those in need. Under a coordinate partnership model, a key objective would be to assess whether or not the FTP would be willing to contribute funding for the provision of services.

United Way Guelph Wellington Dufferin

United Way supports non-profit agencies in Guelph, Wellington and Dufferin Counties by funding community agency programs. Specifically, funding is provided to five agencies in Dufferin County that serve a vast array of clients often facing transportation barriers. Many of these programs require transportation support through/between rural areas. Funding is typically provided to clients to pay for transportation services (e.g. taxi or bus fares). While there are a number of programs being offered within Dufferin County, it can often be difficult for people to access these programs. Under a coordinate

partnership model, a key objective would be to assess opportunities that fund raising activities from the United Way could support the provision of transportation services.

Headwaters Health Care Centre

Headwaters Health Care Centre is an 87-bed acute and complex continuing care facility that provides health and other social services to people throughout Dufferin County. It is a medium-sized community hospital with a large integrated ambulatory care program. Patients often have difficulty accessing outpatient programs and primary care services because of transportation inaccessibility. As a result, preventative visits are often put off, sometimes resulting in worsening health conditions that require 911 to be dispatched. Headwaters Health Care Centre does not directly provide transportation services or funding, but sometimes refers its patients to organizations such as Dufferin County Community Services. The Centre would like to see a more coordinated and accessible transportation system that allows patients greater flexibility and reduces the strain on emergency services.

Canadian Tire Jump Start Program

The Canadian Tire Jumpstart program helps financially disadvantaged kids ranging in age from 4 to 18 to participate in organized sport and recreation by covering registration, equipment and/or transportation costs. While the program does not provide a transportation service, chapter member volunteers will work in partnership with other local non-profit organizations to identify kids with the greatest need in their community and cover the registration, equipment and/or transportation costs to help them participate in a sport or recreational activity of their choice.

Dufferin County Paramedic Service

Emergency transportation services are provided by the Dufferin County Paramedic Service to all residents of Dufferin County. Service is provided on an as-needed emergency basis, by picking up patients at any location and transporting them to the appropriate health care facility. The ambulances are dispatched from one of the three stations located in Orangeville, Shelburne, and Grand Valley.

The program is funded by the County, but passengers contribute to part of the cost of transportation, through differing fees that vary by user category. The Dufferin County Paramedic Service responded to 8,115 calls in 2013. Its 10 vehicles and 58 employees (35 full-time, 23 part-time) generally were sufficient to respond to requests for assistance.

Governments and Municipalities

Municipal governments, along with the Dufferin County government, have a vested interest in the development of a comprehensive transit strategy and network that serves their citizens. Increasing accessibility throughout Dufferin County would allow municipal and county services to be reached by all segments of the population. Stakeholders that responded to the survey include:

- Town of Shelburne;
- Town of Orangeville; and
- Township of Mulmur.

Of the municipalities surveyed, the Town of Shelburne in particular showed interest in providing service to connect to regional transit, through a potential partnership with GO Transit and/or Orangeville Transit. The Town is currently negotiating a pilot project that would implement a fixed route bus service between Shelburne and Orangeville. The service would be designed to connect to the existing GO Transit route to Brampton.

Summary

The on-line questionnaire and follow-up stakeholder workshop revealed a number of existing transportation services in Dufferin County and opportunities to improve service. These are assessed in Step 3 below.

STEP 3 Identify Service Demand and Gaps/Implementation Issues and Opportunities

The purpose of Step 3 is to expand on the data gathering completed in Step 2 to determine service demands and gaps as well as implementation issues and opportunities. This will help determine the type of coordination model that should be implemented or whether coordination is a feasible solution. In certain cases, the problem is a resource issue which is better solved through additional funding rather than coordination.

Service Demand and Gaps

A number of transportation service gaps were identified as part of the consultation process. These were prioritized by the consulting team based on interviews with stakeholders and through the survey results. This should be confirmed by the partnership through a more detailed review of travel patterns and the number of trips not accommodated.

1. **Capacity Issues:** Dufferin County Community Support Services is the main service provider outside of Orangeville Transit in the County for seniors and persons with disabilities. The demand for service is greater the available resources, which results in a number of trips not being accommodated. This is particularly true when vehicles are tied up all day on an inter-regional trip (e.g. to a hospital in Toronto).

2. **Trip Purpose:** The majority of trips provided are targeted at seniors and adults with disabilities. With limited capacity, medical trips (both internal and interregional) are often prioritized. Based on discussions, there is a strong demand for other types of trips that are not being accommodated. This includes:
 - a. **Work Trips:** Employees living in Dufferin County that work outside of the County require inter-regional transportation. There are limited options to access the GO Bus for residents outside of Orangeville. Internal work trips are also limited (e.g. ability to access employment in Mansfield resort).
 - b. **After School Trips:** Students that wish to participate in after school programs or attend part-time employment have limited options. Currently students living in Grand Valley go to school in Shelburne. They often don't have transportation options for after school programs or to attend part-time employment.
 - c. **Social Trips:** Medical appointments are the number one priority for most community care agencies. Often social trips or everyday living trips cannot be accommodated due to the capacity issues identified above.
3. **Eligibility:** The largest provider of transportation service is focused on seniors and persons with disabilities. There are fewer options available for adults and students/children.

Implementation Issues

A number of implementation issues and opportunities were also identified as part of the consultation process. These are important to understand as they have a direct influence on the type of coordination model selected. These include:

1. **Limited Service Providers:** There are very few transportation providers to coordinate with in the County. The majority of service outside of Orangeville is delivered by Dufferin Community Support Services. Many other agencies that provide service and targeted to the service they provide, and their drivers also act as program coordinators. The true benefit of coordination is to enhance the cost effectiveness of service by working together. Since existing service providers are stretched, there is limited opportunity to enhance the cost effectiveness of service. An increase in resources would be required to realize the true benefits of coordination.
2. **Mandates/Funding Constraints:** Dufferin County Community Support Services is mandated to provide transportation services only to seniors and persons with disabilities. They receive three quarters of their funding from the local LHIN, which places constraints on how the funding is used. This reduces their ability to partner with other organizations and maximize the use of their vehicles (i.e. by allowing adults to share rides with seniors).
3. **Resources/Driver Availability:** There are not enough vehicles or drivers to meet the current demand. Volunteer drivers are used to provide non-medical trips and there are few paid drivers operating agency owned vehicles. Additional drivers/vehicles are needed in order to meet the current demand; however, funding is also an issue to pay for these additional resources.

Opportunities

- 1. New Corridor Service:** The Town of Shelburne is exploring the implementation of a fixed route commuter service pilot program to connect commuters to the AM peak and PM peak GO Bus service in Orangeville. This is the first corridor service in Dufferin and provides the potential to test the market for other trip purposes during other periods of the day (e.g. a noon run). There may be an opportunity to add some mid-day service runs to facilitate other trips types (e.g. shopping, medical, school).
- 2. New Resource:** Dufferin County Community Support Services recently purchased an eight passenger van. This van is now available for charter services and is currently being used by other organizations for client outings and day programming. There may be additional opportunities to fully utilize this vehicle.
- 3. Underutilized Vehicles:** Community Living Dufferin provides every one of their residences with access to a van to help with resident transportation needs. The Ontario Early Years Centre also has a van that is used to provide their clients with access to services. The driver of the van is also the program coordinator, so the van is not regularly used throughout the day. There may be an opportunity to further investigate the utilization of these vehicles.
- 4. Provincial Gas Tax Funding:** At this time, none of the existing municipalities with the exception of Orangeville have applied for and are receiving gas tax funds. Taking advantage of provincial gas tax funding will increase the potential to add additional resources into transportation network within Dufferin County.

STEP 4 Assess Different Levels of Coordination

The review of existing transportation services within Dufferin County revealed a desire among several organizations to improve rural transportation. Headwaters Community in Action currently has a listing of all transportation services on its website and has also produced a number of promotional material to hand out to the community. While this can help inform residents of their options, there are still limited existing transportation services within the County that residents can take advantage of. From a coordination perspective, there are also limited opportunities for coordination to improve the cost effectiveness of services.

There is also a desire to implement new services to meet the primary mobility gaps identified in the community. This requires an investment in new services through the identification of new funding sources. No existing transportation service in the County, with the exception of Orangeville, is benefitting from provincial gas tax funding. There is the opportunity to potentially access this funding at the County level when developing a coordination model.

The four coordination models were assessed to determine their applicability within Dufferin County. The lead partner for Models 1 through 3 is not known at this point and would need to be confirmed by the Transportation Coordination Working Group.

Model 1: Centralized Control

This model represents the highest degree of coordination and would involve a lead partner taking overall aspects of transportation on behalf of the partnership. Existing organizations that own vehicles such as the Early Years Centre would transfer ownership of their vehicles, operating resources and funding earmarked to transportation services to the lead partner.

This model would be applicable if the County had a desire to lead the coordinated transportation framework. There are very few transportation service providers within the County and the largest one (Dufferin County Community Support Services) already receives funding from the County. The benefit of this model for Dufferin is that it provides the highest degree of coordination as the entire fleet would be available and decisions would be made that maximize the efficiency of the trip. This model also allows the various organizations such as Early Years Centre to focus their staff on program delivery instead of transportation.

The disadvantages of this model are that the structure may jeopardize funding provided by the LHIN if there is a desire to expand the eligibility beyond seniors and persons with disabilities. This does not



meet the needs of the entire community. The structure will also do little to improve transportation unless additional resources are invested in transportation services.

Unless the County wishes to take the lead role in the transportation framework and the LHIN funding issue is addressed, this model is not recommended.

Model 2: Brokerage – Central Coordination



In this model, the lead organization is responsible for the planning, scheduling and dispatch of transportation services. Delivery of trips continues to be completed by each of the partner organizations.

The benefit of this model for Dufferin is that it maximizes the potential for coordination without requiring the County to expand their role in vehicle purchases and operations. The role of the lead partner, instead, would be as a coordinating body for all trips. It also allows the various different mandates of partner organizations to be maintained.

Within the County, there are not enough resources or organizations with similar mandates to effectively implement this coordination model. Orangeville Transit operates only within the limits of the town. Dufferin County Community Support Services only provides demand responsive services for seniors and persons with disabilities. The proposed Shelburne service to Orangeville is designed to meet the needs of GO Bus commuters only. There are too many differences and a diverse set of mandates that moving to this model right away may result in significant implementation challenges.

For these reasons, this model is not recommended.

Model 3: Brokerage – Confirmation-Based Coordination

This model is similar to Model 2. The big difference is that in this model the lead partner must confirm the booking of any coordinated trips with the partner organization providing the service before it is confirmed. The advantages and disadvantages are similar to the Model 2. The difference is the extra step required to book a trip and that the opportunity for coordination is less than in the Brokerage –Central Coordination Model.

This may be an appropriate model to explore for Dufferin County in the future as resources and services are expanded. A lead scheduler/dispatcher would have access to the entire network for vehicles and would be responsible for coordinating all trips between the different providers and assessing potential new service levels. This includes the ability to feed demand responsive services



into corridor services between Shelburne and Orangeville or to coordinate the use of various vehicles such as the Early Years van.

For these reasons, it is recommended that this model be carried over for further review once additional funding is found and the system is expanded.

Model 4: Voluntary Cooperation



This model is the first step toward greater coordination and there is already evidence of this occurring among different organizations within the County. Headwaters Communities in Action has already developed a database of existing services, created a website and has done some initial marketing to the community on the availability of transportation options.

This is a good first step in developing a coordinated model, but there are still other areas that a partnership could focus on.

The disadvantage of this model is that there is a little role for Dufferin County. The main advantage of Dufferin County being the lead is the potential to access provincial gas tax funds. This will only occur if the County is responsible for the partnership.

Adopting this model would help form the partnership and allow organizations to build trust amongst each other. It would also help create more awareness and allow organizations to share best practices. For these reasons, it is recommended that this model be carried over for further review.

STEP 5

Identify the Building Blocks of the Preferred Coordination Models

In Step 4, two of the four coordination models were considered for further review: Model 3: Brokerage Model – Confirmation Based and Model 4: Voluntary Cooperation. Model 1 (Central Coordination) is also a potential for consideration if it would not the move would not jeopardize existing funding that Dufferin County Community Support Services receives from the LHIN.

With these models in mind, each of the building blocks that make up a coordinated transportation framework will need to be assessed by the partnership working group. This includes service delivery, scheduling and dispatch, vehicle maintenance, etc. The application of each of these building blocks to the preferred Dufferin County model is documented below.

Service Planning

Under Model 4, coordination of service planning is not applicable and therefore requires no further discussion.

Under Model 3, coordination of service planning is optional and under Model 1 it is required. Given the limited number of transportation services currently operating within the County, coordinating service planning between the various local agencies would add little value. However, with an increase in resources, there are a few areas where coordination of service planning may improve the effectiveness of service delivery.

A partnership between Dufferin County Community Support Services and Caledon Community Services would potentially improve coordination for long-distance trips between each other's territory. Service planning decisions could be made that allow a Dufferin County Community Support Services vehicle delivering a passenger to Caledon Community Service's service area to:

1. Be available to Caledon for local trips while waiting for a client (this would reduce a client's waiting fee and create more capacity in the local area);
2. Deliver a Caledon client back to Dufferin instead of waiting for the return trip of their own client (in this case, a Caledon vehicle would be scheduled to deliver the Dufferin client back to their home);
3. Deliver the client to an agreed transfer point where it would meet with a Caledon vehicle who would complete the trip (this would be done if it would increase the vehicle occupancy or if there was demand for the Dufferin vehicle within Dufferin County).

With the above examples, the reverse would also apply if a Caledon Community Services vehicle delivered a client to Dufferin County. Suitable service planning agreements would need to be made. This would only work if scheduling and dispatching were also coordinated and would benefit from a scheduling and dispatch software program being in place. A more detailed assessment of travel demand between the two regions would need to be conducted.

Other service planning coordination opportunities include between Dufferin County Community Support services and the Town of Shelburne's proposed commuter shuttle service between Shelburne and Orangeville. This would occur if Shelburne decided to expand the number of runs beyond the AM and PM peak period. If this were the case, the two organizations would work together to determine potential demand from the existing service provided by Dufferin County Community Support Services and identify potential transfer points in Shelburne where Dufferin County Community Support Service could feed some of its clients to. This is discussed at length in **Step 6** below.

Finally, coordinated service planning could occur between several agencies to create purposed specific trips for the spare Dufferin Community Support Services vehicles. This is also discussed at length in **Step 6** below.

Marketing / Awareness

It is recommended that a central brand be developed for the partnership. Based on initial review, the beginning stages of this have already taken place. Headwaters Communities in Action has created a database of existing transportation services within the County. They have also started to market this central resource by creating and distributing a postcard that illustrates all of the existing transportation services available to County residents. The partnership should continue to expand this initiative.

It is recommended that the working group further investigate the opportunity to provide a central phone number staffed by a member of the partnership and develop a unique webpage with links to each of the participant's webpages.

The central webpage and phone number would be more easily identifiable to persons searching for a transportation service and would provide members of the community with one contact number and website where they can solicit information on existing services. Residents can then be directed to the most appropriate service.

To maintain a local connection, the support provided by each partner in the organization should be identified in marketing and communications material.

Some initial funding would need to be put in place to develop a brand and communication strategy and a cost sharing agreement may need to be established to pay for the website and the salary of a staff member answering phones. It is anticipated that this would be part of the function of an existing transportation coordinator of an existing agency. Outside marketing and branding expertise may be sought to help develop a central brand.

Customer Service / Scheduling and Dispatch

Since there are a limited number of organizations that provide transportation services at this time, it is recommended that the customer service, intake processes and scheduling and dispatching of trips continue to occur at each individual organization. The existing service providers have very different mandates as well as eligibility criteria.

In the future, if the partnership moves towards implementing Model 3 or 1, the working group may wish to investigate options for a centralized office that coordinates the scheduling and dispatching of all trips. This would be the responsibility of the lead partner. In choosing a lead partner, it is important to have someone with experience in operating transportation services to take a lead role in this. Currently, the

most experienced provider would be Dufferin County Community Support Services, however, there would need to be some assurance that this role would not jeopardize LHIN funding, particularly if the mandate were expanded to include transportation for adults and youth. If this were to occur, a central office could be established as the main interface point for customers requesting trips or getting information about existing services. The group would need to establish a central phone number for residents to call. A scheduling and dispatch software program should be sought. There are simplified versions of this type of software available on the market that cost as little as \$500 monthly with no upfront purchase fee that can be acquired. While not as robust as a number of the more sophisticated scheduling software programs available, this would be appropriate given the number of vehicles and annual passenger trips currently serviced within the County.

Eligibility Criteria and Intake Process

Standardizing eligibility is not a significant issue within Dufferin County since there are few transportation providers that currently provide service. The two providers that would benefit from a standard eligibility criteria document are Dufferin County Community Support Services and Caledon Community Services if an integrated service planning approach were developed. This would ease the ability to coordinate trips. Since both organizations reside in a different county/region, there is little value in coordinating the intake process.

Policies and Procedures / Passenger Fares

It is recommended that the working group share and explore best practices on policies and procedures. There may be opportunities to have common policies and procedures for all participating organizations. Where possible the working group should work together to develop common policies and procedures.

The working group should also review passenger fares for each organization. The ability to standardize passenger fares and kilometre rates would help enhance the ease in which coordination takes place.

Vehicle Purchase, Vehicle Maintenance, Driver Training

Given the limited number of existing resources within the County, there is no real benefit to coordinating vehicle purchases. However, vehicle specifications should be reviewed and agreed to by the partnership to ensure all future vehicles are consistent in their ability to accommodate passengers with mobility devices.

There is some value in developing a standard driver training program that could be used for paid drivers and volunteers. This would ensure that all drivers have the same safety and customer service training.

Volunteer Recruitment and Training

It is recommended that the working group share their best practices with regards to volunteer training. There may be an opportunity to coordinate training sessions together to avoid duplication of efforts.

STEP 6 Select a Preferred Coordination Model

Within Dufferin County, it is recommended that Model 4 (Voluntary Cooperation) be explored in the short term with the goal of moving towards either Model 3 (Brokerage – Confirmation Based) or even Model 1 (Central Coordination) in the future once additional funding has been secured and services have been expanded. Recommended participants in the partnership include the County and local municipalities, Dufferin County Community Support Services, Caledon Community Services, other social service agencies and local employers. Private sector bus operators and taxis may be used to provide service, but would not form part of the partnership.

Based on the above review, the following opportunities should be explored by the working group to improve transportation services in Dufferin County:

1. **Pursue Sustainable Funding to Grow:** Given the limited number of existing resources, it is essential that the working group identify additional funding sources to be able to expand transportation services. It is recommended that the group approach the County and/or any of the local municipalities to discuss the potential to access Provincial Gas Tax funding. The larger the municipality, the higher the potential gas tax contribution would be as 30 percent of the funding formula is the population of the municipality(s) providing the service. Since Orangeville already receives gas tax funding for Orangeville Transit, its population and ridership would not be counted when calculating Dufferin County's potential gas tax allocation.

To receive gas tax funding, the County or one of the local municipalities would need to formally support and contribute financially to public transportation services. The amount contributed would in part influence how much they receive. More than one of the local municipalities can also participate in the transportation partnership, as long as one municipality is identified as the lead. The funds received would flow through the lead municipality and be directed at expanding existing services. Since Orangeville already receives gas tax funding, they could also act as the lead, if other municipalities or the County signed an agreement with the Town to be part of the provincial gas tax program.

In addition to gas tax funding, other sources of funding should be sought. A small transportation levy per household and business (e.g. \$10 to \$15 annually) would significantly increase the level of investment to expand transportation services. This has been successfully done in other municipalities, including the County of North Hastings to support the TROUT service.

The LHIN should also be approached to ensure that Dufferin County Community Support Services funding is not jeopardized if it begins to accept other types of riders (e.g. adults and youth) as part of the coordinated partnership. Clear metrics would need to be established to

ensure that the portion of funding provided by the LHIN continues to serve the needs of seniors and persons with disabilities, even under a coordinated framework.

2. **Identify “Purpose Specific” Opportunities for New Van:** Based on the service gaps and needs identified in Step 3, the working group should identify some purpose specific opportunities to address mobility gaps and better use the eight passenger van that has been purchased by Dufferin County Community Support Services. These opportunities will assist in managing the demand for “non-priority” and discretionary trip requests (e.g. shopping, recreation) or subscription based trips that may occur on a regularly scheduled weekly, bi-weekly or monthly basis (e.g. adult day centre programs). An example of the type of service that could be provided is a Tuesday shuttle to a grocery store in Shelburne and a Wednesday shuttle to the Orangeville Mall.¹⁵

When designing specific services, the working group should also investigate opportunities to secure funding from retailers and facilities. These groups may be interested in contributing to the service if it draws more customers to their stores. This arrangement is very common for a number of public transit systems that direct service to retailers (in many cases, the retailer will pay 100 percent of the operating cost of the service). Advertising opportunities on the van can also be included in this package to help secure additional funding.

While Dufferin Community Support Services has a specific mandate to service only seniors and persons with disabilities, it is recommended that the use of this van be open to all members of the community.

While the primary focus can be on seniors and persons with disabilities, opening up the service to other members of the community will help ensure it remains financially sustainable. The better utilized the vehicle, the greater the fare contribution is to pay for the operating cost of the vehicle. This may lead to more opportunities to charter the vehicle for various different types of trips that may not be financially feasible without opening up the eligibility criteria to all members of the community.

As an example, if a Tuesday afternoon grocery trip from Mulmur to Shelburne only attracted 2-3 eligible Dufferin County Community Support Services clients, it may be cut from service as this fixed charter trip would not carry enough passengers to justify the cost. Without this service, these 2-3 passenger would likely attempt to book a demand responsive service and travel individually to the grocery store to meet their needs. However, if the eligibility were opened to

¹⁵ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

adults and youth and the bus were able to accommodate a total of 6-8 passengers each paying a passenger fare, the service would be considered financially sustainable.

The benefit to Dufferin County Community Support Services is that it would:

- accommodate the discretionary trips of its 2-3 eligible passengers;
- attract potential funding from the grocery store by having a higher passenger volume; and
- save the use of their demand responsive service for high-priority medical trips, which are more difficult to coordinate with other passengers.

For this service offering to be effective, the working group would need to identify the hourly cost of a charter service, establish a passenger fare and the minimum number of passengers required to make the service cost effective. Once this is complete, a more detailed review of the gap analysis (Task 3) would need to be completed to determine potential charter runs that could meet the demand for service for all residents (seniors, adults, youth). This can be done by reviewing existing travel demand and determining patterns between origins and key destinations. The route can be designed as a flex service, where passengers are picked up and dropped off at their homes if they call in 24 hours in advance for service.

Businesses that are targeted for charters would be approached for potential funding. Marketing of the service will be important and transportation coordinators of each existing agency should inform clients of the service options.

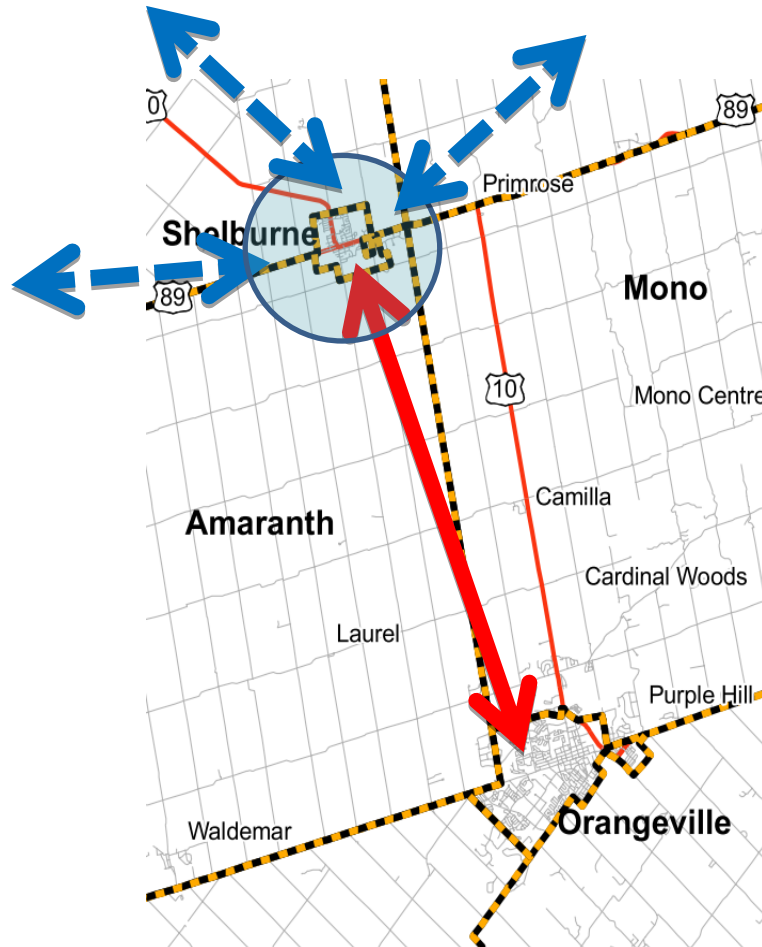
The LHIN would also need to be approached about the concept of using this vehicle to accommodate other passengers. A key message that would need to be conveyed is that:

- seniors would continue to be the focus when devising charter services for non-discretionary trips and opening up the eligibility would help ensure the service is financially sustainable; and
- the service would reduce the demand on the demand responsive service, allowing it to accommodate more priority medical trips (since a number of discretionary trips such as trips to the grocery store could now be more effectively accommodated on the charter service).

3. **Identify Integration Opportunities with Shelburne Commuter Service:** Once the Town of Shelburne has implemented its fixed route weekday peak period service to/from the Orangeville GO Bus stop, the working group should investigate opportunities to accommodate additional passenger demand within and outside of Shelburne to this service and/or expand on this service by identifying some potential runs outside of the AM and PM peak periods. At this time, the

partnership will have been well established and may be looking to transition to Model 3 to increase the level of coordination within the County.

Figure 6 - Potential Corridor Service between Shelburne and Orangeville



The distance between Shelburne and Orangeville is approximately 26 km. At a rate of \$0.41 cents per kilometre, the passenger fare for this trip if delivered by Dufferin County Community Support Services is approximately \$10.50 per direction. The Shelburne service will cost approximately \$9.25 for a round trip (\$4.63 per direction) and will require approximately 12 passengers to break even.

The concept of coordination would be to feed as many demand responsive passengers into this fixed route service instead of providing a parallel demand responsive service during the same

operating periods¹⁶. This would also require coordination with Orangeville Transit to ensure residents could complete their trip while in Orangeville.

While it is expected that few seniors would use the AM peak period service, there may additional opportunities to coordinate with the return PM peak trips back to Shelburne. In this scenario, it would save Dufferin County Community Support Services from making the 26 km trip to Orangeville to pick up their passenger and make another 26 km trip back to Shelburne. Instead, the Shelburne fixed route service could be used to provide the trip to Shelburne with a Dufferin County Community Support Services van waiting at an agreed to transfer point in Shelburne to complete the client's trip.

This is known as a family of services approach which is practiced by a number of specialized transit service providers such as York Region Mobility Plus. An assessment of the ability of existing clients to transfer between vehicles would need to be conducted through a Travel Training program. Only client's that passed the travel training program would be eligible for the family of services approach. Metrolinx recently adopted an "On Our Way" Travel Training Program which includes the customizable template materials, which are being made available to any agency to use in developing their own travel training program. The program includes a checklist for transit providers to assess the level of accessibility of their services, a travel training manual to be used to train staff from community agencies (and other potential partners) to deliver customized programs to suit their clients' needs, an implementation toolkit and a Traveller's Handbook for customers who participate in the travel training program. The program can be used not only to train seniors and persons with disabilities on how to transfer between Dufferin County Community Support Services and Shelburne's service, but also for residents of Shelburne and Orangeville that want to travel between the two municipalities or to transfer onto the GO Bus service. For this to be successful, part of the role of partner agencies brought on board may be to bring in volunteers to assist with travel training of existing clients.

The benefit to Dufferin County Community Support Services is that it reduces the demand for the more costly demand responsive service for passenger's travelling between Shelburne and Orangeville. The benefit to clients is that it creates more travel options and increases independence of travel. The benefit to Shelburne and Orangeville is that it increases vehicle occupancy on already existing services (thus making them more financially sustainable).

This would be a significant investment in time to train clients and should only be done with the view that the number of runs between Shelburne and Orangeville would eventually expand to

¹⁶ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

other periods of the day when seniors are more likely to travel. This would require the working group to assess existing travel patterns and potentially conduct a travel demand survey to assess other periods of the day that warrant the addition of a new run.

Other potential times include a run that connects to the 11:10 GO Bus arrival at the Orangeville Mall or the 12:30pm GO Bus Departure from the Orangeville Mall. These runs also benefit GO Bus commuters as it provides them with flexibility if they need to travel outside of the peak period routes (e.g. there is an emergency at home and they need to take the earlier bus home).

In the reverse direction, the service could potentially be used as a transfer opportunity for other future services within the county. As an example, the lack of transportation services for seasonal workers in the Mansfield area was identified during consultation sessions as a priority that should be addressed. A reverse direction Shelburne service would allow an employer shuttle to begin at a more central point of the County (in Shelburne instead of Orangeville).

These types of coordination opportunities will need to be discussed with the working group to determine the potential of the Shelburne to Orangeville corridor service to be cost-effectively expanded to better service the broader transportation needs of the community.

4. **Identify Opportunities to Use Underutilized Vehicles:** Once the partnership has secured additional funding, there is an opportunity to better utilize existing underutilized resources within the County such as the Early Years Centre vehicle and the Community Living Dufferin vans. Both organizations have vehicles that are used to transport their clients to their respective programs, however, the driver of the vehicle also serves as the program coordinator.

Making better use of these vehicles will increase the availability of service to County residents under a coordinated partnership and should be explored by the coordination working group.

To do this, the opportunity to hire a part-time driver to operate the Early Years Centre or the Community Living Dufferin vehicles should be explored. In doing this, an agreement would need to be in place that trips for day programs would continue to take priority and other clients would only be serviced if they were not being used by both respective facilities.

For this arrangement to work, a centralized scheduling and dispatch office would need to be in place to coordinate trips between both facilities and general passenger requests. A cost sharing agreement would also need to be in place to pay for the driver, recognizing the both facilities would now have full access to their program coordinators that previously operated the vehicles (e.g. the Early Years Centre driver would now be devoted to what they do best: coordinate programs for young families). The agreement would take into account the use of the vehicle, including vehicle maintenance and life-cycle costs/replacement. The economic rationale for this model would depend on the percent of the time the vehicle could be used for general purpose

trips by the partnership versus how much the vehicle is dedicated to clients of the two day programs. The greater the availability of the vehicles to the partnership, the more it makes sense to hire a dedicated driver and the costs to be shared between members of the partnership.

Next Steps

For the coordination model to be successful, leadership is required. It is suggested that a working group of existing service providers and key stakeholders be formed to further develop immediate opportunities (within their span of control) in the areas outlined above.

It is recognized that there are gaps and travel markets not being addressed by the existing services and that the introduction of a new fixed route service from the Town of Shelburne to the Town of Orangeville may help address these deficiencies.

UNITED COUNTIES OF LEEDS AND GRENVILLE



7.3 United Counties of Leeds and Grenville

Background / Context

The United Counties of Leeds and Grenville (Leeds and Grenville) are located in eastern Ontario along the St. Lawrence River, between the cities of Kingston and Ottawa. Leeds and Grenville are bordered by the Frontenac County to the west, by Lanark County and the City of Ottawa to the north, by the United Counties of Stormont, Dundas, and Glengarry to the east, and by New York State to the south. The geographic area covers 3,384 square kilometres.

The local government consists of 10 municipalities, which are:

- Township of Athens;
- Township of Augusta;
- Township of Edwardsburgh/Cardinal;
- Township of Elizabethtown-Kitley;
- Township of Front of Yonge;
- Township of Leeds & the Thousand Islands;
- Municipality of North Grenville;
- Township of Rideau Lakes;
- Village of Merrickville-Wolford; and
- Village of Westport.

The City of Brockville and Towns of Gananoque and Prescott are separated from the County administration, but remain part of the County for census purposes. These are referred to as Partner Municipalities. **Figure 7** displays a map of the County. The largest urban area is the City of Brockville, population 21,870 (2011 census).

Figure 7 - United Counties of Leeds & Grenville



(Source: United Counties of Leeds & Grenville)



Population

Each municipality has its own unique characteristics, including demographics, employment base and transportation needs. The largest municipality within Leeds and Grenville, by population, is North Grenville followed by Rideau Lakes. **Table 12** provides a summary of the size, population and population density of each municipality within the United Counties.

Table 12 - Population Density Summary

Municipality	Land (sq. km)	2011 Population	Population Density (pop/sq. km)
Athens	127.8	3,195	25.0
Augusta	314.7	7,615	24.2
Edwardsburgh/Cardinal	312.3	7,130	22.8
Elizabethtown-Kitley	557.8	9,965	17.9
Front of Yonge	127.9	2,745	21.5
Leeds & the Thousand Islands	612.5	9,505	15.5
North Grenville	352.1	15,455	43.9
Rideau Lakes	729.1	10,460	14.3
Merrickville-Wolford	214.5	2,920	13.6
Westport	1.7	645	379.4
United Counties of Leeds and Grenville	3,350.4	69,635	20.8
Brockville	20.9	23,100	1105.3
Gananoque	7.0	4,369	624.1
Prescott	5.0	4,284	856.8
Leeds and Grenville with Partner Municipalities	3,383.3	101,388	30.0

(Source: Stats Can 2011 Community Profiles)

The majority of Leeds and Grenville are rural agricultural and forested land with urban areas scattered throughout. In 2011, the population was 69,635. This represents a 0.1 percent increase from the 2006 census.

Growth is anticipated to occur at a more rapid rate than in the past, but is still considered to be modest. The population is forecasted to reach 74,620 by 2031. This represents a seven percent growth rate between 2011 and 2031. The highest growth will occur in North Grenville followed by Edwardsburgh/Cardinal. The growth in North Grenville is likely focused on Kemptville.

The three Partner Municipalities are also anticipated to grow at a similar rate, with the majority of growth occurring in Brockville.

This is illustrated in **Table 13** below.

The demographic profile of the existing population is illustrated in **Figure 8**. The County has an aging population, where 20 percent of the population is over the age of 65. This is well above the provincial average of 14.6 percent.

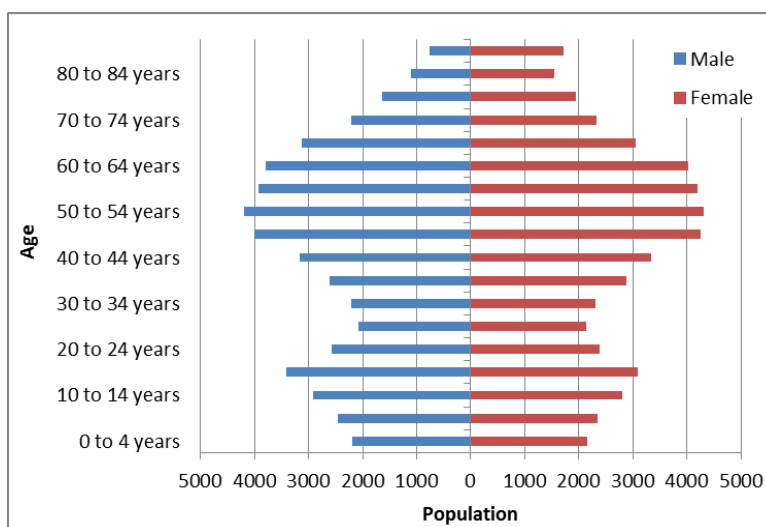
Table 13 - Forecasted Population Growth in Leeds and Grenville

Municipality	Population			
	2011	2031	Change	% Growth
Athens	3,195	3,260	65	2%
Augusta	7,615	7,790	175	2.3%
Edwardsburgh/Cardinal	7,130	7,650	520	7.3%
Elizabethtown-Kitley	9,965	9,970	5	0%
Front of Yonge	2,745	2,830	85	3.1%
Leeds & the Thousand Islands	9,505	9,910	405	4.3%
North Grenville	15,455	18,350	2,895	18.7%
Rideau Lakes	10,460	11,090	630	6%
Merrickville-Wolford	2,920	3,060	140	4.8%
Westport	645	710	65	10%
United Counties of Leeds and Grenville	69,635	74,620	4,985	7.2%
Brockville	23,100	24,600	1,500	6.5%
Gananoque	4,369	4,815	446	10.2%
Prescott*	4,284	4,719*	435	10%
Leeds and Grenville with Partner Municipalities**	101,388	108,754	7,366	7.3%

* Population forecasts only available for the year 2023

** Partner Municipalities are Brockville, Gananoque and Prescott

Figure 8 - Leeds and Grenville Population Pyramid



(Source: Stats Can 2011 Community Profiles)

Employment

The majority of employment is located within the City of Brockville. Within the United Counties, the majority of employment opportunities are located in North Grenville followed by Elizabethtown-Kitley.

Employment within the United Counties has been declining over the past five years. This decline is expected to stabilize to 2031, with some minor employment losses projected in Elizabethtown-Kitley (4.7 percent). With the population of the United Counties growing by 7.4 percent, this will mean less local employment opportunities for residents.

Employment in Brockville, will continue to grow by approximately 9.4 percent. **Table 14** illustrates the existing and forecasted employment within the United Counties and Partner Municipalities.

Table 14 - Forecasted Employment Growth in Leeds and Grenville

Municipality	Employment			
	2011	2031	Change	% Growth
Athens	950	950	0	0%
Augusta	1,040	1,040	0	0%
Edwardsburgh/Cardinal	1,430	1,400	-30	-2.1%
Elizabethtown-Kitley	2,560	2,440	-120	-4.7%
Front of Yonge	410	410	0	0%
Leeds & the Thousand Islands	1,850	1,830	-20	-1.1%
North Grenville	5,240	5,220	-20	-0.4%
Rideau Lakes	1,420	1,430	10	0.7%
Merrickville-Wolford	890	900	10	1.1%
Westport	520	530	10	1.9%
United Counties of Leeds and Grenville	16,310	16,150	-160	-0.98%
Brockville	14,190	15,520	1,330	9.4%
Gananoque*	N/A	N/A	N/A	N/A
Prescott*	N/A	N/A	N/A	N/A
Leeds and Grenville with Partner Municipalities**	30,500	31,670	1,170	3.8%

* Existing and Forecasted Employment not available

** Partner Municipalities are Brockville, Gananoque and Prescott

Leeds and Grenville has experienced many changes over the past few decades. Many of the heavy industries have given way to light industrial businesses. The County is home to small, national and international companies and firms, including many in logistics and transportation, forestry, warehousing, pharmaceuticals and food processing, manufacturing and construction, accommodation and food services, management, agriculture, and health and trade.

The major employers in the County and Partner Municipalities are identified in **Table 15** and **16** respectively.

Table 15 - Major Employers in Leeds and Grenville

Employer	Sector	Total Employees 2014	Municipality
Burnbrae Frams Ltd.	Employment	325	Elizabethtown-Kitley
Ingredion Canada Incorporated (formerly Casco Inc.)	Employment	215	Edwardsburgh/Cardinal
Prysmian Group	Employment	200	Edwardsburgh/Cardinal
Kemptville Truck Centre Limited	Population – Related	200	North Grenville
Scalar Decisions Inc.	Employment	120	Leeds and the Thousand Islands
Canada Border Service Agency Lansdowne	Public Admin / Health / Institutional	120	Leeds and the Thousand Islands
G. Tackaberry & Sons Construction Co. Ltd.	Employment	120	Athens
eSolutionsGroup Ltd.	Employment	110	Front of Younge
730 Truck Stop Inc.	Employment	100	Edwardsburgh/Cardinal
Invista (Canada) Company	Employment	100	Augusta
University of Guelph, Kemptville Campus	Public Admin / Health / Institutional	100	North Grenville
Valley Bus Lines	Employment	100	North Grenville
ORMG	Employment	85	North Grenville

Source: Draft Employment Lands Supply Analysis, MMM Group, June 2014

Table 16 - Major Employers in the Partner Municipalities

Employer	Sector	Total Employees 2014	Municipality
Upper Canada District School Board	Public Admin / Health / Institutional	1,397	Brockville
Brockville General Hospital (BGH)	Public Admin / Health / Institutional	850	Brockville
Procter & Gamble Inc. (P&G)	Employment	557	Brockville
Covidien (Ludlow Technical Products Canada Ltd.)	Employment	400	Gananoque
United Counties of Leeds and Grenville	Public Admin / Health / Institutional	425	Brockville
OLG Casino Thousand Islands	Population- related	420	Gananoque
Trillium Health Care Products Inc.	Employment	328	Brockville
3M Canada Company	Employment	300	Brockville
Walmart Brockville	Population- related	290	Brockville
Transcom	Employment	276	Brockville
City of Brockville	Public Admin / Health / Institutional	275	Brockville
Kriska Transportation	Employment	260	Prescott
St. Lawrence Lodge	Public Admin / Health / Institutional	280	Brockville
Canarm Ltd.	Employment	170	Brockville

Source: Draft Employment Lands Supply Analysis, MMM Group, June 2014

The primary employers in the area are located within the partner municipality of Brockville. The majority are in the public administration, health and institutional sectors.

The two major employers in Gananoque are the OLG Casino Thousand Islands and Covidien. The OLG Casino in Gananoque has 480 slots and 22 tables and employs 425 full and part-time employees from the region. During peak season, the Casino also generates a number of spin off employment opportunities in the tourism and hospitality industry. For a number of businesses in the Gananoque area, transportation can be a barrier to attract employment, particularly part-time or seasonal employment.

In Leeds and Grenville, the two largest employers are in the food manufacturing and processing sectors.

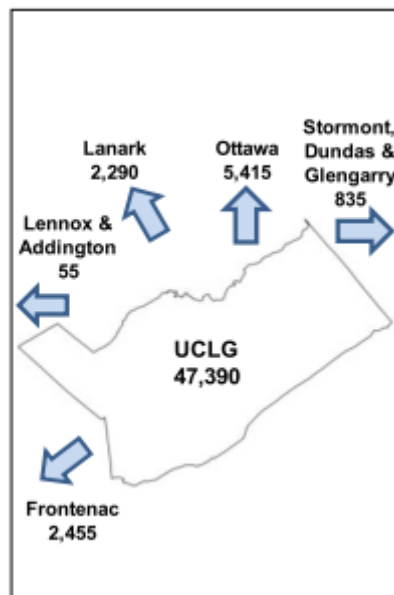
Tourism also plays an important role within the County, given its unique location near the St. Lawrence River and the 1000 Islands region, the historic Rideau Canal and the Frontenac Arch Biosphere.

Travel Patterns

Resident travel patterns were also assessed to better understand the potential for a coordinated transportation framework. As illustrated in **Figure 9**, the travel patterns of Leeds and Grenville residents are fairly dispersed, with the majority working within the County and Partner Municipalities, but also a large number working in Ottawa, Lanark and Frontenac.

Figure 10 outlines the primary destination from each municipality in Leeds and Grenville in more detail. Brockville, Ottawa and Smith Falls are the primary destinations of residents, depending on the municipality they reside in. This is followed by Kingston, Frontenac and other municipalities in Leeds and Grenville.

Figure 9 - United Counties of Leeds and Grenville Commuting Patterns (2011)



Source: Leeds Grenville Official Plan Phase Two Growth and Settlement Analysis: Member Municipal Growth Distribution, Draft – June 4, 2014 – Hemson Consulting

Figure 10 - Top Three Destinations of Leeds and Grenville Commuters (2006 and 2011)

Table 17 Top 3 Destinations of Leeds Grenville Commuters, 2006 & 2011			
Municipality	2006		
	1st	2nd	3rd
Athens	Brockville	Elizabethtown-Kitley	Smiths Falls
Augusta	Brockville	Prescott	Elizabethtown-Kitley
Edwardsburgh/Cardinal	Prescott	Ottawa	Brockville
Elizabethtown-Kitley	Brockville	Smiths Falls	Ottawa
Front of Yonge	Brockville	Elizabethtown-Kitley	Gananoque
Leeds and the Thousand Islands	Gananoque	Kingston	Brockville
Merrickville/Wolford	Smiths Falls	Ottawa	North Grenville
North Grenville	Brockville	Merrickville/Wolford	Gatineau
Rideau Lakes	Smiths Falls	Westport	Perth
Westport	Perth	Kingston	Smiths Falls
UCLG Census Division*	Ottawa	Lanark	Frontenac
Municipality	2011		
	1st	2nd	3rd
Athens	Brockville	Elizabethtown-Kitley	Smiths Falls
Augusta	Brockville	Prescott	Elizabethtown-Kitley
Edwardsburgh/Cardinal	Brockville	Ottawa	Prescott
Elizabethtown-Kitley	Smiths Falls	Ottawa	Athens
Front of Yonge	Brockville	Kingston	Gananoque
Leeds and the Thousand Islands	n/a	n/a	n/a
Merrickville/Wolford	Ottawa	Smiths Falls	North Grenville
North Grenville	Ottawa	Brockville	North Dundas
Rideau Lakes	Smiths Falls	Kingston	Perth
Westport**	Leeds & Grenville	Frontenac	
UCLG Census Division*	Ottawa	Frontenac	Lanark

*includes Brockville, Gananoque and Prescott

**No data available below the Census Division level.

Source: Leeds Grenville Official Plan Phase Two Growth and Settlement Analysis: Member Municipal Growth Distribution, Draft – June 4, 2014 – Hemson Consulting

STEP 1 Identify Two or More Organizations that Share a Common Goal

The very first step in the process is to identify two or more parties that are willing to work together to explore the potential of a coordinated framework.

During the Leeds and Grenville stakeholder workshop, a number of organizations expressed an interest to be part of the solution and improve transportation services in the United Counties. They also expressed a desire to work together to assess whether a coordinated framework is right for them. Some of these organizations include:

1. **Every Kid in Our Communities** – While this community collaboration focuses on the needs of children and youth within Leeds and Grenville, there is also a strong interest in improving the overall mobility within the community. The past experience gained through their leadership role in the coordinated transportation pilot project will be valuable in any new discussions to improve transportation coordination with the county.
2. **United Counties of Leeds and Grenville and/or Local Municipalities** – Support from the County and each local municipality would allow the partnership to gain access to provincial gas tax funding and expand the resources available to provide community transportation.
3. **Existing Transportation Providers** – There was significant interest from a number of organizations that currently provide transportation services, including Wubs Transit, Kemptville Transportation Services, North Grenville Accessible Transportation and Student Transportation of Eastern Ontario. Each of these should be approached as part of the partnership.
4. **Local Agencies** – There were several local agencies in attendance at the workshop that do not provide transportation but have an interest enhancing mobility for their clients. Opportunities to contribute to the partnership need to be assessed as part of this initial task.

Confirmation of this group would need to take place through a series of working sessions and a commitment to work together documented through a memorandum of understanding. A lead organization would also need to be identified as a next step. Given its previous experience in pursuing a coordinated transportation framework, Every Kid in Our Communities would be a logical choice as a lead agency.

STEP 2 Inventory Existing Transportation Services and Key Stakeholders

The next step in the process is to better understand transportation services that already exist as well as the various stakeholders and their ability to contribute to the transportation solution.

While the United Counties of Leeds and Grenville do not provide a county-wide public transit service, there is a mix of municipal and other transportation services that operate within the community.

The inventory of existing transportation service providers was conducted to identify the extent of service currently being provided within the United Counties of Leeds and Grenville. **Table 17** provides a brief summary of existing services as identified through background research and the online survey conducted as part of this study region assessment. As identified below, there are limited subsidized transportation options within the United Counties of Leeds and Grenville.

It is important to note that the results presented below may be incomplete as not all organizations participated in the online survey. Where survey results were not obtained, a basic description of the service is provided.

Table 17 - Existing Transportation Providers in the United Counties of Leeds and Grenville

Organization	Type
Brockville Transit	Municipal Transit
VIA Rail	Inter-Regional Transit
Coach Canada	
Greyhound	
Canadian Mental Health Association Leeds Grenville	Community Agency
Community and Primary Health Care	
Westport Lions Club	
Kemptville Transportation Services	Private Service Provider
North Grenville Accessible Transportation	
Student Transportation of Eastern Ontario	
Wubs Transit	

Brockville Transit

Brockville Transit provides service throughout the City of Brockville along three fixed routes that serve designated stops. All routes connect at a downtown terminal and provide service to several residential, commercial and employment areas within the City. Service is provided at hourly intervals between 6:45am to 6:15pm on weekdays and between 8:45am to 6:15pm on Saturdays. Service is not provided Sundays and statutory holidays. A six-month pilot project was launched on July 1, 2014 that will see hours of service extended to 11:00pm on weekdays for one of the three bus routes.

The base cash fare for the service is \$2.25, with children under five years of age riding free. Ten-ride passes and unlimited monthly passes are also offered, and provide bulk discounts to users.

The conventional service had an annual ridership of 102,764 passengers, representing a decline of 7.4 percent as compared with 2012.

The City also operates a parallel demand responsive specialized transit service for persons with disabilities in the urban area of Brockville. The specialized service has an annual ridership of 11,498 in 2013, representing a decline of 8.8 percent as compared with 2012.

Funding sources include municipal subsidies (76 percent of costs); passenger fares (21 percent); contributions from senior's facilities (2 percent); and advertising revenue (1 percent).

KEY CHARACTERISTICS

Organization Type: Municipal

Operating Model: Fixed Route

Annual Ridership: 102,764 (conventional, 2013); 11,498 (specialized transit, 2013)

Vehicles Owned: 4 25-passenger accessible buses (conventional) and 2 accessible specialized transit vehicles

Eligibility: Conventional - open to all residents; Specialized transit – open to residents with disabilities

Geographic Focus: City of Brockville

Canadian Mental Health Association Leeds Grenville

The Canadian Mental Health Association Leeds Grenville is a community agency that provides health and other social services to persons affected by mental illnesses. It operates demand responsive transportation services for people with mental health issues within the United Counties of Leeds and Grenville. The services are available to anybody accessing services at any of the partner organizations within the Counties. Their fleet includes two non-accessible vans, one of which is made directly available to partner agencies to use.

KEY CHARACTERISTICS

Organization Type: Agency

Operating Model: Demand Responsive

Annual Ridership: 2,000 (volunteers trips)

Vehicles Owned: 2 non-accessible minivans

Eligibility: Residents of Leeds and Grenville affected by mental health issues who are accessing services in the community

Geographic Focus: Leeds and Grenville

Approximately 2,000 trips are made annually with most services occurring Monday to Friday with the primary volunteer-driven van. The second van is lent out to partner agencies for up to seven hours at a time, if scheduled in advanced. Eligible residents can also use the van to access support services within the community, in addition to social events, recreation, and shopping. Trips can be taken both within Leeds and Grenville and to key inter-regional destinations such as Kingston and Ottawa. Passengers are not required to pay a standard fee for trips, but donations are accepted. The majority of the funding for the transportation services comes from the Local Health Integration Network.

North Grenville Accessible Transportation

North Grenville Accessible Transportation Transit is a specialized taxi-equivalent transit service providing services to North Grenville residents that require accessible transportation. It operates demand responsive transportation that transports passengers with disabilities and their attendants (if required) door-to-door. Their fleet is comprised of two accessible mobility buses.

Approximately 2,500 trips are made annually with most services provided daily between 8:00am and 5:00pm. Services must be pre-booked. Most clients use the service to access urban areas like Ottawa, Brockville, and Smiths Falls from their homes in North Grenville. Because it operates a taxi-like service, fares are variable depending on the trip's origin and destination. However, flat-rate monthly passes are available for \$195. Passenger fares recover about 40 percent of costs, while municipal subsidies cover 20 percent, donations cover 10 percent, and organizations such as the United Way cover the remaining 30 percent.

North Grenville Accessible Transportation has indicated that it would like to partner with other services and community agencies to provide an integrated accessible public transportation system in the community.

KEY CHARACTERISTICS

Organization Type: Agency

Operating Model: Demand Responsive

Annual Ridership: 2,500

Vehicles Owned: 2 accessible mobility buses

Eligibility: Citizens who require accessible transportation

Geographic Focus: Primarily in North Grenville – trips to urban areas (Ottawa, Brockville, etc.) can be coordinated at a fee for service

Kemptville Transportation Services

Kemptville Transportation Services is an organization that provides fixed-route service geared mainly to citizens of the community of Kemptville, located within the Municipality of North Grenville. It is an OC Transpo Rural Partner, and provides commuter service to the Ottawa/Gatineau area via Routes 542 and 543. The routes are primarily geared to commuters, providing peak hour, peak direction service only. The organization owns three vehicles and employs seven part-time bus drivers who transport an annual ridership of approximately 26,000. Funding for the service is provided by the Ontario Ministry of Social Service and OC Transpo. A fare is also charged to passengers to use the service.

KEY CHARACTERISTICS

Organization Type: Agency

Operating Model: Fixed Route, Flex Route, and Demand Responsive

Annual Ridership: 26,000

Vehicles Owned: 3

Eligibility: Anyone

Geographic Focus: Kemptville to Ottawa/Gatineau

Community and Primary Health Care

Community and Primary Health Care is a member agency of the United Way that provides demand-responsive volunteer-driven transportation services in Leeds and Grenville. Residents over the age of 18 who have cognitive or physical impairments and/or illnesses are eligible for the service. Transportation is provided door-to-door and is used to bring clients to medical appointments, shopping, and various social activities. The organization has locations in Brockville, Athens, Gananoque, Prescott, and Westport. Drivers are reimbursed for their mileage, but volunteer their time and vehicles to provide the service. Passengers do not pay any costs.

KEY CHARACTERISTICS

Organization Type: Agency

Operating Model: Demand Responsive / Volunteer Drivers

Annual Ridership: Unknown

Vehicles Owned: Volunteers use own vehicles

Eligibility: Persons with disabilities (seniors only); Persons receiving medical treatment or health services at health facilities

Geographic Focus: Brockville, Athens, Gananoque, Seely's Bay, Landsdowne, and Mallorytown

Student Transportation of Eastern Ontario

Student Transportation of Eastern Ontario (STEO) coordinates the planning and delivery of transportation services for the Catholic District School Board of Eastern Ontario and the Upper Canada District School Board across Eastern Ontario, including the United Counties of Leeds and Grenville. In total, approximately 35,000 students are transported daily using a fleet of approximately 600 school buses and 200 accessible minivans. Delivery of services is contracted to various private school bus providers. STEO also provides driver training, takes requests for charters and employs route planners for each region. Their role is to schedule trips for the contracted services using a scheduling and dispatch software program.

KEY CHARACTERISTICS

Organization Type: Transportation Consortium representing two school boards
Operating Model: Fixed Route and School Bus Service
Annual Ridership: 6 million
Vehicles Owned: Contract service to 200 accessible minivans; 600 school buses
Eligibility: Children
Geographic Focus: Eastern Ontario

Westport Lions Club

The Westport Lions Club provides transportation services to citizens in the community of Westport and neighbouring townships. The organization owns one accessible mobility bus, which provides demand-responsive door-to-door service. The transportation service is operated by a team of approximately 10 volunteers. Eligibility is not restricted to a certain demographic, although most users of the service are elderly patients headed to medical appointments. No set fares are charged, however, passengers are asked to donate whatever they can afford. The service is funded 100 percent by donations.

KEY CHARACTERISTICS

Organization Type: Agency
Operating Model: Demand Responsive
Annual Ridership: Unknown
Vehicles Owned: 1 accessible mobility bus
Eligibility: Anyone
Geographic Focus: Village of Westport; Rideau Township; and Bedford Township

Wubs Transit

Wubs Transit is a private operator that provides a combination of transportation services, including school buses, personalized charters, and accessible transportation. It is a regional transportation service provider that operates throughout the United Counties of Leeds and Grenville, North and South Dundas, and the City of Ottawa. Wubs Transit has a fleet of ten vehicles, comprised of two accessible mobility buses (owned by North Grenville Accessible Transportation), one non-accessible transit bus, and seven school buses. It employs nine part-time drivers.

VIA Rail

VIA Rail provides service to Brockville on its Toronto-Ottawa and Toronto-Montréal routes. The Brockville Train Station provides weekday access to six (6) daily trains to/from Toronto, five (5) daily trains to/from Ottawa, and three (3) daily trains to/from Montréal and intermediate points. Service is slightly reduced weekends.

Gananoque also has VIA Rail service, although it is far more limited than the service to/from Brockville. One daily train in each direction stops in Gananoque, providing service to Toronto and Ottawa.

Coach Canada

Megabus is an intercity bus line operated by Coach Canada on the Toronto-Montréal route. Three daily buses in each direction provide service from Brockville to Toronto, Montréal, Kingston, and Cornwall. Megabus does not have a terminal in Brockville, opting instead to pick up and drop off passengers from the Food Basics supermarket, located near the Highway 401/Stewart Boulevard Interchange.

Greyhound

Greyhound provides limited intercity bus service to Brockville, with a route operating four days a week to Ottawa. Service is provided on Monday, Tuesday, Friday, and Sunday, and operates from Mac's Milk Convenience Store parking lot on Stewart Boulevard in Brockville.

Lanark Transportation Association

Lanark Transportation Association (LTA) provides demand responsive, wheelchair accessible transportation to eligible residents of Lanark County and the Town of Smiths Falls to travel to and from medical appointments and other specialized services. The LTA also provides transportation for non-emergency, non-ambulance, inter-facility medical transfers between long term care facilities and hospitals. Ridership has grown from 1,460 trips in 2003 to 14,260 trips in 2010. LTA is comprised of twelve paid drivers using agency vehicles and four volunteer drivers using personal vehicles. Fees vary based on the client's destination. Rides must be booked one to two weeks in advance. Funding is achieved through fare recovery, grants and the remainder through provincial and federal gas tax.

Key Stakeholders

Having developed an inventory of existing service providers, the next step in the process is to identify other stakeholders that can potentially contribute to the coordinated framework. This can include agencies that refer clients to or provide funding for a transportation service, municipalities that may operate or provide funding for part of the coordinated framework, employers, local service clubs, charities, citizen groups or others that have an interest in improving mobility within the community.

Each stakeholder group that will be involved in the partnership must have the ability to contribute to the coordinated framework, either in terms of funding, resources, or in-kind services. Within United

Counties of Leeds and Grenville, a number of potential stakeholders were identified through the on-line survey. Only stakeholders that have responded to the survey are shown and as a coordination partnership goes through the development process, more participants will need to be identified.

Community Support Organizations

There are many community support organization located in the United Counties of Leeds and Grenville that serve clients who often do not have access to reliable means of transportation. These organizations, identified as stakeholders, share a common interest in increasing accessibility throughout Leeds and Grenville. They include the following:

- Assault Response & Care Centre;
- Brockville Cycling Advisory Committee;
- Canadian Red Cross;
- Child Development Centre;
- Children's Mental Health of Leeds and Grenville/Making Play Possible;
- CSE Consulting;
- Developmental Services of Leeds and Grenville;
- Employment and Education Centre;
- Every Kid in our Communities;
- KEYS Job Centre;
- Leeds and Grenville Immigration Partnership;
- Ontario Disability Support Program;
- The Salvation Army;
- TriCounty Addiction Services;
- United Counties of Leeds and Grenville Social Services;
- United Way Leeds and Grenville;
- Victim Services of Leeds and Grenville; and
- YMCA of Brockville and Area.

Currently, some of the organizations listed above facilitate transportation, through strategies such as travel subsidies, limited door-to-door volunteer-driven service, and coordination and referrals to other transportation providers. A common theme identified in the survey responses was that on their own, these organizations do not have the available resources to effectively arrange transportation over such a geographically large area. Instead, a coordinated network would provide greater reliability and accessibility for the organizations and their clients alike. Many of the people served by these organizations are elderly, lower income, and experiencing physical or mental issues, factors which decrease their mobility and increase their reliance on others for transportation. Creating a better

transportation system throughout the United Counties of Leeds and Grenville would allow these organizations to focus less on the cost and hassle related to logistics, resulting in better service and access to for their clients.

Education

As would be expected, the educational facilities within the United Counties of Leeds and Grenville generally serve younger people, a demographic with reduced independent mobility. The catchment area for these facilities is large, and transportation and accessibility can sometimes be present issues. The following educational institutions responded to the survey as stakeholders:

- Brockville Public Library
- Gananoque Secondary School
- Language Express Preschool Speech-Language Program
- Rideau District High School
- Rideau Lakes Public Library
- TR Leger School

Schools in Leeds and Grenville are served by Student Transportation of Eastern Ontario, which operates a fleet of school buses that transports students between their homes and schools. However, the stakeholders have identified that a lack of coordinated transportation poses problems for students enrolled in co-op placements or other special programs, because no transportation is provided to these outside locations. Furthermore, the libraries do not provide any type of transportation assistance, which makes it difficult for some patrons to access them. Any effort to improve transportation to these stakeholders should form part of a larger, integrated network, serving the population of Leeds and Grenville as a whole.

Healthcare

Healthcare providers and institutions in the United Counties of Leeds and Grenville rely on two primary methods of transportation for their patients. Emergency transportation is provided by the county's ambulance service, while local health units do not have any structured transportation systems. Instead, they rely on a combination of referrals to transportation services, travel assistance/subsidies for patients, and sporadic rides provided by volunteers. The interests and transportation goals of this group of stakeholders is similar to those of the community support organizations. The two healthcare providers that answered the survey are:

- Country Roads Community Health
- Leeds, Grenville and Lanark District Health Unit

Governments and Municipalities

Municipal governments, along with the county government of Leeds and Grenville, have a vested interest in the development of a comprehensive transit strategy and network that serves their citizens. Increasing accessibility throughout the United Counties of Leeds and Grenville would allow municipal and county services to be reached by all segments of the population. Stakeholders that responded to the survey include:

- City of Brockville;
- Municipality of North Grenville;
- Township of Edwardsburgh/Cardinal;
- Township of Augusta;
- Township of Rideau Lakes;
- United Counties of Leeds and Grenville; and
- Village of Merrickville-Wolford.

Some of the municipalities surveyed indicated that they would consider funding an integrated transportation network, while others expressed hesitation. Sharing resources and costs may decrease the funding burden for some municipalities, while others may have to contribute more than they currently do. Comments also indicated that school buses could and should be put to better use during non-peak hours, as they provide significant transportation capacity but sit unused most of the day.

Summary

The on-line questionnaire and follow-up stakeholder workshop revealed a number of existing transportation services in United Counties of Leeds and Grenville and opportunities to improve service. These are assessed in Step 3 below.

STEP 3 Identify Service Demand and Gaps/Implementation Issues and Opportunities

The purpose of Step 3 is to expand on the data gathering completed in Step 2 to determine service demands and gaps as well as implementation issues and opportunities. This will help determine the type of coordination model that should be implemented or whether coordination is a feasible solution. In certain cases, the problem is a resource issue which is better solved through additional funding rather than coordination.

Service Demand and Gaps

A number of gaps in service were identified as part of the consultation process. These were prioritized by the consulting team based on interviews with stakeholders and through the survey results. This should be confirmed by the partnership through a more detailed review of travel patterns and the number of trips not accommodated.

- 1. Capacity Issues:** Previous studies have indicated that limited or unavailable transportation options are an issue that imposes economic, social and medical hardship on many citizens in the United Counties. While there are a number of transportation providers in place, there are many needs that are not being accommodated. Resources are being tied up for long periods of time delivering medical trips outside of the County. These long distance trips can tie up a vehicle for half of the day and often an entire day; limiting the ability to accommodate additional discretionary trips such as trips to access groceries, banking, etc.
- 2. Affordability:** A number of existing transportation providers charge a per km rate for long-distance trips. Given the large geography of Leeds & Grenville, the cost to receive service can be unaffordable for a number of residents, particularly youth and seniors. The issue of affordability was identified as a key mobility gap, particularly residents in rural areas far removed from major urban centres.
- 3. Geographic Availability:** A number of low income residents live in small rural areas throughout the County due to low housing costs. However, these communities don't have all of the necessary services. Residents without a car have difficulty accessing the services they need for everyday living. These areas also have limited transportation options due to the low density nature of land use.
- 4. Ease of Understanding:** There are a number of transportation services available with various eligibility criteria. As a result, a number of residents are unaware of their eligibility and how to access available transportation services or the potential for subsidies through various Ministries or non-governmental organizations.

Implementation Issues and Opportunities

A number of implementation issues and opportunities were also identified as part of the consultation process. These are important to understand as they have a direct influence on the type of coordination model selected. These include:

Implementation Issues

- 1. Previous Unsuccessful Attempt at Coordination:** In 2009, a number of organizations led by Every Kid in Our Communities implemented a pilot program to coordinate transportation within the United Counties. There were two different operating models that were used, including contracting the service to Lanark Transportation Association and using volunteers. While the pilot was successful in improving transportation services, it was ultimately cancelled in 2011 due

to a lack of sustainable funding. While this experience presents an opportunity, it may also be an implementation issue as certain organizations or decision makers may not want to go through the process again. Clear communication must be in place to articulate how lessons learned will be used to ensure the second attempt at coordinated transportation will be successful.

2. **Numerous Potential Transportation Partners and Partner Agencies:** There are a number of transportation providers and agencies that provide or refer residents to transportation services within the region. Approximately 40 agencies formed part of the initial transportation pilot. This can lead to uncertainty of roles and responsibilities, particularly if there is not strong leadership. This will need to be managed by the working group with the objective of keeping things simple at the beginning and clearly communicating roles and responsibilities to each partner.
3. **Dispersed Nature of Travel Demand:** One of the challenges in providing cost effective transportation services in Leeds and Grenville is that travel patterns are very dispersed, which makes it difficult to concentrate services on a corridor, increase vehicle occupancy and operate a fixed corridor route. Residents in North Leeds and Grenville have a strong attraction to Smith Falls and Ottawa. In the southwest, there is a strong attraction to Brockville and Kingston and in the southeast, there is a strong attraction to Brockville and Ottawa. This dispersed nature of travel makes it difficult to operate financial sustainable transportation services.
4. **Resources/Driver Availability:** There are not enough vehicles or drivers to meet the current demand. Some existing services have vehicles that are under-utilized due to limited driver availability. Additional drivers/vehicles are needed in order to meet the current demand; however, funding is also an issue to pay for these additional resources. Volunteer demand responsive services have difficulty recruiting volunteer drivers in certain areas of the County. Private providers have vehicles that are under-utilized.

Opportunities

1. **Past Experience with Coordination:** As mentioned above, Every Kid in Our Community led a coordinated transportation pilot program for over two years. While the pilot was ultimately discontinued due to a lack of sustainable transportation funding, the experience and lessons learned from this initial partnership will be valuable in developing a coordinated transportation framework. There is also a culture of partnerships between many of the agencies that previously participated in the pilot that continues today. Much of the upfront work identified in Steps 1 through 3 is already complete and should require minimal effort to update.
2. **Existing Scheduling Software Program:** Student Transportation of Eastern Ontario has an existing scheduling software program in place and a desire to be part of the solution. The group currently coordinates the planning and delivery of transportation services for school boards across Eastern Ontario, including the United Counties of Leeds and Grenville. In total, approximately 35,000 students are transported daily using a fleet of approximately 600 school buses and 200 accessible minivans. This is done through a scheduling and dispatch software

program that is used to cost effectively deliver services between the different providers. This program and the staff that operate it can be adapted for use by the partnership to deliver a coordinated transportation solution. The opportunity to use this expertise and resource should be assessed.

3. **LHIN Support for Integrated Service Delivery:** The South East LHIN works closely with a number of existing agencies to help improve transportation issues for seniors and persons with disabilities. The advantage of this LHIN is a willingness to partner with municipalities to fund coordinated transportation that not only meets the needs of seniors and persons with disabilities, but also all members of the community. Examples include funding for coordinated transportation projects in Bancroft (Trout) and north-south Frontenac. Since the LHINs focus is still on healthcare, there is a need to ensure the aging at home needs continue to be met with their portion of funding, however, there is a recognition that more can be accomplished by pooling funding into one coordinated system instead of having separate systems in a municipality.
4. **Gas Tax Funding:** None of the municipalities within the two Counties receive provincial gas tax funding. The United Counties could benefit from a significant increase in revenue towards transit services if they were responsible for (directly or through agreement with another transportation provider in the partnership) the delivery of public transit or community transportation services. This revenue could be used to expand services to meet the various gaps in the community.

STEP 4

Assess Different Levels of Coordination

The review of existing transportation services within the United Counties of Leeds & Grenville revealed a desire among several organizations to improve rural transportation. There is a strong culture of working together among the various agencies and past experience with coordinated transportation that the partnership can draw on. There are also numerous transportation providers in place with paid drivers that operate a fleet of vans and buses as well as a pool of volunteers using their own vehicles.

The South East LHIN seems supportive of establishing coordinated transportation frameworks if it improves transportation services for the clients and meets their overall aging at home mandate. Finally, no existing transportation service in the United Counties is benefitting from provincial gas tax funding. There is the opportunity to potentially access this funding when developing a coordination model.

The four coordination models were assessed to determine their applicability within the United Counties of Leeds & Grenville. The lead partner for Models 1 through 3 is not known at this point and would need to be confirmed by the Transportation Coordination Working Group.

Model 1: Centralized Control

This model represents the highest degree of coordination and would involve a lead partner taking over all aspects of transportation on behalf of the partnership. Existing transportation service providers such as the North Grenville Transportation, Westport Lions Club, Kemptville Transportation Services would need to transfer ownership of their vehicles, operating resources and funding earmarked to transportation services to the lead partner.

The benefit of this model is that it provides the highest degree of coordination as the entire fleet would be available and decisions would be made that maximize the efficiency of the trip. This model also allows the various agencies to focus their efforts on the key elements of their mandates which are not transportation related.

Based on the stakeholder consultation completed, no organization was identified as having the resources or desire to take on this primary transportation role.

The County does not own any vehicles and has no experience with transportation operations. There are also too many agencies each with different mandates. There are a number of smaller agencies that operate at a grass roots level and do not appear to be willing to give up control of their operations and lose sight of their specific mandate. Creating a Central Coordination Model would impact these reporting structures and require too many stakeholders at the table.



For these reasons, this model is not recommended.

Model 2: Brokerage – Central Coordination

In this model, a lead organization is responsible for the planning, scheduling and dispatch of transportation services. Delivery of trips continues to be completed by each of the partner organizations.

The benefit of this model for Leeds and Grenville is that it follows a similar structure as the 2009 pilot project led by Every Kid in Our Communities. While the pilot was cancelled, the reason was due to a lack of sustainable funding and not due to the overall structure of the partnership. There are a number of transportation providers and stakeholders in Leeds and Grenville, and each have a strong desire to maintain a grass roots approach to transportation service delivery.



This model allows this to occur.

The model also maximizes the potential for coordination without requiring the County or the lead partner to get into the business of vehicle purchases and hiring drivers. The role of the lead partner, instead, would be as a coordinating body for all trips. It also allows various different mandates to be retained. This is a role that was completed by Every Kid in Our Communities in the past. The model also allows the partnership to better utilize some of the existing resources in place within the community, such as the Student Transportation of Eastern Ontario's existing scheduling and dispatch software program to coordinate trips.

For these reasons, it is recommended that this model be carried over by the coordination working group for further review.

Model 3: Brokerage – Confirmation-Based Coordination

This model is similar to Model 2. The big difference is that in this model the lead partner must confirm the booking of any coordinated trips with the partner agency providing the service before it is confirmed. The advantages and disadvantages are similar to the Model 2. The difference is the extra step required to book a trip and that the opportunity for coordination is less than in the Brokerage –Central Coordination Model.

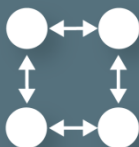
This may be an appropriate model to explore for Leeds and Grenville, particularly as trust is built during the partnership. For these reasons, it is recommended that this model be carried over for further review.

Model 3: Brokerage - Confirmation Based



Model 4: Voluntary Cooperation

Model 4: Voluntary Cooperation Model



Partner organizations work together to improve policies and processes and potentially provide a central transportation information service. Each partner continues to operate independently.

This model is the first step toward greater coordination and is already occurring in Leeds and Grenville. A number of agencies are already coordinating and sharing best practices. As part of the previous transportation pilot program, a 1-800 number was set up to act as a resource for residents to determine transportation options available to them. This was successful in informing residents about how and where to access transportation services, but it does not increase the availability of transportation services as much as Models 2 and 3 would.

The other disadvantage of this model is that there is a small role for Leeds and Grenville or any of the local municipalities. The main advantage of having the County as the lead is the potential to access provincial gas tax funds. This will only occur if the County is responsible for the partnership.

Adopting this model would not lead to a noticeable improvement in efficiencies and level of service to customers. For this reason, this model is not recommended.

STEP 5

Identify the Building Blocks of the Preferred Coordination Models

In Step 4, two of the four coordination models were considered for further review: Model 2: Brokerage Model - Central Coordination and Model 3: Brokerage Model – Confirmation-Based Coordination.

With these models in mind, each of the building blocks that make up a coordinated transportation framework will need to be assessed by the partnership working group. This includes service delivery, scheduling and dispatch, vehicle maintenance, etc. The application of each of these building blocks to the preferred Leeds and Grenville model is documented below.

Service Planning

Under both models, the lead partner would be responsible for service planning. The lead role for this function would need to be taken on by a member of the partnership that has some expertise in this role and the ability to see the broader picture. The partnership may also choose to bring in outside 'objective' expertise to assist (particularly during the start-up).

Key activities that would form part of this function include:

5. Working with some of the existing fixed route transportation providers (e.g. Wubs Transportations) to establish scheduled fixed route services between urban centres within and adjacent to the County.
6. Establishing a coordination plan that would use the various demand responsive services as feeders for the scheduled fixed routes.
7. Working with Brockville Transit to establish potential for service integration between the Leeds and Grenville transportation services and Brockville Transit services. Similar agreements as made with OC Transpo for its Rural Transportation Services should be explored.
8. Working with Lanark Transportation Association to establish potential integration with this service provider for the northern municipalities.

Coordinated service planning is required under the Brokerage - Central Coordination Model and optional under the Brokerage – Confirmation-Based Model, however, it is still recommended.

The function is fairly easy to implement with the assistance of outside expertise or experience within the partnership. Step 6 below provides some preliminary recommendations of options that the partnership group should begin to explore.

Improving connectivity between the different types of services identified above will also increase the effectiveness and efficiency of all services and provide additional capacity to meet the needs of more residents. There may be an initial cost to hire outside expertise to develop a service plan.

Customer Service / Intake Process / Scheduling and Dispatch

These three functions are assessed together because they all involve the partnership setting up a central office that will be the main interface point for customers requesting trips or getting information about the service.

This would be the responsibility of the lead partner. In choosing a lead partner, it is important to have someone with experience in coordinating or operating transportation services. Student Transportation Services of Eastern Ontario currently employs a number of Route Planners that schedule service using a scheduling and dispatch software program. This includes service for both conventional school buses and accessible buses for students with disabilities. The potential to capitalize on this resource should be explored by the partnership. It would likely involve hiring new customer service staff and training them on the use of the scheduling software package. By cross training all staff, back-up would also be available, particularly when staff are sick or on vacation. A central phone number would need to be established that is separate from the Student Transportation Services of Eastern Ontario number to avoid any brand confusion from residents.

There are currently over 40,000 rural transportation trips being delivered annually in Leeds and Grenville, not including Brockville Transit and school bus trips. The majority of trips are focused in North Grenville for either workers destined to Ottawa or seniors and persons with disabilities for medical trips. Demand for trips is likely two times greater than what is being supplied today and some markets are not served at all.

At this level of annual ridership a centralized scheduling software program would be beneficial to enhance the number of shared trips. The use of this software can increase the efficiency of service delivered by as much as 15 percent.

The scheduling program would also be useful for coordinating trips between demand responsive services and any new scheduled fixed route corridor service that may be implemented. This helps minimize resource requirements for long-distance trips within the United Counties. The partnership would need to assess the cost, benefit and its contribution towards the scheduling software program licensing fee currently paid for by Student Transportation Services of Eastern Ontario before going down this route.

Centralized customer service is a logical extension of the centralized reservation/dispatch office. Initial calls regarding passenger inquiries, complaints or compliments should be handled by the central office, and potentially redirected to one of the partner agencies, depending on the extent of the issue.

For the intake process, this will require more investigation between the partners involved in the coordinated framework. The Student Transportation Services of Eastern Ontario may not be the most appropriate partner organization to take on this function since most intake requirements are geared towards seniors and persons with disabilities. At this point, it is recommended that client intake still be conducted by each partner agency. However, information about all transportation programs should be made available on the central website and to customer service staff to inform residents about the options available to them. If calls are received regarding client registration at the central reservation/dispatch office, they could be directed to the right agency partner by asking two to three clarifying questions to determine potential eligibility.

Given the volume of calls that currently take place, it is recommended that the central dispatch office be staffed with 3-4 reservationists / dispatchers and customer service staff (Transportation Coordinators). Under the Brokerage Model, some of the existing transportation coordinators could be trained to perform these roles. This would lead to a reduction in the number of existing staff required to perform this function. Under the Confirmation Based Brokerage Model (Model 3), there is less of a savings in staff time since each partner agency providing service would likely be involved in transportation coordination.

Marketing / Awareness

It is recommended that a central brand be developed for the partnership. Based on initial review, there is already a strong awareness of transportation services in certain parts of the region such as Westport and North Grenville. However, if the partnership is going to address some of the needs in other parts of the county, particularly for youth and adults, a central brand and awareness campaign should be developed.

To maintain a local connection, the support provided by each partner in the organization should be identified in marketing and communications material. This is especially important in the initial stages of the partnership.

Some initial funding would need to be put in place to develop a brand and communication strategy. Outside marketing and branding expertise may be sought.

Eligibility Criteria

The partnership will need to review the eligibility criteria of all participating agencies. Where the eligibility criteria are similar, efforts should be made to standardize. This increases the ability to coordinate trips between different partners in the network.

Policies and Procedures / Passenger Fares

The policies and procedures of each of the partners will need to be reviewed once they have confirmed their participation in the partnership.

The ability to standardize passenger fares and kilometre rates will also help enhance the ease in which coordination takes place.

Vehicle Purchase, Vehicle Maintenance, Driver Training

Based on the initial review, there are approximately seven accessible buses, seven school buses and two to three vans available to provide service throughout the County. This does not include service provided by Brockville Transit which owns another seven accessible vehicles. Currently, there is no consistency in the type of vehicle. Private carriers and school bus operators that would be contracted to operate fixed route services own and maintain their own vehicles.

Unless there is a significant expansion in the number of vehicles, there is no real benefit to coordinating vehicle purchases. However, vehicle specifications should be reviewed and agreed to by the partnership to ensure all future vehicles are consistent in their ability to accommodate passengers with mobility devices.

There is some value in developing a standard driver training program that could be used for paid drivers and volunteers. The Student Transportation Services of Eastern Ontario already has a driver training program in place for school bus drivers and this may be a good place to start. This would ensure that all drivers have the same safety and customer service training.

Volunteer Recruitment and Training

At the initial stages of the partnership, coordination of volunteer recruitment may be a challenge, particularly if the partnership brand is no longer associated with a local agency. This function should be addressed in later years of the partnership.

STEP 6 Select a Preferred Coordination Model

Within Leeds and Grenville, it is recommended that either Brokerage Model (Central Coordination or Confirmation Based) be explored. The partnership would be between the County, participating local municipalities, existing transportation providers, social service agencies that refer clients to transportation services, the Student Transportation Services of Eastern Ontario and employers. Every Kid in Our Communities should be a key player in the partnership given its past experience with the

transportation pilot project. Private sector bus and school bus operators would be used to enhance corridor or fixed route service, but would not form part of the partnership.

To be successful, it is recommended that Every Kid in Our Communities work with the County to act as a coordinating body for the partnership group. In this role, the County would rely on the expertise of the group in service planning and delivery, but would be accountable to the service. With some funding contribution, it would allow the County to approach the province to receive provincial gas tax funding. This funding must flow through a municipality.

A lead partner would also need to be selected to schedule and dispatch trips, handle customer service requests and monitor the service. This may be the Student Transportation Services of Eastern Ontario given their existing experience and access to a robust scheduling and dispatch software program. Other partner agencies would contribute through funding, in-kind use of vehicles, resources and/or expertise. The lead partner would not take ownership of any of the vehicles.

Given the service needs and gaps identified in Step 4, it is recommended that two working groups be formed to address immediate coordination opportunities as well as the need for improved services for students and employees seeking to access major employers in the County.

Based on the above review, the following opportunities should be explored by each of these working groups to improve transportation services in Leeds and Grenville:

Coordination Opportunities

Within the coordinated framework, one working group of existing service providers could be set up to assess the opportunity to improve the demand responsive services already in place. This working group would work from the bottom-up to build on existing coordination and keep the momentum going. There are some additional aspects of coordination that could be easily implemented within these existing services. These include:

1. **Pursue Sustainable Funding to Grow:** One of the first tasks of the group is to identify additional funding sources to be able to expand transportation services. A lack of sustainable funding was one of the key reasons for the cancellation of the previous transportation pilot and access to sustainable funding is imperative to accommodate some up-front coordination costs and improve overall services within the framework.

It is recommended that the group approach the County and/or any of the local municipalities to discuss the potential to access provincial gas tax funding. To receive gas tax funding, the County or one of the local municipalities would need to formally support and contribute financially to public transportation services. The amount contributed would in part influence how much they

receive (see **Chapter 5**). The funds received would flow through the lead municipality and be directed at expanding existing services.

In addition to gas tax funding, other sources of funding should be sought. A small transportation levy per household and business (e.g. \$10 to \$15 annually) would significantly increase the level of investment to expand transportation services. This has been successfully done in other municipalities, including the County of North Hastings to support the TROUT service.

The South East LHIN should also be approached to ensure that funding provided to existing service providers is not jeopardized if it begins to accept other types of riders (e.g. adults and youth) as part of the coordinated partnership. The South East LHIN has shown a previous willingness to develop coordinated transportation strategy where the mandate moves beyond seniors and persons with disabilities, so long as clear metrics are established to ensure that the portion of funding provided by the LHIN continues to serve their mandate.

2. **Assess the use of a Centralized Scheduling Software:** Investigate the use of the existing scheduling software program owned by the Student Transportation Services of Eastern Ontario. The purpose of a scheduling software program can be fairly expensive and requires significant hours of set-up and training. Based on initial discussions, the Student Transportation Services of Eastern Ontario has a willingness to explore a potential partnership to improve transportation services within Leeds and Grenville. The organization has the staff with the expertise to use the software and has already paid the fee to purchase the software. The working group would need to determine the cost of setting up and using the software, including initial set-up fees, annual licensing fees and annual salary for transportation coordinators. If this arrangement is not favourable, the partnership should also explore purchasing a stand-alone scheduling software program.
3. **Partnership with Adjacent Transit Providers:** It is also recommended that a partnership with Brockville Transit and Lanark Transportation Association be investigated. This would allow for seamless passenger transfers and potentially service schedule coordination. This would include coordination of any fixed route corridor services with Brockville Transit to ensure seamless transfers and fare integration. The ability to coordinate with Lanark Transportation Association for trips in North Leeds and Grenville should also be explored, particularly with cross boundary trips.

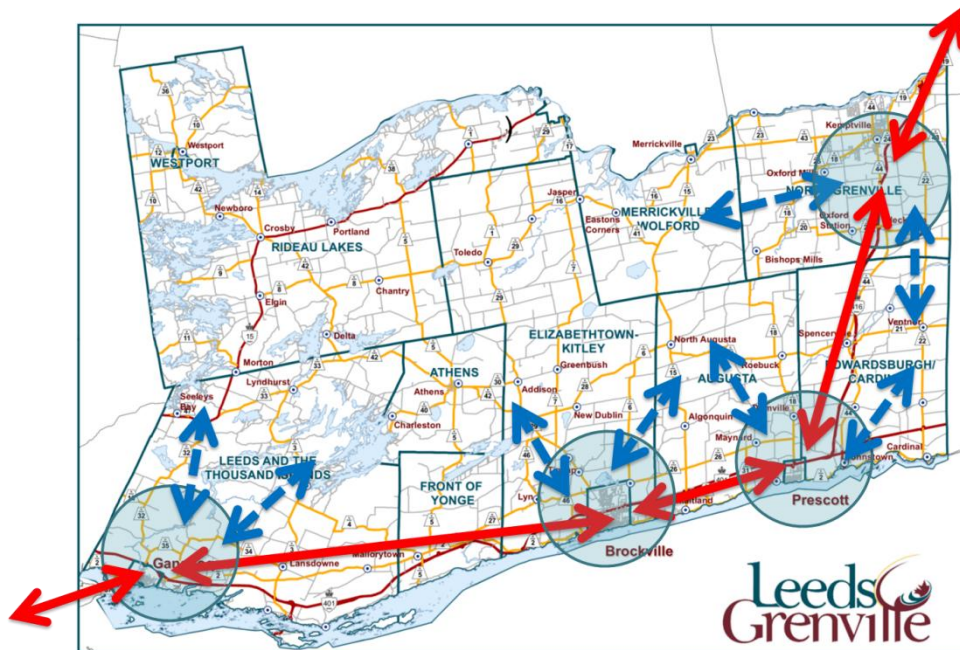
Potential New Services

A second working group should be created to assess new funding opportunities, the feasibility of developing more cost effective fixed route service to the major urban centres as well as purpose specific shuttle services for residents looking to access various services throughout the county. This group would take a top-down approach to service planning with a goal of improving transportation services for

seniors, youth and adults looking to access employment areas. Some potential improvements for this group to explore include:

1. **Implement Corridor Services:** Explore the opportunity to develop a fixed route service between major urban centres within and outside of Leeds and Grenville. Based on an initial review of population centres and major travel demands, the major transportation demand appears to be along the Highway 401 and 412 corridor connecting Kingston, Gananoque, Brockville, Prescott, Kemptville and Ottawa. This is illustrated in **Figure 11** below.

Figure 11 - Potential Corridor Service in Leeds and Grenville



Successful corridor services already exist between North Grenville (Kemptville) and Ottawa with fare integration between the rural service and OC Transpo. The objective would be to identify the potential to expand on this service to the other major destinations within Leeds and Grenville.

The distance between Gananoque and Brockville is approximately 50 km and the distance between Brockville and Kemptville is approximately 60 km. If a community agency charged a

rate of \$0.45 cents per kilometre for demand responsive volunteer service, the cost of a one-way trip would be \$22.5 and \$27.0 respectively.¹⁷

Under a fixed route service, the travel time between Gananoque and Kemptville with 4-5 stops in urban centres is between approximately 60 to 90 minutes. If an hourly operating rate of \$70.00 were charged to provide the service and a passenger fare of \$10.00 to \$15.00 were charged (depending on the length of the trip completed), the service would require 5 to 10 passengers per hour to break even (depending on the passenger fares, travel time and the destinations of each passenger).

The role of the working group would be to assess the potential travel demand along this corridor, establish a service schedule based on peak travel demand and establish a passenger fare.

For the corridor service to be successful, a coordination strategy with various demand responsive service and local fixed route services (e.g. Brockville Transit and North Grenville Accessible Transportation) would need to be developed to feed into the corridor service. Where there is an existing fixed route service in place such as Brockville, a designated transfer point would be established to feed into the corridor service. In communities with no existing local transit services (e.g. Front of Yonge), a demand responsive service would take a resident to the closest and most convenient transfer point on the corridor service to complete their trip. Key transfer points along the corridor could include Gananoque, Lansdowne, Brockville, Prescott, Spencerville and Kemptville. In some of these smaller communities (e.g. Prescott), the corridor service could provide a flex route pick-up and drop-off service for passengers that reserve the trip at least 24 hours in advance. For larger communities, demand responsive services, local transit or taxis would be used to complete the passenger trip.

Passenger profiles would need to be reviewed, particularly for frail seniors and persons with disabilities to identify who could safely use the corridor service. Some travel training for this market group would need to be applied.

The schedule for the corridor service could change based on demand. Where there is insufficient demand, the trip could still be accommodated using a demand responsive or volunteer service.

¹⁷ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

2. **Charter Services:** Opportunities to partner with various retailers, adult day centres, or other programs should also be explored by the working group. A well-advertised program that provides a bus service to major destinations on certain days of the week could be explored. For example, a Tuesday grocery store run in Rideau Lakes or a Wednesday shopping run to the 1000 Islands Mall or a monthly run sponsored by a local dentist could be established. This is a very effective transportation demand management tool to group passenger trips headed to the same destination. It also frees up existing demand responsive services to perform other priority medical trips where it is difficult to group passengers together.

For this strategy to be successful, the working group would need to work collaboratively to identify travel patterns and potential needs within the community. The focus should be on discretionary trips that people are not restricted to by an appointment. This allows residents to adjust their schedules and travel on a set date and time. A reduced passenger fare could be charged for these runs as multiple passengers traveling in the same vehicle would increase the cost effectiveness of the service. The opportunity to receive sponsorship from retailers or services that the charter is focused on should also be sought.¹⁸

3. **Use of Taxis:** The working group should explore the number of local trips conducted within some of the larger urban areas such as Kemptville and explore the potential to have the service delivered by the taxi industry. There may be the ability to negotiate a preferred flat rate for in-town trips based on the volume of trips that are anticipated. For eligible passengers, they would pay a flat fee and the partnership would subsidize the remaining part of the fare. This approach is successfully used in Stratford, where eligible passengers pay a flat fare of \$5.50 and the Community Care Agency pays the difference between the passenger fare and the preferred taxi rate fare of \$7.00. In this situation, the use of taxis is more cost effective than providing the service using agency owned vehicles and it allows those vehicles to be better utilized for long-distance trips.

Next Steps

For the coordination model to be successful, leadership is required. It is suggested that a working group be formed to further develop immediate opportunities (within their span of control) in the areas outlined above.

¹⁸ Potential fare parity issues under the AODA legislation should be reviewed before proceeding with this option.

It is recognized that there are gaps and travel markets not being addressed by the existing services and that the expansion of the fixed route service may provide a strong core service to address these deficiencies. This expansion may require new funding (e.g. gas tax support) and new partnerships (e.g. scheduling software program). Hence a planning-oriented working group should be formed to assess and address these opportunities and challenges.



COMMITTEE REPORT

AD-14-08

To: Chair and Members of the Social Services Committee
From: Eddie Alton, Social Services Administrator
Ken DeHart, County Treasurer
Date: Wednesday, September 10, 2014
Subject: **Update on Capital Funding Request from Wyndham Hill Co-operative Homes Inc.**

Background:

In November of 2013, Committee and Council approved a funding request from Wyndham Hill to complete Step 1 of a 3 Step process for remediation of mould in the units estimated at approximately \$300,000 and that Wyndham Hill would be responsible for the consultant fees. The report also indicated that if additional funding was to be required for the other steps of the process that this would have to be brought back to Committee for approval.

Report:

On June 16, 2014, the County received a funding request from Wyndham Hill Co-operative Homes Inc. indicating that they had hired a consultant to complete Step 2 of the project, which was to review the property, buildings, basements, etc. to determine where the leakage exists that could be the cause of the mould presence. The report is available for review, and includes findings and recommendations to eliminate the problems associated with the mould issue. The estimated cost is \$379,115 and the estimated consultant fees are an additional \$36,838 and Wyndham Hill is requesting a grant or a loan for this amount.

Wyndham Hill does not have sufficient reserves to meet this obligation and ensure that they can still address other needs of the co-op over the next five years. In addition, there is a need to start this project as quickly as possible in order to complete this three month project prior to winter. Staff have met with Wyndham Hill representatives and are recommending that the County loan the funds to them for the completion of this Phase. In order for Wyndham Hill to commence this work in 2014, approval for this project was required and given in August of 2014, subject to the terms and conditions outlined below.

Recommendation:

That subject to the County obtaining consents of the Ministry and/or prior mortgagees as may be required by the Lease and applicable legislation, the County has approved funding of up to \$400,000 for the contracting costs relating to the remediation of the mould in the units at the project under the following conditions:

That the tender issued for Phase 2 not be awarded without the Social Services Administrator approval;

That the funding be considered a loan to be secured by a collateral mortgage secondary to existing mortgages and fully repayable if Wyndham Hill sells the project or no longer provides affordable housing;

That interest charges on the loan and repayment begins when the Service Manager determines that the housing provider has the financial capacity to pay or upon the end of the mortgage/operating agreement within such period at the discretion of the CMSM. During the repayment period agreed to by the CMSM, Wyndham Hill will be required to continue to provide affordable housing;

That interest rates and repayment terms will be determined in consultation with the Social Services Administrator and County Treasurer;

That Wyndham Hill will be required to sign such security agreements as may be determined necessary by the County Solicitor;

That the Service Manager will provide the payment of \$400,000 using projected operational savings in 2014 and funding from the Housing Emergency Capital Reserve (if necessary) and will reconcile the amounts based on actual expenditures and invoices as required to be submitted by Wyndham Hill Co-operative Homes, Inc.

Respectfully submitted,

Eddie Alton

Eddie Alton
Social Services Administrator

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish extending to the right.

Ken DeHart, CPA, CGA
County Treasurer



The Corporation of the County of Wellington Information, Heritage and Seniors Committee Minutes

September 10, 2014
Palmerston Library
4:30 pm Museum and Seniors
6:00 pm Library

Present: Warden Chris White
Councillor Mark MacKenzie (Chair)
Councillor Jean Innes
Councillor Gordon Tosh
Jennifer Dixon
Walter Trachsel

Also Present: Councillor George Bridge
Lloyd Grinham, Principal Architect, L. Grinham Architects
Michael Trussell, Architect, L. Grinham Architects

Regrets: Councillor Lou Maieron
Brad Whitcombe

Staff: Peter Barnes, Wellington Terrace Administrator
Mark Bolzon, Manager Purchasing and Risk Management
Kim Courts, Deputy Clerk
Ken DeHart, County Treasurer
Chanda Gilpin, Assistant Chief Librarian
Janice Hindley, Wellington Place Administrator
Laura Holtom, Assistant Administrator Wellington Terrace
Murray McCabe, Chief Librarian
Kevin Mulholland, Property and Construction Manager
Scott Wilson, CAO

1. Call to Order

At 4:50 pm, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Museum and Archives

3.1. Museum and Archives Financial Statements as of August 31, 2014

1/6/14

Moved by: Councillor Tosh

Seconded by: Councillor Innes

That the Financial Statements as of August 31, 2014 for the County Museum and Archives be approved.

Carried

3.2. Wellington Place Development Update

2/6/14

Moved by: Councillor Innes

Seconded by: Councillor Tosh

That the Administrator's update on Wellington Place Development be received and forwarded to County Council for approval.

Carried

3.3. WCMA Summer 2014 Activity Highlights

3/6/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Administrator's report on the WCMA summer 2014 highlights be received for information and forwarded to County Council for adoption.

Carried

3.4. WCMA Fall and Winter 2014 Highlights

4/6/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Administrator's report highlighting the 2014 fall/winter activities at the WCMA be received and forwarded to County Council for adoption.

Carried

3.5. Circa Newsletter - September 2014

5/6/14

Moved by: Warden White

Seconded by: Councillor Innes

That the September 2014 Circa Newsletter be received for information.

Carried

4. Seniors

4.1. Wellington Terrace Financial Statements as of August 31, 2014

6/6/14

Moved by: Warden White

Seconded by: Councillor Tosh

That the Financial Statements as of August 31, 2014 for the Wellington Terrace be received for information.

Carried

4.2. Staff Influenza Immunization Rate Report

7/6/14

Moved by: Councillor Innes

Seconded by: Councillor Tosh

That the Staff Influenza Immunization Rate Report be received for information.

Carried

4.3. Quality Report

8/6/14

Moved by: Councillor Tosh

Seconded by: Councillor Innes

That the Quality Report for the Wellington Terrace be received for information.

Carried

4.4. Resident Quality Inspection Report

9/6/14

Moved by: Warden White

Seconded by: Councillor Innes

That the Resident Quality Inspection Report be received for information.

Carried

5. **Recess**

At 5:30 pm the Committee recessed until 6:00 pm.

6. **Library**

6.1. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

6.2. Fergus Library Renovation - Project Status Report #9

10/6/14

Moved by: Warden White

Seconded by: Walter Trachsel

That the Fergus Library Project Status Report #9 be received for information.

Carried

6.3. Library Financial Statements as of August 31, 2014

11/6/14

Moved by: Councillor Innes

Seconded by: Warden White

That the Financial Statements as of August 31, 2014 for the County Library Service be approved.

Carried

6.4. Palmerston Library – Construction Management / General Contractor Award

12/6/14

Moved by: Walter Trachsel

Seconded by: Jennifer Dixon

That the construction management contract for the renovations to the Palmerston Carnegie Library be awarded to Collaborative Structures Limited (CSL) of Cambridge, at their quoted fee of \$361,220.00, excluding HST @ 13% and as outlined in the proposal documents CW2014-038; and

That the Warden and Clerk be authorized to sign the necessary agreements; and

That staff be authorized to negotiate with Collaborative Structures Limited (CSL) to finalize construction costs and to bring forward a recommendation to County Council in early 2015.

Carried

6.5. Palmerston Library Community Engagement Report (For information)

13/6/14

Moved by: Warden White

Seconded by: Walter Trachsel

That the Palmerston Library Design Committee provide L. Grinham Architects with direction for options that will provide priority library use space as well as preserve heritage features where possible; and

That a report be provided at the October Committee meeting.

Carried

At 7:10 pm, the Warden assumed the position of Chair.

6.6. Chief Librarian's Report

14/6/14

Moved by: Walter Trachsel

Seconded by: Councillor Tosh

That the Chief Librarian's report for June through August 2014 be received for information.

Carried

6.7. Summer Reading Club Report

15/6/14

Moved by: Councillor Innes

Seconded by: Walter Trachsel

That the Summer Reading Club Report be received for information.

Carried

6.8. Library Use Statistics

16/6/14

Moved by: Jennifer Dixon

Seconded by: Walter Trachsel

That the Library Use Statistics for June, July and August 2014 be received for information.

Carried

6.9. Items for Information

6.9.1. Quill and Quire Article: Building Stories

17/6/14

Moved by: Councillor Innes

Seconded by: Councillor Tosh

That the Quill and Quire Article be received for information.

Carried

6.9.2. The Next Chapter Newsletter - September 2014

18/6/14

Moved by: Councillor Innes

Seconded by: Warden White

That the Next Chapter, September 2014 edition of the Library Newsletter be received for information.

Carried

6.9.3. Ottawa Public Library - eBook Advocacy Campaign

19/6/14

Moved by: Councillor Innes

Seconded by: Warden White

That the correspondence from the Ottawa Public Library regarding the eBook Advocacy Campaign be received for information.

Carried

7. Adjournment

At 7:30 pm, the Chair adjourned the meeting until October 8, 2014 or call of the Chair.

Chris White
Acting Chair
Information, Heritage and Seniors Committee



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Information, Heritage and Seniors Committee
From: Janice Hindley, Administrator, Wellington Place, Museum and Archives
Date: Wednesday, September 10, 2014
Subject: **Wellington Place Development update**

Background:

Since our ground-breaking ceremony on June 17th, 2014 there has been one preconstruction meeting and three site meetings on the Wellington Place infrastructure project. Please find attached the latest Progress Report from the meeting held on August 19th, 2014. A paper copy of the schedule will be provided to you at the Committee meeting. Construction is expected to be complete by the first week of November 2014. There is a site trailer located near the Colborne Street entrance to Wellington Place, and there are roughly three crews working on different locations on the site: the Beatty Street entrance, the roundabout and new road, and at the storm water management ponds.

The Wellington Place Concept Plan is now available electronically on the Museum's webpage as well as information about the infrastructure project. So far, we have had very few questions or concerns regarding the construction project from the public. The Elora Cataract Trailway association members have been kept informed throughout the process, as well as County employees and tenants located here at Wellington Place. Access to Wellington Place via Colborne Street will remain closed until the completion of the project. Access to both the Terrace and Public Health parking lots will remain open.

Centre Wellington Hydro has submitted its case to the Ontario Energy Board for a service area amendment in order to become the service provider for the new hospital and the County's undeveloped lands at Wellington Place. We are still awaiting a decision from the OEB and are hopeful that CW Hydro will be successful. The OEB and the service area amendment decision are not impacting the schedule of the infrastructure project.

The next site meeting is scheduled for Tuesday, September 9th at 2pm. at the site trailer at Wellington Place.

Recommendation:

That the Administrator's update on Wellington Place Development be received and forwarded to County Council for approval.

Respectfully submitted,

A handwritten signature in dark ink, appearing to be 'J. Hindley'.

Janice Hindley, Administrator, Wellington Place, Museum and Archives

PROGRESS REPORT NO. 3

PROJECT: WELLINGTON PLACE SERVICING

DATE: August 19, 2014

Beatty Line/Street "B"

- Sanitary sewer completed.
- Watermain mainline will be completed today. Future stubs and fire hydrants remaining.

Street "A"

- Installed storm sewer and structures for future Street "D" at north/west leg.
- Installed 300 mm diameter tapping sleeve and valve for future Street "D".
- Installed and tested 300 mm diameter watermain for future Street "D".
- Installed Headwall at Street "D" (trail).
- Installed storm mainline sewer from trail to Structure 29. Including Catchbasins and Catchbasin leads

Stormwater Management Pond

- Installing pond liner
- Rock excavation completed at pond (6 days)
- Installed Hickenbottom and Ditch Inlet
- Top dressing swale

Note:

CMT on site daily for compaction of earth excavation and backfilling. To date no issues.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Information, Heritage and Seniors Committee
From: Janice Hindley, Administrator, Wellington Place, Museum and Archives
Date: Wednesday, September 10, 2014
Subject: **WCMA summer 2014 highlights**

Background:

Please find below some of the highlights from our exhibits, events and programmes that were held at the WCMA during the summer months of 2014.

Exhibits

- 35th anniversary celebration of the Insights Juried Art Show was held in June. This is a long standing partnership between the Elora Arts Council's Insights Committee and the Museum and Archives. Another excellent show with an opening reception attended by over 300 people.
- Two very different quilters/fibre artists were exhibited and have attracted hundreds of visitors to see their work. The Quilts of Renske Helmuth from the Drayton area, a traditional quilter, and "Breaking Free: the Fibre Art of Lyn Barrett-Cowan" from Fergus who breaks and bends all of the traditional quilting rules with her amazing pieces.

Room Rentals and Explorer's Pass

- Our facilities continue to be popular locations for weddings, parties, and meetings. For the months of June and August (July was not available for room rentals due to the adult art classes) there were a total of 25 bookings. 5 out of the 9 weekends were booked with weddings; there were 2 celebration bookings (a bridal shower and a birthday party); 12 business meetings/bookings; and 6 community group type bookings. The Mayor of Centre Wellington held her "Tea in the Garden" in our Victorian Garden, and the Elora Centre for the Arts booked our space for their visioning/restructuring meetings with the community.
- There is a wedding booked every weekend for the month of September 2014 alone.
- We are now one of the 20 heritage destinations participating in the new Explorer's Pass for the Regional Tourism 4 area. The Pass encourages visitors to explore the museums/attractions within the RTO4 area (Wellington, Waterloo, Perth, Huron) by offering incentives and package prices. Tickets/passes are purchased online.

Events and Programmes

- Antique and Vintage Car show in August was a huge success with great weather, over 900 people in attendance and Elvis entertained the crowd!
- Adult art classes were held every week during the month of July – 79 people attended the week long art classes and 47 attended our weekend classes. We offered weekend art classes for the first time this year for those that couldn't commit to a week long course. Classes take place in the Barn, the Nicholas Keith room and the Aboyne Hall. All of the classes were filled, and below are some of the comments received on the evaluation forms:

"I have been attending these summer workshops for some time now and found them challenging and very helpful with good/excellent instructors."

"Really enjoyed the new venue for the workshops...clean, cool and up to date facility. Coffee and treats a lovely touch. Bonus! Being able to view the art exhibits was quite timely as well, links well with the workshops. We are lucky to have this "gem" in the Elora/Fergus area."

"This is a peaceful location. Feel relaxed by the surroundings and the drive to the museum. Also close to nice little restaurants. We went to lunch as a group one day. The room we were in had a lot of natural light which is great!"

- Concerts in the Barn and the Garden drew over 200 people who listened to a variety of music from the Grand River Brass to the Moore Brothers cover band from Drayton. These concerts are held every Thursday evening in August, and have become wonderful, small events held in an intimate setting. The Barn is extremely popular with musicians and audiences alike so we will be moving all of the concerts into the Barn for 2015.
- Summer Pleasures family activities were held every Wednesday in July and August outdoors or in the Barn. Over 600 people participated in a variety of activities from papermaking, candymaking to a Red Cross tea party!
- Outreach programmes throughout the County continue to be an excellent way to take the Museum on the road and reach new audiences. From June through August, staff delivered a total of 12 programmes to 229 people!

Recommendation:

That the Administrator's report on the WCMA summer 2014 highlights be received for information and forwarded to County Council for adoption.

Respectfully submitted,



Janice Hindley, Administrator, Wellington Place, Museum and Archives



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Information, Heritage and Seniors Committee
From: Janice Hindley, Administrator, Wellington Place, Museum and Archives
Date: Wednesday, September 10, 2014
Subject: **WCMA fall and winter 2014 highlights**

Background:

This report highlights the Exhibits and Events planned for September through December 2014 at the Museum and Archives.

Exhibits

- Death and the County Soldier 1914-1918 in Exhibit Hall, September 20th, 2014 to March 29th, 2015. In honour of the 100th anniversary of the First World War, staff have created a new, significant, large scale exhibit that pays tribute to the men, women and families from Wellington County who suffered unimaginable loss in battle and on the homefront.
- Wellington County Collects – our latest collector in this community exhibit series showcases over 100 items celebrating Marilyn Monroe from the private collection of Melinda Mason. Exhibit opens September 12th, 2014 with a showing of the film “Gentlemen Prefer Blondes.”
- Remembrance Week Ceremony and Outdoor Exhibit. Last November 5th, we unveiled our Remembrance Exhibit on the front lawn of the Museum with a ceremony that included members from all of the Legions across the County. Since then, we have been meeting and working with Legion representatives to present the Exhibit again this year. Last year, the front lawn was marked with crosses from those that died in the First World War. This year, crosses will be added for those from Wellington that died in WWII, Korea, and Afghanistan. The timing of the Ceremony on November 5th is meant to coincide with the official launch of Remembrance Week in Canada. It is not a Remembrance Day service. Last year, the public’s response to the front lawn display was tremendous, and we expect a similar response again this year with even more crosses creating such a strong visual impact.

1877 Barn

- Staff continue to prepare the lower level of the Barn to open to the public in the spring of 2015. Cleaning and repairing the stone walls of the barn have been done in-house through the skills of Don Robinson from our maintenance department who is a talented mason and builder, and our conservator Patty Whan. We have a Jersey “milking” cow that will make her appearance at the Harvest Home festival this month. Jersey cows were kept here at the Industrial Farm, and Patty has created a cow that children will be able to “milk” and she will live in the lower part of the Barn.
- The A-frame will be replaced later this fall following the Harvest Home festival. Stabling track and equipment, repair of the floors, and interpretive design will take place this fall and over the winter months.

- The upper half of the Barn was well used by visitors and for museum programmes over the summer months and of course will be featured this month at Harvest Home.
- Harvest Home Festival on Sunday, September 21st from 1-5pm. featuring square dancers in the Barn, sheep shearing, antique tractors on the front lawn, threshing demonstrations, live music in the Barn, games, crafts and more. The Festival will kick-off with the induction of another individual from Wellington County into the Ontario Agricultural Hall of Fame. His photograph will join the others on the wall just outside of Aboyne Hall.

Spirit Walks and Halloween

- Both the Spirit Walks and our Halloween family activities are very popular. This October, the Spirit Walks will take on a military theme, and the public will encounter soldiers and family members that have experienced War first hand.

New Teachers' Guide to Programmes

- With changes in the elementary and high school curriculums, programming staff have created a new Teacher's Guide and have modified our existing programmes and designed new ones that connect directly to the curriculum requirements from Kindergarten to Grade 12 inclusive. Teachers throughout the Upper Grand District School Board and the Waterloo-Wellington Catholic School Board will receive this Guide online this month.
- Staff have already taken bookings from classes for programmes in December.

Christmas Festival

- Santa visits the Museum and Archives on Sunday, December 14th, 2014!

Recommendation:

That the Administrator's report highlighting the 2014 fall/winter activities at the WCMA be received and forwarded to County Council for adoption.

Respectfully submitted,



Janice Hindley
Administrator, Wellington Place, Museum and Archives

Marilyn

MONROE

Over 100 items on display!

The Collection of Melinda Mason at
Wellington County Museum and Archives

September 12 to January 11

September 12 Gentlemen
Prefer Blondes at 7 pm

(Doors open at 6 pm
Admission by donation)

Join us for a 1950s night
at the movies.



Guess the Artifact

This small wooden box has a single handle allowing it to be carried with one hand. It is divided into two compartments and has a sliding lid with a narrow opening in the top. Included in the box are white marbles and black cubes. What is it?



HARVEST HOME Festival

Sunday, September 21 from 1:00 - 5:00 pm

Admission \$5.00 per person or \$12.50 family pass

Join us as we celebrate the rural traditions of Wellington County with the sights, sounds, and tastes of the harvest season! Most activities are ongoing all afternoon, rain or shine. Come and enjoy demonstrations, displays, entertainment, food and more!

Activities include:

- threshing demonstration
- antique tractor display • food processing demonstrations
- blacksmithing • quilting, lace making, wool processing
- rope making • Arthur Lions Club chip wagon
- sheep shearing • family crafts and games
- square dancing with the Elora Grand Squares, watch and then try!

Thank you to our amazing 2014 summer students!

Tori Hadfield, Ailish Farrelly, Ruth Robinson, Jessica Bigg, and Emmett Watters for all your hard work and dedication to the Museum and Archives over the past few months.



Pictured: Ruth Robinson, Tori Hadfield and Ailish Farrelly with two museum volunteers.
Absent: Jessica Bigg and Emmett Watters

Events and Other Happenings

2014 Car Show Winners

Best in Show and Best Interior: Don and Linda Tremble and Granddaughter Megan Duchesne, Palmerston, 1955 Ford Crown Victoria

Best Exterior (paint job): John and Kim McLaughlin, Palmerston, 1933 Chevy

Fan Favorite Mustang: Ric Crowder, Elora, 1966 Mustang



Did you guess the artifact?



Ballot boxes were used in secret societies, fraternities and lodges. Dropping a white marble (yes) or a black cube (no) allowed

for secret voting. This box was used in meetings of the Belwood Women's Court of the Canadian Foresters, called Court Ladybelle, founded in 1963. Their goals were to raise money for cancer research and to give aid during sickness or tragedy.



Calling all Museum Members!

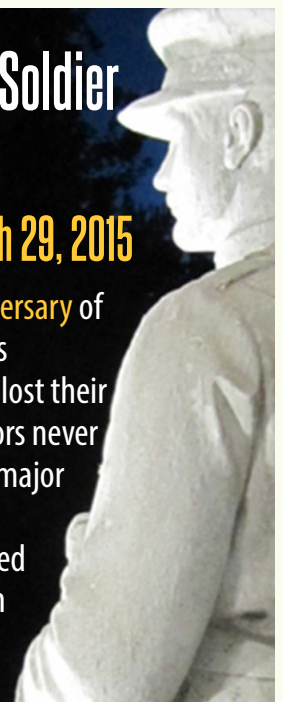
Are you are a current member of the Wellington County Museum and Archives? Do you get our monthly newsletter by mail? Have you ever thought, "It would be so nice to get this directly in my

email inbox"? Well now you can! **CIRCA is available via email!** Please contact Kym Drinkwater at kymd@wellington.ca or 519-846-0916 ext. 5221. Help the Museum go green and save money on postage!

Death and the County Soldier 1914-1918

September 20, 2014 to March 29, 2015

This year marks the 100th anniversary of the First World War. The cost was enormous: one in eight soldiers lost their lives and a generation of survivors never healed from their wounds. This major exhibit pays tribute to the men, women and families who suffered loss on an unimaginable scale in battle and on the homefront.



A NATIONAL HISTORIC SITE

located on Wellington Road 18 between Fergus and Elora

www.wellington.ca/museum

T 519.846.0916 x 5221 Toll Free 1.800.663.0750 x 5221



Alternate formats available upon request.



June 4, 2014

DELIVERED VIA MAIL

Wellington Terrace Long Term Care Home
474 Wellington Road 18
Elora, ON N1M 0A1

Attention: Laura Holtom
Assistant Administrator

Dear Laura Holtom:

Re: Staff Influenza Immunization Rate for 2013-2014 Influenza Season

On behalf of the Board of Health at Wellington-Dufferin-Guelph Public Health, I would like to congratulate you and your staff for achieving a staff influenza immunization rate of 80% or higher for the 2013-2014 influenza season. This is a significant accomplishment for your facility. Annual influenza immunization is one of the most effective measures in reducing the impact of influenza in long-term care and retirement settings.

The participation of your staff in the annual influenza immunization program is commendable. We look forward to continuing to work with your organization to ensure the health of our community.

Sincerely,

Amanda Rayburn
Chair, WDGPH Board of Health

AR/rh

2014 Quality Report – Wellington Terrace LTCH

	Total Previous Year	January	February	March	April	May	June	July	August	September	October	November	December	Total for 2014
Human Resources														
New hires	62	5	3	2	5	8	2	3						
Exiting Employees	50	3	1	2	3	1	4	4						
# calls to Ministry of Labour	0	0	1 Visitor fall	0	0	0	0	0	0					
Lost hours due to workplace injury	159.6	0	0	0	0	0	0	0						
Hours worked by employees in modified role (WSIB)	475.0	0	52.50 (1 employee)	150 (2 employees)	172.50 (3 employees)	195 (2 employees)	135 (2 employees)	52.50 (1 employee)						
Excellence in Care														
# of falls resulting in injury	178	16	19	13	12	18	13	20	13					
# of residents with NEW stage 2 -x pressure ulcer	119	2	3	1	2	5	3 plus one hospital acquired	5	3 plus one hospital acquired					
# of transfers to Emergency Room	21	5	0	0	2	2	1	1	4					
# of Medication Incidents leading to adverse event	0	0	0	0	0	0	0	0	0					
# of outbreak days	37	0	0	0	20	0	0	0	0					

Census/ Compliance														
# of deaths	65	9	4	4	6	2	3	7	8					
Inspection: # areas in non compliance	1	0	0	0	0	0	8 Annual RQI	0	0					
Risk Prevention														
Review of Fire Plan through Fire Drills completed	12/12	Yes	yes	yes	Yes	Yes	Yes	Yes	yes					
Reporting to Ministry of Health														
# of Formal Complaints made by family or resident	0	0	0	0	0	0	0	0	1 No unmets					
# of Critical Incidents	11	3 *one resident to resident abuse *2 falls resulting in transfer to hospital	0	0	2 *1 fall resultin g in transfe r to hospita l *1 outbre ak	3 *two falls resulting in transfer to hospital *1 fire in Oak	1 Potential resident to resident abuse	1 resident to resident abuse	1 Fall resulting in transfer to hospital					

NA = Some HR and clinical data will not be available until the final report for the month is submitted

Supporting Data for Report

Fire Drill Learning Objectives 2013:

January – Review General Guidelines for Code Red (State of Readiness)

.Definitions:

Human Resources:

Calls to Ministry of Labour occur where an accident occurred. Employee or resident has lost consciousness or fractured a bone and requiring hospital attention from an accident.

Hours lost to employees in modified role (WSIB) – number of hours is tracked where staff is working in a modified role until they can return to full duties.

Fall with injury: injury may include redness, pain or fracture, or break in skin integrity.

Skin and Wound Management at Wellington Terrace

Wellington Terrace has a formal skin and wound care program lead by two RNs with a special interest in wound care. Recently, we have conducted education for all RNs and RPNs on the staging and treatment of wounds. We have the expertise of an advanced wound care therapist who will do advanced treatment plans on the request of the home. We have medical directives in place for treatments with a quality dressing.

What makes residents in LTC more susceptible to skin and wound issues:

- Increased aging of the skin `thin skin`
- Nutritional status compromised related to medical diagnosis
- Cognitive impairment- more bumping into and accidents
- Impaired mobility- not repositioning selves regularly.
- Dehydration
- Steroid use

Current processes to mitigate responsive behaviours:

- The home follows a Gentle Persuasion Approach Philosophy. There are 3 education sessions held per year. Focus of this program is respectful, non violent, self protective strategies for staff to use when dealing with a resident with responsive behaviour.

- Responsive behaviour program. Focus is on reporting responsive behaviours so all team members are aware of potential resident action. These incidents are recorded in the resident progress notes and read q shift at report.
- The Behaviour Support Team reviews all responsive behaviour progress notes and follows up when required. Determines if resident requires increased assessment or if the change can be attributed to a clinical reason. The BSO along with the team develops individualized toolboxes for all staff to review. These tool boxes contain information on resident triggers for responsive behaviours as well as interventions to mitigate responsive behaviours.
- Weekly team meetings are held to discuss resident specific case studies and problem solve. Specific techniques for preventing or responding to responsive behaviour are shared.
- Care plans are updated as required to include specific approaches recommended when doing residents care (complete care with two PSWs, for example)
- All direct care staff carry walkie talkies so they are able to quickly deploy assistance if required.
- Wellington Terrace is supported by external expertise – Psychogeriatric Resource Consultant (PRC). We hold monthly Psych clinics under the direction of a Geriatric Psychiatrist

Compliance Action Plan- RQI 2014

Item	Lead	Action
<p>1. Bed Entrapment (compliance order)</p> <p><i>**Guidelines were recently introduced following incidents in homes where residents were injured involving bedrails when the mattress shifted on bed.</i></p>	Tricia, Rick, Peg	<p>Cardinal Health conducted the audit of entrapment (complete)</p> <p>Purchases of mattresses and bolsters in order to make the beds pass (complete)</p> <p>Education of staff (in process)</p> <p>CQI process established for testing with each new admission and annually (complete)</p> <p>Compliance to visit in Sept and lift the order</p>
<p>2. Skin and wound Care (voluntary plan of correction)</p> <p>One documentation note was missing in the 5 day schedule.</p>	Peg, Judy, Elise	<p>Ensure that weekly skin assessments are completed every 5 days (complete and ongoing- audits show 95% compliance) reminders at Registered staff meetings.</p> <p>Ensure that if skin and wound is coded it is followed up in the weekly skin charting (complete)</p>
<p>3. Housekeeping Cart and Hairdressing door kept locked when not in room. (voluntary plan of correction)</p>	Rick and Laura	Audit to ensure compliance (in process, ongoing)
<p>4. Care plans (WN) A residents glasses and bedrails were not included in the care plan</p>	Peg, Kate, Kelley	Ensure that care plans up to date (include this audit in the nursing quality program for RAI. (in process and ongoing)
<p>5. Falls (WN)</p> <p>One follow up note on a fall was missed in 2013</p>	Tricia and Heather	<p>Ensure that falls are documented as per policy (3 shifts or 6 shifts post fall) (audits ongoing show very high level of compliance)</p> <p>Ensure Falls Risk Assessments completed according to policy</p>
<p>6. Fingernails (WN) One resident was noted to have long nails</p>	Tricia/ TLs	Include this audit as a task in audit schedule
<p>7. Labelling of residents personal care items.(WN) One resident was noted not to have her glasses labelled</p>	Tricia/TLs	Include this audit as a task in audit schedule
<p>8. Pet Visitation – any pet visiting as part of a pet visitation program has up to date immunizations.</p>	Colleen and Mary	Implement process (in process)



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Information, Heritage and Seniors Committee
From: Kevin Mulholland, Construction & Property Manager
Date: Wednesday, September 10, 2014
Subject: Fergus Library Renovation - Project Status Report #9

Status of project	<ul style="list-style-type: none">- Structural steel & deck installation is complete- Concrete floor pours are complete- Roofing is complete- Asphalt shingles have begun- Waterproofing is complete- Sprayed foam insulation & fireproofing is under way- Front entrance ramp has been poured & backfilled- Work on front entrance stairs has begun- Curtain wall installation is under way- Exterior sheathing has begun- Steel studs & drywall installation has continued- Mechanical & electrical installations have continued
Upcoming work and deadlines	<ul style="list-style-type: none">- Front entrance stairs & door will be completed- Work to east & west walkways will be completed- Curtain wall installation will continue- Sprayed foam insulation & fireproofing will be finished- Exterior sheathing will be completed- Masonry work will begin- East concrete ramp will be installed- Steel studs & drywall will continue- Mechanical & electrical installations will continue- Elevator installation will begin
Status of construction schedule	<ul style="list-style-type: none">- project completion is currently scheduled for October 2014
C.O.'s approved since last meeting	<ul style="list-style-type: none">- 12
Total change orders approved to date	<ul style="list-style-type: none">- 27
Net value of C.O.'s approved to date	<ul style="list-style-type: none">- \$89,726.24

Recommendation:

That the Fergus Library Project Status Report be received for information.

Respectfully submitted,

Kevin Mulholland
Construction & Property Manager



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Information, Heritage and Seniors Committee
From: Mark Bolzon, Manager Purchasing and Risk Management Services
Date: Wednesday, September 10, 2014
Subject: **Palmerston Library – Construction Management / General Contractor Award**

Background:

At the May 2014 meeting of the Library Board the following recommendation was approved to award the architectural services contract for the renovations to the Palmerston Library:

“That the architectural contract for the renovations of the Palmerston Carnegie Library be awarded to L. Alan Grinham Architect, of Guelph, at their quoted rate of \$5,000.00 for Phase 1 (consultation process) of the project and 7% architectural fees for Phase 2 of the project (detailed design, construction, etc.) all as outlined in the proposal documents, excluding HST @ 13%.”

During their presentation to the Library Board, Grinham Architects recommended that this project was suited to a Construction Management process. The awarding of the architectural contract was partially based on this recommendation.

Construction Management involves the General Contractor (GC) at the very beginning of the design phase. The GC works closely with the owner and the architect to review draft drawings, site conditions and provide recommendations to be included in the design process. Once the drawings and specifications are completed the GC is directed to conduct detailed competitive sub-contract tendering of the complete project, following which the GC is invited to negotiate with the owner and architect to provide pricing to complete the construction/renovations, taking into consideration current site/building conditions, budgets, and required sub-trades.

As a result, staff, in consultation with the architect, invited the County’s pre-qualified General Contractors to submit proposals to provide Construction Management Services to the County of Wellington for the renovations to the Palmerston Carnegie Library. The review of the submissions took into consideration the following criteria:

Heading	Evaluation Criteria
Company overview, relevant experience	Proponents organization structure, experience and expertise to successfully take this project
Bonding and Insurance	Proponent to provide documentation that they are able to provide both insurances and bonding (including Subguard) identified in CCDC 5B and supplemental conditions
Qualifications and Experience (including references)	Suitable and appropriate experience of team, on projects of a similar nature and team organization. Illustration of experience with Libraries, or Institutional facilities; Heritage renovation or restoration projects. Current CCDC 11.
Proposed Approach	Evidenced understanding of the project requirements and suitability of proponent's approach for the project delivery. Including their: <ul style="list-style-type: none"> • Approach • CM resources • Project Management software • Progress reporting • Tendering & change control • Managing meetings • Permit procurement, sign-off approach • Project close out
Schedule and Budget	Meeting milestone dates in managing a schedule. Communicate status of project's financial status in a timely manner.
Environmental and Safety Policy	Evidenced strong understanding and commitment to environmental and safety procedures.
Quality Control and Assurance	Evidenced strong quality control and assurance procedures.
Overall Proposal	Overall quality of proposal
Fee Proposal	Points added or deducted based on the average of bid prices.

On Thursday, August 28, 2014 submissions were received from the following pre-qualified General Contractors –

COMPANY
CRD Construction Ltd., Guelph
TRP Construction General Contractors, Burlington
Percon Construction Inc., Toronto
Collaborative Structures Limited, Cambridge
Ross Clair Contractors and Construction Management, Toronto

From the submissions received and the reviews completed, firms were short listed for a follow up interview. Interviews were conducted on Friday, September 05, 2014 with the following firms:

- Collaborative Structures Limited
- TRP Constructions General Contractors
- CRD Construction Limited

Based on the evaluation criteria and subsequent interviews, staff are recommending awarding the Construction Management contract to Collaborative Structures Limited (CSL) of Cambridge, at their quoted fee of \$361,220.00 exclusive of HST @ 13%.

Upon completion of the detailed design and the successful negotiation for construction services, staff will bring forward a recommendation early in 2015 to the Library Board and County Council to award the construction contract to the General Contractor.

Currently the project is scheduled as follows:

SCHEDULE

• RFP for Construction Management -	Issued August 13, 2014
• Receipt of Proposals -	August 28, 2014
• Reviews/Interviews -	1st week of Sept.
• Recommendation to Library Board -	September 10, 2014
• County Council -	September 25, 2014
• Design Process -	October – December 2014
• Pricing for Construction -	January 2015
• Recommendation for Contract with GC	February 2015
• Start Construction -	March 2015
• Completion -	TBD

Accordingly, the following recommendations are respectfully submitted:

Recommendation:

That the construction management contract for the renovations to the Palmerston Carnegie Library be awarded to Collaborative Structures Limited (CSL) of Cambridge, at their quoted fee of \$361,220.00, excluding HST @ 13% and as outlined in the proposal documents CW2014-038; and

That the Warden and Clerk be authorized to sign the necessary agreements; and

That staff be authorized to negotiate with Collaborative Structures Limited (CSL) to finalize construction costs and to bring forward a recommendation to County Council early 2015.

Respectfully submitted,



Mark Bolzon
Manager Purchasing and Risk Management Services



COUNTY OF WELLINGTON

PALMERSTON LIBRARY

COMMUNITY ENGAGEMENT

03 SEPTEMBER 2014



GRINHAM ARCHITECTS

15 Yarmouth Street, Guelph, Ontario, N1H 4G2
Telephone: 519.766.1580 | Fax: 519.766.1377
Email: info@grinham.ca | Web: www.grinham.ca

Abstract:

In May of 2014 Grinham Architects was engaged by the County of Wellington to provide Architectural and Prime Consulting Services for a planned renovation of the Wellington County Library Palmerston Branch located at 265 Bell Street in Palmerston, Ontario. As a precursor to the commencement of designs for the renovations our Firm was tasked with assisting the County of Wellington in the facilitation of a Community Engagement process, to assess the public's wants and needs related to the project. During the course of the public consultation period our Firm compiled feedback collected through various means including: online survey; comment cards; and a public open house meeting. The findings of the public consultation, as presented in this report, represent a diverse range of opinions regarding programming and design imperatives for the project. As an extension of the Community Engagement, our Firm also conducted preliminary research into the community-based norms for public libraries and public library development in Ontario to obtain a better understanding of current and future spatial demands. Based on the findings of the Community Engagement and our research we have developed a set of recommendations for the project, which are presented in this report, for review and consideration by the Wellington County Library Board and Council.

Executive Report:**Context (see Section I of this report for complete information):**

- The Palmerston Library building (c. 1903) is a two-story 333 s.m./ 3,580 s.f. (footprint) 666 s.m./ 7160 s.f. (gross floor area) structure;
- At the entrance of the building there exists a large vestibule distributed over two levels connected via a short staircase and limited use limited application elevating device;
- The Main Floor hosts library functions within an open plan and a private staff room which combined represent an area of 232 s.m./ 2,500 s.f.;
- The Second Floor contains an auditorium complete with raked seating and an elevated stage which combined represent an area of 290 s.m./ 3,110 s.f.;
- The Basement is separated into a 175 s.m./ 1,880 s.f. finished area containing a hall, kitchen, washroom, and storage spaces and a 71 s.m./ 770 s.f. unfinished utility area;
- As a result of previous renovations, much of the original character of the vestibule and Main Floor library space has been lost;
- The Second Floor auditorium has been out of commission for several years; the Basement and Second Floor display disrepair due to deferred maintenance.

Findings (see Section II of this report for complete information):

- During the Community Engagement our Firm compiled feedback collected through various means including: online survey; comment cards; and a public open house;
- Several patrons indicated the local significance of the building and the need to respect its heritage value, and where possible, to enhance heritage features;
- Several patrons indicated a need for upgrades to improve accessibility, specifically to provide for barrier-free access throughout the facility;
- Several patrons expressed the want for upgrades to computer equipment, including more power and data connection terminals for personal devices;
- While there was considerable public interest as to the future use of the Basement and Second Floor levels, no clear mandate as to their specific use was found to exist;
- Ontario Public Library (OPL) Guidelines state that Small Branches should provide the greater of a minimum 2,500 s.f. or 1 s.f. per capita of “assignable library space”;
- Given Palmerston’s current population 2,980 (2011), and projected growth, there is a noted deficiency in assignable library space relative to the OPL Guidelines.

Recommendations (see Section III of this report for complete information):

- While not a designated heritage property, given the building’s local significance the renovations should be undertaken per best practice for built heritage conservation;
- Repair efforts will be required to address issues such as masonry cracks, foundation deterioration, water infiltration and associated damage and indoor air quality;
- Reorganization of interior spaces towards improved functioning and increased usage of the facility may be considered; efforts to restore character should be considered;
- Upgrades to improve accessibility, and in particular to accommodate barrier-free access (including the construction of an elevator serving all floors), should be considered;
- Upgrades to improve computing services, including modernized equipment and more connection terminals for personal devices, should be considered;
- Accommodation of FADM/ OBC regulations results in an inability to house the current collection within the Main Floor library space – let alone anticipate any future growth;
- If the facility is to meet OPL Guidelines the area allocated to library services will need to increase; reallocation of functions to the Basement or Second Floor may be considered.

Section I: Context:

The Palmerston Library building is one of the 111 libraries constructed in Ontario during the early part of the 20th Century with philanthropic funding from Scottish-American industrialist Andrew Carnegie (Beckman, 1984). The two-story 333 square metre or 3,580 square foot (footprint) structure is comprised of load bearing clay brick masonry exterior walls on natural stone foundations with heavy timber beams supporting dimensional lumber floor joists and roof rafters. The Palmerston Library building, which was designed by Architect William Frye Colwill in 1902 and constructed in 1903, is unique amongst the Carnegie libraries in that it incorporates a 290 square metre or 3,110 square foot auditorium complete with raked seating and an elevated stage on the Second Floor (Beckman, 1984). As-Built Conditions drawings of the facility are appended to this document as *Appendix 'A'*.

Located inside the main entrance to the building is a large vestibule space distributed over two levels which are connected via a short staircase and limited use limited application elevating device. Access to the Main Floor library space and to the primary staircases leading to the finished Basement and to the Second Floor level is provided from this vestibule. The space also contains a single occupancy barrier-free accessible washroom and a janitor's room.

The 232 square metre or 2,500 square foot library space on the Main Floor of the building contains typical library functions including circulation desk, book stacks, media, computers, children's area and lounges organized within an open plan. The space benefits from considerable natural daylight from large punched windows positioned around the perimeter of the plan. The library space also contains a staff room including a small private staff washroom. As a result of previous renovations to the building which have been performed over time, much of the original character of the vestibule and library space has been lost. In contrast, more of the character of the Second Floor auditorium space has been retained; however the auditorium has been out of commission and off-limits to users for several years and displays considerable signs of disrepair due to deferred maintenance.

The Basement level is separated into a 175 square metre or 1,880 square foot finished area and 71 square metre or 770 square foot unfinished area. Contained within the finished Basement area is a 128 square metre or 1,375 square foot hall space and accessory kitchen, washroom, and storage spaces. At present these spaces show signs of disrepair including notable water damage. The unfinished Basement area, which is accessed by an independent staircase from within the library space, is utilized as Mechanical and Electrical service space.

In 2013 the County of Wellington retained the services of Tacoma Engineers to perform a preliminary structural condition assessment of the facility. Without limiting the generality of the foregoing, the report resulting from this assessment, which is included with this document as *Appendix 'B'*, indicates that the building structure is in good condition with no structurally significant remedial work required. Minor deficiencies noted in the assessment include: "cracks and stone spalling of the window headers and sills"; "deterioration of the exterior foundation where failures of the downspouts has resulted in chronic water leakage"; and "high humidity levels in the basements causing accelerated decay of the wood framing elements". It is understood by our Firm that the County of Wellington intends to address the deficiencies noted in Tacoma Engineers' report as a part of the work of this renovation project.

Section II: Findings:

Throughout the Spring-Summer of 2014 Grinham Architects assisted the County of Wellington in the facilitation of a Community Engagement process to collect public input regarding their wants and needs related to the project. For the duration of the Community Engagement period a comment box was installed at the Palmerston Branch to afford patrons the opportunity to provide their opinions using comment cards. Compiled comments are appended to this document under *Appendix 'C'*. In addition, since early 2012 the Wellington County Library has offered users the opportunity to provide feedback on the library system via an online customer survey provided through their website. During this time feedback from Palmerston Branch patrons regarding library staff, facilities, internet access, equipment, collections, books, policies, hours, events-programmes, and service has been compiled in anticipation of review prior to the commencement of designs for the renovations. Compiled comments are appended to this document under *Appendix 'D'*. In general the feedback provided via the customer survey and comment cards are consistent with those discussed at the Open House as outlined below.

On May the 24th, 2014 an Open House was held at the library to allow the public the opportunity to meet with Principal Architect Lloyd Grinham and Architect Michael Trussell as well as Wellington County Library Administration and Branch Staff to engage in dialogue regarding the project. A small number of active and interested individuals attended and shared their visions for the building. In addition to a few dozen local citizens, attendees at the event included County of Wellington Warden Chris White, Town of Minto Mayor George Bridge, Wellington County Library Chief Librarian Murray McCabe and a handful of Library Board members. Based on our conversations with those in attendance at the Open House it was made evident that the building holds great sentimental significance for many within the community. In general we found that the public seemed appreciative of the investment being made in this project and excited about the opportunity it represents for Palmerston. Everyone with whom the representatives from our office met seemed to recognize the need for repair of the structure and renovation of the interior. Many expressed a desire to reinstate the building's lost character, particularly within the library space. A common theme of many of the discussions was the need for barrier-free accessibility throughout the building, and in particular the requirement for an elevator servicing all floors open to the public. Many patrons also expressed the want for upgrades to computer equipment, including more power and data connection terminals for personal devices. Another general concern expressed by a handful of patrons was the lack of shelter from the elements at the main entrance to the building.

Much of the discussion throughout the Open House was focused on the programming of the Basement and Second Floor levels. There was considerable discussion as to whether the existing auditorium should be preserved and restored or altered. While a small number of individuals were passionate about the preservation and restoration of the auditorium for use as a performing arts venue, a number of other patrons expressed the want for a more flexible or multi-functional assembly space available for use by the community. To a lesser extent the future of the Basement was discussed. As might be expected, the community expressed a range of opinions regarding programming and no singular directive was found to exist. Proposed alternative uses of the Basement and Second Floor level offered by the individuals in attendance included: space for library programming; makerspace; space for display of arts and/ or historical exhibits; space for private functions, space for community organization meetings; space for continuing education; space for presentations and/ or performances, and space for a daycare.

As an extension of the Community Engagement process, our Firm also conducted preliminary research into community-based norms for public libraries and public library development in Ontario. According to Guidelines for Municipal and County Public Libraries put forth by the Federation of Ontario Public Libraries, “Library facilities and space arrangements should be developed to meet library service strategies, projected populations and community needs (Federation of Ontario Public Libraries, 2013)”. These Guidelines then state that Small Branches (those serving catchment areas of 1,000-5,000 population) should provide the greater of a minimum 2,500 square feet or 1 square foot per capita in the library’s catchment area of “assignable library space for staff work areas, programs/services, collections, seating and all required service areas” (Federation of Ontario Public Libraries, 2013).

According to Wellington County’s Official Plan, the population in Palmerston in 2011 was 2,980; and is projected to grow to 3,530 by 2021 and to 4,060 by 2031 (County of Wellington, 2013). Based on these current and projected population figures, to meet the targets set forth in the Guidelines for Municipal and County Public Libraries the Palmerston Branch should currently be providing 277 square metres/ 2,980 square feet of library space; and should be anticipating the future provision of 328 square metres/ 3,530 square feet by the 2021 and 377 square metres/ 4,060 square feet by 2031.

Given this, the current library space on the Main Floor of the building is shown to be deficient of the spatial requirements defined in the Guidelines for Municipal and County Public Libraries by 44 square metres/ 480 square feet per the 2011 census with a future deficiency of 96 square metres/ 1,030 square feet in 2021 and 145 square metres/ 1,560 square feet in 2031 should there be no expansion of the existing assignable library space.

Section III: Recommendations:

While the opinions expressed by the public during the Community Engagement are varied in nature, the consultation process did reveal a general consensus as to certain improvements which are considered essential for the success of the renovation.

Firstly, there was a clear recognition on the part of the public as to the need for repair efforts to address plainly visible issues such as cracks, spalling, water infiltration and associated damage and indoor air quality. As previously indicated in the Context section of this Report, our Firm understands that the County of Wellington intends to address such concerns as a part of the scope of work of this renovation project.

Time and time again during the Community Engagement process the public pointed to the local significance of the building and the need to respect and enhance its heritage value. Therefore, while not a designated heritage property, given the building's local heritage value we would advocate that any renovations be undertaken in accordance with best practice for built heritage conservation. An overview of basic principles for heritage conservation is provided in a document produced by the Province of Ontario Ministry of Culture entitled *Eight Guiding Principles in the Conservation of Built Heritage Properties* (Ministry of Culture, 2007) which is appended to this document under *Appendix 'E'*.

The findings of the Community Engagement process also demonstrate a clear mandate to upgrade the building to better conform to current accessibility standards, and more specifically, to provide for barrier-free access throughout the facility. Therefore, in addition to necessary repairs, we recommend that the renovation incorporate the provision of a new elevator servicing all floors and wherever possible should consider accessibility upgrades to address the needs of persons with disabilities in accordance with the Wellington Accessibility Partnership's Facility Accessibility Design Manual (Wellington Accessibility Partnership, 2005).

The provision of expanded / modernized computing and reproduction equipment was also demonstrated to be a priority for a large segment of the public. Based on this we would encourage that upgrades be made to computing services in keeping with what has occurred at other Wellington County Library Branches which have recently undergone renovations.

As identified in the Findings section of this report, a spectrum of ideas regarding the eventual programming of the building were put forth by members of the community. Further, while there was considerable interest as to the future use of the Basement and Second Floor levels in particular, no clear directive as to their specific use was found to exist. Given this, it would seem that there exists the opportunity to consider some reorganization of the interior spaces, particularly those which have been altered in more recent ad hoc renovations, towards overall improved functioning and increased usage of the facility.

Given the Town of Palmerston's current and projected population figures and the noted pre-existing deficiency in assignable library space – relative to that which is described in the Guidelines for Municipal and County Public Libraries – if the facility is to meet the spatial targets put forth by the Federation of Ontario Public Libraries it will need to increase the area allocated to library services (see the Findings section of this report for current and future assignable library space deficiency totals).

Moreover, based on our Firm's own preliminary review of the spatial implications related to the accommodation of the Wellington Accessibility Partnership Facility Accessibility Design Manual standards and current Ontario Building Code requirements (including the construction of an elevator, the provision of barrier-free paths of travel throughout, the addition of both standard and barrier-free washroom facilities, a reduction in the height of the bookshelves, etc.), we have found that should there be no increase to the area allocated to library services the existing Main Floor library space will fall well short of accommodating the current collection – let alone anticipating any future growth. This would therefore seem to offer added impetus to increase the area allocated to library services in keeping with afore mentioned Ontario Public Library Guidelines.

If the assignable library space is to be increased, one option for doing so could be to reallocate space on either the Basement or Second Floor level (or both) for use for library functions. Presently, the area allocated to library services represents less than 30% of the finished space within the facility; with the remaining 70% split between the vestibule, finished Basement area and Second Floor. Despite this imbalance, at present the Basement and Second Floor levels seem to be considerably underutilized, with the finished Basement area dedicated to a single external community group and the Second Floor completely out of commission. Given this it would seem that there exists the potential for growth of the library services area within the building through the reassignment of interior spaces, thereby negating the need for any significant expansion outside the confines of the existing footprint.

In the event that the Basement area were to be designated for use for library functions, there exists the opportunity to reinstate windows in their original positions around the perimeter of the floor to permit daylighting towards an improved quality of space. Similarly, should the Second Floor be designated for uses other than staged performance, there exists the opportunity to eliminate the raked floor towards a more flexible multi-functional space which could support a variety of functions.

With direction from the Library Board and Staff with respect to programme, various options for reorganization of the interior could be reviewed. It is likely that there are certain functions which would be more conducive to relocation away from the Main Floor than others. Additionally, there is likely the potential for some sharing of space by different functions, which could further inform the arrangement of spaces within the facility.

Our Firm is committed to working with the Library Board and Staff to develop a highly coordinated and enduring design solution, at once securing the heritage value of the structure and offering expanded services for the continuing evolution of the Wellington County Library in Palmerston.

Conclusion:

The Palmerston Library is an architecturally important building which was demonstrated to hold great sentimental significance to the local community in Palmerston. Library patrons have expressed a keen interest in the planned renovations and have shared their individual visions for the project. There exists a clear mandate from the community to accommodate barrier-free accessibility throughout the building and in particular to provide an elevator accessing all levels. There is also general consensus that the interior of the library space should be refurbished to restore lost character while simultaneously providing modernized computing services. There are varied opinions from community members as to the appropriate future use of the Basement and Second Floor level. Based on the findings of the Community Engagement process our Firm has advanced recommendations for the renovations for review and consideration by the Wellington County Library Board and Council.

Works Cited:

Beckman, M. L. (1984). *The Best Gift: A Record of the Carnegie Libraries in Ontario*. Toronto: Dundurn Press Limited.

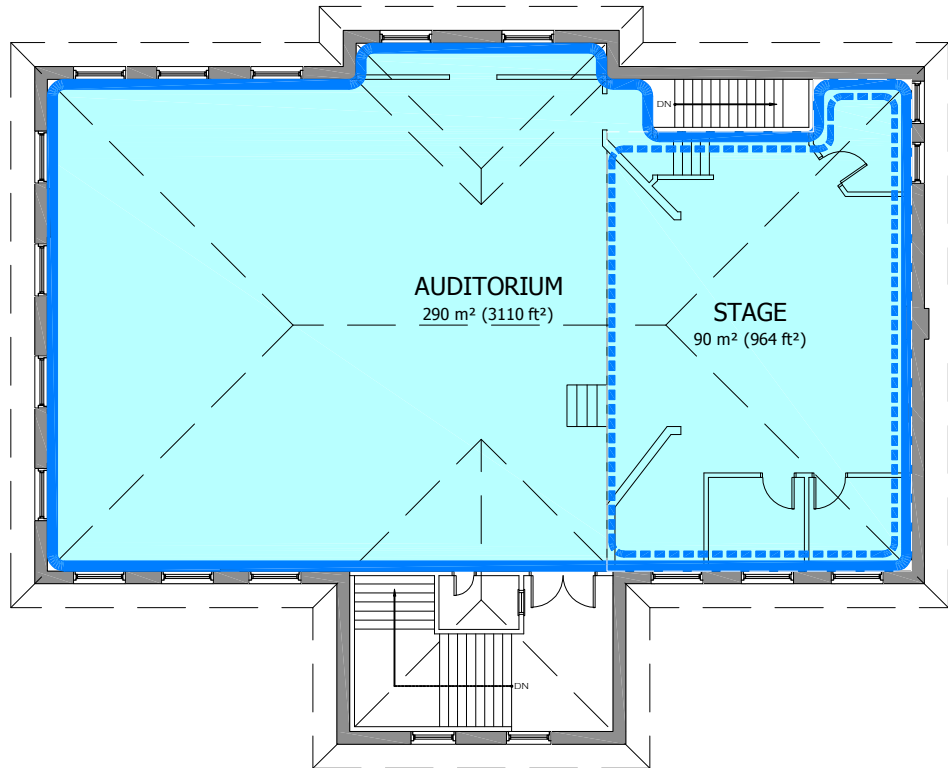
Corporation of the County of Wellington. (2013). *Official Plan*. Retrieved August 25, 2014, from Wellington County: http://www.wellington.ca/en/business/resources/official_plan_text.pdf

Federation of Ontario Public Libraries. (2013). *Ontario Public Library Guidelines; For Municipal and County Public Libraries; 6th Edition*. Toronto: Federation of Ontario Public Libraries.

Ministry of Culture. (2007, August). *Province of Ontario: Ministry of Culture*. Retrieved August 2014, from Infosheet: Eight Guiding Principles in the Conservation of Built Heritage Properties: http://www.mtc.gov.on.ca/en/publications/InfoSheet_8%20Guiding_Principles.pdf

Wellington Accessibility Partnership. (2005). *Facility Accessibility Design Manual*.

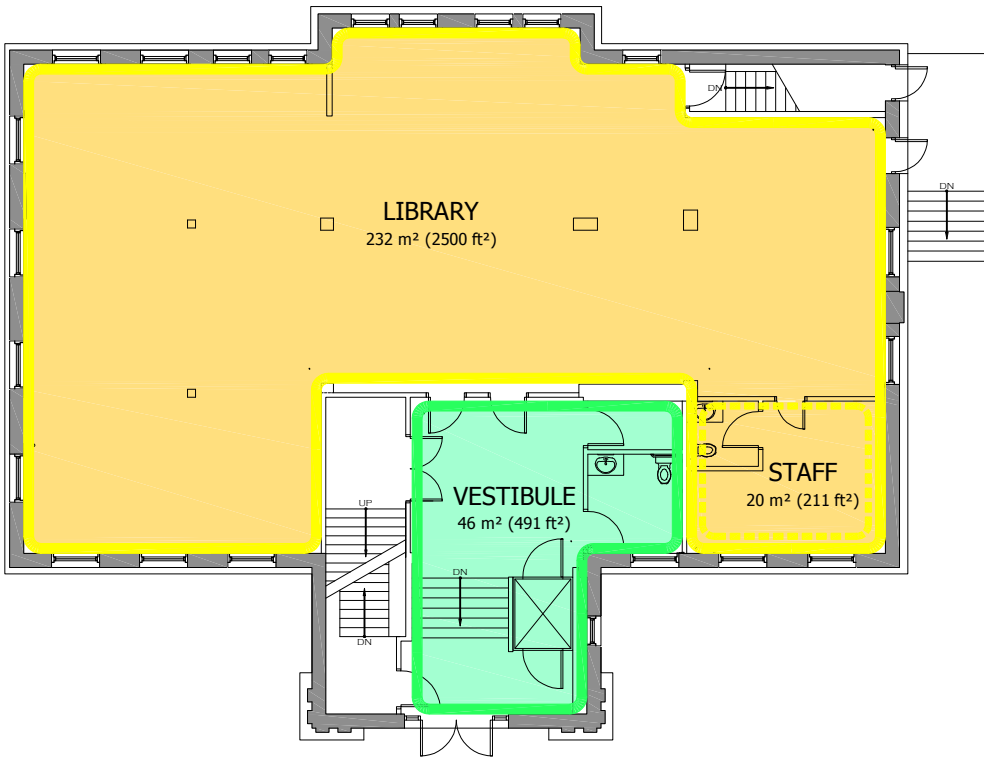
APPENDIX 'A'



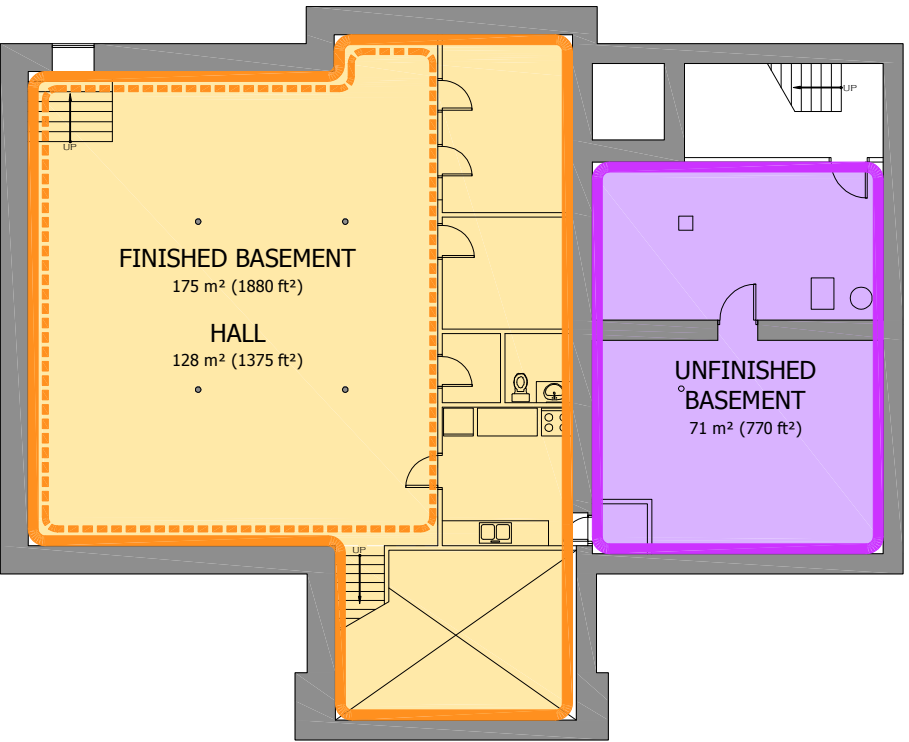
UPPER FLOOR
333 m² (3585 ft²)

LEGEND

- AUDITORIUM
290 m² (3110 ft²)
- VESTIBULE
46 m² (491 ft²)
- LIBRARY
232 m² (2500 ft²)
- FINISHED BASEMENT
175 m² (1880 ft²)
- UNFINISHED BASEMENT
71 m² (770 ft²)



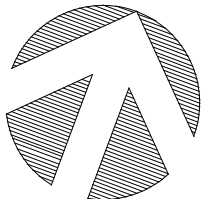
MAIN FLOOR
334 m² (3590 ft²)



LOWER FLOOR
347 m² (3740 ft²)



GRINHAM ARCHITECTS
 15 Yarmouth Street
 Guelph, Ontario, N1H 4G2
 Tel: 519.766.1580
 Fax: 519.766.1377
 Email: info@grinham.ca
 Web: www.grinham.ca



ACTUAL NORTH

NO.	DATE	REVISIONS

PALMERSTON LIBRARY 265 BELL STREET PALMERSTON, ONTARIO	FLOOR PLANS SPATIAL DIAGRAM

SCALE:	NTS
DATE:	3-Sep-2014
DRAWN:	MT
CHECKED:	LAG
STATUS:	PRELIMINARY
JOB NO:	1428
A-01	



SOUTH ELEVATION



EAST ELEVATION



NORTH ELEVATION



WEST ELEVATION



**GRINHAM
ARCHITECTS**

15 Yarmouth Street
Guelph, Ontario, N1H 4G2
Tel: 519.766.1580
Fax: 519.766.1377
Email: info@grinham.ca
Web: www.grinham.ca

NO.	DATE	REVISIONS

PALMERSTON LIBRARY	EXISTING ELEVATIONS
265 BELL STREET PALMERSTON, ONTARIO	

SCALE: NTS	DATE: 3-Sep-2014	STATUS: PRELIMINARY	A-02
DRAWN: MT	CHECKED: LAG	JOB NO: 1428	

APPENDIX 'B'

Date: August 19, 2013

No. of Pages: 5

Project: Palmerston Public Library - Theatre

Project No.: TE-22814-13

Client: County of Wellington

Dist.: Kevin Mulholland, Construction & Property Manager, County of Wellington

Background:

At the request of County of Wellington, Tacoma Engineers was retained to undertake an initial structural condition assessment of the existing Palmerston Public Library. The purpose of the review was to assess the condition and capacity of the existing building systems and to provide comments on the structural viability of restoring the existing upper level theatre.

This assessment and report are based on our visual review only, no material testing was undertaken. Localized openings in the main level ceiling were made to allow a partial review of the upper level framing. Note that a visual condition assessment is a localized review of a portion of the existing framing only to gain knowledge about the principal geometry and to identify any macro deficiencies only. A more comprehensive design analysis will be required if the project is to proceed to construction.



No original building drawings were available at the time of our review. Building layout sketches were available but review indicates that these are not to scale and do not identify all areas. A review of the archives and municipal building department files may prove beneficial to source original design documentation.

Observations & Comments:

Based on our initial review on July 15 and our subsequent review on July 22, we have the following preliminary comments regarding the Palmerston Library structure:

Base Building

1. The Palmerston Library is one of the 125 Carnegie libraries constructed throughout Canada during the early 1900s. This structure was designed in 1902 by William Frye Colwill and constructed in 1903.
2. The primary structure consists of:
 - a. Foundation: natural stone bearing directly on native soil. The foundation walls enclose a basement area of which part is finished and the remainder is unfinished mechanical service areas.
 - b. Walls: solid clay brick masonry with limestone sills and headers at openings.
 - c. Floors: heavy timber beams supporting dimensional lumber floor joists and hard wood decking
 - d. Roof: (assumed) dimensional lumber rafters and ceiling framing overlaid with wood decking and asphalt shingles.
 - e. Finishes: walls and ceilings are finished with the original lime based plaster on wood lathe with the exception of localized areas where previous remedial work has taken place and alternate materials replaced.
3. Our preliminary assessment indicates that the building is generally in good condition with no structurally significant distress identified. Minor structural deficiencies include:
 - a. Cracks and stone spalling of the window headers and sills. These will require restoration and in isolated locations they may require replacement. Movement accommodation joints are recommended to minimize the risk of further masonry damage.
 - b. Deterioration of the exterior foundation where failures of the downspouts has resulted in chronic water leakage. Stone restoration and drainage upgrades will be required to remediate existing damage and to minimize further damage.
 - c. High humidity levels in the basements is causing accelerated decay of the wood framing elements. This is evidenced by mold growth on wood surfaces in the unfinished basement and by 'spongy' floors in the finished basement area. Enhanced air conditioning and air circulation is recommended to manage moisture levels.

Theatre Framing Investigation

1. We understand that there is a desire to resume use of the existing theatre located within the library structure on the upper level. The purpose of this investigation is to provide preliminary comments with respect to the adequacy of the existing structure to be reused as a theatre.
2. On July 22, 2013 with the assistance of County staff, 4 inspection openings were made on the main level to expose the theatre floor framing above. The following comments are based on the visual review completed through these openings.
3. The current Ontario Building Code (2006) specified live load for a theatre (assembly area) with fixed seats over at least 80% of the area is 2.4 kPa [50 psf]. If the fixed seats were removed, the load requirement would increase to 4.8 kPa [100 psf].
4. The theatre floor framing consists of wood floor joists, spanning north-south, between the perimeter walls and two internal beam lines. The beams, spanning east-west, are supported on a series of interior posts that extend down to the levels below.

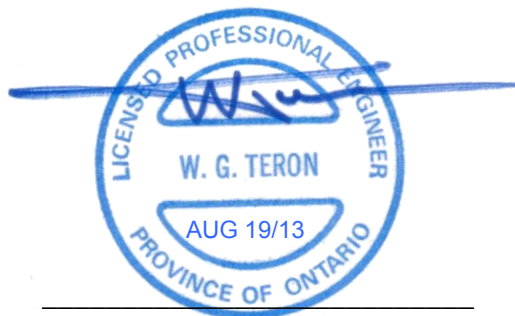


5. The existing wood floor joists ($2\frac{1}{8}$ " x $11\frac{1}{2}$ " spaced at 16" o.c. spanning approximately 14') are structurally adequate to support the OBC specified loads. Note that this general statement presumes that the joists are in good condition and adequate bearing is provided. Where reviewed through the inspection openings, the joists were found to be in good condition with no evidence of deterioration. In one localized location, the joist bearing on the beam was found to be less than $\frac{1}{2}$ " which would require remedial work. Further, at the west end of the theatre, the joists are supported on metal joists hangers rather than direct bearing on the beams – at this end, a noticeable settlement has occurred as witnessed by the 'bulging' floor deck above the beams.
6. The existing wood beams (10" wide x 15" to 24" deep, spanning 9' to 22') were found in good condition but the adequacy varies based on the span. The existing beams are tapered to account for the sloped floor above. Our calculations indicate that for the 22' span, a minimum beam depth of 21" is required. Similarly, 16" for a 17' beam, 14" for 15', etc. Based on our review, it appears that these minimum depths have been provided but a more destructive investigation would be required to assess all locations. If required, localized beam reinforcing could be accomplished without significant interventions.
7. The existing wood deck (1" thickness) is both the structural deck and finished floor surface. Use and moisture has caused warping of certain areas and loose boards in others. It is unclear at this time whether in-situ restoration is possible or if a general replacement is required.
8. We have assumed that the supporting structure was equally designed and is structurally adequate to support the specified loads of all occupants.
9. Our review of the interior layout suggests that there is no practical and feasible location for a new elevator to provide barrier free access to the upper level. The most practical option would be to construct a small addition in the north-west quadrant to house a new elevator and lobby. This addition could be designed in keeping with the character of the existing structure.

In summary, our review indicates that the library structure is in good condition with no structurally significant remedial work required. Deferred maintenance will require localized restoration of the exterior masonry and enhanced air circulation is recommended in the basement level to control moisture. The theatre floor framing is adequate to support the OBC specified load for assembly occupancy (fixed seats) with very little structural rehabilitation. Finally, it is our opinion that the restoration and re-opening of the existing theatre is feasible and practical.

An architect will be required to complete a life safety assessment of the proposed restoration to ensure that means of egress and fire separations satisfy current requirements. We would be happy to work with the architect on any restoration strategy/plan.

If there are any questions or comments with respect to any item raised in this report or any other structural issues, please don't hesitate to call for assistance.



Per:

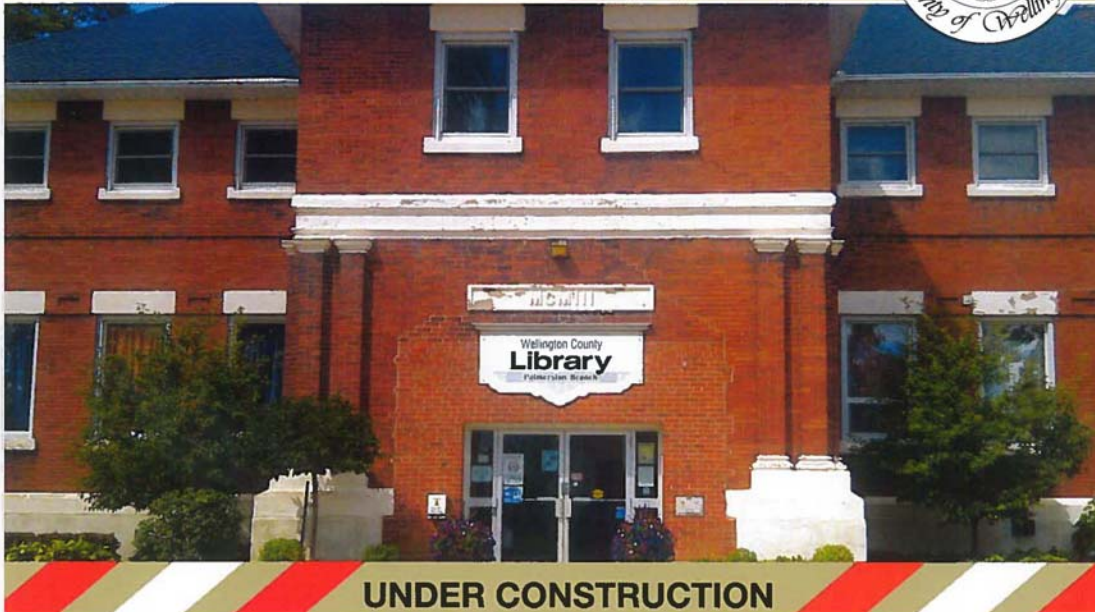
Will Teron, P. Eng.
Director – Heritage & Investigation, Principal
Tacoma Engineers Inc.

Encl.: none

APPENDIX 'C'

Your opinion matters!

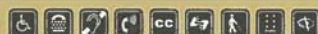
PALMERSTON CARNEGIE LIBRARY RENOVATION PROJECT



Tell us what features you would like to see in a renovated Palmerston Library!

YOUR COMMENTS: _____

Please return completed cards to the library so they can be shared with the architect.



Alternate formats available upon request.

Above: sample comment card

Comments:

- Elevator access to three floors;
 - Storage in the basement space;
 - Program space in the upstairs for the library;
 - Multi-purpose approach to the upstairs;
 - Save as much as possible the historical value of the upstairs;
 - Rental space in the upstairs;
 - Kitchenette in the upstairs;
 - Partner with County Museum for historical displays.
-

Comments:

- Preserve part of theatre heritage;
 - Keep part of theatre level for small groups: performing arts, arts, museum;
 - Open to special group celebrations – birthdays, anniversaries, meetings;
 - Update chairs with pads.
-

Comments:

- Would like to see the upstairs get used more: meeting room/ library programs;
 - Daycare maybe come here but not sure that would work with a playground and parking;
 - Looking forward to updates.
-

Comments:

- Renovate upstairs for children's birthday parties (party room).
-

Comments:

- More seating/ better light (i.e. Listowel library);
 - Could some elements of the old theatre (upstairs) be added to the library renovation?
 - a) a couple of the beautiful old wooden chairs to a seating area;
 - b) photo of old murals in frames;
 - c) any other unique parts of theatre (lighting/ woodwork) added for remembrance of history.
 - So many old libraries are renovated and lose almost all of their original character.
-

Comments:

- Top floor – keep half a theatre and have another half for a meeting room.
-

Comments:

- I would like to see the past integrated with the future – keep some of what reminds of what was there while moving forward.
 - I like the stage with the jesters on each side of the stage. I also like the idea of a sitting area which could host some of the antique seats (complete with a place for your hat).
 - I believe by integrating 'the future' with up-to-date media and technologic advances, income could be gained.
 - Perhaps a meeting area complete with all the advances in technology.
 - The room has great acoustics I'm told – perhaps music venues or working musical advancements could be integrated too – somehow to help pay for the building moving forward.
 - Perhaps integrating more of what the train museum offers – perhaps a digital walking tour of our town and the history of the trains – somehow to get people into the building.
-

Comments:

- Renovate the basement – it's in pretty bad shape – especially the floor;
 - The upstairs auditorium needs to be completely renovated, but, what will it be used for?
 - The stairway to the auditorium needs to be renovated as well
-

Comments:

- The railway museum and Norgan Theatre will volunteer to run the renovated theatre as a venue for theatre and music.
 - Elevator, new green rooms, washrooms, retain those seats.
-

Comments:

- The Carnegie theatre is heritage. Let's save it and use it as a theatre. There are groups that will partner.
-

Comments:

- The Norgan Theatre could partner with a Carnegie theatre to help run it with volunteers and pick up rent.

Comments:

- I would like to see the theatre saved and used as a theatre. There are many groups who could use a small theatre, fixed up green rooms, elevator etc..
-

Comments:

- Canopy or awning over front door to keep rain, snow off and protect the entrance way;
 - More computers for public use;
 - Meeting room – could be small if you preserve theatre;
 - Can ceiling be raised in library to bring back character of older building;
 - Keep molding around windows and two paintings on wall should be preserved.
-

Comments:

- Our families wish to see the upstairs of the library returned to what it once was.
 - We also hope that downstairs will remain the Cub Scouts Hall.
-

Comments:

- Make front entrance more sheltered – you get soaked as soon as you go out the door.
-

Comments:

- Water in the janitor's room;
 - Countertops in washroom that are more durable for public use.
-

Comments:

- Library use is declining, we don't need a "Taj Mahal"
 - Need to encourage children to visit/ use facilities;
 - Your renovations are needed – but who is going to pay for upkeep?;
 - Keep it simple – low cost;
 - Less middle class – less tax dollars/ we don't need to keep up with the Jones'.
-

Comments:

- Have a place where the kids can do stuff and be quiet.
-

Comments:

- In this building keep it only a building where a collection of books is kept for reference or reading; books of various formats;
 - Make the building rooms and dividers impervious to sound so that noise and sound is incapable of being passed or penetrated; make the whole library a quite place from entrance and throughout;
 - I suggest a delegation on the board/ committee/ County of Wellington take a trip to Hanover Civic Library and see their layout and number one priority of quietness. This is achieved not only in library rules but also in it's construction/ renovation;
 - Please have quiet rooms also;
 - Keep computers near librarian yet away from public traffic.
 - Only have activities related to books, etc.;
 - No seniors for excellence games, social activities... send them to the community centre or CNR Seniors building on Main St.
 - Do not have any social activities or coffee shop. They can go to the new Tim Hortons coming up and social activities need to be done at church or community center or CNR Seniors.
 - Make more quiet areas for those who bring their own computer with proper hook ups;
 - Keep the children area away from adults as story hour and activities can be done in a separate room.
 - Bottom line: get the library back to the definition of library in its reading/ study/ quietness. Get the library out of its community centre, social club atmosphere. Give respect to those who wish to use a library for quiet reflection, quiet work, quiet reading, quiet study, quiet computer time, quiet resource preparation, quiet tutoring. BLESSED QUIETNESS.
-

Comments:

- It would be nice to have a small, peaceful area in which a coffee or tea could be enjoyed. Separate enough to not disturb those who study or prefer quiet but open enough to feel comfortable checking out a book or two (similar to Listowel Library's design).
-

Comments:

- Modernize library by adopting a concept that Chapter's Books uses in it's Guelph book store;
- Set aside (include) a small luncheon counter to serve coffee, orange drink, etc..

Comments:

- I would like to see a separate area for story time activities. As a grandma (sic) I sometimes have my grandchildren. They are not here enough to register them, but if they come and it's story time we can not get books because of the program. Book club could use the same space.
-

Comments:

- Digital sign on Main St. RE: library programs and community events.
-

Comments:

- Good lighting/ windows;
 - Multi-function space;
 - Computers.
-

Comments:

- More DVD's
-

Comments:

- Fire place and reading area;
 - Computer against a wall for more privacy;
 - Old hanging lights from theatre in library;
 - Daycare on main floor;
 - Library upstairs;
 - Scout Hall downstairs;
 - Overhang outside door – for opening umbrellas, locking door, etc..
 - Children's Area closed off for programmes, open rest of time or separate room,
 - Teen area with bean bag chairs.
-

Comments:

- Like it the way it is.
-

Comments:

- Tutoring Station
-

Comments:

- Better place for the “Arts and Crafts” sessions (Seniors for Excellence)
 - A room - or area - where people (Seniors, young mothers - teens) could gather watch a DVD – screen & projector need
 - An area where young mothers with babies or pre-schoolers could meet – toys for kids – books to read – maybe even coffee/tea room
-

Comments:

- A “Community meeting area” for smaller groups to meet – if not expensive to read
 - Chess Club room – high schoolers (sessions) could have safe place to meet and play
 - More computers for use by mothers who cant work at home
-

Comments:

- Fix the upstairs to hold after school; acting classes for kids, dance programs, etc.
-

Comments:

- A meeting room for book clubs or a space that could be rented for small groups (community oriented) upstairs space could be rented out for commercial office space, etc.
 - A lounge area to read papers, etc.
-

Comments:

- To make the library bigger with more books and movies and computers and snack table and with a coffee and act table and a fire place and an elevator and a tv and a cafeteria and a indoor fountain and ipad cart and chrome book cart and book sale
-

Comments:

- Repair theater upstairs (associated with Norgaw) as well as live music, Musical festival, guest speakers etc.
- Fireplace/sitting room on main floor.
- Extend wheelchair accessibility

Comments:

- A smaller theatre where kids could put on plays

Comments:

- Natural Lighting
- Fireplace
- Comfy Chairs and couches

Comments:

- I think it will be nice to have a bigger reading area where in everyone can read quietly and spend more times

Comments:

- A pace which could be used (perhaps with voluntaries assistance from high school seniors?) to familiarize community members with new technology

APPENDIX 'D'

COUNTING OPINIONS (<http://wellington.countingopinions.com/>)

Date	Branch	Comment
Question:	25	We appreciate your feedback, comments and suggestions
4/14/2014	PA	I would like a plaque representing Mr. Carnegie's contribution to the Palmerston Branch.
10/11/2013	PA	I love the library and the services provided. The services and staff members are a vital part of our community. The partnership with the 2 schools in town is very positive and something I would like to see build and grow.
9/26/2013	PA	Keep up the good work!
9/26/2013	PA	re: renovations of Palm library - would like to see space/spaces for community meetings, art gallery, studio work space or even historical displays - small kitchenette for making coffee or to facilitate projects for clubs
9/3/2013	PA	Access to the counties entire collection combined with the courier system is awesome.
7/31/2013	PA	I really like this library and the 2 ladies that run it (don't know if there are more) Always able to get information or books I ask for. Set up of library is OK too. Thanks,
7/4/2013	PA	I so now enjoy that you can use all libraries in Wellington County. Taking out or returning is so much easier now, and we use the libraries more because it is so convenient. Very pleased with staff at Palmerston Library. They are very helpful and personable.
6/28/2013	PA	When I have items brought in, I am often given other suggestions from the staff in Palmerston. Everyone is so well read!
6/27/2013	PA	This is a beautiful library in the heart of Palmerston. I just moved here and it seems to be a very historic and prominent part of Palmerston. I was told that there is a theatre on the top floor, I was disappointed to find out that it is closed to the public. The historic value of this site would be a great value added! Great library!
6/18/2013	PA	Some of the books that are provide contain bad (course) language (like goddam, etc). Such books should not be available to our yung readers. I don't agree with that at all. Also, I would not agree to have the library open on Sundays.
6/5/2013	PA	Libraries are important! Please keep up the good work!
5/23/2013	PA	Though I (and my family) will often do first a search in the online catalogue from home, the librarians have been extremely helpful and very knowledgeable in helping to find additional materials. The atmosphere is always welcoming, also for children.

COUNTING OPINIONS (<http://wellington.countingopinions.com/>)

- 4/22/2013 PA I love the Palmerston Library. I moved here two years ago from Prince Albert, Saskatchewan and I am constantly requesting books from other Wellington County Libraries. They most often arrive the very next day. Even interlibrary loan requests are in my hands so much faster than in other places I've lived (including Vancouver, Los Angeles and many smaller communities). The service is incomparable and the library is open far more hours than in so many smaller communities I have lived in.
The staff in Palmerston is great! They are always ready to help and I am particularly fond of Barb: She showed me the ropes when I here and both my husband and I find her kind, helpful and informative, not only for library matters, but for other community interests and information. (We can be electronically challenged....She is always so wonderfully willing to help.)
Andrea also helped me when I moved here and lost my cat. She gave me info that was very useful in my kitty search. Thank you for the last 2 years of kindness.
(Wanda Carter and Ted Strauss/Palmerston)
- 4/22/2013 PA I feel we are very lucky to have such a well stocked library and the staff are very helpful and friendly and always ready to help in any way they can.
- 4/22/2013 PA Very helpful in putting aside books for a person no longer able to attend library.
- 4/8/2013 PA Book Club is very interesting.
Books selected by the library for Book Club usually good, but not always.
Librarian is very helpful.
Librarian tries very hard to get books I request.
- 4/8/2013 PA -Staff is exceedingly helpful & friendly, go out of their way to help.
-Displays well thought out - easy to see.
Online service occasionally glitch-y - it would be useful to have an opinion page - such as "if you liked this author, you may also like..."
- 4/4/2013 PA The Library is one of the best uses of my tax dollars.
To make it more accessible have it open hours eg evenings.
- 4/2/2013 PA I have been going to the library since I was a child. It has always been an awe-inspiring adventure. The library staff has always been friendly, professional and most helpful. There are always new and wonderful books to enjoy. I really appreciate the resources available at our library.
- 4/2/2013 PA Very nice and polite people who work there.
- 4/2/2013 PA Very helpful staff.
Palmerston Lib + staff, Palmerston best kept secret. Keep up the good work.
- 3/28/2013 PA The gals that work here * are the best - they are always willing and able to help - and with smiles. (*Palmerston Branch)

COUNTING OPINIONS (<http://wellington.countingopinions.com/>)

3/28/2013	PA	Very friendly!
3/27/2013	PA	Overall satisfaction - I think this comparison/contrast is sort of bizarre. I believe libraries to be very relevant and affordable today. Barb @ Palmerston library has been extremely helpful and friendly. She's a huge part of why I come here instead of Perth library (Listowel) where the service isn't near as friendly.
3/27/2013	PA	I find the design of this questionnaire to be flawed. It is not possible to answer accurately when the question and possible answers are too broad and do not allow for all possibilities.

Date	Branch	Comment
Question: 5		We appreciate your feedback, comments and suggestions
10/3/2013	PA	The staff at this library couldn't be more efficient -- you are lucky to have them!!!
7/4/2013	PA	I so now enjoy that you can use all libraries in Wellington County. Taking out or returning is so much easier now, and we use the libraries more because it is so convenient. Very pleased with staff at Palmerston Library. They are very helpful and personable.
6/28/2013	PA	When I have items brought in, I am often given other suggestions from the staff in Palmerston. Everyone is so well read!
6/25/2013	PA	Barb at the Palmerston branch is wonderful. She is very polite, helpfull and knowledgeable. The Palmerston, Harriston and Arthur, Mt. Forest branches are all about the same distance from our home, but we prefer going to Palmerston because Barb is so helpfull.
6/25/2013	PA	Helpful Staff. Knowledgeable Pleasant personality
Question: 2		What are you most satisfied with (staff)?
11/2/2013	PA	They ask about what you are reading and take a interest. Some of them even know what I like to read and recommend a book. Another library that is close by, does not know me and I believe they do not live in the area and I feel like I am not in a small town library but a larger centre.
6/28/2013	PA	They remember me every time :) They've always been amazing at helping me find what I'm looking for,or making some great suggestions.
Question: 2		What are you least satisfied with (staff)?
11/2/2013	PA	In Palmerston, they are excellent so no dissatisfaction.
6/28/2013	PA	Never!
Question: 1		Any other comments or suggestions (staff)?
6/28/2013	PA	Thank you for all of your great help & hard work :)
Question: 0		Comments

Date	Branch	Comment
Question:	4	We appreciate your feedback, comments and suggestions
10/31/2013	PA	Would be nice to have the library updated & redecorated. - put the upstairs area to better use -sm coffee shop maybe
9/26/2013	PA	re: renovations of Palm library - would like to see space/spaces for community meetings, art gallery, studio work space or even historical displays - small kitchenette for making coffee or to facilitate projects for clubs
9/12/2013	PA	These comments relate to the renovations and referbishing of the Palmerston Library. Firstly the project should proceed in this coming year A.S.A.P. Next we would like to see the redevelopment plans very soon. The library requires an elevator and other access features. The heritage archetetural nature of the library must be maintained. The atmosphere and beauty of the exterior and interior must be enhanced. The upstairs should be developed for live theatre and concert hall. This facility has the best accoustics of any hall in Wellington County.
9/3/2013	PA	- could use more computers - or if you bring your own laptop to be able to print from it
Question:	1	What are you most satisfied with (facilities)?
6/28/2013	PA	It's a super little building & full of heritage!
Question:	1	What are you least satisfied with (facilities)?
6/28/2013	PA	I do wish the drop box was covered over. I never leave DVD's in the open box, I wait until the library is open & I can hand it in person.
Question:	1	Any other comments or suggestions (facilities)?
6/28/2013	PA	Using the Theater space up stairs as a possible art gallery or art studio. It has great light, great atmosphere etc. I would love to have art history, or local history lectures in the space. The murals should be digitized to save them. I don't think they could be removed from the walls. To increase funds I would auction off some of the seating - but not all!

Date	Branch	Comment
Question: 2		We appreciate your feedback, comments and suggestions
9/3/2013	PA	- could use more computers - or if you bring your own laptop to be able to print from it
4/26/2013	PA	More computer kiosks would be nice as the 2 are often occupied during evening hours.

Date	Branch	Comment
Question:	2	We appreciate your feedback, comments and suggestions
10/31/2013	PA	RE services fall short questions: the cost of a colour copy in Palmerston is \$1.00 - excessive . In the Listowel library the cost is only .40. Why not get a Xerox colour copier (separate from the computer) to copy colour prints for .40?
9/3/2013	PA	- could use more computers - or if you bring your own laptop to be able to print from it

Date	Branch	Comment
Question:	2	We appreciate your feedback, comments and suggestions
6/25/2013	PA	I understand that resources can be borrowed from other libraries. I was wondering if the home base for resources be changed as some people browse for items to borrow eg take 20 DVD etc or books etc and place in a display/table to see if circulation increases?? in another library.
6/5/2013	PA	I would like it if they could have a separate section for all the Christian books (fiction). I mainly read them. I can't always remember an author or title so it would be easier if all Christian fiction would be kept all together. They have this in Harriston and Drayton and I would appreciate it if you could do this in Palmerston as well. Thank you. P.S. I know a lot of people who would also appreciate this.

Date	Branch	Comment
Question: 1		We appreciate your feedback, comments and suggestions
3/27/2013	PA	I have appreciated in the past when there was a section of Christian Books that were labeled as such. If this would not be possible, then it would be great if the books could have a label with a rating to warn of offensive language, etc. The book I am reading from the library now (Riding Lesson by Sara Gruen) is enjoyable, but I resent the offensive language in it. When the books had a label of Christian book, I could read them knowing that the language and content would not be offensive.
Question: 1		What are you least satisfied with (services)?
11/2/2013	PA	Hours and variety of books

Date	Branch	Comment
Question: 1		We appreciate your feedback, comments and suggestions
4/9/2013	PA	When borrowing media & movies, I find that one week is not enough time. Please extend the borrowing time. Thanks.
Question: 1		What are you most satisfied with (policies/procedures)?
6/28/2013	PA	I really don't mind paying fines, I have enough time to bring the items back, so if I incur fines it's my fault.
Question: 1		What are you least satisfied with (policies/procedures)?
6/28/2013	PA	NA
Question: 1		Any other comments or suggestions (policies/procedures)?
6/28/2013	PA	More access to other library collections, Some items aren't in our system and we just aren't allowed to get them. No fault of my library; just other policies. Maybe use a type of credit rating when using other library collections - if the borrower is very good, they'd receive a high score & have greater access. The reverse would be true of bad borrowers :)

Date	Branch	Comment
Question: 1		We appreciate your feedback, comments and suggestions
4/4/2013	PA	The Library is one of the best uses of my tax dollars. To make it more accessible have it open hours eg evenings.
Question: 1		What are you least satisfied with (services)?
11/2/2013	PA	Hours and variety of books

Date	Branch	Comment
Question:	1	We appreciate your feedback, comments and suggestions
10/11/2013	PA	I love the library and the services provided. The services and staff members are a vital part of our community. The partnership with the 2 schools in town is very positive and something I would like to see build and grow.

Date	Branch	Comment
Question:	2	We appreciate your feedback, comments and suggestions
10/11/2013	PA	I love the library and the services provided. The services and staff members are a vital part of our community. The partnership with the 2 schools in town is very positive and something I would like to see build and grow.
9/3/2013	PA	Access to the counties entire collection combined with the courier system is awesome.
Question:	2	What are you most satisfied with (services)?
11/2/2013	PA	Convenience
6/28/2013	PA	I can have any item listed in the catalogue brought in & have it waiting for me in Palmerston. I use the website search for catalogue items very often. I also like to attend various classes and seminars - most recently on using ebooks & audio books.
Question:	2	What are you least satisfied with (services)?
11/2/2013	PA	Hours and variety of books
6/28/2013	PA	NA
Question:	1	What are you most satisfied with (policies/procedures)?
11/2/2013	PA	They always renew our books and give us a call to let us know what they have done. They go out of their way for us.

APPENDIX 'E'



Eight Guiding Principles in the Conservation of Built Heritage Properties

The following guiding principles are ministry statements in the conservation of built heritage properties and are based on international charters which have been established over the century. These principles provide the basis for all decisions concerning good practice in heritage conservation around the world. Principles explain the "why" of every conservation activity and apply to all heritage properties and their surroundings.

1. RESPECT FOR DOCUMENTARY EVIDENCE:

Do not base restoration on conjecture.

Conservation work should be based on historic documentation such as historic photographs, drawings and physical evidence.

2. RESPECT FOR THE ORIGINAL LOCATION:

Do not move buildings unless there is no other means to save them.

Site is an integral component of a building or structure. Change in site diminishes cultural heritage value considerably.

3. RESPECT FOR HISTORIC MATERIAL:

Repair/conservé - rather than replace building materials and finishes, except where absolutely necessary.

Minimal intervention maintains the heritage content of the built resource.

4. RESPECT FOR ORIGINAL FABRIC:

Repair with like materials.

Repair to return the resource to its prior condition, without altering its integrity.

5. RESPECT FOR THE BUILDING'S HISTORY:

Do not restore to one period at the expense of another period.

Do not destroy later additions to a building or structure solely to restore to a single time period.

6. REVERSIBILITY:

Alterations should be able to be returned to original conditions. This conserves earlier building design and technique.

e.g. When a new door opening is put into a stone wall, the original stones are numbered, removed and stored, allowing for future restoration.

7. LEGIBILITY:

New work should be distinguishable from old.

Buildings or structures should be recognized as products of their own time, and new additions should not blur the distinction between old and new.

8. MAINTENANCE:

With continuous care, future restoration will not be necessary.

With regular upkeep, major conservation projects and their high costs can be avoided.

For more information, please call the Ministry of Culture at (416) 212-0644 or Toll Free at 1-866-454-0049 or refer to the website at www.culture.gov.on.ca.

Spring 2007

Disponible en français

© Queen's Printer for Ontario, 2007.

If credit is given and Crown copyright is acknowledged, this material may be reproduced for non-commercial purposes.

The information contained in this InfoSheet should not be relied upon as a substitute for specialized legal or professional advice in connection with any particular matter.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Information, Heritage and Seniors Committee
From: Murray McCabe, Chief Librarian
Date: Tuesday, September 02, 2014
Subject: **Report from Chief Librarian September 2014**

Background:

To provide the Library Board with a brief overview of events and activities from across the library system.

Updates:

Branch news: Library staff at all 14 libraries provided a terrific Summer Reading Programme and witnessed solid participation by area children and teens. The number of books read was up over that of last summer and our programmes enjoyed higher attendance. Librarian Sukhjit Rull coordinated the summer programme and will provide a more detailed overview of the summer's events in her report. Sukhjit is scheduled to be interviewed in August by Centre Wellington's "The Grand" radio and will be highlighting our summer success while talking about upcoming library initiatives.

Fergus Branch:

While the general contractor TRP and their sub-trades continue to construct the new building, library staff and the architects have recently selected shelving and furniture. Assistant Chief Librarian, Chanda Gilpin and Fergus Branch Supervisor, Rebecca Hine have implemented the process of tagging the branch collection with new (RFID) Radio Frequency Identification tags. The tags provide both security and inventory control for the new branch and will allow patrons to check-out their own materials if they choose. This technology is now in place in many library systems and provides staff more time to help patrons including students to find needed information resources.

Palmerston Branch:

At this writing, the County and Grinham Architects have just recently toured a number of pre-qualified general contractors through the library in preparation for receiving bids on the renovation project. The outcome of that process should be known very shortly. Grinham Architects will deliver a report to the Board in September regarding the comments received from the public on the forthcoming renovation. The report will be presented for information purposes, taking the Board and staff to a point where decisions will need to be made about how the required additional library space can best be achieved.

With thoughts of the a newly renovated library in mind, Belinda Wick-Graham, Minto's Business and Economic Development Manager has asked the library to consider becoming a partner in the future purchase of an electronic sign. The sign is to be located on Main Street and will be used to advertise community events. The request is somewhat similar to a sign installed at the Puslinch Library back in 2011 that saw the library have a permanent home on the sign with the ability to post electronic messages as needed.

Rockwood Branch:

The 1300 s.q. ft. addition to the branch has come a long way since the board last met in June with a completion date tentatively set for the end of September. The block exterior of the addition mirrors the existing building and the staff and public are looking forward to having the room opened for use. My thanks to Branch Supervisor Neil Arsenault and the Township of Guelph/Eramosa Director of Parks and Recreation Robin Milne for working closely during the project to minimize the impact on library patrons. Staff will be planning an official opening day event in the next few weeks.

Staffing:

The library system has 12 staff that will be recognized for their long service to the community and the County this September. Five of these staff will be recognized for 10 years of service, one for 15 years, two for 20 years, one for 25 years, and three staff that retired this year. The library has a great team of dedicated staff that love their work. This is reflected on a regular basis by the positive comments staff receive from library patrons through letters of appreciation and notes delivered in our customer satisfaction survey.

Ms. Horrock's has resigned from her role as library trustee, effective immediately. Ms. Horrock's extends her thanks to the County for the experience but notes that new career commitments require her to leave the board at this time. I have thanked Ms. Horrocks for her service on behalf of the board and library staff.

Conferences:

I had the privilege of attending the Ontario Library Associations, "Annual Institute on the Library as Place" in London, Ontario with Councillor Innes in July. The event featured a number of guest speakers including Paul Sapounzi of VG+ Architects. The speakers talked about various building projects and the important role libraries play in a community. The conference focused primarily on public and academic libraries, to a lesser extent school libraries. Discussion and some debate thrashed out how libraries are changing to meet community needs and how many are creating makerspaces for patrons to experiment with various new technologies including 3D printers. The term makerspace is now widely used in the library world to mean a meeting space that can accommodate a wide variety of activities that allow patrons to explore various technologies and crafts.

My attendance at the Association of Municipalities of Ontario conference provided me with an opportunity to talk briefly with Ontario's new minister of Tourism, Culture, and Sport, Michael Coteau. The Ministry is currently surveying public libraries about their needs in the area of programming and technology. The results of the survey will presumably direct the roll out of a promised \$10 million

grant for public libraries that will span three years. During my conversation with the Minister, I was pleased to hear him say that public libraries play a critical role as a community hub, a theme that was certainly present at the Ontario Library Association's Library as Place Conference.

Children's and Youth Expo – invitation to present

I am pleased to report that Wellington County Library has been invited to provide a poster session at by the Ontario Library Association for their new Child and Youth Expo scheduled to take place this November in Toronto. The event is intended for library staff that work directly with children and teens. Penny Presswood of the Fergus branch will attend with another staff member to showcase the programming she provides to children enrolled in the special education classes at Victoria Terrace Public School and Hopewell Home in Fergus. Penny has provided this programme for the past eight years and has developed a thorough understanding of the expectations of the children and the teachers when it comes to providing a programme suited to their needs. Ms. Presswood visits the two institutions once a month during the school year and typically sees 10 to 15 children during each visit.

Recommendation:

That the Chief Librarian's report for June through August 2014 be received for information.

Respectfully submitted,
Murray McCabe

Chief Librarian



COMMITTEE REPORT

To: Chair and Members of the Information, Heritage and Seniors Committee
From: Sukhjit Rull, Information Services Librarian
Date: Wednesday, September 10, 2014
Subject: **Summer Reading Club 2014**

Purpose: To provide the Board with a summary of the 2014 Summer Reading Club activities at Wellington County Library.

Background:

It was a busy summer at Wellington County Library. Children will be arriving in the classroom with their imagination and their reading skills all warmed up from their fantastic adventures in the 2014 TD Summer Reading Club. Our theme for the summer was Eureka!

This year the summer reading club attracted 2349 across Wellington County Library who read 46,650 books in July and August. That is an increase of 1650 books from the summer of the 2013 read this summer! The library also had 362 teens participate in our Teen Reading Challenge reading a total of 543,715 pages, 2002 books read and 3119 minutes of audiobook listening time.

The library also saw an increase this year in programme attendance. Overall, we had a 6.8% increase in programme attendance compared to 2013. We had a number of fantastic performers visit our branches over the course of the summer. There were two magicians, a musician, science workshops and a face painter. Almost all of our special performers had a full list of registrants that were excited to enjoy the show. We also had an increase in number of programmes this summer offered by Wellington County Staff.

Moreover, we offered three sessions of weeklong animation camps with participants ranging from grade 5 to 12. The camp taught participants about the basics of stop motion animation and how to put together their own movie. This year we also plan on converting all the video clips onto a DVD and have them catalogued into the system for patrons to check out.

The Library also was able to hire seven summer students that worked at the following branches: Aboyne, Arthur, Drayton, Elora, Harriston, Mount Forest and Rockwood. In addition to helping out during the Summer Reading Club, the summer students also ran the animation camps during the month of August. The presence of the students allowed those branches to offer more programmes and to increase the number of participants for each programme.



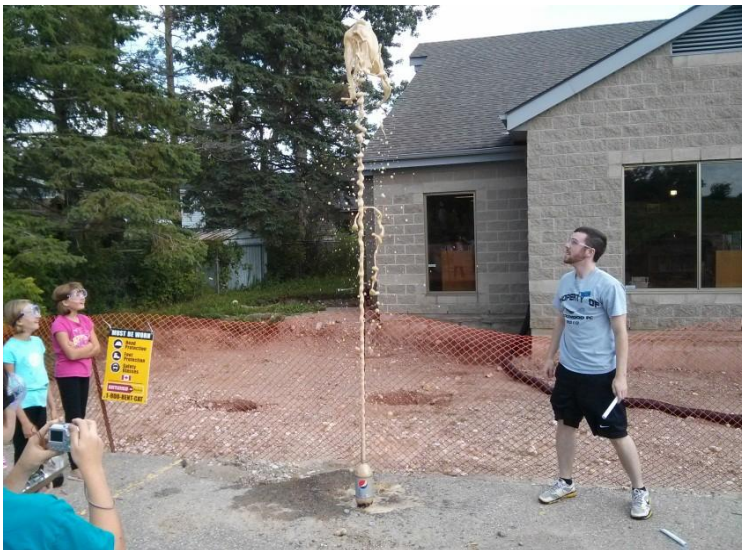
Musician Andrew Queen performs to a full crowd at the Hillsburgh Branch



Paint Me a Picture Programme at Aboyne Branch



Owen Anderson the magician at the Elora Branch



Boom Goes the Library outside Rockwood Branch

Recommendation:

That the report on the 2014 Summer Reading Club activities at Wellington County Library be received for information.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Sukhjit Rull'.

Sukhjit Rull
Information Services Librarian

Wellington County Library

JUNE– AUGUST 2014

Use Statistics

Prepared for: Wellington County Library Board

Meeting Date: Sept 10, 2014

Prepared by: Chanda Gilpin, Assistant Chief Librarian

Date: Sept 3, 2014



Use Statistics

	2014			2013		
System wide circulation:	June	July	August	June	July	August
Print, cds, dvds, magazines and audiobooks:	77,565	106,199	87,155	78,573	110,378	92,562
eBooks borrowed:	5,041	4,607	4,506	3,043	3,420	3,430
Inter-library loan, material loaned:	338	437	302	219	395	397
Public computer usage within the libraries:	5,538	5,740	5,151	4,623	5,349	5,150
Programme attendance:	4,895	5,543	2,758	5,221	4,936	2,206
Database usage	7,775	9,177	8,064	8,884	6,914	7,708
Public wireless users:	3,599	3,658	3,011	3,457	3,380	3,193

Circulation Statistics

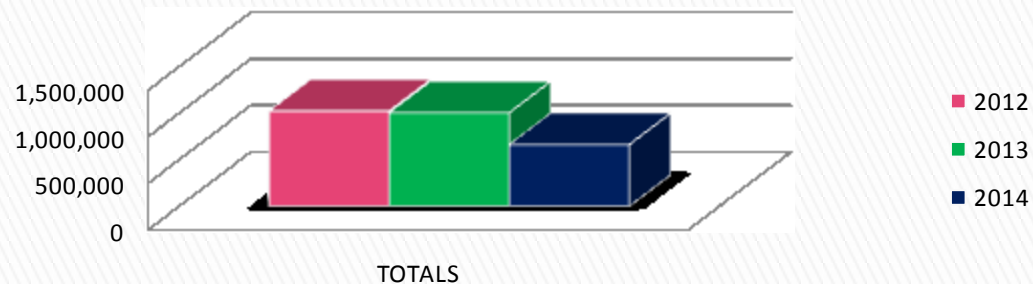
*Circulation of Material – Traditional Formats

		JAN	FEB	MAR	APR	MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC	TOTALS
ABOYNE	2012	11,215	11,405	12,283	10,976	10,132	11,626	13,819	13,053	10,872	12,152	12,324	10,184	140,041
	2013	12,232	11,460	13,023	12,133	11,571	12,535	16,665	14,355	11,838	11,831	11,807	9,425	148,875
	2014	12,479	10,993	14,565	11,264	12,268	12,391	16,870	13,469					104,299
ARTHUR	2012	5,093	4,790	5,450	4,704	4,888	5,032	6,774	4,837	4,350	4,600	4,723	3,766	59,007
	2013	4,965	3,996	4,722	4,529	4,542	4,913	6,924	5,380	4,737	5,162	4,567	3,414	57,851
	2014	4,587	4,321	4,716	4,768	4,506	4,762	6,459	5,209					39,328
CLIFFORD	2012	1,693	1,510	1,472	1,459	1,583	1,819	2,048	1,842	1,746	1,493	1,606	1,143	19,414
	2013	1,543	1,367	1,538	1,357	1,490	1,557	2,045	1,624	1,184	1,576	1,254	1,177	17,712
	2014	1,372	1,264	1,623	1,264	1,392	1,534	2,056	1,544					12,049
DRAYTON	2012	12,320	11,291	10,937	10,190	9,668	10,391	14,934	12,304	9,888	11,984	10,286	9,228	133,422
	2013	11,088	10,128	10,136	10,306	8,582	9,903	14,501	10,694	9,753	10,431	10,174	8,704	124,400
	2014	9,908	9,502	10,947	9,314	8,648	9,901	13,317	10,716					82,253
ELORA	2012	5,526	5,536	5,806	5,002	5,237	5,496	6,897	6,445	5,940	6,106	5,786	5,652	69,429
	2013	5,961	5,162	5,718	5,789	5,513	4,902	7,933	6,589	5,727	5,698	5,659	4,704	69,355
	2014	5,520	4,759	5,988	5,791	5,498	4,790	6,699	6,056					45,101
ERIN	2012	4,593	5,031	5,695	4,757	4,502	4,824	6,076	5,959	4,817	5,473	5,236	4,608	61,571
	2013	5,075	4,167	4,880	4,702	4,691	4,409	6,772	5,889	5,135	4,979	4,579	3,735	59,013
	2014	4,214	3,793	4,766	4,285	4,198	4,226	6,107	4,765					36,354
FERGUS	2012	12,362	12,127	12,301	10,893	11,437	11,232	13,940	14,062	11,250	12,311	11,834	10,247	143,996
	2013	12,383	11,474	11,738	10,773	10,713	8,125	11,894	11,284	9,744	10,691	10,339	9,275	128,433
	2014	10,052	9,000	10,803	11,077	10,023	8,008	13,506	11,435					83,904
HARRISTON	2012	2,948	2,828	3,063	2,433	2,362	2,345	6,023	5,739	4,768	4,948	4,556	3,972	45,985
	2013	4,794	4,264	4,625	4,353	4,126	4,184	6,310	5,535	4,543	4,980	4,385	2,790	54,889
	2014	3,879	4,026	4,652	4,062	3,825	4,154	5,633	4,585					34,816
HILLSBURGH	2012	3,397	3,167	3,519	3,042	3,251	3,293	4,614	4,102	3,255	3,324	3,385	3,025	41,374
	2013	3,588	3,212	3,465	3,627	3,110	3,378	4,662	3,837	3,287	3,893	3,647	2,954	42,660
	2014	3,547	2,845	3,440	3,632	3,147	3,370	4,271	3,524					27,776
MARDEN	2012	4,600	4,282	4,702	4,033	4,146	3,942	4,764	4,452	4,289	4,918	4,084	3,936	52,148
	2013	4,661	3,848	4,038	4,658	3,960	4,002	5,278	4,227	4,013	3,866	3,865	3,240	49,656
	2014	3,887	3,267	4,276	3,843	3,502	3,905	5,040	4,634					32,354
MT FOREST	2012	7,180	7,092	7,529	6,949	7,282	7,571	8,885	8,611	6,790	7,177	7,325	6,494	88,885
	2013	7,566	7,008	7,674	7,820	7,011	7,284	9,789	8,694	7,904	8,652	7,754	6,919	94,075
	2014	7,392	7,539	8,416	7,486	7,476	7,246	10,308	8,180					64,043
PALMERSTON	2012	2,518	2,503	2,458	2,249	2,588	2,380	3,250	3,109	2,767	2,593	2,604	2,177	31,196
	2013	2,804	2,530	2,496	2,822	2,738	2,430	3,190	2,684	2,293	2,635	2,304	2,272	31,198
	2014	2,100	1,944	2,239	2,410	2,188	2,403	3,270	2,707					19,261
PUSLINCH	2012	4,417	4,511	4,489	3,890	4,122	3,889	4,795	4,414	3,720	4,232	4,270	3,674	50,423
	2013	3,924	3,595	3,886	3,827	3,902	3,910	4,501	4,032	3,088	3,763	3,177	2,738	44,343
	2014	3,234	2,777	3,269	3,343	3,317	3,878	3,905	3,140					26,863
ROCKWOOD	2012	7,273	6,892	7,557	6,563	6,847	7,292	9,420	8,456	6,639	7,508	6,855	5,516	86,818
	2013	7,068	6,145	6,935	6,478	6,248	7,041	9,914	7,738	6,649	6,924	6,073	5,017	82,230
	2014	5,942	5,473	6,930	6,867	6,236	6,997	8,758	7,191					54,394
TOTALS	2012	85,135	82,965	87,261	77,140	78,045	81,132	106,239	97,385	81,092	88,819	84,874	73,622	1,023,709
	2013	87,652	78,356	84,874	83,174	78,197	78,573	110,378	92,562	79,895	85,081	79,584	66,364	1,004,690
	2014	78,113	71,503	86,630	79,406	76,224	77,565	106,199	87,155	0	0	0	0	662,795

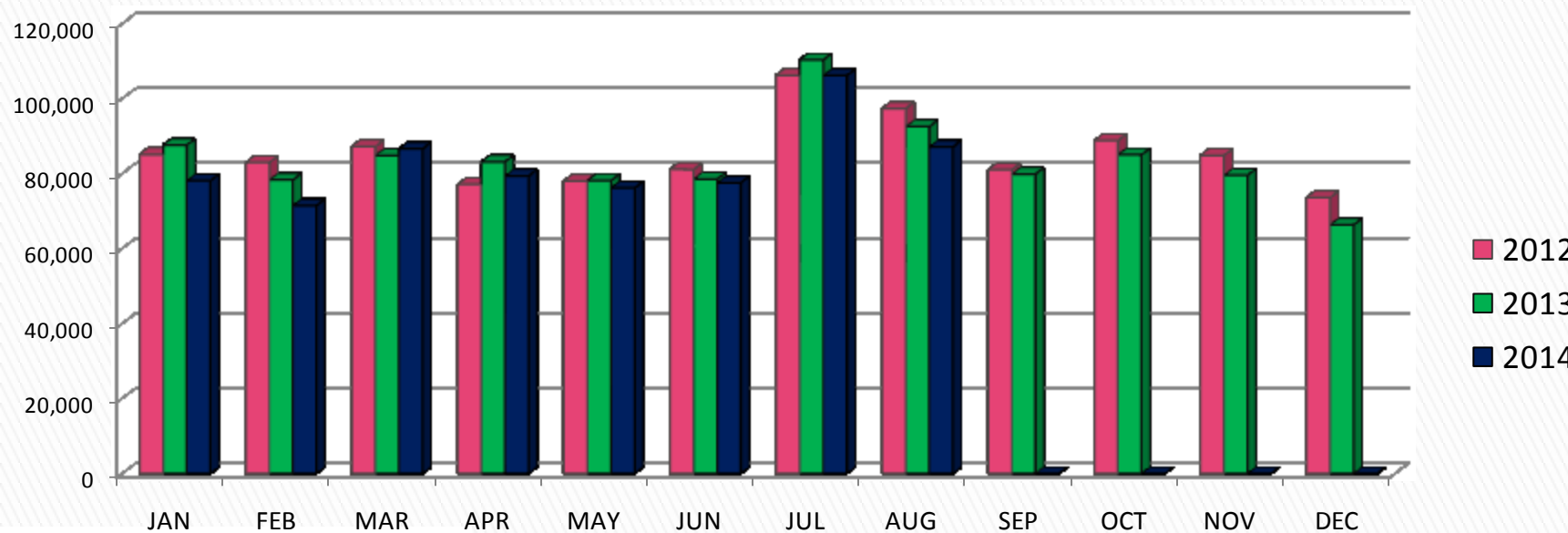
Annual Change	-11%	-9%	2%	-5%	-3%	-1%	-4%	-6%					588	-4%
---------------	------	-----	----	-----	-----	-----	-----	-----	--	--	--	--	-----	-----

Circulation Activity

Wellington County Library Total Circulation of Materials by Year



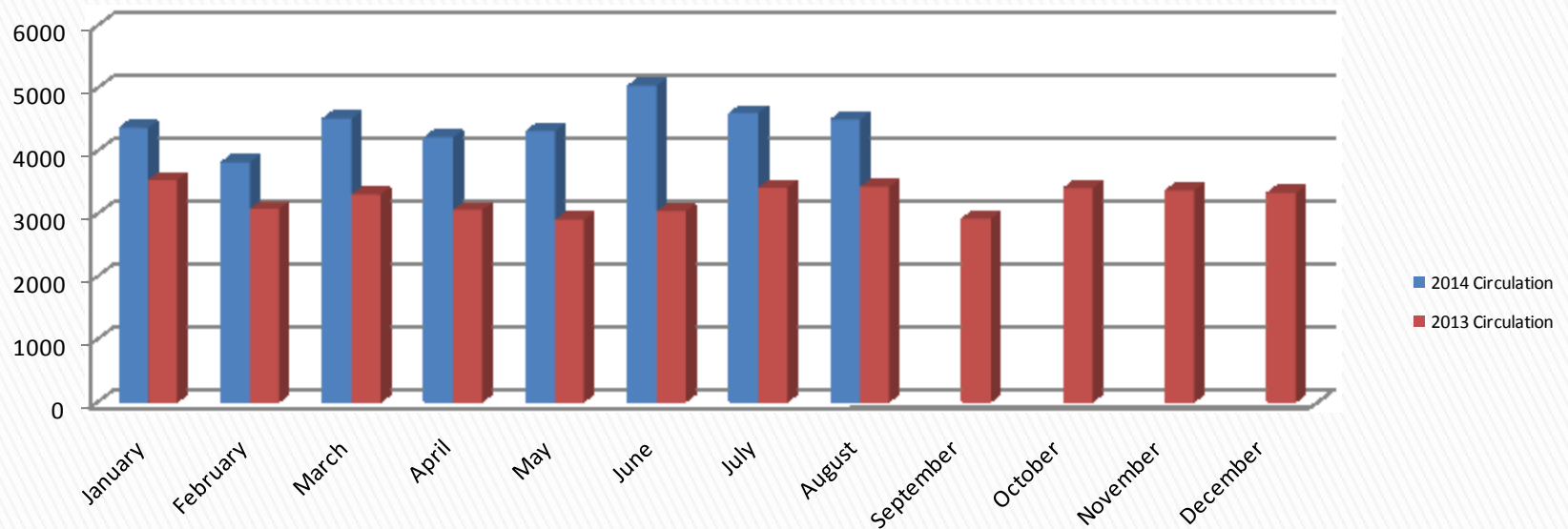
Circulation
Count



Monthly Circulation by Year

eBook Circulation Activity

eBook Circulation by Month*



***includes eBooks, eAudiobooks, eVideo and eMusic circulation from OverDrive.**

Website Statistics

June – August 2014

Top Pages Visited

Library Home Page	20,587
Online Resources	5,202
eBooks and More	4,371
Borrowing	3,915
Branch Locations	1,181
Loans and Renewals	547

Our website was accessed in a variety of ways including 3,996 visits from tablets and 3,760 from Mobile Devices.

Mobile devices include Apple iPad, Apple iPhone, Google Nexus 4, Blackberry Playbook, Blackberry 9900 Dakota, and Samsung Galaxy Tab 3

Visits to Library Website

# of total visits	24,237
# of pages viewed	51,393

Location of people accessing our website:

Canada, U.S., U.K., India, Turkey, Germany and Tanzania.

The majority of visitors were within Ontario:

Fergus, Clifford, Guelph, Orangeville, Halton Hills, Kitchener, Waterloo and Toronto.

Of the visitors 67% were returning and 33% were new visitors to our website.

Programming Report

June 2014

BRANCH	TOTALNUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/ TEENS	PARENTS/ CAREGIVERS	ADULTS	
ABOYNE	17	211	53	39	
ARTHUR	13	87	37	48	
CLIFFORD	10	131	19	7	
DRAYTON	19	751	37	9	
ELORA	7	100	18	15	
ERIN	11	316	24	14	
FERGUS	8	105	57	13	
HARRISTON	20	196	33	124	
HILLSBURGH	10	252	20	57	
MARDEN	13	269	23	35	
MT FOREST	18	891	24	29	
PALMERSTON	22	256	68	16	
PUSLINCH	6	231	20	6	
ROCKWOOD	8	216	23	15	
TOTALS	182	4012	456	427	4895
					Total Participants

June 2013

BRANCH	TOTAL NUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/ TEENS	PARENTS/ CAREGIVERS	ADULTS	
ABOYNE	8	274	78	6	
ARTHUR	14	157	86	30	
CLIFFORD	10	210	29	3	
DRAYTON	12	82	55	0	
ELORA	7	84	30	16	
ERIN	12	518	41	18	
FERGUS	6	35	11	26	
HARRISTON	17	263	76	41	
HILLSBURGH	14	461	120	40	
MARDEN	12	487	43	16	
MT FOREST	10	789	0	30	
PALMERSTON	14	512	74	19	
PUSLINCH	8	249	50	3	
ROCKWOOD	10	118	12	29	
TOTALS	154	4239	705	277	5221
					Total Participants

Programming Report

July 2014

BRANCH	TOTAL NUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/TEENS	PARENTS/CAREGIVERS	ADULTS	
ABOYNE	29	451	198	18	
ARTHUR	39	561	100	42	
CLIFFORD	19	123	20	5	
DRAYTON	24	306	74	9	
ELORA	15	229	113	15	
ERIN	14	401	96	2	
FERGUS	26	223	101	30	
HARRISTON	25	424	47	34	
HILLSBURGH	20	128	45	43	
MARDEN	17	190	62	33	
MT FOREST	30	597	66	83	
PALMERSTON	16	136	51	13	
PUSLINCH	16	143	48	4	
ROCKWOOD	16	219	44	16	
TOTALS	306	4131	1065	347	5543
					Total Participants

July 2013

BRANCH	TOTAL NUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/TEENS	PARENTS/CAREGIVERS	ADULTS	
ABOYNE	19	255	118	28	
ARTHUR	21	319	123	17	
CLIFFORD	16	111	24	3	
DRAYTON	27	403	94	0	
ELORA	13	171	67	26	
ERIN	17	289	65	19	
FERGUS	21	139	76	28	
HARRISTON	36	511	59	30	
HILLSBURGH	15	166	46	17	
MARDEN	10	147	47	10	
MT FOREST	26	459	56	35	
PALMERSTON	11	134	41	9	
PUSLINCH	13	158	92	0	
ROCKWOOD	28	405	121	18	
TOTALS	273	3667	1029	240	4936
					Total Participants

Programming Report

August 2014

BRANCH	TOTAL NUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/TEENS	PARENTS/CAREGIVERS	ADULTS	
ABOYNE	13	174	76	5	
ARTHUR	21	266	195	48	
CLIFFORD	7	25	1	2	
DRAYTON	8	96	17	0	
ELORA	5	72	33	21	
ERIN	7	103	22	2	
FERGUS	14	102	43	32	
HARRISTON	30	286	36	30	
HILLSBURGH	13	99	39	39	
MARDEN	13	151	10	35	
MT FOREST	21	292	42	33	
PALMERSTON	9	59	24	7	
PUSLINCH	9	93	31	15	
ROCKWOOD	10	76	15	11	
TOTALS	180	1894	584	280	2758
					Total Participants

August 2013

BRANCH	TOTAL NUMBER OF PROGRAMMES OFFERED	ATTENDEES			
		CHILDREN/TEENS	PARENTS/CAREGIVERS	ADULTS	
ABOYNE	19	243	84	42	
ARTHUR	7	98	0	61	
CLIFFORD	5	14	0	6	
DRAYTON	9	137	16	0	
ELORA	4	44	13	18	
ERIN	7	75	17	13	
FERGUS	9	47	15	28	
HARRISTON	32	257	62	29	
HILLSBURGH	9	146	30	38	
MARDEN	4	112	5	18	
MT FOREST	17	225	32	30	
PALMERSTON	4	36	9	0	
PUSLINCH	8	56	27	12	
ROCKWOOD	10	73	26	12	
TOTALS	144	1563	336	307	2206
					Total Participants

Building stories

From recording studios to a rooftop terrace, the new Halifax Central Library reflects the community's desires

BY ERICA BUTLER

Halifax librarian Alison Ambi demonstrates how she can control her laptop using leaves and twigs via Makey Makey, a microcontroller that acts like a remote keyboard when plugged into a computer. “Unfortunately, I didn’t have time to go grocery shopping,” says Ambi. Otherwise, she would be attaching strawberries to her laptop instead.

Ambi’s office is tucked away in the reference section of downtown Halifax’s Spring Garden Road Memorial Library. For the past year she’s been part of Halifax Public Libraries’ emerging technologies department, experimenting with a host of gadgets, from robotics kits to 3D printers to conductive Playdough (adorably dubbed Squishy Circuits).

While construction workers across the street assemble the structure that will become Halifax’s new central library, Ambi and her colleagues have been preparing for what will happen inside the new \$55-million, five-level, 108,000-square-foot building, slated to open this fall.

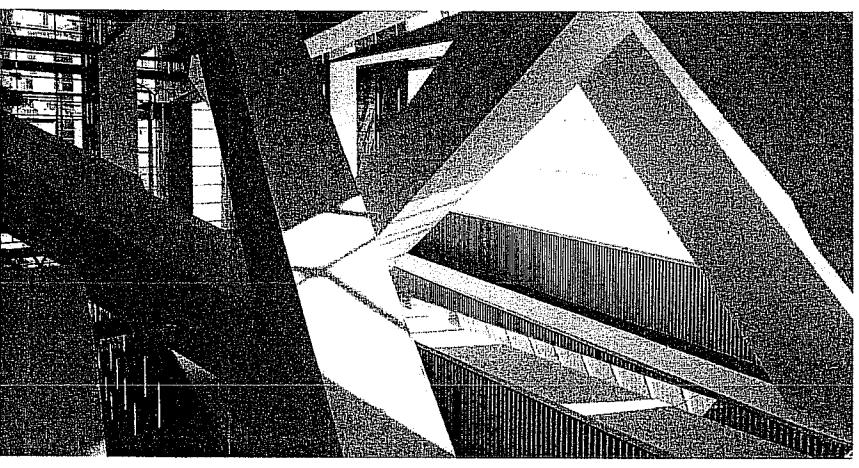
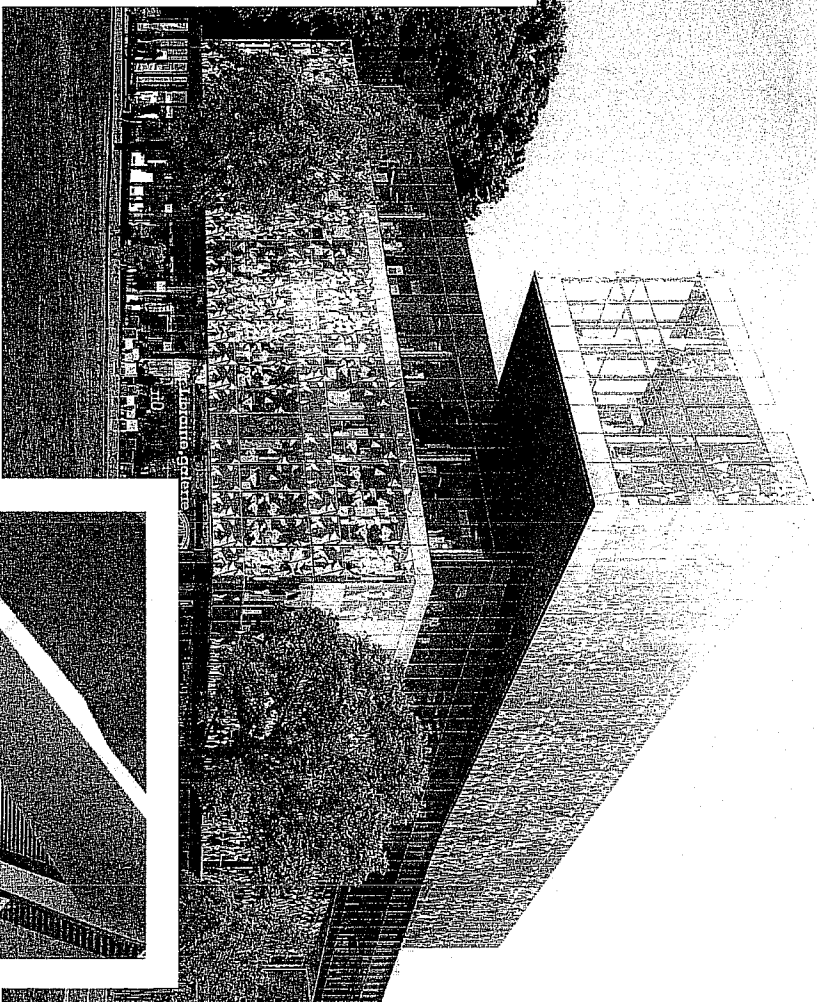
From 2008 to ’10, before breaking ground, HPL hosted five well-attended public consultations. “The teens very vocally said they wanted a workshop-like space,” says Ambi. And so, on the second floor of the new library, there will

be a makerspace (dubbed the “Creative Lab”) for exploring everything from traditional crafts to electronics. There will also be two fully equipped recording studios, another public request that made it into the design.

These spaces represent a new dimension in what contemporary libraries are expected to provide. It’s not just about finding and appreciating a wealth of cultural resources anymore: it’s also about making and creating your own. Ultimately, Ambi says, libraries are still focused on learning. “For years libraries have been helping people learn how to use Microsoft Word and search the Internet,” she says. “Then we moved into ebooks and tablets. Later today I’m teaching someone how to use Skype. I see this as a progression from that.”

She adds, “The concept of how you learn is broadening. There’s more of a focus on learning by doing, tinkering, taking things apart.”

The boardroom of the Alderney Gate Library branch in Dartmouth looks onto a somewhat forlorn rooftop patio attached to HPL’s administrative offices. The new building will also feature a rooftop terrace, but according to Halifax Central Library director



Rain shines

Halifax’s wet climate will support a green roof to absorb solar energy and reduce urban heat. As part of the building’s environmental strategy, rainwater will be harvested for use in flush fixtures.



“The uniqueness of the building is driven by what people wanted,” says Halifax Central Library director Bruce Gorman

Bruce Gorman, the best spaces will be reserved for the public, another demand from the extensive consultation process.

“We put in exactly the things the community said they wanted,” he says. “For us, definitely, that was a leap. It was a new way of doing things.”

The choice of architects for the project also represents a new way of working. In 2010, Danish firm Schmidt Hammer Lassen Architects was awarded the \$45 million contract via an international competition, collaborating with local partners Fowler Bauld & Mitchell.

The architectural team conceived a striking stack-of-books design, which was flagged by CNN as one of 10 “eye-popping new buildings that you’ll see in 2014.” Gorman thinks the open-concept glass building will become a Halifax icon, but what he’s really excited about is what will happen inside.

“We’re about third spaces,” says Gorman, describing a place outside of home and work, where you can go and “make it the space that you want.”

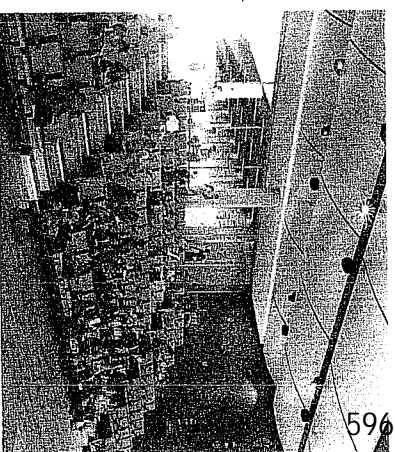
With plenty of multi-functional areas located throughout the building, the highlight is the fifth floor, featuring the rooftop terrace,

a café, and the Halifax Living Room, a soft-seating lounge overlooking bustling Spring Garden Road.

This is the role of the modern library, says Gorman. Out in the world, “there’s less and less public space – social-equality space where you can make the space your own and no one is ever going to ask you to leave,” he says. The new central branch will offer “a real new value proposition for what libraries are in communities.”

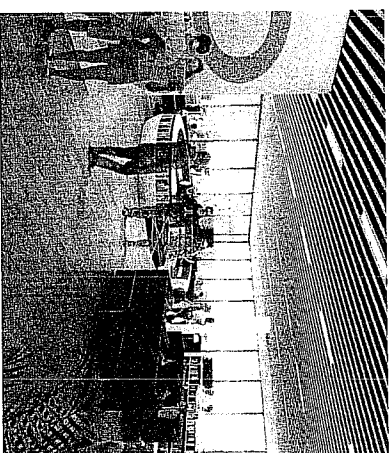
Of course, libraries are still about books. The HPL collection will expand by 40 per cent and be equipped with radio-frequency I.D. chips to make checkouts and materials handling more efficient. Housing the collection will be an interesting proposition in a glass building, however. There won’t be rows of shelves near the glass walls. Instead, books will be housed in what Gorman calls “collection furniture” located throughout the library.

“The uniqueness of the building is driven by what people wanted in the building, and we gave them what they wanted,” says Gorman. Patrons will be able to find or create the space they want, even if that means heading up to the roof to watch the harbour. “The sunsets up there will be remarkable,” he says. ☐



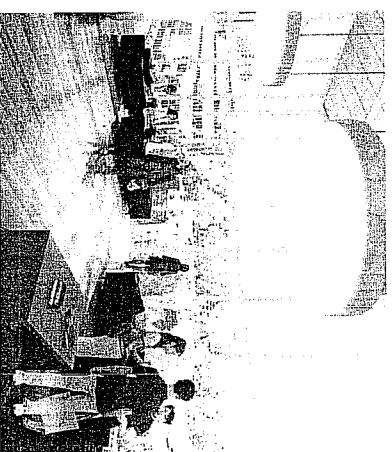
The main event

A 250-seat performance space is the first of its kind inside a Nova Scotia library. In the first year alone, an estimated 450,000 people are expected to attend readings, film screenings, lectures, and other cultural programs.



Indigenous inclusion

A First Nations circle, designed in consultation with the local Mi’kmaq community, features the spiritual symbol of an eight-point star opening to the east. The area will house an aboriginal literature collection, art, and artifacts.



Point of view

A fifth-floor cantilever jutting out over the building’s entrance will provide the Halifax Living Room with views of Citadel Hill and the Halifax Harbour.



The Great Courses: Learning at Home

Begin your lifelong learning journey from the comfort of your couch! With your Wellington County Library card, you can now access some of the world's best college and university level courses for free, from "The Great Courses". Each kit comes with a booklet and a set of DVDs containing a lecture series delivered by experts.

Available courses include:

- Heroes and Legends: The Most Influential Characters of Literature
- Great Minds of the Medieval World
- A Brief History of the World
- Lost Worlds of South America
- The Joy of Mathematics

Search in the library catalogue for "Great Courses" or ask staff for more details today!



Ontario Library Week: October 20 - 25

October is a special month for libraries! Keep an eye out for special events during Ontario Public Library Week, October 20 – October 25.

Updates and News

A big thank you to our seven summer students who helped make our Summer Reading Club a success! We wish them all the best in their future endeavors.

We are pleased to announce that Shannon Lindsay has accepted the position of Assistant Branch Supervisor at the Puslinch and Rockwood Branches. Shannon is currently working at the Arthur Branch.

We say goodbye to Mary Nerger, Amy Arsenio, John Goff, and Olivia Hindley and wish them the best of luck.

“Books are the ever burning lamps of accumulated wisdom.”

Wellington County Library
552 Wellington Rd 18, RR 1, Fergus ON N1M2W3
519.846.0918 • www.wellington.ca/Library



ALTERNATE FORMATS AVAILABLE UPON REQUEST.



the next Chapter

Wellington County Library Newsletter

September 2014

Talk Like a Pirate Day is Here!

Avast, me hearties! Talk Like a Pirate Day is upon us once again and Wellington County Library has a treasure hunt for you. Ask at any branch for your Treasure Map and begin a journey around the electronic seas. Bring your completed Treasure Map to library staff for a crack at the treasure chest, and an opportunity to win a Pirates of the Caribbean DVD box set. This contest is open to all ages and all stages, families and solo sailors, and everyone in between.

Wellington County Library subscribes to many quality online databases that can help you find a newspaper



article from months ago, discover the next best book you've ever read, or finish that last-minute project. Or perhaps you're about to take a trip and need to know how to say "Where's the privy, ye scurvy dog?" This Treasure Hunt will take you to some of the riches

of information available to you for free. Be sure to have your library card and PIN number handy to prove your credentials as a true blue Wellington County Library patron with pirattitude.

Stop by NoveList to practice finding your next favourite read. Navigate your way to World Book Online InfoFinder, one of the most respected encyclopaedias in the world. Discover the wealth of information hidden in the Canadian Periodical Index. End your tour with Mango Languages, where you can learn to tell a landlubber from



a sea dog in over 60 languages, or just in Pirate, if you so choose. Treasure abounds, if you just know where and how to look for it!

Pick up your Treasure Map anytime starting September 1 and be sure to return it by the end of Talk Like a Pirate Day on Friday, September 19!

What's Inside:

TV Inspired Reads	Page 2
September Programme Highlights	Page 3
Learning at Home	Page 4
Updates and News	Page 4

All branches of Wellington County Library will be closed on Monday, September 1 for Labour Day.



TV Inspired Reads

It's that time of year when new TV series will start to appear! **Check out these books and authors that have inspired shows in recent years.** Check your local branch for availability.

- Outlander: A Novel** - by Diana Gabaldon (adult fiction)
- A Game of Thrones** - by George R. R. Martin (adult fiction)
- Gossip Girl** - by Cecily Von Ziegesar (young adult fiction)
- Pretty Little Liars** - by Sara Shepard (young adult fiction)
- Darkly Dreaming Dexter: A Novel** - by Jeffry P. Lindsay (adult fiction)
- Except the Dying: A Murdoch Mystery** - by Maureen Jennings (adult fiction)
- The No.1 Ladies Detective Agency** - by Alexander MacCall Smith (adult fiction)
- Déja Dead** - by Kathy Reichs (adult fiction)
- Rizzoli and Isles: Last to Die** - by Tess Gerritsen (adult fiction)

Homework Help

The Canadian Points of View database presents multiple sides of current Canadian issues, offering articles for high school age students. Each topic features a basic summary, historical description, current overview, bibliography, and definitions. Students can review both sides of an issue (called Point and Counterpoint), and use the Guide to Critical Analysis when comparing the two.

- Some topics include:
- euthanasia
 - weight and obesity
 - domestic violence
 - media bias
 - social networking sites



This database is a great source for students who need research materials to complete school work.

The Traitor's Wife

By: Kathleen Kent
Reviewer: Valerie Denton – Aboyne Branch
Adult Fiction



Considered by her father to be nearly a spinster, 19 year old Martha Allen is sent to work as a servant in her cousin's home near Andover, Massachusetts. During her months of cooking, cleaning, gardening and helping to care for the children, Martha is drawn to Thomas, an indentured labourer working for her cousin's husband. She finds herself growing more and more curious about the tall, quiet Welshman, especially after she learns that he was once a soldier of Oliver Cromwell's army in England. That same army was responsible for overthrowing and executing King Charles I.

As their relationship grows, so does a rumour of danger coming from overseas. King Charles II has vowed revenge for his father's death and has sent a group of men across the ocean to hunt down the executioner. Thomas' history is revealed, Martha's place in her cousin's house is challenged and the shadow of approaching assassins grows ever nearer.

Set in Colonial America, Kathleen Kent's description of life in the New World in the 1600s is beautiful, disturbing and accurate. Martha's story and the story of Thomas' life in England, as told to Martha, will captivate. A character that is determined to be unlikeable, this strong-willed woman will work her way into your heart.

Content comes from resources such as political magazines, newspapers, reference books and more. Debate clubs and teams can use the wide variety of topics and arguments for their meetings and to broaden student viewpoints.

Students can track and access their research by creating a personal account where searches, topics, articles, etc. can be saved. Students will gain experience researching at the level expected of them if they choose to pursue post-secondary education.

To get started please visit www.wellington.ca/Library and go to our online resources section.

September Programme Highlights

Culture Days

Don't forget to visit the library branches during Culture Days, September 26, 27 and 28!

Culture Days is committed to reaching the goal of having all Canadians declaring they love culture. Culture Days raises the awareness, accessibility, participation and engagement of Canadians in the arts and cultural life of their communities. Aboyne, Fergus and Elora will also be stamping passports that will be provided from the Centre Wellington Group.

Here is a list of some events that the library branches will be offering:

PUSLINCH BRANCH
Friday, September 26 • 10:30 am

Join us at the Puslinch Branch for a Tea and Talk with Beth Dyer from the Wellington County Museum. The topic of discussion will be the culture and history of Guelph - Puslinch.

ELORA BRANCH
Friday, September 26 • 3:00 pm

Join us at the Elora Branch for a Tea and Talk with Beth Dyer from the Wellington County Museum. The topic of discussion will be the culture and history of Centre Wellington. Don't forget to get your Centre Wellington Culture Days passport stamped for this activity!



ABOYNE BRANCH
Saturday, September 27 • 10:15 am
Join us at the Aboyne Branch for an author visit with Renna Bruce! She will be hosting a story time from her Jazlyn J series that relates to culture. Don't forget to get your Centre Wellington Culture Days passport stamped for this activity! Please register for this event.

DRAYTON BRANCH
Saturday, September 27 • 10:30 am
Join us at the Drayton Branch for a Tea and Talk with Beth Dyer from the Wellington County Museum. The topic of discussion will be the culture and history of Drayton.



DOORS OPEN WELLINGTON NORTH
Mount Forest and Arthur Branches
Saturday, September 27 • 10:00 am - 4:00 pm
Join us for refreshments and Ancestry demonstrations! This year's theme commemorates the centennial anniversary of the First World War by examining its influences on modern society.



August 21, 2014

Wellington County Public Library
552 Wellington Rd. 18, RR1
Fergus, ON

Dear Councillor Mark MacKenzie, Chair Wellington County Public Library Board and Murray McCabe, CEO Wellington County Public Library:

I am writing you this letter on behalf of the board of the Ottawa Public Library to seek your assistance on a matter that impacts us all greatly.

All public libraries are feeling the impacts of the restrictive practices of publishers in making e-content available to public libraries. We are finding that these practices are having a detrimental impact on our collections budgets and will jeopardize our ability to provide equitable access to comprehensive and accessible collections going forward.

At the Ottawa Public Library demand for access to content in electronic formats continues to grow exponentially. OPL customers borrowed close to 600,000 eBooks in 2013, an increase of 560% from 2010. These formats not only provide choice to our customers to read in alternative formats, but also provide accessible formats for persons with disabilities who cannot utilize print based materials.

Restrictive practices employed by publishers vary but include unreasonably high eBook prices, caps on number of uses, time limits and the refusal of some publishers to make their e-content available are impacting our ability to fulfill our core mandate. The introduction of these models is negatively impacting our purchasing power; for example, in Ottawa a 78% increase in the eBook budget from 2012 to 2013 translated in only a 30% increase in the amount of titles for the same time period. Both Ottawa and Toronto Public Libraries are willing to pay appropriate institutional rates for e-content on reasonable terms, but the usage caps and inflated prices for libraries for some of these publishers is excessive. To illustrate this point, when consumers are charged \$9.99 for J.K. Rowling's *The Casual Vacancy* as an e-book, the Library has to pay \$115.11; customers purchasing Margaret Atwood's *MaddAddam* pay \$15.99 while the Library pays \$85.00.

We recognize publishing in Canada and around the world is undergoing great change, and that the publishing industry plays an important role in the development and expression of the Canadian identity and literary culture. It must also be recognized and acknowledged that public libraries also play an important role and are integral to the ecosystem of reading and learning. Imposing unreasonably high prices, other special conditions or not making e-content available for lending at public libraries does not support nor contribute to a healthy publishing industry.

In 2014 the Ottawa Public Library board passed a motion requesting that Federal, Provincial governments and the Competition Bureau of Canada investigate these restrictive processes and evaluate whether a legislative or regulatory remedy could be brought into force to help mitigate this problem. Sample letters sent on behalf of OPL which were adapted from the Toronto Public Library campaign are attached to this letter.

The OPL Board is requesting your assistance. We are asking that you pass a similar motion at your local board and participate in the letter writing campaign to ensure that the Ministries and the Competition Bureau understand that this is an important issue impacting all libraries and not just the Ottawa Public Library. This will be an important step to start off a campaign which we hope will extend to a national strategy through the joint efforts of other libraries through the CLA.

We thank you in advance for your participation in this effort. If additional information is required or there are any follow up questions, please feel free to contact myself Jan Harder, Chair Ottawa Public Library Board at jan.harder@ottawa.ca or 613-580-2473 or the Chief Executive Officer, Danielle McDonald at danielle.mcdonald@bibliooottawalibrary.ca or 613-580-2424.

Sincerely,



Jan Harder
Chair Ottawa Public Library Board



Danielle McDonald
CEO Ottawa Public Library

Attach (3)

July 10, 2014

Mr. Michael Coteau
Minister of Tourism, Culture & Sport
Hearst Block
Bay Street
Toronto, Ontario
M7A 2E1

Dear Mr. Coteau,

I want to take the time to congratulate you on your new position of Minister of Tourism, Culture & Sport for the Government of Ontario and to take the time to provide you with information on a serious issue for Ontario's public libraries.

I am writing to you on behalf of the Ottawa Public Library (OPL) about some publishers' restrictive practices in making e-content available to public libraries. These practices are having a detrimental impact on our collections budgets and will jeopardize our ability to provide equitable access to comprehensive and accessible collections going forward.

The Ottawa Public Library, Canada's largest bilingual library, is committed to equitable and accessible public library service that provides universal access to a broad range of human knowledge, information and ideas in all its forms, including electronic formats. Demand for access to content in electronic formats continues to grow. OPL customers borrowed close to 600,000 eBooks in 2013, an increase of 560% from 2010. These formats provide choice to our customers to read in alternative formats, but also provide accessible formats for persons with disabilities who cannot utilize print based materials.

Restrictive practices employed by publishers vary but include unreasonably high eBook prices, caps on number of uses, time limits and the refusal of some publishers to make their e-content available. The introduction of these models is negatively impacting our purchasing power; for example, a 78% increase in the eBook budget from 2012 to 2013 translated in only a 30% increase in the amount of titles for the same time period. The Ottawa Public Library is willing to pay appropriate institutional rates for e-content on reasonable terms, but the usage caps and inflated prices for libraries for some of these publishers is excessive. To illustrate this point, when consumers are charged \$9.99 for J.K. Rowling's *The Casual Vacancy* as an e-book, the Library has to pay \$115.11; customers purchasing Margaret Atwood's *MaddAddam* pay \$15.99 while the Library pays \$85.00.

OPL recognizes publishing in Canada and around the world is undergoing great change, and that the publishing industry plays an important role in the development and expression of the Canadian identity and literary culture. It must also be recognized and acknowledged that public libraries also play an important role and are integral to the ecosystem of reading and learning.

Imposing unreasonably high prices, other special conditions or not making e-content available for lending at public libraries does not support nor contribute to a healthy publishing industry.

The Ottawa Public Library Board has endorsed the important role of public libraries in making content available to all Canadians and encourages publishers to make eBooks and eMagazines available to public libraries on fair and reasonable terms. At its May 12, 2014 Library Board meeting, the Ottawa Public Library Board passed the following motion:

WHEREAS the Ottawa Public Library is committed to providing equitable access to information and services regardless of format and customer demand for eBooks and eMagazines is increasing; and

WHEREAS Ottawa Public Library staff are working together with publishers to find mutually beneficial solutions so that public library customers have access to the wide range of eBooks and eMagazines they have available to them in a physical printed copy; and

WHEREAS the specialized market terms for libraries provided by some publishers for the purchase of eBooks and eMagazines restrict the Ottawa Public Library's ability to purchase these materials for public use, resulting in an inequity of access to electronic content, significant constraints on the Ottawa Public Library budget, and an undermining of the Ottawa Public Library's ability to fulfill its role;

THEREFORE BE IT RESOLVED that the Ottawa Public Library Board:

- 1. request that the Department of Canadian Heritage and the Ontario Ministry of Tourism, Culture and Sport investigate publishers' restrictive practices in making eBooks and eMagazines available to public libraries, including the higher prices charged to public libraries; and*
- 2. request staff bring the issues faced by libraries in obtaining access to eBooks and eMagazines to the attention of the Competition Bureau of Canada.*

We are asking for your assistance in helping us to investigate what legislative remedies exist to assist with this problem. We have provided background material in the form of a chart on this important issue, and have attached it to this letter. If additional information is required or there are any follow up questions, please feel free to contact the Chief Executive Officer, Danielle McDonald at danielle.mcdonald@bibliooottawalibrary.ca or 613-580-2424 X32189.

Sincerely,



Danielle McDonald
CEO Ottawa Public Library

cc. Jan Harder, Chair, Ottawa Public Library Board

Attach: Overview of Canadian Public Library Access to E-Content

Attachment

Overview of Canadian Public Library Access to E-Content

Publisher	Terms	Prices	Notes
Random House Canada	One copy per use; no cap or time limit on use	\$85 for new hard covers \$30-\$60 for paperbacks	<p>In February 2011, it is announced that Random House Canada and a number of independent Canadian publishers are making their content available.</p> <p>In March 2012, Random House (U.S.) announced 300% price increase for e-books available to public libraries.</p>
HarperCollins Canada	One copy per use; 26 use cap per copy	\$25 (approx.) for new hard covers \$4-\$16 (approx.) for paperbacks	<p>HarperCollins (U.S.) announced in March 2011 the introduction of a 26 use cap per copy.</p> <p>In December 2012, HarperCollins Canada content became available to public libraries.</p>

Publisher	Terms	Prices	Notes
Hachette Group	One copy per use; no cap or time limit on use	\$80-\$90 for new hard covers \$10-\$40 for paperbacks	In October 2012, Hachette announced 100-200% price increase for its backlist e-books available to public libraries. Hachette made over 5,000 current and back-list titles available to libraries in May 2013.
Macmillan	One copy per use; 52 use cap per copy or 24 months, whichever comes first One year embargo on making current content available	\$40 for most content – hard cover, paperbacks & e-book original shorts	Macmillan announced in January 2013 it is starting to make its backlist e-books available; more content became available as the year progressed.
Penguin Penguin Canada	One copy per use; re-purchase copies after one year	\$23 (approx.) for new hard covers \$8-\$16 (approx.) for paperbacks	In December 2013, U.S. content from Penguin became available; In April 2014, Penguin Canada content became available.
Simon & Schuster Canada	Pilot projects with a few libraries are underway; not widely available to public libraries.	Prices are not confirmed at this time.	Content is available for pilot through the BiblioDigital and 3M platform.

Publisher	Terms	Prices	Notes
Independent Canadian Publishers	One copy per use; no cap or time limit on use	\$16-\$25 for new hard covers \$8-\$15 for paperbacks	These publishers have willingly worked with libraries to make content available and to find mutually beneficial solutions.
Rogers Publishing Group	Withdrew access to Rogers' e-magazines for public libraries via Zinio (a platform for loaning e-magazines) in Fall 2013 when Rogers launched its own digital subscription service <i>Next Issue Canada</i> .	Subscriptions comparable to consumer prices; platform fee for Zinio: \$40,000	Zinio offers libraries unlimited simultaneous access to e-magazines just as it does in its consumer model. With Rogers' withdrawal from Zinio, many Canadian e-magazines are no longer available while access continues for e-magazines from the U.S. and the U.K.
Magazine Canada	Withdrew access to Rogers' e-magazines for public libraries via Zinio in spring 2014.	Subscriptions comparable to consumer prices	Zinio offers to libraries unlimited simultaneous access to e-magazines just as it does in its consumer model. With Rogers and Magazine Canada withdrawal from Zinio, many Canadian e-magazines are no longer available while access continues for e-magazines from the U.S. and the U.K.
Scholastic	One copy per use ; re-purchase copies after 24 months.	\$6-\$20	Content available for loan through OverDrive

Publisher	Terms	Prices	Notes
Société de gestion de l'Association nationale des éditeurs de livres (SOGANEL)	Has recently made available its content to libraries outside of Québec.	Same as price charged to individual consumers	

June 2014

July 10, 2014

Ms. Shelley Glover
Canadian Minister of Heritage
Room 532-N Centre Block House of Commons
Ottawa, Ontario,
K1A 0A6

Dear Ms. Glover,

I am writing to you on behalf of the Ottawa Public Library (OPL) about some publishers' restrictive practices in making e-content available to public libraries. These practices are having a detrimental impact on our collections budgets and will jeopardize our ability to provide equitable access to comprehensive and accessible collections going forward.

The Ottawa Public Library, Canada's largest bilingual library, is committed to equitable and accessible public library service that provides universal access to a broad range of human knowledge, information and ideas in all its forms, including electronic formats. Demand for access to content in electronic formats continues to grow. OPL customers borrowed close to 600,000 eBooks in 2013, an increase of 560% from 2010. These formats provide choice to our customers to read in alternative formats, but also provide accessible formats for persons with disabilities who cannot utilize print based materials.

Restrictive practices employed by publishers vary but include unreasonably high eBook prices, caps on number of uses, time limits and the refusal of some publishers to make their e-content available. The introduction of these models is negatively impacting our purchasing power; for example, a 78% increase in the eBook budget from 2012 to 2013 translated in only a 30% increase in the amount of titles for the same time period. The Ottawa Public Library is willing to pay appropriate institutional rates for e-content on reasonable terms, but the usage caps and inflated prices for libraries for some of these publishers is excessive. To illustrate this point, when consumers are charged \$9.99 for J.K. Rowling's *The Casual Vacancy* as an e-book, the Library has to pay \$115.11; customers purchasing Margaret Atwood's *MaddAddam* pay \$15.99 while the Library pays \$85.00.

OPL recognizes publishing in Canada and around the world is undergoing great change, and that the publishing industry plays an important role in the development and expression of the Canadian identity and literary culture. It must also be recognized and acknowledged that public libraries also play an important role and are integral to the ecosystem of reading and learning.

Imposing unreasonably high prices, other special conditions or not making e-content available for lending at public libraries does not support nor contribute to a healthy publishing industry.

The Ottawa Public Library Board has endorsed the important role of public libraries in making content available to all Canadians and encourages publishers to make eBooks and eMagazines available to public libraries on fair and reasonable terms. At its May 12, 2014 Library Board meeting, the Ottawa Public Library Board passed the following motion:

WHEREAS the Ottawa Public Library is committed to providing equitable access to information and services regardless of format and customer demand for eBooks and eMagazines is increasing; and

WHEREAS Ottawa Public Library staff are working together with publishers to find mutually beneficial solutions so that public library customers have access to the wide range of eBooks and eMagazines they have available to them in a physical printed copy; and

WHEREAS the specialized market terms for libraries provided by some publishers for the purchase of eBooks and eMagazines restrict the Ottawa Public Library's ability to purchase these materials for public use, resulting in an inequity of access to electronic content, significant constraints on the Ottawa Public Library budget, and an undermining of the Ottawa Public Library's ability to fulfill its role;

THEREFORE BE IT RESOLVED that the Ottawa Public Library Board:

- 1. request that the Department of Canadian Heritage and the Ontario Ministry of Tourism, Culture and Sport investigate publishers' restrictive practices in making eBooks and eMagazines available to public libraries, including the higher prices charged to public libraries; and*
- 2. request staff bring the issues faced by libraries in obtaining access to eBooks and eMagazines to the attention of the Competition Bureau of Canada.*

We are asking for your assistance in helping us to investigate what legislative remedies exist to assist with this problem. We have provided background material in the form of a chart on this important issue, and have attached it to this letter. If additional information is required or there are any follow up questions, please feel free to contact the Chief Executive Officer, Danielle McDonald at danielle.mcdonald@bibliooottawalibrary.ca or 613-580-2424 X32189.

Sincerely,



Danielle McDonald
CEO Ottawa Public Library

cc. Jan Harder, Chair, Ottawa Public Library Board

Attach: Overview of Canadian Public Library Access to E-Content

Attachment

Overview of Canadian Public Library Access to E-Content

Publisher	Terms	Prices	Notes
Random House Canada	One copy per use; no cap or time limit on use	<p>\$85 for new hard covers</p> <p>\$30-\$60 for paperbacks</p>	<p>In February 2011, it is announced that Random House Canada and a number of independent Canadian publishers are making their content available.</p> <p>In March 2012, Random House (U.S.) announced 300% price increase for e-books available to public libraries.</p>
HarperCollins Canada	One copy per use; 26 use cap per copy	<p>\$25 (approx.) for new hard covers</p> <p>\$4-\$16 (approx.) for paperbacks</p>	<p>HarperCollins (U.S.) announced in March 2011 the introduction of a 26 use cap per copy.</p> <p>In December 2012, HarperCollins Canada content became available to public libraries.</p>

Publisher	Terms	Prices	Notes
Hachette Group	One copy per use; no cap or time limit on use	\$80-\$90 for new hard covers \$10-\$40 for paperbacks	In October 2012, Hachette announced 100-200% price increase for its backlist e-books available to public libraries. Hachette made over 5,000 current and back-list titles available to libraries in May 2013.
Macmillan	One copy per use; 52 use cap per copy or 24 months, whichever comes first One year embargo on making current content available	\$40 for most content – hard cover, paperbacks & e-book original shorts	Macmillan announced in January 2013 it is starting to make its backlist e-books available; more content became available as the year progressed.
Penguin Penguin Canada	One copy per use; re-purchase copies after one year	\$23 (approx.) for new hard covers \$8-\$16 (approx.) for paperbacks	In December 2013, U.S. content from Penguin became available; In April 2014, Penguin Canada content became available.
Simon & Schuster Canada	Pilot projects with a few libraries are underway; not widely available to public libraries.	Prices are not confirmed at this time.	Content is available for pilot through the BiblioDigital and 3M platform.

Publisher	Terms	Prices	Notes
Independent Canadian Publishers	One copy per use; no cap or time limit on use	\$16-\$25 for new hard covers \$8-\$15 for paperbacks	These publishers have willingly worked with libraries to make content available and to find mutually beneficial solutions.
Rogers Publishing Group	Withdrew access to Rogers' e-magazines for public libraries via Zinio (a platform for loaning e-magazines) in Fall 2013 when Rogers launched its own digital subscription service <i>Next Issue Canada</i> .	Subscriptions comparable to consumer prices; platform fee for Zinio: \$40,000	Zinio offers libraries unlimited simultaneous access to e-magazines just as it does in its consumer model. With Rogers' withdrawal from Zinio, many Canadian e-magazines are no longer available while access continues for e-magazines from the U.S. and the U.K.
Magazine Canada	Withdrew access to Rogers' e-magazines for public libraries via Zinio in spring 2014.	Subscriptions comparable to consumer prices	Zinio offers to libraries unlimited simultaneous access to e-magazines just as it does in its consumer model. With Rogers and Magazine Canada withdrawal from Zinio, many Canadian e-magazines are no longer available while access continues for e-magazines from the U.S. and the U.K.

Publisher	Terms	Prices	Notes
Scholastic	One copy per use ; re-purchase copies after 24 months.	\$6-\$20	Content available for loan through OverDrive
Société de gestion de l'Association nationale des éditeurs de livres (SOGANEL)	Has recently made available its content to libraries outside of Québec.	Same as price charged to individual consumers	

June 2014

July 10, 2014

Mr. John Pecman
Commissioner of Competition
Industry Canada
Competition Bureau Canada
50 Victoria Street
Gatineau, Quebec K1A 0C9

Dear Mr. Pecman,

I am writing to you on behalf of the Ottawa Public Library (OPL) about some publishers' restrictive practices in making e-content available to public libraries. These practices are having a detrimental impact on our collections budgets and will jeopardize our ability to provide equitable access to comprehensive and accessible collections going forward.

The Ottawa Public Library is committed to equitable and accessible public library service that provides universal access to a broad range of human knowledge, information and ideas in all its forms, including electronic formats. Demand for access to content in electronic formats continues to grow. OPL customers borrowed close to 600,000 eBooks in 2013, an increase of 560% from 2010. These formats provide choice to our customers to read in alternative formats, but also provide accessible formats for persons with disabilities who cannot utilize print based materials.

Restrictive practices employed by publishers vary but include unreasonably high eBook prices, caps on number of uses, time limits and the refusal of some publishers to make their e-content available. The introduction of these models is negatively impacting our purchasing power; for example, a 78% increase in the eBook budget from 2012 to 2013 translated in only a 30% increase in the amount of titles for the same time period. The Ottawa Public Library is willing to pay appropriate institutional rates for e-content on reasonable terms, but the usage caps and inflated prices for libraries for some of these publishers is excessive. To illustrate this point, when consumers are charged \$9.99 for J.K. Rowling's *The Casual Vacancy* as an e-book, the Library has to pay \$115.11; customers purchasing Margaret Atwood's *MaddAddam* pay \$15.99 while the Library pays \$85.00.

We have been following with interest the Competition Bureau's recent announcement that eBook prices for consumers are part of an ongoing investigation, and that a Consent Agreement has been entered into with some publishers, and believe that the scope needs to be broadened to include the prices provided to Canadian public libraries.

OPL recognizes publishing in Canada and around the world is undergoing great change, and that the publishing industry plays an important role in the development and expression of the

Canadian identity and literary culture. It must also be recognized and acknowledged that public libraries also play an important role and are integral to the ecosystem of reading and learning. Imposing unreasonably high prices, other special conditions or not making e-content available for lending at public libraries does not support nor contribute to a healthy publishing industry.

The Ottawa Public Library Board has endorsed the important role of public libraries in making content available to all Canadians and encourages publishers to make eBooks and eMagazines available to public libraries on fair and reasonable terms. At its May 12, 2014 Library Board meeting, the Ottawa Public Library Board passed the following motion:

WHEREAS the Ottawa Public Library is committed to providing equitable access to information and services regardless of format and customer demand for eBooks and eMagazines is increasing; and

WHEREAS Ottawa Public Library staff are working together with publishers to find mutually beneficial solutions so that public library customers have access to the wide range of eBooks and eMagazines they have available to them in a physical printed copy; and

WHEREAS the specialized market terms for libraries provided by some publishers for the purchase of eBooks and eMagazines restrict the Ottawa Public Library's ability to purchase these materials for public use, resulting in an inequity of access to electronic content, significant constraints on the Ottawa Public Library budget, and an undermining of the Ottawa Public Library's ability to fulfill its role;

THEREFORE BE IT RESOLVED that the Ottawa Public Library Board:

- 1. request that the Department of Canadian Heritage and the Ontario Ministry of Tourism, Culture and Sport investigate publishers' restrictive practices in making eBooks and eMagazines available to public libraries, including the higher prices charged to public libraries; and*
- 2. request staff bring the issues faced by libraries in obtaining access to eBooks and eMagazines to the attention of the Competition Bureau of Canada.*

We have provided background material in the form of a chart on this important issue, and have attached it to this letter. If additional information is required or there are any follow up questions, please feel free to contact the Chief Executive Officer, Danielle McDonald at danielle.mcdonald@bibliottawalibrary.ca or 613-580-2424 X32189.

Sincerely,



Danielle McDonald
CEO Ottawa Public Library

cc. Jan Harder, Chair, Ottawa Public Library Board

Attach: Overview of Canadian Public Library Access to E-Content

Attachment

Overview of Canadian Public Library Access to E-Content

Publisher	Terms	Prices	Notes
Random House Canada	One copy per use; no cap or time limit on use	<p>\$85 for new hard covers</p> <p>\$30-\$60 for paperbacks</p>	<p>In February 2011, it is announced that Random House Canada and a number of independent Canadian publishers are making their content available.</p> <p>In March 2012, Random House (U.S.) announced 300% price increase for e-books available to public libraries.</p>
HarperCollins Canada	One copy per use; 26 use cap per copy	<p>\$25 (approx.) for new hard covers</p> <p>\$4-\$16 (approx.) for paperbacks</p>	<p>HarperCollins (U.S.) announced in March 2011 the introduction of a 26 use cap per copy.</p> <p>In December 2012, HarperCollins Canada content became available to public libraries.</p>

Publisher	Terms	Prices	Notes
Hachette Group	One copy per use; no cap or time limit on use	<p>\$80-\$90 for new hard covers</p> <p>\$10-\$40 for paperbacks</p>	<p>In October 2012, Hachette announced 100-200% price increase for its backlist e-books available to public libraries.</p> <p>Hachette made over 5,000 current and back-list titles available to libraries in May 2013.</p>
Macmillan	<p>One copy per use; 52 use cap per copy or 24 months, whichever comes first</p> <p>One year embargo on making current content available</p>	\$40 for most content – hard cover, paperbacks & e-book original shorts	Macmillan announced in January 2013 it is starting to make its backlist e-books available; more content became available as the year progressed.
Penguin Penguin Canada	One copy per use; re-purchase copies after one year	<p>\$23 (approx.) for new hard covers</p> <p>\$8-\$16 (approx.) for paperbacks</p>	In December 2013, U.S. content from Penguin became available; In April 2014, Penguin Canada content became available.
Simon & Schuster Canada	Pilot projects with a few libraries are underway; not widely available to public libraries.	Prices are not confirmed at this time.	Content is available for pilot through the BiblioDigital and 3M platform.

Publisher	Terms	Prices	Notes
Independent Canadian Publishers	One copy per use; no cap or time limit on use	\$16-\$25 for new hard covers \$8-\$15 for paperbacks	These publishers have willingly worked with libraries to make content available and to find mutually beneficial solutions.
Rogers Publishing Group	Withdrew access to Rogers' e-magazines for public libraries via Zinio (a platform for loaning e-magazines) in Fall 2013 when Rogers launched its own digital subscription service <i>Next Issue Canada</i> .	Subscriptions comparable to consumer prices; platform fee for Zinio: \$40,000	Zinio offers libraries unlimited simultaneous access to e-magazines just as it does in its consumer model. With Rogers' withdrawal from Zinio, many Canadian e-magazines are no longer available while access continues for e-magazines from the U.S. and the U.K.
Magazine Canada	Withdrew access to Rogers' e-magazines for public libraries via Zinio in spring 2014.	Subscriptions comparable to consumer prices	Zinio offers to libraries unlimited simultaneous access to e-magazines just as it does in its consumer model. With Rogers and Magazine Canada withdrawal from Zinio, many Canadian e-magazines are no longer available while access continues for e-magazines from the U.S. and the U.K.
Scholastic	One copy per use ; re-purchase copies after 24 months.	\$6-\$20	Content available for loan through OverDrive

Publisher	Terms	Prices	Notes
Société de gestion de l'Association nationale des éditeurs de livres (SOGANEL)	Has recently made available its content to libraries outside of Québec.	Same as price charged to individual consumers	

June 2014



Corporation of the County of Wellington Planning Committee Minutes

September 11, 2014
County Administration Centre
Keith Room

Present: Warden Chris White
Councillor Lou Maieron (Chair)
Councillor Shawn Watters
Councillor John Green

Regrets: Councillor Bruce Whale

Also Present: Councillor Don McKay
Ken Roth, Councillor, Township of Puslinch

Staff: Donna Bryce, County Clerk
Gary Cousins, Director of Planning and Development
Ken DeHart, County Treasurer
Mark Van Patter, Manager, Planning and Environment
Scott Wilson, CAO

1. Call to Order

At 10:48 am, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Financial Statements as of August 31, 2014

1/6/14

Moved by: Warden White

Seconded by: Councillor Green

That the Planning, Green Legacy, Emergency Management Financial Statements as of August 31, 2014 be received for information.

Carried

4. Dick Official Plan Amendment No. 92 - Palmerston

2/6/14

Moved by: Councillor Watters

Seconded by: Councillor Green

That a by-law be approved, adopting Official Plan Amendment No. 92 to the County of Wellington Official Plan.

Carried

5. Hummel Official Plan Amendment No. 93 – Mount Forest

3/6/14

Moved by: Warden White

Seconded by: Councillor Watters

That a by-law be approved, adopting Official Plan Amendment No. 93 to the County of Wellington Official Plan.

Carried

6. Environmental Stewardship Initiatives

4/6/14

Moved by: Councillor Green

Seconded by: Warden White

That Report PD2014-18 regarding Environmental Stewardship Initiatives be received for information.

Carried

7. Adjournment

At 11:13 am, the Chair adjourned the meeting until October 9, 2014 or at the call of the Chair.

Lou Maieron
Chair
Planning Committee



COUNTY OF WELLINGTON

PLANNING AND DEVELOPMENT DEPARTMENT
GARY A. COUSINS, M.C.I.P., DIRECTOR
TEL: (519) 837-2600
FAX: (519) 823-1694
1-800-663-0750

ADMINISTRATION CENTRE
74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

COMMITTEE REPORT

To: Chair Maieron and Members of the Planning Committee
From: Mark Van Patter, Manager of Planning and Development
Date: September 11, 2014
Subject: Dick Official Plan Amendment No. 92 – Palmerston (PD2014-19)

1. Purpose:

The purpose of the Official Plan amendment (File No. OP-2014-03) is to redesignate the western portion of the property - Lots 31 and 44 – to allow Mr. Dick's son to build a single detached home. While the application is to redesignate from Highway Commercial to Residential, I am recommending redesignation to Residential Transition. This would require a change to Schedule A5-3, but no change to the text of the Official Plan.

2. Location:

The land owned by the Dick's is described as Lots 30, 31, 44, 45, 46, 47 and 48, of Grains Survey. The entire property is approximately 5,670 sq. m. (61,033 sq. ft.). The parcel fronts on 385 Mill Street, with flankage on King Street (Wellington Road 8). The applicants have applied to sever Lots 31 and 44, which together are approximately 1,618.7 sq. m. (17,424 sq. ft.) in size. Please see air photo on next page.

3. Background:

The associated severance application (B49/14) has been deferred by the County Land Division Committee, pending the outcome of the Official Plan application. The applicant has also filed a rezoning application to change the zoning from Highway Commercial (C2) to Residential (R2). The Town of Minto is suggesting rezoning to Mixed Use.

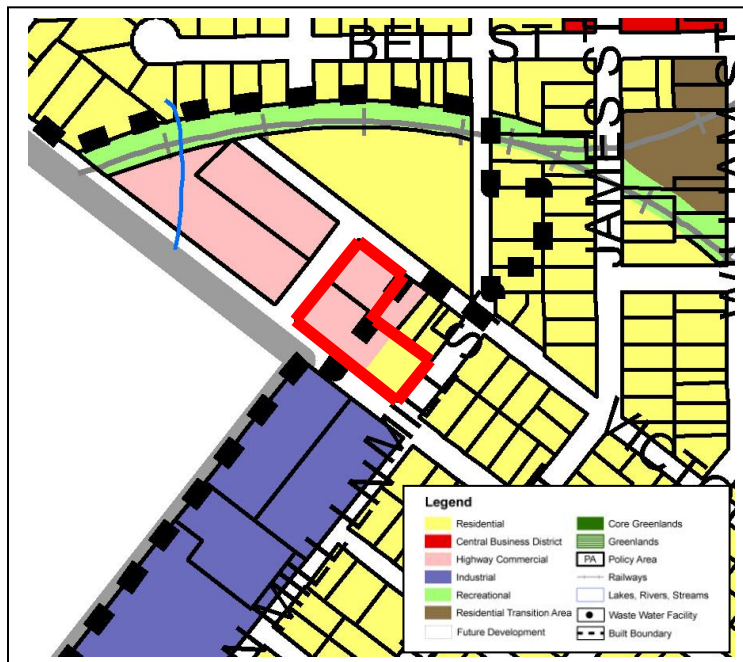
4. Places to Grow(PTG) and Provincial Policy Statement (PPS):

Both policy documents state that municipalities are to protect 'Employment Areas', which includes Highway Commercial. Both require a comprehensive review, where a municipality is considering the conversion of lands within employment areas to other uses. Amendments have been made to the Wellington County Official Plan previously to ensure that the Plan is in conformity with both PTG and PPS.



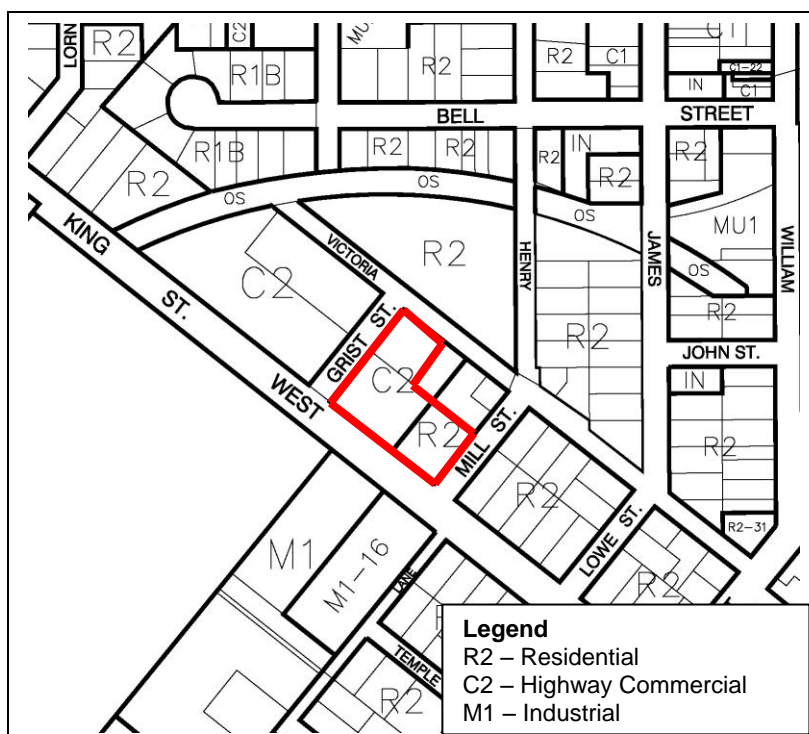
4. Wellington County Official Plan

The following lots are designated Highway Commercial in the Official Plan – Lots 31 and 44 (proposed severance), 30, 45, 46 as well as lot 29 owned by the neighbour. Lots 47 and 48 are designated Residential and owned by the Dick's. Lots 27 and 28 to the north are Residential, but owned by the neighbour.



35. Town of Minto Zoning By-law

The Zoning of the subject property follows the Official Plan. Lots designated Highway Commercial are zoned Highway Commercial (C2). Lots designated Residential are zoned Residential (R2).



6. Public Meeting

The Town of Minto held the statutory public meeting on July 22, 2014.

7. Public and Agency Comments Received

The County has received the following comments:

Minto Resolution	<i>"That the County of Wellington be advised Council of the Town of Minto has no objection to the application by John and Shirley Dick to allow residential use of Lots 31 and 44 only, and that the County consider whether a Residential Transition designation should apply on the parcel keeping in mind the existing uses and nearby industrial commercial."</i> (August 5)
MVCA	Maitland Valley Conservation Authority has no concerns; there are no natural heritage or natural hazard features (July 17).
Upper Grand School Bd.	No objections as long as development charge paid prior to building permit (July 10)
County Roads	No objection (August 1)

8. Planning Considerations for Official Plan Amendment

a) Loss of Employment Lands - Comprehensive Review

Section 4.2.2 of the Official Plan requires a comprehensive review where employment lands (industrial and highway commercial), are being considered for conversion.

One of the main issues with this application is whether the conversion of the proposed severance will compromise:

- Wellington County's employment land inventory
- Palmerston's overall inventory of Highway Commercial land, or
- This specific Highway Commercial node along King Street

In the 2014 PPS, it notes under the definition for 'Comprehensive Review' that *"...the level of detail of the assessment should correspond with the complexity and scale of the ... development proposal."* I would characterize the current applications to be a fairly minor development proposal. The following Comprehensive Review is based on Section 4.2.2 of the Official Plan, which requires consideration of the following:

- a) there is a need for the conversion;

Comment:

Palmerston's residential land inventory shows a deficit of residential land over the planning period.

- b) the municipality will meet its employment forecast allocation;

Comment:

The County of Wellington has a surplus of employment lands.

Palmerston has excess employment lands for the planning period in its industrial park.

- c) conversion will not adversely affect the overall viability of employment area ...

Comment:

The proposed severance is within an Highway Commercial area that runs from the western portion of the Dick property all the way west, across unopened Grist Street, to the former rail line.

As proposed, the amendment would create a new Residential use between vacant Highway Commercial on both sides.

- *To the east, Lots 30 and 45 (together 17,424 sq. ft.) are vacant and owned by the Dicks, and would still be Highway Commercial. Lot 29 is owned by Mr. Dick's brother and has a large, older storage shed on which no commercial use takes place. Below this, Lot 46 contains John Dick's auto repair garage. Currently Lot 29 gains access through Lot 46.*
- *West of unopened Grist Street, the Dicks own another two lots with about 2.5 acres of vacant Highway Commercial land.*

There is no doubt that interjecting a residential use would have an impact on the small highway commercial area east of Grist Street. It would lose half of the vacant commercial land – 0.4 acres (17,424 sq. ft.).

The large highway commercial area west across Grist Street would still be intact – 2.5 acres (108,900 sq. ft.).

I am not sure how viable the employment land area really is, given that it has been zoned commercial for over 30 years and remains unused.

- d) there is existing/planned infrastructure to accommodate the proposed conversion;

Comment:

Minto public works indicates that municipal water and sewage services would be available.

- e) the lands are not required over the long term for the employment purposes ...

Comment:

Minto's Economic Development Committee and the Town's Business and Economic Manager do not have any concerns with conversion of the subject lands.

As noted, there is adequate land in the industrial park at the Town's west end for employment purposes. While most of it is designated Industrial, there may be potential to rezone portions to certain Highway Commercial uses, if needed.

In recent years, new Highway Commercial areas were added to Palmerston:

- *Three lots on Wellington Road 123 at the front end of the industrial park. It's my understanding that 2 of these parcels will soon be developed (Tim Horton's and gas bar / variety store). In behind this development, Council recently approved a rezoning to permit Highway Commercial uses (e.g. car wash, automotive service station) on land that was mixed Industrial and Commercial.*
- *At the east end of Town, two parcels of Highway Commercial land, as well as a Residential Transition area were recently added with the Gil and Sinclair lands.*

In addition, Palmerston has a considerable amount of land along Main Street that is designated Residential Transition and zoned Mixed Use, which allow for certain highway commercial uses.

- f) cross-jurisdictional issues, if any, have been considered.

Comment:

Not applicable.

b) Compatibility with Neighbouring Land Uses

The other main issue with this application are the industrial lands across King Street. As noted, there is also a small auto repair garage owned by Mr. Dick on Lot 46. Section 7.5.3 of the Official Plan requires that proposed uses are compatible and that adverse impacts are kept to a minimum and that appropriate mitigation is provided where practical.

Portions of the industrial buildings across King Street can be seen on the air photo, page 2 of this report. A truck repair shop is situated "kitty corner" from the proposed dwelling site. To the right of this, is a smaller scale industrial / commercial mall – Automated Machine Controls, Tucker Industries, Rural Women Support, Coffee Roasting, Mike's Décor.

The proposed severed lot is just off-set to the west. I estimate by the air photo that a dwelling located on Lot 44 would be about 65 metres from the closest point of the truck repair building. This would be about the same separation as the Dick's existing residence. If the dwelling were to be located just inside Lot 31, the distance would increase to about 90 metres. Given the distances, it is my opinion that a new residence would be generally compatible with the industrial / commercial uses across the road.

Elsewhere in the neighbourhood, the Industrial designation is directly across the street from the Residential designation along Mill Street and partially along King Street.

c) **Alternatives – Official Plan and Zoning Categories**

In my planning comments of July 17 to Minto Council, I suggested some alternative ways of dealing with the Official Plan amendment and associated Zoning amendment at the public meeting:

- i) If Council felt it important to maintain this Highway Commercial node in its entirety, the applications could be denied.
- ii) The applications could be approved as applied for converting Lots 31 and 44 to Residential. The dwelling could be required to be built to the rear, in Lot 31. This would increase the setback from the industrial uses.
- iii) All of the Dick property east of Grist Street – Lots 31, 44, 30, 45 and 46 could be redesignated to Residential, leaving the existing auto repair shop in Lot 46 as legally non-conforming. [Note that I structured the Notice of Public Meeting to allow for this expanded area].
- iv) Lot 44 could be left in the Highway Commercial designation, and Lot 31 redesignated to Residential. The dwelling would have to be built in Lot 31. Zoning could be tailored to allow access across the C2 lot.

There was also discussion during the public meeting of using the Residential Transition designation instead of Residential in the above options. This would permit some highway commercial uses and also act as a transition area.

In the end, Minto Council's resolution indicates no objection to residential use of Lots 31 and 44 only, but suggests that Residential Transition be used, keeping in mind the existing uses and nearby industrial commercial.

9. Staff Position

In my opinion, there are two key questions. Are the subject lands needed for employment purposes? Will redesignation to residential create a conflict with the Industrial land uses across King Street?

I acknowledge that the proposed residential use on Lots 31 and 44 will have a negative impact on the eastern portion of the Highway Commercial lands, east of Grist Street. In total 2 lots with a total of 17,424 sq. ft. will be lost and the same amount of vacant commercial land retained. However, the larger 2.5 acres of Highway Commercial land to the west will remain, with Grist Street being a logical boundary.

The property has been zoned commercial and sat vacant for over 30 years. The Town's Economic Development Officer has no concerns with the proposal. Both the County and Palmerston have a surplus of employment lands. Palmerston has a deficit of Residential land according to the County's inventory.

It is my opinion the proposed residential use will generally be compatible with the Dick's auto repair and the industrial / commercial uses across the street. The separation distances between uses are not unlike elsewhere in the neighbourhood.

10. Recommendation

THAT a by-law be approved, adopting Official Plan Amendment No. 92 to the County of Wellington Official Plan.

Respectfully submitted,

A handwritten signature in black ink, reading "Mark Van Patter". The signature is written in a cursive, flowing style.

Mark Van Patter, MCIP, RPP
Manager of Planning and Environment

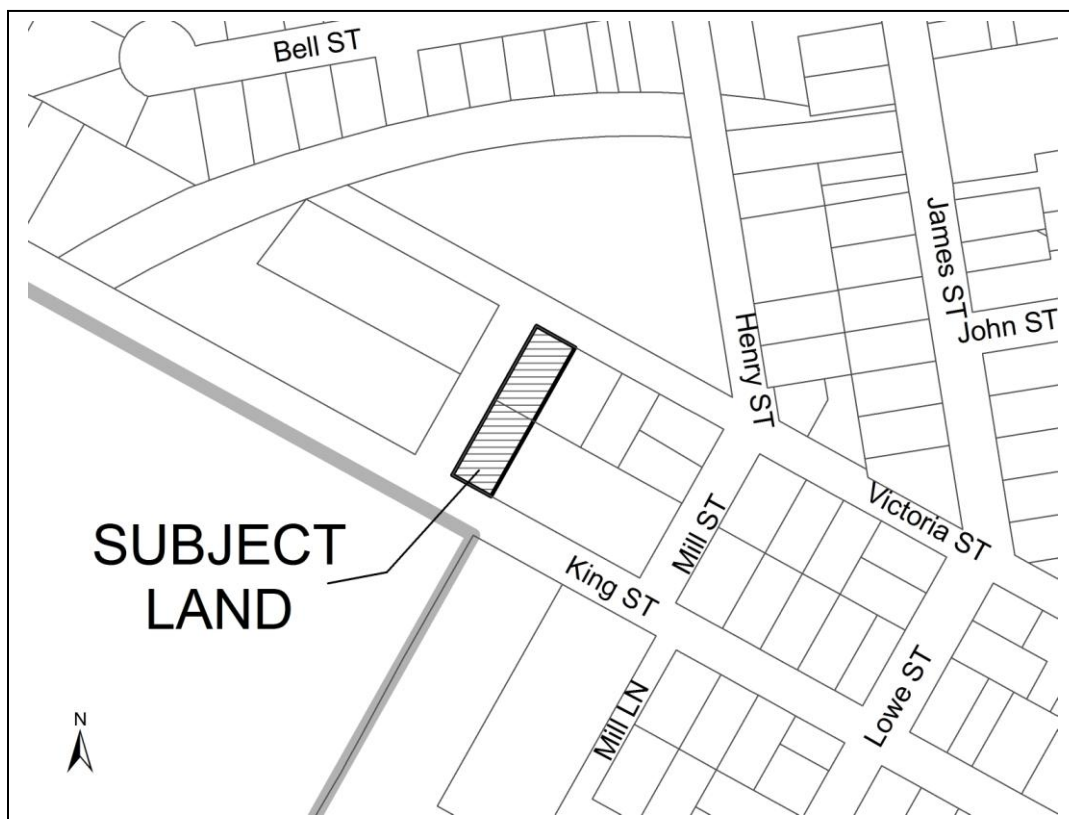
----- Excerpt of the Draft Official Plan Amendment No. 92 -----

DETAILS OF THE AMENDMENT

The Official Plan of the County of Wellington is hereby amended as follows:

1. **THAT** Schedule A5-3, Palmerston, Town of Minto, of the County of Wellington Official Plan is hereby amended by redesignating land described as Lots 31 and 44 of Grains Survey, fronting on King Street, Geographic Town of Palmerston, with municipal address of 385 Mill Street, as identified on Schedule “A” of this amendment, from “Highway Commercial” to “Residential Transition”.

**SCHEDULE “A” OF
OFFICIAL PLAN AMENDMENT NO. 92**



Redesignate from Highway Commercial to Residential Transition



COUNTY OF WELLINGTON

PLANNING AND DEVELOPMENT DEPARTMENT
GARY A. COUSINS, M.C.I.P., DIRECTOR
TEL: (519) 837-2600
FAX: (519) 823-1694
1-800-663-0750

ADMINISTRATION CENTRE
74 WOOLWICH STREET
GUELPH, ONTARIO
N1H 3T9

COMMITTEE REPORT

To: Chair Maieron and Members of the Planning Committee
From: Mark Van Patter, Manager of Planning and Development
Date: September 3, 2014

**Subject: Hummel Official Plan Amendment No. 93 – Mount Forest
PD 2014-20**

1. Purpose:

The purpose of the proposed Official Plan Amendment (File No. OP-2014-04) is to redesignate the property from Highway Commercial to Residential. This will have the effect of permitting a multi-residential development on the vacant land. This will require a revision to Schedule A6-1, but no changes to the text of the Official Plan.

2. Location:

The subject property is described as Part Lot 9, Ellis Survey, RP 60R-1202 – Part 3, with a civic address of 320 Cork Street, former Town of Mount Forest, Township of Wellington North. The property is approximately 0.325 acres (14,136 sq. ft.).

3. Background

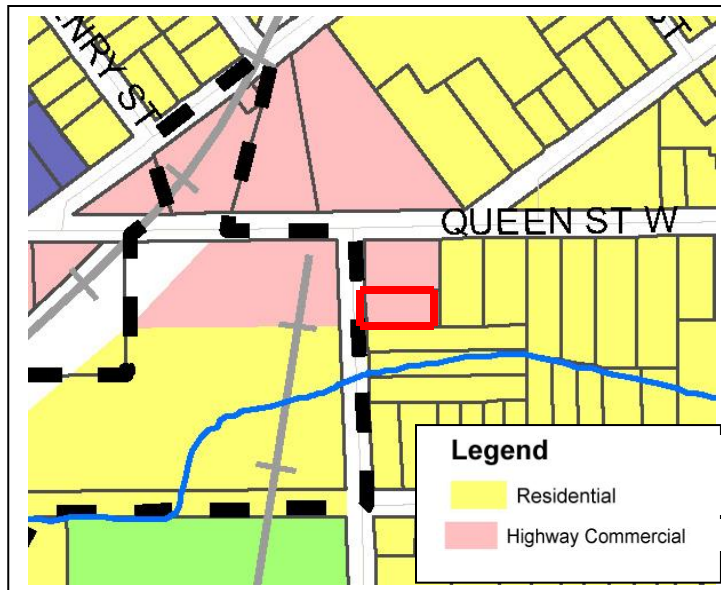
The applicant also owns abutting properties to the south - 330, 340 and 350 Cork Street as well. These lots were recently given provisional consent to reconfigure the lots - file B8/14. The intent is to develop multi-residential dwellings as well. The applicant has also applied to Wellington North to rezone the subject land from Highway Commercial (C2) to Residential (R2), which would allow for up to 4 dwelling units on the property.

4. Places to Grow(PTG) and Provincial Policy Statement (PPS):

Both policy documents state that municipalities are to protect 'Employment Areas', which includes Highway Commercial. Both require a comprehensive review, where a municipality is considering the conversion of lands within employment areas to other uses. A range of housing types and intensification is encouraged.

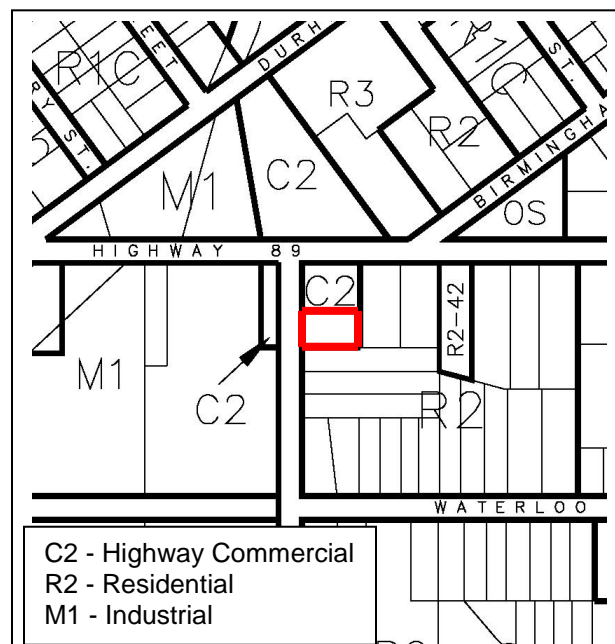
5. Wellington County Official Plan

The subject land is designated Highway Commercial in the Plan. It can be seen that the subject land is at the boundary of the Highway Commercial and Residential designations.



6. Township of Wellington North Zoning By-law

The Zoning of the subject property follows the Official Plan. The subject land is zoned Highway Commercial (C2). Lands east and south of the subject property are all zoned Residential (R2). Lands north and west are zoned Highway Commercial (C2).



6. Public Meeting

The Township of Wellington North held the statutory public meeting on August 11, 2014. There were concerns from two neighbours about drainage in the area. There is a drain that crosses over residential lots to the south that has backed up in the past.

7. Public and Agency Comments Received

The County has received the following comments:

- | | |
|------------------------|---|
| SVCA | Area subject to high groundwater and potential ponding. Drainage feature is not considered to be a watercourse. Recommending that engineer's report be provided to address drainage issues. Recommending that holding zone be applied. (July 24). |
| Upper Grand School Bd. | No objections as long as development charge paid prior to building permit (July 22) |
| Bell | Will be reviewing application (July 14) |

8. Planning Considerations for Official Plan Amendment

a) Loss of Employment Lands - Comprehensive Review

Section 4.2.2 of the Plan requires a comprehensive review where employment lands (industrial and highway commercial), are being considered for conversion.

The proposed severance is within an employment lands area, designated Highway Commercial in the Official Plan, that runs along the frontage of Queen Street to the west.

The main issue with this application is whether the conversion of the subject land will compromise:

- Wellington County's employment land inventory
- Mount Forest's overall inventory of Highway Commercial land, or
- This specific Highway Commercial node along Queen Street

In the 2014 PPS, it notes under the definition for 'Comprehensive Review' that "...the level of detail of the assessment should correspond with the complexity and scale of the ... development proposal." I would characterize the current applications to be a fairly minor development proposal. The following Comprehensive Review is based on Section 4.2.2 of the Official Plan, which requires consideration of the following:

- a) there is a need for the conversion;

Comment:

The applicant is proposing a four-plex on the parcel, which will provide for a range and mix of housing types. It also represents infill intensification on a vacant lot. The applicant has abutting land immediately south that he is developing for multi-residential.

- b) the municipality will meet its employment forecast allocation;

Comment:

The County of Wellington has a surplus of employment lands.

Mount Forest has excess industrial employment lands for the planning period located to the north of town, east of Hwy. 6. There is also considerable land designated Highway Commercial to the west on Queen Street. New Highway Commercial lands are being added to Mt. Forest south of the river and part of the Avila development. There is also a large area zoned Mixed Use which does permit certain Highway Commercial uses.

- c) conversion will not adversely affect the overall viability of employment area ...

Comment:

The subject property fronts on Cork Street, not Queen Street. The abutting property to the north on Queen Street was recently re-developed and contains professional offices.

The subject property is on the Highway Commercial / Residential boundary. There remains a large amount of Highway Commercial land to the west that is undeveloped. In my opinion, the current Official Plan amendment will have a negligible impact on the employment area.

- d) there is existing/planned infrastructure to accommodate the proposed conversion;

Comment:

Wellington North has not indicated any concerns in terms of servicing the subject land.

- e) the lands are not required over the long term for the employment purposes;

Comment:

I have discussed this proposal with Dale Small, Wellington North's Economic Development Officer. He has no concerns with conversion of this property and considers it to be minor.

- f) cross-jurisdictional issues, if any, have been considered.

Comment:

Not applicable.

b) Stormwater Management / Drainage

South of the subject property, a drain crosses over 340 Cork Street, running from east to west. The applicant owns 330, 340 and 350 Cork Street as well, and recently reconfigured the lots, with consent from the Wellington County Land Division Committee. Condition No. 8 of the

consent file B8/14, requires the owner to address the issue of drainage via an approved Engineer's Report to the satisfaction of the SVCA.

9. Staff Position

I have provided a Comprehensive Review that is required when dealing with the conversion of employment lands. In my opinion, loss of such a small property (0.325 acres), and one that does not front on Queen Street, will have no impact on the overall inventory of Highway Commercial lands in Mount Forest. It is my understanding that the Township will be requiring the Engineer's Report to address the subject land as well as the abutting consent file B8/14, prior to rezoning. Staff has no concern with the proposal.

10. Recommendation

THAT a by-law be approved, adopting Official Plan Amendment No. 93 to the County of Wellington Official Plan.

Respectfully submitted,

A handwritten signature in black ink, reading "Mark Van Patter". The signature is written in a cursive, flowing style.

Mark Van Patter, MCIP, RPP
Manager of Planning and Environment

----- Excerpt of the Draft Official Plan Amendment -----

DETAILS OF THE AMENDMENT

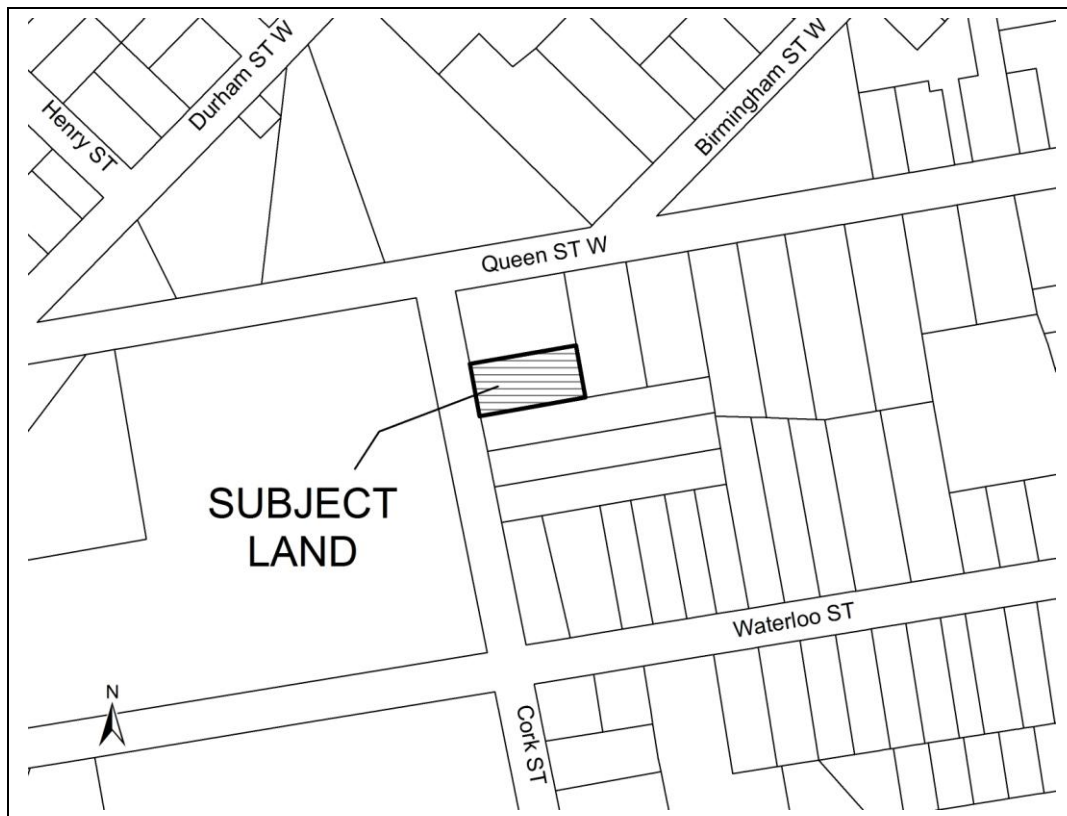
The Official Plan of the County of Wellington is hereby amended as follows:

DETAILS OF THE AMENDMENT

The Official Plan of the County of Wellington is hereby amended as follows:

1. **THAT** Schedule A6-1, Mount Forest, Township of Wellington North, of the County of Wellington Official Plan is hereby amended by redesignating land described as Part Lot 9, Ellis Survey, RP 60R-1202 – Part 3, with a civic address of 320 Cork Street, former Town of Mount Forest, as identified on Schedule “A” of this amendment, from “Highway Commercial” to “Residential”.

Schedule “A”



Redesignate from Highway Commercial to Residential



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Planning Committee
From: Gary Cousins, Planning Director
Date: September 11, 2014
Subject: **ENVIRONMENTAL STEWARDSHIP INITIATIVES (PD2014-18)**

1. **Background:**

At the May 2014 Session of Wellington County Council, the following resolution was approved:

“THAT a report be prepared summarizing the current activities being done by County department that promote environmental stewardship.”

This report provides an overview of the activities of all County departments. Some activities are done largely for their environmental benefits but most have both an environmental and a financial benefit to the County.

2. **Environmental Initiatives:**

The report attempts to identify activities by their main environmental benefit but, in many cases, the activity may provide a number of benefits.

a) **Energy Efficiency:**

- i) **Energy Audit** - conducted in 2006 and almost fully implemented now
- ii) **Green Building Standards** - a Wellington County standard for new County construction projects promoting energy efficiency. See appendix for detailed example (Fergusson Place)
- iii) **Solar Installations** - 14 sites installed in 2012 including County garages, the Elora SWS Transfer Facility and Centre Wellington OPP
- iv) **Window and Furnace Replacement** - energy efficient windows and furnaces in social housing units
- v) **Major Appliances** - upgrading appliances in social housing units for improved energy efficiency
- vi) **Domestic Hot Water** - all social housing apartments being retro fitted with high efficiency condensing boilers
 - water heaters now gas, hot water line insulation

- vii) **Upgraded Light Fixtures** - all County buildings have received energy efficient light fixtures, some with sensors to shut off lighting when not in use.
 - viii) **Living Snow Fences** - living snow fences reduce snow plowing and the need to install wooden snow fences, improved public safety
 - ix) **GPS Units on Snow Plows** - maximizes efficiency of snow clearing and reduces fuel consumption
 - x) **LED Traffic Lights** - all traffic lights now use LED bulbs
- b) **Recycling, Reuse and Reduction**
- i) **Blue Box Collection** - systematic county wide initiative to recover materials that can be recycled
 - ii) **Electronics and Hazardous Waste** - County programmes to encourage reuse of electronic components and reduction of materials such as paint and batteries going to landfill
 - iii) **Demolition Material** - county construction contracts call for recycling of demolition material
 - iv) **Bulk Purchases** - reduces packaging and costs
 - v) **Recycled Products** - stationary, zerox paper, hand towels and toilet paper purchases use post-consumer products
 - vi) **Electronic Agendas** - Council and Committee agendas are now all electronic – significant reduction in paper use and photocopying
 - vii) **Asphalt Recycling** - roads repaving programme reuses existing asphalt either through pulverizing or cold in place method – improves strength of new road
 - mill and pave programme for deteriorated areas to prolong overall road life
 - viii) **Rehab Bridges & Culverts** - bridges rehabbed rather than replaced, where possible
 - liners placed in existing culverts rather than new culvert
 - avoids costs and environmental impacts
- c) **Water Protection**

- i) **Rural Water Quality Programme** – grants to farmers to encourage investment in improved farm practices that improve water quality such as manure storage, clean water diversion, fencing and re-vegetating stream banks and erosion control.
 - ii) **Reduced Road Salt Use** – utilizing less toxic and corrosive materials on County roads where possible to reduce sand and salt use
 - iii) **Low Flow Toilets and Faucets** – in all social housing units
 - iv) **Annual Rain barrel Day** – reduce water use
 - v) **Planning Policies** – to ensure impacts of development on water resources are minimized
 - vi) **Landfill Monitoring** – programme to detect any early leachate issues and reserves established to take action if needed
 - vii) **Rain Water Harvesting** - Central Garage & Fergusson Place and Puslinch Library harvest rainwater for flushing toilets, washing trucks and fire prevention reservoir
- d) **Tree Protection**
 - i) **Green Legacy Programme** – 1.7 million trees planted across County - windbreaks, snow fences, block plantings, stream banks
 - ii) **Tree By-law** – to reduce unnecessary destruction of trees
 - iii) **Planning Policies** - to encourage the retention of woodlots and trees
 - iv) **County Forest** – 1200 acres of protected forest
- e) **Environmental Education**
 - i) **Rural Water Quality Programme** – required farmers to undertake Environmental Farm Plan to qualify for grants
 - ii) **Green Legacy Programme** – involves thousands of students every year in growing and planting trees and understanding their value
 - iii) **County Libraries** – resource material on environmental initiatives - promotion of Earth Days
 - iv) **Solid Waste Services** – promotional material on recycling, reuse and reduction benefits

3. **Recommendations:**

THAT the report on Environmental Stewardship Initiatives be received for information.

Respectfully submitted,

A handwritten signature in cursive script that reads "Gary Cousins".

Gary Cousins
Director of Planning

APPENDIX

- Sample of Green Building Standards

Fergusson Place Green Initiatives

Building Design:

The buildings orientation is such to provide southern exposure to windows in almost all units the exception being the four on each end for a total of 8 units. Single loading of corridor to accomplish this orientation eliminates the potential north facing units.

A portion of the roofing is a green roof containing plant material providing a living oxygen producing roof helping to lower the carbon footprint for the building.

Additional insulation:

<u>Building Component:</u>	<u>Code Minimums:</u>	<u>Fergus</u>
<u>Housing Actual:</u>		
Concrete slab on grade:	R-0 (none required)	R-16
Below Grade Foundation Walls:	R-12.1	R-12.4
Above Grade Wall Assemblies:	R-15	R-21 (block walls) R-27 (stud walls)
Roof Assemblies:	R-22.3	R38 (avg - flat roof) R-40 (attic roofs)

Notes:

1 - Despite the relatively small temperature differential between underslab fill and the conditioned space above (15 degrees +/-) the sheer area of floor in contact with the ground results in an enormous total heat loss through this component; which is reduced dramatically through the use of any reasonable quantity of rigid insulation.

2 – Below grade foundation walls are clad in 2" of rigid insulation which, in hindsight it have been better to have increased slightly. But the principal is the same as for 1 above; the provision of any quantity of exterior insulation for these walls dramatically improves the thermal performance of the overall building, in large part due to the capture and use of the thermal mass of the concrete walls.

3 – Obviously we are above and beyond the Code requirements for exterior walls, but the significant improvement in this design is the elimination of the thermal bridging by the metal stud walls to the exterior through the use of the additional rigid layer on the

outside of the stud wall assembly. As we discovered through the thermal modeling that RWDI did for us on this building, that additional 1" layer reduces the overall heat loss by approx. 25% from the minimum stud and 6" cavity insulation system alone, due to the elimination of this thermal bridging effect.

4 – The higher levels of insulation for the attic areas is achieved easily through the use of thicker batts than the Code minimums. The increase on the flat areas is due to the extensive sloped or tapered insulation above the 4" rigid base layer; on average this adds an additional 70mm of rigid insulation across the flat roof areas.

Overall, the objective was to substantially improve the thermal design for those components subjected to the greatest temperature differentials, and therefore achieve the greatest heat loss reduction, overall.

Passive solar design using the building orientation, balconies and sun screens for shading, concrete mass (floors and block walls) for heat storage in winter contributes to lower heating use and saving energy.

Fiberglass windows with low E, Argon filled, tinted glazing provide lower heat loss and help with passive heating in winter months.

Insulated window shades to prevent overheating in summer by reflecting high midday sun during. They also help with heat loss in winter when used in the non daylight hours to add to the insulating effect and lower heat loss through the window.

Electrical:

Energy efficient ballasts and lamps through out the common areas provide maximum light through controlled use of power. Electronic ballasts and T5 lamps are combined with compact fluorescent lighting in the corridors and common space rooms.

Compact fluorescent lamps in residential units are used for all lighting except the Kitchen which uses T5 fluorescent lamps and electronic ballast.

Occupancy sensors control lighting in basement storage rooms, janitor rooms, laundry, garbage, mail rooms as well as offices, common area washrooms, electrical rooms, scooter rooms, and communications rooms. Sensors also control corridor lighting but are combined with photo cells to ensure the need for artificial light even though there is movement.

Exterior lighting controlled by building automation system that ensure use when required only automatically adjusting for daylight changes through the calendar, and for daytime cloud cover.

Electrical energy consumption monitoring is used for residential units. System tracks the use of electrical energy used in each unit. Owner then can monitor excessive use and take action if required through education.

Water:

Storm water is recycled through the collection of rain water and ground water in cisterns and reusing the non-potable water to flush toilets and for exterior hose bibs. Building automation system controls use of city water when cisterns are too low to provide water. System also keeps the cisterns balanced for water level drawing of each equally.

Low flow shower heads

Dual flush toilets residents can choose between low water volume for liquid waste at 0.66 gal or higher water volume for solid waste at 1.3 gal.

Domestic Hot Water:

In residential units condensing on demand water heaters are used. Not storing hundreds of gallons of hot water.

Power pipe heat exchangers are used to assist the water heaters in the units by reclaiming heat from water entering the drain and recycling that heat into the water heater to assist thereby using less energy to heat the water..

Solar panels assist water heating for public washrooms and laundry rooms water is heated through the solar panels and stored in a tank and piped to the laundry and common area washrooms. A high efficiency condensing boiler is used to back up the system to ensure and uninterrupted supply of hot water.

Mechanical:

Heat recovery ventilation system: Air exhausted through kitchen and bathroom exhaust fans must be replaced by bringing fresh air into the building. Exhaust fans are routed through the heat recovery units where the heat is reclaimed and used to preheat the outside air being brought in thereby minimizing the use of gas heating to bring that air up to a temperature that can be circulated through the building corridors. Positive air

movement into the suites is provided through a fire rated damper and grill into each suite that also provides some cooling air during the cooling season.

Building corridors and common rooms are heated and cooled through the heat recovery ventilation units. High efficiency energy star rated condenser units provide the cooling.

Heating: Residential units are heated with hot water wall fin rads controlled by programmable thermostats. Hot water is provided by Patterson-Kelley Mach Series super condensing boilers achieving between 96 and 99% efficiency. The boilers provide a full redundancy and are controlled by the building automation system ensuring maximum full efficiency. VFD drive pumps move the hot water through the building.

High efficiency energy star rated condensing units using puron refrigerant provide cooling for the eight end units that do not get the full benefit of the southern exposure.

Appliances:

Each suite is provided with an energy star rated refrigerator and stove. Side by side fridges, wall mounted ovens and cook tops are provided in the accessible suites. All stoves and cook tops are equipped with safe-T-element burners that provide and energy efficiency but also a safety factor of controlled heat that helps to prevent pots and pans from overheating and causing fires.

Laundry: Laundry rooms are equipped with front load washers that are energy star rated for conservation of water and electricity. Dryers are gas fired energy star rated. Equipment will be card operated and residents can load credits on their cards from a machine in the building. The cost of use is set to make residents be aware of the cost of operating the equipment both on the equipment and resources but not so high as to be an affordability factor.



Corporation of the County of Wellington Economic Development Committee Minutes

September 16, 2014
Governor's Residence Boardroom
Lower Level

Present: Warden Chris White
Councillor George Bridge (Chair)
Councillor Don McKay
Councillor Raymond Tout
Councillor Shawn Watters

Staff: Donna Bryce, County Clerk
Ken DeHart, County Treasurer
Jana Reichert, Economic Development Officer
Scott Wilson, CAO

1. Call to Order

At 10:00 am, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. WCMEDG Minutes

1/6/14

Moved by: Councillor Tout

Seconded by: Councillor McKay

That the May and July, 2014 Minutes of the Wellington County Municipal Economic Development Group be received for information.

Carried

4. Economic Development Financial Statements as of August 31, 2014

2/6/14

Moved by: Councillor Watters

Seconded by: Councillor Tout

That the Financial Statements as of August 31, 2014 for Economic Development be approved.

Carried

5. 2014 Credit Report Rating Reports

3/6/14

Moved by: Councillor McKay

Seconded by: Councillor Watters

That the County Treasurer's report regarding Standard and Poor's 2014 Credit Rating Update be received for information.

Carried

6. September 2014 Economic Development Update

4/6/14

Moved by: Councillor McKay

Seconded by: Councillor Watters

That the County of Wellington Economic Development Update for September 2014, be received for information.

Carried

7. BR + E Municipal Implementation Fund Selection Process Report

5/6/14

Moved by: Councillor Tout

Seconded by: Councillor Watters

That the Economic Development Committee approve the three BR+E Municipal Implementation Fund applications for the Townships of Wellington North, Mapleton and Puslinch.

Carried

8. Accelerating Rural Transportation Study Report

6/6/14

Moved by: Warden White

Seconded by: Councillor McKay

That report Towards Coordinated Rural Transportation: Wellington County Study Region be received for information.

Carried

9. Buy American Inhibitive Trade Provisions Report

7/6/14

Moved by: Warden White

Seconded by: Councillor Watters

Whereas organizations like Canadian Manufacturers and Exporters estimate that thousands of manufacturing jobs are continuously at risk from Buy American provisions being proposed across the U.S.;

Therefore be it resolved that municipalities express support for free, fair and reciprocal trade between the United States and Canada and that any restrictive Buy American provisions in the United States legislation are contrary to that spirit of free trade;
Be it further resolved that the County of Wellington calls on FCM to support and work with the Government of Canada and the Canadian Manufacturers and Exporters and other stakeholders in their efforts to urge the United States Congress and state governments to abstain from the use of Buy American provisions;

Be it further resolved that FCM be requested to write to the United States National League of Cities and the United States Conference of Mayors to also support the spirit of this resolution and the spirit of free trade, so that businesses and industries on both sides of the border can compete for contracts in the fairest and most efficient manner;

Be it further resolved that this resolution be forwarded to the Prime Minister, the leaders of the Federal Parties, Wellington MP's and MPP's for information.

Be it further resolved that this resolution be forwarded to FCM and AMO for circulation to all municipalities for support and the Canadian Manufacturers and Exporters for information.

Carried

10. Correspondence from the Consulate General of People's Republic of China

8/6/14

Moved by: Councillor McKay

Seconded by: Councillor Watters

That the correspondence from the Consulate General of the People's Republic of China dated June 27, 2014 regarding a visit to Wellington County and the Town of Erin be received for information.

Carried

11. Adjournment

At 11:30 am, the Chair adjourned the meeting until October 21, 2014 or at the call of the Chair.

George Bridge
Chair
Economic Development Committee



Wellington County Municipal Economic Development Group

Minutes
WWCFDC Boardroom,
May 6, 2014
9:30 a.m.

Present:

Mary Belfour (MEDTE/MRI), John Brennan (Town of Erin), George Bridge (Mayor, Town of Minto), Brad Dixon (GRCA), Crystal Ellis (Mapleton Township), Alex Goss (LIP), Kathryn Ironmonger (CAO, Town of Erin), Karen Landry (Township of Puslinch), April Marshall (Township of Wellington North), Kirk McElwain (Township of Centre Wellington), Don McKay (Councillor, County of Wellington), Carolyn O'Donnell (County of Wellington), Andrea Ravensdale (County of Wellington), Jana Reichert (County of Wellington), Patricia Rutter (Township of Centre Wellington), Jane Shaw (WWCFDC), Dale Small (Township of Wellington North), Belinda Wick-Graham (Town of Minto), Chris White (Warden, County of Wellington), Scott Wilson (County of Wellington), Kim Wingrove (CAO, Township of Guelph/Eramosa)

Regrets:

Rose Austin (Saugeen Economic Development), Gerry Horst (OMAFRA), Andy Lennox (WFA), Stephen Morris (OMAF), Carol Simpson (WFPB), Doug Reddick (MEDTE/MRI), Scott Williams (GWBEC)

1. Approval of Agenda

Motion to approve agenda as written.

Moved by John Brennan, seconded by Don McKay

Carried

2. Declaration of Pecuniary Interest

None declared.

3. Approval of Minutes

Motion to approve the minutes from the meeting held March 11, 2014 as written.

Moved by Jana Reichert, seconded by Karen Landry

Carried

4. Presentation – Doug Matatall, TecVana CEO

TecVana is a corporation developing an interactive digital marketing solution that offers rural communities the opportunity to engage and connect with new digital markets to promote their business, through the Geo-Adventuring app. With TecVana concentrating on four main target markets; Journey, Adventures, Activities and Events, many urban residents will connect with rural markets and experience a taste of the “rural lifestyle.” At the end of May, TecVana will be launching their first campaign.

5. Presentation –MEDTE

Ontario Investment Ready Certified Site Program is an attraction program for promoting property in your community. The program offers reimbursements (limited to 2 sites per year), grant opportunities, international marketing and certification. Applications must be submitted combined with landowner AND municipality. There are 3 steps to the certification process: Pre-screening, Site Certification and Audit & Reimbursement of Eligible Expenses. The goal of the program is to sell inventory/property to investors which create and/or maintain jobs within the community, rather than in urban areas.

6. Roundtable/Other Business

Centre Wellington:

- Wightman launched and opened a Fergus location
- First Economic Development meeting will be held first week of May
- Submitted second application to Ontario Investment Ready Certified Site Program
- Craft Brewery coming to Elora
- Activity happening at the Elora Mill
- Farmers market will be moving to Bissell Park for the summer months
- The 2 day event, Riverfest, will be held in August with Serena Ryder and Blue Rodeo will be performing along with many other talented musicians.
- The Elora Festival received a Tourism Grant this year. On July 25th the Tenors will be performing as part of the Elora Festival.
- Artists for the Sculpture Program will meet the weekend of May 10th.

County of Wellington:

- The BR&E application process will be going to the committee for review this month.
- Jana and Carolyn continue to meet with each municipality, following up on the results from the BR&E for each area. Five out of the seven reports have been completed.
- 62,500 copies of the Festivals & Events Guide have been sent to the printers.
- The old farm house by the CW Sportsplex houses Wellington Centre for Sustainable Agriculture (WCFA) has been completed renovated with 17 students registered.
- 159,000 trees will be planted this year through the Green Legacy Program.
- Video projects are being worked on and the development of Wellington Place continues.

Erin:

- Economic Development position opening.

Guelph/Eramosa:

- BR&E meeting scheduled for June.
- Zoning By-law being reviewed and worked on.

LIP:

- New priorities across Guelph/Wellington regarding immigration
- In the process of completing and submitting an application to the Province for Immigration Attraction & Retention to identify employer readiness & engagement and the alignment of newcomers with local market needs. Group input would be valuable for this project, if the application is approved.

Mapleton:

- New branding design for the Municipality has been approved and accepted.

MEDTE:

- SWODF applications are being processed internally and will be signed and disbursed once new minister is announced.

Minto:

- Palmerston Library renovations will begin in 2015
- Sneak Peak of the Launch It – Business Incubator will be held on June 3rd. Minto has partnered with WWCFDC and Saugeen CFDC on this project.
- There are six finalists in the “Pitch It” Competition.

Puslinch:

- A new Economic Development Coordinator has been hired.
- The Municipalities website has been redesigned.
- Funding was received from RED
- Farmers Market will start at the end of May.

Wellington North:

- The Municipality is currently working on a new website.
- Farmers Breakfast and the Mayors Breakfast will be held on May 9th.
- Rural Romp, in partnership with Minto, will be held on May 31st.
- The BR&E report was presented at Council.
- A meeting will be held with Trillium regarding the new radio station.
- A Treasurer and Fire Chief have been hired

Wellington-Waterloo CFDC:

- Rick presented at North Dumfries Council on May 5th for the services our organization offers for business owners. WWCFDC is in the process of promoting services to businesses within the County of Wellington as well as the Region of Waterloo.

Next meeting will be held **July 8, 2014** in the WWCFDC Boardroom at 9:30am.

Meeting adjourned at 11:40am.

George Bridge, Chair

Jane Shaw, Recording Secretary



Wellington County Municipal Economic Development Group

Minutes
WWCFDC Boardroom,
July 8, 2014
9:30 a.m.

Present:

John Brennan (Town of Erin), George Bridge (Mayor, Town of Minto), Crystal Ellis (Mapleton Township), Alex Goss (LIP), Kathryn Ironmonger (CAO, Town of Erin), Karen Landry (Township of Puslinch), Carolyn O'Donnell (County of Wellington), Jana Reichert (County of Wellington), Patricia Rutter (Township of Centre Wellington), Jane Shaw (WWCFDC), Carol Simpson (WFPB), Dale Small (Township of Wellington North), Stephen Morris (OMAF), Belinda Wick-Graham (Town of Minto), Chris White (Warden, County of Wellington), Kim Wingrove (CAO, Township of Guelph/Eramosa)

Regrets:

Rose Austin (Saugeen Economic Development), Mary Belfour (MEDTE/MRI), Brad Dixon (GRCA), Andy Lennox (WFA), April Marshall (Township of Wellington North), Kirk McElwain (Township of Centre Wellington), Don McKay (Councillor, County of Wellington), Andrea Ravensdale (County of Wellington), Doug Reddick (MEDTE/MRI), Scott Williams (GWBEC), Scott Wilson (County of Wellington)

1. Approval of Agenda

Motion to approve agenda as written.

Moved by Dale Small, seconded by Jana Reichert.

Carried

2. Declaration of Pecuniary Interest

None declared.

3. Approval of Minutes

Motion to approve the minutes from the meeting held May 6, 2014 as written.

Moved by Belinda Wick-Graham, seconded by John Brennan.

Carried

4. Presentation – Workforce Planning Board

Large municipalities are posting jobs internally which then relates to job sites having difficulty attracting higher job rated opportunities to promote to the community. It has been recognized that posting jobs is not frequently completed by a company and therefore the job is not being filled by talented, skilled individuals. The Economic Development Strategy, Workforce Strategy and BR+E all show Wellington's municipalities could see value in working on workforce attraction and job matching projects. An analysis on the priorities provided from the WFPB and County reports will be the focus of the next meeting.

5. Roundtable/Other Business

Centre Wellington:

- An antenna is being installed on the Fergus water tower for wireless services.
- Art in the Yard will be held the weekend of July 11th.
- Doors Open was a success again this year with approximately 2000 people attending.
- Working on the action plan and application for the BR&E to submit by the end of August.

County of Wellington:

- Credit review will be held on July 9th. The full report will be shared with the Group at the next meeting.
- "Invest" in Wellington video will be filmed on July 10th.
- "Live" in Wellington video will be filmed in August.
- BR&E applications are being submitted. Make sure to submit your application to be included in the "good news stories." The funds of \$25,000 are available to each Municipality from the County, but are not rolled over to the next year. Issues discussed during the BR&E process are being addressed and the connections with communications are being made.
- Manufacturing Day is scheduled for October 3rd. The event will be funded by Economic Development offices and the Workforce Planning Board, with WFPB leading the event. Submit your preliminary list of manufacturers to Carolyn.

Erin:

- Council recently approved an Economic Development Officer.
- Applications will be submitted for funding shortly.
- August 9th and 10th is the Erin Optimist Club Annual Rhythm 'n Ribs Fest.

Guelph/Eramosa:

- Commercial and residential investments are recently coming to the Township office.
- A new agriculture event, Mushroom Fest, may occur in September, more information will follow once details and plans have been confirmed.
- The Group extended their congratulations to Kim on receiving the permanent position of CAO for Guelph-Eramosa Township.

LIP:

- Priorities have been set and the process outlined for immigration issues in Wellington County.
- The Employer Tool Kit was shown to the Group. Those interested in one are to contact Alex.

Mapleton:

- Currently prioritizing BR&E specific needs. A presentation will be held at the end of July.
- New staff has been approved: Director of Public Works, Building Official.
- Signage report will be presented to council at July's meeting.
- Mapleton Rodeo held July 4th weekend was a success.

Minto:

- LaunchIt Minto incubator space is being promoted and information about the program can be viewed on the Town of Minto website.
- An invitation was received from the Guelph Innovation Network for LaunchIt to join their group.
- BR&E projects and applications are being reviewed and submitted.

OMAFRA:

- Since election is now known as Ministry of Agriculture and Rural Affairs.
- Local fund closed on June 30th.
- RED fund remains open and is accepting applications.
- The Rural Institute is working on branding youth attractiveness.

Puslinch:

- The YMCA camp has started and runs for 3 weeks.
- On July 24th the second public meeting regarding Development Charges By-law will be held.

Wellington North:

- Fireworks Festival will be held July 18-20th weekend in Mount Forest.
- BR&E applications have been submitted for 3 projects.

Workforce Planning Board:

- Currently working on: Employer 1 Survey, workforce planning structure in Dufferin.
- Action planning session will be held in September.
- Labour Plan will be held in October.

Next meeting will be held **August 5, 2014** in the WWCFDC Boardroom at 9:30am.

Meeting adjourned at

George Bridge, Chair

Jane Shaw, Recording Secretary



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Economic Development Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 16, 2014
Subject: **2014 Credit Rating Update – Standard and Poor’s**

Background:

A credit rating is an independent opinion of an issuer’s financial capacity to meet its debt payment obligations. A credit rating is not an audit of the issuer, nor is the rating agency acting as a financial advisor. The investment community uses credit ratings in order to differentiate credit quality when considering various investment options. Generally speaking, the higher the credit rating, the lower the credit risk to investors and the lower interest rate the County will be need to pay on debt issued.

Update:

The Standard and Poor’s (S&P) credit rating agency announced on August 29, 2014 that it was upgrading the County of Wellington’s credit rating to ‘AA+’ from ‘AA.’ The outlook is stable (Attachment: S&P Research Update and Supplementary Analysis). The upgrade reflects the County’s history of very strong budgetary performance, exceptional liquidity levels, and debt issuance prospects that remain reasonable. The County’s credit rating history with S&P is as follows:

Date	Rating	Outlook
September 2002 (initial rating)	A+	Stable
April 2004	A+	Positive
August 2005	AA-	Stable
August 2006	AA-	Stable
August 2007	AA-	Stable
October 2008	AA-	Positive
April 2010	AA	Stable
June 2011	AA	Stable
August 2012	AA	Stable
August 2013	AA	Positive
August 2014	AA+	Stable

Wellington currently has the highest credit rating of any County in Ontario rated by S&P and this rating reflects a very strong, stable and increasing economy; very strong budgetary performance; exceptional liquidity; and very low debt burden. A very predictable and well-balanced institutional framework for Canadian municipalities, strong financial management and very low contingent liabilities also support the ratings.

County	Rating	Outlook
County of Norfolk	A	Positive
County of Lambton	A+	Stable
County of Haldimand	AA-	Stable
County of Simcoe	AA-	Positive
County of Essex	AA	Stable
County of Oxford	AA	Stable
County of Wellington	AA+	Stable

Standard and Poor's indicates that although unlikely during the two-year outlook horizon, that the outlook could be revised to positive if the County's economy expands considerably in depth and diversification, and tax-supported debt declines to less than 30% of consolidated operating revenues (including debt issued by the County on behalf of our lower-tier municipalities). The outlook could be revised to negative if the County were to incur after-capital deficits of more than 10% of total adjusted revenues and if external borrowing increased tax supported debt to more than 60% of consolidated operating revenues.

The report recognizes the efforts being made in economic development to diversify our economy; the County's planned investment in its three local hospitals and identifies growth opportunities in the health care and professional services sectors.

Attachment:

Attachment: S&P Research Update and Supplementary Analysis

Recommendation:

That the County Treasurer's report re: Standard and Poor's 2014 Credit Rating Update be received for information.

Respectfully submitted,



Ken DeHart, CPA, CGA
County Treasurer

RatingsDirect®

Research Update:

County of Wellington Upgraded To 'AA+' From 'AA' On Very Strong Budgetary Performance And Exceptional Liquidity

Primary Credit Analyst:

Adam J Gillespie, Toronto 416-507-2565; adam.gillespie@standardandpoors.com

Secondary Contact:

Yousaf Siddique, CFA, Toronto (1) 416-507-2559; yousaf.siddique@standardandpoors.com

Research Contributor:

Dina Shillis, Toronto (1) 416-507-3214; dina.shillis@standardandpoors.com

Table Of Contents

Overview

Rating Action

Rationale

Outlook

Ratings Score Snapshot

Key Statistics

Key Sovereign Statistics

Related Criteria And Research

Ratings List

Research Update:

County of Wellington Upgraded To 'AA+' From 'AA' On Very Strong Budgetary Performance And Exceptional Liquidity

Overview

- We are raising our long-term issuer credit and senior unsecured debt ratings on the County of Wellington to 'AA+' from 'AA'.
- The upgrade mainly reflects our view of Wellington's history of very strong budgetary performance, exceptional liquidity levels, and debt issuance prospects that remain reasonable.
- The stable outlook reflects our expectations that, within the two-year outlook horizon, the county will continue to generate very strong budgetary results and exceptional liquidity balances, and that tax-supported debt will remain below 60% of consolidated operating revenues.

Rating Action

On Aug. 29, 2014, Standard & Poor's Ratings Services raised its long-term issuer credit and senior unsecured debt ratings of the County of Wellington, in the Province of Ontario, to 'AA+' from 'AA'. The outlook is stable.

The upgrade reflects our view of Wellington's history of very strong budgetary performance, its exceptional liquidity levels, and debt issuance prospects that remain reasonable.

Rationale

The ratings on Wellington reflect Standard & Poor's view of its very strong, stable, and increasing economy; very strong budgetary performance; exceptional liquidity; and very low debt burden. The ratings also reflect our view of the "very predictable and well-balanced" institutional framework for Canadian municipalities, strong financial management, and very low contingent liabilities. We believe the county's strong budgetary flexibility, which is constrained on the expenditure side, mitigates these strengths somewhat.

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have

the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations and landfill closure costs) through reserve contributions.

Wellington's very strong and expanding economy supports the ratings, in our view. We expect the county's key sectors, namely manufacturing and agriculture, to maintain growth, and to see further economic diversification in the next few years. Although municipal GDP data are not available, we estimate that Wellington's GDP per capita was in line with the provincial average of about US\$49,000 for 2011-2013, based on the county's high average household income relative to that of peers.

In our opinion, Wellington benefits from strong financial management. The county's financial statements are audited with no qualifications, and it produces annual operating and capital budgets, as well as tax rate projections. Financial policies are prudent, in our view, and financial documents demonstrate a good degree of transparency and fiscal discipline.

We believe Wellington's budgetary flexibility is strong, stemming largely from its high modifiable revenues which averaged more than 75% of adjusted operating revenues in the past five years. The main revenue sources are property taxes and user fees and services charges and we expect them to remain stable during our two-year outlook horizon. In line with many Canadian municipalities, the county is constrained in its ability to cut spending, in our view. The province mandates a high degree of municipal services, and salaries and benefits represent 36% of adjusted operating expenses. However, most of Wellington's employees are not unionized or covered by multiyear agreements, which can provide greater control over employee-related expenses. However, growth-related expenditures are a small proportion of the capital plan, which limits the leeway to defer some of the spending. According to our conservative forecast, we expect capital spending to average more than 16% of total expenditures in 2012-2016.

The county has a history of very strong budgetary performance, which we expect will remain relatively stable during our outlook horizon. Under our base-case forecast, operating surpluses average close to 15% of adjusted operating revenues for the 2012-2016 period, in line with historical averages, and after-capital balances average a modest surplus of 1.4% of adjusted total revenues. We believe Wellington's after-capital results will slip into a slight deficit in 2014 as a result of a peak in its capital plan, but we expect the balance to return to surplus in the following years. This will allow the county to finance its capital expenditures on a pay-as-you-go basis and reduce the need for external borrowing.

Wellington has what we view as a very low debt burden that is slightly below the average for its peers. At year-end 2013, tax-supported debt stood at C\$66.8 million, or 42.8% of consolidated operating revenues. The total debt figure includes about C\$29 million of debt borrowed under the county's name on behalf of the lower-tier municipalities. Standard & Poor's recognizes that

there is a lower credit risk associated with the debt on-lent to the self-supporting entities, which are required to reimburse the county for all principal and interest payments as they come due. Under our base-case scenario, we expect tax-supported debt to remain below 60% of consolidated operating revenues and interest payments to average about 1% of adjusted operating revenues in the next two years.

The county's contingent liabilities are very low, in our opinion, and consist mainly of standard employee benefits and landfill postclosure liabilities. They represented about 7.4% of adjusted operating revenues in 2013, which we do not view as material.

Liquidity

Wellington's exceptional liquidity position, which we expect will remain stable over the outlook horizon, remains a key credit strength, in our opinion. Standard & Poor's adjusted free cash and liquid assets totaled C\$78.5 million in 2013 and covered more than 16x of the estimated next year's debt service. In our view, the county has satisfactory access to external liquidity.

Outlook

The stable outlook reflects Standard & Poor's expectations that, within the two-year outlook horizon, Wellington's budgetary performance will continue to be very strong, liquidity will remain exceptional, and tax-supported debt will remain below 60% of consolidated operating revenues. We could revise the outlook to negative if aggressive capital spending pushes the county's after-capital deficits to more than 10% of total adjusted revenues and higher-than-planned external borrowing increased tax-supported debt to more than 60% of consolidated operating revenues. Although we consider it to be unlikely during the outlook horizon, we could revise the outlook to positive if Wellington's economy expands considerably in depth and diversification, and tax-supported debt declines to less than 30% of consolidated operating revenues.

Ratings Score Snapshot

Table 1

County of Wellington -- Ratings Score Snapshot	
Key Rating Factors	Assessment
Institutional Framework	Very predictable and well balanced
Economy	Very strong
Financial Management	Strong
Budgetary Flexibility	Strong
Budgetary Performance	Very strong
Liquidity	Exceptional

Table 1

County of Wellington -- Ratings Score Snapshot (cont.)	
Debt Burden	Very low
Contingent Liabilities	Very low

*Standard & Poor's ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of Standard & Poor's "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the foreign currency rating we have on the government.

Key Statistics

Table 2

County of Wellington -- Economic Statistics					
	--Fiscal year ended Dec. 31--				
	2009	2010	2011	2012	2013
Population	92,612	93,636	93,641	94,628	95,784
Population growth (%)	7.74	1.11	0.01	1.05	1.22
National GDP (nominal) per capita (US\$)	40,764	47,465	51,791	52,409	51,911
Unemployment rate (%)	7.88	7.93	6.95	5.95	5.70

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include Statistics Canada.

Table 3

County of Wellington -- Financial Statistics						
	--Fiscal year ended Dec. 31--					
(Mil. C\$)	2011	2012	2013	2014bc	2015bc	2016bc
Operating revenues	144	150	156	159	164	169
Operating expenditures	121	127	131	136	141	146
Operating balance	23	24	25	23	23	23
Operating balance (% of operating revenues)	15.96	15.68	16.23	14.49	13.96	13.73
Capital revenues	7	5	3	10	8	6
Capital expenditures (capex)	20	23	30	35	29	20
Balance after capital accounts	10	6	(2)	(2)	2	9
Balance after capital accounts (% of total revenues)	6.71	3.62	(1.07)	(1.18)	1.22	5.15
Debt repaid	2	2	3	3	3	3
Balance after debt repayment and onlending	8	3	(4)	(5)	(1)	6
Balance after debt repayment and onlending (% of total revenues)	5.17	2.05	(2.65)	(3.02)	(0.64)	3.38
Gross borrowings	0	4	8	12	13	2
Balance after borrowings	8	7	4	7	12	8
Operating revenue growth (%)	1.51	4.56	3.66	1.76	3.34	3.05
Operating expenditure growth (%)	(4.21)	4.90	2.98	3.87	3.98	3.33
Modifiable revenues (% of operating revenues)	80.85	77.31	77.53	78.89	79.94	80.83
Capital expenditures (% of total expenditures)	13.94	15.11	18.88	20.60	17.15	12.06
Direct debt (outstanding at year-end)	51	64	67	75	85	85

Table 3

County of Wellington -- Financial Statistics (cont.)						
Direct debt (% of operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Tax-supported debt (% of consolidated operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Interest (% of operating revenues)	1.16	1.09	1.07	1.07	0.98	0.83
Debt service (% of operating revenues)	2.77	2.70	2.68	3.02	2.93	2.66

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects Standard & Poor's expectations of the most likely scenario. Downside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with a downgrade. Upside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with an upgrade. bc--Base case.

Key Sovereign Statistics

Sovereign Risk Indicators, June 9, 2014. Interactive version available at <http://www.spratings.com/sri>

Related Criteria And Research

Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014

Related Research

- Institutional Framework Assessments For Non-U.S. Local And Regional Governments, June 30, 2014
- International Local And Regional Governments Default And Transition Study: 2012 Saw Defaults Spike, March 28, 2013

In accordance with our relevant policies and procedures, the Rating Committee was composed of analysts that are qualified to vote in the committee, with sufficient experience to convey the appropriate level of knowledge and understanding of the methodology applicable (see 'Related Criteria And Research'). At the onset of the committee, the chair confirmed that the information provided to the Rating Committee by the primary analyst had been distributed in a timely manner and was sufficient for Committee members to make an informed decision.

After the primary analyst gave opening remarks and explained the recommendation, the Committee discussed key rating factors and critical issues in accordance with the relevant criteria. Qualitative and quantitative risk factors were considered and discussed, looking at track-record and forecasts. The chair ensured every voting member was given the opportunity to articulate his/her opinion. The chair or designee reviewed the draft report to ensure consistency with the Committee decision. The views and the decision of the rating committee are summarized in the above rationale and outlook.

Ratings List

Ratings Raised	To	From
Wellington (County of)		
Issuer credit rating	AA+/Stable/--	AA/Positive/--
Senior unsecured	AA+	AA

Complete ratings information is available to subscribers of RatingsDirect at www.globalcreditportal.com and at www.spcapitaliq.com. All ratings affected by this rating action can be found on Standard & Poor's public Web site at www.standardandpoors.com. Use the Ratings search box located in the left column.

Copyright © 2014 Standard & Poor's Financial Services LLC, a part of McGraw Hill Financial. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgement as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com and www.globalcreditportal.com (subscription) and www.spcapitaliq.com (subscription) and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.

RatingsDirect®

Supplementary Analysis: County of Wellington

Primary Credit Analyst:

Adam J Gillespie, Toronto 416-507-2565; adam.gillespie@standardandpoors.com

Secondary Contact:

Yousaf Siddique, CFA, Toronto (1) 416-507-2559; yousaf.siddique@standardandpoors.com

Research Contributor:

Dina Shillis, Toronto (1) 416-507-3214; dina.shillis@standardandpoors.com

Table Of Contents

Rationale

Outlook

Ontario Municipalities Benefit From A Very Predictable and Well-Balanced Institutional Framework

Growth In Key Sectors Strengthens Economic Performance

Strong Financial Management Supports The Ratings

Strong Budgetary Flexibility, Although It Is Constrained On Expenditure Side

Very Strong Budgetary Performance Bolsters Credit Profile

Exceptional Liquidity Position

Debt Burden Remains Very Low

Very Low Contingent Liabilities

Table Of Contents (cont.)

Ratings Score Snapshot

Key Statistics

Key Sovereign Statistics

Related Criteria And Research

Supplementary Analysis:

County of Wellington

This report supplements our research update "County of Wellington Upgraded To 'AA+' From 'AA' On Very Strong Budgetary Performance And Exceptional Liquidity," published Aug. 29, 2014. To provide the most current information, we may cite more recent data than that stated in the previous publication. These differences have been determined not to be sufficiently significant to affect the rating and our main conclusions.

Rationale

The ratings on the County of Wellington, in the Province of Ontario, reflect Standard & Poor's Ratings Services' view of its very strong, stable, and increasing economy; very strong budgetary performance; exceptional liquidity; and very low debt burden. The ratings also reflect our view of the "very predictable and well-balanced" institutional framework for Canadian municipalities, strong financial management, and very low contingent liabilities. We believe the county's strong budgetary flexibility, which is constrained on the expenditure side, mitigates these strengths somewhat.

Issuer Credit Rating

AA+/Stable/--

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations and landfill closure costs) through reserve contributions.

Wellington's very strong and expanding economy supports the ratings, in our view. We expect the county's key sectors, namely manufacturing and agriculture, to maintain growth, and to see further economic diversification in the next few years. Although municipal GDP data are not available, we estimate that Wellington's GDP per capita was in line with the provincial average of about US\$49,000 for 2011-2013, based on the county's high average household income relative to that of peers.

In our opinion, Wellington benefits from strong financial management. The county's financial statements are audited with no qualifications, and it produces annual operating and capital budgets, as well as tax rate projections. Financial policies are prudent, in our view, and financial documents demonstrate a good degree of transparency and fiscal discipline.

We believe Wellington's budgetary flexibility is strong, stemming largely from its high modifiable revenues which averaged more than 75% of adjusted operating revenues in the past five years. The main revenue sources are property taxes and user fees and services charges and we expect them to remain stable during our two-year outlook horizon. In line with many Canadian municipalities, the county is constrained in its ability to cut spending, in our view. The

province mandates a high degree of municipal services, and salaries and benefits represent 36% of adjusted operating expenses. However, most of Wellington's employees are not unionized or covered by multiyear agreements, which can provide greater control over employee-related expenses. However, growth-related expenditures are a small proportion of the capital plan, which limits the leeway to defer some of the spending. According to our conservative forecast, we expect capital spending to average more than 16% of total expenditures in 2012-2016.

The county has a history of very strong budgetary performance, which we expect will remain relatively stable during our outlook horizon. Under our base-case forecast, operating surpluses average close to 15% of adjusted operating revenues for the 2012-2016 period, in line with historical averages, and after-capital balances average a modest surplus of 1.6% of adjusted total revenues. We believe Wellington's after-capital results will slip into a slight deficit in 2014 as a result of a peak in its capital plan, but we expect the balance to return to surplus in the following years. This will allow the county to finance its capital expenditures on a pay-as-you-go basis and reduce the need for external borrowing.

Wellington has what we view as a very low debt burden that is slightly below the average for its peers. At year-end 2013, tax-supported debt stood at C\$66.8 million, or 42.8% of consolidated operating revenues. The total debt figure includes about C\$29 million of debt borrowed under the county's name on behalf of the lower-tier municipalities. Standard & Poor's recognizes that there is a lower credit risk associated with the debt on-lent to the self-supporting entities, which are required to reimburse the county for all principal and interest payments as they come due. Under our base-case scenario, we expect tax-supported debt to remain below 60% of consolidated operating revenues and interest payments to average about 1% of adjusted operating revenues in the next two years.

The county's contingent liabilities are very low, in our opinion, and consist mainly of standard employee benefits and landfill postclosure liabilities. They represented about 7.4% of adjusted operating revenues in 2013, which we do not view as material.

Liquidity

Wellington's exceptional liquidity position, which we expect will remain stable over the outlook horizon, remains a key credit strength, in our opinion. Standard & Poor's adjusted free cash and liquid assets totaled C\$78.5 million in 2013 and covered more than 16x of the estimated next year's debt service. In our view, the county has satisfactory access to external liquidity.

Outlook

The stable outlook reflects Standard & Poor's expectations that, within the two-year outlook horizon, Wellington's budgetary performance will continue to be very strong, liquidity will remain exceptional, and tax-supported debt will remain below 60% of consolidated operating revenues. We could revise the outlook to negative if aggressive capital spending pushes the county's after-capital deficits to more than 10% of total adjusted revenues and higher-than-planned external borrowing increased tax-supported debt to more than 60% of consolidated operating revenues. Although we consider it to be unlikely during the outlook horizon, we could revise the outlook to positive if Wellington's economy expands considerably in depth and diversification, and tax-supported debt declines to less than 30% of consolidated operating revenues.

Ontario Municipalities Benefit From A Very Predictable and Well-Balanced Institutional Framework

We view the Canadian provincial-municipal intergovernmental system as being very predictable and well-balanced because of its maturity and stability, low-to-moderate degree of mismatching of revenues and expenditures, moderate levels of transparency and accountability, and strong likelihood of extraordinary support from provincial governments.

Provincial-municipal relationships have proven to be more dynamic than the federal-provincial one, largely because the municipal governments are established through provincial statute and not the constitution. Historically, the provinces have taken a more active role in municipal affairs than the federal government in provincial matters. Although there have been long periods of relative stability, provincially imposed large-scale changes to municipal revenue powers and expenditure responsibilities have occurred.

Provinces mandate a significant proportion of municipal spending and, through legislation, require municipalities to pass balanced operating budgets (although they also provide operating fund transfers). Nevertheless, municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive for some. Many have been limited in their ability to renew their infrastructure, roads, water, and wastewater, due to constraints on fee and property tax increases. Property taxes are the primary source of own-source revenues for Canadian municipalities, followed by fees and transfers from both the provincial and federal governments. Chief expenditure categories of Canadian municipalities are transportation services, which include roads and transit; environmental services, which include water distribution and treatment and wastewater collection; protection services such as fire and police; and recreation and cultural services. Small and rural municipalities generally receive higher provincial transfers, for both operating and capital programs, compared with those of their more urban counterparts, but there are no formal equalization schemes.

We believe financial information is quite timely. National accounting standards are strong and improving, in our view, although adoption can vary somewhat. Statutes require audited statements. While there are no national standards that apply to budgeting practices, a five-year capital budgeting process is usually the minimum. In addition, only current-year budgeting is required generally for operations.

The provinces have an established history assisting their distressed municipalities through grants.

Growth In Key Sectors Strengthens Economic Performance

In our view, Wellington benefits from a very strong, stable and expanding economy and an advantageous location, close to the Greater Toronto Area, the cities of Hamilton and Guelph, and along the Highway 401 corridor. Although GDP data are not available on the county level, we estimate Wellington's GDP to be in line with the provincial average of more than US\$49,000 in 2011-2013, based on its high average household income relative to that of peers. The county's key economic sectors remain manufacturing, agriculture, and construction, with growth opportunities in the health care and professional services sectors.

Wellington had a population of 95,784 in 2013, according to the county's estimates. This represents growth of about 3.4% since 2009, below the provincial average of 4.2%. In line with many Canadian peers, an aging population is a challenge for Wellington and could exacerbate the existing problems of a shrinking labor pool and skills gap in the long term, in our view.

The county is an important hub for manufacturing activity (transportation equipment, machinery, fabricated metal, and meat product manufacturing), which represents about 17% of total employment. Agriculture also has a significant and stable presence in Wellington and posted the highest job growth since 2009, followed by the health and social services sector. The county is focusing on diversifying its economy, particularly in higher education and advanced health care.

In our view, Wellington's economic performance has been stable. The unemployment rate has been largely unchanged in the past two years. According to county estimates, the May 2014 unemployment rate stood at 6.7%, below the provincial average of 7.4%. Building activity in 2013 was slower than the previous year, largely as a result of a lower number of permits issued for residential construction. However, the total number of permits issued was above the historical average and we expect building activity to remain stable during our outlook horizon.

Strong Financial Management Supports The Ratings

In our view, Wellington's financial management is strong. The county has prudent financial policies and practices that ensure a good degree of transparency and fiscal discipline. Financial statements are independently audited with no qualifications and the notes provide detailed information. The county releases five-year operating budgets and tax rate projections, approved annually, and uses realistic underlying assumptions, in our view. It produces a five-year capital budget with the corresponding funding sources, and can only issue debt to finance capital expenditures. We believe the management demonstrates relevant expertise, through good planning and monitoring, and prudent debt and liquidity management.

Wellington's council is composed of seven mayors and nine councillors. The warden was reelected for a second term in 2012 and the next election is scheduled for Oct. 27, 2014.

Strong Budgetary Flexibility, Although It Is Constrained On Expenditure Side

We believe Wellington has relatively strong budgetary flexibility, in line with that of many Canadian municipalities. The county's modifiable revenues have averaged more than 75% of adjusted operating revenues in the past five years. Under our base-case forecast, we expect this to remain stable in the outlook horizon. Wellington's modifiable revenues consist largely of property tax and user fees and service charges revenues, representing 51% and 21% of adjusted operating revenues, respectively.

Similar to many Canadian peers, the county has limited leeway to cut expenditures, in our view, due to the high degree of services that the provinces mandate. Wellington's largest operating expenses relate to housing, social services, and protection, which together account for 61% of 2013 adjusted operating expenditures. Salaries and benefits account for 36% of the county's spending, which adds pressure to the operating budget; however, unlike other municipalities, most

of Wellington's employees are not unionized or covered by multiyear agreements, which provides some expenditure flexibility.

Capital spending was about 19% of total adjusted spending in 2013, and we expect the 2012-2016 average to be more than 16% of total adjusted spending under our base-case forecast. We view this as low relative to that of peers, which we believe indicates some limited ability to cut capital expenditures as well. In addition, growth-related expenditures are very low, which further limits the county's leeway to defer capital spending.

Very Strong Budgetary Performance Bolsters Credit Profile

To improve comparability across local and regional governments globally, Standard & Poor's adjusts the published figures of all municipalities to reflect their budgetary balances on a cash basis. This includes adjusting for major accruals; restating capital spending to a cash basis by removing the influence of capital amortization and net income of certain government business enterprises; and adjusting for one-time revenues.

In our view, Wellington's budgetary performance has been very strong historically and we expect it to continue in the medium term. In our base-case forecast, operating surpluses average 14.8% of adjusted operating revenues for 2012-2016, in line with historical averages; and after-capital balances have a modest surplus of 1.6% of adjusted total revenues on average.

In 2013, Wellington's operating balance was 16.2% of adjusted operating revenues, up from 15.7% in 2012, largely stemming from lower-than-expected operating expenditures due to closure of one of the county's child care facilities. We expect operating expense growth to outpace that of revenues in the next three years, on average, and lead to a slight decline in the operating surplus through 2016. Although management projects tax increases in the medium term, which will boost Wellington's revenues, declining provincial subsidies and rising personnel costs somewhat offset this revenue growth.

After-capital performance has been volatile for the past five years, reflecting fluctuations in the capital plan. The after-capital balance dipped to a modest deficit of 1.1% of adjusted total revenues in 2013, and we expect it to remain at that level in 2014 before returning to a surplus. We believe that capital spending will remain elevated in 2014, at more than C\$35 million, although we expect it to moderate in the forecast years to about C\$20 million.

The 2014-2018 capital plan projects close to C\$112 million in investments and 67% of total spending is related to roads and bridges, with the rest spent primarily on housing services, the library system, and solid waste services. In addition to the county's regular capital spending, the current-year capital plan also includes funding for the construction of a new child care center and four new hospitals. The plan's main funding sources are current revenues and reserves, which together represent more than 80% of financing.

Exceptional Liquidity Position

In our view, Wellington benefits from an exceptional liquidity position. By our estimates, the county's adjusted free cash and liquid assets totaled about C\$78.5 million at the end of 2013, sufficient to cover more than 16x of the

estimated debt service in 2014. We expect liquidity to remain exceptional in the outlook horizon and that debt service coverage will continue above 15x, on average.

In our view, Wellington has satisfactory access to external liquidity, given its proven ability to issue into public debt markets and the presence of a secondary market for Canadian municipal debt instruments.

Debt Burden Remains Very Low

Standard & Poor's primary measure of debt burden is tax-supported debt as a proportion of consolidated operating revenues. In Wellington's case, the tax-supported debt is equivalent to the county's direct debt, which includes long-term debt issued for county purposes and self-supporting debt issued on behalf of the seven local municipalities in Wellington. We include the debt of the lower-tier municipalities in accordance with our definition of self-supporting debt that includes debt issued on behalf of another level of government, but does not need financial support from the level of government issuing the debt and is unlikely to require support. The local municipalities are required under their borrowing bylaws to include in their property tax levies adequate provisions for principal and interest payments to be reimbursed to the county in accordance to the repayment schedule. However, Wellington issues the debt for the county (as joint and several obligations with the local municipalities) and remains legally liable for servicing it.

Wellington's direct debt burden (Standard & Poor's-defined) is low, in our view. In our base-case scenario, we expect the county's direct debt to reach 50% of adjusted operating revenues by 2016. However, the on-lent debt represents a notable portion of total debt outstanding, which solidifies our view that there is a lower credit risk associated with the debt profile. Therefore, we consider its overall debt burden to be very low. In addition, interest expense is modest, at 1.1% of adjusted operating revenues in 2013, and we expect it to remain well below 5% according to our base-case forecast.

Wellington's direct debt burden was about C\$66.8 million at 2013 year-end, or 43% of adjusted operating revenues, up from C\$63.6 million in 2012. We expect its direct debt to rise further and peak in 2015 at about C\$85.4 million, largely as a result of issuance at the lower-tier level. New debt is issued largely for water and wastewater projects, and roads and bridges. Of the C\$28.6 million planned to be issued in 2014-2017, issuance for the county's own purposes is very limited, at C\$1.8 million. Wellington's own-purpose debt stood at C\$37.6 million at year-end 2013, or 24% of adjusted operating revenues, and we expect it to decline to 17.8% by 2016.

Very Low Contingent Liabilities

The county does not have any significant off-balance-sheet or contingent liabilities. Liabilities related to postemployment benefits and landfill closure costs at fiscal year-end 2013 represented about 7.4% of adjusted operating revenues for the year, and the county has reserves in place to cover some of these liabilities.

Ratings Score Snapshot

Table 1

County of Wellington -- Ratings Score Snapshot	
Key rating factors	Assessment
Institutional Framework	Very predictable and well balanced
Economy	Very strong
Financial Management	Strong
Budgetary Flexibility	Strong
Budgetary Performance	Very strong
Liquidity	Exceptional
Debt Burden	Very low
Contingent Liabilities	Very low

*Standard & Poor's ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of Standard & Poor's "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the foreign currency rating we have on the government.

Key Statistics

Table 2

County of Wellington -- Economic Statistics					
	--Fiscal year ended Dec. 31--				
	2009	2010	2011	2012	2013
Population	92,612	93,636	93,641	94,628	95,784
Population growth (%)	7.74	1.11	0.01	1.05	1.22
National GDP (nominal) per capita (US\$)	40,764	47,465	51,791	52,409	51,911
Unemployment rate (%)	7.88	7.93	6.95	5.95	5.70

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include Statistics Canada.

Table 3

County of Wellington -- Financial Statistics						
	--Fiscal year ended Dec. 31--					
(Mil. C\$)	2011	2012	2013	2014bc	2015bc	2016bc
Operating revenues	144	150	156	159	164	169
Operating expenditures	121	127	131	136	141	146
Operating balance	23	24	25	23	23	23
Operating balance (% of operating revenues)	15.96	15.68	16.23	14.49	13.96	13.73
Capital revenues	7	5	3	10	8	6
Capital expenditures (capex)	20	23	30	35	29	20
Balance after capital accounts	10	6	(2)	(2)	2	9
Balance after capital accounts (% of total revenues)	6.71	3.62	(1.07)	(1.18)	1.22	5.15

Table 3

County of Wellington -- Financial Statistics (cont.)						
Debt repaid	2	2	3	3	3	3
Balance after debt repayment and onlending	8	3	(4)	(5)	(1)	6
Balance after debt repayment and onlending (% of total revenues)	5.17	2.05	(2.65)	(3.02)	(0.64)	3.38
Gross borrowings	0	4	8	12	13	2
Balance after borrowings	8	7	4	7	12	8
Operating revenue growth (%)	1.51	4.56	3.66	1.76	3.34	3.05
Operating expenditure growth (%)	(4.21)	4.90	2.98	3.87	3.98	3.33
Modifiable revenues (% of operating revenues)	80.85	77.31	77.53	78.89	79.94	80.83
Capital expenditures (% of total expenditures)	13.94	15.11	18.88	20.60	17.15	12.06
Direct debt (outstanding at year-end)	51	64	67	75	85	85
Direct debt (% of operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Tax-supported debt (% of consolidated operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Interest (% of operating revenues)	1.16	1.09	1.07	1.07	0.98	0.83
Debt service (% of operating revenues)	2.77	2.70	2.68	3.02	2.93	2.66

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects Standard & Poor's expectations of the most likely scenario. Downside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with a downgrade. Upside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with an upgrade. bc--Base case.

Key Sovereign Statistics

- Sovereign Risk Indicators, June 9, 2014. Interactive version available at <http://www.spratings.com/sri>

Related Criteria And Research

Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014

Related Research

- Institutional Framework Assessments For Non-U.S. Local And Regional Governments, June 30, 2014
- International Local And Regional Governments Default And Transition Study: 2012 Saw Defaults Spike, March 28, 2013

Ratings Detail (As Of September 10, 2014)

Wellington (County of)

Issuer Credit Rating AA+/Stable/--
 Senior Unsecured AA+

Issuer Credit Ratings History

29-Aug-2014 AA+/Stable/--
 16-Aug-2013 AA/Positive/--
 07-Apr-2010 AA/Stable/--

*Unless otherwise noted, all ratings in this report are global scale ratings. Standard & Poor's credit ratings on the global scale are comparable

Ratings Detail (As Of September 10, 2014) (cont.)

across countries. Standard & Poor's credit ratings on a national scale are relative to obligors or obligations within that specific country.

Copyright © 2014 Standard & Poor's Financial Services LLC, a part of McGraw Hill Financial. All rights reserved.

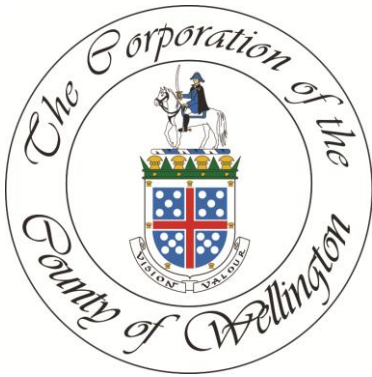
No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com and www.globalcreditportal.com (subscription) and www.spcapitaliq.com (subscription) and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.



COUNTY OF WELLINGTON



July 2014

Prepared for Standard and Poor's
Rating Services

This document provides an economic update for the County and its seven member municipalities; Minto, Wellington North, Mapleton, Centre Wellington, Erin, Guelph Eramosa and Puslinch.

County of Wellington

PREPARED FOR STANDARD AND POOR'S RATINGS SERVICES

Contents

2013 ECONOMIC DEVELOPMENT ACTIVITIES.....	3
DEMOGRAPHIC OVERVIEW	4
Population	4
Immigration	4
Quality of Life.....	5
Education.....	5
Household Incomes	5
LOCAL ECONOMY	6
Resident Labour Force	6
Unemployment Rate.....	6
Major Sectors	7
Greatest Job growth by Industry 2012 to 2013.....	8
Sector Overview 2013: Agriculture	9
Sector Overview 2013: Manufacturing	9
Major Occupations.....	10
Business Size	11
TOP EMPLOYERS	12
COUNTY INVESTMENTS.....	18
MUNICIPAL INVESTMENTS	19
LOCAL DEVELOPMENT	19
BUILDING ACTIVITY	20
Residential Development Activity	20
Commercial Industrial Development Activity	22
Agricultural Development Activity	22
LOCAL BUSINESS RESULTS	23

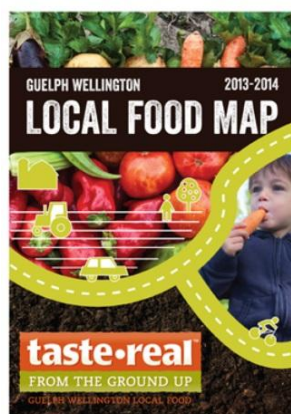
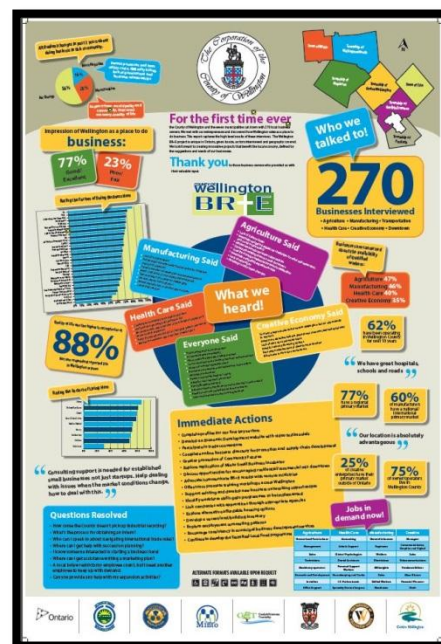


2013 represented a good year for the local economy as per the Business Retention interviews as well as swift momentum in the development of the four focus initiatives within the Wellington Economic Development Implementation Plan. Solid partnerships with the seven municipalities, funding leveraged through the Province and political support from County Council have contributed. Manufacturing, agriculture and health care continue to be strong sectors in the County with respect to activity and job growth.

Economic Development highlights for 2013 include the completion of the Workforce Strategy, the creation of a countywide business directory, the launch of the Business Retention Project and a sold out 244 seat Harvest Field Dinner as part of the Taste Real Local Food programme.

2013 ECONOMIC DEVELOPMENT ACTIVITIES

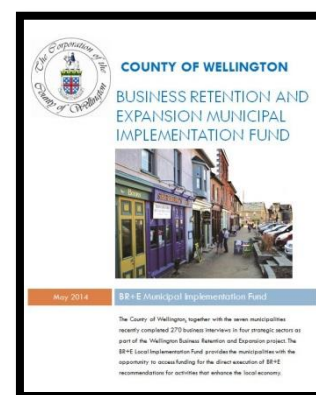
1. Utilizing \$95,000 Ontario Ministry of Economic Development grant to assist with the Economic Development Implementation Plan: Four focus initiatives (Workforce Strategy, Business Retention and Expansion project, Economic Development webpage and Sector Investment Profiles).
2. Wellington Business Retention and Expansion (BR+E) project:
The County, together with the seven municipalities interviewed over 270 local employers to gain an understanding of the local business climate, Wellington's competitive advantages and how to better support local business. The interviews were well received and the data and anecdotal information collected will shape all economic development activities ongoing. Employers from key sectors were interviewed: 62 manufacturing, 60 agriculture, 46 health care, 72 creative professional in addition to 10 transportation and 20 downtown businesses. The project was designed in August 2013, interviews were completed by February 2014. The County designed and managed the project and was responsible for coordinating a "retreat" where the results were prioritized with the municipalities and relevant local agencies. A countywide report was written in addition to municipality specific reports, all of which ended with an Action Plan. The County was recognized and asked to speak about its project at the 2014 International Business Retention Conference in Memphis. Most noteworthy, following the completion of the project in May, County Council had already approved a \$175,000 BR+E Municipal Implementation Fund where each municipality may apply for up to \$25,000 to implement community specific activities resulting from the project.
3. Employment land inventory, business directory and 4 Business Video Testimonials: to promote the County as an attractive and supporting venue for business, housed on the Economic Development landing page of the County.



TASTEREAL.CA

4. The Municipal Economic Development Group: continues to meet monthly and provides an excellent platform for communication and learning for the municipalities in addition to provincial partners and local agencies which are regular attendees.

5. The Taste Real Field Dinner: a fall harvest meal involving local chefs and produce, for the first time had a waiting list for the sold out 244 seat event. This year features included celebrity chef Lynn Crawford, live music, great food and drink as well as fantastic media coverage promoting Wellington as a culinary destination.



DEMOGRAPHIC OVERVIEW

Population

The population of Wellington County is 90,900. The population is projected to grow to 122,000 by 2031.

	Population 2006	Population 2011	Population change	Population % change	Households 2006	Households 2011	Households change	Households % change
Centre Wellington	27,290	27,790	500	1.80%	9,540	9,945	405	4.20%
Erin	11,680	11,890	210	1.80%	3,810	3,955	145	3.80%
Guelph/Eramosa	12,640	12,890	250	2.00%	4,070	4,220	150	3.70%
Mapleton	10,320	10,400	80	0.80%	2,890	2,930	40	1.40%
Minto	8,910	8,680	-230	-2.60%	3,140	3,140	0	0.00%
Puslinch	7,010	7,320	310	4.40%	2,340	2,535	195	8.30%
Wellington North	11,710	11,950	240	2.00%	4,240	4,450	210	5.00%
County of Wellington	89,540	90,900	1,360	1.50%	30,030	31,175	1,145	3.80%
Wellington + Guelph	209,196	216,393	7,197	3.40%				
Guelph	119,656	125,493	5,837	4.90%				
Ontario	12,160,282	13,212,159	1,051,877	8.70%				
Source: Statistics Canada 2006 Census adjusted for 4.75% undercount and 2011 National Household Survey adjusted for 4.1% undercount								

Source: Statistics Canada National Household Survey 2011

Immigration

The County departments of Economic Development, Housing, Child Services, Libraries and Settlement Services are each partners of the Guelph Wellington Local Immigration Partnership. This is a network of agencies and community members which focus on employment, English language training and community inclusion.

Each year between 2006 and 2011, approximately 700 newcomers immigrated directly to Guelph Wellington. Immigrants born outside of Canada represent 13% of the resident Wellington community and stem predominantly from Europe, the United States and East Asia. More recent immigrants to Guelph Wellington came from India, the Philippines and China. While most immigrants settle in Guelph, the number of recent newcomers in Wellington County has increased and typically come from other areas in Ontario.



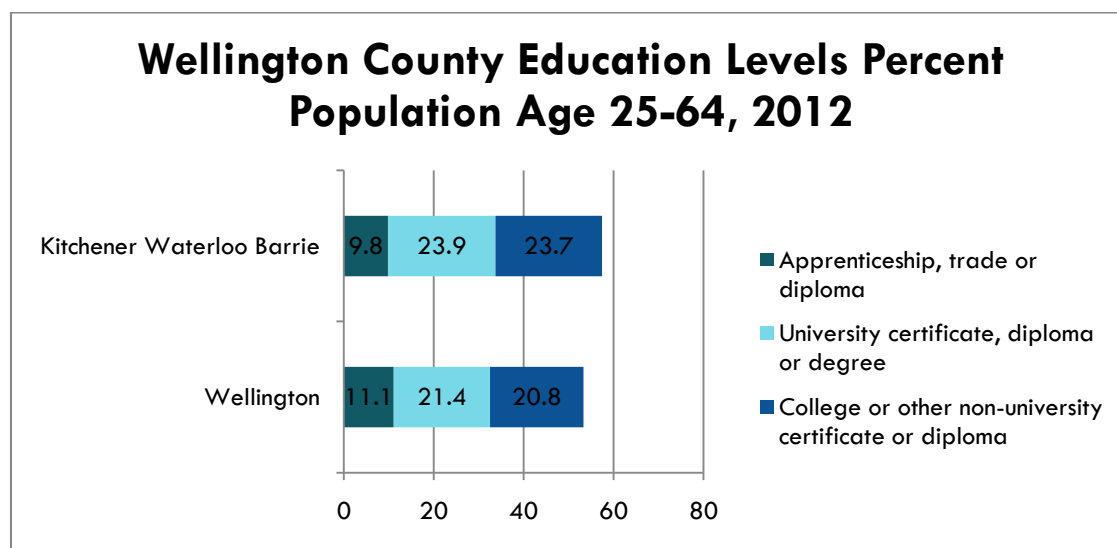
Source: Guelph Wellington Local Immigration Partnership Progress Report 2013

Quality of Life

Quality of life in Wellington was rated as excellent by 88% of BR+E respondents.

Education

The County's educational attainment is similar to that of its economic region of Kitchener-Waterloo-Barrie with only a slightly lower level of college and university graduates than the region in 2012. The presence of the University of Guelph and Conestoga College, and access to other post-secondary institutions in the region (e.g. Laurier University, University of Waterloo) is an enormous asset to the current and future training and workforce needs of Wellington County.



Source: Manifold Data Mining 2012 as per Wellington Economic Development Strategy

Household Incomes

Median household incomes in the County are higher than provincial levels and also higher than its comparative regional economic group of Kitchener Waterloo Cambridge. Wellington is attractive to many professionals seeking a semi-rural lifestyle with nearby urban amenities and a quick commute.

	Wellington County	Ontario	Kitchener Waterloo Cambridge	Guelph
Median HH Income 2008	\$77,453	\$64,375	\$72,800	\$67,104
Median HH Income 2010	\$80,286	\$67,246	\$77,040	\$70,004
% Change 2008-2010	3.66%	4.46%	5.82%	4.32%

LOCAL ECONOMY

Resident Labour Force

The resident labour force of Wellington stands at 48,405 people. Resident workers are predominantly employed in the following sectors: manufacturing, construction, health care, business services and agriculture. A breakdown per municipality is as follows:

Labour Force	
Puslinch	4,025
Centre Wellington	14,825
Wellington North	6,165
Guelph/Eramosa	7,025
Mapleton	5,360
Erin	6,485
Minto	4,520
County of Wellington	48,405
Wellington + Guelph	117,480
Ontario	6,864,990

Source: Statistics Canada National Household Survey 2011

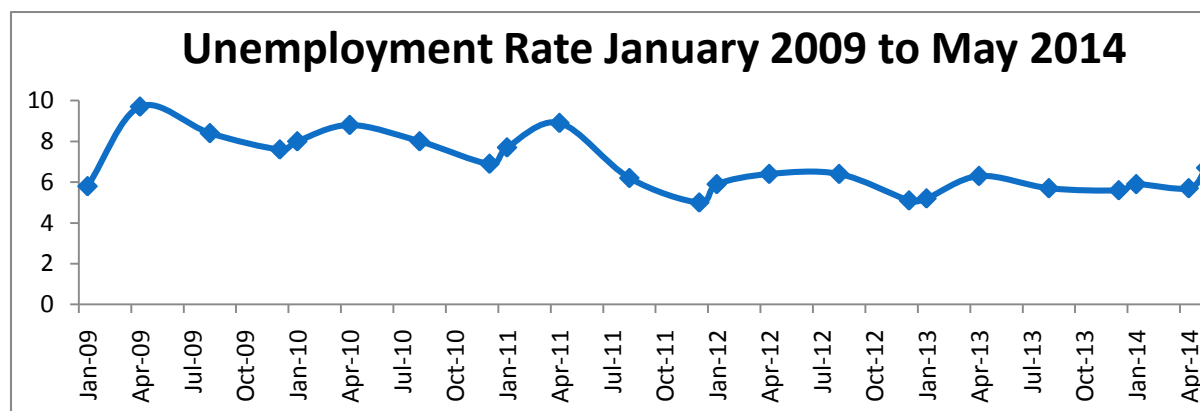
Unemployment Rate

The May 2014 unemployment rate for Ontario is 7.4% which is slightly higher than the national unemployment rate of 7.0%. Wellington's unemployment rate stands below both levels at 6.7%. Wellington's unemployment has been consistently lower in the last few years which together with higher than regional labour force participation rates show the County has an employable resident workforce.

From having recently interviewed 270 local business owners as part of the Wellington Business Retention and Expansion (BR+E) project and from the Workforce Strategy, we are aware that our local economy has fared better than the economic region. The graph below illustrates the unemployment rate changes for the period of January 2009 to May 2014. For a more accurate picture, the rate removes the census metropolitan areas of its economic region of Kitchener, Waterloo, Cambridge and Barrie but retains the City of Guelph.

Employers noted the difficulty they experience attracting workers from beyond the County. 39% of businesses noted difficulty hiring due to lack of skills or too few applicants for posted positions. These challenges are due to both industry factors affecting all businesses as well as community factors, those unique to Wellington or the individual community. Positions sought range from accountants and dental assistants to sales and administrative support. In response, Wellington is organizing a Manufacturing Day

October 3, 2014 as well as looking at skills attraction opportunities with the Guelph Wellington Local Immigration Partnership and completing Sector Investment Profiles in 2014.



The chart below exhibits the growth of jobs in Wellington which exceeds the growth in its neighbouring communities.

Region	2009 Jobs	2014 Jobs	% Change
County of Wellington	37,802	42,593	12.7%
Guelph	79,105	88,430	11.8%
Cambridge	73,576	76,155	3.5%
Kitchener	102,908	111,601	8.4%
Waterloo	77,175	80,273	4.0%

Major Sectors

2014 total employment in Wellington stands at 42,593 local jobs, representing a healthy growth of 13% (compared with 6% in Ontario) over the last five years, despite the downturn in the economy.

Manufacturing continues to be a leading sector in the County, representing 17% of all local employment (7,184 jobs) and 14% growth (868 new jobs) between 2009 and 2014. This is followed by agriculture, health care, services and transportation.

Wellington - Sectors of Employment	2014 Jobs	% of Total Employment
Manufacturing	7,184	16.9%
Agriculture, forestry, fishing and hunting	6,074	14.3%
Construction	4,065	9.5%
Health care and social assistance	3,933	9.2%
Retail trade	2,974	7.0%
Transportation and warehousing	2,342	5.5%
Other services (except public administration)	2,306	5.4%
Professional, scientific and technical services	2,191	5.1%
Wholesale trade	2,054	4.8%

Administrative and support, waste management and remediation services	1,939	4.6%
Accommodation and food services	1,816	4.3%
Educational services	1,636	3.8%
Arts, entertainment and recreation	818	1.9%
Public administration	787	1.8%
Finance and insurance	611	1.4%
Information and cultural industries	487	1.1%
Real estate and rental and leasing	394	0.9%
Utilities	102	0.2%
Management of companies and enterprises	68	0.2%
Mining, quarrying, and oil and gas extraction	64	0.2%
Total	42,593	100.0%

Greatest Job growth by Industry 2012 to 2013

1. Motor vehicle parts manufacturing (548 new jobs)
2. Management, scientific and consulting services (232 new jobs)
3. Farms (208 new jobs)

Three automotive parts manufacturers are currently completing expansions and the health of the sector is reflected in the year over year employment changes. Motor vehicle sales have rebounded strongly, hitting a record 1.8 million in Canada last year and a strong 15.9 million in the United States.

Wellington County – Job Changes per Sector	2009 Jobs	2014 Jobs	Change
Total	37,802	42,593	4,791
Manufacturing	6,316	7,184	868
Agriculture, forestry, fishing and hunting	4,334	6,074	1,740
Construction	4,098	4,065	(33)
Health care and social assistance	3,249	3,933	684
Retail trade	2,804	2,974	170
Transportation and warehousing	2,387	2,342	(45)
Other services (except public administration)	1,982	2,306	324
Professional, scientific and technical services	1,886	2,191	305
Wholesale trade	2,154	2,054	(100)
Administrative and support, waste management and remediation services	1,677	1,939	262
Accommodation and food services	1,801	1,816	15
Educational services	1,509	1,636	127
Arts, entertainment and recreation	955	818	(137)
Public administration	795	787	(8)
Unclassified	409	750	341
Finance and insurance	491	611	120
Information and cultural industries	334	487	153
Real estate and rental and leasing	293	394	101
Utilities	80	102	22
Management of companies and enterprises	148	68	(80)

Mining, quarrying, and oil and gas extraction	101	64	(37)
--	-----	----	------

Source: Employees & Self-Employed - EMSI 2014.1

The County's positive economic climate was confirmed with 43% of BR+E interviewees that said they plan to expand within the next 18 months.

Sector Job Growth According to Economic Period		
2006 to 2009	2009 to 2012	2012 to 2014
Construction	Agriculture	Agriculture
Transportation and warehousing	Manufacturing	Manufacturing
Health care and social assistance	Health care and social assistance	Transportation and warehousing
Educational services	Other services (except public admin)	Health care and social assistance

Sector Overview 2013: Agriculture

In the previous five years between 2009 and 2014, the agricultural sector has seen the greatest growth and lowest fluctuation in employment within the County. The County currently has 3,402 farmers and farm managers (up by 143 over 2013) which represents 54% of workers in the sector. 2012 farm cash receipts for Wellington farms totaled \$685 million.

Local Ministry staff note that there no industries within agriculture are performing poorly, as there were with pork or beef in particular years. Wellington is distinct from other areas in the province in that it is more diversified, with dairy, beef, crops and niche products, which means it is more balanced economically. New barns and several expansions have occurred across the County for livestock farms. Livestock typically employ more than crop businesses and much of the workforce growth is expected to be within the livestock industry.

The quality of the farm land, the agricultural business support services and the high concentration of agricultural activities within Wellington County make it an attractive place to not only invest in agricultural research but to put research into action. The University of Guelph's Elora Research Station, which in 2013 constructed a new building at a construction value of \$15 million, is a hub for crop and livestock research and it will continue to provide value-added, location specific research results to support the strong, growing and ever-changing agricultural sector in Wellington County.



BR+E PROJECT END PRESENTATION WITH PROVINCIAL, REGIONAL AND LOCAL POLITICAL REPRESENTATION

Reflecting Wellington's diverse agricultural sector, employers interviewed in the BR+E included producers, input suppliers, manufacturers and retailers. 64% of agricultural businesses (38 companies) indicated their sector was growing with 53% expecting to expand their business within the next 18 months. Reasons cited for expansions in both manufacturing and agriculture include increasing business levels and the addition of new product lines.

Sector Overview 2013: Manufacturing

54% of manufacturers expect their industry to continue to grow while a striking 70% expect their business to surpass the industry growth in projected sales. The manufacturing sector remains a fundamental sector

in Wellington and that despite the market crash of 2008/2009, Wellington has not witnessed closures beyond AO Smith, which compared to the rest of the province, is significant.

The County is aware of manufacturers who require skilled trades and are concerned of an education system which seems to deter students from entering that field of work. To assist with this, the Wellington Workforce Strategy, approved by County Council, includes a workforce attraction project as well as a Wellington Manufacturing Day October 3, 2014. This event coincides with International Manufacturing Day and will enable both students and job seekers to visit several companies to explore innovative manufacturing businesses in the area via a bus tour.

The chart below illustrates a healthy growth in jobs in the past two years, with the larger municipalities of Centre Wellington, Guelph Eramosa and Wellington North leading the way.

Change in Local Jobs 2012 to 2014		Top Industries of Job Growth
Centre Wellington	332	Farms, Motor vehicle parts manufacturing, Boiler, tank and shipping container manufacturing, Offices of physicians
Erin	150	Other personal services, Foundation, structure, and building exterior contractors, Remediation and waste services
Guelph/Eramosa	245	Building finishing contractors, Farms, Management and technical consulting services
Mapleton	214	Farms, Animal food manufacturing, restaurant and eating places
Minto	104	Farms, General medical and surgical hospitals, Taxi services, Plastic products manufacturing
Puslinch	49	Agricultural wholesale, Management and technical consulting services, other personal services
Wellington North	502	Farms, Motor vehicle parts manufacturing, Building finishing contractors
County of Wellington	1,596	

Major Occupations

The chart below looks closer at the change in jobs within industries between 2009 and 2014, where 4,791 new jobs were created. The greatest job increases were seen in agriculture (1,740) manufacturing (868) and health care (684), while decreases were experienced in arts, entertainment and recreation (137) and wholesale trade (100). The trades and transport related occupations represent 19% of local jobs, followed by sales and services (16%), agriculture (13%) and business (12.5%).

The employment information below is categorized by occupation and provides a workforce-oriented view of Wellington's local economy. The occupational breakdown is as follows:

Wellington County - Occupations	2009 Jobs	2014 Jobs	Change
Total	37,802	42,593	4,791
Trades, transport and equipment operators and related occupations	7,971	8,063	92
Sales and service occupations	6,663	6,948	285
Occupations unique to primary industry	3,919	5,683	1,764
Business, finance and administrative occupations	4,919	5,360	441
Occupations unique to processing, manufacturing and utilities	3,482	3,843	361
Management occupations	3,230	3,407	177

Occupations in social science, education, government service and religion	2,522	2,778	256
Health occupations	1,801	2,419	618
Natural and applied sciences and related occupations	1,798	2,134	336
Occupations in art, culture, recreation and sport	1,089	1,208	119

Approximately 4,600 workers travel daily for work in Wellington from Guelph, Cambridge, Kitchener and Waterloo.

Business Size

Wellington is an entrepreneurial County, consisting of many small businesses. A total of (89%) of businesses have fewer than 19 employees. Examples of larger employers in the County include: Maple Leaf Foods, Target, Zehrs, Nestle Waters, Royal Canin, Cherry Forest, Con Cast Pipe, Linamar, Neuwand Feed, Husky Farm Equipment, TG Minto and Golden Valley Farms.

Wellington County - Size of business	June 2010 Locations	June 2011 Locations	December 2012 Locations	December 2013 Locations
Total	6,687	7,838	8,199	3,252
1-4 Employees	1,517	1,793	1,794	1,881
5-9 Employees	513	606	633	633
10-19 Employees	306	355	367	387
20-49 Employees	184	203	213	231
50-99 Employees	49	60	53	74
100-199 Employees	30	30	32	31
200-499 Employees	14	12	13	11
500+ Employees	3	1	2	4
Data Source: Canadian Business Patterns December 2013				



The Wellington Waterloo Community Futures Development Corporation (WWCFDC) provides business support services and financing to entrepreneurs and those wishing to expand their operations. The WWCFDC covers five of the seven municipalities within Wellington County.

In 2013, the WWCFDC advanced a total of 23 loans worth \$1,705,843. Loans contributed to the launch of fourteen new businesses. Nine loans were utilized for expansions or new activities. Dominant sectors of activity include services, manufacturing, hospitality and freight.

TOP EMPLOYERS

Employers with over 50 employees remained stable with respect to number of employees since one year ago. New to the list includes for example Nature's Palette; a landscaping business in Guelph Eramosa and Angelstone Farms, an international show jumping tournament venue led by Olympian Kean White.

It should be noted however, that Wellington consists of a higher number of businesses with less than 19 employees that are significant economic contributors, despite lower employee numbers. These businesses are considered small to medium and less vulnerable to fluctuations in the economy. It could be because of their ability to innovate and a horizontal management model, that they remain competitive, even when their industry does not.

New economic development activities have enabled communication between the County and business to receive reliable data on local businesses.

2014 Wellington Employers with more than 50 Employees

COMPANY NAME	EMPLOYEE SIZE RANGE	LOCATION	SECTOR
Belwood Lodge & Camp	60 Seasonal	Centre Wellington	Recreational Camp
Canadian Tire Corporation	20 FT, 60 PT	Centre Wellington	Retail
Caressant Care – Fergus	95	Centre Wellington	Health care
Centre Wellington District High School	120	Centre Wellington	Education
Fresh Co. – Fergus	55	Centre Wellington	Retail
Grand River Raceway	110	Centre Wellington	Equestrian and Spectator Sport
Groves Memorial Community Hospital/North Wellington Healthcare Alliance	107 FT + 169 PT	Centre Wellington	Health care
Hunter Amenities International Soap Plant	65 FT, 12 PT	Centre Wellington	Manufacturing of consumer products
Jefferson Elora Corporation	400	Centre Wellington	Manufacturing of automotive parts

McDonald's – Fergus	80	Centre Wellington	Retail – food
Nexans Canada Inc.	215	Centre Wellington	Manufacturing of electrical cables
OLG Slots	110	Centre Wellington	Casino
Polycorp Ltd.	160	Centre Wellington	Manufacturing of engineered polymer products
RR Donnelly	140	Centre Wellington	Business Forms Printing
Target	100	Centre Wellington	Retail
The Gund Co (Canada) TGC Canada	59	Centre Wellington	Manufacturing of electrical and thermal insulation materials
Township of Centre Wellington	105 FT + 87 PT +48 Volunteer Firefighters	Centre Wellington	Government
Wellington Terrace Long-term Care Home	280	Centre Wellington	Health care
Zehrs Markets – Fergus	186	Centre Wellington	Retail
Angelstone Farms Inc.	50-99	Erin	Agricultural – Equestrian
Denny Bus Lines	120	Erin	Transportation
East Wellington Family Health Team: Erin Clinic	50	Erin	Health care
Erin District High School	59	Erin	Education
Foodland	55	Erin	Retail
Township of Erin	60	Erin	Government
Cargill Meat Solutions	300+	Guelph Eramosa	Meat Processing
Danby	100	Guelph Eramosa	Manufacturing of appliances

Drexler Construction Ltd.	130	Guelph Eramosa	Construction
Eden House Care Facility Ltd.	85-90	Guelph Eramosa	Health care
Encora Enterprises/Nature's Palette	59	Guelph Eramosa	Landscape construction and excavating
Ex-L Excavating	50	Guelph Eramosa	Construction
Fortress Trucking	76	Guelph Eramosa	Transportation
Gay Lea Food Cooperative	50-99	Guelph Eramosa	Manufacturing of dairy products
Herwynen Saw Mill	52	Guelph Eramosa	Manufacturing of wood products
Linamar: Ariss Manufacturing	300	Guelph Eramosa	Manufacturing
Meadowville Garden Centre	50	Guelph Eramosa	Agriculture – garden centre
Organic Meadow	50-99	Guelph Eramosa	Other Grocery and Related Products
Puresource Inc.	90	Guelph Eramosa	Manufacturing and distribution of natural wellness products
Sodrox	52	Guelph Eramosa	Distributor of chemicals
Walinga	200	Guelph Eramosa	Transportation
Guelph Utility Pole	50	Guelph Eramosas	Manufacturing of wood products
Drayton Festival Theatre Inc.	80-130	Mapleton	Arts and Entertainment
Mar-Span Home Hardware Building Centre	50 + 10-15 additional summer employees	Mapleton	Retail
Nieuwland Feed & Supply Ltd	60	Mapleton	Agriculture

Norwell Dairy Systems Ltd.	75	Mapleton	Agriculture
Rothsay	50-99	Mapleton	Agricultural recycling
The Murray Group	100	Mapleton	Machine shop and welding
Township of Mapleton	27 FT + 112 PT	Mapleton	Government
Wallenstein Feed & Supply	170	Mapleton	Agriculture
Brenmar Transit	62	Minto	Transportation
Caessant Care	98	Minto	Health care
Farm Fresh Poultry	67	Minto	Agriculture
Palmerston Hospital	71	Minto	Health care
Pike Lake Golf and Country Club	32 FT + 68 seasonal part time	Minto	Recreation
Royal Terrace	96	Minto	Health care
TG Minto	600	Minto	Manufacturing
Town of Minto	51	Minto	Government
UGDSB – Minto	158	Minto	Education
Wightman Telecom Ltd	85	Minto	Telecommunications provider
TCA Technologies Inc.	50	Puslinch	Manufacturing of industrial automation equipment
Barco Materials Handling Ltd.	130	Puslinch	Manufacturing of hardwood and softwood palettes, skids and crates
CasCade Canada Ltd.	170	Puslinch	Manufacturing of material handling equipment
Centaur Technology	100-299	Puslinch	Design and manufacturing of

			micro processor chips
Cherry Forest Products	130	Puslinch	Manufacturing of lumber
Con Cast Pipe	150	Puslinch	Manufacturing of concrete piping
Edward Jones	100-299	Puslinch	Financial
Hammond Power Solutions	50-99	Puslinch	Manufacturing of dry-type transformers
Llewellyn Security	150	Puslinch	Security systems and technology
Maple Leaf Foods	80	Puslinch	Food Storage
Nestle Waters Canada	100	Puslinch	Manufacturing of soft drinks
North America Construction Ltd.	80	Puslinch	Construction
Pentalift Equipment Corporation	50-99	Puslinch	Manufacturing of loading dock and materials handling equipment
Royal Canin Canada Company	200	Puslinch	Manufacturing of dog and cat food
Russell Metals	50-99	Puslinch	Processing and distributing of metals
Schneider National	300+	Puslinch	Transportation
Township of Puslinch	15 or 95-100 with PT and firefighters	Puslinch	Government
TransX Group	50-99	Puslinch	Transportation and logistics
Tytan Glove & Safety Inc.	50-99	Puslinch	Manufacturing of safety equipment
Ontario Provincial Police	140	Wellington County	Police protection

Wellington County Libraries & Library Administration	88	Wellington County	Library
All Treat Farms	50-99	Wellington North	Agriculture
Birmingham Retirement Community Mount Forest	50	Wellington North	Health care
Canadian Tire	50	Wellington North	Retail
Caressant Care Arthur	85	Wellington North	Health care
Claire Stewart Medical Centre	50	Wellington North	Health care
Copernicus Educational Products	50	Wellington North	Manufacturing of educational products
Dana Long Manufacturing Ltd.	299	Wellington North	Manufacturing of thermal products
Foodland Mount Forest	75	Wellington North	Retail
Golden Valley Farms Inc.	80	Wellington North	Agriculture
Ivan Armstrong Trucking	59	Wellington North	Transportation
Musashi Auto Parts Canada Inc.	240	Wellington North	Manufacturing of auto parts
North Wellington Health Care	100-299	Wellington North	Health care
Quality Homes	150	Wellington North	Design and manufacturing of homes and cottages
Saugeen Valley Nursing Home	100-299	Wellington North	Health care
Solowave Design – Big Backyard	75	Wellington North	Design and manufacturing of outdoor living

			products
Tim & Heather's No Frills	80	Wellington North	Retail
Township of Wellington North	75	Wellington North	Government
Upper Grand District School Board	52	Wellington North	Education
Viking-Cives Ltd.	150	Wellington North	Manufacturing of snow and ice control equipment
Vintex Inc.	100-299	Wellington North	Manufacturing of coated textile fabrics
Waste Management of Canada	75	Wellington North	Waste collection

Source: Wellington Business Directory, Business Retention Interviews and June company calls.

COUNTY INVESTMENTS

- \$1.25 million investment in renovations and enhancements at three libraries as well as a new courier van. Included in this is the complete renovation of the historic downtown Fergus library which will increase its size and place it as a landmark in the Town (total cost \$5 million)
- \$12.9 million investment in roads and bridges to maintain a safe and efficient transportation network across the County.
- \$2.5 million investment in the County Long Term Care facility, including a \$2.3 million roof replacement.
- \$7.9 million for a new OPP operations centre in Wellington North.
- \$30,000 investment in County Economic Development webpage, including business directory, business testimonial videos and resources.
- \$25,000 investment in countywide Business Retention and Expansion project.
- \$4.0 million investment for site servicing of the new Groves Memorial Community Hospital location on the 105 acre parcel of County-owned lands in Centre Wellington, which includes the hospital, museum, library, long term care facility and OPP headquarters.

MUNICIPAL INVESTMENTS

- Mapleton: branding strategy (\$8,500) and hiring of part time Economic Development Officer.
- Centre Wellington: hiring of a full time Economic Development Officer and new Township website.
- Minto: LaunchIt Minto Creative Business Incubator: partnership between the Town of Minto and the Minto Chamber of Commerce. Received \$37,500 from Ministry of Agriculture for 2014 and 2015.
- Investments in Town-owned industrial lands in Harriston and Palmerston are paying off for Minto. A new car wash, gas station and Tim Hortons as well as expansions to a service/storage centre and an auto parts manufacturer will pose beneficial for the Town and County.
- Wellington North: Community Improvement Programme in second of ten years has had 13 applications resulting in \$110,000 in noticeable downtown improvements, leveraged by 78% coming from applicants. New Wellington North Farmers Market and participation in tourism events with its Butter Tart Trail and via Doors Open.

LOCAL DEVELOPMENT

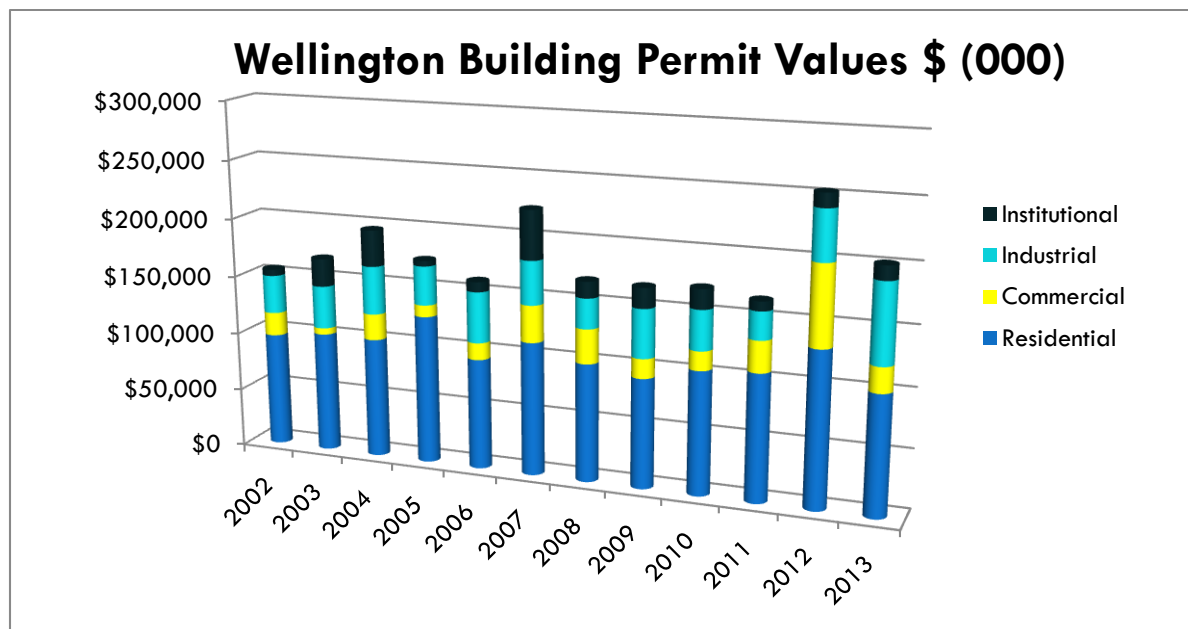
The Township of Mapleton has benefited from Mornington Communications fibre installation in Drayton, the largest project in the company's history and a significant infrastructural improvement for the Town.

Landmark Group continues to make progress on the former Elora Mill to develop a 100,000sqft conference centre, luxury hotel, spa, condominiums and restaurant. This investment is attracting further interest from new complementary businesses, such as a brewery planning to renovate an existing facility to produce and retail downtown.

After a presentation from the Ontario Ministry of Economic Development, some municipalities are participating in the Site Certification programme for international promotion of employment lands.

BUILDING ACTIVITY

Overall, between 2009 and 2013, the County has witnessed steady growth in residential, commercial, industrial and institutional permit construction values; a 20% increase over four years. New institutional activity includes the creation of Holy House in Erin, an Asian weekend retreat valued at \$2 million as well as a church constructed in Arthur valued at \$580,000.



Residential Development Activity

A total of 250 new residential building permits were issued in 2013 across Wellington, including 172 for new single detached dwellings. Centre Wellington issued the greatest number of permits in 2013 while Wellington North saw the greatest increase over the year prior. 71% of 2013 building permits issued for new residential units in Wellington County took place in settlement areas.

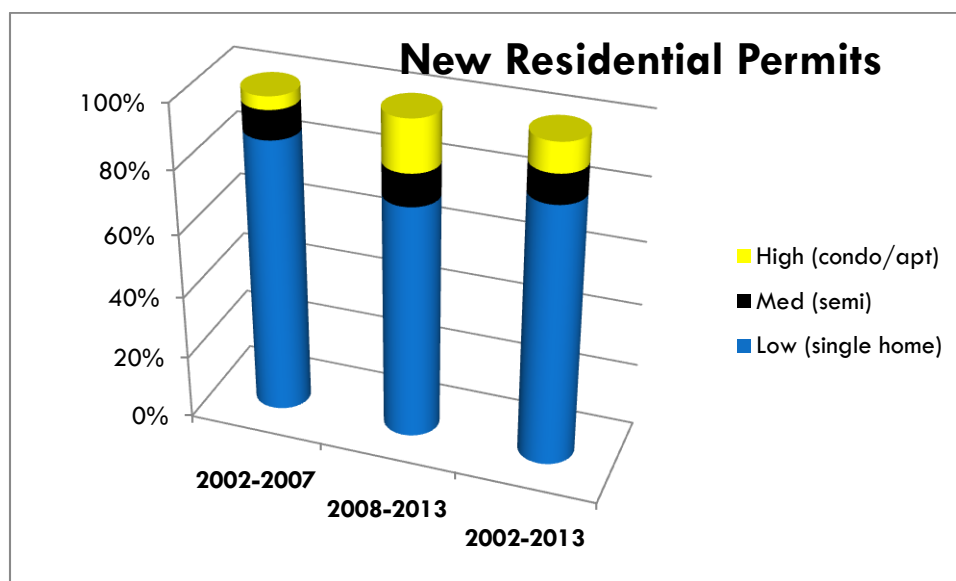
A lower number of residential permits were issued for new construction compared to 2012, mainly due to a lower number townhouses and condominiums. Municipal building officials note that permits to date meet or exceed those of the prior year and that lower numbers for 2013 can be attributed to the close out of certain subdivisions, where plans for new subdivisions are currently being reviewed.

Compared to 14 permits in 2012, Guelph Eramosa processed 194 residential permits for residential developments in 2013. Puslinch saw 205 permits at a value of \$22 million in 2013, which was a growth of 12% over the year prior. One subdivision in Fergus is currently being serviced while another 1,000 unit subdivision is in the secondary plan stage and will be located across from the new hospital.

Building Permits issued for NEW Dwellings 2012 and 2013

	Single Detached Dwelling 2012	Single Detached Dwelling 2013	Non SDD development 2012	Non SDD development 2013	Total Issued 2012	Total Issued 2013
Township of Centre Wellington	84	63	99	54	183	117
Town of Erin	34	21	0	0	34	21
Township of Guelph/Eramosa	14	14	2	0	16	14
Township of Mapleton	26	15	19	1	45	16
Town of Minto	23	14	11	8	34	22
Township of Puslinch	38	25	0	0	38	25
Township of Wellington North	37	20	24	15	61	35
Wellington County	256	172	155	78	411	250

Consistent with declining household sizes across Canada (2.5 person average), shifts in household composition (one person households on the rise), an aging population and the increasing concentration of population in urban centers; medium and high residential developments have accounted for a rising share of new homes in the County.



Commercial Industrial Development Activity

- Musashi auto manufacturing 25,400 sqft expansion \$2.3 million, 25 new jobs
- University of Guelph Research Centre \$15 million for a new building
- NR Stor \$3 million new construction in the Harriston Industrial Park
- Tim Hortons Harriston renovation \$464,000
- Vehicle sales, showroom and service bays in Guelph Eramosa 33,000sqft
- Completion of Maple Leaf Foods 300,000sqft eastern distribution centre in Puslinch
- All Treat Farms completed their 21,951 sqft expansion in 2013, \$1 million, 10 new jobs
- Planning and design underway for new emergency department and ambulatory care expansion at Louise Marshall Hospital Mount Forest, target 2017 completion
- Homestyle Flavours food products supplier completed \$130,000 addition
- Metrolinx adding parking land and storage with potential truck repair garage
- Leslie Motors addition and renovation \$300,000

Agricultural Development Activity

Agricultural permit numbers and construction values continue to be strong year over year. As was noted earlier, many renovations to existing agricultural facilities were completed in 2013, such that a total of 216 permits valued at \$18.9 million were processed during the year.

In Centre Wellington, for example, five new large dairy barns were constructed worth \$1 million each.

	Agricultural Permits and Values 2011	Agricultural Permits and Values 2012	Agricultural Permits and Values 2013
Centre Wellington	38 permits (\$4,124,167)	34 permits (\$6,101,500)	45 permits (\$26,783,000)
Erin	25 permits (\$2,147,500)	27 permits (\$4,727,500)	17 permits (\$2,603,700)
Guelph/Eramosa	12 permits (\$916,500)	21 permits (\$1,958,600)	21 permits (\$1,630,000)
Mapleton	99 permits (\$8,743,800)	109 permits (\$11,367,237)	95 permits (\$8,817,927)
Minto	26 permits (\$944,000)	47 permits (\$3,396,000)	27 permits (\$2,662,000)
Puslinch	3 permits (\$239,000)	5 permits (\$388,000)	n/a
Wellington North	66 permits (\$4,300,000)	76 permits (\$7,859,780)	56 permits (\$3,181,000)
Total	269 permits (\$21,414,967)	319 permits (\$35,798,617)	216 permits (\$18,894,727)

LOCAL BUSINESS RESULTS

The County committed to conducting 270 in person interviews with local companies in 2013, which provided a depth of information as well as sentiments from executives on why they decide to conduct business in Wellington.

The top rating factors for doing business in the community were as follows:

Fire and police services, local community support, local and provincial road infrastructure, snow removal, local business support, workforce, availability of natural gas and adequate electricity.

When asked if there were products or services that businesses are unable to source locally, businesses indicated the following gaps:

- Office supplies
- Materials and supplies
- IT support
- Grocery stores
- Small business consulting

Commentary below is from County businesses on their perspective of the economic advantages for Wellington. The comments derive from results of all 270 recently completed in-person business interviews across the seven municipalities, representing the manufacturing, health care, professional services, agriculture, transportation and downtown business sectors.

Lots of growth in the area with a business dynamic. Being close to the 401 is convenient.

Moved into the area from Downtown Guelph into the rural area. It has been a terrific move for business.

Affordable prices of lease and land, good availability of storefronts and industrial lands.

New businesses coming in to the area. There has been a lot of new development in the last 8-10 years.

Scenic community with great residents and businesses.

Diversified workforce, easy to retain, availability of educated people and good employees.

Very supportive community!



Jana Reichert BA, MSc
Economic Development Officer
County of Wellington
janar@wellington.ca
Tel: (519) 837.2600 ext. 2525
Fax: (519) 837.0285



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Economic Development Committee
From: [Jana Reichert], [Economic Development Officer]
Date: Tuesday, September 16, 2014
Subject: **Economic Development – September Update**

Background:

Wellington Economic Development Implementation Plan – The Business Retention and Expansion (BR+E) project and Workforce Strategy are completed and are being incorporated into several of our current activities. The remaining two activities are the Sector Investment Profiles and the Economic Development landing page on the County website.

The County received five proposals for the Investment Profiles RFP and will choose the successful proponent this week to launch the project this month. The Investment Profiles will demonstrate Wellington's locational assets and investment opportunities within our four key sectors. The profiles will be accompanied by a three year marketing plan providing specific actions to attract investment for those sectors in the County.

The webpage will be inclusive of business testimonial videos, a complete Wellington business directory, available lands and buildings and business resources. We also had the opportunity to visit approximately 20 businesses that opened their doors to us over the summer so we could capture genuine photography for the website, highlighting our business people in action and capturing our diverse industries.

The webpage will be launched in coordination with the Grand Opening of the Governor's Residence on October 21. Webpage content is continuously being written and our department is collaborating with several other departments to ensure we are providing the most accurate information on business and workforce resources.

Business Retention and Expansion (BR+E) Countywide Implementation Activities – Municipal specific BR+E reports and Council presentations are now complete. Countywide BR+E Implementation activities are as follows:

1. Responding to our businesses: aside from our 270 BR+E interviews, businesses regularly request information on business support, financing, training, expanding and approvals/compliance. We have created an e-newsletter template that we will populate and distribute monthly. As per the requests from Wellington businesses, the newsletter will push companies to our webpage, highlight a Wellington business, provide information on current business issues and inform businesses of events. The first e-newsletter will be sent upon the launch of the webpage October 21.
2. Wellington Manufacturing Day 2014: To coincide with International Manufacturing Day, this event has been designed to provide knowledge and improve general perceptions about manufacturing careers and the sector's value to the North American economy. Two streams of bus tours will be available, one for job seekers, one for high school students. Six Wellington companies will open their doors and speak to their company, different career paths and job opportunities.
3. Business Training Workshops: We are assisting in providing three workshops before the end of the year; Inspiring Entrepreneurs for the Northern Wellington Young Professionals Group November 27, Strategies for Rural Retail Seminar and Leadership Training (Erin and Rockwood in Oct/Nov). We are

working with the Wellington Waterloo Community Futures and Guelph Wellington Business Enterprise Centre to plot workshops in rural areas where training gaps have been noted.

4. Wellington Business Resource Breakfast: We already have many agencies providing business support services, including colleges, human resource companies, non-profits and government departments. This breakfast intends to enable agencies to speak for 5 minutes, energize the attendees with a keynote speaker, provide them with a tradeshow to receive one-on-one support and let them network, as was requested in the BR+E. This event is being planned for November 21.
5. Wellington Job Portal: According to our BR+E, 43% of businesses plan on expanding in the next year, 39% have difficulty hiring and the majority use their limited network to advertise positions. We are working on an online job portal that will be marketed to regional employers with actual job openings. We would like the site to have the functionality to support articles on tips for employers, courses for upskilling and living in Wellington.

Also noteworthy:

- Credit Review 2014: Standard and Poor's Credit Rating upgrade to a rating of AA+ with a stable outlook is excellent news for the County. To assist in this process, S&P received the attached report highlighting recent economic development activities, building activity and an update on the local economy.
- Successful Fall 2013 Live and Work in Wellington Bus Tour – we were notified that another participant of our tour received a job. An educated, young native of Spain is now an executive at Musashi. I spoke with him and he provided great insight on some of the challenges of the immigration and job hunting process and advice on what skilled immigrants look for in a community.
- Festivals and Events: prize winners from across southwestern Ontario have claimed their Wellington packages with enthusiasm. The first ever Wellington festivals and events e-newsletter has been created and sent to those who registered via our publication. It will be sent regularly, notifying the public of the many events across Wellington themed by category.

Taste Real Guelph Wellington – We have created a new website for tastereal.ca which is attractive and easy to navigate. Christina was recently contacted by Musashi Auto Parts Canada, as their cafeteria is interested in sourcing from Taste Real members. This year saw a successful, first ever Wellington Harvest Market tent, with Taste Real members, held at the Fergus Scottish Festival and Highland Games which hosts approximately 30,000 attendees and campers. Farmalicious, which the County has coined, offers a series of local dining experiences held until late October at participating Taste Real restaurants. The Field Dinner includes 15 participating chefs, live music and a beautiful Wellington farm dinner hosted in Guelph Eramosa on September 14. The annual Rural Romp self-guided tour of 13 farms will be held September 27.

Recommendation:

That the Economic Development Committee approve the Economic Development September update.
Respectfully submitted,



Jana Reichert
Economic Development Officer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Economic Development Committee
From: [Jana Reichert], [Economic Development Officer]
Date: Tuesday, September 16, 2014
Subject: **Economic Development – BR+E Municipal Implementation Fund**

Background:

The May 20, 2014 report to Committee provided details on the Business Retention and Expansion (BR+E) Municipal Implementation Fund. The Fund provides each of Wellington's municipalities the opportunity to access up to \$25,000 to implement specific BR+E activities identified in the respective municipal BR+E projects to enhance the local economy. These activities can include downtown revitalization, business incubation, workforce training, talent attraction, investment attraction and strategic economic planning. The funding must be utilized before December 31. Below are brief summaries of the four municipal applications received for the month of September.

Township of Wellington North

The Township requests a total of \$25,000 to complete three projects focused on encouraging their downtowns to leave an indelible impression. The projects would leverage \$58,300 from Ontario Trillium Foundation and \$5,000 from the Township. The first project requests \$5,000 for professional fees to extend the existing Community Improvement Plan boundary to include the town of Kenilworth. The second project requests \$10,000 for professional fees related to design templates and garnering stakeholder input for a Township Signage and Wayfinding Strategic Plan. The third project requests \$10,000 for advertising, incorporation fees and the hiring of a coordinator to allow business startups, artists and community groups to use and maintain otherwise empty buildings until they become commercially rented.

Town of Minto

The Town requests \$25,000 to complete two projects. The first requests \$18,812.13 to support the startup and maintenance costs (ie: wages, advertising, hydro) associated with LaunchIt Minto, a creative business incubator located in Harriston. LaunchIt offers start-ups with affordable office space, access to a boardroom, fibre optic internet, a smart TV, a professional photocopier and coaching, mentorship and networking. County funding would provide 21% of the total revenues for the project, which include partners such as the Minto Chamber, Wellington Waterloo Community Futures, Ontario Government and Saugeen Economic Development Corporation. The second project requests \$10,187.87 to cover 90% of costs associated with a marketing campaign for high school alumni in Minto and surrounding communities. To encourage alumni to move back to the community, a postcard in addition to online marketing collateral will be developed to showcase a range of living and business advantages in Minto.

Township of Mapleton

The Township of Mapleton requests \$25,000 to cover professional fees associated with establishing a Municipal Cultural Plan. The Plan is intended to follow in line with the recent Mapleton branding exercise and help identify the cultural assets to attract and retain both businesses and residents.

Township of Puslinch

The Township of Puslinch requests \$25,000 for the preparatory work to create a Community Improvement Plan (CIP). The CIP involves a public consultation process, recommend business recruitment opportunities and enhance the economic viability of the Township. The costs for 2014 include wages to develop a request for proposal and a Ministry of Agriculture and Food funding application, in addition to designing the project. The CIP would be implemented in the 2015 year following Council approval. Staff will be involved in both the development work and the implementation, thereby retaining all of the knowledge gained through the process.

All seven proposed projects meet the requirements of the BR+E Municipal Implementation Fund objectives. While Wellington North focuses on developing their downtowns as viable places to invest through their Community Improvement Plan activities, Minto is providing space for entrepreneurs to feel connected and encouraged and Mapleton is collecting information on its cultural assets as a strategy which the municipality hopes to implement in 2015. Final reporting requirements instruct applicants to disclose specific metrics associated with the project (ie: number of jobs created, website hits, change in salary, new products, market reach).

Recommendation:

That the Economic Development Committee approve the four BR+E Municipal Implementation Fund applications.

Respectfully submitted,



Jana Reichert
Economic Development Officer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Economic Development Committee
From: Jana Reichert, Economic Development Officer
Eddie Alton, Social Services Administrator
Date: Tuesday, September 16, 2014
Subject: Towards Coordinated Rural Transportation – Wellington County Study Region

Background:

As discussed in the March 18 Economic Development report to Committee and the May 14 Report AD-14-06 Social Services Report to Committee, the Rural Ontario Institute contracted the services of Dillon Consulting to study transportation challenges facing rural communities. Three geographic areas were studied, including Wellington County, Dufferin County and the United Counties of Leeds and Grenville. Jana Reichert and Eddie Alton were the lead contacts for Wellington. A final report has now been completed and attached for your information.

Report:

As pointed out in the report, the planning and delivery of public and community transportation in rural areas is faced with a number of challenges:

- The low density and dispersed nature of population, employment and services makes it difficult to provide effective transportation that meets all needs within the community at reasonable costs;
- The long-distance nature of trips (often travel is to adjacent urban centres to access services) makes the per trip cost of rural transportation expensive;
- A lower tax base makes available funds for transportation services scarce, particularly when competing with other municipal priorities and established provincial programmes and budgets.

These challenges have resulted in a lack of public and community transportation service in many rural communities. Where transportation services are in place, the availability, frequency and geographic area is limited due to high costs and limited revenue opportunities (due to low ridership).

For rural residents without access to private automobiles, access to employment, education, healthcare and goods and services are all significant barriers and impediments to being active members of the community.

A number of municipalities, agencies, private sector companies and other organizations have responded to fill in the rural transportation gap. These include:

1. Municipalities that provide limited demand responsive service or fixed route corridor service connecting urban centres within a larger geographic area.
2. Community care and social service agencies that refer clients to transportation providers or directly provide community transportation services through paid drivers and/or volunteers. This is typically targeted to certain demographic groups (e.g. seniors) that are felt to be most at risk.
3. Hospitals that provide non-emergency patient transfer or discharge transportation service.

4. Adult day centres, nursing homes and long-term care facilities that have access to a vehicle to provide transportation services for their residents or clients.
5. Employers, institutions and post-secondary schools that provide shuttles for their workers or students.
6. School boards that provide bus transportation for youth to and from schools.
7. Health agencies that provide service to their clientele based on a defined disability or medical condition (e.g. the Canadian Cancer Society).

Each organization operates within their own mandate, which often leaves transportation gaps in the rural community. The result is a very disconnected system of many transportation providers, each with their own goal, servicing different client groups, specific trip types (e.g. medical trips only) and in some cases different geographic areas that do not always meet the needs of all residents.

This project enabled 170 stakeholders in the three geographic areas to engage in discussions on such challenges and to devise potential opportunities for rural transportation solutions (sharing online booking systems, coordinating vehicle purchases, etc). From a Wellington perspective, there are linkages between this study and the Wellington Business Retention and Expansion (BR+E) project. 32% of 270 businesses interviewed stated that lack of public transportation posed a problem for their workforce. In particular, the closer a company was to an urban centre, the more opportunities companies expressed to tying into existing infrastructure which would allow for the movement of workforce to and from rural jobs. Another observation was that some large companies in the northern communities feel limited to attracting employees because of a lack of service, specifically running from the Fergus area north.

To address the disconnected nature of transportation services, a number of rural communities have established a cost-shared coordinated rural transportation model (Coordinated Transportation). In many rural communities, the process of establishing a coordinated transportation framework has resulted in a significant improvement in the cost effectiveness of services, which has often translated into improved service quality and availability for residents.

The report recommends two coordination models be further studied in order to determine the most suitable model in Wellington. This will require that the various agencies already providing transportation in the County be brought together for further discussions. County staff will be meeting to look at the various options available in order to facilitate these meetings and report back to Committee and Council.

ATTACHMENTS:

Towards Coordinated Rural Transportation: Wellington County Study Region Assessment.

Towards Coordinated Rural Transportation: A Resource Document (Full Report).

Recommendation:

That report Towards Coordinated Rural Transportation: Wellington County Study Region be received for information.

Respectfully submitted,

Eddie Alton
Social Services Administrator

Jana Reichert
Economic Development Officer

Please refer to pages 268 – 505 of this Council agenda for the
Towards Coordinated Rural Transportation
Resource Document and Region Assessment Reports



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Economic Development Committee
From: [Jana Reichert], [Economic Development Officer]
Date: Tuesday, September 16, 2014
Subject: **Economic Development – Buy American Inhibitive Trade Provisions**

Background:

Economic growth is spurred when trade barriers are lowered. Canada and the United States, as each other's largest customers, have special interests in retaining a relationship of such mutual growth. Bilateral trade between the two countries amounts to over \$600 billion per year, significantly contributing to Canada's long term competitiveness.

Amid angst about a weak economy, the United States Congress has introduced further Buy American provisions to raise American content in federally funded projects. While Canada does not have restrictive trade policies, several U.S. steel and iron firms have lobbied to retain American protectionism and the fear is that such protectionism could trickle down from the state to municipal level.

This month, the Federation of Canadian Municipalities (FCM) directed staff to engage Canadian municipalities on supporting a coordinated Canadian response to Buy American provisions. In order to support the FCM initiative, the following is being recommended for approval by County Council;

"Whereas organizations like Canadian Manufacturers and Exporters estimate that thousands of manufacturing jobs are continuously at risk from Buy American provisions being proposed across the U.S.;

Therefore be it resolved that municipalities express support for free, fair and reciprocal trade between the United States and Canada and that any restrictive Buy American provisions in the United States legislation are contrary to that spirit of free trade;

Be it further resolved that the County of Wellington calls on FCM to support and work with the Government of Canada and the Canadian Manufacturers and Exporters and other stakeholders in their efforts to urge the United States Congress and state governments to abstain from the use of Buy American provisions;

Be it further resolved that FCM be requested to write to the United States National League of Cities and the United States Conference of Mayors to also support the spirit of this resolution and the spirit of free trade, so that businesses and industries on both sides of the border can compete for contracts in the fairest and most efficient manner;

Be it further resolved that this resolution be forwarded to the Prime Minister, the leaders of the Federal Parties, Wellington MP's and MPP's for information.

Be it further resolved that this resolution be forwarded to FCM and AMO for circulation to all municipalities for support and the Canadian Manufacturers and Exporters for information."

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'J. Reichert', written in dark ink.

Jana Reichert
Economic Development Officer



中华人民共和国驻多伦多总领事馆

The Consulate General of the People's Republic of China

240 St. George Street, Toronto, Ontario, Canada. M5R 2N5 Tel:416-964-7260 Fax:416-324-6468

**Mayor Lou Maieron
Town of Erin
5684 Trafalgar Rd.
Hillsburgh, ON N0B 1Z0**

June 27, 2014

His Worship Mayor Lou Maieron,

Thank you so much for inviting me and my colleagues to visit Town of Erin and County of Wellington on June 13, 2014. You are so considerate and helpful that you drove a full day and be the guide to our team, which made our visit a successful and enjoyable one.

I appreciate very much your perfect arrangement and capable guidance, which gave we the opportunity to have breakfast with representatives of the East Wellington Chamber of Commerce. During the visit, I also went to Silver Creek Aquaculture trout farm, Angelstone International Show Jumping Tournaments, University of Guelph, Whale Family dairy farm, Grand River Raceway facility and some other places. This is really an enlightening and eye-opening experience. I learned a lot about the Town of Erin. Right now, I think I have enough information to better introduce your town to the people in my home country.

Both China and the Town of Erin are facing new opportunities for development. I wish we could bring our peoples closer and yield some practical results through our joint efforts in the coming years.

Look forward to cooperating with you in near future.

Sincerely,

Li Fang
Consul General
Consulate General of People's Republic of China in Toronto



**The Corporation of the County of Wellington
Administration, Finance and Personnel Committee
Minutes**

September 16, 2014
County Administration Centre
Guthrie Room

Present: Warden Chris White
 Councillor George Bridge
 Councillor Dennis Lever
 Councillor Joanne Ross-Zuj

Regrets: Councillor John Green (Chair)

Staff: Susan Aram, Manager of Financial Services
 Peter Barnes, Wellington Terrace Administrator
 Donna Bryce, County Clerk
 Nicole Cardow, Deputy Clerk
 Ken DeHart, County Treasurer
 Susan Farrelly, Assistant Director of Human Resources
 Emma Reddish, Property Tax Analyst
 Jana Reichert, Economic Development Officer
 Scott Wilson, CAO

Also Present: Ken Roth, Councillor, Township of Puslinch

1. Call to Order

At 1:00 pm, the Chair called the meeting to order.

2. Declaration of Pecuniary Interest

There were no declarations of pecuniary interest.

3. Administration

3.1. 2016 International Plowing Match Update - Verbal

Mr. Peter Barnes, Wellington Terrace Administrator provided an update on the work underway to prepare for the Wellington County International Plowing Match in 2016.

County staff and councillors are attending the Simcoe County IPM in Ivy on September 17 to observe and make recommendations on how to proceed with the 2016 IPM.

The Wellington County Plowing Association Executive held a barbeque in the summer and signed up approximately 100 volunteers. A barbeque is planned in Marden to attract more volunteers from the County. Mr. Barnes also advised that all the land is under contract at this time.

The County displays at the 2016 IPM would be represented by municipal staff and councillors.

4. Finance

4.1. Correspondence from the City of Guelph Regarding 2015 Budget Process

1/6/14

Moved by: Councillor Bridge

Seconded by: Councillor Lever

That the correspondence dated September 3, 2014 from the City of Guelph's 2015 budget process be received for information.

Carried

4.2. Financial Statements as of August 31, 2014

2/6/14

Moved by: Councillor Bridge

Seconded by: Councillor Ross-Zuj

That the Corporate Financial Statements for the County of Wellington as of August 31, 2014 be approved.

Carried

4.3. 2014 Supplementary and Weighted Assessment Report

3/6/14

Moved by: Councillor Bridge

Seconded by: Councillor Lever

That the Supplementary and Weighted Assessment – September 2014 report be received for information.

Carried

4.4. Gravel Pit Appeal Update – September 2014

4/6/14

Moved by: Councillor Ross-Zuj

Seconded by: Councillor Bridge

That the County Treasurer's report regarding Gravel Pit Appeal Update – September 2014 be received for information.

Carried

4.5. Ontario Community Infrastructure Fund and Small Communities Fund Report

5/6/14

Moved by: Councillor Ross-Zuj

Seconded by: Councillor Bridge

That the Ontario Community Infrastructure Fund and Small Communities Fund report be received for information.

Carried

4.6. Tender Award - External Auditing Services

6/6/14

Moved by: Councillor Ross-Zuj

Seconded by: Councillor Lever

That County of Wellington Project No. CW2014-042, a request for proposal for the provision of external audit services to the County of Wellington be awarded to KPMG LLP, of Waterloo, based on their proposed fee schedule, and based on a five year term encompassing fiscal years ending December 31, 2014 to December 31, 2018 inclusive, with prices shown exclusive of HST; and

That the County Treasurer be authorized to sign the necessary audit agreements and issue the necessary purchase orders; and

That KPMG LLP be appointed as the County auditor for the 2014 to 2018 fiscal years and that staff be directed to prepare the necessary by-law.

Carried

4.7. Cash Holdings and Investment Portfolio as of July 31, 2014

7/6/14

Moved by: Councillor Bridge

Seconded by: Councillor Ross-Zuj

That the County Treasurer's report regarding Cash Holdings and Investment Portfolio as of July 31, 2014 be approved.

Carried

4.8. 2014 Credit Report Rating Reports

8/6/14

Moved by: Councillor Bridge

Seconded by: Councillor Ross-Zuj

That the County Treasurer's report regarding Standard and Poor's 2014 Credit Rating Update be received for information.

Carried

5. Personnel

5.1. Non-Union Economic Adjustment Report

9/6/14

Moved by: Councillor Bridge

Seconded by: Councillor Lever

That the report regarding Non-Union Economic Adjustment be deferred until January, 2015; and

That staff provide further information, including the breakdown of other municipal settlements.

Carried

5.2. Benefit Renewal and Change of Benefits Providers Report

10/6/14

Moved by: Councillor Ross-Zuj

Seconded by: Councillor Bridge

That the County of Wellington change benefits carriers from Manulife Financial to Sun Life Financial/AIG effective January 1, 2015 in accordance with the premium costs set out in the table attached to the report of the Director of Human Resources.

Carried

6. Closed Meeting

11/6/14

Moved by: Councillor Ross-Zuj

Seconded by: Councillor Bridge

That the Administration, Finance and Personnel Committee move into a closed meeting for the purposes of considering personal matters about an identifiable individual.

Carried

7. Rise and Report

12/6/14

Moved by: Councillor Ross-Zuj

Seconded by: Councillor Bridge

That the Administration, Finance and Personnel Committee rise and report from the closed meeting.

Carried

8. Adjournment

At 1:51 pm, the Chair adjourned the meeting until October 21, 2014 or at the call of the Chair.

Warden Chris White
Acting Chair
Administration, Finance and Personnel Committee

September 3, 2014

County of Wellington
Downtown Board of Management
Grand River Conservation Authority

Wellington Dufferin Guelph Public Health
The Elliott Community



Re: 2015 Budget Process Guideline Established

The City of Guelph's Executive Team has provided City departments with the following guideline for the 2015 Budget Process:

- **Staff are to develop a draft 2015 tax supported operating base budget using a tax rate guideline of up to a 2.0% increase.**

Notification is being sent to all outside boards and agencies to provide them with this information and request it be used as guidance during the development of their 2015 budgets and expansion requests.

Please see the attached schedule of budget presentations to Council. Staff would appreciate your draft budget information by **November 3rd** at the latest. Please advise as soon as possible if you plan to participate/submit a presentation. Presentations will be PowerPoint format and submitted to Sarah Purton, Manager of Financial Planning & Budgets, Finance and Enterprise by email: sarah.purton@guelph.ca T519-822-1260 x 2325 by the following dates:

• For January 21	meeting submission deadline is:	December 17
• For January 26	meeting submission deadline is:	January 6
• For January 28	meeting submission deadline is:	January 6
• For February 25	meeting submission deadline is:	February 3
• For February 26	meeting submission deadline is:	February 3
• For March 5	meeting submission deadline is :	February 9
• For March 11 & 12	meeting submission deadline is:	February 13

The Procedural By-law allows for presentations to be 10 minutes in length. Should you require time in excess of this please notify the City Clerk's office at 519-837-5603 at least 3 days prior to submission deadlines given above so that adjustments to Council Agendas can be made.

If you have any further questions please don't hesitate to call Sarah Purton at the number listed above.

Thank you for your continued cooperation.

Sincerely,

**Al Horsman, Executive Director/CFO,
Finance and Enterprise**

T 519-822-1260 x 5606

AH/cah

Encl. 2015 Budget Schedule

- c. Mayor Karen Farbridge
CAO Ann Pappert
City of Guelph Executive Team
City Clerk, Stephen O'Brien

City Hall
1 Carden St
Guelph, ON
Canada
N1H 3A1

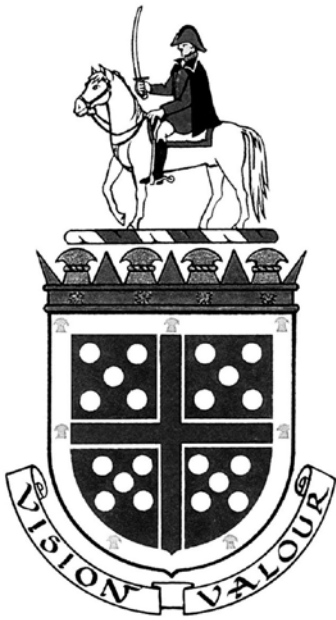
T 519-822-1260
TTY 519-826-9771

guelph.ca

2015 Budget Schedule

Week	Event	Presentation Required
January 21, 2015 6pm – 8pm	Presentation / Deliberation of Non-Tax Supported Budgets (Operating & Capital) (City of Guelph and Grand River Conservation Authority)	December 17, 2014
January 26, 2015 6pm – 8pm	Presentation/Deliberation of 2015 – 2024 Tax Supported Capital Budget (City of Guelph, Guelph Police Services Board and Guelph Public Library Board)	January 6, 2015
January 28, 2015 Time: 6pm – 8pm	Approval of Non-Tax Supported Budgets (Operating & Capital) (City of Guelph and Grand River Conservation Authority)	January 6, 2015
February 25, 2015 6pm – 8pm	Alternate approval date for Non-Tax Supported Budgets Presentation of the Tax Supported Operating Budget (City of Guelph)	February 3, 2015
February 26, 2015 6pm – 8pm	Presentation of Shared Services and Local Board Budgets (Operating) (Co. of Wellington, Downtown Board of Management, Guelph Police Services Board, WDGPH, GMHI, Guelph Public Library Board and The Elliott Community)	February 3, 2015
March 5, 2015 6pm – 8pm	Public Delegation Night - Council	February 9, 2015
March 11 & 12, 2015 (if required) 6pm – 11pm	Budget Deliberation & Approval of 2015 Tax Supported Operating and Capital Budgets	February 13, 2015

All meetings take place in Guelph City Hall, Council Chambers



THE COUNTY OF WELLINGTON

**ADMINISTRATION, FINANCE
AND PERSONNEL COMMITTEE**

CORPORATE FINANCIAL STATEMENTS

August 31, 2014



County of Wellington
General Revenue & Expenditure
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Property Taxation	\$82,640,500	\$20,434,525	\$61,284,096	74%	\$21,356,404
Grants and Subsidies	\$6,120,600	\$0	\$4,033,117	66%	\$2,087,483
User Fees & Charges	\$0	\$0	\$62	0%	\$(62)
Sales Revenue	\$12,000	\$0	\$50	0%	\$11,950
Other Revenue	\$2,740,000	\$987,352	\$1,227,821	45%	\$1,512,179
Internal Recoveries	\$42,400	\$3,562	\$32,908	78%	\$9,492
Total Revenue	\$91,555,500	\$21,425,439	\$66,578,054	73%	\$24,977,446
Expenditures					
Supplies, Material & Equipment	\$18,000	\$2,794	\$625	3%	\$17,375
Purchased Services	\$1,952,600	\$2,992	\$1,117,248	57%	\$835,352
Insurance & Financial	\$1,195,000	\$2,034	\$151,390	13%	\$1,043,610
Total Expenditures	\$3,165,600	\$7,821	\$1,269,263	40%	\$1,896,337
NET OPERATING COST / (REVENUE)	\$(88,389,900)	\$(21,417,618)	\$(65,308,791)	74%	\$(23,081,109)
Transfers					
Transfers from Reserves	\$(300,000)	\$0	\$0	0%	\$(300,000)
Transfer to Reserves	\$5,249,600	\$0	\$0	0%	\$5,249,600
Total Transfers	\$4,949,600	\$0	\$0	0%	\$4,949,600
NET COST (REVENUE)	\$(83,440,300)	\$(21,417,618)	\$(65,308,791)	78%	\$(18,131,509)



County of Wellington
County Council
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Other Revenue	\$18,200	\$1,456	\$12,379	68%	\$5,821
Total Revenue	\$18,200	\$1,456	\$12,379	68%	\$5,821
Expenditures					
Salaries, Wages and Benefits	\$692,300	\$54,349	\$453,728	66%	\$238,573
Supplies, Material & Equipment	\$48,500	\$2,236	\$36,742	76%	\$11,758
Purchased Services	\$212,500	\$7,560	\$123,141	58%	\$89,359
Insurance & Financial	\$2,000	\$0	\$1,715	86%	\$285
Total Expenditures	\$955,300	\$64,145	\$615,326	64%	\$339,974
NET OPERATING COST / (REVENUE)	\$937,100	\$62,689	\$602,947	64%	\$334,153
NET COST (REVENUE)	\$937,100	\$62,689	\$602,947	64%	\$334,153



County of Wellington
Office of the CAO/Clerk
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
User Fees & Charges	\$600	\$85	\$350	58%	\$250
Internal Recoveries	\$1,526,500	\$127,212	\$1,017,696	67%	\$508,804
Total Revenue	\$1,527,100	\$127,297	\$1,018,046	67%	\$509,054
Expenditures					
Salaries, Wages and Benefits	\$2,836,100	\$230,341	\$1,801,747	64%	\$1,034,353
Supplies, Material & Equipment	\$225,800	\$16,470	\$125,768	56%	\$100,032
Purchased Services	\$1,044,300	\$37,377	\$605,794	58%	\$438,506
Insurance & Financial	\$2,200	\$0	\$2,234	102%	\$(34)
Internal Charges	\$700	\$57	\$1,787	255%	\$(1,087)
Total Expenditures	\$4,109,100	\$284,245	\$2,537,331	62%	\$1,571,769
NET OPERATING COST / (REVENUE)	\$2,582,000	\$156,948	\$1,519,285	59%	\$1,062,715
Transfers					
Transfer to Capital	\$335,000	\$0	\$335,000	100%	\$0
Total Transfers	\$335,000	\$0	\$335,000	100%	\$0
NET COST (REVENUE)	\$2,917,000	\$156,948	\$1,854,285	64%	\$1,062,715



County of Wellington

Office of the CAO/Clerk

Capital Work-in-Progress Expenditures by Department All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
Guelph Campus Rewire	\$50,000	\$0	\$6,050	\$29,866	\$35,916	72%	\$14,084
Generator 138 Wyndham St	\$200,000	\$0	\$126,292	\$40,679	\$166,971	83%	\$33,029
Core Switch Replacement	\$70,000	\$0	\$0	\$0	\$0	0%	\$70,000
Storage Expansion	\$80,000	\$81,917	\$81,917	\$0	\$81,917	102%	\$(1,917)
Archiving Storage System	\$40,000	\$0	\$0	\$0	\$0	0%	\$40,000
Server Expansion	\$70,000	\$0	\$0	\$0	\$0	0%	\$70,000
Online GIS Upgrade	\$50,000	\$0	\$32,935	\$0	\$32,935	66%	\$17,065
Housing System Upgrade	\$25,000	\$0	\$0	\$0	\$0	0%	\$25,000
JD Edwards Upgrade	\$320,000	\$0	\$35,667	\$191,660	\$227,327	71%	\$92,673
Total Capital	\$905,000	\$81,917	\$282,862	\$262,204	\$545,066	60%	359,934



County of Wellington
Treasury
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Other Revenue	\$0	\$0	\$25,006	0%	\$(25,006)
Internal Recoveries	\$390,200	\$32,516	\$260,127	67%	\$130,073
Total Revenue	\$390,200	\$32,516	\$285,133	73%	\$105,067
Expenditures					
Salaries, Wages and Benefits	\$1,281,900	\$89,244	\$806,711	63%	\$475,189
Supplies, Material & Equipment	\$39,300	\$1,845	\$20,810	53%	\$18,490
Purchased Services	\$237,300	\$4,029	\$61,498	26%	\$175,802
Insurance & Financial	\$35,000	\$35,424	\$114,939	328%	\$(79,939)
Internal Charges	\$4,400	\$291	\$3,071	70%	\$1,329
Total Expenditures	\$1,597,900	\$130,832	\$1,007,030	63%	\$590,870
NET OPERATING COST / (REVENUE)	\$1,207,700	\$98,316	\$721,897	60%	\$485,803
Transfers					
Transfers from Reserves	\$(49,700)	\$0	\$(80,009)	161%	\$30,309
Transfer to Reserves	\$50,000	\$0	\$50,000	100%	\$0
Total Transfers	\$300	\$0	\$(30,009)	(10,003%)	\$30,309
NET COST (REVENUE)	\$1,208,000	\$98,316	\$691,888	57%	\$516,112



County of Wellington
Human Resources
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Internal Recoveries	\$953,600	\$121,911	\$627,846	66%	\$325,754
Total Revenue	\$953,600	\$121,911	\$627,846	66%	\$325,754
Expenditures					
Salaries, Wages and Benefits	\$1,378,900	\$114,056	\$911,145	66%	\$467,755
Supplies, Material & Equipment	\$103,300	\$5,558	\$50,260	49%	\$53,040
Purchased Services	\$412,000	\$4,967	\$134,586	33%	\$277,414
Transfer Payments	\$70,000	\$0	\$20,000	29%	\$50,000
Insurance & Financial	\$188,200	\$0	\$188,236	100%	\$(36)
Internal Charges	\$1,800	\$150	\$983	55%	\$817
Total Expenditures	\$2,154,200	\$124,730	\$1,305,210	61%	\$848,990
NET OPERATING COST / (REVENUE)	\$1,200,600	\$2,819	\$677,364	56%	\$523,236
Transfers					
Transfers from Reserves	\$(418,500)	\$(38,048)	\$(306,446)	73%	\$(112,054)
Total Transfers	\$(418,500)	\$(38,048)	\$(306,446)	73%	\$(112,054)
NET COST (REVENUE)	\$782,100	\$(35,229)	\$370,918	47%	\$411,182



County of Wellington
Property Services
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Licenses, Permits and Rents	\$976,800	\$70,830	\$687,512	70%	\$289,288
User Fees & Charges	\$202,800	\$19,804	\$87,899	43%	\$114,901
Other Revenue	\$1,500	\$0	\$0	0%	\$1,500
Internal Recoveries	\$686,400	\$59,569	\$476,550	69%	\$209,850
Total Revenue	\$1,867,500	\$150,203	\$1,251,961	67%	\$615,539
Expenditures					
Salaries, Wages and Benefits	\$774,600	\$68,642	\$532,339	69%	\$242,261
Supplies, Material & Equipment	\$151,900	\$18,066	\$96,163	63%	\$55,737
Purchased Services	\$718,500	\$46,880	\$461,713	64%	\$256,787
Insurance & Financial	\$28,600	\$0	\$31,381	110%	\$(2,781)
Minor Capital Expenses	\$255,500	\$10,047	\$104,125	41%	\$151,375
Debt Charges	\$443,300	\$74,344	\$297,740	67%	\$145,560
Total Expenditures	\$2,372,400	\$217,979	\$1,523,462	64%	\$848,938
NET OPERATING COST / (REVENUE)	\$504,900	\$67,776	\$271,501	54%	\$233,399
Transfers					
Transfers from Reserves	\$(159,000)	\$(37,211)	\$(43,682)	27%	\$(115,318)
Transfer to Reserves	\$840,900	\$0	\$603,100	72%	\$237,800
Total Transfers	\$681,900	\$(37,211)	\$559,418	82%	\$122,482
NET COST (REVENUE)	\$1,186,800	\$30,566	\$830,919	70%	\$355,881



County of Wellington

Property Services

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
15 Douglas Stone Work	\$50,000	\$0	\$64,101	\$0	\$64,101	128%	\$(14,101)
Solar Panel Projects	\$2,624,200	\$0	\$0	\$889,606	\$889,606	34%	\$1,734,594
129 Wyndham: Window Glazing	\$80,000	\$0	\$735	\$0	\$735	1%	\$79,265
Green Energy Plan	\$100,000	\$305	\$2,137	\$6,041	\$8,178	8%	\$91,822
Admin Centre: Heating System	\$25,000	\$0	\$0	\$0	\$0	0%	\$25,000
116 Woolwich St Interior	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
Palmerston OPP Building	\$60,000	\$63,237	\$98,475	\$0	\$98,475	164%	\$(38,475)
Total Capital	\$2,989,200	\$63,542	\$165,449	\$895,647	\$1,061,095	35%	1,928,105



County of Wellington
Grants & Contributions
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Transfer Payments	\$49,400	\$0	\$41,600	84%	\$7,800
Total Expenditures	\$49,400	\$0	\$41,600	84%	\$7,800
NET OPERATING COST / (REVENUE)	\$49,400	\$0	\$41,600	84%	\$7,800
NET COST (REVENUE)	\$49,400	\$0	\$41,600	84%	\$7,800



County of Wellington
POA Administration
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Municipal Recoveries	\$656,000	\$17,221	\$338,405	52%	\$317,595
Total Revenue	\$656,000	\$17,221	\$338,405	52%	\$317,595
Expenditures					
Debt Charges	\$257,700	\$0	\$223,026	87%	\$34,674
Total Expenditures	\$257,700	\$0	\$223,026	87%	\$34,674
NET OPERATING COST / (REVENUE)	\$(398,300)	\$(17,221)	\$(115,379)	29%	\$(282,921)
NET COST (REVENUE)	\$(398,300)	\$(17,221)	\$(115,379)	29%	\$(282,921)



County of Wellington
Land Ambulance
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Transfer Payments	\$3,153,800	\$260,167	\$2,142,729	68%	\$1,011,071
Total Expenditures	\$3,153,800	\$260,167	\$2,142,729	68%	\$1,011,071
NET OPERATING COST / (REVENUE)	\$3,153,800	\$260,167	\$2,142,729	68%	\$1,011,071
Transfers					
Transfer to Reserves	\$250,000	\$0	\$250,000	100%	\$0
Total Transfers	\$250,000	\$0	\$250,000	100%	\$0
NET COST (REVENUE)	\$3,403,800	\$260,167	\$2,392,729	70%	\$1,011,071



County of Wellington

Land Ambulance

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
2014 Replacement Ambulances	\$220,000	\$0	\$193,480	\$0	\$193,480	88%	\$26,520
2014 Ambulance Equipment	\$36,000	\$0	\$4,094	\$0	\$4,094	11%	\$31,906
Total Capital	\$256,000	\$0	\$197,574	\$0	\$197,574	77%	58,426



County of Wellington
Public Health Unit
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Transfer Payments	\$2,288,000	\$0	\$1,787,204	78%	\$500,796
Debt Charges	\$379,600	\$0	\$261,585	69%	\$118,015
Total Expenditures	\$2,667,600	\$0	\$2,048,789	77%	\$618,811
NET OPERATING COST / (REVENUE)	\$2,667,600	\$0	\$2,048,789	77%	\$618,811
NET COST (REVENUE)	\$2,667,600	\$0	\$2,048,789	77%	\$618,811



County of Wellington

Public Health Unit

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			Remaining Budget
			Current Year	Previous Years	Total	
Health Unit Facilities	\$7,700,000	\$0	\$864,436	\$5,179,009	\$6,043,445	\$1,656,555
Total Capital	\$7,700,000	\$0	\$864,436	\$5,179,009	\$6,043,445	1,656,555



County of Wellington
Roads and Engineering
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Municipal Recoveries	\$650,000	\$1,724	\$641,837	99%	\$8,163
User Fees & Charges	\$210,000	\$6,344	\$59,621	28%	\$150,379
Sales Revenue	\$350,000	\$43,699	\$92,359	26%	\$257,641
Internal Recoveries	\$1,600,000	\$73,364	\$1,479,911	92%	\$120,089
Total Revenue	\$2,810,000	\$125,131	\$2,273,728	81%	\$536,272
Expenditures					
Salaries, Wages and Benefits	\$4,645,800	\$301,243	\$3,156,639	68%	\$1,489,161
Supplies, Material & Equipment	\$3,614,500	\$78,400	\$3,555,924	98%	\$58,576
Purchased Services	\$1,212,600	\$148,926	\$1,144,386	94%	\$68,214
Insurance & Financial	\$279,100	\$0	\$285,389	102%	\$(6,289)
Minor Capital Expenses	\$625,700	\$38,423	\$490,325	78%	\$135,375
Debt Charges	\$225,900	\$0	\$132,805	59%	\$93,095
Internal Charges	\$1,510,300	\$54,739	\$1,412,036	93%	\$98,264
Total Expenditures	\$12,113,900	\$621,731	\$10,177,503	84%	\$1,936,397
NET OPERATING COST / (REVENUE)	\$9,303,900	\$496,599	\$7,903,775	85%	\$1,400,125
Transfers					
Transfers from Reserves	\$(225,900)	\$0	\$0	0%	\$(225,900)
Transfer to Capital	\$8,297,800	\$0	\$8,297,800	100%	\$0
Transfer to Reserves	\$1,714,200	\$0	\$1,234,200	72%	\$480,000
Total Transfers	\$9,786,100	\$0	\$9,532,000	97%	\$254,100
NET COST (REVENUE)	\$19,090,000	\$496,599	\$17,435,775	91%	\$1,654,225



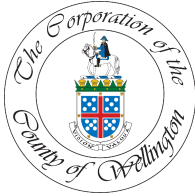
County of Wellington

Roads and Engineering

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS				Remaining Budget
			Current Year	Previous Years	Total	% of Budget	
Roads General							
Various Shop Repairs 2014	\$100,000	\$0	\$54,461	\$2,756	\$57,218	57%	\$42,782
Roads Equipment 2014	\$1,545,000	\$29,613	\$702,766	\$0	\$702,766	45%	\$842,234
Rebuild/Renovate Erin Shop	\$125,000	\$0	\$2,235	\$18,432	\$20,667	17%	\$104,333
Central Garage Phase 2	\$5,037,000	\$929	\$133,643	\$4,899,030	\$5,032,673	100%	\$4,327
Subtotal Roads General	\$6,807,000	\$30,542	\$893,105	\$4,920,218	\$5,813,323	85 %	\$993,677
Growth Related Construction							
WR 30 at Road 3, Signals & L	\$120,000	\$0	\$0	\$38,937	\$38,937	32%	\$81,063
WR 46, WR 34 to 401	\$1,200,000	\$0	\$0	\$34,130	\$34,130	3%	\$1,165,870
WR 124, Passing Lane N of 125	\$200,000	\$1,386	\$4,296	\$26,430	\$30,726	15%	\$169,274
WR7 Psng Lanes Elora/Ponsonby	\$2,950,000	\$159,451	\$218,202	\$2,133	\$220,335	7%	\$2,729,665
WR109 AT WR7 Int Improvmnts	\$100,000	\$6,641	\$6,641	\$0	\$6,641	7%	\$93,359
WR109 WR7 Traffic Imp Study	\$50,000	\$0	\$1,336	\$0	\$1,336	3%	\$48,664
WR123, WR109 Traffic Imp Study	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
WR7 PL Design Salem to Tev	\$150,000	\$0	\$0	\$0	\$0	0%	\$150,000
WR12 @ WR8 Intersection Improv	\$25,000	\$9,826	\$9,826	\$0	\$9,826	39%	\$15,174
WR86, COG to WR9 Traffic Study	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
WR86 @ WR12 Intersection	\$100,000	\$0	\$0	\$0	\$0	0%	\$100,000
WR109 @ WR16 Intersection	\$25,000	\$2,942	\$2,942	\$0	\$2,942	12%	\$22,058
WR109 @ WR5 Intersection	\$25,000	\$9,213	\$9,213	\$0	\$9,213	37%	\$15,787
WR124 @ Whitelaw Intersection	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
WR124 @ Guelph Rd 1 Inter	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
WR 46 Maltby to WR 34 2 km	\$1,100,000	\$0	\$19,047	\$184,213	\$203,261	18%	\$896,739
WR 124 at Jones Baseline, Left	\$533,900	\$384,762	\$417,650	\$49,090	\$466,740	87%	\$67,160
Subtotal Growth Related Construction	\$6,778,900	\$574,222	\$689,154	\$334,933	\$1,024,086	15 %	\$5,754,814

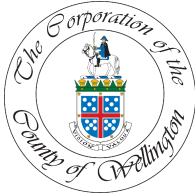


County of Wellington

Roads and Engineering

Capital Work-in-Progress Expenditures by Department
All Open Projects For The Period Ending August 31, 2014

	LIFE-TO-DATE ACTUALS						
	Approved	August	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Roads Construction							
WR 45,WR 11 to Glen Allan 1.4	\$854,900	\$0	\$33,491	\$792,665	\$826,156	97%	\$28,744
WR 50, 3rd Line to WR 24	\$2,425,000	\$1,966	\$168,034	\$313,634	\$481,668	20%	\$1,943,332
WR14, Eliza & Frederick Arthur	\$2,670,000	\$13,309	\$65,243	\$17,145	\$82,388	3%	\$2,587,612
WR 29, Wellington/Halton Bound	\$1,956,500	\$25,049	\$143,021	\$37,915	\$180,937	9%	\$1,775,563
WR 10, McGivern St Moorefield	\$100,000	\$0	\$0	\$17,843	\$17,843	18%	\$82,157
WR109, HWY89 S to end of curb	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
WR51, WR7 @ Hwy 6 2.3km	\$100,000	\$0	\$0	\$0	\$0	0%	\$100,000
WR124, Concept Plan	\$35,000	\$0	\$21,217	\$0	\$21,217	61%	\$13,783
WR25 - WR52 to WR42 7.0km	\$850,000	\$0	\$14,207	\$196,532	\$210,739	25%	\$639,261
Subtotal Roads Construction	\$9,041,400	\$40,323	\$445,212	\$1,375,734	\$1,820,946	20 %	\$7,220,454
Bridges							
WR87, Maitland Bridge 87137	\$45,000	\$0	\$12,483	\$0	\$12,483	28%	\$32,517
WR87, Bridge 87138	\$80,000	\$6,388	\$40,561	\$0	\$40,561	51%	\$39,439
WR124, Bridge 124135	\$200,000	\$6,010	\$54,942	\$4,309	\$59,251	30%	\$140,749
WR36, Bridge 36122	\$100,000	\$0	\$10,743	\$1,531	\$12,274	12%	\$87,726
WR109, Bridge 109132	\$225,000	\$0	\$0	\$0	\$0	0%	\$225,000
WR35, Paddock Bridge 35087	\$200,000	\$3,801	\$29,302	\$2,613	\$31,915	16%	\$168,085
Various Bridge and Culvert Rep	\$400,000	\$144	\$39,172	\$121,010	\$160,182	40%	\$239,818
WR6, B006010, design repair	\$150,000	\$1,769	\$19,978	\$0	\$19,978	13%	\$130,022
WR7, Bosworth Bridge 07028	\$150,000	\$21,372	\$26,191	\$0	\$26,191	17%	\$123,809
WR8, Main St Bridge 008069	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
WR10, Moorefield Bridge 010023	\$50,000	\$8,276	\$14,158	\$0	\$14,158	28%	\$35,842
WR10, Wyandot Bridge 010024	\$75,000	\$6,031	\$11,314	\$0	\$11,314	15%	\$63,686
WR16, Penford Bridge 16038	\$100,000	\$0	\$0	\$0	\$0	0%	\$100,000
WR30, Bridge 030124	\$200,000	\$642	\$10,015	\$0	\$10,015	5%	\$189,985
WR27, Bridge 27106 1km S of WR	\$65,000	\$0	\$237	\$24,938	\$25,174	39%	\$39,826
Subtotal Bridges	\$2,090,000	\$54,432	\$269,096	\$154,401	\$423,497	20 %	\$1,666,503



County of Wellington

Roads and Engineering

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	LIFE-TO-DATE ACTUALS						
	Approved	August	Current	Previous		% of	Remaining
	Budget	Actual	Year	Years	Total	Budget	Budget
Culverts							
WR6, Culvert 06082, 0.6 km N	\$280,000	\$1,704	\$8,189	\$56,689	\$64,878	23%	\$215,122
WR12, Culvert 120070 & 120240	\$590,400	\$2,495	\$128,950	\$72,768	\$201,718	34%	\$388,682
WR 86, Culvert 86170 & 86180	\$590,000	\$0	\$26,965	\$11,157	\$38,122	6%	\$551,878
WR 109, Culvert 109123, Rehab	\$50,000	\$0	\$0	\$287	\$287	1%	\$49,713
WR11, Culvert 11005, D & Liner	\$450,000	\$0	\$23,379	\$6,633	\$30,012	7%	\$419,988
WR18, Culvert 18021, D & Liner	\$350,000	\$11,294	\$32,770	\$7,258	\$40,028	11%	\$309,972
WR6, Culvert 06081 replace	\$75,000	\$0	\$2,211	\$0	\$2,211	3%	\$72,789
WR11 Culvert, 1.7km S of 6th L	\$50,000	\$0	\$14,465	\$2,880	\$17,345	35%	\$32,655
WR22, Culvert east of WR23	\$575,000	\$2,351	\$65,347	\$10,856	\$76,203	13%	\$498,797
WR5, Culvert 0.9km s 7th line	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
WR11, Culvert 111020	\$100,000	\$2,968	\$11,878	\$0	\$11,878	12%	\$88,122
WR12, Culvert 12086	\$25,000	\$0	\$0	\$0	\$0	0%	\$25,000
WR12, Culvert 12087	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
Subtotal Culverts	\$3,235,400	\$20,812	\$314,154	\$168,528	\$482,682	15 %	\$2,752,718
County Bridges on Local Roads							
E-W Luther TL Bridge 000101	\$600,000	\$0	\$4,495	\$38,007	\$42,501	7%	\$557,499
Bridge # 00075, Erin/Eramosa	\$1,928,400	\$7,038	\$47,279	\$1,802,964	\$1,850,243	96%	\$78,157
Subtotal County Bridges on Local Roads	\$2,528,400	\$7,038	\$51,774	\$1,840,971	\$1,892,744	75 %	\$635,656
Roads Resurfacing							
WR6, Hwy6 w for 200m	\$125,000	\$0	\$78,257	\$0	\$78,257	63%	\$46,743
WR10, WR86 to Conc 4 5.4km	\$1,200,000	\$892,697	\$1,054,693	\$0	\$1,054,693	88%	\$145,308
WR16, WR15 to Hwy89 5.4km	\$647,300	\$629,745	\$657,115	\$0	\$657,115	102%	\$(9,815)
WR39, WR30 to WR51, 3.1km	\$418,000	\$241,755	\$443,196	\$0	\$443,196	106%	\$(25,196)
WR124, COG to Era pvmt preserv	\$812,600	\$876,478	\$876,478	\$0	\$876,478	108%	\$(63,878)
Subtotal Roads Resurfacing	\$3,202,900	\$2,640,674	\$3,109,739	\$0	\$3,109,739	97 %	\$93,161
Total Capital	\$33,684,000	\$3,368,046	\$5,772,234	\$8,794,785	\$14,567,018	43%	19,116,982



County of Wellington
Solid Waste Services
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$693,000	\$3,983	\$283,411	41%	\$409,589
Licenses, Permits and Rents	\$12,900	\$0	\$6,443	50%	\$6,457
User Fees & Charges	\$2,032,900	\$188,728	\$1,426,552	70%	\$606,348
Sales Revenue	\$915,300	\$78,095	\$504,320	55%	\$410,980
Internal Recoveries	\$365,100	\$79,994	\$223,786	61%	\$141,314
Total Revenue	\$4,019,200	\$350,799	\$2,444,514	61%	\$1,574,686
Expenditures					
Salaries, Wages and Benefits	\$2,286,400	\$190,577	\$1,518,303	66%	\$768,097
Supplies, Material & Equipment	\$930,600	\$151,560	\$445,572	48%	\$485,028
Purchased Services	\$4,427,400	\$287,154	\$2,375,283	54%	\$2,052,117
Insurance & Financial	\$140,100	\$3,712	\$117,369	84%	\$22,731
Internal Charges	\$366,400	\$79,662	\$216,670	59%	\$149,730
Total Expenditures	\$8,150,900	\$712,665	\$4,673,198	57%	\$3,477,702
NET OPERATING COST / (REVENUE)	\$4,131,700	\$361,866	\$2,228,684	54%	\$1,903,016
Transfers					
Transfers from Reserves	\$(274,900)	\$0	\$0	0%	\$(274,900)
Transfer to Capital	\$55,000	\$0	\$55,000	100%	\$0
Transfer to Reserves	\$900,000	\$0	\$900,000	100%	\$0
Total Transfers	\$680,100	\$0	\$955,000	140%	\$(274,900)
NET COST (REVENUE)	\$4,811,800	\$361,866	\$3,183,684	66%	\$1,628,116



County of Wellington

Solid Waste Services

Capital Work-in-Progress Expenditures by Department

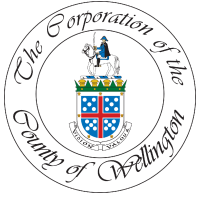
All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
Elora Transfer clsd Nichol LF	\$1,100,000	\$0	\$55,866	\$950,703	\$1,006,569	92%	\$93,431
Aberfoyle TS Development	\$950,000	\$17,350	\$213,245	\$538,053	\$751,299	79%	\$198,701
Site Scale Replacements	\$105,000	\$37,142	\$72,250	\$0	\$72,250	69%	\$32,750
Aberfoyle Closed Site	\$200,000	\$0	\$0	\$0	\$0	0%	\$200,000
Belwood Closed Site	\$360,000	\$0	\$6,411	\$0	\$6,411	2%	\$353,589
Total Capital	\$2,715,000	\$54,492	\$347,772	\$1,488,757	\$1,836,528	68%	878,472



County of Wellington
Planning
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$0	\$0	\$22,500	0%	\$(22,500)
Municipal Recoveries	\$40,000	\$2,983	\$18,677	47%	\$21,323
User Fees & Charges	\$240,000	\$12,450	\$166,790	69%	\$73,210
Internal Recoveries	\$500	\$3	\$145	29%	\$355
Total Revenue	\$280,500	\$15,436	\$208,112	74%	\$72,388
Expenditures					
Salaries, Wages and Benefits	\$1,527,900	\$112,030	\$942,989	62%	\$584,911
Supplies, Material & Equipment	\$53,700	\$4,979	\$19,211	36%	\$34,489
Purchased Services	\$284,400	\$8,131	\$97,790	34%	\$186,610
Transfer Payments	\$590,000	\$30,096	\$64,149	11%	\$525,852
Internal Charges	\$6,100	\$225	\$3,121	51%	\$2,979
Total Expenditures	\$2,462,100	\$155,461	\$1,127,260	46%	\$1,334,840
NET OPERATING COST / (REVENUE)	\$2,181,600	\$140,025	\$919,148	42%	\$1,262,452
Transfers					
Transfer to Reserves	\$150,000	\$0	\$150,000	100%	\$0
Total Transfers	\$150,000	\$0	\$150,000	100%	\$0
NET COST (REVENUE)	\$2,331,600	\$140,025	\$1,069,148	46%	\$1,262,452



County of Wellington

Planning

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS				Remaining Budget
			Current Year	Previous Years	Total	% of Budget	
Trans Canada Trail	\$225,000	\$0	\$0	\$0	\$0	0%	\$225,000
Official Plan Update	\$40,000	\$0	\$21,388	\$0	\$21,388	53%	\$18,612
Total Capital	\$265,000	\$0	\$21,388	\$0	\$21,388	8%	243,612



County of Wellington
Green Legacy
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$0	\$0	\$7,617	0%	\$(7,617)
Sales Revenue	\$2,000	\$0	\$257	13%	\$1,743
Other Revenue	\$0	\$0	\$1,310	0%	\$(1,310)
Total Revenue	\$2,000	\$0	\$9,184	459%	\$(7,184)
Expenditures					
Salaries, Wages and Benefits	\$457,400	\$37,573	\$337,541	74%	\$119,859
Supplies, Material & Equipment	\$101,100	\$8,243	\$54,496	54%	\$46,604
Purchased Services	\$79,500	\$2,451	\$34,310	43%	\$45,190
Insurance & Financial	\$9,500	\$0	\$8,586	90%	\$914
Internal Charges	\$5,000	\$2,060	\$3,703	74%	\$1,297
Total Expenditures	\$652,500	\$50,327	\$438,635	67%	\$213,865
NET OPERATING COST / (REVENUE)	\$650,500	\$50,327	\$429,451	66%	\$221,049
NET COST (REVENUE)	\$650,500	\$50,327	\$429,451	66%	\$221,049



County of Wellington
Emergency Management
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Expenditures					
Salaries, Wages and Benefits	\$272,400	\$21,490	\$174,965	64%	\$97,435
Supplies, Material & Equipment	\$19,900	\$142	\$10,766	54%	\$9,134
Purchased Services	\$156,600	\$2,349	\$101,906	65%	\$54,694
Transfer Payments	\$141,000	\$34,885	\$69,019	49%	\$71,981
Insurance & Financial	\$700	\$0	\$1,105	158%	\$(405)
Total Expenditures	\$590,600	\$58,866	\$357,760	61%	\$232,840
NET OPERATING COST / (REVENUE)	\$590,600	\$58,866	\$357,760	61%	\$232,840
Transfers					
Transfers from Reserves	\$(68,000)	\$(18,200)	\$(41,636)	61%	\$(26,364)
Total Transfers	\$(68,000)	\$(18,200)	\$(41,636)	61%	\$(26,364)
NET COST (REVENUE)	\$522,600	\$40,667	\$316,125	60%	\$206,475



County of Wellington

Emergency Management

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	LIFE-TO-DATE ACTUALS						
	Approved Budget	August Actual	Current Year	Previous Years	Total	% of Budget	Remaining Budget
Communication Tower	\$400,000	\$42,816	\$310,511	\$30,892	\$341,404	85%	\$58,596
Total Capital	\$400,000	\$42,816	\$310,511	\$30,892	\$341,404	85%	58,596



County of Wellington
Police Services
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$267,600	\$0	\$102,435	38%	\$165,165
Licenses, Permits and Rents	\$153,600	\$14,080	\$111,078	72%	\$42,522
Fines and Penalties	\$75,000	\$4,410	\$40,886	55%	\$34,114
User Fees & Charges	\$79,000	\$7,856	\$54,626	69%	\$24,374
Other Revenue	\$1,000	\$0	\$62	6%	\$938
Total Revenue	\$576,200	\$26,345	\$309,087	54%	\$267,113
Expenditures					
Salaries, Wages and Benefits	\$137,400	\$11,409	\$92,301	67%	\$45,099
Supplies, Material & Equipment	\$40,500	\$2,548	\$32,818	81%	\$7,682
Purchased Services	\$359,800	\$12,607	\$223,916	62%	\$135,884
Transfer Payments	\$17,796,000	\$1,520,466	\$11,973,550	67%	\$5,822,450
Insurance & Financial	\$10,200	\$0	\$7,596	74%	\$2,604
Minor Capital Expenses	\$4,000	\$0	\$4,172	104%	\$(172)
Debt Charges	\$594,500	\$0	\$219,826	37%	\$374,674
Internal Charges	\$1,500	\$63	\$1,056	70%	\$444
Total Expenditures	\$18,943,900	\$1,547,092	\$12,555,236	66%	\$6,388,664
NET OPERATING COST / (REVENUE)	\$18,367,700	\$1,520,746	\$12,246,149	67%	\$6,121,551
Transfers					
Transfers from Reserves	\$(93,000)	\$0	\$0	0%	\$(93,000)
Transfer to Capital	\$52,000	\$0	\$52,000	100%	\$0
Transfer to Reserves	\$90,000	\$0	\$90,000	100%	\$0
Total Transfers	\$49,000	\$0	\$142,000	290%	\$(93,000)
NET COST (REVENUE)	\$18,416,700	\$1,520,746	\$12,388,149	67%	\$6,028,551



County of Wellington

Police Services

Capital Work-in-Progress Expenditures by Department All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
NW OPP Operations Centre	\$7,500,000	\$101,364	\$724,631	\$6,327,781	\$7,052,412	94%	\$447,588
CW OPP Ramp Heating System	\$80,000	\$0	\$0	\$2,230	\$2,230	3%	\$77,770
New Officers Equipment 2014	\$12,000	\$0	\$0	\$0	\$0	0%	\$12,000
Total Capital	\$7,592,000	\$101,364	\$724,631	\$6,330,010	\$7,054,642	93%	537,358



County of Wellington
Museum & Archives at WP
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$52,300	\$0	\$0	0%	\$52,300
Licenses, Permits and Rents	\$25,000	\$1,944	\$25,728	103%	\$(728)
User Fees & Charges	\$60,000	\$3,068	\$48,956	82%	\$11,044
Sales Revenue	\$11,000	\$0	\$2,487	23%	\$8,513
Other Revenue	\$7,000	\$500	\$4,179	60%	\$2,821
Total Revenue	\$155,300	\$5,512	\$81,350	52%	\$73,950
Expenditures					
Salaries, Wages and Benefits	\$1,298,700	\$115,840	\$859,811	66%	\$438,889
Supplies, Material & Equipment	\$166,000	\$3,467	\$92,098	55%	\$73,902
Purchased Services	\$251,300	\$10,008	\$108,599	43%	\$142,701
Transfer Payments	\$7,000	\$0	\$3,375	48%	\$3,625
Insurance & Financial	\$19,000	\$0	\$17,411	92%	\$1,589
Internal Charges	\$0	\$0	\$10	0%	\$(10)
Total Expenditures	\$1,742,000	\$129,315	\$1,081,304	62%	\$660,696
NET OPERATING COST / (REVENUE)	\$1,586,700	\$123,803	\$999,954	63%	\$586,746
Transfers					
Transfer to Capital	\$175,000	\$0	\$175,000	100%	\$0
Total Transfers	\$175,000	\$0	\$175,000	100%	\$0
NET COST (REVENUE)	\$1,761,700	\$123,803	\$1,174,954	67%	\$586,746



County of Wellington

Museum & Archives at WP

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
Terrace / OPP Road Upgrade	\$1,300,000	\$101,689	\$181,234	\$7,579	\$188,813	15%	\$1,111,187
Groves Hospital Grant	\$3,882,000	\$300,186	\$476,842	\$7,120	\$483,961	12%	\$3,398,039
WP& Artifact Storage Buildings	\$730,000	\$0	\$235	\$206,468	\$206,703	28%	\$523,297
Commons Development	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
Total Capital	\$5,962,000	\$401,874	\$658,311	\$221,166	\$879,477	15%	5,082,523



County of Wellington
Library Services
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$157,500	\$0	\$500	0%	\$157,000
Municipal Recoveries	\$24,700	\$0	\$14,880	60%	\$9,820
Licenses, Permits and Rents	\$33,000	\$502	\$23,629	72%	\$9,371
User Fees & Charges	\$94,100	\$8,316	\$55,813	59%	\$38,287
Sales Revenue	\$7,900	\$1,091	\$6,947	88%	\$953
Other Revenue	\$0	\$11	\$2,893	0%	\$(2,893)
Total Revenue	\$317,200	\$9,920	\$104,662	33%	\$212,538
Expenditures					
Salaries, Wages and Benefits	\$3,597,300	\$289,331	\$2,303,859	64%	\$1,293,441
Supplies, Material & Equipment	\$795,900	\$66,503	\$516,918	65%	\$278,982
Purchased Services	\$775,000	\$49,434	\$583,485	75%	\$191,515
Insurance & Financial	\$25,100	\$2	\$22,108	88%	\$2,992
Minor Capital Expenses	\$47,000	\$3,327	\$3,937	8%	\$43,063
Debt Charges	\$693,400	\$14,572	\$571,657	82%	\$121,743
Internal Charges	\$1,500	\$350	\$350	23%	\$1,150
Total Expenditures	\$5,935,200	\$423,519	\$4,002,314	67%	\$1,932,886
NET OPERATING COST / (REVENUE)	\$5,618,000	\$413,598	\$3,897,652	69%	\$1,720,348
Transfers					
Transfers from Reserves	\$(209,700)	\$0	\$0	0%	\$(209,700)
Transfer to Capital	\$300,000	\$0	\$300,000	100%	\$0
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
Total Transfers	\$1,590,300	\$0	\$1,800,000	113%	\$(209,700)
NET COST (REVENUE)	\$7,208,300	\$413,598	\$5,697,652	79%	\$1,510,648



County of Wellington

Library Services

Capital Work-in-Progress Expenditures by Department All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			% of Budget	Remaining Budget
			Current Year	Previous Years	Total		
Aboyne Facility Improvements	\$570,000	\$0	\$0	\$106,166	\$106,166	19%	\$463,834
Fergus Branch Exp and Reno	\$5,000,000	\$222,416	\$1,343,134	\$1,326,512	\$2,669,646	53%	\$2,330,354
Fergus Branch Coll Enhancement	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
Palmerston Branch Exp	\$500,000	\$0	\$6,346	\$0	\$6,346	1%	\$493,654
Radio Frequency ID System	\$50,000	\$0	\$11,054	\$0	\$11,054	22%	\$38,946
Total Capital	\$6,170,000	\$222,416	\$1,360,534	\$1,432,677	\$2,793,211	45%	3,376,789



County of Wellington
Ontario Works
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$18,693,500	\$1,580,100	\$12,465,183	67%	\$6,228,317
Municipal Recoveries	\$3,772,200	\$298,530	\$2,281,938	60%	\$1,490,262
Other Revenue	\$56,900	\$6,069	\$47,743	84%	\$9,157
Internal Recoveries	\$10,300	\$0	\$7,688	75%	\$2,612
Total Revenue	\$22,532,900	\$1,884,698	\$14,802,552	66%	\$7,730,348
Expenditures					
Salaries, Wages and Benefits	\$5,725,200	\$522,242	\$3,902,623	68%	\$1,822,577
Supplies, Material & Equipment	\$213,800	\$7,359	\$120,479	56%	\$93,321
Purchased Services	\$372,600	\$17,960	\$232,974	63%	\$139,626
Social Assistance	\$16,740,000	\$1,346,340	\$10,811,483	65%	\$5,928,517
Transfer Payments	\$24,300	\$0	\$12,171	50%	\$12,129
Insurance & Financial	\$0	\$0	\$569	0%	\$(569)
Internal Charges	\$1,269,900	\$105,270	\$850,682	67%	\$419,218
Total Expenditures	\$24,345,800	\$1,999,171	\$15,930,980	65%	\$8,414,820
NET OPERATING COST / (REVENUE)	\$1,812,900	\$114,473	\$1,128,428	62%	\$684,473
NET COST (REVENUE)	\$1,812,900	\$114,473	\$1,128,428	62%	\$684,473



County of Wellington
Child Care Services
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$11,080,300	\$1,770,455	\$7,424,805	67%	\$3,655,495
Municipal Recoveries	\$2,223,100	\$(655,690)	\$1,155,477	52%	\$1,067,623
User Fees & Charges	\$241,000	\$13,412	\$110,981	46%	\$130,019
Internal Recoveries	\$313,100	\$1,751	\$222,737	71%	\$90,363
Total Revenue	\$13,857,500	\$1,129,927	\$8,914,001	64%	\$4,943,499
Expenditures					
Salaries, Wages and Benefits	\$3,210,100	\$261,016	\$1,958,903	61%	\$1,251,197
Supplies, Material & Equipment	\$168,100	\$37,304	\$95,906	57%	\$72,194
Purchased Services	\$139,800	\$7,031	\$202,044	145%	\$(62,244)
Social Assistance	\$10,126,200	\$628,250	\$6,456,196	64%	\$3,670,004
Transfer Payments	\$100,000	\$27,811	\$97,994	98%	\$2,006
Insurance & Financial	\$0	\$0	\$3,607	0%	\$(3,607)
Minor Capital Expenses	\$119,600	\$0	\$0	0%	\$119,600
Internal Charges	\$951,700	\$52,932	\$632,889	67%	\$318,811
Total Expenditures	\$14,815,500	\$1,014,344	\$9,447,539	64%	\$5,367,961
NET OPERATING COST / (REVENUE)	\$958,000	\$(115,583)	\$533,538	56%	\$424,462
Transfers					
Transfers from Reserves	\$(100,000)	\$0	\$(50,000)	50%	\$(50,000)
Total Transfers	\$(100,000)	\$0	\$(50,000)	50%	\$(50,000)
NET COST (REVENUE)	\$858,000	\$(115,583)	\$483,538	56%	\$374,462



County of Wellington
Social Housing
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$7,254,500	\$511,310	\$4,916,287	68%	\$2,338,213
Municipal Recoveries	\$15,458,300	\$953,944	\$9,288,724	60%	\$6,169,576
Licenses, Permits and Rents	\$5,125,000	\$419,279	\$3,468,530	68%	\$1,656,470
User Fees & Charges	\$52,500	\$5,253	\$41,252	79%	\$11,248
Other Revenue	\$0	\$0	\$1,798	0%	\$(1,798)
Total Revenue	\$27,890,300	\$1,889,786	\$17,716,591	64%	\$10,173,709
Expenditures					
Salaries, Wages and Benefits	\$3,416,700	\$302,032	\$2,209,122	65%	\$1,207,578
Supplies, Material & Equipment	\$339,700	\$20,694	\$188,612	56%	\$151,088
Purchased Services	\$6,067,700	\$325,745	\$4,144,880	68%	\$1,922,820
Social Assistance	\$17,574,500	\$1,256,867	\$10,761,466	61%	\$6,813,034
Transfer Payments	\$1,225,300	\$0	\$919,008	75%	\$306,292
Insurance & Financial	\$224,100	\$0	\$184,782	82%	\$39,318
Minor Capital Expenses	\$1,325,000	\$91,625	\$489,788	37%	\$835,212
Internal Charges	\$653,800	\$54,789	\$444,399	68%	\$209,401
Total Expenditures	\$30,826,800	\$2,051,752	\$19,342,058	63%	\$11,484,742
NET OPERATING COST / (REVENUE)	\$2,936,500	\$161,966	\$1,625,467	55%	\$1,311,033
Transfers					
Transfer to Capital	\$290,200	\$0	\$290,200	100%	\$0
Transfer to Reserves	\$1,500,000	\$0	\$1,500,000	100%	\$0
Total Transfers	\$1,790,200	\$0	\$1,790,200	100%	\$0
NET COST (REVENUE)	\$4,726,700	\$161,966	\$3,415,667	72%	\$1,311,033



County of Wellington
County Affordable Housing
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$206,400	\$0	\$157,049	76%	\$49,352
Licenses, Permits and Rents	\$404,200	\$38,020	\$311,855	77%	\$92,345
User Fees & Charges	\$0	\$0	\$950	0%	\$(950)
Total Revenue	\$610,600	\$38,020	\$469,854	77%	\$140,747
Expenditures					
Salaries, Wages and Benefits	\$3,600	\$154	\$3,323	92%	\$277
Supplies, Material & Equipment	\$14,200	\$501	\$14,016	99%	\$184
Purchased Services	\$294,900	\$15,132	\$167,175	57%	\$127,725
Transfer Payments	\$3,500	\$0	\$0	0%	\$3,500
Insurance & Financial	\$9,900	\$0	\$9,530	96%	\$370
Minor Capital Expenses	\$26,600	\$778	\$11,071	42%	\$15,529
Debt Charges	\$301,600	\$0	\$230,500	76%	\$71,100
Total Expenditures	\$654,300	\$16,565	\$435,615	67%	\$218,685
NET OPERATING COST / (REVENUE)	\$43,700	\$(21,455)	\$(34,238)	(78%)	\$77,938
Transfers					
Transfers from Reserves	\$(43,700)	\$0	\$0	0%	\$(43,700)
Transfer to Reserves	\$500,000	\$0	\$500,000	100%	\$0
Total Transfers	\$456,300	\$0	\$500,000	110%	\$(43,700)
NET COST (REVENUE)	\$500,000	\$(21,455)	\$465,762	93%	\$34,238



County of Wellington

Social Services

Capital Work-in-Progress Expenditures by Department All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS				Remaining Budget
			Current Year	Previous Years	Total	% of Budget	
Child Care Services							
Willowdale Construction	\$2,375,000	\$384,337	\$1,046,629	\$0	\$1,046,629	44%	\$1,328,371
Subtotal Child Care Services	\$2,375,000	\$384,337	\$1,046,629	\$0	\$1,046,629	44 %	\$1,328,371
Social Housing							
Mohawk/ Montana Kitchens	\$310,000	\$0	\$13,265	\$204,230	\$217,495	70%	\$92,505
301-303 Edinburgh Kitchens	\$90,000	\$0	\$0	\$50,271	\$50,271	56%	\$39,729
Palmerston Kitchens	\$80,000	\$0	\$0	\$73,227	\$73,227	92%	\$6,774
261-263 Speedvale Elevator	\$40,000	\$0	\$0	\$0	\$0	0%	\$40,000
221 Mary Landscape upgrade	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
263 Speedvale Fire System	\$60,000	\$0	\$0	\$0	\$0	0%	\$60,000
500 Ferrier Front Entrance	\$40,000	\$0	\$0	\$0	\$0	0%	\$40,000
Applewood Sunset Parking Lot	\$100,000	\$0	\$0	\$0	\$0	0%	\$100,000
51 John St Make up Air Unit	\$70,000	\$0	\$0	\$0	\$0	0%	\$70,000
Willow Dawson Parking Lot	\$130,000	\$0	\$0	\$0	\$0	0%	\$130,000
450 Albert Front Entrance	\$40,000	\$0	\$0	\$0	\$0	0%	\$40,000
229 Dublin Roof	\$25,000	\$0	\$0	\$0	\$0	0%	\$25,000
212 Whites Rd Parking Lot	\$100,000	\$0	\$0	\$0	\$0	0%	\$100,000
130 Grange Balcony Waterproof	\$170,000	\$3,002	\$3,002	\$0	\$3,002	2%	\$166,998
212 Whites Rd Make up Air Unit	\$50,000	\$0	\$0	\$0	\$0	0%	\$50,000
411 Waterloo Retaining Wall	\$180,000	\$30,433	\$112,757	\$0	\$112,757	63%	\$67,243
212 Whites Rd Balcony	\$120,000	\$0	\$0	\$0	\$0	0%	\$120,000
Subtotal Social Housing	\$1,655,000	\$33,434	\$129,024	\$327,728	\$456,752	28 %	\$1,198,248
Affordable Housing							
Investing in Affordable Hsing	\$600,000	\$0	\$0	\$0	\$0	0%	\$600,000
Gordon St Moisture Remediation	\$350,000	(\$2,788)	\$239,539	\$62,582	\$302,122	86%	\$47,878
Purchase Arthur Affordable Hsg	\$1,100,000	\$1,074,861	\$1,074,861	\$0	\$1,074,861	98%	\$25,140
Subtotal Affordable Housing	\$2,050,000	\$1,072,073	\$1,314,400	\$62,582	\$1,376,982	67 %	\$673,018
Total Capital	\$6,080,000	\$1,489,844	\$2,490,053	\$390,310	\$2,880,363	47%	3,199,637



County of Wellington
Homes for the Aged
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$7,898,200	\$659,984	\$5,385,335	68%	\$2,512,865
Municipal Recoveries	\$1,309,000	\$131,116	\$874,103	67%	\$434,897
User Fees & Charges	\$4,182,500	\$347,985	\$2,744,446	66%	\$1,438,054
Other Revenue	\$0	\$809	\$15,914	0%	\$(15,914)
Total Revenue	\$13,389,700	\$1,139,894	\$9,019,798	67%	\$4,369,902
Expenditures					
Salaries, Wages and Benefits	\$13,989,300	\$1,219,343	\$9,415,797	67%	\$4,573,503
Supplies, Material & Equipment	\$1,182,300	\$76,953	\$730,945	62%	\$451,355
Purchased Services	\$974,800	\$125,936	\$745,477	76%	\$229,323
Insurance & Financial	\$32,000	\$0	\$31,682	99%	\$318
Minor Capital Expenses	\$0	\$0	\$12,890	0%	\$(12,890)
Debt Charges	\$1,964,000	\$924,855	\$1,497,246	76%	\$466,754
Internal Charges	\$1,083,100	\$132,700	\$714,212	66%	\$368,888
Total Expenditures	\$19,225,500	\$2,479,788	\$13,148,250	68%	\$6,077,250
NET OPERATING COST / (REVENUE)	\$5,835,800	\$1,339,894	\$4,128,452	71%	\$1,707,348
Transfers					
Transfers from Reserves	\$0	\$0	\$(2,195)	0%	\$2,195
Transfer to Capital	\$128,000	\$0	\$128,000	100%	\$0
Transfer to Reserves	\$1,393,000	\$0	\$250,000	18%	\$1,143,000
Total Transfers	\$1,521,000	\$0	\$375,805	25%	\$1,145,195
NET COST (REVENUE)	\$7,356,800	\$1,339,894	\$4,504,257	61%	\$2,852,543



County of Wellington

Homes for the Aged

Capital Work-in-Progress Expenditures by Department

All Open Projects For The Period Ending August 31, 2014

	Approved Budget	August Actual	LIFE-TO-DATE ACTUALS			Remaining Budget
			Current Year	Previous Years	Total	% of Budget
Resident Vans	\$85,000	\$0	\$0	\$21,821	\$21,821	26%
Terrace Roof Replacement	\$2,500,000	\$898	\$85,832	\$2,418,690	\$2,504,521	100%
Nursing Equipment Replacements	\$50,000	\$0	\$51,627	\$0	\$51,627	103%
Resident Equipment Lifts	\$60,000	\$4,988	\$49,375	\$0	\$49,375	82%
Total Capital	\$2,695,000	\$5,886	\$186,834	\$2,440,510	\$2,627,344	97%



County of Wellington
Economic Development
Statement of Operations as of
31 Aug 2014

	Annual Budget	August Actual \$	YTD Actual \$	YTD Actual %	Remaining Budget
Revenue					
Grants and Subsidies	\$81,000	\$0	\$41,484	51%	\$39,516
Municipal Recoveries	\$17,500	\$0	\$15,700	90%	\$1,800
User Fees & Charges	\$71,500	\$7,298	\$27,578	39%	\$43,922
Other Revenue	\$11,000	\$0	\$2,749	25%	\$8,251
Total Revenue	\$181,000	\$7,298	\$87,510	48%	\$93,490
Expenditures					
Salaries, Wages and Benefits	\$239,100	\$21,500	\$153,192	64%	\$85,908
Supplies, Material & Equipment	\$18,900	\$1,676	\$12,592	67%	\$6,308
Purchased Services	\$382,200	\$7,600	\$159,201	42%	\$222,999
Transfer Payments	\$255,000	\$0	\$108,000	42%	\$147,000
Total Expenditures	\$895,200	\$30,776	\$432,986	48%	\$462,214
NET OPERATING COST / (REVENUE)	\$714,200	\$23,478	\$345,476	48%	\$368,724
Transfers					
Transfers from Reserves	\$(175,000)	\$0	\$0	0%	\$(175,000)
Transfer to Reserves	\$100,000	\$0	\$100,000	100%	\$0
Total Transfers	\$(75,000)	\$0	\$100,000	(133%)	\$(175,000)
NET COST (REVENUE)	\$639,200	\$23,478	\$445,476	70%	\$193,724



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Personnel Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 16, 2014
Subject: **Supplementary and Weighted Assessment Report – September 2014**

Background:

This report provides an update on the status of supplementary and omitted assessments processed by the Municipal Property Assessment Corporation (MPAC) since the last roll return. Three production runs have been scheduled in May, August and October for 2014. The August 15 extract is expected to produce assessment and revenue totals as shown on the attached Schedule A. Supplementary assessments relate to 2014 while omitted assessments can go back two years covering 2012 and 2013.

Supplementary and omitted assessment values of \$47.5 million are expected to generate revenue for County purposes of \$204,332 from the second extract for a combined year-to-date estimated revenue of \$779,764. With one additional supplementary extract in 2014, this figure is on track for reaching our budgeted amount of \$1,000,000; however, this does not take into account the effect of write-offs and other adjustments made during the year. As of August 29, the 2014 assessment roll was 0.66% higher than the roll returned in December 2013. The in-year weighted assessment roll used for tax rate setting purposes has increased by 0.50%.

Comments relating to this report:

- Being the second year of a new reassessment cycle, most municipalities continue to receive adjustments moving property values from fully taxable into the various discounted tax incentive programmes
- This is particularly apparent in Puslinch and Guelph/Eramosa which have not gained any in-year weighted assessment growth
- There has been very little commercial or industrial assessment added to the assessment roll in 2014 which also contributes to a lower than usual weighted assessment growth
- New construction value on this supplementary run is extremely poor by comparison to other mid-year supplementary runs
- MPAC cautions municipalities to expect supplementary and omitted assessment amounts to decline year after year as they begin catching up on outstanding permit inspections

Municipal Status Reports for the 2nd quarter ending June 30 show there are 3,001 outstanding or in-progress building permits county-wide. This includes 1,987 major value permits and 1,014 minor permits. For residential and farm properties, a major permit is considered to be over \$10,000 in construction value while a major commercial or industrial permit would be those over \$50,000.

The Status Report also indicates 810 of the outstanding permits were received two years ago or longer by MPAC.

County and local municipal staff continually review outstanding building permits. Follow-up lists are forwarded to MPAC requesting that inspection and assessments be added to the assessment rolls. Efforts have been made to increase the assessment base specifically in Wellington North, Erin and Guelph/Eramosa.

Earlier this year, MPAC revised the process for submitting monthly building permit information. They have created a new reporting template which is uploaded directly into their data systems. A key component to trigger a property inspection is to include completion or final inspection dates on the monthly reporting file. Local municipal finance staff have met with their respective Chief Building Officials to relay the importance of closing out building permit files by conducting “final” inspections. As the new system is fine-tuned, we anticipate property inspections and valuations will be provided by MPAC in a timelier manner.

Recommendation:

That the Supplementary and Weighted Assessment – September 2014 report be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish extending to the right.

Ken DeHart, CPA, CGA
County Treasurer

SCHEDULE A
Supplementary and Weighted Assessment Report - September 2014

AUGUST 15, 2014 SUPPLEMENTARY REVENUE ESTIMATE

	Upper-Tier	Lower-Tier	Education	TOTAL
PUSLINCH	38,440	10,085	11,992	60,517
GUELPH ERAMOSA	16,376	6,627	5,102	28,105
ERIN	29,212	12,909	9,103	51,224
CENTRE WELL	72,500	32,998	23,047	128,545
MAPLETON	22,875	13,392	7,195	43,462
MINTO	18,546	15,195	6,499	40,240
WELL NORTH	6,384	5,222	1,987	13,593
COUNTY	204,333	96,428	64,925	365,686

MAY 15, 2014 SUPP RUN	575,432	298,759	260,121	1,134,311
------------------------------	----------------	----------------	----------------	------------------

YTD SUPP REVENUES	779,765	395,187	325,046	1,499,997
--------------------------	----------------	----------------	----------------	------------------

AUGUST 29, 2014 IN-YEAR CVA ASSESSMENT GROWTH *

	2014 Roll CVA	In-Year Growth	Growth	% Change	Wtd Assmt
PUSLINCH	1,854,567,270	1,862,226,031	7,658,761	0.41%	0.00%
GUELPH ERAMOSA	2,284,905,611	2,289,201,871	4,296,260	0.19%	0.00%
ERIN	2,144,224,947	2,155,715,613	11,490,666	0.54%	0.33%
CENTRE WELL	3,823,270,947	3,861,614,638	38,343,691	1.00%	0.95%
MAPLETON	1,683,621,917	1,702,760,973	19,139,056	1.14%	1.32%
MINTO	902,592,006	905,273,206	2,681,200	0.30%	0.08%
WELL NORTH	1,433,336,257	1,443,381,193	10,044,936	0.70%	0.62%
COUNTY	14,126,518,955	14,220,173,525	93,654,570	0.66%	0.50%

* CVA totals include taxable, PIL and exempt



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Personnel Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 16, 2014
Subject: **Gravel Pit Appeal Update – September 2014**

Background:

This report provides the Committee with an update on the status of province-wide gravel pit appeals since our previous update on June 17, 2014.

At that time, County Council authorized staff to retain Mr. John O’Kane as legal counsel representation, continue retaining the services of MTE Paralegal Corporation (MTE) to enter into a Joint Retainer Agreement with John O’Kane, MTE and the Town of Caledon in order to provide continuity and cost sharing measures throughout the appeal process.

Update on Progress

Mayor Dennis Lever, Mary Hasan of Puslinch and County staff members met with representatives from the Ontario Sand, Stone and Gravel Association (OSSGA), St. Mary’s Cement and Capital Paving on August 8. The purpose of the meeting was to bring everyone together to clarify our positions, move towards resolution and identify stumbling blocks. A follow up meeting scheduled for September 5 was postponed based on new developments in the negotiation process.

County legal representation has been informed that the firm of Nixon Poole Fleet is no longer representing gravel pit owners or the OSSGA. New counsel, Stephen Longo of Walker West Longo has been retained to represent the OSSGA, Lafarge, St. Mary’s and possibly other owner/operators. This is viewed as a positive move as the new counsel wishes to take a step back from litigation and once again pursue discussions based on the Dufferin Aggregates settlement model.

A motion hearing took place on August 15 with counsels for the Municipal Property Assessment Corporation (MPAC), OSSGA and the municipalities. In light of these discussions and developments, the Assessment Review Board (ARB) hearing dates in October have been cancelled and replaced with two days of mediation at the ARB Mediation Centre. In preparation for the October 23 and 24 mediations, the following dates have been set for delivery of proposals:

- Pit owners/OSSGA to provide MPAC and John O’Kane with their proposal by September 19
- MPAC and municipalities to provide their response by October 16

Senior level staff from the County and Puslinch will be attending the mediation sessions in Toronto.

In the interim, County representatives met with Carla Nell, CEO for MTE Consultants Inc., to determine how she may be able to assist in support of the Puslinch appeals and broaden awareness of municipal concerns to various levels of government. Ms. Nell has extensive assessment knowledge and contributes regularly in the areas of municipal finance, property taxes, assessment issues and appeals. After these discussions, the decision was made to request delegations with the Ministry of Finance and the Ministry of Natural Resources at the AMO Conference held in London in August.

The County was successful at securing delegations with both Ministries. In addition to these sessions, Ms. Nell made a presentation to the Top Aggregate Producing Municipalities of Ontario (TAPMO) with an overview of the magnitude and repercussions stemming from gravel pit re-valuation methods, current and future appeals, as well as potential impact on municipal assessment and taxation base. The presentations were very well received by all parties and the County was successful in raising awareness of the issue.

In response to MPAC bringing in an appraisal specialist to create a Business Enterprise Valuation model (BEV); MTE has also contracted an appraisal specialist on behalf of the municipalities to counter and develop an alternative BEV model. This model is currently being reviewed by MTE and municipal staff. Wellington County and Caledon continue to be the lead municipal partners in these discussions, representing the first five test cases in these appeals. Costs incurred to the end of August are \$79,250 and are within original estimates.

Recommendation:

That the County Treasurer's report re: Gravel Pit Appeal Update – September 2014 be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish extending to the right.

Ken DeHart, CPA, CGA
County Treasurer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Personnel Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 16, 2014
Subject: **Ontario Community Infrastructure Fund and Small Communities Fund**

Background:

On August 18, 2014 the Ontario government announced infrastructure funding for municipalities under the permanent Ontario Community Infrastructure Fund (OCIF) and Building Canada Fund – Small Communities Fund (SCF). These programmes will flow \$100 million annually (OCIF) and \$272 million from the federal and provincial governments (SCF) to municipal infrastructure projects. Ontario has identified two components to the OCIF programme, with \$50 million formula based, and \$50 million application based.

Formula based funds will be allocated based on municipal fiscal ability and municipal infrastructure stock. The minimum grant allocation is \$25,000; amounts are expected to be confirmed by letter this month. Application based funds are available for eligible municipalities for critical roads, bridge and water projects identified under asset management plans. As with past programmes there is a two-stage application process with expressions of interest (EOI) due by September 19, 2014. Applicants that pass the EOI process will be given the opportunity to submit a full application which will be due in December 2014. Final funding decisions are planned for February 2016.

Programme Criteria:

OCIF

- Municipalities with a population of less than 100,000 as determined by 2011 census data are eligible
- Submission of 2012 and 2013 Financial Information Returns (FIR) to the Ministry
- Provincial funding of up to 90% of total eligible costs to a maximum of \$2 million Provincial share
- Projects must be completed by December 2016

SCF

- Ontario Municipalities with a population of less than 100,000
- Road and Bridge projects need to meet the following federal requirements:
 - An interprovincial or international corridor or new construction with average annual daily traffic volume of 3,000 or greater
 - Provide access to border crossings, sea ports, airports, railway yards or intermodal facilities
 - Related to natural resource development opportunities: or
 - A road – rail grade separation on one of the above roadways.
- Maximum federal and provincial contribution is two-thirds of total eligible costs
- Projects to be completed within 5 years or as outlined in contribution agreement

EOI will be assessed based on the following:

- Evidence of current or future health and /or safety issue, **and**
- Applicant's economic conditions and fiscal situation based on FIR and Statistics Canada data.
- Consideration will be given to municipalities that are proactively investing in infrastructure

Staff have reviewed the programme criteria and have determined that the County does not currently have a project that will qualify for the SCF programme, however, will be submitting an EOI under the OCIF programme for the reconstruction of the intersection at Wellington Roads 12 and 8 in Alma.

A \$25,000 capital project was approved in the 2014 budget to address safety concerns at this intersection. The current design is an oversized stop sign on WR 12 with a 4 way flashing beacon light and no visual obstructions; however, collisions at high rates of speed often occur. Preliminary engineering recommends the installation of a roundabout with an estimated capital cost of \$900,000. A provincial funding request of \$675,000 (75%) is included in the EOI.

Recommendation:

That the Ontario Community Infrastructure Fund and Small Communities Fund report be received for information.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish at the end.

Ken DeHart, CPA, CGA
County Treasurer



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Personnel Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 16, 2014
Subject: External Auditing Services – Award and Appointment

Background:

Section 296 of the *Municipal Act*, requires a municipality to appoint an auditor licensed under the *Public Accounting Act, 2004* who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit; and performing duties required by the municipality or local board. The auditor reports to County Council, and the term of the audit cannot exceed five years. The County last issued a request for proposal for audit services in 2009, and awarded a five year contract to KPMG LLP.

Staff recently issued County of Wellington Project No. CW2014-042 a request for proposal for the provision of external audit services to the County of Wellington. The scope of audit will include:

- The examination of the records and financial statements of the County of Wellington, including Trust Funds maintained on behalf of Long Term Care Facility residents (176), County Wellness Centre (on behalf of member employees) and the Wellington County Safe Communities Committee. This includes all related audit and certification work required by the Ministry of Municipal Affairs and Housing, including provision of audit opinions as required.
- Wellington Terrace Long Term Care Facility: includes all related audit and certification work required by the Ministry of Health and Long Term Care for the Terrace (one annual report)
- T2 Corporate Income Tax Return: – PILS (Solar Power Generation): includes preparing and filing the T2 return for the County within the last day of the sixth month following the fiscal year end.

Based on this scope, submissions were received on Tuesday, August 26, 2014 from the following qualified firms–

- KPMG LLP, Waterloo
- Deloitte LLP, Kitchener
- BDO Canada LLP, Orangeville
- Millard, Rouse & Rosebrugh LLP, Brantford
- Grant Thornton LLP, Burlington

Based on the proposals received and the information provided staff are recommending that the contract for the External Auditing Services be awarded to KPMG LLP, of Waterloo. The contract will be for a five year term encompassing fiscal years ending December 31, 2014 to December 31, 2018 inclusive and based on the following proposed fee schedule.

Year	Fee Proposed
2014	\$39,000
2015	\$40,100
2016	\$41,650
2017	\$43,100
2018	\$44,550

A summary of the five proposals is attached for the Committee's review.

Recommendation:

That County of Wellington Project No. CW2014-042, a request for proposal for the provision of external audit services to the County of Wellington be awarded to KPMG LLP, of Waterloo, based on their proposed fee schedule, and based on a five year term encompassing fiscal years ending December 31, 2014 to December 31, 2018 inclusive, with prices shown exclusive of HST; and

That the County Treasurer be authorized to sign the necessary audit agreements and issue the necessary purchase orders; and

That KPMG LLP be appointed as the County auditor for the 2014 to 2018 fiscal years; and

That staff be directed to prepare the necessary by-law.

Respectfully submitted,



Ken DeHart, CPA, CGA
County Treasurer

**COUNTY OF WELLINGTON
AUDIT SERVICES PROPOSAL SUMMARY
SEPTEMBER 2014**

	KPMG LLP	Deloitte LLP	BDO Canada LLP	Millard, Rouse & Rosebrugh LLP	Grant Thornton LLP
Local Office	Waterloo	Kitchener	Guelph/Orangeville	Brantford	Burlington
Municipal clients (current)	>20	>20	>20	< 20	>20
Municipal Audit Experience with Population over 50,000 and classed as CMSM	Yes, local office	Yes, local office	Yes, not local office	Yes, local office	Yes, local office
Quoted fees (excluding taxes)					
2014	\$39,000	\$61,000	\$42,080	\$43,875	\$56,800
2015	\$40,100	\$61,625	\$42,080	\$43,875	\$56,800
2016	\$41,650	\$62,250	\$42,711	\$48,750	\$58,000
2017	\$43,100	\$62,875	\$43,352	\$45,650	\$59,200
2018	\$44,550	\$63,500	\$44,002	\$46,560	\$60,400
Local Engagement – No out of pocket expenses	Yes	Yes	Yes	Yes	Yes
No additional fees will be charged unless approved by the County Treasurer in advance due to a material change in scope of work.	Yes	Yes	Yes	Yes	Yes
2014 Hours by staff position					
Partner	20	35	36	52	52
Manager	44	67	64	150	74
Field Staff	239	402	203	177	425
2014 Hourly rates for assistance and advisory services					
Partner	\$350 - \$430	\$405	\$320 - \$400	\$230 - \$245	N/A
Manager	\$240 - \$325	\$305	\$180 - \$250	\$110 - \$150	N/A
Field Staff	\$110 - \$155	\$150	\$ 60 - \$250	\$ 85- \$ 90	N/A



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Personnel Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 16, 2014
Subject: **Cash Holdings and Investment Portfolio as of July 31, 2014**

Background:

The County's Cash and Investment Management Policy states that the "goals and objectives for the investing of surplus funds are as follows, in priority order:

- Adherence to statutory requirements;
- Preservation of capital;
- Maintenance of liquidity; and
- Competitive rate of return."

The policy also requires that a semi-annual report be provided to the Committee and Council with respect to the status of short and long term investments. This report provides a summary of the status of the County's cash holdings and investment portfolio as of July 31, 2014.

Cash Holdings

The County had a total cash holding of \$23,935,798 as of July 31, 2014 in the following accounts:

- \$22,705,332 in Canadian Dollar general bank accounts
- \$1,202,301 in Investment Savings Accounts at Meridian Credit Union
- \$28,165 (CAD) in a U.S. Dollar bank account

Portfolio Summary

The attached schedules outline the County's investment holdings by type and provide a complete listing of individual securities and the portfolio performance as measured by the weighted average yield to maturity. The portfolio is summarized as follows:

	Cash holdings	Short term investments	Long term investments
Face value at 7/31/14	\$23,935,798	\$ 1,464,629	\$ 67,329,865
% of portfolio	25.81%	0.01%	74.18%
Number of securities	n/a	3	80
Funds invested	Short term cash requirements	Short term cash requirements	Reserves and reserve funds
Investment strategy	Designed to meet general cash flow requirements	Maturities designed to meet general cash flow requirements	Maturities to coincide with expected use of reserves and reserve funds
Yield as of 7/31/2014	1.30%	3.62%	3.74%
Weighted Average Term to Maturity:		0.31 years	5.85 years

The overall change in the portfolio since the last report is summarized as follows:

	Cash Holdings	Short term investments	Long term investments
Face value at 12/31/13	\$24,788,682	\$ 5,864,522	\$ 70,073,454
Face value at 7/31/14	\$23,935,798	\$ 1,464,629	\$ 67,329,865
\$ change	(\$852,884)	(\$4,399,893)	(\$2,743,589)
Change attributable to:	Seasonal cash flow variations	Additional funds held in cash holdings to meet significant capital funding requirements in the latter half of 2014	Maturities held in cash holdings to meet significant capital funding requirements in the latter half of 2014

Historical short-term (ST) and long-term (LT) face values are as follows:

	12/31/2009	12/31/2010	12/31/2011	12/31/2012	12/31/2013	7/31/2014
ST	\$ 4,970,718	\$ 4,620,852	\$ 5,599,608	\$ 4,506,319	\$ 5,864,522	\$ 1,464,629
LT	\$ 39,523,366	\$ 45,307,741	\$ 57,887,140	\$ 65,652,276	\$ 70,073,454	\$ 67,329,865
TOTAL	\$ 44,494,084	\$ 49,928,593	\$ 63,486,748	\$ 70,158,595	\$ 75,937,976	\$ 68,794,494
% LT	88.8%	90.7%	91.2%	93.6%	92.3%	98.8%

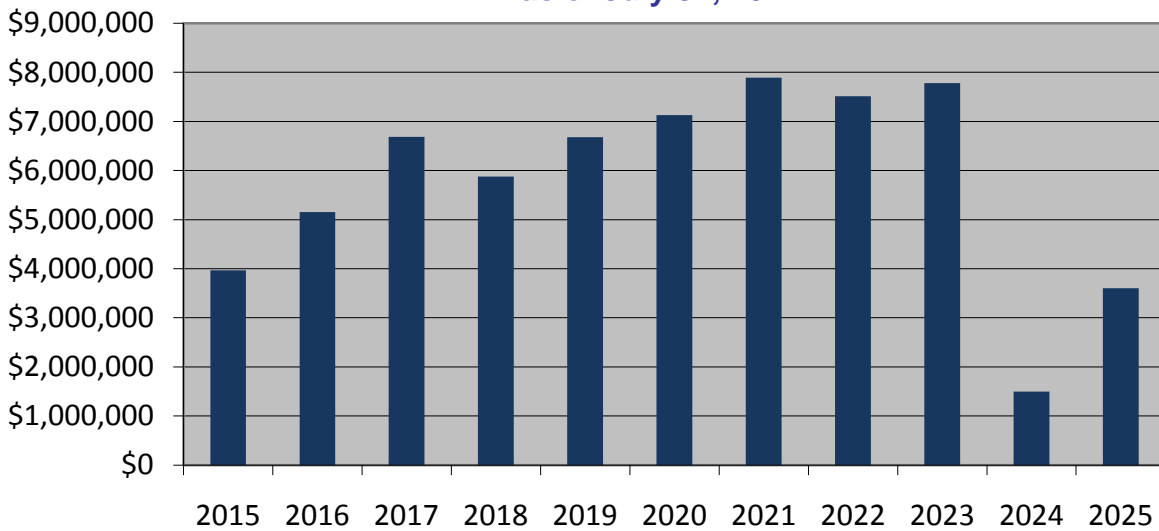
Commentary

The County's total investment portfolio is currently nearly \$69 million which is approximately \$7 million lower than at December 31, 2013. As of July 31, 2014, significant capital spending has occurred that was planned to be funded from County Reserve and Reserve Funds that are not being replenished from other funding sources. These include approximately \$900,000 from the Hospital Grant Reserve and \$1 million from the Best Start Reserve Fund for the Willowdale construction. As well, the County has not issued debt in 2014 was able to avoid additional debt by funding the 2014 cash requirements of \$865,000 for the Public Health capital facilities from the County Property Reserve.

The County is maintaining a higher amount of short term cash holdings in anticipation of significant capital spending in the second half of the year. This includes planned reserve contributions for the Wellington Place development from the Hospital Grant and Property Reserves, continuation of Willowdale construction from the Best Start Reserve Fund and the purchase of 182 George St, Arthur Affordable Housing Property from the Housing Development Reserve Fund.

Investment return rates continue to be historically low and due to the significant cash requirements in 2014, investments maturing have not been reinvested. The County continues to shorten its average term to maturity, which sits at less than six years to hopefully take advantage of an improving interest rate environment in the future. The County does use a "laddering strategy" to maintain a relatively consistent amount of maturities each year to maintain a competitive rate of return and reduce risk. The County's cash management practices allow the County to operate with a small float of idle funds.

County of Wellington Long Term Investment Maturities by Year as of July 31, 2014



Recommendation:

That the County Treasurer's report re: Cash Holdings and Investment Portfolio as of July 31, 2014 be approved.

Respectfully submitted,

Ken DeHart, CPA, CGA
County Treasurer

**COUNTY OF WELLINGTON
INVESTMENT LISTING AS OF JULY 31, 2014**

NO.	ISSUER	MATURITY DATE	FACE VALUE	BOOK VALUE	COUPON	YIELD TO MATURITY	YEARS TO MATURITY	Investment Type
SHORT-TERM INVESTMENTS								
a) Bankers Acceptances, Term Deposits and GICs								
	Subtotal		-	-				
b) Investment Pools								
	One Money Market Fund	N/A	21,629.24	22,258.30		1.12%	N/A	
W167	County of Wellington	30-Oct-14	443,000.00	443,000.00	1.65%	1.65%	0.25	Fixed Rate
W108	Regional Municipality of Waterloo	1-Dec-14	1,000,000.00	999,566.67	4.50%	4.55%	0.34	Fixed Rate
	Subtotal Short-term Investments:		1,464,629.24	1,464,824.97		3.62%	0.31	
	% of Investment Portfolio:			2.26%				
LONG-TERM INVESTMENTS								
	One Bond Fund	N/A	397,886.67	410,515.13		3.03%	N/A	
	One Universe Corporate Bond Fund	N/A	3,148,027.21	3,131,669.24		3.24%	N/A	
W102	Province of Ontario	8-Sep-15	1,000,000.00	939,944.96	N/A	4.16%	1.11	Accrual Note
W103	BCMFA	13-Oct-15	800,000.00	797,529.14	4.15%	4.33%	1.20	Fixed Rate
W179	CIBC - GIC	2-Nov-15	2,000,000.00	2,000,000.00	2.10%	2.10%	1.26	Fixed Rate
W173	Municipality of Muskoka	15-Nov-15	169,000.00	169,000.00	1.85%	1.85%	1.29	Fixed Rate
W87	Bank of Montreal	21-Apr-16	1,100,000.00	989,650.84	N/A	5.36%	1.73	Accrual note
W104	City of Hamilton	12-Jul-16	1,237,000.00	1,279,490.95	6.10%	4.73%	1.95	Fixed Rate
W37	City of Toronto	28-Jul-16	300,000.00	299,553.36	4.85%	4.90%	1.99	Fixed Rate
W79	Regional Municipality of York	28-Sep-16	1,095,000.00	1,097,125.59	4.50%	4.43%	2.16	Fixed Rate
W119	New Brunswick Municipal Fin. Corp.	6-Nov-16	500,000.00	499,792.14	3.85%	3.87%	2.27	Fixed Rate
W176	Municipality of Muskoka	15-Nov-16	173,000.00	173,000.00	2.10%	2.10%	2.30	Fixed Rate
W125	Bank of Nova Scotia	22-Jan-16	750,000.00	696,158.52	N/A	3.95%	1.48	Accrual Note
W101	Province of Nova Scotia	1-Jun-17	1,000,000.00	1,024,655.56	5.46%	4.58%	2.84	Fixed Rate
W169	Bank of Nova Scotia	3-Aug-17	500,000.00	506,200.00	2.90%	2.57%	3.01	Fixed Rate
W142	Ont. School Boards Finan Corp.	11-Oct-17	750,000.00	803,538.46	5.70%	3.69%	3.20	Fixed Rate
W114	Ontario Hydro	26-Nov-17	1,153,070.00	988,211.50	N/A	4.47%	3.33	Accrual Note
W165	Royal Bank Floating Rate	28-Nov-17	1,200,000.00	1,200,000.00	2.10%	2.08%	3.33	Floating Rate
W69	City of Vancouver	1-Dec-17	500,000.00	498,841.62	4.70%	4.77%	3.34	Fixed Rate
W122	Regional Municipality of Waterloo	1-Dec-17	833,000.00	831,588.07	3.95%	4.00%	3.34	Accrual Note
W120	Regional Municipality of Waterloo	1-Dec-17	750,000.00	749,587.50	3.95%	3.97%	3.34	Fixed Rate
W115	Province of British Columbia	5-Mar-18	750,000.00	635,515.76	N/A	4.49%	3.60	Accrual Note
W127	Bank of Montreal	28-Mar-18	1,000,000.00	853,241.27	N/A	4.05%	3.66	Accrual Note
W81	City of Toronto	27-Jun-18	500,000.00	499,276.19	4.95%	4.99%	3.91	Fixed Rate
W146	Toronto Dominion Bank	9-Jul-18	1,000,000.00	855,858.96	N/A	3.64%	3.94	Accrual Note
W174	Municipality of Muskoka	15-Nov-18	80,000.00	80,000.00	2.55%	2.55%	4.30	Fixed Rate
W134	Province of Quebec	1-Dec-18	1,000,000.00	1,032,125.00	4.50%	3.76%	4.34	Fixed Rate
W117	Province of British Columbia	18-Dec-18	750,000.00	765,000.00	4.65%	4.17%	4.39	Fixed Rate
W133	City of Toronto	18-Dec-18	800,000.00	855,294.12	5.60%	3.97%	4.39	Fixed Rate
W112	Ontario Hydro	27-May-19	750,000.00	602,968.30	N/A	4.54%	4.82	Accrual Note
W116	Province of Ontario	2-Jun-19	1,000,000.00	799,099.01	N/A	4.72%	4.84	Accrual Note
W118	Province of Ontario	2-Jun-19	500,000.00	501,760.00	4.40%	4.32%	4.84	Fixed Rate
W121	Province of British Columbia	18-Jun-19	1,049,947.00	848,694.50	4.36%	4.36%	4.88	Accrual Note
W170	Bank of Nova Scotia	18-Oct-19	1,000,000.00	1,003,685.71	3.04%	2.97%	5.22	Fixed Rate
W171	Bank of Nova Scotia	18-Oct-19	493,000.00	497,660.96	3.04%	2.86%	5.22	Fixed Rate
W175	Municipality of Muskoka	15-Nov-19	185,000.00	184,698.71	2.70%	2.73%	5.30	Fixed Rate
W128	City of Montreal	1-Dec-19	1,000,000.00	1,066,252.63	5.45%	4.12%	5.34	Fixed Rate
W145	Province of Quebec	1-Dec-19	700,000.00	737,429.41	4.50%	3.47%	5.34	Fixed Rate
W113	Ontario Hydro	6-Feb-20	1,300,000.00	1,011,516.16	N/A	4.65%	5.52	Accrual Note
W131	Province of New Brunswick	2-Jun-20	750,000.00	776,568.75	4.50%	3.85%	5.84	Fixed Rate
W164	Ontario Savings Bond	21-Jun-20	507,000.00	545,817.19	4.25%	3.01%	5.90	Fixed Rate
W124	Regional Municipality of York	30-Jun-20	800,000.00	810,296.00	4.50%	4.26%	5.92	Fixed Rate
W126	Province of P.E.I.	2-Sep-20	800,000.00	795,520.00	3.70%	3.80%	6.10	Fixed Rate
W130	Province of Manitoba	5-Sep-20	1,473,730.00	1,150,219.66	N/A	4.01%	6.10	Accrual Note
W135	Province of Quebec	1-Dec-20	500,000.00	511,196.50	4.50%	4.11%	6.34	Fixed Rate
W129	Canada Housing Trust	15-Dec-20	1,000,000.00	995,000.00	3.35%	3.37%	6.38	Fixed Rate
W137	Province of Nova Scotia	1-Jun-21	800,000.00	796,251.42	4.10%	4.10%	6.84	Fixed Rate

COUNTY OF WELLINGTON
INVESTMENT LISTING AS OF JULY 31, 2014

NO.	ISSUER	MATURITY DATE	FACE VALUE	BOOK VALUE	COUPON	YIELD TO MATURITY	YEARS TO MATURITY	Investment Type
W139	B.C Municipal Financing Authority	1-Jun-21	700,000.00	692,900.00	4.15%	4.35%	6.84	Fixed Rate
W143	City of Laval	29-Jun-21	250,000.00	248,575.00	3.95%	3.95%	6.92	Fixed rate
W144	Regional Municipality of York	30-Jun-21	700,000.00	699,312.25	4.00%	4.02%	6.92	Fixed rate
W151	Quebec City	26-Aug-21	500,000.00	496,840.00	3.60%	3.69%	7.08	Fixed Rate
W138	Region of Waterloo	19-Nov-21	750,000.00	828,277.50	6.25%	4.42%	7.31	Fixed Rate
W136	Ontario Hydro	26-Nov-21	1,000,000.00	728,149.97	N/A	4.40%	7.33	Accrual Note
W152	Regional Municipality of Peel	1-Dec-21	1,395,000.00	1,390,450.97	3.50%	3.43%	7.34	Fixed Rate
W140	Province of Quebec	1-Dec-21	800,000.00	797,090.91	4.25%	4.31%	7.34	Fixed Rate
W161	Province of New Brunswick	3-Dec-21	1,000,000.00	1,020,800.00	3.15%	3.05%	7.35	Fixed Rate
W160	Ottawa- Carleton CDSB	22-Mar-22	538,000.00	652,096.35	6.50%	3.55%	7.65	Fixed Rate
W155	Province of Ontario	2-Jun-22	800,000.00	798,887.27	3.15%	3.17%	7.84	Fixed Rate
W141	Province of New Brunswick	3-Jun-22	1,123,559.00	787,212.61	N/A	4.63%	7.85	Accrual Note
W158	Province of Ontario	2-Jun-22	1,000,000.00	1,004,290.48	3.15%	3.09%	7.84	Fixed Rate
W159	CIBC	15-Sep-22	1,000,000.00	1,000,000.00	2.6% to 4.1%	3.46%	8.13	Step-up
W168	County of Wellington	30-Oct-22	1,000,000.00	999,622.00	3.21%	3.20%	8.25	Fixed Rate
W150	Region of Waterloo	1-Dec-22	300,000.00	315,871.30	4.75%	4.02%	8.34	Fixed Rate
W157	Province of Quebec	1-Dec-22	750,000.00	756,314.32	3.50%	3.39%	8.34	Fixed Rate
W166	Province of Alberta	15-Dec-22	1,000,000.00	996,571.43	2.55%	2.54%	8.38	Fixed Rate
W162	Quebec Hydro	15-Feb-23	1,448,225.00	1,071,823.88	N/A	3.46%	8.55	Accrual Note
W156	Province of Ontario	2-Jun-23	1,188,530.00	871,362.28	N/A	3.49%	8.84	Accrual Note
W180	Province of New Brunswick	2-Jun-23	626,000.00	593,291.50	2.85%	3.50%	8.84	Fixed Rate
W178	Royal Bank	5-Jul-23	1,000,000.00	1,000,000.00	3.0% to 5.0%	3.67%	8.93	Step-up
W181	Province of British Columbia	8-Sep-23	1,657,890.00	1,157,439.32	N/A	3.71%	9.11	Accrual Note
W172	Municipality of Muskoka	15-Nov-23	208,000.00	207,655.85	3.40%	3.42%	9.30	Fixed Rate
W182	CIBC	28-Nov-23	500,000.00	500,000.00	3.2% to 5.25%	4.07%	9.33	Step-up
W149	Region of Waterloo	1-Dec-23	300,000.00	318,456.00	4.85%	4.07%	9.34	Fixed Rate
W147	Province of New Brunswick	18-Dec-23	850,000.00	570,759.18	N/A	4.29%	9.39	Accrual Note
W153	Ontario Hydro	11-Apr-24	1,000,000.00	688,168.50	N/A	3.89%	9.70	Accrual Note
W148	Province of Ontario	2-Dec-24	500,000.00	508,103.33	4.30%	4.11%	10.35	Fixed Rate
W154	Province of Manitoba	5-Sep-25	800,000.00	881,051.43	4.40%	3.35%	11.11	Fixed Rate
W177	Province New Brunswick	3-Dec-25	1,500,000.00	979,102.87	N/A	3.58%	11.35	Accrual Note
W163	Alberta Capital Finance Authority	15-Dec-25	1,300,000.00	1,461,571.43	4.45%	3.18%	11.38	Fixed Rate
Subtotal Long-term Investments:			67,329,864.88	63,319,046.72		3.74%	5.85	weighted avg
% of Investment Portfolio:				97.74%				
Total Investments:			68,794,494.12	64,783,871.69				

COUNTY OF WELLINGTON
LONG TERM INVESTMENTS BY SECTOR AND ISSUER
As of JULY 31, 2014

SECTOR / ISSUER	CREDIT RATING	FACE VALUE	SECTOR/CREDIT EXPOSURE LIMITATION (MAXIMUM)			
			Portfolio Limit		Individual Issuer Limit	
			Policy	Actual	Policy	Actual
FEDERAL						
Canada	AAA	-			100%	0%
Subtotal Canada:		-	100%	0%		
Federal Guarantees						
Canada Housing Trust	AAA	1,000,000.00			25%	1%
Subtotal Federal Guarantees:		1,000,000.00	50%	1%		
Federal Total:		1,000,000.00	100%	1%		
PROVINCIAL						
Provinces & Territories						
Rating: AAA						
Province of British Columbia	AAA	5,057,837.00			25%	8%
Province of Alberta	AAA	1,000,000.00			25%	1%
Subtotal Rating: AAA		6,057,837.00	50%	9%		
Rating: AA						
Province of Ontario	AA-	6,495,530.00			25%	10%
Province of Manitoba	AA	2,273,730.00			25%	3%
Subtotal Rating: AA		8,769,260.00	50%	13%		
Rating: A						
Province of New Brunswick	A+	4,999,559.00			10%	7%
Province of Nova Scotia	A+	1,800,000.00			10%	3%
Province of Prince Edward Island	A	800,000.00			10%	1%
Province of Quebec	A+	3,750,000.00			10%	6%
Subtotal Rating: A		11,349,559.00	20%	17%		
Provincial & Territorial Guarantees						
Rating: AAA						
Alberta Capital Finance Authority	AAA	1,300,000.00			10%	2%
Subtotal Rating: AAA		1,300,000.00	25%	2%		
Rating: AA						
Ontario Hydro	AA-	5,203,070.00			10%	8%
Subtotal Rating: AA		5,203,070.00	25%	8%		
Rating: A						
New Brunswick Municipal Fin. Corp.	A	500,000.00			10%	1%
Quebec Hydro	A+	1,448,225.00			10%	2%
Subtotal Rating: A		1,948,225.00	10%	3%		
Provincial Total:		34,627,951.00	75%	51%		

COUNTY OF WELLINGTON
LONG TERM INVESTMENTS BY SECTOR AND ISSUER
As of JULY 31, 2014

SECTOR / ISSUER	CREDIT RATING	FACE VALUE	SECTOR/CREDIT EXPOSURE LIMITATION (MAXIMUM)			
			Portfolio Limit		Individual Issuer Limit	
			Policy	Actual	Policy	Actual
MUNICIPAL AND SCHOOL BOARDS						
County of Wellington	AA	1,000,000.00			25%	1%
Subtotal County of Wellington:		1,000,000.00	25%	1%		
Municipalities & School Boards						
Rating: AAA						
Region of York	AAA	2,595,000.00			10%	4%
Regional Municipality of Peel	AAA	1,395,000.00			10%	2%
B.C Municipal Financing Authority	AAA	1,500,000.00			10%	2%
Region of Waterloo	AAA	2,933,000.00			10%	4%
Subtotal Rating: AAA		8,423,000.00	25%	13%		
Rating: AA						
City of Hamilton	AA	1,237,000.00			5%	2%
City of Toronto	AA	1,600,000.00			5%	2%
Ont. School Boards Financing Corp.	AA	750,000.00			5%	1%
City of Vancouver	AA	500,000.00			5%	1%
Municipality of Muskoka	AA	815,000.00			5%	1%
City of Quebec	AA	500,000.00			5%	1%
Ottawa- Carleton CDSB	AA+	538,000.00			5%	1%
City of Laval	AA-	250,000.00			5%	0%
Subtotal Rating: AA		6,190,000.00	15%	9%		
Rating: A						
City of Montreal	A+	1,000,000.00			5%	1%
Subtotal Rating: A		1,000,000.00	10%	1%		
Municipal and School Board Total:		16,613,000.00	40%	25%		
MUNICIPAL INVESTMENT POOLS						
Municipal Investment Pools						
One Bond Fund		397,886.67			20%	1%
One Universe Corporate Bond Fund		3,148,027.21			10%	5%
Municipal Investment Pools Total:		3,545,913.88	25%	5%		

COUNTY OF WELLINGTON
LONG TERM INVESTMENTS BY SECTOR AND ISSUER
As of JULY 31, 2014

SECTOR / ISSUER	CREDIT RATING	FACE VALUE	SECTOR/CREDIT EXPOSURE LIMITATION (MAXIMUM)			
			Portfolio Limit		Individual Issuer Limit	
			Policy	Actual	Policy	Actual
BANKS						
Schedule 1 Banks/Guarantees: Big 6						
Rating: AA						
Royal Bank of Canada	AA-	2,200,000.00			25%	3%
Toronto Dominion Bank	AA-	1,000,000.00			25%	1%
Subtotal Rating: AA		3,200,000.00	40%	5%		
Rating: A						
Bank of Montreal	A+	2,100,000.00			10%	3%
Bank of Nova Scotia	A+	2,743,000.00			10%	4%
Canadian Imperial Bank of Commerce	A+	3,500,000.00			10%	5%
Subtotal Rating: A		8,343,000.00	25%	12%		
Other Schedule 1 Banks/Guarantees						
Rating: AA					5%	0%
Subtotal Rating: AA		-	15%	0%		
Rating: A						
Subtotal Rating: A		-	5%	0%	5%	0%
Schedule 2 Banks/Guarantees						
Subtotal Schedule 2 Banks:	AA	-	5%	0%	2%	0%
Loan or Trust Corporations						
Subtotal Loan or Trust Corporations	AA	-	5%	0%	2%	0%
Credit Unions						
Subtotal Credit Unions	AA	-	5%	0%	2%	0%
Bank Total:		11,543,000.00	40%	17%		
TOTAL LONG TERM INVESTMENTS:		67,329,864.88				



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Personnel Committee
From: Ken DeHart, County Treasurer
Date: Tuesday, September 16, 2014
Subject: **2014 Credit Rating Update – Standard and Poor’s**

Background:

A credit rating is an independent opinion of an issuer’s financial capacity to meet its debt payment obligations. A credit rating is not an audit of the issuer, nor is the rating agency acting as a financial advisor. The investment community uses credit ratings in order to differentiate credit quality when considering various investment options. Generally speaking, the higher the credit rating, the lower the credit risk to investors and the lower interest rate the County will be need to pay on debt issued.

Update:

The Standard and Poor’s (S&P) credit rating agency announced on August 29, 2014 that it was upgrading the County of Wellington’s credit rating to ‘AA+’ from ‘AA.’ The outlook is stable (Attachment: S&P Research Update and Supplementary Analysis). The upgrade reflects the County’s history of very strong budgetary performance, exceptional liquidity levels, and debt issuance prospects that remain reasonable. The County’s credit rating history with S&P is as follows:

Date	Rating	Outlook
September 2002 (initial rating)	A+	Stable
April 2004	A+	Positive
August 2005	AA-	Stable
August 2006	AA-	Stable
August 2007	AA-	Stable
October 2008	AA-	Positive
April 2010	AA	Stable
June 2011	AA	Stable
August 2012	AA	Stable
August 2013	AA	Positive
August 2014	AA+	Stable

Wellington currently has the highest credit rating of any County in Ontario rated by S&P and this rating reflects a very strong, stable and increasing economy; very strong budgetary performance; exceptional liquidity; and very low debt burden. A very predictable and well-balanced institutional framework for Canadian municipalities, strong financial management and very low contingent liabilities also support the ratings.

County	Rating	Outlook
County of Norfolk	A	Positive
County of Lambton	A+	Stable
County of Haldimand	AA-	Stable
County of Simcoe	AA-	Positive
County of Essex	AA	Stable
County of Oxford	AA	Stable
County of Wellington	AA+	Stable

Standard and Poor's indicates that although unlikely during the two-year outlook horizon, that the outlook could be revised to positive if the County's economy expands considerably in depth and diversification, and tax-supported debt declines to less than 30% of consolidated operating revenues (including debt issued by the County on behalf of our lower-tier municipalities). The outlook could be revised to negative if the County were to incur after-capital deficits of more than 10% of total adjusted revenues and if external borrowing increased tax supported debt to more than 60% of consolidated operating revenues.

The report recognizes the efforts being made in economic development to diversify our economy; the County's planned investment in its three local hospitals and identifies growth opportunities in the health care and professional services sectors.

Attachment:

Attachment: S&P Research Update and Supplementary Analysis

Recommendation:

That the County Treasurer's report re: Standard and Poor's 2014 Credit Rating Update be received for information.

Respectfully submitted,



Ken DeHart, CPA, CGA
County Treasurer

RatingsDirect®

Research Update:

County of Wellington Upgraded To 'AA+' From 'AA' On Very Strong Budgetary Performance And Exceptional Liquidity

Primary Credit Analyst:

Adam J Gillespie, Toronto 416-507-2565; adam.gillespie@standardandpoors.com

Secondary Contact:

Yousaf Siddique, CFA, Toronto (1) 416-507-2559; yousaf.siddique@standardandpoors.com

Research Contributor:

Dina Shillis, Toronto (1) 416-507-3214; dina.shillis@standardandpoors.com

Table Of Contents

Overview

Rating Action

Rationale

Outlook

Ratings Score Snapshot

Key Statistics

Key Sovereign Statistics

Related Criteria And Research

Ratings List

Research Update:

County of Wellington Upgraded To 'AA+' From 'AA' On Very Strong Budgetary Performance And Exceptional Liquidity

Overview

- We are raising our long-term issuer credit and senior unsecured debt ratings on the County of Wellington to 'AA+' from 'AA'.
- The upgrade mainly reflects our view of Wellington's history of very strong budgetary performance, exceptional liquidity levels, and debt issuance prospects that remain reasonable.
- The stable outlook reflects our expectations that, within the two-year outlook horizon, the county will continue to generate very strong budgetary results and exceptional liquidity balances, and that tax-supported debt will remain below 60% of consolidated operating revenues.

Rating Action

On Aug. 29, 2014, Standard & Poor's Ratings Services raised its long-term issuer credit and senior unsecured debt ratings of the County of Wellington, in the Province of Ontario, to 'AA+' from 'AA'. The outlook is stable.

The upgrade reflects our view of Wellington's history of very strong budgetary performance, its exceptional liquidity levels, and debt issuance prospects that remain reasonable.

Rationale

The ratings on Wellington reflect Standard & Poor's view of its very strong, stable, and increasing economy; very strong budgetary performance; exceptional liquidity; and very low debt burden. The ratings also reflect our view of the "very predictable and well-balanced" institutional framework for Canadian municipalities, strong financial management, and very low contingent liabilities. We believe the county's strong budgetary flexibility, which is constrained on the expenditure side, mitigates these strengths somewhat.

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have

the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations and landfill closure costs) through reserve contributions.

Wellington's very strong and expanding economy supports the ratings, in our view. We expect the county's key sectors, namely manufacturing and agriculture, to maintain growth, and to see further economic diversification in the next few years. Although municipal GDP data are not available, we estimate that Wellington's GDP per capita was in line with the provincial average of about US\$49,000 for 2011-2013, based on the county's high average household income relative to that of peers.

In our opinion, Wellington benefits from strong financial management. The county's financial statements are audited with no qualifications, and it produces annual operating and capital budgets, as well as tax rate projections. Financial policies are prudent, in our view, and financial documents demonstrate a good degree of transparency and fiscal discipline.

We believe Wellington's budgetary flexibility is strong, stemming largely from its high modifiable revenues which averaged more than 75% of adjusted operating revenues in the past five years. The main revenue sources are property taxes and user fees and services charges and we expect them to remain stable during our two-year outlook horizon. In line with many Canadian municipalities, the county is constrained in its ability to cut spending, in our view. The province mandates a high degree of municipal services, and salaries and benefits represent 36% of adjusted operating expenses. However, most of Wellington's employees are not unionized or covered by multiyear agreements, which can provide greater control over employee-related expenses. However, growth-related expenditures are a small proportion of the capital plan, which limits the leeway to defer some of the spending. According to our conservative forecast, we expect capital spending to average more than 16% of total expenditures in 2012-2016.

The county has a history of very strong budgetary performance, which we expect will remain relatively stable during our outlook horizon. Under our base-case forecast, operating surpluses average close to 15% of adjusted operating revenues for the 2012-2016 period, in line with historical averages, and after-capital balances average a modest surplus of 1.4% of adjusted total revenues. We believe Wellington's after-capital results will slip into a slight deficit in 2014 as a result of a peak in its capital plan, but we expect the balance to return to surplus in the following years. This will allow the county to finance its capital expenditures on a pay-as-you-go basis and reduce the need for external borrowing.

Wellington has what we view as a very low debt burden that is slightly below the average for its peers. At year-end 2013, tax-supported debt stood at C\$66.8 million, or 42.8% of consolidated operating revenues. The total debt figure includes about C\$29 million of debt borrowed under the county's name on behalf of the lower-tier municipalities. Standard & Poor's recognizes that

there is a lower credit risk associated with the debt on-lent to the self-supporting entities, which are required to reimburse the county for all principal and interest payments as they come due. Under our base-case scenario, we expect tax-supported debt to remain below 60% of consolidated operating revenues and interest payments to average about 1% of adjusted operating revenues in the next two years.

The county's contingent liabilities are very low, in our opinion, and consist mainly of standard employee benefits and landfill postclosure liabilities. They represented about 7.4% of adjusted operating revenues in 2013, which we do not view as material.

Liquidity

Wellington's exceptional liquidity position, which we expect will remain stable over the outlook horizon, remains a key credit strength, in our opinion. Standard & Poor's adjusted free cash and liquid assets totaled C\$78.5 million in 2013 and covered more than 16x of the estimated next year's debt service. In our view, the county has satisfactory access to external liquidity.

Outlook

The stable outlook reflects Standard & Poor's expectations that, within the two-year outlook horizon, Wellington's budgetary performance will continue to be very strong, liquidity will remain exceptional, and tax-supported debt will remain below 60% of consolidated operating revenues. We could revise the outlook to negative if aggressive capital spending pushes the county's after-capital deficits to more than 10% of total adjusted revenues and higher-than-planned external borrowing increased tax-supported debt to more than 60% of consolidated operating revenues. Although we consider it to be unlikely during the outlook horizon, we could revise the outlook to positive if Wellington's economy expands considerably in depth and diversification, and tax-supported debt declines to less than 30% of consolidated operating revenues.

Ratings Score Snapshot

Table 1

County of Wellington -- Ratings Score Snapshot	
Key Rating Factors	Assessment
Institutional Framework	Very predictable and well balanced
Economy	Very strong
Financial Management	Strong
Budgetary Flexibility	Strong
Budgetary Performance	Very strong
Liquidity	Exceptional

Table 1

County of Wellington -- Ratings Score Snapshot (cont.)	
Debt Burden	Very low
Contingent Liabilities	Very low

*Standard & Poor's ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of Standard & Poor's "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the foreign currency rating we have on the government.

Key Statistics

Table 2

County of Wellington -- Economic Statistics					
	--Fiscal year ended Dec. 31--				
	2009	2010	2011	2012	2013
Population	92,612	93,636	93,641	94,628	95,784
Population growth (%)	7.74	1.11	0.01	1.05	1.22
National GDP (nominal) per capita (US\$)	40,764	47,465	51,791	52,409	51,911
Unemployment rate (%)	7.88	7.93	6.95	5.95	5.70

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include Statistics Canada.

Table 3

County of Wellington -- Financial Statistics						
	--Fiscal year ended Dec. 31--					
(Mil. C\$)	2011	2012	2013	2014bc	2015bc	2016bc
Operating revenues	144	150	156	159	164	169
Operating expenditures	121	127	131	136	141	146
Operating balance	23	24	25	23	23	23
Operating balance (% of operating revenues)	15.96	15.68	16.23	14.49	13.96	13.73
Capital revenues	7	5	3	10	8	6
Capital expenditures (capex)	20	23	30	35	29	20
Balance after capital accounts	10	6	(2)	(2)	2	9
Balance after capital accounts (% of total revenues)	6.71	3.62	(1.07)	(1.18)	1.22	5.15
Debt repaid	2	2	3	3	3	3
Balance after debt repayment and onlending	8	3	(4)	(5)	(1)	6
Balance after debt repayment and onlending (% of total revenues)	5.17	2.05	(2.65)	(3.02)	(0.64)	3.38
Gross borrowings	0	4	8	12	13	2
Balance after borrowings	8	7	4	7	12	8
Operating revenue growth (%)	1.51	4.56	3.66	1.76	3.34	3.05
Operating expenditure growth (%)	(4.21)	4.90	2.98	3.87	3.98	3.33
Modifiable revenues (% of operating revenues)	80.85	77.31	77.53	78.89	79.94	80.83
Capital expenditures (% of total expenditures)	13.94	15.11	18.88	20.60	17.15	12.06
Direct debt (outstanding at year-end)	51	64	67	75	85	85

Table 3

County of Wellington -- Financial Statistics (cont.)						
Direct debt (% of operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Tax-supported debt (% of consolidated operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Interest (% of operating revenues)	1.16	1.09	1.07	1.07	0.98	0.83
Debt service (% of operating revenues)	2.77	2.70	2.68	3.02	2.93	2.66

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects Standard & Poor's expectations of the most likely scenario. Downside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with a downgrade. Upside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with an upgrade. bc--Base case.

Key Sovereign Statistics

Sovereign Risk Indicators, June 9, 2014. Interactive version available at <http://www.spratings.com/sri>

Related Criteria And Research

Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014

Related Research

- Institutional Framework Assessments For Non-U.S. Local And Regional Governments, June 30, 2014
- International Local And Regional Governments Default And Transition Study: 2012 Saw Defaults Spike, March 28, 2013

In accordance with our relevant policies and procedures, the Rating Committee was composed of analysts that are qualified to vote in the committee, with sufficient experience to convey the appropriate level of knowledge and understanding of the methodology applicable (see 'Related Criteria And Research'). At the onset of the committee, the chair confirmed that the information provided to the Rating Committee by the primary analyst had been distributed in a timely manner and was sufficient for Committee members to make an informed decision.

After the primary analyst gave opening remarks and explained the recommendation, the Committee discussed key rating factors and critical issues in accordance with the relevant criteria. Qualitative and quantitative risk factors were considered and discussed, looking at track-record and forecasts. The chair ensured every voting member was given the opportunity to articulate his/her opinion. The chair or designee reviewed the draft report to ensure consistency with the Committee decision. The views and the decision of the rating committee are summarized in the above rationale and outlook.

Ratings List

Ratings Raised	To	From
Wellington (County of)		
Issuer credit rating	AA+/Stable/--	AA/Positive/--
Senior unsecured	AA+	AA

Complete ratings information is available to subscribers of RatingsDirect at www.globalcreditportal.com and at www.spcapitaliq.com. All ratings affected by this rating action can be found on Standard & Poor's public Web site at www.standardandpoors.com. Use the Ratings search box located in the left column.

Copyright © 2014 Standard & Poor's Financial Services LLC, a part of McGraw Hill Financial. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgement as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com and www.globalcreditportal.com (subscription) and www.spcapitaliq.com (subscription) and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.

RatingsDirect®

Supplementary Analysis: County of Wellington

Primary Credit Analyst:

Adam J Gillespie, Toronto 416-507-2565; adam.gillespie@standardandpoors.com

Secondary Contact:

Yousaf Siddique, CFA, Toronto (1) 416-507-2559; yousaf.siddique@standardandpoors.com

Research Contributor:

Dina Shillis, Toronto (1) 416-507-3214; dina.shillis@standardandpoors.com

Table Of Contents

Rationale

Outlook

Ontario Municipalities Benefit From A Very Predictable and Well-Balanced Institutional Framework

Growth In Key Sectors Strengthens Economic Performance

Strong Financial Management Supports The Ratings

Strong Budgetary Flexibility, Although It Is Constrained On Expenditure Side

Very Strong Budgetary Performance Bolsters Credit Profile

Exceptional Liquidity Position

Debt Burden Remains Very Low

Very Low Contingent Liabilities

Table Of Contents (cont.)

Ratings Score Snapshot

Key Statistics

Key Sovereign Statistics

Related Criteria And Research

Supplementary Analysis:

County of Wellington

This report supplements our research update "County of Wellington Upgraded To 'AA+' From 'AA' On Very Strong Budgetary Performance And Exceptional Liquidity," published Aug. 29, 2014. To provide the most current information, we may cite more recent data than that stated in the previous publication. These differences have been determined not to be sufficiently significant to affect the rating and our main conclusions.

Rationale

The ratings on the County of Wellington, in the Province of Ontario, reflect Standard & Poor's Ratings Services' view of its very strong, stable, and increasing economy; very strong budgetary performance; exceptional liquidity; and very low debt burden. The ratings also reflect our view of the "very predictable and well-balanced" institutional framework for Canadian municipalities, strong financial management, and very low contingent liabilities. We believe the county's strong budgetary flexibility, which is constrained on the expenditure side, mitigates these strengths somewhat.

Issuer Credit Rating
AA+/Stable/--

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations and landfill closure costs) through reserve contributions.

Wellington's very strong and expanding economy supports the ratings, in our view. We expect the county's key sectors, namely manufacturing and agriculture, to maintain growth, and to see further economic diversification in the next few years. Although municipal GDP data are not available, we estimate that Wellington's GDP per capita was in line with the provincial average of about US\$49,000 for 2011-2013, based on the county's high average household income relative to that of peers.

In our opinion, Wellington benefits from strong financial management. The county's financial statements are audited with no qualifications, and it produces annual operating and capital budgets, as well as tax rate projections. Financial policies are prudent, in our view, and financial documents demonstrate a good degree of transparency and fiscal discipline.

We believe Wellington's budgetary flexibility is strong, stemming largely from its high modifiable revenues which averaged more than 75% of adjusted operating revenues in the past five years. The main revenue sources are property taxes and user fees and services charges and we expect them to remain stable during our two-year outlook horizon. In line with many Canadian municipalities, the county is constrained in its ability to cut spending, in our view. The

province mandates a high degree of municipal services, and salaries and benefits represent 36% of adjusted operating expenses. However, most of Wellington's employees are not unionized or covered by multiyear agreements, which can provide greater control over employee-related expenses. However, growth-related expenditures are a small proportion of the capital plan, which limits the leeway to defer some of the spending. According to our conservative forecast, we expect capital spending to average more than 16% of total expenditures in 2012-2016.

The county has a history of very strong budgetary performance, which we expect will remain relatively stable during our outlook horizon. Under our base-case forecast, operating surpluses average close to 15% of adjusted operating revenues for the 2012-2016 period, in line with historical averages, and after-capital balances average a modest surplus of 1.6% of adjusted total revenues. We believe Wellington's after-capital results will slip into a slight deficit in 2014 as a result of a peak in its capital plan, but we expect the balance to return to surplus in the following years. This will allow the county to finance its capital expenditures on a pay-as-you-go basis and reduce the need for external borrowing.

Wellington has what we view as a very low debt burden that is slightly below the average for its peers. At year-end 2013, tax-supported debt stood at C\$66.8 million, or 42.8% of consolidated operating revenues. The total debt figure includes about C\$29 million of debt borrowed under the county's name on behalf of the lower-tier municipalities. Standard & Poor's recognizes that there is a lower credit risk associated with the debt on-lent to the self-supporting entities, which are required to reimburse the county for all principal and interest payments as they come due. Under our base-case scenario, we expect tax-supported debt to remain below 60% of consolidated operating revenues and interest payments to average about 1% of adjusted operating revenues in the next two years.

The county's contingent liabilities are very low, in our opinion, and consist mainly of standard employee benefits and landfill postclosure liabilities. They represented about 7.4% of adjusted operating revenues in 2013, which we do not view as material.

Liquidity

Wellington's exceptional liquidity position, which we expect will remain stable over the outlook horizon, remains a key credit strength, in our opinion. Standard & Poor's adjusted free cash and liquid assets totaled C\$78.5 million in 2013 and covered more than 16x of the estimated next year's debt service. In our view, the county has satisfactory access to external liquidity.

Outlook

The stable outlook reflects Standard & Poor's expectations that, within the two-year outlook horizon, Wellington's budgetary performance will continue to be very strong, liquidity will remain exceptional, and tax-supported debt will remain below 60% of consolidated operating revenues. We could revise the outlook to negative if aggressive capital spending pushes the county's after-capital deficits to more than 10% of total adjusted revenues and higher-than-planned external borrowing increased tax-supported debt to more than 60% of consolidated operating revenues. Although we consider it to be unlikely during the outlook horizon, we could revise the outlook to positive if Wellington's economy expands considerably in depth and diversification, and tax-supported debt declines to less than 30% of consolidated operating revenues.

Ontario Municipalities Benefit From A Very Predictable and Well-Balanced Institutional Framework

We view the Canadian provincial-municipal intergovernmental system as being very predictable and well-balanced because of its maturity and stability, low-to-moderate degree of mismatching of revenues and expenditures, moderate levels of transparency and accountability, and strong likelihood of extraordinary support from provincial governments.

Provincial-municipal relationships have proven to be more dynamic than the federal-provincial one, largely because the municipal governments are established through provincial statute and not the constitution. Historically, the provinces have taken a more active role in municipal affairs than the federal government in provincial matters. Although there have been long periods of relative stability, provincially imposed large-scale changes to municipal revenue powers and expenditure responsibilities have occurred.

Provinces mandate a significant proportion of municipal spending and, through legislation, require municipalities to pass balanced operating budgets (although they also provide operating fund transfers). Nevertheless, municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive for some. Many have been limited in their ability to renew their infrastructure, roads, water, and wastewater, due to constraints on fee and property tax increases. Property taxes are the primary source of own-source revenues for Canadian municipalities, followed by fees and transfers from both the provincial and federal governments. Chief expenditure categories of Canadian municipalities are transportation services, which include roads and transit; environmental services, which include water distribution and treatment and wastewater collection; protection services such as fire and police; and recreation and cultural services. Small and rural municipalities generally receive higher provincial transfers, for both operating and capital programs, compared with those of their more urban counterparts, but there are no formal equalization schemes.

We believe financial information is quite timely. National accounting standards are strong and improving, in our view, although adoption can vary somewhat. Statutes require audited statements. While there are no national standards that apply to budgeting practices, a five-year capital budgeting process is usually the minimum. In addition, only current-year budgeting is required generally for operations.

The provinces have an established history assisting their distressed municipalities through grants.

Growth In Key Sectors Strengthens Economic Performance

In our view, Wellington benefits from a very strong, stable and expanding economy and an advantageous location, close to the Greater Toronto Area, the cities of Hamilton and Guelph, and along the Highway 401 corridor. Although GDP data are not available on the county level, we estimate Wellington's GDP to be in line with the provincial average of more than US\$49,000 in 2011-2013, based on its high average household income relative to that of peers. The county's key economic sectors remain manufacturing, agriculture, and construction, with growth opportunities in the health care and professional services sectors.

Wellington had a population of 95,784 in 2013, according to the county's estimates. This represents growth of about 3.4% since 2009, below the provincial average of 4.2%. In line with many Canadian peers, an aging population is a challenge for Wellington and could exacerbate the existing problems of a shrinking labor pool and skills gap in the long term, in our view.

The county is an important hub for manufacturing activity (transportation equipment, machinery, fabricated metal, and meat product manufacturing), which represents about 17% of total employment. Agriculture also has a significant and stable presence in Wellington and posted the highest job growth since 2009, followed by the health and social services sector. The county is focusing on diversifying its economy, particularly in higher education and advanced health care.

In our view, Wellington's economic performance has been stable. The unemployment rate has been largely unchanged in the past two years. According to county estimates, the May 2014 unemployment rate stood at 6.7%, below the provincial average of 7.4%. Building activity in 2013 was slower than the previous year, largely as a result of a lower number of permits issued for residential construction. However, the total number of permits issued was above the historical average and we expect building activity to remain stable during our outlook horizon.

Strong Financial Management Supports The Ratings

In our view, Wellington's financial management is strong. The county has prudent financial policies and practices that ensure a good degree of transparency and fiscal discipline. Financial statements are independently audited with no qualifications and the notes provide detailed information. The county releases five-year operating budgets and tax rate projections, approved annually, and uses realistic underlying assumptions, in our view. It produces a five-year capital budget with the corresponding funding sources, and can only issue debt to finance capital expenditures. We believe the management demonstrates relevant expertise, through good planning and monitoring, and prudent debt and liquidity management.

Wellington's council is composed of seven mayors and nine councillors. The warden was reelected for a second term in 2012 and the next election is scheduled for Oct. 27, 2014.

Strong Budgetary Flexibility, Although It Is Constrained On Expenditure Side

We believe Wellington has relatively strong budgetary flexibility, in line with that of many Canadian municipalities. The county's modifiable revenues have averaged more than 75% of adjusted operating revenues in the past five years. Under our base-case forecast, we expect this to remain stable in the outlook horizon. Wellington's modifiable revenues consist largely of property tax and user fees and service charges revenues, representing 51% and 21% of adjusted operating revenues, respectively.

Similar to many Canadian peers, the county has limited leeway to cut expenditures, in our view, due to the high degree of services that the provinces mandate. Wellington's largest operating expenses relate to housing, social services, and protection, which together account for 61% of 2013 adjusted operating expenditures. Salaries and benefits account for 36% of the county's spending, which adds pressure to the operating budget; however, unlike other municipalities, most

of Wellington's employees are not unionized or covered by multiyear agreements, which provides some expenditure flexibility.

Capital spending was about 19% of total adjusted spending in 2013, and we expect the 2012-2016 average to be more than 16% of total adjusted spending under our base-case forecast. We view this as low relative to that of peers, which we believe indicates some limited ability to cut capital expenditures as well. In addition, growth-related expenditures are very low, which further limits the county's leeway to defer capital spending.

Very Strong Budgetary Performance Bolsters Credit Profile

To improve comparability across local and regional governments globally, Standard & Poor's adjusts the published figures of all municipalities to reflect their budgetary balances on a cash basis. This includes adjusting for major accruals; restating capital spending to a cash basis by removing the influence of capital amortization and net income of certain government business enterprises; and adjusting for one-time revenues.

In our view, Wellington's budgetary performance has been very strong historically and we expect it to continue in the medium term. In our base-case forecast, operating surpluses average 14.8% of adjusted operating revenues for 2012-2016, in line with historical averages; and after-capital balances have a modest surplus of 1.6% of adjusted total revenues on average.

In 2013, Wellington's operating balance was 16.2% of adjusted operating revenues, up from 15.7% in 2012, largely stemming from lower-than-expected operating expenditures due to closure of one of the county's child care facilities. We expect operating expense growth to outpace that of revenues in the next three years, on average, and lead to a slight decline in the operating surplus through 2016. Although management projects tax increases in the medium term, which will boost Wellington's revenues, declining provincial subsidies and rising personnel costs somewhat offset this revenue growth.

After-capital performance has been volatile for the past five years, reflecting fluctuations in the capital plan. The after-capital balance dipped to a modest deficit of 1.1% of adjusted total revenues in 2013, and we expect it to remain at that level in 2014 before returning to a surplus. We believe that capital spending will remain elevated in 2014, at more than C\$35 million, although we expect it to moderate in the forecast years to about C\$20 million.

The 2014-2018 capital plan projects close to C\$112 million in investments and 67% of total spending is related to roads and bridges, with the rest spent primarily on housing services, the library system, and solid waste services. In addition to the county's regular capital spending, the current-year capital plan also includes funding for the construction of a new child care center and four new hospitals. The plan's main funding sources are current revenues and reserves, which together represent more than 80% of financing.

Exceptional Liquidity Position

In our view, Wellington benefits from an exceptional liquidity position. By our estimates, the county's adjusted free cash and liquid assets totaled about C\$78.5 million at the end of 2013, sufficient to cover more than 16x of the

estimated debt service in 2014. We expect liquidity to remain exceptional in the outlook horizon and that debt service coverage will continue above 15x, on average.

In our view, Wellington has satisfactory access to external liquidity, given its proven ability to issue into public debt markets and the presence of a secondary market for Canadian municipal debt instruments.

Debt Burden Remains Very Low

Standard & Poor's primary measure of debt burden is tax-supported debt as a proportion of consolidated operating revenues. In Wellington's case, the tax-supported debt is equivalent to the county's direct debt, which includes long-term debt issued for county purposes and self-supporting debt issued on behalf of the seven local municipalities in Wellington. We include the debt of the lower-tier municipalities in accordance with our definition of self-supporting debt that includes debt issued on behalf of another level of government, but does not need financial support from the level of government issuing the debt and is unlikely to require support. The local municipalities are required under their borrowing bylaws to include in their property tax levies adequate provisions for principal and interest payments to be reimbursed to the county in accordance to the repayment schedule. However, Wellington issues the debt for the county (as joint and several obligations with the local municipalities) and remains legally liable for servicing it.

Wellington's direct debt burden (Standard & Poor's-defined) is low, in our view. In our base-case scenario, we expect the county's direct debt to reach 50% of adjusted operating revenues by 2016. However, the on-lent debt represents a notable portion of total debt outstanding, which solidifies our view that there is a lower credit risk associated with the debt profile. Therefore, we consider its overall debt burden to be very low. In addition, interest expense is modest, at 1.1% of adjusted operating revenues in 2013, and we expect it to remain well below 5% according to our base-case forecast.

Wellington's direct debt burden was about C\$66.8 million at 2013 year-end, or 43% of adjusted operating revenues, up from C\$63.6 million in 2012. We expect its direct debt to rise further and peak in 2015 at about C\$85.4 million, largely as a result of issuance at the lower-tier level. New debt is issued largely for water and wastewater projects, and roads and bridges. Of the C\$28.6 million planned to be issued in 2014-2017, issuance for the county's own purposes is very limited, at C\$1.8 million. Wellington's own-purpose debt stood at C\$37.6 million at year-end 2013, or 24% of adjusted operating revenues, and we expect it to decline to 17.8% by 2016.

Very Low Contingent Liabilities

The county does not have any significant off-balance-sheet or contingent liabilities. Liabilities related to postemployment benefits and landfill closure costs at fiscal year-end 2013 represented about 7.4% of adjusted operating revenues for the year, and the county has reserves in place to cover some of these liabilities.

Ratings Score Snapshot

Table 1

County of Wellington -- Ratings Score Snapshot	
Key rating factors	Assessment
Institutional Framework	Very predictable and well balanced
Economy	Very strong
Financial Management	Strong
Budgetary Flexibility	Strong
Budgetary Performance	Very strong
Liquidity	Exceptional
Debt Burden	Very low
Contingent Liabilities	Very low

*Standard & Poor's ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of Standard & Poor's "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the foreign currency rating we have on the government.

Key Statistics

Table 2

County of Wellington -- Economic Statistics					
	--Fiscal year ended Dec. 31--				
	2009	2010	2011	2012	2013
Population	92,612	93,636	93,641	94,628	95,784
Population growth (%)	7.74	1.11	0.01	1.05	1.22
National GDP (nominal) per capita (US\$)	40,764	47,465	51,791	52,409	51,911
Unemployment rate (%)	7.88	7.93	6.95	5.95	5.70

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include Statistics Canada.

Table 3

County of Wellington -- Financial Statistics						
	--Fiscal year ended Dec. 31--					
(Mil. C\$)	2011	2012	2013	2014bc	2015bc	2016bc
Operating revenues	144	150	156	159	164	169
Operating expenditures	121	127	131	136	141	146
Operating balance	23	24	25	23	23	23
Operating balance (% of operating revenues)	15.96	15.68	16.23	14.49	13.96	13.73
Capital revenues	7	5	3	10	8	6
Capital expenditures (capex)	20	23	30	35	29	20
Balance after capital accounts	10	6	(2)	(2)	2	9
Balance after capital accounts (% of total revenues)	6.71	3.62	(1.07)	(1.18)	1.22	5.15

Table 3

County of Wellington -- Financial Statistics (cont.)						
Debt repaid	2	2	3	3	3	3
Balance after debt repayment and onlending	8	3	(4)	(5)	(1)	6
Balance after debt repayment and onlending (% of total revenues)	5.17	2.05	(2.65)	(3.02)	(0.64)	3.38
Gross borrowings	0	4	8	12	13	2
Balance after borrowings	8	7	4	7	12	8
Operating revenue growth (%)	1.51	4.56	3.66	1.76	3.34	3.05
Operating expenditure growth (%)	(4.21)	4.90	2.98	3.87	3.98	3.33
Modifiable revenues (% of operating revenues)	80.85	77.31	77.53	78.89	79.94	80.83
Capital expenditures (% of total expenditures)	13.94	15.11	18.88	20.60	17.15	12.06
Direct debt (outstanding at year-end)	51	64	67	75	85	85
Direct debt (% of operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Tax-supported debt (% of consolidated operating revenues)	35.17	42.28	42.83	47.45	52.07	50.00
Interest (% of operating revenues)	1.16	1.09	1.07	1.07	0.98	0.83
Debt service (% of operating revenues)	2.77	2.70	2.68	3.02	2.93	2.66

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects Standard & Poor's expectations of the most likely scenario. Downside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with a downgrade. Upside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with an upgrade. bc--Base case.

Key Sovereign Statistics

- Sovereign Risk Indicators, June 9, 2014. Interactive version available at <http://www.spratings.com/sri>

Related Criteria And Research

Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014

Related Research

- Institutional Framework Assessments For Non-U.S. Local And Regional Governments, June 30, 2014
- International Local And Regional Governments Default And Transition Study: 2012 Saw Defaults Spike, March 28, 2013

Ratings Detail (As Of September 10, 2014)

Wellington (County of)

Issuer Credit Rating AA+/Stable/--
 Senior Unsecured AA+

Issuer Credit Ratings History

29-Aug-2014 AA+/Stable/--
 16-Aug-2013 AA/Positive/--
 07-Apr-2010 AA/Stable/--

*Unless otherwise noted, all ratings in this report are global scale ratings. Standard & Poor's credit ratings on the global scale are comparable

Ratings Detail (As Of September 10, 2014) (cont.)

across countries. Standard & Poor's credit ratings on a national scale are relative to obligors or obligations within that specific country.

Copyright © 2014 Standard & Poor's Financial Services LLC, a part of McGraw Hill Financial. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, www.standardandpoors.com (free of charge), and www.ratingsdirect.com and www.globalcreditportal.com (subscription) and www.spcapitaliq.com (subscription) and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at www.standardandpoors.com/usratingsfees.



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Administration, Finance & Personnel Committee
From: Andrea Lawson – Director of Human Resources
Date: September 16, 2014
Subject: Non-union Economic Adjustment

Background:

The County of Wellington has historically made recommendations for economic adjustments for three years in advance for its Non-union employees (3% in 2009, 2010 and 2011 respectively).

Over the last few years, we have moved to make economic adjustment recommendations for one year in advance only. For 2012 a 1-year increase was approved for 3%, in 2013 it was 2.25%, and in 2014 it was 2%, with the expectation of coming forward again to negotiate a 2015 economic adjustment.

In 2013 the County successfully settled a 1-year Collective Agreement with our CUPE Local 973. An economic adjustment of 2.0% for 2014 was negotiated within this agreement. We have not yet started CUPE negotiations for adjustments that may occur beyond 2014, we expect that these negotiations will begin in January 2015.

At this time, we are once again recommending an economic adjustment for the Non-union employees for one year only.

Recommendation:

“THAT the Non-unionized employees of the County of Wellington receive a 2% economic adjustment effective January 1, 2015”.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'A. Lawson', followed by a horizontal line.

Andrea Lawson
Director of Human Resources



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Administration, Finance & Personnel Committee
From: Andrea Lawson – Director of Human Resources
Date: September 16, 2014
Subject: January 1, 2015 Benefit Renewal and Change of Benefits Providers

Background:

The County's employee benefit program, underwritten by Manulife Financial, is scheduled to renew for another policy year effective January 1, 2015. Manulife's January 1, 2015 proposed renewal resulted in an **overall increase of 11.5% or \$ 354,656 per annum over current costs** (as outlined on attached the spreadsheet).

The County of Wellington's benefits provider was Liberty Health for all benefits starting in 2002, at which point Maritime Life bought out Liberty Health in 2003. Manulife Financial proceeded to buy out Maritime Life in 2004, and Manulife Financial became our benefits provider at that time. In December of 2011, the claims administration platform was changed from the Liberty Health to Manulife system which led to many administrative challenges and claim issues.

We have continued with Manulife Financial as the County's benefits carrier, as they have remained competitive with their rates each year.

Unfortunately, we have experience that the customer and administrative services provided by Manulife Financial have continually declined. There is constant turnover of staff members at Manulife, making it difficult to establish good working relationships with our benefits carrier, despite the efforts of Mosey & Mosey. We have determined that the current service levels of Manulife Financial provided to our members is unacceptable, and that a change of benefits carriers is required based solely on improving customer service to our members and benefits administration employees.

As a result, through the services of Mosey & Mosey, our benefits plan was sent out to market and through this process we short-listed three benefits providers for consideration: Green Shield/La Capitale, Industrial Alliance and Sun Life Financial, including AIG, a carrier that specializes in providing AD&D coverage. These benefit companies provided quotations for our benefits plans effective January 1, 2015 and the finalized quotations result in marginal savings over current costs; essentially cost neutral. However, their proposals generate in excess of 10% savings over Manulife's January 1, 2015 renewal costs. Mosey & Mosey was also able to secure the following rate guarantees for the following benefits, on our behalf:

- Life and AD&D: 3 years (36 months)
- LTD: 2 years (24 months) with maximum cap increase of 10% at first renewal
- Health and Dental: 1 year (12 months) with maximum overall combined increase of 10% at first renewal

The County of Wellington conducted short list presentations on September 4, 2014 to provide information on what these individual companies have to offer the County of Wellington as its benefits provider. Through this process, it was determined that Sun Life Financial, coupled with AIG is the preferred benefits company to provide benefits to our employees at the County of Wellington for the following reasons:

- Annual Customer service guarantee - if service provided does not meet our standards, a refund of premiums in the amount of \$10 per member will be provided. Sun Life was the only provider to offer a customer service guarantee.
- Significantly enhanced online capability for reporting and administration.
- Online Coordination of Benefits claiming functionality.
- Implementation specialist provided by Sun Life to coordinate and manage the implementation process from start to finish.
- Experience providing large public-sector benefits plans, such as the Federal Government of Canada, Peel Regional Police, Town of Richmond Hill and Halton Catholic District School Board.
- Capability for our submission of monthly reports based on our enrollment levels and members, rather than the County being in receipt of monthly invoices from benefits provider; aiding in our monthly reconciliation process.
- Specialist customer service representatives so employees calling in to toll-free line can obtain detailed and specialized information on a particular benefit.

Sun Life/AIG proposal generates 0.7% savings over Manulife's current costs or \$ 20,160 per annum, basically cost neutral over current costs. **More importantly, the Sun Life/AIG proposal results in an overall reduction of 11% or annual savings of \$ 354,816 over Manulife January 1, 2015 renewal costs**

Recommendation:

"THAT the County of Wellington change benefits carriers from Manulife Financial to Sun Life Financial/AIG effective January 1, 2015 in accordance with the premium costs set out in the attached table."

Respectfully submitted,



Andrea Lawson
Director of Human Resources

Comparison Of Manulife Current Cost, Manulife Renewal Cost And Marketing Quoted Costs

Benefits	Plan	Classifications	Volume / Number of lives	Manulife - Current Cost		Manulife - January 1, 2015 Renewal Cost		Green Shield La Capitale AIG		Industrial Alliance		Sun Life AIG		
				Rate	Premium	Rate	Premium	Rate	Premium	Rate	Premium	Rate	Premium	
Group Life	C,F,G,I	All Employees	\$ 15,474,000	\$ 0.235	\$ 3,636	\$ 0.235	\$ 3,636	\$ 0.246	\$ 3,807	\$ 0.199	\$ 3,079	\$ 0.206	\$ 3,188	
	A	All Employees	40,160,000	0.240	9,638	0.240	9,638	0.268	10,763	0.204	8,193	0.209	8,393	
	Total - Life				\$ 13,274		\$ 13,274		\$ 14,570		\$ 11,272		\$ 11,581	
AD&D	A,C,I	All Employees	53,799,000	0.040	\$ 2,152	0.040	\$ 2,152	0.025	\$ 1,345	0.041	\$ 2,206	0.025	\$ 1,345	
Long Term Disability	C	Social Services	422,544	1.613	6,816	2.080	8,789	2.013	8,506	1.993	8,421	1.894	8,003	
	A,I	All Other Employees	1,238,894	3.110	38,530	4.011	49,692	3.879	48,057	3.842	47,598	3.980	49,308	
	Total - LTD				\$ 45,346		\$ 58,481		\$ 56,563		\$ 56,019		\$ 57,311	
Critical Illness	A,C,I	All Employees	409		N/A		N/A		N/A		N/A	2.210	904	
POOLED BENEFITS MONTHLY PREMIUM:					\$ 60,772		\$ 73,907		\$ 72,478		\$ 69,497		\$ 71,141	
							21.6%		19.3%		14.4%		17.1%	
Extended Health Care	A, B, C, D & E G	FT Non-Union & Contract,	Single: 97	\$ 94.91	\$ 9,206	\$ 100.19	\$ 9,718	\$ 82.08	\$ 7,962	\$ 83.74	\$ 8,123	\$ 85.79	\$ 8,322	
		FT Union & Contract & PPT	Family: 423	238.08	100,708	251.34	106,317	210.00	88,830	210.07	88,860	215.21	91,034	
		Union Early Retirees	Single: 1	128.86	129	136.04	136	111.43	111	113.70	114	116.48	116	
	ER, F, I	Part-time Retirees, Non-Union Early Retirees and LTD	Family: 3	308.39	925	325.56	977	272.23	817	272.11	816	278.77	836	
			Single: 5	120.66	603	127.38	637	104.17	521	106.46	532	109.07	545	
			Family: 36	285.22	10,268	301.10	10,840	251.45	9,052	251.66	9,060	257.83	9,282	
	J	Elected Officials under 65	Single: 0	94.22	-	99.47	-	81.32	-	83.14	-	85.17	-	
			Family: 8	232.35	1,859	245.29	1,962	204.60	1,637	205.02	1,640	210.03	1,680	
	JJ	Elected Officials over age 65	Single: 0	122.09	-	128.89	-	105.28	-	107.73	-	110.36	-	
			Family: 6	288.06	1,728	304.10	1,825	253.66	1,522	254.17	1,525	260.39	1,562	
	Total Health			579		\$ 125,426		\$ 132,412		\$ 110,452		\$ 110,670		\$ 113,377
								5.6%		-11.9%		-11.8%		-9.6%
Dental Care	A,B,C,D, E,J & JJ F,G, I & ER	Non-Union FT & Contract,	Single: 98	42.45	4,160	48.38	4,741	43.76	4,288	45.45	4,454	42.45	4,160	
		PT, Union, Elected Officials	Family: 444	107.17	47,583	122.15	54,235	112.68	50,030	114.74	50,945	107.17	47,583	
		Union & Non-Union Retirees	Single: 6	36.63	220	41.75	251	38.40	230	39.22	235	36.63	220	
	Total Dental	LTD over 55	Family: 39	92.45	3,606	105.37	4,109	98.87	3,856	98.98	3,860	92.45	3,606	
					\$ 55,569		\$ 63,336		\$ 58,404		\$ 59,494		\$ 55,569	
							14.0%		5.1%		7.1%		0.0%	
EXPERIENCE-RATED BENEFITS MONTHLY PREMIUM:					\$ 180,995		\$ 195,748		\$ 168,856		\$ 170,164		\$ 168,946	
							8.2%		-6.7%		-6.0%		-6.7%	
TOTAL MONTHLY PREMIUM:					\$ 241,767		\$ 269,655		\$ 241,334		\$ 239,661		\$ 240,087	
TOTAL ANNUAL PREMIUM:					\$ 2,901,204		\$ 3,235,860		\$ 2,896,008		\$ 2,875,932		\$ 2,881,044	
Variance To Manulife Current Cost:							\$ 334,656		\$ (5,196)		\$ (25,272)		\$ (20,160)	
							11.5%		-0.2%		-0.9%		-0.7%	
Variance To Manulife Renewal Cost:									\$ (339,852)		\$ (359,928)		\$ (354,816)	
									-10.5%		-11.1%		-11.0%	