



2025 BUDGET PACKAGE

GENERAL GOVERNMENT SERVICES COMMITTEE

2025 COMMITTEE MEMBERS

The General Government Services Committee considers matters pertaining to the CAO's Office, Clerks, Emergency Management, Information Technology, Human Resources, Finance, Procurement and People and Equity.



**Councillor
John Creelman (Chair)**



**Warden
Janet Horner**



**Councillor
Chris Gerrits**



**Councillor
Shane Hall**



**Councillor
Wade Mills**



**Councillor
Steve Soloman**



**Councillor
Todd Taylor**



**Councillor
Darren White**



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The role of Council is defined within the Municipal Act. Council’s primary role is to support the County in it’s operations while ensuring that the public and the County’s well-being and interest are maintained.

2025 Council Members:

- Amaranth (Mayor and Deputy Mayor)
 - East Garafraxa (Mayor)
 - Grand Valley (Mayor and Deputy Mayor)
 - Melancthon (Mayor and Deputy Mayor)
- Mono (Mayor and Deputy Mayor)
 - Mulmur (Mayor and Deputy Mayor)
 - Orangeville (Mayor and Deputy Mayor)
 - Shelburne (Mayor and Deputy Mayor)

KEY FUNCTIONS

- To represent the public and consider the well-being and interests of Dufferin County and determine which services Dufferin County provides
- To maintain the financial integrity of Dufferin County
- To carry out the duties of Council under this or any other Act

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Climate & Environment:

- Create Climate Master Strategy
- Roll out BetterHomes Dufferin energy retrofit program
- Natural Asset management program
- Update Long Term Waste Strategy
- Continue public education to raise awareness of impacts severe weather
- Continued electrification of County fleet
- Incorporate Climate Lens into Asset management



Community:

- Implementation Plan for Master Housing Strategy including next steps for developing up to 3 County properties
- Collaboration with OHT to improve mental health services and supports
- Update Community Safety and Well-being Plan
- Advocate for additional support to addresses homelessness and encampments



Economy:

- Finalize Update to Tourism Strategy and Action Plan
- Develop County wide Community Improvement Plan
- Advocate for sustainable funding for municipalities
- Implement newly adopted Economic Development Strategy



Governance:

- Review committee and meeting structure
- Complete review of growth services
- Invest in facility upgrades for new Council Chambers
- Implement the Road Rationalization Study
- Collaborate with local municipalities on Official Plan Updates and conformity review
- Long-term Fundraising and sponsorship strategy for Museum of Dufferin



Equity:

- Enhance transit services
- Implement recommendations from Older Adults Services review
- Review DEICAC mandate
- Implement policies for days of significance, recognition opportunities
- Approve updates to HR policies
- Enhance staff recognition and appreciation initiatives

CHALLENGES

- Decreasing funding from the Province and increasing costs will have an impact on the 2025 Budget deliberations and the programs that are offered
- Meeting space and technology for hybrid Council and Committee meetings

COUNCIL & GRANT FINANCIAL PLAN

(in 000s)	2024	2025	2026	2027	2028	DOLLAR	%AGE
	BUDGET	BUDGET	PLAN	PLAN	PLAN	CHANGE	CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$519	\$515	\$530	\$546	\$562	-\$4	-0.74%
Administrative and Office	\$148	\$155	\$165	\$158	\$159	\$7	4.59%
Service Delivery (Incl. Grants)	\$244	\$244	\$244	\$244	\$244	\$0	0.00%
Total Expenditures	\$911	\$913	\$939	\$948	\$965	\$3	0.33%
Total Status Quo	\$911	\$913	\$939	\$948	\$965	\$3	0.33%
Additions							
Previously Committed Expe	\$0	\$6	\$6	\$6	\$6	\$6	100.00%
New to 2025 Expense	\$0	\$81	\$88	\$100	\$101	\$0	100.00%
Total Additions	\$0	\$87	\$94	\$106	\$107	\$6	100.00%
Total Council & Grant Programs	\$911	\$1,000	\$1,033	\$1,053	\$1,071	\$89	9.83%

2025 BUDGET HIGHLIGHTS

EXPENDITURES

SALARIES AND BENEFITS

- Decrease in per diems \$28,900

ADMINISTRATION AND OFFICE

- Includes \$52,000 for training and conferences for all Council; annual fees for Western Warden Ontario Caucus (WOWC), Association of Municipalities of Ontario (AMO) and Federation of Canadian Municipalities (FCM) \$49,100

ADDITIONS

NEW TO 2025

- Council members have previously proposed an increase in contributions to the Food for Thought grants of 40% or \$28,000
- Additional support to Headwaters Community In Action (HCIA) for administration of County grant program \$15,000
- Increase of \$45,000 for a total of \$140,000 for community grant program





OFFICE OF THE CAO: AT A GLANCE

ADMINISTRATION AND COMMUNICATIONS

The Office of CAO provides overall leadership and management of the municipality acting as the bridge between policy making, legislation and administrative branches of County government. The CAO and department heads form the Senior Management Team, which works to ensure efficient delivery of all County services. The CAO also acts as a liaison between Council and staff and with external organizations and other levels of government.

Communications is responsible for building, protecting, and promoting Dufferin County’s reputation. The Communications Manager oversees the County’s communications function and is responsible for the development and implementation of strategic communications strategies, community engagement activities and supporting policies. In addition, Communications provides support to the Senior Management Team and departmental staff, and liaises with external partners, stakeholders and media.

CLERKS

The role of the Clerks Office is to perform the statutory duties assigned by provincial legislation (the Municipal Act and other related Acts and Regulations). The Clerks division’s primary services include managing the decision-making process by supporting Council and committee meetings, providing leadership in matters of protocol, making information accessible to the public while protecting privacy and managing the corporate records program, as well as overseeing a broad range of responsibilities related to the function of County Council.

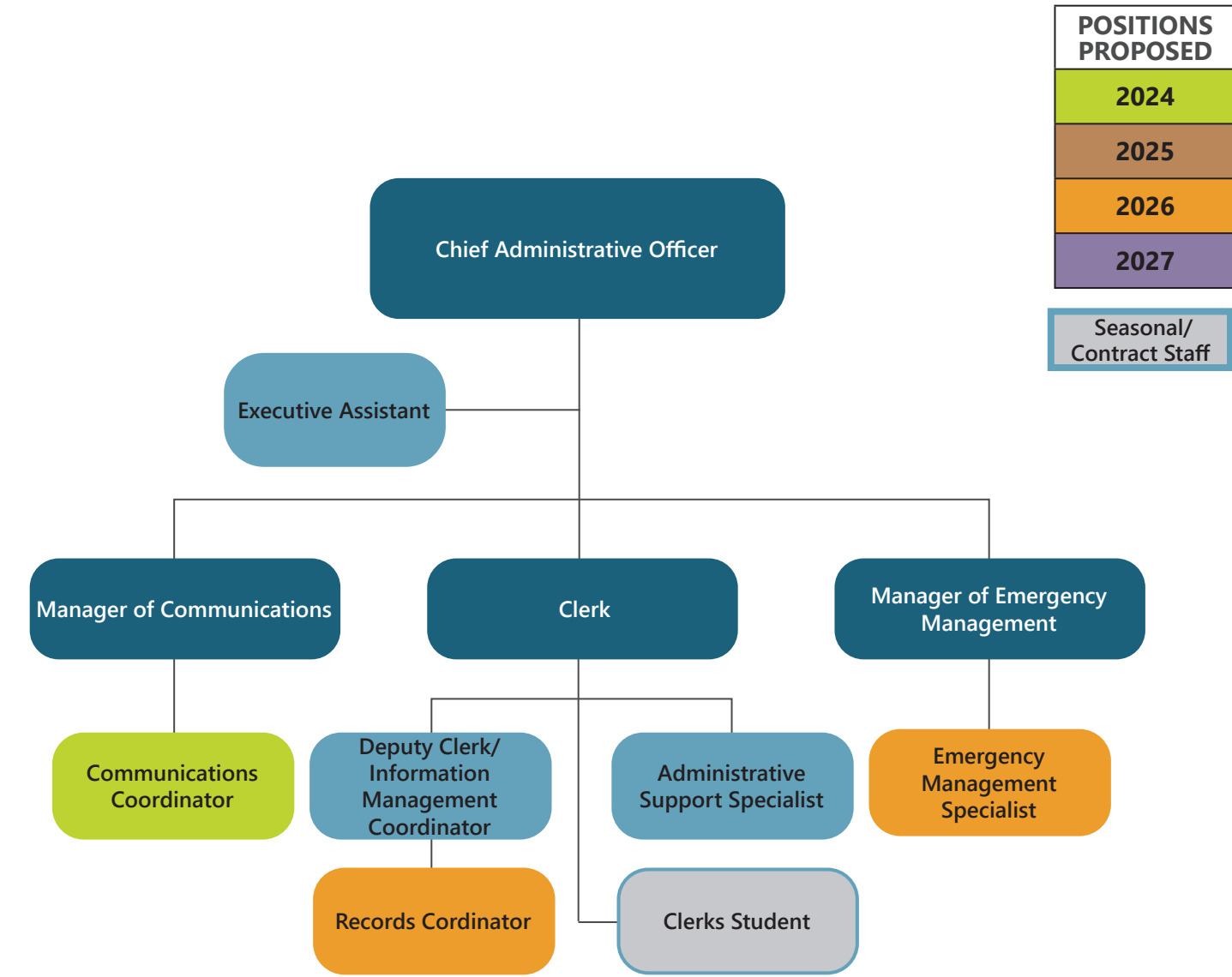
EMERGENCY MANAGEMENT

The Emergency Management Division ensures that Dufferin County and the eight member municipalities are compliant with the municipal requirements of the Emergency Management and Civil Protection Act. This is accomplished by ensuring that a robust emergency management program is in place to prevent and mitigate the effects of; prepare for; respond to; and recover from unexpected events that may pose a threat to people, property, the environment and the local economy.



SONYA PRITCHARD, CPA, CMA
Chief Administrative Officer

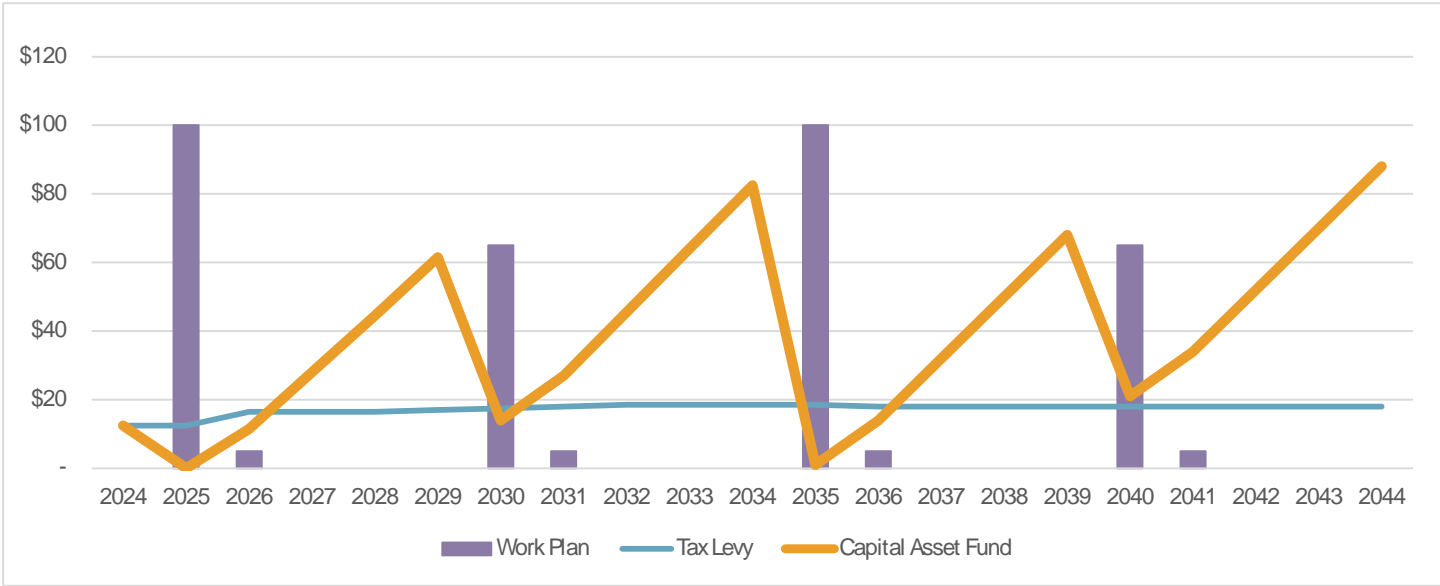
OFFICE OF THE CAO ORGANIZATIONAL CHART



OFFICE OF THE CAO FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Other Revenue	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
Total Revenues	\$8	\$8	\$8	\$8	\$8	\$0	0.00%
Expenditures							
Salaries and Benefits	\$1,190	\$1,283	\$1,321	\$1,361	\$1,402	\$93	7.84%
Administrative and Office	\$228	\$219	\$284	\$337	\$265	-\$9	-3.83%
Service Delivery	\$87	\$79	\$80	\$81	\$82	-\$7	-8.43%
IT and Communications	\$94	\$92	\$94	\$96	\$100	-\$1	-1.48%
Internal Services Recovered	-\$94	-\$97	-\$104	-\$108	-\$112	-\$3	3.07%
Total Expenditures	\$1,504	\$1,577	\$1,675	\$1,766	\$1,736	\$73	4.85%
Transfers							
Transfers from Reserves	-\$95	-\$70	-\$100	-\$145	-\$65	\$25	-26.32%
Transfers to Reserves	\$20	\$20	\$20	\$20	\$20	\$0	0.00%
Total Transfers	-\$75	-\$50	-\$80	-\$125	-\$45	\$25	-33.33%
Total Status Quo	\$1,421	\$1,518	\$1,587	\$1,633	\$1,683	\$98	6.89%
Additions							
Proposed Staffing Expense	\$0	\$0	\$156	\$232	\$239	\$0	0.00%
Total Additions	\$0	\$0	\$156	\$232	\$239	\$0	0.00%
Total Operating Office of CAO	\$1,421	\$1,518	\$1,743	\$1,865	\$1,922	\$98	6.89%
Capital Investment	\$13	\$13	\$17	\$17	\$17	\$0	0.00%
Total Office of the CAO	\$1,433	\$1,531	\$1,760	\$1,881	\$1,938	\$98	6.83%

OFFICE OF THE CAO 20 YEAR CAPTIAL PLAN



OFFICE OF THE CAO CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Opening Balance	\$0	\$13	\$0	\$12	\$28
Contributions					
Capital Levy	\$13	\$13	\$17	\$17	\$17
Other Revenue	\$0	\$50	\$0	\$0	\$0
Transfers from Reserves	\$0	\$25	\$0	\$0	\$0
Total Contributions	\$13	\$88	\$17	\$17	\$17
Capital Work					
Equipment & Machinery	\$0	\$0	\$5	\$0	\$0
New Capital Investments	\$0	\$100	\$0	\$0	\$0
Total Capital Work	\$0	\$100	\$5	\$0	\$0
Ending Capital Asset Fund Balance	\$13	\$0	\$12	\$28	\$45

OFFICE OF THE CAO WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Cots	\$0	\$0	\$5	\$0	\$0
Equipment & Machinery	\$0	\$0	\$5	\$0	\$0
Resiliency Hub	\$0	\$100	\$0	\$0	\$0
New Capital Investments	\$0	\$100	\$0	\$0	\$0
Total Work Plan Summary	\$0	\$100	\$5	\$0	\$0



ADMINISTRATION AND COMMUNICATIONS



DIVISIONAL LEADS

Sonya Pritchard, Chief Administrative Officer
Megan Ball, Communications Manager

The CAO’s Office and the Communications division has 2 full-time positions each.

AT A GLANCE

10 Manager Townhall Meetings Held in 2024	200+ Reports to Council and Committees Reviewed in 2024	60+ External Media Releases Distributed
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KEY FUNCTIONS

- Oversees implementation of Council decisions
- Leads implementation of Strategic Plan 2023 to 2026
- Provides leadership and support to staff
- Develops and updates policy to reflect legislative changes and local needs
- Ensures cross department collaboration and coordination
- Strategic communication planning, implementation and policy development
- Media relations and social media
- Internal communications
- Strategic advice and issues management
- Reviews and provides recommendations to ensure inclusive, accessible and meaningful community engagement under County’s Community Engagement Framework



SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Community:

- Work with Community Partners to advance shared priorities and objectives



Governance:

- Complete review of growth-related services
- Complete review of senior leadership structure
- Initiate program-based services review
- Develop and start to implement Objectives and Key Results (OKR) framework
- Develop Government relations framework and implement advocacy strategy
- Develop and implement County’s first strategic communications strategy and plan
- Finalize Dates of Significance list and Flag Raising and Proclamations Policy
- Plan, coordinate and execute Community Engagement Workshop for management and staff responsible for engagement to meet commitments under County’s Community Engagement Framework



Equity:

- Implement transit solutions in collaboration with partner municipalities
- Support initiatives to promote staff learning and development



CHALLENGES

- Impacts of broader economic, social, and environmental challenges
- Balancing financial constraints and capacity limits
- Recruitment of leadership roles
- Unknown timing/impacts of upcoming provincial and federal elections

ADMINISTRATION AND COMMUNICATION FINANCIAL PLAN

(in 000s)	2024	2025	2026	2027	2028	DOLLAR	%AGE
	BUDGET	BUDGET	PLAN	PLAN	PLAN	CHANGE	CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$629	\$699	\$720	\$741	\$764	\$70	11.08%
Administrative and Office	\$164	\$169	\$232	\$285	\$213	\$5	2.81%
Service Delivery	\$3	\$3	\$3	\$3	\$3	\$0	0.00%
IT and Communications	\$36	\$36	\$37	\$38	\$39	\$0	0.50%
Internal Services Recovered	-\$81	-\$83	-\$89	-\$93	-\$96	-\$2	2.00%
Total Expenditures	\$748	\$821	\$900	\$971	\$920	\$73	9.74%
Transfers							
Transfers from Reserves	-\$50	-\$60	-\$100	-\$145	-\$65	-\$10	20.00%
Total Transfers	-\$50	-\$60	-\$100	-\$145	-\$65	-\$10	20.00%
Total Administration and Communications	\$698	\$761	\$800	\$826	\$855	\$63	9.00%

2025 BUDGET HIGHLIGHTS

EXPENDITURES

SALARIES AND BENEFITS

- Includes full year of position added in 2024 plus regular increases

ADMINISTRATION AND OFFICE

- Includes community engagement training for all staff involved in public consultation \$7,000
- Includes consulting for ongoing strategic plan implementation work \$60,000 (growth services review, housing strategy implementation, OKR and KPI development and implementation)

TRANSFERS

- Includes transfer from Rate Stabilization Reserve to offset consulting costs associated with the strategic plan



CLERKS



DIVISIONAL LEAD

Michelle Dunne, Clerk

This division has 3 full-time positions and 1 summer student position.

AT A GLANCE

33	74	46
Freedom of Informaiton Requests	Council, Committee and Advisory Committee Agendas Created	Documents Commissioned

KEY FUNCTIONS

- Organizes meetings of County Council by preparing agendas for all Council, committee, sub-committee and advisory committee meetings, including scheduling delegations and presentations and preparing by-laws, resolutions, etc.
- Maintains a record of proceedings of all Council, committee and advisory committee meetings, including County By-laws
- Ensures that Council decisions are communicated as required, in a timely manner, and provides notice to affected parties as required by statute
- Oversees the County’s Records Management program, including Corporate Access and Privacy

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Governance:

- Continue implementation of agenda software, eScribe to help improve the efficiency of meeting management and public engagement
- Update the Records Management Software (TabFusion) and create training program for staff
- Review of all Council policies and procedures

CHALLENGES

- Meeting space and technology for hybrid Council and Committee meetings
- Demands for more meetings outside of the regular Council/Committee schedule and not being able find dates and times due to conflicts
- Implications of Bill 194 - Strengthening Cyber Security and Building Trust in the Public Sector - how it will affect our privacy policies and procedures and how to implement the changes
- Easily accessible, secure and dedicated spaces for physical records

CLERKS FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Other Revenue	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
Total Revenues	\$8	\$8	\$8	\$8	\$8	\$0	0.00%
Expenditures							
Salaries and Benefits	\$423	\$443	\$456	\$470	\$484	\$19	4.55%
Administrative and Office	\$39	\$37	\$38	\$38	\$38	-\$1	-3.59%
IT and Communications	\$46	\$45	\$46	\$47	\$50	-\$2	-3.37%
Internal Services Recovered	-\$13	-\$14	-\$15	-\$15	-\$16	-\$1	9.92%
Total Expenditures	\$498	\$513	\$528	\$542	\$559	\$15	3.02%
Transfers							
Transfers from Reserves	-\$20	-\$10	\$0	\$0	\$0	\$10	-50.00%
Total Transfers	-\$20	-\$10	\$0	\$0	\$0	\$10	-50.00%
Total Status Quo	\$469	\$493	\$518	\$532	\$550	\$25	5.33%
Additions							
Proposed Staffing Expense	\$0	\$0	\$88	\$116	\$120	\$0	0.00%
Total Additions	\$0	\$0	\$88	\$116	\$120	\$0	0.00%
Total Clerks	\$469	\$493	\$606	\$649	\$670	\$25	5.33%

2025 BUDGET HIGHLIGHTS

EXPENDITURES

IT AND COMMUNICATIONS

- eScribe annual licensing fee \$36,600

TRANSFERS

- Small amount from Rate Stabilization Reserve to offset the increase related to eScribe



EMERGENCY MANAGEMENT



DIVISIONAL LEAD

Steve Murphy, Manager of Preparedness, 911 and Corporate Projects

The Emergency Management division has 1 full-time position.

AT A GLANCE

38 Senior and Elected Officials Trained	17 Training Sessions Delivered	37 Collaborative Meetings with External Partners	19 Community Events and Presentations
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*Stats reflect period between October 2023 - September 2024

KEY FUNCTIONS

- Assess risks posed by natural, technological and human causes
- Develop emergency plans, training and exercises to meet the needs of the community
- Monitor incident and events that may pose a risk to Dufferin County
- Coordinate the response to large scale or complex incidents

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Climate and Energy:

- Continue to collaborate with the Climate and Energy Division to provide public education on effects of severe weather



Governance:

- Monitor, review and implement changes to the Emergency Management and Civil Protection Act expected in 2025
- Implement new program evaluation methodology being developed by Emergency Management Ontario

CHALLENGES

- Competing priorities of municipalities, provincial ministries and other stakeholders
- Limited resources to manage surges in demands for service
- Coordination across various levels of government—municipal, provincial, and federal—as well as with non-governmental organizations, first responders, and the private sector. Managing communication and collaboration across these entities, especially during emergencies, is difficult and could lead to delays or gaps in response efforts
- Ensuring community resilience and personal preparedness of residents and businesses

EMERGENCY MANAGEMENT FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$137	\$141	\$145	\$150	\$154	\$4	3.09%
Administrative and Office	\$25	\$13	\$14	\$14	\$14	-\$12	-47.80%
Service Delivery	\$84	\$77	\$78	\$78	\$79	-\$7	-8.68%
IT and Communications	\$11	\$11	\$11	\$11	\$11	\$0	0.00%
Facilities	\$0	\$0	\$0	\$0	\$0	\$0	35.29%
Total Expenditures	\$257	\$242	\$248	\$253	\$258	-\$15	-5.82%
Transfers							
Transfers from Reserves	-\$25	\$0	\$0	\$0	\$0	\$25	-100.00%
Transfers to Reserves	\$20	\$20	\$20	\$20	\$20	\$0	0.00%
Total Transfers	-\$5	\$20	\$20	\$20	\$20	\$25	-500.00%
Total Status Quo	\$252	\$262	\$268	\$273	\$278	\$10	3.98%
Additions							
Proposed Staffing Expense	\$0	\$0	\$68	\$116	\$119	\$0	0.00%
Total Additions	\$0	\$0	\$68	\$116	\$119	\$0	0.00%
Total Operating EMS	\$252	\$262	\$336	\$389	\$397	\$10	3.98%
Capital Investment	\$13	\$13	\$17	\$17	\$17	\$0	0.00%
Total Emergency Management	\$265	\$275	\$352	\$405	\$414	\$10	3.79%

2025 BUDGET HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Decrease due to one-time cost in 2024 related to resiliency hub \$15,000 offset by increases to training and photography/videography

SERVICE DELIVERY

- Includes \$22,000 for emergency exercises and public education; \$10,000 for emergency preparedness kits; \$36,800 for 911 contract

TRANSFERS

- Annual contribution to Municipal Emergency Readiness Reserve



EMERGENCY MANAGEMENT CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Opening Balance	\$0	\$13	\$0	\$12	\$28
Contributions					
Capital Levy	\$13	\$13	\$17	\$17	\$17
Other Revenue	\$0	\$50	\$0	\$0	\$0
Transfers from Reserves	\$0	\$25	\$0	\$0	\$0
Total Contributions	\$13	\$88	\$17	\$17	\$17
Capital Work					
Equipment & Machinery	\$0	\$0	\$5	\$0	\$0
New Capital Investments	\$0	\$100	\$0	\$0	\$0
Total Capital Work	\$0	\$100	\$5	\$0	\$0
Ending Capital Asset Fund Balance	\$13	\$0	\$12	\$28	\$45

2025 CAPITAL WORK PLAN HIGHLIGHTS

CONTRIBUTIONS

OTHER REVENUE

- Anticipate finding funding to offset a portion of the costs for the resiliency hub, \$50,000

TRANSFERS FROM RESERVES

- Transfer from Rate Stabilization Reserve to offset one-time costs for resiliency hub, \$25,000

CAPITAL WORK

NEW CAPITAL INVESTMENTS

- The outdoor community resilience hub \$100,000 will serve as an important piece of infrastructure that will offer a gathering space for community members to connect, access resources, and strengthen climate resilience. Featuring sheltered seating, educational signage, and climate-adaptive landscaping, the hub will support workshops and events focused on emergency preparedness and local collaboration

EMERGENCY MANAGEMENT WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Cots	\$0	\$0	\$5	\$0	\$0
Equipment & Machinery	\$0	\$0	\$5	\$0	\$0
Resiliency Hub	\$0	\$100	\$0	\$0	\$0
New Capital Investments	\$0	\$100	\$0	\$0	\$0
Total Work Plan Summary	\$0	\$100	\$5	\$0	\$0



CORPORATE SERVICES: AT A GLANCE

The Corporate Services Department is comprised of three divisions providing a wide range of services to support the initiatives of the corporation and address customer needs.

INFORMATION TECHNOLOGY

The IT division extends technical guidance, assistance, advice and leadership to all internal departments, as well as to four local municipalities, two fire boards and a nonprofit group. The IT team defines the strategic vision for IT infrastructure, key systems, GIS, applications, tech-driven projects and the County’s tech services. IT supervises, plans and synchronizes all endeavors concerning information security, ensuring uninterrupted operations and data protection.

FINANCE

The Corporate Finance division is responsible for ensuring the long-term financial health and integrity of the County by providing financial advice and recommendations to Council and other departments. The Finance division is responsible for all financial transactions and accounting records while managing risk and maintaining accountability and transparency. Finance works closely with all departments, meeting all internal and external financial reporting requirements.

PROCUREMENT

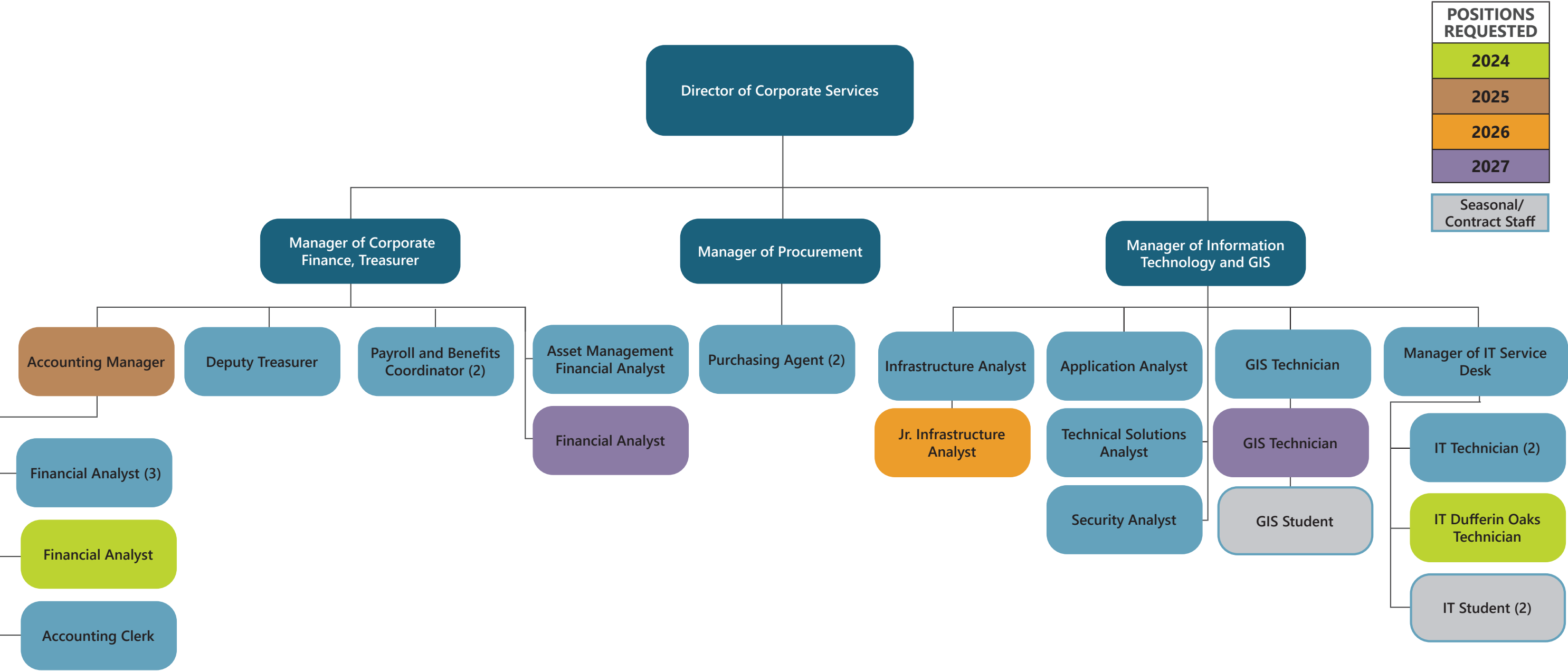
The Procurement division assists all departments in obtaining goods and services while ensuring the Procurement By-Law is adhered to. The Procurement division provides advice and assists in the development of RFPs, tenders and quotes while maintaining a fair, open and transparent procurement process. The Procurement division works in obtaining the best value while protecting the County of Dufferin from litigation based on a perception of unfair or unethical behaviour while working toward the goals set forth in the Corporate Strategic Plan.



SONYA PRITCHARD, CPA, CMA
Acting Director of Corporate Services



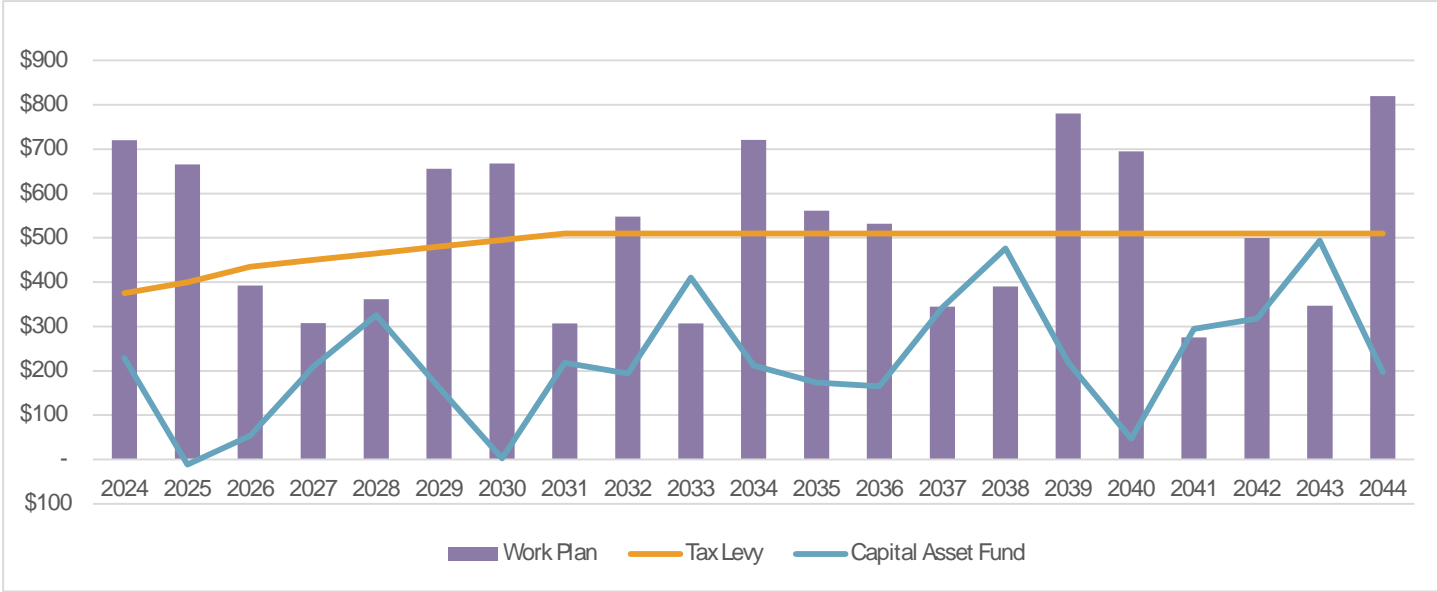
CORPORATE SERVICES DEPARTMENT ORGANIZATIONAL CHART



CORPORATE SERVICES FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Taxation	\$327	\$386	\$361	\$336	\$311	\$59	18.12%
Investment Income	\$1,250	\$1,050	\$850	\$700	\$700	-\$200	-16.00%
Government Transfers	\$370	\$377	\$384	\$390	\$390	\$8	2.08%
Other Revenue	\$86	\$33	\$33	\$33	\$33	-\$53	-61.46%
Total Revenues	\$2,032	\$1,846	\$1,627	\$1,459	\$1,434	-\$186	-9.15%
Expenditures							
Salaries and Benefits	\$3,206	\$3,405	\$3,478	\$3,585	\$3,691	\$199	6.21%
Vacancy Savings	-\$750	-\$1,000	-\$1,000	-\$1,000	-\$1,000	-\$250	33.33%
Administrative and Office	\$1,773	\$1,788	\$1,777	\$1,868	\$1,963	\$15	0.85%
Service Delivery	\$140	\$156	\$150	\$151	\$158	\$16	11.54%
IT and Communications	\$1,171	\$1,178	\$1,151	\$1,185	\$1,232	\$7	0.60%
Vehicles and Equipment	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Internal Services Recovered	-\$629	-\$797	-\$798	-\$806	-\$839	-\$168	26.75%
Total Expenditures	\$4,912	\$4,731	\$4,759	\$4,983	\$5,207	-\$181	-3.68%
Transfers							
Transfers from Reserves	-\$1,200	-\$1,190	-\$750	-\$500	-\$250	\$10	-0.83%
Total Transfers	-\$1,200	-\$1,190	-\$750	-\$500	-\$250	\$10	-0.83%
Total Status Quo	\$1,680	\$1,695	\$2,382	\$3,024	\$3,523	\$15	0.89%
Digital Modernization Projects							
Financial	\$1,300	\$493	\$0	\$0	\$0	-\$807	-62.07%
Website/Sharepoint Upgrade	\$139	\$0	\$0	\$0	\$0	-\$139	-100.00%
Transfer from Reserve	-\$1,439	-\$493	\$0	\$0	\$0	\$946	-65.73%
Total Special Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions							
Proposed Staffing Expense	\$0	\$124	\$266	\$468	\$534	\$124	100.00%
Previously Committed Expense	\$0	\$122	\$117	\$120	\$124	\$122	100.00%
Previously Committed Revenue	\$0	-\$75	-\$60	-\$30	\$0	-\$75	100.00%
New to 2025 Expense	\$0	\$37	\$30	\$0	\$0	\$37	100.00%
Total Additions	\$0	\$208	\$354	\$558	\$657	\$208	100.00%
Total Operating Corporate Services	\$1,680	\$1,903	\$2,736	\$3,582	\$4,180	\$223	13.27%
Capital Investment	\$375	\$400	\$435	\$450	\$465	\$25	100.00%
Total Corporate Services	\$2,055	\$2,303	\$3,171	\$4,032	\$4,645	\$248	12.06%

CORPORATE SERVICES 20 YEAR CAPITAL PLAN



CORPORATE SERVICES CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$64			
Opening Balance	\$485	\$165	(\$12)	\$54	\$209
Contributions					
Capital Levy	\$375	\$400	\$435	\$450	\$465
Other Revenue	\$17	\$17	\$15	\$5	\$5
Transfers from Reserves	\$8	\$8	\$8	\$8	\$8
Total Contributions	\$400	\$425	\$458	\$463	\$478
Capital Work					
Equipment & Machinery	\$720	\$666	\$392	\$308	\$362
Total Capital Work	\$720	\$666	\$392	\$308	\$362
Ending Capital Asset Fund Balance	\$165	(\$12)	\$54	\$209	\$325

CORPORATE SERVICES WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Communication Systems Lifecycle	\$44	\$102	\$44	\$4	\$4
Councilor Device Replacement	\$0	\$0	\$30	\$0	\$0
End User Device Lifecycle	\$266	\$230	\$203	\$214	\$282
IT Infrastructure Lifecycle	\$410	\$334	\$116	\$90	\$76
Equipment & Machinery	\$720	\$666	\$392	\$308	\$362
Total Work Plan Summary	\$720	\$666	\$392	\$308	\$362

INFORMATION TECHNOLOGY



DIVISIONAL LEAD

Joe Neely, Manager of Information Technology and GIS

The IT team includes 10 full-time positions and 2 student positions.

AT A GLANCE

193,824	1,106	670
Potentially Malicious Emails Blocked	Service Desk Requests Completed *April - October, 2024	Individuals and 600 End-User Devices Supported

KEY FUNCTIONS

- Administers 670 user accounts and oversees the lifecycle of 600 devices, including computers, smartphones, tablets and IT infrastructure
- Monitors, educates on, reports cybersecurity issues and safeguards the County’s network infrastructure
- Oversees the Geographic Information Systems
- Provides on-call support after business hours to ensure critical system functionality

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Governance:

- Server infrastructure upgrade for Dufferin Oaks
- Investigation of opportunities and risks for AI
- Transition to Windows 11
- Review of the telecommunication system
- Cybersecurity exercises and enhancements

CHALLENGES

- The need for project management, business analysis and change management is expanding with various large-scale projects
- Increasing cyber security risks and requirement to implement more complex and expansive systems
- Increase in IT requests driven by County growth and technology focused initiatives

INFORMATION TECHNOLOGY FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$275	\$282	\$289	\$295	\$295	\$8	2.81%
Other Revenue	\$86	\$33	\$33	\$33	\$33	-\$53	-61.46%
Total Revenues	\$360	\$315	\$322	\$328	\$328	-\$45	-12.51%
Expenditures							
Salaries and Benefits	\$1,519	\$1,590	\$1,633	\$1,685	\$1,734	\$71	4.66%
Administrative and Office	\$234	\$241	\$265	\$295	\$318	\$7	2.83%
Service Delivery	\$78	\$86	\$80	\$81	\$88	\$8	9.74%
IT and Communications	\$1,082	\$1,101	\$1,072	\$1,076	\$1,120	\$19	1.76%
Vehicles and Equipment	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Internal Services Recovered	-\$226	-\$354	-\$361	-\$369	-\$390	-\$128	56.49%
Total Expenditures	\$2,688	\$2,664	\$2,692	\$2,769	\$2,872	-\$24	-0.88%
Transfers							
Transfers from Reserves	-\$100	-\$100	\$0	\$0	\$0	\$0	0.00%
Total Transfers	-\$100	-\$100	\$0	\$0	\$0	\$0	0.00%
Total Status Quo	\$2,227	\$2,249	\$2,370	\$2,440	\$2,544	\$21	0.96%
Digital Modernization Projects							
Website/Sharepoint Upgrade	\$139	\$0	\$0	\$0	\$0	-\$139	-100.0%
Reserve Transfers	-\$139	\$0	\$0	\$0	\$0	\$139	-100.0%
Total Digital Modernization	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions							
Proposed Staffing Expense	\$0	\$0	\$113	\$251	\$256	\$0	0.00%
New to 2025 Expense	\$0	\$37	\$30	\$0	\$0	\$37	100.00%
Total Additions	\$0	\$37	\$143	\$251	\$256	\$37	100.00%
Total Operating Information	\$2,227	\$2,286	\$2,514	\$2,691	\$2,800	\$58	2.62%
Capital Investment	\$375	\$400	\$435	\$450	\$465	\$25	6.67%
Total Information Technology	\$2,602	\$2,686	\$2,949	\$3,141	\$3,265	\$83	3.20%



2025 FINANCIAL HIGHLIGHTS

REVENUES

OTHER REVENUE

- Digital modernization project for the website required allocation of funds to offset staff time on the project which was captured in Other Revenue in 2024

EXPENDITURES

ADMINISTRATION AND OFFICE

- Consulting fees include review of current phone system, graphic design support and other services to ensure the integrity of the IT infrastructure \$59,000; professional fees, training and development of staff \$80,500; legal fees added to support review of contracts \$2,500

SERVICE DELIVERY

- Primarily services to support GIS \$29,660, includes MNR AirPhotos which are updated every three years \$6,000; balance is work done through agreements with others, offset by contributions from others

IT AND COMMUNICATIONS

- Includes software annual fees and subscriptions including Microsoft licensing for entire organization \$501,950; website hosting and maintenance \$39,150; software security \$334,400 and hardware maintenance \$78,450

TRANSFERS

TRANSFERS FROM RESERVES

- Rate stabilization reserve used to mitigate fluctuations in IT related costs

ADDITIONS

NEW TO 2025

- Conduct a comprehensive telecom system review to ensure robustness, security, adaptability, and cost efficiency \$20,000
- Conduct Tabletop Cybersecurity exercises, to prepare our team to effectively respond to potential cyber threats \$17,000

INFORMATION TECHNOLOGY CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$64			
Opening Balance	\$485	\$165	(\$12)	\$54	\$209
Contributions					
Capital Levy	\$375	\$400	\$435	\$450	\$465
Other Revenue	\$17	\$17	\$15	\$5	\$5
Transfers from Reserves	\$8	\$8	\$8	\$8	\$8
Total Contributions	\$400	\$425	\$458	\$463	\$478
Capital Work					
Equipment & Machinery	\$720	\$666	\$392	\$308	\$362
Total Capital Work	\$720	\$666	\$392	\$308	\$362
Ending Capital Asset Fund Balance	\$165	(\$12)	\$54	\$209	\$325

INFORMATION TECHNOLOGY WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Communication Systems Lifecycle	\$44	\$102	\$44	\$4	\$4
Councilor Device Replacement	\$0	\$0	\$30	\$0	\$0
End User Device Lifecycle	\$266	\$230	\$203	\$214	\$282
IT Infrastructure Lifecycle	\$410	\$334	\$116	\$90	\$76
Equipment & Machinery	\$720	\$666	\$392	\$308	\$362
Total Work Plan Summary	\$720	\$666	\$392	\$308	\$362

2025 CAPITAL WORK PLAN HIGHLIGHTS

CONTRIBUTIONS

OTHER REVENUE

- Allocation from operating for new staff equipment

CAPITAL WORK

EQUIPMENT AND MACHINERY

- Updates to phone system at various locations \$102,000
- End user devices of \$200,000 include laptops, desktops, iPads, and cell phones, (it should be noted that cell phones were switched from operating to capital in 2025 due to the pooled value of these assets), 2025 includes \$30,000 for the replacement of the plotter
- IT Infrastructure of \$364,000 includes network switches, wireless access points, and battery backups. It also includes \$200,000 for server and storage replacement

FINANCE



DIVISIONAL LEAD
Aimee Raves, Manager of Corporate Finance, Treasurer

The finance team includes 10 full-time positions and 1 contract positions.

AT A GLANCE

191 Records of Employment Issued	201 Ministry Reports	749 Reports to OMERS Including Enrolments, Retirements and Leaves	16,020 Invoices Processed
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KEY FUNCTIONS

- Budget and financial reporting
- Maintains financial records
- Manages long term financial health of organization including investments and insurance
- Finance and tax policy

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



- Climate and Environment:**
- Incorporate climate lens into updated asset management plan, \$40,000



- Governance:**
- Update Development Charge background study to better align revenue collections with future planned work, \$50,000
 - New financial information software to go live in Spring 2025, costs for 2025 \$151,140
 - Implementation of new asset and maintenance management software, \$190,000



CHALLENGES

- Continued uncertainties in government contributions and constant legislative changes makes budgeting very difficult
- Increased support for financial monitoring, analysis, budgeting, reporting and funding applications required by all departments

FINANCE FINANCIAL PLAN

(in 000s)	2024	2025	2026	2027	2028	DOLLAR	%AGE
	BUDGET	BUDGET	PLAN	PLAN	PLAN	CHANGE	CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$1,220	\$1,327	\$1,342	\$1,382	\$1,423	\$107	8.75%
Administrative and Office	\$189	\$187	\$99	\$104	\$116	-\$2	-1.14%
IT and Communications	\$66	\$57	\$58	\$59	\$60	-\$9	-13.76%
Internal Services Recovered	-\$365	-\$402	-\$396	-\$395	-\$404	-\$37	10.27%
Total Expenditures	\$1,111	\$1,169	\$1,103	\$1,150	\$1,195	\$58	5.22%
Transfers							
Transfers from Reserves	-\$85	-\$90	\$0	\$0	\$0	-\$5	5.88%
Total Transfers	-\$85	-\$90	\$0	\$0	\$0	-\$5	5.88%
Total Status Quo	\$1,026	\$1,079	\$1,103	\$1,150	\$1,195	\$53	5.17%
Digital Modernization Projects							
Financial	\$1,300	\$493	\$0	\$0	\$0	-\$807	-62.07%
Reserve Transfers	-\$1,300	-\$493	\$0	\$0	\$0	\$807	-62.07%
Total Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions							
Proposed Staffing Expense	\$0	\$124	\$153	\$217	\$278	\$124	100.00%
Previously Committed Expense	\$0	\$122	\$117	\$120	\$124	\$122	100.00%
Previously Committed Revenue	\$0	-\$75	-\$60	-\$30	\$0	-\$75	100.00%
Total Additions	\$0	\$171	\$210	\$307	\$401	\$171	100.00%
Total Finance	\$1,026	\$1,250	\$1,313	\$1,457	\$1,596	\$224	21.83%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

SALARIES AND BENEFITS

- Includes full year of position added in 2024 and regular increases

ADMINISTRATIVE AND OFFICE

- Consulting includes update to asset management plan \$40,000; development charge (DC) background study \$50,000, both of which are offset by reserves

TRANSFERS

- Transfer from Rate Stabilization Reserve for update to asset management plan and Development Charge Reserve Fund for the DC background study

ADDITIONS



PROPOSED 2025 ADDITIONAL POSITION

ACCOUNTING MANAGER

Reporting to the Manager of Corporate Finance/Treasurer, the Accounting Manager assists with the handling of all the financial operations of the County including accounts payable, accounts receivable, tangible capital assets, cost accounting, producing financial statements, and performing year end functions. In addition, the Accounting Manager is responsible for the supervision and leadership of assigned staff within the division.

As the organization grows so does the need for financial support. The depth and breadth of programs and services offered by the County makes it difficult to stay on top of all things financial. Over the last few years the finance team has been developing subject matter experts to better support the divisions. Having a manager dedicated to supporting five staff will ensure deadlines are met. A number of staff continually incur overtime, this division of duties should alleviate overtime.

FINANCIAL IMPACTS

The additional cost for this position in 2025 is \$122,040 for salary and benefits. The annualized cost is \$150,850. Additional support costs of \$2,000 (training, conferences, etc.) will be required each year. Cost of computer is not required as contract position already exists.

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

DIGITAL MODERNIZATION

- Final stages of implementation of new Financial Information System, Business Central, including backfill of position to support implementation \$151,000
- Implementation of new asset and maintenance management system that will support all divisions, \$190,000
- A newer version of our existing budgeting software will be required to support changes in Business Central to allow proper integration between the system, \$100,000
- All of these projects are being funded through reserves previously set aside for digital modernization projects

PREVIOUSLY COMMITTED

- As part of the ongoing digital modernization project, new financial information system will be implemented in 2025 to allow for better reporting, efficiencies and to replace existing legacy systems. Annual fees are for part of the year only and will be offset by reserves over several years to phase in the impact on the levy. Annual fees are approximately \$110,000 with a net cost for 2025 of \$35,000
- As part of the ongoing digital modernization project, new asset and maintenance management software programs will be implemented in 2025 to allow for better data management and reporting. Annual fees are for part of the year only and will be offset by reserves over several years to phase in the impact on the tax levy. Annual fees are approximately \$47,500 with net cost for 2025 of \$11,700

CORPORATE FINANCE FINANCIAL PLAN

(in 000s)	2024	2025	2026	2027	2028	DOLLAR	%AGE
	BUDGET	BUDGET	PLAN	PLAN	PLAN	CHANGE	CHANGE
Revenues							
Taxation	\$327	\$386	\$361	\$336	\$311	\$59	18.12%
Investment Income	\$1,250	\$1,050	\$850	\$700	\$700	-\$200	-16.00%
Government Transfers	\$95	\$95	\$95	\$95	\$95	\$0	0.00%
Total Revenues	\$1,672	\$1,531	\$1,306	\$1,131	\$1,106	-\$141	-8.42%
Vacancy Savings	-\$750	-\$1,000	-\$1,000	-\$1,000	-\$1,000	-\$250	33.33%
Administrative and Office	\$1,315	\$1,335	\$1,389	\$1,445	\$1,505	\$19	1.47%
Service Delivery	\$62	\$70	\$70	\$70	\$70	\$9	13.82%
IT and Communications	\$17	\$15	\$16	\$44	\$46	-\$2	-13.53%
Internal Services Recovered	-\$3	-\$3	-\$3	-\$3	-\$3	\$0	5.45%
Total Expenditures	\$641	\$417	\$471	\$556	\$618	-\$225	-35.03%
Transfers							
Transfers from Reserves	-\$1,000	-\$1,000	-\$750	-\$500	-\$250	\$0	0.00%
Total Transfers	-\$1,000	-\$1,000	-\$750	-\$500	-\$250	\$0	0.00%
Total Corporate Finance	-\$2,031	-\$2,114	-\$1,585	-\$1,075	-\$738	-\$84	4.13%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

VACANCY SAVINGS

- Increased by \$250,000 to better reflect actual, is approximately 2.2% of total salary and benefit costs

ADMINISTRATION AND OFFICE

- Includes \$1,031,300 for assessment services through MPAC; \$125,000 payment to Town of Orangeville for courthouse security; liability insurance, and an amount to cover insurance costs below our deductible \$178,000

SERVICE DELIVERY

- Costs associated with rescue calls on County roads that lower tiers are unable to collect



PROCUREMENT



DIVISIONAL LEAD
Chris (C.J.) Hasson, Procurement Manager

The division has 3 full-time positions.

22	\$5,818,602	156	416
Total Procurements (RFQ, Tenders and RFPs)	Total Value of Awarded Projects	Bids Received	Total Registered Proponents Interested in County of Dufferin Projects

*Stats reflect period between September 1, 2023 - August 31, 2024

KEY FUNCTIONS

- Coordinates, compiles and facilitates the closing of all bid submissions, including evaluations.
- Prepares final, formal contracts and agreements
- Provides guidance and training to County staff on proper procurement rules

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



- Governance:**
- Implementation of new Procurement By-Law and the accompanying Procedures and Guidelines
 - Training for staff in departments on new bylaw, procedures, and forms to streamline procurement, taking a more proactive approach
 - Develop Vendor Record and Prequalification Lists for multiple categories

CHALLENGES

- Ensuring a proactive approach where purchasing is planned well in advance of project implementation
- Managing additional workload created from projects closing over budget, change orders
- Identifying and managing risks and standardizing contracts

PROCUREMENT FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$467	\$489	\$503	\$518	\$534	\$21	4.58%
Administrative and Office	\$34	\$26	\$24	\$24	\$25	-\$9	-25.11%
IT and Communications	\$6	\$5	\$5	\$5	\$5	-\$1	-10.00%
Internal Services Recovered	-\$35	-\$38	-\$38	-\$39	-\$42	-\$3	7.85%
Total Expenditures	\$473	\$482	\$494	\$508	\$522	\$9	2.00%
Transfers							
Transfers from Reserves	-\$15	\$0	\$0	\$0	\$0	\$15	100.00%
Total Transfers	-\$15	\$0	\$0	\$0	\$0	\$15	100.00%
Total Procurement	\$458	\$482	\$494	\$508	\$522	\$24	5.35%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Includes consulting fees to assist in development of new procurement templates, \$5,000; legal fees \$3,000; shifted training and development costs for Director of Corporate Services from other divisions \$4,500



PEOPLE & EQUITY: AT A GLANCE

People and Equity Department is responsible for Human Resources, Learning & Organizational Development, Equity and Health & Safety. The Department works to provide support to the entire organization on all employee related matters.

PEOPLE & EQUITY ADMINISTRATION

The Administrative function provides overall leadership to the Department overseeing implementation of strategic initiatives and policy work. The division leads employee recognition and appreciation initiatives, organizing annual events. In addition, the Human Rights and Workplace Investigator reports through the Administration function.

HUMAN RESOURCES

Human Resources is responsible for employee and labour relations, human resources policy and procedure development, disability management, and full cycle recruitment. The Human Resources team works closely with all departments.

EQUITY

The Equity division is responsible for implementing, monitoring and evaluating the Equity Strategic Plan (2023-2026). The Equity Division provides support and advice to all departments and to the Dufferin Equity and Inclusion Advisory and the Access Dufferin Committees.

HEALTH & SAFETY

The Health and Safety function is responsible for the development and implementation of an Occupational Health and Safety program for the County of Dufferin and three participating member municipalities. This position acts in an advisory capacity to all levels of staff and management, providing training, tools and resources.

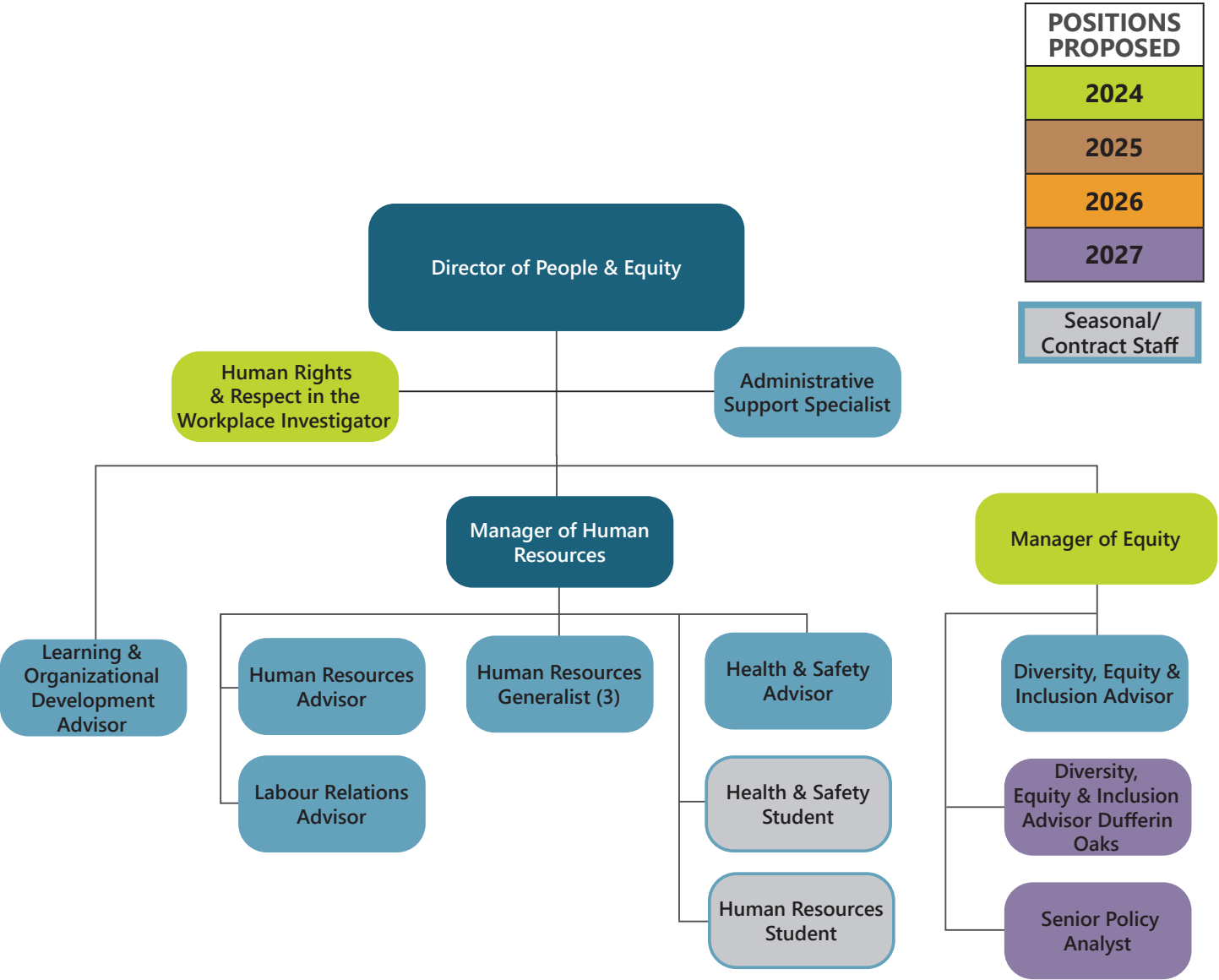
LEARNING & ORGANIZATIONAL DEVELOPMENT

The Learning and Organizational Development function is responsible for developing and implementing corporate training to meet the needs of employees, departments and the organization. The Learning and Organizational Development Division administers the Employee Performance and Development program.



ROHAN THOMPSON, M.S.W.
Director of People & Equity

PEOPLE & EQUITY DEPARTMENT ORGANIZATIONAL CHART



PEOPLE AND EQUITY FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$88	\$22	\$23	\$23	\$24	-\$66	-75.00%
Other Revenue	\$5	\$5	\$5	\$5	\$5	\$0	0.00%
Total Revenues	\$93	\$27	\$28	\$28	\$29	-\$66	0.00%
Expenditures							
Salaries and Benefits	\$1,771	\$1,932	\$2,024	\$2,069	\$2,145	\$161	9.07%
Administrative and Office	\$714	\$550	\$655	\$541	\$581	-\$165	-23.07%
Service Delivery	\$6	\$36	\$46	\$46	\$46	\$30	100.00%
IT and Communications	\$36	\$27	\$28	\$28	\$24	-\$9	-24.30%
Internal Services Recovered	-\$280	-\$303	-\$316	-\$324	-\$335	-\$23	8.24%
Total Expenditures	\$2,247	\$2,241	\$2,436	\$2,360	\$2,460	-\$6	-0.26%
Transfers							
Transfers from Reserves	-\$476	-\$338	-\$332	-\$253	-\$260	\$139	-29.12%
Total Transfers	-\$476	-\$338	-\$332	-\$253	-\$260	\$139	-29.12%
Total Status Quo	\$1,678	\$1,877	\$2,077	\$2,079	\$2,172	\$199	11.85%
Digital Modernization Projects							
HRIS	\$0	\$350	\$0	\$0	\$0	\$350	100.00%
Reserve Transfers	\$0	-\$350	\$0	\$0	\$0	-\$350	100.00%
Total Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	100.00%
Additions							
Proposed Staffing Expense	\$0	\$0	\$0	\$213	\$258	\$0	0.00%
Previously Committed Expense	\$0	\$65	\$75	\$75	\$75	\$65	0.00%
Previously Committed Revenue	\$0	-\$65	-\$60	-\$30	\$0	-\$65	0.00%
New to 2025 Expense	\$0	\$6	\$7	\$7	\$7	\$6	100.00%
New to 2025 Revenue	\$0	\$0	\$0	\$0	\$0	\$0	100.00%
Total Additions	\$0	\$6	\$22	\$264	\$339	\$6	100.00%
Total People and Equity	\$1,678	\$1,882	\$2,098	\$2,343	\$2,511	\$204	12.17%



PEOPLE & EQUITY ADMINISTRATION



DIVISIONAL LEAD

Rohan Thompson, Director of People and Equity

The Administration division has 3 full-time positions.

AT A GLANCE

1 Annual Long Service Award Event Organized	2 Staff Appreciation Event Organized	9 Human Rights/Respect in the Workplace Investigations Conducted Thus Far in 2024*
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*Does not reflect the total number of concerns, questions, fact finding interviews and inquiries that the Human Rights office responds to.

KEY FUNCTIONS

- Provide department leadership oversight
- Implement the Equity Strategy and corporate strategic initiatives
- Promote and organize employee recognition and appreciation initiatives
- Lead potential respect in the workplace policy violation investigations duties, which include but are not limited to, liaising with witness(es), respondent(s), complainant(s) and stakeholders in the investigation

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Equity:

- Investigate opportunities for additional staff recognition and appreciation
- Implement regular reporting and metrics to measure impact of departmental initiatives and the Equity Strategy
- Facilitate annual respect in the workplace training for all people leaders

CHALLENGES

- Lack of technology that supports case management and transparency functions to support human rights and respect in the workplace investigations
- The need for ongoing socialization and capacity building of all staff about the need and legislative requirement to report concerns of alleged Respect in the Workplace policy violations in a timely manner

PEOPLE & EQUITY ADMINISTRATION FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$337	\$415	\$461	\$459	\$486	\$77	22.97%
Administrative and Office	\$232	\$213	\$219	\$227	\$232	-\$19	-8.14%
IT and Communications	\$11	\$7	\$7	\$7	\$3	-\$3	-30.38%
Internal Services Recovered	-\$41	-\$46	-\$51	-\$51	-\$54	-\$5	11.37%
Total Expenditures	\$538	\$589	\$637	\$643	\$668	\$51	9.42%
Transfers							
Transfers from Reserves	-\$208	-\$156	-\$161	-\$166	-\$171	\$52	-24.92%
Total Transfers	-\$208	-\$156	-\$161	-\$166	-\$171	\$52	-24.92%
Total Status Quo	\$331	\$433	\$476	\$477	\$497	\$102	30.97%
Additions							
Previously Committed Expense	\$0	\$65	\$0	\$0	\$0	\$65	100.00%
Previously Committed Revenue	\$0	-\$65	\$0	\$0	\$0	-\$65	100.00%
Total Additions	\$0	\$0	\$0	\$0	\$0	\$0	100.00%
Total People and Equity Admin	\$331	\$433	\$476	\$477	\$497	\$102	30.97%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

SALARIES AND BENEFITS

- Recent retirements of long term staff have resulted in an increase to post retirement benefits of \$28,000, increase to non union WSIB claim costs to reflect actual, offset by transfer from reserve fund; full year of new positions added in 2024 plus regular increases

ADMINISTRATIVE AND OFFICE

- Includes non-union portion of excess indemnity and occupational accident insurance \$136,000 both offset by transfer from reserve fund; long service awards and staff events \$25,000; consulting \$34,000

TRANSFER FROM RESERVES

- Transfers from WSIB Reserve Fund to offset associated costs \$155,800

ADDITIONS

PREVIOUSLY COMMITTED

- Non-union wage market review \$65,000 to be offset by transfer from Rate Stabilization Reserve



HUMAN RESOURCES



DIVISIONAL LEAD

Jennifer Di Martino Human Resources Manager

The Human Resources division consists of 6 full-time positions and 1 student position.

AT A GLANCE

90	278	27	132
Non-union Job Postings	Non-Union Interviews Conducted	External Unionized Job Postings	Unionized Interviews Conducted

KEY FUNCTIONS

- Provides support and responds to employee inquiries
- Fosters amicable relationships and provides advice and assistance on labour relations matters at Dufferin Oaks Long Term Care Home
- Responsible for recruitment, talent acquisition, onboarding and orientation of new staff
- Handles the disability management of occupational and non-occupational illness and/or injury, managing the return to work and accommodation processes in conjunction with third parties
- Reviews existing policies and develops new policies that align with the County’s culture, vision, mission and values and are in accordance with applicable legislation

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Governance:

- As part of the digital modernization initiative procure and implement Human resources information system (HRIS)



Equity:

- Conduct non-union Wage Market Review
- Update Non-Union Hiring Policy

CHALLENGES

- Grievance management, resolving and mediating grievances to the satisfaction of all parties
- Attracting and retaining applicants in a competitive labour market
- Addressing Human Resources policy gaps

HUMAN RESOURCES FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$828	\$872	\$898	\$925	\$953	\$43	5.25%
Administrative and Office	\$103	\$96	\$101	\$101	\$101	-\$7	-6.83%
IT and Communications	\$12	\$9	\$9	\$9	\$9	-\$3	-27.62%
Internal Services Recovered	-\$230	-\$245	-\$253	-\$260	-\$268	-\$15	6.63%
Total Expenditures	\$714	\$731	\$755	\$774	\$794	\$18	2.49%
Transfers							
Total Transfers	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Status Quo	\$714	\$731	\$755	\$774	\$794	\$18	2.49%
Digital Modernization Projects							
HRIS	\$0	\$350	\$0	\$0	\$0	\$350	100.00%
Reserve Transfers	\$0	-\$350	\$0	\$0	\$0	-\$350	100.00%
Total Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions							
Previously Committed Expense	\$0	\$0	\$75	\$75	\$75	\$0	0.00%
Previously Committed Revenue	\$0	\$0	-\$60	-\$30	\$0	\$0	0.00%
Total Additions	\$0	\$0	\$15	\$45	\$75	\$0	0.00%
Total Human Resources	\$714	\$731	\$770	\$819	\$869	\$18	2.49%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Includes \$65,000 for legal fees, \$15,000 for specialized recruitment advertising to target underserved groups

INTERNAL SERVICES RECOVERED

- Allocation of staffing costs who directly support Dufferin Oaks

ADDITIONS

DIGITAL MODERNIZATION

- Implementation of a Human Resources Information System, \$350,000, work on this project began in 2024 with final product selection expected in early 2025 with implementation to follow
- As part of the digital modernization project, costs associated with this project will be offset by reserves

EQUITY



DIVISIONAL LEAD

Kareema Sookdeo, Manager of Equity

The Equity division has 2 full-time positions.

AT A GLANCE

12	6
Corporate Wide Equity Focused Learning Opportunities for Staff Hosted	Equity and Climate Lens Community of Practice Meetings Co-Hosted

KEY FUNCTIONS

- Leads the implementation of the Equity Strategic Plan (2023-2026)
- Supports and facilitates the Diversity Equity Inclusion Advisory and Access Dufferin Advisory Committee
- Support various corporate committees to ensure equity expertise is provided
- Provides and facilitates training and development opportunities that enhance staff awareness and understanding of individual and group rights and responsibilities under the Ontario Human Rights Code (ONHRC), the Accessibility for Ontarians with Disabilities Act (AODA) and other relevant federal and provincial legislation

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Equity:

- Coordinate Indigenous Education training
- Develop and Implement an Employee Resource Group program
- Roll out of the Recruitment and Equity Screening Tool
- Employee Engagement Survey results roll out and implementation
- To collaborate and partner with some of the lower tier municipalities on equity initiatives (i.e. Community Conversations and Speakers for Days of Significance)

CHALLENGES

- Limited resources to implement the Equity Strategy
- Balancing training objectives with staff availability and other priorities

EQUITY FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$287	\$327	\$337	\$347	\$358	\$40	14.09%
Administrative and Office	\$288	\$121	\$190	\$165	\$165	-\$167	-57.85%
Service Delivery	\$0	\$30	\$40	\$40	\$40	\$30	100.00%
IT and Communications	\$4	\$1	\$1	\$1	\$1	-\$3	-81.08%
Total Expenditures	\$579	\$479	\$567	\$553	\$563	-\$99	-17.14%
Transfers							
Transfers from Reserves	-\$150	-\$20	-\$25	\$0	\$0	\$130	-86.67%
Total Transfers	-\$150	-\$20	-\$25	\$0	\$0	\$130	-86.67%
Total Status Quo	\$429	\$459	\$542	\$553	\$563	\$31	7.19%
Additions							
Proposed Staffing Expense	\$0	\$0	\$0	\$213	\$258	\$0	0.00%
Total Additions	\$0	\$0	\$0	\$213	\$258	\$0	0.00%
Total Equity	\$429	\$459	\$542	\$765	\$821	\$31	7.19%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

SALARIES AND BENEFITS

- Includes full year of position added in 2024 plus regular increases

ADMINISTRATIVE AND OFFICE

- Corporate training includes \$20,000 for balance owing for anti-racism training which began in 2024, offset by transfer from reserve, \$40,000 for keynotes for days of significance, 2SLGPTQ people leader training \$4,000, indigenous education for people leaders \$35,000; consulting fees includes \$15,000 to support policy development

SERVICE DELIVERY

- Includes \$30,000 for community discussion series

TRANSFERS

- Transfer from Rate Stabilization Reserve to offset anti-racism training

HEALTH & SAFETY



DIVISIONAL LEAD

Heidi Rooyakkers, Health and Safety Advisor

Health and Safety division has 1 full-time position.

AT A GLANCE

40	24
New Non-Union Employees Trained in Health & Safety Orientation and WHMIS	New Unionized Employees have been trained in Health & Safety Orientation and WHIMS

KEY FUNCTIONS

- Develops and amends health and safety policies
- Consults and reports on industry and Ministry of Labour trends and initiatives
- Coordinates and monitors health and safety training
- Performs safety audits and analyzes hazards and conducts health and safety workplace investigations
- Provides advisory support to the Joint Health and Safety Committee and Municipal Health and Safety Representatives

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Equity:

- Complete Risk of Violence Assessment for the organization
- Review and update all Health & Safety policies and procedures
- Review and develop Health & Safety training content to new training platform
- Review and Update WHIMIS program

CHALLENGES

- Limited resources make keeping up with demand for support challenging
- Ensuring Health & Safety remains a priority for the County, in the face of competing priorities
- Meeting the service provision needs of the lower tier municipal partners

HEALTH & SAFETY FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$88	\$22	\$23	\$23	\$24	-\$66	-75.00%
Other Revenue	\$5	\$5	\$5	\$5	\$5	\$0	0.00%
Total Revenues	\$93	\$27	\$28	\$28	\$29	-\$66	0.00%
Expenditures							
Salaries and Benefits	\$163	\$153	\$158	\$162	\$167	-\$10	-6.04%
Administrative and Office	\$18	\$17	\$20	\$19	\$19	\$0	-1.42%
Service Delivery	\$6	\$6	\$6	\$6	\$6	\$0	100.00%
IT and Communications	\$9	\$10	\$10	\$11	\$11	\$1	6.15%
Internal Services Recovered	-\$9	-\$12	-\$13	-\$13	-\$13	-\$3	35.40%
Total Expenditures	\$187	\$174	\$182	\$185	\$189	-\$13	-6.78%
Transfers							
Transfers from Reserves	-\$94	-\$82	-\$86	-\$87	-\$89	\$12	-12.83%
Total Transfers	-\$94	-\$82	-\$86	-\$87	-\$89	\$12	-12.83%
Total Status Quo	\$0	\$65	\$68	\$69	\$71	\$65	100.00%
Additions							
New to 2025 Expense	\$0	\$6	\$7	\$7	\$7	\$6	100.00%
Total Additions	\$0	\$6	\$7	\$7	\$7	\$6	100.00%
Total Health and Safety	\$0	\$71	\$75	\$76	\$78	\$71	100.00%

2025 FINANCIAL HIGHLIGHTS

REVENUES

GOVERNMENT TRANSFERS

- Only three municipalities are utilizing County health and safety services, plus change in funding model has resulted in less revenues from lower tiers

EXPENDITURES

SERVICE DELIVERY

- Includes costs for training provided to other divisions, organizations which is 100% offset by other revenue

ADDITIONS

NEW TO 2025

- New health and wellness program to promote employee wellness and wellbeing, \$2,500
- Series of events to promote Health and Safety week \$4,000

LEARNING & ORGANIZATIONAL DEVELOPMENT



DIVISIONAL LEAD

Raquel Scott, Learning & Organizational Development Advisor

Learning and Organizational Development division has 1 full-time position.

AT A GLANCE

30 eLearning Courses Organized for Leaders and Staff Development	3 Inclusive Leadership Training Sessions with 46 Attendees	2 Accessible Documents Training Sessions with 31 Attendees
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KEY FUNCTIONS

- Conducts training needs analyses and works collaboratively with departments to identify opportunities to enhance existing initiatives or create new programs to address ongoing needs
- Develops, coordinates and facilitates employee and corporate leadership development training initiatives
- Designs and facilitates organizational and performance improvement initiatives (e.g., workforce and talent development; employee engagement; succession planning)
- Liaises with external facilitators, vendors, organizations and municipalities to leverage educational strategies, tools and resources

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Equity:

- Finalize and roll out Learning & Organizational Development Strategy including an annual corporate training plan
- Develop an Inclusive Leadership Index and metrics that outlines the leadership behaviours required for management positions at the County
- Develop and Implement a Performance Improvement Plan (PIP) to support performance management

CHALLENGES

- Adequately supporting projected organizational and departmental learning goals with current resources
- Identifying and establishing appropriate technology to support organizational learning objectives

LEARNING & ORGANIZATIONAL DEVELOPMENT FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$156	\$165	\$170	\$175	\$180	\$9	5.90%
Administrative and Office	\$74	\$102	\$125	\$30	\$65	\$28	37.70%
Total Expenditures	\$230	\$267	\$295	\$206	\$246	\$37	16.30%
Transfers							
Transfers from Reserves	-\$25	-\$80	-\$60	\$0	\$0	-\$55	220.00%
Total Transfers	-\$25	-\$80	-\$60	\$0	\$0	-\$55	220.00%
Total Learning and	\$205	\$187	\$235	\$206	\$246	-\$18	-8.55%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Corporate training includes conflict management resolution train the trainer for Dufferin Oaks staff \$20,000, leadership workshop series \$10,000 and training to build capacity of management to support mental health in the workplace \$7,000; consulting fees include development of leadership core competencies as identified in the equity audit \$60,000

TRANSFERS

- Transfer from Rate Stabilization Reserve to offset costs of Dufferin Oaks Train the Trainer, \$20,000, and development of leadership core competencies, \$60,000

