



# 2026 BUDGET PACKAGE

## COUNTY OF DUFFERIN



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## COUNCIL: AT A GLANCE

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

2026 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

- Represents the public, considers the well-being and interests of Dufferin County and determines which services Dufferin County provides
- Maintains the financial integrity of Dufferin County
- Carries out the duties of Council under this or any other Act

### KEY PERFORMANCE INDICATORS

Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.88% | 0.83% | 0.82% | 0.98% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

Percent of Meeting Spent in Closed Session

| 2022  | 2023  | 2024 | 2025 |
|-------|-------|------|------|
| 3.60% | 5.25% | 21%  | 8%*  |

**Purpose:** Ensures accountability and transparency and helps ensure that closed meetings are not over used.

**Calculation:** Percentage of Council meeting hours that are held in closed compared to amount in open session  
Excluding training sessions

\*doesn’t reflect full year

### CHALLENGES

- Navigating budgetary pressures to balance limited resources with increasing service expectations and long-term financial sustainability
- Lack of dedicated Council Chambers within a County facility that supports hybrid participation, live streaming, and a welcoming environment for public engagement

## COUNCIL & GRANT FINANCIAL PLAN

| (in 000s)                      | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|--------------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                       |                |                |              |              |              |                  |                |
| Total Revenues                 | \$0            | \$0            | \$0          | \$0          | \$0          | \$0              | 0.00%          |
| Expenditures                   |                |                |              |              |              |                  |                |
| Salaries and Benefits          | \$521          | \$528          | \$537        | \$548        | \$559        | \$7              | 1.29%          |
| Administrative and Office      | \$155          | \$179          | \$172        | \$159        | \$160        | \$24             | 15.55%         |
| Service Delivery (Incl. Grant: | \$324          | \$574          | \$274        | \$274        | \$274        | \$250            | 77.16%         |
| Total Expenditures             | \$1,000        | \$1,281        | \$983        | \$981        | \$993        | \$281            | 28.08%         |
| Transfers                      |                |                |              |              |              |                  |                |
| Transfers from Reserves        | \$0            | -\$300         | \$0          | \$0          | \$0          | -\$300           | 100.00%        |
| Total Transfers                | \$0            | -\$300         | \$0          | \$0          | \$0          | -\$300           | 100.00%        |
| Total Council & Grant          | \$1,000        | \$981          | \$983        | \$981        | \$993        | -\$19            | -1.92%         |

### 2026 BUDGET HIGHLIGHTS

#### EXPENDITURES

SALARIES AND BENEFITS

- Decrease in per diems due to elimination of Diversity, Equity, Inclusion Community Advisory Committee \$5,000

ADMINISTRATION AND OFFICE

- Consulting fees include additional training from integrity commissioner for new Council \$2,000; increase for inaugural meeting expenses for new Council \$6,000; includes additional \$13,000 for room rentals in event existing space is inadequate

SERVICE DELIVERY

- Includes \$300,000 transfer for Town of Shelburne bypass, offset by transfer from reserves







# OFFICE OF THE CAO: AT A GLANCE

## ADMINISTRATION AND COMMUNICATIONS

The Office of the 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 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 and 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.

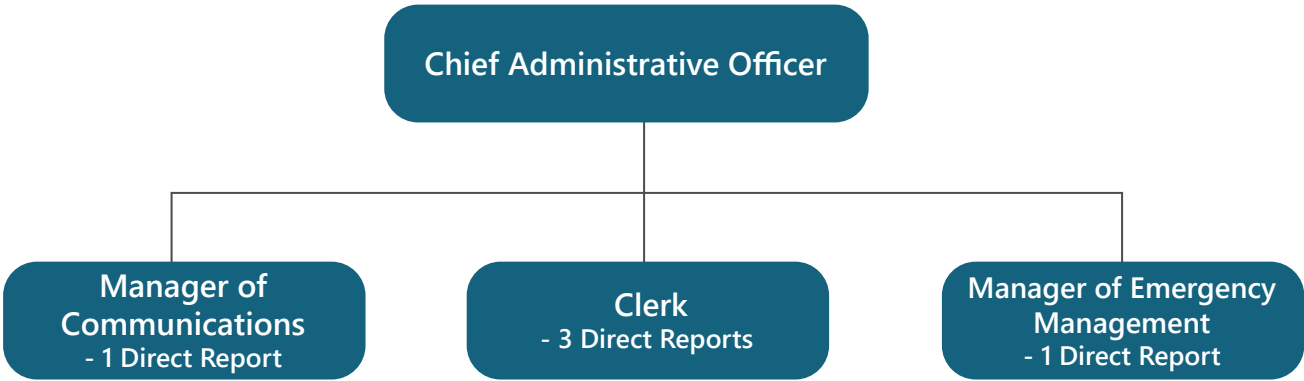


**SONYA PRITCHARD, CPA, CMA**  
Chief Administrative Officer

## 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.

# OFFICE OF THE CAO ORGANIZATIONAL CHART

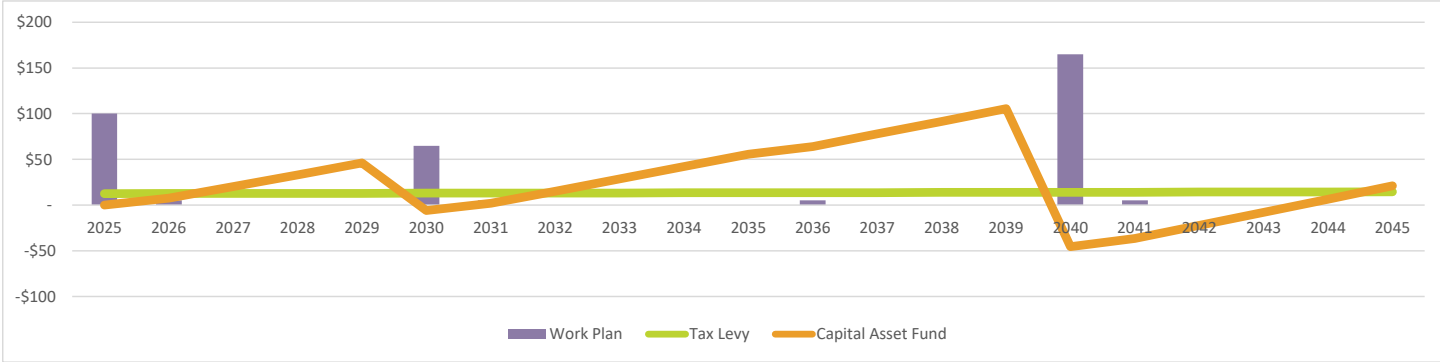




# OFFICE OF THE CAO FINANCIAL PLAN

| (in 000s)                        | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                         |                |                |                |                |                |                  |                |
| User Fees                        | \$1            | \$1            | \$1            | \$1            | \$1            | \$0              | 0.00%          |
| Other Revenue                    | \$7            | \$7            | \$7            | \$7            | \$7            | \$0              | 0.00%          |
| <b>Total Revenues</b>            | <b>\$8</b>     | <b>\$8</b>     | <b>\$8</b>     | <b>\$8</b>     | <b>\$8</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                     |                |                |                |                |                |                  |                |
| Salaries and Benefits            | \$1,325        | \$1,378        | \$1,419        | \$1,462        | \$1,506        | \$53             | 4.01%          |
| Administrative and Office        | \$219          | \$294          | \$340          | \$263          | \$262          | \$75             | 34.02%         |
| Service Delivery                 | \$79           | \$80           | \$81           | \$82           | \$82           | \$1              | 1.01%          |
| IT and Communications            | \$92           | \$95           | \$97           | \$100          | \$103          | \$2              | 2.57%          |
| Facilities                       | \$0            | \$0            | \$0            | \$0            | \$0            | \$0              | 76.09%         |
| Internal Services Recovered      | -\$97          | -\$99          | -\$103         | -\$100         | -\$104         | -\$2             | 1.80%          |
| <b>Total Expenditures</b>        | <b>\$1,619</b> | <b>\$1,748</b> | <b>\$1,835</b> | <b>\$1,806</b> | <b>\$1,848</b> | <b>\$129</b>     | <b>7.99%</b>   |
| Transfers                        |                |                |                |                |                |                  |                |
| Transfers from Reserves          | -\$70          | -\$110         | -\$160         | -\$80          | -\$80          | -\$40            | 57.14%         |
| Transfers to Reserves            | \$20           | \$20           | \$20           | \$20           | \$20           | \$0              | 0.00%          |
| <b>Total Transfers</b>           | <b>-\$50</b>   | <b>-\$90</b>   | <b>-\$140</b>  | <b>-\$60</b>   | <b>-\$60</b>   | <b>-\$40</b>     | <b>80.00%</b>  |
| <b>Total Operating Office of</b> | <b>\$1,561</b> | <b>\$1,650</b> | <b>\$1,687</b> | <b>\$1,738</b> | <b>\$1,780</b> | <b>\$89</b>      | <b>5.72%</b>   |
| <b>Capital Investment</b>        | <b>\$13</b>    | <b>\$13</b>    | <b>\$13</b>    | <b>\$13</b>    | <b>\$13</b>    | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Office of the CAO</b>   | <b>\$1,573</b> | <b>\$1,663</b> | <b>\$1,699</b> | <b>\$1,751</b> | <b>\$1,793</b> | <b>\$89</b>      | <b>5.68%</b>   |

# OFFICE OF THE CAO 20 YEAR CAPTIAL PLAN



# OFFICE OF THE CAO CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>Opening Balance</b>                   | <b>\$13</b>    | <b>\$0</b>     | <b>\$8</b>   | <b>\$20</b>  | <b>\$33</b>  |
| Contributions                            |                |                |              |              |              |
| Capital Levy                             | \$13           | \$13           | \$13         | \$13         | \$13         |
| Other Revenue                            | \$50           | \$0            | \$0          | \$0          | \$0          |
| Transfers from Reserves                  | \$25           | \$0            | \$0          | \$0          | \$0          |
| <b>Total Contributions</b>               | <b>\$88</b>    | <b>\$13</b>    | <b>\$13</b>  | <b>\$13</b>  | <b>\$13</b>  |
| Capital Work                             |                |                |              |              |              |
| Equipment & Machinery                    | \$0            | \$5            | \$0          | \$0          | \$0          |
| Other                                    | \$100          | \$0            | \$0          | \$0          | \$0          |
| New Capital Investments                  | \$0            | \$0            | \$0          | \$0          | \$0          |
| <b>Total Capital Work</b>                | <b>\$100</b>   | <b>\$5</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$0</b>     | <b>\$8</b>     | <b>\$20</b>  | <b>\$33</b>  | <b>\$46</b>  |





# ADMINISTRATION AND COMMUNICATIONS

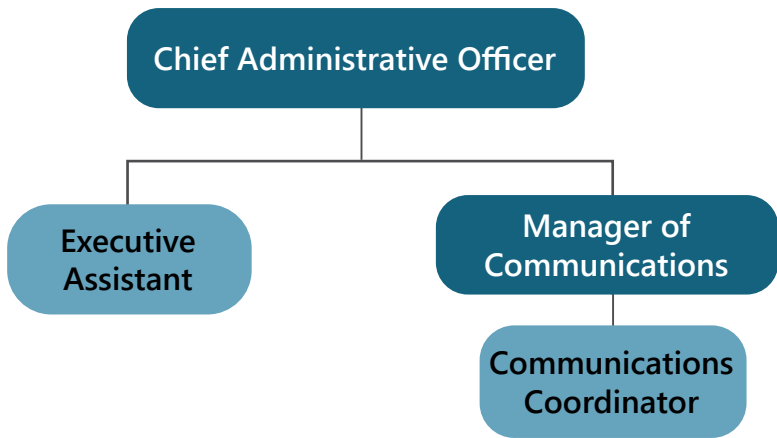


## DIVISIONAL LEADS

Sonya Pritchard, Chief Administrative Officer  
Megan Ball, Communications Manager

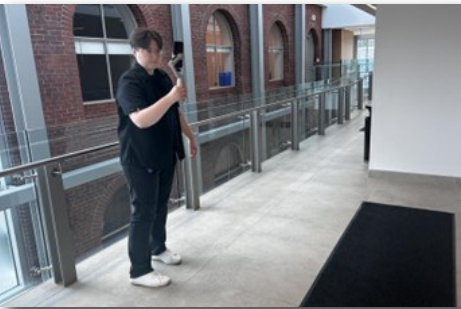
The CAO's Office and the Communications division has 2 full-time positions each.

## ADMINISTRATION AND COMMUNICATIONS ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Oversees implementation of Council decisions
- Leads the implementation of the County's 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
- Oversees strategic communication planning, implementation and policy development
- Provides media relations and social media support
- Oversees County's internal communications
- Provides strategic advice and issues management
- Reviews and provides recommendations to ensure inclusive, accessible and meaningful community engagement under the County's Community Engagement Framework



## KEY PERFORMANCE INDICATORS

### In-Year Strategic Initiatives Completed/Ongoing and In-Progress

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | n/a  | 85%  | 95%  |

**Purpose:** Show progress on strategic plan initiatives.

**Calculation:** Number of initiatives completed/ongoing and in-progress divided by total number of initiatives.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.73% | 0.88% | 0.86% | 0.98% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Social Media Metrics

| 2022 | 2023 | 2024 | 2025                                                                 |
|------|------|------|----------------------------------------------------------------------|
| n/a  | n/a  | n/a  | 782 posts, 430,512 impressions, 21,995 engagements, 15,809 followers |

**Purpose:** Measure social media growth and engagement, identify strongest posts and new, creative opportunities based on data.

**Calculation:** Follower growth, number of posts, post engagement, post reach.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Community:

- Advance the development of the Health and Human Services Hub in collaboration with the Hills of Headwaters Collaborative Ontario Health Team and other community partners - \$4,000,000
- Support the Expansion of Primary Care application for Dufferin-Caledon



### Governance:

- Initiate Strategic Plan process for new term of Council - \$50,000
- Investigate opportunities for additional digital modernization and use of AI - \$60,000
- Advance Government Relations Strategy and advocacy efforts
- Implement changes to senior leadership structure to create improved focus on strategic initiatives and streamlined decision making
- Roll out external eNewsletter
- Improve communications planning to enhance



### Equity:

- Support initiatives to enhance staff morale and build capacity

## CHALLENGES

- Budget pressures require ongoing focus on ways to improve productivity and efficiency
- Rapid changes to legislation
- Adapting to new technologies and AI
- Staff working across multiple locations requires increasingly creative and strategic communications campaigns to effectively reach internal audiences and foster staff engagement
- Lack of local media makes it difficult to communicate effectively with all residents



# ADMINISTRATION AND COMMUNICATION FINANCIAL PLAN

| (in 000s)                     | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN  | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|-------------------------------|----------------|----------------|---------------|--------------|--------------|------------------|----------------|
| Revenues                      |                |                |               |              |              |                  |                |
| <b>Total Revenues</b>         | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>    | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                  |                |                |               |              |              |                  |                |
| Salaries and Benefits         | \$683          | \$710          | \$732         | \$754        | \$776        | \$27             | 4.02%          |
| Administrative and Office     | \$169          | \$236          | \$286         | \$208        | \$206        | \$67             | 39.86%         |
| IT and Communications         | \$36           | \$37           | \$38          | \$39         | \$42         | \$1              | 1.84%          |
| Internal Services Recovered   | -\$83          | -\$87          | -\$91         | -\$89        | -\$92        | -\$4             | 5.30%          |
| <b>Total Expenditures</b>     | <b>\$805</b>   | <b>\$896</b>   | <b>\$964</b>  | <b>\$913</b> | <b>\$932</b> | <b>\$91</b>      | <b>11.31%</b>  |
| Transfers                     |                |                |               |              |              |                  |                |
| Transfers from Reserves       | -\$60          | -\$110         | -\$160        | -\$80        | -\$80        | -\$50            | 83.33%         |
| <b>Total Transfers</b>        | <b>-\$60</b>   | <b>-\$110</b>  | <b>-\$160</b> | <b>-\$80</b> | <b>-\$80</b> | <b>-\$50</b>     | <b>83.33%</b>  |
| <b>Total Admin &amp; Comm</b> | <b>\$745</b>   | <b>\$786</b>   | <b>\$804</b>  | <b>\$833</b> | <b>\$852</b> | <b>\$41</b>      | <b>5.51%</b>   |

## 2026 BUDGET HIGHLIGHTS

### EXPENDITURES

#### ADMINISTRATION AND OFFICE

- Consulting includes \$50,000 to begin work on 2027 – 2030 Strategic Plan, \$60,000 to continue support on current plan

### TRANSFERS

#### RESERVES TRANSFERS

- Transfer from Rate Stabilization Reserve to offset costs associated with Strategic Plan work





# CLERKS

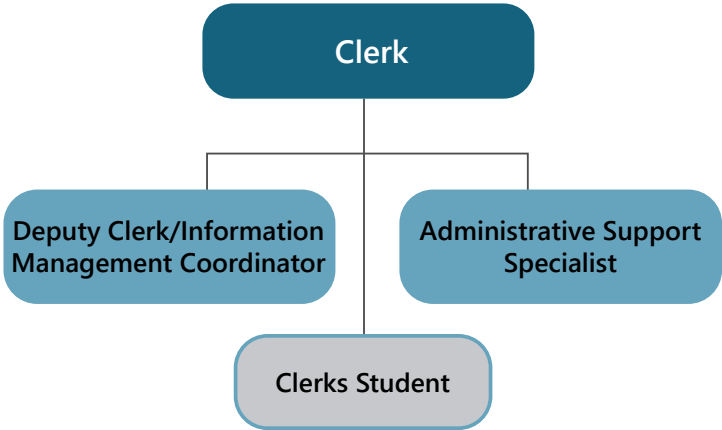


## DIVISIONAL LEAD

Michelle Dunne, Clerk

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

## CLERKS ORGANIZATIONAL CHART



## 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

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023 | 2024  | 2025  | 2026  |
|------|-------|-------|-------|
| n/a  | 0.46% | 0.42% | 0.42% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.86% | 0.78% | 0.77% | 0.80% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

## Reports to Council and Committee

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 179  | 192  | 189  | 197  |

**Purpose:** Ensures Council and public see how initiatives and projects are progressing.

**Calculation:** Number of reports on agendas annually.

## Number of By-Laws Prepared

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 94   | 180  | 131  | 57   |

**Purpose:** Monitors the amount of by-laws adopted by Council for transparent governance.

**Calculation:** By-laws presented to Council for adoption.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Governance:

- Conduct a Council remuneration review
- Update the Procedural by-law for the next term of Council
- Update Council policies
- Create a council orientation program for the next term of Council

## CHALLENGES

- Ensuring timely collaboration from other divisions when fulfilling MFIPPA requests can be challenging, as delays in receiving necessary records may impact response timelines
- The absence of a dedicated Council Chambers can create challenges such as projecting professionalism, public confidence in governance, lack of technology for hybrid meetings, and ensuring full AODA accessibility for all participants.
- Maintaining the County's records management program remains a challenge due to increased electronic records and limited staff and resources

## CLERKS FINANCIAL PLAN

| (in 000s)                   | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE  |
|-----------------------------|----------------|----------------|--------------|--------------|--------------|------------------|-----------------|
| Revenues                    |                |                |              |              |              |                  |                 |
| User Fees                   | \$1            | \$1            | \$1          | \$1          | \$1          | \$0              | 0.00%           |
| Other Revenue               | \$7            | \$7            | \$7          | \$7          | \$7          | \$0              | 0.00%           |
| <b>Total Revenues</b>       | <b>\$8</b>     | <b>\$8</b>     | <b>\$8</b>   | <b>\$8</b>   | <b>\$8</b>   | <b>\$0</b>       | <b>0.00%</b>    |
| Expenditures                |                |                |              |              |              |                  |                 |
| Salaries and Benefits       | \$443          | \$456          | \$469        | \$483        | \$498        | \$13             | 2.93%           |
| Administrative and Office   | \$37           | \$41           | \$39         | \$39         | \$39         | \$4              | 10.08%          |
| Service Delivery            | \$3            | \$3            | \$3          | \$3          | \$3          | \$0              | 0.00%           |
| IT and Communications       | \$45           | \$46           | \$48         | \$49         | \$51         | \$2              | 3.56%           |
| Internal Services Recovered | -\$14          | -\$11          | -\$11        | -\$12        | -\$12        | \$3              | -19.05%         |
| <b>Total Expenditures</b>   | <b>\$513</b>   | <b>\$534</b>   | <b>\$547</b> | <b>\$563</b> | <b>\$578</b> | <b>\$21</b>      | <b>4.09%</b>    |
| Transfers                   |                |                |              |              |              |                  |                 |
| Transfers from Reserves     | -\$10          | \$0            | \$0          | \$0          | \$0          | \$10             | -100.00%        |
| <b>Total Transfers</b>      | <b>-\$10</b>   | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$10</b>      | <b>-100.00%</b> |
| <b>Total Clerks</b>         | <b>\$495</b>   | <b>\$526</b>   | <b>\$539</b> | <b>\$554</b> | <b>\$570</b> | <b>\$31</b>      | <b>6.26%</b>    |



# EMERGENCY MANAGEMENT

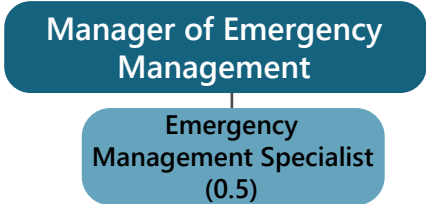


## DIVISIONAL LEAD

Steve Murphy, Manager of Preparedness, 911 and Corporate Projects

The Emergency Management division has 1.5 full-time positions

## EMERGENCY MANAGEMENT ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Assesses risks posed by natural, technological and human causes
- Develops emergency plans, training and exercises to meet the needs of the community
- Monitors incidents and events that may pose a risk to Dufferin County
- Coordinates the response to large scale or complex incidents

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023 | 2024  | 2025  | 2026  |
|------|-------|-------|-------|
| n/a  | 0.25% | 0.25% | 0.26% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.25% | 0.22% | 0.22% | 0.36% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Emergency Management Course Offerings

| 2022 | 2023  | 2024 | 2025  |
|------|-------|------|-------|
| 552  | 1,684 | 940  | 1,712 |

**Purpose:** Demonstrates level of readiness training.

**Calculation:** Number of classroom hours times number of learners.

### Emergency Response Hours

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 94   | 180  | 131  | 294  |

**Purpose:** Number of staff hours committed to enhanced monitoring of threats or EOC activation.

**Calculation:** Number of all EM staff hours combined.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Energy:

- Continue to prepare the community for severe weather events
- Work with key infrastructure partners to mitigate impacts of climate change



### Governance

- Develop and maintain effective emergency communication plans and public notification systems to ensure timely and accurate information sharing



### Community

- Enhance community resilience through public education, volunteer engagement, and preparedness initiatives - \$17,000
- Facilitate multi-agency planning and training to ensure coordinated action during emergencies that impact residents' safety and well-being - \$5,000



### Equity

- Work with community partners to ensure that emergency shelters, assistance centres, and recovery programs are accessible, inclusive, and responsive to diverse community needs

## CHALLENGES

- Foster stronger alignment among municipalities, provincial ministries, and community partners to streamline priorities and enhance coordinated action
- Strengthen capacity and resource management strategies to effectively meet increased service demands during emergencies
- Enhance coordination and communication across all levels of government—municipal, provincial, and federal—as well as with non-governmental organizations, first responders, and private sector partners to ensure seamless collaboration and timely response
- Promote community resilience by expanding public education, outreach, and engagement initiatives that encourage personal preparedness among residents and businesses





# EMERGENCY MANAGEMENT FINANCIAL PLAN

| (in 000s)                  | 2025         | 2026         | 2027         | 2028         | 2029         | DOLLAR      | %AGE         |
|----------------------------|--------------|--------------|--------------|--------------|--------------|-------------|--------------|
|                            | BUDGET       | BUDGET       | PLAN         | PLAN         | PLAN         | CHANGE      | CHANGE       |
| Revenues                   |              |              |              |              |              |             |              |
| <b>Total Revenues</b>      | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>  | <b>0.00%</b> |
| Expenditures               |              |              |              |              |              |             |              |
| Salaries and Benefits      | \$199        | \$212        | \$218        | \$225        | \$231        | \$13        | 6.37%        |
| Administrative and Office  | \$13         | \$17         | \$16         | \$16         | \$16         | \$4         | 26.82%       |
| Service Delivery           | \$77         | \$78         | \$78         | \$79         | \$80         | \$1         | 1.04%        |
| IT and Communications      | \$11         | \$11         | \$11         | \$11         | \$10         | \$0         | 0.91%        |
| Facilities                 | \$0          | \$0          | \$0          | \$0          | \$0          | \$0         | 76.09%       |
| <b>Total Expenditures</b>  | <b>\$300</b> | <b>\$317</b> | <b>\$324</b> | <b>\$331</b> | <b>\$338</b> | <b>\$17</b> | <b>5.75%</b> |
| Transfers                  |              |              |              |              |              |             |              |
| Transfers to Reserves      | \$20         | \$20         | \$20         | \$20         | \$20         | \$0         | 0.00%        |
| <b>Total Transfers</b>     | <b>\$20</b>  | <b>\$20</b>  | <b>\$20</b>  | <b>\$20</b>  | <b>\$20</b>  | <b>\$0</b>  | <b>0.00%</b> |
| <b>Total Operating EMS</b> | <b>\$320</b> | <b>\$337</b> | <b>\$344</b> | <b>\$351</b> | <b>\$358</b> | <b>\$17</b> | <b>5.39%</b> |
| <b>Capital Investment</b>  | <b>\$13</b>  | <b>\$13</b>  | <b>\$13</b>  | <b>\$13</b>  | <b>\$13</b>  | <b>\$0</b>  | <b>0.00%</b> |
| <b>Total Emergency</b>     | <b>\$333</b> | <b>\$350</b> | <b>\$357</b> | <b>\$364</b> | <b>\$371</b> | <b>\$17</b> | <b>5.22%</b> |

## 2026 BUDGET HIGHLIGHTS

### EXPENDITURES

#### SALARIES AND BENEFITS

- Includes reallocation of 0.5 position from Waste Services to support Emergency Management initiatives, 2025 budget was adjusted to reflect change

#### ADMINISTRATIVE AND OFFICE

- Increase in training to support reallocated position \$3,500

#### SERVICE DELIVERY

- Includes annual increase to 911 contract to \$37,600

### RESERVES TRANSFERS

#### TRANSFERS

- Annual contribution to Municipal Emergency Readiness Fund of \$20,000

# EMERGENCY MANAGEMENT CAPITAL ASSET FUND

|                                          | 2025         | 2026        | 2027        | 2028        | 2029        |
|------------------------------------------|--------------|-------------|-------------|-------------|-------------|
|                                          | BUDGET       | BUDGET      | PLAN        | PLAN        | PLAN        |
| <b>Opening Balance</b>                   | <b>\$13</b>  | <b>\$0</b>  | <b>\$8</b>  | <b>\$20</b> | <b>\$33</b> |
| Contributions                            |              |             |             |             |             |
| Capital Levy                             | \$13         | \$13        | \$13        | \$13        | \$13        |
| Other Revenue                            | \$50         | \$0         | \$0         | \$0         | \$0         |
| Transfers from Reserves                  | \$25         | \$0         | \$0         | \$0         | \$0         |
| <b>Total Contributions</b>               | <b>\$88</b>  | <b>\$13</b> | <b>\$13</b> | <b>\$13</b> | <b>\$13</b> |
| Capital Work                             |              |             |             |             |             |
| Equipment & Machinery                    | \$0          | \$5         | \$0         | \$0         | \$0         |
| Other                                    | \$100        | \$0         | \$0         | \$0         | \$0         |
| New Capital Investments                  | \$0          | \$0         | \$0         | \$0         | \$0         |
| <b>Total Capital Work</b>                | <b>\$100</b> | <b>\$5</b>  | <b>\$0</b>  | <b>\$0</b>  | <b>\$0</b>  |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$0</b>   | <b>\$8</b>  | <b>\$20</b> | <b>\$33</b> | <b>\$46</b> |

## 2026 CAPITAL WORK PLAN HIGHLIGHTS

### CAPITAL WORK

#### EQUIPMENT AND MACHINERY

- Replacement of cots, \$5,000

# EMERGENCY MANAGEMENT WORK PLAN SUMMARY

|                                | 2025         | 2026       | 2027       | 2028       | 2029       |
|--------------------------------|--------------|------------|------------|------------|------------|
|                                | BUDGET       | BUDGET     | PLAN       | PLAN       | PLAN       |
| Expenditures                   |              |            |            |            |            |
| Cots                           | \$0          | \$5        | \$0        | \$0        | \$0        |
| Equipment & Machinery          | \$0          | \$5        | \$0        | \$0        | \$0        |
| Resiliency Hub                 | \$100        | \$0        | \$0        | \$0        | \$0        |
| Other                          | \$100        | \$0        | \$0        | \$0        | \$0        |
| <b>Total Work Plan Summary</b> | <b>\$100</b> | <b>\$5</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |





# 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.

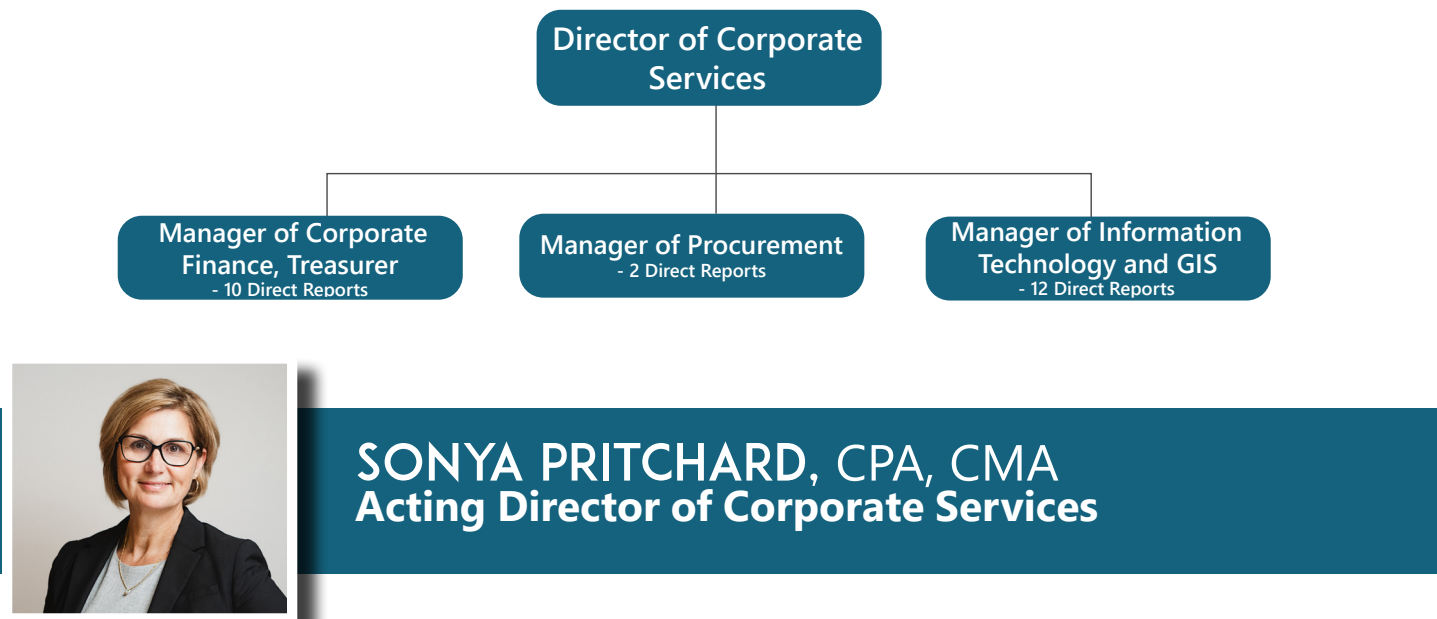
## FINANCE

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 (2024-52) 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 to obtain 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 in the Corporate Strategic Plan.

# CORPORATE SERVICES ORGANIZATIONAL CHART



# CORPORATE SERVICES FINANCIAL PLAN

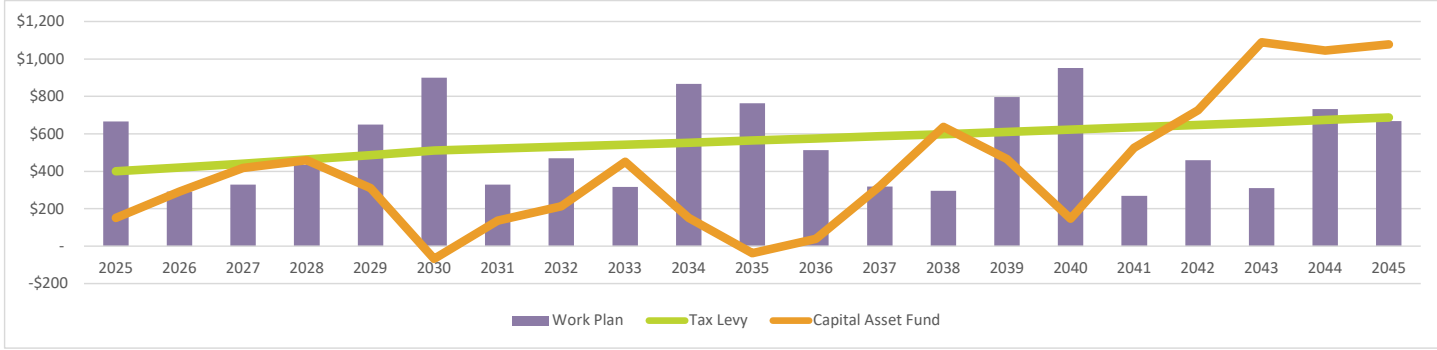
| (in 000s)                            | 2025<br>BUDGET  | 2026<br>BUDGET  | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|--------------------------------------|-----------------|-----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                             |                 |                 |                |                |                |                  |                |
| Taxation                             | \$386           | \$422           | \$403          | \$379          | \$377          | \$36             | 9.25%          |
| Investment Income                    | \$1,050         | \$900           | \$750          | \$700          | \$700          | -\$150           | -14.29%        |
| Government Transfers                 | \$377           | \$362           | \$368          | \$368          | \$368          | -\$15            | -4.06%         |
| Other Revenue                        | \$33            | \$37            | \$38           | \$38           | \$38           | \$4              | 12.99%         |
| <b>Total Revenues</b>                | <b>\$1,846</b>  | <b>\$1,721</b>  | <b>\$1,559</b> | <b>\$1,486</b> | <b>\$1,484</b> | <b>-\$125</b>    | <b>-6.79%</b>  |
| Expenditures                         |                 |                 |                |                |                |                  |                |
| Salaries and Benefits                | \$3,528         | \$3,620         | \$3,727        | \$3,837        | \$3,951        | \$92             | 2.61%          |
| Vacancy Savings*                     | \$0             | \$0             | \$0            | \$0            | \$0            | \$0              | #DIV/0!        |
| Administrative and Office*           | \$475           | \$564           | \$412          | \$446          | \$447          | \$88             | 18.59%         |
| Service Delivery                     | \$156           | \$90            | \$81           | \$88           | \$83           | -\$66            | -42.14%        |
| IT and Communications                | \$1,317         | \$1,301         | \$1,334        | \$1,389        | \$1,474        | -\$16            | -1.18%         |
| Vehicles and Equipment               | \$1             | \$1             | \$1            | \$1            | \$1            | \$0              | 0.00%          |
| Internal Services Recovered          | -\$797          | -\$775          | -\$770         | -\$783         | -\$820         | \$22             | -2.72%         |
| <b>Total Expenditures</b>            | <b>\$4,679</b>  | <b>\$4,800</b>  | <b>\$4,784</b> | <b>\$4,980</b> | <b>\$5,136</b> | <b>\$121</b>     | <b>2.59%</b>   |
| Transfers                            |                 |                 |                |                |                |                  |                |
| Transfers from Reserves              | -\$1,265        | -\$1,217        | -\$750         | -\$500         | -\$250         | \$48             | -3.79%         |
| <b>Total Transfers</b>               | <b>-\$1,265</b> | <b>-\$1,217</b> | <b>-\$750</b>  | <b>-\$500</b>  | <b>-\$250</b>  | <b>\$48</b>      | <b>-3.79%</b>  |
| <b>Total Status Quo</b>              | <b>\$1,568</b>  | <b>\$1,862</b>  | <b>\$2,475</b> | <b>\$2,994</b> | <b>\$3,403</b> | <b>\$294</b>     | <b>18.77%</b>  |
| Digital Modernization Projects       |                 |                 |                |                |                |                  |                |
| Expenses                             | \$493           | \$0             | \$0            | \$0            | \$0            | -\$493           | -100.00%       |
| Transfer from Reserve                | -\$493          | \$0             | \$0            | \$0            | \$0            | \$493            | -100.00%       |
| <b>Total Special Projects</b>        | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| Additions                            |                 |                 |                |                |                |                  |                |
| New to 2026 Expense                  | \$0             | \$50            | \$0            | \$0            | \$0            | \$50             | 100.00%        |
| New to 2026 Revenue                  | \$0             | -\$50           | \$0            | \$0            | \$0            | -\$50            | 100.00%        |
| <b>Total Additions</b>               | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Operating Corp Services</b> | <b>\$1,568</b>  | <b>\$1,862</b>  | <b>\$2,475</b> | <b>\$2,994</b> | <b>\$3,403</b> | <b>\$294</b>     | <b>18.77%</b>  |
| <b>Capital Investment</b>            | <b>\$400</b>    | <b>\$420</b>    | <b>\$441</b>   | <b>\$463</b>   | <b>\$486</b>   | <b>\$20</b>      | <b>5.00%</b>   |
| <b>Total Corporate Services</b>      | <b>\$1,968</b>  | <b>\$2,282</b>  | <b>\$2,916</b> | <b>\$3,457</b> | <b>\$3,889</b> | <b>\$314</b>     | <b>15.97%</b>  |

\* Vacancy savings is net of impact of implementing the wage market review  
\* Administrative and Office reflects \$500,000 in administrative savings to be found across organization





# CORPORATE SERVICES 20 YEAR CAPITAL PLAN



# CORPORATE SERVICES CAPITAL ASSET FUND

|                                   | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-----------------------------------|----------------|----------------|--------------|--------------|--------------|
| Prior Year Carry Forward          |                | \$15           |              |              |              |
| Opening Balance                   | \$375          | \$135          | \$292        | \$418        | \$459        |
| Contributions                     |                |                |              |              |              |
| Capital Levy                      | \$400          | \$420          | \$441        | \$463        | \$486        |
| Other Revenue                     | \$17           | \$5            | \$5          | \$5          | \$5          |
| Transfers from Reserves           | \$8            | \$8            | \$8          | \$8          | \$8          |
| Total Contributions               | \$425          | \$433          | \$454        | \$476        | \$499        |
| Capital Work                      |                |                |              |              |              |
| Equipment & Machinery             | \$666          | \$291          | \$328        | \$434        | \$650        |
| Total Capital Work                | \$666          | \$291          | \$328        | \$434        | \$650        |
| Ending Capital Asset Fund Balance | \$135          | \$292          | \$418        | \$459        | \$309        |





# INFORMATION TECHNOLOGY

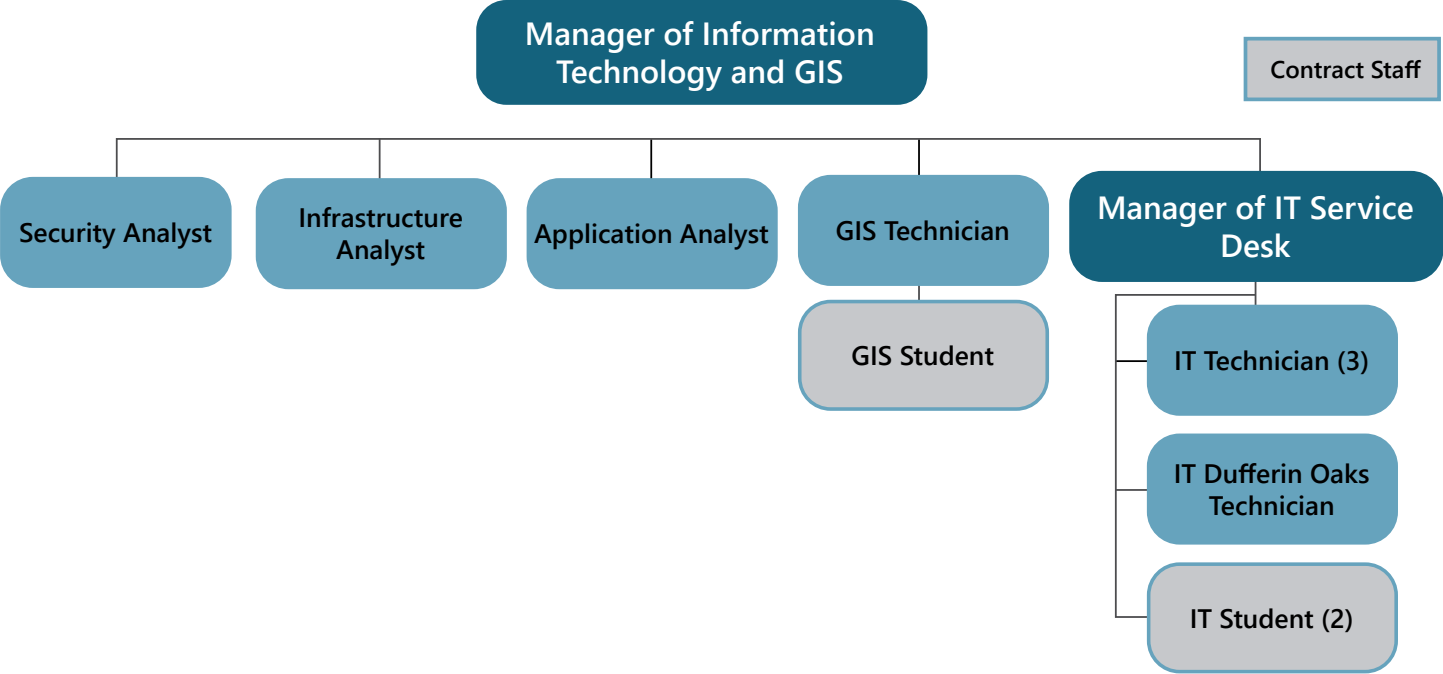


## DIVISIONAL LEAD

Joe Neely, Manager of Information Technology and GIS

The IT team includes 10 full-time positions and 3 student positions.

## INFORMATION TECHNOLOGY ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Administers 670 user accounts and oversees the lifecycle of 600 devices, including computers, smartphones, tablets and IT infrastructure
- Monitors, educates, reports on 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



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.56% | 2.46% | 2.45% | 2.50% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.48% | 2.47% | 2.44% | 2.75% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Help Desk Tickets Received

| 2022 | 2023 | 2024  | 2025  |
|------|------|-------|-------|
| n/a  | n/a  | 1,800 | 2,471 |

**Purpose:** Track number of tickets being submitted.

**Calculation:** Automatically tracked in Service Desk software.

### Number of Blocked Emails

| 2022 | 2023 | 2024 | 2025    |
|------|------|------|---------|
| n/a  | n/a  | n/a  | 370,687 |

**Purpose:** Amount of malicious emails being blocked.

**Calculation:** Monthly through software.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Governance:

- Development of IT strategic plan, \$100,000
- Review of telecommunication system, \$30,000
- Development and review of AI, privacy and other strategic policies \$25,500
- Cybersecurity exercises and enhancements, \$30,000

## CHALLENGES

- Staff capacity to address expanding GIS and technology needs
- Growing threat of cyber attacks drives the need for more advanced and comprehensive systems to be put in place
- As large-scale projects become more common, the demand for project management, business analysis, and change management continues to grow



# INFORMATION TECHNOLOGY FINANCIAL PLAN

| (in 000s)                           | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                            |                |                |                |                |                |                  |                |
| Government Transfers                | \$282          | \$276          | \$282          | \$282          | \$282          | -\$6             | -2.23%         |
| Other Revenue                       | \$33           | \$37           | \$38           | \$38           | \$38           | \$4              | 12.99%         |
| <b>Total Revenues</b>               | <b>\$315</b>   | <b>\$313</b>   | <b>\$320</b>   | <b>\$320</b>   | <b>\$320</b>   | <b>-\$2</b>      | <b>-0.63%</b>  |
| Expenditures                        |                |                |                |                |                |                  |                |
| Salaries and Benefits               | \$1,590        | \$1,614        | \$1,662        | \$1,711        | \$1,761        | \$25             | 1.54%          |
| Administrative and Office           | \$261          | \$405          | \$275          | \$298          | \$303          | \$145            | 55.55%         |
| Service Delivery                    | \$86           | \$80           | \$81           | \$88           | \$83           | -\$6             | -6.54%         |
| IT and Communications               | \$1,118        | \$1,154        | \$1,174        | \$1,224        | \$1,304        | \$36             | 3.18%          |
| Vehicles and Equipment              | \$1            | \$1            | \$1            | \$1            | \$1            | \$0              | 0.00%          |
| Internal Services Recovered         | -\$354         | -\$337         | -\$337         | -\$348         | -\$379         | \$17             | -4.75%         |
| <b>Total Expenditures</b>           | <b>\$2,701</b> | <b>\$2,917</b> | <b>\$2,855</b> | <b>\$2,974</b> | <b>\$3,072</b> | <b>\$216</b>     | <b>8.00%</b>   |
| Transfers                           |                |                |                |                |                |                  |                |
| Transfers from Reserves             | -\$100         | -\$176         | \$0            | \$0            | \$0            | -\$76            | 75.50%         |
| <b>Total Transfers</b>              | <b>-\$100</b>  | <b>-\$176</b>  | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>-\$76</b>     | <b>75.50%</b>  |
| <b>Total Status Quo</b>             | <b>\$2,286</b> | <b>\$2,428</b> | <b>\$2,535</b> | <b>\$2,654</b> | <b>\$2,752</b> | <b>\$143</b>     | <b>6.24%</b>   |
| <b>Capital Investment</b>           | <b>\$400</b>   | <b>\$420</b>   | <b>\$441</b>   | <b>\$463</b>   | <b>\$486</b>   | <b>\$20</b>      | <b>5.00%</b>   |
| <b>Total Information Technology</b> | <b>\$2,686</b> | <b>\$2,848</b> | <b>\$2,976</b> | <b>\$3,117</b> | <b>\$3,238</b> | <b>\$163</b>     | <b>6.05%</b>   |

## 2026 FINANCIAL HIGHLIGHTS

### EXPENDITURES

#### ADMINISTRATION AND OFFICE

- Consulting includes \$100,000 to develop IT Strategic Plan, \$55,500 for continuation of telephony reviews and strategic policy development

#### IT AND COMMUNICATIONS

- Continue to broaden cyber safety measures to ensure safety of data \$60,000, offset by decreases in hardware maintenance costs which fluctuate from year to year as well as contract for ESRI as costs shift directly to local municipalities
- IT related costs are subject to continued uncertainty as a result of US exchange rate volatility and tariffs

### TRANSFERS

#### TRANSFERS FROM RESERVES

- Transfer from rate stabilization reserve to offset one time costs associated with IT Strategic Plan \$100,000 and infotech research, as well as \$50,000 to mitigate overall increases in software costs

# INFORMATION TECHNOLOGY CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>Prior Year Carry Forward</b>          |                | <b>\$15</b>    |              |              |              |
| <b>Opening Balance</b>                   | <b>\$375</b>   | <b>\$135</b>   | <b>\$292</b> | <b>\$418</b> | <b>\$459</b> |
| Contributions                            |                |                |              |              |              |
| Capital Levy                             | \$400          | \$420          | \$441        | \$463        | \$486        |
| Other Revenue                            | \$17           | \$5            | \$5          | \$5          | \$5          |
| Transfers from Reserves                  | \$8            | \$8            | \$8          | \$8          | \$8          |
| <b>Total Contributions</b>               | <b>\$425</b>   | <b>\$433</b>   | <b>\$454</b> | <b>\$476</b> | <b>\$499</b> |
| Capital Work                             |                |                |              |              |              |
| Equipment & Machinery                    | \$666          | \$291          | \$328        | \$434        | \$650        |
| <b>Total Capital Work</b>                | <b>\$666</b>   | <b>\$291</b>   | <b>\$328</b> | <b>\$434</b> | <b>\$650</b> |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$135</b>   | <b>\$292</b>   | <b>\$418</b> | <b>\$459</b> | <b>\$309</b> |

# INFORMATION TECHNOLOGY WORK PLAN SUMMARY

|                                 | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|---------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                    |                |                |              |              |              |
| Communication Systems Lifecycle | \$102          | \$4            | \$7          | \$4          | \$24         |
| Councilor Device Replacement    | \$0            | \$23           | \$0          | \$0          | \$0          |
| End User Device Lifecycle       | \$200          | \$198          | \$199        | \$269        | \$197        |
| IT Infrastructure Lifecycle     | \$364          | \$67           | \$122        | \$162        | \$429        |
| Equipment & Machinery           | \$666          | \$291          | \$328        | \$434        | \$650        |
| <b>Total Work Plan Summary</b>  | <b>\$666</b>   | <b>\$291</b>   | <b>\$328</b> | <b>\$434</b> | <b>\$650</b> |

## 2026 CAPITAL WORK PLAN HIGHLIGHTS

### CONTRIBUTIONS

#### OTHER REVENUE

- Allocation from operating for Community Paramedics equipment

#### EQUIPMENT AND MACHINERY

- End user devices of \$184,000 include laptops, desktops, iPads and cell phones as well as \$22,500 for Councillor iPads
- IT Infrastructure includes network switches, wireless access points and battery backups



# FINANCE

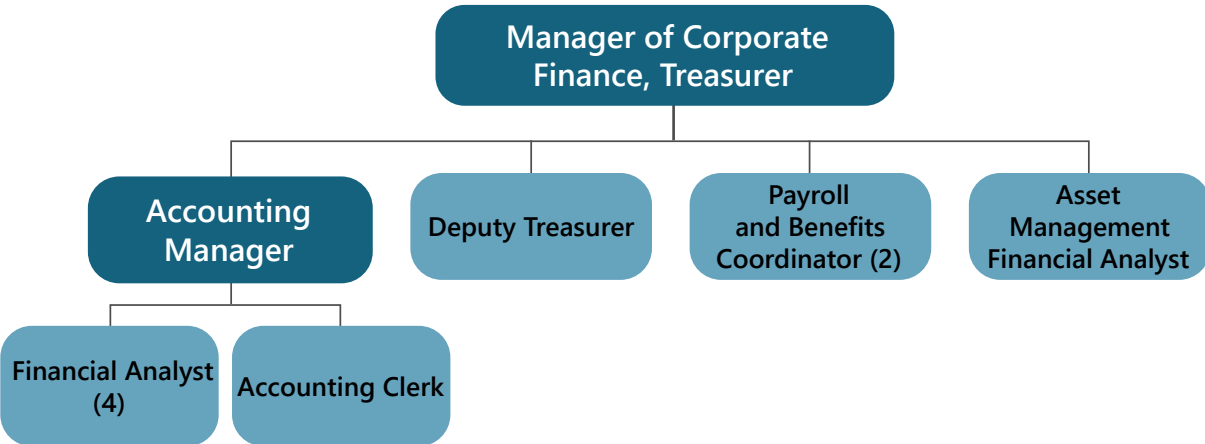


## DIVISIONAL LEAD

Aimee Raves, Manager of Corporate Finance, Treasurer

The finance team includes 11 full-time positions.

## FINANCE ORGANIZATIONAL CHART



## KEY FUNCTIONS

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



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.96% | 1.02% | 1.45% | 1.34% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.24% | 2.40% | 2.38% | 2.75% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Number of Invoices Paid

| 2022   | 2023   | 2024   | 2025   |
|--------|--------|--------|--------|
| 13,960 | 15,710 | 16,030 | 18,072 |

**Purpose:** Monitors volume of invoices paid.

**Calculation:** Total invoices paid.

### Number of Payroll Deposits

| 2022   | 2023   | 2024   | 2025   |
|--------|--------|--------|--------|
| 10,189 | 10,361 | 11,044 | 11,625 |

**Purpose:** Monitors volume of payroll deposits.

**Calculation:** Total payroll deposits.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Governance:

- Update Development Charge Background Study to better align revenue collections with future planned work \$25,000
- Complete implementation of payroll side of new financial information system
- Support final phase in implementation of new maintenance management system, specifically for Paramedics

## 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)                      | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                       |                |                |                |                |                |                  |                |
| <b>Total Revenues</b>          | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                   |                |                |                |                |                |                  |                |
| Salaries and Benefits          | \$1,449        | \$1,499        | \$1,544        | \$1,590        | \$1,637        | \$50             | 3.44%          |
| Administrative and Office      | \$189          | \$133          | \$112          | \$123          | \$119          | -\$56            | -29.64%        |
| IT and Communications          | \$179          | \$127          | \$110          | \$113          | \$117          | -\$52            | -29.03%        |
| Internal Services Recovered    | -\$402         | -\$397         | -\$392         | -\$392         | -\$398         | \$5              | -1.24%         |
| <b>Total Expenditures</b>      | <b>\$1,415</b> | <b>\$1,361</b> | <b>\$1,374</b> | <b>\$1,434</b> | <b>\$1,475</b> | <b>-\$53</b>     | <b>-3.76%</b>  |
| Transfers                      |                |                |                |                |                |                  |                |
| Transfers from Reserves        | -\$165         | -\$42          | \$0            | \$0            | \$0            | \$124            | -74.85%        |
| <b>Total Transfers</b>         | <b>-\$165</b>  | <b>-\$42</b>   | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$124</b>     | <b>-74.85%</b> |
| <b>Total Finance</b>           | <b>\$1,250</b> | <b>\$1,320</b> | <b>\$1,374</b> | <b>\$1,434</b> | <b>\$1,475</b> | <b>\$70</b>      | <b>5.63%</b>   |
| Digital Modernization Projects |                |                |                |                |                |                  |                |
| Expenses                       | \$493          | \$0            | \$0            | \$0            | \$0            | -\$493           | -100.00%       |
| Reserve Transfers              | -\$493         | \$0            | \$0            | \$0            | \$0            | \$493            | -100.00%       |
| <b>Total Digital Projects</b>  | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Finance</b>           | <b>\$1,250</b> | <b>\$1,320</b> | <b>\$1,374</b> | <b>\$1,434</b> | <b>\$1,475</b> | <b>\$70</b>      | <b>5.63%</b>   |

2026 FINANCIAL HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Decrease reflects completion of asset management plan in 2025 and Development Charge Background Study, which will carry into 2026

IT AND COMMUNICATIONS

- Reflects costs associated with new financial information system and asset management software solutions, broader range of department use of maintenance management system permitted shift of costs from Finance to other divisions, net impact remains the same; also reflects decrease in annual fees associated with legacy financial software

TRANSFERS

TRANSFERS FROM RESERVES

- Includes \$25,000 for balance of work required for development charges background study, and small amount to mitigate change in software related fees

CORPORATE FINANCE FINANCIAL PLAN

| (in 000s)                      | 2025<br>BUDGET  | 2026<br>BUDGET  | 2027<br>PLAN    | 2028<br>PLAN    | 2029<br>PLAN    | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|
| Revenues                       |                 |                 |                 |                 |                 |                  |                |
| Taxation                       | \$386           | \$422           | \$403           | \$379           | \$377           | \$36             | 9.25%          |
| Investment Income              | \$1,050         | \$900           | \$750           | \$700           | \$700           | -\$150           | -14.29%        |
| Government Transfers           | \$95            | \$86            | \$86            | \$86            | \$86            | -\$9             | -9.47%         |
| <b>Total Revenues</b>          | <b>\$1,531</b>  | <b>\$1,408</b>  | <b>\$1,239</b>  | <b>\$1,165</b>  | <b>\$1,163</b>  | <b>-\$123</b>    | <b>-8.05%</b>  |
| Vacancy Savings*               | -\$1,000        | -\$570          | -\$570          | -\$570          | -\$570          | \$430            | -43.00%        |
| Administrative and Office*     | \$1,335         | \$806           | \$839           | \$873           | \$907           | -\$528           | -39.58%        |
| Service Delivery               | \$70            | \$10            | \$0             | \$0             | \$0             | -\$60            | -85.71%        |
| IT and Communications          | \$15            | \$16            | \$44            | \$46            | \$49            | \$1              | 5.44%          |
| Internal Services Recovered    | -\$3            | -\$3            | -\$3            | -\$3            | -\$4            | \$0              | 3.45%          |
| <b>Total Expenditures</b>      | <b>\$417</b>    | <b>\$259</b>    | <b>\$310</b>    | <b>\$346</b>    | <b>\$382</b>    | <b>-\$158</b>    | <b>-37.85%</b> |
| Transfers                      |                 |                 |                 |                 |                 |                  |                |
| Transfers from Reserves        | -\$1,000        | -\$1,000        | -\$750          | -\$500          | -\$250          | \$0              | 0.00%          |
| <b>Total Transfers</b>         | <b>-\$1,000</b> | <b>-\$1,000</b> | <b>-\$750</b>   | <b>-\$500</b>   | <b>-\$250</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Status Quo</b>        | <b>-\$2,114</b> | <b>-\$2,149</b> | <b>-\$1,679</b> | <b>-\$1,320</b> | <b>-\$1,031</b> | <b>-\$34</b>     | <b>1.62%</b>   |
| Additions                      |                 |                 |                 |                 |                 |                  |                |
| New to 2026 Expense            | \$0             | \$50            | \$0             | \$0             | \$0             | \$50             | 100.00%        |
| New to 2026 Revenue            | \$0             | -\$50           | \$0             | \$0             | \$0             | -\$50            | 100.00%        |
| <b>Total Additions</b>         | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Corporate Finance</b> | <b>-\$2,114</b> | <b>-\$2,149</b> | <b>-\$1,679</b> | <b>-\$1,320</b> | <b>-\$1,031</b> | <b>-\$34</b>     | <b>1.62%</b>   |

- Vacancy savings is net of impact of implementing the wage market review
- Administrative and Office reflects \$500,000 in administrative savings to be found across organization

2026 FINANCIAL HIGHLIGHTS

REVENUES

GOVERNMENT TRANSFERS

- Decrease in annual subsidy that offsets court security payment made to Town of Orangeville

INVESTMENT INCOME

- Decreased by \$150,000 to reflect lower interest rates and higher requirement for cash

EXPENDITURES

SERVICE DELIVERY

- Decrease of \$60,000 in rescue calls to reflect actual, final year of program

ADMINISTRATIVE AND OFFICE

- Reflects \$500,000 in approved administrative savings to be found across organization

NEW

ADMINISTRATION AND OFFICE

- Includes \$50,000 to engage consultant to conduct insurance valuations of County buildings, slight increase in annual contribution to MPAC



# PROCUREMENT



## DIVISIONAL LEAD

Chris (C.J.) Hasson, Procurement Manager

The division has 3 full-time positions.

## PROCUREMENT ORGANIZATIONAL CHART

Manager of Procurement

Purchasing Agent (2)

## KEY FUNCTIONS

- Assists in compiling requests for proposal, tenders and quote documents for all County divisions
- Coordinates, compiles and facilitates the closing of all bid submissions, including evaluations. Prepares final, formal contracts and agreements
- Monitors and assesses changes to purchasing environment
- Provides guidance and training to County staff on proper procurement policies and procedures

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.46% | 0.43% | 0.42% | 0.41% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.78% | 0.65% | 0.65% | 0.80% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

### Tender and RFP Procurements Published

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 22   | 33   | 32   | 30*  |

**Purpose:** Total procurements published.

**Calculation:** Bids and Tenders.

### Tender and RFP Procurements Closed

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 23   | 32   | 31   | 31*  |

**Purpose:** Total procurements closed.

**Calculation:** Bids and Tenders.

### Tender and RFP Procurements Awarded

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 24   | 26   | 34   | 26*  |

**Purpose:** Total procurements awarded.

**Calculation:** Bids and Tenders.

### Value of Construction Contracts Awarded over \$100,000

| 2022        | 2023        | 2024        | 2025        |
|-------------|-------------|-------------|-------------|
| \$9,053,042 | \$7,983,957 | \$7,321,510 | \$8,342,812 |

**Purpose:** Value of construction contracts related to all infrastructure.

**Calculation:** Total the value of these construction contracts.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Establish the County as a leader in climate action by adding clauses in tenders and RFPs for environmental and carbon reductions



### Governance:

- Training for staff in departments on new bylaw, procedures, and forms to streamline procurement, taking a more proactive approach
- Develop Vendor of Record and Prequalification Lists for multiple categories

## CHALLENGES

- Ensuring pro-active approach to procurement planning and scheduling
- Volatility in supply changes and long lead times
- Proposals and Tenders that close over budget cause bottleneck in award and initiating on new contracts

## PROCUREMENT FINANCIAL PLAN

| (in 000s)                   | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|-----------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                    |                |                |              |              |              |                  |                |
| <b>Total Revenues</b>       | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                |                |                |              |              |              |                  |                |
| Salaries and Benefits       | \$489          | \$506          | \$522        | \$537        | \$553        | \$18             | 3.62%          |
| Administrative and Office   | \$26           | \$25           | \$25         | \$26         | \$26         | \$0              | -1.74%         |
| IT and Communications       | \$5            | \$5            | \$5          | \$5          | \$5          | \$0              | 1.98%          |
| Internal Services Recovered | -\$38          | -\$38          | -\$38        | -\$39        | -\$40        | \$0              | 0.19%          |
| <b>Total Expenditures</b>   | <b>\$482</b>   | <b>\$499</b>   | <b>\$514</b> | <b>\$529</b> | <b>\$544</b> | <b>\$17</b>      | <b>3.59%</b>   |
| <b>Total Procurement</b>    | <b>\$482</b>   | <b>\$499</b>   | <b>\$514</b> | <b>\$529</b> | <b>\$544</b> | <b>\$17</b>      | <b>3.59%</b>   |



# 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

The Human Resources Division supports County operations by overseeing labour relations, policy development, disability and leave management, and full cycle recruitment, for both unionized and non-unionized positions. The HR team ensures compliance with employment legislation and collective agreements, as well as managing the onboarding and orientation of new employees to support a productive and well-supported workforce.

## EQUITY

The Equity Division is responsible for implementing, monitoring, and evaluating the Equity Strategic Plan 2023 to 2026. The Equity Division provides support and advice to all departments and to the Dufferin Equity and Inclusion Advisory and 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 two participating member municipalities. This position acts in an advisory capacity to all levels of staff and management, providing training, tools and resources.

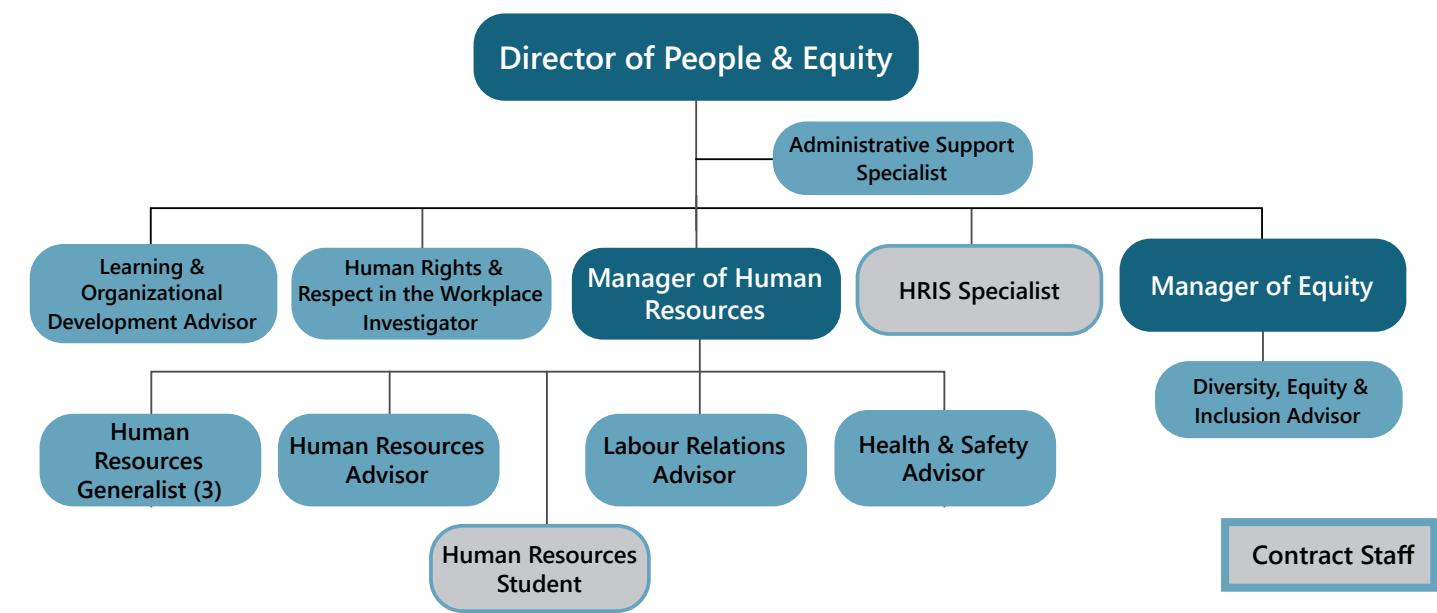
## LEARNING & ORGANIZATIONAL DEVELOPMENT

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)                      | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                       |                |                |                |                |                |                  |                |
| Government Transfers           | \$22           | \$17           | \$17           | \$17           | \$18           | -\$5             | -23.95%        |
| Other Revenue                  | \$5            | \$3            | \$3            | \$3            | \$3            | -\$3             | -50.00%        |
| <b>Total Revenues</b>          | <b>\$27</b>    | <b>\$19</b>    | <b>\$20</b>    | <b>\$20</b>    | <b>\$20</b>    | <b>-\$8</b>      | <b>0.00%</b>   |
| Expenditures                   |                |                |                |                |                |                  |                |
| Salaries and Benefits          | \$1,932        | \$2,032        | \$2,076        | \$2,159        | \$2,218        | \$100            | 5.17%          |
| Administrative and Office      | \$615          | \$380          | \$549          | \$439          | \$444          | -\$235           | -38.17%        |
| Service Delivery               | \$42           | \$34           | \$54           | \$54           | \$56           | -\$8             | -19.28%        |
| IT and Communications          | \$27           | \$166          | \$163          | \$164          | \$164          | \$139            | 517.33%        |
| Internal Services Recovered    | -\$303         | -\$301         | -\$307         | -\$315         | -\$322         | \$2              | -0.79%         |
| <b>Total Expenditures</b>      | <b>\$2,312</b> | <b>\$2,311</b> | <b>\$2,535</b> | <b>\$2,501</b> | <b>\$2,560</b> | <b>-\$1</b>      | <b>-0.04%</b>  |
| Transfers                      |                |                |                |                |                |                  |                |
| Transfers from Reserves        | -\$403         | -\$263         | -\$191         | -\$129         | -\$133         | \$139            | -34.63%        |
| <b>Total Transfers</b>         | <b>-\$403</b>  | <b>-\$263</b>  | <b>-\$191</b>  | <b>-\$129</b>  | <b>-\$133</b>  | <b>\$139</b>     | <b>-34.63%</b> |
| <b>Total Status Quo</b>        | <b>\$1,882</b> | <b>\$2,028</b> | <b>\$2,324</b> | <b>\$2,351</b> | <b>\$2,407</b> | <b>\$146</b>     | <b>7.77%</b>   |
| Digital Modernization Projects |                |                |                |                |                |                  |                |
| Expenses                       | \$350          | \$70           | \$0            | \$0            | \$0            | -\$280           | -80.14%        |
| Reserve Transfers              | -\$350         | -\$70          | \$0            | \$0            | \$0            | \$280            | -80.14%        |
| <b>Total Digital Projects</b>  | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total People and Equity</b> | <b>\$1,882</b> | <b>\$2,028</b> | <b>\$2,324</b> | <b>\$2,351</b> | <b>\$2,407</b> | <b>\$146</b>     | <b>7.77%</b>   |



# PEOPLE & EQUITY ADMINISTRATION



## DIVISIONAL LEAD

Rohan Thompson, Director of People & Equity

The Administration division has 3 full-time positions.

## KEY FUNCTIONS

- Provide department leadership oversight
- Implement the Equity Strategy, Learning & Organizational Development Strategy, specific Corporate Strategic Plan directions and corporate strategic initiatives as needed
- 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

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.71% | 0.49% | 0.56% | 0.41% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.49% | 0.44% | 0.65% | 0.70% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Governance:

- Ongoing implementation and enhancement of employee recognition programs
- Development and implementation of Human Rights learning series

## CHALLENGES

- Increased demand on current People & Equity resources, to support growing demands for service and support
- Increasing complex staffing challenges
- Building the organization's capacity and understanding of Human Rights principles, processes, and legislation

# PEOPLE & EQUITY ADMINISTRATION FINANCIAL PLAN

| (in 000s)                           | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|-------------------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                            |                |                |              |              |              |                  |                |
| <b>Total Revenues</b>               | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                        |                |                |              |              |              |                  |                |
| Salaries and Benefits               | \$415          | \$461          | \$469        | \$504        | \$513        | \$46             | 11.15%         |
| Administrative and Office           | \$278          | \$73           | \$78         | \$83         | \$86         | -\$204           | -73.60%        |
| IT and Communications               | \$7            | \$2            | \$2          | \$2          | \$2          | -\$5             | -67.07%        |
| Internal Services Recovered         | -\$46          | -\$46          | -\$47        | -\$49        | -\$51        | \$0              | -0.13%         |
| <b>Total Expenditures</b>           | <b>\$654</b>   | <b>\$491</b>   | <b>\$503</b> | <b>\$541</b> | <b>\$551</b> | <b>-\$163</b>    | <b>-24.94%</b> |
| Transfers                           |                |                |              |              |              |                  |                |
| Transfers from Reserves             | -\$221         | -\$36          | -\$37        | -\$38        | -\$39        | \$185            | -83.56%        |
| <b>Total Transfers</b>              | <b>-\$221</b>  | <b>-\$36</b>   | <b>-\$37</b> | <b>-\$38</b> | <b>-\$39</b> | <b>\$185</b>     | <b>-83.56%</b> |
| <b>Total P&amp;E Administration</b> | <b>\$433</b>   | <b>\$455</b>   | <b>\$466</b> | <b>\$503</b> | <b>\$512</b> | <b>\$21</b>      | <b>4.96%</b>   |

## 2026 FINANCIAL HIGHLIGHTS

## EXPENDITURES

### ADMINISTRATIVE AND OFFICE

- Discontinuation of WSIB excess indemnity insurance resulted in reduction of \$120,000 (was offset by transfer from WSIB reserve fund, reserve fund has sufficient funds that this insurance is not required at this time), reduction in consulting fees related to 2025 wage market review

## TRANSFERS

### RESERVES TRANSFERS

- Transfer from reserve no longer required to offset costs associated with WSIB excess indemnity insurance (\$120,000) and 2025 wage market review (\$65,000)



# HUMAN RESOURCES



## DIVISIONAL LEAD

Jennifer Di Martino, Human Resources Manager

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

## KEY FUNCTIONS

- Responsible for developing, reviewing and updating human resources policies, ensuring that they align with the County's vision, mission and values and reflect changes in legislation
- Leads full cycle recruitment for unionized and non-unionized positions; facilitates onboarding and orientation processes to ensure new employees are well-integrated into the County.
- Promotes positive working relationships, provides advice and interpretation of collective agreements, manages the grievance process and supports collective bargaining at Dufferin Oaks Long Term Care Home
- Handles the disability management of occupational and non-occupational illness and/or injury, managing return to work and accommodation processes in conjunction with third parties

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023 | 2024  | 2025  | 2026  |
|------|-------|-------|-------|
| n/a  | 0.65% | 0.78% | 0.89% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.54% | 1.40% | 1.37% | 1.61% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Average Number of Days to Fill Vacancies from Posting to Acceptance (Non-Union)

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | 32   | 52   | 42   |

**Purpose:** Determine length of time to fill vacant positions.

**Calculation:** Length of time between date of job posting to signed offer of employment.

### Employee Turnover - Voluntary and Involuntary (Union & Non-Union)

| 2022 | 2023   | 2024   | 2025  |
|------|--------|--------|-------|
| n/a  | 15.04% | 18.20% | 2.60% |

**Purpose:** Determine percentage of turnover.

**Calculation:** Number of employees in the organization divided by the number of employees who left in the same period.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Governance:

- Implementation of an Human Resource Information System (HRIS) to facilitate and enhance data capture and analysis and increase automation
- Continue reviews and updates of organizational policies to ensure practices and decision making are consistent with the County's strategic direction

## CHALLENGES

- HRIS implementation will require significant staff time to ensure accurate data transfer, updates to procedures, and training for HR and other staff
- Socialization to changes in policy can slow down adoption, particularly when the policy is significantly changed or brand new. Robust change management is required

## HUMAN RESOURCES FINANCIAL PLAN

| (in 000s)                      | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|--------------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Expenditures                   |                |                |              |              |              |                  |                |
| Salaries and Benefits          | \$872          | \$895          | \$911        | \$938        | \$966        | \$23             | 2.68%          |
| Administrative and Office      | \$96           | \$98           | \$99         | \$99         | \$100        | \$1              | 1.43%          |
| IT and Communications          | \$9            | \$147          | \$147        | \$147        | \$148        | \$138            | 1561.72%       |
| Internal Services Recovered    | -\$245         | -\$243         | -\$248       | -\$253       | -\$258       | \$2              | -0.93%         |
| <b>Total Expenditures</b>      | <b>\$731</b>   | <b>\$896</b>   | <b>\$908</b> | <b>\$932</b> | <b>\$955</b> | <b>\$165</b>     | <b>22.55%</b>  |
| Transfers                      |                |                |              |              |              |                  |                |
| Transfers from Reserves        | \$0            | -\$80          | -\$40        | \$0          | \$0          | -\$80            | 100.00%        |
| <b>Total Transfers</b>         | <b>\$0</b>     | <b>-\$80</b>   | <b>-\$40</b> | <b>\$0</b>   | <b>\$0</b>   | <b>-\$80</b>     | <b>0.00%</b>   |
| <b>Total Status Quo</b>        | <b>\$731</b>   | <b>\$816</b>   | <b>\$868</b> | <b>\$932</b> | <b>\$955</b> | <b>\$85</b>      | <b>11.61%</b>  |
| Digital Modernization Projects |                |                |              |              |              |                  |                |
| Expenses                       | \$350          | \$70           | \$0          | \$0          | \$0          | -\$280           | 100.00%        |
| Reserve Transfers              | -\$350         | -\$70          | \$0          | \$0          | \$0          | \$280            | 100.00%        |
| <b>Total Digital Projects</b>  | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Human Resources</b>   | <b>\$731</b>   | <b>\$816</b>   | <b>\$868</b> | <b>\$932</b> | <b>\$955</b> | <b>\$85</b>      | <b>11.61%</b>  |

## 2026 FINANCIAL HIGHLIGHTS

### EXPENDITURES

#### IT AND COMMUNICATIONS

- Includes annual fee for HRIS software of \$141,000, offset partially by transfer from reserve

### RESERVES

#### RESERVES TRANSFERS

- Transfer from rate stabilization reserve to mitigate increase associated with new HRIS - \$80,000



EQUITY



DIVISIONAL LEAD

Kareema Sookdeo, Manager of Equity

The Equity division has 2 full-time positions.

KEY FUNCTIONS

- Leads the implementation of the County’s Equity Strategic Plan 2023 to 2026 and develops and implements strategies to further embed accessibility and human rights into the County’s strategic plans, programs, operations and organizational culture
- Supports and facilitates the Access Dufferin Advisory Committee and various corporate committees
- 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, Accessibility for Ontarians with Disabilities Act and other relevant federal and provincial legislation
- Supports the County’s Truth and Reconciliation efforts

KEY PERFORMANCE INDICATORS

Percent of Gross Operating Budget

| 2023 | 2024  | 2025  | 2026  |
|------|-------|-------|-------|
| n/a  | 0.53% | 0.38% | 0.36% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.00% | 0.22% | 0.43% | 0.56% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

Percent of Employees that Participated in the Staff Engagment/Equity Audit Survey

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 46%  | n/a  | 56%  | n/a  |

**Purpose:** Monitoring the employee participation rate in engagement surveyys, conducted every two years, will enable the County to receive actionable insights into employee experiences and concerns.

**Calculation:** Calculated from the number of employees that complete the engagement survey.

Number of Tactics Implemented from the Equity Strategic Plan

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | n/a  | 13   | 23   |

**Purpose:** Demonstrates an organizational commitment to promoting meaningful change, and improving outcomes for all staff.

**Calculation:** Calculated based on the number of completed tactics for a specified timeframe.

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Equity:

- Provide The Path 3 - Indigenous Relationship Building and Engagement training to managers/ supervisors (continuation from the Path 1 and 2), \$12,000
- Rollout of a corporate wide culture and engagement survey
- Policy development that fosters a workplace culture of trust, inclusion and belonging, \$35,000
- Provide staff and community learning opportunities through workshops and keynote presentations, \$20,000

CHALLENGES

- The implementation of the Equity Strategic Plan is challenging with only two dedicated Equity FTEs. To sustain the momentum of implementing the Plan within the prescribed timeframe and achieving the County’s corporate strategic objectives of embedding equity into day-to-day operations and decision making, additional staffing, financial and continued leadership support is needed
- Keeping County staff motivated, engaged, and equipped to navigate systemic change continues to be a challenge

EQUITY FINANCIAL PLAN

| (in 000s)                 | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE  |
|---------------------------|----------------|----------------|--------------|--------------|--------------|------------------|-----------------|
| Revenues                  |                |                |              |              |              |                  |                 |
| <b>Total Revenues</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>       | <b>0.00%</b>    |
| Expenditures              |                |                |              |              |              |                  |                 |
| Salaries and Benefits     | \$327          | \$348          | \$358        | \$369        | \$380        | \$20             | 6.24%           |
| Administrative and Office | \$121          | \$95           | \$221        | \$103        | \$103        | -\$27            | -22.16%         |
| Service Delivery          | \$30           | \$24           | \$44         | \$44         | \$46         | -\$7             | -21.67%         |
| IT and Communications     | \$1            | \$1            | \$1          | \$1          | \$1          | \$0              | 38.57%          |
| <b>Total Expenditures</b> | <b>\$479</b>   | <b>\$467</b>   | <b>\$623</b> | <b>\$516</b> | <b>\$529</b> | <b>-\$13</b>     | <b>-2.65%</b>   |
| Transfers                 |                |                |              |              |              |                  |                 |
| Transfers from Reserves   | -\$20          | \$0            | -\$25        | \$0          | \$0          | \$20             | -100.00%        |
| <b>Total Transfers</b>    | <b>-\$20</b>   | <b>\$0</b>     | <b>-\$25</b> | <b>\$0</b>   | <b>\$0</b>   | <b>\$20</b>      | <b>-100.00%</b> |
| <b>Total Equity</b>       | <b>\$459</b>   | <b>\$467</b>   | <b>\$598</b> | <b>\$516</b> | <b>\$529</b> | <b>\$7</b>       | <b>1.59%</b>    |

2026 FINANCIAL HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Corporate training reflects \$40,000 for keynotes for days of significance, \$12,000 for continued reconciliation action plan training

SERVICE DELIVERY

- Includes community discussion series \$20,000

# HEALTH & SAFETY



## DIVISIONAL LEAD

Heidi Rooyakkers, Health and Safety Advisor

Health and Safety division has 1 full-time position.

## 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
- Facilitates hazard analysis and risk assessments
- Conducts incident investigations
- Provides advisory support to the Joint Health and Safety Committee and Municipal Health and Safety representatives

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.22% | 0.17% | 0.15% | 0.15% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalent

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.35% | 0.22% | 0.22% | 0.27% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

### Number of Employees with Health and Safety Training

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | n/a  | n/a  | 93%  |

**Purpose:** Proactive measures on future safety performances and continuous improvement.

**Calculation:** Count the number of people who met training objectives divide by total number of workers.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Governance:

- Health & Safety Management System Audit (External)
- Training initiatives (onboarding, orientation, WHMIS, other)
- Health and Safety Manual and Policy updates
- Wellness initiatives

## CHALLENGES

- Limited capacity within the department to meet the growing and diverse Health and Safety needs of the organization
- Heavy administrative workload, digital modernization is a necessity going forward
- Encouraging staff and leaders to prioritize health and safety when dealing with competing priorities

## HEALTH & SAFETY FINANCIAL PLAN

| (in 000s)                      | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|--------------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                       |                |                |              |              |              |                  |                |
| Government Transfers           | \$22           | \$17           | \$17         | \$17         | \$18         | -\$5             | -23.95%        |
| Other Revenue                  | \$5            | \$3            | \$3          | \$3          | \$3          | -\$3             | -50.00%        |
| <b>Total Revenues</b>          | <b>\$27</b>    | <b>\$19</b>    | <b>\$20</b>  | <b>\$20</b>  | <b>\$20</b>  | <b>-\$8</b>      | <b>0.00%</b>   |
| Expenditures                   |                |                |              |              |              |                  |                |
| Salaries and Benefits          | \$153          | \$158          | \$163        | \$167        | \$172        | \$5              | 3.10%          |
| Administrative and Office      | \$17           | \$15           | \$15         | \$15         | \$15         | -\$2             | -13.82%        |
| Service Delivery               | \$12           | \$10           | \$10         | \$10         | \$10         | -\$2             | -13.04%        |
| IT and Communications          | \$10           | \$10           | \$11         | \$11         | \$11         | \$1              | 5.90%          |
| Internal Services Recovered    | -\$12          | -\$12          | -\$12        | -\$13        | -\$13        | \$0              | -0.42%         |
| <b>Total Expenditures</b>      | <b>\$180</b>   | <b>\$181</b>   | <b>\$186</b> | <b>\$191</b> | <b>\$196</b> | <b>\$1</b>       | <b>0.81%</b>   |
| Transfers                      |                |                |              |              |              |                  |                |
| Transfers from Reserves        | -\$82          | -\$87          | -\$89        | -\$91        | -\$94        | -\$5             | 6.16%          |
| <b>Total Transfers</b>         | <b>-\$82</b>   | <b>-\$87</b>   | <b>-\$89</b> | <b>-\$91</b> | <b>-\$94</b> | <b>-\$5</b>      | <b>6.16%</b>   |
| <b>Total Health and Safety</b> | <b>\$71</b>    | <b>\$75</b>    | <b>\$77</b>  | <b>\$80</b>  | <b>\$82</b>  | <b>\$4</b>       | <b>5.90%</b>   |

## 2026 FINANCIAL HIGHLIGHTS

### REVENUES

#### GOVERNMENT TRANSFERS

- Decrease in revenue as now only supporting two municipalities

### RESERVES

#### RESERVES TRANSFERS

- Transfer from WSIB reserve fund to offset 49% of total costs



# LEARNING & ORGANIZATIONAL DEVELOPMENT



## DIVISIONAL LEAD

Raquel Scott, Learning & Organizational Development Advisor

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

### KEY FUNCTIONS

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

### KEY PERFORMANCE INDICATORS

#### Percent of Gross Operating Budget

| 2023 | 2024  | 2025  | 2026  |
|------|-------|-------|-------|
| n/a  | 0.21% | 0.21% | 0.21% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

#### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.24% | 0.22% | 0.22% | 0.28% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

#### Percent Completion of Performance & Development Plans

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | n/a  | 83%  | 74%  |

**Purpose:** What percentage of of performance and development plans are completed annually (within the 3 periods).

**Calculation:** Number of performance appraisals completed/Total employees who require performance appraisals.

#### Number of Training Session or Activities Offered

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | 4    | 14   | 4    |

**Purpose:** Total number of training offerings within the time period.

**Calculation:** Sum of training sessions.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Governance:

- Develop and implement core and leadership competencies to support employee and leadership development programs
- Building and facilitating training programs to upskill staff in the identified competency areas
- Providing ongoing training opportunities for staff and leaders based on identified needs (e.g. customer service training for employees)
- Continue to build a library of online resources and on-demand learning content for employees
- Supporting the implementation of the learning component of the HRIS

### CHALLENGES

- Achieving the goals of the Learning and Organizational Development Strategy with current resources
- Balancing learning engagement and professional development with multiple priorities corporate wide
- Aligning our learning offerings and delivery modes with the evolving and diverse needs of learners

## LEARNING & ORGANIZATIONAL DEVELOPMENT FINANCIAL PLAN

| (in 000s)                             | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|---------------------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                              |                |                |              |              |              |                  |                |
| <b>Total Revenues</b>                 | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                          |                |                |              |              |              |                  |                |
| Salaries and Benefits                 | \$165          | \$170          | \$175        | \$181        | \$186        | \$5              | 3.05%          |
| Administrative and Office             | \$102          | \$100          | \$137        | \$139        | \$141        | -\$2             | -2.22%         |
| IT and Communications                 | \$0            | \$6            | \$2          | \$2          | \$2          | \$6              | 1481.58%       |
| <b>Total Expenditures</b>             | <b>\$267</b>   | <b>\$276</b>   | <b>\$314</b> | <b>\$321</b> | <b>\$329</b> | <b>\$8</b>       | <b>3.14%</b>   |
| Transfers                             |                |                |              |              |              |                  |                |
| Transfers from Reserves               | -\$80          | -\$60          | \$0          | \$0          | \$0          | \$20             | -25.00%        |
| <b>Total Transfers</b>                | <b>-\$80</b>   | <b>-\$60</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$20</b>      | <b>-25.00%</b> |
| <b>Total Learning &amp; Developmt</b> | <b>\$187</b>   | <b>\$216</b>   | <b>\$314</b> | <b>\$321</b> | <b>\$329</b> | <b>\$28</b>      | <b>15.16%</b>  |

### 2026 FINANCIAL HIGHLIGHTS

### EXPENDITURES

#### ADMINISTRATIVE AND OFFICE

- Consulting includes \$70,000 to provide multiple user licenses to access McLean & Company's HR consulting platform, including expert advice, tools, and resources to support internal initiatives, partially offset by transfer from reserve
- Corporate training includes \$12,500 for leadership competencies training, and \$12,500 for customer service and keynote

### TRANSFERS

#### RESERVES TRANSFERS

- Transfer from rate stabilization reserve to mitigate cost associated with accessing McLean & Company's HR consulting platform

# PUBLIC WORKS: AT A GLANCE

The Public Works Department is comprised of diverse, yet interconnected divisions that serve the evolving needs of the Dufferin community. These divisions include Operations and Fleet, Engineering, Climate and Energy, Facilities, Waste Services, and the County Forest.

## OPERATIONS AND FLEET

The Operations and Fleet Division is responsible for all maintenance activities for County owned roads, which provide a fundamental link for both urban and rural communities daily. The Division also encompass the maintenance and program functionality of all County-owned fleet vehicles.

## ENGINEERING

The Engineering Division is responsible for the strategic planning, design, and delivery of capital infrastructure projects involving roads, bridges, and major structures essential to maintaining the safety, reliability, and long-term performance of the County’s transportation network. The Division also manages corridor-related activities, including roadway permitting, technical review of development and planning applications, and the collection and analysis of traffic data to support evidence-based investment and asset management decisions.

## CLIMATE AND ENERGY

The Climate and Energy Division leads Dufferin County’s efforts to address climate change and build long-term sustainability and resilience. Working with internal departments and community partners, the division develops and implements practical mitigation and adaptation strategies. Its work ensures that climate action is integrated across County operations, advancing responsible, collaborative solutions that strengthen infrastructure, reduce emissions, and protect residents from climate-related risks.

## FACILITIES

The Facility Division continues to be responsible for the day-to-day Operations and Capital planning for both the County’s built and natural assets providing custodial, grounds and building maintenance services which support a safe, clean and functional space for County staff, community housing tenants, community visitors and commercial lease holders. The Facility team is responsible for Operational and Capital planning on all County facilities, although this section only speaks to facilities staff, the Courthouse, County-owned communication towers and EV charging stations.



**SCOTT BURNS, CET, P.ENG**  
Director of Public Works & County Engineer

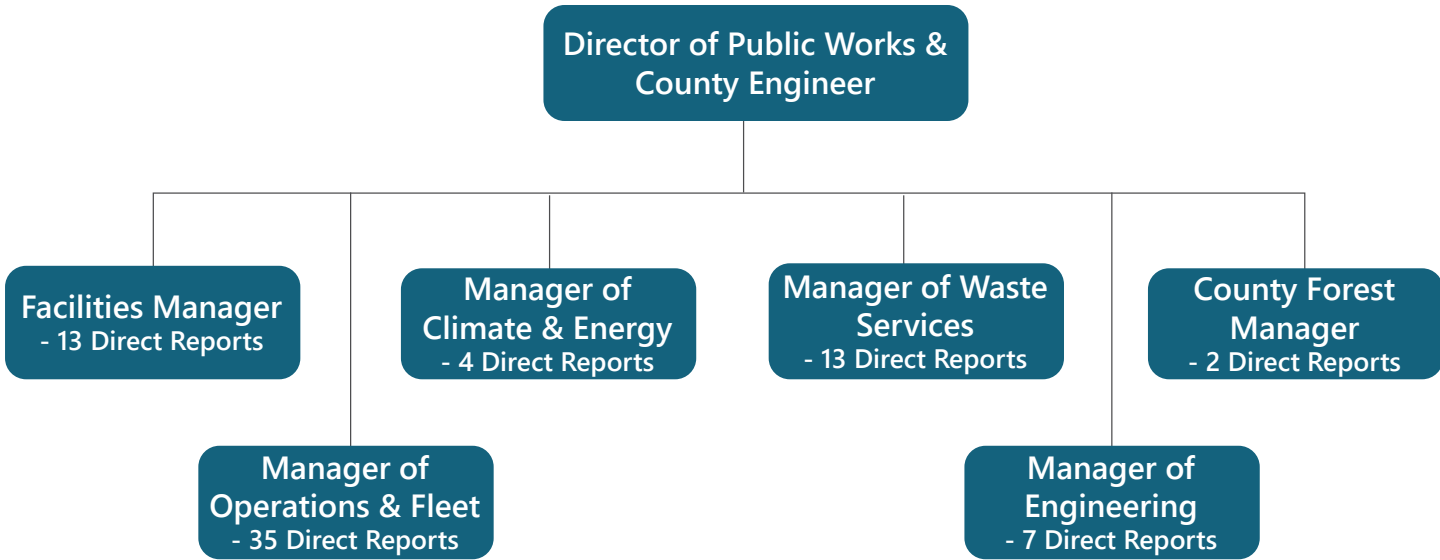
## WASTE SERVICES

Waste Services facilitates and manages the collection and disposal of waste throughout the county and provides education and outreach to increase the diversion of waste from landfill. The Division operates special waste programs (e.g. batteries, electronics, and household hazardous materials) to enable proper disposal, while also working towards the transition to full producer responsibility for designated materials. Over the years, the County’s comprehensive waste program has been recognized as a leader in responsible and efficient management of materials handled and community outreach and communications.

## COUNTY FOREST

The County Forest Division is responsible for the management of all aspects of the County-owned forest properties. Broadly, this includes planning for and monitoring timber harvesting, monitoring and removing invasive species, installing and maintaining signs and other notices, interacting with the public and recreational groups using the forest, and planning volunteer events with the public and the Friends of the Dufferin County Forest.

# PUBLIC WORKS DEPARTMENT: ORGANIZATIONAL CHART





# PUBLIC WORKS FINANCIAL PLAN

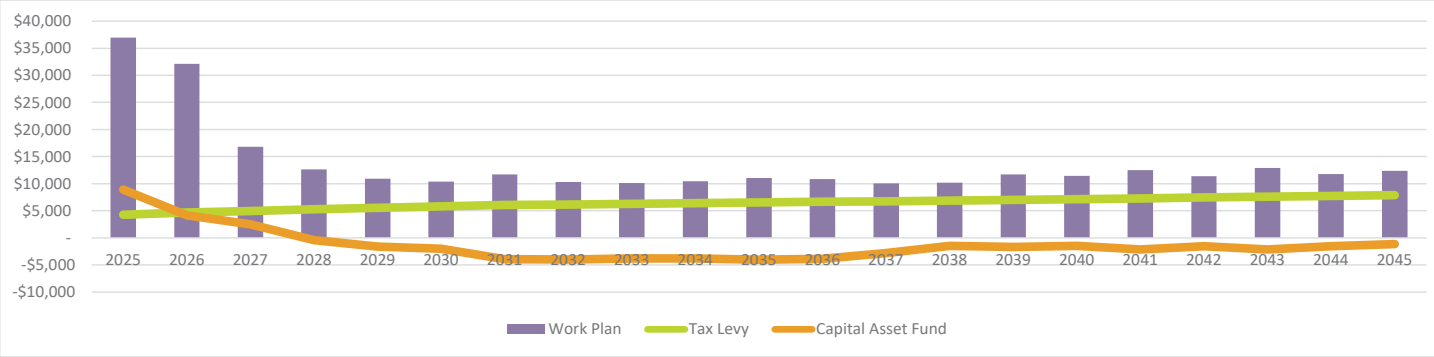
| (in 000s)                    | 2025            | 2026            | 2027            | 2028            | 2029            | DOLLAR        | %AGE           |
|------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|----------------|
|                              | BUDGET          | BUDGET          | PLAN            | PLAN            | PLAN            | CHANGE        | CHANGE         |
| Revenues                     |                 |                 |                 |                 |                 |               |                |
| User Fees                    | \$205           | \$154           | \$154           | \$154           | \$154           | -\$51         | -24.88%        |
| Rent Revenue                 | \$1,052         | \$1,047         | \$1,058         | \$1,059         | \$1,059         | -\$5          | -0.48%         |
| Government Transfers         | \$62            | \$62            | \$52            | \$52            | \$52            | \$0           | 0.00%          |
| Other Revenue                | \$2,923         | \$2,618         | \$3,284         | \$3,923         | \$3,205         | -\$304        | -10.41%        |
| <b>Total Revenues</b>        | <b>\$4,242</b>  | <b>\$3,881</b>  | <b>\$4,548</b>  | <b>\$5,188</b>  | <b>\$4,469</b>  | <b>-\$360</b> | <b>-8.49%</b>  |
| Expenditures                 |                 |                 |                 |                 |                 |               |                |
| Salaries and Benefits        | \$7,067         | \$7,251         | \$7,457         | \$7,672         | \$7,881         | \$184         | 2.61%          |
| Administrative and Office    | \$1,942         | \$1,757         | \$1,171         | \$828           | \$748           | -\$185        | -9.51%         |
| Debt Repayment               | \$158           | \$154           | \$150           | \$146           | \$142           | -\$4          | -2.56%         |
| Service Delivery             | \$9,397         | \$9,016         | \$9,729         | \$10,796        | \$10,319        | -\$382        | -4.06%         |
| IT and Communications        | \$200           | \$233           | \$207           | \$210           | \$218           | \$34          | 17.01%         |
| Facilities                   | \$674           | \$766           | \$768           | \$777           | \$790           | \$92          | 13.66%         |
| Vehicles and Equipment       | \$966           | \$934           | \$971           | \$1,014         | \$1,023         | -\$33         | -3.37%         |
| Internal Services Recovered  | -\$1,076        | -\$1,015        | -\$1,019        | -\$1,023        | -\$1,041        | \$62          | -5.75%         |
| <b>Total Expenditures</b>    | <b>\$19,328</b> | <b>\$19,098</b> | <b>\$19,434</b> | <b>\$20,420</b> | <b>\$20,080</b> | <b>-\$231</b> | <b>-1.19%</b>  |
| Transfers                    |                 |                 |                 |                 |                 |               |                |
| Transfers from Reserves      | -\$994          | -\$853          | -\$280          | -\$125          | -\$30           | \$141         | -14.23%        |
| DC Contribution              | -\$19           | -\$19           | -\$19           | -\$19           | -\$19           | \$0           | 0.00%          |
| Transfers to Reserves        | \$775           | \$835           | \$895           | \$922           | \$949           | \$60          | 7.74%          |
| <b>Total Transfers</b>       | <b>-\$238</b>   | <b>-\$37</b>    | <b>\$596</b>    | <b>\$778</b>    | <b>\$900</b>    | <b>\$201</b>  | <b>-84.62%</b> |
| <b>Total Status Quo</b>      | <b>\$14,849</b> | <b>\$15,180</b> | <b>\$15,482</b> | <b>\$16,011</b> | <b>\$16,511</b> | <b>\$331</b>  | <b>2.23%</b>   |
| Additions                    |                 |                 |                 |                 |                 |               |                |
| Previously Committed Expense | \$0             | \$132           | \$974           | \$1,712         | \$1,677         | \$132         | 100.00%        |
| Previously Committed Revenue | \$0             | -\$132          | -\$550          | -\$873          | -\$852          | -\$132        | 100.00%        |
| New to 2026 Expense          | \$0             | \$0             | \$87            | \$170           | \$166           | \$0           | 0.00%          |
| <b>Total Additions</b>       | <b>\$0</b>      | <b>\$0</b>      | <b>\$511</b>    | <b>\$1,008</b>  | <b>\$990</b>    | <b>\$0</b>    | <b>0.00%</b>   |
| <b>Total Operating PW</b>    | <b>\$14,849</b> | <b>\$15,180</b> | <b>\$15,994</b> | <b>\$17,019</b> | <b>\$17,501</b> | <b>\$331</b>  | <b>2.23%</b>   |
| Capital Investment           | \$4,274         | \$4,631         | \$4,884         | \$5,202         | \$5,486         | \$357         | 8.35%          |
| <b>Total Public Works</b>    | <b>\$19,122</b> | <b>\$19,810</b> | <b>\$20,877</b> | <b>\$22,222</b> | <b>\$22,987</b> | <b>\$688</b>  | <b>3.60%</b>   |



# PUBLIC WORKS CAPITAL ASSET FUND

|                                          | 2025            | 2026            | 2027            | 2028            | 2029           |
|------------------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|
|                                          | BUDGET          | BUDGET          | PLAN            | PLAN            | PLAN           |
| <b>Prior Year Carry Forward</b>          |                 | <b>\$838</b>    |                 |                 |                |
| <b>Opening Balance</b>                   | <b>\$13,306</b> | <b>\$8,345</b>  | <b>\$5,232</b>  | <b>\$4,498</b>  | <b>\$2,427</b> |
| Contributions                            |                 |                 |                 |                 |                |
| Government Transfers                     | \$2,905         | \$3,161         | \$2,930         | \$2,829         | \$2,810        |
| Capital Levy                             | \$4,274         | \$4,636         | \$4,857         | \$5,089         | \$5,333        |
| Other Revenue                            | \$2,038         | \$1,880         | \$7,017         | \$1,050         | \$925          |
| Debt Financing                           | \$21,300        | \$17,000        | \$0             | \$0             | \$0            |
| Transfers from Reserves                  | \$900           | \$540           | \$0             | \$0             | \$0            |
| DC Contribution                          | \$552           | \$84            | \$285           | \$564           | \$444          |
| <b>Total Contributions</b>               | <b>\$31,967</b> | <b>\$27,300</b> | <b>\$15,089</b> | <b>\$9,532</b>  | <b>\$9,512</b> |
| Capital Work                             |                 |                 |                 |                 |                |
| Land                                     | \$10,000        | \$0             | \$0             | \$0             | \$0            |
| Land Improvements                        | \$1,137         | \$475           | \$175           | \$175           | \$185          |
| Buildings                                | \$12,933        | \$20,072        | \$734           | \$94            | \$509          |
| Equipment & Machinery                    | \$529           | \$710           | \$410           | \$858           | \$413          |
| Vehicles                                 | \$1,310         | \$640           | \$1,180         | \$560           | \$290          |
| Roads                                    | \$7,781         | \$7,850         | \$12,342        | \$8,037         | \$6,735        |
| Bridges & Culverts                       | \$2,614         | \$1,406         | \$981           | \$1,879         | \$1,729        |
| Other                                    | \$625           | \$100           | -               | -               | -              |
| <b>Total Capital Work</b>                | <b>\$36,928</b> | <b>\$31,252</b> | <b>\$15,822</b> | <b>\$11,603</b> | <b>\$9,862</b> |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$8,345</b>  | <b>\$5,232</b>  | <b>\$4,498</b>  | <b>\$2,427</b>  | <b>\$2,078</b> |

# PUBLIC WORKS 20 YEAR CAPITAL PLAN



# OPERATIONS & FLEET



## DIVISIONAL LEAD

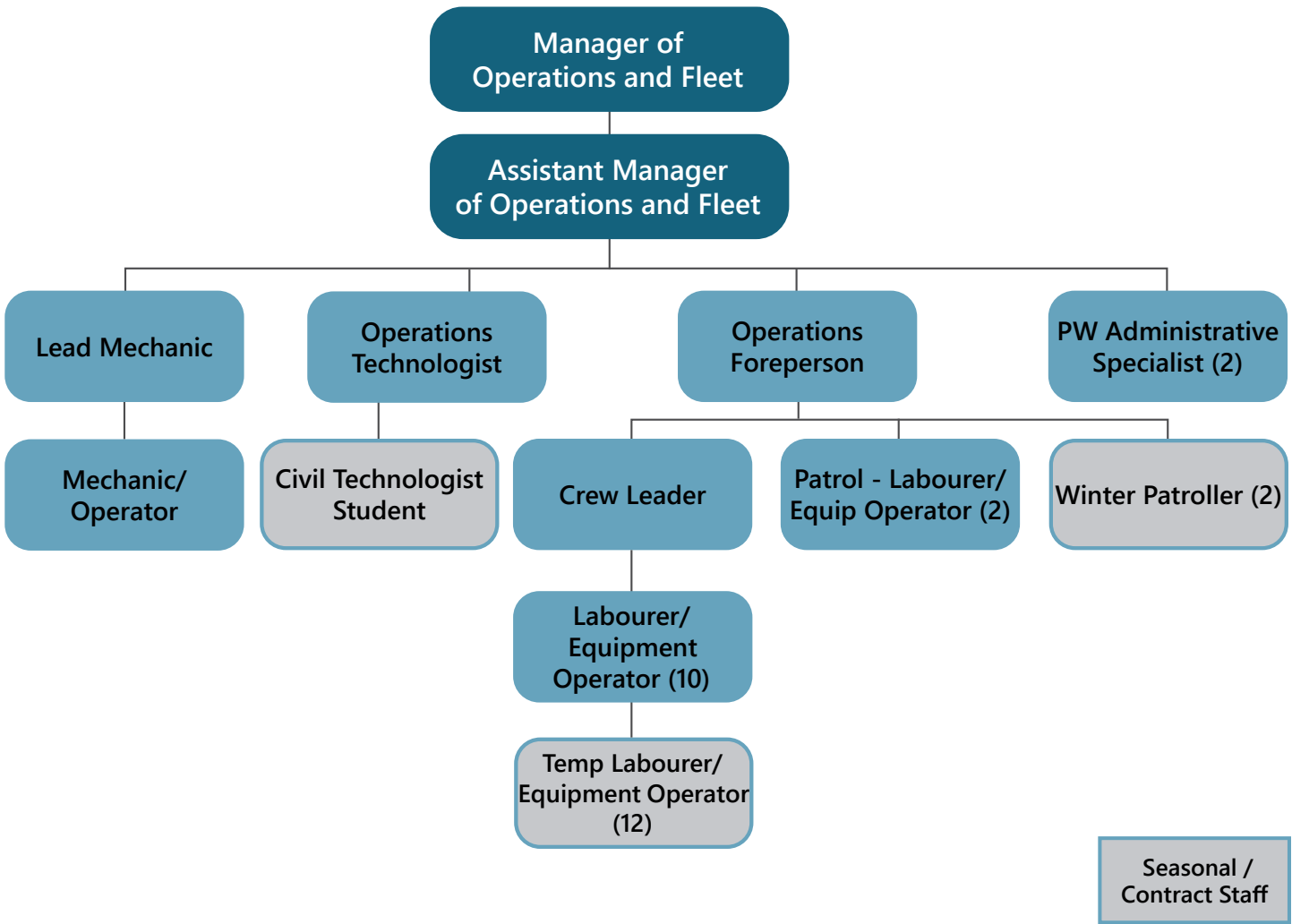
Bruce Hilborn, Manager of Operations & Fleet

Operations and Fleet consists of a total of 21 full-time positions, 14 part-time winter seasonal positions and 1 student position.

## KEY FUNCTIONS

- Maintaining provincially regulated Minimum Maintenance Standards (MMS) set for municipalities in Ontario
- Providing 24/7 roadway maintenance during the winter season
- Managing and performing maintenance on fleet vehicles
- Maintaining infrastructure essential to the welfare and quality of life of road users in Dufferin County

## OPERATIONS AND FLEET ORGANIZATIONAL CHART



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 6.68% | 6.33% | 5.76% | 5.58% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 5.57% | 5.00% | 5.82% | 6.40% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Maintenance Work Orders Completed

| 2022 | 2023 | 2024 | 2025  |
|------|------|------|-------|
| n/a  | n/a  | 873  | 1,251 |

**Purpose:** Assessment of road condition over time.

**Calculation:** Count.

### Percent of Corporate Fleet Electrified

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | 2%   | 12%  | 18%  |

**Purpose:** Amount of vehicles designated as electric vehicleless or Hybrids. Non Internal Combustion Engine (ICE) vehicles.

**Calculation:** Non ICE divided by total fleet.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate & Environment

- Implementation of continuous AI-based thermal mapping to optimize winter maintenance practices, reducing excessive salt use, and minimize environmental impact on surrounding ecosystems



### Governance:

- Southern Operations facility project will improve operational efficiency by reducing deadhead travel times, improve oversight of winter maintenance activities and enhancing response capabilities in the southern portion of the County

## CHALLENGES

- Limited staffing resources to implement proactive road safety improvements
- Extended route lengths and significant deadhead travel distances in the southern portion of the County decrease effectiveness of winter maintenance activities
- Unpredictable and extreme winter weather events place additional strain on resources, equipment, and staff, leading to increased operational costs and challenges in maintaining consistent service levels throughout the season



# OPERATIONS & FLEET FINANCIAL PLAN

| (in 000s)                         | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                          |                |                |                |                |                |                  |                |
| User Fees                         | \$16           | \$16           | \$16           | \$16           | \$16           | \$0              | 0.00%          |
| Government Transfers              | \$60           | \$60           | \$50           | \$50           | \$50           | \$0              | 0.00%          |
| Other Revenue                     | \$70           | \$71           | \$71           | \$72           | \$73           | \$1              | 0.97%          |
| <b>Total Revenues</b>             | <b>\$146</b>   | <b>\$147</b>   | <b>\$137</b>   | <b>\$138</b>   | <b>\$139</b>   | <b>\$1</b>       | <b>0.47%</b>   |
| Expenditures                      |                |                |                |                |                |                  |                |
| Salaries and Benefits             | \$2,971        | \$3,163        | \$3,254        | \$3,347        | \$3,444        | \$192            | 6.46%          |
| Administrative and Office         | \$160          | \$75           | \$75           | \$76           | \$76           | -\$85            | -52.98%        |
| Service Delivery                  | \$2,235        | \$2,148        | \$2,151        | \$2,176        | \$2,210        | -\$86            | -3.87%         |
| IT and Communications             | \$73           | \$93           | \$80           | \$81           | \$84           | \$21             | 28.59%         |
| Facilities                        | \$149          | \$144          | \$131          | \$134          | \$136          | -\$5             | -3.62%         |
| Vehicles and Equipment            | \$835          | \$838          | \$879          | \$922          | \$931          | \$3              | 0.34%          |
| <b>Total Expenditures</b>         | <b>\$6,422</b> | <b>\$6,461</b> | <b>\$6,571</b> | <b>\$6,736</b> | <b>\$6,881</b> | <b>\$39</b>      | <b>0.61%</b>   |
| Transfers                         |                |                |                |                |                |                  |                |
| Transfers from Reserves           | -\$95          | \$0            | \$0            | \$0            | \$0            | \$95             | 0.00%          |
| Transfers to Reserves             | \$775          | \$800          | \$825          | \$850          | \$875          | \$25             | 3.23%          |
| <b>Total Transfers</b>            | <b>\$680</b>   | <b>\$800</b>   | <b>\$825</b>   | <b>\$850</b>   | <b>\$875</b>   | <b>\$120</b>     | <b>17.65%</b>  |
| <b>Total Status Quo</b>           | <b>\$6,956</b> | <b>\$7,115</b> | <b>\$7,259</b> | <b>\$7,448</b> | <b>\$7,617</b> | <b>\$158</b>     | <b>2.27%</b>   |
| Additions                         |                |                |                |                |                |                  |                |
| Previously Committed Expense      | \$0            | \$0            | \$869          | \$1,712        | \$1,677        | \$0              | 0.00%          |
| Previously Committed Revenue      | \$0            | \$0            | -\$445         | -\$873         | -\$852         | \$0              | 0.00%          |
| <b>Total Additions</b>            | <b>\$0</b>     | <b>\$0</b>     | <b>\$424</b>   | <b>\$838</b>   | <b>\$824</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Operating Operations</b> | <b>\$6,956</b> | <b>\$7,115</b> | <b>\$7,683</b> | <b>\$8,287</b> | <b>\$8,441</b> | <b>\$158</b>     | <b>2.27%</b>   |
| Capital Investment                | \$201          | \$216          | \$227          | \$238          | \$250          | \$15             | 7.69%          |
| <b>Total Operations and Fleet</b> | <b>\$7,157</b> | <b>\$7,331</b> | <b>\$7,910</b> | <b>\$8,525</b> | <b>\$8,691</b> | <b>\$174</b>     | <b>2.43%</b>   |

## 2026 BUDGET HIGHLIGHTS

### EXPENDITURES

#### SERVICE DELIVERY

- Regular increases to service contracts and materials for roadside and hardtop maintenance, structures, winter control, safety systems and rail trail maintenance

#### IT AND COMMUNICATIONS

- Increase under cell phones to include data plans for in-vehicle iPads, enabling seamless connectivity to Citywide maintenance management system \$7,800
- Addition of annual fee for Detroit/Allison transmission software to better support mechanics, \$2,000

#### FACILITIES

- Increase to maintenance to reflect aging building \$9,400, annual utility increases \$7,600, storage replacement racking \$15,000

### REVENUES

#### TRANSFER TO RESERVES

- Annual allocation to capital for future replacement of vehicles and equipment





# OPERATIONS & FLEET CAPITAL ASSET FUND

|                                   | 2025     | 2026     | 2027    | 2028    | 2029    |
|-----------------------------------|----------|----------|---------|---------|---------|
|                                   | BUDGET   | BUDGET   | PLAN    | PLAN    | PLAN    |
| Prior Year Carry Forward          |          | \$254    |         |         |         |
| Opening Balance                   | \$4,698  | \$3,082  | \$728   | \$205   | \$108   |
| Contributions                     |          |          |         |         |         |
| Capital Levy                      | \$201    | \$216    | \$227   | \$238   | \$250   |
| Other Revenue                     | \$925    | \$900    | \$975   | \$1,050 | \$925   |
| Debt Financing                    | \$21,300 | \$15,000 | \$0     | \$0     | \$0     |
| Transfers from Reserves           | \$0      | \$350    | \$0     | \$0     | \$0     |
| Total Contributions               | \$22,426 | \$16,466 | \$1,202 | \$1,288 | \$1,175 |
| Capital Work                      |          |          |         |         |         |
| Land                              | \$10,000 | \$0      | \$0     | \$0     | \$0     |
| Land Improvements                 | \$400    | \$475    | \$175   | \$175   | \$175   |
| Buildings                         | \$12,192 | \$17,480 | \$35    | \$0     | \$130   |
| Equipment & Machinery             | \$450    | \$620    | \$405   | \$650   | \$413   |
| Vehicles                          | \$1,000  | \$500    | \$1,110 | \$560   | \$290   |
| Total Capital Work                | \$24,042 | \$19,075 | \$1,725 | \$1,385 | \$1,008 |
| Ending Capital Asset Fund Balance | \$3,082  | \$728    | \$205   | \$108   | \$275   |

## 2026 CAPITAL HIGHLIGHTS

### CONTRIBUTIONS

#### OTHER REVENUE

- Includes \$100,000 for sale of older equipment, \$800,000 from operating which is tied to equipment usage and future replacement of equipment

#### DEBT FINANCING

- Debt financing will be required for the new operations centre, it should be noted that the future debenture costs for the building will be partially offset by development charges

#### TRANSFERS FROM RESERVES

- Reserve for Primrose Capital Upgrades to offset costs of renovations required at Primrose operations centre

### CAPITAL WORK

#### LAND IMPROVEMENTS

- Annual contribution towards guiderails \$100,000, living snow fence \$25,000 and intersection lighting, signals, etc. \$50,000. Resurfacing of Primrose parking lot \$300,000

#### BUILDINGS

- Sand/salt dome replacement \$2,100,000, interior upgrades includes updates to kitchen, washrooms and storage space \$150,000, electrical upgrades to take advantage of improved power \$125,000, security upgrades \$40,000

#### EQUIPMENT AND MACHINERY

- Grader replacement \$500,000, sweeper attachment replacement \$10,000

## 2026 CAPITAL HIGHLIGHTS CONTINUED

### VECHICLES

- Replacement of one snow plow with roll off system, \$500,000

### NEW

- Construction of new southern operations centre estimated at \$15,000,000

# OPERATIONS & FLEET WORK PLAN SUMMARY

|                                      | 2025     | 2026     | 2027    | 2028    | 2029    |
|--------------------------------------|----------|----------|---------|---------|---------|
|                                      | BUDGET   | BUDGET   | PLAN    | PLAN    | PLAN    |
| Expenditures                         |          |          |         |         |         |
| Land                                 | \$10,000 | \$0      | \$0     | \$0     | \$0     |
| Asphalt Paving                       | \$0      | \$300    | \$0     | \$0     | \$0     |
| Trails Development                   | \$25     | \$0      | \$0     | \$0     | \$0     |
| Living Snow Fence                    | \$25     | \$25     | \$25    | \$25    | \$25    |
| Guiderails                           | \$100    | \$100    | \$100   | \$100   | \$100   |
| Welcome Signs                        | \$200    | \$0      | \$0     | \$0     | \$0     |
| Intersection Lighting, Signals, Etc. | \$50     | \$50     | \$50    | \$50    | \$50    |
| Land Improvements                    | \$400    | \$475    | \$175   | \$175   | \$175   |
| Security                             | \$0      | \$40     | \$0     | \$0     | \$0     |
| Electrical                           | \$625    | \$125    | \$8     | \$0     | \$15    |
| HVAC                                 | \$55     | \$65     | \$27    | \$0     | \$5     |
| Plumbing                             | \$42     | \$0      | \$0     | \$0     | \$10    |
| Flooring                             | \$0      | \$0      | \$0     | \$0     | \$75    |
| Interior Upgrades                    | \$170    | \$150    | \$0     | \$0     | \$0     |
| Windows                              | \$0      | \$0      | \$0     | \$0     | \$15    |
| Exterior Doors                       | \$0      | \$0      | \$0     | \$0     | \$10    |
| Sand/Salt Domes                      | \$800    | \$2,100  | \$0     | \$0     | \$0     |
| Southern Operations Centre           | \$10,500 | \$15,000 | \$0     | \$0     | \$0     |
| Buildings                            | \$12,192 | \$17,480 | \$35    | \$0     | \$130   |
| Storage Tank                         | \$0      | \$21     | \$0     | \$0     | \$0     |
| Tractor, Blower, Sweeper, Mower      | \$40     | \$10     | \$0     | \$320   | \$0     |
| Loader                               | \$400    | \$0      | \$0     | \$0     | \$400   |
| Excavator                            | \$0      | \$0      | \$0     | \$330   | \$0     |
| Grader                               | \$0      | \$500    | \$0     | \$0     | \$0     |
| Backhoe                              | \$0      | \$0      | \$200   | \$0     | \$0     |
| Road Widener                         | \$0      | \$0      | \$55    | \$0     | \$0     |
| Small Equipment                      | \$10     | \$0      | \$150   | \$0     | \$0     |
| In-vehicle Devices                   | \$0      | \$89     | \$0     | \$0     | \$13    |
| Equipment & Machinery                | \$450    | \$620    | \$405   | \$650   | \$413   |
| Tandem Truck                         | \$880    | \$500    | \$900   | \$450   | \$0     |
| One Tonne Pick Up                    | \$0      | \$0      | \$0     | \$110   | \$150   |
| Pickups                              | \$120    | \$0      | \$210   | \$0     | \$140   |
| Vehicles                             | \$1,000  | \$500    | \$1,110 | \$560   | \$290   |
| Total Work Plan Summary              | \$24,042 | \$19,075 | \$1,725 | \$1,385 | \$1,008 |



# ENGINEERING & ADMINISTRATION

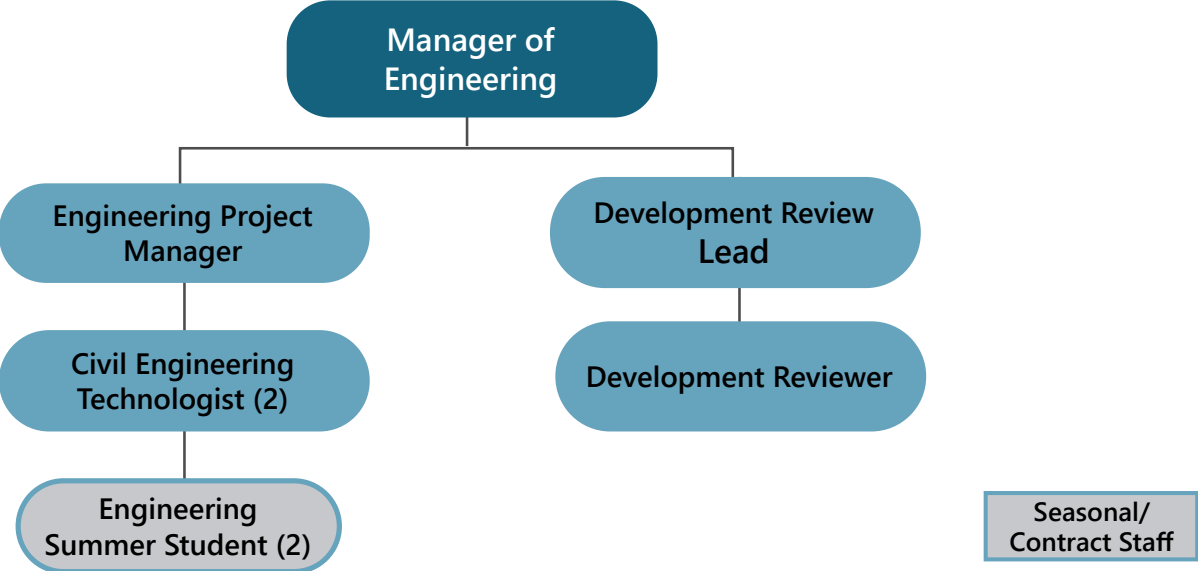


## DIVISIONAL LEAD

Mike Hooper, CET, Manager of Engineering & Administration

The Engineering Division has 6 full-time positions, and 2 summer student positions.

## ENGINEERING & ADMINISTRATION ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Lead the development and implementation of capital programs supporting the County's transportation network, including budgeting, project planning, engineering design, and contract administration for preventive maintenance, rehabilitation, and replacement of road, bridge, and transportation related infrastructure
- Administer the County's rights-of-way through the issuance and oversight of road occupancy permits, entrance permits, and municipal consent applications to ensure safe and coordinated use of transportation corridors
- Review and comment on development-related submissions and private infrastructure proposals, including site plans, severances, and zoning amendments, to ensure compliance with County standards and protection of transportation assets
- Manage utility locate requests and maintain records for County-owned buried infrastructure to support safe excavation and minimize service disruptions

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.38% | 1.55% | 1.45% | 1.45% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.13% | 1.23% | 1.22% | 1.62% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Bridge Condition Index (BCI)

| 2022  | 2023 | 2024 | 2025 |
|-------|------|------|------|
| 74.26 | n/a  | 74.9 | n/a  |

**Purpose:** Monitor the condition of bridge and structural culverts to ensure adequate capital funding. BCI target of 70 has been chosen as a benchmark. Study completed every 2 years. Excludes rail corridor structures.

**Calculation:** Bridge Condition Index (BCI) determined through visual inspections and measurements using Ontario Structure Inspection Manual (OSIM).

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate:

- Implement climate risk assessment for critical transportation assets, enhancing the understanding of climate-related vulnerabilities and supporting the integration of resilience measures into road and bridge design standards and construction practices



### Economy:

- Streamline permitting processes and technical standard documents for telecom utilities to support efficient and timely network expansion across the County



### Governance:

- Enhance project management and asset tracking systems for greater transparency and efficiency through roll-out Citywide maintenance management system
- Implement Pavement Management software, to improve asset management
- Streamline corridor management and permitting procedures to improve service delivery to residents and stakeholders



### Equity:

- Utilize inclusive design principles in transportation planning, supporting accessibility and multimodal options

## CHALLENGES

- Project cost estimation challenges due to the high price volatility observed over the past year, as reflected in the 2025 construction bid results
- Limited financial capacity to adopt new technologies, digital tools, or data management systems due to budget constraints
- Budget constraints limit the ability to integrate active transportation into Capital projects
- Difficulty attracting and retaining qualified technical staff



# ENGINEERING FINANCIAL PLAN

| (in 000s)                 | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|---------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                  |                |                |                |                |                |                  |                |
| User Fees                 | \$104          | \$53           | \$53           | \$53           | \$53           | -\$51            | -49.04%        |
| Other Revenue             | \$425          | \$425          | \$425          | \$425          | \$425          | \$0              | 0.00%          |
| <b>Total Revenues</b>     | <b>\$529</b>   | <b>\$478</b>   | <b>\$478</b>   | <b>\$478</b>   | <b>\$478</b>   | <b>-\$51</b>     | <b>-9.64%</b>  |
| Expenditures              |                |                |                |                |                |                  |                |
| Salaries and Benefits     | \$1,010        | \$1,081        | \$1,113        | \$1,145        | \$1,164        | \$71             | 7.04%          |
| Administrative and Office | \$659          | \$640          | \$418          | \$381          | \$325          | -\$19            | -2.89%         |
| Service Delivery          | \$79           | \$45           | \$45           | \$45           | \$45           | -\$33            | -42.39%        |
| IT and Communications     | \$54           | \$79           | \$64           | \$65           | \$69           | \$25             | 46.39%         |
| Facilities                | \$1            | \$1            | \$1            | \$1            | \$1            | \$0              | 0.00%          |
| Vehicles and Equipment    | \$15           | \$6            | \$7            | \$7            | \$7            | -\$9             | -57.57%        |
| <b>Total Expenditures</b> | <b>\$1,817</b> | <b>\$1,852</b> | <b>\$1,648</b> | <b>\$1,644</b> | <b>\$1,611</b> | <b>\$35</b>      | <b>1.93%</b>   |
| Transfers                 |                |                |                |                |                |                  |                |
| Transfers from Reserves   | -\$205         | -\$350         | -\$110         | -\$65          | \$0            | -\$145           | 70.73%         |
| Transfers to Reserves     | \$0            | \$35           | \$70           | \$72           | \$74           | \$35             | 100.00%        |
| <b>Total Transfers</b>    | <b>-\$205</b>  | <b>-\$315</b>  | <b>-\$40</b>   | <b>\$7</b>     | <b>\$74</b>    | <b>-\$110</b>    | <b>53.66%</b>  |
| <b>Total Status Quo</b>   | <b>\$1,083</b> | <b>\$1,059</b> | <b>\$1,130</b> | <b>\$1,173</b> | <b>\$1,207</b> | <b>-\$24</b>     | <b>-2.21%</b>  |
| Capital Investment        | \$3,695        | \$4,025        | \$4,256        | \$4,552        | \$4,811        | \$330            | 8.94%          |
| <b>Total Engineering</b>  | <b>\$4,778</b> | <b>\$5,084</b> | <b>\$5,386</b> | <b>\$5,725</b> | <b>\$6,018</b> | <b>\$306</b>     | <b>6.41%</b>   |

## 2026 BUDGET HIGHLIGHTS

### REVENUES

#### OTHER REVENUE

- Includes transfer to capital for staff time spent on capital projects

#### USER FEES

- Decrease in revenue generated from planning-related and development review fees, as well as permitting activities to reflect actual

### EXPENDITURES

#### ADMINISTRATIVE AND OFFICE

- Includes a \$3,500 increase to cover the Division’s GPS subscription, which was previously provided at no cost
- Consulting fees includes \$65,000 for Ontario Structure Inspection Manual (OSIM) and \$200,000 for a road safety master plan, to be funded from reserves

#### SERVICE DELIVERY

- Includes \$20,000 to engage a third-party consultant to assist with developing Traffic Impact guidelines

#### IT AND COMMUNICATIONS

- Includes a \$30,000 start-up fee to initiate the new pavement management software, which will transition to an annual subscription cost of \$20,000 in subsequent years





ENGINEERING CAPITAL ASSET FUND

|                                   | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-----------------------------------|----------------|----------------|--------------|--------------|--------------|
| Prior Year Carry Forward          |                | (\$557)        |              |              |              |
| Opening Balance                   | \$7,142        | \$5,177        | \$3,610      | \$3,774      | \$1,683      |
| Contributions                     |                |                |              |              |              |
| Government Transfers              | \$2,905        | \$3,161        | \$2,930      | \$2,829      | \$2,810      |
| Capital Levy                      | \$3,695        | \$4,031        | \$4,230      | \$4,440      | \$4,661      |
| Other Revenue                     | \$788          | \$930          | \$6,042      | \$0          | \$0          |
| Transfers from Reserves           | \$600          | \$110          | \$0          | \$0          | \$0          |
| DC Contribution                   | \$552          | \$84           | \$285        | \$564        | \$444        |
| Total Contributions               | \$8,538        | \$8,316        | \$13,488     | \$7,833      | \$7,915      |
| Capital Work                      |                |                |              |              |              |
| Equipment & Machinery             | \$49           | \$70           | \$0          | \$8          | \$0          |
| Vehicles                          | \$60           | \$0            | \$0          | \$0          | \$0          |
| Roads                             | \$7,781        | \$7,850        | \$12,342     | \$8,037      | \$6,735      |
| Bridges & Culverts                | \$2,614        | \$1,406        | \$981        | \$1,879      | \$1,729      |
| Total Capital Work                | \$10,504       | \$9,326        | \$13,323     | \$9,924      | \$8,465      |
| Ending Capital Asset Fund Balance | \$5,177        | \$3,610        | \$3,774      | \$1,683      | \$1,133      |

2026 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

GOVERNMENT TRANSFERS

- Includes Canada Community-Building Fund \$2,169,925, and Ontario Community Infrastructure Fund, \$991,182

OTHER REVENUE

- Contributions from developers for Second Line and Dufferin Road 109 realignment

CAPITAL WORK

EQUIPMENT AND MACHINERY

- Replacement of survey equipment \$50,000 and radar speed traffic counting devices \$10,000

ROADS

- Carryover of detailed design for Second Line and Dufferin Road 109 realignment. Resurfacing of 7.7 km on Dufferin Road 17 \$2,992,500 and 9.8 km on Dufferin Road 10, \$3,080,090. Patching and ramp repairs on Dufferin Road 109 \$180,000
- Updated construction practices, including full-road closures and 24/7 work, are accelerating project timelines and cutting costs by eliminating temporary infrastructure and traffic control needs. Combined with pavement-management technologies, these methods optimize maintenance, extend asset life, and reduce long-term expenditures for more sustainable infrastructure

BRIDGES & CULVERTS

- Work on structures includes installation of guiderail, invert liner and rehabilitation of one culvert \$1,195,000; future year design work and studies of \$160,000

ENGINEERING WORK PLAN SUMMARY

|                         | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures            |                |                |              |              |              |
| Engineering Equipment   | \$49           | \$70           | \$0          | \$8          | \$0          |
| Equipment & Machinery   | \$49           | \$70           | \$0          | \$8          | \$0          |
| Pickups                 | \$60           | \$0            | \$0          | \$0          | \$0          |
| Vehicles                | \$60           | \$0            | \$0          | \$0          | \$0          |
| Roads                   | \$7,781        | \$7,850        | \$12,342     | \$8,037      | \$6,735      |
| Bridges & Culverts      | \$2,614        | \$1,406        | \$981        | \$1,879      | \$1,729      |
| Total Work Plan Summary | \$10,504       | \$9,326        | \$13,323     | \$9,924      | \$8,465      |

ENGINEERING WORK PLAN SUMMARY - ROADS

|                                              | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|----------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                                 |                |                |              |              |              |
| Future Year Design                           | \$100          |                |              |              |              |
| Pre-Engineering Investigations               | \$75           | \$100          | \$100        | \$100        | \$100        |
| Pavement Preservation                        | \$261          | \$157          | \$106        | \$19         | \$115        |
| Round-a-bout Feasibility Study Ph1 & 2       |                | \$100          | \$100        |              |              |
| Environmental Assessment DR109 SAR           | \$600          |                |              |              |              |
| Resurface Dufferin Rd 25                     | \$5,620        |                |              |              |              |
| Dufferin Rd 109 & 2nd Line Int               | \$1,050        | \$440          |              |              |              |
| Detailed Design DR109 SAR                    | \$75           | \$800          |              |              |              |
| Resurface Dufferin Rd 17                     |                | \$2,993        |              |              |              |
| Resurface Dufferin Rd 10                     |                | \$3,080        |              |              |              |
| Resurface Dufferin Rd 109                    |                | \$150          |              |              |              |
| Riddell Road Ramp                            |                | \$30           |              |              |              |
| Dufferin Rd 109 & 2nd Line Int Improvmnts    |                |                | \$6,000      |              |              |
| Recon 2nd Line Amaranth Re-alignment         |                |                | \$1,542      |              |              |
| Resurface Dufferin Rd 3                      |                |                | \$549        |              |              |
| Resurface Dufferin Rd 21                     |                |                | \$3,298      |              |              |
| Dufferin Rd 11 Falling Weight Deflectormeter |                |                | \$30         |              |              |
| Micro Dufferin Rd 18                         |                |                |              | \$212        |              |
| Recon Dufferin Rd 11                         |                |                |              | \$1,342      |              |
| Recon Dufferin Rd 109 Widening               |                |                | \$618        | \$6,175      |              |
| Recon Dufferin Rd 109 Widening               |                |                |              | \$190        | \$1,900      |
| Resurface Dufferin Rd 3                      |                |                |              |              | \$1,279      |
| Recon Dufferin Rd 3                          |                |                |              |              | \$347        |
| Resurface Dufferin Rd 24                     |                |                |              |              | \$1,725      |
| Micro Dufferin Rd 16                         |                |                |              |              | \$200        |
| Environmental Assessment Widening            |                |                |              |              | \$500        |
| Recon Riddell Rd Widening                    |                |                |              |              | \$570        |
| Total Roads Work Plan                        | \$7,781        | \$7,850        | \$12,342     | \$8,037      | \$6,735      |

# ENGINEERING WORK PLAN SUMMARY - BRIDGES & CULVERTS

|                                               | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN   | 2029<br>PLAN   |
|-----------------------------------------------|----------------|----------------|--------------|----------------|----------------|
| Expenditures                                  |                |                |              |                |                |
| Small Structure Replacements                  | \$50           | \$50           | \$50         | \$50           | \$50           |
| Future Year Structure Design & Approvals      | \$132          | \$147          | \$281        | \$268          | \$189          |
| 004-0904-Rehab                                | \$430          |                |              |                |                |
| 004-0911-Rehab                                | \$640          |                |              |                |                |
| 308250XC-Rehab                                | \$930          |                |              |                |                |
| 518638XC-Rehab                                | \$380          |                |              |                |                |
| 004-0910-Undertake a hydraulic study          |                | \$7            |              |                |                |
| 004-0912-Install invert liner                 | \$46           | \$490          |              |                |                |
| 064018XC-Install guiderail                    |                | \$125          |              |                |                |
| 203304CUL - Rehab                             | \$6            | \$270          |              |                |                |
| 393002-Undertake a hydraulic study            |                | \$7            |              |                |                |
| 517326XC-Rehab and Install guide rail         |                | \$310          |              |                |                |
| 937126CUL-Install guiderail                   |                |                | \$174        |                |                |
| 004-0908-Rehab                                |                |                | \$225        |                |                |
| 936282CUL-Rehab                               |                |                | \$251        |                |                |
| 004-0915-Replace                              |                |                |              | \$598          |                |
| 004-0900-Replace & install guide rail         |                |                |              | \$655          |                |
| 004-0138-Rehab                                |                |                |              | \$161          |                |
| 004-2506-Rehab                                |                |                |              | \$43           |                |
| RT13621 - Rehab                               |                |                |              | \$26           |                |
| 004-0184-Rehab                                |                |                |              | \$78           |                |
| Culvert D-Rehab                               |                |                |              |                | \$64           |
| Culvert E-Rehab                               |                |                |              |                | \$62           |
| Riddell Road Culvert-Rehab                    |                |                |              |                | \$46           |
| 784140CUL- Install approach guiderail         |                |                |              |                | \$161          |
| 004-0903-Replace                              |                |                |              |                | \$1,157        |
| <b>Total Bridges &amp; Culverts Work Plan</b> | <b>\$2,614</b> | <b>\$1,406</b> | <b>\$981</b> | <b>\$1,879</b> | <b>\$1,729</b> |





# CLIMATE & ENERGY

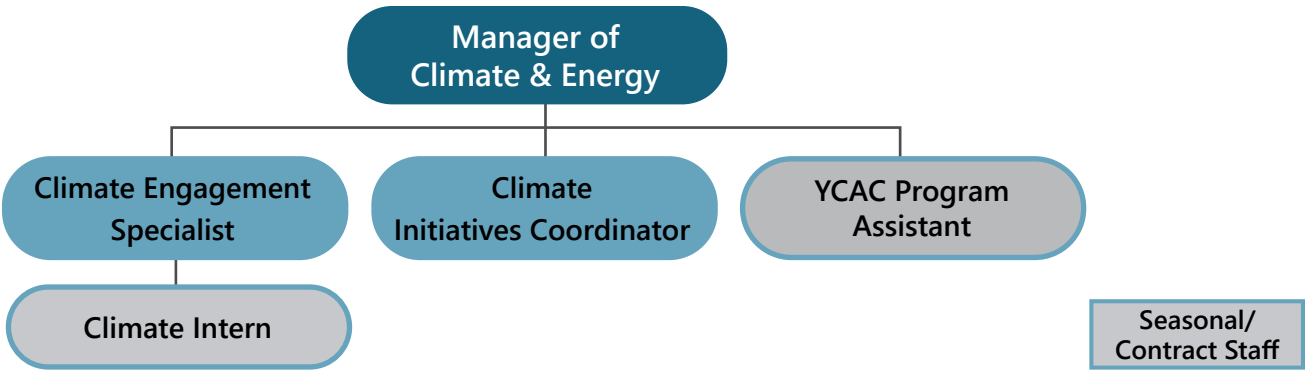


## DIVISIONAL LEAD

Sara MacRae, Manager of Climate and Energy

The Climate and Energy Division consists of 3 full-time positions, and 2 contract/summer intern positions.

## CLIMATE & ENERGY ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Develops and delivers strategies, programs and projects that strengthen climate resilience across the community and municipal operations
- Maintains and updates the County's greenhouse gas inventory, establishes reduction targets, and monitors progress toward achieving them
- Leads the creation of climate and energy policies and promotes sustainable practices that align with the County's climate goals

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.64% | 1.41% | 2.59% | 2.22% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.51% | 0.73% | 0.72% | 0.83% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Percent of Corporate Greenhouse Gas (GHG) Reductions

| 2022   | 2023   | 2024   | 2025   |
|--------|--------|--------|--------|
| -6.40% | -2.60% | -3.20% | -4.00% |

**Purpose:** Measures progress in reducing GHG emissions from municipal operations (facilities, fleet, etc.) compared to a baseline year (2021). It demonstrates the movement on climate targets.

**Calculation:** GHG reduction (%) = ((Baseline GHGs - Current year GHGs) / baseline GHGs) x 100

### Events Attended or Hosted

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 80%  | 150% | 112% | 95%  |

**Purpose:** Number of events staff attend and/or host in the community. The annual target is 15 events. This number reported in the annual Climate Action Report Card.

**Calculation:** Number events attended as a percent of target of 15.

### Percent of Climate Adaptation Actions in Progress or Completed

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | 69%  | 71%  | 74%  |

**Purpose:** Measures the implementation rate of Dufferin Adaptation Strategy, showing how many actions are underway or finished relative to the total. The absolute number of actions are reported in the annual Climate Action Report Card.

**Calculation:** Implementation Rate (%) = ((Number of Actions In Progress + Number Completed) / Total Number of Actions) x 100

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Develop the Climate Master Strategy, establishing clear pathways for net-zero operations and community resilience, positioning Dufferin as a leader in local climate action
- Deliver the BetterHomes Dufferin residential retrofit program to support energy-efficient, low-carbon housing upgrades that lower energy bills
- Implement the Future-Ready Development Program to embed low-carbon, resilient design metrics in new development through collaboration with Grey and Wellington Counties, and local municipalities
- Continue installation of the electric vehicle chargers to support fleet electrification and reduce County operational emissions and costs



### Economy:

- Continue the development of a Talent and Business Attraction Plan in collaboration with Grey and Wellington Counties and regional economic development partners to support the Future-Ready Development Program and attract investment in low-carbon industries

## CHALLENGES

- Addressing misinformation and skepticism about climate science and municipal initiatives remains a challenge, as these can erode public trust and delay meaningful action
- Ensuring consistent integration of climate considerations across departments can be complex due to differing mandates, timelines, and technical standards
- Making evidence-based decisions is challenging when climate, energy, and emissions data are incomplete or continually evolving
- Reconciling immediate service delivery needs with the long-term investments required for climate resilience and emissions reduction requires careful balance and strategic foresight

CLIMATE & ENERGY FINANCIAL PLAN

| (in 000s)                       | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                        |                |                |                |                |                |                  |                |
| Other Revenue                   | \$2,280        | \$1,969        | \$2,633        | \$3,272        | \$2,553        | -\$311           | -13.65%        |
| <b>Total Revenues</b>           | <b>\$2,280</b> | <b>\$1,969</b> | <b>\$2,633</b> | <b>\$3,272</b> | <b>\$2,553</b> | <b>-\$311</b>    | <b>-13.65%</b> |
| Expenditures                    |                |                |                |                |                |                  |                |
| Salaries and Benefits           | \$414          | \$437          | \$444          | \$457          | \$471          | \$22             | 5.41%          |
| Administrative and Office       | \$680          | \$643          | \$374          | \$101          | \$103          | -\$37            | -5.45%         |
| Service Delivery                | \$2,119        | \$1,797        | \$2,517        | \$3,356        | \$2,637        | -\$322           | -15.20%        |
| IT and Communications           | \$18           | \$16           | \$17           | \$17           | \$17           | -\$2             | -9.36%         |
| Vehicles and Equipment          | \$1            | \$1            | \$1            | \$1            | \$1            | \$0              | 0.00%          |
| <b>Total Expenditures</b>       | <b>\$3,232</b> | <b>\$2,894</b> | <b>\$3,353</b> | <b>\$3,931</b> | <b>\$3,228</b> | <b>-\$338</b>    | <b>-10.47%</b> |
| Transfers                       |                |                |                |                |                |                  |                |
| Transfers from Reserves         | -\$282         | -\$253         | -\$75          | \$0            | \$0            | \$29             | -10.43%        |
| <b>Total Transfers</b>          | <b>-\$282</b>  | <b>-\$253</b>  | <b>-\$75</b>   | <b>\$0</b>     | <b>\$0</b>     | <b>\$29</b>      | <b>-10.43%</b> |
| <b>Total Climate and Energy</b> | <b>\$670</b>   | <b>\$672</b>   | <b>\$645</b>   | <b>\$660</b>   | <b>\$676</b>   | <b>\$2</b>       | <b>0.32%</b>   |

2026 BUDGET HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Consulting includes \$230,000 for climate master plan, \$322,600 for community housing retrofit study, \$250,000 for municipal building retrofit study
- Reductions in advertising, promotions, special events, and corporate training equate to \$17,000 in savings

SERVICE DELIVERY

- Includes \$1.7 million towards BetterHome Dufferin project, this may be higher or lower dependent on take up of program
- Includes \$60,000 annual contribution for source water protection

REVENUES

OTHER REVENUE

- Includes \$1.7 million for BetterHome Dufferin project, combined contributions from Federation of Canadian Mmunicipalities and homeowners
- Grants to offset portion of retrofit studies, \$456,000

TRANSFERS

RESERVES TRANSFERS

- Allocation from rate stabilization reserve to partially offset climate master plan, \$180,000
- Transfer from rate stabilization reserve to offset costs of retrofit programs not covered by grants, \$122,600





# FACILITIES

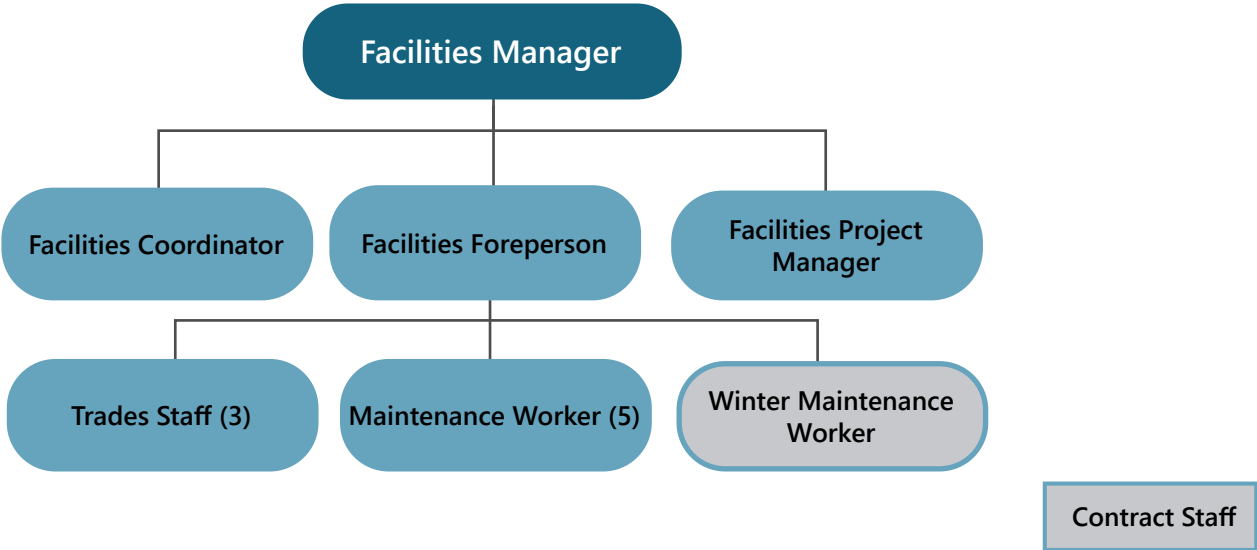


## DIVISIONAL LEAD

Stephen Ducharme, Facilities Manager

The Facilities Division consists of 11 full-time positions with 1 part-time seasonal position.

## FACILITIES ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Asset management of County facilities to maintain and optimize the physical structures. Extend service life of building components by developing and undertaking preventative maintenance activities
- Maintaining and reviewing building equipment performance to promote energy conservation. Contribute to energy management by implementing best practices
- Support positive experience for facilities users by promoting a clean, safe and user-friendly environment
- Maintain Service Level Agreements and Key Point Indicators to align with service delivery improvement goals



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.96% | 1.88% | 2.14% | 2.15% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalent

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 3.46% | 3.31% | 3.28% | 3.26% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Unit Turnover Performance

| 2022    | 2023    | 2024    | 2025    |
|---------|---------|---------|---------|
| \$4,908 | \$4,019 | \$3,676 | \$4,429 |

**Purpose:** Monitor housing unit turnover durations - limit loss revenue resulting from extended unit vacancies.

**Calculation:** Total vacancy loss/Total units turned over.

### Facility Condition Index (FCI)

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 8.9% | 8.3% | 8.1% | 8.8% |

**Purpose:** Relative indication of building condition.

**Calculation:** FCI is dependent on the cost estimates developed for the facility deficiencies and current replacement value.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Standby Power Feasibility Study – to build resiliency into our built assets through electrical infrastructure
- HVAC Feasibility Review – to analyze current state and provide future state options to minimize or eliminate GHG emissions. Goal to continue electrification of our buildings



### Community

- Implement Aging in Place strategies in building renovations
- Support Courthouse and Edelbrock Redesign - Human Health Services Hub, estimated at \$6 million



### Governance:

- Continue to optimize Service Level Agreements
- Review procurement strategies and service delivery models for various operational activities

## CHALLENGES

- Evolving stakeholder requirements resulting in service delivery analysis and resource loading
- Changing supply chain and inflation. Budget estimates impacted by unpredictable market trends
- Weather events resulting in unplanned repairs and shortening asset life cycles

# FACILITIES FINANCIAL PLAN

| (in 000s)                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                           |                |                |                |                |                |                  |                |
| Rent Revenue                       | \$1,052        | \$1,047        | \$1,058        | \$1,059        | \$1,059        | -\$5             | -0.48%         |
| Other Revenue                      | \$15           | \$20           | \$20           | \$20           | \$20           | \$5              | 33.33%         |
| <b>Total Revenues</b>              | <b>\$1,067</b> | <b>\$1,067</b> | <b>\$1,078</b> | <b>\$1,079</b> | <b>\$1,079</b> | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                       |                |                |                |                |                |                  |                |
| Salaries and Benefits              | \$1,797        | \$1,654        | \$1,702        | \$1,752        | \$1,803        | -\$143           | -7.95%         |
| Administrative and Office          | \$57           | \$122          | \$57           | \$57           | \$58           | \$65             | 114.49%        |
| Debt Repayment                     | \$158          | \$154          | \$150          | \$146          | \$142          | -\$4             | -2.56%         |
| Service Delivery                   | \$17           | \$17           | \$17           | \$17           | \$17           | \$0              | 0.61%          |
| IT and Communications              | \$49           | \$38           | \$39           | \$40           | \$41           | -\$10            | -21.55%        |
| Facilities                         | \$502          | \$601          | \$615          | \$621          | \$631          | \$99             | 19.71%         |
| Vehicles and Equipment             | \$98           | \$80           | \$75           | \$76           | \$76           | -\$17            | -17.86%        |
| Internal Services Recovered        | -\$1,076       | -\$1,015       | -\$1,019       | -\$1,023       | -\$1,041       | \$62             | -5.75%         |
| <b>Total Expenditures</b>          | <b>\$1,601</b> | <b>\$1,652</b> | <b>\$1,637</b> | <b>\$1,686</b> | <b>\$1,727</b> | <b>\$51</b>      | <b>3.19%</b>   |
| Transfers                          |                |                |                |                |                |                  |                |
| Transfers from Reserves            | -\$95          | -\$70          | \$0            | \$0            | \$0            | \$25             | -26.32%        |
| <b>Total Transfers</b>             | <b>-\$95</b>   | <b>-\$70</b>   | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$25</b>      | <b>-26.32%</b> |
| <b>Total Facilities Status Quo</b> | <b>\$438</b>   | <b>\$514</b>   | <b>\$559</b>   | <b>\$607</b>   | <b>\$648</b>   | <b>\$76</b>      | <b>17.36%</b>  |
| Additions                          |                |                |                |                |                |                  |                |
| Previously Committed Expense       | \$0            | \$132          | \$105          | \$0            | \$0            | \$132            | 100.00%        |
| Previously Committed Revenue       | \$0            | -\$132         | -\$105         | \$0            | \$0            | -\$132           | 100.00%        |
| New to 2026 Expense                | \$0            | \$0            | \$87           | \$170          | \$166          | \$0              | 0.00%          |
| <b>Total Additions</b>             | <b>\$0</b>     | <b>\$0</b>     | <b>\$87</b>    | <b>\$170</b>   | <b>\$166</b>   | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Facilities Operating</b>  | <b>\$438</b>   | <b>\$514</b>   | <b>\$646</b>   | <b>\$776</b>   | <b>\$814</b>   | <b>\$76</b>      | <b>17.36%</b>  |
| Capital Investment                 | \$350          | \$361          | \$371          | \$382          | \$394          | \$11             | 3.00%          |
| <b>Total Facilities</b>            | <b>\$788</b>   | <b>\$875</b>   | <b>\$1,017</b> | <b>\$1,159</b> | <b>\$1,208</b> | <b>\$87</b>      | <b>10.99%</b>  |

## 2026 BUDGET HIGHLIGHTS

### EXPENDITURES

#### SALARIES AND BENEFITS

- Shift from in house cleaners to cleaning contracts, results in reduction of staffing related costs

#### ADMINISTRATIVE AND OFFICE

- Consulting includes \$20,000 to conduct an asset inventory that will provide detailed descriptions of all assets within building (three buildings planned for 2026) and \$45,000 to conduct a standby power assessment, both funded from reserves; also includes nearly \$25,000 for miscellaneous building condition studies

#### IT AND COMMUNICATIONS

- Includes allocation for new corporate Citywide maintenance management system \$29,400, partially mitigated by transfer from reserve

### PREVIOUSLY COMMITTED

- Includes contract project manager position to support Health and Human Services Hub, offset by transfer from reserve

## 2026 BUDGET HIGHLIGHTS CONTINUED

### FACILITIES

- Increase to snow clearing contract \$6,400 to include shoveling of walkways and entrances, cleaning contract increases \$59,000
- Increase in utilities to reflect actual resulting from move back to Zina Street

### INTERNAL SERVICES RECOVERED

- Reduction due to elimination of cleaning contracts, offset reduction in housing

### RESERVES

#### RESERVES TRANSFERS

- Transfer from rate stabilization reserve to offset asset inventory and standby power assessment





FACILITIES CAPITAL ASSET FUND

|                                   | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-----------------------------------|----------------|----------------|--------------|--------------|--------------|
| Prior Year Carry Forward          |                | \$836          |              |              |              |
| Opening Balance                   | \$1,335        | \$52           | \$567        | \$165        | \$279        |
| Contributions                     |                |                |              |              |              |
| Capital Levy                      | \$350          | \$361          | \$371        | \$382        | \$394        |
| Other Revenue                     | \$325          | \$50           | \$0          | \$0          | \$0          |
| Debt Financing                    | \$0            | \$2,000        | \$0          | \$0          | \$0          |
| Transfers from Reserves           | \$300          | \$50           | \$0          | \$0          | \$0          |
| Total Contributions               | \$975          | \$2,461        | \$371        | \$382        | \$394        |
| Capital Work                      |                |                |              |              |              |
| Land Improvements                 | \$732          | \$0            | \$0          | \$0          | \$0          |
| Buildings                         | \$741          | \$2,592        | \$699        | \$69         | \$379        |
| Equipment & Machinery             | \$30           | \$20           | \$5          | \$200        | \$0          |
| Vehicles                          | \$130          | \$70           | \$70         | \$0          | \$0          |
| Other                             | \$625          | \$100          | \$0          | \$0          | \$0          |
| Total Capital Work                | \$2,258        | \$2,782        | \$774        | \$269        | \$379        |
| Ending Capital Asset Fund Balance | \$52           | \$567          | \$165        | \$279        | \$294        |

2026 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

DEBT FINANCING

- Debt financing for renovations of courthouse, estimated at \$2,000,000

OTHER REVENUE

- NRCan contribution towards electric vehicle charging stations carried over from 2025

TRANSFERS FROM RESERVES

- Allocation from Rate Stabilization Reserve for electric vehicle charging stations carried over from 2025

CAPITAL WORK

BUILDINGS

- Window replacement was carried forward from 2025, \$100,000, electrical upgrades to switch gears and transformer, \$175,000. Renovations to courthouse estimated at \$2,000,000. Vestibule updates are required in the 2011 building, \$60,000. Exterior painting is required to maintain heritage 1881 building and old registry office, \$110,000 and \$80,000 to refresh the 1988 building

EQUIPMENT AND MACHINERY

- Replacement of small tractor, \$20,000

VEHICLES

- Pick up replacement, \$70,000 switch to electric vehicle

OTHER

- Continuation of electric vehicle charging station installation that started in 2025, \$100,000

FACILITIES WORK PLAN SUMMARY

|                            | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|----------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures               |                |                |              |              |              |
| Asphalt Paving             | \$732          | \$0            | \$0          | \$0          | \$0          |
| Land Improvements          | \$732          | \$0            | \$0          | \$0          | \$0          |
|                            |                |                |              |              |              |
| Building Automation        | \$150          | \$0            | \$0          | \$0          | \$0          |
| Electrical                 | \$25           | \$175          | \$0          | \$0          | \$90         |
| HVAC                       | \$43           | \$64           | \$439        | \$56         | \$31         |
| Interior Upgrades          | \$400          | \$2,000        | \$0          | \$8          | \$0          |
| Windows                    | \$110          | \$100          | \$40         | \$0          | \$10         |
| Roof                       | \$0            | \$3            | \$170        | \$5          | \$180        |
| Exterior Walls             | \$0            | \$0            | \$50         | \$0          | \$0          |
| Exterior Doors             | \$0            | \$60           | \$0          | \$0          | \$68         |
| Exterior Painting          | \$13           | \$190          | \$0          | \$0          | \$0          |
| Buildings                  | \$741          | \$2,592        | \$699        | \$69         | \$379        |
|                            |                |                |              |              |              |
| Elevator                   | \$0            | \$0            | \$5          | \$200        | \$0          |
| Tractor                    | \$0            | \$20           | \$0          | \$0          | \$0          |
| Communication Towers       | \$30           | \$0            | \$0          | \$0          | \$0          |
| Equipment & Machinery      | \$30           | \$20           | \$5          | \$200        | \$0          |
|                            |                |                |              |              |              |
| Facilities Vehicles        | \$130          | \$70           | \$70         | \$0          | \$0          |
| Vehicles                   | \$130          | \$70           | \$70         | \$0          | \$0          |
|                            |                |                |              |              |              |
| Electric Charging Stations | \$625          | \$100          | \$0          | \$0          | \$0          |
| Other                      | \$625          | \$100          | \$0          | \$0          | \$0          |
| Total Work Plan Summary    | \$2,258        | \$2,782        | \$774        | \$269        | \$379        |



# WASTE SERVICES

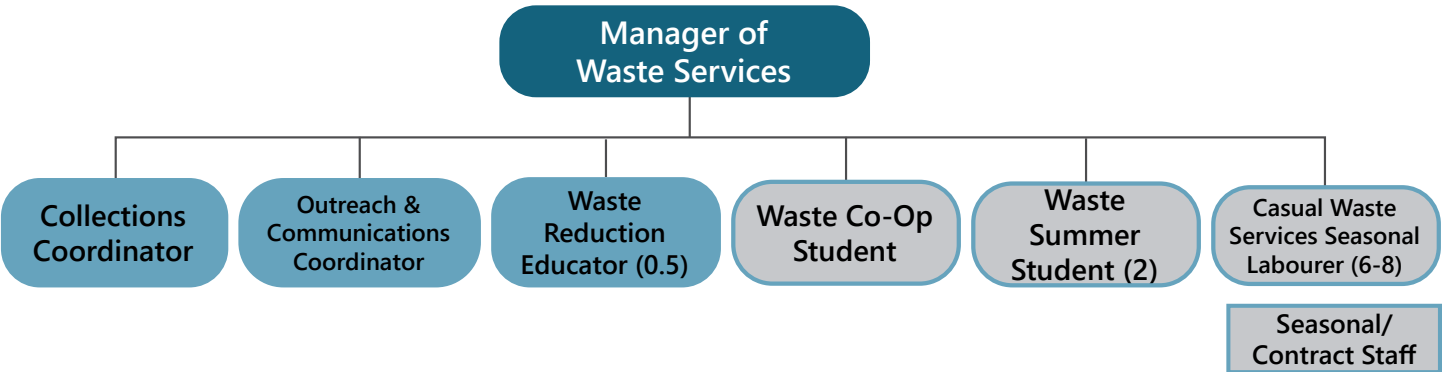


## DIVISIONAL LEAD

Melissa Kovacs Reid, Manager of Waste Services

Waste Services consists of 3.5 full-time positions, 6-8 seasonal/casual positions, 1 co-op and 2 summer student positions.

## WASTE SERVICES ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Manages curbside collection contract with GFL and provides customer service for garbage, source-separated organics (SSO), yard waste, bulky items and white goods, bi-annual batteries collection, and Industrial, Commercial & Institutional (IC&I) recycling
- Operates Household Hazardous Waste (HHW) and Electronics Recycling events
- Waste diversion and reduction outreach, communication and education
- Waste policy and planning work, including transition to full-producer responsibility for some waste materials

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 6.40% | 5.23% | 4.62% | 4.42% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.78% | 1.31% | 1.30% | 1.31% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

## Cost Per Tonne

| 2022  | 2023  | 2024  | 2025  |
|-------|-------|-------|-------|
| \$403 | \$385 | \$313 | \$323 |

**Purpose:** Cost per tonne.

**Calculation:** Total operating cost per tonne of waste collection, disposal and diversion costs (waste includes all curbside waste streams – garbage, bulky items, SSO (Source-Separated Organics) and yard waste. It excludes bi-annual batteries).

## Outreach Events

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 11   | 22   | 20   | 20   |

**Purpose:** Highlights involvement within the community.

**Calculation:** Total number of outreach events attended or hosted.

## Source Separated Organics (SSO) Diversion

| 2022     | 2023     | 2024     | 2025     |
|----------|----------|----------|----------|
| 125.4 kg | 125.2 kg | 126.2 kg | 126.9 kg |

**Purpose:** Measure effectiveness of SSO program.

**Calculation:** Kg of source separated organics (SSO) diverted/per stop (includes HHs, IC&I participants)

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Increase diversion of organics from garbage stream through food waste reduction campaigns and promote increased use of the Green Bin program in line with Long-Term Waste Management Strategy (LTWMS) diversion goals
- Complete LTWMS Update, to review the County's progress and any setbacks to meeting its waste diversion goals, while reviewing the path forward for the next five years and beyond



### Governance:

- Reinforce community outreach and communication to ensure residents are well-informed to better understand and utilize waste programs
- Continue to implement existing LTWMS initiatives and plan for implementation of the new ones accepted within the LTWMS Update
- As part of LTWMS Update process, explore opportunities and potential path forward for Household Hazardous Waste services, including current model of HHW Days and the potential for a depot
- Update Waste By-Law and consider set fines once the LTWMS Update has been completed

## CHALLENGES

- Annual Consumer Price Index (CPI) increases and growth in households year to year impact the budget for the curbside collection contract and tipping/ processing costs
- Coordinating special waste programs (batteries, electronics, household hazardous waste etc.) in parallel with transition to full-producer responsibility for designated materials, while receiving inadequate producer compensation
- Monitoring impact of Blue Box transition to producer responsibility on the County's integrated waste management system, including Circular Materials change to residential recycling carts
- Encouraging behavioural change through outreach, promotion and education to increase participation in the County's diversion program, while providing robust customer service



WASTE SERVICES FINANCIAL PLAN

| (in 000s)                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                           |                |                |                |                |                |                  |                |
| User Fees                          | \$85           | \$85           | \$85           | \$85           | \$85           | \$0              | 0.00%          |
| Government Transfers               | \$2            | \$2            | \$2            | \$2            | \$2            | \$0              | 0.00%          |
| Other Revenue                      | \$76           | \$77           | \$77           | \$77           | \$77           | \$1              | 1.71%          |
| <b>Total Revenues</b>              | <b>\$163</b>   | <b>\$164</b>   | <b>\$164</b>   | <b>\$164</b>   | <b>\$164</b>   | <b>\$1</b>       | <b>0.80%</b>   |
| Expenditures                       |                |                |                |                |                |                  |                |
| Salaries and Benefits              | \$582          | \$608          | \$626          | \$644          | \$663          | \$26             | 4.49%          |
| Administrative and Office          | \$290          | \$190          | \$208          | \$175          | \$148          | -\$100           | -34.52%        |
| Service Delivery                   | \$4,884        | \$4,940        | \$4,985        | \$5,188        | \$5,396        | \$56             | 1.14%          |
| IT and Communications              | \$5            | \$6            | \$6            | \$6            | \$6            | \$0              | 5.91%          |
| Facilities                         | \$2            | \$0            | \$0            | \$0            | \$0            | -\$2             | -86.34%        |
| Vehicles and Equipment             | \$11           | \$5            | \$5            | \$5            | \$5            | -\$7             | -57.26%        |
| <b>Total Expenditures</b>          | <b>\$5,775</b> | <b>\$5,749</b> | <b>\$5,830</b> | <b>\$6,018</b> | <b>\$6,218</b> | <b>-\$26</b>     | <b>-0.45%</b>  |
| Transfers                          |                |                |                |                |                |                  |                |
| Transfers from Reserves            | -\$187         | -\$50          | -\$65          | -\$30          | \$0            | \$137            | -73.26%        |
| DC Contribution                    | -\$19          | -\$19          | -\$19          | -\$19          | -\$19          | \$0              | 0.00%          |
| <b>Total Transfers</b>             | <b>-\$206</b>  | <b>-\$69</b>   | <b>-\$84</b>   | <b>-\$49</b>   | <b>-\$19</b>   | <b>\$137</b>     | <b>-66.50%</b> |
| <b>Total Waste Services Status</b> | <b>\$5,406</b> | <b>\$5,516</b> | <b>\$5,582</b> | <b>\$5,805</b> | <b>\$6,035</b> | <b>\$110</b>     | <b>2.03%</b>   |
| Capital Investment                 | \$13           | \$14           | \$14           | \$15           | \$16           | \$1              | 5.38%          |
| <b>Total Waste Services</b>        | <b>\$5,419</b> | <b>\$5,530</b> | <b>\$5,596</b> | <b>\$5,820</b> | <b>\$6,051</b> | <b>\$110</b>     | <b>2.04%</b>   |

2026 BUDGET HIGHLIGHTS

REVENUES

USER FEES

- Includes revenue from residents for additional bag tags, \$85,000

OTHER REVENUE

- Full producer responsibility for designated materials not providing adequate compensation to cover County’s household hazardous waste Event Day costs, \$65,000
- Circular Materials funding space within the waste services guide for residential recycling content, as a paper communication must be distributed to households as per the Blue Box Transition Regulation, \$8,700

EXPENDITURES

SALARIES AND BENEFITS

- Waste Reduction Educator’s salary is now 50% in the Waste Services budget and 50% in the Emergency Management (EM) budget, as this position is being shared by both divisions

ADMINISTRATION AND OFFICE

- Consulting includes \$50,000 for completion of LTWMS, reduction over 2025 one time costs for waste audits and HHW depot review which has been shifted to 2027

SERVICE DELIVERY

- Annual autumn Loose Leaves collection and processing for Orangeville and Shelburne is \$151,000 (the municipalities undertake the work, the County pays for the services)
- Collections Contract increase of nearly \$110,000 due to annual CPI and household count adjustments

2026 BUDGET HIGHLIGHTS CONTINUED

VEHICLES AND EQUIPMENT

- Savings in vehicle related costs as transitioned to electric vehicle in 2025

RESERVES

RESERVES TRANSFERS

- Transfer from Waste reserve of \$50,000 for Long-Term Waste Management Update

WASTE SERVICES CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>Prior Year Carry Forward</b>          |                | <b>\$12</b>    |              |              |              |
| <b>Opening Balance</b>                   | <b>\$71</b>    | <b>\$24</b>    | <b>\$9</b>   | <b>\$24</b>  | <b>\$14</b>  |
| Contributions                            |                |                |              |              |              |
| Capital Levy                             | \$13           | \$14           | \$14         | \$15         | \$16         |
| Transfers from Reserves                  | \$0            | \$30           | \$0          | \$0          | \$0          |
| <b>Total Contributions</b>               | <b>\$13</b>    | <b>\$44</b>    | <b>\$14</b>  | <b>\$15</b>  | <b>\$16</b>  |
| Capital Work                             |                |                |              |              |              |
| Buildings                                | \$0            | \$0            | \$0          | \$25         | \$0          |
| Vehicles                                 | \$60           | \$70           | \$0          | \$0          | \$0          |
| <b>Total Capital Work</b>                | <b>\$60</b>    | <b>\$70</b>    | <b>\$0</b>   | <b>\$25</b>  | <b>\$0</b>   |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$24</b>    | <b>\$9</b>     | <b>\$24</b>  | <b>\$14</b>  | <b>\$30</b>  |

WASTE SERVICES WORK PLAN SUMMARY

|                                | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|--------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                   |                |                |              |              |              |
| Exterior Doors                 | \$0            | \$0            | \$0          | \$10         | \$0          |
| Garage Doors                   | \$0            | \$0            | \$0          | \$15         | \$0          |
| Buildings                      | \$0            | \$0            | \$0          | \$25         | \$0          |
|                                |                |                |              |              |              |
| Waste Vehicles                 | \$60           | \$70           | \$0          | \$0          | \$0          |
| Vehicles                       | \$60           | \$70           | \$0          | \$0          | \$0          |
| <b>Total Work Plan Summary</b> | <b>\$60</b>    | <b>\$70</b>    | <b>\$0</b>   | <b>\$25</b>  | <b>\$0</b>   |

2026 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

TRANSFERS FROM RESERVES

- Transfer from Waste Services Reserve to offset increasing cost of vehicles

VEHICLES

- Replacement of van

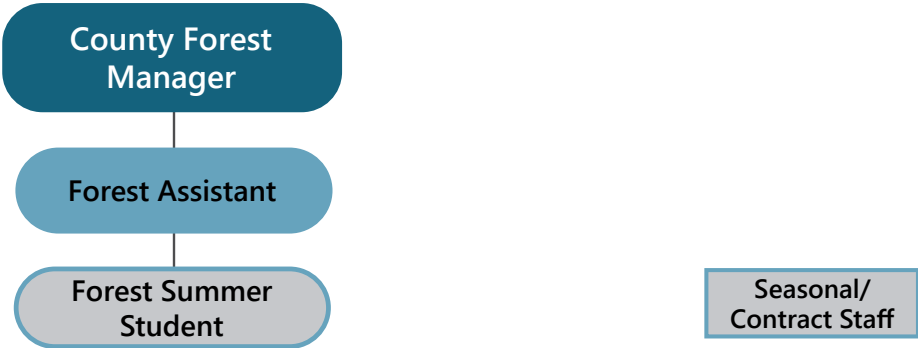
# COUNTY FOREST



**DIVISIONAL LEAD**  
Kevin Predon, County Forest Manager

The County Forest Division consists of 2 full-time positions and 1 summer student position.

## COUNTY FOREST ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Project planning and implementation, including timber management, invasive species control, and silvicultural tending, all of which will help to preserve the ecological integrity of the Dufferin County Forest, enhance its resilience to climate change, and filter all activities through a lens of sustainability to ensure that these resources will be maintained in perpetuity
- Responds to public inquiries and complaints regarding recreational use of the County Forest and the Dufferin County Rail Trail
- Facilitates and monitors recreational activities in the County Forest, including placement of signs, permits, notices and collecting user data
- Attends community outreach events to raise awareness with Dufferin residents and visitors about the Dufferin County Forest

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.33% | 0.33% | 0.39% | 0.38% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.60% | 0.54% | 0.54% | 0.60% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

## Total Area Treated for Invasive Species Removal

| 2022 | 2023 | 2024  | 2025  |
|------|------|-------|-------|
| n/a  | n/a  | 0.03% | 0.44% |

**Purpose:** Quantifying the Division’s effort at invasive species removal in a given year within the Dufferin County Forest.

**Calculation:** Total area treated for invasive species within DCF Total area of the DCF (1066 ha).

## Total Area of Timber Harvested From The DCF Per Year.

| 2022  | 2023  | 2024  | 2025  |
|-------|-------|-------|-------|
| 4.13% | 2.48% | 2.38% | 2.97% |

**Purpose:** Displays the percent of the Dufferin County Forest impacted by harvest operations per year.

**Calculation:** Total area of marked timber sold in the DCF/year Total area of the DCF (1066 ha).

\*doesn’t reflect full year

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Distribute information regarding natural environment programs at outreach events and in response to public inquiries
- Support trail development in the Dufferin County Forest and Rail Trail
- Plan and prepare for future use of prescribed burn as a silvicultural tool in red oak stands at the Main Tract
- Expand the Dufferin County Forest invasive species management strategy to include the County Road Right of Ways and Phagmites



### Governance:

- Finalize mapping and signage initiative as outlined in the Outdoor Recreation Plan
- Expand the external reach of County Forest information through regular bulletins and information campaigns



### Equity:

- Use larger, accessible rental toilets at the Main Tract instead of regular sized
- Investigate the development of accessible trails in the Dufferin County Forest

## CHALLENGES

- Weather may increase workload with severe weather events (ice-storms), damage trail surfaces (heavy rain events), and interrupt harvest operations (inconsistent cold temperatures in winter)
- Increasing demand by user groups for recreation events (55 days of horse camping at the Main Tract in 2025)
- Continual monitoring of invasive species, preparing for new threats to the forest, and considering treatment options (hemlock wooly adelgid)





# COUNTY FOREST FINANCIAL PLAN

| (in 000s)                  | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|----------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                   |                |                |              |              |              |                  |                |
| Other Revenue              | \$57           | \$57           | \$57         | \$57         | \$57         | \$0              | 0.00%          |
| <b>Total Revenues</b>      | <b>\$57</b>    | <b>\$57</b>    | <b>\$57</b>  | <b>\$57</b>  | <b>\$57</b>  | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures               |                |                |              |              |              |                  |                |
| Salaries and Benefits      | \$292          | \$308          | \$317        | \$327        | \$337        | \$16             | 5.37%          |
| Administrative and Office  | \$97           | \$88           | \$38         | \$38         | \$38         | -\$9             | -8.82%         |
| Service Delivery           | \$65           | \$69           | \$14         | \$14         | \$14         | \$4              | 6.48%          |
| IT and Communications      | \$1            | \$1            | \$1          | \$1          | \$1          | \$0              | 0.00%          |
| Facilities                 | \$20           | \$20           | \$21         | \$21         | \$21         | \$0              | 0.50%          |
| Vehicles and Equipment     | \$6            | \$3            | \$4          | \$4          | \$4          | -\$3             | -43.92%        |
| <b>Total Expenditures</b>  | <b>\$481</b>   | <b>\$490</b>   | <b>\$395</b> | <b>\$405</b> | <b>\$415</b> | <b>\$9</b>       | <b>1.82%</b>   |
| Transfers                  |                |                |              |              |              |                  |                |
| Transfers from Reserves    | -\$130         | -\$130         | -\$30        | -\$30        | -\$30        | \$0              | 0.00%          |
| <b>Total Transfers</b>     | <b>-\$130</b>  | <b>-\$130</b>  | <b>-\$30</b> | <b>-\$30</b> | <b>-\$30</b> | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Status Quo</b>    | <b>\$295</b>   | <b>\$303</b>   | <b>\$308</b> | <b>\$319</b> | <b>\$329</b> | <b>\$9</b>       | <b>2.98%</b>   |
| Capital Investment         | \$15           | \$15           | \$15         | \$15         | \$15         | \$0              | 0.00%          |
| <b>Total County Forest</b> | <b>\$310</b>   | <b>\$318</b>   | <b>\$323</b> | <b>\$334</b> | <b>\$344</b> | <b>\$9</b>       | <b>2.83%</b>   |

## 2026 FINANCIAL HIGHLIGHTS

### REVENUES

#### OTHER REVENUE

- Includes timber sales \$50,000, hunting and land use permits \$6,000

### EXPENDITURES

#### ADMINISTRATIVE AND OFFICE

- Includes \$100,000 to support the development of an Active Transportation Master Plan, fully funded by reserves

### RESERVES

#### TRANSFER FROM RESERVES

- Annual contribution from County Forest reserve fund to offset operating costs
- Allocation from Reserve for Rail Easement to offset costs associated with development of an Active Transportation Master Plan

# COUNTY FOREST CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>Prior Year Carry Forward</b>          |                | <b>\$17</b>    |              |              |              |
| <b>Opening Balance</b>                   | <b>\$60</b>    | <b>\$10</b>    | <b>\$42</b>  | <b>\$57</b>  | <b>\$72</b>  |
| Contributions                            |                |                |              |              |              |
| Capital Levy                             | \$15           | \$15           | \$15         | \$15         | \$15         |
| <b>Total Contributions</b>               | <b>\$15</b>    | <b>\$15</b>    | <b>\$15</b>  | <b>\$15</b>  | <b>\$15</b>  |
| Capital Work                             |                |                |              |              |              |
| Land Improvements                        | \$5            | \$0            | \$0          | \$0          | \$10         |
| Equipment & Machinery                    | \$0            | \$0            | \$0          | \$0          | \$0          |
| Vehicles                                 | \$60           | \$0            | \$0          | \$0          | \$0          |
| <b>Total Capital Work</b>                | <b>\$65</b>    | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$10</b>  |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$10</b>    | <b>\$42</b>    | <b>\$57</b>  | <b>\$72</b>  | <b>\$77</b>  |

# COUNTY FOREST WORK PLAN SUMMARY

|                                | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|--------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                   |                |                |              |              |              |
| Gates, Fences, Signs           | \$5            | \$0            | \$0          | \$0          | \$10         |
| Land Improvements              | \$5            | \$0            | \$0          | \$0          | \$10         |
| Forest Vehicles                | \$60           | \$0            | \$0          | \$0          | \$0          |
| Vehicles                       | \$60           | \$0            | \$0          | \$0          | \$0          |
| <b>Total Work Plan Summary</b> | <b>\$65</b>    | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$10</b>  |







# HEALTH & HUMAN SERVICES: AT A GLANCE

The Health and Human Services department plays a vital role in supporting the well-being of individuals and families across the community. It encompasses several key divisions, each with distinct responsibilities - Early Years & Child Care, Housing Services, Ontario Works, Housing Strategy, Dufferin Oaks Long Term Care Home, Community Support Services, Health & Human Services Hub Facilities and Paramedics.

Together, these departments form a comprehensive network of care and support, addressing physical, emotional, social, and economic needs across all stages of life.

## EARLY YEARS & CHILD CARE

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

## HOUSING SERVICES

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

## ONTARIO WORKS

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



**BRENDA WAGNER**  
Director of Health & Human Services

## HOUSING STRATEGY

The Housing Strategy will implement a long-term strategic plan that leverages existing owned land to increase the supply of supportive/affordable housing options. Three properties have been identified for development in partnership with Services and Housing In the Province (SHIP).

## DUFFERIN OAKS LONG TERM CARE HOME

Dufferin Oaks is a non-profit Long Term Care Home owned and operated by the County of Dufferin under standards established by the Ministry of Health and Long Term Care. This three-storey facility, located in the heart of Shelburne, is home to 160 residents. To ensure provision of the highest quality of care, there are several divisions within Dufferin Oaks including administration, nursing, dietary, environmental services and program support.

## COMMUNITY SUPPORT SERVICES

Community Support Services supports older adults aged 65+ and those 18+ with disabilities to live independently at home. Services are also available to provide relief for family members or friends who care for older or disabled adults.

## HEALTH & HUMAN SERVICES HUB FACILITIES

The Edelbrock Centre in Orangeville is being developed as part of a hub and spoke model for integrated service delivery. The Health and Human Services Hub is designed to centralize access to essential health and community services, streamline support for vulnerable populations, and foster collaboration among service providers.

To extend the reach of these services, the Mel Lloyd Centre in Shelburne has been designated as a satellite location of the Edelbrock Hub. This means that residents in and around Shelburne will benefit from improved access to coordinated health and human services, delivered in alignment with the integrated model established at the Edelbrock Centre.

## PARAMEDICS

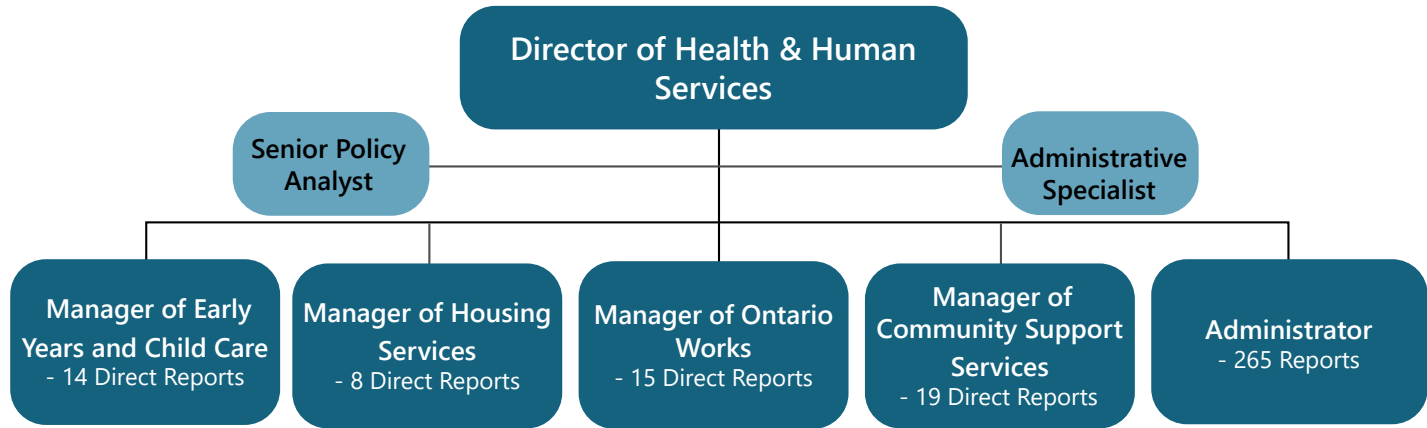
Paramedic services provide emergency medical care and transportation for patients experiencing illness or injury. They assess, stabilize, and treat patients on scene and during transport, ensuring timely access to advanced care. Additionally, they support preventative health through the community paramedic program, public access defibrillation, public education and community engagement.

## PUBLIC HEALTH

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



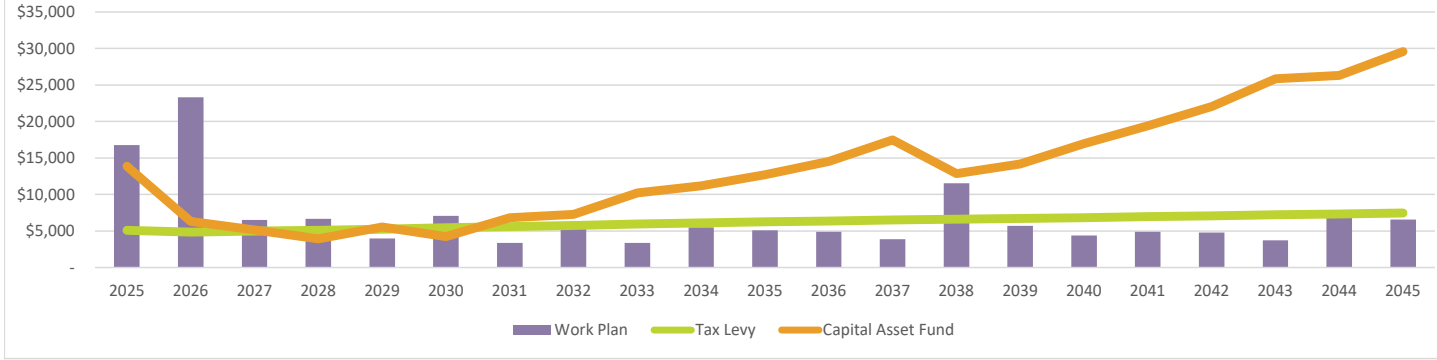
# HEALTH & HUMAN SERVICES DEPARTMENT ORGANIZATIONAL CHART



## HEALTH & HUMAN SERVICES FINANCIAL PLAN

| (in 000s)                         | 2025<br>BUDGET  | 2026<br>BUDGET  | 2027<br>PLAN    | 2028<br>PLAN    | 2029<br>PLAN    | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|
| Revenues                          |                 |                 |                 |                 |                 |                  |                |
| User Fees                         | \$4,605         | \$4,725         | \$4,814         | \$4,908         | \$4,985         | \$120            | 2.61%          |
| Rent Revenue                      | \$2,965         | \$3,094         | \$3,163         | \$3,234         | \$3,309         | \$129            | 4.34%          |
| Government Transfers              | \$57,203        | \$59,644        | \$60,125        | \$59,875        | \$60,187        | \$2,441          | 4.27%          |
| Other Revenue                     | \$1,224         | \$952           | \$964           | \$942           | \$707           | -\$272           | -22.25%        |
| <b>Total Revenues</b>             | <b>\$65,997</b> | <b>\$68,415</b> | <b>\$69,067</b> | <b>\$68,958</b> | <b>\$69,187</b> | <b>\$2,418</b>   | <b>3.66%</b>   |
| Expenditures                      |                 |                 |                 |                 |                 |                  |                |
| Salaries and Benefits             | \$25,299        | \$26,582        | \$28,311        | \$28,107        | \$28,944        | \$1,282          | 5.07%          |
| Administrative and Office         | \$1,269         | \$836           | \$772           | \$828           | \$788           | -\$434           | -34.16%        |
| Debt Repayment                    | \$886           | \$877           | \$868           | \$858           | \$849           | -\$9             | -1.05%         |
| Service Delivery                  | \$51,307        | \$55,514        | \$54,416        | \$54,768        | \$55,654        | \$4,206          | 8.20%          |
| IT and Communications             | \$541           | \$616           | \$630           | \$641           | \$654           | \$74             | 13.76%         |
| Facilities                        | \$4,286         | \$4,455         | \$4,433         | \$4,590         | \$4,663         | \$169            | 3.94%          |
| Vehicles and Equipment            | \$699           | \$805           | \$821           | \$840           | \$856           | \$106            | 15.18%         |
| Internal Services Used            | \$2,236         | \$2,221         | \$2,275         | \$2,347         | \$2,383         | -\$15            | -0.69%         |
| Internal Services Recovered       | -\$429          | -\$472          | -\$515          | -\$569          | -\$571          | -\$43            | 9.96%          |
| <b>Total Expenditures</b>         | <b>\$86,096</b> | <b>\$91,432</b> | <b>\$92,011</b> | <b>\$92,411</b> | <b>\$94,220</b> | <b>\$5,337</b>   | <b>6.20%</b>   |
| Transfers                         |                 |                 |                 |                 |                 |                  |                |
| Transfers from Reserves           | -\$1,155        | -\$2,534        | -\$234          | -\$202          | -\$203          | -\$1,379         | 119.43%        |
| DC Contribution                   | -\$212          | -\$210          | -\$209          | -\$208          | -\$206          | \$1              | -0.61%         |
| Transfers to Reserves             | \$179           | \$179           | \$179           | \$179           | \$179           | \$0              | 0.00%          |
| <b>Total Transfers</b>            | <b>-\$1,187</b> | <b>-\$2,565</b> | <b>-\$263</b>   | <b>-\$230</b>   | <b>-\$230</b>   | <b>-\$1,378</b>  | <b>116.08%</b> |
| <b>Total Operating HHS Status</b> | <b>\$18,912</b> | <b>\$20,453</b> | <b>\$22,681</b> | <b>\$23,222</b> | <b>\$24,803</b> | <b>\$1,541</b>   | <b>8.15%</b>   |
| Additions                         |                 |                 |                 |                 |                 |                  |                |
| Previously Committed Expense      | \$0             | \$241           | \$0             | \$0             | \$0             | \$241            | 100.00%        |
| Previously Committed Revenue      | \$0             | -\$241          | \$0             | \$0             | \$0             | \$0              | 100.00%        |
| New to 2026 Expense               | \$0             | \$60            | \$263           | \$446           | \$438           | \$60             | 100.00%        |
| New to 2026 Revenue               | \$0             | -\$55           | -\$50           | -\$25           | -\$25           | \$0              | 100.00%        |
| <b>Total Additions</b>            | <b>\$0</b>      | <b>\$5</b>      | <b>\$213</b>    | <b>\$421</b>    | <b>\$413</b>    | <b>\$301</b>     | <b>100.00%</b> |
| <b>Total Operating HHS</b>        | <b>\$18,912</b> | <b>\$20,458</b> | <b>\$22,893</b> | <b>\$23,643</b> | <b>\$25,215</b> | <b>\$1,546</b>   | <b>8.18%</b>   |
| <b>Capital Investment</b>         | <b>\$2,805</b>  | <b>\$2,753</b>  | <b>\$2,869</b>  | <b>\$2,938</b>  | <b>\$3,062</b>  | <b>-\$53</b>     | <b>-1.87%</b>  |
| <b>Total HHS</b>                  | <b>\$21,717</b> | <b>\$23,210</b> | <b>\$25,763</b> | <b>\$26,582</b> | <b>\$28,277</b> | <b>\$1,494</b>   | <b>6.88%</b>   |

# HEALTH & HUMAN SERVICES 20 YEAR CAPITAL PLAN



## HEALTH & HUMAN SERVICES CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET  | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   |
|------------------------------------------|----------------|-----------------|----------------|----------------|----------------|
| <b>Prior Year Carry Forward</b>          |                | <b>\$4,908</b>  |                |                |                |
| <b>Opening Balance</b>                   | <b>\$7,588</b> | <b>\$2,694</b>  | <b>\$3,296</b> | <b>\$2,320</b> | <b>\$1,854</b> |
| Contributions                            |                |                 |                |                |                |
| Government Transfers                     | \$492          | \$1,129         | \$0            | \$0            | \$0            |
| Capital Levy                             | \$2,805        | \$2,753         | \$2,869        | \$2,938        | \$3,062        |
| Other Revenue                            | \$192          | \$172           | \$172          | \$172          | \$172          |
| Debt Financing                           | \$750          | \$4,000         | \$0            | \$0            | \$0            |
| Transfers from Reserves                  | \$0            | \$145           | \$0            | \$0            | \$0            |
| DC Contribution                          | \$200          | \$0             | \$0            | \$0            | \$0            |
| <b>Total Contributions</b>               | <b>\$4,439</b> | <b>\$8,199</b>  | <b>\$3,042</b> | <b>\$3,111</b> | <b>\$3,234</b> |
| Capital Work                             |                |                 |                |                |                |
| Land Improvements                        | \$270          | \$258           | \$278          | \$6            | \$0            |
| Buildings                                | \$6,903        | \$9,106         | \$1,538        | \$1,999        | \$1,094        |
| Equipment & Machinery                    | \$365          | \$2,312         | \$1,441        | \$398          | \$296          |
| Vehicles                                 | \$1,546        | \$830           | \$710          | \$225          | \$1,280        |
| Other                                    | \$250          | \$0             | \$50           | \$950          | \$0            |
| <b>Total Capital Work</b>                | <b>\$9,333</b> | <b>\$12,506</b> | <b>\$4,017</b> | <b>\$3,577</b> | <b>\$2,670</b> |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$2,694</b> | <b>\$3,296</b>  | <b>\$2,320</b> | <b>\$1,854</b> | <b>\$2,418</b> |





# EARLY YEARS & CHILD CARE

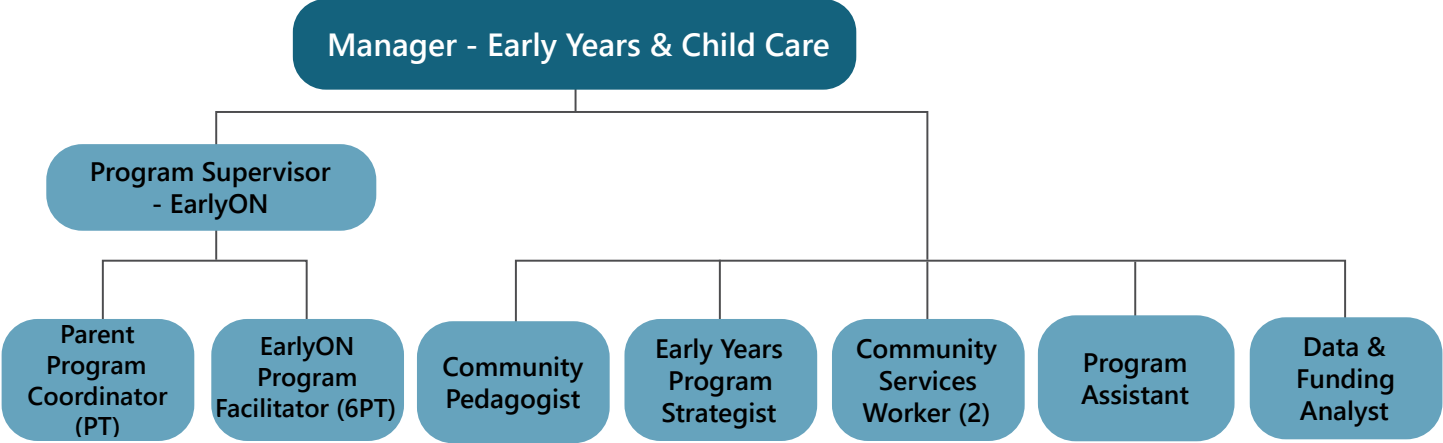


## DIVISIONAL LEAD

Sarah Lodeserto, Manager of Early Years and Child Care

There are 8 full-time and 7 part-time positions in the EYCC division.

## EARLY YEARS & CHILD CARE ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Oversees the management of funding allocations that support ongoing operations and professional development opportunities for the licensed child care sector in Dufferin County
- Supports the i-CAN program, which provides special needs resourcing support and consultation to child care providers in Dufferin to help meet the needs of children with additional needs (up to 12 years of age)
- Operates three EarlyON Child and Family Centres
- Provides financial assistance through fee subsidy for families to assist with child care costs

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023   | 2024   | 2025   | 2026   |
|--------|--------|--------|--------|
| 11.11% | 15.11% | 20.03% | 19.98% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 3.88% | 3.49% | 3.67% | 3.42% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Number of Individual Children Supported by Reduced Child Care Fees Through CWELCC

| 2022              | 2023              | 2024  | 2025  |
|-------------------|-------------------|-------|-------|
| 1,900 (estimated) | 2,000 (estimated) | 2,351 | 1,766 |

**Purpose:** To monitor the number of children supported by the CWELCC program.

**Calculation:** As of 2024, pulled from OCCMS CWELCC report. Note: Manual (estimated) calculations were conducted in 2022 and 2023.

### Average Number Per Month of Children Supported by Reduced Child Care Fees Through Fee Subsidy

| 2022  | 2023  | 2024  | 2025 |
|-------|-------|-------|------|
| 322.1 | 306.8 | 276.3 | 216  |

**Purpose:** To monitor the number of children supported by Fee Subsidy and evaluate the potential effects alongside the implementation of CWELCC.

**Calculation:** Calculated from OCCMS monthly Fee Subsidy report.



SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Community:

- Leverage community partnerships to plan EarlyON programming, specifically around mental health and well-being
- Focus on building leadership capacity of licensed child care supervisors in community through regular meetings and professional learning opportunities
- Continue to work on the Reimagining Quality Framework and pilot the new model in 2026 for testing by licensed child care providers
- The child care workforce has high rates of staff turnover, burnout, and decreased motivation (especially since the pandemic). The EYCC team continues to support the sector by on site program visits and mentoring as well as by providing tailored professional learning experiences specific to centre/program/staff needs
- Continue to foster partnerships through the Dufferin Coalition for Kids (DuCK) planning table and raise awareness of the MyDufferin website as a resource for families to access services



Economy:

- Continue to work alongside Georgian College to promote and distribute full and part time bursaries to eligible ECE students as part of the workforce strategy
- Continue CWELCC program implementation and provide start up grant funding to promote access and inclusion through the creation of new child care spaces
- The Ministry has indicated that there will be Innovation Funding coming in 2026. The EYCC team will be planning to support workforce development, especially around employee retention and motivation efforts - budgeted allocation for 2026 is \$122,220



Governance:

- Formalize and streamline EarlyON internal processes and policies
- Fee subsidy team to work with Ontario Works team to review and update subsidy forms and processes to ensure consistency and accuracy for clients
- Continue to build out the Raising the Bar (Acorn) website for child care community to streamline communications and compile resources for educators



Equity:

- Roll out the recently created Licensed Child Care Provider Handbook and Memorandum of Understanding to operators and provide information and coaching on expectations
- Investigate planning a school conference alongside community partners for the EarlyON community
- Continue to work in close partnership with iCAN to modify approaches and services that meet the changing needs of the child care community

CHALLENGES

- The CWELCC program is administratively burdensome for child care providers and the EYCC team is required to provide ongoing support as needed. Ministry CWELCC guidelines leave room for interpretation by municipalities, making consistency across service system managers difficult to achieve
- Complexities surrounding CWELCC funding calculations, specifically fluctuations in projected child care enrolments and eligibility of expenses
- Due to funding shortfalls, there continues to be a waitlist for the child care fee subsidy
- Traditional methods of hosting in-person/online professional learning workshops outside of work hours are proving difficult for educators to attend due to increasing work/life demands and decreasing motivation. The EYCC team continues to think and plan creatively to offer opportunities to the child care community that meet their individual centre/program/educator needs

EARLY YEARS & CHILD CARE FINANCIAL PLAN

|                             | (in 000s) | 2025            | 2026            | 2027            | 2028            | 2029            | DOLLAR       | %AGE         |
|-----------------------------|-----------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|--------------|
|                             |           | BUDGET          | BUDGET          | PLAN            | PLAN            | PLAN            | CHANGE       | CHANGE       |
| Revenues                    |           |                 |                 |                 |                 |                 |              |              |
| User Fees                   |           | \$3             | \$3             | \$3             | \$3             | \$3             | \$0          | 0.00%        |
| Government Transfers        |           | \$23,595        | \$24,798        | \$24,798        | \$24,798        | \$24,798        | \$1,203      | 5.10%        |
| Other Revenue               |           | \$366           | \$29            | \$29            | \$29            | \$29            | -\$338       | -92.18%      |
| <b>Total Revenues</b>       |           | <b>\$23,963</b> | <b>\$24,829</b> | <b>\$24,829</b> | <b>\$24,829</b> | <b>\$24,829</b> | <b>\$866</b> | <b>3.61%</b> |
| Expenditures                |           |                 |                 |                 |                 |                 |              |              |
| Salaries and Benefits       |           | \$1,738         | \$1,678         | \$1,728         | \$1,780         | \$1,833         | -\$60        | -3.45%       |
| Administrative and Office   |           | \$37            | \$36            | \$33            | \$33            | \$33            | \$0          | -1.19%       |
| Service Delivery            |           | \$22,895        | \$23,835        | \$23,835        | \$23,835        | \$23,835        | \$940        | 4.11%        |
| IT and Communications       |           | \$46            | \$46            | \$46            | \$46            | \$46            | \$0          | -0.50%       |
| Facilities                  |           | \$108           | \$110           | \$113           | \$116           | \$119           | \$2          | 1.87%        |
| Vehicles and Equipment      |           | \$8             | \$6             | \$6             | \$6             | \$6             | -\$2         | -21.60%      |
| Internal Services Used      |           | \$267           | \$307           | \$331           | \$360           | \$361           | \$41         | 15.26%       |
| Internal Services Recovered |           | -\$73           | -\$108          | -\$108          | -\$108          | -\$108          | -\$35        | 0.00%        |
| <b>Total Expenditures</b>   |           | <b>\$25,025</b> | <b>\$25,910</b> | <b>\$25,982</b> | <b>\$26,067</b> | <b>\$26,124</b> | <b>\$885</b> | <b>3.54%</b> |
| <b>Total EYCC</b>           |           | <b>\$1,061</b>  | <b>\$1,081</b>  | <b>\$1,153</b>  | <b>\$1,238</b>  | <b>\$1,295</b>  | <b>\$20</b>  | <b>1.84%</b> |

2026 BUDGET HIGHLIGHTS

REVENUES

GOVERNMENT TRANSFERS

- Continue to see increases in funding for CWELCC

OTHER REVENUE

- Funds that were previously allocated from various programs to administration are now being primarily directed to government transfers due to changes in funding. Although net allocation to administration has dropped by nearly \$85,000

EXPENDITURES

SALARIES AND BENEFITS

- Reallocation of Director salaries plus removal of contract position results in net decrease

SERVICE DELIVERY

- Includes direct transfers to child care providers, increases directly correlate with increases in funding

# HOUSING SERVICES

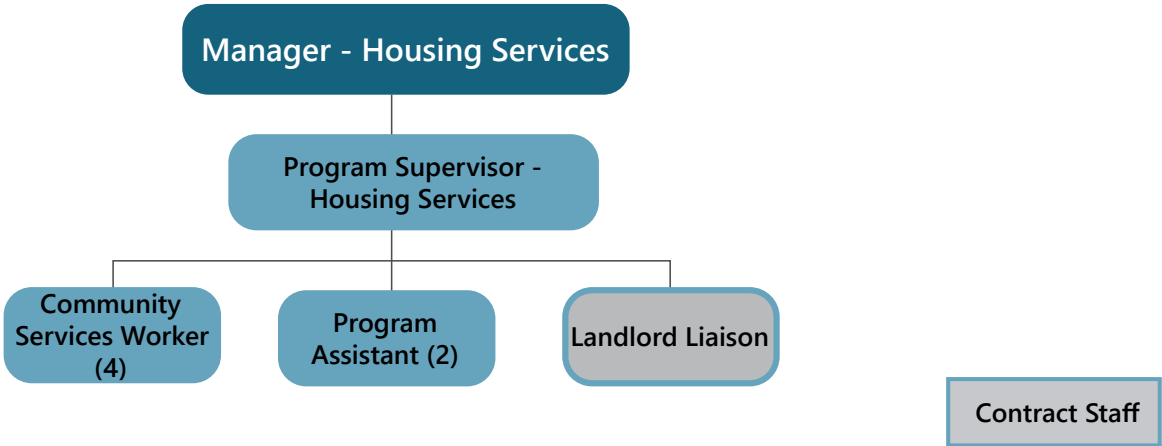


## DIVISIONAL LEAD

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

The Housing Services Division has 8 full-time positions and 1 full-time contract position.

## HOUSING PROGRAM ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Provides Rent-Geared-to-Income and housing assistance to support households with rental costs
- Maintains the Centralized Waiting List for people applying for subsidized housing in Dufferin County
- Manages funding for Homelessness Prevention Programs that are administered through Ontario Works
- Manages the Cananda-Ontario Community Housing Initiative (COCHI), which supports the repair and renewal of existing community housing, and the Ontario Priorities Housing Initiative (OPHI), which addresses local housing priorities and improves access to affordable housing options
- Administers the Canada Ontario Housing Benefit (COHB), which provides portable housing benefits to assist low-income households with rental costs



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023   | 2024   | 2025  | 2026  |
|--------|--------|-------|-------|
| 10.33% | 10.19% | 9.75% | 9.88% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 3.52% | 2.62% | 2.48% | 2.80% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Community Housing Waitlist Numbers

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 2.59 | 1.95 | 2.16 | 2.04 |

**Purpose:** Monitors the number of applicants on the Housing Access Dufferin waitlist per number of available units.

**Calculation:** Number on waitlist / total number of available units.

### Number of Move-Outs

| 2022  | 2023  | 2024   | 2025  |
|-------|-------|--------|-------|
| 9.35% | 9.97% | 11.84% | 7.48% |

**Purpose:** Monitors unit turnover of County owned properties.

**Calculation:** Number of move outs/ total number of units.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Community:

- In conjunction with Ontario Works and community partners, advocate for enhanced funding to address the growing need for supports for vulnerable populations
- Explore further opportunities to partner with community service providers to create more affordable and Supportive Housing options
- Work with Community Housing Providers to create new Operating Agreements that ensure adequate, accessible and affordable, and supportive housing options

## CHALLENGES

- Demand far exceeds available funding, with decreases to the Canada-Ontario Housing Benefit allocation and the Ontario Priorities Housing Initiative—90% of which is used for housing allowances—putting support for the 61 current recipients at risk
- Cost matching requirement for the Canada Ontario Community Housing Initiative may limit the ability to maximize funding
- The evolving and increasingly complex needs of Dufferin’s tenant population related to aging, mental health, and substance use are placing significant demands on resources. The current staffing model does not include specialized training to adequately support these needs, impacting service delivery
- Increasing maintenance costs associated with maintaining aging infrastructure



# Housing Program Financial Plan

| (in 000s)                       | 2025            | 2026            | 2027            | 2028            | 2029            | DOLLAR       | %AGE           |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|----------------|
|                                 | BUDGET          | BUDGET          | PLAN            | PLAN            | PLAN            | CHANGE       | CHANGE         |
| Revenues                        |                 |                 |                 |                 |                 |              |                |
| User Fees                       | \$22            | \$22            | \$22            | \$22            | \$5             | \$0          | 0.00%          |
| Rent Revenue                    | \$2,469         | \$2,583         | \$2,637         | \$2,692         | \$2,750         | \$114        | 4.60%          |
| Government Transfers            | \$3,636         | \$3,853         | \$3,904         | \$3,124         | \$2,878         | \$216        | 5.95%          |
| Other Revenue                   | \$423           | \$524           | \$529           | \$500           | \$278           | \$101        | 23.83%         |
| <b>Total Revenues</b>           | <b>\$6,551</b>  | <b>\$6,982</b>  | <b>\$7,092</b>  | <b>\$6,338</b>  | <b>\$5,912</b>  | <b>\$431</b> | <b>6.58%</b>   |
| Expenditures                    |                 |                 |                 |                 |                 |              |                |
| Salaries and Benefits           | \$1,503         | \$1,533         | \$1,580         | \$1,624         | \$1,676         | \$30         | 2.01%          |
| Administrative and Office       | \$119           | \$108           | \$80            | \$86            | \$77            | -\$11        | -9.19%         |
| Debt Repayment                  | \$633           | \$630           | \$627           | \$624           | \$621           | -\$3         | -0.45%         |
| Service Delivery                | \$5,726         | \$6,168         | \$6,203         | \$5,574         | \$5,417         | \$443        | 7.74%          |
| IT and Communications           | \$44            | \$46            | \$46            | \$46            | \$46            | \$2          | 4.00%          |
| Facilities                      | \$2,230         | \$2,218         | \$2,217         | \$2,304         | \$2,326         | -\$11        | -0.51%         |
| Vehicles and Equipment          | \$4             | \$2             | \$2             | \$2             | \$1             | -\$2         | -54.05%        |
| Internal Services Used          | \$811           | \$751           | \$774           | \$800           | \$814           | -\$61        | -7.47%         |
| <b>Total Expenditures</b>       | <b>\$11,069</b> | <b>\$11,456</b> | <b>\$11,529</b> | <b>\$11,060</b> | <b>\$10,977</b> | <b>\$387</b> | <b>3.50%</b>   |
| Transfers                       |                 |                 |                 |                 |                 |              |                |
| Transfers from Reserves         | -\$394          | -\$189          | \$0             | \$0             | \$0             | \$205        | -52.03%        |
| <b>Total Transfers</b>          | <b>-\$394</b>   | <b>-\$189</b>   | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$205</b> | <b>-52.03%</b> |
| <b>Total Status Quo Housing</b> | <b>\$4,124</b>  | <b>\$4,285</b>  | <b>\$4,437</b>  | <b>\$4,723</b>  | <b>\$5,066</b>  | <b>\$161</b> | <b>3.91%</b>   |
| Additions                       |                 |                 |                 |                 |                 |              |                |
| Previously Committed Expense    | \$0             | \$241           | \$0             | \$0             | \$0             | \$107        | 100.00%        |
| Previously Committed Revenue    | \$0             | -\$241          | \$0             | \$0             | \$0             | -\$241       | 100.00%        |
| <b>Total Additions</b>          | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>   | <b>100.00%</b> |
| <b>Total Operating Housing</b>  | <b>\$4,124</b>  | <b>\$4,285</b>  | <b>\$4,437</b>  | <b>\$4,723</b>  | <b>\$5,066</b>  | <b>\$161</b> | <b>3.91%</b>   |
| Capital Investment              | \$900           | \$755           | \$788           | \$822           | \$858           | -\$145       | -16.11%        |
| <b>Total Housing Services</b>   | <b>\$5,024</b>  | <b>\$5,040</b>  | <b>\$5,224</b>  | <b>\$5,545</b>  | <b>\$5,924</b>  | <b>\$16</b>  | <b>0.33%</b>   |

## 2026 Budget Highlights

### Revenue

#### Government Transfers

- Decrease in subsidies for administration and OPHI funding \$132,000, increase in COHCI and Reaching Home funding \$348,000

#### Rent Revenue

- Indexed annually based on current rent revenue and approved increases

#### Other Revenue

- Additional administrative funding for Reaching Home program

### Expenditures

#### Service Delivery

- Increase in rent supplement of \$196,000, which includes \$70,000 for fully funded new national housing strategy rent supplement program, offset by slight decrease in housing providers of \$50,000, additional funding for COCHI, \$200,000 and Reaching Home \$140,000, offset by decreases in other homelessness areas

## 2026 Budget Highlights Cont.

### Facilities

- Slight decrease in property insurance, last year of decreases in property taxes due to alignment of multi-residential tax rates with new multi-residential tax rates

### Internal Services Recovered

- Based on facilities staff time spent on buildings, adjusted to reflect shift from cleaning staff to cleaning contract

### Reserves Transfers

#### Transfer from Reserves

- Decrease in allocation from rate stabilization reserve to offset inability to apply development charges to housing debt payments, small allocation to offset one time drop in federal administration funding \$30,000

### New

- Staffing and program costs associated with one time funding received from Canadian Alliance to End Homelessness, \$240,670



# Housing Program Capital Asset Fund

|                                          | 2025           | 2026           | 2027           | 2028           | 2029           |
|------------------------------------------|----------------|----------------|----------------|----------------|----------------|
|                                          | BUDGET         | BUDGET         | PLAN           | PLAN           | PLAN           |
| <b>Prior Year Carry Forward</b>          |                | <b>\$1,712</b> |                |                |                |
| <b>Opening Balance</b>                   | <b>\$2,306</b> | <b>\$1,183</b> | <b>\$2,234</b> | <b>\$1,537</b> | <b>\$1,153</b> |
| Contributions                            |                |                |                |                |                |
| Government Transfers                     | \$492          | \$1,129        | \$0            | \$0            | \$0            |
| Capital Levy                             | \$900          | \$755          | \$788          | \$822          | \$858          |
| <b>Total Contributions</b>               | <b>\$1,392</b> | <b>\$1,884</b> | <b>\$788</b>   | <b>\$822</b>   | <b>\$858</b>   |
| Capital Work                             |                |                |                |                |                |
| Land Improvements                        | \$225          | \$108          | \$148          | \$6            | \$0            |
| Buildings                                | \$2,212        | \$2,334        | \$1,216        | \$1,133        | \$568          |
| Equipment & Machinery                    | \$77           | \$104          | \$121          | \$67           | \$59           |
| <b>Total Capital Work</b>                | <b>\$2,514</b> | <b>\$2,546</b> | <b>\$1,485</b> | <b>\$1,206</b> | <b>\$627</b>   |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$1,183</b> | <b>\$2,234</b> | <b>\$1,537</b> | <b>\$1,153</b> | <b>\$1,385</b> |



# HOUSING PROGRAM WORK PLAN SUMMARY

|                              | 2025    | 2026    | 2027    | 2028    | 2029  |
|------------------------------|---------|---------|---------|---------|-------|
|                              | BUDGET  | BUDGET  | PLAN    | PLAN    | PLAN  |
| Expenditures                 |         |         |         |         |       |
| Asphalt Paving               | \$130   | \$3     | \$140   | \$0     | \$0   |
| Exterior Walkways            | \$95    | \$50    | \$8     | \$0     | \$0   |
| Fencing                      | \$0     | \$15    | \$0     | \$6     | \$0   |
| Retaining Walls              | \$0     | \$40    | \$0     | \$0     | \$0   |
| Land Improvements            | \$225   | \$108   | \$148   | \$6     | \$0   |
| Security                     | \$105   | \$108   | \$0     | \$0     | \$20  |
| Electrical                   | \$77    | \$111   | \$399   | \$129   | \$25  |
| HVAC                         | \$92    | \$104   | \$300   | \$24    | \$0   |
| Plumbing                     | \$32    | \$10    | \$35    | \$15    | \$60  |
| Bathrooms                    | \$151   | \$86    | \$86    | \$94    | \$86  |
| Kitchen Retrofits            | \$78    | \$68    | \$68    | \$68    | \$68  |
| Flooring                     | \$279   | \$97    | \$198   | \$137   | \$135 |
| Interior Upgrades            | \$0     | \$5     | \$0     | \$30    | \$0   |
| Windows                      | \$760   | \$1,060 | \$10    | \$10    | \$10  |
| Roof                         | \$330   | \$285   | \$5     | \$290   | \$125 |
| Exterior Walls               | \$55    | \$35    | \$100   | \$200   | \$0   |
| Exterior Doors               | \$250   | \$265   | \$11    | \$136   | \$39  |
| Structural (balconies, etc.) | \$4     | \$100   | \$4     | \$0     | \$0   |
| Buildings                    | \$2,212 | \$2,334 | \$1,216 | \$1,133 | \$568 |
| Elevator                     | \$0     | \$15    | \$70    | \$0     | \$8   |
| Appliance Replacement        | \$62    | \$51    | \$51    | \$51    | \$51  |
| Bathing Equipment            | \$15    | \$0     | \$0     | \$16    | \$0   |
| Tractor                      | \$0     | \$38    | \$0     | \$0     | \$0   |
| Equipment & Machinery        | \$77    | \$104   | \$121   | \$67    | \$59  |
| Total Work Plan Summary      | \$2,514 | \$2,546 | \$1,485 | \$1,206 | \$627 |

## 2026 CAPITAL WORKPLAN HIGHLIGHTS

### CONTRIBUTIONS

#### GOVERNMENT TRANSFERS

- Includes \$1,129,000 from Canada Mortgage and Housing Corporation (CMHC)

### CAPITAL WORK

#### LAND IMPROVEMENTS

- Updates to exterior walkways and fencing \$65,000, design work for 2027 asphalt repairs \$3,000

#### BUILDINGS

- Continuation of security upgrade projects \$108,000; electrical upgrades include indoor and outdoor lighting as well as transformers and switchgears \$111,000; HVAC includes regular replacement of boilers and planning for 2026 replacements \$104,000; kitchens, bathrooms and unit flooring are updated as required \$251,000; window replacements of \$1,060,000 (\$750,000 carried over from 2025); roofing updates, \$285,000; entrance vestibule, balcony and other exterior door replacements \$182,000 (carried over from 2025)

#### EQUIPMENT AND MACHINERY

- Appliances are replaced as needed \$51,000, tractor replacement \$37,500





# ONTARIO WORKS

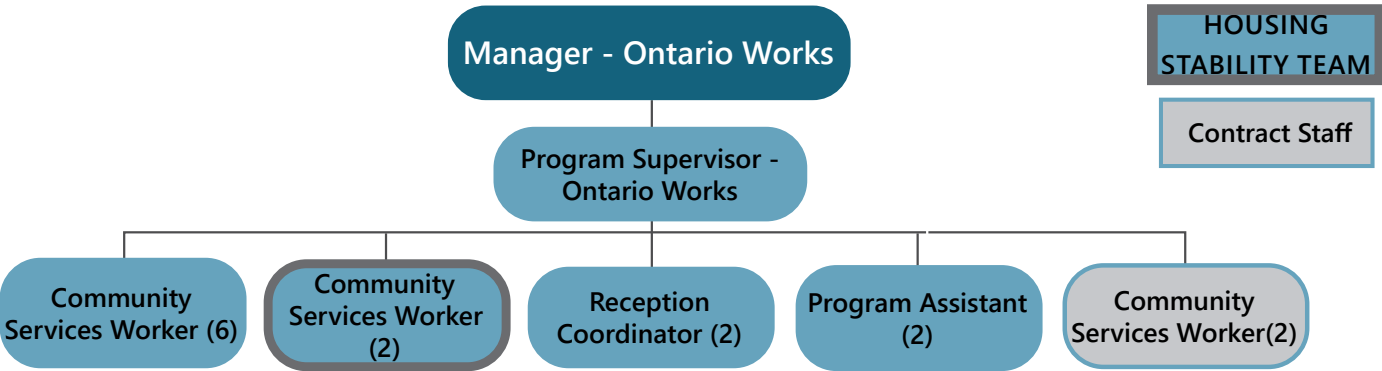


## DIVISIONAL LEAD

James Cassidy, Manager of Ontario Works

The Ontario Works Division has 14 full-time positions and 2 contract positions.

## ONTARIO WORKS ORGANIZATIONAL CHART



## KEY FUNCTIONS

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

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 8.98% | 7.89% | 6.86% | 6.60% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.91% | 2.62% | 2.38% | 3.12% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

## Average Monthly Caseload Number

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 422  | 477  | 594  | 722  |

**Purpose:** Provides case load levels to ensure that our staffing model reflects the appropriate service delivery levels.

**Calculation:** Total of OW cases calculated in one month and averaged out over the course of the month.

## Number of Ontario Works Clients with No Fixed Address

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 3%   | 4%   | 5%   | 6%   |

**Purpose:** Provides data for Ontario Works clients that are experiencing homeless.

**Calculation:** OW cases with an address of 30 Centre St. divided by total case load.

## Number of Chronic Homeless Individuals Moved Into Housing

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 17   | 20   | 26   | 34   |

**Purpose:** Provides information on the success of the Reaching Home program funding in ending chronic homeless in Dufferin County.

**Calculation:** Total number of chronic homeless housed/total number of chronic homeless (monthly).

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Continue to improve and offer digital applications and paperless options to clients surrounding communications



### Community:

- Working with the Community Advisory Board (CAB) to support and compliment/progress the work of housing and supports for the most vulnerable



### Equity:

- Work with members of the Coordinated Access Table to collectively provide support to those experiencing homelessness
- Work with Dufferin Caledon Drug Strategy that focuses on reducing stigma by providing annual community drug poisoning awareness event

## CHALLENGES

- Growing caseloads of Ontario Works clients without corresponding funding increases is resulting in staffing levels that are insufficient to meet service delivery needs
- Rising cost of living and unprecedented inflation are disproportionately impacting Ontario Works' clients. The amount for a single person remains at the 2018 level of \$733
- Homelessness is steadily increasing in the community with current lack of long-term housing options and/ or subsidies



# ONTARIO WORKS FINANCIAL PLAN

| (in 000s)                  | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|----------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                   |                |                |                |                |                |                  |                |
| Government Transfers       | \$7,457        | \$7,557        | \$7,657        | \$7,757        | \$7,857        | \$100            | 1.34%          |
| Other Revenue              | \$100          | \$100          | \$100          | \$100          | \$100          | \$0              | 0.00%          |
| <b>Total Revenues</b>      | <b>\$7,557</b> | <b>\$7,657</b> | <b>\$7,757</b> | <b>\$7,857</b> | <b>\$7,957</b> | <b>\$100</b>     | <b>1.32%</b>   |
| Expenditures               |                |                |                |                |                |                  |                |
| Salaries and Benefits      | \$1,580        | \$1,573        | \$1,620        | \$1,669        | \$1,719        | -\$7             | -0.46%         |
| Administrative and Office  | \$142          | \$97           | \$99           | \$101          | \$98           | -\$45            | -31.67%        |
| Service Delivery           | \$6,717        | \$6,781        | \$6,861        | \$6,961        | \$7,061        | \$64             | 0.95%          |
| IT and Communications      | \$23           | \$24           | \$24           | \$24           | \$24           | \$1              | 2.72%          |
| Facilities                 | \$17           | \$17           | \$18           | \$18           | \$19           | \$1              | 3.02%          |
| Internal Services Used     | \$86           | \$93           | \$103          | \$116          | \$117          | \$7              | 7.79%          |
| <b>Total Expenditures</b>  | <b>\$8,566</b> | <b>\$8,586</b> | <b>\$8,725</b> | <b>\$8,889</b> | <b>\$9,038</b> | <b>\$20</b>      | <b>0.23%</b>   |
| Transfers                  |                |                |                |                |                |                  |                |
| Transfers to Reserves      | \$7            | \$7            | \$7            | \$7            | \$7            | \$0              | 0.00%          |
| <b>Total Transfers</b>     | <b>\$7</b>     | <b>\$7</b>     | <b>\$7</b>     | <b>\$7</b>     | <b>\$7</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Ontario Works</b> | <b>\$1,016</b> | <b>\$935</b>   | <b>\$975</b>   | <b>\$1,038</b> | <b>\$1,088</b> | <b>-\$80</b>     | <b>-7.92%</b>  |

## 2026 BUDGET HIGHLIGHTS

### REVENUE

#### GOVERNMENT TRANSFERS

- No change in administrative funding, increase in programming funding to offset increasing case loads

### EXPENDITURES

#### SERVICE DELIVERY

- Increasing case loads offset by decrease in allocation to DC MOVES





# HOUSING STRATEGY



## DIVISIONAL LEAD

Brenda Wagner, Director of Health and Human Services

## KEY FUNCTIONS

- Development of the three sites identified in the implementation plan in partnership with Services and Housing in the Province (SHIP), who will be the lead on this project
- Transforming services to better meet the needs of Dufferin County residents
- Creating an enabling framework to facilitate increased housing development

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Community:

- In partnership with SHIP, the development of an agreement to develop three supportive housing sites



### Equity

- The three sites identified for development have been designated as Supportive Housing, which is currently lacking in Dufferin County

## CHALLENGES

- Dedicated funding from the provincial and federal governments to support the construction of housing units

# HOUSING STRATEGY FINANCIAL PLAN

| (in 000s)                     | 2025<br>BUDGET | 2026<br>BUDGET  | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE  |
|-------------------------------|----------------|-----------------|--------------|--------------|--------------|------------------|-----------------|
| Revenues                      |                |                 |              |              |              |                  |                 |
| <b>Total Revenues</b>         | <b>\$0</b>     | <b>\$0</b>      | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>       | <b>0.00%</b>    |
| Expenditures                  |                |                 |              |              |              |                  |                 |
| Salaries and Benefits         | \$130          | \$0             | \$0          | \$0          | \$0          | -\$130           | -100.00%        |
| Administrative and Office     | \$52           | \$0             | \$0          | \$0          | \$0          | -\$52            | -100.00%        |
| Service Delivery              | \$0            | \$2,000         | \$0          | \$0          | \$0          | \$2,000          | 100.00%         |
| IT and Communications         | \$3            | \$0             | \$0          | \$0          | \$0          | -\$3             | -100.00%        |
| <b>Total Expenditures</b>     | <b>\$185</b>   | <b>\$2,000</b>  | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$1,815</b>   | <b>982.19%</b>  |
| Transfers                     |                |                 |              |              |              |                  |                 |
| Transfers from Reserves       | -\$135         | -\$2,000        | \$0          | \$0          | \$0          | -\$1,865         | 1383.57%        |
| <b>Total Transfers</b>        | <b>-\$135</b>  | <b>-\$2,000</b> | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>-\$1,865</b>  | <b>1383.57%</b> |
| <b>Total Housing Strategy</b> | <b>\$50</b>    | <b>\$0</b>      | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>-\$50</b>     | <b>-100.00%</b> |

## 2026 BUDGET HIGHLIGHTS

## EXPENDITURES

### SERVICE DELIVERY

- Transfer to SHIP for development of Supportive Housing

## RESERVES TRANSFERS

### TRANSFER FROM RESERVE

- Allocation from Reserve for Housing Initiatives for development of Supportive Housing

# DUFFERIN OAKS LONG TERM CARE HOME

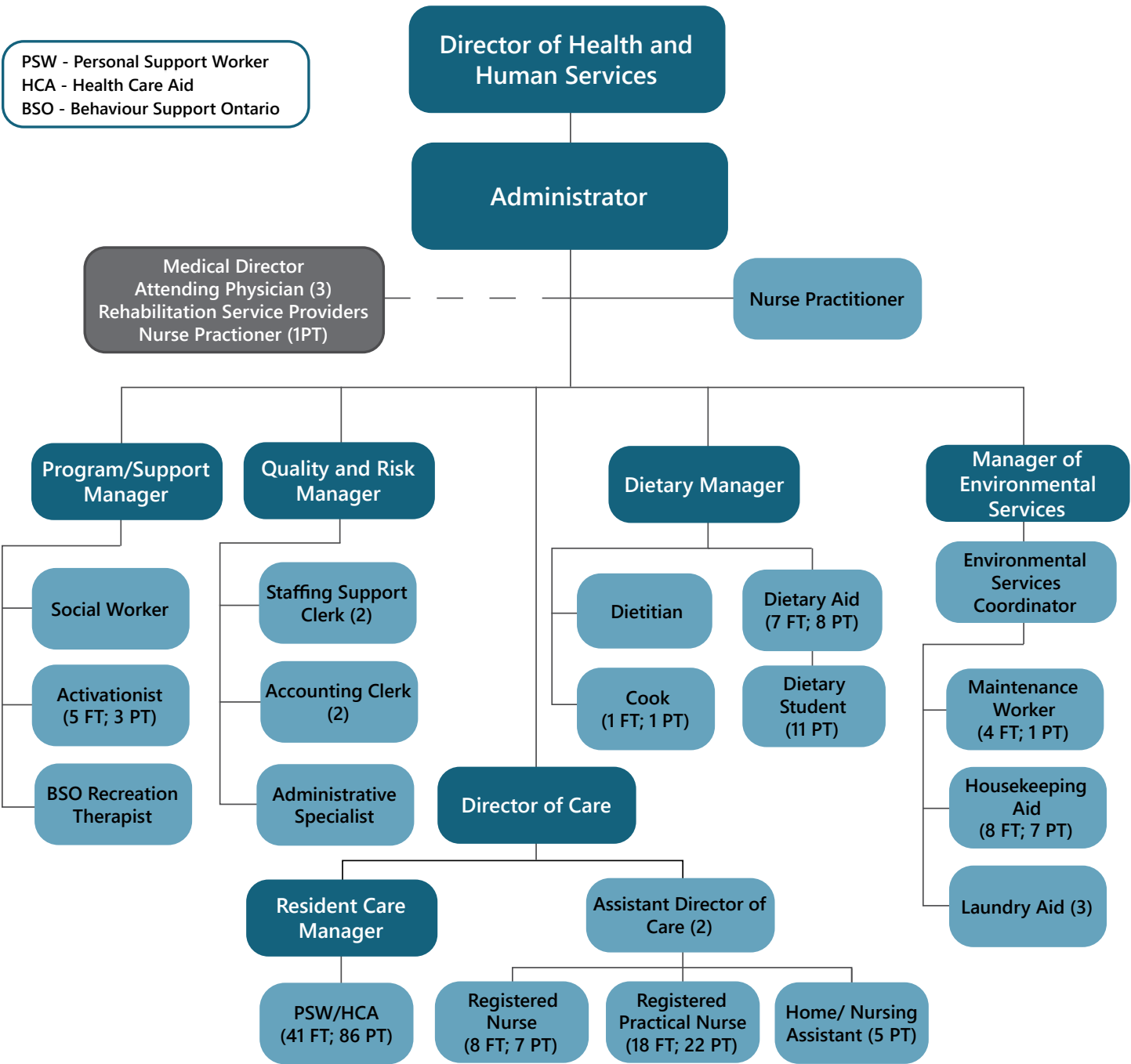


## DIVISIONAL LEAD

Diane Whitten-Franks, Administrator

There are 110 full-time and 154 part-time positions at Dufferin Oaks including 1 contract position.

## LONG TERM CARE HOME ORGANIZATIONAL CHART



## KEY FUNCTIONS

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

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023   | 2024   | 2025   | 2026   |
|--------|--------|--------|--------|
| 21.22% | 19.49% | 19.05% | 19.42% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023   | 2024   | 2025   | 2026   |
|--------|--------|--------|--------|
| 39.92% | 40.76% | 40.01% | 50.00% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Direct Hours of Care

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 4.50 | 4.62 | 5.31 | 5.64 |

**Purpose:** Number of Direct Hours of Care provided to residents.

**Calculation:** Long Term Care Staffing Report.

### Percent of Overtime Hours Worked

| 2022  | 2023  | 2024   | 2025  |
|-------|-------|--------|-------|
| 5.58% | 7.72% | 10.22% | 9.37% |

**Purpose:** Percentage of overtime hours worked compared to all hours worked.

**Calculation:** Total overtime hours/total hours worked.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Economy:

- Actively supporting clinical placement relationships with local educational institutions to foster skills development and encourage industry workforce interest



### Governance:

- Review of new admission process to support the transition for residents and families
- Multi-stage implementation of centralized scheduling and staffing support for all departments to ensure consistency and efficiencies
- Engagement with staff to promote communication options and support use of technology
- Update of Care Conference scheduling process to maximize efficiency and improve external experience



### Equity:

- Continued implementation of Equity Strategic plan initiatives, including the revision of orientation and onboarding practices, development of employee resource groups and supportive culture development



CHALLENGES

- Increasing facility/maintenance-related deficiencies and demands attributed to the age of the building and its components
- Funding increases not keeping pace with inflation/actual costs
- Impacts on availability and pricing of many products, including food, nursing supplies and building components
- Staffing and recruitment continue to be challenging in all departments, but particularly for Personal Support Workers. Key management positions are currently being recruited for

DUFFERIN OAKS LONG TERM CARE HOME  
FINANCIAL PLAN

| (in 000s)                   | 2025<br>BUDGET  | 2026<br>BUDGET  | 2027<br>PLAN    | 2028<br>PLAN    | 2029<br>PLAN    | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|
| Revenues                    |                 |                 |                 |                 |                 |                  |                |
| User Fees                   | \$4,390         | \$4,510         | \$4,599         | \$4,692         | \$4,786         | \$120            | 2.73%          |
| Government Transfers        | \$13,959        | \$14,746        | \$14,864        | \$15,000        | \$15,138        | \$788            | 5.64%          |
| Other Revenue               | \$258           | \$222           | \$228           | \$234           | \$219           | -\$36            | -13.78%        |
| <b>Total Revenues</b>       | <b>\$18,606</b> | <b>\$19,478</b> | <b>\$19,691</b> | <b>\$19,926</b> | <b>\$20,142</b> | <b>\$872</b>     | <b>4.69%</b>   |
| Expenditures                |                 |                 |                 |                 |                 |                  |                |
| Salaries and Benefits       | \$19,376        | \$20,643        | \$22,194        | \$21,810        | \$22,455        | \$1,267          | 6.54%          |
| Administrative and Office   | \$716           | \$450           | \$431           | \$481           | \$450           | -\$266           | -37.14%        |
| Service Delivery            | \$1,922         | \$2,189         | \$2,280         | \$2,353         | \$2,435         | \$267            | 13.90%         |
| IT and Communications       | \$153           | \$204           | \$209           | \$215           | \$224           | \$52             | 33.83%         |
| Facilities                  | \$969           | \$1,066         | \$1,078         | \$1,134         | \$1,155         | \$97             | 10.02%         |
| Vehicles and Equipment      | \$156           | \$197           | \$202           | \$211           | \$219           | \$42             | 26.69%         |
| Internal Services Used      | \$337           | \$311           | \$317           | \$323           | \$330           | -\$26            | -7.77%         |
| Internal Services Recovered | -\$193          | -\$198          | -\$202          | -\$207          | -\$211          | -\$5             | 2.34%          |
| <b>Total Expenditures</b>   | <b>\$23,434</b> | <b>\$24,862</b> | <b>\$26,509</b> | <b>\$26,320</b> | <b>\$27,057</b> | <b>\$1,428</b>   | <b>6.09%</b>   |
| Transfers                   |                 |                 |                 |                 |                 |                  |                |
| Transfers from Reserves     | -\$286          | -\$215          | -\$209          | -\$202          | -\$203          | \$71             | -24.83%        |
| Transfers to Reserves       | \$172           | \$172           | \$172           | \$172           | \$172           | \$0              | 0.00%          |
| <b>Total Transfers</b>      | <b>-\$114</b>   | <b>-\$43</b>    | <b>-\$36</b>    | <b>-\$30</b>    | <b>-\$31</b>    | <b>\$71</b>      | <b>-62.45%</b> |
| <b>Total LTC Status Quo</b> | <b>\$4,714</b>  | <b>\$5,341</b>  | <b>\$6,782</b>  | <b>\$6,364</b>  | <b>\$6,884</b>  | <b>\$627</b>     | <b>13.30%</b>  |
| Additions                   |                 |                 |                 |                 |                 |                  |                |
| New to 2026 Expense         | \$0             | \$50            | \$40            | \$0             | \$0             | \$50             | 0.00%          |
| New to 2026 Revenue         | \$0             | -\$50           | -\$40           | \$0             | \$0             | -\$50            | 0.00%          |
| <b>Total Additions</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>      | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Operating LTC</b>  | <b>\$4,714</b>  | <b>\$5,341</b>  | <b>\$6,782</b>  | <b>\$6,364</b>  | <b>\$6,884</b>  | <b>\$627</b>     | <b>13.30%</b>  |
| Capital Investment          | \$900           | \$800           | \$800           | \$750           | \$750           | -\$100           | -11.11%        |
| <b>Total Long Term Care</b> | <b>\$5,614</b>  | <b>\$6,141</b>  | <b>\$7,582</b>  | <b>\$7,114</b>  | <b>\$7,634</b>  | <b>\$527</b>     | <b>9.39%</b>   |

2026 BUDGET HIGHLIGHTS

REVENUES

GOVERNMENT TRANSFERS

- Estimated 2% increase in subsidies over 2025 actuals

USER FEES

- Includes accommodation fees for residents

OTHER REVENUE

- Decrease in cost recoveries due to enhancement in funding for nurse practitioners, \$63,000

EXPENDITURES

SALARIES AND BENEFITS

- Union contract settlements continue to outpace inflation

ADMINISTRATIVE AND OFFICE

- Discontinued excess indemnity insurance due to healthy WSIB Reserve Fund balance \$100,000 savings

SERVICE DELIVERY

- Increases in supplies \$28,000, food and supplements \$50,000, linen \$14,000, hygiene and PPE supplies \$45,000 as well as high intensity needs costs, which are offset by subsidies
- Additional contract for nurse practitioner support \$149,000 offset by additional subsidies

IT AND COMMUNICATIONS

- Includes enhancements to existing software \$25,000, new allocation for corporate maintenance management software \$21,000, new iPads to support maintenance software \$4,000

FACILITIES

- Increases in general maintenance costs due to aging building

VEHICLES AND EQUIPMENT

- Miscellaneous dietary equipment replacements, increase in maintenance costs and preventative maintenance contracts \$32,000

RESERVES TRANSFERS

TRANSFERS

- Discontinued excess indemnity insurance due to healthy WSIB Reserve Fund balance \$100,000

NEW

- Consulting fees for space review/design for auditorium, staff rooms, reflection room and service, server areas \$50,000, offset by transfer from reserve

# DUFFERIN OAKS LONG TERM CARE HOME CAPITAL ASSET FUND

|                                   | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-----------------------------------|----------------|----------------|--------------|--------------|--------------|
| Prior Year Carry Forward          |                | \$2,072        |              |              |              |
| Opening Balance                   | \$2,198        | \$268          | \$155        | \$680        | \$237        |
| Contributions                     |                |                |              |              |              |
| Capital Levy                      | \$900          | \$800          | \$800        | \$750        | \$750        |
| Other Revenue                     | \$192          | \$172          | \$172        | \$172        | \$172        |
| Transfers from Reserves           | \$0            | \$145          | \$0          | \$0          | \$0          |
| Total Contributions               | \$1,092        | \$1,117        | \$972        | \$922        | \$922        |
| Capital Work                      |                |                |              |              |              |
| Land Improvements                 | \$40           | \$145          | \$0          | \$0          | \$0          |
| Buildings                         | \$2,451        | \$2,102        | \$155        | \$240        | \$38         |
| Equipment & Machinery             | \$282          | \$1,056        | \$242        | \$176        | \$199        |
| Other                             | \$250          | \$0            | \$50         | \$950        | \$0          |
| Total Capital Work                | \$3,023        | \$3,303        | \$447        | \$1,366      | \$237        |
| Ending Capital Asset Fund Balance | \$268          | \$155          | \$680        | \$237        | \$922        |

## 2026 CAPITAL WORKPLAN HIGHLIGHTS

### CONTRIBUTIONS

#### OTHER REVENUE

- Allocation of provincial funding from operating \$172,000

#### TRANSFERS FROM RESERVES

- Application of donation funds towards courtyard project

### CAPITAL WORK

#### LAND IMPROVEMENTS

- Upgrades to courtyard, \$145,000

#### BUILDINGS

- Continuation of security upgrades \$250,000, fire alarm panel upgrade \$85,000, replacement of four rooftop units (carried over from 2025) \$1,700,000

#### EQUIPMENT AND MACHINERY

- Elevator replacements \$750,000, additional access points to improve Wifi throughout the building \$50,000. Includes regular replacement of kitchen and laundry equipment \$53,500 as well as lifts to support transfer of patients \$71,000 and beds and bedroom furniture \$81,300

# DUFFERIN OAKS LONG TERM CARE HOME WORK PLAN SUMMARY

|                                 | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|---------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                    |                |                |              |              |              |
| Exterior Walkways               | \$40           | \$80           | \$0          | \$0          | \$0          |
| Wood Canopies                   | \$0            | \$15           | \$0          | \$0          | \$0          |
| Landscaping                     | \$0            | \$50           | \$0          | \$0          | \$0          |
| Land Improvements               | \$40           | \$145          | \$0          | \$0          | \$0          |
| Security                        | \$400          | \$250          | \$0          | \$0          | \$0          |
| Electrical                      | \$100          | \$85           | \$0          | \$0          | \$0          |
| HVAC                            | \$1,840        | \$1,733        | \$5          | \$15         | \$5          |
| Plumbing                        | \$0            | \$0            | \$0          | \$0          | \$8          |
| Bathrooms                       | \$14           | \$14           | \$95         | \$95         | \$5          |
| Flooring                        | \$60           | \$20           | \$20         | \$130        | \$20         |
| Interior Upgrades               | \$25           | \$0            | \$35         | \$0          | \$0          |
| Exterior Doors                  | \$12           | \$0            | \$0          | \$0          | \$0          |
| Buildings                       | \$2,451        | \$2,102        | \$155        | \$240        | \$38         |
| IT Infrastructure Access Points | \$0            | \$50           | \$0          | \$0          | \$0          |
| Elevator                        | \$25           | \$750          | \$0          | \$0          | \$0          |
| Appliance Replacement           | \$35           | \$0            | \$0          | \$0          | \$0          |
| Kitchen Equipment               | \$17           | \$33           | \$3          | \$23         | \$11         |
| Beds and Bedroom Furniture      | \$66           | \$81           | \$81         | \$81         | \$81         |
| Lifts                           | \$60           | \$71           | \$77         | \$61         | \$40         |
| Medical                         | \$37           | \$15           | \$30         | \$0          | \$0          |
| Bathing Equipment               | \$31           | \$15           | \$0          | \$0          | \$16         |
| Resident Lounge Furniture       | \$0            | \$20           | \$40         | \$0          | \$40         |
| Laundry Equipment               | \$11           | \$21           | \$11         | \$11         | \$11         |
| Equipment & Machinery           | \$282          | \$1,056        | \$242        | \$176        | \$199        |
| Nurse Call System/Point of Care | \$250          | \$0            | \$50         | \$950        | \$0          |
| Other                           | \$250          | \$0            | \$50         | \$950        | \$0          |
| Total Work Plan Summary         | \$3,023        | \$3,303        | \$447        | \$1,366      | \$237        |





# COMMUNITY SUPPORT SERVICES

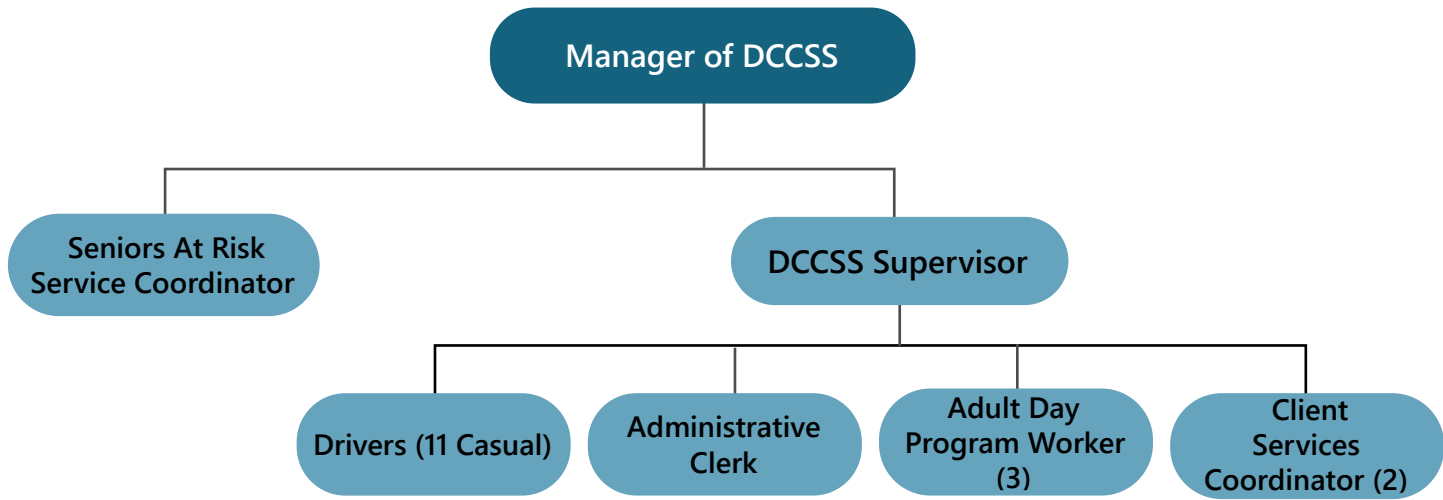


## DIVISIONAL LEAD

Kurtis Krepps, Manager of Dufferin County Community Support Services

Community Support Services has 6 full-time positions, 3 part-time positions and 11 casual positions.

## COMMUNITY SUPPORT SERVICES ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Supports medical transportation to and from medical appointments locally and throughout the Greater Toronto Area
- Operates Adult Day Program where participants receive socialization, meals, laughter and engagement
- Provides hot and frozen meals through Meals on Wheels Program
- Coordinates home help, home maintenance and respite supports



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.18% | 1.97% | 2.46% | 2.28% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.55% | 2.32% | 2.28% | 3.22% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

### Transportation Demand

| 2022 | 2023 | 2024 | 2025  |
|------|------|------|-------|
| n/a  | n/a  | n/a  | 0.71% |

**Purpose:** Highlights ability to meet demand.

**Calculation:** Number of fulfilled rides divided by number of requests.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Continue to explore moving DCCSS transportation fleet vehicles to emission friendly over the next five years where possible
- Adult Day Program participants provided opportunities to plant pollinator-friendly plants such as lavender. Indoor planting of air-purifying plants such as snake plants and spider plants



### Community:

- Work with the Housing Division and supportive housing providers to increase supportive units for residents requiring supportive housing. This priority will greatly assist with improving the quality of life and affordability considerations for residents awaiting supportive housing
- Work with community partners to support the growth of vulnerable populations, specifically those with limited access to transportation and food security concerns
- Continued work with community partners to promote DCCSS programming
- Working with Community Paramedics with the Seniors at Risk Coordinator to ensure vulnerable seniors are supported in the Community (\$123,400)
- Continued work with Headwaters Hospital and other hospitals to improve access to health care services such as dialysis
- Continued work with community partners to support transportation programming to healthcare community-based programs where possible

## CHALLENGES

- Recruitment of qualified transportation drivers, specifically "F" licensed drivers
- Recruitment of volunteers to support programming
- Recruitment of service providers supporting our home help and home maintenance programming
- Transportation needs of community partners continue to be a challenge as they struggle with transportation recruitment and look to our programming to assist where possible



# COMMUNITY SUPPORT SERVICES FINANCIAL PLAN

| (in 000s)                        | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                         |                |                |                |                |                |                  |                |
| User Fees                        | \$190          | \$191          | \$191          | \$191          | \$191          | \$0              | 0.15%          |
| Government Transfers             | \$2,204        | \$2,037        | \$2,037        | \$2,037        | \$2,037        | -\$167           | -7.56%         |
| Other Revenue                    | \$2            | \$0            | \$0            | \$0            | \$0            | -\$2             | -100.00%       |
| <b>Total Revenues</b>            | <b>\$2,396</b> | <b>\$2,228</b> | <b>\$2,228</b> | <b>\$2,228</b> | <b>\$2,229</b> | <b>-\$168</b>    | <b>-7.03%</b>  |
| Expenditures                     |                |                |                |                |                |                  |                |
| Salaries and Benefits            | \$972          | \$1,155        | \$1,189        | \$1,225        | \$1,261        | \$182            | 18.75%         |
| Administrative and Office        | \$87           | \$81           | \$81           | \$81           | \$81           | -\$6             | -6.90%         |
| Service Delivery                 | \$1,854        | \$1,511        | \$1,553        | \$1,674        | \$1,807        | -\$343           | -18.50%        |
| IT and Communications            | \$24           | \$21           | \$21           | \$21           | \$21           | -\$3             | -12.36%        |
| Facilities                       | \$58           | \$59           | \$61           | \$63           | \$65           | \$2              | 2.98%          |
| Vehicles and Equipment           | \$74           | \$137          | \$141          | \$145          | \$149          | \$63             | 84.54%         |
| <b>Total Expenditures</b>        | <b>\$3,069</b> | <b>\$2,964</b> | <b>\$3,046</b> | <b>\$3,209</b> | <b>\$3,385</b> | <b>-\$105</b>    | <b>-3.42%</b>  |
| Transfers                        |                |                |                |                |                |                  |                |
| Transfers from Reserves          | -\$165         | -\$80          | \$0            | \$0            | \$0            | \$85             | 0.00%          |
| <b>Total Transfers</b>           | <b>-\$165</b>  | <b>-\$80</b>   | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$85</b>      | <b>0.00%</b>   |
| <b>Total Operating Community</b> | <b>\$508</b>   | <b>\$657</b>   | <b>\$818</b>   | <b>\$980</b>   | <b>\$1,156</b> | <b>\$148</b>     | <b>29.15%</b>  |
| Capital Investment               | \$200          | \$206          | \$212          | \$212          | \$212          | \$6              | 3.00%          |
| <b>Total Community Support</b>   | <b>\$708</b>   | <b>\$863</b>   | <b>\$1,031</b> | <b>\$1,193</b> | <b>\$1,369</b> | <b>\$154</b>     | <b>21.77%</b>  |

## 2026 BUDGET HIGHLIGHTS

### REVENUES

#### GOVERNMENT TRANSFERS

- Reduction in funding due to discontinuation of Bridging Your Home Program, \$184,000 offset by small increase to base funding. \$6,400 for Community Support Services and \$6,820 for Supportive Housing

### EXPENDITURES

#### SALARIES AND BENEFITS

- Increase relates to addition of Seniors at Risk position \$123,400, balance is regular staffing increases

#### SERVICE DELIVERY

- Discontinuation of Bridging Your Home \$297,000, decrease in annual contribution to Transit based on new agreement with Grey County

# COMMUNITY SUPPORT SERVICES CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>Opening Balance</b>                   | <b>\$50</b>    | <b>\$10</b>    | <b>\$216</b> | <b>(\$2)</b> | <b>\$110</b> |
| Contributions                            |                |                |              |              |              |
| Capital Levy                             | \$200          | \$206          | \$212        | \$212        | \$212        |
| <b>Total Contributions</b>               | <b>\$200</b>   | <b>\$206</b>   | <b>\$212</b> | <b>\$212</b> | <b>\$212</b> |
| Capital Work                             |                |                |              |              |              |
| Equipment & Machinery                    | \$0            | \$0            | \$0          | \$0          | \$30         |
| Vehicles                                 | \$240          | \$0            | \$430        | \$100        | \$0          |
| <b>Total Capital Work</b>                | <b>\$240</b>   | <b>\$0</b>     | <b>\$430</b> | <b>\$100</b> | <b>\$30</b>  |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$10</b>    | <b>\$216</b>   | <b>(\$2)</b> | <b>\$110</b> | <b>\$293</b> |

# COMMUNITY SUPPORT SERVICES WORK PLAN SUMMARY

|                                | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|--------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                   |                |                |              |              |              |
| Tub Program                    | \$0            | \$0            | \$0          | \$0          | \$30         |
| Equipment & Machinery          | \$0            | \$0            | \$0          | \$0          | \$30         |
| DCCSS Vehicles                 | \$240          | \$0            | \$430        | \$100        | \$0          |
| Vehicles                       | \$240          | \$0            | \$430        | \$100        | \$0          |
| <b>Total Work Plan Summary</b> | <b>\$240</b>   | <b>\$0</b>     | <b>\$430</b> | <b>\$100</b> | <b>\$30</b>  |





# HEALTH & HUMAN SERVICES HUB FACILITIES



## DIVISIONAL LEAD

Brenda Wagner, Director of Health & Human Services

## KEY FUNCTIONS

- Simplifies access for residents seeking assistance by reducing the need to navigate multiple locations or agencies
- Supports system navigation for those facing barriers due to mental health, addiction, and socioeconomic challenges
- Facilitates partnerships with local service providers to enhance program reach and effectiveness

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Community:

- The primary function of the HHS Hub is to support community well-being. Renovations will occur throughout 2026 to achieve this vision
- Exploring opportunities with the Hills of Headwaters Collaborative to develop a primary care clinic within the Hub. An application has been submitted which would include overall funding



### Equity

- Work with Hills of Headwaters Collaborative to further develop relationships with community partners that will enhance supports for community members

## CHALLENGES

- Sustainable funding to support overall operations of the Hub
- Aging infrastructure

# HHS HUB FACILITIES FINANCIAL PLAN

| (in 000s)                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|------------------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                           |                |                |              |              |              |                  |                |
| Rent Revenue                       | \$496          | \$511          | \$526        | \$542        | \$558        | \$15             | 3.08%          |
| Other Revenue                      | \$58           | \$59           | \$60         | \$61         | \$63         | \$1              | 2.00%          |
| <b>Total Revenues</b>              | <b>\$554</b>   | <b>\$570</b>   | <b>\$587</b> | <b>\$604</b> | <b>\$621</b> | <b>\$16</b>      | <b>2.96%</b>   |
| Expenditures                       |                |                |              |              |              |                  |                |
| Administrative and Office          | \$4            | \$2            | \$2          | \$2          | \$2          | -\$2             | -47.62%        |
| Debt Repayment                     | \$253          | \$247          | \$241        | \$234        | \$227        | -\$6             | -2.55%         |
| IT and Communications              | \$2            | \$2            | \$2          | \$2          | \$2          | \$0              | 9.52%          |
| Facilities                         | \$728          | \$778          | \$739        | \$761        | \$782        | \$50             | 6.84%          |
| Internal Services Used             | \$129          | \$132          | \$136        | \$139        | \$142        | \$3              | 2.38%          |
| Internal Services Recovered        | -\$163         | -\$166         | -\$204       | -\$253       | -\$251       | -\$3             | 1.85%          |
| <b>Total Expenditures</b>          | <b>\$955</b>   | <b>\$996</b>   | <b>\$916</b> | <b>\$886</b> | <b>\$904</b> | <b>\$42</b>      | <b>4.36%</b>   |
| Transfers                          |                |                |              |              |              |                  |                |
| DC Contribution                    | -\$51          | -\$49          | -\$48        | -\$47        | -\$45        | \$1              | -2.54%         |
| <b>Total Transfers</b>             | <b>-\$51</b>   | <b>-\$49</b>   | <b>-\$48</b> | <b>-\$47</b> | <b>-\$45</b> | <b>\$1</b>       | <b>0.00%</b>   |
| <b>Total HHS Facilities Status</b> | <b>\$350</b>   | <b>\$377</b>   | <b>\$281</b> | <b>\$235</b> | <b>\$238</b> | <b>\$26</b>      | <b>7.57%</b>   |
| Additions                          |                |                |              |              |              |                  |                |
| New to 2026 Expense                | \$0            | \$0            | \$203        | \$396        | \$388        | \$0              | 0.00%          |
| <b>Total Additions</b>             | <b>\$0</b>     | <b>\$0</b>     | <b>\$203</b> | <b>\$396</b> | <b>\$388</b> | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total HHS Facilities</b>        | <b>\$350</b>   | <b>\$377</b>   | <b>\$483</b> | <b>\$631</b> | <b>\$625</b> | <b>\$26</b>      | <b>7.57%</b>   |
| Capital Investment                 | \$300          | \$336          | \$348        | \$361        | \$369        | \$36             | 12.00%         |
| <b>Total Community Support</b>     | <b>\$650</b>   | <b>\$713</b>   | <b>\$832</b> | <b>\$992</b> | <b>\$995</b> | <b>\$62</b>      | <b>9.61%</b>   |

## 2026 BUDGET HIGHLIGHTS

### NEW

- 2027 reflects debenture costs for renovations planned at Edelbrock Centre





# HHS HUB FACILITIES CAPITAL ASSET FUND

|                         | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures            |                |                |              |              |              |
| Security                | \$20           | \$10           | \$0          | \$0          | \$0          |
| Electrical              | \$102          | \$95           | \$0          | \$300        | \$10         |
| HVAC                    | \$212          | \$210          | \$0          | \$0          | \$0          |
| Plumbing                | \$10           | \$30           | \$0          | \$0          | \$12         |
| Bathrooms               | \$130          | \$130          | \$0          | \$0          | \$0          |
| Flooring                | \$3            | \$30           | \$83         | \$3          | \$3          |
| Interior Upgrades       | \$750          | \$4,000        | \$0          | \$0          | \$0          |
| Windows                 | \$45           | \$30           | \$30         | \$30         | \$40         |
| Roof                    | \$325          | \$0            | \$0          | \$25         | \$350        |
| Exterior Walls          | \$75           | \$0            | \$0          | \$40         | \$10         |
| Exterior Doors          | \$0            | \$0            | \$15         | \$0          | \$0          |
| Buildings               | \$1,672        | \$4,535        | \$128        | \$398        | \$425        |
| Elevator                | \$0            | \$165          | \$0          | \$0          | \$0          |
| Generator               | \$0            | \$250          | \$0          | \$0          | \$0          |
| Equipment & Machinery   | \$0            | \$415          | \$0          | \$0          | \$0          |
| Total Work Plan Summary | \$1,672        | \$4,950        | \$128        | \$398        | \$425        |



# HHS HUB FACILITIES WORK PLAN SUMMARY

|                         | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures            |                |                |              |              |              |
| Security                | \$20           | \$10           | \$0          | \$0          | \$0          |
| Electrical              | \$102          | \$95           | \$0          | \$300        | \$10         |
| HVAC                    | \$212          | \$210          | \$0          | \$0          | \$0          |
| Plumbing                | \$10           | \$30           | \$0          | \$0          | \$12         |
| Bathrooms               | \$130          | \$130          | \$0          | \$0          | \$0          |
| Flooring                | \$3            | \$30           | \$83         | \$3          | \$3          |
| Interior Upgrades       | \$750          | \$4,000        | \$0          | \$0          | \$0          |
| Windows                 | \$45           | \$30           | \$30         | \$30         | \$40         |
| Roof                    | \$325          | \$0            | \$0          | \$25         | \$350        |
| Exterior Walls          | \$75           | \$0            | \$0          | \$40         | \$10         |
| Exterior Doors          | \$0            | \$0            | \$15         | \$0          | \$0          |
| Buildings               | \$1,672        | \$4,535        | \$128        | \$398        | \$425        |
| Elevator                | \$0            | \$165          | \$0          | \$0          | \$0          |
| Generator               | \$0            | \$250          | \$0          | \$0          | \$0          |
| Equipment & Machinery   | \$0            | \$415          | \$0          | \$0          | \$0          |
| Total Work Plan Summary | \$1,672        | \$4,950        | \$128        | \$398        | \$425        |

## 2026 CAPITAL WORKPLAN HIGHLIGHTS

### CONTRIBUTIONS

#### DEBT FINANCING

- Debt financing for renovations of Edelbrock Centre, estimated at \$4,000,000

### CAPITAL WORK

#### BUILDINGS

- Renovations at Edelbrock Centre estimated at \$4,000,000, electrical includes updates to fire alarm panel \$95,000, carry over of heating system control and boiler replacements \$210,000, washroom upgrades at Mel Lloyd Centre (carried over from 2025) \$130,000

#### EQUIPMENT AND MACHINERY

- Elevator upgrades required at Mel Lloyd Centre \$165,000, new generator for Edelbrock Centre \$250,000



# PARAMEDICS



## DIVISIONAL LEAD

Gary Staples, Chief Paramedic

The Dufferin County Parametic Services team includes 49 full-time and 25 part-time positions. Paramedics are employees of Headwaters Health Care Centre.

### KEY FUNCTIONS

- Provides 24-hour emergency pre-hospital care
- Manages the Public Access Defibrillator (PAD) Program with over 130 PADs available throughout the county
- Participates in regional and provincial programs aimed at improving patient outcomes and ensuring patients receive the right care, at the right time in the right place. (Stroke bypass, ST Elevation Myocardial Infarction (STEMI) Bypass, Code STEMI, Trauma Bypass, Paramedic Referral, Palliative Care Alternative Destination, Palliative Care Alternative Treatment)
- Delivers Community Paramedic Program to the most vulnerable patients through in-home patient appointments, virtual care and providing system navigation support
- Promotes the profession through public education, community events, and fundraising initiatives

### KEY PERFORMANCE INDICATORS

#### Percent of Gross Operating Budget

| 2023   | 2024   | 2025  | 2026  |
|--------|--------|-------|-------|
| 10.01% | 10.10% | 9.35% | 9.60% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

#### Call Volume

| 2022   | 2023   | 2024   | 2025   |
|--------|--------|--------|--------|
| 11,638 | 11,353 | 12,870 | 12,723 |

**Purpose:** Total number of requests for ambulance service and includes emergency, and non emergency calls including standbys. Standbys are when an ambulance is not available to service calls in a specific area and another ambulance needs to be moved in order to provide coverage for that area.

**Calculation:** Total call volume is a sum of all calls serviced by Dufferin County Paramedic Service for the given period.



GARY STAPLES  
Chief Paramedic

### Offload Delay (Total Hours and Percent of Total Calls)

| 2022             | 2023             | 2024             | 2025             |
|------------------|------------------|------------------|------------------|
| 519 hours<br>23% | 375 hours<br>21% | 341 hours<br>21% | 284 hours<br>19% |

**Purpose:** Offload delay is the total hours and the percentage of time for which ambulances are waiting in hospital greater than 30 minutes to transfer care of patients to hospital staff.

**Calculation:** Offload delay is calculated by adding the total amount of time each ambulance is waiting more than 30 minutes.

### Average Response Time (Emergency Response Only)

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 8:04 | 7:35 | 7:25 | 7:02 |

**Purpose:** Average response time is a calculation of the average amount of time it takes an ambulance to arrive at the highest acuity emergency calls (lights & sirens response only).

**Calculation:** Average response time is the difference between the time the ambulance goes mobile to the time when the first ambulance arrives scene (mm:ss).

### SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



#### Community:

- Continue work with the Health and Human Services Hub
- Preparation and successful completion of Ambulance Service Review



#### Governance:

- Develop strategies to support the master plan and service delivery addressing recommendations provided. (Work on the recommendations is ongoing, currently there are no estimates for cost)
- Initiate year 1 of the master plan and service delivery review. Management staff for Community Paramedic program \$186,000 (will be covered with CPLTC funding), and Fleet and Logistics technician \$65,000

### CHALLENGES

- Increasing costs to deliver service including equipment, consumable supplies, vehicle expenses and staff salaries
- Increasing demand for service with a growing and aging population in Dufferin County
- Station Infrastructure is a challenge. All stations are operating at max capacity with emergency vehicles being parked outside with limited room for growth
- There are health and human resource constraints (recruitment, retention, staffing) and wage disparity with neighbouring paramedic services

PARAMEDICS FINANCIAL PLAN

| (in 000s)                 | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|---------------------------|----------------|----------------|--------------|--------------|--------------|------------------|----------------|
| Revenues                  |                |                |              |              |              |                  |                |
| Government Transfers      | \$6,352        | \$6,653        | \$6,865      | \$7,158      | \$7,478      | \$301            | 4.73%          |
| Other Revenue             | \$17           | \$18           | \$18         | \$18         | \$19         | \$1              | 3.49%          |
| Total Revenues            | \$6,369        | \$6,670        | \$6,882      | \$7,176      | \$7,497      | \$301            | 4.73%          |
| Expenditures              |                |                |              |              |              |                  |                |
| Administrative and Office | \$113          | \$61           | \$45         | \$44         | \$46         | -\$51            | -45.54%        |
| Service Delivery          | \$10,088       | \$10,862       | \$11,448     | \$12,070     | \$12,728     | \$774            | 7.67%          |
| IT and Communications     | \$247          | \$273          | \$283        | \$287        | \$290        | \$26             | 10.53%         |
| Facilities                | \$176          | \$205          | \$208        | \$194        | \$197        | \$29             | 16.57%         |
| Vehicles and Equipment    | \$458          | \$463          | \$470        | \$476        | \$481        | \$5              | 1.16%          |
| Internal Services Used    | \$606          | \$627          | \$615        | \$608        | \$620        | \$21             | 3.45%          |
| Total Expenditures        | \$11,687       | \$12,491       | \$13,068     | \$13,679     | \$14,363     | \$804            | 6.88%          |
| Transfers                 |                |                |              |              |              |                  |                |
| Transfers from Reserves   | -\$100         | \$0            | \$0          | \$0          | \$0          | \$100            | -100.00%       |
| Total Transfers           | -\$100         | \$0            | \$0          | \$0          | \$0          | \$100            | -100.0%        |
| Total Status Quo          | \$5,218        | \$5,821        | \$6,186      | \$6,503      | \$6,866      | \$603            | 11.56%         |
| Additions                 |                |                |              |              |              |                  |                |
| New to 2026 Expense       | \$0            | \$10           | \$20         | \$50         | \$50         | \$10             | 100.00%        |
| New to 2026 Revenue       | \$0            | -\$5           | -\$10        | -\$25        | -\$25        | -\$5             | 100.00%        |
| Total Additions           | \$0            | \$5            | \$10         | \$25         | \$25         | \$5              | 100.00%        |
| Total Operating Paramedic | \$5,218        | \$5,826        | \$6,196      | \$6,528      | \$6,891      | \$608            | 11.65%         |
| Capital Investment        | \$505          | \$656          | \$721        | \$793        | \$873        | \$151            | 29.80%         |
| Total Paramedic Services  | \$5,723        | \$6,482        | \$6,917      | \$7,321      | \$7,764      | \$759            | 13.25%         |

2026 BUDGET HIGHLIGHTS

REVENUES

GOVERNMENT TRANSFERS

- Subsidies for 911 are based on prior year budget

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- 2025 included one-time cost for master plan and service delivery review

SERVICE DELIVERY

- Contract with hospital up over 8% due to full year of Shelburne enhancement implemented in 2025 and anticipated union increases

IT AND COMMUNICATIONS

- Increase to internet costs, to ensure proper internet access and support \$10,000, addition of new corporate maintenance management program Citywide \$8,400

FACILITIES

- Natural asset management program \$4,000, parking lot maintenance \$4,000, increase to cleaning contract \$7,000, painting interior of Orangeville base \$10,000

2026 BUDGET HIGHLIGHTS CONT.

VEHICLES AND EQUIPMENT

- Equipment maintenance contracts up \$20,000 to reflect actual, vehicle maintenance and fuel \$9,000

NEW

- Additional training funds to support training of Dufferin County Primary Care Paramedics to the Advanced Care Paramedic level. Funds will be used for tuition support and payment to the employee will be phased over multiple years

PARAMEDICS CAPITAL ASSET FUND

|                                   | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|-----------------------------------|----------------|----------------|--------------|--------------|--------------|
| Prior Year Carry Forward          |                | \$602          |              |              |              |
| Opening Balance                   | \$1,931        | \$752          | \$302        | (\$504)      | (\$218)      |
| Contributions                     |                |                |              |              |              |
| Capital Levy                      | \$505          | \$656          | \$721        | \$793        | \$873        |
| DC Contribution                   | \$200          | \$0            | \$0          | \$0          | \$0          |
| Total Contributions               | \$705          | \$656          | \$721        | \$793        | \$873        |
| Capital Work                      |                |                |              |              |              |
| Land Improvements                 | \$5            | \$5            | \$130        | \$0          | \$0          |
| Buildings                         | \$568          | \$135          | \$39         | \$228        | \$63         |
| Equipment & Machinery             | \$6            | \$737          | \$1,078      | \$155        | \$9          |
| Vehicles                          | \$1,306        | \$830          | \$280        | \$125        | \$1,280      |
| Total Capital Work                | \$1,884        | \$1,707        | \$1,527      | \$508        | \$1,352      |
| Ending Capital Asset Fund Balance | \$752          | \$302          | (\$504)      | (\$218)      | (\$698)      |





# PARAMEDICS WORK PLAN SUMMARY

|                                  | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|----------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                     |                |                |              |              |              |
| Asphalt Paving                   | \$5            | \$5            | \$130        | \$0          | \$0          |
| Land Improvements                | \$5            | \$5            | \$130        | \$0          | \$0          |
| Security                         | \$120          | \$0            | \$0          | \$0          | \$0          |
| Electrical                       | \$2            | \$7            | \$3          | \$70         | \$0          |
| HVAC                             | \$25           | \$33           | \$12         | \$10         | \$5          |
| Plumbing                         | \$0            | \$0            | \$0          | \$0          | \$25         |
| Kitchen Retrofits                | \$0            | \$0            | \$25         | \$0          | \$0          |
| Flooring                         | \$8            | \$20           | \$0          | \$0          | \$20         |
| Windows                          | \$0            | \$0            | \$0          | \$120        | \$0          |
| Exterior Walls                   | \$325          | \$0            | \$0          | \$0          | \$13         |
| Exterior Doors                   | \$13           | \$0            | \$0          | \$18         | \$0          |
| Garage Doors                     | \$75           | \$75           | \$0          | \$10         | \$0          |
| Buildings                        | \$568          | \$135          | \$39         | \$228        | \$63         |
| In-vehicle Devices               | \$0            | \$26           | \$33         | \$0          | \$9          |
| Defibrillators                   | \$0            | \$0            | \$950        | \$0          | \$0          |
| Carrying Equipment               | \$0            | \$705          | \$90         | \$155        | \$0          |
| Appliance Replacement            | \$6            | \$6            | \$5          | \$0          | \$0          |
| Equipment & Machinery            | \$6            | \$737          | \$1,078      | \$155        | \$9          |
| Ambulances                       | \$1,106        | \$830          | \$280        | \$0          | \$1,155      |
| Community Paramedic Vehicle/ERUs | \$90           | \$0            | \$0          | \$125        | \$125        |
| Command Vehicle                  | \$110          | \$0            | \$0          | \$0          | \$0          |
| Vehicles                         | \$1,306        | \$830          | \$280        | \$125        | \$1,280      |
| Total Work Plan Summary          | \$1,884        | \$1,707        | \$1,527      | \$508        | \$1,352      |

## 2026 CAPITAL HIGHLIGHTS

### CAPITAL WORK

#### BUILDINGS

- Replacement of six garage doors \$75,000, regular replacement of furnace and boilers \$25,000, resealing of concrete floor in Grand Valley \$20,000

#### EQUIPMENT AND MACHINERY

- Includes \$705,000 for replacement of power stretchers and \$26,400 for new iPads

#### VEHICLES

- Delivery of ambulances is 18 – 24 months from date of order, two are scheduled to be delivered in 2026 \$280,000 and two are scheduled to be ordered \$550,000



# PUBLIC HEALTH

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



## REPRESENTATION

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

## KEY FUNCTIONS

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

## PUBLIC HEALTH FINANCIAL PLAN

| (in 000s)                    | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| <b>Total Revenues</b>        | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>0.00%</b>   |
| Expenditures                 |                |                |                |                |                |                  |                |
| Service Delivery             | \$2,106        | \$2,167        | \$2,235        | \$2,302        | \$2,371        | \$61             | 2.90%          |
| <b>Total Expenditures</b>    | <b>\$2,106</b> | <b>\$2,167</b> | <b>\$2,235</b> | <b>\$2,302</b> | <b>\$2,371</b> | <b>\$61</b>      | <b>2.90%</b>   |
| Transfers                    |                |                |                |                |                |                  |                |
| Transfers from Reserves      | -\$75          | -\$50          | -\$25          | \$0            | \$0            | \$25             | -33.33%        |
| DC Contribution              | -\$161         | -\$161         | -\$161         | -\$161         | -\$161         | \$0              | 0.00%          |
| <b>Total Transfers</b>       | <b>-\$236</b>  | <b>-\$211</b>  | <b>-\$186</b>  | <b>-\$161</b>  | <b>-\$161</b>  | <b>\$25</b>      | <b>-10.60%</b> |
| <b>Total WDG Health Unit</b> | <b>\$1,870</b> | <b>\$1,956</b> | <b>\$2,049</b> | <b>\$2,141</b> | <b>\$2,210</b> | <b>\$86</b>      | <b>4.60%</b>   |

## 2026 BUDGET HIGHLIGHTS

### EXPENDITURES

#### SERVICE DELIVERY

- Annual increase to public health contract is approximately 3%







# DEVELOPMENT & TOURISM: AT A GLANCE

The Development and Tourism Department provides a range of services that support the development process, the local economy and culture.

## BUILDING SERVICES

Building Services is a regulatory service governed by the Ministry of Municipal Affairs and Housing. Building Services staff ensure all buildings defined under the Ontario Building Code comply to the minimum standards set out by the Province to protect public health, safety and general welfare as they related to the construction and occupancy of buildings and structures.

## MUSEUM OF DUFFERIN

The Museum of Dufferin (MoD) collects and preserves the stories of the people, places and culture of Dufferin County — past and present — and shares them through engaging and inclusive experiences with the Dufferin community and beyond. The MoD offers exhibitions, school programs, tours, workshops, rentals, events and archive research services to the public.

## LAND USE PLANNING

The Planning Division is broadly responsible for ensuring growth and development in Dufferin County occurs in a sustainable and coordinated manner. This broad responsibility is achieved through the utilization of the Dufferin Official Plan, which provides guiding land use objectives and policies that are to be upheld by the Planning Division. In addition, the Planning Division also implements strategic policies in collaboration with other internal departments, as well as offers planning services to the Township of Melancthon.

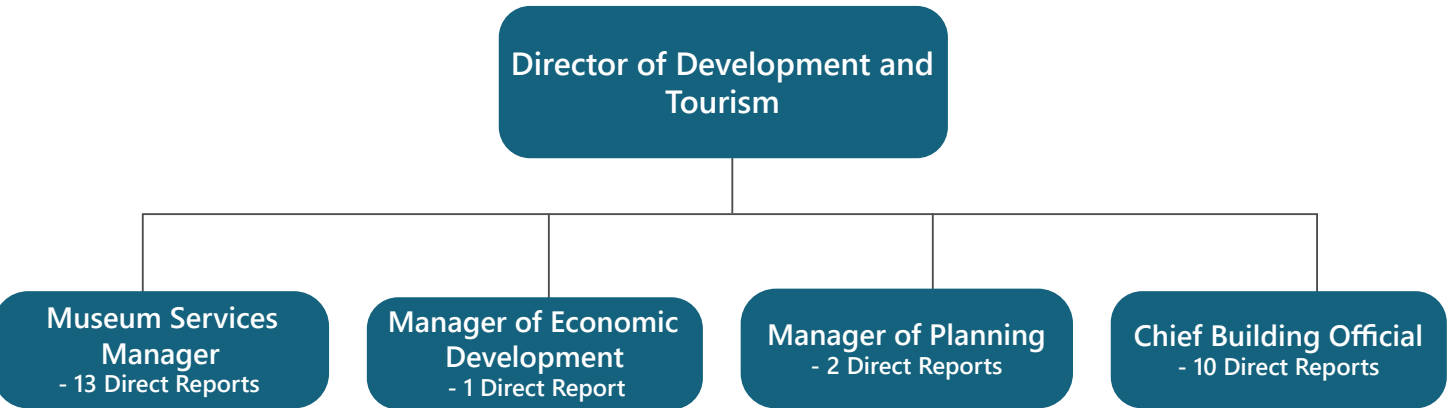


**RAJBIR SIAN, RPP, MCIP, Ec.D., PMP**  
Director of Development & Tourism

## ECONOMIC DEVELOPMENT

The role of the Economic Development Division is to promote and foster economic growth and sustainability within the county. The Division is responsible for developing and implementing sector-specific strategies to attract and retain businesses, supporting workforce development, and promoting the County’s unique tourism and recreational experiences. Additionally, the Division gathers and analyzes economic data to guide policymaking and address socio-economic challenges.

# DEVELOPMENT & TOURISM: ORGANIZATIONAL CHART

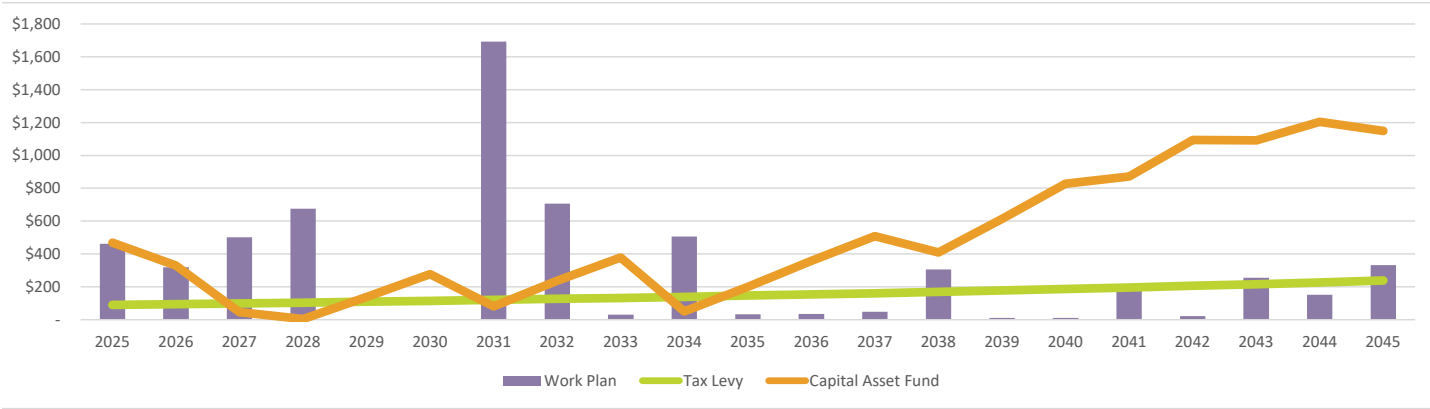




# DEVELOPMENT & TOURISM FINANCIAL PLAN

| (in 000s)                           | 2025<br>BUDGET  | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE  |
|-------------------------------------|-----------------|----------------|----------------|----------------|----------------|------------------|-----------------|
| Revenues                            |                 |                |                |                |                |                  |                 |
| User Fees                           | \$911           | \$2,906        | \$1,330        | \$1,439        | \$1,487        | \$1,995          | 219.09%         |
| Government Transfers                | \$216           | \$156          | \$159          | \$159          | \$159          | -\$61            | -28.02%         |
| Other Revenue                       | \$164           | \$196          | \$224          | \$228          | \$228          | \$31             | 18.97%          |
| <b>Total Revenues</b>               | <b>\$1,291</b>  | <b>\$3,257</b> | <b>\$1,714</b> | <b>\$1,826</b> | <b>\$1,875</b> | <b>\$1,966</b>   | <b>152.22%</b>  |
| Expenditures                        |                 |                |                |                |                |                  |                 |
| Salaries and Benefits               | \$3,322         | \$3,234        | \$3,318        | \$3,417        | \$3,519        | -\$88            | -2.64%          |
| Administrative and Office           | \$465           | \$596          | \$504          | \$477          | \$523          | \$130            | 28.03%          |
| Service Delivery                    | \$370           | \$242          | \$238          | \$246          | \$246          | -\$129           | -34.73%         |
| IT and Communications               | \$191           | \$201          | \$187          | \$194          | \$196          | \$10             | 5.29%           |
| Facilities                          | \$274           | \$266          | \$260          | \$261          | \$267          | -\$8             | -3.09%          |
| Vehicles and Equipment              | \$23            | \$12           | \$15           | \$12           | \$12           | -\$11            | -49.74%         |
| Internal Services Used              | \$467           | \$441          | \$439          | \$442          | \$475          | -\$26            | -5.57%          |
| <b>Total Expenditures</b>           | <b>\$5,112</b>  | <b>\$4,990</b> | <b>\$4,959</b> | <b>\$5,049</b> | <b>\$5,237</b> | <b>-\$121</b>    | <b>-2.38%</b>   |
| Transfers                           |                 |                |                |                |                |                  |                 |
| Transfers from Reserves             | -\$1,353        | \$665          | -\$815         | -\$705         | -\$735         | \$2,018          | -149.12%        |
| Transfers from Trust                | -\$8            | -\$8           | \$0            | \$0            | \$0            | \$0              | 0.00%           |
| Transfer to Trust                   | \$10            | \$10           | \$10           | \$10           | \$10           | \$0              | 0.00%           |
| Transfers to Reserves               | \$15            | \$0            | \$0            | \$0            | \$0            | -\$15            | -100.00%        |
| <b>Total Transfers</b>              | <b>-\$1,336</b> | <b>\$667</b>   | <b>-\$805</b>  | <b>-\$695</b>  | <b>-\$725</b>  | <b>\$2,003</b>   | <b>-149.90%</b> |
| <b>Total Dev and Tourism Status</b> | <b>\$2,484</b>  | <b>\$2,400</b> | <b>\$2,440</b> | <b>\$2,528</b> | <b>\$2,637</b> | <b>-\$84</b>     | <b>-3.38%</b>   |
| Additions                           |                 |                |                |                |                |                  |                 |
| Previously Committed Expense        | \$0             | \$64           | \$0            | \$0            | \$0            | \$64             | 100.00%         |
| Previously Committed Revenue        | \$0             | -\$64          | \$0            | \$0            | \$0            | -\$64            | 100.00%         |
| <b>Total Additions</b>              | <b>\$0</b>      | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>100.00%</b>  |
| <b>Total Dev and Tourism Status</b> | <b>\$2,484</b>  | <b>\$2,400</b> | <b>\$2,440</b> | <b>\$2,528</b> | <b>\$2,637</b> | <b>-\$84</b>     | <b>-3.38%</b>   |
| Capital Investment                  | \$90            | \$95           | \$99           | \$104          | \$109          | \$5              | 5.00%           |
| <b>Total Dev and Tourism</b>        | <b>\$2,574</b>  | <b>\$2,494</b> | <b>\$2,539</b> | <b>\$2,632</b> | <b>\$2,746</b> | <b>-\$79</b>     | <b>-3.08%</b>   |

# DEVELOPMENT & TOURISM 20 YEAR CAPITAL PLAN



# DEVELOPMENT & TOURISM CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>Prior Year Carry Forward</b>          |                | <b>\$180</b>   |              |              |              |
| <b>Opening Balance</b>                   | <b>\$614</b>   | <b>\$288</b>   | <b>\$331</b> | <b>\$47</b>  | <b>\$4</b>   |
| Contributions                            |                |                |              |              |              |
| Capital Levy                             | \$90           | \$95           | \$99         | \$104        | \$109        |
| Transfers from Reserves/Trust            | \$47           | \$28           | \$28         | \$28         | \$28         |
| <b>Total Contributions</b>               | <b>\$137</b>   | <b>\$183</b>   | <b>\$217</b> | <b>\$632</b> | <b>\$137</b> |
| Capital Work                             |                |                |              |              |              |
| Land Improvements                        | \$150          | \$0            | \$150        | \$355        | \$0          |
| Buildings                                | \$286          | \$165          | \$305        | \$320        | \$0          |
| Equipment & Machinery                    | \$27           | \$85           | \$46         | \$0          | \$2          |
| Vehicles                                 | \$0            | \$70           | \$0          | \$0          | \$0          |
| <b>Total Capital Work</b>                | <b>\$463</b>   | <b>\$320</b>   | <b>\$501</b> | <b>\$675</b> | <b>\$2</b>   |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$288</b>   | <b>\$331</b>   | <b>\$47</b>  | <b>\$4</b>   | <b>\$139</b> |





# BUILDING SERVICES

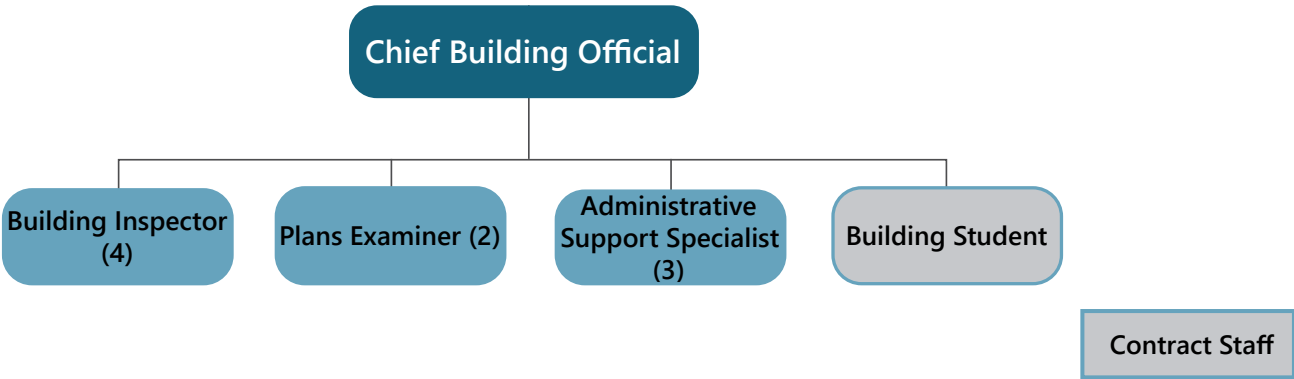


## DIVISIONAL LEAD

Becky MacNaughtan, Chief Building Official

The Building Services division has 10 full-time positions and 1 student position.

## BUILDING SERVICES ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Receives, reviews and processes applications and drawings for all building and demolition permits to ensure compliance with the Ontario Building Code for all communities except Amaranth and Orangeville
- Answers questions from the public about building code matters and supports and assists applicants with permit application processes and booking inspections
- Provides inspection services on buildings/structures with an associated building permit
- Provides code enforcement on buildings that are not in compliance with the Ontario Building Code, including issuing Orders under the Building Code Act

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.84% | 1.88% | 1.67% | 1.52% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.00% | 2.74% | 2.71% | 2.57% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs.

## Information Sessions

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 0    | 0    | 5    | 5    |

**Purpose:** Public information sessions hosted by the building team.

**Calculation:** Number of events held.

## Inspections Completed

| 2022  | 2023  | 2024  | 2025  |
|-------|-------|-------|-------|
| 5,630 | 7,652 | 6,888 | 6,460 |

**Purpose:** Average number of on-site inspections completed per inspector, not including enforcement inspections.

**Calculation:** Number of inspections/ total number of inspectors.

## Total Construction Value

| 2022          | 2023          | 2024          | 2025          |
|---------------|---------------|---------------|---------------|
| \$181,037,041 | \$178,817,926 | \$172,095,318 | \$143,680,628 |

**Purpose:** This is the total value of construction from permits issued.

**Calculation:** Total value of construction.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate and Environment:

- Implement a recognition program for sustainable builders



### Community:

- Increase affordable and attainable housing options by promoting and educating the community and local agencies on accessory dwelling units and tiny homes



### Economy:

- Advance county-wide economic and workforce development by partnering in the Build-In Dufferin initiative
- Continue collaboration with the Realtor's Round Table Committee in support of development and growth within the county



### Governance:

- Identify opportunities to improve governance and service delivery by offering online and in person surveying. In 2026, Building Services will take additional steps in reaching out to various customers and stakeholders to capture their experiences to determine common themes and make improvements to services
- Continue to provide additional community engagement through the offering of building code workshops to address specific needs of customers. Building Services will also continue off-site information sessions in collaboration with local businesses and agencies



### Equity:

- Provide translated guides and documents with various languages available to customers

CHALLENGES

- Closing dormant permit files continues to be a challenge due to not having enough resources for the extensive amount of time it takes to close them in addition to regular duties
- Enforcement cases continue and require time to bring these buildings into compliance in addition to daily prescribed inspections and other duties
- Keeping up with Ministry changes, specifically regarding the changes on how Development Charges are collected under Bill 17
- Staying educated and informed on new building code changes, specifically with the incorporation of Large Farm Buildings and how that is impacting the local farming community

BUILDING SERVICES FINANCIAL PLAN

| (in 000s)                 | 2025<br>BUDGET  | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE  |
|---------------------------|-----------------|----------------|----------------|----------------|----------------|------------------|-----------------|
| Revenues                  |                 |                |                |                |                |                  |                 |
| User Fees                 | \$815           | \$2,839        | \$1,258        | \$1,364        | \$1,413        | \$2,024          | 248.22%         |
| Other Revenue             | \$3             | \$3            | \$3            | \$3            | \$3            | \$0              | 0.00%           |
| <b>Total Revenues</b>     | <b>\$819</b>    | <b>\$2,842</b> | <b>\$1,262</b> | <b>\$1,367</b> | <b>\$1,416</b> | <b>\$2,024</b>   | <b>247.21%</b>  |
| Expenditures              |                 |                |                |                |                |                  |                 |
| Salaries and Benefits     | \$1,516         | \$1,475        | \$1,519        | \$1,565        | \$1,612        | -\$41            | -2.67%          |
| Administrative and Office | \$131           | \$91           | \$125          | \$91           | \$95           | -\$40            | -30.44%         |
| Service Delivery          | \$11            | \$11           | \$11           | \$11           | \$11           | \$0              | 0.00%           |
| IT and Communications     | \$121           | \$126          | \$131          | \$137          | \$137          | \$6              | 4.56%           |
| Vehicles and Equipment    | \$15            | \$6            | \$9            | \$6            | \$6            | -\$9             | -62.95%         |
| Internal Services Used    | \$298           | \$268          | \$262          | \$262          | \$291          | -\$30            | -10.22%         |
| <b>Total Expenditures</b> | <b>\$2,092</b>  | <b>\$1,977</b> | <b>\$2,057</b> | <b>\$2,072</b> | <b>\$2,152</b> | <b>-\$115</b>    | <b>-5.49%</b>   |
| Transfers                 |                 |                |                |                |                |                  |                 |
| Transfers from Reserves   | -\$1,273        | \$865          | -\$795         | -\$705         | -\$735         | \$2,138          | -167.91%        |
| <b>Total Transfers</b>    | <b>-\$1,273</b> | <b>\$865</b>   | <b>-\$795</b>  | <b>-\$705</b>  | <b>-\$735</b>  | <b>\$2,138</b>   | <b>-167.91%</b> |
| <b>Total Building</b>     | <b>\$0</b>      | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>0.00%</b>    |

2026 FINANCIAL HIGHLIGHTS

REVENUES

USER FEES

- Based on current planning applications, building developments anticipated to begin in 2026 are projected to generate approximately \$2 million in permit revenue

EXPENDITURES

SALARIES AND BENEFITS

- Reduction of contract inspector

IT AND COMMUNICATIONS

- Includes annual increase for Cityview software

VEHICLES AND EQUIPMENT

- Increased vehicle maintenance to reflect actual costs

2026 FINANCIAL HIGHLIGHTS CONT.

RESERVES TRANSFERS

TRANSFER FROM RESERVE

- 2026 should see a net transfer to reserve due to one anticipated permit, future years will see draw from the Building Reserve Fund

BUILDING SERVICES CAPITAL ASSET FUND

|                                          | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|------------------------------------------|----------------|----------------|--------------|--------------|--------------|
| <b>Opening Balance</b>                   | <b>\$47</b>    | <b>\$93</b>    | <b>\$121</b> | <b>\$149</b> | <b>\$177</b> |
| Contributions                            |                |                |              |              |              |
| Transfers from Reserves                  | \$47           | \$28           | \$28         | \$28         | \$28         |
| <b>Total Contributions</b>               | <b>\$47</b>    | <b>\$28</b>    | <b>\$28</b>  | <b>\$28</b>  | <b>\$28</b>  |
| Capital Work                             |                |                |              |              |              |
| Vehicles                                 | \$0            | \$0            | \$0          | \$0          | \$0          |
| <b>Total Capital Work</b>                | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   |
| <b>Ending Capital Asset Fund Balance</b> | <b>\$93</b>    | <b>\$121</b>   | <b>\$149</b> | <b>\$177</b> | <b>\$205</b> |

BUILDING SERVICES WORK PLAN SUMMARY

|                                | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN |
|--------------------------------|----------------|----------------|--------------|--------------|--------------|
| Expenditures                   |                |                |              |              |              |
| Vehicles                       | \$0            | \$0            | \$0          | \$0          | \$0          |
| <b>Total Work Plan Summary</b> | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   |





# MUSEUM OF DUFFERIN

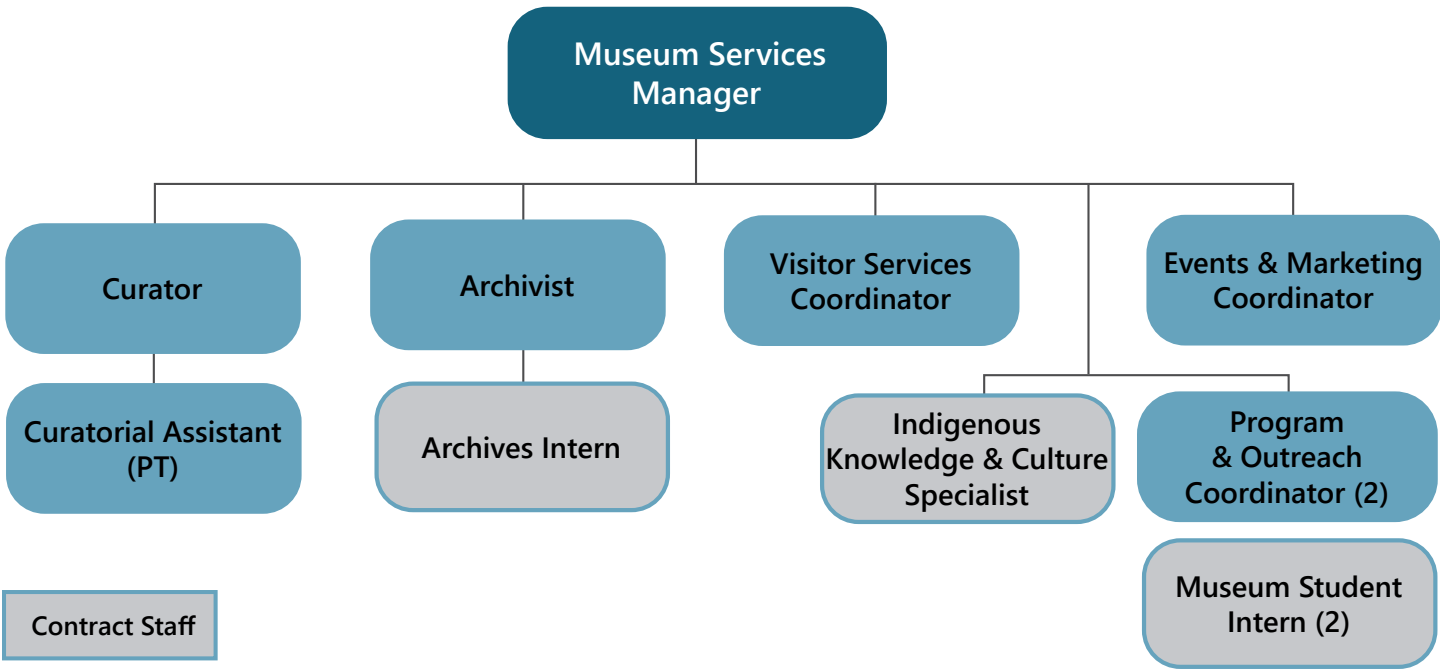


## DIVISIONAL LEAD

Jasmine Proteau, Museum Services Manager

The Museum of Dufferin has 7 full-time, 1 part-time, 1 contract and 4 student intern positions.

## MUSEUM OF DUFFERIN ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Provides hands-on learning experiences through exhibitions and programming for adults and children
- Works with local community groups to support heritage and culture
- Shares knowledge and history through tours, workshops, events, and exhibitions
- Provides research and archival services to the public



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 1.62% | 1.45% | 1.35% | 1.38% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 2.00% | 2.74% | 2.71% | 2.53% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

### Visitors In-Person

| 2022  | 2023  | 2024  | 2025  |
|-------|-------|-------|-------|
| 3,857 | 5,879 | 6,112 | 7,043 |

**Purpose:** People in the building at the MoD.

**Calculation:** Total number of visitors.

### Museum Revenue

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 27%  | 18%  | 15%  | 12%  |

**Purpose:** Measures percent of expenses covered by external revenue.

**Calculation:** Total revenue divided by total expenses.

## SUPPORTING THE STRATEGIC PLAN - KEY INITIATIVES



### Economy:

- Continue to enhance program offerings to promote and attract tourism



### Governance:

- Continuing to update policies and procedures to improve transparency of museum practices



### Equity:

- Bringing Indigenous perspectives to the MoD's collections, exhibitions and programs enabled by the Museum Assistance Program Grant and the Museum's Indigenous Knowledge and Cultural Specialist

## CHALLENGES

- Increased costs because of tariffs and supply chain changes
- Volunteer recruitment and retention becoming increasingly difficult
- Limited funding opportunities to support the Museum



# MUSEUM OF DUFFERIN FINANCIAL PLAN

| (in 000s)                        | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN   | 2028<br>PLAN   | 2029<br>PLAN   | DOLLAR<br>CHANGE | %AGE<br>CHANGE |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|
| Revenues                         |                |                |                |                |                |                  |                |
| User Fees                        | \$36           | \$37           | \$42           | \$46           | \$45           | \$2              | 4.93%          |
| Government Transfers             | \$54           | \$54           | \$54           | \$54           | \$54           | \$0              | 0.00%          |
| Other Revenue                    | \$131          | \$162          | \$191          | \$194          | \$195          | \$31             | 23.79%         |
| <b>Total Revenues</b>            | <b>\$220</b>   | <b>\$253</b>   | <b>\$287</b>   | <b>\$294</b>   | <b>\$293</b>   | <b>\$33</b>      | <b>14.93%</b>  |
| Expenditures                     |                |                |                |                |                |                  |                |
| Salaries and Benefits            | \$1,009        | \$1,046        | \$1,077        | \$1,109        | \$1,142        | \$37             | 3.64%          |
| Administrative and Office        | \$106          | \$100          | \$104          | \$101          | \$102          | -\$6             | -6.01%         |
| Service Delivery                 | \$79           | \$96           | \$87           | \$90           | \$90           | \$17             | 20.89%         |
| IT and Communications            | \$40           | \$40           | \$31           | \$31           | \$31           | \$0              | 0.27%          |
| Facilities                       | \$274          | \$266          | \$260          | \$261          | \$267          | -\$8             | -3.09%         |
| Vehicles and Equipment           | \$8            | \$6            | \$6            | \$6            | \$6            | -\$2             | -25.34%        |
| Internal Services Used           | \$169          | \$173          | \$177          | \$180          | \$184          | \$4              | 2.64%          |
| <b>Total Expenditures</b>        | <b>\$1,685</b> | <b>\$1,726</b> | <b>\$1,740</b> | <b>\$1,778</b> | <b>\$1,821</b> | <b>\$41</b>      | <b>2.43%</b>   |
| Transfers                        |                |                |                |                |                |                  |                |
| Transfers from Trust             | -\$8           | -\$8           | \$0            | \$0            | \$0            | \$0              | 0.00%          |
| Transfer to Trust                | \$10           | \$10           | \$10           | \$10           | \$10           | \$0              | 0.00%          |
| <b>Total Transfers</b>           | <b>\$2</b>     | <b>\$2</b>     | <b>\$10</b>    | <b>\$10</b>    | <b>\$10</b>    | <b>\$0</b>       | <b>0.00%</b>   |
| <b>Total Museum and Archives</b> | <b>\$1,467</b> | <b>\$1,475</b> | <b>\$1,463</b> | <b>\$1,494</b> | <b>\$1,538</b> | <b>\$8</b>       | <b>0.55%</b>   |
| Additions                        |                |                |                |                |                |                  |                |
| Previously Committed Expense     | \$0            | \$64           | \$0            | \$0            | \$0            | \$64             | 100.00%        |
| Previously Committed Revenue     | \$0            | -\$64          | \$0            | \$0            | \$0            | -\$64            | 100.00%        |
| <b>Total Additions</b>           | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>     | <b>\$0</b>       | <b>100.00%</b> |
| <b>Total Museum and Archives</b> | <b>\$1,467</b> | <b>\$1,475</b> | <b>\$1,463</b> | <b>\$1,494</b> | <b>\$1,538</b> | <b>\$8</b>       | <b>0.55%</b>   |
| <b>Capital Investment</b>        | <b>\$90</b>    | <b>\$95</b>    | <b>\$99</b>    | <b>\$104</b>   | <b>\$109</b>   | <b>\$5</b>       | <b>5.00%</b>   |
| <b>Total Museum and Archives</b> | <b>\$1,557</b> | <b>\$1,569</b> | <b>\$1,563</b> | <b>\$1,598</b> | <b>\$1,647</b> | <b>\$13</b>      | <b>0.80%</b>   |

## 2026 FINANCIAL HIGHLIGHTS

### REVENUES

#### GOVERNMENT TRANSFERS

- Annual subsidy has not changed in over 20 years

#### USER FEES

- Archival fees related to research

#### USE OF SPACE

- Anticipate increase in rentals of the Church after 2025 renovation has made the space more user-friendly. The Museum aims to increase the revenue from rentals over the next two years

#### OTHER REVENUE

- Annual contribution of approximately \$20,000 towards summer students increased by \$9,000 to support existing archival student
- Additional donations and revenue associated with silo cafe \$11,000

## 2026 FINANCIAL HIGHLIGHTS CONTINUED

### EXPENDITURES

#### SERVICE DELIVERY

- Additional supplies to support community events \$6,000, \$10,000 to set up silo cafe, to be funded by donations

#### FACILITIES

- Increase in utilities of nearly \$15,000, includes \$15,000 for painting silo and vestibule, offset by savings in cleaning contract \$14,000 and natural asset management of \$4,000

### NEW

- Includes Indigenous Knowledge and Cultural Specialist contract funded from the Museum Assistance Program grant \$40,000 and the Museum Trust \$24,360





# MUSEUM OF DUFFERIN CAPITAL ASSET FUND

|                                   | 2025   | 2026   | 2027    | 2028    | 2029    |
|-----------------------------------|--------|--------|---------|---------|---------|
|                                   | BUDGET | BUDGET | PLAN    | PLAN    | PLAN    |
| Prior Year Carry Forward          |        | \$180  |         |         |         |
| Opening Balance                   | \$567  | \$195  | \$210   | (\$102) | (\$173) |
| Capital Levy                      | \$90   | \$95   | \$99    | \$104   | \$109   |
| Other Revenue                     | \$0    | \$60   | \$90    | \$500   | \$0     |
| Total Contributions               | \$90   | \$155  | \$189   | \$604   | \$109   |
| Capital Work                      |        |        |         |         |         |
| Land Improvements                 | \$150  | \$0    | \$150   | \$355   | \$0     |
| Buildings                         | \$286  | \$165  | \$305   | \$320   | \$0     |
| Equipment & Machinery             | \$27   | \$85   | \$46    | \$0     | \$2     |
| Vehicles                          | \$0    | \$70   | \$0     | \$0     | \$0     |
| Total Capital Work                | \$463  | \$320  | \$501   | \$675   | \$2     |
| Ending Capital Asset Fund Balance | \$195  | \$210  | (\$102) | (\$173) | (\$66)  |

## 2026 CAPITAL ASSET FUND HIGHLIGHTS

### CONTRIBUTIONS

#### OTHER REVENUE

- Donations to cover costs of digital sign and customer service desk replacement per Fundraising and Sponsorship Strategy, \$60,000

### CAPITAL WORK

#### BUILDINGS

- Replacement of Corbetton Church heating \$25,000, humidifier and make up air unit replacements \$75,000, replacement of stair treads \$16,000, windows \$15,000 (carried over from 2025), preliminary design work for 2027 transformer and switchgear upgrades \$25,000

#### EQUIPMENT AND MACHINERY

- Archives equipment replacement \$25,000, addition of digital sign \$35,000, updates to customer service desk \$25,000

#### VEHICLES

- Replacement of Museum vehicle \$70,000

# MUSEUM OF DUFFERIN WORK PLAN SUMMARY

|                           | 2025   | 2026   | 2027  | 2028  | 2029 |
|---------------------------|--------|--------|-------|-------|------|
|                           | BUDGET | BUDGET | PLAN  | PLAN  | PLAN |
| Expenditures              |        |        |       |       |      |
| Asphalt Paving            | \$150  | \$0    | \$150 | \$0   | \$0  |
| Exterior Walkways         | \$0    | \$0    | \$0   | \$5   | \$0  |
| Outdoor Space             | \$0    | \$0    | \$0   | \$350 | \$0  |
| Land Improvements         | \$150  | \$0    | \$150 | \$355 | \$0  |
| Security                  | \$75   | \$0    | \$0   | \$0   | \$0  |
| Electrical                | \$31   | \$25   | \$125 | \$35  | \$0  |
| HVAC                      | \$5    | \$109  | \$90  | \$0   | \$0  |
| Plumbing                  | \$4    | \$0    | \$0   | \$0   | \$0  |
| Bathrooms                 | \$0    | \$0    | \$15  | \$150 | \$0  |
| Flooring                  | \$0    | \$16   | \$0   | \$0   | \$0  |
| Windows                   | \$20   | \$15   | \$0   | \$0   | \$0  |
| Shelving                  | \$30   | \$0    | \$0   | \$0   | \$0  |
| Interior Upgrades         | \$15   | \$0    | \$0   | \$0   | \$0  |
| Exterior Walls            | \$0    | \$0    | \$0   | \$35  | \$0  |
| Exterior Doors            | \$26   | \$0    | \$0   | \$0   | \$0  |
| Exterior Painting         | \$0    | \$0    | \$0   | \$100 | \$0  |
| Greenhouse                | \$80   | \$0    | \$75  | \$0   | \$0  |
| Buildings                 | \$286  | \$165  | \$305 | \$320 | \$0  |
| Appliance Replacement     | \$2    | \$0    | \$0   | \$0   | \$2  |
| Archives Equipment        | \$0    | \$25   | \$6   | \$0   | \$0  |
| LED Digital Exterior Sign | \$0    | \$35   | \$0   | \$0   | \$0  |
| Customer Service Desk     | \$25   | \$25   | \$0   | \$0   | \$0  |
| Tractor                   | \$0    | \$0    | \$40  | \$0   | \$0  |
| Equipment & Machinery     | \$27   | \$85   | \$46  | \$0   | \$2  |
| Museum Vehicles           | \$0    | \$70   | \$0   | \$0   | \$0  |
| Vehicles                  | \$0    | \$70   | \$0   | \$0   | \$0  |
| Total Work Plan Summary   | \$463  | \$320  | \$501 | \$675 | \$2  |





# LAND USE PLANNING

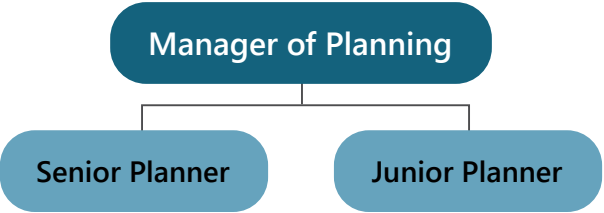


## DIVISIONAL LEAD

Liam Morgan, Acting Planning Manager

The Land Use Planning Division has 3 full-time positions.

## PLANNING ORGANIZATIONAL CHART



## KEY FUNCTIONS

- Manages and maintains the County's Official Plan. The Official Plan sets objectives for new housing, employment areas and the protection of critical farmland, identifies necessary services and infrastructure (i.e., roads, green spaces, utilities), and preserves important natural areas
- Reviews, comments, and coordinates commenting processes on planning applications that are circulated to the County of Dufferin by the eight lower-tier municipalities to ensure all County and provincial policies are conformed to
- Acts as the approval authority for all major Official Plan amendments that occur at the lower-tier level and all minor amendments except for the Town of Orangeville and Town of Mono
- Provides planning services to the Township of Melancthon on a cost-recovery basis

## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.54% | 0.51% | 0.47% | 0.49% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.55% | 0.71% | 0.70% | 0.79% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

### Number of Applications Reviewed Per Year

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| 198  | 150  | 161  | 145  |

**Purpose:** Determines overall workload for County Planning division on a year to year basis.

**Calculation:** Total number of applications.

## SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



### Climate:

- Preparation of a Natural Heritage System Strategy to more accurately identify and protect key natural heritage features throughout Dufferin County, \$35,000
- Collaborate with the Climate and Energy division in the preparation and establishment of the County's Future Ready Development Program



### Community:

- Preparation of a Land Needs Assessment to evaluate where settlement area expansion might be necessary to address expected growth and potential areas for affordable housing developments, \$50,000
- Support the expediting of affordable and attainable housing development proposals in Dufferin County



### Economy:

- In collaboration with the Economic Development Division, develop an agriculturally-focused Community Improvement Plan that can be supported and implemented by the lower-tier municipalities, \$80,000



### Governance:

- Publishing the Official Plan Citizen's Guide. The Official Plan Citizen's Guide is a condensed version of the Official Plan that aims to assist residents in their comprehension of land use policies in the County Official Plan, \$5000
- Streamline the planning process throughout Dufferin County through policy improvements



### Equity:

- Strengthen relationships with Indigenous organizations by establishing individual meetings to learn more about how to appropriately include Indigenous groups in planning processes
- Implement a Community Improvement Plan (CIP) that will provide a structured framework to financially support all business types inclusive of demographic and industry, \$80,000



## CHALLENGES

- Conformity between local-tier Official Plans and the newly updated County Official Plan. A notable issue relates to prime agricultural policies
- Continuously changing planning policies at the provincial level leads to the need for updates to the County's Official Plan to uphold conformity with the provincial policy
- Reduction in planning applications for larger-scale residential and employment uses because of tariffs and labour and material costs



# LAND USE PLANNING FINANCIAL PLAN

| (in 000s)                 | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE   |
|---------------------------|----------------|----------------|--------------|--------------|--------------|------------------|------------------|
| Revenues                  |                |                |              |              |              |                  |                  |
| User Fees                 | \$60           | \$30           | \$30         | \$30         | \$30         | -\$30            | -50.00%          |
| Government Transfers      | \$142          | \$82           | \$85         | \$85         | \$85         | -\$61            | -42.56%          |
| <b>Total Revenues</b>     | <b>\$202</b>   | <b>\$112</b>   | <b>\$115</b> | <b>\$115</b> | <b>\$115</b> | <b>-\$91</b>     | <b>-44.77%</b>   |
| Expenditures              |                |                |              |              |              |                  |                  |
| Salaries and Benefits     | \$462          | \$348          | \$359        | \$370        | \$381        | -\$114           | -24.64%          |
| Administrative and Office | \$107          | \$282          | \$123        | \$125        | \$162        | \$176            | 164.25%          |
| IT and Communications     | \$2            | \$2            | \$3          | \$3          | \$3          | \$1              | 38.20%           |
| <b>Total Expenditures</b> | <b>\$571</b>   | <b>\$633</b>   | <b>\$484</b> | <b>\$497</b> | <b>\$545</b> | <b>\$62</b>      | <b>10.91%</b>    |
| Transfers                 |                |                |              |              |              |                  |                  |
| Transfers from Reserves   | \$0            | -\$200         | -\$20        | \$0          | \$0          | -\$200           | 100.00%          |
| Transfers to Reserves     | \$15           | \$0            | \$0          | \$0          | \$0          | -\$15            | -100.00%         |
| <b>Total Transfers</b>    | <b>\$15</b>    | <b>-\$200</b>  | <b>-\$20</b> | <b>\$0</b>   | <b>\$0</b>   | <b>-\$215</b>    | <b>-1433.33%</b> |
| <b>Total Planning</b>     | <b>\$383</b>   | <b>\$321</b>   | <b>\$349</b> | <b>\$382</b> | <b>\$430</b> | <b>-\$62</b>     | <b>-16.19%</b>   |

## 2026 FINANCIAL HIGHLIGHTS

### REVENUES

#### OTHER REVENUE

- Planning fee projections have been reduced from \$60,000 to \$30,000 to reflect financial impacts from the removal of mandatory pre-consultations and, more broadly speaking, planning fee trends in recent years

### EXPENDITURES

#### ADMINISTRATION AND OFFICE

- Legal fees increase of \$5,000, consulting includes \$10,000 for asset mapping, \$50,000 for boundary expansion and agricultural assessments, \$10,000 for settlement boundary assessments, \$80,000 for Official Plan Amendment Five (OPA-5) which is offset by transfer from reserves and \$80,000 for community improvement plan, also offset by transfer from reserves

### RESERVES

#### RESERVES TRANSFERS

- Transfer from rate stabilization reserve of \$120,000 to offset the additional cost of Official Plan Amendment Five (5) and \$80,000 for community improvement plan





# ECONOMIC DEVELOPMENT



## DIVISIONAL LEAD

Manager of Economic Development - Vacant

The Economic Development Division has 2 full-time positions.

Manager of Economic Development

Economic Development Officer

## KEY FUNCTIONS

- Identifies and facilitates opportunities for collaboration with local municipalities, stakeholders and other levels of government to achieve goals
- Gathers, tracks and analyzes data that guides decision making and the formulation of policies that will support the wellbeing of businesses and local communities
- Implements the County's Economic Development Strategy
- Attracts investment and talent



## KEY PERFORMANCE INDICATORS

### Percent of Gross Operating Budget

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.63% | 0.58% | 0.61% | 0.50% |

**Purpose:** Monitors the cost of the program as a proportion of the total cost for the County.

**Calculation:** Gross operating costs/ total County gross operating costs.

### Percent of Total Full Time Equivalents

| 2023  | 2024  | 2025  | 2026  |
|-------|-------|-------|-------|
| 0.63% | 0.49% | 0.49% | 0.55% |

**Purpose:** Assesses the capacity of the program by examining the proportion of staff expertise against the total County FTEs.

**Calculation:** Total program FTEs / total County FTEs

### Investment Leads Generated

| 2022 | 2023  | 2024 | 2025 |
|------|-------|------|------|
| n/a  | 0.17% | 108% | 82%  |

**Purpose:** Number of prospective investors and commercial/industrial developers engaged through meetings with Economic Development staff.

**Calculation:** Number of investment leads/ target of 3 per quarter.

### Community Engagement

| 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|
| n/a  | 6    | 8    | 15   |

**Purpose:** Number of events attended by Economic Development staff to network, promote tourism and solicit feedback on ongoing initiatives.

**Calculation:** Total number of events attended.

## SUPPORTING THE STRATEGIC PLAN - KEY INITIATIVES



### Community:

- Support housing affordability efforts through research, data analysis and community training and workshops through collaborative partnerships with industry leaders



### Economy:

- Attract talent and investments through targeted campaigns, events and conferences and track information through a CRM (Customer Service Management) System



### Governance:

- Actively engage with local communities and stakeholders through workshops and industry roundtables (approximate cost of \$6000/ annually)

## CHALLENGES

- Continuously changing provincial legislation that leads to the enhancement and modification of existing programs and services delivered
- Uncertain economic climate with trade and tariff war in the USA leading to changing economic strategies in investment attraction and workforce development
- Lack of available infrastructure (water and wastewater) to facilitate growth and promote industrial development and expansion of existing industrial businesses



# ECONOMIC DEVELOPMENT FINANCIAL PLAN

| (in 000s)                         | 2025<br>BUDGET | 2026<br>BUDGET | 2027<br>PLAN | 2028<br>PLAN | 2029<br>PLAN | DOLLAR<br>CHANGE | %AGE<br>CHANGE  |
|-----------------------------------|----------------|----------------|--------------|--------------|--------------|------------------|-----------------|
| Revenues                          |                |                |              |              |              |                  |                 |
| Government Transfers              | \$20           | \$20           | \$20         | \$20         | \$20         | \$0              | 0.00%           |
| Other Revenue                     | \$30           | \$30           | \$30         | \$30         | \$30         | \$0              | 100.00%         |
| <b>Total Revenues</b>             | <b>\$50</b>    | <b>\$50</b>    | <b>\$50</b>  | <b>\$50</b>  | <b>\$50</b>  | <b>\$0</b>       | <b>0.00%</b>    |
| Expenditures                      |                |                |              |              |              |                  |                 |
| Salaries and Benefits             | \$335          | \$365          | \$363        | \$374        | \$385        | \$30             | 8.99%           |
| Administrative and Office         | \$121          | \$122          | \$152        | \$159        | \$164        | \$1              | 1.08%           |
| Service Delivery                  | \$280          | \$135          | \$140        | \$145        | \$145        | -\$145           | -51.79%         |
| IT and Communications             | \$28           | \$32           | \$23         | \$24         | \$25         | \$4              | 13.49%          |
| <b>Total Expenditures</b>         | <b>\$764</b>   | <b>\$654</b>   | <b>\$678</b> | <b>\$702</b> | <b>\$719</b> | <b>-\$110</b>    | <b>-14.38%</b>  |
| Transfers                         |                |                |              |              |              |                  |                 |
| Transfers from Reserves           | -\$80          | \$0            | \$0          | \$0          | \$0          | \$80             | -100.00%        |
| <b>Total Transfers</b>            | <b>-\$80</b>   | <b>\$0</b>     | <b>\$0</b>   | <b>\$0</b>   | <b>\$0</b>   | <b>\$80</b>      | <b>-100.00%</b> |
| <b>Total Economic Development</b> | <b>\$634</b>   | <b>\$604</b>   | <b>\$628</b> | <b>\$652</b> | <b>\$669</b> | <b>-\$30</b>     | <b>-4.70%</b>   |
| <b>Total Economic Development</b> | <b>\$634</b>   | <b>\$604</b>   | <b>\$628</b> | <b>\$652</b> | <b>\$669</b> | <b>-\$30</b>     | <b>-4.70%</b>   |

## 2026 FINANCIAL HIGHLIGHTS

### EXPENDITURES

#### SERVICE DELIVERY

- Reduction in investment attraction of \$65,000, removal of community investment plan \$80,000
- Includes \$40,000 annual transfer to Small Business Enterprise Centre (SBEC), \$35,000 for investment attraction, \$20,000 for events and \$40,000 for sector and tourism development

#### IT AND COMMUNICATIONS

- Includes annual fees for CRM \$4,000, \$10,000 for Localintel and \$15,000 to support website

### RESERVES TRANSFERS

#### TRANSFERS

- 2025 included transfer from economic development reserve to offset costs associated with community investment plan, no longer required

