

GENERAL GOVERNMENT SERVICES COMMITTEE

2023 BUDGET



COUNTY COUNCIL

COUNCIL



KEY TEAM MEMBERS

- 15 Mayors and Deputy Mayors



KEY FUNCTIONS

In accordance with the Municipal Act

- To represent the public and consider the well-being and interests of Dufferin County
- To determine which services Dufferin County provides
- To ensure that administrative practices and procedures are in place to implement the decisions of Council and maintain the financial integrity of Dufferin County
- To carry out the duties of Council under the Municipal Act or any other Act

COUNCIL

CHALLENGES

- Meeting the growing needs of the community in challenging economic times
- Attainable and affordability Housing – supporting increasing housing supply while working through some of the challenges from Bill 23
- Council Meeting Space – need a space for Council to meet in person, while still offering live streaming to increase transparency and accessibility to local government

ON THE HORIZON

- Strategic Plan
- Community Engagement
- Municipal Comprehensive Review and Official Plan Update

OFFICE OF THE CAO

OFFICE OF THE CAO | CLERKS | COMMUNICATIONS | EMERGENCY MANAGEMENT



OFFICE OF THE CAO



KEY TEAM MEMBERS

- Sonya Pritchard, CAO
- Corinne Nielsen, Executive Assistant



KEY FUNCTIONS


- Works with Council to set strategic agenda
- Provides leadership and support to staff
- Develops and updates policy to reflect legislative changes and local needs
- Ensures cross department collaboration and coordination
- Liaises with local municipalities
- Develops and maintains relationships with external stakeholders
- Promotes effective change management

OFFICE OF THE CAO

CHALLENGES

- Staying abreast of ongoing changes to provincial legislation and programs
- Balancing fiscal constraints with program demands
- Growing and developing a talented workforce in a tight labour market
- Implementing structural change to create a more equitable and inclusive workplace

ON THE HORIZON

- Strategic Plan
 - Space Needs assessment
 - Policy Review and Enhancement
 - Collaboration with WOWC
 - Staff engagement
- 

CLERKS



KEY TEAM MEMBERS

- Michelle Dunne, Clerk
- Rebecca Whelan, Deputy Clerk
- Michelle Hargrave, Admin Assistant



KEY FUNCTIONS

- Council/Committee coordination and support
- Maintains a record of proceedings of all Council, Committee, sub-committee and Advisory committee meetings
- Ensure that Council decisions are communicated as required, in a timely manner, and provides notice to affected parties as required by statute
- Maintains County By-laws and retains original signed agreements
- Oversees the County Records Management program, including Corporate Access and Privacy

CLERKS

CHALLENGES

- Meeting space with ability for live-streaming and hybrid format
- Managing corporate records, specifically digital records, in a hybrid office setting
- Monitor and review the impact of legislative changes

ON THE HORIZON

- On-going Council Training
- Staff training on Records Management
- Review all Council Policies
- Review Community Grant Program – criteria and process
- Implement digital signature software

COMMUNICATIONS



KEY TEAM MEMBERS

- Megan Ball, Communications Manager



KEY FUNCTIONS


- Develops and implements strategic communication campaigns
- Supports County Council program and policy communications
- Communicates with staff across Dufferin County to promote employee engagement, facilitate team pride and inform staff about County news, programs, policies, and priorities
- Develops and maintains relationships with media to influence Dufferin County's reputation and advance the County's priorities.
- Develops and implements social media campaigns across County channels including Facebook, Twitter, and Instagram.
- Oversees Dufferin County's corporate brand identity.

COMMUNICATIONS

CHALLENGES

- Formalized communications function is relatively new to the County
- Policies and supporting guidelines must continue to be developed to effectively communicate with internal and external audiences
- Diminished local media presence
- No single traditional media that covers all of Dufferin County

ON THE HORIZON

- Council Toolkits for members to amplify County messages and respond to issues
 - Identify opportunities to increase engagement, reach and followers to effectively and creatively communicate with online audiences
 - Communications support to digital modernization and other key projects
 - Annual Communications Plan
 - Internal Communications Framework
- 

EMERGENCY MANAGEMENT



KEY TEAM MEMBERS

- Steve Murphy, Manager of Preparedness and 911
- Brenna Thompson, Alternate CEMC



KEY FUNCTIONS

- Provides leadership and advice to the Municipal Emergency Control Group during emergencies and throughout annual emergency training and exercises
- Maintains the Emergency Operations Centre
- Develops and delivers Public Education to increase awareness among the residents of the municipality about both the specific hazards and emergency preparedness
- Ensures required program review and training is undertaken annually and appropriate by-laws are enacted
- Manages the provision of the 9-1-1 Public Safety Answering Point through a third-party contract

EMERGENCY MANAGEMENT

CHALLENGES

- Declining volunteer resources for assistance during emergencies and community events
- Evolving threat landscape – global climate-change, reliance on technology and supply chains, divisive populist movements and global hostility
- Critical infrastructure sustainability
- There is no federal or provincial funding available for municipal emergency management programs

ON THE HORIZON

- In-house emergency training for staff
- Transition to NG 911
- Emergency Management Forum (Spring 2023)
- Community Resilience Engagement
- Collaboration with Climate and Energy

OFFICE OF THE CAO

2023 BUDGET HIGHLIGHTS

Total

- Total Increase of \$19,000 or 1.53%
- Budget includes CAO, Clerks, Communications, Emergency Management (Clerks and Emergency Management were previously presented separately)

Salaries and Benefits

- Increase in salaries due to CPI and step increases
- Executive assistant position was previously Administrative coordinator in community services moved to support CAO and all Department Heads

Administrative and Office

- Consulting fees for Strategic Plan \$150,000 plus additional for community survey
- \$10,000 for Emergency Management Forum (participants to be from across the County)

Service Delivery

- Includes 911 answering service contract
- Materials and supplies and emergency preparedness, training and community events

QUESTIONS?

Sonya Pritchard, CPA, CMA
Chief Administrative Officer
spritchard@dufferincounty.ca



CORPORATE SERVICES

INFORMATION TECHNOLOGY | FINANCE | PROCUREMENT



CORPORATE SERVICES

2023 BUDGET HIGHLIGHTS

- Overall Budget for all 3 divisions shows decrease of \$1.614 million (page 21 GGS)
 - Due to Reserve transfer and Vacancy savings
- Without Corporate Finance reductions budget increase is \$136,000 (3.98%)
- Budgets include 2 additional staff (IT and Finance)
- Inflationary increases seen in insurance, contracts
- Digital Modernization projects carrying forward from prior years (IT and Finance)

INFORMATION TECHNOLOGY



KEY TEAM MEMBERS

- Peter Routledge, IT & GIS Manager
- Kevin Niklasch, Information Security Analyst



KEY FUNCTIONS

- Manages Geographic Information Systems
- Manages and secures the County network
- Responsible for the administration of 650 user accounts and manages the lifecycle of 700 devices like computers, smart phones and tablets
- Manages the County voice over IP phone system with 295 IP phones
- Monitors, reports and trains on cybersecurity
- Negotiates and manages IT vendor agreements
- Provides after hours on-call support for critical system continuity

INFORMATION TECHNOLOGY

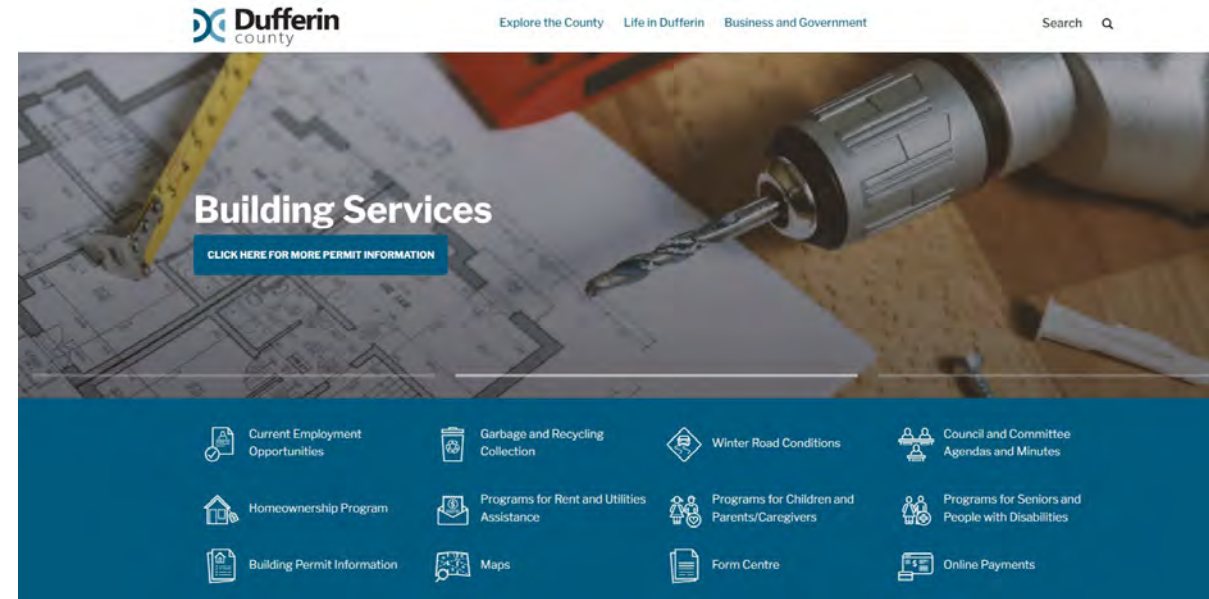
CHALLENGES

- Increased GIS development demand from partners due to growth throughout the County
- Increased partner expectation, a significant increase in cybersecurity requirements and operational demand put pressure on maintaining service levels
- Project management, business analysis, and change practitioner responsibilities are increasing in support of various large-scale projects
- 24/7 cybersecurity monitoring and operational support with a team that works normal business hours with ad hoc on-call

INFORMATION TECHNOLOGY

ON THE HORIZON

- SharePoint Online transition project
- Website transition project
- Network backbone infrastructure fibre upgrade
- PBX phone system review
- IT ticketing system replacement



INFORMATION TECHNOLOGY – FINANCIAL PLAN (PAGE 26)

2023 BUDGET HIGHLIGHTS

Total Increase \$170,000 (8.65%)

Revenues

- Additional cost recovery as part of the phase in of the Shared Services Agreement

Salaries and Benefits

- Includes \$78,000 for temporary contract staff to back-fill full-time positions working on the SharePoint and Website Transition projects (offset with transfers from reserves)

Administrative and Office

- Includes \$30,000 in additional consulting fees for Dufferin Oaks wireless upgrades, network storage/cloud review, and PBX phone system review. Insurance costs increased from \$35,000 to \$52,000. Other expenses include technical training \$37,000 and conferences \$16,000 to ensure staff are up to date with industry standards and changes and can support software and hardware.

INFORMATION TECHNOLOGY

2023 BUDGET HIGHLIGHTS

Service Delivery

- Includes \$29,000 for air photography for GIS (updated every 6 years)

IT and Communications

- Increase of \$259,000. Includes additional \$60,000 to upgrade to a managed fibre contract for connection from Zina St to Dufferin Oaks and a failover back up option should the main line go down; \$20,000 for network cabling; additional \$20,00 in software annual fees for enhanced cyber monitoring software and the impact US dollar exchange; software subscriptions for Microsoft products up \$40,000 due to increased licenses to ensure all staff have access to email and SharePoint accompanied by a price increase per license; \$120,000 for additional cyber security protections.

Transfers from Reserves

- Increased to offset one-time expenses

Special Projects

- Website and SharePoint

INFORMATION TECHNOLOGY

ADDITIONAL STAFF - INFORMATION TECHNOLOGY SERVICE DESK MANAGER



Position:

- Responsible for scheduling, training, and guidance to the Service Desk Staff
- Manages day to day service desk operations
- A working position that proves Tier 1-3 level technical support for IT related issues and requests



Purpose:

- To better align and optimize services
- Demonstrates continued commitment to our municipal partners
- Address increased workloads and new responsibilities
- The development of required policies, procedures and service agreements
- If we don't create this new role, we risk not sustaining service levels, ultimately impacting business operations and having less time for strategic objectives and planning initiatives



Particulars:

- Will work closely with the IT & GIS Manager to turn strategy into an action plan
- Expected start date of April 2023 with a cost of \$69,000, annualized to \$108,000 in 2024



People:

- All employees will benefit from a more timely, efficient, and improved support to technical issues or requests
- Allows for the IT & GIS Managers to work on strategic priorities
- Increase in leadership for IT staff
- Improved services and support for municipal partners and Councillors

INFORMATION TECHNOLOGY- CAPITAL PLAN (PAGE 30)

2023 CAPITAL WORK PLAN HIGHLIGHTS

The capital work plan is the forecasted list of projects to be completed over the 10 years based on the asset management plan using a predicted lifecycle for each asset. Projects are then assessed annually based on actual need.

2023 Projects

- Communication Systems
- Communication Tower
- End User Device Life Cycle
- IT Infrastructure Life Cycle

FINANCE



KEY TEAM MEMBERS

- Aimee Raves – Manager Corporate Finance/Treasurer
- Suzanne Moore, Deputy Treasurer

KEY FUNCTIONS

- Keeps financial records
- Tax policy
- Manages investments
- Insurance and risk management
- Manages assets
- Responsible for budgeting and financial reporting




FINANCE

CHALLENGES

- Staying abreast of Provincial changes and requests for information
- Uncertainty surrounding changes to government transfers
- Supporting new and growing programs, services, and departments with limited staff resources
- Legacy software products are poorly integrated and rely on numerous manual processes
- Staffing shortages in County departments impact ability to meet reporting deadlines
- Payroll and benefits administration are being impacted by an increased turnover, staff leaves, and changes to contracts and benefits

ON THE HORIZON

- New Financial System
 - Policy and Procedure Updates
 - Enhanced Long Term Financial and asset management planning
- 

FINANCE – FINANCIAL PLAN (PAGE 36)

2023 BUDGET HIGHLIGHTS

Total

- Increase of \$129,000 (16.94%), includes additional staff

Salaries and Benefits

- CPI and grid movement plus additional \$100,00 for contract accounting supervisor to backfill during Financial Information System project

Administrative and Office

- Includes \$25,000 in consulting fees in 2023 in order to comply with the Asset Retirement Obligation - a study required to identify the liability associated with retiring assets

Digital Projects

- Acquisition of financial software and human resources/payroll software. This project was previously approved and is funded through reserves including municipal modernization funding. Most of the funds set aside in 2022 have not been expended and carry forward to 2023.

CORPORATE FINANCE – FINANCIAL PLAN (PAGE 38)

2023 BUDGET HIGHLIGHTS

Total – Net Decrease of \$1.959 million

Revenues

- Supplemental Taxation- net of supplemental taxes and write-offs.
- Investment Income - Increase of \$235,000 predicted due to higher interest rates

Vacancy Savings - addition to the 2023 budget to account for savings accrued when positions are not filled for a period of time. Based on 2% vacancy.

Administrative and Office - payment to MPAC for assessment services.

Transfers from Reserves - Proposed annual transfer from reserves to be phased out over next four years to gradually mitigate the impact of inflation and draw down the balance of the rate stabilization

FINANCE

PAYROLL CLERK



Position:

- 2nd Payroll Clerk to support all aspects of payroll processing
- Setting up new employees, rate and benefit changes
- Processing bi-weekly payroll for union and non-union on offsetting weeks



Purpose:

- To better support staff and ensure timely, accurate processing of all aspects of payroll function
- Increased leaves, turn-over, and changes to benefit administration require additional staff time
- To reduce overtime required to meet processing and reporting deadline (about 12 weeks of OT in 2022)
- Risk of not adding the position – ongoing OT accumulation, errors, missed deadlines



Particulars:

- Will work closely current Payroll clerk and finance staff
- Expected start date of June 2023 with a cost of \$53,000, annualized to \$92,000 in 2024



People:

- All employees will benefit from a more timely, efficient, and improved payroll support
- Improved reporting will benefit outside agencies



PROCUREMENT



KEY TEAM MEMBERS

- Chris Hasson, Procurement Manager



KEY FUNCTIONS

- Ensures that the County adheres to the Procurement By-Law (2017-33) and maintains open, fair and transparent procurement processes, and that the County is perceived to be fair and ethical
- 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
- Provides guidance and training to County staff on proper procurement rules

PROCUREMENT

CHALLENGES

- Currently, the Procurement division is reactionary. Ideally, Procurement should be proactive in helping identify the needs and requirements of County departments
- County department workload causes some difficulty in timely communication, which is required to enable Procurement to assist in preparing, issuing and evaluating documents and responses
- Proposals and tenders that close overbudget cause bottleneck in Procurement processes

ON THE HORIZON

- Review and update Procurement by-law
- Implement Pre-qualified vendor supply list
- Develop pre-project process to streamline procurement
- Identify opportunities for shared/joint procurement

PROCUREMENT – FINANCIAL PLAN (PAGE 42)

2023 BUDGET HIGHLIGHTS

Total – Increase \$45,000 (11.52%)

Salaries and Benefits \$44,000 (11.81%)

- Full year of Procurement Specialist
- Grid movement and CPI Adjustment

Administrative and Office

- Decrease of \$100,000 with offsetting reserve transfer is elimination of consulting fees

QUESTIONS?

Sonya Pritchard, CPA, CMA
Chief Administrative Officer
spritchard@dufferincounty.ca



PEOPLE AND EQUITY

HUMAN RESOURCES | DIVERSITY, EQUITY & INCLUSION |
LEARNING & ORGANIZATIONAL DEVELOPMENT | HEALTH & SAFETY



HUMAN RESOURCES:



KEY TEAM MEMBERS

Christy Vivian, HR Manager
Jennifer Di Martino, HR Advisor
Matthew Hillier, HR Advisor (Dufferin Oaks)



KEY FUNCTIONS

- Manages relationships with our partner employee unions at Dufferin Oaks, CUPE and ONA
- Oversees attendance management and the reviewing and managing of absenteeism
- Completes cycle screening and the recruitment and hiring of staff
- Responsible for the disability management of occupational and non-occupational illness
- Manages the return-to-work function, including disability and leaves
- Guides and advises managers on appropriate performance appraisal initiatives
- Oversees compensation and job evaluation and act as payroll liaison
- Provides support to managers and employees on recruitment and selection activities
- Facilitates new employee orientation and onboarding

HUMAN RESOURCES

CHALLENGES

- Grievance management; resolving and mediating grievances to the satisfaction of all parties
- ONA collective bargaining
- Attracting and retaining applicants in a competitive labour market
- Guiding managers on the performance management of staff

ON THE HORIZON

- Employer branding to identify County as Employer of Choice
- Implementation of a new Human Resources Information System
- Strategic and timely recruitment and selection processes
- Enhanced onboarding and orientation programs
- Performance management training for managers and supervisors
- Time and attendance training for managers and supervisors
- Total compensation review
- Respect in the workplace procedures and processes
- Return-to-work process flow

DIVERSITY, EQUITY AND INCLUSION

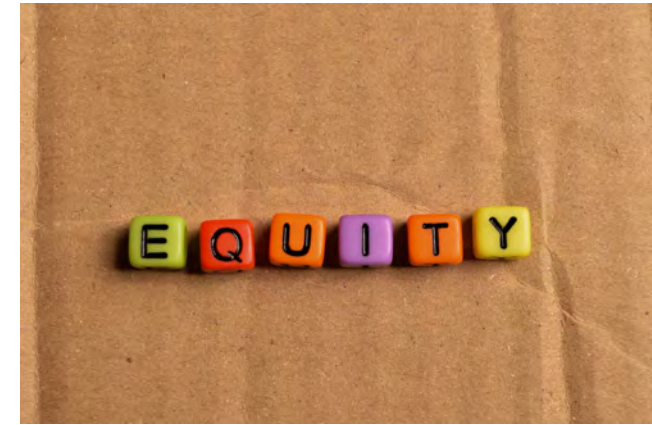


KEY TEAM MEMBERS

- Kareema Sookdeo, Diversity Equity Inclusion Advisor

KEY FUNCTIONS

- Analyzes quantitative and qualitative data collected through a corporate wide audit to inform corporate decision making and the development of a DEI strategy, equitable policies, processes, and programs
- Supports and facilitates the Diversity Equity Inclusion Community Advisory Committee
- Supports staff Diversity Equity and Inclusion committee
- Provides and facilitates training and development opportunities that enhance staff awareness and understanding of individual and group rights and responsibilities under the Ontario Human Rights Code (ONHRC), the Accessibility for Ontarians with Disabilities Act (AODA) and other relevant federal and provincial legislation
- Provides the County with insight, expertise and guidance regarding diversity, equity and inclusion as a theoretical concept and its application to support organizational decisions



DIVERSITY, EQUITY AND INCLUSION

CHALLENGES

- Keeping County staff motivated, engaged, and equipped to navigate this highly complex period of systemic change will be especially challenging for staff that are directly affected by the current lack of equity in the workplace and for those who perceive their social proximity to equity related issues as distant (cynicism and detachment).
- Developing, fostering, and sustaining an organizational culture that is conducive for DEI to materialize
- Managing Expectations

DIVERSITY, EQUITY AND INCLUSION

ON THE HORIZON

- DEI Strategy development and implementation
- Equity related policies, programs and processes
- Applying an equity lens to the County's recruitment and selection process
- Performance Development/Appraisal program
- Staff learning series
- Diversity Equity Inclusion Community Advisory Committee annual workplan

LEARNING & ORGANIZATIONAL DEVELOPMENT



KEY TEAM MEMBERS

- Raquel Scott –
Learning and Organizational Development Advisor



KEY FUNCTIONS

- Develops, coordinates and delivers employee training initiatives
- Conducts training needs analyses and works collaboratively with departments to identify opportunities to enhance existing initiatives or create new programs to address ongoing needs
- Designs and facilitates organizational and performance improvement initiatives (e.g., workforce and talent development; employee engagement; succession planning)
- Coordinates and facilitates corporate leadership development initiatives (e.g., Harvard Manage Mentor online training platform and in-person café sessions)
- Liaises with external facilitators, vendors, organizations, and municipalities to leverage educational strategies, tools, and resources
- Manages training records and reports on training activities, costs and statistics as required

LEARNING & ORGANIZATIONAL DEVELOPMENT

CHALLENGES

- Increasing learner engagement and motivation
- Aligning L&OD programs with business priorities
- Maintaining momentum of the division due to turnover in the L&OD Advisor role

ON THE HORIZON

- Develop an organizational learning framework and People & Equity Theory of Change
- Enhance leadership development training (virtual and in-person)
- Review current resources, systems and initiatives to find opportunities for improvements

HEALTH & SAFETY



KEY TEAM MEMBERS

- Kira Gowanlock, Health and Safety Advisor (Contract)
- Lexley Deus, Health and Safety Advisor (Contract)
- February 2023, Heidi Rooyakkers will have returned from Maternity leave

KEY FUNCTIONS

- Develops and amends policies
- Consults and reports on industry and Ministry of Labour trends and initiatives
- Implements and monitors training
- Performs audits and analyzes hazards
- Conducts workplace health & Safety investigations
- Provides representation on the Joint Health and Safety Committee
- Program employee wellness activities and initiatives



HEALTH & SAFETY

CHALLENGES

- Completing projects started in 2022 before contract end dates
- Increasing demands for support and service from Health and Safety
- Maintaining current level of service as a single Health and Safety Advisor
- Resources are required to add continuous improvement projects on top of regular Internal Responsibility System Management

ON THE HORIZON

- Risk of Violence Assessment for all County departments
- Lockdown policy and procedures
- Mental health first aid or de-escalation training
- Substance use policy development
- Naloxone policy development and implementation to all sites
- Update new hire orientation and training

PEOPLE & EQUITY CONSOLIDATED BUDGET

2023 BUDGET HIGHLIGHTS

- 2023 People & Equity budget Increase= \$114,000 (9.5%)
- Salaries and benefits – increase due grid movement, CPI adjustment. Budget includes \$85,000 for post-retirement benefits
- Administrative and Office - \$25,000 increase in legal fees to \$45,000, \$40,000 increase in consulting fees to support training and change management, \$25,000 increase in liability and WSIB insurance to \$53,000 and \$91,000 respectively. Other budget items include corporate training (\$123,000), department training and professional associations (\$23,000), staff recognition and events (\$38,500), consulting fees to support disability claims management, policy development, recruitment support (\$105,000)
- The Health and Safety Budget is funded by annual contributions from the WSIB reserve and payments from the seven participating municipalities.

QUESTIONS?

Rohan Thompson, M.S.W.
Director of People and Equity
rthompson@dufferincounty.ca



TRANSIT – NEW SERVICE

TRANSIT – NEW SERVICE



KEY TEAM MEMBERS

- One staff member will be required to manage a service contract and respond to inquiries



Description of Proposed Service Model

- On-demand service model
- The model was supported by the Transit Working Group formed by members from the last term of Council
- The project would run as a two-year pilot
- Following one full year of operations the service would be eligible for provincial gas tax funding
- On-demand model would be run through a contract service provider
- Estimated costs from transit study for 2023 - \$305,000 (1 staff person 8 months, contract 7-8 months)
- Service provider RFP is currently being evaluated

QUESTIONS?

Sonya Pritchard, CPA, CMA
Chief Administrative Officer
spritchard@dufferincounty.ca

