

# BUDGET OVERVIEW

# Budget Overview

## Budget Totals (Operating and Capital Contribution Consolidated)

(in 000s)	<b>2023 BUDGET</b>	<b>2024 BUDGET</b>	<b>2025 PLAN</b>	<b>2026 PLAN</b>	<b>2027 PLAN</b>
Expenses	\$119,647	\$132,676	\$148,823	\$120,454	\$122,015
Non-tax revenue	-\$60,058	-\$69,698	-\$79,707	-\$64,717	-\$65,258
Reserves and DC's used	-\$14,689	-\$14,726	-\$14,360	-\$1,840	-\$947
<b>Status quo Tax Levy*</b>	<b>\$44,900</b>	<b>\$48,252</b>	<b>\$54,756</b>	<b>\$53,896</b>	<b>\$55,810</b>
Status quo Tax Levy Increase	\$2,479	\$3,353	\$6,503	-\$860	\$1,913
<b>Status quo Tax Levy % Increase</b>	<b>5.84%</b>	<b>7.47%</b>	<b>13.48%</b>	<b>-1.57%</b>	<b>3.55%</b>
Additional Staff		\$624	\$1,729	\$1,783	\$1,853
Enhancements		\$141	\$147	\$153	\$159
<b>Total Tax Levy</b>	<b>\$44,900</b>	<b>\$49,018</b>	<b>\$56,632</b>	<b>\$55,831</b>	<b>\$57,821</b>
Total Tax Levy Increase	\$1,378	\$4,118	\$7,614	-\$801	\$1,989
<b>Total Tax Levy % Increase</b>	<b>5.84%</b>	<b>9.17%</b>	<b>15.53%</b>	<b>-1.41%</b>	<b>3.56%</b>
New Assessment Growth	1.56%	1.72%	1.50%	1.50%	1.50%
<b>Net Tax Payer Impact</b>	<b>4.28%</b>	<b>7.45%</b>	<b>14.03%</b>	<b>-2.91%</b>	<b>2.06%</b>

# Budget Overview

## Budget Totals (Operating and Capital Contribution Consolidated)

(in 000s)	<b>2023 BUDGET</b>	<b>2024 BUDGET</b>	<b>2024 REVISED</b>
Expenses	\$119,647	\$132,676	\$132,626
Non-tax revenue	-\$60,058	-\$69,698	-\$69,698
Reserves and DC's used	-\$14,689	-\$14,726	-\$14,726
<b>Status quo Tax Levy*</b>	<b>\$44,900</b>	<b>\$48,252</b>	<b>\$48,202</b>
Status quo Tax Levy Increase	\$2,479	\$3,353	\$3,303
<b>Status quo Tax Levy % Increase</b>	<b>5.84%</b>	<b>7.47%</b>	<b>7.36%</b>
Additional Staff		\$624	\$624
Physician Recruitment			\$50
Paramedics		\$141	\$141
Total Additions		\$765	\$815
<b>Total Tax Levy</b>	<b>\$44,900</b>	<b>\$49,018</b>	<b>\$49,018</b>
Total Tax Levy Increase	\$1,378	\$4,118	\$4,118
<b>Total Tax Levy % Increase</b>	<b>5.84%</b>	<b>9.17%</b>	<b>9.17%</b>

# Budget Overview

## Budget Totals

Status Quo	7.36%
+ Additions	1.81%
Increase =	<b>9.17%</b>

# Budget Overview

## Budget Totals

Increase 9.17%

- Assessment Growth 1.72%

**Tax Levy Increase = 7.45%**



# Budget Overview

## Next Steps

- Reserve transfers
- Lower capital contributions
- Change service levels



# Budget Overview

Budget Totals

**1% Levy Reduction = \$448,996**



# Budget Overview

## Budget Totals

**7% Increase = \$202,048 Reduction**

**6% Increase = \$651,044 Reduction**

**5% Increase = \$1,100,040 Reduction**

**4% Increase = \$1,549,037 Reduction**





# Budget Overview

## Budget Totals

Status Quo 7.36%

+ Additions 1.81%

Increase = **9.17%**

**After Growth Tax Levy Increase = 7.45%**

# How the Budget supports the Strategic Plan

# Strategic Plan at Glance

## Vision

A community that grows together.

## Mission

Providing programs and services that foster a thriving, equitable and resilient community in an ever-changing world.

## Values

Collaboration | Accountability | Innovation | Compassion | Courage



# The Path Forward



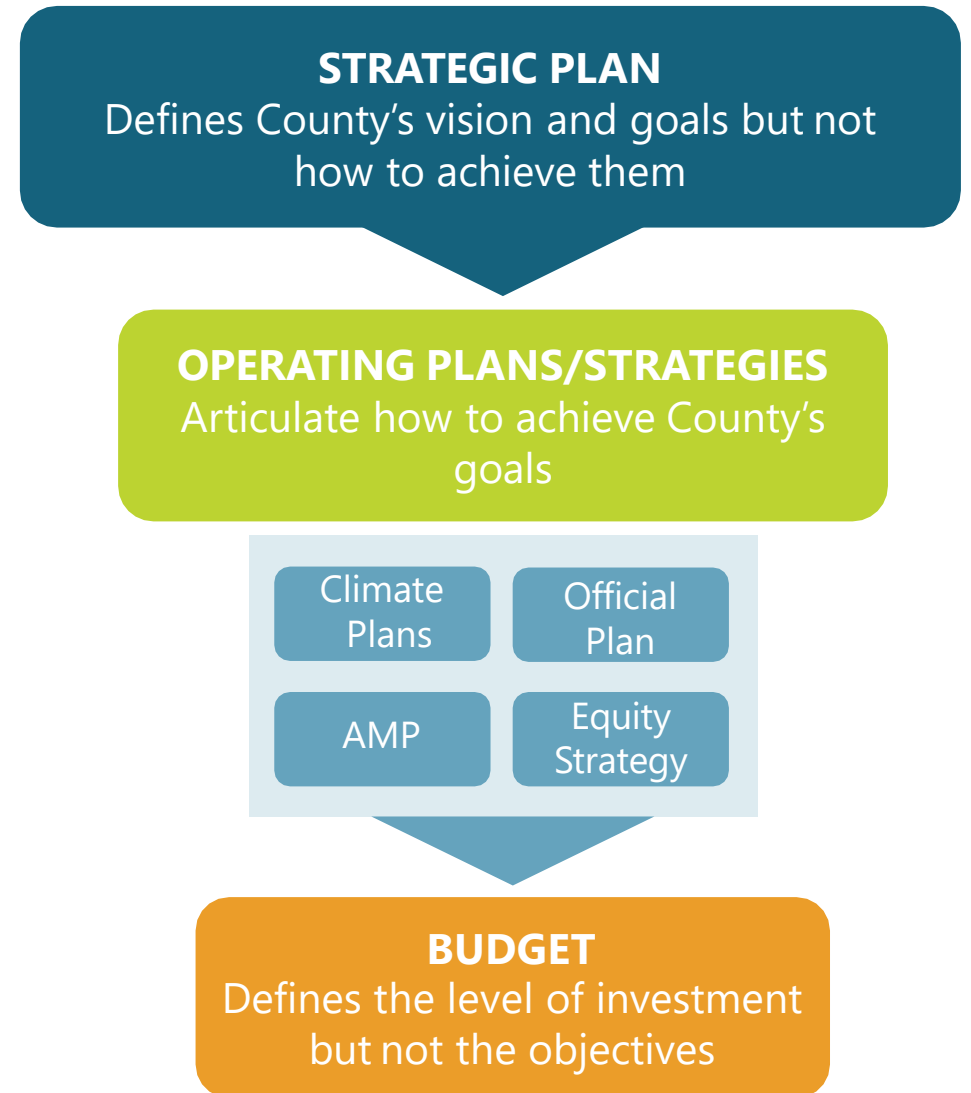
To put this Plan into action and remain accountable and transparent to the people we serve, we will:

- **Assign accountabilities and responsibilities:** We will work as a team to understand our roles and responsibilities in delivering on the goals set out in the Plan, mindful that the integrated nature of this Strategic Plan requires collective effort by Council and staff in addition to all departments and service areas.
- **Build internal capacity:** Staff will bring forward requests to Council for the necessary resources to advance the initiatives and goals in this Plan.
- **Monitor and report on our progress:** Using the indicators in the Strategic Plan, we will measure and track progress against our goals and report to Council and the community on an annual basis.
- **Celebrate successes:** We will communicate and share our achievements with our community members, partners, and stakeholders.

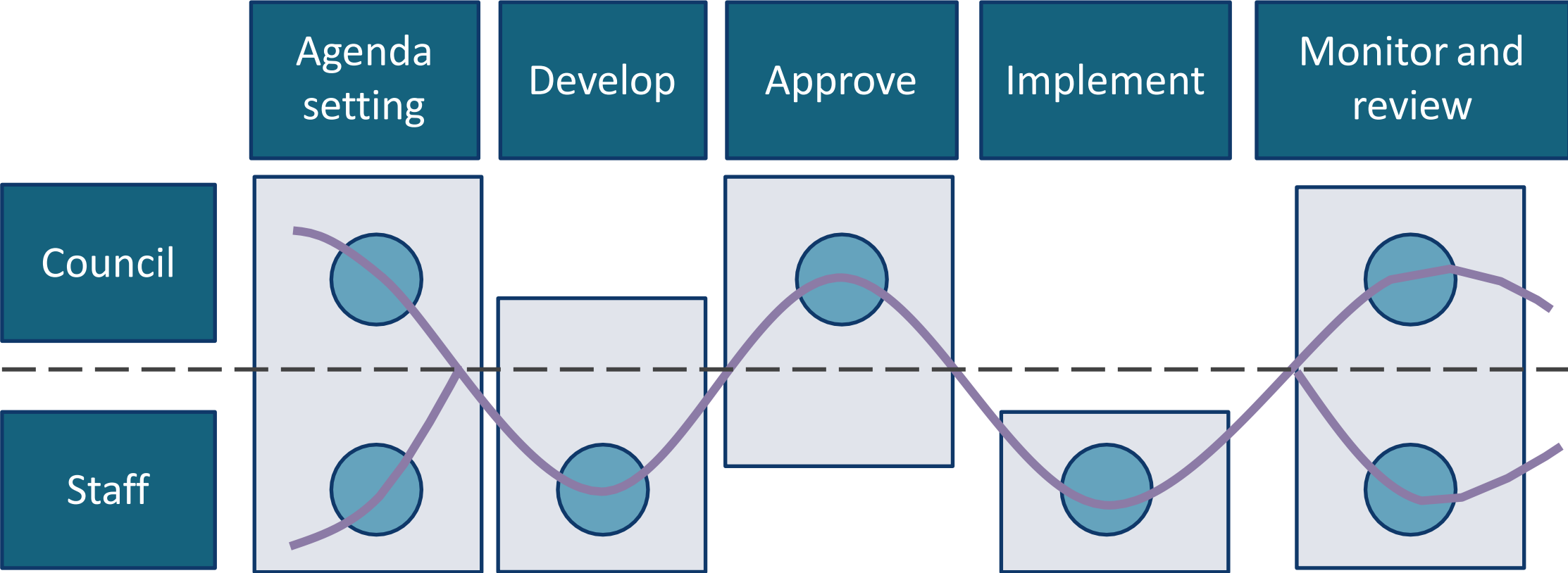
# Value of a Strategic Plan

Practically speaking, the Strategic Plan is the overarching plan that...

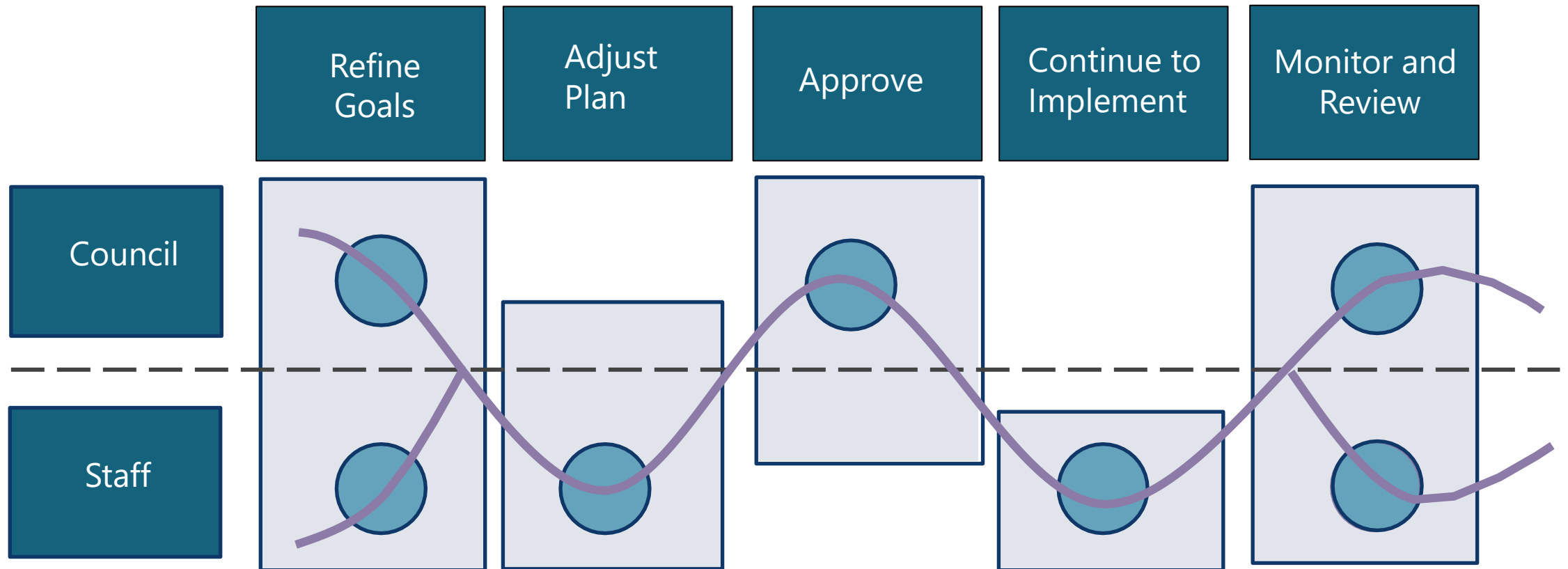
- Guides **Council decision-making** over the lifespan of the plan;
- Informs **corporate business plans** and the **annual budget**;
- Connects staff's day-to-day work to the County's overall strategic direction; and
- Builds **unity and collaboration** within Council and between Council and staff while all are working towards a collective vision.



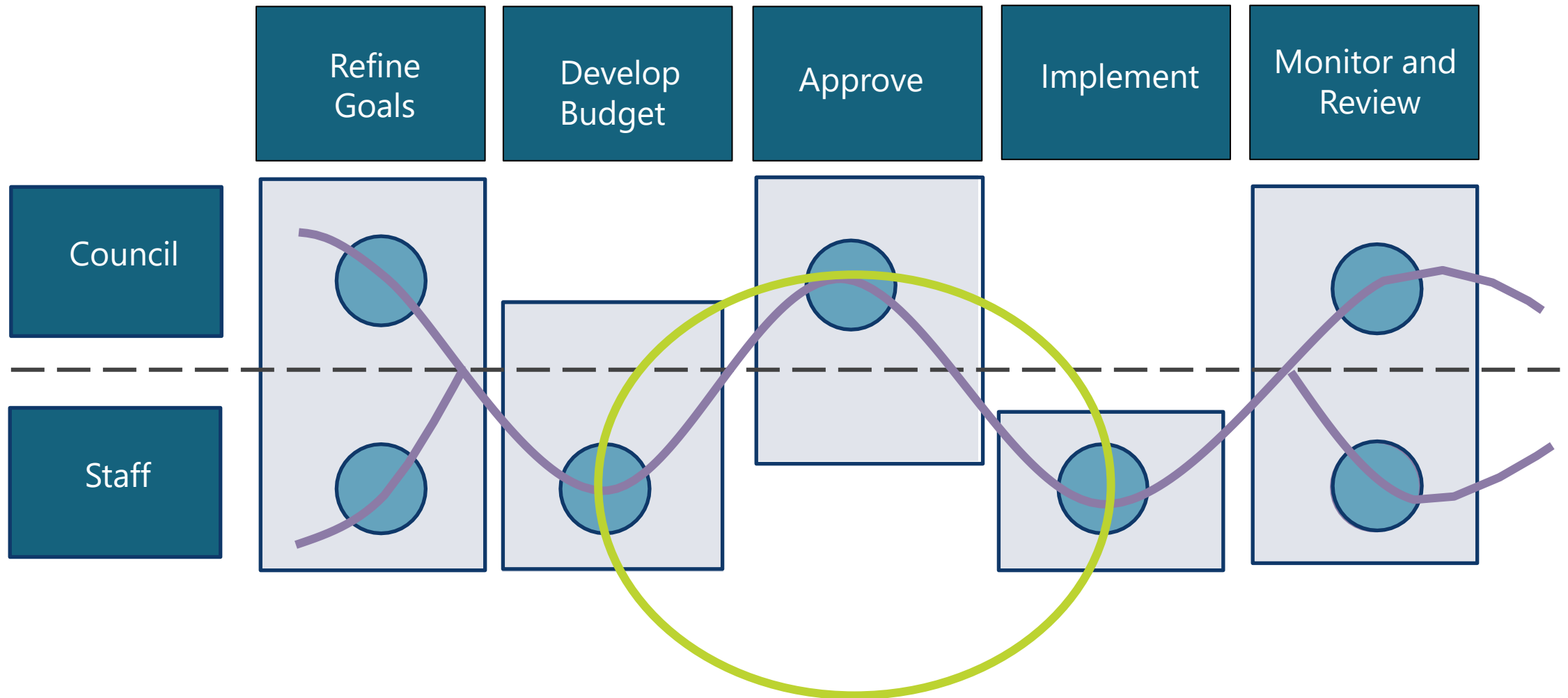
# Strategic Plan Decision-Making Cycle



# Ongoing Review of Plan (annually)

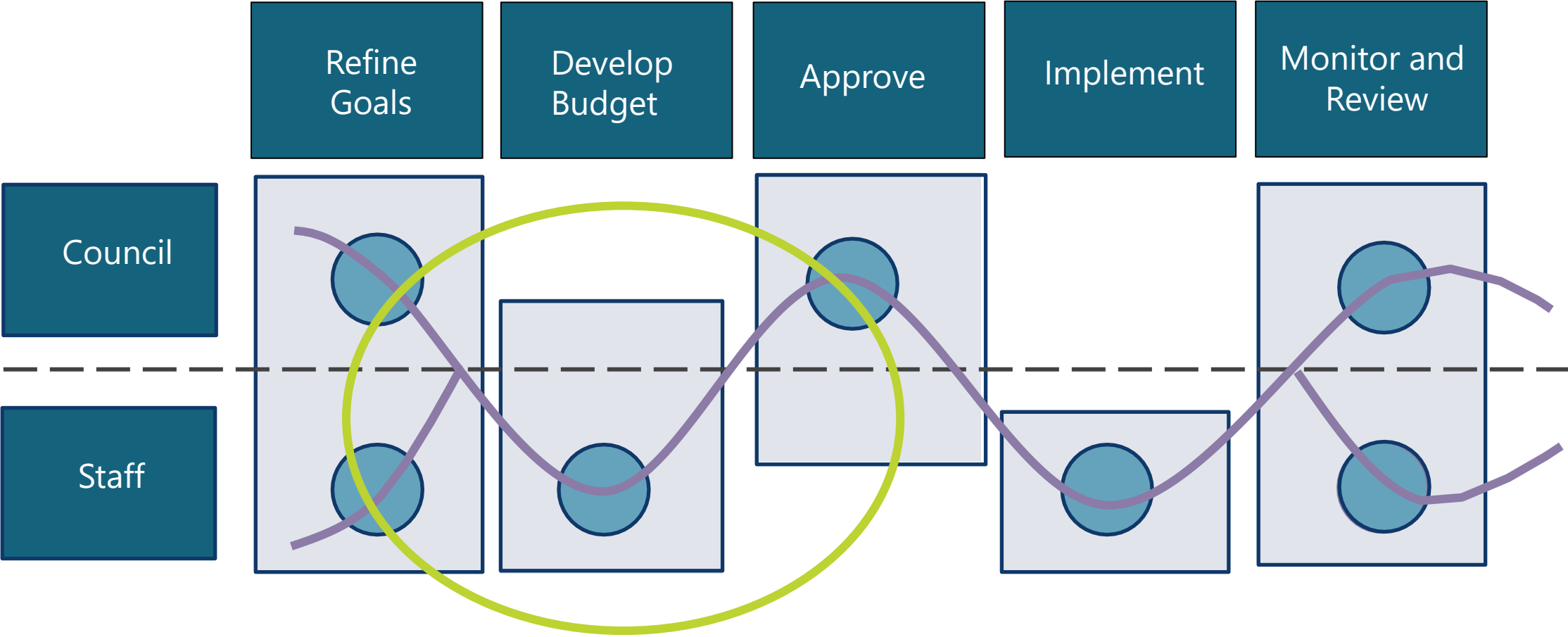


# Where does the Budget fit?

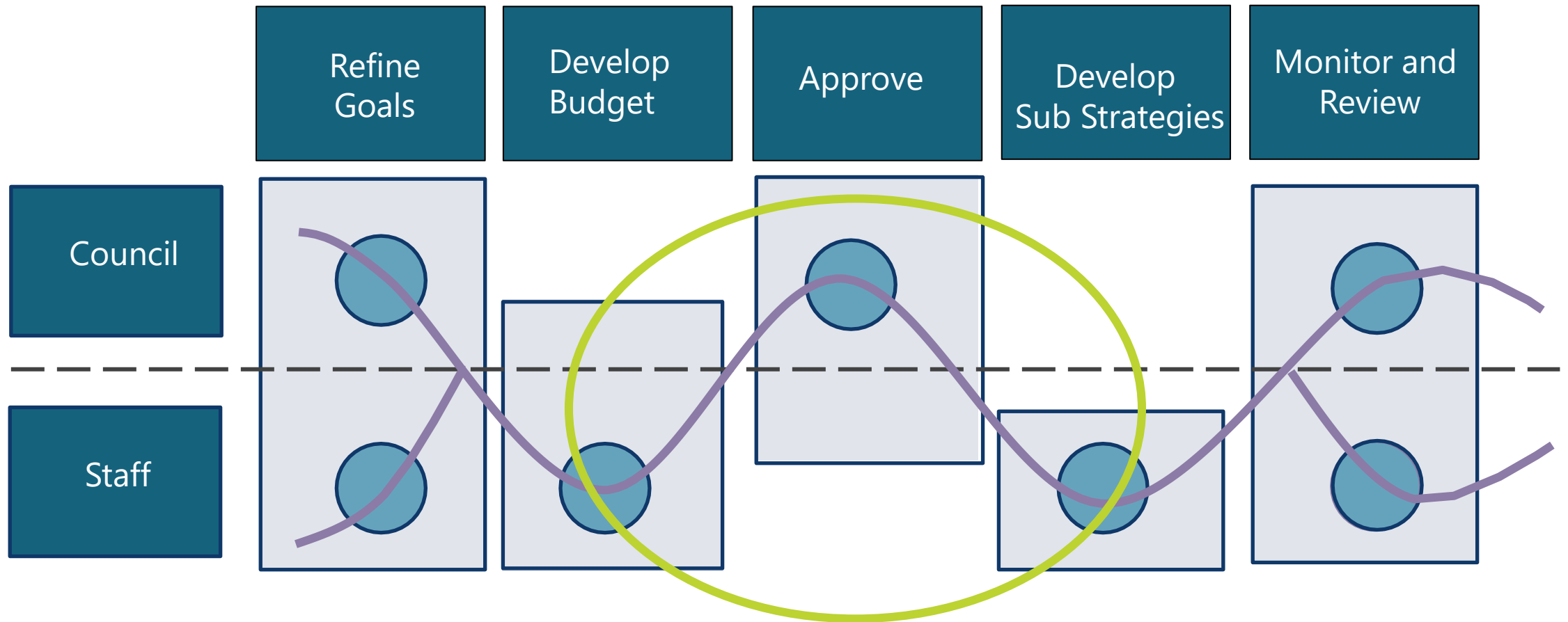




# If the Investment required is too high



# What about the other Plans and Strategies?



# SUPPORTING STRATEGIC PLAN 2023-2026



Advancing the Strategic Plan requires investment through the Budget (to set the limits on the objectives already identified). Investments are needed in:

- Studies and operational plans (to articulate how to achieve the vision and goals)
- Infrastructure
- Service delivery and contracts
- Technology
- Additional staff

Without adequate investment, progress towards the goals will not occur. Lack of progress isn't neutral it can have negative consequences either in the short or the long term.

# SUPPORTING STRATEGIC PLAN 2023-2026



## Climate and Environment Goals:

1. Establish the County as a leader in climate action
2. Enhance and conserve Dufferin's Natural Environment

Investment included in the 2024 DRAFT budget:

### Studies/operational plans

- IES (Operations) – Infrastructure Climate Risk Assessment - \$75,000
- IES (Climate & Energy) & GGS (Office of the CAO) – Resiliency Hub Study - \$30,000
- IES (Climate & Energy) – Corporate Climate Plan - \$50,000, Climate Lens Training - \$32,000
- IES (Climate & Energy) - Net-zero Pathways for Community Housing - \$350,000
- IES (Facilities) – Energy audits of County buildings - \$100,000
- IES (Waste) Waste Audit - \$60,000
- GGS (Finance) - Climate Adaptation in Asset Management Best Practices - \$20,000 (portion)

# SUPPORTING STRATEGIC PLAN 2023-2026



## Community:

1. Increase affordable and attainable housing options
2. Support community well being and safety through collaboration and partnerships
3. Explore opportunities to improve access to health care services

Investment included in the 2024 DRAFT budget:

### Service Delivery/Contracts:

- GGS - Increase funding in HCIA Partnership Agreement to \$50,000
- GGS (Office of the CAO) – Increase funding for public education, preparedness kits - \$30,000
- HHS (Community Services) - Providing education and training for Childcare providers – staff time
- HHS (Community Services) – work with local providers to enter into new Community Housing Agreements – staff time
- CDT (building) – provide additional guides and information to ensure safety and compliance – staff time

# SUPPORTING STRATEGIC PLAN 2023-2026



## Equity:

1. Align services, programs, and infrastructure with changing community needs
2. Ensure the County is an inclusive, equitable, and supportive Employer of Choice

Investment included in the 2024 DRAFT budget:

Additional staff:

- GGS (People and Equity) - Equity Manager to lead the implementation of the Strategy - \$122,000 (2024)
- GGS (People and Equity) – Human Rights and Workplace Investigator to take a proactive roll to reduce the number of investigations required and to ensure investigations are conducted in fast, fair, and firm manner. - \$100,000 (2024)

# Questions?

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