



2024 BUDGET PACKAGE

GENERAL GOVERNMENT SERVICES COMMITTEE

2024 COMMITTEE MEMBERS

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



**Councillor
John Creelman (Chair)**



**Warden
Wade Mills**



**Councillor
Guy Gardhouse**



**Councillor
Chris Gerrits**



**Councillor
Shane Hall**



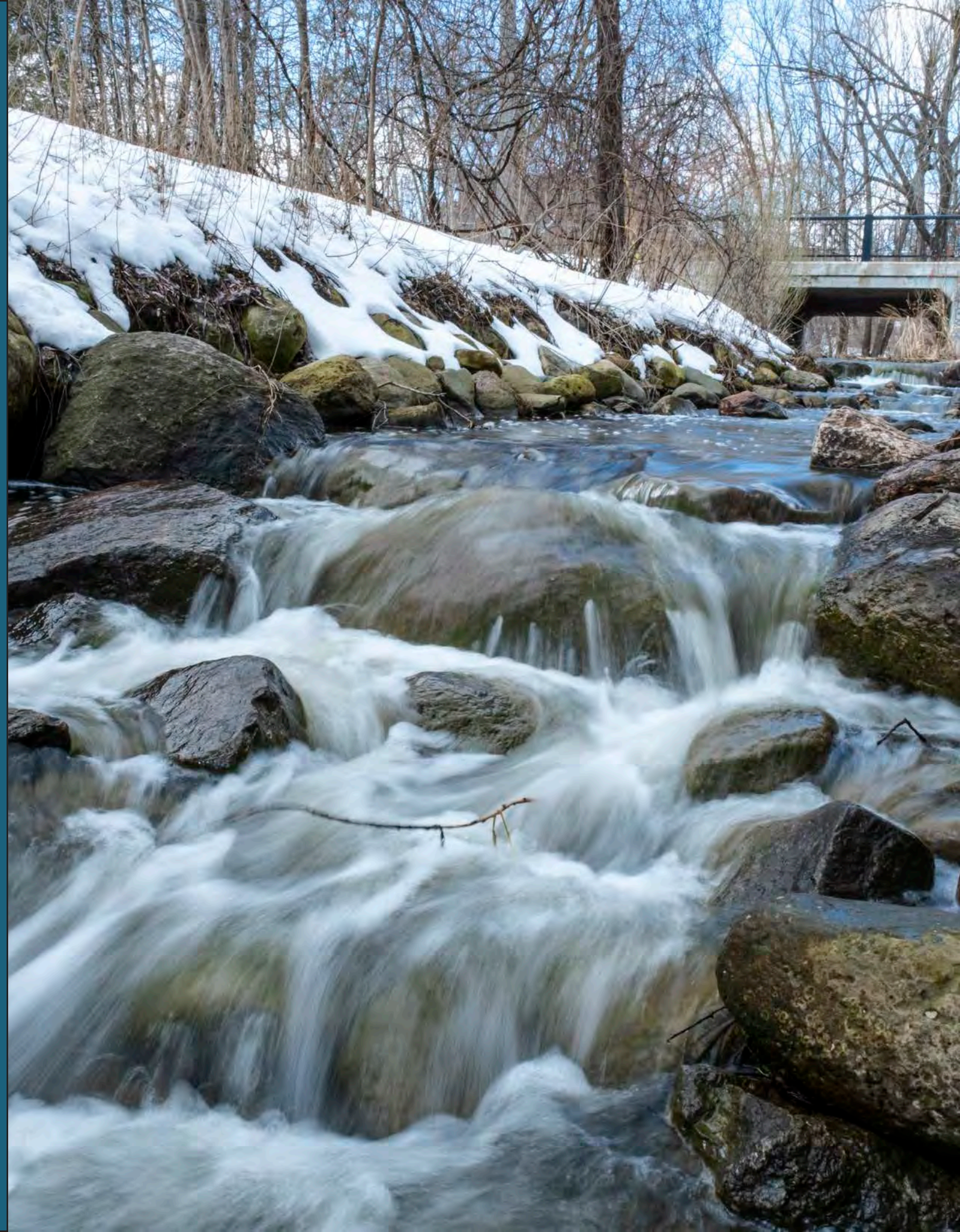
**Councillor
Philip Rentsch**



**Councillor
Steve Soloman**



**Councillor
Todd Taylor**



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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.

2024 Council Members:

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

KEY FUNCTIONS

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

SUPPORTING STRATEGIC PLAN 2023-2026



Equity: Ensure the County is an inclusive, equitable, and supporting Employer of Choice

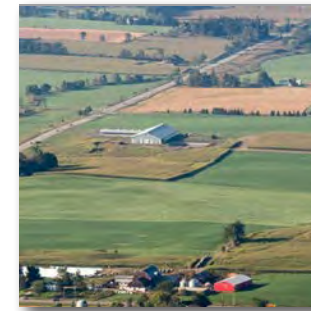
- Adopted an Equity Strategy
- Committed funding to Anti-Racism and Intersectional Oppression Training Program



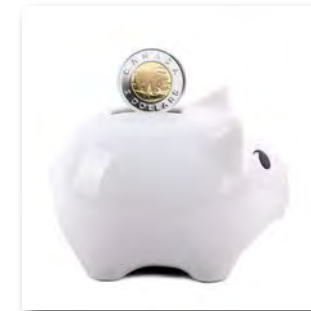
Community: Increase affordable and attainable housing options

- Advocate for the Provincial Housing Strategy and additional funding from the various levels of government

ON THE HORIZON



Complete the Municipal Comprehensive Reivew Process



2024 Budget Deliberations



Assess Options for Current and Future Use of County Facilities and Properties



Adopt an Economic Development and Action Plan

CHALLENGES

- Inflation and increasing costs will have an effect the 2024 Budget deliberations and the programs that are offered
- No dedicated meeting space in a County facility that allows for hybrid participation, live streaming and a welcoming space for public participation

COUNCIL & GRANT FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures					
Salaries and Benefits	\$499	\$519	\$538	\$558	\$579
Administrative and Office	\$142	\$148	\$151	\$162	\$156
Service Delivery (Incl. Grants)	\$194	\$194	\$194	\$194	\$194
Facilities	\$7	\$0	\$0	\$0	\$0
Total Expenditures	\$841	\$861	\$882	\$913	\$929
Total Status Quo	\$841	\$861	\$882	\$913	\$929
Additions					
Physician Recruitment	\$0	\$50	\$0	\$0	\$0
Total Additions	\$0	\$50	\$0	\$0	\$0
Total Council & Grant Programs	\$841	\$911	\$882	\$913	\$929

2024 BUDGET HIGHLIGHTS

EXPENDITURES

FACILITIES

- Rent expenses for external Council space removed

ADDITIONS

- Includes \$50,000 for physician recruitment





OFFICE OF THE CAO: AT A GLANCE

CHIEF ADMINISTRATIVE OFFICER

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

CLERKS

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

COMMUNICATIONS

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.

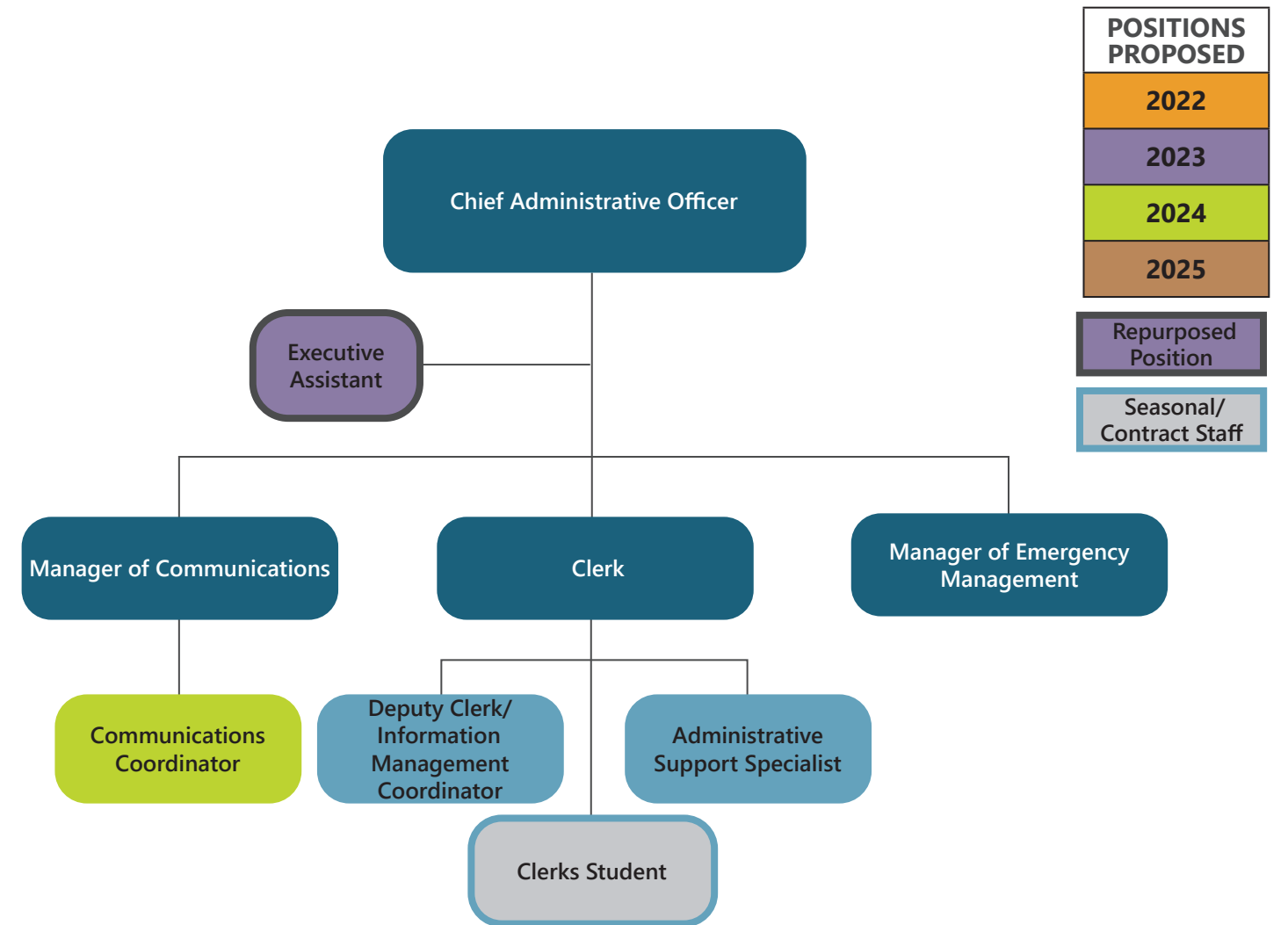
EMERGENCY MANAGEMENT

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.



SONYA PRITCHARD, CPA, CMA
Chief Administrative Officer

OFFICE OF THE CAO ORGANIZATIONAL CHART



POSITIONS PROPOSED
2022
2023
2024
2025
Repurposed Position
Seasonal/Contract Staff

OFFICE OF THE CAO FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Other Revenue	\$8	\$7	\$7	\$7	\$7	-\$1	-12.12%
Total Revenues	\$9	\$8	\$8	\$8	\$8	-\$1	-10.81%
Expenditures							
Salaries and Benefits	\$1,041	\$1,130	\$1,199	\$1,246	\$1,296	\$89	8.52%
Administrative and Office	\$278	\$226	\$213	\$265	\$329	-\$52	-18.79%
Service Delivery	\$53	\$87	\$79	\$80	\$81	\$34	63.86%
IT and Communications	\$45	\$91	\$84	\$84	\$87	\$46	103.44%
Facilities	\$0	\$0	\$0	\$0	\$0	\$0	6.25%
Internal Services Recovered	-\$22	-\$94	-\$97	-\$103	-\$110	-\$71	319.46%
Total Expenditures	\$1,395	\$1,440	\$1,478	\$1,573	\$1,684	\$45	3.24%
Transfers							
Transfers from Reserves	-\$150	-\$95	-\$50	-\$100	-\$160	\$55	-36.67%
Transfers to Reserves	\$20	\$20	\$20	\$20	\$20	\$0	0.00%
Total Transfers	-\$130	-\$75	-\$30	-\$80	-\$140	\$55	-42.31%
Total Status Quo	\$1,255	\$1,357	\$1,440	\$1,485	\$1,535	\$101	8.06%
Additional Staffing Requirements							
Comms & Engagement Coor	\$0	\$64	\$113	\$117	\$122	\$64	100.00%
Total Additional Staffing	\$0	\$64	\$113	\$117	\$122	\$64	100.00%
Capital Investment	\$0	\$13	\$13	\$18	\$18	\$13	100.00%
Total Office of the CAO	\$1,255	\$1,434	\$1,565	\$1,619	\$1,675	\$178	14.20%

2024 BUDGET HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Consulting includes \$10,000 for communications support, \$50,000 for Strategic Plan follow up, \$15,000 to investigate a resiliency hub in collaboration with climate
- Increased investment in professional development of \$18,000 to allow staff to stay on top of constantly changing environment; includes addition of \$5,000 for team building in support of equity strategy

SERVICE DELIVERY

- Includes relocation of emergency operations centre located in the Mel Lloyd Centre \$10,000; emergency exercise, public education and preparedness kits \$30,000; Emergency Social Services supplies \$8,000

IT AND COMMUNICATIONS

- Addition of new Council agenda software \$35,000

TOTAL EXPENDITURES

TRANSFERS

- Transfers from rate stabilization reserve for ongoing Strategic Plan work \$50,000, resiliency hub \$15,000 and relocation of emergency operations centre \$10,000
- Escribe software implementation \$20,000



PROPOSED 2024 ADDITIONAL POSITION

COMMUNICATIONS AND ENGAGEMENT COORDINATOR

Although there have been significant improvements to the quality and frequency of corporate communications over the past year, there are additional enhancements required to fully address both external and internal communications needs. The Communications and Engagement Coordinator will directly impact our ability to advance the Strategic Plan initiative to improve internal and external communications under the Governance priority area and to implement the recently developed Community Engagement Framework under the Community Priority area.

FINANCIAL IMPACTS

The additional cost for this position in 2024 is \$60,000 for salary and benefits. The annualized cost is \$110,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter.

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



OFFICE OF THE CAO CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Opening Balance	\$0	\$0	\$13	\$0
Contributions				
Capital Levy	\$0	\$13	\$13	\$18
Other Revenue	\$0	\$0	\$50	\$0
Transfers from Reserves	\$0	\$0	\$25	\$0
Total Contributions	\$0	\$13	\$88	\$18
Capital Work				
Equipment & Machinery	\$0	\$0	\$100	\$5
Total Capital Work	\$0	\$0	\$100	\$5
Ending Capital Asset Fund Balance	\$0	\$13	\$0	\$13

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$13	\$30	\$48	\$65	\$18	\$30	\$48
\$18	\$18	\$18	\$18	\$18	\$18	\$18
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$18	\$18	\$18	\$18	\$18	\$18	\$18
\$0	\$0	\$0	\$65	\$5	\$0	\$0
\$0	\$0	\$0	\$65	\$5	\$0	\$0
\$30	\$48	\$65	\$18	\$30	\$48	\$65

OFFICE OF THE CAO WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Resiliency Hub	-	-	\$100	-
Emergency Trailers	-	-	-	-
Cots	-	-	-	\$5
Equipment & Machinery	-	-	\$100	\$5
Total Work Plan Summary	-	-	\$100	\$5

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	-	-	-	-	-	-
-	-	-	\$65	-	-	-
-	-	-	-	\$5	-	-
-	-	-	\$65	\$5	-	-
-	-	-	\$65	\$5	-	-

2024 CAPITAL WORKPLAN HIGHLIGHTS

This is a new section in 2024 with work planned in 2025 for a community resiliency hub. This innovative project involves collaboration between the Climate and Energy and Emergency Management divisions. The primary goal of this partnership is to build an outdoor structure that fosters community bonds and bolsters the community's ability to handle various challenges, including natural disasters and emergencies. The initiative is driven by the need to enhance emergency preparedness and climate resilience within the County, aligning with the Climate Adaptation Strategy. Ultimately, the Hub's purpose is to provide crucial support to vulnerable residents during emergencies, becoming a central community asset.

CHIEF ADMINISTRATIVE OFFICER



DEPARTMENT LEAD

Sonya Pritchard, Chief Administrative Officer

The CAO's Office has 2 full-time positions.

AT A GLANCE

10 Manager Townhall Meetings Held in 2023	149 Reports to Council and Committees Reviewed in 2023	18 Strategic Plan Presentations Provided
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KEY FUNCTIONS

- Oversees implementation of Council decisions
- Leads implementation of Strategic Plan 2023 to 2026
- Provides leadership and support to staff
- Develops and updates policy to reflect legislative changes and local needs
- Ensures cross department collaboration and coordination

SUPPORTING STRATEGIC PLAN 2023-2026



Governance: Identify opportunities to improve governance and service delivery

- Adopted an Equity Strategy
- Committed funding to Anti-Racism and Intersectional Oppression Training Program



Equity: Ensure the County is an inclusive, equitable, and supporting Employer of Choice

- Lead initiatives to support staff well-being, development and engagement by promoting additional equity training for managers, implementation of total compensation review recommendations, and opportunities to recognize adherence to County values

ON THE HORIZON



Implementation of
Objectives and Key Results
Framework



Review of County Services
for Improved Efficiency



Development and
Implementation of
Advocacy Plan

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



CLERKS



DIVISIONAL LEAD

Michelle Dunne, Clerk

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

AT A GLANCE

18 Freedom of Information Applications	42 MEETINGS Of Council and Committees in 2023	586,000 GB Of Electronic Files Managed and Over 36,000 Paper Files
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KEY FUNCTIONS

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

SUPPORTING STRATEGIC PLAN 2023-2026



- Governance:** Identify opportunities to improve governance and service delivery
- Advancing digital transformation with digital signature software and agenda management software
 - Reviewing all Council and accountability policies to enable the implementation of Equity and Climate lenses

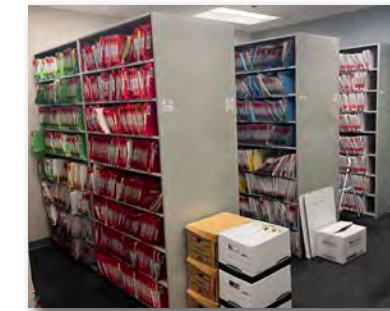


- Community:** Support community well-being and safety through collaboration and partnerships
- Work with Headwaters Communities In Action to enhance Community Grant program to include sustainable funding and support capacity-building

ON THE HORIZON



Implementation of Agenda Management Software



Reclassification of Building Records



Full Review of Records Retention By-Law and Program, Including Digitization of Corporate Records

CHALLENGES

- Limited staff capacity to monitor and review the impacts of legislative changes
- Lack of appropriate space to host meetings that allow for hybrid meetings, livestreaming, room for public participation
- Maintaining our records management program remains a challenge due to increased electronic records and limited staff and resources



COMMUNICATIONS



DIVISIONAL LEAD

Megan Ball, Communications Manager

This division has 1 full-time position.

AT A GLANCE

<p>66</p> <p>Media Communications Issued</p>	<p>40,275</p> <p>Impressions on LinkedIn, 47,628 on Facebook,</p>	<p>114,298</p> <p>Impressions on Twitter, 5,895 on Instagram</p>	<p>48</p> <p>Internal Corporate News Stories Published to Dufferin SharePoint</p>
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*Stats reflect period between January 2023 - October 2023

KEY FUNCTIONS

- Strategic communication planning, implementation and policy development
- Media relations and social media
- Internal communications
- Strategic advice and issues management



SUPPORTING STRATEGIC PLAN 2023-2026



Governance: Improve the County's internal and external communications

- Rollout out and overseeing the implementation of the County's new internal and external communications guidelines to increase and enhance the County's communications function
- Distributing increased timely, topical, strategic and creative media, social media and internal communications



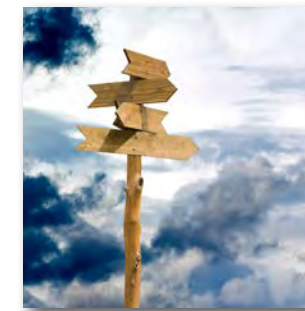
Equity: Align programs, services and infrastructure with changing community needs

- Implementing and overseeing the County's new Community Engagement Framework to guide community engagement opportunities and ensure the County is engaging effectively and accessibly

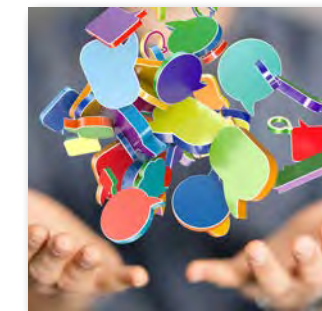
ON THE HORIZON



Community Engagement Framework Rollout



Establish County Communications Guidebook for Writing Style and Language



Increase Communications and Identify New Tools to Reach Target Audiences



Review of Existing County Communications Policies and Procedures

CHALLENGES

- Decentralized communications model poses challenges to ensuring quality communications from divisions without communications background/expertise
- Balancing an increase internal and external communications and provide community engagement support while introducing/enhancing communication policies/procedures and other foundational pieces

EMERGENCY MANAGEMENT



DIVISIONAL LEAD

Steve Murphy, Manager of Preparedness and 911

The Emergency Management division has 1 full-time position.

AT A GLANCE

<p>17</p> <p>Emergency Management Exercises Conducted</p>	<p>7</p> <p>Training Sessions Delivered</p>	<p>15,766</p> <p>Calls to 911</p>
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*Stats reflect period between January 2023 - October 2023

KEY FUNCTIONS

- Assess risks posed by natural, technological and human causes
- Develop emergency plans, training and exercises to meet the needs of the community
- Coordinate the response to large scale or complex incidents



SUPPORTING STRATEGIC PLAN 2023-2026



- Community:** Support community safety and well-being through collaboration and partnerships
- Work with community groups and volunteers to improve emergency preparedness and sheltering



- Climate:** Establish the County as a leader in climate action
- Work collaboratively with the Climate division to provide community education on severe weather and preparedness activities

ON THE HORIZON



Enhance Emergency Social Services Capacity



Provide More Intensive Training and Exercises



Develop an Internal Emergency Notification System



Advance Efforts to Develop Community Resilience Hubs

CHALLENGES

- Capacity – the demands exceed the available staff hours
- Communications – The decline of local print media resources, limits imposed by social media corporations and inconsistent coverage by broadcast media result in limited options for sharing emergency information with residents and visitors

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

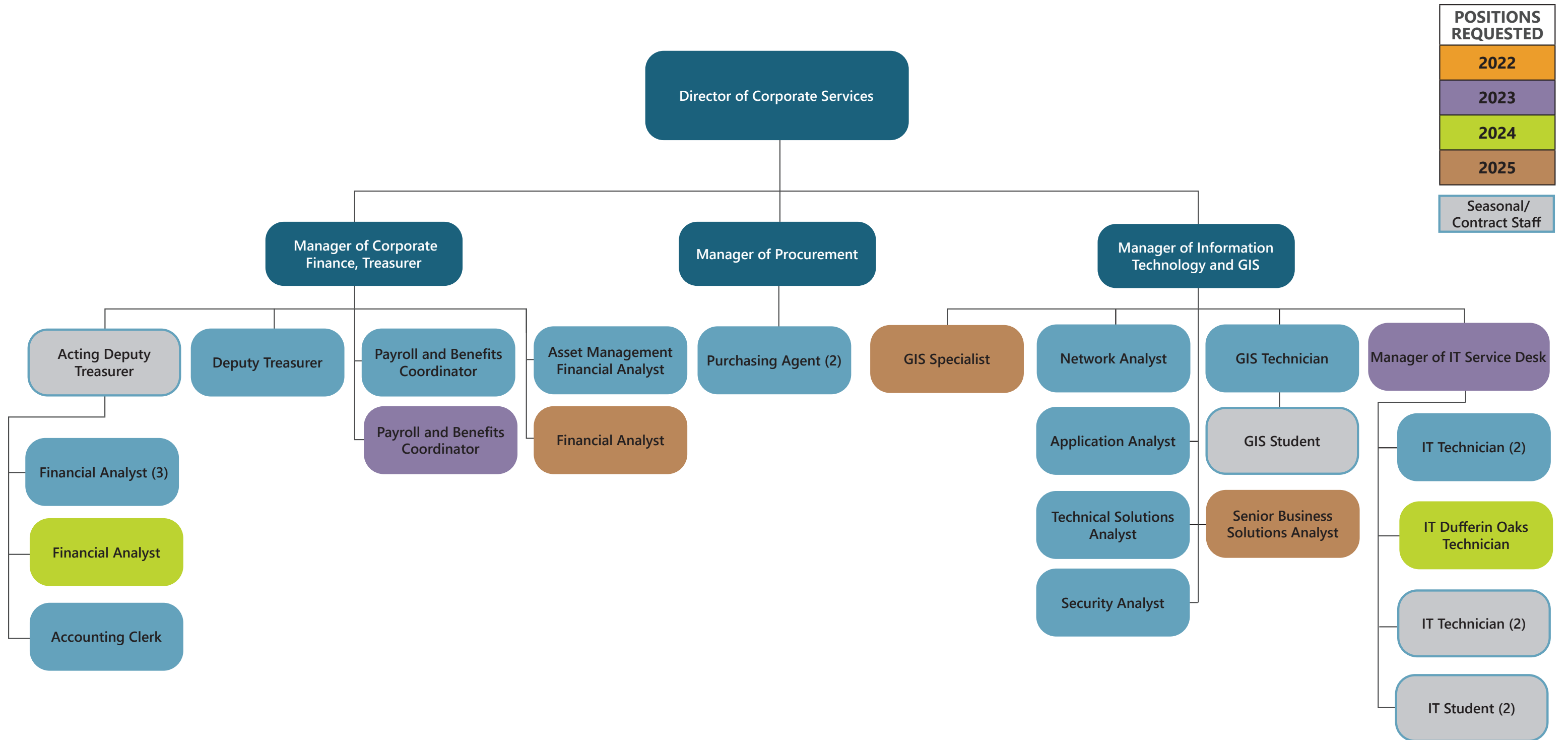
The Procurement division assists all departments in obtaining goods and services while ensuring the Procurement By-Law (2017-33) is adhered to. The Procurement division provides advice and assists in the development of RFPs, tenders and quotes while maintaining a fair, open and transparent procurement process. The Procurement division works in obtaining the best value while protecting the County of Dufferin from litigation based on a perception of unfair or unethical behaviour while working toward the goals set forth in the Corporate Strategic Plan.



Director of Corporate Services - Vacant



CORPORATE SERVICES DEPARTMENT ORGANIZATIONAL CHART



POSITIONS REQUESTED
2022
2023
2024
2025
Seasonal/ Contract Staff

CORPORATE SERVICES FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Taxation	\$355	\$327	\$327	\$327	\$326	-\$28	-7.89%
Investment Income	\$775	\$1,250	\$1,050	\$950	\$900	\$475	61.29%
Government Transfers	\$95	\$95	\$95	\$95	\$95	\$0	0.00%
Other Revenue	\$374	\$360	\$315	\$322	\$328	-\$14	-3.70%
Total Revenues	\$1,599	\$2,032	\$1,787	\$1,693	\$1,650	\$433	27.09%
Expenditures							
Salaries and Benefits	\$2,748	\$3,086	\$3,248	\$3,378	\$3,511	\$338	12.30%
Vacancy Savings	-\$750	-\$750	-\$500	-\$500	-\$500	\$0	-100.00%
Administrative and Office	\$1,605	\$1,769	\$1,737	\$1,760	\$1,807	\$164	10.21%
Service Delivery	\$178	\$140	\$153	\$148	\$148	-\$39	-21.62%
IT and Communications	\$985	\$1,166	\$1,339	\$1,345	\$1,346	\$181	18.33%
Vehicles and Equipment	\$3	\$1	\$1	\$1	\$1	-\$2	-60.00%
Internal Services Recovered	-\$415	-\$629	-\$667	-\$654	-\$666	-\$213	51.38%
Total Expenditures	\$4,354	\$4,783	\$5,311	\$5,478	\$5,647	\$429	9.86%
Transfers							
Transfers from Reserves	-\$1,295	-\$1,200	-\$595	-\$500	\$0	\$95	-7.34%
Total Transfers	-\$1,295	-\$1,200	-\$595	-\$500	\$0	\$95	-7.34%
Total Status Quo	\$1,460	\$1,551	\$2,929	\$3,284	\$3,998	\$91	6.23%
Special Projects							
Financial/HR Software	\$1,200	\$1,300	\$132	\$0	\$0	\$100	8.33%
Website Upgrade	\$180	\$126	\$0	\$0	\$0	-\$54	-29.89%
SharePoint Upgrade	\$435	\$13	\$0	\$0	\$0	-\$422	-97.06%
Reserve Transfers	-\$1,815	-\$1,439	-\$132	\$0	\$0	\$376	-20.72%
International Plowing Matcl	\$787	\$0	\$0	\$0	\$0	-\$787	100.00%
Transfer from Reserve	-\$500	\$0	\$0	\$0	\$0	\$500	100.00%
Total Special Projects	\$287	\$0	\$0	\$0	\$0	-\$287	0.00%
Additional Staffing Requirements							
Financial Analyst	\$0	\$64	\$113	\$117	\$122	\$64	100.00%
Financial Analyst	\$0	\$0	\$115	\$117	\$122	\$0	0.00%
Dufferin Oaks IT Tech	\$0	\$64	\$113	\$117	\$122	\$64	0.00%
Sr Business Solutions Analy	\$0	\$0	\$156	\$160	\$166	\$0	0.00%
GIS Technician	\$0	\$0	\$115	\$117	\$122	\$0	0.00%
Total Additional Staffing	\$0	\$129	\$611	\$629	\$653	\$129	100.00%
Total Operating Corporate Services	\$1,747	\$1,680	\$3,540	\$3,913	\$4,651	-\$67	-3.84%
Capital Investment	\$300	\$375	\$400	\$400	\$425	\$75	100.00%
Total Corporate Services	\$2,047	\$2,055	\$3,940	\$4,313	\$5,076	\$8	0.39%



CORPORATE SERVICES CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Prior Year Carry Forward		\$159		
Opening Balance	\$423	\$311	\$150	-\$48
Contributions				
Capital Levy	\$300	\$375	\$400	\$400
Other Revenue	\$3	\$17	\$17	\$1
Transfers from Reserves	\$8	\$8	\$8	\$8
Total Contributions	\$311	\$400	\$425	\$409
Capital Work				
Equipment & Machinery	\$423	\$720	\$623	\$324
Total Capital Work	\$423	\$720	\$623	\$324
Ending Capital Asset Fund Balance	\$311	\$150	-\$48	\$37

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$37	\$209	\$157	\$83	-\$18	\$93	\$178
\$425	\$425	\$450	\$450	\$450	\$475	\$475
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$8	\$8	\$8	\$8	\$8	\$8	\$8
\$433	\$433	\$458	\$458	\$458	\$483	\$483
\$261	\$485	\$532	\$558	\$347	\$399	\$255
\$261	\$485	\$532	\$558	\$347	\$399	\$255
\$209	\$157	\$83	-\$18	\$93	\$178	\$405

CORPORATE SERVICES WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Communication Systems Lifecycle	\$44	\$44	\$32	\$18
Councilor Device Replacement	-	-	-	\$30
End User Device Lifecycle	\$217	\$266	\$146	\$167
IT Infrastructure Lifecycle	\$163	\$410	\$446	\$109
Equipment & Machinery	\$423	\$720	\$623	\$324
Total Work Plan Summary	\$423	\$720	\$623	\$324

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$4	\$4	\$21	\$44	\$4	\$32	\$18
-	-	-	\$30	-	-	-
\$174	\$219	\$133	\$170	\$176	\$219	\$133
\$84	\$263	\$378	\$315	\$167	\$149	\$105
\$261	\$485	\$532	\$558	\$347	\$399	\$255
\$261	\$485	\$532	\$558	\$347	\$399	\$255

INFORMATION TECHNOLOGY



DIVISIONAL LEAD

Peter Routledge, IT & GIS Manager

The IT team includes 9 full-time positions, 2 temporary contract positions and 2 student positions.

AT A GLANCE

<p>1,250</p> <p>Support Tickets Closed by the IT Service Desk</p>	<p>30</p> <p>Terabytes of Data Saved in the Backup and Recovery System</p>	<p>1,742 KM²</p> <p>Of Digital Aerial Photos Including 10cm and 20cm Created</p>
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KEY FUNCTIONS

- Administers 650 user accounts and oversees the lifecycle of 700 devices, including computers, smartphones, and tablets
- Monitors, educates on, reports cybersecurity issues and safeguards the County's network infrastructure
- Oversees the Geographic Information Systems
- Provide on-call support after business hours to ensure critical system functionality



SUPPORTING STRATEGIC PLAN 2023-2026

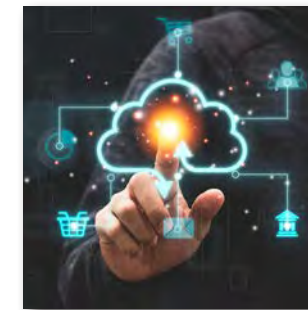


- Governance:** Identify opportunities to improve governance and service delivery
- Advance digital transformation initiatives by completing SharePoint adoption and change management follow up
 - Complete new Website design and implementation project

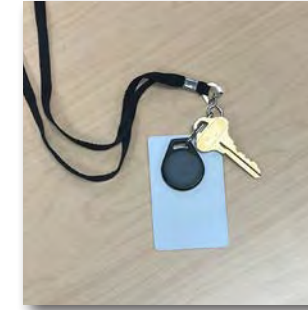


- Economy:** Improve Broadband and cellular connectivity
- Finalize upgrade of fibre service between county infrastructure in Orangeville and Shelburne
 - Work in collaboration with SWIFT to develop a service gap map

ON THE HORIZON



Network Upgrade from Layer 2 to Layer 3 to Provide IP Routing



Onboarding and Offboarding Documentation



IT, GIS and Security Strategic Action Plans



Windows 11 Transition

CHALLENGES

- Rising partner expectations, heightened cybersecurity mandates and operational demands challenge the upkeep of service standards
- The roles of project management, business analysis and change management are amplifying to back various significant projects
- There's a growing technical demand for on-premises support, underscoring the need for hands-on assistance at some locations
- Surge in IT, GIS and security requests driven by County growth
- Potential increase in maintenance, support, and hardware costs are anticipated from Cisco, as the company shifts to a cloud-based subscription model for phone systems in 2024

INFORMATION TECHNOLOGY FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$374	\$360	\$315	\$322	\$328	-\$14	-3.70%
Total Revenues	\$374	\$360	\$315	\$322	\$328	-\$14	-3.70%
Expenditures							
Salaries and Benefits	\$1,297	\$1,459	\$1,520	\$1,579	\$1,641	\$162	12.52%
Administrative and Office	\$226	\$232	\$256	\$259	\$268	\$6	2.49%
Service Delivery	\$103	\$78	\$83	\$78	\$78	-\$25	-24.26%
IT and Communications	\$933	\$1,080	\$1,106	\$1,086	\$1,084	\$147	15.71%
Vehicles and Equipment	\$3	\$1	\$1	\$1	\$1	-\$2	-60.00%
Internal Services Recovered	-\$123	-\$226	-\$240	-\$245	-\$252	-\$103	83.43%
Total Expenditures	\$2,438	\$2,623	\$2,725	\$2,758	\$2,820	\$185	7.60%
Transfers							
Transfers from Reserves	-\$270	-\$100	-\$75	\$0	\$0	\$170	-62.96%
Total Transfers	-\$270	-\$100	-\$75	\$0	\$0	\$170	-62.96%
Total Status Quo	\$1,794	\$2,163	\$2,335	\$2,437	\$2,492	\$369	20.57%
Special Projects							
Website Upgrade	\$180	\$126	\$0	\$0	\$0	-\$54	-29.89%
SharePoint Upgrade	\$435	\$13	\$0	\$0	\$0	-\$422	-97.06%
Revenues/Reserve Transfer:	-\$615	-\$139	\$0	\$0	\$0	\$476	-77.40%
Total Special Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additional Staffing Requirements							
Dufferin Oaks IT Tech		\$64	\$113	\$117	\$122	\$64	-100.00%
Sr Business Solutions Analy	\$0	\$0	\$156	\$160	\$166	\$0	0.00%
GIS Technician	\$0	\$0	\$115	\$117	\$122	\$0	0.00%
Total Additional Staffing	\$0	\$64	\$383	\$394	\$410	\$64	-100.00%
Total Operating Information	\$1,794	\$2,227	\$2,718	\$2,831	\$2,901	\$433	24.17%
Capital Investment	\$300	\$375	\$400	\$400	\$425	\$75	0.00%
Total Information Technology	\$2,094	\$2,602	\$3,118	\$3,231	\$3,326	\$508	24.29%

2024 FINANCIAL HIGHLIGHTS

REVENUES

OTHER REVENUE

- Additional \$68,000 in service fees from municipal partners

EXPENDITURES

SALARIES AND BENEFITS

- Full year of new position added in September 2023, regular increases for existing staff, contract support for website to March 2024

SERVICE DELIVERY

- 2023 included \$29,000 for air photos that are completed every six years which accounts for the majority of the decrease

IT AND COMMUNICATIONS

- Typically costs in other divisions for IT & Communications include only those costs that apply to their division. Whereas for IT, they include costs that are for the entire organization. These include internet at \$81,900, website hosting and maintenance of \$47,300; software annual fees and subscriptions \$501,840, software security \$320,960, and hardware maintenance of \$48,120.
- Increase for Microsoft licensing agreement renewal in 2024 of \$107,000 due to overall license fee increases, additional user and device accounts, \$28,000 for new website hosting, and increases to security services of \$24,000 mainly due to increase in number of accounts managed from 192 to 550

TRANSFERS

TRANSFERS FROM RESERVES

- Rate stabilization reserve used to mitigate fluctuations in IT related costs and significant increases in licensing costs

SPECIAL PROJECTS

The new website is expected to launch in March 2024. Unexpected delays in 2023 will result in the continuation of the project into 2024. This previously approved project is being funded from reserves.



PROPOSED 2024 ADDITIONAL POSITION

IT TECHNICIAN - DUFFERIN OAKS

The Dufferin Oaks team represents over half of the total County staff complement and is a 24/7 operation. The technician will provide direct support to Dufferin Oaks, working closely with the Dufferin Oaks leadership team to identify concerns and resolve technical support issues. In addition to helping support the day-to-day IT operations, this role will become a key expert in the technical operations of the Dufferin Oaks Long Term Care team. There are several complex IT initiatives including a new nurse call system that will be required over the next several years and this position will play a key role in planning and implementation.

FINANCIAL IMPACTS

The additional cost for this position in 2024 is \$60,000 for salary and benefits. The annualized cost is \$110,000. There is an additional \$5,500 in support costs for year one (training, laptop, etc.) and \$4,000 thereafter. This position will be charged to Dufferin Oaks and some of the cost will be offset by operational funding.

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



PROPOSED 2025 ADDITIONAL POSITIONS

SENIOR BUSINESS SOLUTIONS ANALYST GIS SPECIALIST

These proposed new positions for 2025 are on the horizon and will be reported on further in a future report.

INFORMATION TECHNOLOGY CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Prior Year Carry Forward		\$159		
Opening Balance	\$423	\$311	\$447	\$152
Contributions				
Government Transfers				
Capital Levy	\$300	\$375	\$400	\$400
Other Revenue	\$3	\$17	\$17	\$1
Transfers from Reserves	\$8	\$8	\$8	\$8
DC Contribution				
Total Contributions	\$311	\$400	\$425	\$409
Capital Work				
Equipment & Machinery	\$423	\$423	\$720	\$623
Total Capital Work	\$423	\$423	\$720	\$623
Ending Capital Asset Fund Balance	\$311	\$447	\$152	-\$62

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-\$62	\$47	\$219	\$191	\$117	\$17	\$153
\$425	\$425	\$450	\$450	\$450	\$475	\$475
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$8	\$8	\$8	\$8	\$8	\$8	\$8
\$433	\$433	\$458	\$458	\$458	\$483	\$483
\$324	\$261	\$485	\$532	\$558	\$347	\$399
\$324	\$261	\$485	\$532	\$558	\$347	\$399
\$47	\$219	\$191	\$117	\$17	\$153	\$237

INFORMATION TECHNOLOGY WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Communication Systems Lifecycle	\$44	\$44	\$44	\$32
Councilor Device Replacement	-	-	-	-
End User Device Lifecycle	\$217	\$217	\$266	\$146
IT Infrastructure Lifecycle	\$163	\$163	\$410	\$446
Equipment & Machinery	\$423	\$423	\$720	\$623
Total Work Plan Summary	\$423	\$423	\$720	\$623

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$18	\$4	\$4	\$21	\$44	\$4	\$32
\$30	-	-	-	\$30	-	-
\$167	\$174	\$219	\$133	\$170	\$176	\$219
\$109	\$84	\$263	\$378	\$315	\$167	\$149
\$324	\$261	\$485	\$532	\$558	\$347	\$399
\$324	\$261	\$485	\$532	\$558	\$347	\$399

2024 CAPITAL WORK PLAN HIGHLIGHTS

CONTRIBUTIONS

OTHER REVENUE

- Includes an allocation from operating for computers for new positions \$14,000. A similar allocation is included for the Community Paramedic Long Term Care program for future replacement of their laptops

CAPITAL WORK

COMMUNICATIONS SYSTEMS

- Hardware lifecycle replacement of communication systems across the County. 2024 includes the replacement of two central phone system communication servers at a cost of \$40,000

END USER DEVICE LIFE CYCLE

- Hardware lifecycle replacement of end user device hardware i.e. laptops, computers, Ipads, etc. Most equipment is on a four year lifecycle to reduce maintenance overhead and security risks. 2024 includes the replacement of 111 devices at a cost of just over \$200,000. \$35,000 has been included to upgrade meeting rooms to support hybrid integrations

IT INFRASTRUCTURE LIFE CYCLE

- The next couple of years will see a shift in our technical infrastructure to a cohesive system which merges both server and storage functionalities within a single device. This initiative supports the County's climate goals by curtailing our carbon footprint as we continue transitioning towards cloud-based solutions. Server replacements account for \$270,000, replacement of wireless access points \$88,000, and \$52,000 for regular replacement of switches, uninterrupt power sources (UPS) and firewalls



FINANCE



DIVISIONAL LEAD

Aimee Raves, Manager of Corporate Finance, Treasurer

The finance team includes 9 full-time positions and 1 contract position.

AT A GLANCE

<p>191 Records of Employment Issued</p>	<p>202 Ministry Reports</p>	<p>363 Reports to OMERS Including Enrolments, Retirements and Leaves</p>	<p>15,277 Invoices Processed</p>
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KEY FUNCTIONS

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

SUPPORTING STRATEGIC PLAN 2023-2026



- Governance:** Identify opportunities to improve governance and service delivery
- Continue digital transformation through implementation of new Financial Information System – Business Central
 - Adapt reporting to incorporate an Environmental, Social and Governance (ESG) framework



- Climate:** Establish the County as a leader in climate action
- Explore approaches to incorporating climate adaptation and mitigation into asset management practices

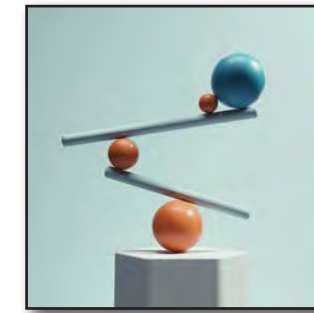
ON THE HORIZON



Implementing New Software



Development Charge Background Study for Roads and Related Infrastructure



Studies to Assist in Meeting Public Sector Accounting Board Standards



Increasing Understanding of Climate Adaptation and Mitigation

CHALLENGES

- Staying abreast of ongoing changes across the organization and their impact on finances in both the short and long term
- Competing priorities from different divisions compounds ongoing capacity issues leading to increased overtime and potential burnout of staff
- Heavy reliance on manual processes leading to inefficiencies and added workload



FINANCE FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$1,031	\$1,160	\$1,229	\$1,280	\$1,331	\$129	12.56%
Administrative and Office	\$127	\$187	\$117	\$100	\$103	\$60	46.84%
IT and Communications	\$50	\$64	\$213	\$213	\$214	\$13	26.48%
Internal Services Recovered	-\$292	-\$368	-\$391	-\$371	-\$374	-\$76	25.93%
Total Expenditures	\$917	\$1,043	\$1,168	\$1,222	\$1,273	\$127	13.83%
Transfers							
Transfers from Reserves	-\$25	-\$85	-\$20	\$0	\$0	-\$60	240.00%
Total Transfers	-\$25	-\$85	-\$20	\$0	\$0	-\$60	240.00%
Total Status Quo	\$892	\$958	\$1,148	\$1,222	\$1,273	\$67	7.49%
Digital Projects							
Financial/HR Software	\$1,200	\$1,300	\$132	\$0	\$0	\$100	8.33%
Revenues/Reserve Transfer:	-\$1,200	-\$1,300	-\$132	\$0	\$0	-\$100	8.33%
Total Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additional Staffing Requirement							
Financial Analyst	\$0	\$64	\$113	\$117	\$122	\$64	100.00%
Financial Analyst	\$0	\$0	\$115	\$117	\$122	\$0	0.00%
Total Additional Staffing	\$0	\$64	\$228	\$234	\$244	\$64	100.00%
Total Finance	\$892	\$1,023	\$1,375	\$1,456	\$1,517	\$131	14.72%

2024 FINANCIAL HIGHLIGHTS

EXPENDITURES

SALARIES AND BENEFITS

- Full year of new staff position added in June of 2023 plus regular increases for existing staff

ADMINISTRATIVE AND OFFICE

- Includes consulting services for Asset Retirement Obligations \$20,000, Asset Management Plan \$20,000, Development Charges Background Study \$40,000, Post retirement benefits and WSIB Actuarial studies \$7,500

IT AND COMMUNICATIONS

- Software annual fees are expected to increase with implementation of new financial information system

INTERNAL SERVICES RECOVERED

- Indirect costs associated with supporting Paramedic Services increased to align with Ministry reporting

TRANSFERS

- Includes transfers for one time consulting projects, Asset Retirement Obligations \$20,000, Asset Management Plan \$20,000, Development Charges Background Study \$45,000

DIGITAL TRANSFORMATION

This digital project involves the acquisition and implementation of a financial and human resources information system(s). The project was previously approved and is being funded through reserves including municipal modernization funding. The new software will help eliminate many manual processes, increase efficiencies, and provide better reporting to support decision making.



PROPOSED 2024 ADDITIONAL POSITION

FINANCIAL ANALYST

An additional financial analyst will provide support to the Finance Division for accounting and budgeting, annual year-end audit work, variance analysis and reconciling of accounts. This position is responsible for financial and program monitoring and reporting for Planning, Economic Development, Museum, Building, Waste and Paramedics. The financial analyst will support provincial reporting, which is currently at about 220 reports annually. In many instances, changes to funding programs and receipt of additional grants or funding requires increased monitoring and reporting.

FINANCIAL IMPACTS

The additional cost for this position in 2024 is \$60,000 for salary and benefits. The annualized cost is \$110,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter.

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



PROPOSED 2025 ADDITIONAL POSITIONS

FINANCIAL ANALYST

This proposed new position for 2025 is on the horizon and will be reported on further in a future report.

CORPORATE FINANCE FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Taxation	\$355	\$327	\$327	\$327	\$326	-\$28	-7.89%
Investment Income	\$775	\$1,250	\$1,050	\$950	\$900	\$475	61.29%
Government Transfers	\$95	\$95	\$95	\$95	\$95	\$0	0.00%
Total Revenues	\$1,225	\$1,672	\$1,472	\$1,372	\$1,321	\$447	36.50%
Expenditures							
Vacancy Savings	-\$750	-\$750	-\$500	-\$500	-\$500	\$0	0.00%
Administrative and Office	\$1,235	\$1,315	\$1,349	\$1,383	\$1,418	\$80	6.51%
Service Delivery	\$75	\$62	\$70	\$70	\$70	-\$14	-18.00%
IT and Communications	\$0	\$17	\$15	\$41	\$43	\$17	100.00%
Total Expenditures	\$560	\$644	\$933	\$994	\$1,031	\$84	14.98%
Transfers							
Transfers from Reserves	-\$1,000	-\$1,000	-\$500	-\$500	\$0	\$0	0.00%
Total Transfers	-\$1,000	-\$1,000	-\$500	-\$500	\$0	\$0	0.00%
Total Corporate Finance	-\$1,665	-\$2,028	-\$1,038	-\$878	-\$290	-\$363	21.81%
Special Projects							
International Plowing Match	\$787	\$0	\$0	\$0	\$0	-\$787	100.00%
Transfer from Reserve	-\$500	\$0	\$0	\$0	\$0	\$500	100.00%
Total Special Projects	\$287	\$0	\$0	\$0	\$0	-\$287	100.00%
Total Corporate Finance	-\$1,378	-\$2,028	-\$1,038	-\$878	-\$290	-\$650	47.19%

REVENUES

SUPPLEMENTAL TAXATION

- Represents the net of supplemental taxes and write offs. Supplemental taxes are directly linked to new assessment from development and renovations that are added to the assessment throughout the year. Write offs are for properties that may have seen a change in use, an assessment appeal or where the taxes were deemed uncollectible

INVESTMENT INCOME

- Significant increase of \$425,000 based existing investments and continued higher interest rates

EXPENDITURES

VACANCY SAVINGS

- Each year salaries and benefits are underspent due to staff turnover, delays/difficulties in hiring and in year funding changes in some areas. Staff vacancies can significantly contribute to year end surplus. In an effort to minimize surplus and avoid raising the tax levy unnecessarily, a corporate vacancy savings amount is included

IT AND COMMUNICATIONS

- In an effort to streamline insurance claims the purchase and use of a claims management system has been included. Annual fees are approximately \$14,000 with a one time set up fee of \$3,000

TRANSFERS

TRANSFER FROM RESERVE

- Continuation of plan to reduce rate stabilization reserve over four years (2023-2026) in an effort to mitigate the impact of inflation



PROCUREMENT



DIVISIONAL LEAD

Chris (C.J.) Hasson, Procurement Manager

The division has 3 full-time positions.

32 Request for Proposals Posted on Bids and Tenders	\$10,222,334 Total Value of Awarded Projects	130 Bids Received	387 Total Registered Proponents Interested in County of Dufferin Projects
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*Stats reflect period between November 2022 - October 2023

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
- Provides guidance and training to County staff on proper procurement rules



SUPPORTING STRATEGIC PLAN 2023-2026



Governance: Identify opportunities to improve governance and service delivery

- Develop a new Environmental Social Governance and Social Procurement Strategy to expand access to procurement opportunities and create an enhanced evaluation tool
- Review procurement policy and clauses in tenders and RFPs to enable application of a climate and equity lens
- Develop standardized templates and procurement requisition forms for other departments and provide training to improve efficiency

ON THE HORIZON



Update the Current
Procurement By-Law



Implement Pre-Qualified
Vendor/Supplier Lists



Competitive Procurement
Requisition Checklist

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

PROCUREMENT FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues						\$0	0.00%
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$421	\$467	\$499	\$519	\$540	\$46	10.98%
Administrative and Office	\$16	\$34	\$17	\$17	\$17	\$18	112.00%
IT and Communications	\$2	\$6	\$5	\$5	\$6	\$4	187.18%
Internal Services Recovered	\$0	-\$35	-\$36	-\$38	-\$39	-\$35	100.00%
Total Expenditures	\$439	\$473	\$484	\$503	\$523	\$33	7.58%
Transfers							
Transfers from Reserves	\$0	-\$15	\$0	\$0	\$0	-\$15	100.00%
Total Transfers	\$0	-\$15	\$0	\$0	\$0	-\$15	100.00%
Total Procurement	\$439	\$458	\$484	\$503	\$523	\$18	4.17%

2024 FINANCIAL HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

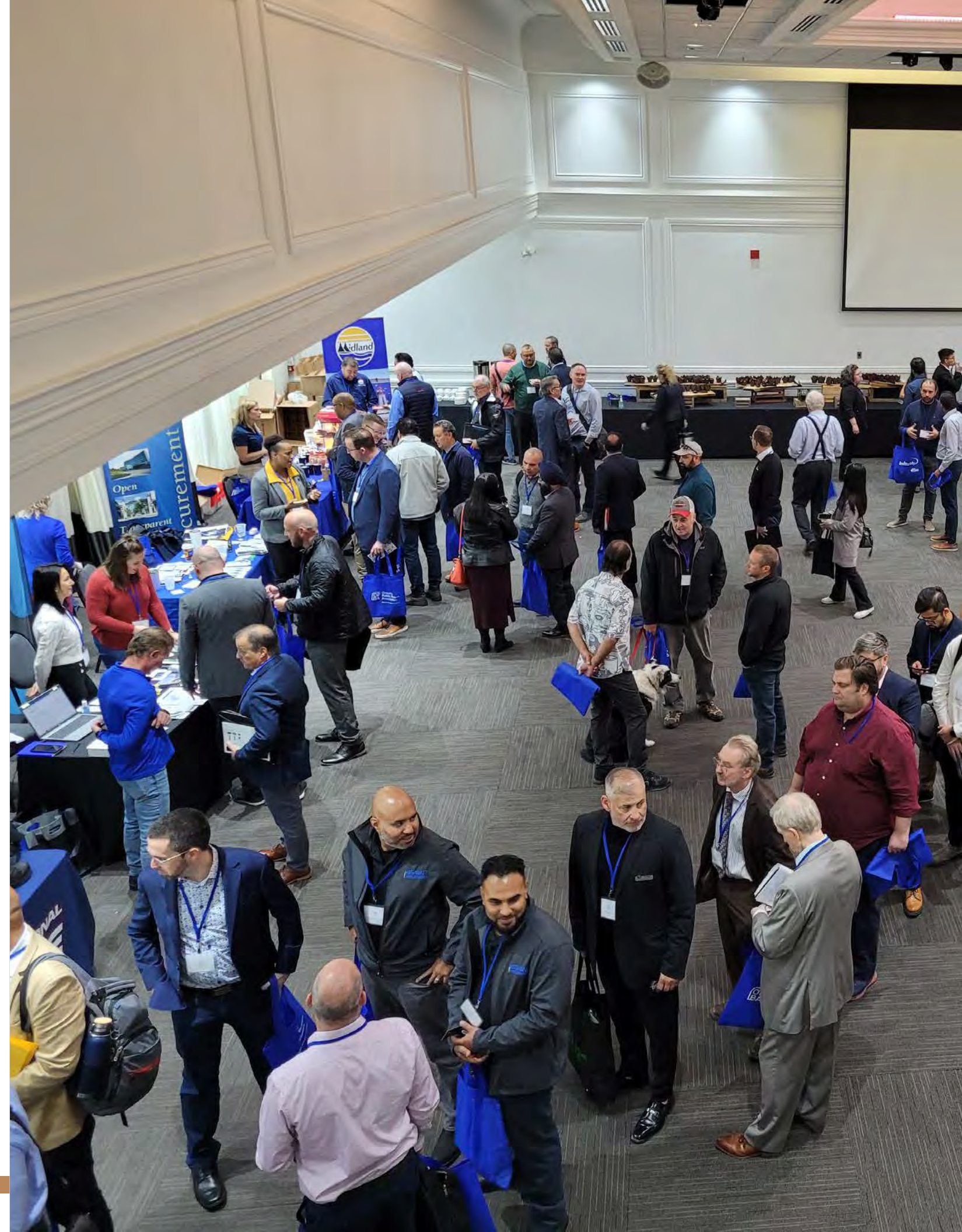
- Consulting fees includes \$15,000 to take on the implementation of a social procurement and supplier diversity program
- Professional development increased to allow more in person attendance and new training to support social procurement and supplier diversity program

IT AND COMMUNICATIONS

- Includes new contract management module \$4,000

TRANSFERS

- Includes \$15,000 to offset one time consultant fee



PEOPLE & EQUITY: AT A GLANCE

The People and Equity Department is entrusted with the County's human resources, health and safety, organizational development and learning and diversity, equity and inclusion functions. Some of the core services the department provides are full cycle recruitment, employee and labour relations support across the organization, ensuring health and safety compliance, operationalizing equity principles and leading corporate learning and capacity building opportunities. People and Equity works with County department and divisional partners to ensure that County services, programs and policies are responsive to the needs of Dufferin's diverse communities. People and Equity strives to be a leader in providing innovative, high-quality programs and services that contribute to a vibrant and connected community. The department's core values are justice, diversity, equity, inclusion, safe spaces and system disruption. People and Equity's approach to service delivery and customer service is focused on putting people first, being safe and supportive, collaborative, transparent and critically reflective and is relationship-focused.

HUMAN RESOURCES AND LEARNING & ORGANIZATIONAL DEVELOPMENT

The Human Resources division is responsible for HR operations, specifically in the areas of labour and employee relations, recruitment and selection and HR policy development. The Learning and Organizational Development division is responsible for developing and enhancing the Corporate Training Plan to meet the needs of employees, departments and the organization. The work of this division is focused on optimizing employee performance by planning, coordinating, developing and scheduling learning opportunities based on identified training needs.

EQUITY

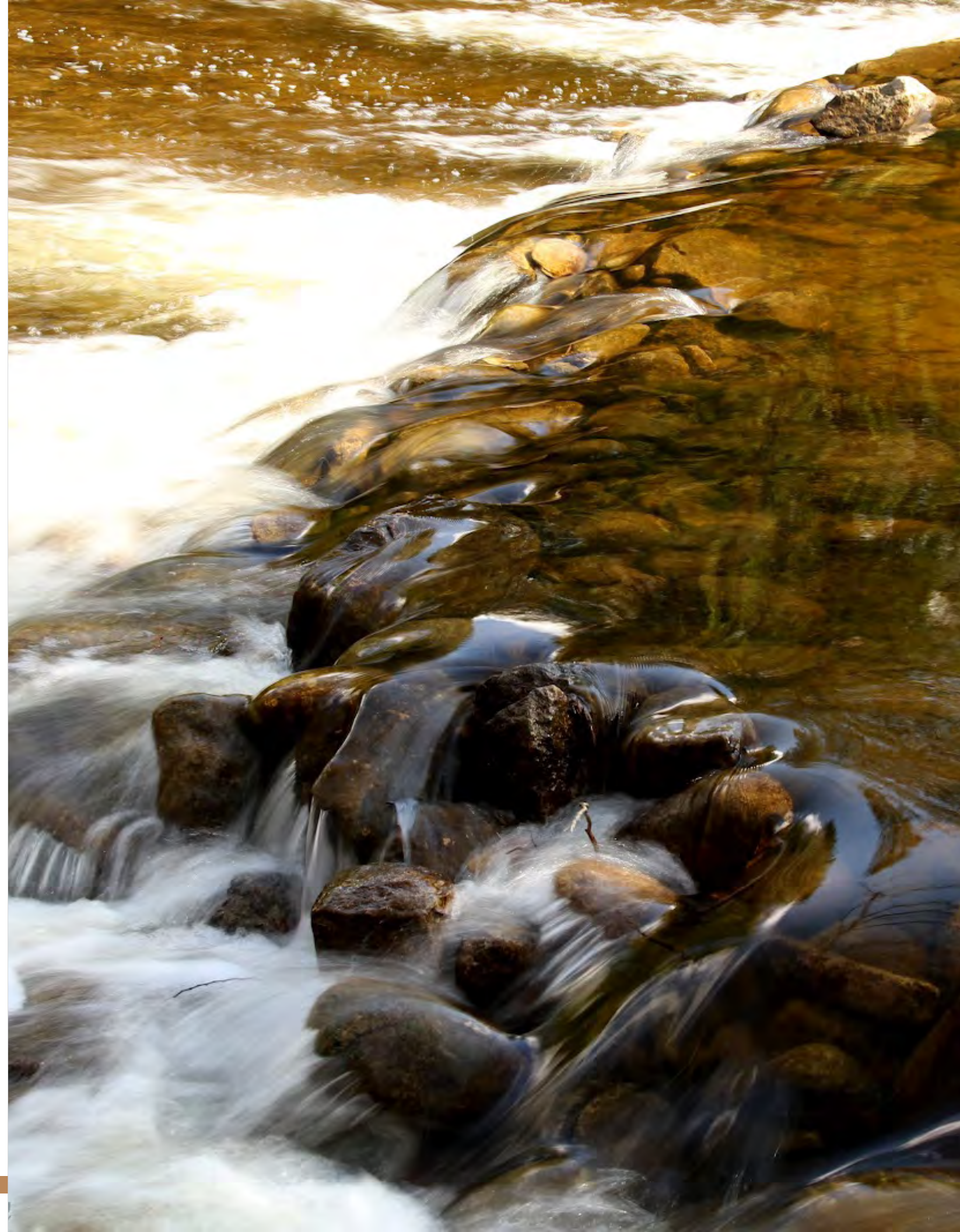
The Equity division is responsible for implementing, monitoring and evaluating the Equity Strategic Plan (2023-2026) and identifying and removing systemic barriers in the workplace that perpetuate oppression, racism and discrimination that result in disparate outcomes. By actively working towards eliminating these barriers using data driven, anti-racist, anti-colonial and anti-oppression frameworks, individuals belonging to groups that have historically faced marginalization can fully participate in the workplace with dignity and belonging.

HEALTH & SAFETY

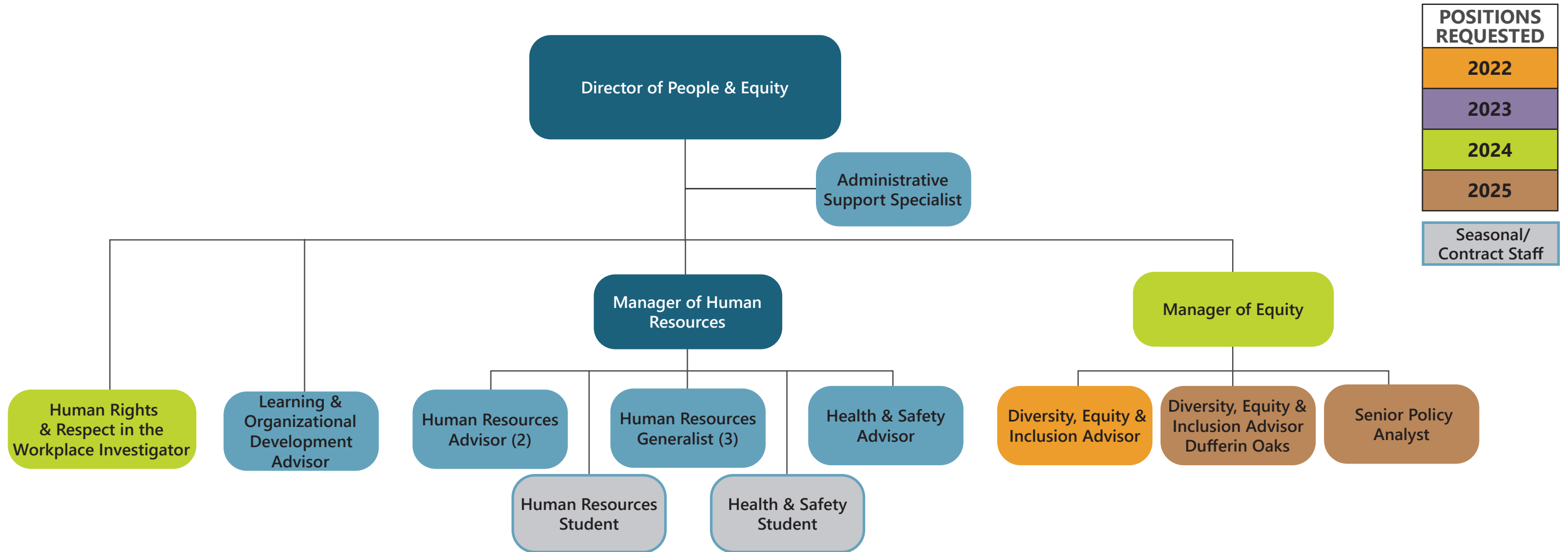
The Health and Safety Division is responsible for the development and implementation of an Occupational Health and Safety program for the County of Dufferin and six participating member municipalities. This position acts in an advisory capacity to all levels of staff and management, providing training, tools and resources to support a culture of health and safety, and promote the municipality's internal responsibility system.



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



PEOPLE AND EQUITY DEPARTMENT ORGANIZATIONAL CHART



PEOPLE AND EQUITY FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$1	\$0	\$0	\$0	\$0	-\$1	-100.00%
Other Revenue	\$89	\$93	\$97	\$102	\$105	\$4	4.79%
Total Revenues	\$89	\$93	\$97	\$102	\$105	\$4	3.96%
Expenditures							
Salaries and Benefits	\$1,476	\$1,558	\$1,670	\$1,757	\$1,854	\$82	5.56%
Administrative and Office	\$543	\$710	\$606	\$596	\$589	\$168	30.87%
Service Delivery	\$6	\$6	\$6	\$6	\$6	\$0	0.00%
IT and Communications	\$29	\$31	\$30	\$32	\$32	\$2	7.37%
Internal Services Recovered	-\$213	-\$281	-\$294	-\$306	-\$319	-\$68	32.01%
Total Expenditures	\$1,841	\$2,025	\$2,017	\$2,085	\$2,162	\$184	9.98%
Transfers							
Transfers from Reserves	-\$433	-\$476	-\$262	-\$221	-\$228	-\$43	10.01%
Total Transfers	-\$433	-\$476	-\$262	-\$221	-\$228	-\$43	10.01%
Total Status Quo	\$1,319	\$1,455	\$1,659	\$1,762	\$1,829	\$137	10.38%
Additional Staffing Requirements							
Manager of Equity	\$0	\$122	\$154	\$160	\$166	\$122	100.00%
Human Rights Officer	\$0	\$100	\$126	\$131	\$136	\$100	100.00%
Senior Policy Analyst	\$0	\$0	\$128	\$131	\$136	\$0	0.00%
Equity Advisor	\$0	\$0	\$128	\$131	\$136	\$0	0.00%
Total Additional Staffing	\$0	\$222	\$535	\$551	\$573	\$222	100.00%
Total People and Equity	\$1,319	\$1,677	\$2,193	\$2,313	\$2,402	\$359	27.21%

2024 FINANCIAL HIGHLIGHTS

REVENUES

OTHER REVENUE

- Includes contributions from lower tiers for Health & Safety \$92,850

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Consulting includes \$75,000 for continued DEI and culture work; \$10,000 for disability management and \$40,000 for other people and equity initiatives
- Similar to all divisions \$5,000 has been included for team building to support equity
- Corporate Training includes \$150,000 for anti-oppression, anti-racism training (offset by reserves), \$108,500 to support ongoing DEI training, \$25,000 for train the trainer (offset by reserves) and \$30,000 for other corporate training initiatives

TRANSFERS

- Rate stabilization reserve will be used to mitigate increases \$100,000, previously approved anti-oppression, anti-racism training \$150,000 and \$25,000 for train the trainer
- WSIB reserve fund will fund County share of Health and Safety \$91,700 and WSIB related costs of \$118,600



PROPOSED 2024 ADDITIONAL POSITIONS

MANAGER OF EQUITY

Additional resources are required to move forward with the actions in the Strategic Plan and the Equity Strategy. The Equity Manager will lead the implementation of the Council approved Equity Strategy. This will include support for the development of new Truth and Reconciliation efforts. Specific initiatives that will be led by the Equity Manager include supporting Dufferin Oaks, policy review and development, coordinating training and facilitated discussions. The Equity Manager will lead implementation of a recruitment equity screening tool and the use of the equity lens.

FINANCIAL IMPACTS

The additional cost for this position in 2024 is \$118,000 for salary and benefits. The annualized cost is \$151,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter.

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

HUMAN RIGHTS & RESPECT IN THE WORKPLACE INVESTIGATOR

The Equity Audit and Equity Strategy identified additional is support needed to address discrimination and harassment in the workplace. Under the Occupational Health Safety Act, employers have an obligation to put in place and adhere to a Workplace Harassment and Discrimination policy that provides a clear process for employees to bring forward and have addressed any complaints. The County currently lacks specialized expertise in this area.

FINANCIAL IMPACTS

The additional cost for this position in 2024 is \$96,000 for salary and benefits. The annualized cost is \$123,000. There is an additional \$4,500 in support costs for year one (training, laptop, etc.) and \$2,000 thereafter. There is likely to be savings in costs for outside investigators and legal counsel between \$20-40,000 annually.

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



PROPOSED 2025 ADDITIONAL POSITIONS

DIVERSITY, EQUITY & INCLUSION ADVISOR - DUFFERIN OAKS SENIOR POLICY ANALYST

These proposed new positions for 2025 are on the horizon and will be reported on further in a future report.

HUMAN RESOURCES AND LEARNING & ORGANIZATIONAL DEVELOPMENT



DIVISIONAL LEAD

Christy Vivian, HR Manager

The Human Resources and Learning & Organizational Development divisions consist of 7 full-time positions including 2 contract student positions.

AT A GLANCE

55 Non-union Job Postings	20 TO 25 Average Business Days to Fill Non-union Vacancies	3 Online Learning Modules Developed	6 Training Sessions and Learning Events Provided to Staff
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KEY FUNCTIONS

- Manages relationships with our partner employee unions at Dufferin Oaks, CUPE and ONA
- Responsible for the disability management of occupational and non-occupational illness
- 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)



SUPPORTING STRATEGIC PLAN 2023-2026

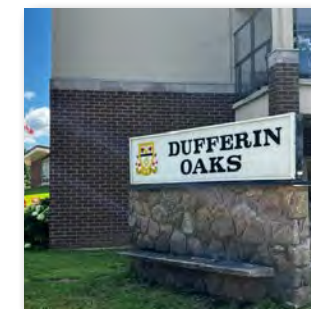


- Equity:** Ensure that the County is an inclusive, equitable and supporting Employer of Choice
- Implement recommendations of Non-Union Total Compensation Review
 - Annual Long Service Awards and staff engagement event at the MoD
 - Implement newly created Performance and Development program across the organization
 - Implement revised the Performance and Development policy

ON THE HORIZON



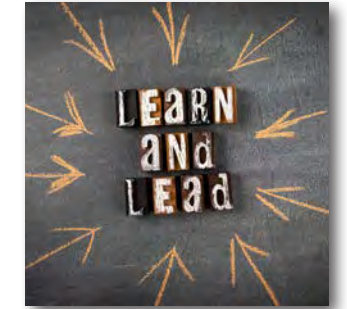
Ontario Nursing Association Bargaining



Dufferin Oaks Pay Equity Review



Ongoing Development of Centralized Learning Hub



Develop and Launch a Leadership Development Series

CHALLENGES

- Multiple finalist candidates declining offers of employment
- Significant absences requiring case management, return to work oversight
- Meeting increasing demand for learning support and services with limited resources
- Identifying sustainable solutions for ongoing learning and capacity building

EQUITY



DIVISIONAL LEAD

Kareema Sookdeo, Diversity Equity Inclusion Advisor

There is 1 full-time position in this division.

AT A GLANCE

<p>19</p> <p>Resources Released to Support Staff in Their Knowledge of the Equity Audit and Equity Strategic Plan</p>	<p>6</p> <p>All Staff Equity Training Opportunities Hosted</p>	<p>19</p> <p>Departmental Townhalls Hosted to Gather Input into the Equity Strategic Plan</p>
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KEY FUNCTIONS

- Supports and facilitates the Diversity Equity Inclusion Advisory and Access Dufferin Advisory Committee
- Key participant on various corporate committees to ensure equity expertise is provided
- Provides and facilitates training and development opportunities that enhance staff awareness and understanding of individual and group rights and responsibilities under the Ontario Human Rights Code (ONHRC), the Accessibility for Ontarians with Disabilities Act (AODA) and other relevant federal and provincial legislation
- Provides the County with insight, expertise and guidance regarding diversity, equity and inclusion as a theoretical concept and its application to services, policy and programs that the County is responsible for

SUPPORTING STRATEGIC PLAN 2023-2026



- Equity:** Ensure that the County is an inclusive, equitable and supporting Employer of Choice
- Implement Climate and Equity Lense tools through pilot projects in various departments
 - Implement the recommendations in the Equity Strategy including updating employee related policies and organizing in-depth training for managers

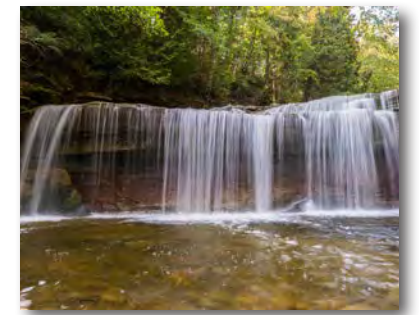
ON THE HORIZON



Create Equity Strategy Implementation Advisory Committee



Implementing Phase 1 of the Equity Strategic Plan



Developing a County of Dufferin Reconciliation Plan

CHALLENGES

- Limited staff to implement recommendations of the Equity Strategy Plan
- Completing training and staff engagement activities are difficult to schedule due to limited capacity across the organization
- Making connections with Indigenous leaders and communities



HEALTH & SAFETY



DIVISIONAL LEAD

Heidi Rooyakkers, Health and Safety Advisor

The Health and Safety division has 1 full-time position.

AT A GLANCE

29

Multi-site Joint Health and Safety Committee Inspections

92

County Onboarding Health and Safety Trainings

KEY FUNCTIONS

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



SUPPORTING STRATEGIC PLAN 2023-2026



- Equity:** Ensure that the County is an inclusive, equitable and supporting Employer of Choice
- Support staff well-being, development and engagement with ergonomic assessments, safety talks, violence risk assessments and update new hire orientation

ON THE HORIZON



Job Demands Analysis Project



Health and Safety Training Review and Updates



Health and Safety Policy Review and Updates

CHALLENGES

- Manual record keeping in the absence of support software (i.e. Learning Management System)
- Increased demand for health and safety support for the County and the lower-tier municipalities is putting a strain on current resources