

GENERAL GOVERNMENT SERVICES

Council | Office of the CAO | Corporate Services | People & Equity



COUNTY COUNCIL

COUNCIL



DIVISIONAL LEADS

- 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 and determine which services Dufferin County provides
- Maintain the financial integrity of Dufferin County
- To carry out the duties of Council under The Municipal Act or any other Act

SUPPORTING STRATEGIC PLAN 2023-2026



Council's role in advancing the Strategic Plan is to:

- Consider and approve Supporting Plans and Strategies that determine how the objectives under each priority area will be met
- Consider and approve a budget that provides an acceptable level investment
- Participate in discussion of specific initiatives as they are brought forward
- Monitor and review progress reports

COUNCIL

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

On the Horizon

- Complete Municipal Comprehensive Review process
- Assess options for current and future use of County facilities and properties
- Review governance and service delivery

COUNCIL (page 8)

2024 Budget Highlights

FACILITIES

- Rent expenses for external Council space removed

ADDITIONS

- Includes \$50,000 for physician recruitment



Questions?

Sonya Pritchard, CPA, CMA
Chief Administrative Officer
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OFFICE OF THE CAO

| Office of the CAO | Clerks | Communications | Emergency Management



Office of the CAO

2024 Budget Highlights

Total Increase of \$178,000 or 14.20%

- Regular increase for existing staff
- Emergency Preparedness Kits
- New agenda software
- 1 additional staff for communications



SUPPORTING STRATEGIC PLAN 2023-2026



Climate and Environment:

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:

- EM (in collaboration with Climate) – Resiliency Hub Study - \$30,000
- EM Work collaboratively with Climate and Energy division to provide community education on severe weather and preparedness activities – staff time

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

Investment included in the 2024 DRAFT budget:

- CAO – Strat Plan Consulting and engagement - \$50,000
- Clerks - Work with HCIA to support expanded grant program – staff time
- EM - Work with community groups and volunteers to improve emergency preparedness and sheltering, provide emergency preparedness kits - \$30,000
- CAO – participate in physician recruitment steering committee and advocacy efforts – staff time

SUPPORTING STRATEGIC PLAN 2023-2026



Governance:

1. Identify opportunities to improve governance and service delivery
2. Improve County's internal and external communications

Investment included in the 2024 DRAFT budget:

- CAO - Review service delivery and governance models, initiate the development of a corporate environmental, social, governance framework and OKR framework – up to \$50,000 plus staff time
- Clerks – Continue to advance digital transformation with Agenda software– up to \$35,000
- Clerks – Review all Council policies and procedures – staff time
- Communications – implementation of guidelines and additional support for design and graphics to improve communications \$10,000
- Communications – additional staff person - \$64,000
- EM – internal emergency notification app - \$4,000

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:

- CAO - 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 – staff time
- Communications – implementation of community engagement framework – staff time
- Communications – additional staff person - \$64,000

OFFICE OF THE CAO



Divisional lead

- Sonya Pritchard, CAO



Key Functions

- Oversees implementation of Council decisions
- Leads implementation of Strategic Plan 2023-2026
- 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

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

- Develop and Implementation of OKR framework
- Review of County services for improved efficiency
- Development and implementation of Advocacy Plan

Clerks



Divisional Lead

- Michelle Dunne, Clerk

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

- Review all Council Policies
- Implement digital signature software
- Implementation of Agenda Management Software
- Full review of the records retention by-law and program, including digitization of corporate records

Communications



Divisional lead

- 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

- Decentralized communications model requires additional time to assist divisions with communications expertise
- Balancing request from across the organization increased support for internal and external communications and community engagement

On the Horizon

- Community Engagement Framework roll out
- Establish Communications Guidebook for writing, style, and language
- Increase communications and identify new tools to reach target audiences
- Review of existing communications policies and procedures



Emergency management



Divisional lead

- Steve Murphy, Manager of Preparedness and 911



Key Functions

- Develop emergency, plans, training and exercises to meet the needs of the community
- Assess risks posed by natural, technological and human causes
- Coordinate County response to large scale or complex incidents
- Manages the provision of the 9-1-1 Public Safety Answering Point through a third-party contract

Emergency management

Challenges

- Communications with community due to decline of print media resources and restrictions on social media
- Capacity challenges with being a single person department

On the horizon

- Enhance emergency social services capacity
- Provide additional training and exercises
- Develop Internal emergency Notification system
- Advance efforts to develop community resilience hubs

Office of the CAO

2024 Budget Highlights (page 12)

Total

- Total Increase of \$178,000 or 14.20%

Salaries and Benefits

- Increase in salaries due to CPI and step increases
- Portion of Executive assistant position was previously charged to OW

Administrative and Office

- Consulting includes \$10,000 for communications support (photography, graphic design), \$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 \$10,000; emergency exercise, public education and preparedness kits \$30,000: Emergency Social Services supplies \$8,000

Office of the CAO

2024 Budget Highlights (page 12)

IT and Communications

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

Additional Staffing

- Communications and Community Engagement Coordinator \$64,000 in 2024, \$113,000 in 2025

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

Office of the CAO

Communications and Community 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.



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.



Questions?

Sonya Pritchard

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CORPORATE SERVICES

Information Technology | Finance | Procurement



CORPORATE SERVICES

2024 Budget Highlights

- Overall Budget for all 3 divisions shows an increase of \$8,000 (page 28 GGS)
 - Due to Investment Income
- Without Corporate Finance reductions budget increase is \$658,000 (32.14%)
- Budgets include 2 additional staff (IT and Finance)
- Inflationary increases seen in insurance and software
- Digital Modernization projects carrying forward from prior years (IT and Finance)

SUPPORTING STRATEGIC PLAN 2023-2026



Climate and Environment:

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:

- Finance - Explore approaches to incorporating climate adaptation and mitigation into asset management practices included in asset management plan update - \$20,000 and staff time

SUPPORTING STRATEGIC PLAN 2023-2026



Economy:

1. Advance County economic development and workforce development
2. Improve broadband and cellular connectivity

Investment included in the 2024 DRAFT budget:

- IT - Finalize upgrade of fibre service between county infrastructure in Orangeville and Shelburne - \$50,000
- IT - Work in collaboration with SWIFT to identify service gaps

SUPPORTING STRATEGIC PLAN 2023-2026



Governance:

1. Identify opportunities to improve governance and service delivery
2. Improve County's internal and external communications

Investment included in the 2024 DRAFT budget:

- IT - Advance digital transformation initiatives by completing SharePoint adoption and change management follow up - \$13,000
- IT - Complete new Website design and implementation project - \$126,000
- Finance - Continue digital transformation through implementation of new Financial Information System - \$1,300,000
- Finance - Adapt reporting to incorporate Environmental, Social and Governance (ESG) framework
- Procurement - Develop a new Environmental Social Governance and Social Procurement Strategy to expand access to procurement opportunities and create an enhanced evaluation tool - \$15,000

INFORMATION TECHNOLOGY



DIVISIONAL LEAD

- Peter Routledge, IT & GIS Manager

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



INFORMATION TECHNOLOGY

Challenges

- Rising partner expectations, heightened cybersecurity mandates, and operational demands challenge the upkeep of service standards
- There's a growing technical demand for on-premises support, underscoring the need for hands-on assistance at some locations
- 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

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



INFORMATION TECHNOLOGY – Financial Plan (page 34)

2024 Budget Highlights

Total Increase \$508,000 (24.29%)

Other Revenue:

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

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

INFORMATION TECHNOLOGY

2024 Budget Highlights

IT Communications

- 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. The remaining \$75,000 include costs similar to other divisions for phones, division specific software including service desk ticketing system and miscellaneous IT supplies.
- 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
- Increases to security services of \$24,000

Transfers from Reserves

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

INFORMATION TECHNOLOGY

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.



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.



INFORMATION TECHNOLOGY- Capital Plan (page 36)

2024 Capital Work Plan Highlights

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

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 by 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, uninterrupted power sources (UPS) and firewall

FINANCE



DIVISIONAL LEAD

- Aimee Raves – Manager Corporate Finance/Treasurer

Key Functions

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



FINANCE

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

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 and their influence on future infrastructure requirements

FINANCE – Financial Plan (page 42)

2024 Budget Highlights

Total

- Increase of \$131,000 (14.72%), includes full year of staff added in 2023

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

Digital Projects

- 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

CORPORATE FINANCE – Financial Plan (page 44)

2024 Budget Highlights

Total – Net Decrease of \$650,000

Revenues

- Investment Income - Increase of \$475,000 predicted due to higher interest rates

Vacancy Savings

- To account for savings when positions are not filled for a period of time. Based on 2% vacancy

Administrative and Office

- Payment to MPAC for assessment services

IT and Communication

- New claims management software \$14,000 plus one time set up fee of \$3,000

Transfers from Reserves

- Transfer from rate stabilization reserve of \$1,000,000 to gradually mitigate the impact of inflation and draw down the balance of the rate stabilization reserve

FINANCE

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.



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.



PROCUREMENT



DIVISIONAL LEAD

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 while working toward the goals set forth in the Corporate Strategic Plan.

PROCUREMENT

Challenges

- Currently, the Procurement division is reactionary. Ideally, Procurement should be proactive in helping identify the needs and requirements of County departments
- Proposals and tenders that close overbudget cause bottleneck in Procurement processes

On the Horizon

- Update current procurement by-law
- Implement pre-qualified vendor/supplier lists
- Develop a competitive procurement requisition checklist

PROCUREMENT – Financial Plan (page 48)

2024 Budget Highlights

Total – Increase \$18,000 (4.17%)

Administrative and Office

- Consulting fees includes \$15,000 to develop environmental and social procurement framework
- 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

Questions?

Sonya Pritchard

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PEOPLE AND EQUITY

Human Resources | Diversity, Equity & Inclusion |
Learning & Organizational Development | Health & Safety



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:

- HR - Implement recommendations of Non-Union Total Compensation Review -included in 4% COLA
- HR - Implement newly created Performance and Development program across the organization
- HR – DEI training for staff across the organization - \$108,000, Management Training - \$150,000
- Equity - Implement Climate and Equity Lens tools through pilot projects in various departments
- Equity - Implement the recommendations in the Equity Strategy including updating employee related policies - \$75,000

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:

- H&S - Support staff well-being, development and engagement with ergonomic assessments, safety talks, violence risk assessments and update new hire orientation – staff time
- 2 Additional staff – Equity Manager and Human Rights and Workplace Investigator -

HUMAN RESOURCES AND LEARNING & ORGANIZATIONAL DEVELOPMENT



Divisional Lead

Christy Vivian, HR Manager



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)

Human Resources & Organizational Development

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

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
- 

Equity



Divisional Lead

Kareema Sookdeo, Diversity Equity Inclusion Advisor

Key Functions

- Supports and facilitates the Diversity Equity Inclusion Advisory and Access Dufferin Advisory 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 services, policy and programs that the County is responsible for

Equity

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

On the Horizon

- Create Equity Strategy Implementation Advisory Committee
- Implementing Phase 1 of the Equity Strategic Plan
- Developing a County of Dufferin Reconciliation Plan

Health & Safety



Divisional Lead

Heidi Rooyakkers, Health and Safety Advisor



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

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

- Job Demands Analysis Project
- Health and Safety Training Review and Updates
- Health and Safety Policy Review and Updates

People & Equity Financial Plan (page 54)

2024 Budget Highlights

Overall increase of \$136,820 (27.21%)

Other revenue

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

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
- 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
- WSIB reserve fund will fund County share of Health and Safety \$91,700 and WSIB related costs of \$118,600

People & Equity Financial Plan (page 54)

2024 Budget Highlights

Overall increase of \$136,820 (27.21%)

Transfers

- Rate stabilization reserve will be used to mitigate increases \$100,000
- WSIB reserve fund will fund County share of Health and Safety \$91,700 and WSIB related costs of \$118,600

Additional Staff

- Equity Manager – \$118,000
- Human Rights and Workplace Investigator - \$96,000

People and Equity

Equity Manager



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.



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.

People and Equity

Human Rights and Workplace Investigator



The Equity Audit and Equity Strategy identified additional 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.



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.

Questions?

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