



2023 BUDGET PACKAGE

GENERAL GOVERNMENT SERVICES COMMITTEE

2023 COMMITTEE MEMBERS

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



**Councillor
John Creelman (Chair)**



**Warden
Wade Mills**



**Councillor
Guy Gardhouse**



**Councillor
Chris Gerrits**



**Councillor
Shane Hall**



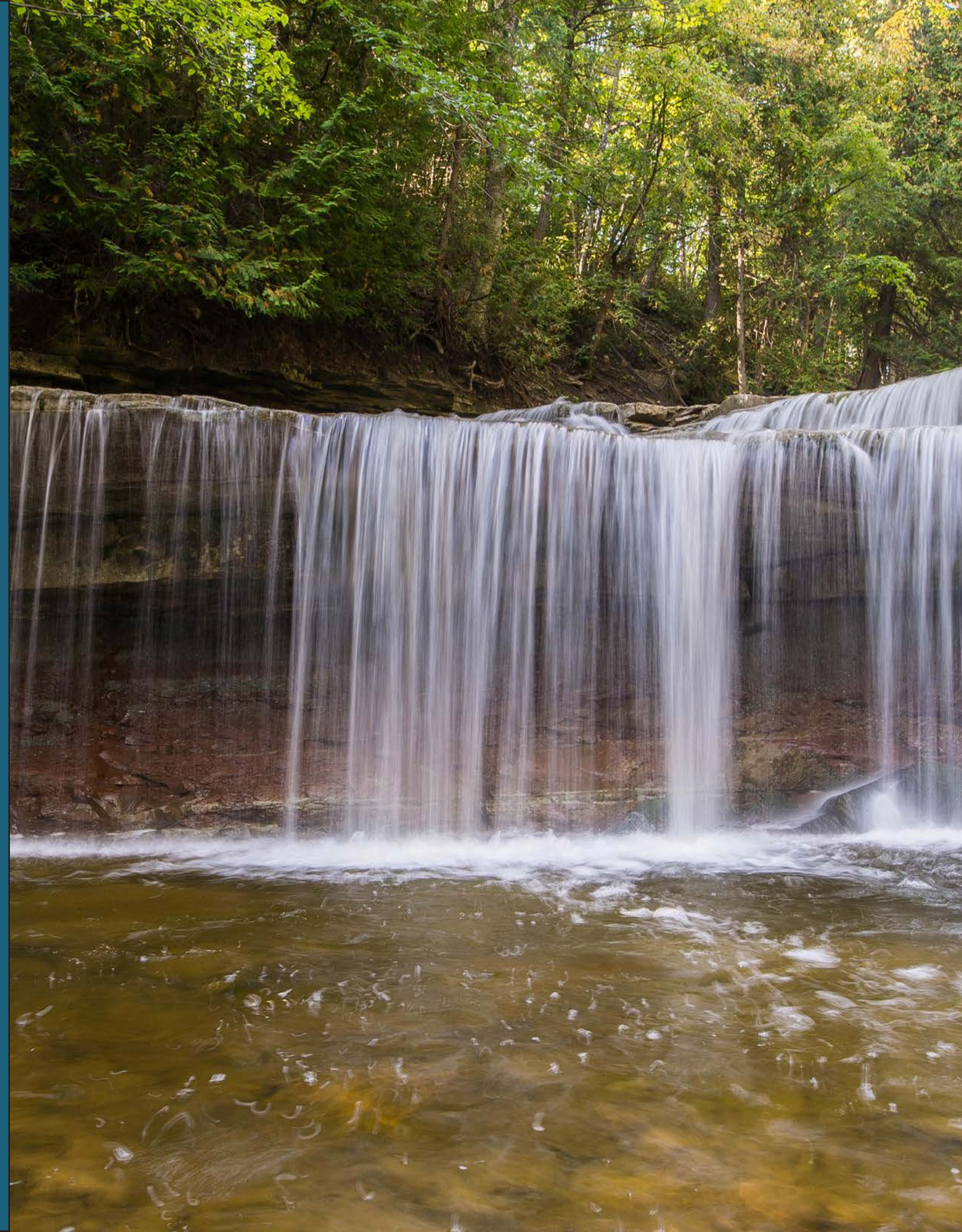
**Councillor
Philip Rentsch**



**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 it’s operations while ensuring that the public and the County’s well-being and interest are maintained.

2023 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
- To develop and evaluate the policies and programs
- To determine which services Dufferin County provides
- To ensure that administrative practices and procedures are in place to implement the decisions of Council
- To maintain the financial integrity of Dufferin County
- To carry out the duties of Council under this or any other Act

CHALLENGES

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

ON THE HORIZON



Strategic Plan



2023 Budget



Municipal Comprehensive Review



Meeting Space



Additions to Senior’s Transit

COUNCIL & GRANT FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Revenues					
Total Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures					
Salaries and Benefits	\$415	\$499	\$510	\$520	\$532
Administrative and Office	\$140	\$142	\$144	\$147	\$159
Service Delivery (Incl. Grants)	\$149	\$124	\$124	\$124	\$124
IT and Communications	\$3	\$0	\$0	\$0	\$0
Facilities	\$7	\$7	\$7	\$7	\$7
Total Expenditures	\$713	\$771	\$784	\$798	\$820
Transfers					
Transfers from Reserves	-\$36	\$0	\$0	\$0	\$0
Total Transfers	-\$36	\$0	\$0	\$0	\$0
Total Status Quo	\$678	\$771	\$784	\$798	\$820
Additions					
Food For Thought	\$0	\$70	\$70	\$70	\$70
Total Additions	\$0	\$70	\$70	\$70	\$70
Total Council & Grant Programs	\$678	\$841	\$854	\$868	\$890

EXPENDITURES

SALARIES AND BENEFITS

- Increase of \$84,000 includes new Council remuneration as approved in 2022 and the addition of a 15th councillor

ADMINISTRATIVE AND OFFICE

- Includes \$3,00 per year or \$12,000 over four years for Council members to attend conferences, includes membership fees to Association of Municipalities of Ontario, Federation of Canadian Municipalities and Western Ontario Wardens Caucus, includes training for Diversity, Equity and Inclusion committee as recommended in Diversity, Equity and Inclusion Community Advisory Committee Strategy

SERVICE DELIVERY

- Community grants program funding administered by Headwaters Communities in Action





OFFICE OF THE CAO: AT A GLANCE

CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer (CAO) is responsible for the overall leadership and management of the municipality and ensures programs and services are delivered efficiently and effectively. The CAO also ensures policies and directions of Council are implemented and advises Council on the operation and affairs of the municipality. The CAO is the liaison between Council and staff.

CLERKS

The primary role of the County Clerk is to perform the statutory duties assigned to the position by provincial legislation (the Municipal Act and other related Acts and Regulations) and County Council including: recording and maintaining records of all resolutions, decisions, by-laws and other proceedings of Council and Committees, as well as overseeing a broad range of responsibilities related to the function of County Council. The County Clerk reports to the Chief Administrative Officer.

EMERGENCY MANAGEMENT

The primary role of the Manager – Preparedness, 911 and Corporate Projects is to ensure that the County and each of the member municipalities are prepared to respond to emergencies when they occur. This is accomplished by ensuring strict compliance with the Emergency Management and Civil Protection Act and any related provincial regulations. Additionally, the Emergency Management Division oversees the contract for the Public Safety Answering Point part of the 9-1-1 system.

COMMUNICATIONS

Communications is responsible for building, protecting, and promoting Dufferin County's reputation. The Communications Manager oversees the County's centralized communications function and is responsible for the development and implementation of a corporate communications strategy and supporting policies. In addition, Communications provides support to the Senior Management Team and departmental staff, and liaises with external partners, stakeholders, and media.



SONYA PRITCHARD, CPA, CMA
Chief Administrative Officer

OFFICE OF THE CAO FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Other Revenue	\$9	\$8	\$8	\$8	\$8	\$0	-5.17%
Total Revenues	\$10	\$9	\$9	\$9	\$9	\$0	-4.64%
Expenditures							
Salaries and Benefits	\$1,018	\$1,041	\$1,103	\$1,168	\$1,237	\$23	2.21%
Administrative and Office	\$233	\$278	\$127	\$127	\$128	\$46	19.69%
Service Delivery	\$52	\$53	\$54	\$54	\$55	\$1	1.30%
IT and Communications	\$44	\$45	\$42	\$45	\$43	\$1	1.54%
Internal Services Recovered	-\$21	-\$22	-\$23	-\$24	-\$25	-\$1	4.69%
Total Expenditures	\$1,326	\$1,395	\$1,303	\$1,371	\$1,438	\$68	5.16%
Transfers							
Transfers from Reserves	-\$100	-\$150	\$0	\$0	\$0	-\$50	50.00%
Transfers to Reserves	\$20	\$20	\$20	\$20	\$20	\$0	0.00%
Total Transfers	-\$80	-\$130	\$20	\$20	\$20	-\$50	62.50%
Total Office of the CAO	\$1,237	\$1,255	\$1,313	\$1,382	\$1,449	\$19	1.53%

EXPENDITURES

SALARIES AND BENEFITS

- Increase is a result of grid movement and CPI adjustment

ADMINISTRATIVE AND OFFICE

- Includes increased consulting fees of for the Strategic Plan (\$150,000) and funds for an emergency management exercises and public education (\$10,000)

TRANSFER FROM RESERVES

- Includes a one-time transfer of \$150,000 to offset the Strategic Plan

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 work together 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.

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



KEY TEAM MEMBERS

Sonya Pritchard, Chief Administrative Officer
Corinne Nielsen, Executive Assistant



AT A GLANCE

10 Manager Townhall meetings held in 2022	OVER 200 Reports to Council and Committees in 2022	40 STAFF Initiated change management training
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KEY FUNCTIONS

- Works with Council to set strategic agenda
- Oversees implementation of Council decisions
- Provides leadership and support to staff
- Encourages collaboration and innovation to ensure service value
- Understands and communicates impacts of policy decision from other levels of government
- Develops and updates policy to reflect legislative changes and local needs
- Ensures cross department collaboration and coordination
- Liaises with local municipalities
- Develops and maintains relationships with external stakeholders
- Promotes effective change management

ON THE HORIZON



Strategic Plan Completion and Implementation



Staff Engagement



Collaboration with WOWC on Caucus Priorities

CHALLENGES

- Staying abreast of ongoing changes to provincial legislation and programs
- External economic pressures
- 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

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.

The division has 3 full-time employees and 1 summer student.

KEY TEAM MEMBERS



- Michelle Dunne, Clerk
- Rebecca Whelan, Deputy Clerk/Information Management Coordinator
- Michelle Hargrave, Administrative Support Specialist

KEY FUNCTIONS

- Organizes meetings of County Council and its committees to facilitate government decision making
- Prepares 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, sub-committee and advisory committee meetings and retains proceedings permanently
- Maintains County by-laws and retains original signed by-laws permanently
- Ensures that Council decisions are communicated as required, in a timely manner, and provides notice to affected parties as required by statute
- Processes appeals received under the Planning Act in co-ordination with the Planning Department for submission to the Ontario Municipal Board
- Co-ordinates appointments of citizens and members of Council to committees and special purpose bodies
- Oversees the County's Records Management program, including Corporate Access and Privacy



AT A GLANCE

19 FOI Requests and 3019 pages granted for access	42 MEETINGS Of Council and Committees in 2022	23,140 CALLS To main phone line and 1,290 Zero out	786,045 Electronic and paper corporate records managed
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CHALLENGES

- Dufferin County does not have a County council chambers to use as a dedicated meeting space. There is an expectation for hybrid meetings to include live streaming and the recording of meetings. The Clerks Office continues to be creative in renting space for Council meetings and workshops
- Managing electronic corporate records remain a challenge as the division integrates records management policies into the new SharePoint project with limited staff and resources
- The County currently has limited staff capacity to monitor and review the impacts of legislative changes

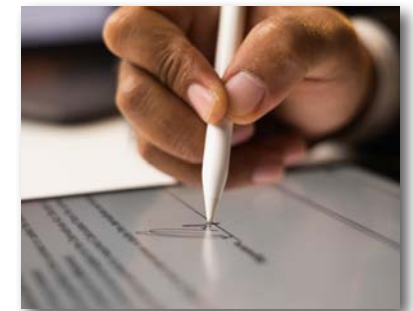
ON THE HORIZON



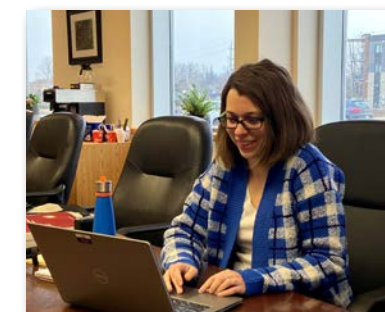
Ongoing Council Training



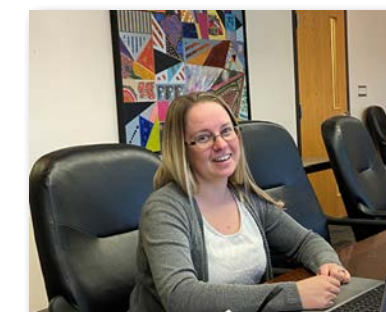
Records Management Training



Implement Electronic Signature Software



Review of Council Policies



Revision of Community Grant Program

COMMUNICATIONS

Through timely, strategic, accessible, and creative communications, the County's Communications division informs, educates, and engages Dufferin County's audiences and builds, protects, and promotes the county's reputation as a great place to live, work and play.

The division has 1 full-time employee.



KEY TEAM MEMBERS

Megan Ball, Communications Manager



KEY FUNCTIONS

- Develops and implements strategic communication campaigns to effectively reach internal and external audiences and build a strong, integrated, and positive image for Dufferin County
- 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. Execute media products to earn media coverage



9,715 FOLLOWERS

and growing across Dufferin County social media channels

- Develops and implements social media campaigns across County channels including Facebook, Twitter, and Instagram. Identifies opportunities to increase engagement, reach and followers to effectively and creatively communicate with online audiences
- Oversees Dufferin County's corporate brand identity. Ensures County communications materials are cohesive and on-brand

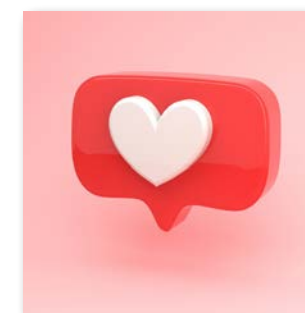
CHALLENGES

- Formalized communications function is new to the County
- Policies and supporting guidelines must continue to be developed to effectively communicate with internal and external audiences

ON THE HORIZON



Internal Communications Framework



Social Media Engagement



Support of County's Key Projects



Ongoing Media Communications

EMERGENCY MANAGEMENT

The primary role of the Emergency Management and 911 division is to ensure that the County and each of the member municipalities are prepared to respond to emergencies when they occur. This is accomplished by ensuring strict compliance with the Emergency Management and Civil Protection Act and any related provincial regulations. Additionally, the EM Division ensures that everyone in Dufferin County can access the emergency services when they need them through the 9-1-1 system.

The Emergency Management Division has 1 full-time employee and part-time support from an employee from Public Works.

KEY TEAM MEMBERS



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



KEY FUNCTIONS

- Administers the Emergency Management Program Committees which assist in the development and implementation of the municipal emergency management program
- Hazard Identification and Risk Assessment Program
- Develop and maintain the Critical Infrastructure Lists
- Coordinates and maintains the Emergency Response Plan
- Liaise with and coordinate efforts of municipal departments, emergency services and identified stakeholders when responding to an imminent or occurring emergency

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

AT A GLANCE



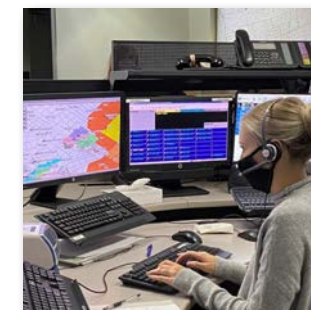
CHALLENGES

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

ON THE HORIZON



In-House Emergency Training for Staff



Transition to NG 9-1-1



Emergency Management Forum



Community Resilience Engagement



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 Information Technology (IT) division provides technical support, advice, and guidance to all departments within the organization as well as four local municipalities and two fire boards. IT maintains equipment, oversees service and software contracts, and is responsible for the cyber security program. In addition, the Information Technology division provides Geographic Information Systems (GIS) services.

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 and leads the annual budget process. The finance division completes internal and external reporting requirements including working with the external audit team to complete the yearly financial statements.

PROCUREMENT

The Procurement division assists all departments in obtaining goods and services while ensuring the Procurement By-Law (2017-33) is adhered to. This division provides procurement advice, assisting in preparing RFP, Tenders and Quote documents while maintaining an open, fair and transparent procurement process. The Procurement division works to obtain the best value while protecting Dufferin County from litigation based on a perception of unfair or unethical behaviour.

Director of Corporate Services

CORPORATE SERVICES FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Taxation	\$352	\$355	\$305	\$265	\$239	\$2	0.65%
Investment Income	\$540	\$775	\$770	\$700	\$700	\$235	43.52%
Government Transfers	\$95	\$95	\$95	\$95	\$95	\$0	0.00%
Other Revenue	\$97	\$309	\$331	\$337	\$343	\$212	219.65%
Total Revenues	\$1,084	\$1,534	\$1,500	\$1,396	\$1,377	\$450	41.48%
Expenditures							
Salaries and Benefits	\$2,334	\$2,572	\$2,723	\$2,884	\$3,054	\$238	10.21%
Vacancy Savings	\$0	-\$750	-\$500	-\$500	-\$500	-\$750	*****
Administrative and Office	\$1,618	\$1,605	\$1,626	\$1,636	\$1,659	-\$13	-0.79%
Service Delivery	\$82	\$178	\$144	\$149	\$144	\$96	116.99%
IT and Communications	\$743	\$998	\$1,121	\$1,167	\$1,135	\$254	34.22%
Vehicles and Equipment	\$5	\$3	\$3	\$3	\$3	-\$2	-46.92%
Internal Services Recovered	-\$264	-\$415	-\$373	-\$294	-\$299	-\$152	57.52%
Total Expenditures	\$4,518	\$4,190	\$4,744	\$5,045	\$5,195	-\$328	-7.26%
Transfers							
Transfers from Reserves	-\$280	-\$1,295	-\$1,100	-\$512	-\$500	-\$1,015	362.53%
DC Contribution	-\$35	\$0	\$0	\$0	\$0	\$35	*****
Total Transfers	-\$315	-\$1,295	-\$1,100	-\$512	-\$500	-\$980	311.14%
Total Status Quo	\$3,119	\$1,361	\$2,143	\$3,137	\$3,318	-\$1,758	-56.36%
Special Projects							
Financial/HR Software	\$1,000	\$1,300	\$200	\$0	\$0	\$300	30.00%
Website Upgrade	\$250	\$180	\$0	\$0	\$0	-\$70	-28.00%
SharePoint Upgrade	\$600	\$435	\$0	\$0	\$0	-\$165	-27.50%
Reserve Transfers	-\$1,850	-\$1,915	-\$200	\$0	\$0	-\$65	3.51%
Total Special Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additional Staffing Requirements							
Payroll Clerk	\$0	\$53	\$97	\$103	\$109		
Financial Analyst	\$0	\$0	\$107	\$113	\$120	\$0	100.00%
IT Service Desk Manager	\$0	\$46	\$142	\$151	\$160	\$46	100.00%
IT Business Analyst	\$0	\$0	\$124	\$132	\$140	\$0	0.00%
GIS Technician	\$0	\$0	\$114	\$121	\$128	\$0	0.00%
Total Additional Staffing Requirements	\$0	\$99	\$585	\$619	\$657	\$99	#####
Total Operating Corporate Services	\$3,119	\$1,460	\$2,728	\$3,756	\$3,974	-\$1,659	-53.19%
Capital Investment	\$300	\$300	\$315	\$315	\$330	\$0	100.00%
Total Corporate Services	\$3,419	\$1,760	\$3,043	\$4,071	\$4,304	-\$1,659	-48.52%
Additions							
International Plowing Match	\$0	\$787	\$0	\$0	\$0	\$787	100.00%
Transfer from Reserve	\$0	-\$500	\$0	\$0	\$0	-\$500	100.00%
Total Additions	\$0	\$287	\$0	\$0	\$0	\$287	100.00%
Total Corporate Services	\$3,419	\$2,047	\$3,043	\$4,071	\$4,304	-\$1,372	-40.13%

CORPORATE SERVICES CAPITAL ASSET FUND

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Carry forward work from prior year		\$130		
Opening Balance	\$451	\$433	\$318	\$294
Contributions				
Capital Levy	\$300	\$300	\$315	\$315
Transfers from Reserves	\$7	\$8	\$8	\$8
Total Contributions	\$307	\$308	\$323	\$323
Capital Work				
Equipment & Machinery	\$454	\$423	\$347	\$482
Total Capital Work	\$454	\$423	\$347	\$482
Ending Capital Asset Fund Balance	\$303	\$318	\$294	\$135

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$135	\$198	\$322	\$195	\$138	\$198	\$188
\$330	\$330	\$330	\$360	\$360	\$360	\$375
\$8	\$8	\$8	\$8	\$8	\$8	\$8
\$338	\$338	\$338	\$368	\$368	\$368	\$383
\$274	\$214	\$465	\$425	\$308	\$378	\$324
\$274	\$214	\$465	\$425	\$308	\$378	\$324
\$198	\$322	\$195	\$138	\$198	\$188	\$247

CORPORATE SERVICES WORK PLAN SUMMARY

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Expenditures				
Communication Systems Lifecycle	\$24	\$44	\$4	\$32
Communication Tower Lifecycle	\$25	\$0	\$0	\$0
Councillor Device Replacement	\$0	\$0	\$0	\$0
Courtroom AV Equipment	\$10	\$0	\$0	\$0
End User Device Lifecycle	\$157	\$217	\$205	\$144
IT Infrastructure Lifecycle	\$239	\$163	\$139	\$307
Equipment & Machinery	\$454	\$423	\$347	\$482
Total Work Plan Summary	\$454	\$423	\$347	\$482

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$18	\$4	\$4	\$61	\$4	\$4	\$32
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$21	\$0	\$0	\$0	\$21	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$157	\$172	\$205	\$144	\$157	\$172	\$205
\$79	\$39	\$257	\$221	\$127	\$203	\$88
\$274	\$214	\$465	\$425	\$308	\$378	\$324
\$274	\$214	\$465	\$425	\$308	\$378	\$324

INFORMATION TECHNOLOGY

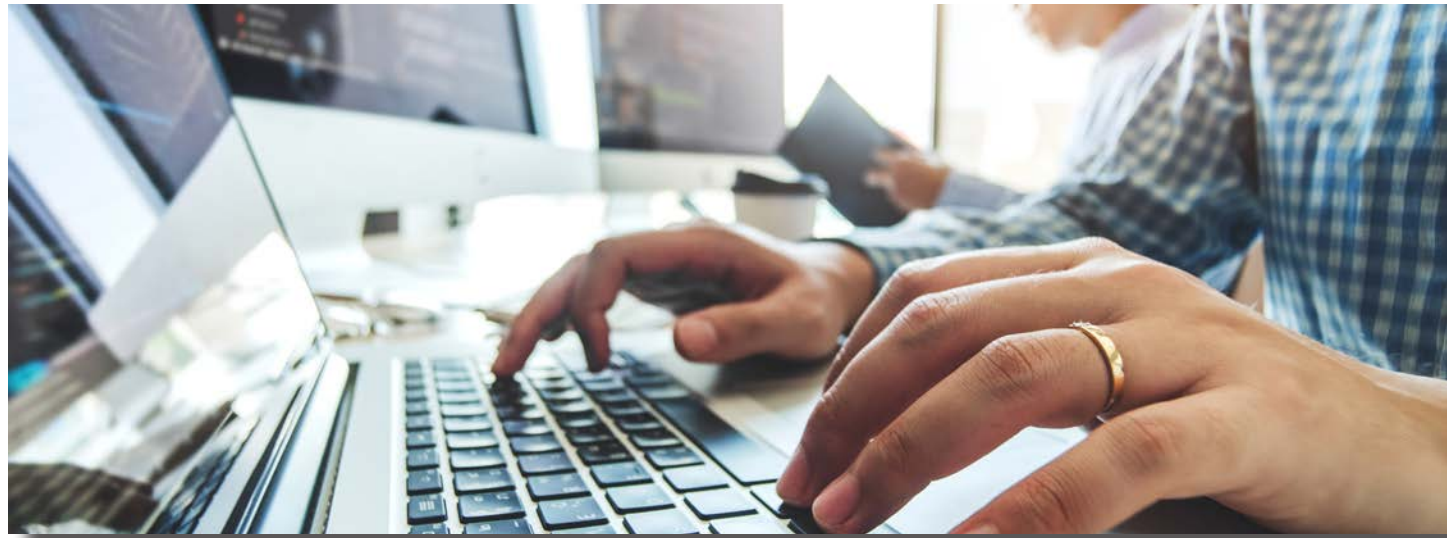
The Information Technology division provides technical management, support, advice and guidance to all departments within the organization as well as four local municipalities, two fire boards and one nonprofit agency.

The IT team includes 8 full-time staff, 3 students and 3 temporary contract staff.



KEY TEAM MEMBERS

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



KEY FUNCTIONS

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

AT A GLANCE

80,188 VIEWS

Of GIS Road Conditions application

5 STAFF

Certified through ISC2

30 TERABYTES

Of data saved in new backup and recovery system

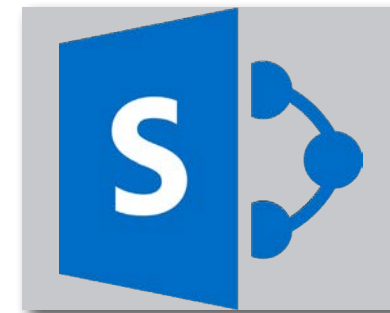
550 ACCOUNTS

Protected through Multifactor Authentication (MFA)

CHALLENGES

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

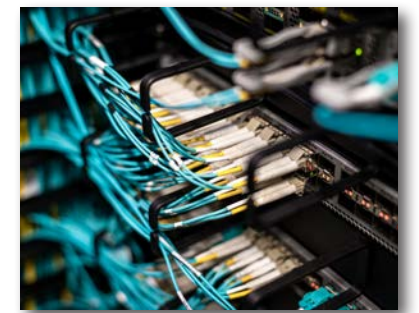
ON THE HORIZON



SharePoint Online Transition Project



Website Transition Project



Network Backbone Infrastructure Fibre Upgrade



PBX Phone System Review



IT Ticketing System Replacement

INFORMATION TECHNOLOGY FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$92	\$309	\$331	\$337	\$343	\$217	237.08%
Total Revenues	\$92	\$309	\$331	\$337	\$343	\$217	237.08%
Expenditures							
Salaries and Benefits	\$1,086	\$1,173	\$1,241	\$1,313	\$1,390	\$87	7.97%
Administrative and Office	\$176	\$226	\$203	\$211	\$221	\$51	28.80%
Service Delivery	\$7	\$103	\$74	\$79	\$74	\$96	1359.77%
IT and Communications	\$687	\$945	\$906	\$953	\$920	\$259	37.65%
Vehicles and Equipment	\$5	\$3	\$3	\$3	\$3	-\$2	-46.92%
Internal Services Recovered	-\$103	-\$123	-\$127	-\$132	-\$133	-\$21	20.04%
Total Expenditures	\$1,858	\$2,327	\$2,300	\$2,428	\$2,474	\$469	25.25%
Transfers							
Transfers from Reserves	-\$97	-\$270	\$0	-\$12	\$0	-\$173	177.21%
Total Transfers	-\$97	-\$270	\$0	-\$12	\$0	-\$173	177.21%
Total Status Quo	\$1,669	\$1,748	\$1,969	\$2,079	\$2,131	\$79	4.73%
Special Projects							
Website Upgrade	\$250	\$180	\$0	\$0	\$0	-\$70	-28.00%
SharePoint Upgrade	\$600	\$435	\$0	\$0	\$0	-\$165	-27.50%
Revenues/Reserve Transfers	-\$850	-\$615	\$0	\$0	\$0	\$235	-27.65%
Total Special Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additional Staffing Requirements							
IT Service Desk Manager	\$0	\$46	\$142	\$151	\$160	\$46	100.00%
IT Business Analyst	\$0	\$0	\$124	\$132	\$140	\$0	0.00%
GIS Technician	\$0	\$0	\$114	\$121	\$128	\$0	0.00%
Total Additional Staffing Requirements	\$0	\$46	\$380	\$403	\$427	\$46	100.00%
Total Operating Information Technology	\$1,669	\$1,794	\$2,350	\$2,482	\$2,558	\$125	7.50%
Capital Investment	\$300	\$300	\$315	\$315	\$330	\$0	0.00%
Total Information Technology	\$1,969	\$2,094	\$2,665	\$2,797	\$2,888	\$125	6.36%

REVENUES

Increased revenues represent the additional cost recovery from the local municipalities as part of the phase in of the Shared Services Agreement.

EXPENDITURES

SALARIES AND BENEFITS

Includes \$78,000 for temporary contract staff to back-fill full-time positions working on the SharePoint and Website Transition projects. These costs are covered by transfers from reserves as part of the projects. Increase is also the impact of grid movement and CPI adjustment seen in every department. An additional summer student is included in 2023.

ADMINISTRATIVE AND OFFICE

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

SERVICE DELIVERY

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

IT AND COMMUNICATIONS

Increase of \$259,000. Includes additional \$60,000 to upgrade to a managed fibre contract with Rogers that includes the connection from Zina St to Dufferin Oaks and a failover back up option should the main line go down; \$10,000 for network cabling; additional \$20,000 in software annual fees for enhanced cyber monitoring software and the impact US dollar exchange; software subscriptions for Microsoft products up \$40,000 due to increased licenses to ensure all staff have access to email and SharePoint accompanied by a price increase per license; \$120,000 for additional cyber security protections.

TRANSFER FROM RESERVES

Transfer from Reserves are increased to offset some of the one-time costs associated with the contract staff and to phase in the increase for software and cyber security.

SPECIAL PROJECTS

The website and SharePoint projects were previously approved are funded from reserves. Due to unforeseen circumstances, they did not advance as quickly as predicted in 2022 and are being carried forward to 2023. The amount shown in 2023 represents the outstanding work.

ADDITIONAL STAFFING REQUEST

Includes one additional position in 2023 (IT Service Desk Manager) and 2 more in 2024.

POSITION

The Information Technology Service Desk Manager is responsible for scheduling, training, and guidance to the Service Desk staff. In addition, the role manages the day-to-day service desk operations helping to maintain and build client relationships within the County and with external partners by providing technical consulting advice on a wide variety of IT concerns and initiatives ensuring timely, appropriate, and efficient support. The position is also a working position that provides Tier 1-3 level technical support for IT related issues or requests.

PURPOSE

Introducing the Information Technology Service Desk Manager role is required to better align and optimize services to increase the value provided to the County and municipal partners. With the new IT service municipal partner agreements signed in 2022, the role demonstrates our continued commitment to our municipal partners and the enhanced service obligations allowing us to continue to build and sustain strong partner relationships. Increased workloads and new responsibilities from having to support and maintain an unstructured network with staff working remotely and over 650 staff across eight organizations is a significant challenge to overcome. This role will help develop appropriate policies, procedures, and service level agreements that are increasingly necessary to manage the new normal.

The risk of not creating this role given the increased workloads and new responsibilities is that we will not be able to sustain service levels ultimately impacting business operations. There will also be less time to work on strategic objectives and planning initiatives resulting in a more reactionary rather than proactive approach.

PARTICULARS

This role will work closely with the IT & GIS Manager to turn strategy into an action plan for the IT Service Desk. The expected start date for this position is September 2023. The cost included in the 2023 budget is \$46,200 which will be annualized to \$108,000 in 2024.

PEOPLE

All employees will benefit from more timely, efficient, and improved support to technical issues or requests. The IT & GIS Manager will benefit with more time to work on strategy, support of other technical areas, and to deliver on business objectives. The Service Desk team will benefit with increased time for mentoring, coaching, and advice. Lastly, our municipal partners and Councilors will benefit with improved services and support.



INFORMATION TECHNOLOGY CAPITAL ASSET FUND

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Carry Forward From Prior Year		\$119		
Opening Balance	\$451	\$422	\$307	\$283
Contributions				
Capital Levy	\$300	\$300	\$315	\$315
Transfers from Reserves	\$7	\$8	\$8	\$8
Total Contributions	\$307	\$308	\$323	\$323
Capital Work				
Equipment & Machinery	\$454	\$423	\$347	\$482
Total Capital Work	\$454	\$423	\$347	\$482
Ending Capital Asset Fund Balance	\$303	\$307	\$283	\$124

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$124	\$187	\$311	\$184	\$127	\$186	\$177
\$330	\$330	\$330	\$360	\$360	\$360	\$375
\$8	\$8	\$8	\$8	\$8	\$8	\$8
\$338	\$338	\$338	\$368	\$368	\$368	\$383
\$274	\$214	\$465	\$425	\$308	\$378	\$324
\$274	\$214	\$465	\$425	\$308	\$378	\$324
\$187	\$311	\$184	\$127	\$186	\$177	\$236

INFORMATION TECHNOLOGY WORK PLAN SUMMARY

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Expenditures				
Communication Systems Lifecycle	\$24	\$44	\$4	\$32
Communication Tower Lifecycle	\$25	\$0	\$0	\$0
Councillor Device Replacement	\$0	\$0	\$0	\$0
Courtroom AV Equipment	\$10	\$0	\$0	\$0
End User Device Lifecycle	\$157	\$217	\$205	\$144
IT Infrastructure Lifecycle	\$239	\$163	\$139	\$307
Equipment & Machinery	\$454	\$423	\$347	\$482
Total Work Plan Summary	\$454	\$423	\$347	\$482

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$18	\$4	\$4	\$61	\$4	\$4	\$32
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$21	\$0	\$0	\$0	\$21	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$157	\$172	\$205	\$144	\$157	\$172	\$205
\$79	\$39	\$257	\$221	\$127	\$203	\$88
\$274	\$214	\$465	\$425	\$308	\$378	\$324
\$274	\$214	\$465	\$425	\$308	\$378	\$324

WORK PLAN HIGHLIGHTS 2023

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

2023 CAPITAL PROJECTS

COMMUNICATION SYSTEMS

Hardware lifecycle replacement of communication systems across the county i.e., phone system, nurse call system, paging system, etc. In 2023 our two central phone system communication servers are due to be replaced with an estimated cost of \$40,000.

COMMUNICATION TOWER

General year to year capital maintenance of the Whitfield tower which is a central communication hub for several organizations across the County.

END USER DEVICE LIFE CYCLE

Hardware lifecycle replacement of end user device hardware i.e. laptops, computers, Ipads, m, etc. Most of the equipment is on a four year lifecycle to reduce maintenance overhead and security risks.

IT INFRASTRUCTURE LIFE CYCLE

Hardware lifecycle replacement of infrastructure hardware i.e. servers, network equipment, wireless, etc. The equipment is on a four-seven year lifecycle to reduce maintenance overhead and security risks. The 2023 budget is standard with no significant changes.



FINANCE

The Finance Division is responsible for ensuring the long-term financial health of the County by providing financial advice and recommendations to Council and other departments while managing risk and maintaining accountability and transparency.

Corporate Finance also oversees the contracts for paramedic services and the Wellington-Dufferin-Guelph Health Unit. The finance team includes eight full-time and two temporary contract staff.



KEY TEAM MEMBERS

Aimee Raves, Treasurer
Suzanne Moore, Deputy Treasurer



KEY FUNCTIONS

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

AT A GLANCE

193 RECORDS
Of employment issued
and counting

566 PAYMENTS
Made to employees

96 EMPLOYEES
Enrolled in benefit
program

14,200 INVOICES
Paid to 1,180 different
vendors

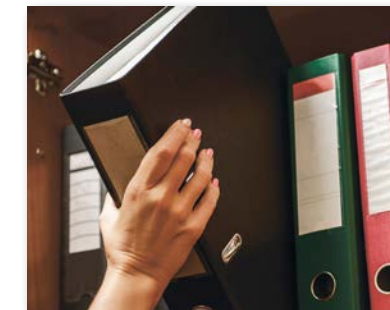
CHALLENGES

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

ON THE HORIZON



New Finance and Payroll System



Policy and Procedure Development



Financial Planning and Asset Management

FINANCE FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$871	\$978	\$1,036	\$1,098	\$1,163	\$107	12.31%
Administrative and Office	\$115	\$127	\$142	\$113	\$97	\$13	11.02%
IT and Communications	\$55	\$50	\$213	\$213	\$213	-\$5	-8.93%
Internal Services Recovered	-\$161	-\$292	-\$246	-\$162	-\$166	-\$131	81.47%
Total Expenditures	\$880	\$864	\$1,144	\$1,261	\$1,306	-\$16	-1.83%
Transfers							
Transfers from Reserves	-\$83	-\$25	-\$100	\$0	\$0	\$58	-69.73%
DC Contribution	-\$35	\$0	\$0	\$0	\$0	\$35	-100.00%
Total Transfers	-\$118	-\$25	-\$100	\$0	\$0	\$93	-78.74%
Total Status Quo	\$762	\$839	\$1,044	\$1,261	\$1,306	\$76	10.03%
Digital Projects							
Financial/HR Software	\$1,000	\$1,300	\$200	\$0	\$0	\$300	30.00%
Revenues/Reserve Transfers	-\$1,000	-\$1,300	-\$200	\$0	\$0	-\$300	30.00%
Total Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additional Staffing Requirement							
Payroll Clerk	\$0	\$53	\$97	\$103	\$109	\$53	100.00%
Financial Analyst	\$0	\$0	\$107	\$113	\$120	\$0	0.00%
Total Additional Staffing	\$0	\$53	\$204	\$216	\$229	\$53	100.00%
Total Finance	\$762	\$892	\$1,249	\$1,478	\$1,536	\$129	16.94%

EXPENDITURES

SALARIES AND BENEFITS

- Salaries and benefits are higher due grid movement and CPI adjustment plus approximately \$100,00 for salary and benefits for the addition of a temporary contract Accounting Supervisor to backfill during staff leave and to offset workload during the Finance and HR digital project. The cost is offset by reserve transfer as part of project cost

ADMINISTRATIVE AND OFFICE

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

IT AND COMMUNICATIONS

- Costs are expected to increase going forward as the licensing model for the financial software will shift to a subscription fee

INTERNAL SERVICES RECOVERED

- Increased due to additional charge backs to community services for additional contract staff to complete financial reporting around new programs

SPECIAL PROJECTS

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

ADDITIONAL STAFFING REQUEST

POSITION

Second Payroll Clerk to support all aspects of payroll processing including setting up new employees (payroll system, time-card system, benefits set-up, OMERS), processing pay bi-weekly payroll for non-union and union employees on off-setting weeks, implementing rate changes, de-activating departing employees, bi-weekly, monthly and annual reporting including issuing T4 slips.

PURPOSE

Adding a second payroll clerk has become increasingly necessary. In 2022, the current payroll clerk supported 560 employees through processing payroll, administration of benefits and OMERS. An increase in turnover (as seen throughout the labour market) creates more reporting to both the benefits provider and OMERS. The recent change to OMERS whereby all part-time staff are eligible to enroll at date of hire versus a two-year waiver period requires additional follow-up and reporting. Increased staff leaves both short-term disability (over 90 individuals in 2022) and long-term disability further add to workload. To meet payroll and reporting deadlines finance staff accumulated over the equivalent of 12 weeks of overtime in 2022. The risk of not increasing support in this area is continued overtime accumulation, staff burn out, missing reporting deadlines, poor response time to staff inquiries, and errors.

The risk of not creating this role given the increased workloads and new responsibilities is that we will not be able to sustain service levels ultimately impacting business operations. There will also be less time to work on strategic objectives and planning initiatives resulting in a more reactionary rather than proactive approach.

PARTICULARS

The additional payroll clerk will assist with processing bi-weekly pay and reporting. The position is required as soon as possible but in order to ensure adequate time for training a fall start date is proposed as finance staff have fewer demands at that time. The cost included in the 2023 budget is \$52,700 which will be annualized to \$92,000 in 2024.

PEOPLE

All employees will benefit from better support, prompt answers to inquiries. Outside agencies will appreciate more timely, thorough and accurate reporting.

CORPORATE FINANCE

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Taxation	\$352	\$355	\$305	\$265	\$239	\$2	0.65%
Investment Income	\$540	\$775	\$770	\$700	\$700	\$235	43.52%
Government Transfers	\$95	\$95	\$95	\$95	\$95	\$0	0.00%
Other Revenue	\$5	\$0	\$0	\$0	\$0	-\$5	-100.00%
Total Revenues	\$992	\$1,225	\$1,170	\$1,060	\$1,034	\$232	23.41%
Vacancy Savings	\$0	-\$750	-\$500	-\$500	-\$500	-\$750	-100.00%
Administrative and Office	\$1,211	\$1,235	\$1,265	\$1,295	\$1,327	\$24	1.96%
Service Delivery	\$75	\$75	\$70	\$70	\$70	\$0	0.00%
Total Expenditures	\$1,286	\$560	\$835	\$865	\$897	-\$726	-56.46%
Transfers							
Transfers from Reserves	\$0	-\$1,000	-\$1,000	-\$500	-\$500	-\$1,000	-100.00%
Total Transfers	\$0	-\$1,000	-\$1,000	-\$500	-\$500	-\$1,000	-100.00%
Total Corporate Finance	\$294	-\$1,665	-\$1,335	-\$694	-\$638	-\$1,959	-666.61%
Additions							
International Plowing Match	\$0	\$787	\$0	\$0	\$0	\$787	100.00%
Transfer from Reserve	\$0	-\$500	\$0	\$0	\$0	-\$500	100.00%
Total Additions	\$0	\$287	\$0	\$0	\$0	\$287	100.00%
Total Corporate Finance	\$294	-\$1,378	-\$1,335	-\$694	-\$638	-\$1,672	-568.92%

REVENUES

SUPPLEMENTAL TAXATION

- Amount represents the net of supplemental taxes and write-offs. Supplemental taxes are directly related to new assessment from development or renovations that are picked outside of the annual assessment report. Write-offs are the reduction in taxes payable to an assessment appeal or un-paid taxes. This is difficult to predict and requires an estimation based on knowledge of building permits and current year activity

INVESTMENT INCOME

- Increase of \$235,000 predicted due to higher interest rates

EXPENDITURES

VACANCY SAVINGS

- Vacancy Savings is an addition to the 2023 budget. Each year salaries and benefits are underspent due to staff turnover, delays/difficulties in hiring and in year funding in some areas. Staff vacancies significantly contribute to what has historically been a relatively large surplus. In an effort to reduce the surplus and avoid raising the tax levy unnecessarily, a corporate vacancy savings amount is proposed

ADMINISTRATIVE AND OFFICE

- Administrative and Office costs are the payment to MPAC for assessment services. The County pays this amount rather than each local municipality being billed individually.

TRANSFER FROM RESERVES

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



PROCUREMENT

The County's Procurement division assists all departments in obtaining goods and services in an open, transparent and fair manner.

The division has 3 full-time staff members.



KEY TEAM MEMBERS

Chris (C.J.) 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.



AVERAGES 55 - 75

RFPs, tenders, formal, and informal quotes annually

OVER \$11 MILLION

Awarded by the County in 2022

216 SUPPLIERS

Registered in Bids and Tenders in 2022

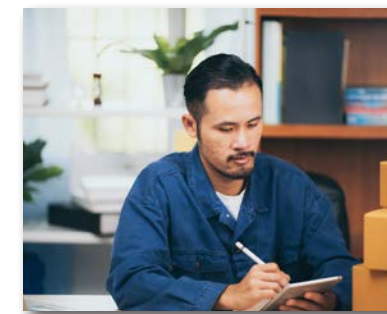
CHALLENGES

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

ON THE HORIZON



Update and Complete Procurement By-Law



Implement Pre-Qualified Vendor/Supplier Lists



Develop Departmental Pre-Project Requisition Form

PROCUREMENT FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues						\$0	0.00%
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Salaries and Benefits	\$377	\$421	\$446	\$473	\$501	\$44	11.81%
Administrative and Office	\$116	\$16	\$16	\$16	\$15	-\$100	-86.00%
IT and Communications	\$1	\$2	\$2	\$1	\$2	\$1	62.50%
Total Expenditures	\$494	\$439	\$465	\$490	\$518	-\$55	-11.06%
Transfers							
Transfers from Reserves	-\$100	\$0	\$0	\$0	\$0	\$100	-100.00%
Total Transfers	-\$100	\$0	\$0	\$0	\$0	\$100	-100.00%
Total Procurement	\$394	\$439	\$465	\$490	\$518	\$45	11.52%

EXPENDITURES

SALARIES AND BENEFITS

- Increase represents a full year additional procurement specialist and grid movement and CPI adjustment

ADMINISTRATIVE AND OFFICE

- Elimination of consulting fees





PEOPLE & EQUITY: AT A GLANCE

The People & Equity Department is entrusted with the County's human resources; health and safety; organizational development and learning; and diversity, equity and inclusion functions. The People & Equity department works with divisional partners to ensure that County services, programs and policies are responsive to the needs of Dufferin's diverse communities, and provides employee and labour relations advice and services across the organization. The department fosters equity, diversity and inclusion in leading, developing and implementing key corporate initiatives and in liaisons with CUPE and ONA unions and other external partners.

We strive to foster a workplace where individuals can maximize their potential. We endeavour to attract, engage, develop and celebrate exceptional people in public service through a workplace environment that is inclusive, supportive and reflective of the diverse community we are honoured to serve. With our belief that people are the most important and valuable asset to a Corporation, the Human Resources Department is responsible for offering support services to the many different departments throughout Dufferin County.



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

PEOPLE AND EQUITY FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Other Revenue	\$84	\$89	\$90	\$92	\$95	\$5	5.71%
Total Revenues	\$85	\$89	\$91	\$93	\$96	\$5	5.66%
Expenditures							
Salaries and Benefits	\$1,450	\$1,476	\$1,533	\$1,641	\$1,758	\$27	1.85%
Administrative and Office	\$452	\$543	\$443	\$454	\$469	\$91	20.15%
Service Delivery	\$6	\$6	\$6	\$6	\$6	\$0	0.00%
IT and Communications	\$26	\$29	\$27	\$30	\$28	\$3	11.55%
Internal Services Recovered	-\$212	-\$213	-\$225	-\$239	-\$253	-\$1	0.32%
Total Expenditures	\$1,721	\$1,841	\$1,784	\$1,892	\$2,007	\$120	6.98%
Transfers							
Transfers from Reserves	-\$432	-\$433	-\$199	-\$213	-\$228	-\$1	0.21%
Transfers to Reserves	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Transfers	-\$432	-\$433	-\$199	-\$213	-\$228	-\$1	0.21%
Total People and Equity	\$1,204	\$1,319	\$1,494	\$1,586	\$1,684	\$114	9.50%



HUMAN RESOURCES

The Human Resources division is responsible for HR operations, specifically in the areas of labour and employee relations, recruitment and selection.

There are 6 full-time staff members dedicated to the division.

KEY TEAM MEMBERS



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



KEY FUNCTIONS

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

AT A GLANCE

5 NEW

Department members added in the last year

100 APPLICANTS

Attracted by latest HR vacancies

12 DAYS

To successfully complete CA bargaining with CUPE

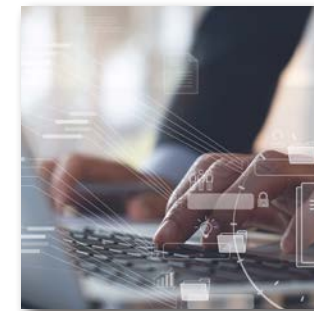
CHALLENGES

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

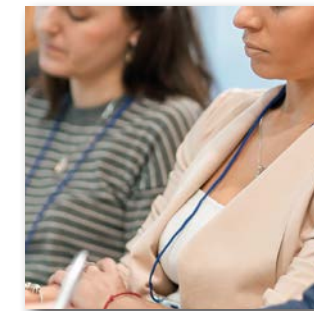
ON THE HORIZON



Employer Branding



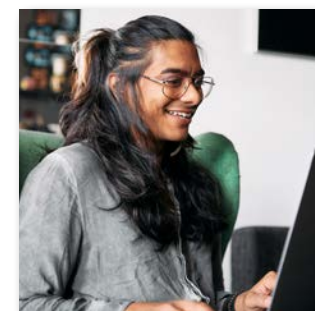
Human Resources Information System



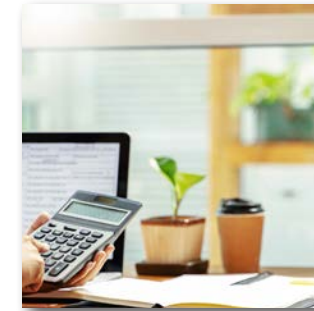
Enhanced Onboarding and Orientation



Performance Management Training



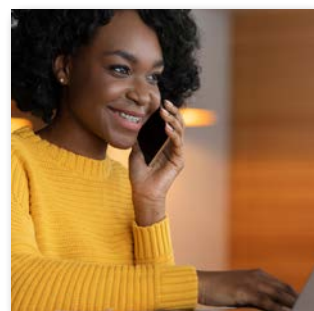
Time and Attendance Training



Total Compensation Review



Respect in the Workplace Procedures



Return-to-Work Process Flow

EQUITY

The Equity division is responsible for 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.

There is 1 dedicated staff member supported by the Director who plays an active role in the Equity portfolio.



KEY TEAM MEMBERS

Kareema Sookdeo, Diversity Equity Inclusion Advisor

KEY FUNCTIONS

- Analyzes quantitative and qualitative data collected through a corporate wide audit to inform corporate decision making and the development of a DEI strategy, equitable policies, processes, and programs
- Supports and facilitates the Diversity Equity Inclusion Advisory Committee
- Supports staff Diversity Equity and Inclusion 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 supports, services, policy and programs that the County of Dufferin is responsible for

AT A GLANCE

46% RESPONSE RATE

For Equity Survey and Supplemental Review

33 ATTENDEES

At International Day for the Elimination of Racial Discrimination Workshop

10-MONTH

Inclusive Leadership Program completed by all managers and supervisors.

CHALLENGES

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

ON THE HORIZON



DEI Strategy Development



Equity Lens to Recruitment and Selection Process



Equity Policies, Programs, and Processes



Performance Development/Appraisal Program



Staff Learning Series



DEI Community Advisory Committee Annual Workplan



LEARNING & ORGANIZATIONAL DEVELOPMENT

The Learning and Organizational Development section is responsible for developing and enhancing the Corporate Training Plan to meet the needs of employees, departments and the organization. The work of this section is focused on optimizing employee performance by planning, coordinating, developing and scheduling learning opportunities based on identified training needs.

There is 1 dedicated team member.



KEY TEAM MEMBERS

Raquel Scott, Learning and Organizational Development Advisor



KEY FUNCTIONS

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



52 MANAGERS

Supervisors, and People and Equity staff participated in Performance Management Training

279 STAFF

Trained in mandatory Diversity, Inclusion, and Equity training

CHALLENGES

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

ON THE HORIZON



Organizational Learning Framework



Enhance Leadership Development Training



Resources, Systems, and Initiatives Review

HUMAN RESOURCES, EQUITY, AND LEARNING AND ORGANIZATIONAL DEVELOPMENT FINANCIAL PLAN

The budgets for Human Resources, Equity, and Learning & Organizational Development are combined as the divisions and budgets are quite small. The three divisions have a total 10 staff including the Director and administrative assistant.

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Total Revenues	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Expenditures							
Salaries and Benefits	\$1,217	\$1,292	\$1,371	\$1,469	\$1,575	\$75	6.18%
Administrative and Office	\$443	\$534	\$434	\$445	\$457	\$91	20.62%
IT and Communications	\$17	\$19	\$18	\$19	\$18	\$2	14.71%
Internal Services Recovered	-\$212	-\$213	-\$225	-\$239	-\$253	-\$1	0.32%
Total Expenditures	\$1,464	\$1,632	\$1,597	\$1,694	\$1,796	\$168	11.49%
Transfers							
Transfers from Reserves	-\$259	-\$313	-\$103	-\$107	-\$112	-\$54	20.76%
Total Transfers	-\$259	-\$313	-\$103	-\$107	-\$112	-\$54	20.76%
Total People and Equity	\$1,204	\$1,319	\$1,494	\$1,586	\$1,684	\$114	9.50%

EXPENDITURES

SALARIES AND BENEFITS

- Increase due grid movement, CPI adjustment. Budget includes \$85,000 for post-retirement benefits

ADMINISTRATIVE AND OFFICE

- \$25,000 increase in legal fees to \$45,000, \$40,000 increase in consulting fees to support training and change management, \$25,000 increase in liability and WSIB insurance to \$53,000 and \$91,000 respectively
- Other budget items include corporate training (\$123,000), department training and professional associations (\$23,000), staff recognition and events (\$38,500), consulting fees to support disability claims management, policy development, recruitment support (\$105,000)

TRANSFER FROM RESERVES

- Annual transfer from WSIB reserve fund offsets WSIB insurance expense, transfer to support one-time initiatives for policy development and training/change management



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 seven 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.



KEY TEAM MEMBERS

Kira Gowanlock, Health and Safety Advisor (Contract)
Lexley Deus, Health and Safety Advisor (Contract)

* Note: by April 2023, Heidi Rooyackers will have returned from Maternity leave and will be the only Health and Safety Advisor.



KEY FUNCTIONS

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

AT A GLANCE

75 EMPLOYEES

Trained or recertified in Standard First Aid and CPR/AED Level C

86%

Of Safety Data Sheets in SharePoint database reviewed and updated

CHALLENGES

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

ON THE HORIZON



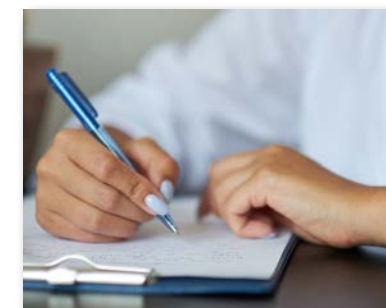
Risk of Violence Assessment



Lockdown Policy and Procedures



Mental Health First or De-escalation Training



Substance Use Policy Development



Naloxone Policy Development



Update New Hire Orientation & Training

HEALTH & SAFETY FINANCIAL PLAN

The Health and Safety Budget is funded by annual contributions from the WSIB reserve and payments from the seven participating municipalities.

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$84	\$89	\$90	\$92	\$95	\$5	5.71%
Total Revenues	\$84	\$89	\$90	\$92	\$95	\$5	5.71%
Expenditures							
Salaries and Benefits	\$233	\$184	\$163	\$172	\$183	-\$48	-20.78%
Administrative and Office	\$9	\$9	\$9	\$9	\$12	\$0	-2.78%
Service Delivery	\$6	\$6	\$6	\$6	\$6	\$0	0.00%
IT and Communications	\$9	\$9	\$9	\$10	\$10	\$1	5.62%
Total Expenditures	\$257	\$209	\$187	\$198	\$211	-\$48	-18.74%
Transfers							
Transfers from Reserves	-\$173	-\$120	-\$97	-\$106	-\$116	\$53	-30.59%
Total Transfers	-\$173	-\$120	-\$97	-\$106	-\$116	\$53	-30.59%
Total Health and Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EXPENDITURES

SALARIES AND BENEFITS

- Decrease from 2022 as additional contract position to support COVID is complete as of April

