

BUDGET OVERVIEW

Budget Overview

Budget Process

- June - September: Departments complete budget templates and review with Finance
- September - November: Finance consolidates results, provides analysis, seeks clarification, updates and reviews further with departments
- November: Budget totals finalized, analysis of reserves and potential application
- November: Budget Review and packages created
- December: Overview presentation to Council
- January: Consideration by Council



Budget Overview

External Factors Impacting the Budget

- Ongoing policy changes
- Uncertainty around funding
- Economic and political factors
- Ongoing pressures in the labour market

Budget Overview

Budget Totals (Operating and Capital Contribution Consolidated)

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenses	\$134,901	\$161,636	\$142,831	\$138,818	\$134,724
Non-tax revenue	-\$69,943	-\$98,639	-\$83,163	-\$80,881	-\$76,540
Reserves and DC's used	-\$17,488	-\$14,007	-\$7,034	-\$1,578	\$912
Status quo Tax Levy*	\$47,470	\$48,989	\$52,633	\$56,359	\$59,096
Status quo Tax Levy Increase	\$2,570	\$1,519	\$3,644	\$3,726	\$2,737
Status quo Tax Levy % Increase	5.72%	3.20%	7.44%	7.08%	4.86%
Additions		\$1,841	\$4,086	\$5,973	\$6,697
Total Tax Levy	\$47,470	\$50,830	\$56,718	\$62,331	\$65,793
Total Tax Levy Increase	\$2,570	\$3,361	\$5,888	\$5,613	\$3,461
Total Tax Levy % Increase	5.72%	7.08%	11.58%	9.90%	5.55%
New Assessment Growth	1.72%	1.48%	1.50%	1.50%	1.50%
Net Tax Payer Impact	4.00%	5.60%	10.08%	8.40%	4.05%

* Status quo includes additional provincial and federal programs that provide funding

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Budget Overview

Additions

- Proposed Staffing
- Previously Committed
- New to 2025



Budget Overview

Proposed Staffing

(in 000s)

	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Proposed Staffing 2025	\$413	\$508	\$523	\$538
Proposed Staffing 2026	\$0	\$658	\$967	\$1,029
Proposed Staffing 2027	\$0	\$0	\$542	\$819
Total Staffing Additions	\$413	\$1,166	\$2,032	\$2,387



Budget Overview

Previously Committed

(in 000s)

	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Previously Committed 2025	\$295	\$299	\$402	\$505
Previously Committed 2026	\$0	\$15	\$45	\$75
Total Previously Committed	\$295	\$314	\$447	\$580

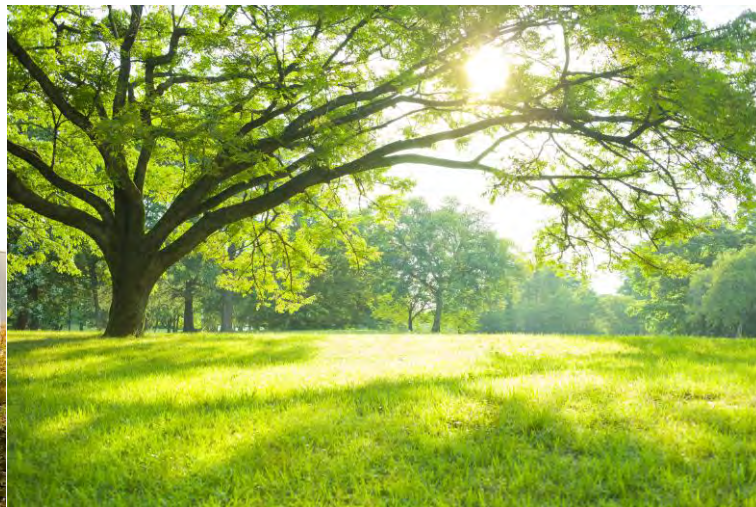


Budget Overview

New to 2025

(in 000s)

	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
New to 2025	\$1,133	\$2,115	\$2,217	\$2,421
New to 2026	\$0	\$490	\$650	\$690
New to 2027	\$0	\$0	\$627	\$718
Total New	\$1,133	\$2,605	\$3,493	\$3,829



Budget Overview

Budget Totals

Status Quo	3.20%
+ Additions	3.88%
Increase =	7.08%

Budget Overview

Budget Totals

Increase 7.08%

- Assessment Growth 1.48%

Tax Levy Increase = 5.60%

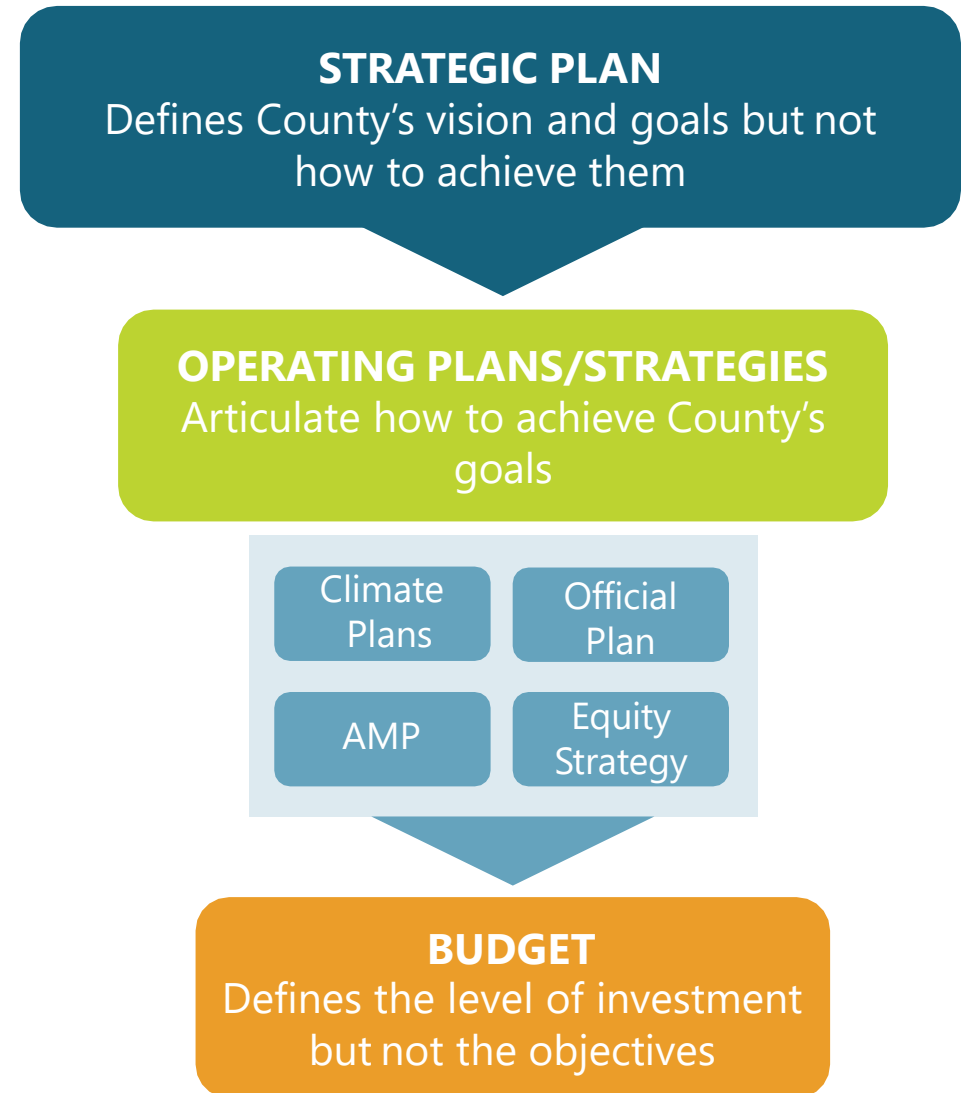


How the Budget supports the Strategic Plan

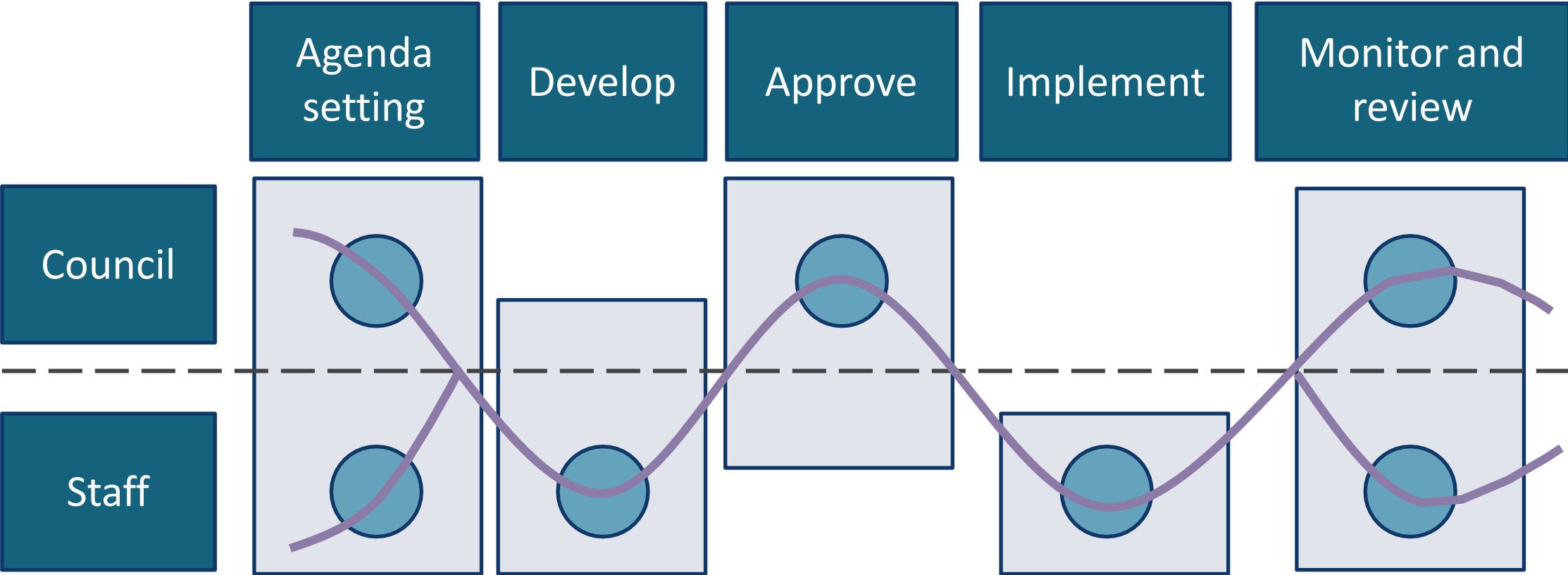
Value of a Strategic Plan

The Strategic Plan is the overarching plan that...

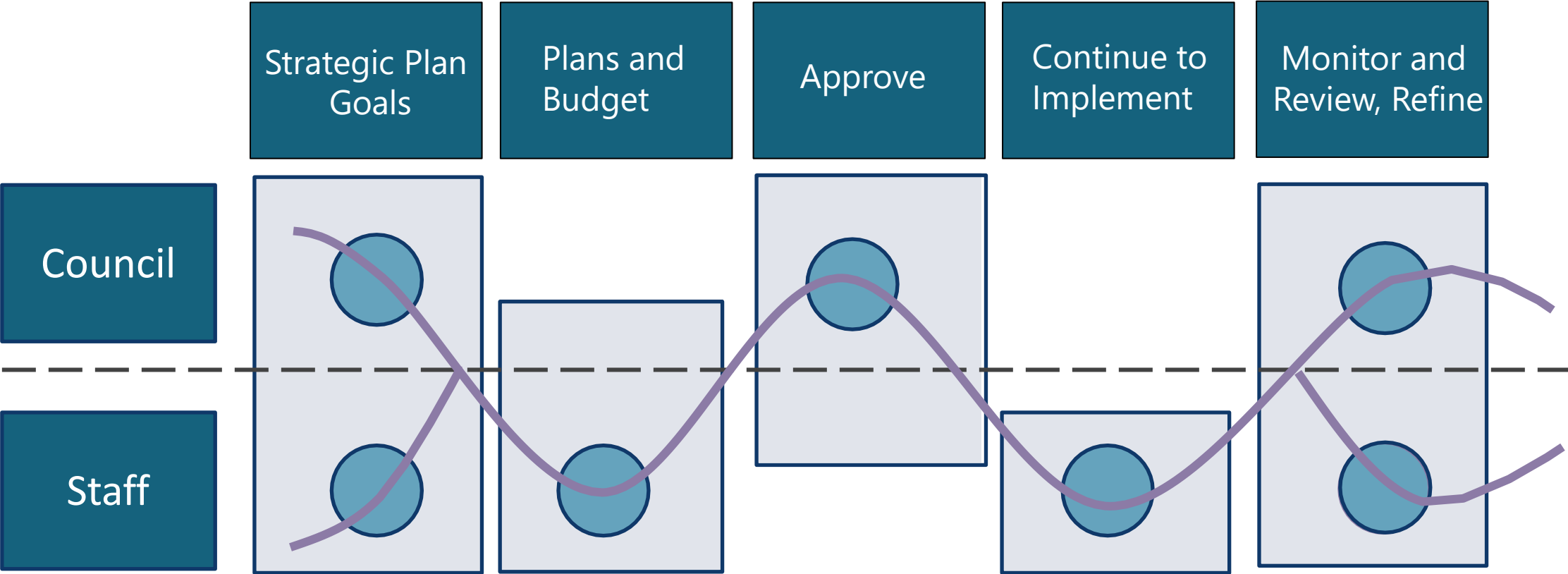
- Guides **Council decision-making** over the lifespan of the plan;
- Informs **corporate business plans** and the **annual budget**;
- Connects staff's day-to-day work to the County's overall strategic direction; and
- Builds **unity and collaboration** within Council and between Council and staff while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



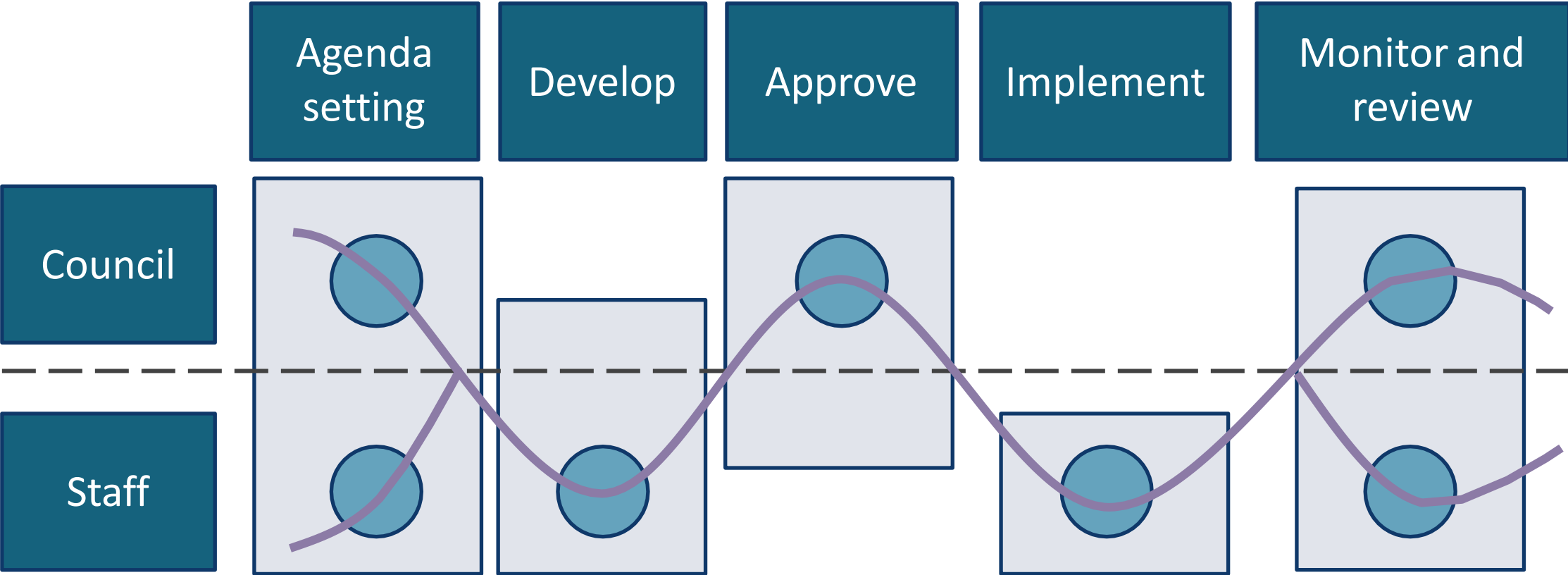
Strategic Plan Decision-Making Cycle



Implementation



Strategic Plan Decision-Making Cycle



STRATEGIC PLAN AT A GLANCE

Vision

A community that grows together.

Mission

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

Values

Collaboration | Accountability | Innovation | Compassion | Courage



ADVANCING STRATEGIC PLAN 2023-2026



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

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

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

ADVANCING STRATEGIC PLAN 2023-2026



Climate and Environment Goal 1:
Establish the County as a leader in climate action

2025 Initiatives:

- Complete a Road Resilience report - \$75,000
- Expand Active Transportation Network with bike lanes along County Road 25 – \$1,000,000
- BetterHomes Dufferin Home Retrofit Program - \$2,030,000
- Develop Climate Master Plan - \$250,000
- County Buildings Energy Retrofit study - \$200,000
- Electric vehicle charging stations for County fleet - \$625,000
- Update Active Transportation Master Plan - \$100,000

ADVANCING STRATEGIC PLAN 2023-2026



Climate and Environment Goal 2:
Enhance and Conserve Dufferin's natural environment

2025 Initiatives

- Perform thermal mapping of the road network to optimize material usage and minimize environmental impact - \$35,000
- Rain Barrel subsidy program - \$25,000
- Natural Asset Management Plan Inventory - \$100,000
- Long Term Waste Strategy Update and Audits - \$122,000
- Planning for mobile waste depot - \$25,000

ADVANCING STRATEGIC PLAN 2023-2026



Community Goal 1:

Increase Affordable and Attainable Housing Options

2025 Initiatives

- Housing Strategy Implementation- \$185,000
- Start-up fund for Housing Strategy Implementation - \$500,000
- Work with housing operators to implement new operating agreements
- Complete upgrades and capital maintenance on housing stock - \$1,887,000
- Commence Housing and Homelessness Task force - \$6,000
- Establish a fast-track building permit approval system for additional residential units

ADVANCING STRATEGIC PLAN 2023-2026



Community Goal 2:

Support Community well-being and safety through collaboration and partnerships

2025 Initiatives

- Community Resilience hub - \$100,000
- Expand support for Headwaters Communities in Action and DC Moves programs - \$60,500
- Expand community grant program by \$45,000 to \$140,000
- Collaborate with childcare sector to provide education and training for providers

ADVANCING STRATEGIC PLAN 2023-2026



Community Goal 2:

Explore opportunities to improve access to healthcare

2025 Initiatives

- Provide rent- free space for medical resident training program
- Fund portion of physician recruiter - \$50,000
- Work with Dufferin Caledon Drug Strategy Committee on overdose awareness
- Develop and implement a Paramedic services Master Plan - \$100,000
- Implement additional paramedic shift in Shelburne - \$426,000
- Purchase paramedic command vehicle - \$80,000

ADVANCING STRATEGIC PLAN 2023-2026



Economy Goal 1:

Advance County-wide economic development and workforce development

2025 Initiatives

- Advance workforce strategy for Early Childhood Educators
- Develop and implement a county-wide Community Improvement Plan - \$80,000
- Develop and implement an Investment Attraction Program - \$25,000
- Advance tourism development - \$20,000
- Create and distribute the Explore Dufferin Guide - \$60,000

ADVANCING STRATEGIC PLAN 2023-2026



Economy Goal 2:

Improve broadband and cellular connectivity

2025 Initiatives

- Prioritize Broadband permit applications
- Continue to support SWIFT

ADVANCING STRATEGIC PLAN 2023-2026



Governance Goal 1:

Identify opportunities to improve governance and service delivery

2025 Initiatives

- Review committee/ meeting structure
- Complete New Operations Centre detailed design
- Ongoing implementation of asset management plan, building and equipment upgrades, repairs, and replacements - \$8,647,000
- Consolidate facilities project planning (new position) - \$112,000
- Edelbrock Centre Improvements, Design Work - \$750,000

ADVANCING STRATEGIC PLAN 2023-2026



Governance Goal 1:

Identify opportunities to improve governance and service delivery

2025 Initiatives

- Ongoing implementation of asset management plan, roads and bridges - \$11,155,000
- Cybersecurity exercises - \$17,000
- Continue Digital Modernization projects (financial information system, human resources information system, asset management software, budget software) - \$843,000
- Fundraising and sponsorship plan for MoD

ADVANCING STRATEGIC PLAN 2023-2026



Governance Goal 2:
Improve the County's internal and external communications

2025 Initiatives

- Provide training on Community engagement framework for staff leading consultation initiatives - \$7,000
- Implement Days of Significance, Proclamation, and Flag Raising policies and procedures
- Implement Strategic Communications Plan

ADVANCING STRATEGIC PLAN 2023-2026



Equity Goal 1:

Align programs, services and infrastructure with changing community needs

2025 Initiatives

- Collaborate with licensed childcare sector for more childcare spaces
- Next steps to implement older adult strategy - \$160,000
- Implement transit services between Orangeville and Shelburne supported by Orangeville Transit - \$168,000
- Implement Older Adults Transportation Service enhancement - \$78,000
- Advocate for improved income and housing supports for those in need

ADVANCING STRATEGIC PLAN 2023-2026



Equity Goal 2:

Ensure that the County is an inclusive, equitable and supportive Employer of Choice

2025 Initiatives

- Implement additional opportunities for staff recognition
- Market wage review - \$65,000
- Indigenous education training - \$35,000
- Leadership Core competencies training - \$60,000
- Dufferin Oaks Train the Trainer Program - \$20,000
- Support upskilling program to train more PSWs at Dufferin Oaks

Budget Overview



Budget Overview

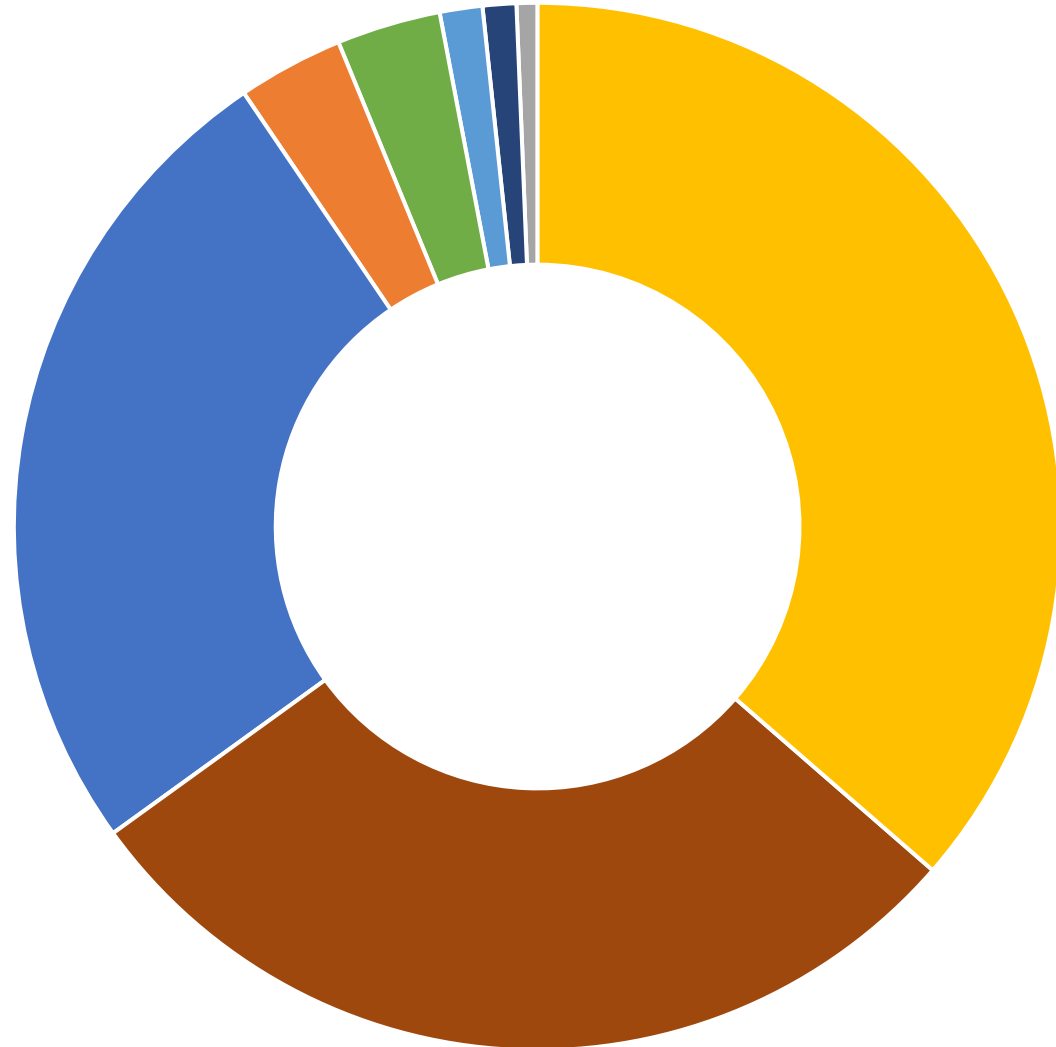
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Operating Expenditures					
Salaries and Benefits	\$39,554	\$42,181	\$43,325	\$44,571	\$45,889
Vacancy Savings	-\$750	-\$1,000	-\$1,000	-\$1,000	-\$1,000
Administrative and Office	\$6,636	\$5,281	\$5,311	\$5,474	\$5,712
Debt Repayment	\$3,210	\$1,045	\$1,031	\$1,018	\$1,005
Service Delivery	\$49,543	\$58,826	\$59,303	\$60,039	\$60,715
IT and Communications	\$2,086	\$2,129	\$2,118	\$2,167	\$2,229
Facilities	\$4,987	\$5,190	\$5,187	\$5,154	\$5,232
Vehicles and Equipment	\$1,628	\$1,675	\$1,730	\$1,791	\$1,851
Internal Services Used	\$2,470	\$2,630	\$2,679	\$2,702	\$2,769
Internal Services Recovered	-\$2,490	-\$2,630	-\$2,679	-\$2,702	-\$2,769
Total Operating Expenditures	\$106,874	\$115,326	\$117,006	\$119,215	\$121,632
Capital Workplan	\$28,027	\$46,309	\$25,825	\$19,603	\$13,092
Total Expenses	\$134,901	\$161,636	\$142,831	\$138,818	\$134,724

Budget Overview

Salaries and Benefits

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- Administrative and Office - 3%
- Debt Repayment - 1%
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Salaries and Benefits

- Cost of living increases
- Grid movement
- Annualized positions
- Position adjustments
- Budget adjustments
- Benefit package



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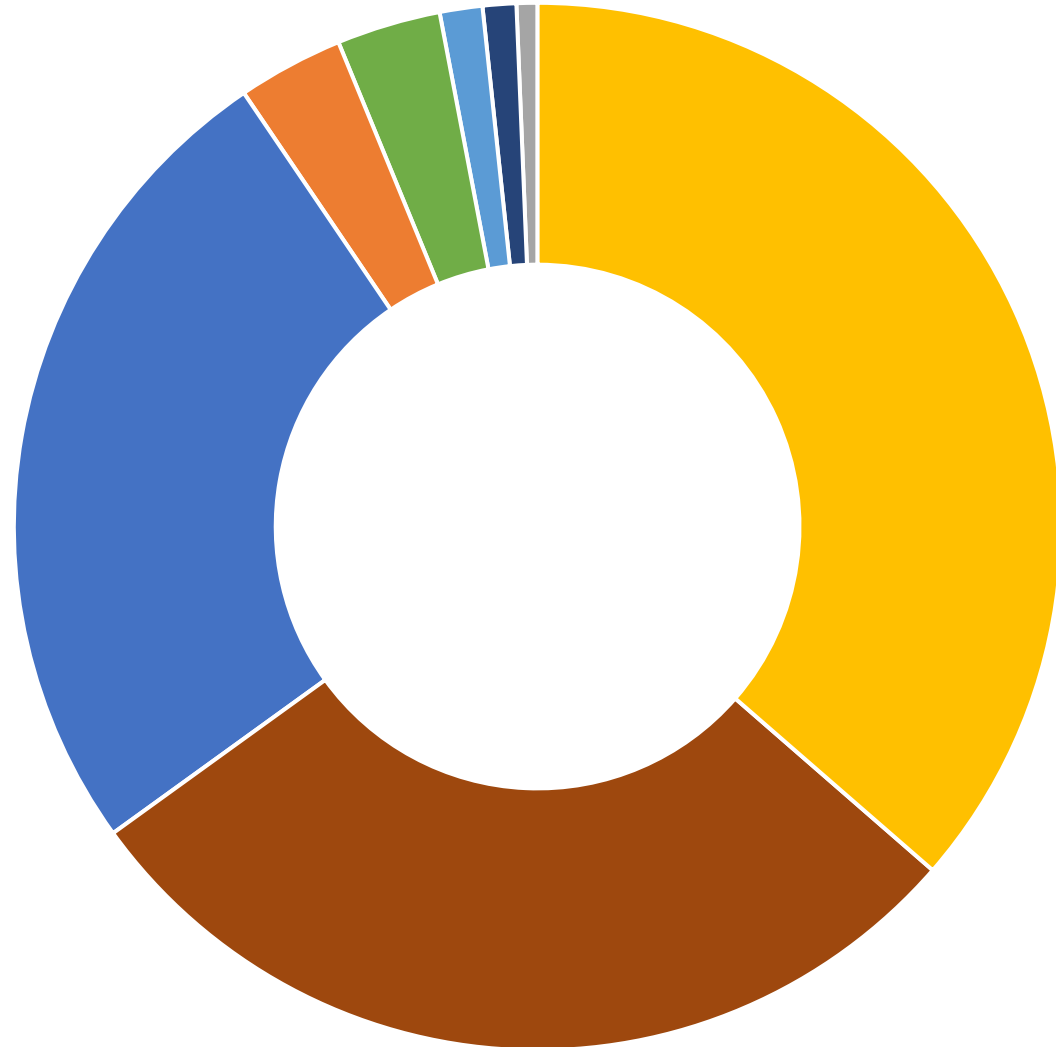
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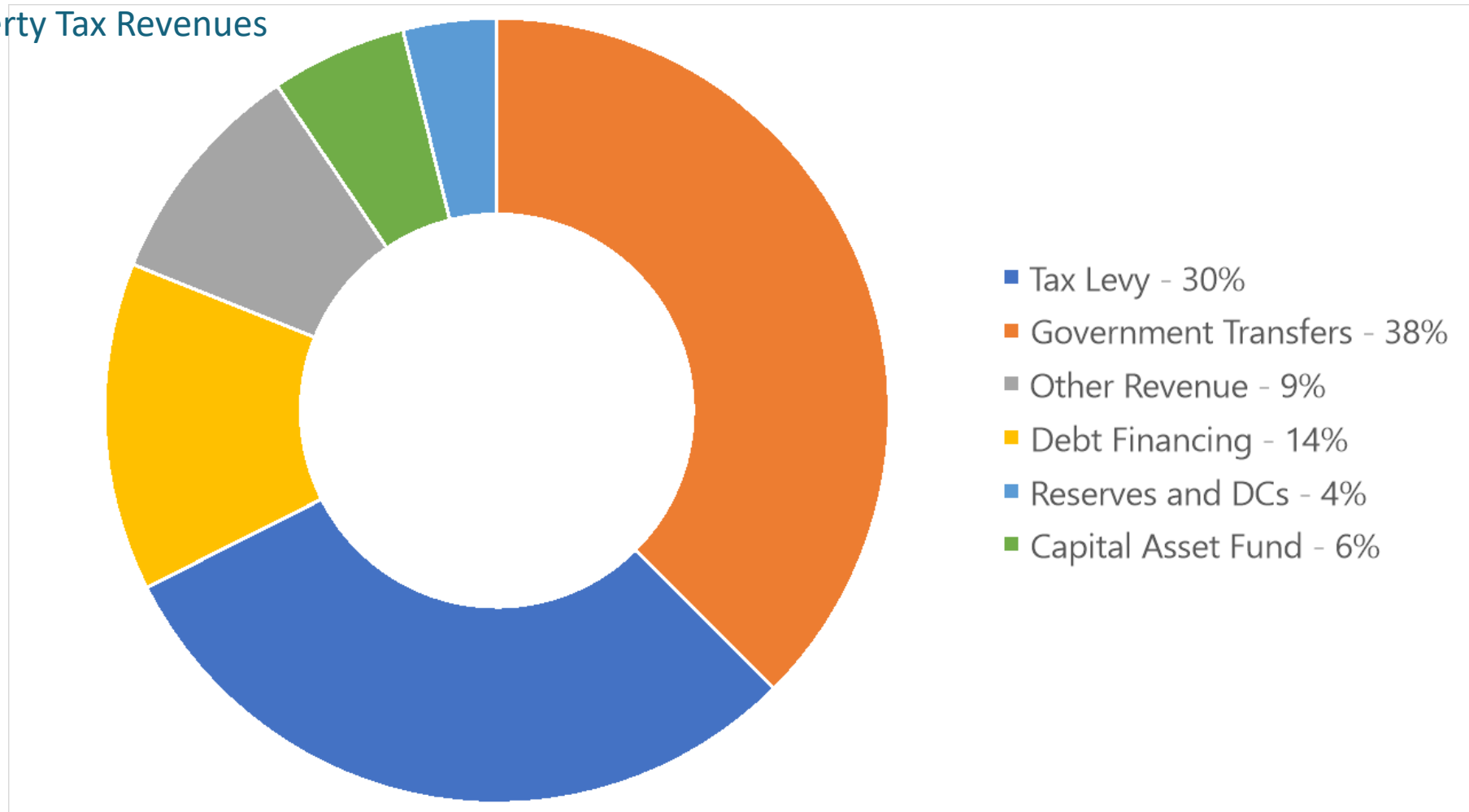


Budget Overview



Budget Overview

Non-Property Tax Revenues



Budget Overview

Non-Property Tax Revenues

(in 000s)

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Revenues					
User Fees	\$5,161	\$5,602	\$5,930	\$6,282	\$6,712
Supplemental Taxation	\$327	\$386	\$361	\$336	\$311
Investment Income	\$1,250	\$1,050	\$850	\$700	\$700
Rent Revenue	\$3,967	\$4,002	\$4,083	\$4,163	\$4,233
Government Transfers	\$50,348	\$61,176	\$60,727	\$61,204	\$61,338
Other Revenue	\$5,892	\$4,374	\$3,143	\$8,198	\$3,246
Debt Financing	\$3,000	\$22,050	\$8,070	\$0	\$0
Total Revenues	\$69,943	\$98,639	\$83,163	\$80,881	\$76,540

Budget Overview

Non-Property Tax Revenues

(in 000s)

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<u>Revenues</u>					
User Fees	\$5,161	\$5,602	\$5,930	\$6,282	\$6,712
Supplemental Taxation	\$327	\$386	\$361	\$336	\$311
Investment Income	\$1,250	\$1,050	\$850	\$700	\$700
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(in 000s)

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Budget Overview



Budget Overview

Reserves and Development Charges

(in 000s)	2024 ESTIMATE	2025 ESTIMATE	2026 ESTIMATE	2027 ESTIMATE	2028 ESTIMATE
Rate Stabilization Reserve ¹	\$10,591	\$6,822	\$5,238	\$4,438	\$4,033
Contingencies	\$250	\$250	\$250	\$250	\$250
Operating Reserves	\$5,959	\$5,675	\$5,525	\$5,500	\$5,525
Digital Modernization	\$1,030	\$187	\$187	\$187	\$187
Capital Reserves	\$3,673	\$4,073	\$5,073	\$6,073	\$7,073
Total General Reserves	\$21,504	\$17,007	\$16,273	\$16,448	\$17,068
Total Reserve Funds	\$8,100	\$7,905	\$7,755	\$7,629	\$7,528
Building Department Fund	\$3,372	\$2,166	\$1,186	\$252	-\$458
Development Charges	\$5,186	\$4,838	\$4,777	\$4,854	\$4,932
Obligatory Reserve Funds	\$8,558	\$7,004	\$5,963	\$5,106	\$4,473
Capital Asset Fund	\$18,996	\$9,842	\$5,313	\$5,369	\$7,332
Total Reserves and DCs	\$57,158	\$41,759	\$35,305	\$34,552	\$36,401

Budget Overview

Reserves and Development Charges

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Budget Overview



Budget Overview

Tax Levy by Department – Status Quo

(in 000s)	2024 BUDGET	2025 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Council	\$911	\$913	\$3	0.33%
Office of CAO	\$1,433	\$1,531	\$98	6.83%
People and Equity	\$1,678	\$1,877	\$199	11.85%
Corporate Services	\$4,085	\$4,209	\$124	3.03%
Corporate Finance	-\$2,031	-\$2,114	-\$84	4.13%
Infrastructure and Environment	\$18,550	\$19,405	\$854	4.60%
Health Services	\$7,300	\$7,493	\$193	2.64%
Dufferin Oaks	\$6,255	\$6,301	\$46	0.74%
Community Services	\$6,929	\$6,901	-\$28	-0.41%
Development and Tourism	\$2,359	\$2,474	\$115	4.87%
Total All County Departments	\$47,470	\$48,989	\$1,519	3.20%

Budget Overview

Tax Levy by Department – Including Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Council	\$911	\$1,000	\$89	9.83%
Office of CAO	\$1,433	\$1,531	\$98	6.83%
People and Equity	\$1,678	\$1,882	\$204	12.17%
Corporate Services	\$4,085	\$4,417	\$332	8.12%
Corporate Finance	-\$2,031	-\$2,114	-\$84	4.13%
Infrastructure and Environment	\$18,550	\$19,680	\$1,130	6.09%
Health Services	\$7,300	\$7,593	\$293	4.02%
Dufferin Oaks	\$6,255	\$6,557	\$302	4.82%
Community Services	\$6,929	\$7,786	\$857	12.36%
Development and Tourism	\$2,359	\$2,499	\$140	5.93%
Total All County Departments	\$47,470	\$50,830	\$3,361	7.08%

CAPITAL



Budget Overview

Capital Asset Fund

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$7,317			
Opening Balance	\$20,937	\$11,679	\$9,842	\$5,313	\$5,369
Contributions					
Government Transfers	\$3,446	\$3,396	\$2,795	\$2,788	\$2,708
Capital Levy (Property Taxes)	\$7,513	\$7,681	\$8,786	\$10,342	\$10,765
Other Revenue	\$3,190	\$2,297	\$1,107	\$6,157	\$1,207
Debt Financing	\$3,000	\$22,050	\$8,070	\$0	\$0
Transfers from Reserves	\$1,251	\$980	\$80	\$55	\$55
DC Contribution	\$370	\$752	\$458	\$318	\$320
Total Contributions	\$18,769	\$37,155	\$21,296	\$19,660	\$15,055
Capital Work					
Total Capital Work	\$28,027	\$46,309	\$25,825	\$19,603	\$13,092
Ending Capital Asset Fund Balance	\$18,996	\$9,842	\$5,313	\$5,369	\$7,332

Budget Overview

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Budget Overview

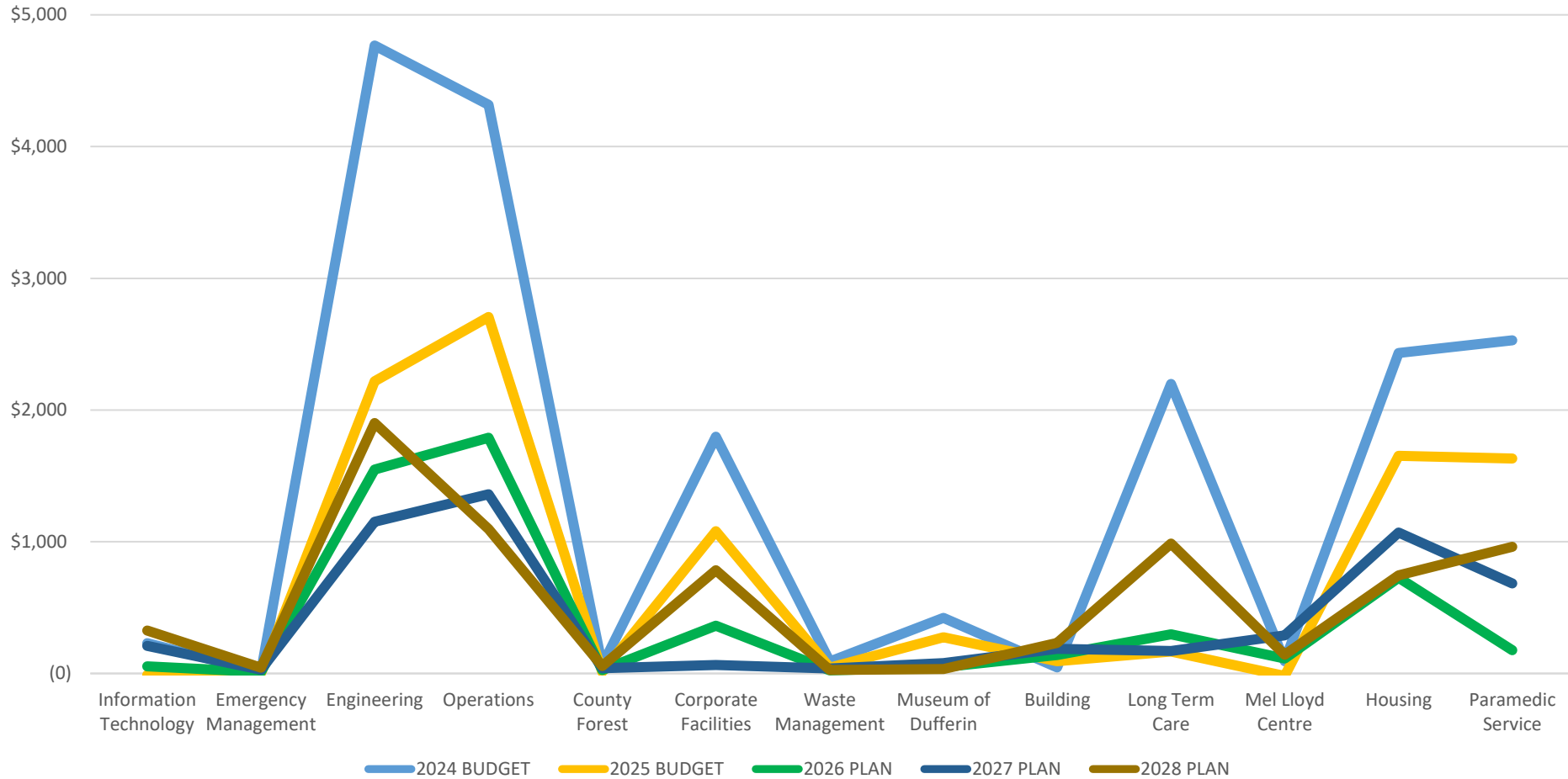
Capital Asset Fund

(in 000s)

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Information Technology	\$229	(12)	\$54	\$209	\$325
Emergency Management	\$13	\$0	\$12	\$28	\$45
Engineering	\$4,767	\$2,218	\$1,547	\$1,152	\$1,901
Operations	\$4,316	\$2,706	\$1,789	\$1,361	\$1,097
County Forest	\$60	\$10	\$25	\$40	\$55
Corporate Facilities	\$1,797	\$1,079	\$362	\$65	\$785
Waste Management	\$91	\$44	\$23	\$37	\$26
Museum of Dufferin	\$421	\$274	\$49	\$78	\$33
Building	\$46,500	\$93	\$140	\$186	\$233
Long Term Care	\$2,198	\$166	\$297	\$170	\$986
Mel Lloyd Centre	\$93	(19)	\$113	\$290	\$142
Housing	\$2,434	\$1,651	\$725	\$1,070	\$744
Paramedic Service	\$2,530	\$1,631	\$177	\$683	\$961
Total Capital Asset Fund	\$18,996	\$9,842	\$5,313	\$5,369	\$7,332

Budget Overview

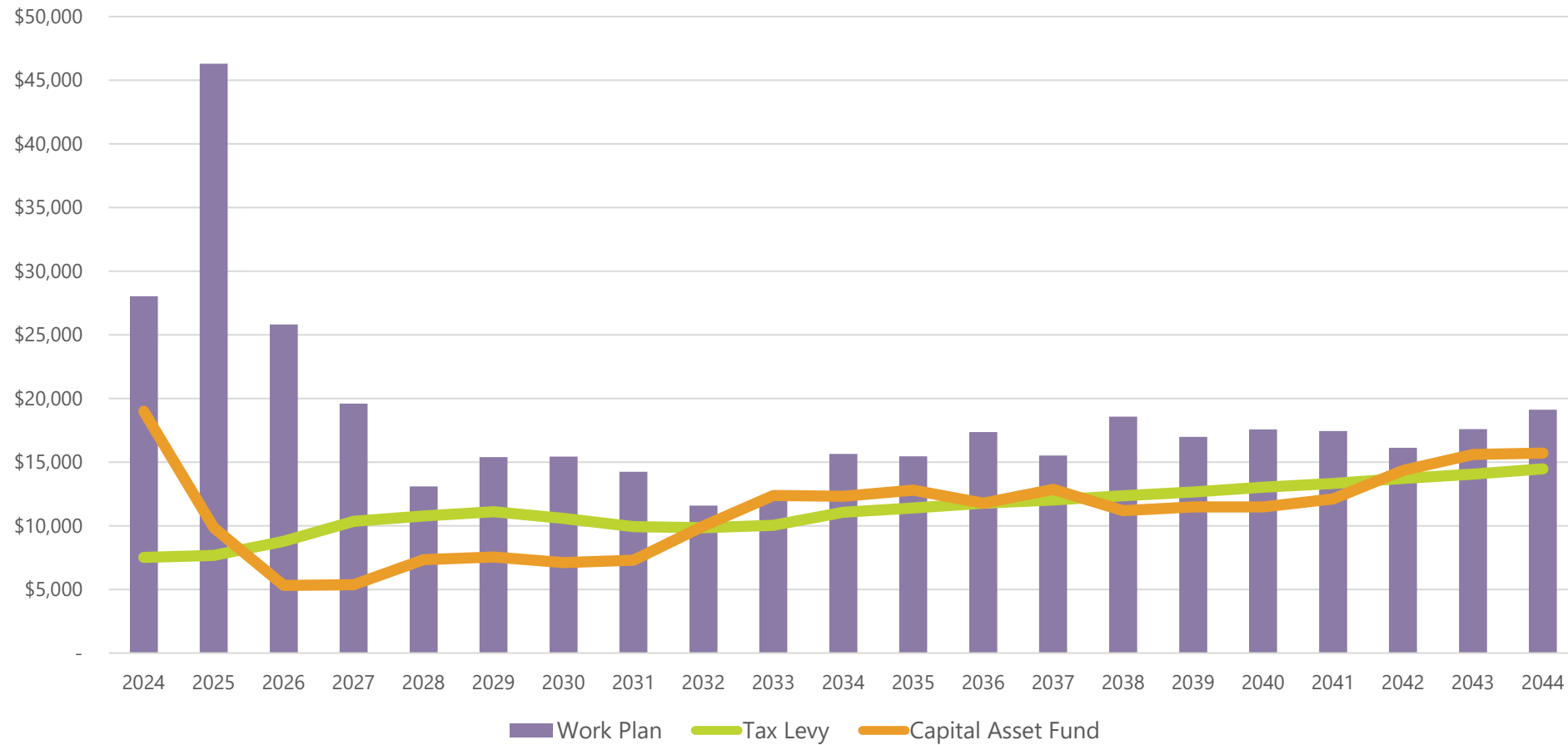
Capital Asset Fund



Budget Overview

Capital Workplan

20 Year Capital Plan
(in 000s)



Budget Overview

Capital Contributions

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$7,317			
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Total Contributions	\$18,769	\$37,155	\$21,296	\$19,660	\$15,055

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Budget Overview

Capital Workplan

(in 000s)

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Total Contributions	\$18,769	\$37,155	\$21,296	\$19,660	\$15,055
Land Improvements	\$1,576	\$1,557	\$978	\$534	\$409
Buildings	\$8,005	\$7,209	\$5,455	\$2,020	\$2,589
Equipment & Machinery	\$1,198	\$1,438	\$2,257	\$981	\$1,430
Vehicles	\$1,962	\$2,521	\$2,230	\$1,180	\$830
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
Other	\$275	\$150	\$50	\$950	\$0
New Capital Investments	\$3,500	\$22,280	\$6,250	\$0	\$0
Total Capital Work	\$28,027	\$46,309	\$25,825	\$19,603	\$13,092
Ending Capital Asset Fund Balance	\$18,996	\$9,842	\$5,313	\$5,369	\$7,332

Budget Overview

Capital Workplan

(in 000s)

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Vehicles	\$1,962	\$2,521	\$2,230	\$1,180	\$830
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
Other	\$275	\$150	\$50	\$950	\$0
New Capital Investments	\$3,500	\$22,280	\$6,250	\$0	\$0
Total Capital Work	\$28,027	\$46,309	\$25,825	\$19,603	\$13,092
Ending Capital Asset Fund Balance	\$18,996	\$9,842	\$5,313	\$5,369	\$7,332

Budget Overview

Capital Workplan

(in 000s)

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$7,317			
Opening Balance	\$20,937	\$11,679	\$9,842	\$5,313	\$5,369
Total Contributions	\$18,769	\$37,155	\$21,296	\$19,660	\$15,055
Land Improvements	\$1,576	\$1,557	\$978	\$534	\$409
Buildings	\$8,005	\$7,209	\$5,455	\$2,020	\$2,589
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Budget Overview

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NEXT STEPS



Budget Overview

Next Steps

- Council Presentation
- Budget Package
 - Overview
 - Community Development and Tourism
 - Health and Human Services
 - Infrastructure and Environmental Services
 - General Government Services

Budget Overview

Budget Package

- At a Glance
- Organizational Chart
- Departmental Financial Plan
- Departmental Capital Asset Fund
- Divisional Sections

Budget Overview

Budget Package

- Divisional Lead
- Statistics
- Key Functions
- Strategic Plan - Key Initiatives
- Challenges
- Financial Plan
- Financial Highlights
- Capital Asset Fund
- Work Plan Summary
- Capital Highlights

Budget Overview

Next Steps

- Package Release
- January 9 Special Budget Meeting

Budget Overview

Budget Totals

Status Quo	3.20%
+ Additions	3.88%
Increase =	7.08%

Budget Overview

Budget Totals

Increase 7.08%

- Assessment Growth 1.48%

Tax Levy Increase = 5.60%



Questions?

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