



A community that grows together

Report To: Warden Post and Members of County Council

Meeting Date: April 23, 2026

Subject: Program Review Update 3

From: Sonya Pritchard, Chief Administrative Officer

Recommendation

THAT the report from the Chief Administrative Officer, Report No. CAO-2026-014, Program Review Update 3, dated April 23, 2026, be received.

Executive Summary

- Program review launched January 2026 to identify service adjustments, alternate delivery models, productivity improvements, efficiencies, and revenue opportunities to achieve budgetary savings.
- Update 3 provides Council with the current status of 51 program reviews led by department heads/division managers, and summarizes options completed to date.
- Low-risk, staff-recommended savings options identified in this update total \$361,558–\$472,658 annually. Combined with Update 2 savings of \$121,500–\$128,000, total budgetary savings identified to date are \$483,058–\$600,658 annually.
- Key themes: sustainable savings are most achievable through modernization, digital/process redesign, hybrid delivery, and cost-recovery rather than broad program elimination; legislated/compliance-critical and asset-protecting services are generally recommended for retention with efficiencies.
- Several program areas have broader policy/community/strategic implications and are highlighted for Council direction (including economic development service model, museum programming/dissolution, select grant/scholarship programs,

equity programming, climate/youth engagement, and select waste program changes/revenues).

- Higher-savings scenarios may carry significant unquantified costs/risks (e.g. legal exposure, loss of external funding, reputational impacts, and long-term cost escalation); a theoretical maximum-reduction scenario could exceed \$4M annually but includes high-risk options.
- Next steps: additional savings potential remains in ongoing, complex, cross-departmental reviews; further updates will be brought forward over the next several months.

Background & Discussion

The program review was initiated in January 2026 to identify opportunities for service adjustments, alternative delivery models, productivity improvements, efficiencies, and potential revenue enhancements that will result in budgetary savings. As per the original plan the review was to be completed and report to Council with the findings prepared for the end of April 2026. 59 programs have been identified for review with 51 addressed in this report. Reviews were led by the department heads and division managers and are the result of several months of collective effort.

The March 23, 2026 Program Review Update 2 report identified and categorized the reviews as follows.

- Changes are not feasible or provide no clear benefit.
 - Communications Service Level reductions
 - Reduce Emergency Management support to local municipalities
- Updates and improvements to be implemented immediately.
 - Tourism Community Guide and Website – print version of guide cancelled for savings of \$50,000 (included in 2026 budget)
 - IT Replacement Planning - laptops extend to five-year replacement cycle for annual savings of \$28,250
 - Reaching Home Program - organizational and program updates for annual savings of \$10,000 per year for two years
 - EarlyOn Staffing Model – revised to improve stability and program delivery with savings from \$2,500-5,000/year
 - EarlyOn Site Review – optimized resources resulting in improved attendance

- Raw Food Costs (Dufferin Oaks) – comprehensive audits of food production, waste, supplement use, and adherence to dietary orders; evaluation of workflow practices for savings of \$20,000-\$25,000 annually
- Reviews that will need to extend beyond the three-month review period due to the complexity and cross-departmental nature of the program.
 - Payroll (Finance/HRIS)
 - Budget Development Process (Finance / All departments)
 - Onboarding and Offboarding Processes (IT/Human Resources/All departments)
 - IT Support for External Organizations (IT/External Organizations)
 - Recruiting Practices (Human Resources/All departments)
 - Facilities Service Delivery
 - Procurement process improvements and opportunities for AI (Procurement/ Finance/All departments)
 - Corporate Cell Phone Program (Procurement/IT/Finance/All Departments)
 - Mandatory Hiring Gapping - policy development (Human Resources/All Departments)
 - Dufferin Oaks Overtime Mitigation (Dufferin Oaks/Union/Human Resources)
 - Internal Reporting (Finance/All departments)
- Detailed reviews completed for Council consideration

Forty-one programs were evaluated using the municipal program evaluation tool and are attached to this report. The following program reviews were completed:

Corporate Services

- Accounts Payable

Development, Tourism and Culture

- Economic Development (overall service model)
- Ec Dev Customer Relationship Management (CRM) Tool
- Building Services AI Supported Prosecution
- Building Services Hurricane Clip Rebate Program
- Museum of Dufferin Archives
- Museum of Dufferin Dissolution
- Museum of Dufferin Programming and Outreach

Health and Human Services

- Seniors at Risk Program

- Shelburne Employment Resource Centre

Office of the CAO

- Communications Process review
- Emergency Management Outreach
- Bill Hill Scholarship
- Community Grant Program

People and Equity Services

- Human Rights/Workplace Investigation Program
- HRIS Implementation
- Staff Recognition Events
- Health and Safety Program
- Leadership Development Reductions
- Equity Programming

Public Works, Facilities and Environmental Services

- Climate and Energy Community Engagement
- Climate and Energy Experimental Acres
- Climate and Energy Rural Water Quality Program
- Climate and Energy Youth Climate Activation Circle
- Engineering Development Review
- Facilities Resource Review – Maintenance Technician
- Facilities Resource Review – Working Foreman
- Facilities Management Housing Unit Turnover Model
- Facilities Management Procurement Strategies
- Forest Service Delivery Model
- Forest Revenue and Sponsorship Opportunities
- Operations Crack Sealing Program
- Operations Roadside Guiderail Repair
- Operations Guiderail Vegetation Management
- Operations Nuisance Beaver Program
- Waste Services Garbage Bag Tag Revenues
- Waste Services IC&I Collections and Processing
- Waste Services Collections Condo Garbage Rebates
- Waste Services Compost Giveaway Program
- Waste Services Outreach and Education
- Waste Services Household Hazardous and Electronic Waste Event Days

The review evaluates multiple options per program, including maintaining the status quo, targeted efficiencies or alternate delivery models, and service reductions or

eliminations. Each option considers financial impact, service implications, operational feasibility, and risk.

Key Themes and Observations

1. Most sustainable savings come from modernization and hybrid delivery, not full program elimination.
2. Several potential large savings options carry significant unquantified costs or risks, including legal exposure, loss of external funding, reputational harm, or future cost escalation.
3. Digital transformation, process redesign, and cost-recovery approaches consistently offer the strongest balance of savings and risk mitigation.
4. Where services are legislated, compliance-driven, or directly protect County assets, staff generally recommend retention with efficiency improvements rather than elimination.
5. Several options identified represent a change in service level or elimination of a service.

Several program areas are presented for Council consideration due to broader policy, community, or strategic implications, including:

- Economic Development (overall service model)
- Building services – Hurricane Clip Rebate program
- Museum of Dufferin - Dissolution
- Museum of Dufferin – Programming and Outreach
- Bill Hill Scholarship Program
- Community Grant Program
- Human Rights Program/Workplace Investigations
- Equity Programming
- Climate and youth engagement initiatives (2 programs)
- Climate - Experimental Acres Program
- Rural Water Quality Program
- Waste – IC&I Recycling Collections and Processing
- Waste - Condo Garbage Rebate Program
- Waste – Household Hazardous Waste Days

Financial, Staffing, Legal, or IT Considerations

Several of the reviews have resulted in low-risk, high-confidence savings options which staff recommend and are summarized in the table below. Low-risk savings include only options that:

- Do not eliminate legislated or compliance-critical services
- Do not create significant legal, reputational, or workforce risk

- Do not rely on dissolving revenue-generating or grant-leveraging programs
- Are supported or not opposed by staff analysis
- Are operationally feasible within existing authority

Program	Annual Savings
Engineering – hybrid development review model	\$72,100
Zoho CRM – eliminate	\$15,750
AI-supported procurement process	\$3,458
Emergency Management – discontinue Alertable & refocus outreach	\$12,300
Museum Archives – portal migration	\$10,000
Facilities procurement – hybrid model	\$25,400–\$50,800
Crack sealing – in-house delivery	\$17,200
Guiderail vegetation management – contracted spraying	\$6,450–\$17,150
Housing unit turnover – outsource with SLAs (rent recovery)	\$40,000–\$75,000
Shelburne Employment Resource Centre - eliminate	\$113,900
Garbage Tag Fee increase from \$2-\$3	\$40,000-\$70,000
County Forest Additional grant funding	\$5,000-\$15,000
TOTAL	\$361,558-\$472,658

Savings of \$121,500-\$128,00 were previously identified in Program Review Update 2 bringing the total low risk budgetary savings recommended by staff to **\$483,058 to \$600,658**.

Further savings have been identified for the consideration of Council and are outlined in the Summary of Options and Recommendations with detail provided in the Program Review document attached. If Council were to select the maximum-reduction option across all programs, the theoretical gross savings could exceed \$4 million annually. However, this figure includes several higher-risk options that could result in significant unquantified costs, loss of external funding and long-term service and reputational impacts.

Potential for additional savings also exists in the reviews that remain ongoing. Updates will be provided to Council as these progress over the next several months.

In Support of Strategic Plan Priorities and Objectives

Governance - identify opportunities to improve governance and service delivery/
improve the County's internal and external communication

Respectfully Submitted By:

Sonya Pritchard, CPA, CMA
Chief Administrative Officer

Attachments:

- Attachment 1: Summary of Options and Recommendations
- Attachment 2: Detailed Program Reviews