



2023 BUDGET PACKAGE

INFRASTRUCTURE & ENVIRONMENTAL SERVICES COMMITTEE

2023 COMMITTEE MEMBERS

The Infrastructure and Environmental Services (formerly Public Works) Committee considers matters pertaining to Climate Change, County Forest, Facilities, Roads & Bridges, and Waste Management. The Dufferin Forest Advisory Team reports through this committee.



Councillor
Chris Gerrits (Chair)



Warden
Wade Mills



Councillor
Shane Hall



Councillor
Janet Horner



Councillor
James McLean



Councillor
Fred Nix



Councillor
Steve Soloman



Councillor
Todd Taylor

CONTENTS

PUBLIC WORKS: AT A GLANCE	4
Financial Plan	6
Capital Asset Fund	8
Work Plan Summary	8
Work Plan Summary - Roads	12
Work Plan Summary - Bridges and Culverts	16
TRANSPORTATION OPERATIONS	22
TRANSPORTATION ENGINEERING	24
Financial Plan	26
Capital Asset Fund	30
Work Plan Summary	32
Work Plan Summary - Roads	38
Work Plan Summary - Bridges and Culverts	40
CLIMATE AND ENERGY	46
Financial Plan	48
FACILITIES	50
Financial Plan	52
Capital Asset Fund	54
Work Plan Summary	56
WASTE SERVICES	58
Financial Plan	60
Capital Asset Fund	62
Work Plan Summary	62
COUNTY FOREST	64
Financial Plan	66
Capital Asset Fund	68
Work Plan Summary	68



PUBLIC WORKS: AT A GLANCE

The Public Works Department is comprised of diverse, yet interconnected divisions that serve the evolving needs of the Dufferin community. These divisions include Operations, Engineering, Climate and Energy, Facilities, Waste Services, and the County Forest.

TRANSPORTATION (OPERATIONS AND ENGINEERING)

Transportation Services, delivered by both the Engineering and Operations Divisions, are at the core of the Department's fundamental role in providing day-to-date maintenance, management, and planning for County road infrastructure. The Divisions' work includes designing and administering capital projects, snow plowing, fleet management, and more. Growth and development is resulting in increasing traffic volumes and, in conjunction with changing climatic conditions, is directly impacting the Division's response to infrastructure planning and management. Whether it is the sizing of a bridge or culvert, addressing accelerated deterioration of a County Road, or responding to intense weather events, the Engineering and/or the Operations teams function with the principles of sustainability and public safety as paramount.

CLIMATE AND ENERGY

Climate and Energy, the Department's newest division, was established in 2019 in a commitment to action to address the increasing impacts of climate change locally. Work within this growing team involves significant collaboration between divisions, departments, Dufferin's Member Municipalities and other levels of government, stakeholder groups, and the community. Projects, focused on both mitigation and adaptation, advance practical, impactful, and no regret solutions to create a more sustainable and climate ready Dufferin County. The work of the Climate and Energy Division requires significant cross-departmental/divisional/jurisdictional collaboration to embed climate action within the fabric of the County and its services.

FACILITIES

The Facilities Division applies similar principles to the Transportation Team in their work in managing all County owned buildings as the team works towards reducing energy consumption and increasing building sustainability through retrofit projects.

The Facilities team conducts any necessary maintenance, repairs, and upgrades while responding the needs of diverse clients, ranging from internal customers such as Dufferin Paramedics or Housing staff, to the multiple tenants who occupy County owned spaces, including the Ministry of the Attorney General and the Provincial Offences Court.

WASTE SERVICES

Waste Services facilitates and manages the collection and disposal of waste throughout the County and provides education and outreach to increase the diversion of waste from landfill.

The Division operates special waste programs (e.g. batteries, electronics, and household hazardous materials) to enable proper disposal, while also working towards the transition to full producer responsibility for designated materials. Over the years, the County's comprehensive waste program has been recognized as a leader in responsible and efficient management of materials handled.

COUNTY FOREST

The County Forest Division is responsible for the environmental, economic, and social management of the County-owned forest properties.

The County Forest's 2636 acres (1,066 ha) are comprised of 14 separate tracts throughout Dufferin – the largest being the 1492-acre Main Tract in Mulmur Township. The Forest provides ecologically and economically important functions including erosion and water control, natural heritage, biodiversity, and habitat protection, as well as recreational opportunities and sustainable timber production which supports rural economies. Each tract has unique characteristics that offer visitors a range of unique experiences. Recreational use of the County Forest has increased significantly in recent years which continues to broaden the scope of the Division as staff work to facilitate a positive user experience, while also ensuring valuable Forest lands are protected.



SCOTT BURNS, CET, P.ENG
Director of Public Works & County Engineer

PUBLIC WORKS FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$139	\$154	\$154	\$154	\$154	\$15	10.79%
Rent Revenue	\$1,230	\$1,279	\$1,304	\$1,326	\$1,348	\$50	4.03%
Other Revenue	\$1,794	\$1,610	\$856	\$858	\$554	-\$184	-10.27%
Total Revenues	\$3,163	\$3,043	\$2,314	\$2,338	\$2,056	-\$120	-3.79%
Expenditures							
Salaries and Benefits	\$5,577	\$5,729	\$6,050	\$6,405	\$6,781	\$152	2.73%
Administrative and Office	\$845	\$1,182	\$927	\$865	\$980	\$338	39.96%
Debt Repayment	\$444	\$433	\$423	\$412	\$401	-\$11	-2.58%
Service Delivery	\$7,696	\$7,443	\$7,113	\$7,449	\$7,758	-\$253	-3.29%
IT and Communications	\$84	\$104	\$92	\$103	\$95	\$20	23.42%
Facilities	\$981	\$1,052	\$1,069	\$1,078	\$1,095	\$71	7.24%
Vehicles and Equipment	\$715	\$847	\$897	\$942	\$978	\$131	18.36%
Internal Services Recovered	-\$1,341	-\$1,237	-\$1,297	-\$1,360	-\$1,427	\$104	-7.77%
COVID	\$56	\$0	\$0	\$0	\$0	-\$56	-100.00%
Total Expenditures	\$15,057	\$15,552	\$15,273	\$15,892	\$16,661	\$495	3.29%
Transfers							
Transfers from Reserves	-\$529	-\$565	-\$190	-\$110	-\$160	-\$37	6.94%
DC Contribution	-\$72	-\$96	-\$94	-\$92	-\$90	-\$24	33.79%
Transfers to Reserves	\$578	\$702	\$777	\$828	\$903	\$124	21.41%
Total Transfers	-\$22	\$41	\$493	\$626	\$653	\$63	-282.61%
Total Status Quo	\$11,872	\$12,550	\$13,452	\$14,180	\$15,257	\$678	5.71%
Service Enhancements							
Engineering Position	\$0	\$101	\$142	\$151	\$160	\$101	0.00%
Corporate Climate Coordinator	\$0	\$50	\$104	\$110	\$117	\$50	100.00%
Facility Administravtive Asst	\$0	\$81	\$127	\$134	\$142	\$81	100.00%
Total Service Enhancements	\$0	\$232	\$373	\$395	\$419	\$232	100.00%
Total Infrastructure & Enviro	\$11,872	\$12,782	\$13,825	\$14,575	\$15,676	\$910	7.67%
Capital Investment	\$5,215	\$5,440	\$5,810	\$5,862	\$6,020	\$226	4.33%
Total Infrastructure & Enviro	\$17,086	\$18,222	\$19,635	\$20,437	\$21,697	\$1,136	6.65%



PUBLIC WORKS CAPITAL ASSET FUND

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Carry Forward From Prior Year		\$2,419		
Opening Balance	\$8,466	\$9,377	\$8,114	\$6,881
Contributions				
Government Transfers	\$3,852	\$3,218	\$2,818	\$2,879
Capital Levy	\$5,215	\$5,440	\$5,810	\$5,862
Other Revenue	\$170	\$900	\$170	\$150
Debt Financing	\$0	\$3,500	\$6,210	\$0
Transfers from Reserves	\$1,095	\$2,060	\$1,085	\$960
DC Contribution	\$443	\$441	\$6,266	\$471
Total Contributions	\$10,775	\$15,560	\$22,360	\$10,322
Capital Work				
Land	\$0	\$3,300	\$0	\$0
Land Improvements	\$1,352	\$1,386	\$610	\$325
Buildings	\$477	\$1,409	\$12,456	\$199
Equipment & Machinery	\$405	\$383	\$49	\$60
Vehicles	\$485	\$930	\$1,365	\$1,150
Roads	\$6,559	\$7,723	\$7,063	\$7,105
Bridges & Culverts	\$2,806	\$1,692	\$2,050	\$1,784
Other	\$200	\$0	\$0	\$0
Total Capital Work	\$12,283	\$16,823	\$23,592	\$10,622
Ending Capital Asset Fund Balance	\$6,958	\$8,114	\$6,881	\$6,581

	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
	\$6,581	\$6,432	\$6,820	\$7,292	\$8,362	\$9,352	\$8,953
	\$2,879	\$2,942	\$2,942	\$3,008	\$3,008	\$3,074	\$3,054
	\$6,020	\$6,029	\$6,014	\$6,333	\$6,300	\$6,499	\$6,037
	\$150	\$80	\$260	\$210	\$40	\$40	\$40
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,445	\$916	\$540	\$370	\$110	\$550	\$785
	\$436	\$433	\$358	\$369	\$369	\$343	\$381
	\$10,931	\$10,401	\$10,114	\$10,290	\$9,827	\$10,506	\$10,298
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$480	\$300	\$100	\$110	\$100	\$100	\$108
	\$402	\$157	\$263	\$243	\$249	\$978	\$139
	\$149	\$126	\$188	\$0	\$0	\$104	\$80
	\$1,535	\$870	\$720	\$560	\$210	\$645	\$820
	\$6,918	\$6,916	\$7,000	\$6,971	\$6,908	\$7,392	\$6,968
	\$1,596	\$1,644	\$1,371	\$1,335	\$1,372	\$1,366	\$1,182
	\$0	\$0	\$0	\$0	\$0	\$320	\$120
	\$11,079	\$10,013	\$9,643	\$9,219	\$8,838	\$10,905	\$9,417
	\$6,432	\$6,820	\$7,292	\$8,362	\$9,352	\$8,953	\$9,834

PUBLIC WORKS WORK PLAN SUMMARY

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Expenditures				
Land	\$0	\$3,300	\$0	\$0
Asphalt Paving	\$250	\$255	\$300	\$25
Trails Development	\$800	\$800	\$0	\$0
Fencing	\$0	\$25	\$0	\$0
Living Snow Fence	\$25	\$25	\$25	\$25
Guiderails	\$25	\$25	\$25	\$25
Wayfinding Signs	\$200	\$200	\$200	\$200
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50
Gates, Fences, Signs	\$2	\$6	\$10	\$0
Land Improvements	\$1,352	\$1,386	\$610	\$325

	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$180	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$25	\$25	\$25	\$25	\$25	\$25	\$25
	\$25	\$25	\$25	\$25	\$25	\$25	\$25
	\$200	\$200	\$0	\$0	\$0	\$0	\$0
	\$50	\$50	\$50	\$50	\$50	\$50	\$50
	\$0	\$0	\$0	\$10	\$0	\$0	\$8
	\$480	\$300	\$100	\$110	\$100	\$100	\$108

PUBLIC WORKS WORK PLAN SUMMARY

CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
HVAC	\$134	\$42	\$24	\$71	\$99	\$16	\$235	\$16	\$48	\$581	\$51
Electrical	\$0	\$65	\$125	\$0	\$75	\$0	\$0	\$60	\$6	\$50	\$0
Security	\$40	\$52	\$0	\$0	\$5	\$0	\$0	\$0	\$0	\$5	\$0
Interior Renovations	\$45	\$860	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Windows	\$0	\$20	\$0	\$10	\$0	\$60	\$0	\$0	\$0	\$60	\$0
Garage Doors	\$0	\$0	\$0	\$10	\$0	\$0	\$15	\$0	\$60	\$0	\$0
Roof	\$0	\$5	\$212	\$0	\$3	\$52	\$5	\$150	\$12	\$0	\$0
Sand/Salt Domes	\$0	\$25	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Exterior Doors	\$40	\$0	\$40	\$0	\$0	\$0	\$8	\$12	\$0	\$0	\$0
Exterior Walls	\$8	\$0	\$5	\$23	\$0	\$0	\$0	\$5	\$23	\$0	\$0
Structural	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Flooring	\$50	\$50	\$0	\$80	\$8	\$29	\$0	\$0	\$0	\$0	\$58
Building Automation	\$80	\$90	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$30
Exterior Painting	\$80	\$0	\$0	\$5	\$212	\$0	\$0	\$0	\$0	\$202	\$0
Exterior Lighting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80	\$0
New South Operations centre	\$0	\$200	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$477	\$1,409	\$12,456	\$199	\$402	\$157	\$263	\$243	\$249	\$978	\$139
Lifts	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Equipment	\$17	\$8	\$49	\$0	\$49	\$0	\$8	\$0	\$0	\$49	\$0
Sign Maker	\$8	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Small Equipment	\$0	\$0	\$0	\$60	\$0	\$0	\$0	\$0	\$0	\$0	\$20
Scissor Lift	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hot box	\$45	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45
Electronic Message Boards	\$0	\$0	\$0	\$0	\$0	\$126	\$0	\$0	\$0	\$0	\$0
ATV and Trailer	\$15	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55	\$15
Elevators	\$300	\$300	\$0	\$0	\$0	\$0	\$180	\$0	\$0	\$0	\$0
Brushing Attachment	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment & Machinery	\$405	\$383	\$49	\$60	\$149	\$126	\$188	\$0	\$0	\$104	\$80
Snow Plows	\$400	\$720	\$720	\$720	\$720	\$810	\$360	\$0	\$0	\$450	\$720
Tractor, Blower, Sweeper, Mower	\$0	\$0	\$10	\$0	\$25	\$0	\$300	\$0	\$0	\$25	\$0
Loader	\$0	\$0	\$320	\$0	\$0	\$0	\$0	\$320	\$0	\$0	\$0
Excavator	\$0	\$0	\$0	\$330	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Backhoe	\$0	\$0	\$145	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grader	\$0	\$0	\$0	\$0	\$600	\$0	\$0	\$0	\$0	\$0	\$0
Trucks and Vans	\$85	\$210	\$170	\$100	\$190	\$60	\$60	\$240	\$210	\$170	\$100
Vehicles	\$485	\$930	\$1,365	\$1,150	\$1,535	\$870	\$720	\$560	\$210	\$645	\$820

PUBLIC WORKS WORK PLAN SUMMARY - ROADS

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
Expenditures											
Future Year Design	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Pavement Preservation	\$179	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resurface Dufferin Rd 3	\$1,590										
Resurface Dufferin Rd 18	\$3,055										
Resurface Dufferin Rd 18	\$785										
Recon Dufferin Rd 21	\$700										
Dufferin Rd 109 Consulting	\$150										
Resurface Dufferin Rd 21		\$2,430									
Resurface Dufferin Rd124		\$4,350									
Crack Seal Dufferin Rd9		\$19									
Crack Seal Dufferin Rd 21		\$53									
Crack Seal Dufferin Rd 109		\$46									
Orangeville West EA		\$450									
Recon Dufferin Rd 109 SAR Consulting		\$275									
Recon Dufferin Rd 109			\$6,834								
Crack Seal Dufferin Rd 10			\$15								
Crack Seal Dufferin Rd 17			\$57								
Crack Seal Dufferin Rd 21			\$29								
Crack Seal Dufferin Rd 23			\$27								
Resurface Dufferin Rd 25				\$3,215							
Resurface Dufferin Rd 124				\$3,640							
Crack Seal Dufferin Rd 2				\$16							
Crack Seal Dufferin Rd 3				\$23							
Crack Seal Dufferin Rd 8				\$26							
Crack Seal Dufferin Rd 9				\$41							
Crack Seal Dufferin Rd 12				\$26							
Crack Seal Dufferin Rd 16				\$19							
Resurface Dufferin Rd 3					\$659						
Recon Dufferin Rd 3					\$410						
Resurface Dufferin Rd 3					\$789						
Resurface Dufferin Rd 24					\$1,353						
Resurface Dufferin Rd 25					\$3,507						
Crack Seal Dufferin Rd 3					\$37						
Crack Seal Dufferin Rd 10					\$28						
Crack Seal Dufferin Rd 109					\$17						
Crack Seal Dufferin Rd 124					\$17						

PUBLIC WORKS WORK PLAN SUMMARY - ROADS CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Crack Seal Dufferin Rd 124				
Resurface Dufferin Rd 10				
Resurface Dufferin Rd 12				
Resurface Dufferin Rd 17				
Resurface Dufferin Rd 25				
Resurface Dufferin Rd 109				
Recon Dufferin Rd 109				
Crack Seal Dufferin Rd 3				
Crack Seal Dufferin Rd 18				
Resurface Dufferin Rd 10				
Resurface Dufferin Rd 18				
Crack Seal Dufferin Rd 8				
Crack Seal Dufferin Rd 21				
Crack Seal Dufferin Rd 124				
Recon Dufferin Rd 7				
Resurface Dufferin Rd 7				
Resurface Dufferin Rd 109				
Crack Seal Dufferin Rd 10				
Crack Seal Dufferin Rd 109				
Resurface Dufferin Rd 3				
Resurface Dufferin Rd 5				
Resurface Dufferin Rd 11				
Resurface Dufferin Rd 16				
Resurface Dufferin Rd 124				
Crack Seal Dufferin Rd 25				
Crack Seal Dufferin Rd 124				
Resurface Dufferin Rd 12				
Resurface Dufferin Rd 18				
Crack Seal Dufferin Rd 3				
Crack Seal Dufferin Rd 24				
Crack Seal Dufferin Rd 25				
Resurface Dufferin Rd 17				
Resurface Dufferin Rd 18				
Resurface Dufferin Rd 21				
Crack Seal Dufferin Rd 10				
Crack Seal Dufferin Rd 12				
Crack Seal Dufferin Rd 25				
Crack Seal Dufferin Rd 109				
Total Roads Work Plan	\$6,559	\$7,723	\$7,063	\$7,105

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$17						
	\$104					
	\$2,883					
	\$1,699					
	\$1,019					
	\$93					
	\$947					
	\$16					
	\$55					
		\$3,394				
		\$3,422				
		\$15				
		\$31				
		\$39				
			\$317			
			\$6,023			
			\$479			
			\$31			
			\$21			
				\$801		
				\$2,495		
				\$440		
				\$1,284		
				\$1,724		
				\$30		
				\$35		
					\$3,963	
					\$3,274	
					\$15	
					\$15	
					\$24	
						\$2,326
						\$2,400
						\$2,083
						\$3
						\$34
						\$18
						\$4
\$6,918	\$6,916	\$7,000	\$6,971	\$6,908	\$7,392	\$6,968

PUBLIC WORKS WORK PLAN SUMMARY - BRIDGES AND CULVERTS

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
Expenditures											
Small Structure Replacements	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Maintenance Plan	\$100	\$98	\$97	\$89	\$90	\$91	\$100	\$100	\$100	\$100	\$100
Walkers Creek Culvert - Rehab*	\$333										
Culvert 938104XC - Replace	\$600										
Potts Culvert No. 1201 - Replace	\$633										
Bridge No. 11 - Replace	\$950										
Culvert No. 2508 - Replace	\$50										
Culvert 004-2507 - Replace	\$51										
Culvert 308250XC - Rehab	\$35										
Culvert 683279CUL - Replace	\$5										
683279CUL-Replace		\$225									
004-2507-Replace culvert		\$484									
004-2508-Replace culvert		\$440									
308250XC-Rehab		\$192									
Blacks Bridge		\$90									
004-0901 - Rehab		\$6	\$60								
004-0142-Rehab		\$14	\$140								
004-0915-Install and Rehab		\$17	\$174								
004-0911-Rehab		\$5	\$45								
936282CUL-Rehab		\$5	\$50								
030-0318-Nottawasaga Rehab		\$56	\$967								
518638XC-Rehab		\$9	\$91								
004-0007- Walkers Creek Culvert Rehab			\$333	\$1,080							
004-0156-Rehab			\$3	\$30							
004-0904-Rehab			\$6	\$58							
004-0185-Rehab			\$22	\$220							
004-0065-Rehab			\$11	\$105							
393002CUL- Hydraulic Study			\$2	\$20							
004-0087-Replace				\$5	\$50						
004-0912-Install invert liner				\$46	\$463						
004-0041-Rehab				\$62	\$620						
004-0184-Rehab				\$5	\$48						
516222CUL-Rehab				\$8	\$80						
203304CUL - Rehab				\$6	\$56						
517326XC-Rehab					\$10	\$95					

PUBLIC WORKS WORK PLAN SUMMARY - BRIDGES AND CULVERTS CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
004-0007- Walkers Creek Culvert Rehab			\$333	\$1,080							
004-0156-Rehab			\$3	\$30							
004-0904-Rehab			\$6	\$58							
004-0185-Rehab			\$22	\$220							
004-0065-Rehab			\$11	\$105							
393002CUL- Hydraulic Study			\$2	\$20							
004-0087-Replace				\$5	\$50						
004-0912-Install invert liner				\$46	\$463						
004-0041-Rehab				\$62	\$620						
004-0184-Rehab				\$5	\$48						
516222CUL-Rehab				\$8	\$80						
203304CUL - Rehab				\$6	\$56						
517326XC-Rehab					\$10	\$95					
004-0162-Rehab					\$8	\$75					
004-0903 - Rehab					\$70	\$700					
004-0900-Culvert Replace					\$50	\$500					
004-0115-Deck Condition Survey					\$2	\$20					
004-0115-Rehab						\$5	\$50				
035-0030-Rehab						\$4	\$19				
175545CUL-Rehab						\$4	\$40				
004-0138-Rehab						\$14	\$135				
004-0081-Rehab						\$5	\$50				
004-0164-Rehab						\$6	\$60				
004-0187-Rehab and Install						\$15	\$151				
004-0055-Rehab						\$4	\$35				
004-0166-Rehab						\$5	\$47				
937188CUL-Rehab						\$3	\$30				
004-0064 - Rehab						\$2	\$20				
937148CUL-Rehab and Install						\$30	\$300				
307598CUL-Rehab						\$5	\$48				
285376CUL-Rehab						\$6	\$59				
707620XC-Rehab						\$5	\$50				
004-0910- Hydraulic study						\$2	\$20				
004-0148-Patch Repair							\$3	\$33			
004-0129-Rehab							\$2	\$20			
004-0042-Rehab							\$20	\$195			
004-0067-Rehab							\$2	\$16			
999-9993-Rehab							\$4	\$40			

PUBLIC WORKS WORK PLAN SUMMARY - BRIDGES AND CULVERTS CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
004-0908-Rehab and replace				
004-0902 - Replace culvert				
004-0910-Rehab				
004-0036-Rehab				
004-0908-Install guide rail				
32270CUL-Rehab				
004-0040-Rehab				
004-0140-Rehab				
004-0017-Rehab and install				
004-0165-Rehab and Install				
004-2509-Rehab				
004-0063-Patch repair				
004-0905-Patch repair				
204474CUL-Rehab				
004-0092-Patch repair				
004-0901 - Install guide rail				
707620XC-Install guide rail				
004-0913-Rehab				
SAR 0290BR-Rehab				
517326XC-Install guide rail				
936282CUL-Install guide rail				
004-0186-Patch repair				
004-0087-Rehab				
937126CUL-Install guide rail				
999-9994-Install guide rail				
999-9995-Install guide rail				
004-0907-Install guide rail				
004-2506-Rehab				
936134CUL-Rehab				
231544XC-Patch repair soffit				
004-0132-Patch repair				
937188CUL-Install guide rail				
784140CUL-Install approach guide rail				
065146XC-Install guide rail				
Red Beard Bridge - Patch repair				
999-9991-Patch repair				
Future Projects to be Determined				
Total Bridges & Culverts Work Plan	\$2,806	\$1,692	\$2,050	\$1,784

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
			\$5	\$50		
			\$70	\$700		
			\$2	\$20		
				\$3	\$30	
				\$12	\$124	
				\$3	\$30	
				\$4	\$44	
				\$3	\$30	
				\$19	\$185	
				\$17	\$165	
				\$6	\$57	
				\$3	\$30	
				\$14	\$144	
				\$2	\$16	
				\$1	\$7	
				\$12	\$124	
				\$12	\$124	
					\$3	\$31
					\$3	\$25
					\$12	\$124
					\$12	\$124
					\$2	\$20
					\$15	\$153
					\$12	\$124
					\$12	\$124
					\$12	\$124
				\$12	\$124	
				\$3	\$30	
				\$8	\$75	
				\$1	\$10	
				\$3	\$25	
				\$0	\$12	\$124
				\$0	\$12	\$124
				\$0	\$12	\$124
				\$0	\$5	\$50
				\$0	\$1	\$10
				\$0	\$60	\$600
\$1,596	\$1,644	\$1,371	\$1,335	\$1,372	\$1,366	\$1,182

TRANSPORTATION | OPERATIONS

The Operations Division is responsible for all maintenance activities within the 316 km of County owned roads which provide a fundamental link for both urban and rural communities on a daily basis. The Operations Division recently expanded to encompass the maintenance and program functionality of all County owned vehicles. Work is currently underway to develop a Corporate Fleet Management Strategy.

Operations consists of a total of 17 full-time employees and 17 part-time winter seasonal employees.



KEY TEAM MEMBERS

Scott Martin, Manager of Operations

Bruce Hilborn, CET, CRS, Assistant Manager of Operations



KEY FUNCTIONS

- Maintaining Provincially regulated Minimum Maintenance Standards (MMS) set for Municipalities in Ontario
- Maintaining road, bridge, and culvert infrastructure
- Monitoring and maintaining stormwater flows
- Performing roadside grass cutting
- Maintaining all signs on County roads including a yearly inspection of approximately 3,300 assets of which 340 of those are regulatory stop signs to ensure reflectivity standards are met
- Managing 11 signalized traffic lights and 10 4-way flashing beacons
- Providing 24/7 roadway maintenance during the winter
- Monitoring and maintaining 9 roadway cameras and 3 weather stations to help in the decision-making process during weather events
- Managing and performing maintenance on 54 Public Works vehicles, including an agricultural tractor, grader, loader, backhoe, and 12 snow plows

AT A GLANCE

10,000 TONNES
of salt used annually

9,000 TONNES
of sand used annually

316
Kilometers Maintained

CHALLENGES

Lack of Space at the Current Operations Facility

- Resource and staff expansion have created capacity limitations at the current Primrose Operations facility
- Specialized equipment and vehicles are forced to remain outdoors due to limited indoor areas
- Temporary portable trailers are currently being utilized to facilitate capacity restrictions in order to provide staff with work and meeting space
- Increased road maintenance demands in southern part of County

Winter Maintenance

- Lack of experienced snow plow operators to fill part time and full time positions
- Increasing requirements and expectations related to level of service provided by the Operations Division

Supply Chain and Market Pressure

- Fuel prices increasing exponentially to historic levels
- Lead times on all procured products and materials are affecting project deliverables in a significant way
- Contracted services requiring contract increases as a result of market pressures on their end

ON THE HORIZON



Southern Operations Centre



Fleet Electrification and Optimization



Dufferin County Rail Trail Development

TRANSPORTATION | ENGINEERING

The primary responsibility of the Public Works Engineering Division is the planning and administration of capital road, bridge, and large structure projects that are critical to maintaining the integrity and safety of the County road network. The Engineering Division's responsibilities include road and structure design and contract administration, asset management, planning and budgeting for the County's transportation network, preventative maintenance, and other Corporate Capital infrastructure projects. In addition to its primary function, the Engineering Division is also responsible for roadway permitting review, review of development proposals and designs related to municipal planning applications, utility applications, utility locates for Dufferin County owned buried infrastructure, and annual collection of traffic data.

The Engineering Division has 4 full-time employees, plus 2 summer students.



KEY TEAM MEMBERS

Mike Hooper, CET, Manager of Engineering



AT A GLANCE

80 - 100 Road Occupancy Permits	300 Oversize Load Permits	15 - 25 Entrance Permits	316 Kilometers Maintained
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KEY FUNCTIONS

- Planning, design, and contract administration in support of the County's Capital Road and large structure maintenance and replacement program
- Asset management
- Development of the County's 10-year capital road and large structure budget
- Permitting including Road Occupancy Permits, Entrance Permits, Oversized Loads, and Municipal consent applications
- Review, comment, and approval of various private and public applications, including site plan applications, severance applications, zoning amendments, private utility applications
- Utility locates for Dufferin County owned buried infrastructure
- Addressing public inquires related to roads
- Annual collection of traffic data

CHALLENGES

- Increased volume of public and private applications including development and planning applications, permit applications, and utility applications
- Budget forecasting due to volatile industry pricing
- Limited staff capacity to deliver services such as permits and development review within a reasonable timeframe.

ON THE HORIZON



Reconstruction of County Road 109



Capacity Building for Development Application Review



Reconstruction of County Road 21

TRANSPORTATION FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$69	\$69	\$69	\$69	\$69	\$0	0.00%
Rent Revenue	\$12	\$13	\$14	\$14	\$15	\$1	5.00%
Other Revenue	\$588	\$689	\$710	\$712	\$408	\$101	17.23%
Total Revenues	\$669	\$771	\$793	\$795	\$492	\$102	15.23%
Expenditures							
Salaries and Benefits	\$3,049	\$3,225	\$3,414	\$3,614	\$3,826	\$176	5.78%
Administrative and Office	\$492	\$593	\$562	\$587	\$640	\$101	20.62%
Service Delivery	\$1,839	\$2,032	\$2,063	\$2,104	\$2,191	\$193	10.49%
IT and Communications	\$51	\$62	\$55	\$61	\$59	\$11	20.90%
Facilities	\$115	\$135	\$137	\$141	\$145	\$20	17.56%
Vehicles and Equipment	\$630	\$751	\$796	\$839	\$874	\$121	19.22%
COVID	\$31	\$0	\$0	\$0	\$0	-\$31	-100.00%
Total Expenditures	\$6,207	\$6,799	\$7,027	\$7,345	\$7,734	\$592	9.53%
Transfers							
Transfers from Reserves	-\$278	-\$203	\$0	\$0	\$0	\$75	-27.03%
Transfers to Reserves	\$578	\$702	\$777	\$828	\$903	\$124	21.41%
Total Transfers	\$301	\$499	\$777	\$828	\$903	\$199	66.12%
Total Status Quo	\$5,839	\$6,527	\$7,012	\$7,377	\$8,146	\$688	11.79%
Additional Staffing Requirements							
Engineering Position	\$0	\$101	\$142	\$151	\$160	\$101	100.00%
Total Operating Transportation	\$5,839	\$6,629	\$7,154	\$7,528	\$8,305	\$790	13.53%
Capital Investment	\$4,903	\$5,129	\$5,498	\$5,495	\$5,652	\$226	4.62%
Total Transportation	\$10,741	\$11,757	\$12,652	\$13,023	\$13,958	\$1,016	9.46%

BUDGET HIGHLIGHTS

REVENUES

USER FEES

- Generally status quo at \$69,000 and attributed to sale of entrance permits (\$4,000), emergency number and tourism sign fees (\$15,000), oversized load permits (\$50,000)

OTHER REVENUES

- Increased by \$101,000 to \$689,000 with aggregate royalties at \$70,000; Cost Recoveries of \$20,000 added; increase of \$76,000 for transfer from capital to offset staffing costs (\$548,000) charged to capital projects

EXPENDITURES

SALARIES AND BENEFITS

Increase due to grid movement, CPI adjustment and the full-year inclusion of positions recruited part way through 2022.

ADMINISTRATIVE AND OFFICE

Overall increase of \$101,000 to \$593,000 due to several factors:

- Consulting Fees – increase of \$41,000 due to several projects including; development review assistance (\$60,000), and roads needs study (\$60,000), with some carryover funds to complete balance of the 2022 road rationalization study update project (\$14,500)
- Conferences – increased \$10,600 to align with changing staff roles and responsibilities as well as new positions filled
- Legal fees – increase of \$5,000 to \$25,000 to reflect 2022 actual costs and is mostly related to agreements and legal review associated with developments and utilities
- Insurance – increase \$40,690 due to industry changes in insurance costs

SERVICE DELIVERY

- Increase of \$193,000 to \$2,032,000 resulting from costs related to materials including salt, sand, cold mix, hot mix, shoulder gravel, dust suppression material, etc. The majority of the increase pertains to winter sand and salt alone with a combined increase of \$150,000

FACILITIES

- Increase of \$20,000 primarily due to utility costs including gas, hydro, etc.

VEHICLES AND EQUIPMENT

- Increase of \$121,000 to \$751,000 due to increased fleet fuel (\$80,000) and maintenance (\$40,000) costs

TRANSFERS FROM RESERVES

- Transfer is decreased due to termination of funds to offset enhanced COVID cleaning

ADDITIONAL STAFFING REQUEST

POSITION

The County performs detailed engineering review and provides subsequent comments and/or approval for development, private and public infrastructure, and utility applications/projects. Development applications include residential subdivisions, commercial buildings or parks, institutional projects, etc. which require significant investment of time and expertise. Utility applications include telecommunication/fiberoptic installations (including large scale projects such as SWIFT), Hydro work, private development utilities, etc. The work associated with all applications includes a detailed review, preparing comments, attending meetings, and corresponding with applicants, applicable Local Municipal and County staff, and external agencies such as Conservation Authorities, Niagara Escarpment Commission, etc. Most development applications flow through the Planning process towards approval and subsequent construction. To provide good service, timely turnaround is necessary not only to satisfy the Planning process, but also to enable developers to effectively move projects forward and avoid delays. Technical review of applications is generally focused on corridor management including traffic impacts and associated infrastructure improvements, entrance configuration and functional design, stormwater management, and related impacts on County infrastructure. Expertise, significant dedication of time, and capacity to coordinate and prioritize projects is required to provide a positive customer service experience.

PURPOSE

Over the past several years, the volume of development and utility applications has increased significantly as the County continues to grow. This increase has exposed long-standing and significant challenges in providing timely and productive response to developers and utility providers alike. Additionally, the increase of development related workload is negatively impacting the ability of key staff to address core responsibilities. The current model of reviewing applications as a side-of-desk task is unsustainable and ineffective. There are risks associated with late or slow commenting for both development work and utilities. These risks include legislative and financial penalties, pushing development away due to frustration and delays, or oversights resulting in a long-term negative impact on infrastructure, traffic, and roadway function. With increased workloads and new responsibilities, without this new role, staff will be unable 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

To work towards improving response to applications, the Engineering Division requires the creation of a Development Review Technologist/Engineer Position. This position will bring the necessary expertise to perform and provide more timely review and comments for applications throughout the County. The position will not only perform technical review but will also coordinate and prioritize work in a proactive manner. The position will work closely with members of the Engineering Division, as well as Local Municipal and County Planning, to ensure that reasonable timelines are established and satisfied. The expected start date for this position is April 2023. The cost included in the 2023 budget is \$101,300 which will be annualized to \$107,770 in 2024.

PEOPLE

Creation of this new position will positively impact developers, public and private utility providers, and Local Municipal and County Planning staff. The ability to produce thorough and timely review and comment will promote development for the Dufferin community that creates positive collateral impacts with respect to infrastructure for the community. In addition, the capacity building element of this new role will help enable key staff to refocus on critical core responsibilities.



TRANSPORTATION CAPITAL ASSET FUND

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Carry Forward From Prior Year		\$1,989		
Opening Balance	\$6,477	\$7,664	\$6,965	\$5,881
Contributions				
Government Transfers	\$3,802	\$3,218	\$2,818	\$2,879
Capital Levy	\$4,903	\$5,129	\$5,498	\$5,495
Other Revenue	\$20	\$40	\$170	\$150
Debt Financing	\$0	\$3,500	\$6,210	\$0
Transfers from Reserves	\$1,095	\$2,060	\$1,085	\$960
DC Contribution	\$443	\$441	\$6,266	\$471
Total Contributions	\$10,263	\$14,388	\$22,048	\$9,955
Capital Work				
Land	\$0	\$3,300	\$0	\$0
Land Improvements	\$1,100	\$1,130	\$600	\$300
Buildings	\$65	\$305	\$12,055	\$30
Equipment & Machinery	\$90	\$68	\$49	\$0
Vehicles	\$445	\$870	\$1,315	\$1,110
Roads	\$6,559	\$7,723	\$7,063	\$7,105
Bridges & Culverts	\$2,806	\$1,692	\$2,050	\$1,784
Total Capital Work	\$11,065	\$15,088	\$23,131	\$10,329
Ending Capital Asset Fund Balance	\$5,675	\$6,965	\$5,881	\$5,507

CAPITAL HIGHLIGHTS

CONTRIBUTIONS

GOVERNMENT TRANSFERS

- Decrease of \$584,000 to \$3,218,000 due to reduction in gas tax (2022 provided allocation was doubled)

DEBT FINANCING

- \$3,500,000 for the Southern Operations Centre

TRANSFERS FROM RESERVES

- Increase by \$965,000 to \$2,060,000 primarily due to termination of funds to offset enhanced cleaning related to COVID ; \$670,000 from Rail Corridor Reserve for trails project, \$740,000 from Equipment Capital Reserve, \$275,000 for Rd 109 Study, \$375,000 for Orangeville West EA, \$650,000 from Rate Stabilization Reserve

CAPITAL WORK

LAND

- \$3,300,000 for land purchase for new Southern Operations Facility

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$5,507	\$5,587	\$5,758	\$6,151	\$7,021	\$7,803	\$8,203
\$2,879	\$2,942	\$2,942	\$3,008	\$3,008	\$2,974	\$3,024
\$5,652	\$5,655	\$5,590	\$5,904	\$5,871	\$6,065	\$5,602
\$150	\$80	\$180	\$150	\$40	\$40	\$40
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$1,445	\$916	\$540	\$370	\$110	\$550	\$785
\$436	\$433	\$358	\$369	\$369	\$343	\$381
\$10,563	\$10,027	\$9,610	\$9,801	\$9,398	\$9,972	\$9,833
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$300	\$300	\$100	\$100	\$100	\$100	\$100
\$25	\$0	\$18	\$5	\$86	\$15	\$20
\$149	\$126	\$8	\$0	\$0	\$104	\$45
\$1,495	\$870	\$720	\$520	\$150	\$595	\$780
\$6,918	\$6,916	\$7,000	\$6,971	\$6,908	\$7,392	\$6,968
\$1,596	\$1,644	\$1,371	\$1,335	\$1,372	\$1,366	\$1,182
\$10,483	\$9,856	\$9,218	\$8,931	\$8,616	\$9,572	\$9,095
\$5,587	\$5,758	\$6,151	\$7,021	\$7,803	\$8,203	\$8,941

BUILDINGS

- Increase of \$240,000 to \$305,000 primarily due to \$200,000 to complete an initial assessment, siting, and preliminary design for the new Southern Operations Centre

VEHICLES

- Increase of \$425,000 to \$870,000 primarily due to \$320,000 increase for purchase of two new plow trucks at \$720,000, and replacement of one-tonne landscape truck at \$90,000

ROADS

- Increase of \$1,164,000 to \$7,723,000 resulting from some larger projects including wrap up of the Dufferin Road 21 reconstruction project (\$2,430,000) and a significant 7.2 km resurfacing project on Dufferin Road 124 (\$4,350,000). Other projects include preventative maintenance in several locations as well as carryover for the balance of the Orangeville West Environmental Assessment (\$450,000) and the required Environmental Assessment and principle design work for build-out of the South Arterial Road extension of Dufferin Road 109 (\$275,000)

BRIDGES & CULVERTS

- Decrease of \$1,114,000 to \$1,692,000 due to the nature of projects being a combination of rehabilitation and replacements as opposed to significant bridge replacement work in 2022

TRANSPORTATION WORK PLAN SUMMARY

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
Expenditures											
Land		\$3,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asphalt Paving	\$0	\$5	\$300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trails Development	\$800	\$800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fencing	\$0	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Living Snow Fence	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Guiderails	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Wayfinding Signs	\$200	\$200	\$200	\$200	\$200	\$200	\$0	\$0	\$0	\$0	\$0
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Land Improvements	\$1,100	\$1,130	\$600	\$300	\$300	\$300	\$100	\$100	\$100	\$100	\$100
HVAC	\$20	\$20	\$0	\$30	\$20	\$0	\$15	\$0	\$20	\$10	\$20
Electrical	\$0	\$60	\$0	\$0	\$0	\$0	\$0	\$0	\$6	\$0	\$0
Security	\$0	\$0	\$0	\$0	\$5	\$0	\$0	\$0	\$0	\$5	\$0
Interior Renovations	\$45	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Garage Doors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60	\$0	\$0
Sand/Salt Domes	\$0	\$25	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Exterior Doors	\$0	\$0	\$0	\$0	\$0	\$0	\$3	\$0	\$0	\$0	\$0
Exterior Walls	\$0	\$0	\$5	\$0	\$0	\$0	\$0	\$5	\$0	\$0	\$0
New South Operations centre	\$0	\$200	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$65	\$305	\$12,055	\$30	\$25	\$0	\$18	\$5	\$86	\$15	\$20
Engineering Equipment	\$17	\$8	\$49	\$0	\$49	\$0	\$8	\$0	\$0	\$49	\$0
Sign Maker	\$8	\$10	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Scissor Lift	\$20	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hot box	\$45	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45
Electronic Message Boards	\$0	\$0	\$0	\$0	\$0	\$126	\$0	\$0	\$0	\$0	\$0
Big Trailer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$55	\$0
Lifts	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$0
Brushing Attachment	\$0	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment & Machinery	\$90	\$68	\$49	\$0	\$149	\$126	\$8	\$0	\$0	\$104	\$45
Snow Plows	\$400	\$720	\$720	\$720	\$720	\$810	\$360	\$0	\$0	\$450	\$720
Tractor, Blower, Sweeper, Mower	\$0	\$0	\$10	\$0	\$25	\$0	\$300	\$0	\$0	\$25	\$0
Loader	\$0	\$0	\$320	\$0	\$0	\$0	\$0	\$320	\$0	\$0	\$0
Excavator	\$0	\$0	\$0	\$330	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Backhoe	\$0	\$0	\$145	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TRANSPORTATION WORK PLAN SUMMARY

CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Pickups	\$45	\$60	\$120	\$60
Grader	\$0	\$0	\$0	\$0
One Tonne Pick Up	\$0	\$90	\$0	\$0
Sign Truck	\$0	\$0	\$0	\$0
Vehicles	\$445	\$870	\$1,315	\$1,110
Roads	\$6,559	\$7,723	\$7,063	\$7,105
Bridges & Culverts	\$2,806	\$1,692	\$2,050	\$1,784
Total Work Plan Summary	\$11,065	\$15,088	\$23,131	\$10,329

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$60	\$60	\$60	\$60	\$60	\$120	\$60
\$600	\$0	\$0	\$0	\$0	\$0	\$0
\$90	\$0	\$0	\$0	\$90	\$0	\$0
\$0	\$0	\$0	\$140	\$0	\$0	\$0
\$1,495	\$870	\$720	\$520	\$150	\$595	\$780
\$6,918	\$6,916	\$7,000	\$6,971	\$6,908	\$7,392	\$6,968
\$1,596	\$1,644	\$1,371	\$1,335	\$1,372	\$1,366	\$1,182
\$10,483	\$9,856	\$9,218	\$8,931	\$8,616	\$9,572	\$9,095



TRANSPORTATION WORK PLAN SUMMARY - ROADS

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
Expenditures											
Future Year Design	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Pavement Preservation	\$179	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Resurface Dufferin Rd 3	\$1,590										
Resurface Dufferin Rd 18	\$3,055										
Resurface Dufferin Rd 18	\$785										
Recon Dufferin Rd 21	\$700										
Dufferin Rd 109 Consulting	\$150										
Resurface Dufferin Rd 21		\$2,430									
Resurface Dufferin Rd124		\$4,350									
Crack Seal Dufferin Rd9		\$19									
Crack Seal Dufferin Rd 21		\$53									
Crack Seal Dufferin Rd 109		\$46									
Orangeville West EA		\$450									
Recon Dufferin Rd 109 SAR Consulting		\$275									
Recon Dufferin Rd 109			\$6,834								
Crack Seal Dufferin Rd 10			\$15								
Crack Seal Dufferin Rd 17			\$57								
Crack Seal Dufferin Rd 21			\$29								
Crack Seal Dufferin Rd 23			\$27								
Resurface Dufferin Rd 25				\$3,215							
Resurface Dufferin Rd 124				\$3,640							
Crack Seal Dufferin Rd 2				\$16							
Crack Seal Dufferin Rd 3				\$23							
Crack Seal Dufferin Rd 8				\$26							
Crack Seal Dufferin Rd 9				\$41							
Crack Seal Dufferin Rd 12				\$26							
Crack Seal Dufferin Rd 16				\$19							
Resurface Dufferin Rd 3					\$659						
Recon Dufferin Rd 3					\$410						
Resurface Dufferin Rd 3					\$789						
Resurface Dufferin Rd 24					\$1,353						
Resurface Dufferin Rd 25					\$3,507						
Crack Seal Dufferin Rd 3					\$37						
Crack Seal Dufferin Rd 10					\$28						
Crack Seal Dufferin Rd 109					\$17						
Crack Seal Dufferin Rd 124					\$17						

TRANSPORTATION WORK PLAN SUMMARY - ROADS CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Crack Seal Dufferin Rd 124				
Resurface Dufferin Rd 10				
Resurface Dufferin Rd 12				
Resurface Dufferin Rd 17				
Resurface Dufferin Rd 25				
Resurface Dufferin Rd 109				
Recon Dufferin Rd 109				
Crack Seal Dufferin Rd 3				
Crack Seal Dufferin Rd 18				
Resurface Dufferin Rd 10				
Resurface Dufferin Rd 18				
Crack Seal Dufferin Rd 8				
Crack Seal Dufferin Rd 21				
Crack Seal Dufferin Rd 124				
Recon Dufferin Rd 7				
Resurface Dufferin Rd 7				
Resurface Dufferin Rd 109				
Crack Seal Dufferin Rd 10				
Crack Seal Dufferin Rd 109				
Resurface Dufferin Rd 3				
Resurface Dufferin Rd 5				
Resurface Dufferin Rd 11				
Resurface Dufferin Rd 16				
Resurface Dufferin Rd 124				
Crack Seal Dufferin Rd 25				
Crack Seal Dufferin Rd 124				
Resurface Dufferin Rd 12				
Resurface Dufferin Rd 18				
Crack Seal Dufferin Rd 3				
Crack Seal Dufferin Rd 24				
Crack Seal Dufferin Rd 25				
Resurface Dufferin Rd 17				
Resurface Dufferin Rd 18				
Resurface Dufferin Rd 21				
Crack Seal Dufferin Rd 10				
Crack Seal Dufferin Rd 12				
Crack Seal Dufferin Rd 25				
Crack Seal Dufferin Rd 109				
Total Roads Work Plan	\$6,559	\$7,723	\$7,063	\$7,105

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$17						
	\$104					
	\$2,883					
	\$1,699					
	\$1,019					
	\$93					
	\$947					
	\$16					
	\$55					
		\$3,394				
		\$3,422				
		\$15				
		\$31				
		\$39				
			\$317			
			\$6,023			
			\$479			
			\$31			
			\$21			
				\$801		
				\$2,495		
				\$440		
				\$1,284		
				\$1,724		
				\$30		
				\$35		
					\$3,963	
					\$3,274	
					\$15	
					\$15	
					\$24	
						\$2,326
						\$2,400
						\$2,083
						\$3
						\$34
						\$18
						\$4
\$6,918	\$6,916	\$7,000	\$6,971	\$6,908	\$7,392	\$6,968

TRANSPORTATION WORK PLAN SUMMARY - BRIDGES AND CULVERTS

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
Expenditures											
Small Structure Replacements	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Maintenance Plan	\$100	\$98	\$97	\$89	\$90	\$91	\$100	\$100	\$100	\$100	\$100
Walkers Creek Culvert - Rehab*	\$333										
Culvert 938104XC - Replace	\$600										
Potts Culvert No. 1201 - Replace	\$633										
Bridge No. 11 - Replace	\$950										
Culvert No. 2508 - Replace	\$50										
Culvert 004-2507 - Replace	\$51										
Culvert 308250XC - Rehab	\$35										
Culvert 683279CUL - Replace	\$5										
683279CUL-Replace		\$225									
004-2507-Replace culvert		\$484									
004-2508-Replace culvert		\$440									
308250XC-Rehab		\$192									
Blacks Bridge		\$90									
004-0901 - Rehab		\$6	\$60								
004-0142-Rehab		\$14	\$140								
004-0915-Install and Rehab		\$17	\$174								
004-0911-Rehab		\$5	\$45								
936282CUL-Rehab		\$5	\$50								
030-0318-Nottawasaga Rehab		\$56	\$967								
518638XC-Rehab		\$9	\$91								
004-0007- Walkers Creek Culvert Rehab			\$333	\$1,080							
004-0156-Rehab			\$3	\$30							
004-0904-Rehab			\$6	\$58							
004-0185-Rehab			\$22	\$220							
004-0065-Rehab			\$11	\$105							
393002CUL- Hydraulic Study			\$2	\$20							
004-0087-Replace				\$5	\$50						
004-0912-Install invert liner				\$46	\$463						
004-0041-Rehab				\$62	\$620						
004-0184-Rehab				\$5	\$48						
516222CUL-Rehab				\$8	\$80						
203304CUL - Rehab				\$6	\$56						
517326XC-Rehab					\$10	\$95					

TRANSPORTATION WORK PLAN SUMMARY - BRIDGES AND CULVERTS CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
004-0007- Walkers Creek Culvert Rehab			\$333	\$1,080							
004-0156-Rehab			\$3	\$30							
004-0904-Rehab			\$6	\$58							
004-0185-Rehab			\$22	\$220							
004-0065-Rehab			\$11	\$105							
393002CUL- Hydraulic Study			\$2	\$20							
004-0087-Replace				\$5	\$50						
004-0912-Install invert liner				\$46	\$463						
004-0041-Rehab				\$62	\$620						
004-0184-Rehab				\$5	\$48						
516222CUL-Rehab				\$8	\$80						
203304CUL - Rehab				\$6	\$56						
517326XC-Rehab					\$10	\$95					
004-0162-Rehab					\$8	\$75					
004-0903 - Rehab					\$70	\$700					
004-0900-Culvert Replace					\$50	\$500					
004-0115-Deck Condition Survey					\$2	\$20					
004-0115-Rehab						\$5	\$50				
035-0030-Rehab						\$4	\$19				
175545CUL-Rehab						\$4	\$40				
004-0138-Rehab						\$14	\$135				
004-0081-Rehab						\$5	\$50				
004-0164-Rehab						\$6	\$60				
004-0187-Rehab and Install						\$15	\$151				
004-0055-Rehab						\$4	\$35				
004-0166-Rehab						\$5	\$47				
937188CUL-Rehab						\$3	\$30				
004-0064 - Rehab						\$2	\$20				
937148CUL-Rehab and Install						\$30	\$300				
307598CUL-Rehab						\$5	\$48				
285376CUL-Rehab						\$6	\$59				
707620XC-Rehab						\$5	\$50				
004-0910- Hydraulic study						\$2	\$20				
004-0148-Patch Repair							\$3	\$33			
004-0129-Rehab							\$2	\$20			
004-0042-Rehab							\$20	\$195			
004-0067-Rehab							\$2	\$16			

TRANSPORTATION WORK PLAN SUMMARY - BRIDGES AND CULVERTS CONTINUED...

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
999-9993-Rehab								\$4	\$40		
004-0908-Rehab and replace								\$5	\$50		
004-0902 - Replace culvert								\$70	\$700		
004-0910-Rehab								\$2	\$20		
004-0036-Rehab									\$3	\$30	
004-0908-Install guide rail									\$12	\$124	
32270CUL-Rehab									\$3	\$30	
004-0040-Rehab									\$4	\$44	
004-0140-Rehab									\$3	\$30	
004-0017-Rehab and install									\$19	\$185	
004-0165-Rehab and Install									\$17	\$165	
004-2509-Rehab									\$6	\$57	
004-0063-Patch repair									\$3	\$30	
004-0905-Patch repair									\$14	\$144	
204474CUL-Rehab									\$2	\$16	
004-0092-Patch repair									\$1	\$7	
004-0901 - Install guide rail									\$12	\$124	
707620XC-Install guide rail									\$12	\$124	
004-0913-Rehab										\$3	\$31
SAR 0290BR-Rehab										\$3	\$25
517326XC-Install guide rail										\$12	\$124
936282CUL-Install guide rail										\$12	\$124
004-0186-Patch repair										\$2	\$20
004-0087-Rehab										\$15	\$153
937126CUL-Install guide rail										\$12	\$124
999-9994-Install guide rail										\$12	\$124
999-9995-Install guide rail										\$12	\$124
004-0907-Install guide rail									\$12	\$124	
004-2506-Rehab									\$3	\$30	
936134CUL-Rehab									\$8	\$75	
231544XC-Patch repair soffit									\$1	\$10	
004-0132-Patch repair									\$3	\$25	
937188CUL-Install guide rail									\$0	\$12	\$124
784140CUL-Install approach guide rail									\$0	\$12	\$124
065146XC-Install guide rail									\$0	\$12	\$124
Red Beard Bridge - Patch repair									\$0	\$5	\$50
999-9991-Patch repair									\$0	\$1	\$10
Future Projects to be Determined									\$0	\$60	\$600
Total Bridges & Culverts Work Plan	\$2,806	\$1,692	\$2,050	\$1,784	\$1,596	\$1,644	\$1,371	\$1,335	\$1,372	\$1,366	\$1,182

CLIMATE AND ENERGY

Climate & Energy is the newest division in the Public Works Department and is responsible for understanding climate-related risks and opportunities, developing climate action plans, overseeing their implementation at the corporate and community level, and making recommendations to Council.

The Climate and Energy Division consists of 2 full-time employees, plus 1 summer intern.



KEY TEAM MEMBERS

Sara MacRae, Manager of Climate and Energy



KEY FUNCTIONS

- Implementing mitigation and climate adaptation strategies at the community and corporate level
- Creating and updating greenhouse gas inventory and monitoring progress on reduction targets
- Seeking grants and matching funds to cover program-related costs
- Policy development
- Support member municipalities in climate-related capacity building
- Community engagement and education

CHALLENGES

- Limited staffing capacity and resources to fulfil commitments: Commitments outlined in the Dufferin Climate Action Plan; Forthcoming Adaptation Plan; Corporate energy management; Reporting burden placed on other divisions
- Capital to fund projects outlined in the Dufferin Climate Action Plan, including matching funding in grant applications for program development
- Embedding climate actions within existing operations and strategies (e.g. Corporate Strategic Plan)

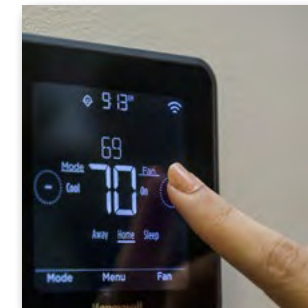
AT A GLANCE

<p>3,723+ HOURS</p> <p>Of connection time to the 24-station Charge Up in Dufferin electric vehicle charging network</p>	<p>6 FARMERS</p> <p>Adopting innovative regenerative agriculture practices through the Experimental Acres Farm Pilot</p>	<p>700+ YOUTH</p> <p>Reached in 2021 through Climate Action in Dufferin programming, classroom visits, and community events</p>	<p>\$40,000</p> <p>Delivered annually through the Rural Water Quality Program to improve water quality and restore habitats</p>
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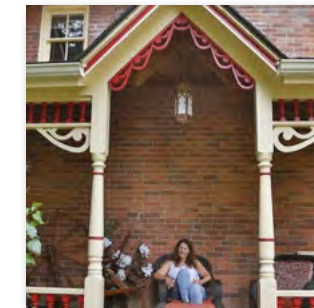
ON THE HORIZON



Climate Adaptation Planning



Residential Energy Retrofit Program



Green Development Standards



Corporate Energy Management



Regional EV Charging Network



Municipal Staff Climate Training



Net-Zero Pathways for Community Housing



Youth Climate Volunteer Program

CLIMATE AND ENERGY FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$0	\$31	\$6	\$6	\$7	\$31	100.00%
Total Revenues	\$0	\$31	\$6	\$6	\$7	\$31	100.00%
Expenditures							
Salaries and Benefits	\$240	\$246	\$261	\$276	\$293	\$6	2.30%
Administrative and Office	\$31	\$230	\$88	\$59	\$63	\$199	640.84%
Service Delivery	\$61	\$67	\$197	\$212	\$222	\$6	9.18%
IT and Communications	\$14	\$16	\$16	\$16	\$16	\$2	13.95%
Facilities	\$0	\$8	\$9	\$10	\$10	\$8	100.00%
Total Expenditures	\$346	\$567	\$571	\$572	\$604	\$221	63.69%
Transfers							
Transfers from Reserves	-\$70	-\$150	-\$100	-\$100	-\$100	-\$80	114.29%
Total Transfers	-\$70	-\$150	-\$100	-\$100	-\$100	-\$80	114.29%
Total Status Quo	\$276	\$386	\$465	\$466	\$497	\$110	39.67%
Additional Staffing Requirements							
Corporate Climate Coordinator	\$0	\$50	\$104	\$110	\$117	\$50	100.00%
Total Climate and Energy	\$276	\$436	\$569	\$576	\$614	\$160	57.75%

BUDGET HIGHLIGHTS

REVENUES

OTHER REVENUES

- Increase from zero to \$31,000 primarily due to FCM funding (\$25,000) related to the Net-Zero Pathways for Community Housing project. The project is focused on reviewing specifically County housing buildings from an infrastructure and energy sustainability perspective

EXPENDITURES

ADMINISTRATIVE AND OFFICE

Increase of \$199,000 to \$230,000 primarily due to consulting fees related to several projects including:

- 2022 Council directive to complete a strategic plan/review of opportunities for the County owned 200 acre parcel of land in northeast Grand Valley (\$50,000)
- Green Development Standards project as directed through the Council approved Dufferin Climate Action Plan (\$75,000)
- Continuation of the 2022 Regional EV Feasibility Study partnership project (\$10,000)
- Net-Zero Pathways for Community Housing Project (\$50,000)

ADDITIONAL STAFFING REQUEST

POSITION

In 2018, the County joined the Partners for Climate Protection (PCP) program, alongside 500+ Canadian municipalities, in a commitment to address both corporate and community greenhouse gas emissions. To date, staff have focused on mitigating greenhouse gas emissions in the community by initiating the actions set out in the council-adopted Dufferin Climate Action Plan (2021), which sets a target of net-zero greenhouse gas emissions by 2050. The County strengthened their commitment to climate action in 2022 when Council declared a Climate Emergency and re-affirmed the promise to develop a Corporate Climate Strategy. To meet the climate goals set by Council, the County must integrate climate change mitigation and adaptation into various County processes, business, and strategic plans. This requires significant staff resources from the Climate and Energy division to develop, lead, and deliver internal programs to build capacity and track progress on corporate climate strategies. It also requires staff to work cross-departmentally by advising divisions on changing practices, providing comments, and explaining climate implications of decisions.

PURPOSE

Through the various avenues the County has committed to taking climate action, it was always the intent that the County take a leadership role in aligning internal operations with the net-zero vision set out for the broader community. As economic pressures such as inflation, rising energy prices, and the escalating carbon tax all put pressure on operating expenses, it is increasingly critical to analyze the return on investment and net present value of energy efficiency projects to inform future capital budget processes to avoid stranded assets of new fossil fuel investments. From a climate adaptation perspective, reviewing the resilience of assets with a climate lens and prioritizing "hardening" the assets most at risk to climate impacts will be critical in preventing or reducing future costs. However, with a diverse portfolio and limited capacity, the current staff compliment in the Climate and Energy Division is insufficient to deliver on corporate climate initiatives, including the formal integration of a climate lens into operations and committee reports as endorsed by Council. Without a staff member dedicated to corporate climate objectives, projects have been slow to start or not initiated at all due to volume of work and competing priorities, resulting in lost cost savings and an organization ill prepared to react and adapt to a changing climate.

PARTICULARS

To build climate resiliency and mitigate greenhouse gas emissions throughout the corporation, as well as increase staff capacity as outlined in the various climate plans, the Climate and Energy Division requires the creation of a Corporate Climate Initiatives Coordinator. The position will bring the necessary expertise to support various divisions in integrating climate considerations into their processes and operations, as well as updating and maintaining the databases and systems that underpin all decision-making regarding energy management at the County. The position will also track all progress on corporate climate objectives and present an annual report. The expected start date for this position is June 2023. The cost included in the 2023 budget is \$50,000 which will be annualized to \$78,750 in 2024.

PEOPLE

It is expected this position will help facilitate and advise an internal Corporate Climate Action Team to set annual energy management priorities and capital projects, undertake energy modeling to measure results, and deliver training and capacity-building opportunities for climate action. Creation of this new position will positively impact all staff by providing support and advice, as well as demonstrate corporate leadership on climate action in the community.

FACILITIES

The Facility division is responsible for the day-to-day operations of custodial, grounds and building maintenance activities supporting a safe, clean, and functional space for County staff, community housing tenants, community visitors, and commercial lease holders. The Facility team is composed of full-time and seasonal staff including tradespeople, maintenance and grounds workers.

The Facilities Division has 11 full-time employees.



KEY TEAM MEMBERS

Stephen Ducharme, Facilities Manager



KEY FUNCTIONS

- Support building operational activities and Capital Project development and execution for all County-owned buildings
- Work with various consultants, inspection agencies, lease holders, and contractors to ensure value engineering, trade standards, codes, and best practices are consistently applied in all operational responsibilities
- Maintenance of building security and perimeter access control
- Management of the building environment including lighting strategies and water/air quality monitoring
- Seasonal grounds maintenance
- Custodial requirements
- Overall building asset management

AT A GLANCE

3 Paramedic land ambulance stations	10 Community Housing buildings, totalling 298 units	1500 Service calls in 2022	6 County-owned administration, operations, and cultural buildings
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CHALLENGES

- Current economic climate – high inflation, supply shortages and impact on current and future budgets, supply chain interruptions
- Changing Corporate space needs and evolving corporate work models
- Managing the complexities of increased staff vacancies and shortage of a skilled workforce

ON THE HORIZON



Service Delivery Enhancement



Community Housing Improvements



Corporate Perimeter and Access Improvements



Heritage Restoration of County Courtroom 204



Building Condition Assessment

FACILITIES FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Rent Revenue	\$1,214	\$1,263	\$1,287	\$1,308	\$1,330	\$49	4.03%
Total Revenues	\$1,214	\$1,263	\$1,287	\$1,308	\$1,330	\$49	4.03%
Expenditures							
Salaries and Benefits	\$1,540	\$1,469	\$1,555	\$1,645	\$1,741	-\$71	-4.61%
Administrative and Office	\$52	\$111	\$37	\$38	\$39	\$59	114.61%
Debt Repayment	\$444	\$433	\$423	\$412	\$401	-\$11	-2.58%
IT and Communications	\$16	\$20	\$17	\$20	\$17	\$5	29.77%
Facilities	\$865	\$896	\$910	\$915	\$927	\$31	3.63%
Vehicles and Equipment	\$67	\$77	\$82	\$83	\$84	\$9	13.70%
Internal Services Recovered	-\$1,341	-\$1,237	-\$1,297	-\$1,360	-\$1,427	\$104	-7.77%
COVID	\$25	\$0	\$0	\$0	\$0	-\$25	-100.00%
Total Expenditures	\$1,667	\$1,768	\$1,725	\$1,752	\$1,781	\$101	6.06%
Transfers							
Transfers from Reserves	-\$50	-\$75	\$0	\$0	\$0	-\$25	49.40%
DC Contribution	-\$54	-\$77	-\$75	-\$73	-\$71	-\$23	43.28%
Total Transfers	-\$104	-\$152	-\$75	-\$73	-\$71	-\$48	46.24%
Total Status Quo	\$349	\$353	\$363	\$371	\$380	\$4	1.19%
Additional Staffing Requirements							
Facility Administrative Asst	\$0	\$81	\$127	\$134	\$142	\$81	100.00%
Total Operating Facilities	\$349	\$434	\$490	\$505	\$522	\$85	24.43%
Capital Investment	\$300	\$290	\$290	\$345	\$345	-\$10	-3.33%
Total Facilities	\$649	\$724	\$780	\$850	\$867	\$75	11.60%

BUDGET HIGHLIGHTS

REVENUES

Essentially status quo.

EXPENDITURES

SALARIES AND BENEFITS

- Decrease of \$71,000 due to reduction of students and cleaner position

ADMINISTRATIVE AND OFFICE

- Increase of \$59,000 to \$111,000 primarily due to consulting fees to facilitate several projects including; comprehensive building condition assessment (\$50,000) and carryover funds for Service Level Agreement project (\$25,000)

VEHICLES AND EQUIPMENT

- Increase of \$10,000 to \$77,000 due primarily to increased insurance (\$4,600) and fuel (\$5,700) costs

COVID

- reduced from \$25,000 to 0\$ due to termination of funding

ADDITIONAL STAFFING REQUEST

POSITION

The Facility division supports day to day building operations to ensure safe and comfortable working conditions and overall good maintenance of physical space for all occupants of County owned buildings. Facilities is required to respond to and resolve all building related concerns, plan and implement preventative maintenance programs, ensure compliance of building services with local governing authorities, support County departmental needs, execute Capital and Operating projects, and maintain and monitor Health, Safety, Environment, and security measures within County owned buildings. Most building maintenance needs flow through the Facility work order process with prioritization of subsequent repair, reconstruction, and/or replacement. Throughout this process, timely response and feedback is necessary not only to satisfy building stakeholders, but also to enable efficient and effective use of space for occupants and reduce utility consumption and improve energy conservation. Building needs are typically identified by various parties including, staff, building occupants, Community Housing tenants, and tenant supports. The reporting process is often varied and not clearly structured or defined. In short, it is generally reactive as team members attempt to juggle technical needs with process, communication, and coordination. A delay in resolution to building issues can significantly impact staff, building occupants, and stakeholders. Response to necessary repairs and solutions to these challenges is generally provided internally with coordination of County resources and staff's technical knowledge. Understanding of the repair/maintenance process flow typically requires technical skill, significant dedication of time, and capacity to coordinate and prioritize projects and facility work order needs.

PURPOSE

In recent years, the volume of both maintenance requests and operating projects has increased significantly as the County's building assets age and County staff, occupants and stakeholders continue to grow. This increase has exposed long-standing and significant challenges in providing timely and productive response. Further to these challenges an inefficient workflow system requires numerous party notifications, an unconsolidated communication stream, and an inefficient coordination of resources. The current model of addressing building maintenance needs is unsustainable and ineffective in providing effective service. There are risks associated with delayed/deferred solutions to maintenance of building assets including potential legislative penalties, disruption to occupant building/living experience, potential building asset damage, and increase to future repairs costs. In addition to this, there is a real and existing impact related to Community Services with respect to unit vacancy as the Facilities Division works to renovate, upgrade, and repair vacant units prior to new tenants taking occupancy.

PARTICULARS

To work towards improving reporting, streamlining processes, and hastening response times to building improvements and maintenance needs, the Facility Division requires the creation of a Facility Coordinator Position. This position will bring the necessary expertise to enable a consolidation of the workflow process and streamline communication and coordination of resources. The position will not only provide technical support but will coordinate and prioritize work in a proactive manner as opposed to the current reactive process. The position will work closely with members of the Facility Division team as well as local contractors, preferred vendors to ensure reasonable timelines are established and satisfied. The expected start date for this position is May 2023. The cost included in the 2023 budget is \$81,100 which will be annualized to \$95,890 in 2024.

PEOPLE

The creation of this new position will positively impact existing building tenants and stakeholders, future tenants, staff within all departments, and residents. Beyond this, the ability to produce proactive planning and timely response in support of County departments and improve the building user/tenant experience.

FACILITIES CAPITAL ASSET FUND

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Carry Forward From Prior Year		\$412		
Opening Balance	\$1,917	\$1,628	\$1,124	\$1,013
Contributions				
Government Transfers	\$50	\$0	\$0	\$0
Capital Levy	\$300	\$290	\$290	\$345
Other Revenue	\$150	\$860	\$0	\$0
Total Contributions	\$500	\$1,150	\$290	\$345
Capital Work				
Land Improvements	\$250	\$250	\$0	\$25
Buildings	\$412	\$1,104	\$401	\$159
Equipment & Machinery	\$300	\$300	\$0	\$60
Vehicles	\$40	\$0	\$0	\$40
Other	\$200	\$0	\$0	\$0
Total Capital Work	\$1,202	\$1,654	\$401	\$284
Ending Capital Asset Fund Balance	\$1,216	\$1,124	\$1,013	\$1,075

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$1,075	\$823	\$1,016	\$1,091	\$1,278	\$1,521	\$748
\$0	\$0	\$0	\$0	\$0	\$100	\$30
\$345	\$350	\$400	\$405	\$405	\$410	\$410
\$0	\$0	\$80	\$60	\$0	\$0	\$0
\$345	\$350	\$480	\$465	\$405	\$510	\$440
\$180	\$0	\$0	\$0	\$0	\$0	\$0
\$377	\$157	\$225	\$238	\$163	\$963	\$119
\$0	\$0	\$180	\$0	\$0	\$0	\$20
\$40	\$0	\$0	\$40	\$0	\$0	\$40
\$0	\$0	\$0	\$0	\$0	\$320	\$120
\$597	\$157	\$405	\$278	\$163	\$1,283	\$299
\$823	\$1,016	\$1,091	\$1,278	\$1,521	\$748	\$889

CAPITAL HIGHLIGHTS

CONTRIBUTIONS

OTHER REVENUE

- Increase of \$710,000 to \$860,000 carried forward to complete repairs of historic Courtroom 204

CAPITAL WORK

LAND IMPROVEMENTS

- Carryover of \$250,000 to complete parking lot resurfacing of the north Elizabeth Street Courthouse parking lot

BUILDINGS

- Increase of \$692,000 to \$1,104,000 due to historic Courtroom 204 repairs (\$860,000)

EQUIPMENT & MACHINERY

- Carryover of \$300,000 for replacement of 55 Zina lula lift elevator. Project has been on hold for the duration of the pandemic as building needs are assessed

OTHER

- Decrease from \$200,000 to 0\$ due to completion of Dufferin Electric Vehicle Charging Network in 2022

FACILITIES WORK PLAN SUMMARY

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
Expenditures											
Asphalt Paving	\$250	\$250	\$0	\$25	\$180	\$0	\$0	\$0	\$0	\$0	\$0
Land Improvements	\$250	\$250	\$0	\$25	\$180	\$0	\$0	\$0	\$0	\$0	\$0
Security	\$40	\$52	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Exterior Walls (Masonry)	\$8	\$0	\$0	\$23	\$0	\$0	\$0	\$0	\$23	\$0	\$0
Roof Replacement	\$0	\$5	\$212	\$0	\$3	\$52	\$5	\$150	\$12	\$0	\$0
Windows	\$0	\$20	\$0	\$10	\$0	\$60	\$0	\$0	\$0	\$60	\$0
Flooring	\$50	\$50	\$0	\$80	\$8	\$29	\$0	\$0	\$0	\$0	\$58
HVAC	\$114	\$22	\$24	\$41	\$79	\$16	\$220	\$16	\$28	\$571	\$31
Building Automation	\$80	\$90	\$0	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$30
Exterior Painting	\$80	\$0	\$0	\$5	\$212	\$0	\$0	\$0	\$0	\$202	\$0
Electrical Upgrades	\$0	\$5	\$125	\$0	\$75	\$0	\$0	\$60	\$0	\$50	\$0
Exterior Lighting	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$80	\$0
Exterior Doors	\$40	\$0	\$40	\$0	\$0	\$0	\$0	\$12	\$0	\$0	\$0
Interior Upgrades	\$0	\$860	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$412	\$1,104	\$401	\$159	\$377	\$157	\$225	\$238	\$163	\$963	\$119
Small Equipment	\$0	\$0	\$0	\$60	\$0	\$0	\$0	\$0	\$0	\$0	\$20
Elevators	\$300	\$300	\$0	\$0	\$0	\$0	\$180	\$0	\$0	\$0	\$0
Equipment & Machinery	\$300	\$300	\$0	\$60	\$0	\$0	\$180	\$0	\$0	\$0	\$20
Facilities Vehicles	\$40	\$0	\$0	\$40	\$40	\$0	\$0	\$40	\$0	\$0	\$40
Vehicles	\$40	\$0	\$0	\$40	\$40	\$0	\$0	\$40	\$0	\$0	\$40
Electric Charging Stations	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$320	\$120
Other	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$320	\$120
Total Work Plan Summary	\$1,202	\$1,654	\$401	\$284	\$597	\$157	\$405	\$278	\$163	\$1,283	\$299

WASTE SERVICES

Waste Services manages the collection and disposal/processing of various waste streams throughout the County, and provides education on diversion methods and waste reduction.

Waste Services consists of 4 full-time employees and 1 co-op student.



KEY TEAM MEMBERS

Melissa Kovacs Reid, Manager of Waste Services



KEY FUNCTIONS

- Managing curbside collection contract with GFL for garbage, recycling, source-separated organics (SSO), yard waste, bulky items and white goods, bi-annual batteries collection
- Managing processing contracts for source-separated organics (SSO)
- Operating Household Hazardous Waste and Electronics Recycling events
- Providing customer service for approximately 24,000 households and Industrial, Commercial & Institutional customers utilizing the County's program
- Outreach and Communications
- Waste diversion and reduction education
- Policy and Planning
- Continuing the implementation of the Long-Term Waste Management Strategy



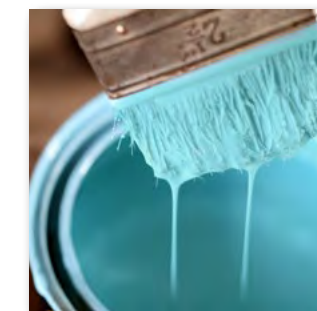
CHALLENGES

- Coordinating special waste programs (batteries, electronics, household hazardous, etc.) in parallel with transition to full producer responsibility for designated materials
- Planning for 2023-2025 Blue Box transition to full producer responsibility
- Increasing promotion, education, and customer service due to ever changing needs and areas of focus including reducing blue box contamination and increasing green bin usage

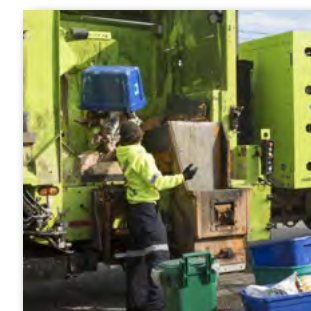
AT A GLANCE

<p>55.4% Waste diversion rate in 2020</p>	<p>3037 TONNES Of green bin organics collected in 2020</p>	<p>9034 USERS Of the Dufferin Waste app</p>	<p>24,871 STOPS To provide waste collection services to residents every week</p>
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ON THE HORIZON



Review Household Hazardous Waste Program



2023-2025 Blue Box Transition



2024 LTWMS Update



Engagement and Customer Service

WASTE SERVICES FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$70	\$85	\$85	\$85	\$85	\$15	21.43%
Rent Revenue	\$3	\$3	\$3	\$3	\$3	\$0	0.00%
Other Revenue	\$1,124	\$834	\$84	\$84	\$84	-\$290	-25.81%
Total Revenues	\$1,196	\$921	\$171	\$171	\$171	-\$275	-22.99%
Expenditures							
Salaries and Benefits	\$507	\$541	\$559	\$593	\$628	\$34	6.73%
Administrative and Office	\$244	\$222	\$214	\$146	\$209	-\$22	-9.03%
Service Delivery	\$5,780	\$5,323	\$4,830	\$5,110	\$5,323	-\$457	-7.90%
IT and Communications	\$4	\$5	\$4	\$5	\$4	\$2	47.06%
Facilities	\$1	\$2	\$2	\$2	\$2	\$0	14.81%
Vehicles and Equipment	\$12	\$13	\$14	\$14	\$14	\$1	5.76%
Total Expenditures	\$6,549	\$6,107	\$5,623	\$5,870	\$6,180	-\$442	-6.75%
Transfers							
Transfers from Reserves	-\$71	-\$73	-\$70	\$0	-\$60	-\$2	2.66%
DC Contribution	-\$18	-\$19	-\$19	-\$19	-\$19	-\$1	5.56%
Total Transfers	-\$89	-\$92	-\$89	-\$19	-\$79	-\$3	3.24%
Total Operating Waste Services	\$5,263	\$5,093	\$5,362	\$5,680	\$5,929	-\$170	-3.23%
Capital Investment	\$7	\$10	\$10	\$10	\$11	\$2	32.87%
Total Waste Services	\$5,271	\$5,103	\$5,372	\$5,690	\$5,940	-\$168	-3.18%

BUDGET HIGHLIGHTS

REVENUES

USER FEES

- Increase of \$15,000 to \$85,000 to reflect 2022 bag tag sales

OTHER REVENUES

- Decrease of \$290,000 to \$84,000 primarily due to termination of recycling revenues in July 2023 with shift to full-producer responsibility of recycling

EXPENDITURES

SALARIES AND BENEFITS

- Increase due to grid movement and CPI adjustment

ADMINISTRATIVE AND OFFICE

- Decrease of \$22,000 due to reduction in consulting fees and projects completed in 2022

SERVICE DELIVERY

- Decrease of \$457,000 to \$5,323,000 due to shift of responsibility for collecting recyclable materials due to transition to producer responsibility in July 2023



WASTE SERVICES CAPITAL ASSET FUND

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Opening Balance	\$24	\$31	\$40	\$0
Contributions				
Capital Levy	\$7	\$10	\$10	\$10
Total Contributions	\$7	\$10	\$10	\$10
Capital Work				
Buildings		\$0	\$0	\$10
Vehicles	\$0	\$0	\$50	\$0
Total Capital Work	\$0	\$0	\$50	\$10
Ending Capital Asset Fund Balance	\$31	\$40	\$0	\$0

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$0	\$11	\$23	\$15	\$27	\$39	\$1
\$11	\$12	\$12	\$12	\$12	\$12	\$12
\$11	\$12	\$12	\$12	\$12	\$12	\$12
\$0	\$0	\$20	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$50	\$0
\$0	\$0	\$20	\$0	\$0	\$50	\$0
\$11	\$23	\$15	\$27	\$39	\$1	\$13

WASTE SERVICES WORK PLAN SUMMARY

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Expenditures				
Exterior Doors	\$0	\$0	\$0	\$0
Garage Door	\$0	\$0	\$0	\$10
Buildings	\$0	\$0	\$0	\$10
Vehicles	\$0	\$0	\$50	\$0
Total Work Plan Summary	\$0	\$0	\$50	\$10

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$0	\$0	\$5	\$0	\$0	\$0	\$0
\$0	\$0	\$15	\$0	\$0	\$0	\$0
\$0	\$0	\$20	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$50	\$0
\$0	\$0	\$20	\$0	\$0	\$50	\$0

CAPITAL HIGHLIGHTS

CONTRIBUTIONS

CAPITAL LEVY

- Increase in contribution of \$3,000 to \$10,000 for future Capital Work related to vehicle replacement and building repairs

CAPITAL WORK

- No planned Capital Work in 2023

COUNTY FOREST

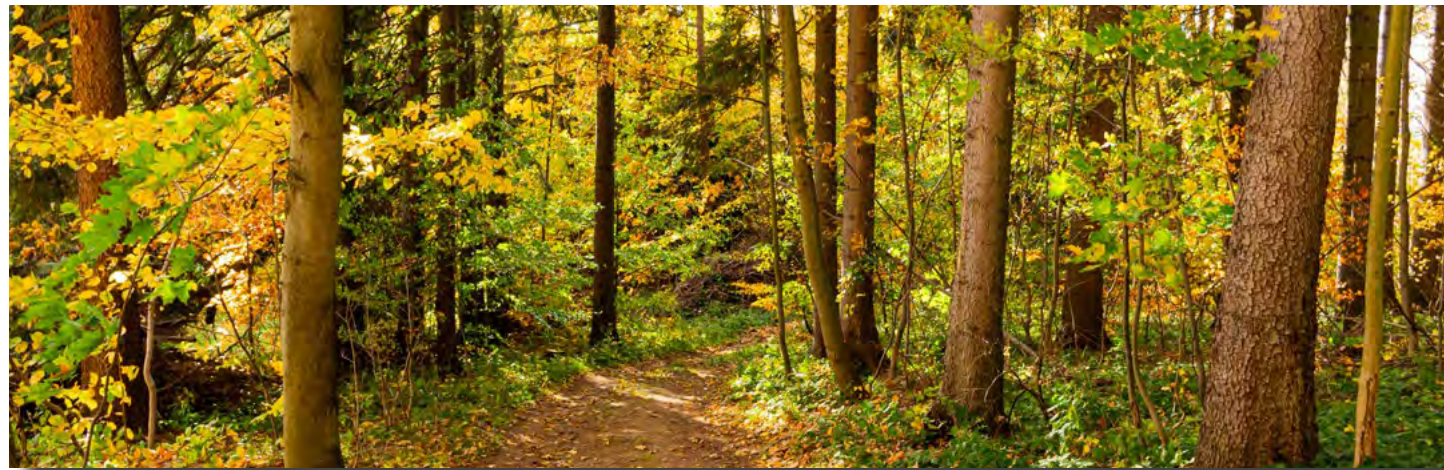
The County Forest Division is responsible for the management of all aspects (environmental, economic, and social) of the County-owned forest properties. Broadly, this includes forest harvesting, monitoring and removal of invasive species, installation and maintenance of signs and other notices, interaction with the general public and recreational groups using the forest and interaction with the Friends of the Dufferin County Forest.

The County Forest Division consists of 2 full-times employees and 1 summer student.



KEY TEAM MEMBERS

Caroline Mach, RPF, County Forest Manager



KEY FUNCTIONS

Forest Management

- Plan and implement projects to preserve the ecological value of the Dufferin County Forest, increase its resilience to climate change, and ensure its sustainability and regeneration
- Conduct inventory of stands to be harvested, write marking prescriptions, and monitor harvesting operations
- Inventory, monitor, and control invasive species

Recreational Use Management

- Respond to public inquiries regarding recreational use of the County Forest and provide “on-the-ground” contact with Forest users
- Monitor recreational activities in the Forest, including collect user data
- Monitor and maintain signs in the County Forest, and arrange maintenance/replacement for gates

Public Relations & Education

- Provide forest management advice to the general public
- Promotion, outreach, and public consultation that incorporates DEI when developing forest management and recreation plans

Administration & Support

- Preparation of five-year operating plans for the Country Forest, including associated public consultation
- Preparation of annual reports and workplans
- Technical information provided to other divisions (e.g. Climate and Energy, Operations)

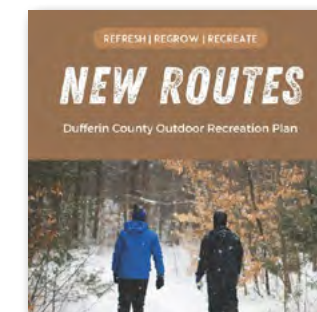
AT A GLANCE

<p>1,066 HECTARE Forested area owned by the County of Dufferin across 14 tracts</p>	<p>543,596 Trees over 9cm diameter across the County Forest</p>	<p>\$72,546 Worth of timber sustainably harvested in 2022</p>	<p>UP TO \$15.6M Estimated value of ecosystem services per year for County Forest Tracts</p>
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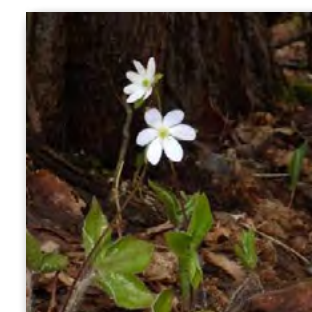
CHALLENGES

- Managing increasing recreational activity in the County Forest with limited resources
- Managing increasing communication and enforcement needs arising from increasing recreational activity
- Balancing recreational use with forest management activities that increase forest resilience and improve forest health
- Planning for succession due to upcoming retirement of key personnel

ON THE HORIZON



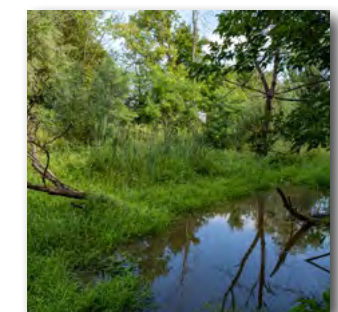
Outdoor Recreation Plan Implementation



Invasive Species Management Plan



Carbon Credits Research



2025 5-Year Management Operating Plan

COUNTY FOREST FINANCIAL PLAN

(in 000s)	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$83	\$57	\$57	\$57	\$57	-\$27	-31.93%
Total Revenues	\$83	\$57	\$57	\$57	\$57	-\$27	-31.93%
Expenditures							
Salaries and Benefits	\$240	\$247	\$262	\$277	\$294	\$7	2.94%
Administrative and Office	\$26	\$25	\$26	\$35	\$28	\$0	-1.91%
Service Delivery	\$16	\$21	\$22	\$23	\$22	\$5	34.81%
IT and Communications	\$0	\$1	\$0	\$1	\$0	\$1	666.67%
Facilities	\$0	\$11	\$11	\$11	\$11	\$11	100.00%
Vehicles and Equipment	\$6	\$6	\$6	\$6	\$6	\$0	5.28%
Total Expenditures	\$287	\$311	\$327	\$353	\$362	\$24	8.40%
Transfers							
Transfers from Reserves	-\$60	-\$65	-\$20	-\$10	\$0	-\$5	8.33%
Total Transfers	-\$60	-\$65	-\$20	-\$10	\$0	-\$5	8.33%
Total Status Quo	\$144	\$189	\$250	\$286	\$305	\$46	31.69%
Capital Investment	\$5	\$12	\$12	\$12	\$12	\$7	140.00%
Total County Forest	\$149	\$201	\$262	\$298	\$317	\$53	35.33%

BUDGET HIGHLIGHTS

REVENUES

OTHER REVENUES

- Decrease of \$26,000 to \$57,000 due to reduction in; sale of hunting permits (-\$1,000 to \$3,000), timber sales (-\$25,000 to \$50,000), and donations (\$1,000 to \$500)

EXPENDITURES

SALARIES AND BENEFITS

- Increase of \$63,360 due to full year impact of Forestry Assistant position filled in Fall 2022 as well as grid movement and CPI adjustment

FACILITIES

- \$11,000 for trail and parking lot maintenance related to the 2022 Recreation Plan



COUNTY FOREST CAPITAL ASSET FUND

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Carry Forward work from prior year		\$17		
Opening Balance	\$48	\$53	-\$16	-\$14
Contributions				
Capital Levy	\$5	\$12	\$12	\$12
Total Contributions	\$5	\$12	\$12	\$12
Capital Work				
Land Improvements	\$2	\$6	\$10	\$0
Equipment & Machinery	\$15	\$15	\$0	\$0
Vehicles	\$0	\$60	\$0	\$0
Total Capital Work	\$17	\$81	\$10	\$0
Ending Capital Asset Fund Balance	\$36	-\$16	-\$14	-\$2

COUNTY FOREST WORK PLAN SUMMARY

	2022 BUDGET	2023 BUDGET	2024 PLAN	2025 PLAN
Expenditures				
Gates, Fences, Signs	\$2	\$6	\$10	\$0
Land Improvements	\$2	\$6	\$10	\$0
ATV and Trailer	\$15	\$15	\$0	\$0
Equipment & Machinery	\$15	\$15	\$0	\$0
Vehicles	\$0	\$60	\$0	\$0
Total Work Plan Summary	\$17	\$81	\$10	\$0

CAPITAL HIGHLIGHTS

CONTRIBUTIONS

CAPITAL LEVY

- Increase of \$7000 to \$12,000 primarily for work associated with Council approved Recreation Plan and future vehicle and equipment replacement

CAPITAL WORK

LAND IMPROVEMENTS

- Increase of \$4,000 to \$6,000 related primarily to signage as a result of Council approved Recreation Plan

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
-\$2	\$10	\$22	\$34	\$36	-\$11	\$1
\$12	\$12	\$12	\$12	\$13	\$13	\$13
\$12	\$12	\$12	\$12	\$13	\$13	\$13
\$0	\$0	\$0	\$10	\$0	\$0	\$8
\$0	\$0	\$0	\$0	\$0	\$0	\$15
\$0	\$0	\$0	\$0	\$60	\$0	\$0
\$0	\$0	\$0	\$10	\$60	\$0	\$23
\$10	\$22	\$34	\$36	-\$11	\$1	-\$9

2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN
\$0	\$0	\$0	\$10	\$0	\$0	\$8
\$0	\$0	\$0	\$10	\$0	\$0	\$8
\$0	\$0	\$0	\$0	\$0	\$0	\$15
\$0	\$0	\$0	\$0	\$0	\$0	\$15
\$0	\$0	\$0	\$0	\$60	\$0	\$0
\$0	\$0	\$0	\$10	\$60	\$0	\$23

EQUIPMENT AND MACHINERY

- Carryover of \$15,000 for purchase of ATV to be used for maintenance, inspection, etc. within the County Forest and rail trail

VEHICLES

- \$60,000 to replace forestry pick-up truck