



2024 BUDGET PACKAGE

INFRASTRUCTURE & ENVIRONMENTAL SERVICES COMMITTEE

2024 COMMITTEE MEMBERS

The Infrastructure and Environmental Services 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

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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: ENGINEERING

The Public Works Engineering Division is responsible for 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 is also responsible for corridor management including roadway permitting, review of development proposals and designs related to municipal planning applications, and the annual collection of traffic data.

TRANSPORTATION: OPERATIONS

The Operations Division is responsible for all maintenance activities within County owned roads which provide a fundamental link for both urban and rural communities daily. The Operations Division recently expanded to encompass the maintenance and program functionality of all County owned vehicles.

CLIMATE AND ENERGY

The Climate and Energy division is responsible for tackling climate change impacts to advance Dufferin County's sustainability and climate resilience goals. In collaboration with both internal and external stakeholders they examine mitigation and adaptation strategies, deliver practical, impactful and responsible solutions. They foster inter-departmental and cross-jurisdictional cooperation to seamlessly embed climate action into the County's fundamental services and operations.

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 Facilities team is also responsible for capital planning on all County facilities excluding Dufferin Oaks.

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

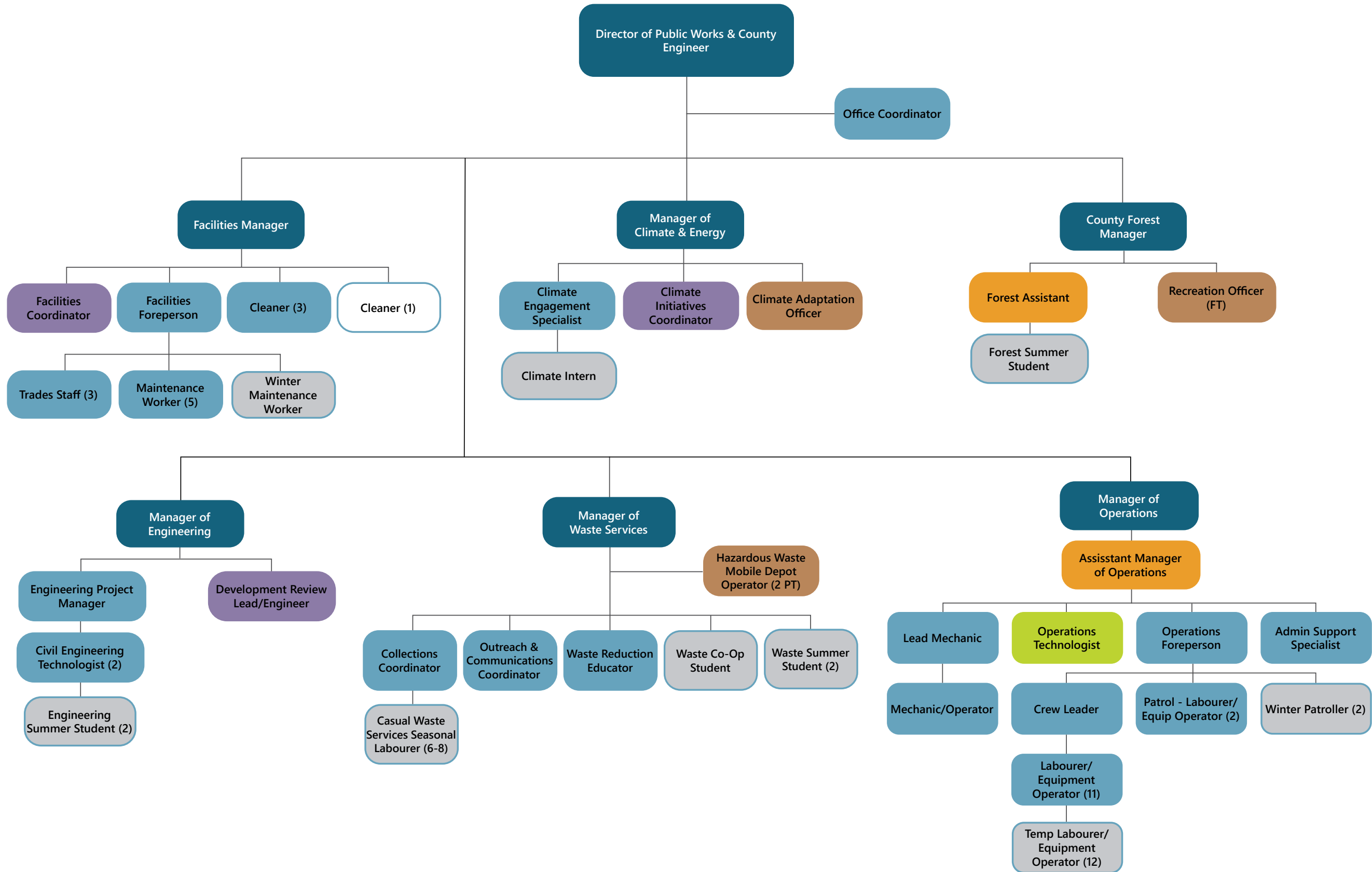
The County Forest Division is responsible for the management of all aspects (environmental, economic and social) of the County-owned forest properties. Broadly, this includes planning for and monitoring timber harvesting, monitoring and removing invasive species, installing and maintaining signs and other notices, interacting with the public and recreational groups using the forest, and planning volunteer events with the public and the Friends of the Dufferin County Forest.



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

PUBLIC WORKS DEPARTMENT: ORGANIZATIONAL CHART

POSITIONS REQUESTED
2022
2023
2024
2025
Seasonal/ Contract Staff
Eliminating Position in 2024



PUBLIC WORKS FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$154	\$155	\$155	\$155	\$155	\$1	0.65%
Rent Revenue	\$1,279	\$1,204	\$1,250	\$1,269	\$1,316	-\$75	-5.86%
Other Revenue	\$1,610	\$1,504	\$2,346	\$1,854	\$1,628	-\$106	-6.57%
Total Revenues	\$3,043	\$2,863	\$3,751	\$3,279	\$3,099	-\$180	-5.91%
Expenditures							
Salaries and Benefits	\$5,961	\$6,571	\$6,851	\$7,119	\$7,397	\$609	10.22%
Administrative and Office	\$1,182	\$1,793	\$1,121	\$970	\$973	\$611	51.66%
Debt Repayment	\$433	\$423	\$412	\$401	\$391	-\$10	-2.34%
Service Delivery	\$7,541	\$7,831	\$9,037	\$8,709	\$8,718	\$290	3.84%
IT and Communications	\$104	\$92	\$96	\$94	\$95	-\$12	-11.33%
Facilities	\$1,052	\$1,062	\$1,090	\$1,098	\$998	\$10	0.94%
Vehicles and Equipment	\$847	\$932	\$978	\$1,017	\$1,064	\$85	10.08%
Internal Services Recovered	-\$1,237	-\$1,446	-\$1,467	-\$1,520	-\$1,568	-\$209	16.85%
Total Expenditures	\$15,883	\$17,257	\$18,119	\$17,888	\$18,068	\$1,375	8.66%
Transfers							
Transfers from Reserves	-\$565	-\$1,112	-\$305	-\$15	-\$60	-\$546	96.59%
DC Contribution	-\$96	-\$81	-\$82	-\$80	-\$79	\$15	-15.42%
Transfers to Reserves	\$702	\$750	\$800	\$850	\$900	\$48	6.86%
Total Transfers	\$41	-\$443	\$413	\$755	\$761	-\$483	-1189.52%
Total Status Quo	\$12,880	\$13,951	\$14,780	\$15,364	\$15,730	\$1,071	8.32%
Additional Staffing Requirements							
Civil Engineering Technolog	\$0	\$100	\$126	\$131	\$136	\$100	100.00%
Recreation Officer	\$0	\$0	\$96	\$98	\$101	\$0	0.00%
Climate Adaptation Officer	\$0	\$0	\$113	\$115	\$119	\$0	0.00%
Total Service Enhancements	\$0	\$100	\$334	\$343	\$357	\$100	100.00%
Total Operating IES	\$12,880	\$14,052	\$15,115	\$15,707	\$16,087	\$1,171	9.09%
Capital Investment	\$5,342	\$5,716	\$8,488	\$6,313	\$5,774	\$375	7.01%
Total Infrastructure & Enviro	\$18,222	\$19,768	\$23,603	\$22,020	\$21,861	\$1,546	8.48%



PUBLIC WORKS CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Prior Year Carry Forward		\$1,872									
Opening Balance	\$10,398	\$8,584	\$7,802	\$5,634	\$5,570	\$4,680	\$4,292	\$5,763	\$5,989	\$5,742	\$7,461
Contributions											
Government Transfers	\$3,310	\$2,702	\$2,664	\$2,580	\$2,572	\$2,511	\$2,525	\$2,481	\$2,610	\$2,508	\$2,520
Capital Levy	\$5,342	\$5,716	\$8,488	\$6,313	\$5,774	\$7,999	\$7,350	\$7,667	\$6,955	\$6,593	\$6,493
Other Revenue	\$1,600	\$2,975	\$4,268	\$1,068	\$1,120	\$1,235	\$1,178	\$1,151	\$1,163	\$1,218	\$1,150
Debt Financing	\$3,500	\$3,000	\$11,210	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers from Reserves	\$1,337	\$415	\$350	\$25	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DC Contribution	\$441	\$370	\$6,567	\$494	\$410	\$330	\$525	\$485	\$86	\$498	\$405
Total Contributions	\$15,530	\$15,178	\$33,548	\$10,480	\$9,876	\$12,075	\$11,578	\$11,784	\$10,815	\$10,818	\$10,569
Capital Work											
Land	\$3,300	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Improvements	\$1,386	\$1,072	\$918	\$300	\$300	\$300	\$110	\$100	\$100	\$108	\$274
Buildings	\$1,231	\$1,798	\$2,259	\$497	\$137	\$363	\$243	\$249	\$1,196	\$109	\$228
New Operations Centre	\$200	\$500	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment & Machinery	\$383	\$124	\$390	\$74	\$370	\$838	\$320	\$0	\$149	\$113	\$132
Vehicles	\$1,046	\$610	\$1,030	\$1,290	\$1,180	\$510	\$660	\$1,210	\$760	\$560	\$640
Roads	\$8,027	\$8,130	\$14,347	\$6,718	\$6,580	\$8,649	\$7,519	\$8,368	\$7,274	\$6,724	\$7,064
Bridges & Culverts	\$1,772	\$2,598	\$1,772	\$1,666	\$2,200	\$1,803	\$1,255	\$1,631	\$1,264	\$1,365	\$1,465
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$320	\$120	\$0
Total Capital Work	\$17,345	\$17,832	\$35,717	\$10,544	\$10,766	\$12,464	\$10,107	\$11,558	\$11,062	\$9,099	\$9,803
Ending Capital Asset Fund Balance	\$8,584	\$7,802	\$5,634	\$5,570	\$4,680	\$4,292	\$5,763	\$5,989	\$5,742	\$7,461	\$8,227

PUBLIC WORKS WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Expenditures											
Land	\$3,300	\$3,000	-	-	-	-	-	-	-	-	-
Asphalt Paving	\$255	\$417	\$613	-	-	-	-	-	-	-	\$150
Trails Development	\$800	\$250	-	-	-	-	-	-	-	-	-
Fencing	\$25	\$25	-	-	-	-	-	-	-	-	-
Living Snow Fence	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Guiderails	\$25	\$100	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Wayfinding Signs	\$200	\$200	\$200	\$200	\$200	\$200	-	-	-	-	-
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Gates, Fences, Signs	\$6	\$5	\$5	-	-	-	\$10	-	-	\$8	-
Land Improvements	\$1,386	\$1,072	\$918	\$300	\$300	\$300	\$110	\$100	\$100	\$108	\$250
HVAC	\$52	\$56	\$64	\$114	\$16	\$235	\$16	\$48	\$589	\$51	\$66
Electrical	\$65	\$325	-	\$75	-	\$80	\$60	\$6	\$50	-	-
Security	\$52	\$42	\$30	\$5	-	-	-	-	\$35	-	-
Interior Renovations	\$860	\$1,050	-	-	-	-	-	-	-	-	-
Windows	\$20	\$20	\$10	-	\$40	\$20	-	-	\$40	\$20	-
Garage Doors	-	-	-	-	-	\$15	-	\$60	-	-	-
Roof	\$5	\$260	-	\$3	\$52	\$5	\$150	\$12	\$200	-	\$12
Sand/Salt Domes	\$25	\$25	\$2,000	-	-	-	-	-	-	-	-
Exterior Doors	\$12	-	-	-	-	\$8	\$12	-	-	-	-
Exterior Walls	-	\$5	\$23	-	-	-	\$5	\$23	-	-	-
Flooring	\$50	\$15	\$80	\$8	\$29	-	-	-	-	\$8	\$100
Building Automation	\$90	-	\$40	-	-	-	-	\$100	-	\$30	\$50
Exterior Painting	-	-	\$13	\$292	-	-	-	-	\$202	-	-
Exterior Lighting	-	-	-	-	-	-	-	-	\$80	-	-
New South Operations centre	\$200	\$500	\$15,000	-	-	-	-	-	-	-	-
Buildings	\$1,431	\$2,298	\$17,259	\$497	\$137	\$363	\$243	\$249	\$1,196	\$109	\$228
Engineering Equipment	\$8	\$49	-	\$49	-	\$8	-	-	\$49	-	\$57
Sign Maker	\$10	\$10	-	-	-	-	-	-	-	-	\$10
Tractor, Blower, Sweeper, Mower	-	-	\$10	\$25	-	\$320	-	-	\$25	-	-
Loader	-	-	\$320	-	-	-	\$320	-	-	-	-
Excavator	-	-	-	-	-	\$330	-	-	-	-	-
Backhoe	-	-	-	-	\$165	-	-	-	-	-	-
Small Equipment	-	-	\$60	-	-	-	-	-	\$20	\$20	-

PUBLIC WORKS WORK PLAN SUMMARY

CONTINUED...

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Scissor Lift	-	-	-	-	\$55	-	-	-	-	-	-
Hot box	-	-	-	-	-	-	-	-	-	\$60	-
Electronic Message Boards	-	-	-	-	\$150	-	-	-	-	-	-
Trailers	-	\$15	-	-	-	-	-	-	\$55	\$8	-
Box Drag	-	\$50	-	-	-	-	-	-	-	-	-
Fork Truck	-	-	-	-	-	-	-	-	-	\$25	-
ATV and Trailer	\$15	-	-	-	-	-	-	-	\$55	\$8	\$15
Elevators	\$300	-	-	-	-	\$180	-	-	-	-	-
Brushing Attachment	\$50	-	-	-	-	-	-	-	-	-	\$50
Equipment & Machinery	\$383	\$124	\$390	\$74	\$370	\$838	\$320	\$0	\$204	\$121	\$132
Snow Plows	\$720	\$430	\$900	\$500	\$900	\$450	\$450	\$900	\$450	\$500	\$450
Grader	-	-	-	\$600	-	-	-	-	-	-	-
Trucks and Vans	\$326	\$180	\$130	\$190	\$280	\$60	\$210	\$310	\$310	\$60	\$190
Vehicles	\$1,046	\$610	\$1,030	\$1,290	\$1,180	\$510	\$660	\$1,210	\$760	\$560	\$640
Roads	\$8,027	\$8,130	\$14,347	\$6,718	\$6,580	\$8,649	\$7,519	\$8,368	\$7,274	\$6,724	\$7,064
Bridges & Culverts	\$1,772	\$2,598	\$1,772	\$1,666	\$2,200	\$1,803	\$1,255	\$1,631	\$1,264	\$1,365	\$1,465
Electric Vehicle Charging Stations	-	-	-	-	-	-	-	-	\$320	\$120	-
Other	-	-	-	-	-	-	-	-	\$320	\$120	-
Total Work Plan Summary	\$17,345	\$17,832	\$35,717	\$10,544	\$10,766	\$12,464	\$10,107	\$11,558	\$11,117	\$9,107	\$9,779

PUBLIC WORKS WORK PLAN SUMMARY - ROADS

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Expenditures											
Future Year Design	\$0	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Pre-Engineering Investigations	\$100	\$50	\$75	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Pavement Preservation	\$233	\$250	\$141	\$109	\$79	\$78	\$39	\$66	\$24	\$66	\$57
Resurface Dufferin Rd 21	\$2,430										
Resurface Dufferin Rd 124	\$4,350										
Orangeville West EA	\$450										
Recon Dufferin Rd 109 SAR Consulting	\$275										
DR 109 Joint with Wellington Cty	\$150										
Resurface Dufferin Rd 109		\$1,320									
Resurface Dufferin Rd 124		\$4,000									
Environmental Assessment DR109 SAR		\$600									
Dufferin Rd 109 & 2nd Line Int		\$1,050									
Dufferin Rd 18 culvert		\$90									
Orangeville West EA		\$20									
2nd Line Temporary Intersection		\$650									
Resurface Dufferin Rd 25			\$7,432								
Dufferin Rd 109 & 2nd Line Int			\$6,600								
Resurface Dufferin Rd 109				\$356							
Recon Dufferin Rd 109				\$6,053							
Resurface Dufferin Rd 3					\$1,339						
Recon Dufferin Rd 3					\$365						
Resurface Dufferin Rd 24					\$1,924						
Resurface Dufferin Rd 10					\$75						
Resurface Dufferin Rd 12					\$55						
Resurface Dufferin Rd 25					\$1,448						
Recon Dufferin Rd 109					\$1,096						
Resurface Dufferin Rd 10						\$5,221					
Resurface Dufferin Rd 12						\$3,151					
Resurface Dufferin Rd 18							\$3,683				
Resurface Dufferin Rd 17							\$2,369				
Resurface Dufferin Rd 3							\$740				
Resurface Dufferin Rd 11							\$488				
Recon Dufferin Rd 7								\$282			
Resurface Dufferin Rd 7								\$5,896			
Resurface Dufferin Rd 16								\$1,389			
Recon Dufferin Rd 16								\$536			
Resurface Dufferin Rd 5									\$4,025		

PUBLIC WORKS WORK PLAN SUMMARY - ROADS CONTINUED...

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Resurface Dufferin Rd 18				
Resurface Dufferin Rd 17				
Resurface Dufferin Rd 21				
Resurface Dufferin Rd 12				
Resurface Dufferin Rd 17				
Recon Dufferin Rd 17				
Resurface Dufferin Rd 11				
Total Roads Work Plan	\$7,988	\$8,130	\$14,347	\$6,718

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
				\$3,025		
					\$2,779	
					\$3,679	
						\$4,449
						\$1,574
						\$390
						\$394
\$6,580	\$8,649	\$7,519	\$8,368	\$7,274	\$6,724	\$7,064

PUBLIC WORKS WORK PLAN SUMMARY - BRIDGES AND CULVERTS

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Small Structure Replacements	\$50	\$50	\$50	\$50
Maintenance Plan	\$98			
683279CUL-Replace	\$225			
004-2507-Replace culvert	\$484			
004-2508-Replace culvert	\$440			
Blacks Bridge	\$90			
004-0915-Install and Rehab	\$17			
936282CUL-Rehab	\$5			
004-0901-Rehab	\$6	\$177		
004-0142-Rehab	\$14	\$137		
030-0318-Nottawasaga Rehab	\$56	\$967		
518638XC-Hydraulic Study	\$9	\$4		
004-0911-Rehab	\$5	\$30	\$82	
308250XC-Rehab	\$192	\$35	\$891	
004-0007-Walkers Creek Culvert Rehab		\$1,071		
004-0904-Rehab		\$28	\$107	
004-0185-Hydraulic Study and Rehab		\$33	\$239	
516222CUL-Rehab		\$38	\$99	
518638XC-Rehab		\$29	\$164	
936282CUL-Rehab			\$18	\$180
004-0156-Rehab			\$4	\$36

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$50	\$50	\$50	\$50	\$50	\$50	\$50

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

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
004-0912-Install invert liner			\$46	\$463							
004-0041-Rehab			\$59	\$594							
203304CUL-Rehab			\$6	\$56							
004-0166-Rehab			\$7	\$70							
393002CUL-Hydraulic Study				\$20							
004-0065-Replace				\$85	\$853						
393002CUL-Replace wearing surface & cur				\$3	\$25						
517326XC-Rehab and install guide rail				\$23	\$225						
004-0162-Rehab				\$8	\$75						
004-0900-Culvert Replace and install guide				\$64	\$642						
004-0040-Rehab				\$5	\$45						
004-0138-Rehab				\$10	\$100						
004-0910- Hydraulic study					\$20						
004-0915-Replace					\$44	\$444					
004-0903-Replace					\$85	\$853					
004-0081-Rehab					\$7	\$67					
004-0055-Rehab					\$4	\$35					
285376CUL-Rehab					\$6	\$58					
035-0030-Rehab					\$2	\$19					
707620XC-Rehab and install guide rail					\$17	\$172					
004-0187-Rehab and Install guide rail						\$17	\$171				
936134CUL-Rehab						\$6	\$64				
937188CUL-Rehab and install guide rail						\$15	\$154				
004-0036-Rehab						\$4	\$41				
004-0913-Rehab						\$3	\$34				
004-0129-Rehab						\$2	\$17				
175545CUL-Rehab						\$4	\$40				
004-0148-Patch Repair						\$3	\$33				
004-0042-Rehab						\$32	\$322				
004-0067-Rehab						\$4	\$40				
999-9993-Rehab						\$4	\$40				
004-0140-Rehab						\$4	\$42				
004-2509-Rehab						\$6	\$57				
004-0184-Rehab							\$5	\$48			
937148CUL-Rehab and Install							\$22	\$222			
004-0908-Rehab and replace							\$17	\$173			
937126CUL-Install guide rail							\$12	\$124			
004-0017-Rehab and install							\$19	\$190			

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

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
004-0017-Rehab and install							\$19	\$190			
004-0115-Rehab							\$6	\$61			
004-0164-Rehab							\$6	\$60			
32270CUL-Rehab							\$3	\$30			
004-0165-Rehab and install guide rail							\$17	\$165			
004-0064 - Rehab							\$4	\$42			
004-0063-Rehab and replace wearing surf:							\$10	\$95			
307598CUL-Rehab							\$5	\$48			
004-0092-Patch repair							\$1	\$8			
004-0905-Patch repair							\$14	\$144			
204474CUL-Rehab							\$2	\$16			
SAR 0290BR-Rehab							\$2	\$15			
004-0186-Patch repair							\$6	\$60			
999-9995-Install guide rail								\$12	\$124		
004-0907-Install guide rail								\$12	\$124		
004-0087-Rehab								\$13	\$127		
999-9994-Install guide rail								\$12	\$124		
004-2506-Rehab								\$3	\$30		
004-0132-Patch repair								\$1	\$12		
784140CUL-Install approach guide rail								\$12	\$124		
065146XC-Install guide rail								\$12	\$124		
Red Beard Bridge - Patch repair								\$1	\$13		
999-9991-Patch repair									\$2	\$15	\$15
Future Projects to be Determined									\$410	\$1,300	\$1,400
Total Bridges & Culverts Work Plan	\$1,692	\$2,598	\$1,772	\$1,666	\$2,200	\$1,803	\$1,255	\$1,631	\$1,264	\$1,365	\$1,465

TRANSPORTATION | OPERATIONS



DIVISIONAL LEAD

Scott Martin, Manager of Operations

Operations consists of a total of 19 full-time positions and 14 part-time winter seasonal positions.

AT A GLANCE

<p>316 KILOMETERS Of Roadway Maintained</p>	<p>23 KILOMETERS Of Rail Trail Resurfaced In-house</p>	<p>11 Signalized Intersections Maintained</p>
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KEY FUNCTIONS

- Maintaining Provincially regulated Minimum Maintenance Standards (MMS) set for Municipalities in Ontario
- Providing 24/7 roadway maintenance during the winter season
- Managing and performing maintenance on fleet vehicles
- Maintaining infrastructure essential to the welfare and quality of life of road users in Dufferin County



SUPPORTING STRATEGIC PLAN 2023-2026



Climate: Establish the County as a Leader in Climate Action

- Enhance fleet utilization and optimization through electrification and right sizing of vehicles, including policy implementation



Governance: Identify opportunities to improve governance and service delivery

- The construction of a new Operations Center will increase response times to winter events thereby reducing risk and providing a better level of service

ON THE HORIZON



Phase 1 of New Operations Centre



Continuation of Fleet Electrification



Fleet Resource Optimization: Car Sharing Program



Completion of Outstanding 13kms Dufferin Rail Trail Resurfacing

CHALLENGES

- Staff capacity, specifically related to fleet management and the ability to perform the required technical analysis to make sound technical data supported decisions
- Lack of space at the Current Operations facility is making it difficult to manage winter equipment response times and resources as traffic volumes are consistently increasing, coupled with no dedicated mechanic bay, no room for a vehicle lift, and insufficient washroom / lunch room facilities
- Hiring and attracting equipment operators, specifically in the winter season, which creates a potential risk to not be able to maintain Minimum Maintenance Standards along with creating an increased strain on the current work force
- The sharp increases in capital replacement costs for vehicles and equipment will require significant tax levy increases to ensure sufficient funds are available for future replacement

TRANSPORTATION | ENGINEERING



DIVISIONAL LEAD

Mike Hooper, CET, Manager of Engineering

The Engineering Division has 5 full-time positions, and 2 summer student positions.

AT A GLANCE

<p>13.3 KILOMETERS Of Road Reconstruction and Paving</p>	<p>3 Large Concrete Box Culvert Structures Replaced</p>	<p>95 Road Occupancy Permits Managed</p>	<p>35 Technical Reviews of Broadband Expansion Applications</p>
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KEY FUNCTIONS

- Asset management including budgeting, project planning, design and contract administration in support of the County's transportation network, preventive maintenance and replacement program
- Corridor management including road occupancy permits, entrance permits, oversized loads and municipal consent applications
- Review, comment and approval of various private infrastructure applications, planning applications including site plan applications, severance applications, zoning amendments
- Utility locates for Dufferin County-owned buried infrastructure



SUPPORTING STRATEGIC PLAN 2023-2026



Climate: Establish the County as a Leader in Climate Action

- As part of the Climate Adaptation Strategy, conduct an infrastructure climate risk assessment to identify vulnerabilities within the County's road network due to a changing climate to permit the consideration of climate resilient solutions and technologies when planning capital infrastructure projects
- Support the reduction of greenhouse gas emissions through expansion of the County's active transportation network



Governance: Identify opportunities to improve governance and service delivery

- Align transportation infrastructure needs by implementing Road Rationalization recommendations



Economy: Improve Broadband and cellular connectivity

- Prioritizing the review and issuance of permits in support of broadband cellular expansion projects

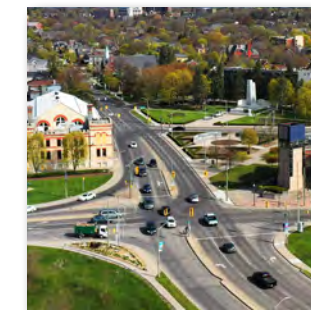
ON THE HORIZON



Capital Road and Large Structure Construction/ Rehabilitation



Biennial Assessment of Bridge and Large Culvert Structures



Planning and Design for Dufferin County Road 109 and 2nd Line Intersection Realignment



Evaluate Capacity Concerns on Dufferin County Road 109

CHALLENGES

- Finding the balance between aging infrastructure and limited funds
- Capacity to plan and design infrastructure in response to climate, growth and active transportation
- The ability to attract and retain qualified technical staff puts added pressures on the Division and contributes to difficulties in meeting applicable timelines when responding to utility, permitting and planning applications

TRANSPORTATION FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$69	\$70	\$70	\$70	\$70	\$1	1.45%
Other Revenue	\$689	\$690	\$707	\$728	\$751	\$2	0.24%
Total Revenues	\$758	\$760	\$777	\$798	\$821	\$3	0.35%
Expenditures							
Salaries and Benefits	\$3,327	\$3,698	\$3,860	\$4,013	\$4,170	\$371	11.15%
Administrative and Office	\$593	\$725	\$700	\$623	\$581	\$132	22.25%
Service Delivery	\$2,130	\$2,328	\$2,311	\$2,390	\$2,423	\$198	9.32%
IT and Communications	\$62	\$58	\$59	\$59	\$59	-\$4	-7.18%
Facilities	\$124	\$147	\$149	\$154	\$159	\$22	17.97%
Vehicles and Equipment	\$751	\$808	\$851	\$886	\$929	\$57	7.60%
Total Expenditures	\$6,987	\$7,763	\$7,930	\$8,124	\$8,321	\$776	11.11%
Transfers							
Transfers from Reserves	-\$203	-\$259	-\$100	\$0	\$0	-\$56	27.75%
Transfers to Reserves	\$700	\$750	\$800	\$850	\$900	\$50	7.14%
Total Transfers	\$498	\$491	\$700	\$850	\$900	-\$6	-1.25%
Total Status Quo	\$6,727	\$7,494	\$7,852	\$8,177	\$8,399	\$767	11.41%
Additional Staffing Requirements							
Civil Engineering Technologist	\$0	\$100	\$126	\$131	\$136	\$100	100.00%
Total Additional Staffing	\$0	\$100	\$126	\$131	\$136	\$100	100.00%
Total Operating	\$6,727	\$7,595	\$7,978	\$8,307	\$8,535	\$868	12.90%
Capital Investment	\$5,030	\$5,399	\$8,168	\$5,936	\$5,344	\$369	7.34%
Total Transportation	\$11,757	\$12,994	\$16,146	\$14,243	\$13,879	\$1,237	10.52%

2024 BUDGET HIGHLIGHTS

REVENUES

OTHER REVENUE

- Includes allocation from capital for staff time spent on capital projects \$253,000
- Winter maintenance revenues \$70,000 aggregate royalties \$80,000

EXPENDITURES

SALARIES AND BENEFITS

- Includes correction in number of winter operators and patrol staff and shift in staff duties to increase mechanic support; three month overlap for key team member retirement
- Full year of new staff position added in April of 2023 plus regular increases for existing staff

ADMINISTRATIVE AND OFFICE

- Consulting fees include biennial assessment of structures \$75,000; infrastructure climate risk assessment \$75,000; \$55,000 for balance of road rationalization work; \$40,000 for planning reviews

SERVICE DELIVERY

- Shift from capital for bridge maintenance (2023 budget shifted from capital to operating) \$98,000; roadside maintenance \$74,000; hardtop maintenance \$211,500; supply and delivery of winter sand and salt \$1,060,000; pavement marking \$325,000; and light maintenance \$175,000
- Includes \$75,000 for municipal drain work on Dufferin Road 124; new item added to cover costs related to recent capital projects that have already been closed \$50,000

FACILITIES

- Increase in property insurance to include previously missed property \$16,600

VEHICLES AND EQUIPMENT

- Rising fuel and maintenance costs \$20,000 each

TRANSFERS FROM RESERVES

- Rising replacement costs for vehicles and equipment will require continual increases to the capital asset fund for future replacements. Increase of \$50,000 included in 2024 budget
- Transfer from rate stabilization reserve to offset costs of infrastructure climate risk assessment \$75,000; road rationalization work \$55,000; municipal drain \$75,000



PROPOSED 2024 ADDITIONAL POSITION

CIVIL ENGINEERING TECHNOLOGIST - OPERATIONS

The addition, of this role will advance centralized fleet management and improve longterm efficiency in the division. The Civil Engineering Technologist – Operations Division position will take on primary responsibility for coordinating operations and maintenance of the fleet across the organization. Other key functions of the role will include developing and implementing standard operating procedures to promote current best practices in operations and fleet management. Future savings in vehicle maintenance and operational efficiencies will serve to offset some of the cost going forward. Inclusion of this role will assist to limit potential future liability with improvements to policies, record keeping and maintenance practices.

FINANCIAL IMPACTS

The additional cost for this position in 2024 is \$96,000 for salary and benefits, plus an additional \$4,500 in support costs for year one and \$2,000 thereafter (training, laptop, etc.). The annualized cost is \$125,000.

Please see the [Organizational Planning Report to Committee](#) for full 4Ps document.



PROPOSED 2025 ADDITIONAL POSITION

CIVIL ENGINEERING TECHNOLOGIST

A proposed new position for 2025 is on the horizon and will be reported on further in a future report.

TRANSPORTATION CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Prior Year Carry Forward		\$1,163		
Opening Balance	\$8,518	\$7,321	\$6,478	\$4,667
Contributions				
Government Transfers	\$3,298	\$2,702	\$2,664	\$2,580
Capital Levy	\$5,030	\$5,399	\$8,168	\$5,936
Other Revenue	\$740	\$1,975	\$4,268	\$1,068
Debt Financing	\$3,500	\$3,000	\$11,210	\$0
Transfers from Reserves	\$1,321	\$395	\$350	\$0
DC Contribution	\$441	\$370	\$6,567	\$494
Total Contributions	\$14,331	\$13,841	\$33,228	\$10,078
Capital Work				
Land	\$3,300	\$3,000	\$0	\$0
Land Improvements	\$1,130	\$655	\$600	\$300
Buildings	\$105	\$300	\$2,030	\$25
New Operations Centre	\$200	\$500	\$15,000	\$0
Equipment & Machinery	\$68	\$114	\$330	\$74
Vehicles	\$926	\$550	\$960	\$1,160
Roads	\$8,027	\$8,130	\$14,347	\$6,718
Bridges & Culverts	\$1,772	\$2,598	\$1,772	\$1,666
Total Capital Work	\$15,528	\$15,847	\$35,040	\$9,943
Ending Capital Asset Fund Balance	\$7,321	\$6,478	\$4,667	\$4,802

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$4,802	\$3,689	\$3,311	\$4,510	\$4,494	\$5,312	\$6,743
\$2,572	\$2,511	\$2,525	\$2,481	\$2,510	\$2,478	\$2,520
\$5,344	\$7,564	\$6,890	\$7,202	\$6,490	\$6,098	\$5,998
\$1,120	\$1,155	\$1,118	\$1,151	\$1,163	\$1,218	\$1,150
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$410	\$330	\$525	\$485	\$86	\$498	\$405
\$9,446	\$11,560	\$11,058	\$11,319	\$10,250	\$10,293	\$10,074
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$300	\$300	\$100	\$100	\$100	\$100	\$100
\$0	\$18	\$5	\$86	\$15	\$20	\$5
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$370	\$658	\$320	\$0	\$149	\$93	\$117
\$1,110	\$510	\$660	\$1,150	\$630	\$560	\$510
\$6,580	\$8,649	\$7,519	\$8,368	\$7,274	\$6,724	\$7,064
\$2,200	\$1,803	\$1,255	\$1,631	\$1,264	\$1,365	\$1,465
\$10,559	\$11,939	\$9,859	\$11,335	\$9,431	\$8,862	\$9,261
\$3,689	\$3,311	\$4,510	\$4,494	\$5,312	\$6,743	\$7,556



2024 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

GOVERNMENT TRANSFERS

- Includes Canada Community Building Fund (formerly gas tax) allocation of \$2.04 million, down \$300,000 over 2023
- Ontario Community Infrastructure Fund (OCIF) allocation is expected to decrease by 15% per year based on new funding formula

DEBT FINANCING

- Includes \$3,000,000 for new southern operations centre

OTHER REVENUE

- Developer funding in support of the Dufferin County Road 109 and 2nd Line intersection realignment project \$1,175,000
- Allocation from operating for operations equipment replacement \$750,000
- Sale of replaced plow \$50,000

TRANSFERS FROM RESERVES

- Funds from land purchase reserve to be used towards land required for County Road 109 and 2nd Line realignment
- Remainder of allocation from Rail Easement Reserve Fund to complete upgrade to rail trail

DC CONTRIBUTIONS

- An updated development charge study is required as many projects included in upcoming capital workplan are not included in current background study



CAPITAL WORK

LAND

- Land for new southern operations centre

LAND IMPROVEMENTS

- Carry over of \$250,000 for upgrade to rail trail; update to County wayfinding signs of \$1,000,000 spread over five years

BUILDINGS

- Electrical upgrades required at Primrose to support electric vehicle charging stations estimated at \$200,000; consultant work for optimal location analysis, conceptual site plan and cost estimates for southern operations centre \$500,000. Upgrades required to interior offices, washrooms and change rooms \$50,000

EQUIPMENT AND MACHINERY

- Includes replacement of GPS and data collector \$49,000 and addition of new box drag for shaping the rail trail \$50,000

VEHICLES

- One plow requires replacement for \$430,000 and two pickups at \$60,000 each

ROADS

- Projects over the next two years include work that had not been planned which is putting pressure on tax levy requirements. Of the \$800,000 included for detailed design for County Road 109 and 2nd line realignment, 50% is expected to be funded by the developer(s) whereas the \$650,000 included for the temporary intersection improvements will be 100% funded by the developer(s). Approximately 10.3 km of capital road construction planned at \$5.3 million. \$600,000 has been included for Municipal class environmental assessment, or applicable study to evaluate capacity concerns on Dufferin County Road 109 (SAR), such studies were previously funded through development charges. Lastly, \$250,100 has been earmarked for pavement preservation on various roads

BRIDGES

- Over \$2 million is required for two shared bridge rehabilitation projects with the County of Simcoe. Work on County owned structures include the rehabilitation of two large culvert structures is approximately \$313,000. Nearly \$190,000 is included for design of future projects. The 2023 structure budget include \$98,340 for bridge maintenance work, this work and associated levy has been reallocated to operating

TRANSPORTATION WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Expenditures											
Land	\$3,300	\$3,000	-	-	-	-	-	-	-	-	-
Asphalt Paving	\$5	\$5	\$300	-	-	-	-	-	-	-	-
Trails Development	\$800	\$250	-	-	-	-	-	-	-	-	-
Fencing and Structures	\$25	\$25	-	-	-	-	-	-	-	-	-
Living Snow Fence	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Guiderails	\$25	\$100	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Wayfinding Signs	\$200	\$200	\$200	\$200	\$200	\$200	-	-	-	-	-
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Land Improvements	\$1,130	\$655	\$600	\$300	\$300	\$300	\$100	\$100	\$100	\$100	\$100
HVAC	\$20	\$20	\$30	\$20	-	\$15	-	\$20	\$10	\$20	\$5
Electrical	\$60	\$200	-	-	-	-	-	\$6	-	-	-
Security	-	-	-	\$5	-	-	-	-	\$5	-	-
Interior Renovations	-	\$50	-	-	-	-	-	-	-	-	-
Garage Doors	-	-	-	-	-	-	-	\$60	-	-	-
Sand/Salt Domes	\$25	\$25	\$2,000	-	-	-	-	-	-	-	-
Exterior Doors	-	-	-	-	-	\$3	-	-	-	-	-
Exterior Walls	-	\$5	-	-	-	-	\$5	-	-	-	-
New South Operations centre	\$200	\$500	\$15,000	-	-	-	-	-	-	-	-
Buildings	\$305	\$800	\$17,030	\$25	-	\$18	\$5	\$86	\$15	\$20	\$5
Engineering Equipment	\$8	\$49	-	\$49	-	\$8	-	-	\$49	-	\$57
Sign Maker	\$10	\$10	-	-	-	-	-	-	-	-	\$10
Tractor, Blower, Sweeper, Mower	-	-	\$10	\$25	-	\$320	-	-	\$25	-	-
Loader	-	-	\$320	-	-	-	\$320	-	-	-	-
Excavator	-	-	-	-	-	\$330	-	-	-	-	-
Backhoe	-	-	-	-	\$165	-	-	-	-	-	-
Steam Jenny	-	-	-	-	-	-	-	-	\$20	-	-
Road Widener	-	-	-	-	\$55	-	-	-	-	-	-
Hot box	-	-	-	-	-	-	-	-	-	\$60	-
Fork Truck	-	-	-	-	-	-	-	-	-	\$25	-
Electronic Message Boards	-	-	-	-	\$150	-	-	-	-	-	-
Trailers	-	\$5	-	-	-	-	-	-	\$55	\$8	-
Box Drag	-	\$50	-	-	-	-	-	-	-	-	-
Brushing Attachment	\$50	-	-	-	-	-	-	-	-	-	\$50
Equipment & Machinery	\$68	\$114	\$330	\$74	\$370	\$658	\$320	-	\$149	\$93	\$117

TRANSPORTATION WORK PLAN SUMMARY

CONTINUED...

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Snow Plows	\$720	\$430	\$900	\$500	\$900	\$450	\$450	\$900	\$450	\$500	\$450
Pickups	\$116	\$120	\$60	\$60	\$120	\$60	\$60	\$160	\$180	\$60	\$60
Grader	-	-	-	\$600	-	-	-	-	-	-	-
One Tonne Pick Up	\$90	-	-	-	\$90	-	\$150	\$90	-	-	-
Vehicles	\$926	\$550	\$960	\$1,160	\$1,110	\$510	\$660	\$1,150	\$630	\$560	\$510
Roads	\$8,027	\$8,130	\$14,347	\$6,718	\$6,580	\$8,649	\$7,519	\$8,368	\$7,274	\$6,724	\$7,064
Bridges & Culverts	\$1,772	\$2,598	\$1,772	\$1,666	\$2,200	\$1,803	\$1,255	\$1,631	\$1,264	\$1,365	\$1,465
Total Work Plan Summary	\$15,528	\$15,847	\$35,040	\$9,943	\$10,559	\$11,939	\$9,859	\$11,335	\$9,431	\$8,862	\$9,261



TRANSPORTATION WORK PLAN SUMMARY - ROADS

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Expenditures											
Future Year Design		\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Pre-Engineering Investigations	\$100	\$50	\$75	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Pavement Preservation	\$233	\$250	\$141	\$109	\$79	\$78	\$39	\$66	\$24	\$66	\$57
Resurface Dufferin Rd 21	\$2,430										
Resurface Dufferin Rd 124	\$4,350										
Orangeville West EA	\$450										
Recon Dufferin Rd 109 SAR Consulting	\$275										
DR 109 Joint with Wellington Cty	\$150										
Resurface Dufferin Rd 18	\$39										
Resurface Dufferin Rd 109		\$1,320									
Resurface Dufferin Rd 124		\$4,000									
Environmental Assessment DR109 SAR		\$600									
Dufferin Rd 109 & 2nd Line Int		\$1,050									
Dufferin Rd 18 culvert		\$90									
Orangeville West EA		\$20									
2nd Line Temporary Intersection		\$650									
Resurface Dufferin Rd 25			\$7,432								
Dufferin Rd 109 & 2nd Line Int			\$6,600								
Resurface Dufferin Rd 109				\$356							
Recon Dufferin Rd 109				\$6,053							
Resurface Dufferin Rd 3					\$1,339						
Recon Dufferin Rd 3					\$365						
Resurface Dufferin Rd 24					\$1,924						
Resurface Dufferin Rd 10					\$75						
Resurface Dufferin Rd 12					\$55						
Resurface Dufferin Rd 25					\$1,448						
Recon Dufferin Rd 109					\$1,096						
Resurface Dufferin Rd 10						\$5,221					
Resurface Dufferin Rd 12						\$3,151					
Resurface Dufferin Rd 18							\$3,683				
Resurface Dufferin Rd 17							\$2,369				
Resurface Dufferin Rd 3							\$740				
Resurface Dufferin Rd 11							\$488				
Recon Dufferin Rd 7								\$282			
Resurface Dufferin Rd 7								\$5,896			
Resurface Dufferin Rd 16								\$1,389			
Recon Dufferin Rd 16								\$536			
Resurface Dufferin Rd 5									\$4,025		

TRANSPORTATION WORK PLAN SUMMARY - ROADS CONTINUED...

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Resurface Dufferin Rd 18				
Resurface Dufferin Rd 17				
Resurface Dufferin Rd 21				
Resurface Dufferin Rd 12				
Resurface Dufferin Rd 17				
Recon Dufferin Rd 17				
Resurface Dufferin Rd 11				
Total Roads Work Plan	\$8,027	\$8,130	\$14,347	\$6,718

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
				\$3,025		
					\$2,779	
					\$3,679	
						\$4,449
						\$1,574
						\$390
						\$394
\$6,580	\$8,649	\$7,519	\$8,368	\$7,274	\$6,724	\$7,064

TRANSPORTATION WORK PLAN SUMMARY - BRIDGES AND CULVERTS

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Small Structure Replacements	\$50	\$50	\$50	\$50
Maintenance Plan	\$98			
683279CUL-Replace	\$225			
004-2507-Replace culvert	\$484			
004-2508-Replace culvert	\$440			
Blacks Bridge	\$90			
004-0915-Install and Rehab	\$17			
936282CUL-Rehab	\$5			
004-0027 - Replace	\$40			
938104XC - Replace	\$40			
004-0901-Rehab	\$6	\$177		
004-0142-Rehab	\$14	\$137		
030-0318-Nottawasaga Rehab	\$56	\$967		
518638XC-Hydraulic Study	\$9	\$4		
004-0911-Rehab	\$5	\$30	\$82	
308250XC-Rehab	\$192	\$35	\$891	
004-0007-Walkers Creek Culvert Rehab		\$1,071		
004-0904-Rehab		\$28	\$107	
004-0185-Hydraulic Study and Rehab		\$33	\$239	
516222CUL-Rehab		\$38	\$99	
518638XC-Rehab		\$29	\$164	
936282CUL-Rehab			\$18	\$180
004-0156-Rehab			\$4	\$36

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$50	\$50	\$50	\$50	\$50	\$50	\$50

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

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
004-0156-Rehab			\$4	\$36							
004-0912-Install invert liner			\$46	\$463							
004-0041-Rehab			\$59	\$594							
203304CUL-Rehab			\$6	\$56							
004-0166-Rehab			\$7	\$70							
393002CUL-Hydraulic Study				\$20							
004-0065-Replace				\$85	\$853						
393002CUL-Replace wearing surface & curb				\$3	\$25						
517326XC-Rehab and install guide rail				\$23	\$225						
004-0162-Rehab				\$8	\$75						
004-0900-Culvert Replace and install guide rail				\$64	\$642						
004-0040-Rehab				\$5	\$45						
004-0138-Rehab				\$10	\$100						
004-0910- Hydraulic study					\$20	\$0					
004-0915-Replace					\$44	\$444					
004-0903-Replace					\$85	\$853					
004-0081-Rehab					\$7	\$67					
004-0055-Rehab					\$4	\$35					
285376CUL-Rehab					\$6	\$58					
035-0030-Rehab					\$2	\$19					
707620XC-Rehab and install guide rail					\$17	\$172					
004-0187-Rehab and Install guide rail						\$17	\$171				
936134CUL-Rehab						\$6	\$64				
937188CUL-Rehab and install guide rail						\$15	\$154				
004-0036-Rehab						\$4	\$41				
004-0913-Rehab						\$3	\$34				
004-0129-Rehab						\$2	\$17				
175545CUL-Rehab						\$4	\$40				
004-0148-Patch Repair						\$3	\$33				
004-0042-Rehab						\$32	\$322				
004-0067-Rehab						\$4	\$40				
999-9993-Rehab						\$4	\$40				
004-0140-Rehab						\$4	\$42				
004-2509-Rehab						\$6	\$57				
004-0184-Rehab							\$5	\$48			
937148CUL-Rehab and Install							\$22	\$222			

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

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
004-0908-Rehab and replace							\$17	\$173			
937126CUL-Install guide rail							\$12	\$124			
004-0017-Rehab and install							\$19	\$190			
004-0115-Rehab							\$6	\$61			
004-0164-Rehab							\$6	\$60			
32270CUL-Rehab							\$3	\$30			
004-0165-Rehab and install guide rail							\$17	\$165			
004-0064 - Rehab							\$4	\$42			
004-0063-Rehab and replace wearing surface							\$10	\$95			
307598CUL-Rehab							\$5	\$48			
004-0092-Patch repair							\$1	\$8			
004-0905-Patch repair							\$14	\$144			
204474CUL-Rehab							\$2	\$16			
SAR 0290BR-Rehab							\$2	\$15			
004-0186-Patch repair							\$6	\$60			
999-9995-Install guide rail								\$12	\$124		
004-0907-Install guide rail								\$12	\$124		
004-0087-Rehab								\$13	\$127		
999-9994-Install guide rail								\$12	\$124		
004-2506-Rehab								\$3	\$30		
004-0132-Patch repair								\$1	\$12		
784140CUL-Install approach guide rail								\$12	\$124		
065146XC-Install guide rail								\$12	\$124		
Red Beard Bridge - Patch repair								\$1	\$13		
999-9991-Patch repair									\$2	\$15	\$15
Future Projects to be Determined									\$410	\$1,300	\$1,400
Total Bridges & Culverts Work Plan	\$1,772	\$2,598	\$1,772	\$1,666	\$2,200	\$1,803	\$1,255	\$1,631	\$1,264	\$1,365	\$1,465

CLIMATE AND ENERGY



DIVISIONAL LEAD

Sara MacRae, Manager of Climate and Energy

The Climate and Energy Division consists of 3 full-time positions, and 1 summer intern position.

AT A GLANCE

<p>4,664 HOURS Of Connection Time on EV Charging Stations in 2023</p>	<p>4 FARMS Participated in Experimental Acres</p>	<p>18,072 PEOPLE Reached Through the Home Flood Protection Campaign</p>	<p>22 Community Events Attended and Hosted</p>
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KEY FUNCTIONS

- Develops and implements strategies to enhance climate resilience in the community and municipal operations
- Maintains a greenhouse gas inventory, setting reduction targets and tracking emission reduction progress
- Crafts climate-related policies and advocates for sustainable practices in line with municipal climate and energy goals



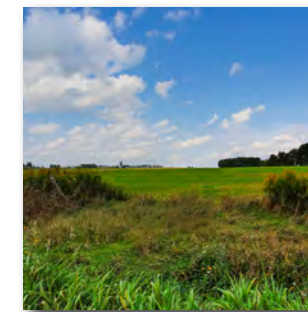
SUPPORTING STRATEGIC PLAN 2023-2026



Climate: Establish the County as a leader in climate action

- Creation of Green Development Standards to ensure new development is environmentally, socially and economically sustainable
- Development of programs for home retrofits for reducing energy use and building resilience
- Institutionalization of climate action in municipal programs policies and budget

ON THE HORIZON



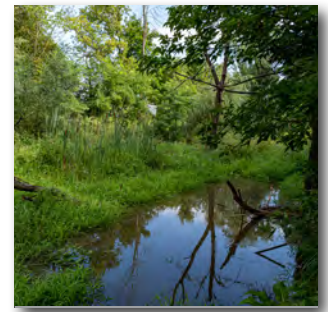
Tri-County Green Development Standard



BetterHomes Dufferin Residential Retrofits



Corporate Climate Strategy



Updated Rural Water Quality Program

CHALLENGES

- Limited staffing capacity and resources to fulfil commitments outlined in the Dufferin Climate Action Plan and Climate Adaptation Strategy
- Institutionalizing climate actions into current operations and strategies due to coordination complexities, conflicts with other priorities, and resource allocation dilemmas
- Coordinating efforts with limited data and technical expertise, creating challenges on measuring progress as well as making informed decisions and policy recommendations
- Securing required investment funding for climate resiliency initiatives due to internal budget constraints, navigating complex funding sources, and resource allocation for grant management

CLIMATE AND ENERGY FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$25	\$675	\$1,500	\$1,000	\$750	\$650	100.00%
Total Revenues	\$25	\$675	\$1,500	\$1,000	\$750	\$650	100.00%
Expenditures							
Salaries and Benefits	\$296	\$385	\$410	\$427	\$443	\$89	30.20%
Administrative and Office	\$230	\$565	\$103	\$113	\$108	\$335	145.18%
Service Delivery	\$65	\$580	\$1,600	\$1,110	\$870	\$515	792.31%
IT and Communications	\$16	\$12	\$13	\$13	\$13	-\$4	-27.44%
Total Expenditures	\$607	\$1,542	\$2,125	\$1,662	\$1,434	\$935	153.90%
Transfers							
Transfers from Reserves	-\$150	-\$303	\$0	\$0	\$0	-\$153	101.67%
Total Transfers	-\$150	-\$303	\$0	\$0	\$0	-\$153	101.67%
Total Status Quo	\$432	\$564	\$625	\$662	\$684	\$132	30.55%
Additional Staffing Requirements							
Climate Adaptation Officer	\$0	\$0	\$113	\$115	\$119	\$0	0.00%
Total Additional Staffing	\$0	\$0	\$113	\$115	\$119	\$0	0.00%
Total Climate	\$432	\$564	\$738	\$777	\$804	\$132	30.55%

BUDGET HIGHLIGHTS

REVENUES

OTHER REVENUES

- Includes funding from the Federation of Canadian Municipalities (FCM) as well as homeowners for the energy retrofit program of \$500,000; Net-Zero Pathways for Community Housing \$175,000

SALARIES AND BENEFITS

- Full year of new staff position added in June of 2023 plus regular increases for existing staff

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Consulting fees include \$15,000 for resiliency hub study; \$50,000 for corporate climate plan; \$350,000 for Net-Zero Pathways for Community Housing; and \$50,000 for feasibility study for vacant land in Grand Valley
- New corporate training program development and delivery for all managers and certain staff with project management roles \$32,500

SERVICE DELIVERY

- Increase of \$10,000 to source water protection for rural water program; includes outflow of funds for energy retrofit program which is dependent on approval of funding

TOTAL EXPENDITURES

TRANSFERS

- Offset costs of County share of Net-Zero Pathways for Community Housing project \$175,000; feasibility study for vacant land \$50,000, corporate climate training for staff \$27,500; and \$50,000 to mitigate ongoing increases



PROPOSED 2025 ADDITIONAL POSITION

CLIMATE ADAPTATION OFFICER

A proposed new position for 2025 is on the horizon. Details of this position will be provided in a future report.



FACILITIES



DIVISIONAL LEAD

Stephen Ducharme, Facilities Manager

The Facilities Division consists of 14 full-time positions with 1 part-time seasonal position.

AT A GLANCE

30 Community Housing Unit Turnovers	155,000 SQ. FEET Of Parking Lots Resurfaced with Improved Accessibility	3 Roof Replacements with Energy Efficiency Upgrades	2058 Work Orders Completed
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KEY FUNCTIONS

- Asset management of our facilities to maintain and optimize the physical structures
- Maintaining and reviewing building envelope to promote energy conservation
- Support positive experience for users of facilities by promoting a clean, safe and user-friendly environment
- Establish efficient workflows and building management processes



SUPPORTING STRATEGIC PLAN 2023-2026



- Equity:** Align programs, services and infrastructure with changing community needs
- Work with accessibility committee and other stakeholders to continually improve accessibility of County owned properties



- Climate:** Establish the County as a leader in Climate Action
- Take steps to reduce GHG emissions by conducting energy audits to improve energy conservation
 - Upgrade and replace electrical infrastructure with capabilities of energy monitoring to promote conservation



- Governance:** Identify opportunities to improve governance and service delivery
- Conduct building condition assessments on all buildings to support asset management

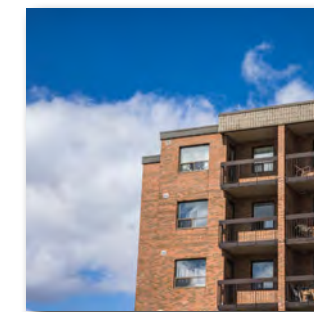
ON THE HORIZON



Service Level Agreement Development



Review of Accessible Units in County Owned Buildings



Improve Asset Inventory to Enhance Asset Management



Building Safety Review

CHALLENGES

- Continued delay and deferral of work as evolving needs of tenants are considered
- Requirement for quick 'band aid' solutions does not support the overall vision for buildings and may result in unnecessary costs
- Limited availability of required products and services due to long lead times impacts ability to make repairs in a timely manner, with potential for lost revenue in housing buildings
- Increasing prices hindering the ability to complete work within budget

FACILITIES FINANCIAL PLAN

(in 000s)	2023	2024	2025	2026	2027	DOLLAR	%AGE
	BUDGET	BUDGET	PLAN	PLAN	PLAN	CHANGE	CHANGE
Revenues							
Rent Revenue	\$1,279	\$1,204	\$1,250	\$1,269	\$1,316	-\$75	-5.86%
Other Revenue	\$6	\$6	\$6	\$7	\$7	\$0	0.00%
Total Revenues	\$1,285	\$1,210	\$1,256	\$1,276	\$1,322	-\$75	-5.82%
Expenditures							
Salaries and Benefits	\$1,550	\$1,621	\$1,704	\$1,770	\$1,839	\$71	4.58%
Administrative and Office	\$111	\$246	\$42	\$57	\$42	\$135	121.57%
Debt Repayment	\$433	\$423	\$412	\$401	\$391	-\$10	-2.34%
Service Delivery	\$2	\$2	\$2	\$2	\$2	\$0	12.50%
IT and Communications	\$20	\$18	\$18	\$18	\$18	-\$2	-9.81%
Facilities	\$915	\$903	\$929	\$931	\$826	-\$13	-1.37%
Vehicles and Equipment	\$77	\$103	\$106	\$109	\$112	\$26	34.61%
Internal Services Recovered	-\$1,237	-\$1,446	-\$1,467	-\$1,520	-\$1,568	-\$209	16.85%
Total Expenditures	\$1,870	\$1,870	\$1,746	\$1,769	\$1,663	\$0	-0.03%
Transfers							
Transfers from Reserves	-\$75	-\$200	\$0	-\$15	\$0	-\$125	166.67%
DC Contribution	-\$77	-\$62	-\$63	-\$61	-\$60	\$15	-19.24%
Transfers to Reserves	\$2	\$0	\$0	\$0	\$0	-\$2	-100.00%
Total Transfers	-\$150	-\$262	-\$63	-\$76	-\$60	-\$112	74.78%
Total Operating Facilities	\$435	\$398	\$426	\$417	\$281	-\$38	-8.68%
Capital Investment	\$290	\$290	\$290	\$345	\$395	\$0	0.00%
Total Facilities	\$725	\$688	\$716	\$762	\$676	-\$38	-5.21%

BUDGET HIGHLIGHTS

REVENUES

RENT REVENUES

- Decrease in building related costs results in less costs to be recovered from Ministry of Attorney General for Courthouse rental, vacant space at Edelbrock Centre to be used for internal purposes

EXPENDITURES

SALARIES AND BENEFITS

- Full year of new staff position added in June of 2023 plus regular increases for existing staff and removal of one cleaning position

ADMINISTRATIVE AND OFFICE

- Consulting fees include \$200,000 for building condition assessments and energy audits for all County facilities

VEHICLES AND EQUIPMENT

- Increases to vehicle maintenance to \$22,000 and vehicle fuel to \$38,400 to better reflect actual costs; new equipment repairs for electric vehicle charging stations \$5,000

TRANSFERS

- Rate stabilization reserve applied to building condition assessments and energy audits



FACILITIES CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Prior Year Carry Forward		\$707		
Opening Balance	\$1,796	\$1,222	\$1,309	\$927
Contributions				
Government Transfers	\$12	\$0	\$0	\$0
Capital Levy	\$290	\$290	\$290	\$345
Other Revenue	\$860	\$1,000	\$0	\$0
Total Contributions	\$1,162	\$1,290	\$290	\$345
Capital Work				
Land Improvements	\$250	\$412	\$313	\$0
Buildings	\$1,126	\$1,498	\$229	\$472
Equipment & Machinery	\$300	\$0	\$60	\$0
Vehicles	\$60	\$0	\$70	\$70
Other	\$0	\$0	\$0	\$0
Total Capital Work	\$1,736	\$1,910	\$672	\$542
Ending Capital Asset Fund Balance	\$1,222	\$1,309	\$927	\$731

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$731	\$919	\$894	\$1,141	\$1,408	\$367	\$628
\$0	\$0	\$0	\$0	\$100	\$30	\$0
\$395	\$400	\$425	\$430	\$430	\$460	\$460
\$0	\$80	\$60	\$0	\$0	\$0	\$0
\$395	\$480	\$485	\$430	\$530	\$490	\$460
\$0	\$0	\$0	\$0	\$0	\$0	\$174
\$137	\$325	\$238	\$163	\$1,181	\$89	\$223
\$0	\$180	\$0	\$0	\$0	\$20	\$0
\$70	\$0	\$0	\$0	\$70	\$0	\$70
\$0	\$0	\$0	\$0	\$320	\$120	\$0
\$207	\$505	\$238	\$163	\$1,571	\$229	\$467
\$919	\$894	\$1,141	\$1,408	\$367	\$628	\$621

2024 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

OTHER REVENUE

Infrastructure Ontario on behalf of the Ministry of Attorney General have agreed to fund the costs associated with the required in Courtroom 204 estimated at \$1,000,000. This is up from the 2023 estimate as they have decided to increase the scope of the original project.

CAPITAL WORK

LAND IMPROVEMENTS

Asphalt paving is planned for the north parking lot at the Courthouse in 2024 at \$412,000 and the south parking lot adjacent to the building in 2025 at \$313,000. Work in the north lot was to occur in 2023 but was deferred to 2024 due to a higher than anticipated tender results.

BUILDINGS

Security upgrades to the Edelbrock Centre are planned in line with overall security plan. The roof on the 1988 portion of the Courthouse requires replacement \$260,000. A few windows require replacement in the Courthouse. Regular replacement of heat pumps, base heat pumps and exhaust fans is included in the \$36,000 for heating ventilation and air conditioning (HVAC). Work is currently underway to review existing transformers and switch gears, it is anticipated that switch gears will need to be replaced as part of electrical for the Courthouse.



FACILITIES WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
Expenditures											
Asphalt Paving	\$250	\$412	\$313	-	-	-	-	-	-	-	\$150
Exterior Walkways	-	-	-	-	-	-	-	-	-	-	\$24
Land Improvements	\$250	\$412	\$313	-	-	-	-	-	-	-	\$174
Security	\$52	\$42	\$30	-	-	-	-	-	\$30	-	-
Exterior Walls (Masonry)	-	-	\$23	-	-	-	\$23	-	-	-	-
Roof Replacement	\$5	\$260	-	\$3	\$52	\$5	\$150	\$12	\$200	-	\$12
Windows	\$20	\$20	\$10	-	\$40	\$20	-	-	\$40	\$20	-
Flooring	\$50	\$15	\$80	\$8	\$29	-	-	-	-	\$8	\$100
HVAC	\$32	\$36	\$34	\$94	\$16	\$220	\$16	\$28	\$579	\$31	\$61
Building Automation	\$90	-	\$40	-	-	-	-	\$100	-	\$30	\$50
Exterior Painting	-	-	\$13	\$292	-	-	-	-	\$202	-	-
Electrical Upgrades	\$5	\$125	-	\$75	-	\$80	\$60	-	\$50	-	-
Exterior Lighting	-	-	-	-	-	-	-	-	\$80	-	-
Exterior Doors	\$12	-	-	-	-	-	\$12	-	-	-	-
Interior Upgrades	\$860	\$1,000	-	-	-	-	-	-	-	-	-
Buildings	\$1,126	\$1,498	\$229	\$472	\$137	\$325	\$238	\$163	\$1,181	\$89	\$223
Small Equipment	-	-	\$60	-	-	-	-	-	-	\$20	-
Elevators	\$300	-	-	-	-	\$180	-	-	-	-	-
Equipment & Machinery	\$300	-	\$60	-	-	\$180	-	-	-	\$20	-
Facilities Vehicles	\$60	-	\$70	\$70	\$70	-	-	-	\$70	-	\$70
Vehicles	\$60	-	\$70	\$70	\$70	-	-	-	\$70	-	\$70
Electric Charging Stations	-	-	-	-	-	-	-	-	\$320	\$120	-
Other	-	-	-	-	-	-	-	-	\$320	\$120	-
Total Work Plan Summary	\$1,736	\$1,910	\$672	\$542	\$207	\$505	\$238	\$163	\$1,571	\$229	\$467

WASTE SERVICES



DIVISIONAL LEAD

Melissa Kovacs Reid, Manager of Waste Services

Waste Services consists of 4 full-time positions, 6-8 seasonal/casual positions, 1 co-op and 2 summer student positions.

AT A GLANCE

<p>112 School Presentations with 2800+ Students Reached</p>	<p>3,130 TONNES Of Green Bin Organics Collected Within Last Year</p>	<p>10,291 USERS Of the Dufferin Waste App</p>	<p>23,734 STOPS To Provide Waste Collection Services to Residents Every Week</p>
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KEY FUNCTIONS

- Managing curbside collection contract with GFL, and provide customer service for garbage, source-separated organics (SSO), yard waste, bulky items and white goods, bi-annual batteries collection, and IC&I (Industrial, Commercial & Institutional) recycling
- Operating Household Hazardous Waste and Electronics Recycling events
- Waste diversion & reduction outreach, communication and education
- Waste policy and planning work, including transition to full-producer responsibility for some waste materials



SUPPORTING STRATEGIC PLAN 2023-2026



Climate: Enhance and conserve Dufferin’s natural environment

- Implement the Long-Term Waste Management Strategy and undertake waste audits in 2024 to prepare for the Strategy update slated for 2025
- Continue working towards an increase in organics diversion from garbage through increased usage of the Green Bin collection program, and food waste reduction campaigns



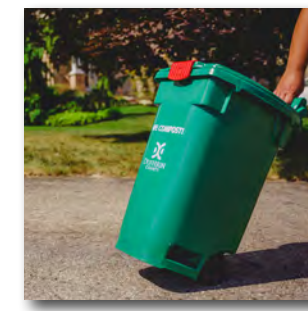
Governance: Improve the County’s internal and external communications

- Strengthen community outreach and communications to ensure residents understand and properly utilize the waste programs

ON THE HORIZON



Household Hazardous Waste Mobile Depot Planning and Review



Seasonal Waste Audits



Long-Term Waste Management Strategy Update 2025



Engagement and Customer Service

CHALLENGES

- Annual Consumer Price Index (CPI) increases and growth in households year to year impact the budget for the curbside collection contract and tipping/processing costs
- Coordinating special waste programs (batteries, electronics, household hazardous etc.) in parallel with transition to full-producer responsibility for designated materials
- Monitoring impact of Blue Box transition during transition period 2023-2025 on the County’s integrated waste management system
- Increasing promotion, education, and customer service due to ever changing needs and areas of focus including increasing green bin usage and Household Hazardous Waste diversion

WASTE SERVICES FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$85	\$85	\$85	\$85	\$85	\$0	0.00%
Other Revenue	\$834	\$76	\$76	\$64	\$64	-\$758	-90.89%
Total Revenues	\$919	\$161	\$161	\$149	\$149	-\$758	-82.48%
Expenditures							
Salaries and Benefits	\$541	\$574	\$598	\$619	\$643	\$32	6.00%
Administrative and Office	\$222	\$229	\$241	\$149	\$211	\$7	3.26%
Service Delivery	\$5,323	\$4,895	\$5,106	\$5,189	\$5,405	-\$428	-8.05%
IT and Communications	\$5	\$4	\$5	\$4	\$4	-\$1	-27.62%
Facilities	\$2	\$2	\$2	\$2	\$2	\$0	3.23%
Vehicles and Equipment	\$13	\$14	\$15	\$15	\$15	\$1	9.24%
Total Expenditures	\$6,107	\$5,718	\$5,967	\$5,977	\$6,280	-\$389	-6.37%
Transfers							
Transfers from Reserves	-\$73	-\$301	-\$195	\$0	-\$60	-\$228	313.04%
DC Contribution	-\$19	-\$19	-\$19	-\$19	-\$19	\$0	0.00%
Total Transfers	-\$92	-\$320	-\$214	-\$19	-\$79	-\$228	248.39%
Total Operating Waste	\$5,096	\$5,236	\$5,592	\$5,810	\$6,053	\$140	2.75%
Capital Investment	\$10	\$12	\$15	\$17	\$20	\$3	26.32%
Total Waste Services	\$5,106	\$5,248	\$5,607	\$5,827	\$6,073	\$143	2.80%

BUDGET HIGHLIGHTS

REVENUES

OTHER REVENUES

- Transition of residential recycling in July 2023 to full-producer responsibility results in loss of revenue of \$750,000

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Consulting fees include \$60,000 for waste audit, \$25,000 for potential mobile household hazardous waste (HHW) approvals

SERVICE DELIVERY

- Annual autumn Loose Leaves collection and processing for Orangeville and Shelburne only is \$110,000
- Recent shift in recycling responsibility results in savings of nearly \$880,000; new collections contract results in increase of \$180,000 (excluding recycling)
- Potential mobile HHW depot \$203,500, offset by waste reserve while staff explore further

TOTAL EXPENDITURES

TRANSFERS

- The waste reserve will be used to offset costs associated with mobile HHW depot \$228,500, waste audit \$60,000 and summer students \$13,000



PROPOSED 2025 ADDITIONAL POSITIONS

HAZARDOUS WASTE MOBILE DEPOT OPERATOR (2 PART-TIME)

Two part-time proposed new positions for 2025 are on the horizon. Details of these positions will be provided in a future report.



WASTE SERVICES CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Prior Year Carry Forward		\$9		
Opening Balance	\$31	\$40	\$21	\$36
Contributions				
Capital Levy	\$10	\$12	\$15	\$17
Transfers from Reserves	\$0	\$20	\$0	\$25
Total Contributions	\$10	\$32	\$15	\$42
Capital Work				
Buildings	\$0	\$0	\$0	\$0
Vehicles	\$0	\$60	\$0	\$60
Total Capital Work	\$0	\$60	\$0	\$60
Ending Capital Asset Fund Balance	\$40	\$21	\$36	\$18

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$18	\$38	\$38	\$58	\$78	\$38	\$58
\$20	\$20	\$20	\$20	\$20	\$20	\$20
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$20	\$20	\$20	\$20	\$20	\$20	\$20
\$0	\$20	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$60	\$0	\$60
\$0	\$20	\$0	\$0	\$60	\$0	\$60
\$38	\$38	\$58	\$78	\$38	\$58	\$18

WASTE SERVICES WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Exterior Doors	-	-	-	-
Garage Door	-	-	-	-
Buildings	-	-	-	-
Vehicles	-	\$60	-	\$60
Total Work Plan Summary	-	\$60	-	\$60

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	\$5	-	-	-	-	-
-	\$15	-	-	-	-	-
-	\$20	-	-	-	-	-
-	-	-	-	\$60	-	\$60
-	\$20	-	-	\$60	-	\$60

2024 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

TRANSFERS FROM RESERVES

- Waste services reserve will be used to offset purchase of replacement vehicle

CAPITAL WORK

BUILDINGS

- Future years include work for storage building located at Primrose Operations Centre

VEHICLES

- Purchase planned for replacement pick-up truck. This is the first year this vehicle has been added to the capital work plan, current vehicle was received from another department. Using reserves to offset portion of the purchase



COUNTY FOREST



DIVISIONAL LEAD

Caroline Mach, RPF, County Forest Manager

The County Forest Division consists of 2 full-time positions and 1 summer student position.

AT A GLANCE

<p>19 EVENTS In the Forest, With Over 1,100 Attendees</p>	<p>\$165,815 Worth of Timber Sustainably Harvested in Fall 2023</p>	<p>14 Invasive Species Targeted for Control with Thousands of Plants Removed or Treated</p>
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KEY FUNCTIONS

- Plan and implement projects and activities, including timber harvesting and invasive species control, that preserve the ecological value of the Dufferin County Forest, increase its resilience to climate change, and ensure its sustainability and regeneration
- Respond to public inquiries and complaints regarding recreational use of the County Forest
- Facilitate and monitor recreational activities in the Forest, including placement of signs and notices and collection of user data
- Attend community outreach events to inform Dufferin residents about the Dufferin County Forest



SUPPORTING STRATEGIC PLAN 2023-2026



Climate: Enhance and conserve Dufferin’s natural environment

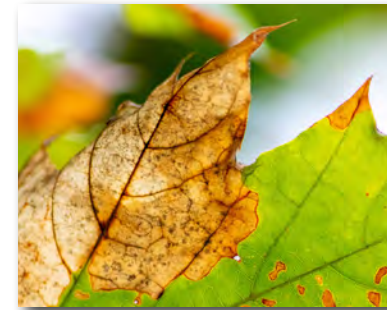
- Distributing information about natural environment programs at outreach events and in response to public inquiries.
- Support trail development in the forest and on the rail trail



Governance: Improve the County’s internal and external communications

- Expand the external reach of County Forest information through regular bulletins, and information campaigns

ON THE HORIZON



Development and Implementation of Oak Wilt Policy



Implementation and Expansion of Invasive Species Management Plan



Implementation of the Sign Program Outlined in the Outdoor Recreation Plan

CHALLENGES

- Responding to repeated and ongoing vandalism, improper discarding of waste, theft of onsite equipment, etc.
- Managing increasing recreational activity in the County Forest with limited resources
- Managing increasing communication and enforcement needs arising from increasing recreational activity and associated demands from forest users
- Balancing recreational use of the Forest with forest management activities that increase forest resilience and improve forest health



COUNTY FOREST FINANCIAL PLAN

(in 000s)	2023 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$57	\$57	\$57	\$57	\$57	\$0	0.00%
Total Revenues	\$57	\$57	\$57	\$57	\$57	\$0	0.00%
Expenditures							
Salaries and Benefits	\$247	\$293	\$279	\$290	\$301	\$46	18.50%
Administrative and Office	\$25	\$27	\$36	\$29	\$30	\$2	7.36%
Service Delivery	\$21	\$26	\$19	\$18	\$18	\$5	22.11%
IT and Communications	\$1	\$1	\$1	\$1	\$1	\$0	46.74%
Facilities	\$11	\$11	\$11	\$11	\$11	\$0	0.00%
Vehicles and Equipment	\$6	\$7	\$7	\$7	\$7	\$1	9.87%
Total Expenditures	\$311	\$364	\$351	\$355	\$369	\$53	17.10%
Transfers							
Transfers from Reserves	-\$65	-\$49	-\$10	\$0	\$0	\$16	-24.57%
Total Transfers	-\$65	-\$49	-\$10	\$0	\$0	\$16	-24.57%
Total Status Quo	\$189	\$259	\$285	\$299	\$313	\$69	36.50%
Additional Staffing Requirements							
Recreation Officer	\$0	\$0	\$96	\$98	\$101	\$0	0.00%
Total Additional Staffing	\$0	\$0	\$96	\$98	\$101	\$0	0.00%
Total Operating County Forest	\$189	\$259	\$381	\$397	\$414	\$69	36.50%
Capital Investment	\$12	\$15	\$15	\$15	\$15	\$3	25.00%
Total County Forest	\$201	\$274	\$396	\$412	\$429	\$72	35.81%

2024 FINANCIAL HIGHLIGHTS

EXPENDITURES

SALARIES AND BENEFITS

- Full year of new staff position added in June of 2023 plus regular increases for existing staff. Includes three month overlap for key team member retirement

ADMINISTRATIVE AND OFFICE

- Increase to training and development for new staff \$1,000

SERVICE DELIVERY

- Animal-proof trash bins \$7,500

TOTAL EXPENDITURES

TRANSFERS

- Several years of higher costs and lower timber sales has resulted in the County Forest Reserve Fund being nearly depleted. Decrease in transfer from County Forest Reserve Fund of \$45,000, Rate Stabilization transfer for overlap of key team member \$29,000



PROPOSED 2025 ADDITIONAL POSITION

RECREATION OFFICER

A proposed new position for 2025 is on the horizon. Details of this position will be provided in a future report.



COUNTY FOREST CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Prior Year Carry Forward		-\$7		
Opening Balance	\$53	\$0	-\$7	\$3
Contributions				
Capital Levy	\$12	\$15	\$15	\$15
Transfers from Reserves	\$16	\$0	\$0	\$0
Total Contributions	\$28	\$15	\$15	\$15
Capital Work				
Land Improvements	\$6	\$5	\$5	\$0
Equipment & Machinery	\$15	\$10	\$0	\$0
Vehicles	\$60	\$0	\$0	\$0
Total Capital Work	\$81	\$15	\$5	\$0
Ending Capital Asset Fund Balance	\$0	-\$7	\$3	\$18

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$18	\$33	\$48	\$53	\$8	\$23	\$30
\$15	\$15	\$15	\$15	\$15	\$15	\$15
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$15	\$15	\$15	\$15	\$15	\$15	\$15
\$0	\$0	\$10	\$0	\$0	\$8	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$15
\$0	\$0	\$0	\$60	\$0	\$0	\$0
\$0	\$0	\$10	\$60	\$0	\$8	\$15
\$33	\$48	\$53	\$8	\$23	\$30	\$30

COUNTY FOREST WORK PLAN SUMMARY

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Expenditures				
Gates, Fences, Signs	\$6	\$5	\$5	-
Land Improvements	\$6	\$5	\$5	-
ATV and Trailer	\$15	\$10	-	-
Equipment & Machinery	\$15	\$10	-	-
Vehicles	\$60	-	-	-
Total Work Plan Summary	\$81	\$15	\$5	-

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	-	\$10	-	-	\$8	-
-	-	\$10	-	-	\$8	-
-	-	-	-	-	-	\$15
-	-	-	-	-	-	\$15
-	-	-	\$60	-	-	-
-	-	\$10	\$60	-	\$8	\$15

2024 CAPITAL HIGHLIGHTS

LAND IMPROVEMENTS

- Regular replacement of signs and gates \$5,000

EQUIPMENT AND MACHINERY

- Trailer for ATV purchased in 2023, cost of ATV was higher than anticipated leaving insufficient funds for trailer

VEHICLES

- Purchase of new pick-up truck for forest expected in fall 2023

