



# 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

## CONTENTS

<b>PUBLIC WORKS: AT A GLANCE</b>	<b>4</b>
Public Works Department: Organizational Chart	6
Public Works Financial Plan	8
Public Works Capital Asset Fund	10
Public Works Work Plan Summary	12
Public Works Work Plan Summary - Roads	16
Public Works Work Plan Summary - Bridges and Culverts	18
<b>TRANSPORTATION   OPERATIONS</b>	<b>24</b>
<b>TRANSPORTATION   ENGINEERING</b>	<b>26</b>
Transportation Financial Plan	28
Transportation Capital Asset Fund	30
Transportation Work Plan Summary	34
Transportation Work Plan Summary - Roads	38
Transportation Work Plan Summary - Bridges and Culverts	40
<b>CLIMATE AND ENERGY</b>	<b>46</b>
Climate and Energy Financial Plan	48
<b>FACILITIES</b>	<b>50</b>
Facilities Financial Plan	52
Facilities Capital Asset Fund	54
Facilities Work Plan Summary	56
<b>WASTE SERVICES</b>	<b>58</b>
Waste Services Financial Plan	60
Waste Services Capital Asset Fund	62
Waste Services Work Plan Summary	62
<b>COUNTY FOREST</b>	<b>64</b>
County Forest Financial Plan	66
County Forest Capital Asset Fund	68
County Forest 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: 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

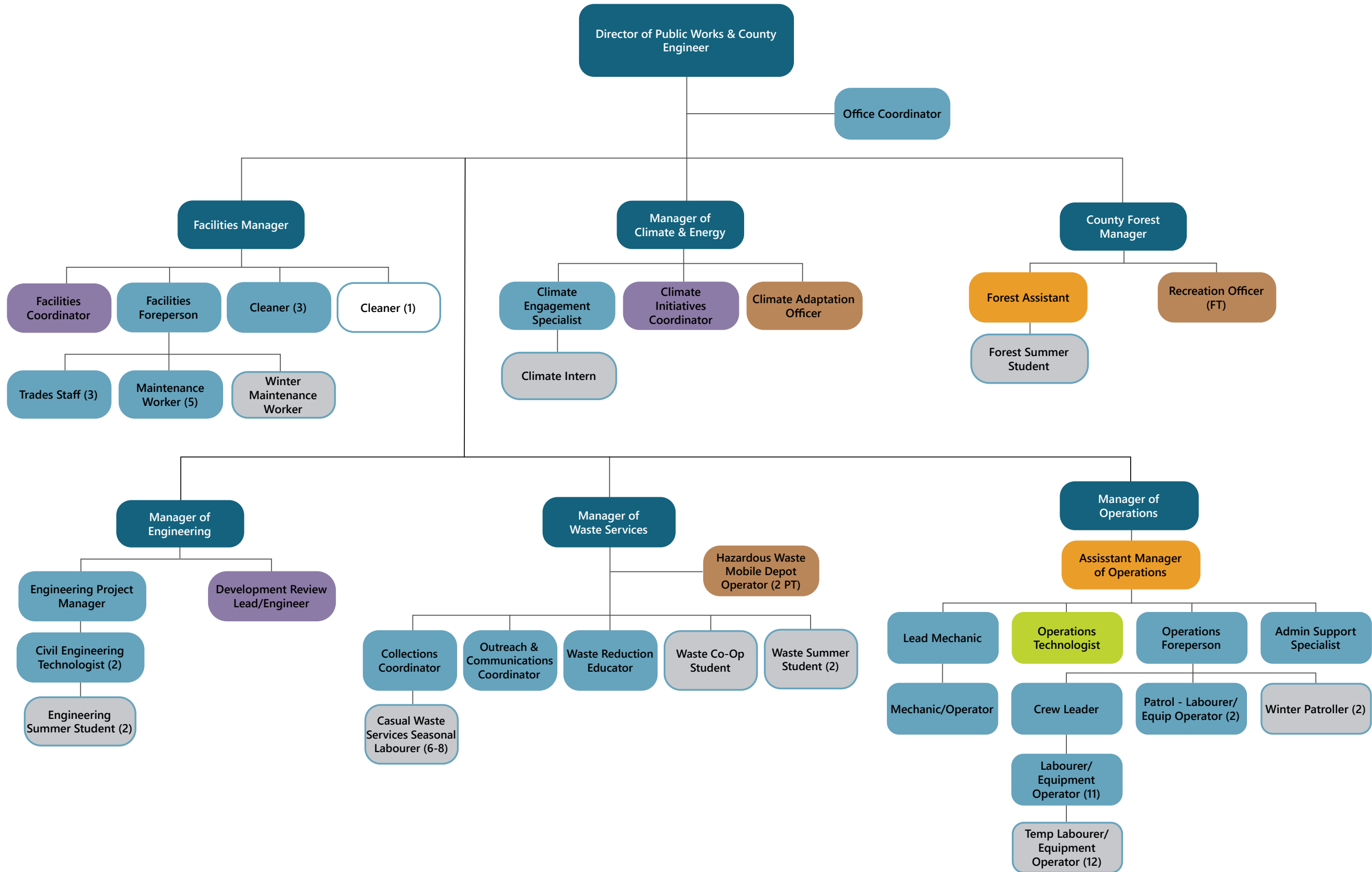
The County Forest Division is responsible for the management of all aspects (environmental, economic and social) of the County-owned forest properties. Broadly, this includes planning for and monitoring timber harvesting, monitoring and removing invasive species, installing and maintaining signs and 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
<b>Revenues</b>							
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%
<b>Total Revenues</b>	<b>\$3,043</b>	<b>\$2,863</b>	<b>\$3,751</b>	<b>\$3,279</b>	<b>\$3,099</b>	<b>-\$180</b>	<b>-5.91%</b>
<b>Expenditures</b>							
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%
<b>Total Expenditures</b>	<b>\$15,883</b>	<b>\$17,257</b>	<b>\$18,119</b>	<b>\$17,888</b>	<b>\$18,068</b>	<b>\$1,375</b>	<b>8.66%</b>
<b>Transfers</b>							
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%
<b>Total Transfers</b>	<b>\$41</b>	<b>-\$443</b>	<b>\$413</b>	<b>\$755</b>	<b>\$761</b>	<b>-\$483</b>	<b>-1189.52%</b>
<b>Total Status Quo</b>	<b>\$12,880</b>	<b>\$13,951</b>	<b>\$14,780</b>	<b>\$15,364</b>	<b>\$15,730</b>	<b>\$1,071</b>	<b>8.32%</b>
<b>Additional Staffing Requirements</b>							
Civil Engineering Technoloç	\$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%
<b>Total Service Enhancements</b>	<b>\$0</b>	<b>\$100</b>	<b>\$334</b>	<b>\$343</b>	<b>\$357</b>	<b>\$100</b>	<b>100.00%</b>
<b>Total Operating IES</b>	<b>\$12,880</b>	<b>\$14,052</b>	<b>\$15,115</b>	<b>\$15,707</b>	<b>\$16,087</b>	<b>\$1,171</b>	<b>9.09%</b>
Capital Investment	\$5,342	\$4,318	\$5,188	\$6,313	\$5,774	-\$1,024	-19.16%
<b>Total Infrastructure &amp; Enviro</b>	<b>\$18,222</b>	<b>\$18,370</b>	<b>\$20,303</b>	<b>\$22,020</b>	<b>\$21,861</b>	<b>\$148</b>	<b>0.81%</b>



# PUBLIC WORKS CAPITAL ASSET FUND

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
<b>Prior Year Carry Forward</b>		<b>\$1,872</b>		
<b>Opening Balance</b>	<b>\$10,398</b>	<b>\$8,584</b>	<b>\$7,802</b>	<b>\$5,634</b>
Contributions				
Government Transfers	\$3,310	\$2,702	\$2,664	\$2,580
Capital Levy	\$5,342	\$4,318	\$5,188	\$6,313
Other Revenue	\$1,600	\$2,975	\$5,918	\$1,068
Debt Financing	\$3,500	\$3,000	\$11,210	\$0
Transfers from Reserves	\$1,337	\$1,015	\$350	\$25
DC Contribution	\$441	\$370	\$6,567	\$494
<b>Total Contributions</b>	<b>\$15,530</b>	<b>\$14,380</b>	<b>\$31,898</b>	<b>\$10,480</b>
Capital Work				
Land	\$3,300	\$3,000	\$0	\$0
Land Improvements	\$1,386	\$1,072	\$918	\$300
Buildings	\$1,231	\$1,798	\$2,259	\$497
New Operations Centre	\$200	\$500	\$15,000	\$0
Equipment & Machinery	\$383	\$124	\$390	\$74
Vehicles	\$1,046	\$610	\$1,030	\$1,290
Roads	\$8,027	\$7,060	\$12,697	\$6,718
Bridges & Culverts	\$1,772	\$2,870	\$1,772	\$1,666
Other	\$0	\$0	\$0	\$0
<b>Total Capital Work</b>	<b>\$17,345</b>	<b>\$17,034</b>	<b>\$34,067</b>	<b>\$10,544</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$8,584</b>	<b>\$7,802</b>	<b>\$5,634</b>	<b>\$5,570</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>\$5,570</b>	<b>\$4,680</b>	<b>\$4,292</b>	<b>\$5,763</b>	<b>\$5,989</b>	<b>\$5,742</b>	<b>\$7,461</b>
\$2,572	\$2,511	\$2,525	\$2,481	\$2,610	\$2,508	\$2,520
\$5,774	\$7,999	\$7,350	\$7,667	\$6,955	\$6,593	\$6,493
\$1,120	\$1,235	\$1,178	\$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
<b>\$9,876</b>	<b>\$12,075</b>	<b>\$11,578</b>	<b>\$11,784</b>	<b>\$10,815</b>	<b>\$10,818</b>	<b>\$10,569</b>
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$300	\$300	\$110	\$100	\$100	\$108	\$274
\$137	\$363	\$243	\$249	\$1,196	\$109	\$228
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$370	\$838	\$320	\$0	\$149	\$113	\$132
\$1,180	\$510	\$660	\$1,210	\$760	\$560	\$640
\$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
\$0	\$0	\$0	\$0	\$320	\$120	\$0
<b>\$10,766</b>	<b>\$12,464</b>	<b>\$10,107</b>	<b>\$11,558</b>	<b>\$11,062</b>	<b>\$9,099</b>	<b>\$9,803</b>
<b>\$4,680</b>	<b>\$4,292</b>	<b>\$5,763</b>	<b>\$5,989</b>	<b>\$5,742</b>	<b>\$7,461</b>	<b>\$8,227</b>

# 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	\$4,072	\$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
Scissor Lift	-	-	-	-
Hot box	-	-	-	-
Electronic Message Boards	-	-	-	-
Fork Truck	-	-	-	-
ATV and Trailer	\$15	\$15	-	-
Elevators	\$300	-	-	-
Brushing Attachment	\$50	-	-	-
<b>Equipment &amp; Machinery</b>	<b>\$383</b>	<b>\$74</b>	<b>\$390</b>	<b>\$74</b>
Snow Plows	\$720	\$430	\$900	\$500
Grader	-	-	-	\$600
Trucks and Vans	\$326	\$180	\$130	\$190
<b>Vehicles</b>	<b>\$1,046</b>	<b>\$610</b>	<b>\$1,030</b>	<b>\$1,290</b>
Roads	\$8,027	\$7,060	\$12,697	\$6,718
Bridges & Culverts	\$1,772	\$2,870	\$1,772	\$1,666
Electric Vehicle Charging Stations	-	-	-	-
Other	-	-	-	-
<b>Total Work Plan Summary</b>	<b>\$17,345</b>	<b>\$19,984</b>	<b>\$34,067</b>	<b>\$10,544</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$55	-	-	-	-	-	-
-	-	-	-	-	\$60	-
\$150	-	-	-	-	-	-
-	-	-	-	-	\$25	-
-	-	-	-	\$55	\$8	\$15
-	\$180	-	-	-	-	-
-	-	-	-	-	-	\$50
<b>\$370</b>	<b>\$838</b>	<b>\$320</b>	<b>\$0</b>	<b>\$149</b>	<b>\$113</b>	<b>\$132</b>
\$900	\$450	\$450	\$900	\$450	\$500	\$450
-	-	-	-	-	-	-
\$280	\$60	\$210	\$310	\$310	\$60	\$190
<b>\$1,180</b>	<b>\$510</b>	<b>\$660</b>	<b>\$1,210</b>	<b>\$760</b>	<b>\$560</b>	<b>\$640</b>
\$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
-	-	-	-	\$320	\$120	-
-	-	-	-	\$320	\$120	-
<b>\$10,766</b>	<b>\$12,464</b>	<b>\$10,107</b>	<b>\$11,558</b>	<b>\$11,062</b>	<b>\$9,099</b>	<b>\$9,779</b>



# 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		\$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		\$250									
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			\$4,950								
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		
Resurface Dufferin Rd 18									\$3,025		
Resurface Dufferin Rd 17										\$2,779	
Resurface Dufferin Rd 21										\$3,679	
Resurface Dufferin Rd 12											\$4,449

# PUBLIC WORKS WORK PLAN SUMMARY - ROADS CONTINUED...

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Resurface Dufferin Rd 17				
Recon Dufferin Rd 17				
Resurface Dufferin Rd 11				
<b>Total Roads Work Plan</b>	<b>\$8,027</b>	<b>\$7,060</b>	<b>\$12,697</b>	<b>\$6,718</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
						\$1,574
						\$390
						\$394
<b>\$6,580</b>	<b>\$8,649</b>	<b>\$7,519</b>	<b>\$8,368</b>	<b>\$7,274</b>	<b>\$6,724</b>	<b>\$7,064</b>

# PUBLIC WORKS WORK PLAN SUMMARY - BRIDGES AND CULVERTS

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN
Expenditures					
Small Structure Replacements	\$50	\$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	\$320			
004-0142-Rehab	\$14	\$266			
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	
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

2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$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
004-0040-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			
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		

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

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN	2027 PLAN
004-0132-Patch repair					
784140CUL-Install approach guide rail					
065146XC-Install guide rail					
Red Beard Bridge - Patch repair					
999-9991-Patch repair					
Future Projects to be Determined					
<b>Total Bridges &amp; Culverts Work Plan</b>	<b>\$1,772</b>	<b>\$2,870</b>	<b>\$1,772</b>	<b>\$1,666</b>	<b>\$2,200</b>

2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
		\$1	\$12		
		\$12	\$124		
		\$12	\$124		
		\$1	\$13		
			\$2	\$15	\$15
			\$410	\$1,300	\$1,400
<b>\$1,803</b>	<b>\$1,255</b>	<b>\$1,631</b>	<b>\$1,264</b>	<b>\$1,365</b>	<b>\$1,465</b>



# 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><b>316 KILOMETERS</b> Of Roadway Maintained</p>	<p><b>23 KILOMETERS</b> Of Rail Trail Resurfaced In-house</p>	<p><b>11</b> 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



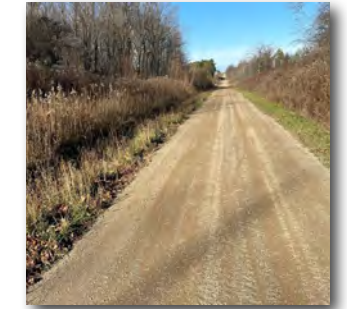
**Phase 1 of New Operations Centre**



**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

13.3 KILOMETERS Of Road Reconstruction and Paving	3 Large Concrete Box Culvert Structures Replaced	95 Road Occupancy Permits Managed	35 Technical Reviews of Broadband Expansion Applications
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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
<b>Revenues</b>							
User Fees	\$69	\$70	\$70	\$70	\$70	\$1	1.45%
Other Revenue	\$689	\$690	\$707	\$728	\$751	\$2	0.24%
<b>Total Revenues</b>	<b>\$758</b>	<b>\$760</b>	<b>\$777</b>	<b>\$798</b>	<b>\$821</b>	<b>\$3</b>	<b>0.35%</b>
<b>Expenditures</b>							
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%
<b>Total Expenditures</b>	<b>\$6,987</b>	<b>\$7,763</b>	<b>\$7,930</b>	<b>\$8,124</b>	<b>\$8,321</b>	<b>\$776</b>	<b>11.11%</b>
<b>Transfers</b>							
Transfers from Reserves	-\$203	-\$259	-\$100	\$0	\$0	-\$56	27.75%
Transfers to Reserves	\$700	\$750	\$800	\$850	\$900	\$50	7.14%
<b>Total Transfers</b>	<b>\$498</b>	<b>\$491</b>	<b>\$700</b>	<b>\$850</b>	<b>\$900</b>	<b>-\$6</b>	<b>-1.25%</b>
<b>Total Status Quo</b>	<b>\$6,727</b>	<b>\$7,494</b>	<b>\$7,852</b>	<b>\$8,177</b>	<b>\$8,399</b>	<b>\$767</b>	<b>11.41%</b>
<b>Additional Staffing Requirements</b>							
Civil Engineering Technologist	\$0	\$100	\$126	\$131	\$136	\$100	100.00%
<b>Total Additional Staffing</b>	<b>\$0</b>	<b>\$100</b>	<b>\$126</b>	<b>\$131</b>	<b>\$136</b>	<b>\$100</b>	<b>100.00%</b>
<b>Total Operating</b>	<b>\$6,727</b>	<b>\$7,595</b>	<b>\$7,978</b>	<b>\$8,307</b>	<b>\$8,535</b>	<b>\$868</b>	<b>12.90%</b>
Capital Investment	\$5,030	\$4,001	\$4,868	\$5,936	\$5,344	-\$1,029	-20.46%
<b>Total Transportation</b>	<b>\$11,757</b>	<b>\$11,596</b>	<b>\$12,846</b>	<b>\$14,243</b>	<b>\$13,879</b>	<b>-\$161</b>	<b>-1.37%</b>

## 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
<b>Prior Year Carry Forward</b>		<b>\$1,163</b>		
<b>Opening Balance</b>	<b>\$8,518</b>	<b>\$7,321</b>	<b>\$6,478</b>	<b>\$4,667</b>
Contributions				
Government Transfers	\$3,298	\$2,702	\$2,664	\$2,580
Capital Levy	\$5,030	\$4,001	\$4,868	\$5,936
Other Revenue	\$740	\$1,975	\$5,918	\$1,068
Debt Financing	\$3,500	\$3,000	\$11,210	\$0
Transfers from Reserves	\$1,321	\$995	\$350	\$0
DC Contribution	\$441	\$370	\$6,567	\$494
<b>Total Contributions</b>	<b>\$14,331</b>	<b>\$13,043</b>	<b>\$31,578</b>	<b>\$10,078</b>
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	\$7,060	\$12,697	\$6,718
Bridges & Culverts	\$1,772	\$2,870	\$1,772	\$1,666
<b>Total Capital Work</b>	<b>\$15,528</b>	<b>\$15,049</b>	<b>\$33,390</b>	<b>\$9,943</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$7,321</b>	<b>\$6,478</b>	<b>\$4,667</b>	<b>\$4,802</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>\$4,802</b>	<b>\$3,689</b>	<b>\$3,311</b>	<b>\$4,510</b>	<b>\$4,494</b>	<b>\$5,312</b>	<b>\$6,743</b>
\$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
<b>\$9,446</b>	<b>\$11,560</b>	<b>\$11,058</b>	<b>\$11,319</b>	<b>\$10,250</b>	<b>\$10,293</b>	<b>\$10,074</b>
\$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
<b>\$10,559</b>	<b>\$11,939</b>	<b>\$9,859</b>	<b>\$11,335</b>	<b>\$9,431</b>	<b>\$8,862</b>	<b>\$9,261</b>
<b>\$3,689</b>	<b>\$3,311</b>	<b>\$4,510</b>	<b>\$4,494</b>	<b>\$5,312</b>	<b>\$6,743</b>	<b>\$7,556</b>





## 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
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
Guiderails	\$25	\$100	\$25	\$25
Wayfinding Signs	\$200	\$200	\$200	\$200
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50
Land Improvements	\$1,130	\$655	\$600	\$300
HVAC	\$20	\$20	\$30	\$20
Electrical	\$60	\$200	-	-
Security	-	-	-	\$5
Interior Renovations	-	\$50	-	-
Garage Doors	-	-	-	-
Sand/Salt Domes	\$25	\$25	\$2,000	-
Exterior Doors	-	-	-	-
Exterior Walls	-	\$5	-	-
New South Operations centre	\$200	\$500	\$15,000	-
Buildings	\$305	\$800	\$17,030	\$25
Engineering Equipment	\$8	\$49	-	\$49
Sign Maker	\$10	\$10	-	-
Tractor, Blower, Sweeper, Mower	-	-	\$10	\$25
Loader	-	-	\$320	-
Excavator	-	-	-	-
Backhoe	-	-	-	-
Steam Jenny	-	-	-	-
Road Widener	-	-	-	-
Hot box	-	-	-	-
Fork Truck	-	-	-	-
Electronic Message Boards	-	-	-	-
Trailers	-	\$5	-	-
Box Drag	-	\$50	-	-
Brushing Attachment	\$50	-	-	-
Equipment & Machinery	\$68	\$114	\$330	\$74

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$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
\$300	\$300	\$100	\$100	\$100	\$100	\$100
-	\$15	-	\$20	\$10	\$20	\$5
-	-	-	\$6	-	-	-
-	-	-	-	\$5	-	-
-	-	-	-	-	-	-
-	-	-	\$60	-	-	-
-	-	-	-	-	-	-
-	\$3	-	-	-	-	-
-	-	\$5	-	-	-	-
-	-	-	-	-	-	-
-	\$18	\$5	\$86	\$15	\$20	\$5
-	\$8	-	-	\$49	-	\$57
-	-	-	-	-	-	\$10
-	\$320	-	-	\$25	-	-
-	-	\$320	-	-	-	-
-	\$330	-	-	-	-	-
\$165	-	-	-	-	-	-
-	-	-	-	\$20	-	-
\$55	-	-	-	-	-	-
-	-	-	-	-	\$60	-
-	-	-	-	-	\$25	-
\$150	-	-	-	-	-	-
-	-	-	-	\$55	\$8	-
-	-	-	-	-	-	-
-	-	-	-	-	-	\$50
\$370	\$658	\$320	-	\$149	\$93	\$117

# TRANSPORTATION WORK PLAN SUMMARY

CONTINUED...

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Snow Plows	\$720	\$430	\$900	\$500
Pickups	\$116	\$120	\$60	\$60
Grader	-	-	-	\$600
One Tonne Pick Up	\$90	-	-	-
<b>Vehicles</b>	<b>\$926</b>	<b>\$550</b>	<b>\$960</b>	<b>\$1,160</b>
<b>Roads</b>	<b>\$8,027</b>	<b>\$7,060</b>	<b>\$12,697</b>	<b>\$6,718</b>
<b>Bridges &amp; Culverts</b>	<b>\$1,772</b>	<b>\$2,870</b>	<b>\$1,772</b>	<b>\$1,666</b>
<b>Total Work Plan Summary</b>	<b>\$15,528</b>	<b>\$15,049</b>	<b>\$33,390</b>	<b>\$9,943</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
\$900	\$450	\$450	\$900	\$450	\$500	\$450
\$120	\$60	\$60	\$160	\$180	\$60	\$60
-	-	-	-	-	-	-
\$90	-	\$150	\$90	-	-	-
<b>\$1,110</b>	<b>\$510</b>	<b>\$660</b>	<b>\$1,150</b>	<b>\$630</b>	<b>\$560</b>	<b>\$510</b>
<b>\$6,580</b>	<b>\$8,649</b>	<b>\$7,519</b>	<b>\$8,368</b>	<b>\$7,274</b>	<b>\$6,724</b>	<b>\$7,064</b>
<b>\$2,200</b>	<b>\$1,803</b>	<b>\$1,255</b>	<b>\$1,631</b>	<b>\$1,264</b>	<b>\$1,365</b>	<b>\$1,465</b>
<b>\$10,559</b>	<b>\$11,939</b>	<b>\$9,859</b>	<b>\$11,335</b>	<b>\$9,431</b>	<b>\$8,862</b>	<b>\$9,261</b>



# 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		\$250									
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			\$4,950								
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			

# TRANSPORTATION WORK PLAN SUMMARY - ROADS CONTINUED...

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
Resurface Dufferin Rd 5				
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				
<b>Total Roads Work Plan</b>	<b>\$8,027</b>	<b>\$7,060</b>	<b>\$12,697</b>	<b>\$6,718</b>

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

# 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	\$320		
004-0142-Rehab	\$14	\$266		
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	

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
936282CUL-Rehab			\$18	\$180							
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			

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

	2023 BUDGET	2024 PLAN	2025 PLAN	2026 PLAN
937148CUL-Rehab and Install				
004-0908-Rehab and replace				
937126CUL-Install guide rail				
004-0017-Rehab and install				
004-0115-Rehab				
004-0164-Rehab				
32270CUL-Rehab				
004-0165-Rehab and install guide rail				
004-0064 - Rehab				
004-0063-Rehab and replace wearing surface				
307598CUL-Rehab				
004-0092-Patch repair				
004-0905-Patch repair				
204474CUL-Rehab				
SAR 0290BR-Rehab				
004-0186-Patch repair				
999-9995-Install guide rail				
004-0907-Install guide rail				
004-0087-Rehab				
999-9994-Install guide rail				
004-2506-Rehab				
004-0132-Patch repair				
784140CUL-Install approach guide rail				
065146XC-Install guide rail				
Red Beard Bridge - Patch repair				
999-9991-Patch repair				
Future Projects to be Determined				
<b>Total Bridges &amp; Culverts Work Plan</b>	<b>\$1,772</b>	<b>\$2,870</b>	<b>\$1,772</b>	<b>\$1,666</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
		\$22	\$222			
		\$17	\$173			
		\$12	\$124			
		\$19	\$190			
		\$6	\$61			
		\$6	\$60			
		\$3	\$30			
		\$17	\$165			
		\$4	\$42			
		\$10	\$95			
		\$5	\$48			
		\$1	\$8			
		\$14	\$144			
		\$2	\$16			
		\$2	\$15			
		\$6	\$60			
			\$12	\$124		
			\$12	\$124		
			\$13	\$127		
			\$12	\$124		
			\$3	\$30		
			\$1	\$12		
			\$12	\$124		
			\$12	\$124		
			\$1	\$13		
				\$2	\$15	\$15
				\$410	\$1,300	\$1,400
<b>\$2,200</b>	<b>\$1,803</b>	<b>\$1,255</b>	<b>\$1,631</b>	<b>\$1,264</b>	<b>\$1,365</b>	<b>\$1,465</b>

# 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><b>4,664 HOURS</b> Of Connection Time on EV Charging Stations in 2023</p>	<p><b>4 FARMS</b> Participated in Experimental Acres</p>	<p><b>18,072 PEOPLE</b> Reached Through the Home Flood Protection Campaign</p>	<p><b>22</b> 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



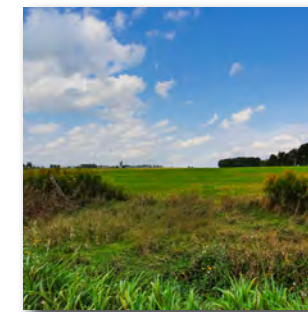
## SUPPORTING STRATEGIC PLAN 2023-2026



**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



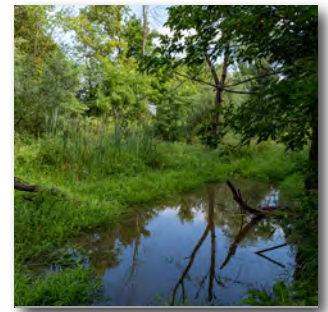
**Tri-County Green Development Standard**



**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
<b>Revenues</b>							
Other Revenue	\$25	\$675	\$1,500	\$1,000	\$750	\$650	100.00%
<b>Total Revenues</b>	<b>\$25</b>	<b>\$675</b>	<b>\$1,500</b>	<b>\$1,000</b>	<b>\$750</b>	<b>\$650</b>	<b>100.00%</b>
<b>Expenditures</b>							
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%
<b>Total Expenditures</b>	<b>\$607</b>	<b>\$1,542</b>	<b>\$2,125</b>	<b>\$1,662</b>	<b>\$1,434</b>	<b>\$935</b>	<b>153.90%</b>
<b>Transfers</b>							
Transfers from Reserves	-\$150	-\$303	\$0	\$0	\$0	-\$153	101.67%
<b>Total Transfers</b>	<b>-\$150</b>	<b>-\$303</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$153</b>	<b>101.67%</b>
<b>Total Status Quo</b>	<b>\$432</b>	<b>\$564</b>	<b>\$625</b>	<b>\$662</b>	<b>\$684</b>	<b>\$132</b>	<b>30.55%</b>
<b>Additional Staffing Requirements</b>							
Climate Adaptation Officer	\$0	\$0	\$113	\$115	\$119	\$0	0.00%
<b>Total Additional Staffing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$113</b>	<b>\$115</b>	<b>\$119</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Climate</b>	<b>\$432</b>	<b>\$564</b>	<b>\$738</b>	<b>\$777</b>	<b>\$804</b>	<b>\$132</b>	<b>30.55%</b>

## 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

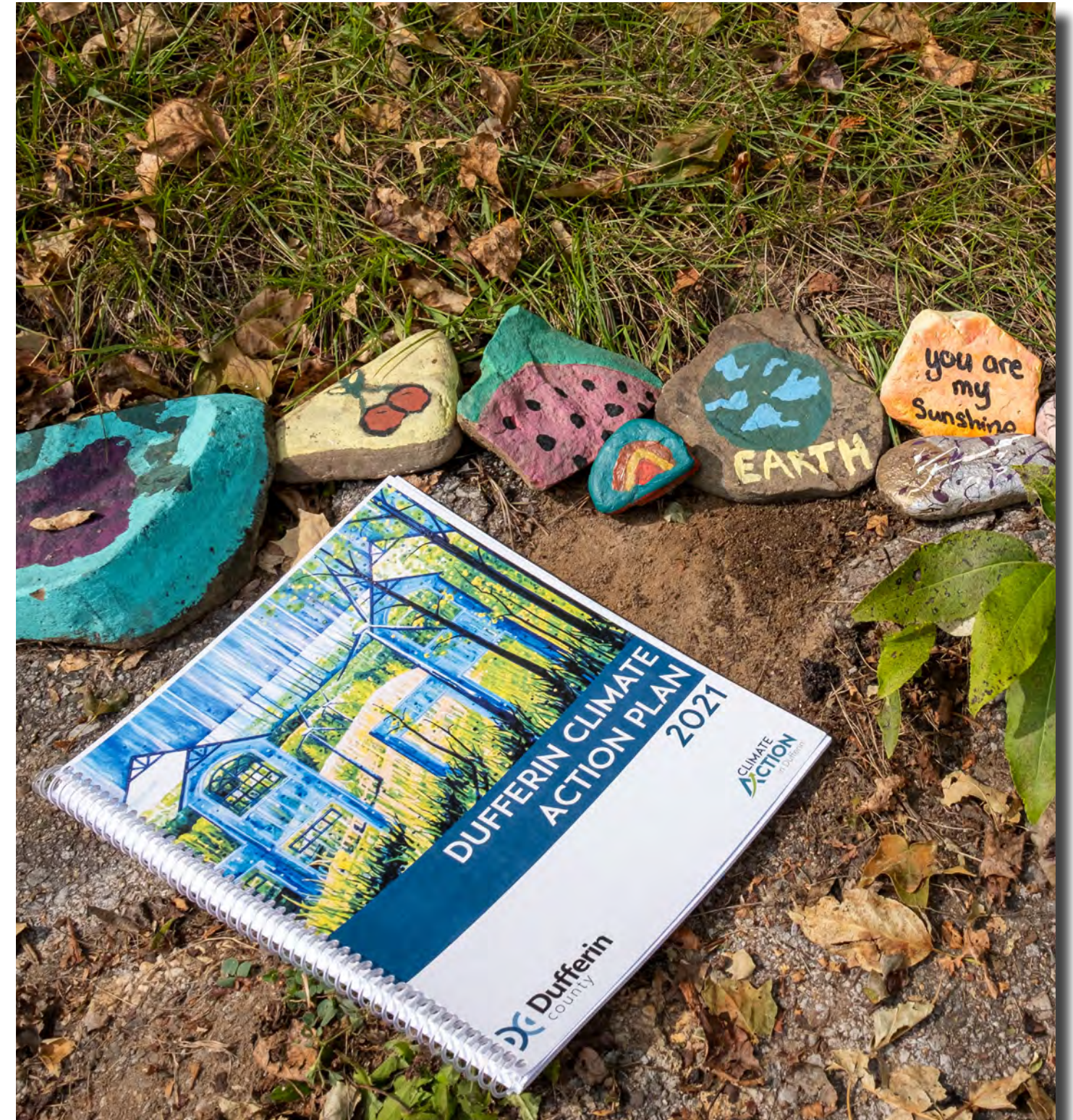
- Offset costs of County share of Net-Zero Pathways for Community Housing project \$175,000; feasibility study for vacant land \$50,000, corporate climate training for staff \$27,500; and \$50,000 to mitigate ongoing increases



## 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

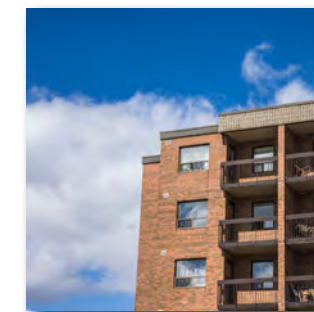
### ON THE HORIZON



**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 BUDGET	2024 BUDGET	2025 PLAN	2026 PLAN	2027 PLAN	DOLLAR CHANGE	%AGE CHANGE
<b>Revenues</b>							
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%
<b>Total Revenues</b>	<b>\$1,285</b>	<b>\$1,210</b>	<b>\$1,256</b>	<b>\$1,276</b>	<b>\$1,322</b>	<b>-\$75</b>	<b>-5.82%</b>
<b>Expenditures</b>							
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%
<b>Total Expenditures</b>	<b>\$1,870</b>	<b>\$1,870</b>	<b>\$1,746</b>	<b>\$1,769</b>	<b>\$1,663</b>	<b>\$0</b>	<b>-0.03%</b>
<b>Transfers</b>							
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%
<b>Total Transfers</b>	<b>-\$150</b>	<b>-\$262</b>	<b>-\$63</b>	<b>-\$76</b>	<b>-\$60</b>	<b>-\$112</b>	<b>74.78%</b>
<b>Total Operating Facilities</b>	<b>\$435</b>	<b>\$398</b>	<b>\$426</b>	<b>\$417</b>	<b>\$281</b>	<b>-\$38</b>	<b>-8.68%</b>
Capital Investment	\$290	\$290	\$290	\$345	\$395	\$0	0.00%
<b>Total Facilities</b>	<b>\$725</b>	<b>\$688</b>	<b>\$716</b>	<b>\$762</b>	<b>\$676</b>	<b>-\$38</b>	<b>-5.21%</b>

## 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
<b>Prior Year Carry Forward</b>		<b>\$707</b>		
<b>Opening Balance</b>	<b>\$1,796</b>	<b>\$1,222</b>	<b>\$1,309</b>	<b>\$927</b>
Contributions				
Government Transfers	\$12	\$0	\$0	\$0
Capital Levy	\$290	\$290	\$290	\$345
Other Revenue	\$860	\$1,000	\$0	\$0
<b>Total Contributions</b>	<b>\$1,162</b>	<b>\$1,290</b>	<b>\$290</b>	<b>\$345</b>
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
<b>Total Capital Work</b>	<b>\$1,736</b>	<b>\$1,910</b>	<b>\$672</b>	<b>\$542</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$1,222</b>	<b>\$1,309</b>	<b>\$927</b>	<b>\$731</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
<b>\$731</b>	<b>\$919</b>	<b>\$894</b>	<b>\$1,141</b>	<b>\$1,408</b>	<b>\$367</b>	<b>\$628</b>
\$0	\$0	\$0	\$0	\$100	\$30	\$0
\$395	\$400	\$425	\$430	\$430	\$460	\$460
\$0	\$80	\$60	\$0	\$0	\$0	\$0
<b>\$395</b>	<b>\$480</b>	<b>\$485</b>	<b>\$430</b>	<b>\$530</b>	<b>\$490</b>	<b>\$460</b>
\$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
<b>\$207</b>	<b>\$505</b>	<b>\$238</b>	<b>\$163</b>	<b>\$1,571</b>	<b>\$229</b>	<b>\$467</b>
<b>\$919</b>	<b>\$894</b>	<b>\$1,141</b>	<b>\$1,408</b>	<b>\$367</b>	<b>\$628</b>	<b>\$621</b>

## 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
Expenditures				
Asphalt Paving	\$250	\$412	\$313	-
Exterior Walkways	-	-	-	-
Land Improvements	\$250	\$412	\$313	-
Security	\$52	\$42	\$30	-
Exterior Walls (Masonry)	-	-	\$23	-
Roof Replacement	\$5	\$260	-	\$3
Windows	\$20	\$20	\$10	-
Flooring	\$50	\$15	\$80	\$8
HVAC	\$32	\$36	\$34	\$94
Building Automation	\$90	-	\$40	-
Exterior Painting	-	-	\$13	\$292
Electrical Upgrades	\$5	\$125	-	\$75
Exterior Lighting	-	-	-	-
Exterior Doors	\$12	-	-	-
Interior Upgrades	\$860	\$1,000	-	-
Buildings	\$1,126	\$1,498	\$229	\$472
Small Equipment	-	-	\$60	-
Elevators	\$300	-	-	-
Equipment & Machinery	\$300	-	\$60	-
Facilities Vehicles	\$60	-	\$70	\$70
Vehicles	\$60	-	\$70	\$70
Electric Charging Stations	-	-	-	-
Other	-	-	-	-
<b>Total Work Plan Summary</b>	<b>\$1,736</b>	<b>\$1,910</b>	<b>\$672</b>	<b>\$542</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	-	-	-	-	-	\$150
-	-	-	-	-	-	\$24
-	-	-	-	-	-	\$174
-	-	-	-	\$30	-	-
-	-	-	\$23	-	-	-
\$52	\$5	\$150	\$12	\$200	-	\$12
\$40	\$20	-	-	\$40	\$20	-
\$29	-	-	-	-	\$8	\$100
\$16	\$220	\$16	\$28	\$579	\$31	\$61
-	-	-	\$100	-	\$30	\$50
-	-	-	-	\$202	-	-
-	\$80	\$60	-	\$50	-	-
-	-	-	-	\$80	-	-
-	-	\$12	-	-	-	-
-	-	-	-	-	-	-
\$137	\$325	\$238	\$163	\$1,181	\$89	\$223
-	-	-	-	-	\$20	-
-	\$180	-	-	-	-	-
-	\$180	-	-	-	\$20	-
\$70	-	-	-	\$70	-	\$70
\$70	-	-	-	\$70	-	\$70
-	-	-	-	\$320	\$120	-
-	-	-	-	\$320	\$120	-
<b>\$207</b>	<b>\$505</b>	<b>\$238</b>	<b>\$163</b>	<b>\$1,571</b>	<b>\$229</b>	<b>\$467</b>

# 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><b>112</b> School Presentations with 2800+ Students Reached</p>	<p><b>3,130 TONNES</b> Of Green Bin Organics Collected Within Last Year</p>	<p><b>10,291 USERS</b> Of the Dufferin Waste App</p>	<p><b>23,734 STOPS</b> 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



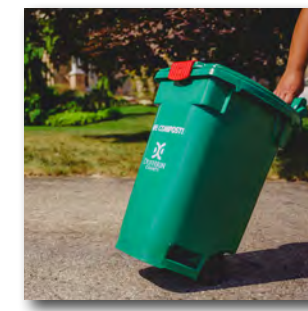
**Governance:** Improve the County’s internal and external communications

- 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
<b>Revenues</b>							
User Fees	\$85	\$85	\$85	\$85	\$85	\$0	0.00%
Other Revenue	\$834	\$76	\$76	\$64	\$64	-\$758	-90.89%
<b>Total Revenues</b>	<b>\$919</b>	<b>\$161</b>	<b>\$161</b>	<b>\$149</b>	<b>\$149</b>	<b>-\$758</b>	<b>-82.48%</b>
<b>Expenditures</b>							
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%
<b>Total Expenditures</b>	<b>\$6,107</b>	<b>\$5,718</b>	<b>\$5,967</b>	<b>\$5,977</b>	<b>\$6,280</b>	<b>-\$389</b>	<b>-6.37%</b>
<b>Transfers</b>							
Transfers from Reserves	-\$73	-\$301	-\$195	\$0	-\$60	-\$228	313.04%
DC Contribution	-\$19	-\$19	-\$19	-\$19	-\$19	\$0	0.00%
<b>Total Transfers</b>	<b>-\$92</b>	<b>-\$320</b>	<b>-\$214</b>	<b>-\$19</b>	<b>-\$79</b>	<b>-\$228</b>	<b>248.39%</b>
<b>Total Operating Waste</b>	<b>\$5,096</b>	<b>\$5,236</b>	<b>\$5,592</b>	<b>\$5,810</b>	<b>\$6,053</b>	<b>\$140</b>	<b>2.75%</b>
Capital Investment	\$10	\$12	\$15	\$17	\$20	\$3	26.32%
<b>Total Waste Services</b>	<b>\$5,106</b>	<b>\$5,248</b>	<b>\$5,607</b>	<b>\$5,827</b>	<b>\$6,073</b>	<b>\$143</b>	<b>2.80%</b>

## 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
<b>Prior Year Carry Forward</b>		\$9		
<b>Opening Balance</b>	\$31	\$40	\$21	\$36
Contributions				
Capital Levy	\$10	\$12	\$15	\$17
Transfers from Reserves	\$0	\$20	\$0	\$25
<b>Total Contributions</b>	\$10	\$32	\$15	\$42
Capital Work				
Buildings	\$0	\$0	\$0	\$0
Vehicles	\$0	\$60	\$0	\$60
<b>Total Capital Work</b>	\$0	\$60	\$0	\$60
<b>Ending Capital Asset Fund Balance</b>	\$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
<b>Total Work Plan Summary</b>	-	\$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><b>19 EVENTS</b> In the Forest, With Over 1,100 Attendees</p>	<p><b>\$165,815</b> Worth of Timber Sustainably Harvested in Fall 2023</p>	<p><b>14</b> 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
<b>Revenues</b>							
Other Revenue	\$57	\$57	\$57	\$57	\$57	\$0	0.00%
<b>Total Revenues</b>	<b>\$57</b>	<b>\$57</b>	<b>\$57</b>	<b>\$57</b>	<b>\$57</b>	<b>\$0</b>	<b>0.00%</b>
<b>Expenditures</b>							
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%
<b>Total Expenditures</b>	<b>\$311</b>	<b>\$364</b>	<b>\$351</b>	<b>\$355</b>	<b>\$369</b>	<b>\$53</b>	<b>17.10%</b>
<b>Transfers</b>							
Transfers from Reserves	-\$65	-\$49	-\$10	\$0	\$0	\$16	-24.57%
<b>Total Transfers</b>	<b>-\$65</b>	<b>-\$49</b>	<b>-\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16</b>	<b>-24.57%</b>
<b>Total Status Quo</b>	<b>\$189</b>	<b>\$259</b>	<b>\$285</b>	<b>\$299</b>	<b>\$313</b>	<b>\$69</b>	<b>36.50%</b>
<b>Additional Staffing Requirements</b>							
Recreation Officer	\$0	\$0	\$96	\$98	\$101	\$0	0.00%
<b>Total Additional Staffing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$96</b>	<b>\$98</b>	<b>\$101</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Operating County Forest</b>	<b>\$189</b>	<b>\$259</b>	<b>\$381</b>	<b>\$397</b>	<b>\$414</b>	<b>\$69</b>	<b>36.50%</b>
Capital Investment	\$12	\$15	\$15	\$15	\$15	\$3	25.00%
<b>Total County Forest</b>	<b>\$201</b>	<b>\$274</b>	<b>\$396</b>	<b>\$412</b>	<b>\$429</b>	<b>\$72</b>	<b>35.81%</b>

## 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
<b>Prior Year Carry Forward</b>		<b>-\$7</b>		
<b>Opening Balance</b>	<b>\$53</b>	<b>\$0</b>	<b>-\$7</b>	<b>\$3</b>
Contributions				
Capital Levy	\$12	\$15	\$15	\$15
Transfers from Reserves	\$16	\$0	\$0	\$0
<b>Total Contributions</b>	<b>\$28</b>	<b>\$15</b>	<b>\$15</b>	<b>\$15</b>
Capital Work				
Land Improvements	\$6	\$5	\$5	\$0
Equipment & Machinery	\$15	\$10	\$0	\$0
Vehicles	\$60	\$0	\$0	\$0
<b>Total Capital Work</b>	<b>\$81</b>	<b>\$15</b>	<b>\$5</b>	<b>\$0</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$0</b>	<b>-\$7</b>	<b>\$3</b>	<b>\$18</b>

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

# 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	-	-	-
<b>Total Work Plan Summary</b>	<b>\$81</b>	<b>\$15</b>	<b>\$5</b>	<b>-</b>

2027 PLAN	2028 PLAN	2029 PLAN	2030 PLAN	2031 PLAN	2032 PLAN	2033 PLAN
-	-	\$10	-	-	\$8	-
-	-	\$10	-	-	\$8	-
-	-	-	-	-	-	\$15
-	-	-	-	-	-	\$15
-	-	-	\$60	-	-	-
<b>-</b>	<b>-</b>	<b>\$10</b>	<b>\$60</b>	<b>-</b>	<b>\$8</b>	<b>\$15</b>

## 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

