



2025 BUDGET PACKAGE

INFRASTRUCTURE & ENVIRONMENTAL SERVICES COMMITTEE

2025 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
Todd Taylor (Chair)



Warden
Janet Horner



Councillor
Shane Hall



Councillor
Earl Hawkins



Councillor
James McLean



Councillor
Fred Nix



Councillor
Philip Rentsch



Councillor
Steve Soloman

CONTENTS

PUBLIC WORKS: AT A GLANCE	4
Public Works Department: Organizational Chart	6
Public Works Financial Plan	8
Public Works Capital Asset Fund	9
Public Works 20 Year Capital Plan	9
Public Works Work Plan Summary	10
Public Works Work Plan Summary - Roads	11
Public Works Work Plan Summary - Bridges and Culverts	12
OPERATIONS AND FLEET	14
Operations and Fleet Financial Plan	16
Operations and Fleet Capital Asset Fund	18
Operations and Fleet Work Plan Summary	19
ENGINEERING	20
Engineering Financial Plan	22
Engineering Capital Asset Fund	24
Engineering Work Plan Summary - Roads	26
Engineering Work Plan Summary - Bridges and Culverts	27
CLIMATE AND ENERGY	28
Climate and Energy Financial Plan	30
FACILITIES	32
Facilities Financial Plan	34
Facilities Capital Asset Fund	36
Facilities Work Plan Summary	37
WASTE SERVICES	38
Waste Services Financial Plan	40
Waste Services Capital Asset Fund	41
Waste Services Work Plan Summary	41
COUNTY FOREST	42
County Forest Financial Plan	44
County Forest Capital Asset Fund	45
County Forest Work Plan Summary	45



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

TRANSPORTATION: OPERATIONS & FLEET

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

TRANSPORTATION: ENGINEERING

The Public Works Engineering Division is responsible for planning and administering capital road, bridge and large structure projects 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.

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, the Division examines mitigation and adaptation strategies and delivers practical, impactful and responsible solutions. The Division fosters 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, although this section only speaks to facilities staff, the Courthouse, Edelbrock Centre, County-owned communication towers and EV charging stations.

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

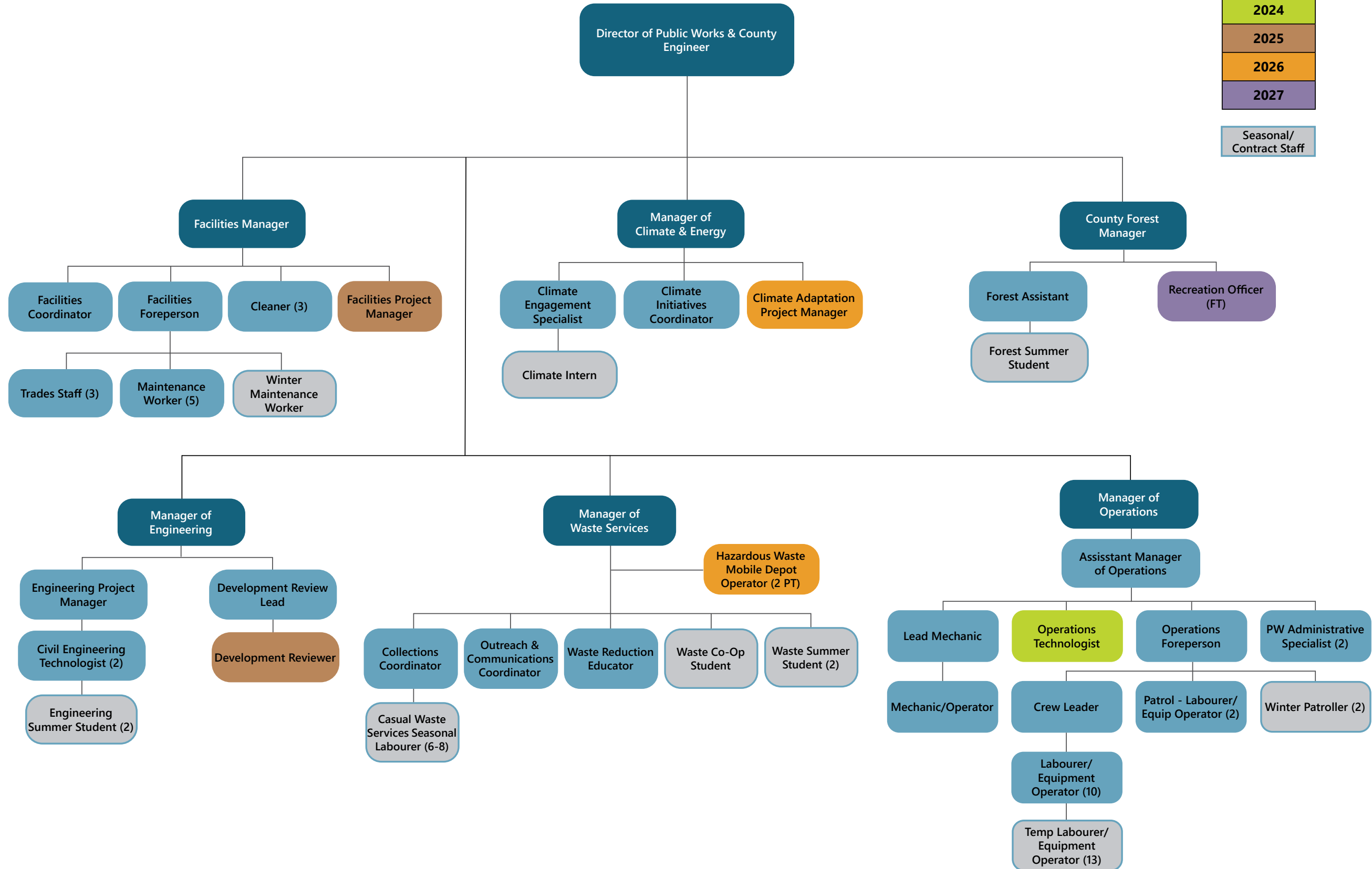
The County Forest Division is responsible for the management of all aspects (environmental, economic and social) of the County-owned forest properties. Broadly, this includes planning for and monitoring timber harvesting, monitoring and removing invasive species, installing and maintaining signs and 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
2024
2025
2026
2027
Seasonal/ Contract Staff



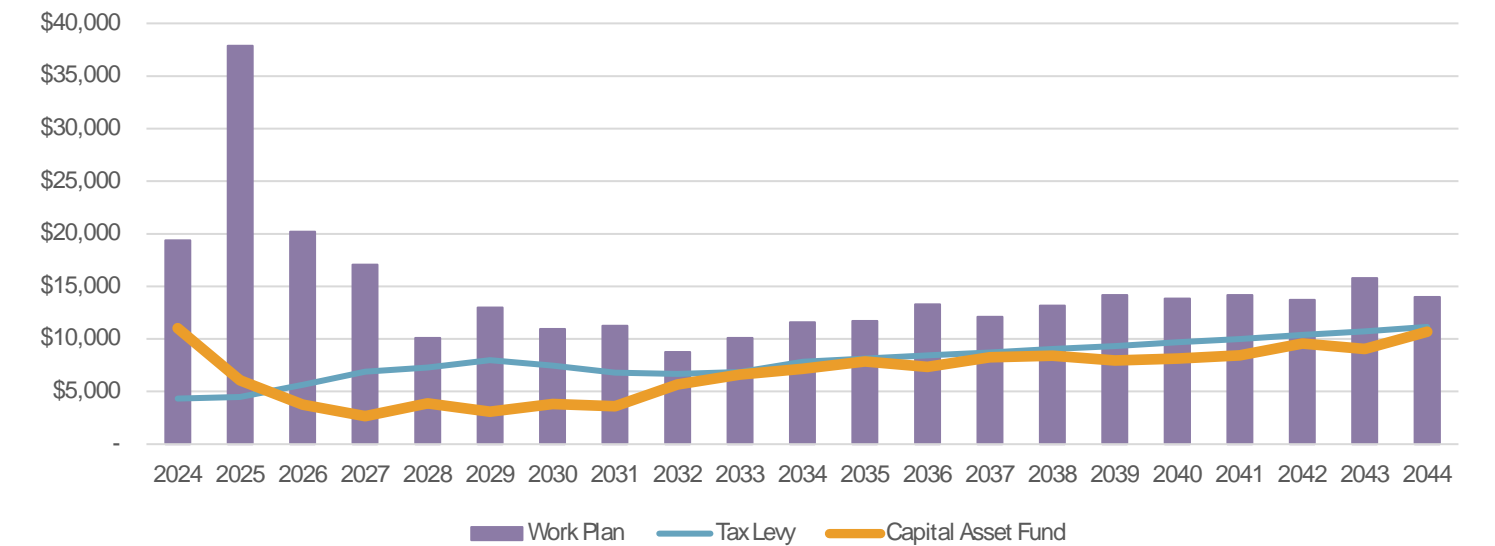
PUBLIC WORKS FINANCIAL PLAN

(in 000s)	2024	2025	2026	2027	2028	DOLLAR	%AGE
	BUDGET	BUDGET	PLAN	PLAN	PLAN	CHANGE	CHANGE
Revenues							
User Fees	\$105	\$105	\$105	\$105	\$105	\$0	0.00%
Rent Revenue	\$1,204	\$1,172	\$1,187	\$1,202	\$1,207	-\$32	-2.68%
Government Transfers	\$50	\$62	\$62	\$62	\$62	\$12	23.60%
Other Revenue	\$1,504	\$643	\$645	\$660	\$675	-\$861	-57.27%
Total Revenues	\$2,863	\$1,981	\$1,999	\$2,029	\$2,049	-\$882	-30.80%
Expenditures							
Salaries and Benefits	\$6,666	\$6,902	\$7,105	\$7,311	\$7,527	\$235	3.53%
Administrative and Office	\$1,795	\$1,003	\$932	\$974	\$1,099	-\$792	-44.10%
Debt Repayment	\$423	\$412	\$401	\$391	\$381	-\$11	-2.52%
Service Delivery	\$7,831	\$7,237	\$7,420	\$7,659	\$7,745	-\$594	-7.58%
IT and Communications	\$95	\$105	\$106	\$104	\$104	\$10	10.62%
Facilities	\$1,062	\$1,080	\$1,085	\$983	\$988	\$18	1.68%
Vehicles and Equipment	\$932	\$964	\$1,010	\$1,056	\$1,107	\$33	3.50%
Internal Services Recovered	-\$1,265	-\$1,239	-\$1,263	-\$1,260	-\$1,276	\$26	-2.07%
Total Expenditures	\$17,538	\$16,464	\$16,796	\$17,218	\$17,675	-\$1,074	-6.12%
Transfers							
Transfers from Reserves	-\$1,112	-\$257	-\$20	-\$43	-\$38	\$855	-76.88%
DC Contribution	-\$81	-\$70	-\$68	-\$67	-\$66	\$11	-13.92%
Transfers to Reserves	\$750	\$775	\$800	\$825	\$850	\$25	3.33%
Total Transfers	-\$443	\$448	\$712	\$715	\$747	\$891	-201.27%
Total Status Quo	\$14,232	\$14,931	\$15,509	\$15,904	\$16,372	\$699	4.91%
Additions							
Proposed Staffing Expense	\$0	\$225	\$375	\$531	\$597	\$225	100.00%
Proposed Staffing Revenue	\$0	\$0	-\$73	-\$32	\$0	\$0	0.00%
Previously Committed Expense	\$0	\$2,242	\$2,963	\$3,772	\$3,077	\$2,242	100.00%
Previously Committed Revenue	\$0	-\$2,195	-\$2,900	-\$3,645	-\$2,885	-\$2,195	100.00%
New to 2025 Expense	\$0	\$764	\$1,138	\$1,976	\$2,130	\$764	100.00%
New to 2025 Revenue	\$0	-\$760	-\$600	-\$550	-\$500	-\$760	100.00%
Total Additions	\$0	\$275	\$902	\$2,053	\$2,419	\$275	100.00%
Total Operating IES	\$14,232	\$15,206	\$16,411	\$17,957	\$18,791	\$974	6.85%
Capital Investment	\$4,318	\$4,474	\$5,644	\$6,901	\$7,269	\$155	3.59%
Total Infrastructure & Enviro	\$18,550	\$19,680	\$22,055	\$24,858	\$26,060	\$1,130	6.09%

PUBLIC WORKS CAPITAL ASSET FUND

	2024	2025	2026	2027	2028
	BUDGET	BUDGET	PLAN	PLAN	PLAN
Prior Year Carry Forward		\$3,080			
Opening Balance	\$13,163	\$7,952	\$6,058	\$3,747	\$2,656
Contributions					
Government Transfers	\$2,702	\$2,905	\$2,795	\$2,788	\$2,708
Capital Levy	\$4,318	\$4,474	\$5,644	\$6,901	\$7,269
Other Revenue	\$2,975	\$2,038	\$900	\$5,960	\$1,010
Debt Financing	\$3,000	\$22,050	\$8,070	\$0	\$0
Transfers from Reserves	\$811	\$900	\$25	\$0	\$0
DC Contribution	\$370	\$552	\$458	\$318	\$320
Total Contributions	\$14,176	\$32,917	\$17,892	\$15,966	\$11,306
Capital Work					
Land Improvements	\$1,072	\$1,137	\$700	\$375	\$375
Buildings	\$2,338	\$1,956	\$3,309	\$1,280	\$431
Equipment & Machinery	\$129	\$459	\$149	\$375	\$838
Vehicles	\$837	\$1,310	\$1,190	\$1,090	\$620
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
New Capital Investments	\$3,500	\$21,875	\$6,250	\$0	\$0
Total Capital Work	\$19,387	\$37,891	\$20,203	\$17,058	\$10,098
Ending Capital Asset Fund Balance	\$7,952	\$6,058	\$3,747	\$2,656	\$3,864

PUBLIC WORKS 20 YEAR CAPITAL PLAN



PUBLIC WORKS WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$417	\$732	\$300	\$0	\$0
Trails Development	\$250	\$25	\$0	\$0	\$0
Fencing, Gates, Structures	\$30	\$5	\$25	\$0	\$0
Living Snow Fence	\$25	\$25	\$25	\$25	\$25
Guiderails	\$100	\$100	\$100	\$100	\$100
Wayfinding Signs	\$200	\$200	\$200	\$200	\$200
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50	\$50
Land Improvements	\$1,072	\$1,137	\$700	\$375	\$375
Building Automation	\$0	\$40	\$0	\$0	\$0
Security	\$42	\$0	\$120	\$0	\$0
Electrical	\$575	\$650	\$550	\$8	\$175
HVAC	\$56	\$98	\$506	\$46	\$28
Bathrooms	\$25	\$0	\$0	\$0	\$0
Kitchen Retrofits	\$25	\$0	\$0	\$0	\$0
Flooring	\$15	\$0	\$88	\$29	\$35
Interior Upgrades	\$1,000	\$170	\$240	\$0	\$158
Windows	\$20	\$110	\$0	\$40	\$0
Roof	\$550	\$0	\$3	\$182	\$5
Exterior Walls	\$5	\$75	\$23	\$975	\$5
Exterior Doors	\$0	\$0	\$0	\$0	\$10
Garage Doors	\$0	\$0	\$0	\$0	\$15
Exterior Painting	\$0	\$13	\$190	\$0	\$0
Sand/Salt Domes	\$25	\$800	\$2,070	\$0	\$0
Buildings	\$2,338	\$1,956	\$3,309	\$1,280	\$431
Engineering Equipment	\$49	\$49	\$49	\$0	\$8,000
Tractor, Blower, Sweeper, Mower	\$0	\$0	\$40	\$0	\$320
Loader	\$0	\$400	\$0	\$0	\$0
Excavator	\$0	\$0	\$0	\$0	\$330
Backhoe	\$0	\$0	\$0	\$165	\$0
Road Widener	\$0	\$0	\$0	\$0	\$0
ATVs and Trailers	\$20	\$0	\$0	\$0	\$0
Small Equipment	\$60	\$10	\$60	\$205	\$0
Elevators	\$0	\$0	\$0	\$5	\$180
Equipment & Machinery	\$129	\$459	\$149	\$375	\$838
Tandem Truck (Snow Plow)	\$430	\$880	\$500	\$900	\$450
Grader	\$0	\$0	\$500	\$0	\$0
Trucks and Vans	\$407	\$430	\$190	\$190	\$170
Vehicles	\$837	\$1,310	\$1,190	\$1,090	\$620
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485

PUBLIC WORKS WORK PLAN SUMMARY CONT.

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
Electric Charging Stations	\$0	\$625	\$0	\$0	\$0
Edelbrock Interior Upgrades	\$0	\$750	\$6,250	\$0	\$0
New Operations Centre	\$3,500	\$20,500	\$0	\$0	\$0
New Capital Investments	\$3,500	\$21,875	\$6,250	\$0	\$0
Total Work Plan Summary	\$19,387	\$37,891	\$20,203	\$17,058	\$10,098

PUBLIC WORKS WORK PLAN SUMMARY - ROADS

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Future Year Design	\$100	\$100	\$100	\$100	\$100
Pre-Engineering Investigations	\$50	\$75	\$100	\$100	\$100
Pavement Preservation	\$250	\$141	\$109	\$79	\$78
Resurface Dufferin Rd 109	\$250	\$0	\$0	\$0	\$0
Resurface Dufferin Rd 124	\$4,000	\$0	\$0	\$0	\$0
Dufferin Rd 18 culvert	\$90	\$0	\$0	\$0	\$0
Orangeville West EA	\$66	\$0	\$0	\$0	\$0
2nd Line Temporary Intersection	\$650	\$0	\$0	\$0	\$0
CR 109 Wellington	\$120	\$0	\$0	\$0	\$0
Dufferin Rd 124	\$150	\$0	\$0	\$0	\$0
Dufferin Rd 21	\$705	\$0	\$0	\$0	\$0
Environmental Assessment DR109 SAR	\$600	\$600	\$0	\$0	\$0
Dufferin Rd 109 & 2nd Line Int	\$1,050	\$1,050	\$0	\$6,600	\$0
Resurface Dufferin Rd 25	\$0	\$6,500	\$0	\$0	\$0
Detailed Design DR109 SAR	\$0	\$75	\$6,800	\$0	\$0
Resurface Dufferin Rd 3	\$0	\$0	\$0	\$1,515	\$0
Recon Dufferin Rd 3	\$0	\$0	\$0	\$365	\$0
Resurface Dufferin Rd 24	\$0	\$0	\$0	\$1,924	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$75	\$0
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$55	\$0
Resurface Dufferin Rd 25	\$0	\$0	\$0	\$1,448	\$0
Resurface Dufferin Rd 109	\$0	\$0	\$0	\$254	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$0	\$3,056
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$0	\$3,151
Total Roads Work Plan	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485

PUBLIC WORKS WORK PLAN SUMMARY - BRIDGES AND CULVERTS

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Small Structure Replacements	\$50	\$50	\$50	\$50	\$50
Future Year Structure Design & Approvals	\$0	\$132	\$126	\$117	\$128
004-0901-Rehab	\$320	\$0	\$0	\$0	\$0
004-0142-Rehab	\$326	\$0	\$0	\$0	\$0
030-0318-Nottawasaga Rehab	\$967	\$0	\$0	\$0	\$0
518638XC-Hydraulic Study	\$4	\$0	\$0	\$0	\$0
004-0007-Walkers Creek Culvert Rehab	\$1,521	\$0	\$0	\$0	\$0
004-0185-Hydraulic Study and Rehab	\$33	\$0	\$0	\$0	\$0
516222CUL-Rehab	\$38	\$0	\$0	\$0	\$0
004-2507 & 004-2508 Culverts	\$50	\$0	\$0	\$0	\$0
004-0904-Rehab	\$28	\$430	\$0	\$0	\$0
518638XC-Rehab	\$29	\$380	\$0	\$0	\$0
004-0911-Rehab	\$30	\$640	\$0	\$0	\$0
308250XC-Rehab	\$35	\$930	\$0	\$0	\$0
004-0912-Install invert liner	\$0	\$46	\$454	\$0	\$0
203304CUL-Rehab	\$0	\$6	\$74	\$0	\$0
004-0901-Rehab	\$0	\$0	\$178	\$0	\$0
393002CUL-Hydraulic Study	\$0	\$0	\$20	\$0	\$0
517326XC-Rehab and install guide rail	\$0	\$0	\$239	\$0	\$0
004-0910- Hydraulic study	\$0	\$0	\$20	\$0	\$0
064018XC (Formerly 065146) guide rail	\$0	\$0	\$124	\$0	\$0
999-9995-Install guide rail	\$0	\$0	\$134	\$0	\$0
004-0041-Rehab	\$0	\$0	\$59	\$621	\$0
936282CUL-Rehab	\$0	\$0	\$18	\$193	\$0
999-9994-Install guide rail	\$0	\$0	\$0	\$135	\$0
937126CUL-Install guide rail	\$0	\$0	\$0	\$134	\$0
004-0908-Rehab and replace	\$0	\$0	\$0	\$173	\$0
393002CUL-Replace	\$0	\$0	\$0	\$0	\$35
004-0900-Replace and install guide rail	\$0	\$0	\$0	\$0	\$504
004-0040-Rehab	\$0	\$0	\$0	\$0	\$49
004-0138-Rehab	\$0	\$0	\$0	\$0	\$124
004-0915-Replace	\$0	\$0	\$0	\$0	\$460
Total Bridges & Culverts Work Plan	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350



OPERATIONS AND FLEET



DIVISIONAL LEAD

Bruce Hilborn, Manager of Operations & Fleet

Operations and Fleet consists of a total of 21 full-time positions and 14 part-time winter seasonal positions.

AT A GLANCE

316 KILOMETERS Of Roadway Maintained	152 Winter Road Patrols Performed	44 Summer Road Patrols Performed
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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 - KEY INITIATIVES



Climate & Environment

- Perform thermal mapping of the road network to identify areas that require specialized maintenance while providing insights to optimize material usage, thereby minimizing ecological impacts (\$35,000)
- Improve fleet utilization and efficiency by advancing vehicle electrification, right-sizing, and implementing supportive policies including vehicle share



Governance:

- Utilize road safety management software to enable data-driven decision-making, help reduce future collisions, and promote public safety through efficient traffic management and policy enforcement (\$20,000 for annual fees, software purchased ahead of budget late 2024)
- Complete Phase 2 – detailed design for New Operations Centre Project set to reduce winter event response times and associated risk through improved level of service
- Road name signage replacements to help reduce naming inconsistencies



CHALLENGES

- Staffing Shortages and Workforce Development: An aging workforce, combined with fewer young workers, creates knowledge gaps and operational inefficiencies. Training new workers while ensuring continuity of service is increasingly difficult
- Sustainability and Climate Change Adaptation: Managing extreme weather events, increasing energy efficiency, and implementing sustainable practices. Balancing these items with everyday operations, while managing the costs of transitioning to greener technologies
- Road Safety and Consistency: Maintaining road safety and ensuring consistent implementation of safety measures across all areas is essential but often very complex

OPERATIONS AND FLEET FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$16	\$16	\$16	\$16	\$16	\$0	0.00%
Government Transfers	\$50	\$60	\$60	\$60	\$60	\$10	20.00%
Other Revenue	\$244	\$70	\$70	\$70	\$70	-\$174	-71.34%
Total Revenues	\$310	\$146	\$146	\$146	\$146	-\$164	-52.94%
Expenditures							
Salaries and Benefits	\$2,991	\$2,973	\$3,063	\$3,154	\$3,248	-\$18	-0.59%
Administrative and Office	\$40	\$70	\$75	\$75	\$75	\$30	75.94%
Service Delivery	\$2,189	\$2,235	\$2,304	\$2,312	\$2,225	\$46	2.08%
IT and Communications	\$12	\$24	\$24	\$24	\$25	\$12	97.62%
Facilities	\$146	\$149	\$154	\$158	\$162	\$3	2.26%
Vehicles and Equipment	\$793	\$835	\$878	\$920	\$964	\$42	5.23%
Total Expenditures	\$6,171	\$6,286	\$6,498	\$6,644	\$6,699	\$115	1.86%
Transfers							
Transfers from Reserves	-\$44	\$0	\$0	\$0	\$0	\$44	-100.0%
Transfers to Reserves	\$750	\$775	\$800	\$825	\$850	\$25	3.33%
Total Transfers	\$706	\$775	\$800	\$825	\$850	\$69	9.73%
Total Status Quo	\$6,567	\$6,915	\$7,152	\$7,323	\$7,403	\$348	5.30%
Additions							
Previously Committed Expense	\$0	\$65	\$31	\$32	\$33	\$65	100.00%
Previously Committed Revenue	\$0	-\$35	\$0	\$0	\$0	-\$35	100.00%
New to 2025 Expense	\$0	\$79	\$509	\$1,364	\$1,392	\$79	100.00%
New to 2025 Revenue	\$0	-\$60	\$0	-\$400	-\$400	-\$60	100.00%
Total Additions	\$0	\$49	\$540	\$996	\$1,025	\$49	100.00%
Total Operating Operations	\$6,567	\$6,963	\$7,691	\$8,319	\$8,427	\$396	6.04%
Capital Investment	\$252	\$234	\$234	\$334	\$384	-\$18	-7.10%
Total Operations and Fleet	\$6,819	\$7,198	\$7,925	\$8,653	\$8,811	\$378	5.55%

2025 BUDGET HIGHLIGHTS

REVENUES

GOVERNMENT TRANSFERS

- Increase in winter maintenance revenues to better reflect actual \$10,000

OTHER REVENUE

- Reduction in staff time spent on capital projects \$174,000

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Consulting fees include road safety reviews/audits \$20,000
- Increase in training to support ongoing learning of staff to \$18,850

SERVICE DELIVERY

- Service and rental contracts and materials for bridges and culverts \$99,500, roadside maintenance \$79,100, hardtop and loosetop maintenance \$226,000, safety systems \$680,500 which include line painting, hydro for lights and guiderail repair, and winter control \$1,128,500

IT AND COMMUNICATIONS

- Shifted annual fee for Municipal 511 permit software from service delivery to software fees

TRANSFERS

- Transfers from reserve include \$60,000 for the guiderail study

ADDITIONS

PREVIOUSLY COMMITTED

- Thermal road network mapping involves using temperature data from sensors and satellite imagery to assess road conditions which will identify hot or cold spots in the road network, resulting in the ability to optimize infrastructure management for safety and efficiency, \$35,000, to be funded by Rate Stabilization Reserve
- Fleet booking software enables users to reserve, manage, and track vehicles in a shared fleet, streamlining vehicle access and optimizing fleet utilization, annual fees \$10,000
- Road safety management software enables data-driven decision-making, helps to reduce future collisions, and promotes public safety through efficient traffic management and policy enforcement, implementation costs and annual fees \$20,000

NEW TO 2025

- Guiderail inspection study will be used to ensure that safety barriers are properly maintained, identify areas in need of repair or improvement, and prioritize resources to mitigate risks and protect road users, \$60,000, to be funded by Rate Stabilization Reserve
- Road patrol software is necessary for summer and winter patrolling as it helps track and manage maintenance activities, ensuring timely responses to weather-related road conditions, optimizing resource allocation for safety, and enabling compliance with the MMS O.Reg. 239/02, annual fee \$18,500



OPERATIONS AND FLEET CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,077			
Opening Balance	\$4,663	\$3,239	\$2,706	\$1,789	\$1,361
Contributions					
Capital Levy	\$252	\$234	\$234	\$334	\$384
Other Revenue	\$800	\$925	\$900	\$1,010	\$1,010
Debt Financing	\$3,000	\$21,300	\$2,070	\$0	\$0
Total Contributions	\$4,052	\$22,459	\$3,204	\$1,344	\$1,394
Capital Work					
Land Improvements	\$655	\$400	\$700	\$375	\$375
Buildings	\$550	\$1,650	\$2,272	\$8	\$5
Equipment & Machinery	\$114	\$459	\$89	\$370	\$658
Vehicles	\$657	\$1,060	\$1,060	\$1,020	\$620
New Capital Investments	\$3,500	\$20,500	\$0	\$0	\$0
Total Capital Work	\$5,476	\$24,069	\$4,121	\$1,773	\$1,658
Ending Capital Asset Fund Balance	\$3,239	\$2,706	\$1,789	\$1,361	\$1,097

2025 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

OTHER REVENUE

- Includes \$150,000 for sale of older equipment, \$725,000 from operating which is tied to equipment usage and future replacement of equipment

DEBT FINANCING

- Debt financing will be required for the new operations centre, it should be noted that the future debenture costs for the building will be offset by development charges

TRANSFERS FROM RESERVES

- Reserve for Primrose Capital Upgrades to offset costs of renovations required at Primrose operations centre

CAPITAL WORK

LAND IMPROVEMENTS

- Ongoing capital replacement of guiderails and intersection lighting \$150,000; update to County welcome signs of \$1,000,000 to be spread over five years

BUILDINGS

- Extensive electrical work required to allow future charging of electric vehicles \$625,000; interior upgrades includes updates to kitchen, washrooms and storage space \$170,000; design work for replacement of sand/salt domes \$800,000

EQUIPMENT AND MACHINERY

- Includes replacement of GPS and data collector \$49,000 carried over from 2024; replacement of loader \$400,000

2025 CAPITAL HIGHLIGHTS CONTINUED

NEW CAPITAL INVESTMENTS

- Purchase of land and construction of new southern operations centre, costs are estimates only and will be further refined as project progresses

OPERATIONS AND FLEET WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$5	\$0	\$300	\$0	\$0
Trails Development	\$250	\$25	\$0	\$0	\$0
Fencing and Structures	\$25	\$0	\$25	\$0	\$0
Living Snow Fence	\$25	\$25	\$25	\$25	\$25
Guiderails	\$100	\$100	\$100	\$100	\$100
Welcome Signs	\$200	\$200	\$200	\$200	\$200
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50	\$50
Land Improvements	\$655	\$400	\$700	\$375	\$375
Security	\$0	\$0	\$40	\$0	\$0
Electrical	\$450	\$625	\$125	\$8	\$0
HVAC	\$20	\$55	\$37	\$0	\$0
Bathrooms	\$25	\$0	\$0	\$0	\$0
Kitchen Retrofits	\$25	\$0	\$0	\$0	\$0
Interior Upgrades	\$0	\$170	\$0	\$0	\$0
Exterior Walls	\$5	\$0	\$0	\$0	\$5
Sand/Salt Domes	\$25	\$800	\$2,070	\$0	\$0
Buildings	\$550	\$1,650	\$2,272	\$8	\$5
Engineering Equipment	\$49	\$49	\$49	\$0	\$8
Tractor, Blower, Sweeper, Mower	\$0	\$0	\$40	\$0	\$320
Loader	\$0	\$400	\$0	\$0	\$0
Excavator	\$0	\$0	\$0	\$0	\$330
Backhoe	\$0	\$0	\$0	\$165	\$0
Trailer	\$5	\$0	\$0	\$0	\$0
Small Equipment	\$60	\$10	\$0	\$205	\$0
Equipment & Machinery	\$114	\$459	\$89	\$370	\$658
Tandem Truck	\$430	\$880	\$500	\$900	\$450
Pickups	\$120	\$180	\$60	\$120	\$60
Grader	\$0	\$0	\$500	\$0	\$0
One Tonne Pick Up	\$107	\$0	\$0	\$0	\$110
Vehicles	\$657	\$1,060	\$1,060	\$1,020	\$620
New Operations Centre	\$3,500	\$20,500	\$0	\$0	\$0
New Capital Investments	\$3,500	\$20,500	\$0	\$0	\$0
Total Work Plan Summary	\$5,476	\$24,069	\$4,121	\$1,773	\$1,658

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

13.7 KMS Of Road Reconstruction and Paving	1 Large Bridge Structure and 1 Large Box Culvert Rehabilitations	2 Collaborations with Simcoe County to Replace and Rehabilitate 2 Bridge Structures	93 Road Occupancy Permits and 14 Entrance Permits and Opinions Issued
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KEY FUNCTIONS

- Asset management including budgeting, project planning, design and contract administration in support of the County's transportation network and 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 and planning applications including site plan applications, severance applications, zoning amendments
- Utility locates for Dufferin County-owned buried infrastructure



SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Climate:

- Road Resilience Report to incorporate climate resilient solutions and technologies when planning Capital infrastructure projects
- Support the reduction of greenhouse gas emissions through the expansion of the County's active transportation network. This includes proposing new separated bike lanes on Dufferin Road 25, from Dufferin County Road 10 to Hwy 89 as part of the 2025 Capital budget



Economy:

- Prioritize Broadband municipal consent applications



Governance:

- Implement recommendations of the Road Rationalization Study
- Develop engineering design standards and terms of reference for developers
- Secure third-party design and contract administration services to execute Dufferin Road 109 and 2nd Line intersection reconstruction. Work is primarily developer funded.
- Complete Environmental Assessment (EA) in support of the Dufferin Road 109 (SAR) capacity analysis and corresponding expansion



Equity:

- Enhance multi-mode and active transportation within the community through Capital infrastructure planning



CHALLENGES

- Balancing the need to replace aging infrastructure and limited funds
- Developing and funding climate resilient infrastructure best practices
- Challenges meeting planning timelines due to increased volume of applications received and limited staff capacity

ENGINEERING FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$4	\$4	\$4	\$4	\$4	\$0	0.00%
Other Revenue	\$446	\$425	\$440	\$455	\$470	-\$21	-4.75%
Total Revenues	\$450	\$429	\$444	\$459	\$474	-\$21	-4.71%
Expenditures							
Salaries and Benefits	\$802	\$910	\$937	\$965	\$993	\$108	13.48%
Administrative and Office	\$688	\$587	\$523	\$533	\$654	-\$101	-14.67%
Service Delivery	\$139	\$79	\$89	\$99	\$109	-\$61	-43.65%
IT and Communications	\$48	\$36	\$37	\$35	\$35	-\$12	-24.75%
Facilities	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Vehicles and Equipment	\$14	\$13	\$13	\$14	\$14	-\$1	-9.20%
Total Expenditures	\$1,693	\$1,626	\$1,600	\$1,646	\$1,806	-\$67	-3.95%
Transfers							
Transfers from Reserves	-\$215	-\$130	\$0	\$0	\$0	\$85	-39.53%
Total Transfers	-\$215	-\$130	\$0	\$0	\$0	\$85	-39.53%
Total Status Quo	\$1,027	\$1,067	\$1,156	\$1,187	\$1,332	\$39	3.83%
Additions							
Proposed Staffing Expense	\$0	\$113	\$131	\$135	\$139	\$113	100.00%
Previously Committed Expense	\$0	\$23	\$82	\$83	\$85	\$23	100.00%
Previously Committed Revenue	\$0	-\$10	-\$60	-\$30	\$0	-\$10	100.00%
New to 2025 Expense	\$0	\$65	\$0	\$0	\$0	\$65	100.00%
New to 2025 Revenue	\$0	-\$175	-\$100	-\$100	-\$100	-\$175	100.00%
Total Additions	\$0	\$16	\$53	\$89	\$124	\$16	100.00%
Total Operating Engineering	\$1,027	\$1,083	\$1,209	\$1,276	\$1,456	\$56	5.41%
Capital Investment	\$3,749	\$3,762	\$4,681	\$5,487	\$5,556	\$12	0.32%
Total Engineering	\$4,777	\$4,845	\$5,890	\$6,763	\$7,011	\$68	1.42%

2025 BUDGET HIGHLIGHTS

REVENUES

OTHER REVENUE

- Includes transfer to capital for staff time spent on capital projects, which has been lowered to better reflect actual to \$300,000

EXPENDITURES

SALARIES AND BENEFITS

- Full year of new position added in June of 2024 plus regular increases for existing staff

ADMINISTRATIVE AND OFFICE

- Includes one time legal fees and consulting work associated with finalizing road rationalization study of \$65,000, \$75,000 carry over for climate risk assessment

VEHICLES AND EQUIPMENT

- Small savings in vehicle related costs as transition to electric vehicles \$1,800

TRANSFERS

- Transfer from Rate Stabilization Reserve to offset costs associated with roads rationalization study \$65,000 and climate risk assessment, \$75,000

ADDITIONS



PROPOSED 2025 ADDITIONAL POSITION

DEVELOPMENT REVIEWER - ENGINEERING

The Engineering Development Reviewer will position the County to provide improved engineering comment response times, and quality of response, to several forms of development applications. In addition to enabling a timelier and enhanced quality response, this new position will also work to develop standards and guidelines for applicants to improve their approval experience. Without this position, review will continue to lag and negatively impact the overall experience of those wishing to proceed with projects that require municipal approval. In addition, staff will continue the struggle of balancing competing areas of work with core responsibilities related to infrastructure management.

FINANCIAL IMPACTS

The additional cost for this position in 2025 is \$98,830 for salary and benefits, plus an additional \$14,050 in support costs for year one and \$11,550 thereafter (training, laptop, etc.). The annualized cost is \$119,510. Cost is offset by revenue from new fees for application review estimated at \$100,000

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

PREVIOUSLY COMMITTED

- As part of the ongoing digital modernization project, new asset and maintenance management software programs will be implemented in 2025 to allow for better data management and reporting. Annual fees are for part of the year only and will be offset by reserves over several years to phase in the impact on the tax levy. Annual fees are approximately \$80,000 with net cost for 2025 of \$13,360

NEW TO 2025

- Engineering/planning review fees anticipated through updates to the Fee By-law. Revenue will be used to fund staff time related to application review, \$100,000
- Second phase of climate risk assessment, \$65,000 to be funded from Rate Stabilization Reserve

ENGINEERING CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,180			
Opening Balance	\$6,311	\$3,587	\$2,218	\$1,547	\$1,152
Contributions					
Government Transfers	\$2,702	\$2,905	\$2,795	\$2,788	\$2,708
Capital Levy	\$3,749	\$3,762	\$4,681	\$5,487	\$5,556
Other Revenue	\$1,175	\$788	\$0	\$4,950	\$0
Transfers from Reserves	\$791	\$600	\$0	\$0	\$0
DC Contribution	\$370	\$552	\$458	\$318	\$320
Total Contributions	\$8,787	\$8,605	\$7,934	\$13,543	\$8,583
Capital Work					
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
Total Capital Work	\$11,511	\$11,155	\$8,605	\$13,938	\$7,834
Ending Capital Asset Fund Balance	\$3,587	\$2,218	\$1,547	\$1,152	\$1,901

2025 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

GOVERNMENT CONTRIBUTIONS

- Includes Canada Community-Building Fund, \$2,169,925, and Ontario Community Infrastructure Fund, \$734,760

OTHER REVENUE

- Contributions from developers for Second Line and Dufferin Road 109 realignment

TRANSFERS FROM RESERVES

- Transfer from Rate Stabilization Reserve to offset costs of Environmental Assessment for Dufferin Road 109

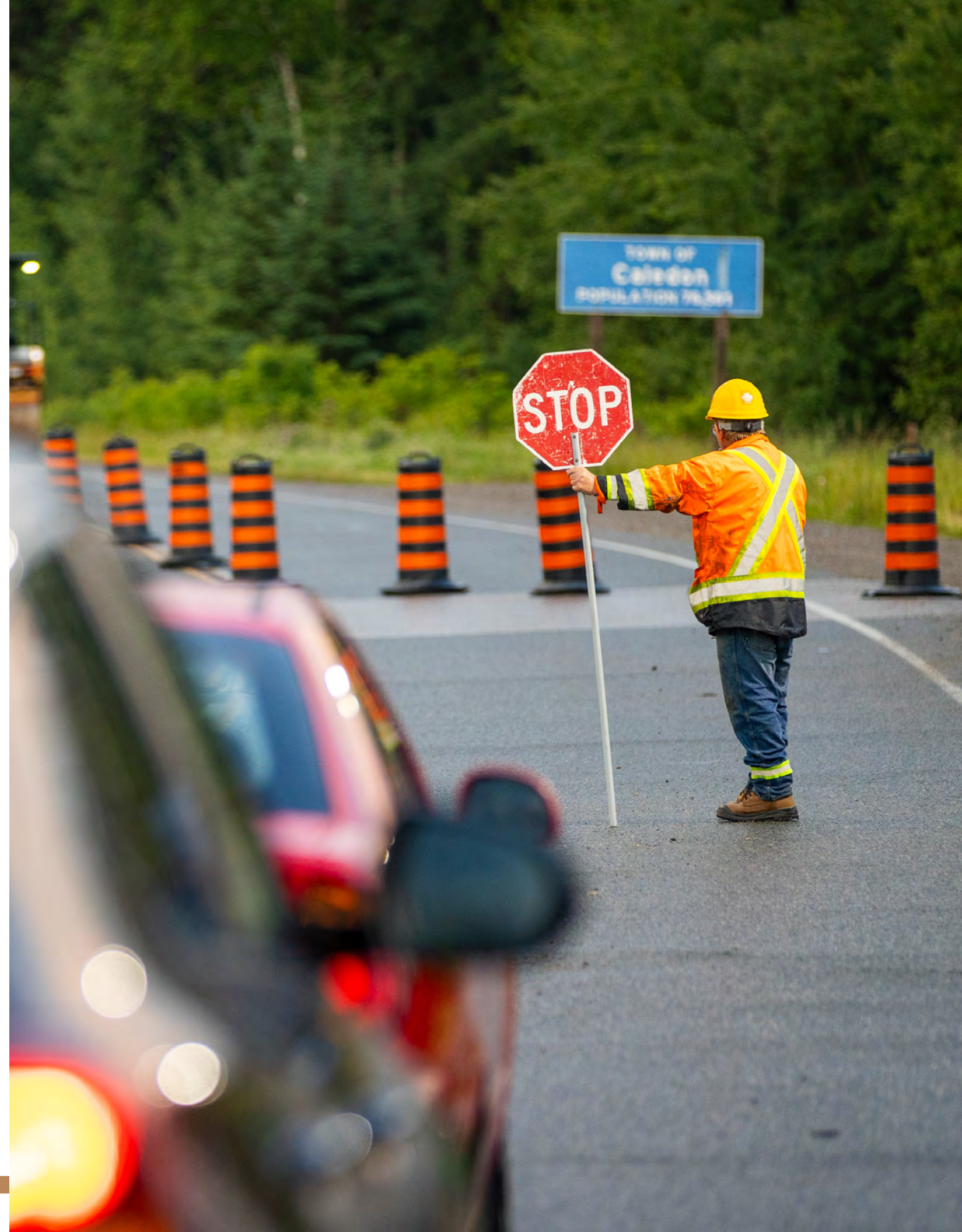
CAPITAL WORK

ROADS

- Carryover of Environmental Assessment for Dufferin Road 109, \$600,000, to be funded from reserves as actual cost is still to be determined; design and investigative work for Second Line and Dufferin Road 109 realignment \$1,050,000; design and investigative work for 2026 work on Dufferin Road 109; resurfacing of 13.7 km of Dufferin Road 25 at a cost of \$6,500,000

STRUCTURES

- Work on structures includes rehabilitation of four culverts at a cost of \$2,380,000; future year design work of \$132,000 and small structure repairs of \$102,000



ENGINEERING WORK PLAN SUMMARY - ROADS

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Future Year Design	\$100	\$100	\$100	\$100	\$100
Pre-Engineering Investigations	\$50	\$75	\$100	\$100	\$100
Pavement Preservation	\$250	\$141	\$109	\$79	\$78
Resurface Dufferin Rd 109	\$250	\$0	\$0	\$0	\$0
Resurface Dufferin Rd 124	\$4,000	\$0	\$0	\$0	\$0
Dufferin Rd 18 culvert	\$90	\$0	\$0	\$0	\$0
Orangeville West EA	\$66	\$0	\$0	\$0	\$0
2nd Line Temporary Intersection	\$650	\$0	\$0	\$0	\$0
CR 109 Wellington	\$120	\$0	\$0	\$0	\$0
Dufferin Rd 124	\$150	\$0	\$0	\$0	\$0
Dufferin Rd 21	\$705	\$0	\$0	\$0	\$0
Environmental Assessment DR109 SAR	\$600	\$600	\$0	\$0	\$0
Dufferin Rd 109 & 2nd Line Int	\$1,050	\$1,050	\$0	\$6,600	\$0
Resurface Dufferin Rd 25	\$0	\$6,500	\$0	\$0	\$0
Detailed Design DR109 SAR	\$0	\$75	\$6,800	\$0	\$0
Resurface Dufferin Rd 3	\$0	\$0	\$0	\$1,515	\$0
Recon Dufferin Rd 3	\$0	\$0	\$0	\$365	\$0
Resurface Dufferin Rd 24	\$0	\$0	\$0	\$1,924	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$75	\$0
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$55	\$0
Resurface Dufferin Rd 25	\$0	\$0	\$0	\$1,448	\$0
Resurface Dufferin Rd 109	\$0	\$0	\$0	\$254	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$0	\$3,056
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$0	\$3,151
Total Roads Work Plan	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485

ENGINEERING WORK PLAN SUMMARY - BRIDGES AND CULVERTS

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Small Structure Replacements	\$50	\$50	\$50	\$50	\$50
Future Year Structure Design & Approvals	\$0	\$132	\$126	\$117	\$128
004-0901-Rehab	\$320	\$0	\$0	\$0	\$0
004-0142-Rehab	\$326	\$0	\$0	\$0	\$0
030-0318-Nottawasaga Rehab	\$967	\$0	\$0	\$0	\$0
518638XC-Hydraulic Study	\$4	\$0	\$0	\$0	\$0
004-0007-Walkers Creek Culvert Rehab	\$1,521	\$0	\$0	\$0	\$0
004-0185-Hydraulic Study and Rehab	\$33	\$0	\$0	\$0	\$0
516222CUL-Rehab	\$38	\$0	\$0	\$0	\$0
004-2507 & 004-2508 Culverts	\$50	\$0	\$0	\$0	\$0
004-0904-Rehab	\$28	\$430	\$0	\$0	\$0
518638XC-Rehab	\$29	\$380	\$0	\$0	\$0
004-0911-Rehab	\$30	\$640	\$0	\$0	\$0
308250XC-Rehab	\$35	\$930	\$0	\$0	\$0
004-0912-Install invert liner	\$0	\$46	\$454	\$0	\$0
203304CUL-Rehab	\$0	\$6	\$74	\$0	\$0
004-0901-Rehab	\$0	\$0	\$178	\$0	\$0
393002CUL-Hydraulic Study	\$0	\$0	\$20	\$0	\$0
517326XC-Rehab and install guide rail	\$0	\$0	\$239	\$0	\$0
004-0910- Hydraulic study	\$0	\$0	\$20	\$0	\$0
064018XC (Formerly 065146) guide rail	\$0	\$0	\$124	\$0	\$0
999-9995-Install guide rail	\$0	\$0	\$134	\$0	\$0
004-0041-Rehab	\$0	\$0	\$59	\$621	\$0
936282CUL-Rehab	\$0	\$0	\$18	\$193	\$0
999-9994-Install guide rail	\$0	\$0	\$0	\$135	\$0
937126CUL-Install guide rail	\$0	\$0	\$0	\$134	\$0
004-0908-Rehab and replace	\$0	\$0	\$0	\$173	\$0
004-0065-Replace	\$0	\$0	\$0	\$0	\$0
393002CUL-Replace	\$0	\$0	\$0	\$0	\$35
004-0900-Replace and install guide rail	\$0	\$0	\$0	\$0	\$504
004-0040-Rehab	\$0	\$0	\$0	\$0	\$49
004-0138-Rehab	\$0	\$0	\$0	\$0	\$124
004-0915-Replace	\$0	\$0	\$0	\$0	\$460
Total Bridges & Culverts Work Plan	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350

CLIMATE & ENERGY



DIVISIONAL LEAD

Sara MacRae, Manager of Climate and Energy

The Climate and Energy Division consists of 3 full-time positions, and 2 contract/summer intern positions.

AT A GLANCE

<p>18,380 KG Of CO²e Avoided from Public EV Charging</p>	<p>3 FARMERS Participated in Experimental Acres</p>	<p>18 EVENTS Attended and Hosted</p>	<p>389 STAFF Completed Climate Training</p>
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KEY FUNCTIONS

- Develops and implements strategies to enhance climate resilience in the community and in 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 - KEY INITIATIVES



Climate and Environment:

- Create and implement Green Development Standard to ensure new development is environmentally, socially and economically sustainable
- Roll-out of a BetterHomes Dufferin residential energy retrofit program
- Develop Climate Master Plan including update of Dufferin Climate Action Plan and creation of costed Corporate Climate Action Plan
- Implement Rain Barrel Subsidy Program (\$25,000) to manage stormwater on site and mitigate home flooding risk
- Institutionalize climate action in municipal programs, policies, and budget through use of Equity and Climate Lens
- Conduct program evaluation of Equity and Climate Lens to assess success of integration in staff decision-making processes and effectiveness of improving equity and climate-related outcomes



CHALLENGES

- Limited staff capacity hinders the ability to implement all priorities in Dufferin's Climate Action Plan and Climate Adaptation Strategy and support member municipalities. With a small team managing ongoing responsibilities, the demands of stakeholder engagement, data analysis, technical input, and coordinating initiatives across municipalities stretch current resources thin, making it difficult to dedicate adequate time to new projects like the Climate Master Plan
- Limited access to reliable data and technical expertise impacts the division's ability to measure progress, make informed decisions, and provide sound policy recommendations. The lack of comprehensive data management systems for tracking emissions, assessing local climate impacts, and evaluating the outcomes of previous initiatives exacerbates this challenge
- Securing the necessary investment for climate resiliency projects is difficult due to internal budget limitations and staff capacity. Navigating complex funding sources and dedicating resources for grant management adds further strain on existing staff across the organization

CLIMATE AND ENERGY FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$675	\$0	\$0	\$0	\$0	-\$675	-100.0%
Total Revenues	\$675	\$0	\$0	\$0	\$0	-\$675	-100.0%
Expenditures							
Salaries and Benefits	\$385	\$414	\$425	\$434	\$447	\$29	7.56%
Administrative and Office	\$565	\$88	\$97	\$99	\$101	-\$477	-84.51%
Service Delivery	\$580	\$89	\$95	\$120	\$125	-\$491	-84.66%
IT and Communications	\$12	\$15	\$15	\$15	\$15	\$4	30.87%
Vehicles and Equipment	\$0	\$1	\$1	\$1	\$1	\$1	100.00%
Total Expenditures	\$1,542	\$607	\$633	\$669	\$689	-\$935	-60.63%
Transfers							
Transfers from Reserves	-\$303	\$0	\$0	\$0	\$0	\$303	-100.0%
Total Transfers	-\$303	\$0	\$0	\$0	\$0	\$303	-100.0%
Total Status Quo	\$564	\$607	\$633	\$669	\$689	\$43	7.58%
Additions							
Proposed Staffing Expense	\$0	\$0	\$76	\$129	\$133	\$0	0.00%
Proposed Staffing Revenue	\$0	\$0	-\$73	-\$32	\$0	\$0	0.00%
Previously Committed Expense	\$0	\$2,030	\$2,770	\$3,575	\$2,875	\$2,030	100.00%
Previously Committed Revenue	\$0	-\$2,030	-\$2,770	-\$3,575	-\$2,875	-\$2,030	100.00%
New to 2025 Expense	\$0	\$488	\$388	\$38	\$38	\$488	100.00%
New to 2025 Revenue	\$0	-\$400	-\$350	\$0	\$0	-\$400	100.00%
Total Additions	\$0	\$88	\$40	\$135	\$171	\$88	100.0%
Total Climate	\$564	\$695	\$673	\$805	\$860	\$131	23.18%

2025 BUDGET HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Includes advertising, promotions and special events \$30,500, consulting fees \$25,000 and corporate climate training \$5,000

SERVICE DELIVERY

- Increase in rural water quality program to \$60,000; support for experimental acres, youth climate activation circle \$24,000

IT AND COMMUNICATIONS

- Software costs include annual fees for energy management software \$10,000, energy modelling software \$1,000 and adobe licenses \$3,000

ADDITIONS

PREVIOUSLY COMMITTED

- Planning is underway for the BetterHomes energy retrofit program, with Council previously approving \$3,750,000 in recoverable loans for homeowners. The program will stretch over four years with \$2,030,000 expected to be spent in 2025

NEW TO 2025

- Legal review of new contracts with vendors and funders, \$10,000
- A scheduled update to the Dufferin Climate Action Plan, which will merge the Dufferin Climate Adaptation Strategy, and include a Corporate Climate Plan into a single 10-year Climate Master Strategy and action plan \$250,000, offset \$200,000 by transfer from Rate Stabilization Reserve
- Based on strong positive survey results, residents have requested a rain barrel subsidy program for all residents in Dufferin County to encourage on-site stormwater management, \$25,000. The Town of Orangeville already provides this service to its residents only, the County program will extend it to residents of the whole County
- Rise360 training software \$2,100 to support online climate training available to all staff
- Buildings retrofit study \$200,000, offset by funding and transfer from Rate Stabilization Reserve. The study will provide a detailed costing plan and business case for deep energy retrofits to County-owned buildings (excluding community housing, which will be reviewed in 2026)



FACILITIES



DIVISIONAL LEAD

Stephen Ducharme, Facilities Manager

The Facilities Division consists of 13 full-time positions with 1 part-time seasonal position.

AT A GLANCE

3000+ Work Order Requests Completed	40 Unit Turnovers and Renovations within the Community Housing Portfolio Completed	600+ Capital Asset Inventories Completed	12 Accessibility Improvement Projects to County Owned Facilities Executed
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KEY FUNCTIONS

- Asset management of County facilities to maintain and optimize the physical structures. Extend service life of building components by undertaking preventative measures
- Maintaining and reviewing building equipment performance to promote energy conservation. Contribute to energy management by implementing best practices
- Support positive experience for facilities users by promoting a clean, safe and user-friendly environment
- Establish draft Service Level Agreements and Key Point Indicators to align with service delivery improvement goals

SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Climate and Environment:

- Further develop County facility Natural Asset Management Plan inventory, maintenance plans, and strategies to enhance natural environment (\$100,000)



Governance:

- Consolidate and enhance capital project planning and delivery service with Dufferin Oaks Environmental Services
- Complete capital work in accordance with asset management and capital workplans



CHALLENGES

- Evolving stakeholder building needs resulting in increasing occupancy and resource demands
- Available staff to complete unanticipated projects that support corporate and other divisional needs



FACILITIES FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Rent Revenue	\$1,204	\$1,172	\$1,187	\$1,202	\$1,207	-\$32	-2.68%
Other Revenue	\$6	\$15	\$15	\$15	\$15	\$9	141.94%
Total Revenues	\$1,210	\$1,187	\$1,202	\$1,217	\$1,222	-\$23	-1.94%
Expenditures							
Salaries and Benefits	\$1,621	\$1,689	\$1,738	\$1,789	\$1,841	\$68	4.17%
Administrative and Office	\$246	\$59	\$62	\$63	\$63	-\$187	-76.06%
Debt Repayment	\$423	\$412	\$401	\$391	\$381	-\$11	-2.52%
Service Delivery	\$2	\$17	\$17	\$17	\$17	\$15	816.67%
IT and Communications	\$18	\$23	\$23	\$23	\$23	\$5	28.46%
Facilities	\$903	\$908	\$908	\$802	\$802	\$5	0.58%
Vehicles and Equipment	\$103	\$98	\$100	\$103	\$108	-\$5	-5.08%
Internal Services Recovered	-\$1,265	-\$1,239	-\$1,263	-\$1,260	-\$1,276	\$26	-2.07%
Total Expenditures	\$2,050	\$1,966	\$1,987	\$1,927	\$1,960	-\$84	-4.11%
Transfers							
Transfers from Reserves	-\$200	-\$75	\$0	\$0	\$0	\$125	-62.50%
DC Contribution	-\$62	-\$51	-\$49	-\$48	-\$47	\$11	-18.19%
Total Transfers	-\$262	-\$126	-\$49	-\$48	-\$47	\$136	-52.02%
Total Facilities Status Quo	\$578	\$653	\$736	\$662	\$691	\$76	13.07%
Additions							
Proposed Staffing Expense	\$0	\$112	\$136	\$140	\$144	\$112	100.00%
Previously Committed Expense	\$0	\$23	\$80	\$82	\$84	\$23	100.00%
Previously Committed Revenue	\$0	-\$20	-\$70	-\$40	-\$10	-\$20	100.00%
New to 2025 Expense	\$0	\$0	\$10	\$332	\$445	\$0	0.00%
Total Additions	\$0	\$116	\$156	\$514	\$664	\$116	100.00%
Total Facilities Operating	\$578	\$769	\$892	\$1,176	\$1,355	\$191	33.07%
Capital Investment	\$290	\$450	\$700	\$1,050	\$1,300	\$160	55.17%
Total Facilities	\$868	\$1,219	\$1,592	\$2,226	\$2,655	\$351	40.46%

2025 BUDGET HIGHLIGHTS

REVENUES

RENT REVENUES

- Adjusted to reflect actual cost recoveries for Courthouse lease costs

OTHER REVENUE

- Revenue from EV charging stations \$15,000

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Consulting includes \$20,000 to address miscellaneous building studies required to ensure longevity of assets; development of service contracts \$2,000

SERVICE DELIVERY

- Increased service contract costs for EV charging stations to reflect actual to \$15,000

2025 BUDGET HIGHLIGHTS CONTINUED

IT AND COMMUNICATIONS

- Includes \$15,000 annual fee for work order software

VEHICLES AND EQUIPMENT

- Decrease in costs as shift towards electric vehicles

ADDITIONS



PROPOSED 2025 ADDITIONAL POSITION

PROJECT MANAGER - FACILITIES AND MAINTENANCE

The Project Manager position will be responsible for the execution and delivery of all facility related Capital projects. The position will support multiple internal departments, and their respective Capital asset needs by acting as liaison between Facility Management teams to ensure a comprehensive and consistent Project Management service delivery to the entire County building portfolio. The role will also bridge communication between other management teams, thereby improving collaboration while working to satisfy the County's facility needs while incorporating the Equity and Climate lenses.

Dufferin's Public Works Facility Management team is formally responsible for all Capital and Operational planning and maintenance for the County's building portfolio, apart from the Dufferin Oaks complex. This is a remnant of a previous model that was somewhat fragmented, with some buildings being managed in part or wholly by those who occupied them. This resulted in inconsistent approaches that led to lost opportunities, lack of consistency and missed cost savings related to volume of similar work, etc. In line with the County's most recent Service Delivery Review, all other facility related planning has been centralized to the Facility Management service group. As a continuation of this effort, the team is now assuming responsibility for Capital planning and administration for the Dufferin Oaks complex. This new position will provide the necessary resources to be successful with this comprehensive suite of responsibility.

Without this position, it will not be possible to sustain the improved and comprehensive centralized model, project quality and timing will suffer due to lack of consistency, and increased opportunity for cost savings will not be realized.

FINANCIAL IMPACTS

The additional cost for this position in 2025 is \$107,750 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 \$134,210.

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

PREVIOUSLY COMMITTED

- As part of ongoing digital modernization project, new asset and maintenance management software programs will be implemented in 2025 to allow for better data management and reporting. Annual fees are for part of the year only and will be offset by reserves over several years to phase in the impact on the tax levy. Annual fees are approximately \$80,000 with net cost for 2025 of \$3,360

FACILITIES CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$693			
Opening Balance	\$2,074	\$1,104	\$1,079	\$362	\$65
Contributions					
Capital Levy	\$290	\$450	\$700	\$1,050	\$1,300
Other Revenue	\$1,000	\$325	\$0	\$0	\$0
Debt Financing	\$0	\$750	\$6,000	\$0	\$0
Transfers from Reserves	\$0	\$300	\$0	\$0	\$0
Total Contributions	\$1,290	\$1,825	\$6,700	\$1,050	\$1,300
Capital Work					
Land Improvements	\$412	\$732	\$0	\$0	\$0
Buildings	\$1,788	\$306	\$1,037	\$1,272	\$401
Equipment & Machinery	\$0	\$0	\$60	\$5	\$180
Vehicles	\$60	\$130	\$70	\$70	\$0
New Capital Investments	\$0	\$1,375	\$6,250	\$0	\$0
Total Capital Work	\$2,260	\$2,543	\$7,417	\$1,347	\$581
Ending Capital Asset Fund Balance	\$1,104	\$1,079	\$362	\$65	\$785

2025 CAPITAL HIGHLIGHTS

CONTRIBUTIONS

DEBT FINANCING

- Debt financing will be required for proposed renovations to the Edelbrock Centre, short term construction borrowing may be required

OTHER REVENUE

- Funds from NRCAN for electric vehicle charging stations for municipal fleet, \$325,000

TRANSFERS FROM RESERVES

- Funds from Rate Stabilization Reserve for new electric vehicle charging stations, \$300,000

CAPITAL WORK

LAND IMPROVEMENTS

- Asphalt paving of north (\$412,000) and south (\$320,000) parking lots at courthouse

BUILDINGS

- Foundation work is required to prevent future flooding \$75,000. Regular heating ventilation and air conditioning (HVAC) replacements and planning are required at \$43,000 as well as updates to the building automation system for \$40,000 and windows for \$110,000. Due to the heritage designation of the Courthouse the windows and exterior doors are not replaceable, as such regular painting is required to maintain these assets, an amount of \$12,500 has been included to engage a consultant to assist with specifications

VEHICLES

- Two pick up trucks are scheduled for replacement in 2025, one was carried forward from 2024. It is anticipated the new vehicles will be electric at a cost of \$65,000 each

2025 CAPITAL HIGHLIGHTS CONTINUED

NEW CAPITAL INVESTMENTS

- Renovations to the Edelbrock Centre to incorporate a Council Chambers and updates to work space, \$750,000 has been included to cover design and engineering costs as well as any other associated planning costs
- Additional electric vehicle charging stations for municipal fleet, \$625,000

FACILITIES WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$412	\$732	\$0	\$0	\$0
Land Improvements	\$412	\$732	\$0	\$0	\$0
Building Automation	\$0	\$40	\$0	\$0	\$0
Security	\$42	\$0	\$80	\$0	\$0
Electrical	\$125	\$25	\$425	\$0	\$175
HVAC	\$36	\$43	\$469	\$46	\$28
Flooring	\$15	\$0	\$88	\$29	\$35
Interior Upgrades	\$1,000	\$0	\$240	\$0	\$158
Windows	\$20	\$110	\$0	\$40	\$0
Roof	\$550	\$0	\$3	\$182	\$5
Exterior Walls	\$0	\$75	\$23	\$975	\$0
Exterior Painting	\$0	\$13	\$190	\$0	\$0
Buildings	\$1,788	\$306	\$1,037	\$1,272	\$401
Small Equipment	\$0	\$0	\$60	\$0	\$0
Elevators	\$0	\$0	\$0	\$5	\$180
Equipment & Machinery	\$0	\$0	\$60	\$5	\$180
Facilities Vehicles	\$60	\$130	\$70	\$70	\$0
Vehicles	\$60	\$130	\$70	\$70	\$0
Electric Charging Stations	\$0	\$625	\$0	\$0	\$0
Interior Upgrades	\$0	\$750	\$6,250	\$0	\$0
New Capital Investments	\$0	\$1,375	\$6,250	\$0	\$0
Total Work Plan Summary	\$2,260	\$2,543	\$7,417	\$1,347	\$581

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

80 School Presentations with 1,900+ Students Reached	3,050 TONNES Of Green Bin Organics Collected Within Last Year	11,395 USERS Of the Dufferin Waste App	23,920 STOPS To Provide Waste Collection Services to Residents Every Week
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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 - KEY INITIATIVES



Climate and Environment:

- Increase diversion of organics from garbage stream through food waste reduction campaigns to promote use of Green Bin program in line with Long-Term Waste Management Strategy
- Complete four-season waste audits in Q1/Q2 to inform 2025 Long-Term Waste Management Strategy Update (\$22,000 for audits, \$100,000 for Strategy update)



Governance:

- Reinforce community outreach and communication to ensure residents are well-informed to better understand and utilize waste programs
- Update Waste By-Law and consider set fines
- Investigation to inform decision of Dufferin involvement in Industrial Commercial & Institutional recycling collection and processing. Decision of continuing or terminating service required for the post Blue-Box transition regime in 2026
- Planning and analysis for potential Household Hazardous and Electronic Waste Mobile Depot option alongside other service opportunities including permanent depot



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 waste etc.) in parallel with transition to full-producer responsibility for designated materials, while receiving inadequate producer compensation
- Monitoring impact of Blue Box transition during transition period 2023-2025 on the County's integrated waste management system, including IC&I recycling services post transition in 2026
- Encouraging behaviour-change through outreach, promotion and education to increase participation in the County's diversion programs, while providing robust customer service

WASTE SERVICES FINANCIAL PLAN

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$85	\$85	\$85	\$85	\$85	\$0	0.00%
Government Transfers	\$0	\$2	\$2	\$2	\$2	\$2	100.00%
Other Revenue	\$76	\$76	\$64	\$64	\$64	\$0	0.33%
Total Revenues	\$161	\$163	\$151	\$151	\$151	\$2	1.27%
Expenditures							
Salaries and Benefits	\$574	\$624	\$642	\$661	\$680	\$50	8.78%
Administrative and Office	\$229	\$165	\$146	\$174	\$176	-\$64	-27.89%
Service Delivery	\$4,895	\$4,804	\$4,902	\$5,097	\$5,255	-\$91	-1.86%
IT and Communications	\$4	\$5	\$5	\$5	\$5	\$2	42.37%
Facilities	\$2	\$2	\$2	\$2	\$2	\$0	14.38%
Vehicles and Equipment	\$14	\$11	\$12	\$12	\$12	-\$3	-20.72%
Total Expenditures	\$5,718	\$5,612	\$5,709	\$5,951	\$6,131	-\$106	-1.85%
Transfers							
Transfers from Reserves	-\$301	-\$22	\$0	-\$25	-\$25	\$279	-92.70%
DC Contribution	-\$19	-\$19	-\$19	-\$19	-\$19	\$0	0.00%
Total Transfers	-\$320	-\$41	-\$19	-\$44	-\$44	\$279	-87.21%
Total Waste Services Status	\$5,236	\$5,408	\$5,539	\$5,756	\$5,937	\$172	3.28%
Additions							
Proposed Staffing Expense	\$0	\$0	\$32	\$72	\$75	\$0	0.00%
Previously Committed Expense	\$0	\$100	\$0	\$0	\$0	\$100	100.00%
Previously Committed Revenue	\$0	-\$100	\$0	\$0	\$0	-\$100	100.00%
New to 2025 Expense	\$0	\$25	\$226	\$238	\$250	\$25	100.00%
New to 2025 Revenue	\$0	-\$25	-\$150	-\$50	\$0	-\$25	100.00%
Total Additions	\$0	\$0	\$108	\$260	\$325	\$0	0.00%
Total Operating Waste	\$5,236	\$5,408	\$5,647	\$6,016	\$6,262	\$172	3.28%
Capital Investment	\$12	\$13	\$14	\$14	\$14	\$1	8.33%
Total Waste Services	\$5,248	\$5,421	\$5,661	\$6,030	\$6,276	\$173	3.29%

2025 BUDGET HIGHLIGHTS

REVENUES

USER FEES

- Includes revenue from residents for additional bag tags, \$85,000

OTHER REVENUE

- Household Hazardous Waste – full producer responsibility for designated materials not providing adequate compensation to cover County’s Event Day costs, \$60,000

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Includes \$98,500 for promotions, \$22,000 for waste audits, \$12,100 for postage

SERVICE DELIVERY

- Annual autumn Loose Leaves collection and processing for Orangeville and Shelburne is \$110,000
- Collections Contract increase of \$103,000 due to annual CPI and household count adjustments

2025 BUDGET HIGHLIGHTS CONTINUED

VEHICLES AND EQUIPMENT

- Savings in vehicle related costs as transition to electric vehicle \$3,500

TRANSFERS

- Transfer from Waste Reserve to offset waste audits \$22,000

ADDITIONS

PREVIOUSLY COMMITTED

- Update the County’s Long-Term Waste Management Strategy \$100,000 which was last completed in 2018. The update will review the County’s progress and any setbacks to meeting its waste diversion goals, while reviewing the path forward for the next five years. The work will be funded by the Waste Reserve

NEW TO 2025

- Consultant services to assist in the planning/approval for a mobile or permanent household hazardous waste depot. \$25,000, to be funded by Waste Reserve. County staff are exploring the components, options, and opportunities for depot service, and will bring forward a recommendation to Council for consideration in 2025. If approved, the consultant would assist in preparation of the required components of an Approvals application to the Ministry of Environment, Conservation and Parks

WASTE SERVICES CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$70			
Opening Balance	\$49	\$21	\$44	\$23	\$37
Contributions					
Capital Levy	\$12	\$13	\$14	\$14	\$14
Transfers from Reserves	\$20	\$0	\$25	\$0	\$0
Total Contributions	\$32	\$13	\$39	\$14	\$14
Capital Work					
Buildings	\$0	\$0	\$0	\$0	\$25
Vehicles	\$60	\$60	\$60	\$0	\$0
Total Capital Work	\$60	\$60	\$60	\$0	\$25
Ending Capital Asset Fund Balance	\$21	\$44	\$23	\$37	\$26

WASTE SERVICES WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Exterior Doors	\$0	\$0	\$0	\$0	\$10
Garage Doors	\$0	\$0	\$0	\$0	\$15
Buildings	\$0	\$0	\$0	\$0	\$25
Vehicles	\$60	\$60	\$60	\$0	\$0
Total Work Plan Summary	\$60	\$60	\$60	\$0	\$25

COUNTY FOREST



DIVISIONAL LEAD

Kevin Predon, County Forest Manager

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

AT A GLANCE

<p>20 EVENTS In the Forest, With Over 900 Attendees</p>	<p>\$97,000 Worth of Timber Sustainably Harvested in Fall 2024</p>	<p>25.4 HECTARES of Forest, 2,303 Trees, 2,426 M³ of Timber Marked and Tendered in 2024 to be Harvested in 2025</p>
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KEY FUNCTIONS

- Project planning and implementation, including timber management, invasive species control, and silvicultural tending, all of which will help to preserve the ecological integrity of the Dufferin County Forest, enhance its resilience to climate change, and filter all activities through a lens of sustainability to ensure that these resources will be maintained in perpetuity
- Respond to public inquiries and complaints regarding recreational use of the County Forest and the Dufferin County Rail Trail
- Facilitate and monitor recreational activities in the Forest, including placement of signs, permits, notices and collecting user data
- Attend community outreach events to raise awareness with Dufferin residents and visitors about the Dufferin County Forest



SUPPORTING STRATEGIC PLAN - KEY INITIATIVES



Climate and Environment:

- Distribute information regarding natural environment programs at outreach events and in response to public inquiries
- Support trail development in the Forest and Rail Trail
- Join the Eastern Ontario Model Forest's Forest Certification Working Group to achieve third party Forest certification to provide tangible validation of sustainable management practices and enable new opportunities such as the carbon credit market
- Plan and prepare for future use of prescribed burn as a silvicultural tool in red oak stands at the Main Tract



Governance:

- Expand the external reach of County Forest information through regular bulletins and information campaigns
- Finalize mapping and signage initiative as outlined in the Outdoor Recreation Plan



Equity:

- Ensure Dufferin County Forest outreach activities and information are inclusive, available and relevant to all Dufferin residents and visitors



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)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 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	\$293	\$290	\$299	\$308	\$317	-\$2	-0.81%
Administrative and Office	\$27	\$35	\$29	\$30	\$29	\$8	28.75%
Service Delivery	\$26	\$15	\$14	\$14	\$14	-\$11	-42.37%
IT and Communications	\$1	\$1	\$1	\$1	\$1	\$0	-25.93%
Facilities	\$11	\$20	\$20	\$21	\$21	\$9	82.73%
Vehicles and Equipment	\$7	\$6	\$6	\$7	\$8	\$0	-6.09%
Total Expenditures	\$364	\$367	\$370	\$380	\$390	\$3	0.79%
Transfers							
Transfers from Reserves	-\$49	-\$30	-\$20	-\$18	-\$13	\$19	-38.81%
Total Transfers	-\$49	-\$30	-\$20	-\$18	-\$13	\$19	-38.81%
Total Status Quo	\$259	\$281	\$293	\$306	\$321	\$22	8.47%
Additions							
Proposed Staffing Expenses	\$0	\$0	\$0	\$55	\$106	\$0	0.00%
New to 2025 Expense	\$0	\$107	\$5	\$5	\$5	\$107	100.00%
New to 2025 Revenue	\$0	-\$100	\$0	\$0	\$0	-\$100	100.00%
Total Additions	\$0	\$7	\$5	\$60	\$111	\$7	100.00%
Total Operating County Forest	\$259	\$288	\$298	\$366	\$432	\$29	11.17%
Capital Investment	\$15	\$15	\$15	\$15	\$15	\$0	0.00%
Total County Forest	\$274	\$303	\$313	\$381	\$447	\$29	10.56%

2025 FINANCIAL HIGHLIGHTS

EXPENDITURES

ADMINISTRATIVE AND OFFICE

- Includes one time costs associated with promotion of new operating plan \$7,900

FACILITIES

- Snow clearing \$13,100

TOTAL EXPENDITURES

TRANSFERS

- At the end of each year any surplus in County Forest is transferred to the County Forest Reserve Fund to be used in future budgets. The value of the Reserve Fund has declined significantly over the years decreasing the amount available

ADDITIONS

NEW TO 2025

- To attain certification through the Sustainable Forest Initiative which will provide tangible validation of sustainable management practices and open doors to new opportunities such as the carbon credit market, \$7,000

NEW TO 2025 CONTINUED

- In line with recommendations from the recently adopted Transportation Master Plan, develop an Active Transportation Master Plan (ATMP) to establish a detailed strategy with input from local municipalities for recommending additional local candidate routes that support the networks, \$100,000 funded by Reserves from Wind Turbines

COUNTY FOREST CAPITAL ASSET FUND

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$60			
Opening Balance	\$65	\$0	\$10	\$25	\$40
Contributions					
Capital Levy	\$15	\$15	\$15	\$15	\$15
Total Contributions	\$15	\$15	\$15	\$15	\$15
Capital Work					
Land Improvements	\$5	\$5	\$0	\$0	\$0
Equipment & Machinery	\$15	\$0	\$0	\$0	\$0
Vehicles	\$60	\$60	\$0	\$0	\$0
Total Capital Work	\$80	\$65	\$0	\$0	\$0
Ending Capital Asset Fund Balance	\$0	\$10	\$25	\$40	\$55

COUNTY FOREST WORK PLAN SUMMARY

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Gates, Fences, Signs	\$5	\$5	\$0	\$0	\$0
Land Improvements	\$5	\$5	\$0	\$0	\$0
ATV and Trailer	\$15	\$0	\$0	\$0	\$0
Equipment & Machinery	\$15	\$0	\$0	\$0	\$0
Vehicles	\$60	\$60	\$0	\$0	\$0
Total Work Plan Summary	\$80	\$65	\$0	\$0	\$0

2025 CAPITAL HIGHLIGHTS

LAND IMPROVEMENTS

- Includes \$5,000 for replacement of gates and fencing