

# Public Works

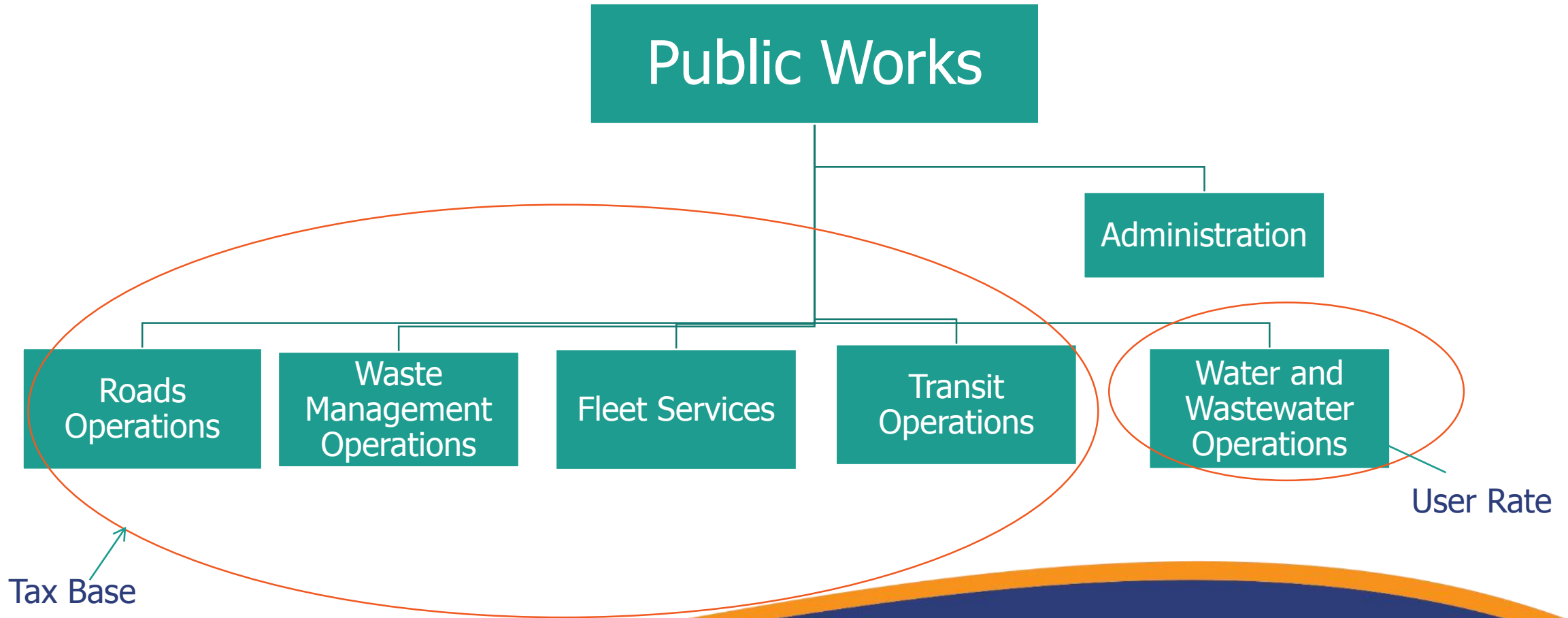
## 2025 Operating Budget Overview

September 16, 2024

# Agenda

1. Organization Chart
2. Department Overview
3. Division Overview
4. Variance
5. Accomplishment and Priorities
6. 2025 Budget Pressures

# Departmental Organizational Chart



# Public Works

## Department Overview

- Provides oversight for Roads, Waste Management, Water, Wastewater, Fleet and Transit operational programming
- Significant focus on service and program delivery with focus on legislative compliance
- Aligns with strategic plan demonstrating continual improvement, responsible government, fiscal accountability, strategic implementation
- ~\$63M in operating budget expense (tax base and user rate)
- Administrates multiple, multi-million dollar operational contracts

# Department Financial Summary



Account	Actuals 2022	Actuals 2023	Budget 2024	Draft Budget 2025	Budget Variance
<b>Revenue</b>					
Grants	(1,737,354)	(1,750,281)	(605,930)	<b>(361,000)</b>	244,930
Other Revenues	(1,465,211)	(1,235,950)	(990,000)	<b>(1,143,000)</b>	(153,000)
User Fees, Licenses and Fines	(3,321,289)	(4,479,509)	(4,199,359)	<b>(4,176,150)</b>	23,209
<b>Total - Revenue</b>	<b>(6,523,854)</b>	<b>(7,465,739)</b>	<b>(5,795,289)</b>	<b>(5,680,150)</b>	<b>115,139</b>
<b>Expenses</b>					
Salaries, Wages and Benefits	12,114,713	13,721,890	15,659,472	<b>17,673,965</b>	2,014,493
Materials, Training, Services	9,206,360	8,955,855	9,619,860	<b>10,590,748</b>	970,888
Contracted Services	18,920,829	20,052,800	17,258,822	<b>18,550,950</b>	1,292,128
Debt, Lease and Financial	40,700	29,275	34,000	<b>35,000</b>	1,000
Interfunctional Adjustments	(1,363,910)	(1,587,695)	(1,864,409)	<b>(2,218,816)</b>	(354,407)
Transfers to Reserves	3,926,438	5,161,878	3,893,889	<b>6,204,501</b>	2,310,612
<b>Total - Expenses</b>	<b>42,845,131</b>	<b>46,334,004</b>	<b>44,601,634</b>	<b>50,836,348</b>	<b>6,234,714</b>
<b>Grand Total</b>	<b>36,321,277</b>	<b>38,868,264</b>	<b>38,806,345</b>	<b>45,156,198</b>	<b>6,349,853</b>

# Administration Overview



- The Administration division of Public Works includes the Director and Executive Assistant. These positions jointly provide overall leadership and support for the public works management and administrative assistant team.
- Provides administrative support oversight for the implementation of Roads, Waste Management, Water and Wastewater activity.
- Responsible for payroll, financial support, customer service, records management, permitting, uniforms/clothing, procurement card reconciliation, etc.

Account	Actual 2022	Actual 2023	Actuals to June 2024	Budget 2024	% Budget Spent	Draft Budget 2025	Budget Variance
<b>Revenue</b>							
<b>User Fees, Licenses and Fines</b>		(347,071)					
<b>Expenses</b>							
<b>Salaries, Wages and Benefits</b>	298,827	438,462	157,715	316,685	50%	<b>351,962</b>	35,277
<b>Materials, Training, Services</b>	20,645	22,766	6,027	23,575	26%	<b>23,760</b>	185
<b>Contracted Services</b>	2,875	314,736	361	6,000	6%		(6,000)

# Roads Operations Overview

- Roads operations provides day to day maintenance of the City's road network per Council directed level of service. Such activities include winter maintenance, brushing, dust control, street sweeping and ditching.
- City wide operational programs, locates, traffic/streetlights and storm water infrastructure maintenance.
- Maintenance agreements, permits (entrance, road occupancy, road closure, oversize loads)

Account	Actual 2022	Actual 2023	Actuals to June 2024	Budget 2024	% Budget Spent	Draft Budget 2025	Budget Variance
<b>Revenue</b>							
<b>Grants</b>	(161,845)	(303,214)	(111,502)	(175,000)	64%	<b>(200,000)</b>	(25,000)
<b>Other Revenues</b>		(85,566)					
<b>User Fees, Licenses and Fines</b>	(210,957)	(304,808)	(131,987)	(189,500)	70%	<b>(195,700)</b>	(6,200)
<b>Expenses</b>							
<b>Salaries, Wages and Benefits</b>	8,333,345	9,393,923	5,022,093	10,954,747	46%	<b>12,159,878</b>	1,205,131
<b>Materials, Training, Services</b>	5,324,767	5,194,686	2,646,536	4,910,246	87%	<b>5,548,650</b>	638,404
<b>Contracted Services</b>	8,430,888	8,458,729	3,390,118	7,939,480	43%	<b>8,944,080</b>	1,004,600
<b>Debt, Lease and Financial</b>	8,876	(6,438)	755				
<b>Interfunctional Adjustments</b>	7,133,213	7,850,431	4,673,736	9,466,591	49%	<b>9,532,024</b>	65,433
<b>Transfers to Reserves</b>	(66,736)	(78,491)	(351,514)	(809,468)	43%	<b>(97,000)</b>	712,468

# Highlight of Winter Control\*



	2025 Budget	2024 Budget	% Increase	2024 Actuals	2023 Budget	2023 Actuals
<b>Snow Removal</b>	553,550	388,500	42%	103,895	413,736	445,816
<b>Plow, Sand &amp; Salt</b>	9,122,668	8,452,184	8%	5,095,902	7,814,692	8,747,822
<b>Winter Drainage</b>	206,550	283,500	-27%	23,801	268,457	114,063
<b>Winter Patrol</b>	677,035	614,785	10%	448,958	581,734	550,228
<b>Sidewalk Sand &amp; Salt</b>	1,186,850	1,085,900	9%	444,367	949,655	836,504
	<b>11,755,453</b>	<b>10,827,119</b>	<b>9%</b>	<b>6,117,869</b>	<b>10,042,724</b>	<b>10,695,730</b>

\*Financials included in Roads Operation



# Solid Waste and Landfills Overview



- Responsible for oversight of all landfill operations at the five (5) active and eleven (11) closed landfill sites
- Waste / recycling collection programs, waste diversion initiatives
- Associated regulatory compliance.

Account	Actual 2022	Actual 2023	Actuals to June 2024	Budget 2024	% Budget Spent	Draft Budget 2025	Budget Variance
<b>Revenue</b>							
<b>Grants</b>	(1,514,862)	(1,442,743)	(123,388)	(430,930)	29%	<b>(161,000)</b>	269,930
<b>Other Revenues</b>	(944,805)	(509,541)	(271,449)	(140,000)	194%	<b>(293,000)</b>	(153,000)
<b>User Fees, Licenses and Fines</b>	(2,787,050)	(3,475,795)	(1,777,704)	(3,746,240)	47%	<b>(3,697,700)</b>	48,540
<b>Expenses</b>							
<b>Salaries, Wages and Benefits</b>	1,470,378	1,594,022	787,808	1,636,545	48%	<b>1,928,094</b>	291,549
<b>Materials, Training, Services</b>	251,170	308,714	111,402	299,400	131%	<b>302,500</b>	3,100
<b>Contracted Services</b>	7,906,255	8,226,605	2,804,561	6,885,742	41%	<b>7,026,400</b>	140,658
<b>Debt, Lease and Financial</b>	31,824	35,714	19,699	34,000	58%	<b>35,000</b>	1,000
<b>Interfunctional Adjustments</b>	635,874	851,334	593,289	916,415	65%	<b>1,223,863</b>	307,448

# Fleet Services Overview



Fleet Services is responsible for maintenance, repair, fuel management and procurement / disposition of all non-emergency vehicles and equipment in alignment with Council Policy and the Non-Emergency Fleet MD.

- Capital and operating budgets for existing fleet.

Account	Actual 2022	Actual 2023	Actuals to June 2024	Budget 2024	% Budget Spent	Draft Budget 2025	Budget Variance
<b>Revenue</b>							
<b>User Fees, Licenses and Fines</b>	(189,498)	(135,800)	(56,506)	(73,000)	77%	<b>(73,000)</b>	
<b>Expenses</b>							
<b>Salaries, Wages and Benefits</b>	1,157,678	1,193,573	616,590	1,479,254	42%	<b>1,835,556</b>	356,302
<b>Materials, Training, Services</b>	3,578,344	3,349,380	1,746,195	4,287,089	41%	<b>4,612,488</b>	325,399
<b>Contracted Services</b>	2,476,456	2,922,300	1,467,500	2,308,600	64%	<b>2,459,470</b>	150,870
<b>Interfunctional Adjustments</b>	(9,737,584)	(11,042,359)	(6,550,353)	(13,155,073)	50%	<b>(14,105,620)</b>	(950,547)
<b>Transfers to Reserves</b>	3,993,174	4,737,977	2,658,312	5,205,749	51%	<b>6,301,501</b>	1,095,752

# Transit Operations Overview



Transit Operations is responsible for providing safe, reliable, cost-effective transit services including conventional and limited mobility (LIMO) while meeting customer service demands.

- Charter services.

Account	Actual 2022	Actual 2023	Actuals to June 2024	Budget 2024	% Budget Spent	Draft Budget 2025	Budget Variance
<b>Revenue</b>							
<b>Grants</b>	(60,647)	(4,324)					
<b>Other Revenues</b>	(520,406)	(640,843)	(396,759)	(850,000)	47%	<b>(850,000)</b>	
<b>User Fees, Licenses and Fines</b>	(133,784)	(216,035)	(118,469)	(190,619)	62%	<b>(209,750)</b>	(19,131)
<b>Expenses</b>							
<b>Salaries, Wages and Benefits</b>	854,485	1,101,911	584,675	1,272,241	46%	<b>1,398,475</b>	126,234
<b>Materials, Training, Services</b>	31,434	80,310	10,591	99,550	142%	<b>103,350</b>	3,800
<b>Contracted Services</b>	104,356	130,430	39,657	119,000	33%	<b>121,000</b>	2,000
<b>Interfunctional Adjustments</b>	604,588	752,898	428,704	907,658	47%	<b>1,130,917</b>	223,259
<b>Grand Total</b>	<b>880,026</b>	<b>1,204,348</b>	<b>548,400</b>	<b>1,357,830</b>		<b>1,693,992</b>	<b>336,162</b>

# Preliminary Department 2024 to 2025 Budget Variance

Account	Draft Budget 2025	Budget 2024	Budget Variance (Favourable) / Unfavourable	Budget Variance
<b>Revenue</b>				
Grants	(1,750,281)	(605,930)	(361,000)	244,930
Other Revenues	(1,235,950)	(990,000)	(1,143,000)	(153,000)
User Fees, Licenses and Fines	(4,479,509)	(4,199,359)	(4,176,150)	23,209
Total - Revenue	(7,465,739)	(5,795,289)	(5,680,150)	115,139
<b>Expenses</b>				
Salaries, Wages and Benefits	13,721,890	15,659,472	17,673,965	2,014,493
Materials, Training, Services	8,955,855	9,619,860	10,590,748	970,888
Contracted Services	20,052,800	17,258,822	18,550,950	1,292,128
Debt, Lease and Financial	29,275	34,000	35,000	1,000
Interfunctional Adjustments	(1,587,695)	(1,864,409)	(2,218,816)	(354,407)
Transfers to Reserves	5,161,878	3,893,889	6,204,501	2,310,612
<b>Total - Expenses</b>	<b>46,334,004</b>	<b>44,601,634</b>	<b>50,836,348</b>	<b>6,234,714</b>

# Water & Wastewater Overview



- Water and Wastewater is responsible for day-to-day operational maintenance of the City's twenty-one (21) water and six (6) wastewater systems. This includes the associated pumping stations, water distribution and wastewater collection systems.
- Program includes adherence to Drinking Water Quality Management Standard, bulk water systems, sewer surcharge agreements and the back water valve subsidy.
- Support community facility wells.

Account	Actual 2022	Actual 2023	Actuals to June 2024	Budget 2024	% Spent	Draft Budget 2025	Budget Variance
<b>Revenue</b>							
<b>Tax Revenues</b>	(172,757)	(250,323)	(92,324)	(229,750)	40%	<b>(260,000)</b>	(30,250)
<b>Other Revenues</b>	(1,700,797)	(2,484,943)	(320,229)	(1,640,176)	20%	<b>(1,661,144)</b>	(20,967)
<b>User Fees, Licenses and Fines</b>	(22,563,920)	(23,822,957)	(11,604,418)	(24,101,690)	48%	<b>(24,731,955)</b>	(630,267)
<b>Expenses</b>							
<b>Salaries, Wages and Benefits</b>	1,700,245	1,694,548	1,110,380	2,307,750	48%	<b>2,522,036</b>	214,288
<b>Materials, Training, Services</b>	1,239,032	1,480,640	720,983	1,478,940	49%	<b>1,524,300</b>	45,360
<b>Contracted Services</b>	8,628,214	9,205,055	4,677,962	9,920,878	47%	<b>10,206,650</b>	285,770
<b>Interest on Long Term</b>							

# Accomplishment and Priorities

2024 Accomplishments	2025 Priorities
Transit – Long term procurements, implemented 4 <sup>th</sup> route (Orange), planned hour expansion, bus procurement capital avoidance	Transit – Focus on master plan initiatives and recommendations, GO/Metrolinx link, Staffing levels to maintain service directives
Fleet – Staff recruitment, Shunt Driver, AVL (GPS) all equipment, multi-year procurements	Fleet – Continue to meet legislated inspections (new process), review potential to mitigate cost increases, mitigate supply chain pressures
Roads – Implemented the ditching crews, Snowmobile Maintenance agreement, conclusion of ORV/ATV pilot, entrance review, brushing program overview	Roads – Focus on operational efficiency, Depot plan implementation, assess growth needs, transition to digital technology (patrol)

# Accomplishment and Priorities

2024 Accomplishments	2025 Priorities
<p>Waste – Assessment of Source Separated Organic (SSO) diversion, participation in IPM, Committee programs and Producer Responsibility</p>	<p>Waste – Implement SSO program, manage service agreements looking to future, improve diversion, Waste Management Strategy</p>
<p>Water and Wastewater – Successful Drinking Water Quality Management System Audit, extra strength surcharge program improvement, Source Water Protection program</p>	<p>Water and Wastewater – digital process transition (logbooks), Supervisory Control And Data Acquisition (SCADA) system upgrade implementation</p>
<p>Administration – implemented Permits Central for improved and streamlined road permitting, successfully achieved core departmental</p>	<p>Administration – focus on customer service (internal and external), continue cross divisional support, improved clothing process</p>

# 2025 Budget Pressures

## Transit

- Fuel consumption/maintenance costs

## Fleet

- Capital cost increases – Passenger vehicles 18.9%, Pickup Trucks 27%, Heavy Equipment 28.1% over 3 years
- Repair costs – 5-10% increase in parts
- Fuel Costs 4-year increases – Gas – 20%, Diesel – 26%, Dyed Diesel – 33%



# 2025 Budget Pressures

## Roads

- Contractual increases, assumption of facilities and infrastructure

## Waste

- Source Separated Organic Diversion
- Grant funding changes (producer responsibility, Material Recovery)

## Water and Wastewater

- No significant operating budget pressures for existing infrastructure

## Administration

- No significant operating budget pressures

# Requested Changes to Operating Budget



\*Budget Team to Populate\*

# Questions?

