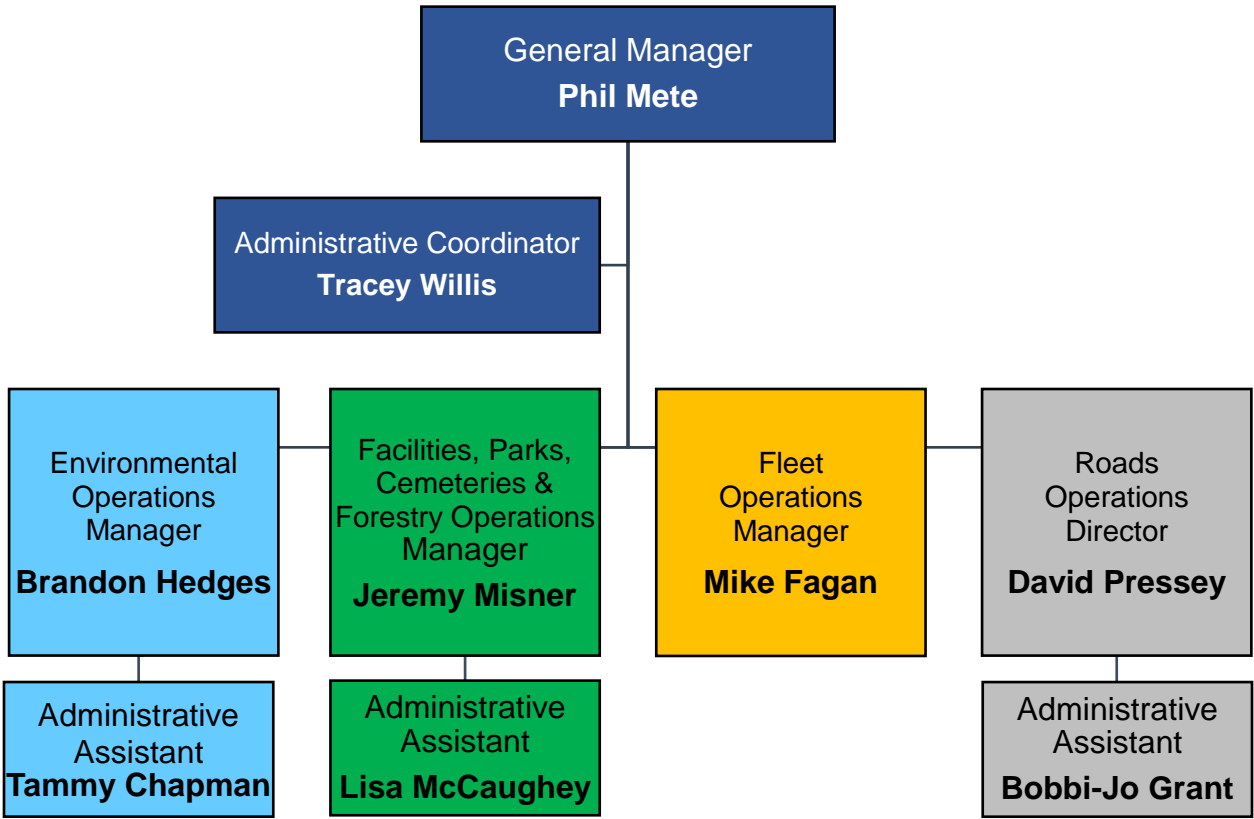




Public Works Operations 2020 Annual Report

Public Works Operations Department Management Team



The Public Works Operations management team is responsible for the overall coordination, supervision and administration of the affairs of the Public Works Operations department which includes:

Environmental Operations

- Water distribution
- Wastewater collection
- Urban stormwater collection
- Water treatment, transmission mains and storage facilities
- Wastewater treatment plants, lagoon facilities and forcemains
- Collection and disposal of waste and recyclable materials
- Perpetual care operations and maintenance of closed landfill sites

Facilities, Parks, Cemeteries and Forestry Operations

- Administration facility operation and maintenance
- Arenas, pools and splash pads
- Parks (playground equipment, courts, sports fields, piers, lighthouses and boat launches)
- Cemeteries
- Trails and park pathways
- Forestry (urban and rural)
- Assist community hall user groups

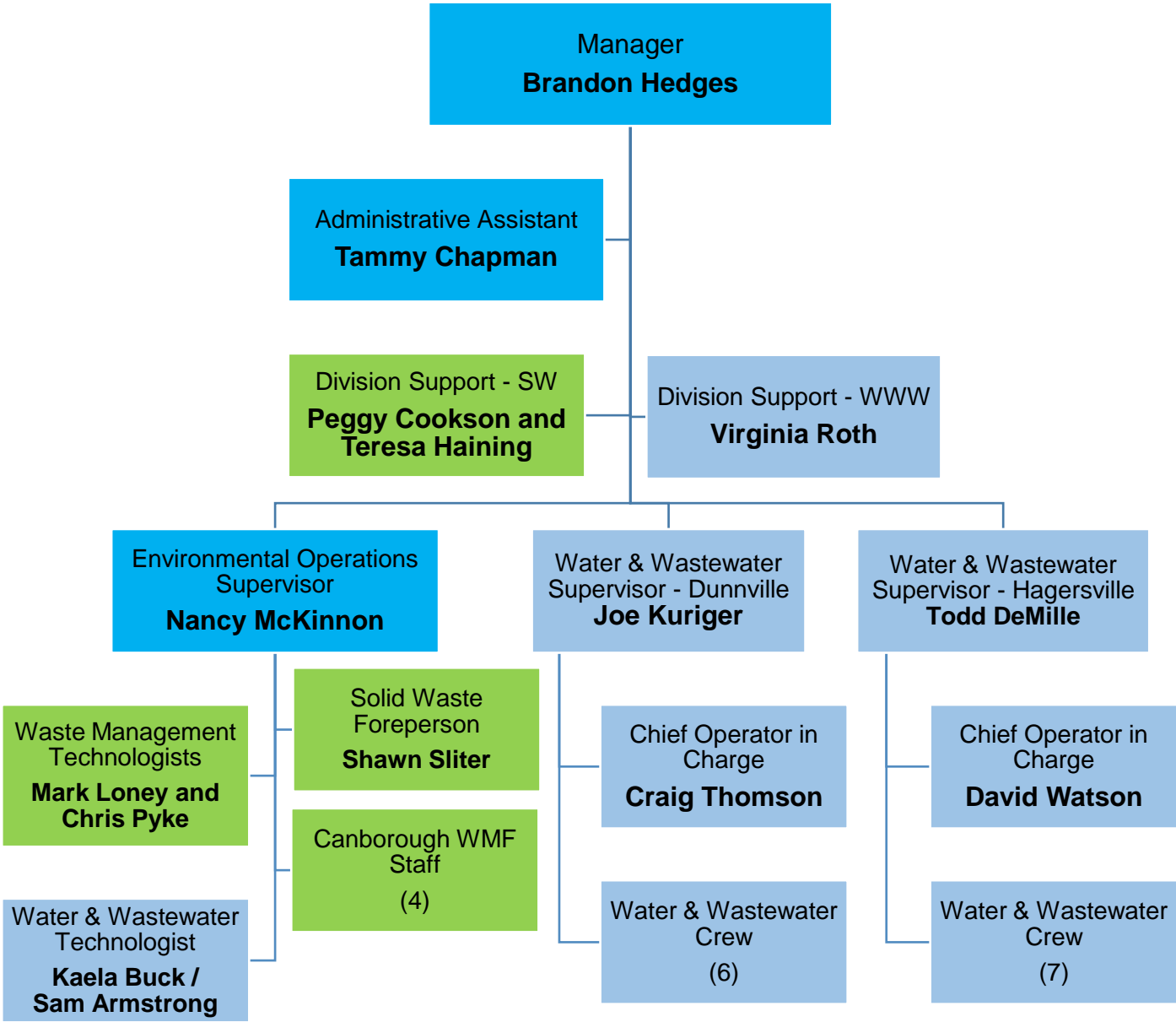
Fleet Operations

- Vehicle and equipment service, training and support
- Vehicle procurement, licensing and disposal
- Fuel procurement and depot maintenance
- Commercial motor vehicle licensing and program management

Roads Operations

- Maintain and preserve roads, roadside drainage, gravel road dust control
- Sidewalks, parking lot and street light maintenance
- Snow removal and ice clearing on roads and sidewalks

Environmental Operations



Water & Wastewater Responsibilities

Operations and maintenance of the Water Treatment and Distribution Infrastructure which includes:

- Three Drinking Water Systems:
 - Nanticoke - includes the Nanticoke Potable Water Treatment Plant (WTP) and Industrial Pump Station (IPS) (supplies raw water to Stelco and Imperial Oil), Lake Erie Industrial Park, Townsend, Jarvis and Hagersville water distribution systems and transmission mains, one Booster Station, one elevated tank (Townsend) and one standpipe (Hagersville), two Water Depot Stations (Jarvis and Hagersville)
 - Caledonia/Cayuga – Supplied by City of Hamilton water, includes two reservoir/booster stations, two standpipes and two distribution systems
 - Dunnville – includes Port Maitland intake/low lift and transmission mains which supply raw water to Port Maitland Industry (Mosaic and Innophos) and the Dunnville potable WTP, one distribution system, one standpipe and one Water Depot Station.
- The distribution systems referenced include approximately:
 - 159 km of potable water distribution mains
 - 52 km of potable transmission mains
 - 23 km of raw water transmission mains
 - 985 fire hydrants
 - 1,846 isolation valves
 - 9,967 water meters.
- Administration and management of the Ontario Clean Water Agency (OCWA) WTP/IPS Operations contract – approximately \$2.2M annual value

Operations and maintenance of the wastewater treatment and collection infrastructure which includes:

- Four mechanical wastewater treatment facilities (Caledonia, Cayuga, Hagersville and Dunnville)
- Four sewage lagoons (Oswego Park, Townsend, Jarvis and LEIP)
- Twenty pump stations and associated forcemains
- Eight wastewater collection systems
 - 155 km wastewater collection mains
 - 2,213 manholes
- Administration and management of the Veolia Wastewater Treatment Plant (WWTP) contract for the operation and maintenance of the WWTP's, lagoons, pump stations and forcemains – approximately \$2.6M annual value.

Operation and maintenance of the urban roadway stormwater systems which includes:

- The towns of Caledonia, Cayuga, Dunnville, Hagersville, Jarvis, Townsend and LEIP
- 125 km storm mains
- A combination of 5,179 manholes and catch basins.

Associated Maintenance Programs:

- Annual water distribution main flushing, utilizing fire hydrants and valve isolation, to provide scouring velocities to clean the mains and turn water over in the system
- Annual leak detection on all distribution system mains to detect watermain leaks through a correlation sounding procedure, minimizing lost water in the systems through service and main breaks that would otherwise go undetected
- Annual dead end watermain flushing to maintain chlorine residuals (CL2) and good water quality in these areas
- Water accountability through property meters, plant meters and district metering
- Annual sanitary flushing programs to minimize potential for blockages in the systems
- Annual Aqua Data zoom camera inspections in the sanitary and storm systems to provide snapshots of the systems identifying areas with structural deficiencies, potential for blockages and areas in need of more detailed televising and future maintenance or Capital project work.
- Annual water distribution valve operation program
- Repairs to damaged water, sanitary and storm mains and services
- Weekly bacteriological and CL2 residual testing in distribution systems to ensure water quality.
- Conduct water sampling and monitoring to ensure regulatory compliance and adequate water quality is maintained.

2020 Accomplishments:

- Completed replacement of defective water meter registers in Cayuga.
- Continued replacement of defective water meter registers in Hagersville, Jarvis and Townsend
- McClung/Avalon development watermain commissioning, subdivision deficiency inspections, and water meter installations
- Facilitated meetings with Haldimand Norfolk Health Unit and the Ministry of Environment, Conservation and Parks
- Implemented exploratory distribution system sampling to support water distribution optimization
- Completed cross connection control survey project

- Environment Canada wastewater system inspections - first ones ever in the County
- OPG ongoing negotiations regarding the water intake
- Initiated discussions with New Credit regarding water use and the existing Agreement
- Awarded contract for the operation and maintenance of water treatment facilities (new contractor – Ontario Clean Water Agency (OCWA))
- Completed investigative chlorine residual sampling
- Replacement of 4-inch cast iron water main in Cayuga

2021 Priorities:

- Continue replacement of defective water meter registers in Hagersville, Jarvis and Townsend
- Completion of maintenance activities referenced above
- Trouble shooting issues identified at the Caledonia Reservoir due to McClung/Avalon developments impact on system and identify viable solutions
- Continuous improvement to water accountability in all systems
- Work with Engineering Services with respect to water and sanitary main replacement projects
- Contract management of the new water treatment contract
- Improved water accountability and reporting
- Mississaugas of the Credit First Nation Water Use Agreement Revisions/Amendments
- Municipal Drinking Water Licence renewals
- Fire flow testing of all hydrants County wide
- Continue to build water distribution optimization
- Continue administration of the Sanitary Discharge Agreements with industrial customers.
- Skills development and training due to staffing changes.
- Risk Assessments for County Drinking Water Systems

Solid Waste / Recycling Operations Responsibilities

Operation and maintenance of the Canborough Waste Management Facility includes:

- Operation and maintenance of the Canborough Waste Management Facility includes:
- Weigh scales and site maintenance activities
- Diversion Centre for metals, construction and demolition waste, shingles, bulk cardboard, bulky rigid plastics (removed February), textiles, tires, batteries, leaf and yard material and waste electronics
- Re-Use Program for gently used items
- Administration and management of Transfer Station Building and hauling contract with Barnes where the waste and recycling from curbside collection is dropped off in separate receiving areas. Garbage is then loaded hauled to Twin Creeks and recycling to Niagara for processing – approximately \$1.5M annual value.

Curbside collection and recycling includes:

- Administration and management of the garbage and recycling curbside collection contract with Modern Landfilling Inc. approximately \$2.1M annual value
- Administration and management of the leaf and yard waste curbside collection contract with Grand Disposal approximately \$150k annual value (11-week program for urban centres, 11-week program rural pilot project)
- BIA, Chambers of Commerce and Board of Trades waste bin collection
- Curbside collection By-law

Closed landfill operation and perpetual care maintenance includes:

- 16 closed landfills across the County which range in age and size
- Inspected annually for various site conditions as required by MECP.
- Enhanced monitoring required at five of the closed sites – Seneca, Sherbrooke, Oneida, Canborough and Tom Howe
- Tom Howe – Leachate management, landfill gas management (includes gas collection and flaring), site maintenance
- Canborough – Leachate management and site maintenance
- Administration and management of Leachate hauling contract at Tom Howe and Canborough – approximately \$450k annual value

Programs and promotion:

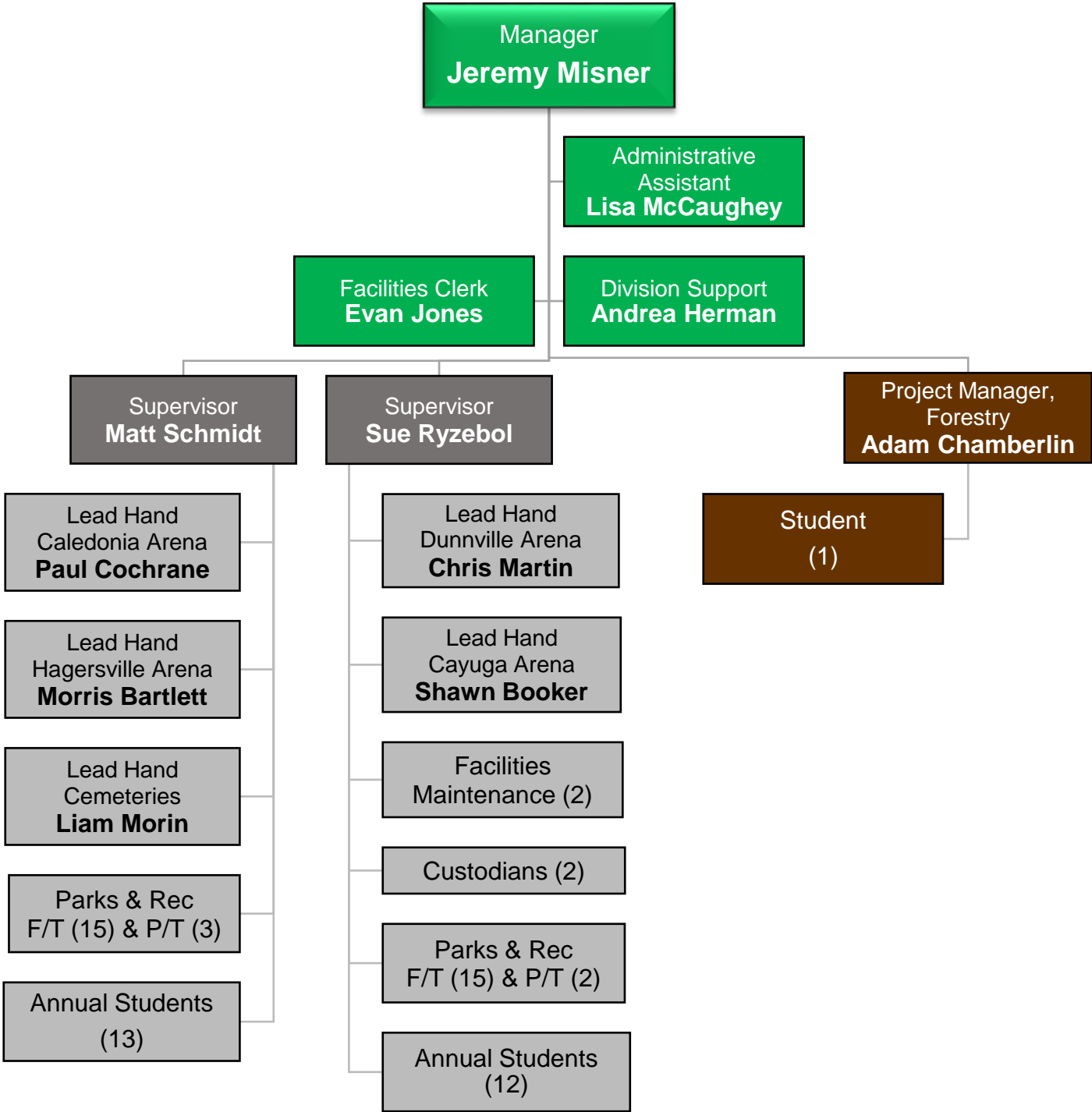
- Downtown core waste collection - Frequency increased for tourist season.
- Municipal Hazardous and Special Waste – two collection events were cancelled due to COVID (Force Majeure condition in effect). Two collection events occurred for residents where we extended hours and served over 1000 vehicles

- Waste Electrical and Electronic Program – two collection events were cancelled due to COVID. Two collection events occurred in addition to a collection site at CWMF and Walpole Roads yard. The County received almost \$9,000 of which almost 15 percent was donated to Haldimand County Charitable Donations Committee
- Battery collection program – collection occurred at nine Haldimand County facilities. The County donated approximately \$1,200 to the Haldimand County Charitable Donations Committee.
- Crime Stoppers of Haldimand & Norfolk (shredding event) and Haldimand County's (MHSW event) partnered for the Dunnville location.
- Composting – selling back yard composters at a subsidized rate also offer \$5 “all you can take” wood chips at CWMF.

2020 / 2021 Priorities:

- COVID protocols put in place at the transfer station and weekly reporting from Contractors (diabetes bin closed, reuse bin closed, not accepting cash, PPE etc.)
- Monitored the successful transition to Resource Productivity and Recovery Authority (RPRA) of the battery and the electronics programs
- Developed Nuisance, Untidy and Unsightly Land Protocol pilot project
- Reviewed and presented recommendation to Council to cancel the rural curbside leaf and yard waste collection program due to cost and lack of participation
- Extended and renegotiated Niagara Region Agreement to align processing of recycling to the blue box transition date of 2024 that was given to Haldimand
- Preparation and monitoring for transitioning of the MHSW and Blue Box programs to RPRA; this to include amending the solid waste by-law
- Contingency/emergency planning
- Enhancements to the contract management database
- Explore additional waste diversion initiatives
- Review and continue to collaborate with Norfolk County on options that were provided for a long-term leachate management plan (Tom Howe and Canborough)
- Develop a Closed Landfill Remediation Business Case
- Develop and award Agreement to perform residential waste audit
- Purchase and install tipping fee software
- Explore a partnership with CDP for waiving tipping fees for wood chips and disposal of leaf and yard waste for community groups
- Explore extending the every week leaf and yard waste collection to an every other week collection, still servicing residents for 11 weeks

Facilities, Parks, Cemeteries and Forestry Operations



Areas of Responsibility

Staff responsibilities shift with the seasons. During the winter season staff focus mainly on the arenas while supporting outdoor parks and recreational facilities. During the summer season staff focus mainly on the outdoor parks and recreational facilities while supporting the indoor operations of the arenas. In addition to the operation and maintenance of the parks and recreational facilities, staff are responsible for the operation and maintenance of various administrative buildings.

Administration Facility Maintenance

- The Facilities Maintenance staff undertake general care and maintenance of the administration buildings, community halls, libraries, museums, fire halls, and ambulance stations.

Arenas

- Facilities Parks, Cemeteries & Forestry (FPCF) staff operate and maintain the Haldimand County Community Center Arena (twin pad), Hagersville, Dunnville, and Cayuga Arenas.

Pools and Splash Pads

- FPCF staff operate and maintain the Caledonia Lions Pool and Splash Pad, Dunnville Lions Pool and Kinsmen Wading Pool, and the Hagersville Lions Pool and Splash Pad.

Parks

- FPCF staff operate and maintain 64 parks through out the County (182 Ha). The parks are a mixture of parkland and open space. Parkland classifications consist of Community Common; Neighbourhood Parks; Community Parks; Activity Parks; Waterfront Parks; Cultural Parks; and Streetscapes. Open space parks are classified either as a Nature Park or Greenway.
 - Grounds maintenance
 - Furnishing and amenity maintenance
 - Turf maintenance for sports parks
 - Playground maintenance and repair
 - Lighting maintenance (parks and pathways)
 - Waste removal
 - Courts/sports fields
 - Piers, lighthouses and boat launches

Trail Network

- Trails and pathways have been organized based on use and location: multi-use off-road, park pathways, urban trail routes, on-road cycling routes, ATV trails and

other. FPCF staff provides inspection and maintenance services to varying degrees for this trail network.

- FPCF staff are working in conjunction with Community Development and Partnership staff to develop a trails maintenance service plan. This plan will identify and standardize the maintenance requirements for the whole of the trail network. In the event a specific user group assumes responsibility of a trail section, the user group will be required to meet the same maintenance standards.

Forestry (Urban and Rural)

- The Forestry Project Manager, is responsible to develop, coordinate and implement a sustainable forest and urban forest conservation program. In 2016 staff developed a forest strategy and management plan to address the need for strategic management of the County's green assets.
- Inventory of the rural and urban forests is an ongoing task that identifies potential removals and plantings to ensure the County mitigates risk and provides for a sustainable green asset.
- Administration of the forest strategy and management plan is ongoing, Staff intend to establish a Forest Working Group in 2021 that will include internal and external stakeholders with interests in tree/forest management.

Cemeteries

- FPCF staff are responsible for care maintenance and operation of 40 cemeteries across the County. Of the total inventory, 19 sites are active with available plots for interments.
- FPCF staff are responsible for the sales and administration of burial rights and interments, management of community enquiries, opening and closing of interments, layout of plot markers, and overall care and maintenance of all 40 cemeteries.
- FPCF staff undertake the grass cutting for six of the 40 sites, while contracting out the grounds maintenance for the remaining 34 sites.

Grass cutting and snow removal

- FPCF staff are responsible for the overall grounds maintenance of all of the Counties parks and recreational facilities.
- Parks and recreational facilities are maintained through the combined use of county staff and contracted services.

- In addition to parks and recreational facilities, FPCF is responsible for grass cutting at various County facilities (e.g. fire stations, water plants, roads yards, administration buildings, etc.)

Waste Collection (Parks and Trails)

- Year round waste removal services is provided by FPCF staff at numerous parks and recreational facilities

Contracted Services

- FPCF manages a number of legislated contracted inspections/ services including: asbestos; cisterns; CO monitors; cooling tower chillers; diesel generators; elevators; emergency and exit lighting; exhaust hoods; fire extinguishers; fire panels; fire suppression & sprinkler systems; playground equipment and structural evaluations of communication towers
- In addition to managing legislated work, FPCF manages a number of other contracted services including: architectural/ engineering services; custodial; grass cutting; heating ventilation & cooling; internment/ burials; leases; overhead doors; portable washrooms; refrigeration; security alarms & security cameras; snow removal.

2020 Accomplishments

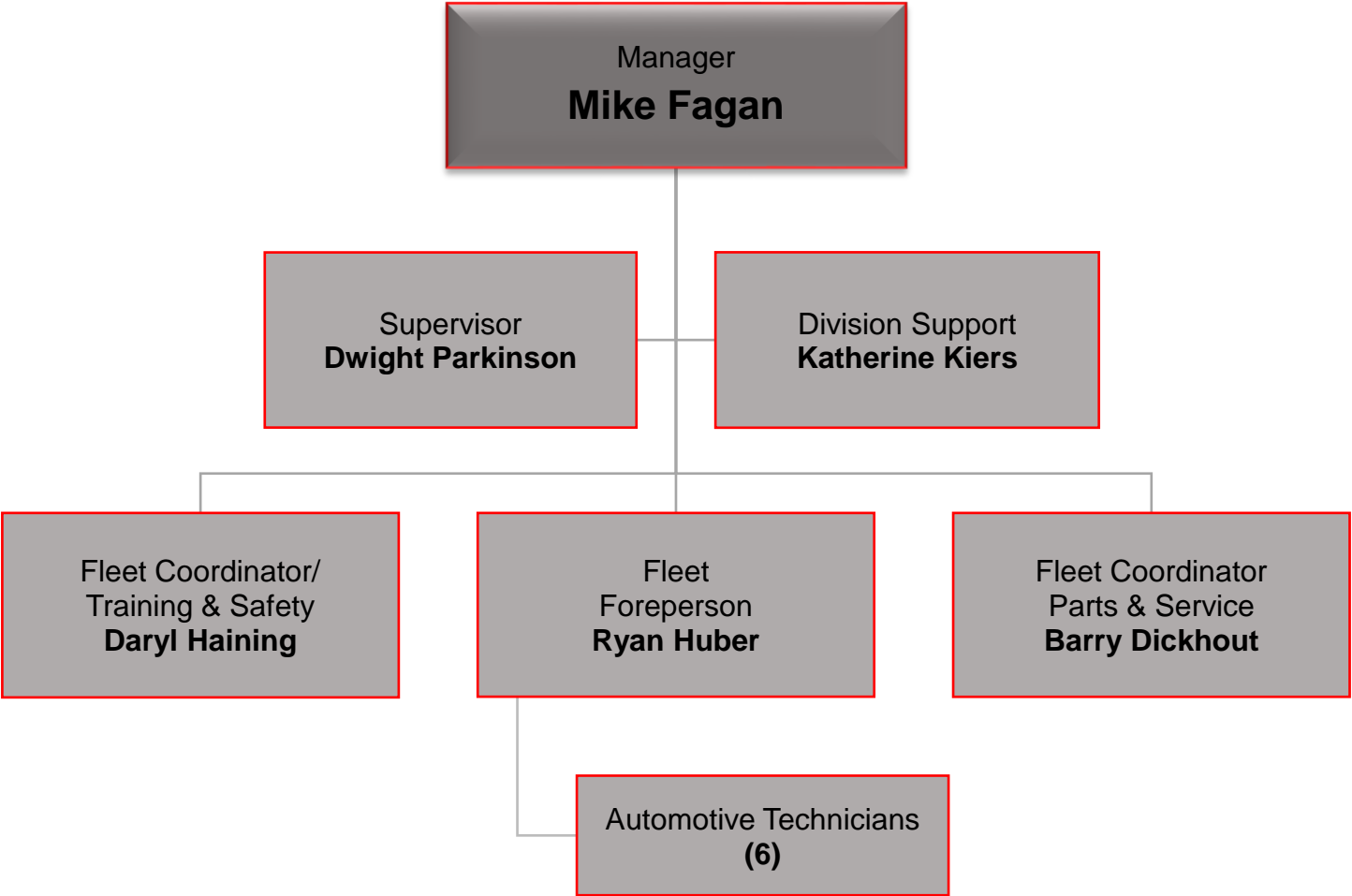
- Constructed Interim Care Center during COVID pandemic at the Dunnville Arena
- Managed policies and procedures at County facilities to deal with COVID pandemic, including the hiring of additional students specifically for extra enhanced cleaning
- Additional staff as per New Staffing Initiative to enhance coverage/care of parks, arenas and cemeteries
- Energy Management Lighting Program at the Cayuga and Dunnville Arenas
- Updated Forestry By-law
- Pickle ball courts created in all districts
- Completion of the Haldimand County Administration Building

2021 Priorities

- Staff work planning process development (workload management)
- Staff professional development planning (succession planning)
- In-house cemetery crew took over grass maintenance of eight cemeteries previously contracted out

- Trail Maintenance Program/Establish Trail Maintenance Standards
- Launch a Horticultural crew to maintain select gardens in-house (County wide)
- Park and Recreational Facility Maintenance Program
- Ongoing improvements/advancement of the Stone Orchard cemetery database
- Enhanced staff core technical training (CIT, pool training)
- Continued implementation of the Forest Strategy and Management Plan, focusing on administration, tree inventory, tree removal, tree pruning, forest health, tree planting, community engagement and enforcement of the Forest Conservation By-law
- Urban canopy coverage goals (GIS)
- Continue to enhance programs and service delivery efficiencies through improved processes and advanced software technologies
- Secure property transfers and easements in order to take possession of the Street Barnes Cemetery
- Complete a preliminary engineering study on existing and potential future boat launch sites
- Establish maintenance requirements for any new County developments

Fleet Operations



Areas of Responsibility

Vehicle and Equipment (V&E) Asset Management

Responsible to establish life cycles of over 480 County owned vehicles and equipment (V&E) including 60 Commercial Motor Vehicles, 56 fire related V&E, seven ambulances, three first responder vehicles and one support vehicle.

The Fleet Division is also responsible to manage a 'Fleet Pool' of V&E to assist divisions, on a short term basis, in meeting their service levels when division operated V&E are due for preventative maintenance, breakdowns, warranty work and increases in staff due to seasonal work.

V&E Maintenance

Establish preventative maintenance criteria to meet County requirements, adhere to the Corporate Fleet Policy and all legislated requirements such as:

- Commercial Operators Vehicle Registration (CVOR) – annual and semi-annual safety inspection standards.
- Ministry of Health (MOH) – ambulance maintenance standards confirmed by yearly on-site audits by MOH.
- National Fire Protection Association (NFPA) – fire apparatus standards, annual pump tests, annual ladder and aerial non-destructive testing.
- Ontario Highway Traffic Act (HTA).

County Fuel Supply and Depot Maintenance

Responsible for fuel procurement, inventory and operation/maintenance of five County fuel depots. Adhere to Technical Standards and Safety Authority (TSSA) standards.

Training

Provide staff initial and refresher training through internal/external resources such as fork lifts, working at heights, fuel dispensing, defensive driving, MTO Book 7, loader operation, chainsaw, load securement and CVOR legislated requirements.

The County is an authorized participant in the Ministry of Transportation (MTO) Drivers Certification Program (DCP) which grants the County the ability to provide training to upgrade and renew driver's licences, air brake endorsement and on-line monitoring of staff driver's licences.

Provide V&E training and ongoing monitoring as required by:

- Ontario Occupational Health and Safety Act;

- Highway Traffic Act – CVOR legislation – driver vehicle inspection reports, hours of service, load securement;
- Ministry of Transportation; and
- TSSA.

Vehicle and Equipment Procurement

Fleet Operations division is responsible for preparing annual Capital V&E replacements and ten year Capital replacement forecasts. In consultation with the user groups, Fleet is responsible for specification writing, procurement of all County owned V&E, ensure vehicles are 'right sized' for efficiencies and meet the requirements of the end users. Also responsible to ensure Capital budget allocations are adhered too and all procurement processes follow County policy.

Vehicle and Equipment Disposal

As per Corporate Fleet Policy.

Maintenance and Repair of Kohler Facility and Grounds

Ongoing maintenance/repair and capital improvements.

2020 Accomplishments:

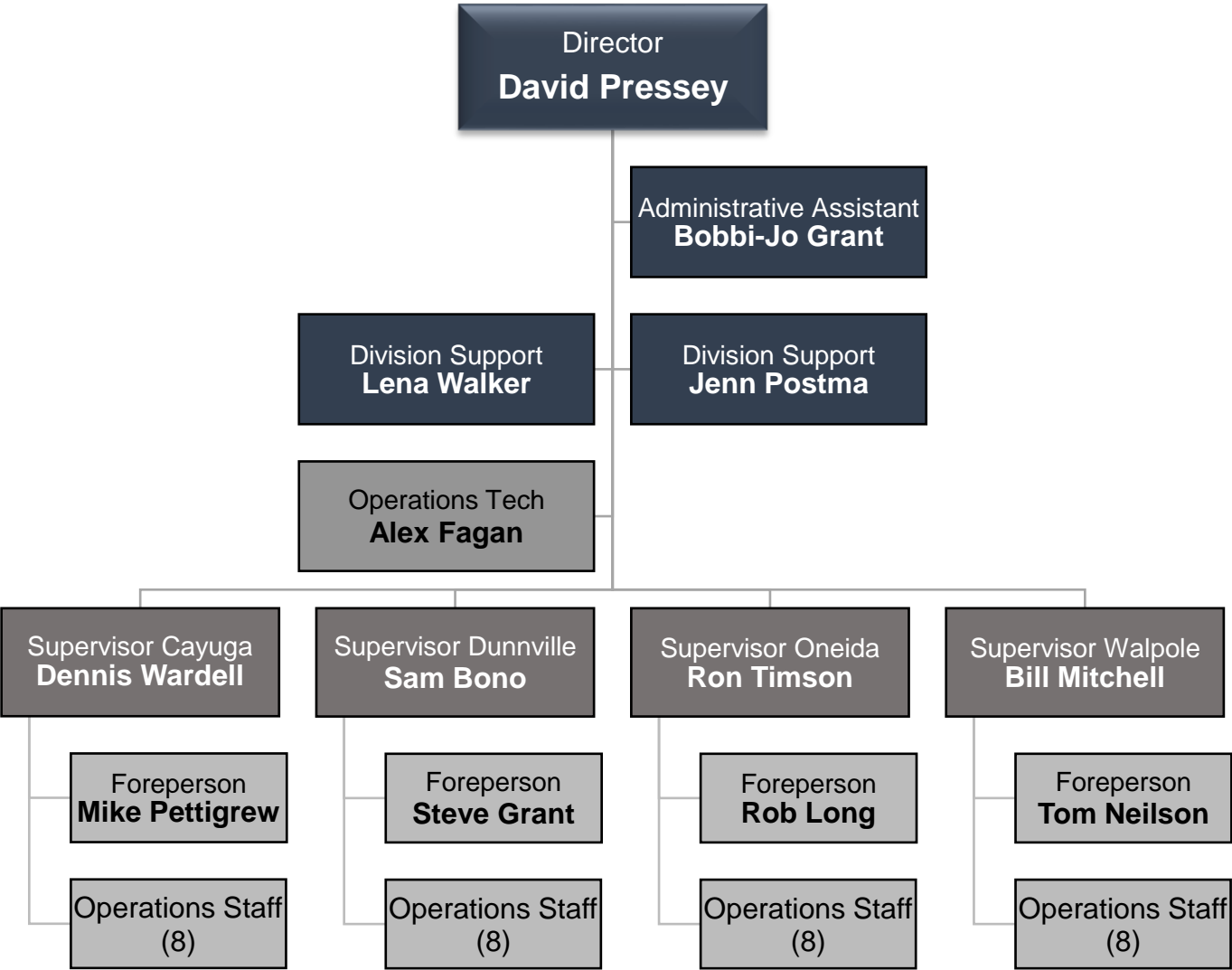
- Specification writing, procurement and in-servicing of all Council approved V&E purchases in 2020 budget which includes a Fire squad vehicle, four (4) single axle plow trucks (waiting on delivery eta June/July 2021), ice resurfacer, one Type 111 ambulance, skid steer and refurbish street sweeper
- Continue with the conversion of plow trucks into Fire tanker trucks
- Implement a standard operating procedure for reversing of County vehicles
- Upgrade of three County's fuel depots including new tanks, dispensing units, nozzles and electrical upgrades
- Recruit, hire, and train Fleet Foreperson
- Recruit, hire, and train Automotive Technician
- Continue to assist BAS Team with the implementation of new maintenance management systems

2021 Priorities:

- Work with divisions to ensure 2021 capital vehicle and equipment replacements are properly identified and 'right sized' for efficiencies and meet the requirements of the division
- Investigate/research and procure two (2) brine trailers for Roads anti-icing program

- Upgrade of County's fuel depots in Walpole and Kohler which includes new tanks, dispensing units, nozzles and electrical upgrades
- Investigate and utilize "Sourcewell" as a means for procuring certain types equipment. Two loader mounted boom mowers and two tandem axle plow trucks have been procured using this method saving County staff time and money
- Work with EMS Division to procure a new first responder vehicle
- Work with EMS Division to investigate the purchase of new tanker trucks rather than refurbish the old plow trucks due to numerous operational challenges and vehicle life expectancy concerns.
- Recruit, hire and train new Fleet Coordinator, Training and Safety
- Prepare for an external audit regarding the County's participation in the Ministry of Transportation Driver Certification Program.
- Continue to assist BAS Team with the implementation of new maintenance management system.
- Assist Facilities & Capital Asset Management division in the design of the Kohler garage storage addition and improvements to washroom facilities, training room and office area (ongoing into 2021)
- Actively participate on Vehicle Accident Review Committee.
- Specification writing, procurement and in-servicing of all Council approved V&E purchases in 2021 budget which includes two brine trailers, two tandem axle plow trucks, two loader mounted boom mowers and a first response vehicle

Roads Operations



Areas of Responsibility

General

To maintain and preserve approximately 1,500 km of public right of ways/road allowances (roads), 123 km of sidewalks and eight municipal parking lots consisting of approximately 20,000 m² in asphalt surface area. The focus of the Roads Operations Division and its employees is safety, preventative maintenance and the protection of the public's investment in the transportation network system of Haldimand County. This division is responsible for road surface maintenance, roadside maintenance, and drainage maintenance. Additional responsibilities include, but are not limited to, traffic signals, street lighting, entrance culverts, cross road culverts, ditching, road grading and dust control.

Sidewalk Maintenance

The County's sidewalk maintenance program consists of sidewalk inspection and sidewalk and curb restoration on an annual basis. The sidewalk inspection program is scheduled on an annual basis with a rating criteria listing all surface deficiencies and/or trip hazards in a priority fashion. Each year a sidewalk restoration contract is planned and implemented based on inspection reports that identify all known deficiencies on a priority basis. The sidewalk restoration program is generally scheduled mid to late summer for seasonal and weather related advantages.

Roadway Maintenance Programs

- **Rural Roadside Mowing** - The Rural Roadside Mowing Program is scheduled on an annual basis and consists of cutting roadside grass with the intent to improve roadside visibility for the travelling public. Rural intersections are also cut back an additional standard again with the intent to improve site lines. The County's Rural Roadside Mowing Program schedule consists of 2 cuts per year. The first cut is generally scheduled in early to mid-June and the second cut is scheduled in August. The Rural Roadside Mowing Program also includes manual trimming of all safety barrier systems and traffic signs twice per season.
- **Road Surface Maintenance** - All roads in the County are inspected on a regular basis for surface deficiencies including potholes. All roads in Ontario are classed into 6 different road classes which is based on the daily traffic counts and speed limit on any given road. The frequency of road surface inspections and road surface repairs is based on the class of road. All roads within Haldimand County are inspected a minimum of once every 30 days. Street sweeping is scheduled throughout our urban areas where curbs and gutters exist. All urban roadways are swept at a minimum of once in the spring, once mid-summer and twice in the fall. Main streets and downtown cores have increased schedules.

- Roadside Drainage - The Roadside Drainage Program consists of multiple drainage activities designed to improve the overall drainage of the County's roadway network. Positive drainage of roadways improves and extends the life of the road. Roadside drainage activities consist of entrance and cross road culvert maintenance, including replacement when necessary. Other drainage activities include, reconstructive roadside ditching and ditching maintenance or ditching clean out. Roadside drainage activities are generally scheduled during the summer and fall seasons.

Streetlight Maintenance

Roads Operations Division is responsible for inspecting and correcting streetlights on County Roadways in accordance with the standards set out. The standard for the frequency of inspecting roadway streetlights to check that they are functioning, is once per calendar year, with each inspection taking place not more than 16 months from the previous inspection.

Gravel Road Maintenance

Haldimand County's gravel roads are regularly inspected throughout the year. In the spring, once the frost is out of the ground and the weather permits, all gravel roads are graded and new stone applied, if needed. The frequency of the grading is determined by the condition of the road and when grading is warranted.

Dust Control Program

The County's Dust Control Program on the gravel road network consists of calcium chloride liquid applications to control and limit airborne dust on gravel roads on an annual basis. The dust control program schedule is generally performed once in the spring and on an as need basis throughout the summer. Several factors can influence the frequency of dust control applications, including but not limited to, the amount of rainfall during a summer season, the number of vehicles travelling the road and the amount and type of winter precipitation from the previous winter season.

Winter Control – Snow Removal

The Roads Operations division is responsible for clearing snow from County-owned roadways, municipal parking lots and sidewalks in front of County property. Roads Operations are also responsible for monitoring weather forecasts and patrolling of roads. Road patrolling, weather monitoring and road operations/snow clearing services are scheduled on a 24 hours a day, 7 days a week basis during the winter season. The Winter Control Program is typically scheduled from November 15 to April 15 of the following year. Snow and ice clearing services shall be deployed as soon as practicable after staff become aware of the fact.

Snowplowing

Each roadway in Haldimand County is classed in accordance with the Ontario Minimum Maintenance Standards, a provincial regulation that sets out standards to class each road in a class of 1 through 6, based on the number of vehicles per day and the posted speed limit. Haldimand County's approved winter control service levels are planned and scheduled in accordance with this regulation on a County wide basis. For snow clearing operations, each road class has specific limits of snow accumulation and response times for snow clearing. As a result, major arterial roads are the number one priority and with higher traffic volumes, these roadways are maintained 24-hours per day during the winter control season. Typically, residential and/or rural non-priority streets and roads are cleared on a secondary deployment schedule.

Sidewalk Snow and Ice Clearing

The Roads Operation division is responsible for monitoring and completing visual observations of sidewalks throughout the County for snow accumulation of equal to or greater than 5 cm, or if ice is present on sidewalks. Snow and ice clearing services shall be deployed as soon as practicable after staff become aware of the fact. They will track and monitor snow and ice clearing operations throughout the County and forward any issues to the County By-Law Division for further follow up.

2020 Highlights

- Completed the Oneida building-roof replacement.
- Completed extensive roadway and drainage repairs to roads and properties in our lake front areas due to extreme storm events during the fall season. These repairs were in addition to our regular roadway maintenance and drainage program requirements.
- Initiated Business Process Review for the Permit Process.
- Continued to maintain approved level of service throughout the COVID pandemic while adhering to health and safety protocols.
- In addition to the regular scheduled programs and responsibilities, the Roads Operations Division also received and generated approximately 1500 work order service requests. All work orders/service requests are investigated and completed in accordance with regular program schedules.

2021 Priorities

- Initiate and administer a Soils Management and Excess Soils procedural plan under O. Reg 406/19 and other relevant legislation.

- Initiate a Boundary Agreement review of current boundary agreements with neighbouring municipalities. Agreements to be updated, amended and formalized with neighbouring municipalities where applicable.
- Continue the service delivery model review to identify the possible impacts of accommodating the increased development and urban expansion in Caledonia.
- Initiate a review of our current Road Patrol processes and procedures.
- Continue the winter control program review and possible anti-icing program expansion.
- Improvements to our contract management processes and procedures.
- Initiate succession planning to promote internal staff development.
- Optimization of operating and capital budget monitor and reporting procedures.
- Continue to look for program improvements and service delivery efficiencies through improved technologies and potential software applications.
- Continued implementation of replacement and new roadside safety barrier devices in accordance with priorities identified in the Roadside Safety Audit.
- Continue to look for opportunities to improve the County's sidewalk infrastructure to meet AODA requirements.