



# 2019

**DRAFT TAX SUPPORTED  
OPERATING BUDGET**

# 2019 Draft Tax Supported Operating Budget

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# HALDIMAND COUNTY

## Chief Financial Officer Report 2019 Draft Tax Supported Operating Budget

Committee of the Whole on April 2, 2019

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### Message from the Chief Financial Officer

Mayor and Members of the Council,

The adoption of a municipalities' annual budgets is one of the most important strategic documents that Council reviews to ensure affordable, reliable and safe provision of services to its taxpayers and the public at large. This document presents the 2019 Draft Tax Supported Operating budget outlining the proposed tax supported operating costs and related funding. All operating costs included in this document are entirely funded from the following revenue sources: tax levy from properties within Haldimand County, users fees/recoveries, federal/provincial grants and reserves established by Council for specific operating purposes. Water and wastewater operational costs and capital projects are funded entirely from users of water/wastewater systems and were included in the Rate Supported Capital and Operating Budget approved January 24, 2019.

The Tax Supported Operating budget pays for the day-to-day operational cost such as salaries/benefits, supplies, utilities, insurance, etc. to provide the numerous essential services provided directly to taxpayers including but not limited to (in the order of magnitude): Capital related funding for infrastructure costs, Roads and Winter Control maintenance, Education taxes (transferred to local school boards), Police, Parks and Recreational facilities, Fire and Emergency services, Solid Waste collection and management, Social and Family Services (long term care, social assistance, child care and social housing) and Libraries and Cultural services.

The County's budgets are incredibly important strategic financial instruments. They align County resources with Council's priorities. As such, staff have allocated resources to our community priorities guided by the County's three strategic pillars: *Community Vibrancy/Healthy Community; Growing Local Economy to Create Economic Opportunity; Corporate Image/Efficient Government.*

The 2019 Draft Tax Supported Capital Budget and Forecast has been developed on the following fundamental financial principles: **Focus on Sustainability:** The County has established financial principles to ensure budgets are sustainable by establishing annual target tax levy increases and a long term capital financing plan to avoid unplanned tax increases or cuts to services. **Protect against Vulnerability:** Principles have been adopted to assist the County's ability to address vulnerability to external sources of funding or exposure to costs beyond Council's control. The County maximizes external revenues or grants from upper levels of Government to ensure full cost recovery of the operating costs associated with the underlying service. **Maintain Flexibility:** It is also critical to have the flexibility to limit

tax levy increases while responsibly issuing debt without impacting service levels or credit rating. The County has established annual debt repayment limits to ensure there is the ability to utilize debt in a planned approach while maintaining the flexibility to issue additional debt for unforeseen costs and future opportunities. For this reason the proposed tax supported operating budget is ***predictable, adaptable, flexible and sustainable***.

### **Key Financial Messages - 2019 Draft Tax Supported Operating Budget**

The 2019 Draft Tax Supported Operating budget includes total operating expenditures of approximately \$112.7 million representing an increase of approximately \$3.1 million over 2018. The property tax levy represents the most significant funding source for all operating expenditures, totalling a projected \$67.5 million or 60% of total funding sources. Based on the 2019 Draft Tax Operating budget, the total annual impact on the average residential tax bill is approximately \$83 or 2.62%.

The 2019 Draft Tax Supported Operating budget results in the following:

- A predictable annual tax levy impact of 1.0% to sustain capital-related spending and timely replacement of capital infrastructure;
- An additional 0.75% capital related spending to accelerate the gravel road conversion program which will see all roads converted over the next 8 years;
- The full annualized costs of the Corporate Structure Reorganization in late 2018 to better meet residents and taxpayers' current and future needs, at a cost less than originally projected;
- Provisions for growth related and new service initiatives to meet taxpayers' needs, funded firstly from assessment growth, including:
  - Reduction in recreational fees to increase participation, remove barriers to access and increase utilization of County recreational facilities;
  - Enhancements to the County's established tree conservation and reforestation program;
  - Increased recreational/facility services to meet demand for current service standards and public expectations with respect to parks and facilities maintenance (e.g. increased grass cutting and snow removal);
  - Increased contribution to field management groups to support the efforts of the County's current community partners in operating and maintaining fields, parks and trails on behalf of the municipality;
  - Increased and streamlined hours at all Libraries to better meet future needs and enhanced access to Community Hubs and related services.

The 2019 Draft Tax Supported Operating Budget is fiscally responsible and based on sound financial principles. It should be noted that, despite prudent fiscal planning the County is subject to risk and vulnerability due to future uncertainty. This includes: Uncertainty with respect to the wider economy and implications in terms of local growth and investment that translate into assessment growth – can growth ultimately pay for growth? Uncertainty in terms of possible impacts to municipal grant revenue from the Province as the new Provincial

government completes its review of its finances. The County annually receives approximately \$14.5 million from the Province towards operational services. As such, any reduction in Provincial grant funding could have a significant impact on the ability of the municipality to fund these services. Senior staff will continue to monitor the political environment and lobby against changes that may impact the affordability of municipal services and replacement of infrastructure critical to the economic success of the County and the Province of Ontario as a whole.

Respectfully Submitted,

Mark Merritt, CPA, CA  
Chief Financial Officer and General Manager of Financial & Data Services





## THE CORPORATION OF HALDIMAND COUNTY 2019 Draft Tax Supported Operating Budget

### Treasurer's Report

#### **Introduction/Background:**

Section 290(1) of the *Municipal Act* requires local municipalities to prepare and adopt, each year, estimates required during the year for the purposes of the municipality, including amounts sufficient to pay all debts of the municipality falling within the year, as well as amounts for any boards, commissions or other local bodies. In addition to these legislative requirements, the adoption of annual budgets provides the basis for prudent fiscal management by identifying expenditures required to match operational short and long term plans. A budget is a guide to ensure corporate strategic priorities and departmental business plans are achieved. Annual budget estimates ultimately determine the County's revenue requirements and the impact on taxation and other fees to County residents.

As outlined in the Council approved budget guidelines for 2019, the County will develop and adopt three (3) budgets as follows:

Rate Supported (1): Includes both Water and Wastewater Operating Budget and Capital Budget (current year plus 9 year capital forecast)

Tax Supported (2): Tax Supported Capital Budget (current year plus 9 year capital forecast)  
Tax Supported Operating Budget

Council approved the 2019 Budget Timetable as follows:

Draft Budget	Review Date(s)	Additional/Conditional Dates
Rate Supported Capital and Operating Budget	January 24, 2019	n/a
Tax Supported Capital Budget	March 5, 2019	n/a
Tax Supported Operating Budget	April 2, 2019	April 3 and 4, 2019 (if required)

To date, Council has reviewed and approved the 2019 Rate Supported Budget and the 2019 Tax Supported Capital Budget and Forecast to 2028. The approval of the 2019 Tax Supported Operating Budget will allow the 2019 property tax rates to be calculated and final tax billings to be issued (subject to approval of tax policies - scheduled for June of 2019).

### **Tax Supported Operating Budget Process**

As identified in the Tax Supported Capital Budget, the County's budget process has been focused on strategic objectives and long term financial planning. Accordingly, the 2019 Tax Supported Operating Budget has been aligned around Council's adopted strategic objectives of:

- Growing our Local Economy by Creating Economic Opportunity – *Does the expenditure support the strengthening of the economic base of the County? Examples: new infrastructure investment to allow growth, urban re-development, generates assessment growth, retains existing business/industry, tourism enhancement.*
- Community Vibrancy & Healthy Community – *Mission statement: high quality sustainable services that promote the well being of communities. Does the expenditure contribute to the betterment of the quality of our communities? Does it contribute to a better natural environment or the health of residents?*
- Corporate Image & Efficient Government – *Does the expenditure result in a visible, positive image for the County? Does it contribute to more accessible, more efficient or more cost effective local government for our residents?*

This process provides direction to management when identifying service level needs and implementing a long range financial plan that is sustainable. The budget process is a culmination of collaborating efforts between supervisors, managers and senior staff. The budget guidelines establish the framework to develop the proposed budgetary needs to meet existing service levels, as well as identify proposed changes to these service levels.

An integral part of the budget process is to adopt guidelines to ensure a consistent approach in developing a draft budget that meets Council's expectations. As outlined in Report FIN-02-2019 Budget Guidelines for 2019, Council approved the following for staff's preparation of the 2019 Draft Tax Supported Operating Budget:

*AND THAT the following guidelines be approved for preparation of the 2019 Draft Tax Supported Operating Budget:*

□

- *Annual assessment growth is to be used as follows:*
  - i. firstly for increases in the tax levy to fund the annual capital-related tax supported capital requirements; and
  - ii. secondly to fund growth related impacts and new initiatives/service level enhancements; and
  - iii. lastly, any unutilized annual assessment growth be transferred to the Contingency Reserve to offset future growth related cost increases if necessary; and

- *Additional new initiatives for new/enhanced services, beyond available assessment growth, should only be considered during the budget review if the net levy impact can be mitigated on a consolidated, corporate-wide basis and the individual business case provides for offsetting revenue sources, efficiency improvements or cost savings; and*
- *Funding related to Council approved new initiatives would be considered above and beyond the base budget requirements; and*
- *A targeted overall increase in the combined municipal and education taxes on an average residential property of **2.00%** for the Tax Supported Operating Budget requirements.*

Integral to the above noted guidelines is the use of assessment growth to offset municipal levy increases. The anticipated additional property tax revenue associated with assessment growth has been identified to be used to firstly, offset increased capital levy impacts and secondly, growth related impacts and new/enhancements to current service level. Assessment growth is expected to generate additional 2019 taxation revenue of approximately \$1,700,000 or a favourable 2.7% levy impact. This is more than double the County's historical five year average of approximately 1.0% growth (albeit some of the growth will represent a one-time impact). As outlined in report FIN-03-2019 Analysis of Assessment Update report, given the anticipated changes in development and impacts on assessment growth and property taxes, a comprehensive and long term analysis of these impacts will be developed and presented to Council. This analysis will need to take into account, not only the impact of assessment growth and tax policy on annual taxes, but the need for future infrastructure, services and the related operating costs.

Also integral to the budget guidelines was the use of "education tax room" (i.e. reduced education tax rates by the Province due to reassessment) which can be used to offset base budget drivers. Historically, on average, this has provided relief of approximately 0.70% on the total residential tax bill. Based on the draft budget and estimated Education rates, the Education offset is estimated at 0.62%. Assuming the Province continues to reset Education property tax rates to be "revenue neutral" due to assessment increases, this reduction will reduce the overall property tax impact.

### **2019 Draft Tax Supported Operating Budget – Budgetary Constraints**

Several financial pressures influence the draft budget as presented to Council.

*External "Uncontrollable" Constraints:* To some degree, these factors are beyond staff or Council's control. Several municipal programs/services are either mandated by the Province (as well as the associated service levels) or provided by Local Boards or Agencies. The changes to these programs/services and associated costs can have a significant and unpredictable impact on the County's annual levy requirements. These services include: Ontario Municipal Partnership Funds (OMPF), Public Health, Social Assistance, Child Care, Social Housing, Policing, Conservation Authorities (Long Point Region, Grand River and Niagara Peninsula Conservation Authorities) and the Municipal Property Assessment Corporation (MPAC).

The requirement to provide and/or fund these services was a key component of the 1998 realignment of services between the Province and the Municipal levels of government. Although the net effects of these downloaded services were to have a "revenue neutral" impact on municipalities, it has been widely advocated by local municipal governments that this was not the case. This purported "funding gap" was a key

driver behind the provincial-municipal fiscal and service delivery review undertaken in 2008. The recommendations from this review included uploading of services to be funded by the Province (some of which were previously downloaded in 1998). This uploading included:

- a four year phase-out (2008 through 2011) of municipal funding of the Ontario Drug Benefit (ODB) program and the Ontario Disability Support Program (ODSP);
- an eight year phase-out of municipal funding (2010 through 2018) for Ontario Works;
- a three year phased-in upload of Court security and prisoner transport costs (recently impacted by the new billing model for OPP costs); and
- reductions in Provincial grant funding through the Ontario Municipal Partnership Fund (OMPF) ending in 2017.

Despite these uploading initiatives, there is still a significant net tax levy impact of these “Uncontrollable” services. As a result, based on the draft budget as presented in this document, the aforementioned services represent approximately **27.1%** of the 2019 total overall average residential tax bill (including draft Education Taxes). This is a slight reduction from the allocation of approximately 27.4% in 2018.

Further impacts on OMPF funding may be experienced in upcoming years. Although the government is maintaining the current structure of the Ontario Municipal Partnership Fund (OMPF) for 2019, there will be further consultations with municipalities to ensure the OMPF program is sustainable and focused on Northern and rural municipalities that need it the most. The province has committed to announcing the 2020 allocations well in advance of the municipal budget year in order to provide sufficient time to plan.

A significant component of the 1998 realignment of services was the gradual reduction in education tax rates to be used in calculating the total tax bill. This reduction, known as the “Education Tax Room”, was intended to offset the additional costs associated with the realigned services. At the time of preparation of this budget, the Province had not set the final 2019 education tax rates. It is anticipated that the residential education tax rates will decrease by approximately 5% generating offsetting Education Tax Room in 2019 of approximately 0.62% based on the draft budget as presented.

**Unbudgeted Expenditures:** Provisions under the Municipal Act, due to the requirement to report tangible capital assets, allow municipalities to not budget for the following items: amortization expenses related to capital assets; post-employment benefit costs; and solid waste landfill closure and post-closure expenses. Although this does not directly affect the 2019 Draft Tax Supported Operating Budget, it does require a Council resolution to “exclude” these expenses from the annual budget. The following analysis will outline the potential impact that the exclusion of these expenses would have on the County’s accumulated year end surplus/deficit and estimate the impact on the future funding of tangible capital assets.

- ***Amortization Expense of Capital Assets:*** Although the budget does not include any specific costs related to annual amortization of the County’s existing tangible capital assets, it does include significant contributions to tax supported Capital Replacement Reserves. As amortization costs are based on the historical acquisition costs and reflect the annual “use” of these assets, it does not necessarily reflect the funding for replacement of the underlying infrastructure. The County’s Capital Financing Principles provide for a long range financing plan (over the 10 year capital budget) ensuring sufficient funds are available for the anticipated infrastructure replacements. As a result, based on the current capital forecast, sufficient funding is available at this time; however, staff have identified that capital replacement

reserves have been significantly depleted in recent years due to the acceleration and enhancement of capital works. As outlined during the Tax Supported Capital Budget review, the County has an estimated significant “infrastructure deficit”. Current estimated annual amortization costs are approximately \$19.6 million (based on 2017 audited actuals for tax supported capital only) while the 2019 budgeted annual transfer to tax supported capital replacement reserves is approximately \$16.4 million. Although there appears to be an annual shortfall of approximately \$3.2 million, the County has adopted a multi-year plan to address increased capital financing needs based on the current 10 year capital forecast.

- *Post Employment Benefits Costs and Workers Compensation Liabilities (WSIB):* Post employment benefit costs include benefits (i.e. health and dental premiums) paid on behalf of former County employees that are no longer actively employed with the County. These costs also include the liability for vested employee sick leave and vacation pay accrued at the end of the fiscal year. These liabilities for all active employees have traditionally been reported as an “unfunded liability”. An actuarial review was confirmed in 2017 to estimate liabilities for future costs associated with sick leave (eligible for payouts and time in lieu for banked sick days) and post employment benefits. Based on this review, it was estimated that the combined liability to be reported in the 2017 audited financial statements was approximately \$3.9 million and the County has current reserves for these cost of approximately \$919,000, resulting in an estimated unfunded liability of \$2.7 million. The County currently expenses/funds these costs on an annual basis based on the estimated costs to be incurred in that year. As such, all current costs are fully funded and the need to fund the future costs/estimated unfunded liabilities will be monitored on an annual basis based on revised estimates. Based on the County’s 2017 audited statements, WSIB liabilities total approximately \$7.2 million (excluding the full impact of the Presumptive Liability for Volunteer Firefighters) and the County has reserves totaling approximately \$6.1 million. The actual cash payouts are expensed in the years these benefits/costs are paid directly to/on behalf of the respective employees. Given recent legislative changes to include post-traumatic stress disorder claims and increases in Presumptive Liability claims, it is estimated that current liabilities in fact exceed current reserve balances despite the proposed increase in annual contributions. Staff have included increased WSIB self-insurance provisions in the 2019 Draft Tax Supported budget, to partially address the expected increase in claims/costs and will continue to monitor our claims experience. Based on recommendations by the County’s audit firm, an update to the actuarial study, completed in 2012 related to the County’s WSIB liabilities, is planned in 2020 due to the significant changes in presumptive, post traumatic stress and chronic stress liabilities.
- *Solid Waste Landfill Closure and Post-Closure Costs:* These costs reflect the closure and post closure costs of solid waste facilities managed by the County. Based on the most recent audited statements (2017), the total present value liability related to Haldimand’s share, pending the closure of Tom Howe landfill (closed end of October 2015), is approximately \$14.0 million. This amount includes the present value of all capital related costs of approximately \$491,000 (Haldimand’s share only). The first 10 years of these capital costs are included in the County’s Tax Supported Capital Budget and Forecast. The remaining liability relates to the ongoing perpetual operating costs, which are estimated to total approximately \$30 million (Haldimand’s share only) over the next 50 years (the net present value of these costs is approximately \$13.5 million which represents the balance of the current liability). The 2019 Draft Budget is based on the annualized operational cost based on Council’s approved long term solid waste management strategic plan. The annualized costs take into account both the long term operating and capital costs (which includes post-closure costs) in developing a sustainable long range funding plan.

Operating Impacts – 2018 Forecast: As outlined in the draft 2019 budget document, the forecasted **surplus** for the 2018 year is estimated at approximately \$940,000. The major drivers are outlined below.

<b>2018 Projected Operating Variance Breakdown of Tax Supported Operations</b>	
<b><u>Revenues</u></b>	<b><u>Surplus/(Deficit)</u></b>
Provincial Transitional Mitigation Grant (offset lost property taxation from two long term care facilities change in tax status to exempt)	183,327
Engineering/Inspection Fees & Planning Fees based on timing of development activity	(158,044)
One time recoveries from Tax Sale	26,800
Recoveries - Commodity Tax Review HST Recovery	123,688
Ice Time Rentals - lower than anticipated rentals	(35,437)
Penalty & Interest - Taxes	(115,000)
POA Fines Revenue	28,117
Supplementary Taxes - Mainly due to residential development	1,100,295
Payment in Lieu of Taxes due to increased assessment	46,191
Grandview Lodge revenues	(153,475)
<b>Subtotal Revenues</b>	<b><u>1,046,462</u></b>
<b><u>Expenditures</u></b>	
Salaries/Wages & Benefits - Including Meeting, Travel and Professional Development - Mainly due to gapping, i.e. unfilled vacancies - County wide (3% of total salaries & wages budget)	1,028,689
General Operating Supplies - Corporate wide (individually under \$25,000)	(30,937)
Roads Maintenance supplies and services	(128,114)
Fuel - Higher consumption than anticipated	(95,263)
Property tax adjustments (tax appeals and vacancy rebates)	(188,518)
Solid Waste Deficit - Mainly due to higher than anticipated leachate volumes	(177,667)
Snow Removal for Corporate facilities	(69,095)
Contracted Services - Forestry pruning services	32,854
Contracted Services - Streetlight Maintenance	(89,236)
Winter Control Supplies and Contracted Services	(522,948)
Hydro - Savings in Streetlights (\$42K); Savings in Grandview (\$64K) mainly due to lighting retrofit; Deficit in Arenas mainly due to timing of retrofit project (\$28K)	190,296

Natural Gas County-wide (under 25K individually)	(43,140)
Maintenance & Repair - Grounds - Corporate wide	38,056
Miscellaneous net items (individually under \$25,000)	(51,501)
<b>Subtotal Expenditures</b>	<b><u>(106,524)</u></b>
<b>Total Projected Tax Supported Operational Surplus</b>	<b><u>\$939,938</u></b>

There are several items above that would potentially influence the 2019 Draft Tax Supported Operating Budget as follows:

- Supplemental Tax billings – During 2018, the County received supplemental assessments (i.e. assessments for new construction, not previously returned on the tax roll for property tax billing) related mainly to residential development.
  - Action: As growth within the county is expected to continue for several years, the base budget for supplemental tax billings was increased by \$280,000 in the 2019 Draft Tax Supported Budget. Further review is recommended to monitor this increased assessment related to development throughout Haldimand County.
- Deficit in penalties and interest on property tax arrears: Given the recent changes in the tax sale process (moving from three year arrears eligibility to two), it is possible this change in process has reduced the penalties and interest received.
  - Action: No levy impacts have been included in the 2019 Draft Tax Supported Budget at this time, but further review is recommended to review the success of our collection efforts.
- Significant fluctuation in winter control operations
  - Action: Historical contracted services deficits have occurred over consecutive years and current budget levels were again reviewed for 2019. Based on the 5 year average, increases of approximately \$120,000 have been included in winter control operations for contracted services in the 2019 Draft Budget.
- Solid waste management operations: Driven primarily by increased leachate treatment volumes .
  - Action: Minor impacts related to leachate costs have been included in the 2019 Draft Tax Supported Budget, as a Leachate Best Practices Study is currently being completed. The study findings will be considered during preparation of the 2020 budget.

#### Draft Budget Overview

The 2019 Draft Tax Supported Operating Budget requires a \$3,767,950 Municipal Levy increase, resulting in an increase on the Average Residential Municipal component of the tax bill of 3.24% after assessment growth. Incorporating the use of the “Education Tax Room”, based on estimated education rates, the overall impact on the average residential tax bill is **2.62%**. As noted in the budget guidelines report presented to Council in February, there are a number of both positive and negative issues that have a tax levy impact in 2019:

#### Positive Issues:

- Assessment growth

- Projected education tax room

Negative Issues:

- Reduced/uncertain funding from Provincial government
- Impact of decisions by upper levels of Government on current operations and program delivery;
- Economic adjustments to employee compensation, including wages, statutory and non-statutory employee benefits
- WSIB self insurance impacts related to claims history for presumptive and post traumatic stress disorder liability

The following chart outlines the 2019 Draft Budget in relation to the targets set by Council.

<u>Budget Details</u>	<u>2019 Budget Guideline</u>	<u>2019 With Approval of Tax Capital</u>	<u>2019 Draft Budget</u>	
	<u>%</u>	<u>%</u>	<u>\$</u>	<u>%</u>
<b>Municipal Levy (prior year)</b>			<b><u>63,757,390</u></b>	
<u>Base Budget Impacts</u>				
“Uncontrollable”			\$165,190	0.26%
“Controllable”			\$1,189,660	1.87%
Removal of 2018 one-time items			<u>(\$31,220)</u>	<u>(0.05)%</u>
<b>Total Base Budget Impacts</b>	<b>2.50%</b>	<b>2.50%</b>	<b>\$1,323,630</b>	<b>2.08%</b>
Corporate Reorganization			(\$147,030)	(0.23)%
Council Approved Capital	1.00%	1.75%	\$1,120,380	1.76%
Council Approved Initiatives	0%	0%	\$544,530	0.85%
New Initiatives	1.0%	1.0%	\$926,440	1.45%
<b>Municipal Levy Increase</b>	<b>4.50%</b>	<b>5.25%</b>	<b>\$3,767,950</b>	<b>5.91%</b>
Less Assessment Growth	<u>(2.00)%</u>	<u>(2.00)%</u>		<u>(2.67)%</u>
<b>Municipal Tax Increase</b>	<b>2.50%</b>	<b>3.25%</b>		<b><u>3.24%</u></b>
Estimated Offsetting Education Tax Room (*)	<u>(0.50)%</u>	<u>(0.50)%</u>		(0.62)%
<b>Overall Average Residential Tax Increase (including Education Taxes)</b>	<b><u>2.00%</u></b>	<b><u>2.75%</u></b>		<b><u>2.62%</u></b>



*\* Based on estimated reduction in Provincial education rates – reflected in total property tax bill impact.*

Actual impacts on the overall residential tax bill will be evaluated as part of the Tax Policy report scheduled for Council's review and approval in June 2019.

### **Budget Drivers**

#### **A. Base Budget**

Overall, the 2019 Draft base budget, excluding any changes in current service levels, has increased by approximately \$1,323,630 representing a 2.08% increase on the tax levy. During senior management reviews of the preliminary estimates, base budget impacts were examined in significant detail in relation to prior years' actuals and anticipated budget variances. The base budget in "Controllable" areas was held to an increase of approximately \$1.2 million or a 1.87% levy impact. Given that the base budget represents the salaries and benefits, materials, supplies and services, net of associated revenues, required to maintain the existing level of service, there is limited ability to offset levy impacts without affecting existing service levels. The "Uncontrollable" base budget drivers represented an overall increase of approximately \$165,000, due primarily to an increase in Policing costs of \$103,000, an estimated reduction in OMPF funding of \$80,000, and an increase of \$57,300 for Public Health, as well as a reduction in Haldimand's share of Social Housing costs of \$100,000. The details of the base budget drivers, segregated between prior year mitigation items, "Controllable" and "Uncontrollable" impacts, are found below.

Removal of Prior Years' One-time items: Included in the approved 2018 Tax Supported Budget, certain initiatives were included on a one-time basis. The items were identified as one-time, new initiatives, with the understanding they would be eliminated from the following year's base budget. The following table details of these items representing a favourable net levy impact of approximately \$31,220 or (0.05)% tax increase:

<b>2018 One-Time Items Removed</b>	<b>Council Approved One-Time (\$)</b>	<b>New Initiative One-Time (\$)</b>	<b>Net Levy Incr./ (Decr.) (\$)</b>
Contribution from the Hydro Legacy Fund		300,000	300,000
Information Systems Staffing (**)	(59,220)		(59,220)
CVF Administration payment	20,000		20,000
Roads Operations Project Manager (**)	(52,070)		(52,070)
Grandview Lodge Staffing realignment (*)		2,600	2,600
Social Housing staffing (*)		(11,400)	(11,400)
Facilities, Parks, Cemeteries & Forestry students (*)		(22,330)	(22,330)
Facilities, Parks, Cemeteries & Forestry Cayuga Arena staffing (*)	(22,230)		(22,230)
Arenas - Removal of Summer Ice (*)		(9,250)	(9,250)
Library Staffing (*)	(82,920)		(82,920)
Planning & Development - Mapping and Graphics Technologist (*)	(24,460)	(18,860)	(43,320)
Planning & Development – Planner/Planning Technician (*)		(51,080)	(51,080)
<b>Total</b>	<b>(247,880)</b>	<b>216,660</b>	<b>(31,220)</b>

(\*) – These initiatives are re-budgeted in the 2019 Draft Tax Supported Operating Budget as either Council Approved or New Initiatives.

(\*\*) – These initiatives are re-budgeted in the 2019 Draft Tax Supported Operating Budget as a part of the Corporate Re-organization

At the time of past years' budget approvals, it was identified that the above items would have impacts in future years as they were approved as one-time items. Part of the purpose of multiple year budgeting is to evaluate the future impacts of any planned mitigation strategies. If there are major drivers anticipated in the future, artificially lowering the tax levy in the current year will only further exacerbate these known impacts in subsequent years.

#### **“Uncontrollable” Base Budget Drivers**

The “Uncontrollable” levy impacts represent the funds required by the Boards and Agencies that Council has limited/no control over. As noted, these services include: Ontario Municipal Partnership Funds (OMPF), Public Health, Social Assistance, Child Care, Social Housing, Policing, Conservation Authorities (Long Point Region, Grand River and Niagara Peninsula Conservation Authorities) and Municipal Property Assessment Corporation (MPAC). As shown below, the 2019 base budget is increased for these external bodies by \$165,190 or a net levy impact of 0.27%. As noted above, this is due primarily to an increase in Policing costs of \$103,000, an estimated reduction in OMPF funding

of \$80,000, and an increase of \$57,300 for Public Health, as well as a reduction in Haldimand's share of Social Housing costs of \$100,000. The following chart outlines the overall drivers in the base budgets related to external bodies.

**Overall "Uncontrollable" 2019 Base Budget Drivers**

	<b>2018 Budget excl. One Time (\$)</b>	<b>2019 Base Budget (\$)</b>	<b>Levy Increase/ (Decrease) Year over Year</b>		<b>Total County Levy Impact</b>
			<b>(\$)</b>	<b>(%)</b>	
OMPF	(3,992,500)	(3,912,500)	80,000	2.00%	
PUBLIC HEALTH	1,059,300	1,116,600	57,300	5.41%	
SOCIAL ASSISTANCE	888,000	882,600	(5,400)	-0.61%	
CHILD CARE	165,900	163,900	(2,000)	-1.21%	
SOCIAL HOUSING	1,121,200	1,020,600	(100,600)	-8.97%	
PSB	33,550	33,550	-	0.00%	
POLICING	7,201,130	7,303,780	102,650	1.43%	
LPRCA	269,900	281,700	11,800	4.37%	
GRCA	162,600	166,880	4,280	2.63%	
NPCA	114,700	118,430	3,730	3.25%	
MPAC	716,900	730,330	13,430	1.87%	
<b>TOTAL</b>	<b>7,740,680</b>	<b>7,905,870</b>	<b>165,190</b>	<b><u>2.13%</u></b>	<b><u>0.27%</u></b>

**"Controllable" Base Budget Drivers**

As outlined above, the “controllable” base budget drivers totaled an increase of approximately \$1,189,660 or 1.87% impact on the annual levy. Although the County controls the provision of these services, some increases are beyond staff and Council’s control (i.e. contracted services or utility increases). Staff and senior management reviewed these controllable areas to ensure all increases were fully evaluated and warranted, with base budgets primarily held to zero where possible. A comprehensive review of all base budget services and supplies accounts was performed by each department to identify potential savings to offset anticipated increases in other areas. A corporate review of the following specific areas was also undertaken to determine potential cost savings: employee expenses (benefits, travel and training); legal fees; office supplies; maintenance contracts; fuel; postage; snow removal, grass cutting, cell phones and utilities. The resulting drivers of the “Controllable” Base budget are as follows:

<b><u>"Controllable" Base Budget Areas</u></b>		<b><u>2019 Levy Impact</u></b>
		Increase/ (Decrease)
<b><u>Expenditures</u></b>		
Salaries & Benefits	Negotiated/contractual/legislated Impacts	\$535,390
Services	Solid Waste - Mainly due to increase in costs for curbside waste (collection, haulage, and disposal); blue box collection; and leachate which is partially shared with Norfolk County.	\$178,430
	Hydrant Rental-Per approved 2019 Water and Wastewater Rate Supported Operating Budget	\$43,450
	Hydro - main decrease at arenas	(\$33,230)
	Roads Maintenance – increased contracted services	\$205,000
	Winter Control - Contracted Services - based on five year average	\$119,710
	Grass cutting and snow removal at county sites	\$56,850
	Maintenance and repairs on vehicles, buildings, and equipment	\$93,910
Interdepartmental Charges	Net Change Overall - due to revised allocation to Water and Wastewater	\$71,050
<b><u>Revenues</u></b>		
Grants	Grandview Lodge Provincial Funding	(\$97,920)
	Land Ambulance Provincial Funding	(\$154,810)
	Waste Diversion Provincial Funding – based on approved 2019 funding amount	\$100,380
Municipal Recoveries	Solid Waste - Recoveries for Norfolk's share of related expenditures	(\$28,560)
Fees & Recoveries	Planning Fees - Due to development patterns	\$44,720
	Grandview Lodge Resident Revenues	(\$59,230)
Other Revenues	Solid Waste Recycling Commodity Revenues	(\$35,270)

Misc. Property Charges	Decrease in Payment in Lieu of Taxes revenues - Based on reduced assessments	\$293,800
	Increase in Supplementary taxation revenue based on recent growth pattern	(\$280,000)
Sundry	Sundry net base budget changes (less than \$25,000 individually)	\$135,990
<b>Total Base Budget Impact</b>		<b><u>\$1,189,660</u></b>

The main base budget increase is related to salaries and benefits (which were budgeted based on approved staffing levels and incorporate economic adjustments by union/non-union groups), solid waste, road maintenance and winter control costs as outlined below:

- Salary/wage increases (levy increase - \$421,000): Budgeted base wage increases reflect employee increments, negotiated settlements, overtime/premium impacts and potential economic adjustments for unsettled contracts. Any proposed enhancements to current positions or additional salary/wage impacts are included as a New Initiative.
- Benefit increases (levy increase - \$114,000): Employee benefit costs were based on statutory benefit rates, OMERS increases, estimated rates for non-statutory benefits from the associated carriers and a review of the WSIB rates based on current experience.
- Winter Control – contracted services: A more comprehensive review of contracted services historical actuals has resulted in a \$120,000 increase based on a five year analysis.
- Solid Waste Management net operational impact (net levy increase of \$207,000 excludes corporate reorganization impacts): This is driven by increased curbside collection, haulage and disposal costs of \$95,000, blue box collection increase of \$32,000, and an increase in leachate costs of \$52,000 (partially shared with Norfolk County). The Provincial grant related to recycling has also been confirmed to decrease by \$100,000 for 2019; partially offset by an increase in recycling commodity revenues of \$35,000. Tipping fee rate increase results in an estimated increase in revenues of \$22,000.

Materials, supplies and services were determined in relation to expected service levels and a historical review of actual expenditures. As a result, where warranted based on this review, the majority of these costs were held to a 0% adjustment or reduced to offset base budget increases. As indicated above, some increases (e.g. maintenance costs) are recommended based on average historical results. It should be noted that there may be a risk of budget shortfalls during the year depending on unforeseen circumstances (i.e. weather dependent services or increases in utility rates).

## **B. Corporate Reorganization**

Report CAO-03-2018 identified a net annualized compensation cost of \$115,000, based on certain assumptions for job rates, benefits coverage, etc. As a part of the corporate revised organization structure, a more comprehensive review of staff time spent on the water and wastewater systems was completed. As a result, the 2019 Rate Supported Operating Budget shows an increase overall of \$221,000 for water and wastewater, for the reorganization and staff time related to managing coordinated capital projects. The 2019 Draft Tax Supported Operating Budget has resulted in an overall reduction of \$147,030. The net impact of the two budgets is now identified as \$74,000, which includes any

related ancillary costs, offsetting user fees, or interdepartmental charge adjustments. This is an estimated savings of \$41,000 from the original estimate, based on current assumptions.

**C. Council Approved Capital**

Council reviewed and approved the 2019 Tax Supported Capital Budget in February of 2019. A specific levy increase for capital financing purposes was identified and approved at 1.0% which results in a capital related levy impact of \$640,380. This increase matched the Council approved guideline increase of 1.0%. Over and above this, Council approved an additional contribution of \$480,000 to be contributed to the Capital Replacement Reserve – Roads Infrastructure, for seven years. This contribution (resulting in an additional 0.75% on the levy) was proposed to facilitate further acceleration of the Gravel Road Conversion Program, to ensure all remaining gravel roads are converted to surface treatment by 2025.

This does not include the operational impacts identified during the review of the Capital budget, resulting in increased costs of \$73,880 mainly due to the operational costs required for new fleet equipment (included in Council Approved initiatives as described below).

**D. Council Approved Initiatives**

The Council Approved Initiatives, excluding the Capital Levy impact, result in an increase of \$544,530 or an increase of 0.85% on the tax levy.

<b><u>Category</u></b>	<b><u>2019 Net Levy Impact</u></b> <b><u>\$</u></b>
Council Approved Capital Reserve Transfers 1.0%	\$640,380
Council Approved Capital Reserve Transfer – acceleration of Gravel Road Conversion Program 0.75%	\$480,000
Council Approved Initiatives	<u>\$544,530</u>
<b>Total</b>	<b><u>\$1,664,910</u></b>

As outlined in Appendix A, the Council Approved Initiatives are further segregated into “Ongoing” vs. “One time”. The Ongoing initiatives will form part of the base budget in 2020, whereas the “One Time” initiatives will not be included in future years’ base budgets. The “Ongoing” initiatives have a total net levy increase of \$402,340 (excluding the Capital levy impacts). The “One Time” initiatives have a total net levy increase of \$142,190. The main initiatives driving the levy impacts are outlined below:

<u><b>Description</b></u>	<u><b>Details</b></u>	<u><b>2019 Net Levy Incr/(Decr)</b></u>
<u><b>Council Approved Initiatives</b></u>		
Various divisions – operating costs from new capital purchases	Capital related operational impacts for Capital projects approved in 2019, primarily related to annualized operational costs for fleet equipment, and mobile devices. The operating costs were identified as part of the Council review of the tax supported capital budget.	\$73,880
Council & Mayors Office - remuneration	Changes to Council Remuneration with respect to salaries, expense reimbursement and compensation for participation on Boards and Committees, effective January 1, 2019 (HR-08-2018)	\$113,490
Solid Waste Diversion – Rural Leaf and Yard Collection	2 Year Pilot for rural leaf and yard collection. (PW-SW-02-2018)	\$31,940
Public Health Services	HSS-650-2019-046 MOHLTC Approved Budget for HNHU - Costs related to the Panorama Coordinator and the PH Nurse Vaccine Preventable Diseases Program.	\$14,000
Arena – staffing	CMS-FP-01-2017 Formalizing Employee Relationship for a former Volunteer Employee at the Cayuga Arena	\$22,340
Arena – user fees review	As per report PED-COM-11-2018 User Fees and Charges Review. Adjust subsidy levels (10.25%), eliminate Adult Shanny fees, and eliminate Capital Surcharge.	\$191,890
Planning – Staffing	Planning Technician two-year contract to assess the position and divisional structure suitability, as approved in the 2018 Tax-Supported Operating Budget	\$52,160
Planning – Staffing	Contract extension of the Mapping & Graphics Technologist as per report PED-PD-37-2018	\$27,340
Various Other Initiatives	Various other initiatives net levy impact (individually less than \$10,000).	\$17,490
<u><b>Total Council Approved Initiatives</b></u>		<u><b>\$544,530</b></u>

A detailed list of Council Approved Initiatives can be found in each Division's budget section and will be highlighted during the applicable departmental reviews.

**E. New Initiatives**

The New Initiatives were intended to be limited to revenue neutral tax impacts on a corporate basis, as justified by a business case. There are a number of initiatives, based on the applicable business cases, that are recommended for approval. The overall net levy impact is an increase of \$926,440 or 1.45%. As outlined in Appendix A, the New Initiatives are further segregated into "Ongoing" vs. "One time". The Ongoing

initiatives will form part of the base budget in 2020, whereas the “One Time” initiatives will not be included in future years’ base budgets. Some of the major New Initiatives (i.e. greater than \$20,000 net levy impact) are outlined below:

<b><u>Description</u></b> <b><u>New Initiatives</u></b>	<b><u>Details</u></b>	<b><u>2019 Net Levy</u></b> <b><u>Incr/(Decr)</u></b>
Council & Mayor’s Office – Integrity Commissioner	Integrity Commissioner Services as outlined in CLS-03-2019 Appointment of Integrity Commissioner.	\$20,000
Finance – co-op student placement	Addition of an 8-month co-op student position	\$26,190
Information Systems – co-op student placement	Addition of an 8-month co-op student position	\$26,380
Tree Conservation – certified arborist	Contract a Certified Arborist to conduct inspections of County owned trees located along roads, trails, cemeteries and parks in response to public inquiries	\$97,620
Cemeteries, Parks, and Arenas - staffing	Staffing initiative to provide resources required to meet demand for current levels of service related to the County’s parks and recreational facilities and cemeteries; also includes a reduction in grass cutting contracts for certain cemeteries.	\$336,830
Parks – field management program	Contribution to field management groups, as per report CDP-01-2019, CPP - Fields and Parks Management Program	\$119,240
Libraries – Branch Coordinator	Permanent branch Coordinator as a result of a Library efficiency review	\$97,670
Libraries – increased hours at Hagersville, Dunnville, Jarvis and Selkirk	To streamline and increase hours of operations at the Hagersville, Dunnville, Jarvis and Selkirk Branches. Additional hours per week for the Library Assistant and Student. Due to the increase of the operational hours there are additional costs to Hydro and Natural Gas.	\$81,370
Libraries – increased hours at Cayuga	In response to Community expectations, an increase in the hours for the Cayuga Library and Heritage Centre is proposed. The increased hours will result in an increase in hours for the Library Assistant. Due to the increase in operational hours, there will be additional costs for Hydro, Natural Gas, Water and Wastewater and custodial expenses.	\$56,380
Planning & Zoning - Staffing	Convert current contract for Mapping & Graphics Technologist to permanent full time.	\$42,950
Various Other Initiatives	Various other new initiatives net levy impact (individually less than \$20,000).	\$21,810
<b><u>Total New Initiatives</u></b>		<b><u>\$926,440</u></b>



The above is not a comprehensive list of New Initiatives. A detailed list of New Initiatives can be found in each Division's budget section and will be highlighted during the applicable departmental reviews. New initiative forms and business cases are also shown within each Division's budget section.

### **Impacts of Draft Budget on Municipal Taxpayer**

The 2019 Draft Tax Supported Operating Budget has a total net levy requirement of \$67,525,340 if approved as submitted. This represents a municipal residential property tax increase of 3.24% (after assessment growth) and an estimated **total** tax rate increase of **2.62%**. The County calculates the tax rate using the December 2018 assessment roll, returned for 2019 taxation, which reflects property values as at January 1, 2016. The returned roll will reflect these market values as the current value assessment base until 2020, since the Province's has implemented a 4-year phase-in of assessment increases (decreases in assessments are implemented immediately in the applicable year).

As outlined in Report FIN-03-2019 Analysis of Assessment Update, there are some inter-class shifts as a result of reassessment; primarily to the residential and farm tax classes from all other classes. It is anticipated that approximately 78.1% of the total 2019 tax levy is expected to be collected from the residential tax class (compared to 77.8% in 2018). This analysis assumes the same tax policies as approved in 2018, which are to be reviewed by Council in June 2019. As a result, individual classes will be impacted different due to reassessment. It must be noted that a change in tax policy decisions (yet to be made) will have varying impacts on the final year over year property tax change for each tax class.

Due to revised assessment values for 2019, average properties in each tax class will be reflective of the average increase in assessment in the applicable class (i.e. the average residential home assessed value has increased by approximately 4.08% in 2019, resulting in an assessed value of \$266,860.) The following table reflects the impact on property taxes for the average assessed property within each class based on the anticipated 2019 municipal rates (using current tax policies) and estimated education rates.

Assessment	2018 Final				2019 Draft Budget				Increase	
Class	Ave CVA	Municipal	Education	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	522,387	12,975.38	6,999.98	19,975.36	529,805	13,032.10	7,051.70	20,083.80	108.44	0.54%
Multi-Res.	1,032,175	22,031.31	1,754.70	23,786.00	1,048,071	22,153.80	1,708.36	23,862.15	76.15	0.32%
Commercial	295,282	5,334.89	3,702.43	9,037.32	307,271	5,497.69	3,742.56	9,240.25	202.92	2.25%
Residential	256,400	2,736.37	435.88	3,172.25	266,860	2,820.40	434.98	3,255.38	83.13	2.62%
Farmland	334,600	892.74	142.21	1,034.94	371,600	981.85	151.43	1,133.27	98.33	9.50%

The above table identifies that the Draft 2019 Tax Supported Operating Budget will require approximately **\$6.93 per month** more in property taxes on an average residential property.

### **Future Impacts/Budget Constraints**

The municipal environment is ever changing, as is the underlying and governing legislation. In addition, as is the case with all budgets, there are some areas that require substantial assumptions and projections as there is uncertainty associated with these issues. As a result, the following items will have future potential impacts:

- Impacts of future taxation revenues associated with the now “idled” coal fired power generating plant (OPG) and planned changes/development of the property;
- Potential use of Hydro Divestiture Reserve Funds to offset annual levy impacts or fund enhancements/services;
- Legislative and/or downloaded services/operational impacts with no corresponding funding;
- Tangible Capital Asset reporting (including financial impacts of “unbudgeted” expenditures) and long range asset management plans;
- Changes in assessment values in non-residential tax classes, causing a shift of the tax burden;
- Net impacts of increased residential development (assessment growth and increased cost).

All of these items could have substantial financial impacts on future County budgets and property tax impacts on the respective assessment classes. As these issues are resolved or completed, a more strategic and long range financial plan can be developed and implemented. As indicated in the budget guidelines report, a multi-year approach can help mitigate year over year changes to develop a longer term sustainable levy impact.

### **Conclusion/Recommendations**

Despite significant budget drivers, some beyond the County’s control, the 2019 Draft Tax Supported Operating Budget results in an overall residential tax impact of **2.62%**. This equates to an increase of approximately **\$6.93** per month in total taxes on an average residential property owner.

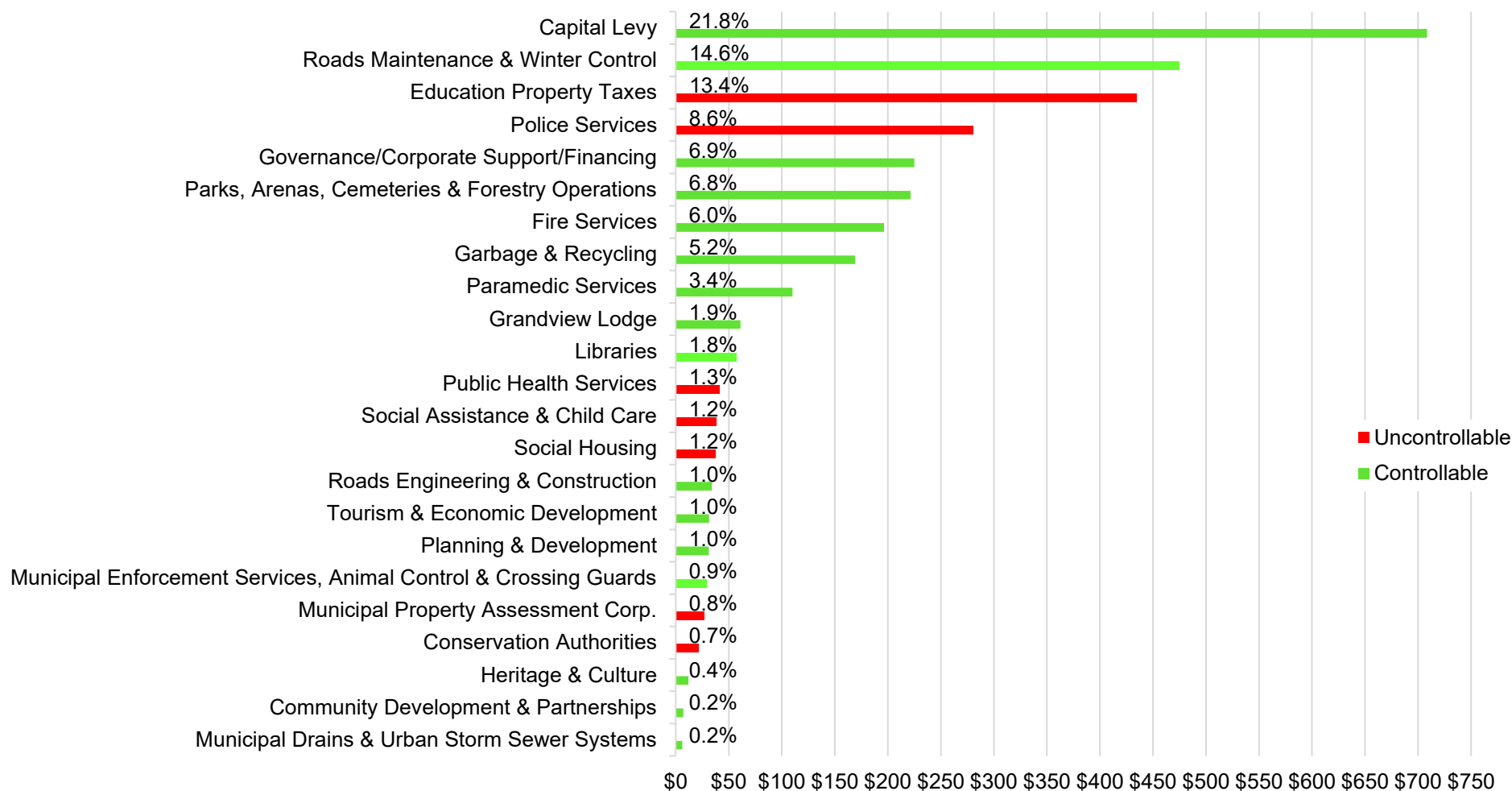
Multi-year budgeting strategies provide for long range sustainability and manageable future levy impacts. Continual revisions to the operating budget process, as well as a move to activity based costing, will help the County better allocate resources to manage its operations and develop a long range financial plan with predictable tax levy increases. The 2019 Draft Tax Supported Operating Budget was developed with the current economic conditions in mind, is fiscally responsible and is based on sound financial principles.

Respectfully Submitted by,

Charmaine Corlis  
Treasurer

Mark Merritt, CPA, CA  
Chief Financial Officer  
General Manager, Financial & Data Services

**Average Residential Tax Bill - Allocation by Services**  
**Based on 2019 Draft Tax-Supported Operating Budget**  
**2019 Assessment = \$266,680 / Total Taxes = \$3,255**





# CORPORATE SUMMARIES

# HALDIMAND COUNTY COUNCIL

2018-2022

MAYOR KEN HEWITT

WARD 1 STEWART PATTERSON

WARD 2 JOHN METCALFE

WARD 3 DAN LAWRENCE

WARD 4 TONY DALIMONTE

WARD 5 ROB SHIRTON

WARD 6 BERNIE CORBETT



## **HALDIMAND COUNTY**

### **SENIOR MANAGEMENT**

CHIEF ADMINISTRATIVE OFFICER DON BOYLE

GENERAL MANAGER

CORPORATE & SOCIAL SERVICES CATHY CASE

GENERAL MANAGER

FINANCIAL & DATA SERVICES MARK MERRITT

GENERAL MANAGER

COMMUNITY & DEVELOPMENT SERVICES CRAIG MANLEY

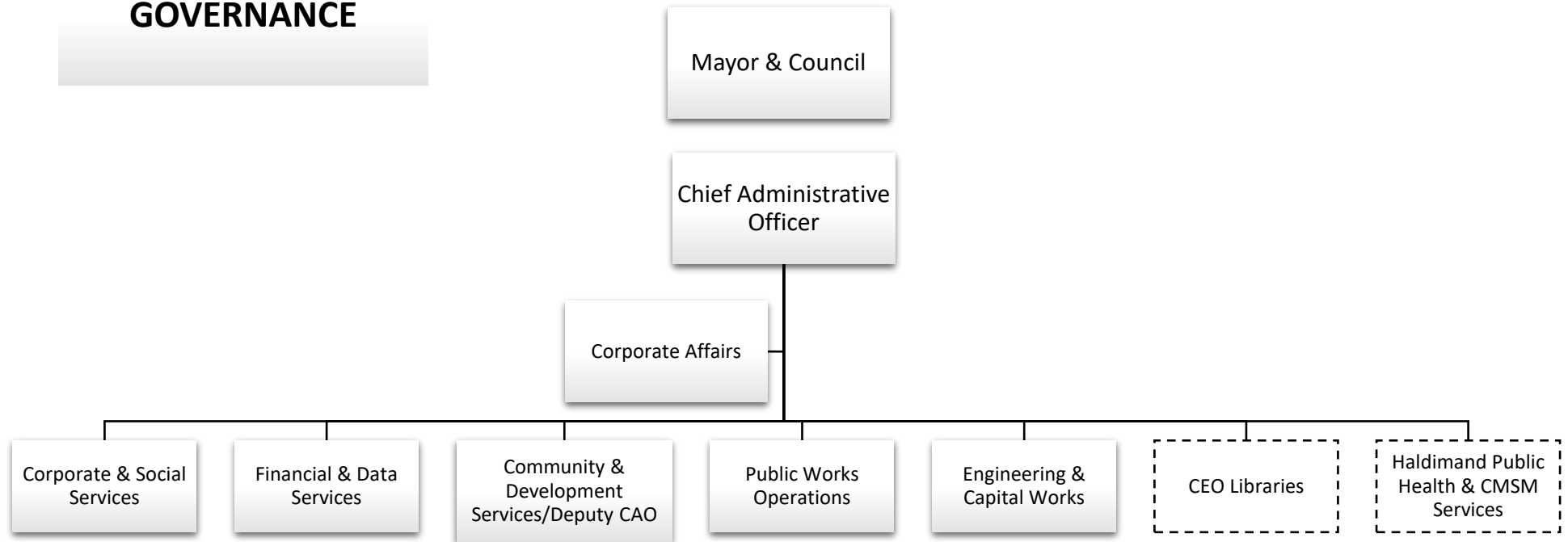
GENERAL MANAGER

PUBLIC WORKS OPERATIONS PHIL METE

GENERAL MANAGER

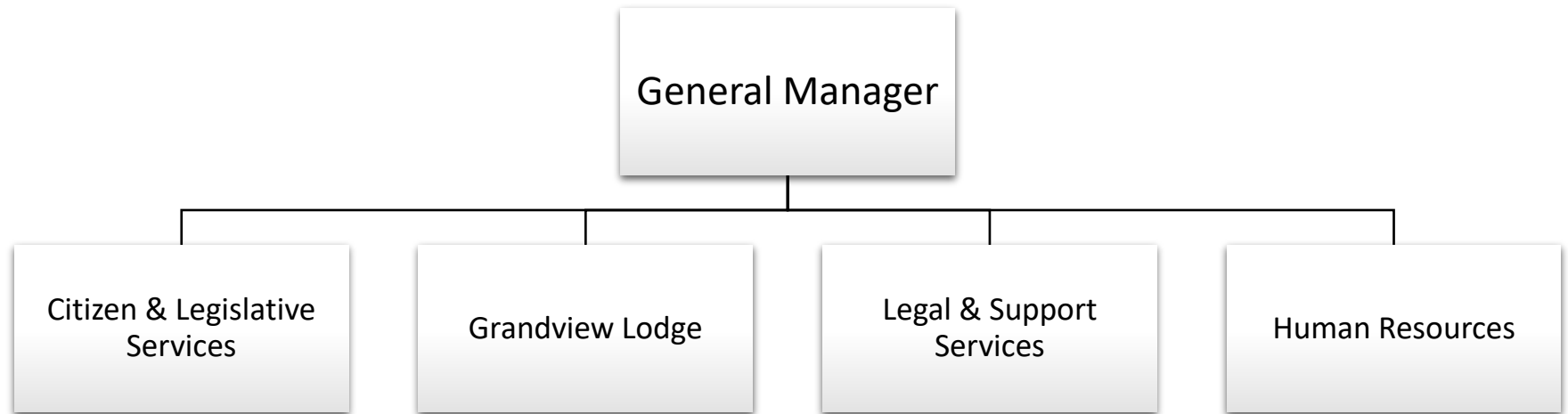
ENGINEERING & CAPITAL WORKS TYSON HAEDRICH

## GOVERNANCE

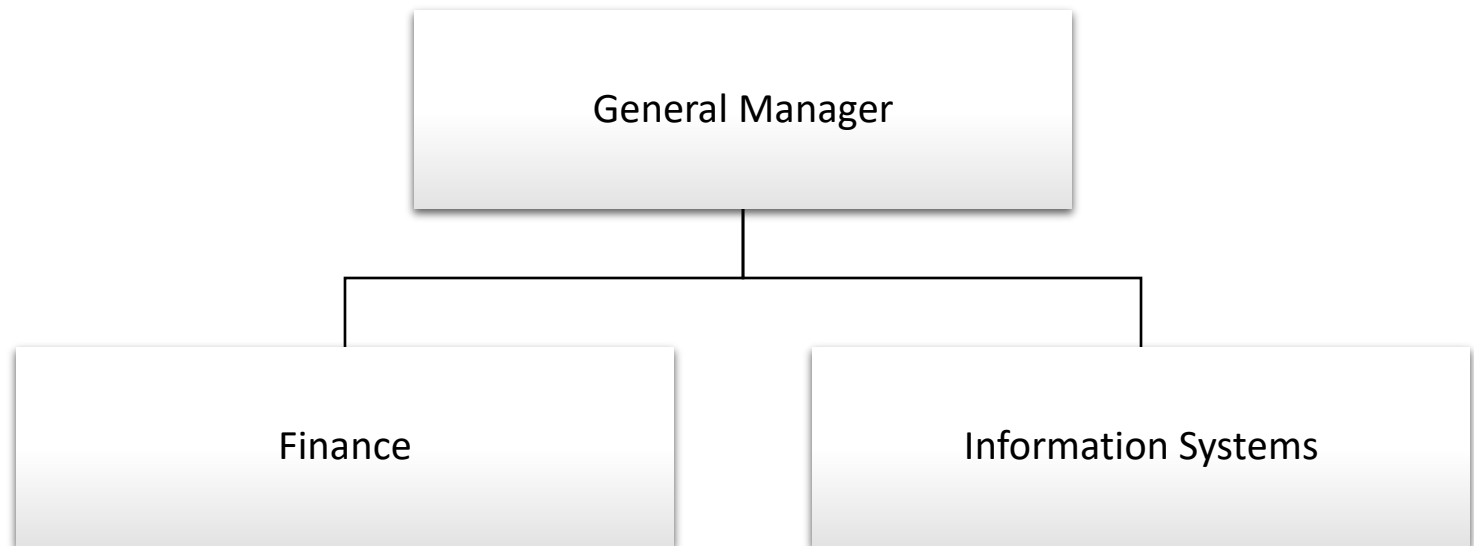




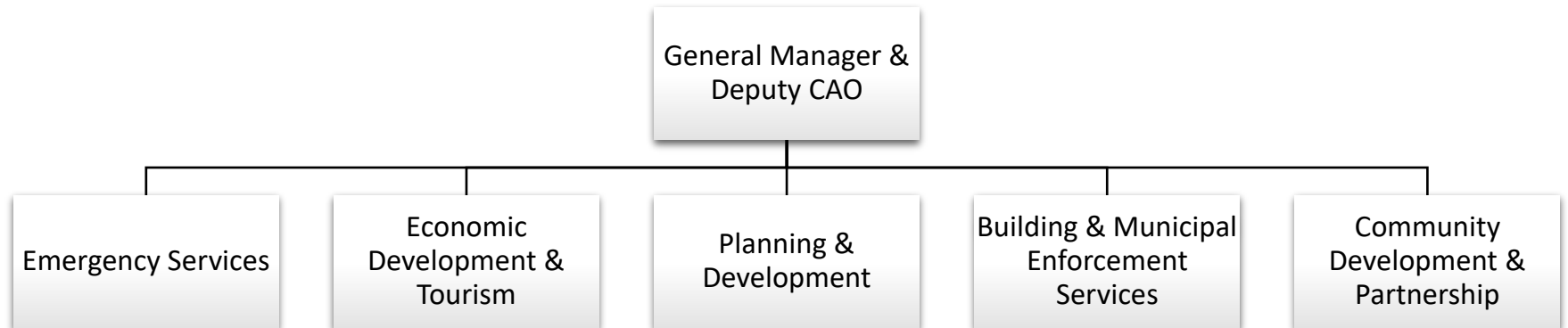
## CORPORATE & SOCIAL SERVICES



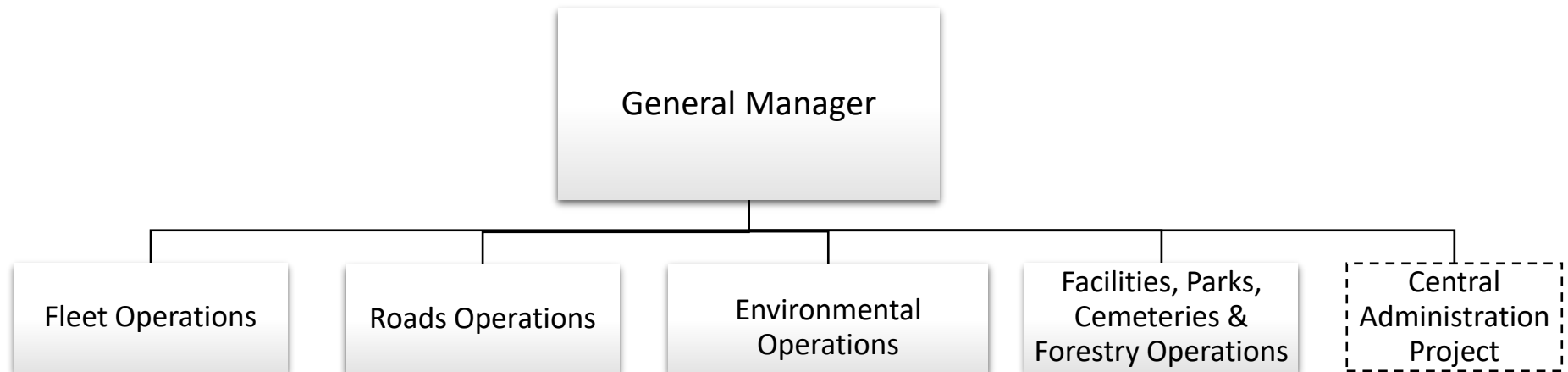
## **FINANCIAL & DATA SERVICES**

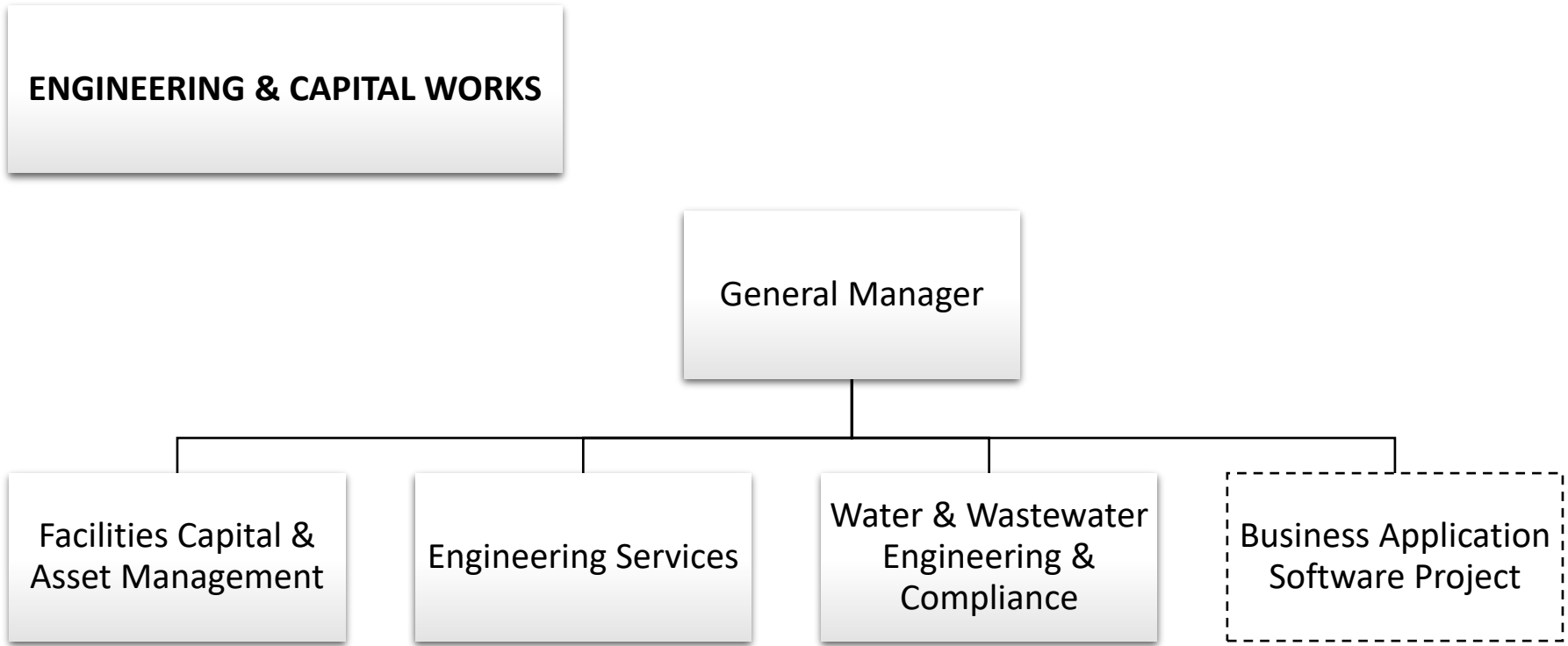


## COMMUNITY & DEVELOPMENT SERVICES



## PUBLIC WORKS OPERATIONS





# Haldimand County 2019 Tax Supported Operating Budget

## Corporate Summary by Type

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	37,913,476	39,189,110	38,774,340	(186,860)	997,430	684,180	40,269,090	1,079,980	2.76
Supplies & Materials	5,429,185	5,084,530	5,044,870	2,000	55,790	6,250	5,108,910	24,380	0.48
Services	31,769,852	30,850,260	31,384,140	44,280	243,610	141,430	31,813,460	963,200	3.12
Transfer Payments & Grants	4,748,233	5,531,295	4,348,880		303,700	216,170	4,868,750	(662,545)	(11.98)
Interdepartmental Charges	(723,232)	(725,240)	(651,250)	(10,000)		16,490	(644,760)	80,480	(11.10)
Long Term Debt Charges	4,143,633	4,143,630	4,030,310				4,030,310	(113,320)	(2.73)
Transfers to Reserves/Reserve Funds	25,491,740	25,501,050	25,991,120	(4,940)	1,119,420	114,550	27,220,150	1,719,100	6.74
<b>TOTAL EXPENDITURES</b>	<b>108,772,887</b>	<b>109,574,635</b>	<b>108,922,410</b>	<b>(155,520)</b>	<b>2,719,950</b>	<b>1,179,070</b>	<b>112,665,910</b>	<b>3,091,275</b>	<b>2.82</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(19,226,459)	(18,784,310)	(19,608,560)		(106,000)	(115,500)	(19,830,060)	(1,045,750)	5.57
Municipal Recoveries	(2,520,132)	(2,282,030)	(2,310,590)	8,490			(2,302,100)	(20,070)	0.88
Fees & Recoveries	(7,775,490)	(8,874,730)	(8,696,390)		155,640	(1,080)	(8,541,830)	332,900	(3.75)
Donations	(118,283)	(144,230)	(144,090)				(144,090)	140	(0.10)
Other Revenues	(7,174,584)	(7,139,880)	(7,187,790)				(7,187,790)	(47,910)	0.67
Miscellaneous Property Charges	(4,680,951)	(3,532,150)	(3,524,770)			(20,000)	(3,544,770)	(12,620)	0.36
Transfers from Reserves/Reserve Funds	(4,459,530)	(5,059,915)	(2,369,200)		(1,104,680)	(116,050)	(3,589,930)	1,469,985	(29.05)
<b>TOTAL REVENUES</b>	<b>(45,955,429)</b>	<b>(45,817,245)</b>	<b>(43,841,390)</b>	<b>8,490</b>	<b>(1,055,040)</b>	<b>(252,630)</b>	<b>(45,140,570)</b>	<b>676,675</b>	<b>(1.48)</b>
<b>NET LEVY</b>	<b>62,817,458</b>	<b>63,757,390</b>	<b>65,081,020</b>	<b>(147,030)</b>	<b>1,664,910</b>	<b>926,440</b>	<b>67,525,340</b>	<b>3,767,950</b>	<b>5.91</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		324.03	324.12	1.70		15.00	340.82		
Part Time &/or Temporary F/T		127.26	116.16	(0.67)	7.90	(4.73)	118.66		
Other:									
Council		7.00	7.00				7.00		
Volunteer Firefighters		281.00	274.00		4.00		278.00		
Police Services Board Members		3.00	3.00				3.00		
<b>STAFFING (stated in FTE)</b>		<b>742.29</b>	<b>724.28</b>	<b>1.03</b>	<b>11.90</b>	<b>10.27</b>	<b>747.48</b>	<b>5.19</b>	<b>0.70</b>

## Haldimand County 2019 Tax Supported Operating Budget

### Corporate Summary - Net Levy

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Taxation/General Revenues	(8,873,808)	(7,839,990)	(7,452,320)		150,000		(7,302,320)	537,670	(6.86)
General Government	7,674,418	8,120,440	8,212,560	293,010	163,190	71,680	8,740,440	620,000	7.64
Protection Services	14,753,301	14,851,340	15,290,050	770	170	97,790	15,388,780	537,440	3.62
Transportation Services	24,654,354	24,018,480	24,571,535	(117,035)	309,600		24,764,100	745,620	3.10
Environmental Services	5,738,933	5,555,170	5,750,380	96,920	32,420	250	5,879,970	324,800	5.85
Health Services	4,489,644	4,483,410	4,539,090	12,180	17,050	14,280	4,582,600	99,190	2.21
Social & Family Services	3,822,562	3,679,990	3,617,430	31,370	870	(100)	3,649,570	(30,420)	(0.83)
Social Housing	962,800	1,132,600	1,020,600			19,900	1,040,500	(92,100)	(8.13)
Recreation & Cultural Services	7,731,756	7,937,770	7,721,005	(469,105)	907,280	679,690	8,838,870	901,100	11.35
Planning & Development	1,863,498	1,818,180	1,810,690	4,860	84,330	42,950	1,942,830	124,650	6.86
<b>NET LEVY</b>	<b>62,817,458</b>	<b>63,757,390</b>	<b>65,081,020</b>	<b>(147,030)</b>	<b>1,664,910</b>	<b>926,440</b>	<b>67,525,340</b>	<b>3,767,950</b>	<b>5.91</b>

#### STAFFING (stated in FTE)

<b>General Government</b>	<b>78.33</b>	<b>72.19</b>	<b>5.33</b>	<b>5.80</b>	<b>1.34</b>	<b>84.66</b>		
<b>Protection Services</b>	<b>312.97</b>	<b>306.08</b>		<b>4.00</b>		<b>310.08</b>		
<b>Transportation Services</b>	<b>76.46</b>	<b>74.66</b>	<b>(0.85)</b>			<b>73.81</b>		
<b>Environmental Services</b>	<b>11.01</b>	<b>11.01</b>	<b>0.84</b>			<b>11.85</b>		
<b>Health Services</b>	<b>46.74</b>	<b>46.54</b>	<b>(0.02)</b>		<b>0.38</b>	<b>46.90</b>		
<b>Social &amp; Family Services</b>	<b>110.81</b>	<b>110.81</b>		<b>1.00</b>		<b>111.81</b>		
<b>Recreation &amp; Cultural Services</b>	<b>83.85</b>	<b>81.66</b>	<b>(4.27)</b>	<b>0.60</b>	<b>8.05</b>	<b>86.04</b>		
<b>Planning &amp; Development</b>	<b>22.12</b>	<b>21.33</b>		<b>0.50</b>	<b>0.50</b>	<b>22.33</b>		
<b>TOTAL STAFFING (stated in FTE)</b>	<b>742.29</b>	<b>724.28</b>	<b>1.03</b>	<b>11.90</b>	<b>10.27</b>	<b>747.48</b>	<b>5.19</b>	<b>0.70</b>



GENERAL GOVERNMENT



# Haldimand County 2019 Draft Tax Supported Operating Budget Summary

## Taxation/General Revenues

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Taxation/General Revenues									
Taxation Related Revenues & Expenses	(5,323,546)	(4,258,610)	(4,332,950)				(4,332,950)	(74,340)	1.75
Unallocated Revenue & Expenses	(3,550,263)	(3,581,380)	(3,119,370)		150,000		(2,969,370)	612,010	(17.09)
<b>Total Taxation/General Revenues</b>	<b>(8,873,809)</b>	<b>(7,839,990)</b>	<b>(7,452,320)</b>		<b>150,000</b>		<b>(7,302,320)</b>	<b>537,670</b>	<b>(6.86)</b>
<b>NET LEVY</b>	<b>(8,873,809)</b>	<b>(7,839,990)</b>	<b>(7,452,320)</b>		<b>150,000</b>		<b>(7,302,320)</b>	<b>537,670</b>	<b>(6.86)</b>

## STAFFING (stated in FTE)

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Taxation/General Revenue**

### **Taxation Related Revenues & Expenses**

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#### **Function:**

To account for the corporate tax related revenues and expenditures not associated with the general tax levy.

#### **Services:**

- Annual supplemental taxes for increases to the County's assessment base due to growth and property enhancements
- Payment in Lieu of taxes for non-taxable assessment within the County, including Ontario Power Generation (OPG) thermal generating station
- Collection costs and associated recoveries of delinquent tax accounts initiated under the Tax Sale provisions of the Municipal Act
- Property tax adjustments as a result of assessment appeals or applications for tax reductions under the provisions of the Municipal Act (i.e. Request for Reconsideration (RFR), ARB Decisions, Section 357's, charitable rebates, heritage rebates, etc.)

#### **Service Issues:**

- Numerous outstanding property assessment appeals which could have a future impacts on taxation
- Management of overall property assessments, including active appeals management, pro-active validation of assessment and property tax classes and associated tax impacts on an annual basis
- Continued management/implementation of a comprehensive tax collection process to ensure efficient and timely collection of tax arrears
- Projection of future years' assessments to stabilize the annual tax impacts, given the residential growth being experienced in Caledonia and Hagersville

#### **Service Outcomes:**

- Financial flexibility that will assist in stabilizing future years' levy requirements
- Responsiveness to changing economic conditions and local needs
- Monitor and manage the tax arrears to improve annual collections

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Taxation/General Revenue

### Taxation Related Revenues & Expenses

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Services	734,375	497,410	409,270			20,000	429,270	(68,140)	(13.70)
<b>TOTAL EXPENDITURES</b>	<b>734,375</b>	<b>497,410</b>	<b>409,270</b>			<b>20,000</b>	<b>429,270</b>	<b>(68,140)</b>	<b>(13.70)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(183,327)								
Fees & Recoveries	(232,674)	(147,900)	(147,900)				(147,900)		
Other Revenues	(1,040,000)	(1,155,000)	(1,155,000)				(1,155,000)		
Miscellaneous Property Charges	(4,601,920)	(3,453,120)	(3,439,320)			(20,000)	(3,459,320)	(6,200)	0.18
<b>TOTAL REVENUES</b>	<b>(6,057,921)</b>	<b>(4,756,020)</b>	<b>(4,742,220)</b>			<b>(20,000)</b>	<b>(4,762,220)</b>	<b>(6,200)</b>	<b>0.13</b>
<b>NET LEVY</b>	<b>(5,323,546)</b>	<b>(4,258,610)</b>	<b>(4,332,950)</b>				<b>(4,332,950)</b>	<b>(74,340)</b>	<b>1.75</b>
<b>STAFFING (stated in FTE)</b>									



**Taxation/General Revenues**  
**Taxation**  
**New Initiatives**

Consulting services to conduct an annual assessment review, expected to be  
 Offset by Municipal Supplementary Taxation Revenues

**Unallocated Revenues and Expenses New Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
	20,000		20,000
	(20,000)		(20,000)
	\$ -	\$ -	\$ -

## NEW INITIATIVES

DEPARTMENT: **Governance**  
 DIVISION: Taxation  
 Type of New Initiative: **New Service/Program**



### PROGRAM DESCRIPTION:

Consulting services to conduct an annual assessment review

### JUSTIFICATION:

**Operational Efficiencies**

If Other - please specify:

Choose Ongoing or One-Time

**On-going**

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

The proposal is to conduct an annual anomalous assessment review. This includes a thorough review of the returned assessment roll annually and proactively working to seek corrections. Failing this due diligence, errors will exist in the data and the corresponding assessments. In time, as these errors remain unattended to, they will migrate into reassessment updates. Proactively working to influence changes, corrections and updates to the roll will lead to overall roll quality providing the pillars of stability, reliability, fairness and equity for the assessment base and its rate payers. The cost of this service will be offset by additional supplementary billings being realized.

### EXPENDITURES:

include account number if known

#### ESTIMATED COSTS

			2019 Base Budget	2019 Ongoing CA	2019 Ongoing NI	2019 Revised Total Budget	Additional details of Expenditures, Revenues
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS			Start Date:	
Salaries							
Benefits							
SUPPLIES & MATERIALS							
SERVICES							
G.011.0401.5500.5590 Other Professional Fees			-	-	20,000	20,000	
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
G.011.0101.2530.2531 Municipal-Supplementaries			(880,000)		(20,000)	(900,000)	Anticipated revenues to be found by the review
NET LEVY IMPACT			\$ (880,000)	\$ -	\$ -	\$ (880,000)	

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Taxation/General Revenue**

### **Unallocated Revenue & Expenses**

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#### **Function:**

To account for the corporate financial transactions which relate to long term financial planning, funding from senior levels of government and other financial fees and service charges.

#### **Services:**

- Annual contributions to tax supported reserves and reserve funds which are corporate in nature
- Annual contributions from senior levels of government that are corporate in nature (i.e. annual OMPF funding and Grant opportunities - Ontario Community Investment Fund (OCIF) and Federal Gas Tax)
- Service charges and fees for banking, bond rating and audit(s)
- Monitor cash flows and manage short and long term investment portfolios to maximize investment earnings

#### **Service Issues:**

- Establishment of fiscally responsible and sustainable provisions to corporate reserves that will provide future flexibility and protect the long-term financial well being of the County
- Unpredictable long term financial support from senior levels of government; uncertain annual OMPF and OCIF funding impacts ability to develop long term financial plans
- Fluctuating interest rates due to changing economic conditions may impact the ability to generate consistent returns on investment portfolio

#### **Service Outcomes:**

- Financial flexibility that will assist in stabilizing future years' levy requirements
- Ability to fund future liabilities and capital projects without negatively impacting the taxpayer
- Responsiveness to changing economic conditions and local needs

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Taxation/General Revenue

### Unallocated Revenue & Expenses

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Services	227,314	168,700	173,010				173,010	4,310	2.55
Transfers to Reserves/Reserve Funds	8,701,283	8,701,290	9,695,180		150,000	115,500	9,960,680	1,259,390	14.47
<b>TOTAL EXPENDITURES</b>	<b>8,928,597</b>	<b>8,869,990</b>	<b>9,868,190</b>		<b>150,000</b>	<b>115,500</b>	<b>10,133,690</b>	<b>1,263,700</b>	<b>14.25</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(8,561,063)	(8,561,070)	(9,299,960)			(115,500)	(9,415,460)	(854,390)	9.98
Fees & Recoveries	(143,599)	(16,100)	(16,100)				(16,100)		
Other Revenues	(3,396,497)	(3,496,500)	(3,671,500)				(3,671,500)	(175,000)	5.01
Transfers from Reserves/Reserve Funds	(377,700)	(377,700)						377,700	(100.00)
<b>TOTAL REVENUES</b>	<b>(12,478,859)</b>	<b>(12,451,370)</b>	<b>(12,987,560)</b>			<b>(115,500)</b>	<b>(13,103,060)</b>	<b>(651,690)</b>	<b>5.23</b>
<b>NET LEVY</b>	<b>(3,550,262)</b>	<b>(3,581,380)</b>	<b>(3,119,370)</b>		<b>150,000</b>		<b>(2,969,370)</b>	<b>612,010</b>	<b>(17.09)</b>
<b>STAFFING (stated in FTE)</b>									



## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
<hr/>			
Additional contribution to CRR-General as approved in the 2019 Tax Supported Capital Budget	150,000		150,000
<hr/>			
<b>Unallocated Revenues and Expenses Council Approved Initiatives</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>
<hr/>			
Ontario Cannabis Legalization Implementation Fund - provided to municipalities to help with the implementation costs of recreational cannabis legalization.		(115,500)	(115,500)
Contribution of Ontario Cannabis Legalization Implementation Fund, to the Contingency Reserve. As costs are identified, they will be offset from the Contingency Reserve.		115,500	115,500
<hr/>			
<b>Unallocated Revenues and Expenses New Initiatives</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<hr/>			

### Taxation/General Revenues Unallocated Revenues and Expenses Council Approved Initiatives

### Unallocated Revenues and Expenses Council Approved Initiatives

### Taxation/General Revenues Unallocated Revenues and Expenses New Initiatives

### Unallocated Revenues and Expenses New Initiatives



## NEW INITIATIVES

DEPARTMENT: **Corporate Services**  
 DIVISION: Unallocated Revenues and Expenses  
 Type of New Initiative: **New Service/Program**



### PROGRAM DESCRIPTION:

Provincial funding allocation to help with implementation costs associated with recent recreational cannabis legalization.

### JUSTIFICATION:

If Other - please specify:

Other

Choose Ongoing or One-Time

One Time

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Through the Ontario Cannabis Legalization Implementation Fund (OCLIF), the Province is providing municipalities with funding over two years to help with the implementation costs of recreational cannabis legalization. Municipalities must use their OCLIF funding to address the implementation costs that directly relate to the legalization of recreational cannabis. Examples of permitted costs include:

- Increased enforcement (e.g. police, public health and by-law enforcement, court administration, litigation)
- Increased response to public inquiries (e.g. 311 calls, correspondence)
- Increased paramedic services
- Increased fire services
- By-law / policy development (e.g. police, public health, workplace safety policy)

### EXPENDITURES:

include account number if known

EXPENDITURES: include account number if known			2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
			Current Approved Budget	2019 Base Budget	2019 ANNUALIZED	2019 Total Budget	
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS		Start Date:		
TRANSFERS TO Reserves/Reserve Funds							
Transfer to Contingency Reserve					115,500	115,500	
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
Ontario Operating Grant - Cannabis Legalization			-	-	(115,500)	(115,500)	
NET LEVY IMPACT			\$ -	\$ -	\$ -	\$ -	



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Summary

### General Government

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
General Government									
Governance	1,030,169	1,142,830	1,185,975	(4,415)	112,360	20,000	1,313,920	171,090	14.97
Corporate Management	4,811,805	5,228,880	5,262,045	185,235	35,460	51,680	5,534,420	305,540	5.84
Program Support	1,832,445	1,748,730	1,764,540	112,190	15,370		1,892,100	143,370	8.20
<b>Total General Government</b>	<b>7,674,419</b>	<b>8,120,440</b>	<b>8,212,560</b>	<b>293,010</b>	<b>163,190</b>	<b>71,680</b>	<b>8,740,440</b>	<b>620,000</b>	<b>7.64</b>
<b>NET LEVY</b>	<b>7,674,419</b>	<b>8,120,440</b>	<b>8,212,560</b>	<b>293,010</b>	<b>163,190</b>	<b>71,680</b>	<b>8,740,440</b>	<b>620,000</b>	<b>7.64</b>

### STAFFING (stated in FTE)

<b>General Government</b>							
Governance		11.19	11.00				11.00
Corporate Management		57.77	56.29	1.35		1.34	58.98
Program Support		9.37	4.90	3.98	5.80		14.68
<b>Total General Government</b>		<b>78.33</b>	<b>72.19</b>	<b>5.33</b>	<b>5.80</b>	<b>1.34</b>	<b>84.66</b>

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Council & Mayor's Office**

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#### **Function:**

To set policies and provide leadership and direction for the County

#### **Services:**

- Being the elected representatives of the residents of Haldimand County, the Mayor and Council set policies, service levels and determine taxation levels for the County through ongoing liaison and communication with ratepayers, senior staff and representatives of other levels of government and agencies.

#### **Service issues:**

- To establish policies and operating parameters for Haldimand County

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Council & Mayor's Office

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	463,293	449,560	467,770		113,490		581,260	131,700	29.30
Supplies & Materials	98,677	58,850	58,850				58,850		
Services	207,403	164,400	164,400			20,000	184,400	20,000	12.17
Transfer Payments & Grants	80,500	80,000	80,000				80,000		
Interdepartmental Charges	(5,150)	(5,150)	(5,450)		(1,130)		(6,580)	(1,430)	27.77
<b>TOTAL EXPENDITURES</b>	<b>844,723</b>	<b>747,660</b>	<b>765,570</b>		<b>112,360</b>	<b>20,000</b>	<b>897,930</b>	<b>150,270</b>	<b>20.10</b>
<b>REVENUES:</b>									
Fees & Recoveries	(52,700)	(46,000)	(46,000)				(46,000)		
Donations	(93,660)	(115,000)	(115,000)				(115,000)		
Other Revenues	(124,886)	(60,000)	(60,000)				(60,000)		
<b>TOTAL REVENUES</b>	<b>(271,246)</b>	<b>(221,000)</b>	<b>(221,000)</b>				<b>(221,000)</b>		
<b>NET LEVY</b>	<b>573,477</b>	<b>526,660</b>	<b>544,570</b>		<b>112,360</b>	<b>20,000</b>	<b>676,930</b>	<b>150,270</b>	<b>28.53</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.00	1.00				1.00		
Other:									
Council		7.00	7.00				7.00		



**General Government  
Council & Mayor's Office New Initiatives  
Council Approved Initiatives**

As per report HR-08-2018 increase in Council Remuneration (includes salaries & benefits)

113,490	-	113,490
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Portion of increase of Council Remuneration recovered from Plans Examination & Inspection

(1,130)		(1,130)
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**Council & Mayor's Office Council Approved Initiatives**

		-
\$ 112,360	\$ -	\$ 112,360

**General Government  
Council & Mayor's Office New Initiatives  
New Initiatives**

Integrity Commissioner Services as outlined in CLS-03-2019 Appointment of Integrity Commissioner.

20,000	-	20,000
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**Council & Mayor's Office New Initiatives**

\$ 20,000	\$ -	\$ 20,000
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## 2019 Draft Tax Operating Initiatives

Ongoing	One Time	2019 Total Initiatives
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## NEW INITIATIVES

DEPARTMENT: Corporate & Social Services

DIVISION: Citizen & Legislative Services

Type of New Initiative: New Service/Program



### PROGRAM DESCRIPTION:

Integrity Commissioner Services

### JUSTIFICATION:

Contractual/Legislative Obligation

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

As required through recent changes to the Municipal Act, the County is to appoint an Integrity Commissioner to act as an independent officer, reporting to Council, to be responsible for certain functions as outlined in section 223.3 (1) of the act related to the Code of Conduct; procedures, rules and policies governing the ethical behaviour of members of council and of local boards; and certain sections of the Municipal Conflict of Interest Act. An estimate of \$20,000 is included to cover anticipated costs for review of the existing Code of Conduct; the provision of educational information to member of Council, members of local boards, the municipality and the public; the provision of an annual report; and for advice provided to members of Council or members of local boards. Additional expenditures may be incurred if any complaints under the Code of Conduct are submitted for review and response by the Integrity Commissioner.

### EXPENDITURES:

	2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
	Current Approved Budget	2019 Base Budget	2019 ANNUALIZED	2019 Revised Total Budget	
FT/PT?      Perm/Temp?      hrs/wk: <b>SALARIES &amp; BENEFITS</b> Start Date:					
<b>SUPPLIES &amp; MATERIALS</b>					
<b>SERVICES</b>					
G.115.1110.5500.5512			20,000	20,000	
<b>REVENUES:</b> Include any known sources of funding that you are aware of ex. Donations, grants, etc.					
<b>NET LEVY IMPACT</b>	\$ -	\$ -	\$ 20,000	\$ 20,000	

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Office of the CAO**

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#### **Function:**

The Office of the Chief Administrative Officer is responsible for the overall administration and management of Haldimand County, based on the policy direction provided by Council.

#### **Services:**

- The Office of the Chief Administrative Officer ensures the efficient and effective operation of the County's administration, the development and motivation of the leadership of the Corporation and the perpetuation of a high level of professionalism and morale in staff. The Office of the CAO also coordinates corporate affairs-related activities, including (but not limited to) communications, public relations and community engagement.

#### **Service Issues:**

- To effectively manage the expectations of Council, Staff, ratepayers, various stakeholders and other levels of Government.

#### **Service Outcomes:**

- To have an effective organization with a positive corporate image that will be responsive to the needs of Haldimand County citizens and visitors.



# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

Office of the CAO

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	318,124	470,080	478,175	(4,415)			473,760	3,680	0.78
Supplies & Materials	16,880	17,750	9,800				9,800	(7,950)	(44.79)
Services	149,918	158,980	184,400				184,400	25,420	15.99
Interdepartmental Charges	(6,040)	(6,040)	(6,370)				(6,370)	(330)	5.46
<b>TOTAL EXPENDITURES</b>	<b>478,882</b>	<b>640,770</b>	<b>666,005</b>	<b>(4,415)</b>			<b>661,590</b>	<b>20,820</b>	<b>3.25</b>
<b>REVENUES:</b>									
Fees & Recoveries	(702)	(3,000)	(3,000)				(3,000)		
Other Revenues	(21,489)	(21,600)	(21,600)				(21,600)		
<b>TOTAL REVENUES</b>	<b>(22,191)</b>	<b>(24,600)</b>	<b>(24,600)</b>				<b>(24,600)</b>		
<b>NET LEVY</b>	<b>456,691</b>	<b>616,170</b>	<b>641,405</b>	<b>(4,415)</b>			<b>636,990</b>	<b>20,820</b>	<b>3.38</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.59	3.00				3.00		
Part Time &/or Temporary F/T		0.60							

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Financial & Data Services**

---

#### **Function:**

To provide the necessary internal business and support services needed by all County Departments while ensuring a high level of customer services and satisfaction for both public and staff.

#### **Services:**

- Provide advice to Council and Staff on professional knowledge of corporate resources with a specific focus on security, integrity and reliability
- Manage and direct two divisions, Finance and Information Systems
- Actively participate on Haldimand County's senior management team
- Management of costs and asset allocation processes cause by the municipal restructuring

#### **Service Issues:**

- Corporate management of issues arising from the divestiture of HCUI, including litigation matters and use of net sale proceeds (Hydro Legacy Fund)
- Corporate legal issues including: OPG water intake access; White Oaks water line dispute; personnel matters, and various other legal matters.

#### **Services Outcomes:**

- Timely, efficient and effective service delivery to internal and external customers
- Fiscal transparency and accountability
- Compliance with statutory requirements and internal protocols, emphasizing consistency in practice
- Responsible for short and long term financial planning
- Technological and procedural advances which streamline processes and communications

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Financial & Data Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits				242,680			242,680	242,680	
Supplies & Materials				500			500	500	
Services				10,850			10,850	10,850	
<b>TOTAL EXPENDITURES</b>				<b>254,030</b>			<b>254,030</b>	<b>254,030</b>	
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>				<b>254,030</b>			<b>254,030</b>	<b>254,030</b>	
<b>STAFFING (stated in FTE)</b>									
Full Time				2.00			2.00		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Corporate & Social Services**

---

#### **Function:**

To provide the necessary internal business and support services needed by all County Departments while ensuring a high level of customer service and satisfaction for both the public and staff.

To provide meaningful municipal long term care services with comfort, compassion and care.

#### **Services:**

- Provide advice to Council & Staff on professional knowledge of corporate resources with a specific focus on security, integrity and reliability
- Decision-making and guidance for Corporate Human Resource issues at the CAO and senior staff level, including labour relations, negotiations and personnel matters
- Manage and direct the four divisions of the Corporate & Social Services Department, being: Citizen & Legislative Services (including Provincial Offences Act Administration), Grandview Lodge, Human Resources and Legal & Support Services
- Actively participate on Haldimand County's senior management team, including review of budgets, corporate priority setting, policy review and corporate strategic planning
- Management overview for Haldimand County's share of Health and Social Services and Social Housing, provided by Norfolk County
- Oversight of Haldimand supportive housing initiatives
- Co-Lead for Central Administration Project

#### **Service Issues:**

- Corporate legal issues including: OPG water intake access; personnel matters, and various other legal matters.
- Interpretation and implementation of substantive legislative changes to the Employment Standards Act, Labour Relations Act, Occupational Health & Safety Act and Workplace Safety & Insurance Act
- Monitoring of work plans for each Division in Corporate & Social Services, including priority and goal setting, as well as regular reporting to Council on key business functions.
- Administrative support and Senior Management input into major corporate initiatives - Centralized Building, Business Application Software Replacement, succession planning, supportive housing, Open Government and Citizen Centred Services.

## **Haldimand County 2019 Draft Tax Supported Operating Budget**

### **General Government**

#### **Corporate & Social Services**

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##### **Service Outcomes:**

- Timely, efficient and effective service delivery to internal and external customers
- Compliance with statutory requirements and internal protocols, emphasizing consistency in practice
- Responsible short and long term planning
- Technological and procedural advances which streamline processes and communications
- Qualified, motivated and dedicated staff that enjoy the challenges and rewards of working for the County



# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government Corporate & Social Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	284,245	286,940	293,230	(38,540)			254,690	(32,250)	(11.24)
Supplies & Materials	153	500	500				500		
Services	7,851	10,320	10,190	(430)			9,760	(560)	(5.43)
<b>TOTAL EXPENDITURES</b>	<b>292,249</b>	<b>297,760</b>	<b>303,920</b>	<b>(38,970)</b>			<b>264,950</b>	<b>(32,810)</b>	<b>(11.02)</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>292,249</b>	<b>297,760</b>	<b>303,920</b>	<b>(38,970)</b>			<b>264,950</b>	<b>(32,810)</b>	<b>(11.02)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.00	2.00				2.00		
Part Time &/or Temporary F/T		0.33	0.33	(0.33)					

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Citizen & Legislative Services**

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#### **Function:**

To administer the legislative requirements of the Citizen & Legislative Services Division for the County.

#### **Services:**

- Council Secretariat (agendas, minutes, by-laws, meetings, follow up actions)
- Customer Service – provide first point of contact for external customers including payment processing, registration and information sharing
- Corporate Records Management (records of Council minutes, by-laws & resolutions, classification of records, secure storage, retrieval & destruction of all corporate records)
- Freedom of Information & Protection of Privacy (coordination of requests for access to records)
- Lead Open Government Initiative to increase public access to information through Open Information, Open Data and Open Engagement
- Promote Citizen Centred Services online which are enabled through the BAS project components and the website redesign
- Provincial Offences Act administration and Part 1 prosecution
- Issuance of licences and permits (including audit of gaming/lottery activities and monitoring of non-compliance with relevant by-laws)
- Registrar of Vital Statistics i.e.: deaths, marriages
- Manage the Municipal Election process
- Coordination of Corporate mail & courier service
- Administrative support to Police Services Board
- Administration of parking tickets
- Oversee issuance of Marriage Licences and conduct Civil Marriages

#### **Service Issues:**

- Administer follow-up related to 2018 Municipal Election re: financial statements and Compliance Audit Committee
- Transition to new CAB and Citizen Centred Services
- Introduce new role and processes related to Integrity Commissioner

#### **Service Outcomes:**

- Timely, efficient and effective service delivery to the public, Council and Departments
- Compliance with statutory requirements and internal protocols
- Streamline processes and enhance access to information by the public



# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Citizen & Legislative Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	541,930	638,830	583,210	389,990			973,200	334,370	52.34
Supplies & Materials	25,487	32,150	12,180				12,180	(19,970)	(62.12)
Services	207,202	207,860	84,280	2,110	2,000		88,390	(119,470)	(57.48)
Interdepartmental Charges	(78,430)	(78,430)	(79,490)	(47,770)			(127,260)	(48,830)	62.26
Transfers to Reserves/Reserve Funds			50,000				50,000	50,000	
<b>TOTAL EXPENDITURES</b>	<b>696,189</b>	<b>800,410</b>	<b>650,180</b>	<b>344,330</b>	<b>2,000</b>		<b>996,510</b>	<b>196,100</b>	<b>24.50</b>
<b>REVENUES:</b>									
Fees & Recoveries	(101,348)	(103,000)	(101,100)				(101,100)	1,900	(1.84)
Transfers from Reserves/Reserve Funds	(124,389)	(150,940)	(2,200)		(2,000)		(4,200)	146,740	(97.22)
<b>TOTAL REVENUES</b>	<b>(225,737)</b>	<b>(253,940)</b>	<b>(103,300)</b>		<b>(2,000)</b>		<b>(105,300)</b>	<b>148,640</b>	<b>(58.53)</b>
<b>NET LEVY</b>	<b>470,452</b>	<b>546,470</b>	<b>546,880</b>	<b>344,330</b>			<b>891,210</b>	<b>344,740</b>	<b>63.08</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		7.00	7.00	6.00			13.00		
Part Time &/or Temporary F/T		1.13	0.33	0.67			1.00		





**General Government  
Citizen and Legislative Services  
Council Approved Initiatives**

Election Compliance Audit, as per 2018 Tax Supported Operating Budget  
Offset by funding from the Elections Reserve

**Citizen and Legislative Services Council Approved Initiatives**

**2019 Draft Tax Operating Initiatives**

		2019 Total Initiatives
Ongoing	One Time	
	2,000	2,000
	(2,000)	(2,000)
\$ -	\$ -	\$ -

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Finance**

---

#### **Function:**

To administer the financial operations of the County ensuring effective internal controls, fiscal planning and management reporting.

#### **Services:**

- Accounting services, financial analysis and support for County Departments and Local Boards
- Preparation of the annual audited Financial Statements and Financial Information Return (FIR)
- Development, implementation and on-going monitoring of effective and responsible financial policies
- Levying and collection of taxes for the County and school boards
- Timely payment of approved expenditures and collection of receivables
- Co-ordination of the external audit function(s) and oversight of internal controls processes
- Preparation and coordination of the operating and capital budgets
- Management of short and long term investments and borrowing (i.e. long term debt)
- Administration and reporting for reserves, reserve funds, bequests and trust funds
- Continued refinement and implementation of fiscal policies and procedures
- Respond to changes in Provincial Legislation and Regulations for taxation, assessment and financial reporting
- Preparation and filing of financial reports to various Provincial agencies
- Public financial reporting as required by the Municipal Act and PSAB (including tangible capital assets)

#### **Service Issues:**

- Timely completion of 2018 Financial Statements and Financial Information Returns to meet legislative reporting requirements
- Assist with development and implementation of new Business Application Software
- Refine internal budget monitoring/reporting processes
- Review user fees and alternative revenue source
- Implement revised investment policy to maximize returns and ensure flexibility
- Improved cash management and develop policies/procedures to maximize cash flows and improve administrative efficiencies

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Finance**

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#### **Service Outcomes:**

- Responsible financial and business policies and practices
- Timely billing and collection of revenues to maximize cash flow and minimize borrowing requirements
- Meet fiduciary responsibility in ensuring wise investment and security of public assets
- Enhance the long term financial position of the municipality



# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Finance

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	1,260,626	1,336,180	1,350,830	(64,960)		26,190	1,312,060	(24,120)	(1.81)
Supplies & Materials	4,424	4,300	4,300				4,300		
Services	56,868	73,700	73,270	(1,100)			72,170	(1,530)	(2.08)
Interdepartmental Charges	(284,010)	(284,010)	(291,160)				(291,160)	(7,150)	2.52
<b>TOTAL EXPENDITURES</b>	<b>1,037,908</b>	<b>1,130,170</b>	<b>1,137,240</b>	<b>(66,060)</b>		<b>26,190</b>	<b>1,097,370</b>	<b>(32,800)</b>	<b>(2.90)</b>
<b>REVENUES:</b>									
Fees & Recoveries	(277,313)	(285,590)	(283,420)				(283,420)	2,170	(0.76)
<b>TOTAL REVENUES</b>	<b>(277,313)</b>	<b>(285,590)</b>	<b>(283,420)</b>				<b>(283,420)</b>	<b>2,170</b>	<b>(0.76)</b>
<b>NET LEVY</b>	<b>760,595</b>	<b>844,580</b>	<b>853,820</b>	<b>(66,060)</b>		<b>26,190</b>	<b>813,950</b>	<b>(30,630)</b>	<b>(3.63)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		16.00	16.00	(1.00)			15.00		
Part Time &/or Temporary F/T		0.33	0.33			0.67	1.00		

Addition of an 8-month co-op student position; costs include salary and benefits, Business Case also shown in Information Systems

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
	26,190		26,190
	\$ 26,190	\$ -	\$ 26,190



## NEW INITIATIVES

DEPARTMENT: Financial and Data Services

DIVISION: Finance

Type of New Initiative: Enhancement to Existing Service



### PROGRAM DESCRIPTION:

Addition of 8-month co-op student position

### JUSTIFICATION:

Operational Efficiencies

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

See attached business case

### EXPENDITURES:

include account number if known

#### ESTIMATED COSTS

2019 Base  
Budget

2019 Council  
Approved

2019  
Ongoing NI

2019 Revised Total  
Budget

Additional details of  
Expenditures, Revenues

FT/PT?

Full-Time

Perm/Temp?

Temporary

hrs/wk:

35

#### SALARIES & BENEFITS

Start Date:

Salaries & Benefits

1,350,830

(64,960)

26,190

1,312,060

0.67 additional FTE

#### SUPPLIES & MATERIALS

Existing desk and chair in  
CAB will be utilized. Purchase  
of a 2-in-1 computer will be  
required

#### SERVICES

REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.

### NET LEVY IMPACT

\$ 1,350,830

\$ (64,960)

\$ 26,190

\$ 1,312,060



## Business Case: Additional 8 Month Co-op Student Positions (2): Finance and Information Systems (IS)

### Current Situation:

The County's current approved staff compliment includes a 4 month student position in both the Finance and IS Divisions (i.e. an equivalent of approximately 0.33 FTE). These positions are currently at a Student 3 position wage rate (for 2019 the rate is \$18.90 per hour). These positions currently undertake very specific tasks typically aligned with the work load during the summer months. The Finance student conducts the annual Tax Sale process while the IS student typically assists with the annual deployment of devices and technological support.

### Proposed Service Enhancement:

Currently, finding staff, including students in these two Divisions has become increasingly difficult. Recently, many full-time permanent staff have started as temporary staff or students (particularly in the Finance area). Staff gapping in these Division and increased workload has made it very challenging for the existing staff compliment to complete assigned tasks or daily required functions.

Many of the underlying educational programs in these areas have required co-op terms that can extend between 4, 8 and 12 consecutive month terms. The 4 and 8 month terms typically start in January and as such, do not align with a 4 month summer work term/student position. As such there is limited ability to secure a student enrolled in co-op program based on the approved 4 month student position. To be an accredited training location, the employer must be able to provide the applicable work term duration in addition to the underlying required area of expertise (i.e. Finance for CPA students and Computer Systems for Computer related programs). In the past, these students have either not applied for available student positions in these Departments or have had to accept positions with accredited employers to meet their co-op requirements. More over, we have had students work for one summer and not be able to return the following summer as we could not meet their co-op work term requirements.

With the proposed addition of an 8 months co-op student position, both the Finance and IS Divisions could accommodate co-op students with varying length of co-op terms. This would increase the Student Positions to an equivalent of 1 FTE (from the current 0.33 FTE) in each Division. This would also allow for the flexibility to maintain the current summer student positions that are employed for specific tasks during the summer months (i.e. the Finance summer student currently administers the Tax Sale program which starts and is completed entirely during the 4 month summer work term).

The ability to attract highly skilled co-op students will also increase the County's likelihood of retaining these students at the conclusion of their respective programs to fill vacancies in the respective Divisions with very little training or orientation.

Even in the event these students do not obtain full-time employment at the conclusion of their programs, they will have obtained a valuable understanding of the work completed by Haldimand County employees which hopefully translates into a positive image in the community and the potential for other or future employment opportunities.

Lastly, with the recent reorganization, Council approved the elimination of the Shared Corporate Services Student position, which spent approximately 6 weeks in the Finance Division during the summer months. This further supports the creation of an additional co-op student position in the Finance Division. An amendment to the 2019 Capital Budget will be required for the purchase of a 2-in-1 computer and accessories (approx. \$2,900) for each position. Future contributions to the required reserves will be included in the 2020 Operating Budget.

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Legal & Support Services**

---

#### **Function:**

To provide a variety of services which support the day-to-day operations of the Corporation.

#### **Services:**

- Public Procurement – coordination and standardization of processes; manage responsibility of purchase order functionality & purchasing card program; review of bid documents; consultation with County divisions and vendors; vendor performance review and contract management guidance; cooperative purchasing; online auction for disposal of surplus goods; and WSIB database management
- General Insurance and Risk Management Program – claims management including assistance with third party contractor claims management; administration of corporate general insurance program; claims subrogation; review of documents, contracts and agreements; and facility user and special events insurance programs
- Property and Real Estate Services – management, development and administration of leases; management of real property interests on behalf of the County including acquisition, disposal, road closures/conveyances, easements and various license agreements; development and administration of leases and other property-related documents
- Administer Legal Services Program and maintain County contracts database
- Corporate Furniture Acquisition and Inventory Control, Office Supplies Contract Administration
- Intergovernmental Affairs (including shared Health and Social Services with Norfolk County)

#### **Service Issues:**

- Management of claims within existing software will include reporting & tracking costs
- Resolution of real property and roadway title matters
- Implementation of reasonable risk management measures across the Corporation
- Subrogation of insurance claims within Ministry framework for receiving incident reports
- Development & implementation of a vendor performance program, due to multiple divisional & corporate priorities

#### **Service Outcomes:**

- Minimization of risk and costs to the taxpayers through effective internal controls, risk transfer and risk management
- Forecast of surplus property disposal opportunities and settlement of roadway title issues
- Procurement of goods, services & construction, utilizing standardized industry methodologies to obtain qualified providers and to obtain good value for the ratepayer.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Legal & Support Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	978,593	1,072,200	1,076,500	(464,640)			611,860	(460,340)	(42.93)
Supplies & Materials	63,775	63,200	63,100		100		63,200		
Services	539,334	457,810	466,470	(2,450)			464,020	6,210	1.36
Interdepartmental Charges	(109,359)	(110,090)	(115,390)	45,170			(70,220)	39,870	(36.22)
Transfers to Reserves/Reserve Funds	987,285	776,920	597,750				597,750	(179,170)	(23.06)
<b>TOTAL EXPENDITURES</b>	<b>2,459,628</b>	<b>2,260,040</b>	<b>2,088,430</b>	<b>(421,920)</b>	<b>100</b>		<b>1,666,610</b>	<b>(593,430)</b>	<b>(26.26)</b>
<b>REVENUES:</b>									
Fees & Recoveries	(130,173)	(74,020)	(70,480)				(70,480)	3,540	(4.78)
Other Revenues	(511,466)	(325,000)	(140,000)				(140,000)	185,000	(56.92)
Transfers from Reserves/Reserve Funds	(542,806)	(433,530)	(430,000)		(100)		(430,100)	3,430	(0.79)
<b>TOTAL REVENUES</b>	<b>(1,184,445)</b>	<b>(832,550)</b>	<b>(640,480)</b>		<b>(100)</b>		<b>(640,580)</b>	<b>191,970</b>	<b>(23.06)</b>
<b>NET LEVY</b>	<b>1,275,183</b>	<b>1,427,490</b>	<b>1,447,950</b>	<b>(421,920)</b>			<b>1,026,030</b>	<b>(401,460)</b>	<b>(28.12)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		13.00	13.00	(7.00)			6.00		
Part Time &/or Temporary F/T		0.65	0.65	(0.65)					





**General Government  
Legal & Support Services  
Council Approved Initiatives**

Office Supplies required for Legal Services Assistant (carryover from 2018)  
Offset by funding from Contingency Reserve

**Support Services Council Approved Initiatives**

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
		100	100
		(100)	(100)
	\$ -	\$ -	\$ -

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Human Resources**

---

#### **Function:**

To provide a human resources management service for Haldimand County employees and Council.

#### **Services:**

The Human Resources Division is committed to providing effective services and professional advice to all Haldimand County employees and Council in the areas of:

- Employee and labour relations interpretation, including dispute resolution
- Collective agreement administration/negotiation as well as non-union policy revisions
- Salary and benefit administration
- Employee health and safety
- Medical leave management and return to work, including Schedule 2 Workers' Compensation claims management
- Employee recruitment and retention
- Human Resource policy and procedure development
- Training and professional development
- Employee information management

#### **Service Issues:**

- Outstanding Collective agreements: SEIU Renewal and Preparation for CUPE / UFCW Renewals
- Payroll and Human Resource Information Management System in conjunction with new Business Application Software
- Occupational and Non-Occupational Claims Management, including Presumptive WSIB claims, legislated Chronic Mental Stress Claims as well as Mental Health Awareness generally
- Employee attendance at work, including support of 24/7 operations
- Interpretation of changing Provincial and Federal legislation and Responding to Ministry mandates
- Policy and procedure development and training to ensure compliance and meet our changing workplace
- Recruitment, retention, and talent management given municipal staffing environment and ongoing leadership development



# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Human Resources**

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#### **Service Outcomes:**

- Service delivery that fosters a team-based approach founded on trust and effective working relationships
- Human Resource practices that make the County an employer of choice
- Legislative compliance



# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Human Resources

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	786,325	816,560	844,450	106,150			950,600	134,040	16.42
Supplies & Materials	10,076	17,490	23,890			6,250	30,140	12,650	72.33
Services	624,667	781,750	784,100	2,450			786,550	4,800	0.61
Interdepartmental Charges	(424,530)	(424,530)	(434,680)	(43,840)			(478,520)	(53,990)	12.72
Transfers to Reserves/Reserve Funds	1,250,663	1,232,840	1,285,480				1,285,480	52,640	4.27
<b>TOTAL EXPENDITURES</b>	<b>2,247,201</b>	<b>2,424,110</b>	<b>2,503,240</b>	<b>64,760</b>		<b>6,250</b>	<b>2,574,250</b>	<b>150,140</b>	<b>6.19</b>
<b>REVENUES:</b>									
Fees & Recoveries	(187)								
Other Revenues	(1,163,463)	(1,145,640)	(1,198,280)				(1,198,280)	(52,640)	4.59
Transfers from Reserves/Reserve Funds	(556,305)	(663,400)	(663,400)				(663,400)		
<b>TOTAL REVENUES</b>	<b>(1,719,955)</b>	<b>(1,809,040)</b>	<b>(1,861,680)</b>				<b>(1,861,680)</b>	<b>(52,640)</b>	<b>2.91</b>
<b>NET LEVY</b>	<b>527,246</b>	<b>615,070</b>	<b>641,560</b>	<b>64,760</b>		<b>6,250</b>	<b>712,570</b>	<b>97,500</b>	<b>15.85</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		9.00	9.00	1.00			10.00		



**General Government  
Human Resources  
New Initiatives**

Increasing the total program cost associated with the Employee Long Service Awards program, which will allow amendment to the dollar threshold for each applicable service year

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
	6,250		6,250
<b>Human Resources New Initiatives</b>	<b>\$ 6,250</b>	<b>\$ -</b>	<b>\$ 6,250</b>

## NEW INITIATIVES

DEPARTMENT: Corporate & Social Services

DIVISION: Human Resources

Type of New Initiative: Enhancement to Existing Service



### PROGRAM DESCRIPTION:

Increasing the total program cost associated with the Employee Long Service Awards program, which will allow amendment to the dollar threshold for each applicable service year

### JUSTIFICATION:

Other

If Other - please specify: Aligning amount with economic increases

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service"; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

The Employee Service Recognition Policy (2004-04) provides for a gift of a specified value to staff who reach milestone years of service. The County's current practice is to provide an option of traditional or lifestyle gifts within the maximum value for presentation at the all-staff event each November. The maximum value for long service awards has remained unchanged since the program's inception in 2004. Staff have reviewed other municipal programs as well as quality of products currently available at the policy's maximum value parameters and are recommending that the threshold be raised from \$5/year of service to \$10/year of service. Gifts are provided only in the year(s) that an employee reaches service of 5, 10, 15, 20, 25, 30, 35 or 40 years.

The current Long Service Awards program is budgeted at \$6,250 per year. Based on current staff complement, a forecast of recipients over the next five years indicates a total budget of \$12,500 for the program annually would allow for the above noted increases. Should Council approve this budget initiative, the policy itself would require amendment and staff will bring the outlined changes to the next Council in Committee meeting for formal approval.

### EXPENDITURES:

include account number if known

EXPENDITURES: include account number if known			2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
			Current Approved Budget	2019 Base Budget	2019 New Initiative	2019 Revised Total Budget	
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS			Start Date:	
SUPPLIES & MATERIALS							
Gifts & Donations - Long Service Award			7,500	6,250	6,250	12,500	
SERVICES							
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
NET LEVY IMPACT			\$ 7,500	\$ 6,250	\$ 6,250	\$ 12,500	

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Information Systems**

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#### **Function:**

To deliver comprehensive corporate information technology services to meet the County's needs.

#### **Services:**

The Information Systems Division is responsible for defining and maintaining technology standards, security and associated corporate policies which allow for the most effective use of resources across all County departments with a primary focus on integrity, security, reliability and accessibility of systems. This encompasses strategic planning, hardware and software maintenance, and support and training for all technology users. Services include:

- Voice, wireless and data network communications
- Intranet / Internet / Email
- Hardware and software development, acquisition, installation, service, support, and maintenance, including corporate applications and multiple division specific applications
- Corporate software suite training
- Website development
- Data management services
- Access to & security of systems and data
- Development of corporate information systems policies and procedures
- Information Technology Strategic Planning

#### **Service Issues:**

Modules/components of the corporate applications continue to be implemented, upgraded and integrated. Staff continue to develop and implement the County's information technology investments. Key projects for 2019 include: continuation of the CityView project including the addition of electronic plans review module in preparation for digital collaboration; implementation of the integrated Business Application System (BAS) to replace many dated standalone software applications- as well as enhancing the recently redesigned Corporate website to support current and future on-line services; implementation of the "mobile technology strategy"; and being a key resource to the centralized administration project (CAP) team in planning for the future in regards to technology.

#### **Service Outcomes:**

Haldimand County has networks which link all the major offices and most remote sites, an e-mail system accessible to all computer users and a web presence ([www.haldimandcounty.ca](http://www.haldimandcounty.ca)). The Information Systems Division supports over 400 staff workstations along with file servers and peripherals and maintains the major database applications. Technology improvements will streamline processes and communications, improve productivity, share corporate information, eliminate duplication of databases and enhance internal and external customer service.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Information Systems

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	761,300	806,950	769,305	65,385		26,380	861,070	54,120	6.71
Supplies & Materials	72,847	53,500	56,000				56,000	2,500	4.67
Services	666,002	651,130	563,740		102,630		666,370	15,240	2.34
Interdepartmental Charges	(562,600)	(562,600)	(575,540)	(16,320)	(3,050)	(7,140)	(602,050)	(39,450)	7.01
Transfers to Reserves/Reserve Funds	651,730	651,730	668,410		20,780		689,190	37,460	5.75
<b>TOTAL EXPENDITURES</b>	<b>1,589,279</b>	<b>1,600,710</b>	<b>1,481,915</b>	<b>49,065</b>	<b>120,360</b>	<b>19,240</b>	<b>1,670,580</b>	<b>69,870</b>	<b>4.36</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(1,500)	(1,500)	(1,500)				(1,500)		
Municipal Recoveries	(12,000)	(12,000)	(12,500)				(12,500)	(500)	4.17
Transfers from Reserves/Reserve Funds	(89,700)	(89,700)			(84,900)		(84,900)	4,800	(5.35)
<b>TOTAL REVENUES</b>	<b>(103,200)</b>	<b>(103,200)</b>	<b>(14,000)</b>		<b>(84,900)</b>		<b>(98,900)</b>	<b>4,300</b>	<b>(4.17)</b>
<b>NET LEVY</b>	<b>1,486,079</b>	<b>1,497,510</b>	<b>1,467,915</b>	<b>49,065</b>	<b>35,460</b>	<b>19,240</b>	<b>1,571,680</b>	<b>74,170</b>	<b>4.95</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		7.00	7.00	1.00			8.00		
Part Time &/or Temporary F/T		1.33	0.65	(0.32)		0.67	1.00		







**General Government  
Information Systems  
Council Approved Initiatives**

As per report CAO-03-2017 Award of Request for Proposal Business Application Software -  
Maintenance Contracts for software  
To be funded from Contingency Reserve

As approved in the 2019 Tax Supported Capital Budget, Mobile Devices BAS (44)

As approved in the 2019 Tax Supported Capital Budget, Patient Care Reporting - Additional  
Licences (Paramedic Services)

Interdepartment charges related to 2019 Tax Supported Capital Budget projects for Paramedic  
Services, additional Licences and Laptops (2)

As approved in the 2019 Tax Supported Capital Budget, ongoing contributions to CRR -  
Information Technology to fund future depreciation for Computers (22), Mobile Devices (47),  
Laptops (2)

**Information Systems Council Approved Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
		84,900	84,900
		(84,900)	(84,900)
	15,840		
	1,890		
	(3,050)		(3,050)
	20,780		20,780
	<b>\$ 35,460</b>	<b>\$ -</b>	<b>\$ 35,460</b>



**General Government  
Information Systems  
New Initiatives**

Addition of an 8-month co-op student position; costs include salary and benefits, Business Case also shown in Finance

Partial recovery from Plans Examination & Inspection, W&WW, Solid Waste and Grandview Lodge

**Information Systems New Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
	26,380		26,380
	(7,140)		(7,140)
	\$ 19,240	\$ -	\$ 19,240

## NEW INITIATIVES

DEPARTMENT: Financial and Data Services

DIVISION: Information Systems

Type of New Initiative: Enhancement to Existing Service



### PROGRAM DESCRIPTION:

Addition of 8-month co-op student position

### JUSTIFICATION:

Operational Efficiencies

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service"; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

See attached business case

### EXPENDITURES:

include account number if known

#### ESTIMATED COSTS

2019 Base  
Budget

2019 Council  
Approved

2019  
Ongoing NI

2019 Revised Total  
Budget

Additional details of  
Expenditures, Revenues

FT/PT?

Part-Time

Perm/Temp?

Temporary

hrs/wk:

35

SALARIES & BENEFITS

Start Date:

Salaries & Benefits

769,305

65,385

26,380

861,070

0.67 additional FTE

#### SUPPLIES & MATERIALS

#### SERVICES

Recovery from Plans Exam

(1,120)

(1,120)

Recovery from Waste Mgmt

(490)

(490)

Recovery from W & S

(1,680)

(1,680)

Recovery from Paramedic Services

(1,330)

(1,330)

Recovery from Grandview Lodge

(2,520)

(2,520)

INFORMATION SYSTEMS NET LEVY IMPACT

769,305

65,385

19,240

853,930

#### INTERDEPARTMENTAL IMPACTS

G.291.1110.7300.7336 Information System Charges - Building Division

1,120

1,120

G.291.1110.9200.9277 Bldg Perm Cost Stab RF - Funding for building related IS initiatives

(950)

(950)

G.541.1110.7300.7336 Information System Charges - Land Ambulance

1,330

1,330

G.638.1110.7300.7336 Information System Charges - Grandview Lodge

2,520

2,520

W.412.4230.7300.7336 Information System Charges - Solid Waste Division

490

490

W.445.4510.7300.7336 Information System Charges - Wastewater Division

840

840

W.445.4710.7300.7336 Information System Charges - Water Division

840

840

INTERDEPARTMENTAL NET LEVY IMPACT

\$ 6,190

\$ 6,190

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Facilities Capital & Asset Management**

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#### **Function:**

Manage the County's capital assets and programs related to buildings, arenas, parks, cemeteries, etc. Manage major facility repairs (i.e. roofs, asbestos removal, etc.). Develop long-term strategic plans for sustaining Haldimand County's facilities infrastructure. Responsible for the County's asset management program and energy management program. Provide technical support services to other County Divisions and Departments.

#### **Services:**

Infrastructure management and capital programming for all facilities infrastructure (buildings, arenas, parks, cemeteries, etc.) including:

- Design
- Tender preparation
- Contract management - Contractors and Consultants
- Needs assessments and asset management
- Site inspections and quality assurance
- Budgeting and financial management of projects

Technical support to other divisions and departments including:

- Design review
- Assistance with contract management
- Operation and maintenance of existing facilities (i.e. energy management, asbestos inspections, etc.)

Asset Management:

- Managing the County's assets in a cost effective and sustainable manner including analyzing the lifecycle and capacity of each asset and developing information on maintenance requirements, service levels and new asset needs
- Legislated by O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure

Energy Management:

- Responsible for meeting the objectives of the legislated County Energy Conservation and Demand Management Plan
- Primary objectives of this plan are to improve the management of the County's energy consumption
- Legislated by O. Reg. 507/18 Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans

#### **Service Issues:**

None identified at this time.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Facilities Capital & Asset Management

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	64,876			424,440			424,440	424,440	
Supplies & Materials	158			2,700			2,700	2,700	
Services	2,209			37,930			37,930	37,930	
<b>TOTAL EXPENDITURES</b>	<b>67,243</b>			<b>465,070</b>			<b>465,070</b>	<b>465,070</b>	
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>67,243</b>			<b>465,070</b>			<b>465,070</b>	<b>465,070</b>	
<b>STAFFING (stated in FTE)</b>									
Full Time				3.70			3.70		
Part Time &/or Temporary F/T				0.32			0.32		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Corporate Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	359,368	722,260	350,000	(350,000)	500,000		500,000	(222,260)	(30.77)
Supplies & Materials	331				100		100	100	
Services	21,372	3,100	3,100	(1,100)	10,300		12,300	9,200	296.77
Transfers to Reserves/Reserve Funds	409,540								
<b>TOTAL EXPENDITURES</b>	<b>790,611</b>	<b>725,360</b>	<b>353,100</b>	<b>(351,100)</b>	<b>510,400</b>		<b>512,400</b>	<b>(212,960)</b>	<b>(29.36)</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds	(367,285)	(372,260)			(510,400)		(510,400)	(138,140)	37.11
<b>TOTAL REVENUES</b>	<b>(367,285)</b>	<b>(372,260)</b>			<b>(510,400)</b>		<b>(510,400)</b>	<b>(138,140)</b>	<b>37.11</b>
<b>NET LEVY</b>	<b>423,326</b>	<b>353,100</b>	<b>353,100</b>	<b>(351,100)</b>			<b>2,000</b>	<b>(351,100)</b>	<b>(99.43)</b>
<b>STAFFING (stated in FTE)</b>									
Part Time &/or Temporary F/T		3.50			4.80		4.80		



**General Government  
Corporate Administration  
Council Approved Initiatives**

As per report CAO-03-2017, additional staffing resources for the Business Application Software implementation (ending December 2019). Includes salaries, wages, benefits for Project Manager as well as additional resources within various divisions on a temporary basis. Year 2 of Implementation

Supplies and Materials for the Business Application Software Project, including office supplies, meeting, travel and professional development expenses.

To be funded from the Business Application Software Implementation Capital project

**Corporate Administration Council Approved Initiatives**

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
		500,000	500,000
		10,400	10,400
		(510,400)	(510,400)
	\$ -	\$ -	\$ -





**Haldimand County 2019 Draft Tax Supported Operating Budget**  
**General Government**  
Municipal Property Assessment Corporation

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials	914	900	920				920	20	2.22
Services	715,999	716,000	729,410				729,410	13,410	1.87
<b>TOTAL EXPENDITURES</b>	<b>716,913</b>	<b>716,900</b>	<b>730,330</b>				<b>730,330</b>	<b>13,430</b>	<b>1.87</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>716,913</b>	<b>716,900</b>	<b>730,330</b>				<b>730,330</b>	<b>13,430</b>	<b>1.87</b>
<b>STAFFING (stated in FTE)</b>									

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Grants to Organizations

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	263,319	266,000			3,880		3,880	(262,120)	(98.54)
<b>TOTAL EXPENDITURES</b>	<b>263,319</b>	<b>266,000</b>			<b>3,880</b>		<b>3,880</b>	<b>(262,120)</b>	<b>(98.54)</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds	(263,319)	(266,000)			(3,880)		(3,880)	262,120	(98.54)
<b>TOTAL REVENUES</b>	<b>(263,319)</b>	<b>(266,000)</b>			<b>(3,880)</b>		<b>(3,880)</b>	<b>262,120</b>	<b>(98.54)</b>
<b>NET LEVY</b>									
<b>STAFFING (stated in FTE)</b>									



# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **General Government**

### **Administration Facilities**

---

#### **FACILITIES:**

##### **Function:**

To oversee the operation and maintenance of County multi-use administration facilities and ensure they are maintained in a safe and efficient manner for the staff, citizens and visitors of Haldimand County.

##### **Services:**

- All facets of building maintenance for administration offices including HVAC, carpentry, electrical, plumbing, mechanical, welding, painting, signage, custodial and roofing services
- In-house personnel respond to the daily operational and emergency needs
- Preventative maintenance programs and monthly inspections on all major building systems
- Technical support/reference for public facilities such as museums, libraries, recreation centres and other public use facilities
- Administration and adherence to a variety of legislation such as the Electrical Code, Building Code, Fire Code, Occupational Health and Safety Act including Asbestos and Energy Management Programs as well as Accessibility for Ontarians with Disability Act.

Facilities are a highly visible and integral component of the County's assets. Architectural design, space allocation/configuration, construction quality, building usage, healthy and comfortable surroundings, accessibility and sustainable maintenance play significant roles in creating the environment in which County business is conducted and in shaping external perceptions of the County.

##### **Service Issues:**

Work continues to progress with facility inventories and condition assessments with the Asbestos Management Program, Roofing Management Program and Building Condition Assessments for administration buildings and community centres. The accumulated maintenance deficit and age/antiquity of County facilities requires that short, medium and long-term capital programs need to be established. The construction of a central administration building and the disposal of existing satellite offices no longer required entails additional workload over the next year, however provides opportunities to operate with greater efficiencies.

##### **Service Outcomes:**

Continue transition from predominately reactive facilities management to proactive/preventive and predictive facilities management. The process of consolidating all administration buildings into one centralized facility is underway and is expected to be completed in winter 2019.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## General Government

### Administration Facilities

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	428,597	444,080	285,110	(1,780)	158,720		442,050	(2,030)	(0.46)
Supplies & Materials	21,317	38,900	38,900				38,900		
Services	550,055	574,180	573,380				573,380	(800)	(0.14)
Interdepartmental Charges	(102,700)	(102,700)	(102,520)		15,370		(87,150)	15,550	(15.14)
Transfers to Reserves/Reserve Funds	7,046	6,750	6,750				6,750		
<b>TOTAL EXPENDITURES</b>	<b>904,315</b>	<b>961,210</b>	<b>801,620</b>	<b>(1,780)</b>	<b>174,090</b>		<b>973,930</b>	<b>12,720</b>	<b>1.32</b>
<b>REVENUES:</b>									
Municipal Recoveries	(110,507)	(110,510)	(110,510)				(110,510)		
Fees & Recoveries	(14,413)	(10,000)	(10,000)				(10,000)		
Transfers from Reserves/Reserve Funds	(154,431)	(161,970)			(158,720)		(158,720)	3,250	(2.01)
<b>TOTAL REVENUES</b>	<b>(279,351)</b>	<b>(282,480)</b>	<b>(120,510)</b>		<b>(158,720)</b>		<b>(279,230)</b>	<b>3,250</b>	<b>(1.15)</b>
<b>NET LEVY</b>	<b>624,964</b>	<b>678,730</b>	<b>681,110</b>	<b>(1,780)</b>	<b>15,370</b>		<b>694,700</b>	<b>15,970</b>	<b>2.35</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.52	2.54				2.54		
Part Time &/or Temporary F/T		3.35	2.36	(0.04)	1.00		3.32		





**General Government  
Administration Facilities  
Council Approved Initiatives**

Secondment for Administrative Accommodation for Cayuga Administration Project (includes salary and benefits)  
Offset by funding from the Capital Project

Approved in the 2019 Capital Budget - Fleet charges (Operating and Capital) for the Utility Work machine and the Trailer

**Administration Facilities Council Approved Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
		158,720	158,720
		(158,720)	(158,720)
	15,370		15,370
	<b>\$ 15,370</b>	<b>\$ -</b>	<b>\$ 15,370</b>



PROTECTION SERVICES



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Summary

### Protection Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Protection Services									
Fire Services	6,072,490	6,062,820	6,289,120				6,289,120	226,300	3.73
Emergency Measures	31,189	32,060	32,660				32,660	600	1.87
SUMMARY - Police	7,223,635	7,234,680	7,337,330				7,337,330	102,650	1.42
Provincial Offences Act	(30,046)	12,140	16,710				16,710	4,570	37.64
SUMMARY - Conservation Authorities	515,759	547,200	567,010				567,010	19,810	3.62
SUMMARY - Protective Inspection & Control	939,135	960,440	1,045,220	770	170	97,790	1,143,950	183,510	19.11
Accessibility for Ontarians with Disabilities Act	1,142	2,000	2,000				2,000		
<b>Total Protection Services</b>	<b>14,753,304</b>	<b>14,851,340</b>	<b>15,290,050</b>	<b>770</b>	<b>170</b>	<b>97,790</b>	<b>15,388,780</b>	<b>537,440</b>	<b>3.62</b>
<b>NET LEVY</b>	<b>14,753,304</b>	<b>14,851,340</b>	<b>15,290,050</b>	<b>770</b>	<b>170</b>	<b>97,790</b>	<b>15,388,780</b>	<b>537,440</b>	<b>3.62</b>

### STAFFING (stated in FTE)

<b>Protection Services</b>									
Fire Services		287.00	280.00		4.00		284.00		
SUMMARY - Police		3.00	3.00				3.00		
Provincial Offences Act		3.00	3.00				3.00		
SUMMARY - Protective Inspection & Control		19.97	20.08				20.08		
<b>Total Protection Services</b>		<b>312.97</b>	<b>306.08</b>		<b>4.00</b>		<b>310.08</b>		

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **Fire Services**

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#### **Function:**

To administer Fire and Rescue Services throughout Haldimand County

#### **Comments:**

The Haldimand County Fire Department has primary accountability and responsibility for the direct provision of fire and rescue services to the citizens of Haldimand County. The fire department is also responsible for public fire safety education and fire code enforcement in an attempt to prevent/reduce fires and fire injuries and deaths.

#### **Services Provided:**

- Rapid response to requests for fire suppression, rescue and first response medical assistance
- Consult and advise the Ontario Fire Marshal's office on operational and administrative issues
- Purchase of new or replacement fire vehicles and equipment
- Establish strategic directions for fire services to align with Corporate/Council Goals and Objectives
- Develop and/or maintain alliances with other Emergency Services stakeholders, public, press etc.
- Identify, analyze and respond to emerging issues and changes in fire services
- Fire Prevention and Public Education Services

#### **Recent Success:**

- Prioritized firefighter training and health and safety;
- Stations completed numerous smoke/CO detection inspections and education
- Maintained a positive image and public perception of the fire department
- Revised/improved the firefighter training program
- Ensured fire code compliance, inspections, approved fire safety plans and conducted timed fire drills in all care occupancies
- Implemented a Preplan program, where firefighters visit structures in their districts and preplan the structure for advanced preparation in case of emergency
- Upgrades to our communication systems & equipment
- Upgrades to more advanced firefighting equipment and apparatus to provide a better tactical response and ensure fire fighter and public safety
- Purchase of property for a combined Fire & Paramedic Station in Caledonia

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **Fire Services**

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#### **Future Outcomes:**

- Continue to build/streamline and improve firefighter training programs
- Continue adherence to Local, County, Provincial, Regulations, policies, standards and guidelines
- Maintain positive working relationships with other allied agencies
- Continue to work closely and co-operatively with other County departments and divisions
- Continue fire safety education and fire code enforcement in an effort to reduce fire and fire deaths
- Improve Wellness & continue a pro-active approach to PTSD & Mental health.

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Fire Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	2,048,785	2,063,880	2,081,490		16,510		2,098,000	34,120	1.65
Supplies & Materials	74,084	77,560	74,910				74,910	(2,650)	(3.42)
Services	2,613,930	2,642,850	2,698,670		2,350		2,701,020	58,170	2.20
Interdepartmental Charges	1,116,170	1,116,170	1,249,010				1,249,010	132,840	11.90
Long Term Debt Charges	637,148	637,260	624,860				624,860	(12,400)	(1.95)
<b>TOTAL EXPENDITURES</b>	<b>6,490,117</b>	<b>6,537,720</b>	<b>6,728,940</b>		<b>18,860</b>		<b>6,747,800</b>	<b>210,080</b>	<b>3.21</b>
<b>REVENUES:</b>									
Municipal Recoveries	(101,546)	(102,080)	(102,080)				(102,080)		
Fees & Recoveries	(117,623)	(143,520)	(144,290)				(144,290)	(770)	0.54
Donations	(1,500)								
Transfers from Reserves/Reserve Funds	(196,957)	(229,300)	(193,450)		(18,860)		(212,310)	16,990	(7.41)
<b>TOTAL REVENUES</b>	<b>(417,626)</b>	<b>(474,900)</b>	<b>(439,820)</b>		<b>(18,860)</b>		<b>(458,680)</b>	<b>16,220</b>	<b>(3.42)</b>
<b>NET LEVY</b>	<b>6,072,491</b>	<b>6,062,820</b>	<b>6,289,120</b>				<b>6,289,120</b>	<b>226,300</b>	<b>3.73</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		6.00	6.00				6.00		
Other:									
Volunteer Firefighters		281.00	274.00		4.00		278.00		



**Protection Services**  
**Fire Services**  
**Council Approved Initiatives**

As per CMS-ES-05-2013 Supplemental Review of Fire Station Location Study Options - closure of Station 8 (Moulton) and amalgamation of Stations 10 (Byng) and 11 (South Haldimand)  
 Includes Salaries/Wages/Benefits/Training/Professional Development

To be funded from Contingency Reserve

**Fire Services Council Approved Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
		18,860	18,860
		(18,860)	(18,860)
	\$ -	\$ -	\$ -

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **Emergency Measure**

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#### **Function:**

To administer Haldimand County's Emergency Management Program

#### **Comments:**

Haldimand County's Emergency Management Program is managed by the Emergency Services division. This team consists of a Community Emergency Management Coordinator (CEMC) and 3 alternate CEMC's

#### **Services Provided:**

- Develop and revise (as needed) the Haldimand County Emergency plan
- Conduct annual emergency management exercises
- Conduct regular emergency management program committee meetings
- Conduct training for the emergency control group
- Co-ordinate County response to floods and disasters

#### **Recent Success:**

- Met Emergency Management Ontario compliance
- Conducted, multi-agency emergency exercise
- Represented Haldimand County on NANCAER committee
- Mitigated a very successful response for flooding in the late winter of 2018 and 2019. Positive feedback received from the public and allied agencies

#### **Future Outcomes:**

- Develop strategic plan for emergency management
- Develop an operational continuity plan for Haldimand County
- Co-ordinate Haldimand County's evacuation plan
- Conduct 2019 annual emergency management exercise
- Emergency Response Plan revision to include Incident Management System (IMS) to closer align with provincial protocols

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Emergency Measure

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials	121	650	650				650		
Services	25,468	25,810	26,220				26,220	410	1.59
Interdepartmental Charges	5,600	5,600	5,790				5,790	190	3.39
<b>TOTAL EXPENDITURES</b>	<b>31,189</b>	<b>32,060</b>	<b>32,660</b>				<b>32,660</b>	<b>600</b>	<b>1.87</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>31,189</b>	<b>32,060</b>	<b>32,660</b>				<b>32,660</b>	<b>600</b>	<b>1.87</b>
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **SUMMARY - Police**

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#### **Function:**

To administer contracted OPP policing, community policing and policing accommodations in Haldimand County, as well as fund the operations of the Haldimand County Police Services Board.

#### **Services:**

A five year contract was signed with the Province of Ontario for the provision of municipal policing services through an integrated detachment of the Ontario Provincial Police (OPP), effective January 1, 2018. The billing model is calculated based on two components: 1) Base services, using a province wide cost per property; and 2) 4-year weighted calls for service within Haldimand County.

The Haldimand County Police Services Board (PSB) oversees the Haldimand OPP Detachment's police operations through the establishment of necessary policies and reporting requirements.

County Staff liaise with OPP staff on a regular basis, as well as provide administrative and financial support to the PSB and the Haldimand County Community Policing Committees, as required.

#### **Service Issues:**

- Continued discussions and negotiation with the OPP Contract Policing Bureau and the Haldimand Detachment Commander with respect to police staffing level issues to ensure adequate police services are provided as per the contract and Police Services Act
- Analysis, reporting and reconciliation of the billings with actual/received police services delivered in Haldimand County
- Continued recognition and support of the local volunteer Community Policing initiatives
- Speeding awareness: initiatives to inform and reduce, including review of new legislation allowing for Automated Speed Enforcement

#### **Service Outcomes:**

- Visible police presence resulting in a safer, more secure community
- Effective control and decision making through the Police Services Board
- Enhanced safety and involvement, through volunteer initiatives which are specific to the local community's issues
- Improved accountability through contract monitoring and reporting to Council
- Oversight of a contract costing model which more accurately reflects the cost of policing in Haldimand County



# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Police Services Board

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	20,442	21,940	21,950				21,950	10	0.05
Supplies & Materials	495	1,410	1,350				1,350	(60)	(4.26)
Services	4,072	9,400	9,500				9,500	100	1.06
Transfer Payments & Grants	200	800	750				750	(50)	(6.25)
Transfers to Reserves/Reserve Funds	984		600				600	600	
<b>TOTAL EXPENDITURES</b>	<b>26,193</b>	<b>33,550</b>	<b>34,150</b>				<b>34,150</b>	<b>600</b>	<b>1.79</b>
<b>REVENUES:</b>									
Fees & Recoveries	(92)		(100)				(100)	(100)	
Other Revenues	(891)		(500)				(500)	(500)	
<b>TOTAL REVENUES</b>	<b>(983)</b>		<b>(600)</b>				<b>(600)</b>	<b>(600)</b>	
<b>NET LEVY</b>	<b>25,210</b>	<b>33,550</b>	<b>33,550</b>				<b>33,550</b>		
<b>STAFFING (stated in FTE)</b>									
Other:									
Police Services Board Members		3.00	3.00				3.00		



# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Policing

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials		2,000	2,000				2,000		
Services	7,315,922	7,333,860	7,489,950				7,489,950	156,090	2.13
Transfer Payments & Grants	5,000	8,240	7,500				7,500	(740)	(8.98)
Interdepartmental Charges	16,830	16,830	16,830				16,830		
Transfers to Reserves/Reserve Funds	74,342	74,340						(74,340)	(100.00)
<b>TOTAL EXPENDITURES</b>	<b>7,412,094</b>	<b>7,435,270</b>	<b>7,516,280</b>				<b>7,516,280</b>	<b>81,010</b>	<b>1.09</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(162,231)	(176,400)	(165,500)				(165,500)	10,900	(6.18)
Fees & Recoveries	(51,439)	(57,740)	(47,000)				(47,000)	10,740	(18.60)
<b>TOTAL REVENUES</b>	<b>(213,670)</b>	<b>(234,140)</b>	<b>(212,500)</b>				<b>(212,500)</b>	<b>21,640</b>	<b>(9.24)</b>
<b>NET LEVY</b>	<b>7,198,424</b>	<b>7,201,130</b>	<b>7,303,780</b>				<b>7,303,780</b>	<b>102,650</b>	<b>1.43</b>
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **Provincial Offences Act**

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#### **Function:**

To administer functions of the Provincial Offences Act (POA) and POA court in Haldimand County

#### **Services:**

- Administer the processing of all offence notices filed by enforcement officers (OPP and Provincial Ministries) under the jurisdiction of the *Provincial Offences Act* including all regulatory offences under provincial statutes such as: *Highway Traffic Act*, *Compulsory Automobile Insurance Act*, *Liquor Licence Act* and *Trespass to Property Act*. Also responsible for the processing of offences under some municipal by-laws.
- Manage the operation of the Ontario Court of Justice (Provincial Offences) and provide all in-court support to the judiciary and the Crown. Provide prosecutorial services for Part I offences and certain Part III offences.
- Administer Early Resolution process for Part I matters.
- Collect POA fine revenue; remit victim fine surcharges and dedicated fines collected in Haldimand County to the Province, and to other court jurisdictions; and manage contracted services of collection agency related to fines in arrears.

#### **Service Issues:**

- Maintain Early Resolution Process.
- Meet expectations of service levels established by the Province of Ontario and the public with respect to the fair, timely and unbiased operation of the Ontario Court of Justice (Provincial Offences).
- Efficient Use of Court Time
- Implement means available to the County to reduce arrears in fines.
- Manage the volume of tickets and trial requests in accordance with the Memorandum of Understanding with the Province.
- Maintain Court Administration Management System for increased capability to administer collection of unpaid fines
- Monitor effectiveness of third party collection services

#### **Service Outcomes:**

- Maintaining the integrity of the justice system, as it relates to POA administration, in Haldimand County

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Provincial Offences Act

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	172,097	179,610	184,070				184,070	4,460	2.48
Supplies & Materials	1,230	3,400	5,100				5,100	1,700	50.00
Services	98,404	105,400	105,800				105,800	400	0.38
Transfer Payments & Grants	70,077	78,000	75,000				75,000	(3,000)	(3.85)
Interdepartmental Charges	54,230	54,230	55,240				55,240	1,010	1.86
<b>TOTAL EXPENDITURES</b>	<b>396,038</b>	<b>420,640</b>	<b>425,210</b>				<b>425,210</b>	<b>4,570</b>	<b>1.09</b>
<b>REVENUES:</b>									
Fees & Recoveries	(6,073)	(10,000)	(10,000)				(10,000)		
Other Revenues	(420,011)	(398,500)	(398,500)				(398,500)		
<b>TOTAL REVENUES</b>	<b>(426,084)</b>	<b>(408,500)</b>	<b>(408,500)</b>				<b>(408,500)</b>		
<b>NET LEVY</b>	<b>(30,046)</b>	<b>12,140</b>	<b>16,710</b>				<b>16,710</b>	<b>4,570</b>	<b>37.64</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		3.00	3.00				3.00		

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **SUMMARY - Conservation Authorities**

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#### **Function:**

A variety of watershed management functions are conducted by three local authorities serving Haldimand County including: Grand River Conservation Authority, Long Point Region Conservation Authority and Niagara Peninsula Conservation Authority. Their mandate is to conserve and manage the natural resources within Haldimand County.

#### **Services:**

- Water quality / quantity monitoring, including source water protection.
- Flood forecasting, warning and control
- Erosion control and lakeshore/stream/river management
- Provide environmental input on municipal planning decisions
- Maintain conservation lands (forests, wetlands, reservoirs, heritage preservation, conservation education and recreation areas)
- Promotion of wise use and management of water, soil, vegetation and wildlife
- Public education and conservation information ensuring citizens concern for and appreciation of their natural resources

#### **Service Issues:**

- Resolution of the cost apportionment methodologies for the Grand River Conservation Authority and Niagara Peninsula Conservation Authority given the December 2017 order from the Mining & Lands Commissioner that the regulated methodology (OR 670/00) is applicable
- Revenue generation, including partnerships, to support conservation programs and activities particularly in light of reduced Federal and Provincial funding and limited reserves
- Haldimand County does not comprise the weighted majority membership of any of the three Conservation Authorities we fund, resulting in little control or influence that the County's appointees can exert on the decisions of the authorities

#### **Service Outcomes:**

- Maintenance of core programs and services
- Forest management plan
- Water conservation and source protection programs
- Enhanced protection, restoration and/or maintenance of areas, through special projects and funding

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### SUMMARY - Conservation Authorities

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	515,759	637,200	567,010		90,000		657,010	19,810	3.11
<b>TOTAL EXPENDITURES</b>	<b>515,759</b>	<b>637,200</b>	<b>567,010</b>		<b>90,000</b>		<b>657,010</b>	<b>19,810</b>	<b>3.11</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds		(90,000)			(90,000)		(90,000)		
<b>TOTAL REVENUES</b>		<b>(90,000)</b>			<b>(90,000)</b>		<b>(90,000)</b>		
<b>NET LEVY</b>	<b>515,759</b>	<b>547,200</b>	<b>567,010</b>				<b>567,010</b>	<b>19,810</b>	<b>3.62</b>
<b>STAFFING (stated in FTE)</b>									

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Grand River Conservation Authority

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	162,607	162,600	166,880				166,880	4,280	2.63
<b>TOTAL EXPENDITURES</b>	<b>162,607</b>	<b>162,600</b>	<b>166,880</b>				<b>166,880</b>	<b>4,280</b>	<b>2.63</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>162,607</b>	<b>162,600</b>	<b>166,880</b>				<b>166,880</b>	<b>4,280</b>	<b>2.63</b>
<b>STAFFING (stated in FTE)</b>									



# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

Niagara Peninsula Conservation Authority

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	83,385	114,700	118,430				118,430	3,730	3.25
<b>TOTAL EXPENDITURES</b>	<b>83,385</b>	<b>114,700</b>	<b>118,430</b>				<b>118,430</b>	<b>3,730</b>	<b>3.25</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>83,385</b>	<b>114,700</b>	<b>118,430</b>				<b>118,430</b>	<b>3,730</b>	<b>3.25</b>
<b>STAFFING (stated in FTE)</b>									

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Long Point Conservation Authority

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	269,767	359,900	281,700		90,000		371,700	11,800	3.28
<b>TOTAL EXPENDITURES</b>	<b>269,767</b>	<b>359,900</b>	<b>281,700</b>		<b>90,000</b>		<b>371,700</b>	<b>11,800</b>	<b>3.28</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds		(90,000)			(90,000)		(90,000)		
<b>TOTAL REVENUES</b>		<b>(90,000)</b>			<b>(90,000)</b>		<b>(90,000)</b>		
<b>NET LEVY</b>	<b>269,767</b>	<b>269,900</b>	<b>281,700</b>				<b>281,700</b>	<b>11,800</b>	<b>4.37</b>
<b>STAFFING (stated in FTE)</b>									



**Protection Services  
Long Point Region Conservation Authority  
Council Approved Initiatives**

Shoreline Flood and Erosion Hazard Study (CS-GM-04-2017), carryover from the 2018 Operating Budget

To be funded from CRR-General

**Long Point Region Conservation Authority Council Approved Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
		90,000	90,000
		(90,000)	(90,000)
	\$ -	\$ -	\$ -

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **Plans Examination & Inspection**

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#### **Function:**

To inspect structures to ensure building code compliance for the health and safety of County residents and to enforce by-laws and implement programs that protect persons and property from a "public good" perspective.

#### **Services:**

- Building Controls - includes building permit processing (construction inspections and approvals), plumbing permits and inspections, on-site sewage system permits and inspections, unsafe building conditions, pool enclosure permits and inspections, sign permits and inspections, zoning interpretation, and public education.
- By-Law Enforcement - includes enforcing municipal regulatory by-laws, responding to by-law complaints, parking control, property standards, noise, yard maintenance, zoning, various by-laws, license inspections and enforcement, site alteration, farmers markets, and the Ontario Wildlife Damage Compensation Program
- Management of Contracts - includes school crossing guards and animal control

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Plans Examination & Inspection

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	1,077,508	1,325,890	1,315,660				1,315,660	(10,230)	(0.77)
Supplies & Materials	8,609	14,990	14,990				14,990		
Services	81,026	95,380	75,510				75,510	(19,870)	(20.83)
Interdepartmental Charges	310,930	310,930	311,520	5,710	1,130	1,120	319,480	8,550	2.75
Transfers to Reserves/Reserve Funds		718,530	338,310	(4,940)	(960)	(950)	331,460	(387,070)	(53.87)
<b>TOTAL EXPENDITURES</b>	<b>1,478,073</b>	<b>2,465,720</b>	<b>2,055,990</b>	<b>770</b>	<b>170</b>	<b>170</b>	<b>2,057,100</b>	<b>(408,620)</b>	<b>(16.57)</b>
<b>REVENUES:</b>									
Fees & Recoveries	(1,209,896)	(2,016,000)	(1,831,530)				(1,831,530)	184,470	(9.15)
Transfers from Reserves/Reserve Funds	(114,463)	(285,050)						285,050	(100.00)
<b>TOTAL REVENUES</b>	<b>(1,324,359)</b>	<b>(2,301,050)</b>	<b>(1,831,530)</b>				<b>(1,831,530)</b>	<b>469,520</b>	<b>(20.40)</b>
<b>NET LEVY</b>	<b>153,714</b>	<b>164,670</b>	<b>224,460</b>	<b>770</b>	<b>170</b>	<b>170</b>	<b>225,570</b>	<b>60,900</b>	<b>36.98</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		14.00	14.00				14.00		
Part Time &/or Temporary F/T		0.33	0.33				0.33		





## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
Interdepartmental charge due to an increase in Council Remuneration as per report HR-08-2018	1,130		1,130
Partial recovery from the Building Permit Cost Stabilization Reserve fund	(960)		(960)
<b>Plans Examination &amp; Inspection Council Approved Initiatives</b>	<b>\$ 170</b>	<b>\$ -</b>	<b>\$ 170</b>
Increase in interdepartmental charge due to the addition of an 8-month co-op student in Information Systems	1,120		1,120
Partial recovery from the Building Permit Cost Stabilization Reserve fund	(950)		(950)
<b>Plans Examination &amp; Inspection New Initiatives</b>	<b>\$ 170</b>	<b>\$ -</b>	<b>\$ 170</b>

### Protection Services Plans Examination & Inspection Council Approved Initiatives

### Protection Services Plans Examination & Inspection New Initiatives

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Municipal Enforcement Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	269,387	285,460	297,560				297,560	12,100	4.24
Supplies & Materials	2,544	5,920	5,920				5,920		
Services	108,514	40,130	53,460				53,460	13,330	33.22
Interdepartmental Charges	26,930	26,930	25,700				25,700	(1,230)	(4.57)
<b>TOTAL EXPENDITURES</b>	<b>407,375</b>	<b>358,440</b>	<b>382,640</b>				<b>382,640</b>	<b>24,200</b>	<b>6.75</b>
<b>REVENUES:</b>									
Fees & Recoveries	(67,768)	(33,300)	(47,350)				(47,350)	(14,050)	42.19
Other Revenues	(35,035)	(20,000)	(22,000)				(22,000)	(2,000)	10.00
<b>TOTAL REVENUES</b>	<b>(102,803)</b>	<b>(53,300)</b>	<b>(69,350)</b>				<b>(69,350)</b>	<b>(16,050)</b>	<b>30.11</b>
<b>NET LEVY</b>	<b>304,572</b>	<b>305,140</b>	<b>313,290</b>				<b>313,290</b>	<b>8,150</b>	<b>2.67</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		4.00	4.00				4.00		
Part Time &/or Temporary F/T		0.33	0.33				0.33		



# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Animal Control

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Services	322,845	338,300	330,900				330,900	(7,400)	(2.19)
<b>TOTAL EXPENDITURES</b>	<b>322,845</b>	<b>338,300</b>	<b>330,900</b>				<b>330,900</b>	<b>(7,400)</b>	<b>(2.19)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(5,878)	(15,480)	(10,300)				(10,300)	5,180	(33.46)
Fees & Recoveries	(62,300)	(72,000)	(72,000)				(72,000)		
<b>TOTAL REVENUES</b>	<b>(68,178)</b>	<b>(87,480)</b>	<b>(82,300)</b>				<b>(82,300)</b>	<b>5,180</b>	<b>(5.92)</b>
<b>NET LEVY</b>	<b>254,667</b>	<b>250,820</b>	<b>248,600</b>				<b>248,600</b>	<b>(2,220)</b>	<b>(0.89)</b>
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **Tree Conservation**

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#### **TREE CONSERVATION:**

##### **Function:**

Responsible for the promotion, protection, management, maintenance, health, safety and restoration of the urban forest and woodland resources owned, managed or regulated by Haldimand County including the following:

- develop the capacity to maintain and improve the health of existing tree resources
- develop methods to monitor, maintain and restore tree resources
- enforce by-laws and implement policies and programs to protect urban and rural forests
- ensure proper tree maintenance to keep the public and property safe

##### **Services:**

- Undertake and maintain an inventory of County-owned urban and rural trees/ forests, identifying species, age, condition and recommendations for maintenance, removal and replacement;
- Develop a policy framework, infrastructure and procedures for trees on County land with respect to maintenance, removal and replanting practices while improving current infrastructure by optimizing tree species diversity, structure and age classes and anticipating/ minimizing threats such as climate change, pests and diseases;
- Prioritize protection and maintenance of mature, healthy trees and preservation of older large canopy species as much as possible;
- Ensure that various planting options are explored and resources are utilized efficiently. Proactively apply “right tree, right place” principles, promote biodiversity and encourage the planting of native and Carolinian species;
- Build awareness and engagement among County staff and the community regarding the importance and value of the County’s tree resources;
- Expand stewardship initiatives, develop partnerships, use new technologies and utilize resources effectively to support the County’s tree infrastructure and as a result, provide environmental, economic and health benefits to the community, its residents and future generations.

##### **Service Issues:**

- Additional expenses related to consulting services for tree assessments through out the County
- Additional expenses related to contracted services for removal and replanting of trees affected by Emerald Ash Borer
- Implementation of the goals and objectives identified in the Haldimand County Forest Management Plan
- Ensure that tree resources are protected, maintained, improved and managed in a sustainable manner

##### **Service Outcomes:**

Utilize resources in the most efficient manner, in order to protect, promote and develop the County’s urban and rural forests ensuring a diverse, healthy and sustainable asset that benefits both current and future residents.

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Tree Conservation

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	129,760	116,340	135,650				135,650	19,310	16.60
Supplies & Materials	5,801	5,500	5,500				5,500		
Services	81,726	109,400	101,560			97,620	199,180	89,780	82.07
Interdepartmental Charges	17,270	17,270	16,160				16,160	(1,110)	(6.43)
<b>TOTAL EXPENDITURES</b>	<b>234,557</b>	<b>248,510</b>	<b>258,870</b>			<b>97,620</b>	<b>356,490</b>	<b>107,980</b>	<b>43.45</b>
<b>REVENUES:</b>									
Fees & Recoveries	(270)	(100)						100	(100.00)
Transfers from Reserves/Reserve Funds	(8,104)	(8,600)						8,600	(100.00)
<b>TOTAL REVENUES</b>	<b>(8,374)</b>	<b>(8,700)</b>						<b>8,700</b>	<b>(100.00)</b>
<b>NET LEVY</b>	<b>226,183</b>	<b>239,810</b>	<b>258,870</b>			<b>97,620</b>	<b>356,490</b>	<b>116,680</b>	<b>48.66</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.00	1.00				1.00		
Part Time &/or Temporary F/T		0.31	0.42				0.42		



**Protection Services  
Tree Conservation  
New Initiatives**

Contract a Certified Arborist to conduct inspections of County owned trees located along roads, trails, cemeteries and parks in response to public inquiries

**Tree Conservation New Initiatives**

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
	97,620		97,620
	<b>\$ 97,620</b>	<b>\$ -</b>	<b>\$ 97,620</b>

## NEW INITIATIVES

DEPARTMENT: **Community Services**

DIVISION: **Facilities & Parks Operations**

Type of New Initiative: **Change in Service Delivery**



### PROGRAM DESCRIPTION:

Contract a Certified Arborist to conduct inspections of County owned trees located along roads, trails, in cemeteries and parks in response to public inquiries.

### JUSTIFICATION:

Contractual/Legislative Obligation

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

The Forest Strategy & Management Plan (FSMP) objectives include: tree inventory, policy development, urban, woodland and trail tree inspections, boundary tree surveys, by-law administration and customer service inquiries. Urban tree inspections of County owned trees and Notice of Intent woodland inspections pursuant to the Forest Conservaton By-law were previously performed under contract with Norfolk County which ended in 2017. As a result of this service change and the vast nature of the FSMP being consolidated under the Project Manager, Forestry, many of the plan objectives are currently not being met. This is due to the increase in the number of work orders generated from public inquires for urban tree inspections (196 in 2017 vs 418 in 2018) and Notice of Intent applications (5 in 2017 vs 26 in 2018). It is expected that the number of forestry related public inquiries will continue to increase because of the significant number of trees dying from Emerald Ash Borer and increased public awareness of forestry operations administered by the County.

An increase in budget funds for Consulting Fees will allow services such as urban tree inspections and Notice of Intent woodland inspections to be contracted out. This will provide County staff time to work on the remainder of the priority objectives identified in the FSMP such as policy development, by-law updates, contract management, review of development applications, by-law administration and customer service inquiries.

### EXPENDITURES:

include account number if known

#### ESTIMATED COSTS

include account number if known			2019 Base Budget	2019 New Initiatives	2019 Total Budget	2020 Total Budget	Additional details of Expenditures, Revenues
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS				Start Date:
SUPPLIES & MATERIALS							
SERVICES							
G.297.1110.5500.5520 Consulting Services			3,380	97,620	101,000	101,000	(see attached spreadsheet)
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
NET LEVY IMPACT			\$ 3,380	\$ 97,620	\$ 101,000	\$ 101,000	

# **Haldimand County 2019 Tax Supported Operating Budget**

## **Protection Services**

### **Accessibility for Ontarians with Disabilities Act Administration**

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#### **Function:**

To implement the requirements of the Accessibility for Ontarians with Disabilities Act (AODA), to improve access for persons with disabilities and to provide for their involvement in the identification, removal and prevention of barriers.

#### **Services:**

- To facilitate the functioning of the Accessibility Advisory Committee
- To prepare the multi-year accessibility plan for the County as required
- To seek advice from the Accessibility Advisory Committee on the accessibility plan
- To seek advice from the Accessibility Advisory Committee on the accessibility of any building, structures or premises that the County purchases, constructs, significantly renovates, leases or that has been provided for County use
- To have regard to accessibility for persons with disabilities when deciding to purchase goods and services through the procurement process for the use of the County, its employees or the public
- To implement the standards set by the AODA and meet compliance deadlines

#### **Service Issues:**

Training, education & awareness for staff and the public on barriers and the diversity of disabilities

#### **Service Outcomes:**

To implement the requirements of the AODA and to identify, remove and prevent as many barriers as possible.

# Haldimand County 2019 Tax Supported Operating Budget

## Protection Services

### Accessibility for Ontarians with Disabilities Act Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials	597	500	500				500		
Services	545	1,500	1,500				1,500		
<b>TOTAL EXPENDITURES</b>	<b>1,142</b>	<b>2,000</b>	<b>2,000</b>				<b>2,000</b>		
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>1,142</b>	<b>2,000</b>	<b>2,000</b>				<b>2,000</b>		
<b>STAFFING (stated in FTE)</b>									



TRANSPORTATION SERVICES



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Summary

### Transportation Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Transportation Services									
Engineering Services	10,016,652	10,201,050	10,337,835	(189,405)	223,190		10,371,620	170,570	1.67
Municipal Drain Maintenance	98,197	108,610	109,790				109,790	1,180	1.09
Fleet & Equipment Pool	238,159	84,840						(84,840)	(100.00)
SUMMARY - Roads Operations	14,096,803	13,416,880	13,914,510	72,370	86,410		14,073,290	656,410	4.89
Child Crossing Patrols	204,538	207,100	209,400				209,400	2,300	1.11
<b>Total Transportation Services</b>	<b>24,654,349</b>	<b>24,018,480</b>	<b>24,571,535</b>	<b>(117,035)</b>	<b>309,600</b>		<b>24,764,100</b>	<b>745,620</b>	<b>3.10</b>
<b>NET LEVY</b>	<b>24,654,349</b>	<b>24,018,480</b>	<b>24,571,535</b>	<b>(117,035)</b>	<b>309,600</b>		<b>24,764,100</b>	<b>745,620</b>	<b>3.10</b>

### STAFFING (stated in FTE)

Transportation Services									
Engineering Services		11.32	10.00	(1.85)			8.15		
Municipal Drain Maintenance		1.00	1.00				1.00		
Fleet & Equipment Pool		12.00	12.00				12.00		
SUMMARY - Roads Operations		52.14	51.66	1.00			52.66		
<b>Total Transportation Services</b>		<b>76.46</b>	<b>74.66</b>	<b>(0.85)</b>			<b>73.81</b>		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Transportation Services**

### **Engineering Services**

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#### **Function:**

Manage the County's capital assets and programs related to roads, sanitary and storm sewers, water mains, municipal drains and associated infrastructure. Provide engineering support services to other divisions and departments. Develop long-term infrastructure strategic plans for the County's assets. Ensure that land development corresponds with the County's long term infrastructure plans and objectives and is constructed in accordance with the County's Design Criteria.

#### **Services:**

Infrastructure management and capital programming for all infrastructure including storm and sanitary sewer collection systems, water distribution systems, roads, structures, sidewalks, and municipal drains, including:

- Design
- Tender preparation
- Contract management - Contractors and Consultants
- Needs assessments and asset management
- Site inspections and quality assurance
- Budgeting and financial management of projects

Technical support to other divisions and departments including:

- Design review
- Traffic and corridor management, studies, etc.
- Survey and mapping services
- Maintenance of Haldimand County specifications including Design Criteria

Development Review including:

- Construction inspections
- Quality assurance for design and construction

Municipal Drains:

- Management of ten year sustainable drain maintenance program

#### **Service Issues:**

None identified at this time.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Engineering Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	898,215	1,087,000	976,415	(189,405)			787,010	(299,990)	(27.60)
Supplies & Materials	2,368	4,220	4,220				4,220		
Services	57,907	100,320	100,320				100,320		
Interdepartmental Charges	(90,220)	(90,220)	11,230				11,230	101,450	(112.45)
Transfers to Reserves/Reserve Funds	9,194,550	9,194,550	9,320,470		223,190		9,543,660	349,110	3.80
<b>TOTAL EXPENDITURES</b>	<b>10,062,820</b>	<b>10,295,870</b>	<b>10,412,655</b>	<b>(189,405)</b>	<b>223,190</b>		<b>10,446,440</b>	<b>150,570</b>	<b>1.46</b>
<b>REVENUES:</b>									
Fees & Recoveries	(46,168)	(74,820)	(74,820)				(74,820)		
Other Revenues		(20,000)						20,000	(100.00)
<b>TOTAL REVENUES</b>	<b>(46,168)</b>	<b>(94,820)</b>	<b>(74,820)</b>				<b>(74,820)</b>	<b>20,000</b>	<b>(21.09)</b>
<b>NET LEVY</b>	<b>10,016,652</b>	<b>10,201,050</b>	<b>10,337,835</b>	<b>(189,405)</b>	<b>223,190</b>		<b>10,371,620</b>	<b>170,570</b>	<b>1.67</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		10.67	9.35	(1.85)			7.50		
Part Time &/or Temporary F/T		0.65	0.65				0.65		





**Transportation Services  
Engineering Services  
Council Approved Initiatives**

Additional Contribution to CRR - Roads Infrastructure as recommended and approved by Council in the 2019 Tax Supported Capital Budget deliberations on March 5, 2019  
Adjustment in allocation to CRR- Roads Infrastructure as approved in the 2019 Tax Supported Capital Budget

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
	480,000		480,000
	(256,810)		(256,810)
<b>Engineering Services Council Approved Initiatives</b>	<b>\$ 223,190</b>	<b>\$ -</b>	<b>\$ 223,190</b>



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Municipal Drain Maintenance

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	104,675	114,060	114,310				114,310	250	0.22
Supplies & Materials		30	30				30		
Services	8,092	14,020	13,900				13,900	(120)	(0.86)
Transfers to Reserves/Reserve Funds	46,700	46,700	47,630				47,630	930	1.99
<b>TOTAL EXPENDITURES</b>	<b>159,467</b>	<b>174,810</b>	<b>175,870</b>				<b>175,870</b>	<b>1,060</b>	<b>0.61</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(59,976)	(65,110)	(65,110)				(65,110)		
Other Revenues	(1,176)	(970)	(970)				(970)		
Transfers from Reserves/Reserve Funds	(118)	(120)						120	(100.00)
<b>TOTAL REVENUES</b>	<b>(61,270)</b>	<b>(66,200)</b>	<b>(66,080)</b>				<b>(66,080)</b>	<b>120</b>	<b>(0.18)</b>
<b>NET LEVY</b>	<b>98,197</b>	<b>108,610</b>	<b>109,790</b>				<b>109,790</b>	<b>1,180</b>	<b>1.09</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.00	1.00				1.00		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Transportation Services**

### **Fleet & Equipment Pool**

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#### **Function:**

To provide service and support, at a competitive cost, enabling the user departments (clients) to fulfill their equipment needs in an efficient, effective, timely manner. Responsible and accountable for the purchase, management, maintenance and disposal of all Fleet County owned vehicles and equipment.

#### **Services:**

- Vehicle and equipment procurement including quotations, tenders and purchasing
- Technical specifications, supplier lists
- New energy and efficient vehicles and equipment outfitting
- Vehicle titles, licensing and insurance
- Vehicle and equipment repair and maintenance
- Accident damage repair and administration
- Preventative maintenance program and scheduling
- Legislated maintenance and inspection programs (CVOR – Commercial Vehicles, MOH - Ambulances, NFPA – Fire Apparatus)
- Warranty administration
- Manage equipment reserve system – depreciation, life cycles, sustainable reserve requirements
- Control vehicle and equipment operating costs
- Vehicle and equipment re-marketing
- Fleet administration and management reports
- Outsourcing of vehicles and equipment services
- Operator training and licensing
- Driver Certification Program – renew and upgrade licenses and endorsements
- Spare equipment through pool system
- Maintenance and repair of five (5) County fuel depots and Kohler facility
- Bulk fuel supplies
- Fuel Site Operating and Attendant Training

#### **Service Issues:**

Staff are continuing to implement the County's new computerized maintenance management system and parts inventory. Long-term capital programs and identification of required reserves have been initiated. Continue to modernize and maintain the equipment fleet pool efficiently to provide cost effective service to user Departments. Fleet staff continues to review equipment pool requirements for opportunities to replace equipment with efficient, innovative multi-functional equipment.

#### **Service Outcomes:**

Continue to review and develop improved methods, policies and procedures, and vehicle standards.



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Fleet & Equipment Pool

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	1,089,890	1,084,830	1,131,100				1,131,100	46,270	4.27
Supplies & Materials	1,259,473	1,137,250	1,153,950		55,850		1,209,800	72,550	6.38
Services	814,988	788,810	842,390				842,390	53,580	6.79
Interdepartmental Charges	(5,169,492)	(5,168,490)	(5,508,110)		(102,260)		(5,610,370)	(441,880)	8.55
Transfers to Reserves/Reserve Funds	2,243,300	2,252,940	2,391,170		46,410		2,437,580	184,640	8.20
<b>TOTAL EXPENDITURES</b>	<b>238,159</b>	<b>95,340</b>	<b>10,500</b>				<b>10,500</b>	<b>(84,840)</b>	<b>(88.99)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants		(500)	(500)				(500)		
Other Revenues		(10,000)	(10,000)				(10,000)		
<b>TOTAL REVENUES</b>		<b>(10,500)</b>	<b>(10,500)</b>				<b>(10,500)</b>		
<b>NET LEVY</b>	<b>238,159</b>	<b>84,840</b>						<b>(84,840)</b>	<b>(100.00)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		12.00	12.00				12.00		





**Transportation Services  
Fleet and Equipment Pool  
Council Approved Initiatives**

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
Fleet maintenance and repair, supply costs and capital contributions for items approved in the 2019 Capital Budget. Off set by Fleet Rental Recoveries for the following:	(102,260)		(102,260)
New - Hot Box (Roads)			
New - One Ton Sign Truck (Roads)			
New - Multi-function Trimmers - Quantity 4, (Roads)			
New - Tandem Axle Plow/Sander (Roads)			
New - Snow Blower (Solid Waste)			
New - Backpack Leaf Blower (Solid Waste)			
New - Utility Work Machine (Facilities, Parks, Cemeteries and Forestry)			
New -Trailer for the Utility Work Machine (Facilities, Parks, Cemeteries and Forestry)			
New - Portable Generator Walpole (Roads)			
New - Portable Generator Cayuga (Roads)			
New - Plate Tamper Dunnville (Roads)			
Transfer to Reserves to reflect annual depreciation for items approved in the 2019 Tax Capital Budget	102,260		102,260
<b>Fleet and Equipment Pool Council Approved Initiatives</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Transportation Services**

### **Roads Operations Summary**

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#### **Function:**

To maintain and preserve approximately 1,450 kms of public right of ways / road allowances (roads), 124 km of sidewalks and 8 Municipal Parking Lots consisting of approximately 18,500 square meters 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.

#### **Services:**

- Road Maintenance - including maintenance paving, surface treatment, crack sealing, asphalt padding, pothole repairs, granular road resurfacing / grading and dust control as well as in-house construction activities including sidewalk restoration and minor structure repairs.
- Catch basin maintenance as well as general maintenance of overland flow storm water drainage, retention/detention systems and ponds throughout the County.
- Roadside maintenance - including grass mowing, tree and brush trimming and removal, maintenance and reconstructive ditching, entrance and cross road culvert replacement/repair, shoulder maintenance, grading and resurfacing.
- Road Safety - including managing regulatory, warning and information signs, guide rail and safety barrier restoration and repair, retaining wall maintenance, pavement markings, traffic signals and street lighting service, repair and upgrades.
- Sidewalk, curb and gutter and parking lot maintenance in the urban communities throughout the County.
- Winter Control Maintenance activities including, snow plowing, sanding, salting, DLA (direct liquid application-anti-icing), snow fencing, snow removal (both in-house and by contract), winter road patrol and tracking of winter events.

#### **Service Issues:**

Accumulated maintenance deficits, aging road infrastructure, substandard drainage and road bases in many areas within the County present challenges in sustaining efficient and effective maintenance operations on the County's transportation system. The Road Operations Division reviews program scheduling and program performance on an annual basis to ensure the highest quality in service delivery is provided to the residents of Haldimand County.

#### **Service Outcomes:**

The operations and maintenance expenditures will assist in addressing many of the immediate road system needs in Haldimand County. The regular maintenance activities strive to maintain a safe environment for motorized and pedestrian traffic.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Roads Operations Summary

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	4,159,125	4,147,580	4,161,450	72,370			4,233,820	86,240	2.08
Supplies & Materials	2,554,571	2,286,510	2,222,010				2,222,010	(64,500)	(2.82)
Services	4,773,787	4,389,870	4,771,520				4,771,520	381,650	8.69
Transfer Payments & Grants		14,000	14,000				14,000		
Interdepartmental Charges	2,771,009	2,768,730	2,917,500		86,410		3,003,910	235,180	8.49
<b>TOTAL EXPENDITURES</b>	<b>14,258,492</b>	<b>13,606,690</b>	<b>14,086,480</b>	<b>72,370</b>	<b>86,410</b>		<b>14,245,260</b>	<b>638,570</b>	<b>4.69</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(78,338)	(88,900)	(88,900)				(88,900)		
Fees & Recoveries	(83,291)	(100,850)	(83,070)				(83,070)	17,780	(17.63)
Transfers from Reserves/Reserve Funds	(59)	(60)						60	(100.00)
<b>TOTAL REVENUES</b>	<b>(161,688)</b>	<b>(189,810)</b>	<b>(171,970)</b>				<b>(171,970)</b>	<b>17,840</b>	<b>(9.40)</b>
<b>NET LEVY</b>	<b>14,096,804</b>	<b>13,416,880</b>	<b>13,914,510</b>	<b>72,370</b>	<b>86,410</b>		<b>14,073,290</b>	<b>656,410</b>	<b>4.89</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		44.00	44.00	1.00			45.00		
Part Time &/or Temporary F/T		8.14	7.66				7.66		



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Roads Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	883,507	929,110	891,780	72,370			964,150	35,040	3.77
Supplies & Materials	19,610	23,010	23,010				23,010		
Services	62,581	69,100	68,620				68,620	(480)	(0.69)
Transfer Payments & Grants		14,000	14,000				14,000		
Interdepartmental Charges	611,503	151,650	383,410				383,410	231,760	152.83
<b>TOTAL EXPENDITURES</b>	<b>1,577,201</b>	<b>1,186,870</b>	<b>1,380,820</b>	<b>72,370</b>			<b>1,453,190</b>	<b>266,320</b>	<b>22.44</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(78,338)	(88,900)	(88,900)				(88,900)		
Fees & Recoveries	(82,994)	(80,100)	(81,900)				(81,900)	(1,800)	2.25
Transfers from Reserves/Reserve Funds	(59)	(60)						60	(100.00)
<b>TOTAL REVENUES</b>	<b>(161,391)</b>	<b>(169,060)</b>	<b>(170,800)</b>				<b>(170,800)</b>	<b>(1,740)</b>	<b>1.03</b>
<b>NET LEVY</b>	<b>1,415,810</b>	<b>1,017,810</b>	<b>1,210,020</b>	<b>72,370</b>			<b>1,282,390</b>	<b>264,580</b>	<b>26.00</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		8.50	8.54	1.00			9.54		
Part Time &/or Temporary F/T		0.81	0.33				0.33		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Roads Facilities

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	160,272	146,820	159,270				159,270	12,450	8.48
Supplies & Materials	39,523	24,500	24,500				24,500		
Services	88,429	90,490	90,490				90,490		
Interdepartmental Charges	50,230	55,300	61,500		1,110		62,610	7,310	13.22
<b>TOTAL EXPENDITURES</b>	<b>338,454</b>	<b>317,110</b>	<b>335,760</b>		<b>1,110</b>		<b>336,870</b>	<b>19,760</b>	<b>6.23</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>338,454</b>	<b>317,110</b>	<b>335,760</b>		<b>1,110</b>		<b>336,870</b>	<b>19,760</b>	<b>6.23</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.63	1.73				1.73		
Part Time &/or Temporary F/T		0.05	0.05				0.05		





**Transportation Services  
Roads Facilities  
Council Approved Initiatives**

Approved in the 2019 Capital Budget - Fleet charges (Operating and Capital) for the portable Generators to be located in Cayuga, Dunnville and Walpole

**Roads Facilities Council Approved Initiatives**

## 2019 Draft Tax Operating Initiatives

		2019 Total Initiatives
Ongoing	One Time	
1,110		1,110
<b>\$ 1,110</b>	<b>\$ -</b>	<b>\$ 1,110</b>

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Road Maintenance

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	2,043,452	1,897,710	2,011,600				2,011,600	113,890	6.00
Supplies & Materials	1,106,561	994,790	1,047,000				1,047,000	52,210	5.25
Services	2,612,833	2,596,490	2,858,910				2,858,910	262,420	10.11
Interdepartmental Charges	1,099,277	1,401,050	1,408,000		22,910		1,430,910	29,860	2.13
<b>TOTAL EXPENDITURES</b>	<b>6,862,123</b>	<b>6,890,040</b>	<b>7,325,510</b>		<b>22,910</b>		<b>7,348,420</b>	<b>458,380</b>	<b>6.65</b>
<b>REVENUES:</b>									
Fees & Recoveries	(297)	(20,750)	(1,170)				(1,170)	19,580	(94.36)
<b>TOTAL REVENUES</b>	<b>(297)</b>	<b>(20,750)</b>	<b>(1,170)</b>				<b>(1,170)</b>	<b>19,580</b>	<b>(94.36)</b>
<b>NET LEVY</b>	<b>6,861,826</b>	<b>6,869,290</b>	<b>7,324,340</b>		<b>22,910</b>		<b>7,347,250</b>	<b>477,960</b>	<b>6.96</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		21.11	21.81				21.81		
Part Time &/or Temporary F/T		0.60	0.60				0.60		



**Transportation Services  
Roads Maintenance  
Council Approved Initiatives**

Approved in the 2019 Capital Budget - Fleet charges (Operating and Capital) for the Hot Box

Approved in the 2019 Capital Budget - Fleet charges (Operating and Capital) for the Plate Tamper

Approved in the 2019 Capital Budget - Fleet charges (Operating and Capital) for the Multi-Function Trimmers, Quantity 4

Approved in the 2019 Capital Budget - Fleet charges (Operating and Capital) for the One Ton Sign Truck

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
	9,750		9,750
	370		370
	1,560		1,560
	11,230		11,230
<b>Roads Maintenance Council Approved Initiatives</b>	<b>\$ 22,910</b>	<b>\$ -</b>	<b>\$ 22,910</b>

**Haldimand County 2019 Draft Tax Supported Operating Budget**  
**Transportation Services**  
**Winter Control**

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	1,071,893	1,173,940	1,098,800				1,098,800	(75,140)	(6.40)
Supplies & Materials	1,388,878	1,244,210	1,127,500				1,127,500	(116,710)	(9.38)
Services	2,009,945	1,633,790	1,753,500				1,753,500	119,710	7.33
Interdepartmental Charges	1,009,999	1,160,730	1,064,590		62,390		1,126,980	(33,750)	(2.91)
<b>TOTAL EXPENDITURES</b>	<b>5,480,715</b>	<b>5,212,670</b>	<b>5,044,390</b>		<b>62,390</b>		<b>5,106,780</b>	<b>(105,890)</b>	<b>(2.03)</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>5,480,715</b>	<b>5,212,670</b>	<b>5,044,390</b>		<b>62,390</b>		<b>5,106,780</b>	<b>(105,890)</b>	<b>(2.03)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		12.76	11.92				11.92		
Part Time &/or Temporary F/T		6.68	6.68				6.68		





# Haldimand County 2019 Draft Tax Supported Operating Budget

## Transportation Services

### Child Crossing Patrols

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Services	204,538	207,100	209,400				209,400	2,300	1.11
<b>TOTAL EXPENDITURES</b>	<b>204,538</b>	<b>207,100</b>	<b>209,400</b>				<b>209,400</b>	<b>2,300</b>	<b>1.11</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>204,538</b>	<b>207,100</b>	<b>209,400</b>				<b>209,400</b>	<b>2,300</b>	<b>1.11</b>
<b>STAFFING (stated in FTE)</b>									



ENVIRONMENTAL SERVICES



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Summary

### Environmental Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Environmental Services									
Public Works Operations Administration	129,135	116,110	114,545	18,825			133,370	17,260	14.87
Engineering & Capital Works	12,103			274,910			274,910	274,910	
Urban Storm Sewer System	678,538	697,570	719,845	(89,835)			630,010	(67,560)	(9.69)
SUMMARY - Solid Waste	4,919,156	4,741,490	4,915,990	(106,980)	32,420	250	4,841,680	100,190	2.11
<b>Total Environmental Services</b>	<b>5,738,932</b>	<b>5,555,170</b>	<b>5,750,380</b>	<b>96,920</b>	<b>32,420</b>	<b>250</b>	<b>5,879,970</b>	<b>324,800</b>	<b>5.85</b>
<b>NET LEVY</b>	<b>5,738,932</b>	<b>5,555,170</b>	<b>5,750,380</b>	<b>96,920</b>	<b>32,420</b>	<b>250</b>	<b>5,879,970</b>	<b>324,800</b>	<b>5.85</b>

### STAFFING (stated in FTE)

<b>Environmental Services</b>									
Public Works Operations Administration		0.70	0.70	0.10			0.80		
Engineering & Capital Works				2.50			2.50		
Urban Storm Sewer System		1.43	1.43	(0.96)			0.47		
SUMMARY - Solid Waste		8.88	8.88	(0.80)			8.08		
<b>Total Environmental Services</b>		<b>11.01</b>	<b>11.01</b>	<b>0.84</b>			<b>11.85</b>		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Environmental Services**

### **Public Works Operations Administration**

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#### **Function:**

To provide effective management of the Public Works Operations department which is comprised of four divisions; Facilities, Parks, Cemeteries & Forestry; Fleet Operations; Roads Operations; and Environmental Services (including solid waste/recycling and water & wastewater).

#### **Services:**

The administrative function of the department provides the following services:

- Overall policy and administrative direction for the provision of daily service delivery, systems operation and maintenance.
- Leadership of the department's management team in strategic, tactical and operational matters.
- Coordination between public, political, legislative and departmental initiatives.
- Fiscal monitoring and budget direction.
- Risk management/mitigation and emergency planning for the department.
- Emergency coordination and management for Public Works Operations.
- Establish levels of service, performance standards and compliance monitoring.
- Overview of environmental issues and concerns related to core services.
- Compliance with legislated and regulatory standards.

#### **Service Issues:**

Require continued transition from reactive to proactive and preventive approach by use of industry best practices and implementation of technology. Sustainable funding and accumulated maintenance deficits are and will continue to be a challenge in the foreseeable future.

#### **Service Outcomes:**

Ensure public health, safety and compliance with applicable legislation through the delivery of effective and efficient operations. Maintain roads, sidewalks, watermains, sanitary and storm sewers, drainage works, solid waste, recycling, fleet and equipment, all municipal facilities including arenas, parks, cemeteries and forestry operations.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Public Works Operations Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	106,343	88,390	87,125	18,825			105,950	17,560	19.87
Supplies & Materials		330	330				330		
Services	32,792	37,390	37,090				37,090	(300)	(0.80)
Interdepartmental Charges	(10,000)	(10,000)	(10,000)				(10,000)		
<b>TOTAL EXPENDITURES</b>	<b>129,135</b>	<b>116,110</b>	<b>114,545</b>	<b>18,825</b>			<b>133,370</b>	<b>17,260</b>	<b>14.87</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>129,135</b>	<b>116,110</b>	<b>114,545</b>	<b>18,825</b>			<b>133,370</b>	<b>17,260</b>	<b>14.87</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		0.70	0.70	0.10			0.80		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Environmental Services**

### **Engineering & Capital Works**

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#### **Function:**

To provide effective management of the Engineering & Capital Works department which is comprised of three divisions; Engineering Services, Facilities Capital & Asset Management, and Water and Wastewater Engineering & Compliance.

#### **Services:**

The administrative function of the department provides the following services:

- Overall policy and administrative direction for the three divisions.
- Leadership of the department's management team in strategic, tactical and operational matters.
- Coordination between public, political, legislative and departmental initiatives.
- Fiscal monitoring and budget direction.
- Risk management/mitigation for the department.
- Emergency coordination and management for Engineering & Capital Works.
- Establish levels of service, performance standards and compliance monitoring.
- Compliance with legislated and regulatory standards.

#### **Service Issues:**

The Engineering & Capital Works Department was formed in 2018 and this may present some transition issues related to responsibilities and scope of work for certain areas. Coordination with operational divisions is an ongoing process to optimize maintenance with capital projects ensure long term sustainability of the County's assets.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Engineering & Capital Works

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	11,438			264,010			264,010	264,010	
Supplies & Materials				500			500	500	
Services	665			10,400			10,400	10,400	
<b>TOTAL EXPENDITURES</b>	<b>12,103</b>			<b>274,910</b>			<b>274,910</b>	<b>274,910</b>	
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>12,103</b>			<b>274,910</b>			<b>274,910</b>	<b>274,910</b>	
<b>STAFFING (stated in FTE)</b>									
Full Time				2.50			2.50		



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Urban Storm Sewer System

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	159,014	182,680	194,695	(89,835)			104,860	(77,820)	(42.60)
Supplies & Materials	142	2,000	2,000				2,000		
Services	1,978	7,150	6,740				6,740	(410)	(5.73)
Interdepartmental Charges	22,650	22,650	22,710				22,710	60	0.26
Transfers to Reserves/Reserve Funds	530,600	530,600	541,210				541,210	10,610	2.00
<b>TOTAL EXPENDITURES</b>	<b>714,384</b>	<b>745,080</b>	<b>767,355</b>	<b>(89,835)</b>			<b>677,520</b>	<b>(67,560)</b>	<b>(9.07)</b>
<b>REVENUES:</b>									
Fees & Recoveries	(35,846)	(47,510)	(47,510)				(47,510)		
<b>TOTAL REVENUES</b>	<b>(35,846)</b>	<b>(47,510)</b>	<b>(47,510)</b>				<b>(47,510)</b>		
<b>NET LEVY</b>	<b>678,538</b>	<b>697,570</b>	<b>719,845</b>	<b>(89,835)</b>			<b>630,010</b>	<b>(67,560)</b>	<b>(9.69)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.40	1.40	(0.95)			0.45		
Part Time &/or Temporary F/T		0.03	0.03	(0.01)			0.02		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Environmental Services**

### **SUMMARY - Solid Waste**

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#### **Function:**

To administer effective and efficient waste management services for the residents and businesses of Haldimand County. Municipal solid waste services include waste and recycling curbside collection, waste and recycling transfer and disposal/processing, leaf and yard waste curbside collection and depot collection activities, Municipal Household and Special Waste (MHSW) management, collection of Waste Electronic and Electrical Equipment (WEEE), collection of Used Tires, and the perpetual care of closed landfill sites for the County.

#### **Services:**

The Solid Waste Section of the Environmental Operations Division is committed to providing environmentally responsible operation of the County's Waste Management Program.

#### **Services include:**

- Collection and disposal of curbside waste;
- Collection and processing of Blue Box materials, on-road and off-road tires, electronics, metals, construction and demolition debris, cardboard, and bulky rigid plastics, and other recyclable materials;
- Collection and composting leaf and yard waste;
- Providing residents with access to Municipal Hazardous and Special Waste (MHSW) depots;
- Education and promotion of the 3 R's (Reduce, Re-use and Recycle); and
- Ensuring legislative compliance for all aspects of the operation of the solid waste and recyclables transfer facilities, MHSW depots, and landfill sites.

#### **Service Issues:**

Optimization of the Canborough Waste Management Facility operations;  
Continued preparation for the transition of the Blue Box Program in accordance with Bill 151;  
Review and enhance the Divisional contingency and emergency planning procedures;  
Continued investigation into additional waste diversion opportunities;  
Development of a long-term leachate management strategy; and  
Development of a Solid Waste Business Plan/Master Plan.

#### **Service Outcomes:**

Efficient, cost-effective waste and recycling collection system from curbside to ultimate disposal or re-use.



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### SUMMARY - Solid Waste

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	737,249	759,750	756,750	(117,790)			638,960	(120,790)	(15.90)
Supplies & Materials	23,490	32,180	32,570				32,570	390	1.21
Services	7,335,872	6,828,160	6,990,820	(250)	31,940	1,200	7,023,710	195,550	2.86
Interdepartmental Charges	174,090	174,090	173,430	2,570	480	490	176,970	2,880	1.65
Transfers to Reserves/Reserve Funds	212,240	212,240	216,480				216,480	4,240	2.00
<b>TOTAL EXPENDITURES</b>	<b>8,482,941</b>	<b>8,006,420</b>	<b>8,170,050</b>	<b>(115,470)</b>	<b>32,420</b>	<b>1,690</b>	<b>8,088,690</b>	<b>82,270</b>	<b>1.03</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(682,956)	(686,440)	(584,610)				(584,610)	101,830	(14.83)
Municipal Recoveries	(2,206,583)	(1,957,440)	(1,985,500)	8,490			(1,977,010)	(19,570)	1.00
Fees & Recoveries	(382,967)	(313,320)	(343,160)			(1,440)	(344,600)	(31,280)	9.98
Other Revenues	(280,699)	(288,780)	(324,050)				(324,050)	(35,270)	12.21
Transfers from Reserves/Reserve Funds	(10,579)	(18,950)	(16,740)				(16,740)	2,210	(11.66)
<b>TOTAL REVENUES</b>	<b>(3,563,784)</b>	<b>(3,264,930)</b>	<b>(3,254,060)</b>	<b>8,490</b>		<b>(1,440)</b>	<b>(3,247,010)</b>	<b>17,920</b>	<b>(0.55)</b>
<b>NET LEVY</b>	<b>4,919,157</b>	<b>4,741,490</b>	<b>4,915,990</b>	<b>(106,980)</b>	<b>32,420</b>	<b>250</b>	<b>4,841,680</b>	<b>100,190</b>	<b>2.11</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		6.80	6.80	(0.80)			6.00		
Part Time &/or Temporary F/T		2.08	2.08				2.08		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Solid Waste Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	233,867	249,950	243,110	(4,250)			238,860	(11,090)	(4.44)
Supplies & Materials	607	940	940				940		
Services	52,752	69,110	69,050	(250)			68,800	(310)	(0.45)
Interdepartmental Charges	9,370	9,370	9,370				9,370		
<b>TOTAL EXPENDITURES</b>	<b>296,596</b>	<b>329,370</b>	<b>322,470</b>	<b>(4,500)</b>			<b>317,970</b>	<b>(11,400)</b>	<b>(3.46)</b>
<b>REVENUES:</b>									
Municipal Recoveries	(107,280)	(117,400)	(109,400)	1,440			(107,960)	9,440	(8.04)
Fees & Recoveries		(250)	(250)				(250)		
Transfers from Reserves/Reserve Funds	(8,009)	(10,000)	(10,000)				(10,000)		
<b>TOTAL REVENUES</b>	<b>(115,289)</b>	<b>(127,650)</b>	<b>(119,650)</b>	<b>1,440</b>			<b>(118,210)</b>	<b>9,440</b>	<b>(7.40)</b>
<b>NET LEVY</b>	<b>181,307</b>	<b>201,720</b>	<b>202,820</b>	<b>(3,060)</b>			<b>199,760</b>	<b>(1,960)</b>	<b>(0.97)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.21	2.17	(0.03)			2.14		
Part Time &/or Temporary F/T		0.49	0.47				0.47		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Solid Waste Financial Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Services	757,521	756,240	757,340				757,340	1,100	0.15
Interdepartmental Charges	137,880	137,880	137,410	2,570		490	140,470	2,590	1.88
Transfers to Reserves/Reserve Funds	212,240	212,240	216,480				216,480	4,240	2.00
<b>TOTAL EXPENDITURES</b>	<b>1,107,641</b>	<b>1,106,360</b>	<b>1,111,230</b>	<b>2,570</b>		<b>490</b>	<b>1,114,290</b>	<b>7,930</b>	<b>0.72</b>
<b>REVENUES:</b>									
Municipal Recoveries	(487,311)	(484,900)	(485,800)	(820)			(486,620)	(1,720)	0.35
Fees & Recoveries	(356,155)	(298,370)	(320,700)				(320,700)	(22,330)	7.48
<b>TOTAL REVENUES</b>	<b>(843,466)</b>	<b>(783,270)</b>	<b>(806,500)</b>	<b>(820)</b>			<b>(807,320)</b>	<b>(24,050)</b>	<b>3.07</b>
<b>NET LEVY</b>	<b>264,175</b>	<b>323,090</b>	<b>304,730</b>	<b>1,750</b>		<b>490</b>	<b>306,970</b>	<b>(16,120)</b>	<b>(4.99)</b>
<b>STAFFING (stated in FTE)</b>									





# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Solid Waste Diversion

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	232,358	258,770	247,890	(54,780)			193,110	(65,660)	(25.37)
Supplies & Materials	16,552	19,500	19,730				19,730	230	1.18
Services	1,411,358	1,522,460	1,517,540		31,940	1,200	1,550,680	28,220	1.85
Interdepartmental Charges	9,050	9,050	8,980				8,980	(70)	(0.77)
<b>TOTAL EXPENDITURES</b>	<b>1,669,318</b>	<b>1,809,780</b>	<b>1,794,140</b>	<b>(54,780)</b>	<b>31,940</b>	<b>1,200</b>	<b>1,772,500</b>	<b>(37,280)</b>	<b>(2.06)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(682,956)	(686,440)	(584,610)				(584,610)	101,830	(14.83)
Fees & Recoveries	(23,492)	(14,700)	(22,210)			(1,440)	(23,650)	(8,950)	60.88
Other Revenues	(280,699)	(288,780)	(324,050)				(324,050)	(35,270)	12.21
<b>TOTAL REVENUES</b>	<b>(987,147)</b>	<b>(989,920)</b>	<b>(930,870)</b>			<b>(1,440)</b>	<b>(932,310)</b>	<b>57,610</b>	<b>(5.82)</b>
<b>NET LEVY</b>	<b>682,171</b>	<b>819,860</b>	<b>863,270</b>	<b>(54,780)</b>	<b>31,940</b>	<b>(240)</b>	<b>840,190</b>	<b>20,330</b>	<b>2.48</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.33	2.24	(0.37)			1.87		
Part Time &/or Temporary F/T		0.81	0.78				0.78		



**Environmental Services  
Solid Waste Diversion  
Council Approved Initiatives**

As per report PW-SW-02-2018, a 2 Year Rural Pilot Program to provide Leaf and Yard Curbside Collection

## 2019 Draft Tax Operating Initiatives

Ongoing	One Time	2019 Total Initiatives
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	31,940	31,940
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**Solid Waste Diversion Council Approved Initiatives**

\$	-	\$	31,940	\$	31,940
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**Environmental Services  
Solid Waste Diversion  
New Initiatives**

Costs to allow Solid Waste to receive items containing refrigerants at the Canborough Waste Management Facility. The 2019 Freon removal costs: \$30/unit assuming 10 units per call and \$389.99 call out fee, with 3 callouts per year would total \$48 for 30 units - \$1,440

1,200	1,200
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Offset by New User Fee of \$48.10 to receive items containing refrigerants at the Canborough Waste Management Facility.

(1,440)	(1,440)
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**Solid Waste Diversion Administration New Initiatives**

\$	(240)	\$	-	\$	(240)
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## NEW INITIATIVES

DEPARTMENT: Public Works

DIVISION: Solid Waste

Type of New Initiative: New Service/Program



### PROGRAM DESCRIPTION:

To allow Solid Waste to receive items containing refrigerants (the trade mark "freon" is commonly used) at the Canborough Waste Management Facility (CWMF). Freon is typically found in refrigerators, freezers, window air conditioners and dehumidifiers. By law, the removal, discharge, handling and disposal of freon requires a certified technician with an Ozone Depletion Prevention (ODP) certificate. Solid Waste staff do not hold this required certification, yet rely on local service providers to manage this waste. In order to provide an option for residents to dispose of their freon containing items, Staff propose to receive these items at the CWMF, store them to obtain sufficient quantities to allow for efficient collection by local service providers to effectively remove the Freon and dispose of the waste.

### JUSTIFICATION:

Community Interest

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Request to consider a NEW USER FEE within Schedule D's proposed prices that will allow for customers to bring freon containing items to the CWMF. This fee would be in addition to the proposed 2019 tipping fee rate per tonne and would be applied to each item containing freon. Haldimand County has not historically accepted these types of materials OR had a monetary cost in the past.

Utilizing the approved methodology within Schedule R in the Council approved User Fees and Service Charges By-law, in order to achieve full cost recovery for the removal of refrigerant per unit, the fee must be set at \$48.10 per unit received at the CWMF.

### EXPENDITURES:

EXPENDITURES:			2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
			Current Approved Budget		2019 New Initiative	2019 Total Budget	
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS		Start Date:		
SUPPLIES & MATERIALS							
W.415 - Freon removal by Contractor (\$389 for 10 units x 3 x per year)			-	1,200		1,200	
SERVICES							
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
W.415 - RECOVERY - Freon Tip Fee (\$48.10 x 30 units)			-	(1,440)		(1,440)	
NET LEVY IMPACT			\$ -	\$ (240)	\$ -	\$ (240)	



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Solid Waste Collection

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	48,143	48,560	49,140	(10,860)			38,280	(10,280)	(21.17)
Supplies & Materials	50	5,000	5,000				5,000		
Services	1,048,568	1,048,360	1,082,730				1,082,730	34,370	3.28
<b>TOTAL EXPENDITURES</b>	<b>1,096,761</b>	<b>1,101,920</b>	<b>1,136,870</b>	<b>(10,860)</b>			<b>1,126,010</b>	<b>24,090</b>	<b>2.19</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>1,096,761</b>	<b>1,101,920</b>	<b>1,136,870</b>	<b>(10,860)</b>			<b>1,126,010</b>	<b>24,090</b>	<b>2.19</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		0.44	0.44	(0.07)			0.37		
Part Time &/or Temporary F/T		0.15	0.15				0.15		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Environmental Services

### Solid Waste Disposal Sites

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	222,881	202,470	216,610	(47,900)			168,710	(33,760)	(16.67)
Supplies & Materials	6,281	6,740	6,900				6,900	160	2.37
Services	4,065,676	3,431,990	3,564,160				3,564,160	132,170	3.85
Interdepartmental Charges	17,790	17,790	17,670		480		18,150	360	2.02
<b>TOTAL EXPENDITURES</b>	<b>4,312,628</b>	<b>3,658,990</b>	<b>3,805,340</b>	<b>(47,900)</b>	<b>480</b>		<b>3,757,920</b>	<b>98,930</b>	<b>2.70</b>
<b>REVENUES:</b>									
Municipal Recoveries	(1,611,992)	(1,355,140)	(1,390,300)	7,870			(1,382,430)	(27,290)	2.01
Fees & Recoveries	(3,321)								
Transfers from Reserves/Reserve Funds	(2,570)	(8,950)	(6,740)				(6,740)	2,210	(24.69)
<b>TOTAL REVENUES</b>	<b>(1,617,883)</b>	<b>(1,364,090)</b>	<b>(1,397,040)</b>	<b>7,870</b>			<b>(1,389,170)</b>	<b>(25,080)</b>	<b>1.84</b>
<b>NET LEVY</b>	<b>2,694,745</b>	<b>2,294,900</b>	<b>2,408,300</b>	<b>(40,030)</b>	<b>480</b>		<b>2,368,750</b>	<b>73,850</b>	<b>3.22</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.82	1.95	(0.33)			1.62		
Part Time &/or Temporary F/T		0.63	0.68				0.68		



**Environmental Services  
Solid Waste Disposal Sites  
Council Approved Initiatives**

Approved in the 2019 Capital Budget - Fleet charges (Operating and Capital) for the Snow Blower and the Back Pack Leaf Blower

**Solid Waste Disposal Sites Council Approved Initiatives**

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
	480		480
	\$ 480	\$ -	\$ 480



HEALTH SERVICES

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Summary

### Health Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Health Services									
Public Health Services	903,500	1,059,300	1,116,600		14,000		1,130,600	71,300	6.73
Hospitals									
Paramedic Services	3,402,953	3,206,450	3,198,190	13,110	3,050	1,330	3,215,680	9,230	0.29
Cemeteries	183,191	217,660	224,300	(930)		12,950	236,320	18,660	8.57
<b>Total Health Services</b>	<b>4,489,644</b>	<b>4,483,410</b>	<b>4,539,090</b>	<b>12,180</b>	<b>17,050</b>	<b>14,280</b>	<b>4,582,600</b>	<b>99,190</b>	<b>2.21</b>
<b>NET LEVY</b>	<b>4,489,644</b>	<b>4,483,410</b>	<b>4,539,090</b>	<b>12,180</b>	<b>17,050</b>	<b>14,280</b>	<b>4,582,600</b>	<b>99,190</b>	<b>2.21</b>

### STAFFING (stated in FTE)

<b>Health Services</b>									
Paramedic Services		43.77	43.77				43.77		
Cemeteries		2.97	2.77	(0.02)		0.38	3.13		
<b>Total Health Services</b>		<b>46.74</b>	<b>46.54</b>	<b>(0.02)</b>		<b>0.38</b>	<b>46.90</b>		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Health Services

### Public Health Services

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#### Function:

To review, analyze and provide advice relative to Haldimand County's interest in public health services administered and delivered to Haldimand residents by Norfolk County as the Board of Health.

The Haldimand-Norfolk Health Unit operates under the statutory authority of the provincial *Health Protection and Promotion Act*. The Act specifies that Boards of Health must ensure the provision of a minimum level of public health programs and services in specific areas through Public Health Standards and corresponding Protocols. The Public Health Standards and associated Protocols set out the minimum requirements for fundamental public health services targeted at the prevention of disease, health promotion and health protection. Through these Standards, the Board of Health seeks to enable residents to realize their fullest health potential. This is done by promoting improved health, preventing disease and injury, controlling threats to human life and function and facilitating social conditions to ensure equal opportunity in attaining health for all.

#### Services:

- Accountability, governance and decision-making contributions by Haldimand Council are provided through the Joint Health and Social Services Advisory Committee which reviews developments in Public Health legislation/regulations and their impact, and provides advice on service delivery options for the benefit of Haldimand residents.
- Funding of services provided by the Health Unit to constituents includes provision of:
  - Risk-based inspection services to maintain standards in food safety, water safety (drinking water and recreational water facilities); conduct animal bite incident investigations; surveillance for vector-borne diseases such as West Nile Virus and Lyme Disease
  - Timely response to response to complaints, foodborne illness, and emerging issues such as hydrogen sulphide leaking from gas wells
  - Training for food handlers
  - Completion of seasonal housing inspections ensuring compliance with Service Canada regulations under the Temporary Farm Worker program.
  - Nursing services to maintain immunization of children within schools according to *Immunization of School Pupil's Act (ISPA)* and to track immunizations more broadly within the community using Immunization Connect Ontario/Public Health Information Exchange/Mobile Immunizations (ICON/PHIX/Mimms).
- Outbreak management and education (i.e. community outbreaks, institutional outbreaks, childcare outbreaks)
- Routine infection prevention and control (IPAC) inspections and risk assessments of all personal service settings and licensed child care settings
- Complaint-based investigations where IPAC lapses are identified
- Sexual health clinical services including birth control counselling and low cost birth control; sexually transmitted disease testing and free treatment; non-nominal HIV testing, counselling and referral
- Health Promotion resources to improve well being, reduce injury and mitigate the impact of chronic diseases (e.g. Healthy Growth and Development);
  - Supports for pregnant moms and new parents /caregivers i.e., Healthy Babies, Healthy Children, Prenatal Classes and Breastfeeding Support
  - Emergency preparedness, response and recovery resulting from risks to population health (e.g. methane leaks from gas wells).
  - Implementation of enhanced harm reduction activities, including naloxone distribution, are underway as part of the provincial Opioid Strategy.
  - Implementation of *Smoke-Free Ontario Act* (SFOA) and continued smoking cessation and health promotion activities (including vaping and cannabis).
  - Full range of Speech-language interventions as part of Preschool Speech and Language Program.



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Health Services

### Public Health Services

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- Oral health services in elementary schools and community clinic locations.

#### **Challenges, Emerging Trends, Service Issues:**

- Continued financial challenges with capped budgets for all mandatory and related programs, the Ministry of Health and Long-Term Care (MOHLTC) has provided an opportunity in 2019 for the Health Unit to apply for increases in base budget and one-time funding.
- Continued adoption of new Ontario Public Health Standards, regulations, protocols and guidelines and continued development of a work plan to ensure compliance with new requirements.
- Changes to the Service Canada requirements for the Temporary Farm Worker program require additional inspections.
- Launched the Harm Reduction Expansion Program in response to the national opioid crisis, with provincial resources provided to Health Units to create an infrastructure for the distribution of life-saving medication (naloxone) to counteract overdoses, supported by Opioid Action Plan and Emergency Response Plans.
- Implemented a new clinic schedule and communication plan to increase public visibility of sexual health clinic services in both Counties.
- Planning and beginning implementation of a comprehensive mental health promotion strategy.
- Vision screening assessments and navigation program implementation in the 2018-19 school year for all Kindergarten students.
- Introduction of recreational cannabis legalization raises issues of health promotion and enforcement.

#### **Service Outcomes, Main Objectives, Initiatives or Milestones:**

- Ongoing implementation of the Health Unit's 5 Year Strategic Plan.
- The Health Unit submitted its inaugural Annual Service Plan and Budget Submission to the MOHLTC, and received positive feedback on content, further validated by increases to base and one-time funding.
- The Health Unit joined other organizations to form the Haldimand-Norfolk Sub-Region Anchor Table, and contributed to the identification of collective priorities of enhanced cultural safety; integrated and coordinated care through Health Links; and improved access to mental health and addictions services.
- As of July 2018, the Health Unit has submitted evidence of completion to address 79% (38 of 48) recommendations from the Final Report of the Health Unit Organizational Audit. The remaining 10 recommendations are continuing to be addressed by Health Unit staff.
- Development of a comprehensive Healthy Eating Strategy.
- Baby Friendly Initiative (BFI) external assessment visit by the Breastfeeding Committee for Canada and targeted achievement of the BFI designation in spring 2019.
- Formation of a local alcohol stakeholder group and strategy.
- Work with both Haldimand and Norfolk Counties to create/update Municipal Alcohol Policies.
- Work with recreation settings to assess and assist with healthy eating.
- Implementation of vision screening program.
- Continued partnership with both Counties for the drinking water hauler inspection program.
- Launched the Harm Reduction Expansion Program in response to the national opioid crisis, with provincial resources provided to Health Units to create an

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Health Services**

### **Public Health Services**

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- infrastructure for the distribution of life-saving medication (naloxone) to counteract overdoses, supported by Opioid Action Plan and Emergency Response Plans.
- Implemented a new clinic schedule and communication plan to increase public visibility of sexual health clinic services in both Counties.
- Implemented a disclosure program to ensure transparency of all inspections and investigation results, including infection prevention and control lapses (IPAC) when identified.
- Ongoing refinement of the quality assurance components of the new public disclosure system.
- Develop a comprehensive drug strategy to integrate responses for alcohol, opioids, tobacco and cannabis.
- Complete planning and implement the new mental health promotion plan.

#### **Main Budget Drivers: (Total Public Health budget Haldimand County share approximately 40.6%)**

- Board Approved Initiative (BAI) (HSS-650-2019-046) 2018 MOHLTC Approved Budget for HNHU (HSS 18-28); hiring a 0.8 Public Health Nurse and 1.0 Panorama Coordinator (FTEs reallocated to QPAP) with all associated expenditures largely funded by the MOHLTC
- New Budget Initiative (NBI) (HSS-650-2019-056) Vision Screening Tools and Equipment; Equipment and Capital expenditures - 100% funded by the MOHLTC
- NBI (HSS-650-2019-054) Cannabis Legislation and Enforcement; Services - levy impact of \$4,300
- Salaries & Benefits increase of \$93,100 consist of:
  - Economic, merit and job evaluations totaling \$70,200;
  - BAI 2018 MOHLTC Approved Budget for HNHU totaling \$22,900
- Services increase of \$30,000 is driven by:
  - The new Stericycle contract offered through the Needle Exchange Program (MOHLTC funded);
  - The new vaccine delivery contract used by the Environmental Health and Vaccine Preventable Diseases teams
- Interdepartmental Charges increase of \$96,700 is driven by:
  - Anticipated need for repairs and maintenance to the Gilbertson Administration Building charged to the Health Unit;
  - Increase to the Quality, Planning, Performance and Accountability budget charged to the Health Unit;
  - BAI 2018 MOHLTC Approved Budget for HNHU where a position is charged to the Health Unit

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Health Services

### Public Health Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	903,500	1,061,000	1,116,600		14,000	1,700	1,132,300	71,300	6.72
<b>TOTAL EXPENDITURES</b>	<b>903,500</b>	<b>1,061,000</b>	<b>1,116,600</b>		<b>14,000</b>	<b>1,700</b>	<b>1,132,300</b>	<b>71,300</b>	<b>6.72</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds		(1,700)				(1,700)	(1,700)		
<b>TOTAL REVENUES</b>		<b>(1,700)</b>				<b>(1,700)</b>	<b>(1,700)</b>		
<b>NET LEVY</b>	<b>903,500</b>	<b>1,059,300</b>	<b>1,116,600</b>		<b>14,000</b>		<b>1,130,600</b>	<b>71,300</b>	<b>6.73</b>
<b>STAFFING (stated in FTE)</b>									

## 2019 Draft Tax Operating Initiatives

**Health Services**  
**Public Health Services**  
**Council Approved Initiatives**

HSS-650-2019-046 MOHLTC Approved Budget for HHNU - Costs related to the Panorama Coordinator and the PH Nurse Vaccine Preventable Diseases Program, includes Salaries, Wages, Benefits, mileage and professional development. Norfolk's Net Levy impact of \$30,900, of which Haldimand's share is \$14,000

Ongoing	One Time	2019 Total Initiatives
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### Public Health Services Council Approved Initiatives

\$	14,000	\$	-	\$	14,000
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**Health Services**  
**Public Health Services**  
**New Initiatives**

HSS-650-2019-054 - Community Health team support for the implementation of the new Cannabis Legislation, includes enforcement, community education and related staff training. Norfolk's Net Levy Impact of \$2,600, of which Haldimand's share is \$1,700.

1,700 1,700

As Haldimand's share of Ontario Cannabis Legalization Implementation fund is recommended to be contributed to the Contingency Reserve, staff also recommend utilizing a portion for this initiative -HSS-650-2019-054 Cannabis Legislation and Enforcement  
To be funded from Contingency Reserve

(1,700) (1,700)

## Public Health Services New Initiatives

\$	-	\$	-	\$	-
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# Board of Health Proposed 2019 Board-Approved Initiative

Name	HSS-650-2019-046 MOHLTC Approved Budget for HNHU		SLT Priority Ranking	2
Department	Haldimand Norfolk Health Unit	Position Type	Permanent Full-Time	
Strategic Theme	Health Unit Strategic Plan	FTEs	0.80	
Strategic Direction	Implement Ontario Public Health Standards (OPHS)	Budget Impact	\$ 30,900	
Strategic Goal	Implementation of Ontario Public Health Standards	Net Levy Impact	\$ 30,900	
Included in Business Plan?	Yes	Request Need	Legislated	
Start Date	03-July-2018	New or Existing	Existing Program	
End Date	No end date			

## DESCRIPTION

HSS 18-28 MOHLTC Approved Budget for HNHU Board of Health meeting (Resolution #5 - July 3, 2018)

## JUSTIFICATION

The MOHLTC approved the 2018 Health Unit budget to include an increase of \$197,000 in base funding, bringing the total to \$5,878,300, as well as one-time and capital grants of \$198,900. Health Unit staff recommends that the increase in base funding be directed to cover the existing permanent full-time Panorama Coordinator (previously funded through one-time funding, and otherwise funded by the levy contribution) and hire one new 0.8 FTE Public Health Nurse Vaccine Preventable Diseases Program.

Staff also recommended the implementation of the proposals associated with the approved one-time and capital requests, including hiring two additional contract positions (Public Health Inspector for 9 month contract; Health Promoter for 9 month contract).

## FINANCIAL IMPACT

### EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	88,300
Materials, Supplies and Services	3,400
Transfer Payments and Grants to Others	
Interdepartmental Charges	69,100
Capital Expenditures	
Other Expenditures	
<b>TOTAL EXPENDITURES</b>	<b>160,800</b>
Revenues:	(\$)
Provincial/Federal Grants/Funding	60,800
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	69,100
Other Revenues	
<b>TOTAL REVENUES</b>	<b>129,900</b>
<b>BUDGET IMPACT</b>	<b>30,900</b>
<b>ADJUSTMENT FOR FIRST YEAR DEFERRAL</b>	<b>0</b>
<b>2019 NET LEVY IMPACT</b>	<b>\$ 30,900</b>



## Norfolk County Proposed 2019 New Budget Initiative

Name	HSS-650-2019-054 Cannabis Legislation and Enforcement		SLT Priority Ranking	<b>3</b>
Department	Haldimand Norfolk Health Unit	Position Type	Not Applicable	
Strategic Theme	Health Unit Strategic Plan	FTEs	0.00	
Strategic Direction	Implement Ontario Public Health Standards (OPHS)	Budget Impact	\$ 2,600	
Strategic Goal	Implementation of Ontario Public Health Standards	Net Levy Impact	\$ 2,600	
Included in Business Plan?	Yes	Request Need	Legislated	
Start Date	01-January-2019	New or Existing	New Program	
End Date	No end date			

### DESCRIPTION

This request is to add \$4,300 to the Community Health Team budget to support the implementation of the new cannabis legislation with respect to enforcement and community education, as well as to provide relevant training to staff.

### JUSTIFICATION

Within the Ontario Public Health Standards under Substance Use and Injury Prevention requirement three, it states that the Board of Health shall enforce the *Smoke Free Ontario Act, 2017*, in accordance with the Tobacco, and Smoke Protocol 2018 (or as current) which includes cannabis both medicinal and legalized.

If approved, the request will be funded by both Haldimand (\$1,700) and Norfolk (\$2,600) Counties, per the cost sharing agreement.

### FINANCIAL IMPACT

#### EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	4,300
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
<b>TOTAL EXPENDITURES</b>	4,300
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	1,700
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
<b>TOTAL REVENUES</b>	1,700
<b>BUDGET IMPACT</b>	2,600
<b>ADJUSTMENT FOR FIRST YEAR DEFERRAL</b>	0
<b>2019 NET LEVY IMPACT</b>	<b>\$ 2,600</b>





# Haldimand County 2019 Draft Tax Supported Operating Budget

## Health Services

### Hospitals

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	440,332	440,330						(440,330)	(100.00)
<b>TOTAL EXPENDITURES</b>	<b>440,332</b>	<b>440,330</b>						<b>(440,330)</b>	<b>(100.00)</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds	(440,332)	(440,330)						440,330	(100.00)
<b>TOTAL REVENUES</b>	<b>(440,332)</b>	<b>(440,330)</b>						<b>440,330</b>	<b>(100.00)</b>
<b>NET LEVY</b>									
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Health Services**

### **Paramedic Services**

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#### **Function:**

To administer Paramedic Services throughout Haldimand County

#### **Comments:**

The Haldimand County Paramedic Services Division has primary accountability and responsibility for the direct provision of Pre-Hospital Paramedic Care to the citizens of Haldimand County. Paramedic Services is responsible for evaluating call volumes and response times and for the determination of station locations and deployment of vehicles and resources. Paramedics are trained to the Primary Care level which includes the skills of defibrillation, symptom relief drug administration, intravenous therapy, inserting advanced airways and acquiring & interpreting pre-hospital 12 lead electrocardiograms.

#### **Services Provided:**

- Rapid response to requests for emergency health care from/to/between health care facilities and the community
- Consult and advise Ministry of Health for budgeting purposes (50/50 cost sharing template)
- Purchase of new or replacement ambulance vehicles and equipment
- Establish Strategic directions for ambulance services to align with Corporate/Council Goals and Objectives
- Develop and/or maintain alliances with other Emergency Services stakeholders, public etc.
- Identify, analyze and respond to emerging issues and changes in Paramedic Services.
- Investigating and resolving complaints regarding ambulance services and patient care
- Public Education in order to reduce injuries

#### **Recent Success:**

- Improved community education/public relations
- Maintain positive image and public perception of ambulance services
- Met ambulance response time standard
- Successful MOH service review audit, with minimal observations
- Implementation of Power Load Systems for stretchers to reduce WSIB claims
- Full review and revision to all divisional policies and procedures
- 2 new ambulances added to fleet
- Purchased land for a combined Fire & Paramedic Station in Caledonia.

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Health Services**

### **Paramedic Services**

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#### **Future Outcomes:**

- Improve Patient Care Outcomes i.e., reduced mortality and morbidity by adding enhanced Paramedic skills
- Continue adherence to Local, County, Provincial, Regulations, policies, standards and guidelines
- Maintain positive working relationships with other allied agencies such as police, fire, hospitals
- Continue to work closely and co-operatively with other County departments and divisions
- Continue to improve community educational public relations.  
Improve wellness & continue a pro-active approach to PTSD & Mental Health.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Health Services

### Paramedic Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	5,397,387	5,207,620	5,323,920				5,323,920	116,300	2.23
Supplies & Materials	97,763	106,010	105,410				105,410	(600)	(0.57)
Services	129,300	115,890	116,620				116,620	730	0.63
Interdepartmental Charges	733,120	733,120	765,350	13,110	3,050	1,330	782,840	49,720	6.78
Long Term Debt Charges	144,485	144,490	141,960				141,960	(2,530)	(1.75)
<b>TOTAL EXPENDITURES</b>	<b>6,502,055</b>	<b>6,307,130</b>	<b>6,453,260</b>	<b>13,110</b>	<b>3,050</b>	<b>1,330</b>	<b>6,470,750</b>	<b>163,620</b>	<b>2.59</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(2,981,509)	(2,975,710)	(3,130,520)				(3,130,520)	(154,810)	5.20
Municipal Recoveries	(89,495)	(100,000)	(100,000)				(100,000)		
Fees & Recoveries	(7,520)	(610)	(610)				(610)		
Donations	(223)	(4,000)	(4,000)				(4,000)		
Transfers from Reserves/Reserve Funds	(20,353)	(20,360)	(19,940)				(19,940)	420	(2.06)
<b>TOTAL REVENUES</b>	<b>(3,099,100)</b>	<b>(3,100,680)</b>	<b>(3,255,070)</b>				<b>(3,255,070)</b>	<b>(154,390)</b>	<b>4.98</b>
<b>NET LEVY</b>	<b>3,402,955</b>	<b>3,206,450</b>	<b>3,198,190</b>	<b>13,110</b>	<b>3,050</b>	<b>1,330</b>	<b>3,215,680</b>	<b>9,230</b>	<b>0.29</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		37.35	37.35				37.35		
Part Time &/or Temporary F/T		6.42	6.42				6.42		

## 2019 Draft Tax Operating Initiatives

**Health Services**  
**Paramedic Services**  
**Council Approved Initiatives**

Increase in interdepartmental charge to Paramedic Services for additional contribution required to CRR-IT to fund future replacement of Patient Care Reporting - Additional Licences and Laptops (2) as approved in the 2019 Tax Supported Capital Budget

Ongoing	One Time	2019 Total Initiatives
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\$	3,050	\$	-	\$	3,050
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**Health Services**  
**Paramedic Services**  
**New Initiatives**

Increase in interdepartmental charge from Information Systems due to the addition of an 8-month co-op student

\$	1,330	\$	-	\$	1,330
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# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Health Services**

### **Cemeteries**

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#### **CEMETERIES:**

##### **Function:**

Provide for the governance, management and administration of cemetery services for the benefit of the County residents and visitors. At present, there are 39 cemetery properties across the County that the County maintains of which 19 are designated as active for interment purposes with 20 designated as inactive. Provincial regulations require maintenance and inspection of all cemeteries that fall within the jurisdiction of Haldimand County on a regular basis.

##### **Services:**

- To provide the professional operation of County cemeteries for the purpose of dignified interments including burials and cremations
- To provide adequate maintenance and upkeep of all cemeteries to recognized cemetery standards
- To provide adequate cemetery development within the County

##### **Service Issues**

- Due to the nature of the function, cemeteries will experience increased budget pressures
- Improve service delivery and harmonize level of service for the residents of Haldimand County
- Investigate the potential for new cemetery space for future interments across the County
- Improve cemetery sale, inventory and financial processes to comply with new legislation and auditing requirements

##### **Service Outcomes:**

- Increase the service level for all Haldimand residents
- Continued positive feedback from customers and residents
- Continuity and improvement for County cemeteries

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Health Services

### Cemeteries

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	158,769	170,980	161,930	(930)		29,010	190,010	19,030	11.13
Supplies & Materials	2,266	9,450	9,450				9,450		
Services	100,016	121,230	131,750			(20,400)	111,350	(9,880)	(8.15)
Interdepartmental Charges	62,990	62,990	62,490			4,340	66,830	3,840	6.10
<b>TOTAL EXPENDITURES</b>	<b>324,041</b>	<b>364,650</b>	<b>365,620</b>	<b>(930)</b>		<b>12,950</b>	<b>377,640</b>	<b>12,990</b>	<b>3.56</b>
<b>REVENUES:</b>									
Other Revenues	(140,794)	(146,930)	(141,320)				(141,320)	5,610	(3.82)
Transfers from Reserves/Reserve Funds	(56)	(60)						60	(100.00)
<b>TOTAL REVENUES</b>	<b>(140,850)</b>	<b>(146,990)</b>	<b>(141,320)</b>				<b>(141,320)</b>	<b>5,670</b>	<b>(3.86)</b>
<b>NET LEVY</b>	<b>183,191</b>	<b>217,660</b>	<b>224,300</b>	<b>(930)</b>		<b>12,950</b>	<b>236,320</b>	<b>18,660</b>	<b>8.57</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.54	1.44			0.77	2.21		
Part Time &/or Temporary F/T		1.43	1.33	(0.02)		(0.39)	0.92		







## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
Staffing initiative to provide resources required to meet demand for current levels of service related to the County's parks and recreational facilities and cemeteries (includes salary, wages and benefits). Initiative and Business Case shown in Parks section.	33,350		33,350
Partially off set by reduction in the Grass Cutting Contracts	(20,400)		(20,400)
<b>Cemeteries New Initiatives</b>	<b>\$ 12,950</b>	<b>\$ -</b>	<b>\$ 12,950</b>

### Health Services

#### Cemeteries

#### Cemeteries New Initiatives

Staffing initiative to provide resources required to meet demand for current levels of service related to the County's parks and recreational facilities and cemeteries (includes salary, wages and benefits). Initiative and Business Case shown in Parks section.

Partially off set by reduction in the Grass Cutting Contracts

#### Cemeteries New Initiatives



SOCIAL AND FAMILY SERVICES

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Summary

### Social & Family Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Social & Family Services									
General Assistance	888,000	888,000	882,600				882,600	(5,400)	(0.61)
SUMMARY - Grandview Lodge	2,768,661	2,626,090	2,570,930	31,370	870	(100)	2,603,070	(23,020)	(0.88)
Child Care	165,900	165,900	163,900				163,900	(2,000)	(1.21)
<b>Total Social &amp; Family Services</b>	<b>3,822,561</b>	<b>3,679,990</b>	<b>3,617,430</b>	<b>31,370</b>	<b>870</b>	<b>(100)</b>	<b>3,649,570</b>	<b>(30,420)</b>	<b>(0.83)</b>
<b>NET LEVY</b>	<b>3,822,561</b>	<b>3,679,990</b>	<b>3,617,430</b>	<b>31,370</b>	<b>870</b>	<b>(100)</b>	<b>3,649,570</b>	<b>(30,420)</b>	<b>(0.83)</b>

### STAFFING (stated in FTE)

<b>Social &amp; Family Services</b>									
<b>SUMMARY - Grandview Lodge</b>		<b>110.81</b>	<b>110.81</b>		<b>1.00</b>		<b>111.81</b>		
<b>Total Social &amp; Family Services</b>		<b>110.81</b>	<b>110.81</b>		<b>1.00</b>		<b>111.81</b>		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social & Family Services**

### **Social Assistance**

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#### **Function:**

To review, analyze and provide advice relative to Haldimand County's interest in Social Assistance programs administered and delivered by Norfolk County as the Consolidated Municipal Services Manager (CMSM).

The Ontario Works program provides employment assistance and funding to people in financial need.

The vision of Ontario Works is: "To achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence."

#### **Services:**

- Liaison, on behalf of Haldimand County, with the joint Health & Social Services Advisory Committee and Norfolk County staff.
- The provision of social assistance allowances to eligible residents of Haldimand County, as mandated by the Ontario Works Act, with case management, family support, eligibility review, administration and employment services to Ontario Works participants provided by Norfolk County as the CMSM.
- Review developments in social assistance legislation/regulations as to their impact on Haldimand County.
- Provide advice on service delivery options for the benefit of Haldimand County residents.

#### **Challenges, Emerging Trends, Service Issues:**

- Governance structure associated with the provincially mandated joint service, considering Norfolk County's appointment as the CMSM.
- Little accountability, governance or control by Haldimand Council due to the prescribed method of service delivery and cost allocation.
- Timely and transparent reconciliation of actual costs to budgets and actual social services delivered to Haldimand County residents.
- Monitor Haldimand County caseloads and costs for awareness and response to local issues.
- Implementation of any change in provincial direction related to social assistance and child care as a result of the change in provincial government – will need to complete an analysis of impact on current service delivery of any proposed changes
- Increased complexity of needs of Ontario Works participants and increased need for support with the activities of daily living and employment search due to disability (including mental health disability), addiction, trauma, poverty

#### **Service Outcomes, Main Objectives, Initiatives or Milestones:**

- The Province's goal is to assist Ontario Works clients to achieve the skills necessary to secure and retain sustainable employment which will ultimately reduce caseloads
- Achievement of the provincial benchmarked turnaround time of four days and excellent customer service
- Achievement of the Ontario Works service targets for the number of program participants exiting to employment
- Implementation of the Ministry of Children Community and Social Services social assistance reform plans for Ontario Works

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social & Family Services**

### **Social Assistance**

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#### **Main Budget Drivers:**

- Allocation of costs between Haldimand County and Norfolk County is based on actual caseload costs as a result of an arbitration decision. Detailed methodology agreed to by both municipalities in early 2014.
- Allocation of net municipal levy (after subsidy): Haldimand County's share is based on actual costs, estimated at approximately 42.3%, whereas Norfolk funds 57.7%.



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### Social Assistance

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	822,638	888,000	882,600				882,600	(5,400)	(0.61)
Transfers to Reserves/Reserve Funds	65,362								
<b>TOTAL EXPENDITURES</b>	<b>888,000</b>	<b>888,000</b>	<b>882,600</b>				<b>882,600</b>	<b>(5,400)</b>	<b>(0.61)</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>888,000</b>	<b>888,000</b>	<b>882,600</b>				<b>882,600</b>	<b>(5,400)</b>	<b>(0.61)</b>
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social & Family Services**

### **SUMMARY - Grandview Lodge**

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#### **Function:**

Grandview Lodge is a 128-bed accredited long-term care home, regulated by the Ontario Ministry of Health and Long-Term Care (MOHLTC). The Home provides long-term care services for residents of Haldimand County and residents from other communities across Ontario. Haldimand County is obligated by legislation to own and operate a long-term care home. The Home receives its funding primarily from the MOHLTC through the Local Health Integration Network (LHIN) and Haldimand County augments funding needed to operate the home.

#### **Services:**

Providing long-term health care to vulnerable adults with physical and medical disabilities over the age of 18 years is the legislated mandate of Grandview Lodge. All of the needs of the residents are conveniently provided within the Home. The core business component at Grandview Lodge is resident care, which is provided by Registered Nurses, Registered Practical Nurses, Personal Support Workers, Recreationists and contracted services such as physiotherapy and Dietitian. The additional services necessary for the residents of Grandview Lodge include: health and safety through the Home operations, cleanliness through housekeeping and laundry services, nutritional needs through dietary services and planning and management through administrative services. Grandview Lodge has a dementia unit referred to as the DementiAbility Unit.

Grandview Lodge provides dietary services at a cost to Maple Grove Place, the 21-bed supportive housing that is attached to Grandview Lodge but is operated by Capability Support Services Inc.

**The Mission of Grandview Lodge is:  
The Grandview Lodge team provides a meaningful life for  
Residents with comfort, compassion and care.**

#### **Service Issues:**

The Ministry of Health completes an Annual Quality Inspection to ensure compliance is being maintained within the Home. There are more than 450 standards that must be complied with and all departments are reviewed. To ensure compliance is being maintained the Inspectors are required to interview residents as well as staff, family and volunteers. This inspection program is designed to create a culture that is focused on resident outcomes, continuous quality improvement and transparency.

The provincial funding for long-term care operations has not kept pace with the increasing needs of seniors. This funding formula is known as the CMI, (Case Mix Index). This funding process is the RAI-MDS charting system where residents information is reviewed 4 times/year and funding is then based on this information. Based on the levels of care the amount of funding is then determined on an annual basis.

#### **Services Outcomes:**

To continue to provide an appropriate level of service to the vulnerable persons in need of long-term care of the community, at a cost that is affordable to the rate payers of Haldimand County.



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### SUMMARY - Grandview Lodge

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	7,989,232	7,985,390	8,083,440		106,870	(2,620)	8,187,690	202,300	2.53
Supplies & Materials	835,573	827,470	857,240				857,240	29,770	3.60
Services	987,335	1,012,610	1,050,390				1,050,390	37,780	3.73
Interdepartmental Charges	564,740	564,740	579,780	31,370		2,520	613,670	48,930	8.66
Long Term Debt Charges	1,445,473	1,445,480	1,396,390				1,396,390	(49,090)	(3.40)
<b>TOTAL EXPENDITURES</b>	<b>11,822,353</b>	<b>11,835,690</b>	<b>11,967,240</b>	<b>31,370</b>	<b>106,870</b>	<b>(100)</b>	<b>12,105,380</b>	<b>269,690</b>	<b>2.28</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(6,302,130)	(5,999,480)	(6,123,010)		(106,000)		(6,229,010)	(229,530)	3.83
Fees & Recoveries	(2,747,582)	(3,205,380)	(3,268,560)				(3,268,560)	(63,180)	1.97
Other Revenues	8,376								
Transfers from Reserves/Reserve Funds	(12,356)	(4,740)	(4,740)				(4,740)		
<b>TOTAL REVENUES</b>	<b>(9,053,692)</b>	<b>(9,209,600)</b>	<b>(9,396,310)</b>		<b>(106,000)</b>		<b>(9,502,310)</b>	<b>(292,710)</b>	<b>3.18</b>
<b>NET LEVY</b>	<b>2,768,661</b>	<b>2,626,090</b>	<b>2,570,930</b>	<b>31,370</b>	<b>870</b>	<b>(100)</b>	<b>2,603,070</b>	<b>(23,020)</b>	<b>(0.88)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		63.99	63.99		1.00	4.00	68.99		
Part Time &/or Temporary F/T		46.82	46.82			(4.00)	42.82		



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	327,046	336,290	319,580				319,580	(16,710)	(4.97)
Supplies & Materials	12,219	11,530	11,530				11,530		
Services	156,974	165,010	165,430				165,430	420	0.25
Interdepartmental Charges	564,740	564,740	579,780	31,370		2,520	613,670	48,930	8.66
<b>TOTAL EXPENDITURES</b>	<b>1,060,979</b>	<b>1,077,570</b>	<b>1,076,320</b>	<b>31,370</b>		<b>2,520</b>	<b>1,110,210</b>	<b>32,640</b>	<b>3.03</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(4,227)								
Fees & Recoveries	(21,664)	(25,000)	(25,620)				(25,620)	(620)	2.48
Transfers from Reserves/Reserve Funds	(3,240)	(3,240)	(3,240)				(3,240)		
<b>TOTAL REVENUES</b>	<b>(29,131)</b>	<b>(28,240)</b>	<b>(28,860)</b>				<b>(28,860)</b>	<b>(620)</b>	<b>2.20</b>
<b>NET LEVY</b>	<b>1,031,848</b>	<b>1,049,330</b>	<b>1,047,460</b>	<b>31,370</b>		<b>2,520</b>	<b>1,081,350</b>	<b>32,020</b>	<b>3.05</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		3.00	3.00				3.00		
Part Time &/or Temporary F/T		0.68	0.68				0.68		

## 2019 Draft Tax Operating Initiatives

**Social & Family Services**  
**Grandview Lodge - Administration**  
**New Initiatives**

Increase in interdepartmental charge from Information Systems due to the addition of an 8-month co-op student

2,520

2,520

### Grandview Lodge - Administration New Initiatives

	Ongoing	One Time	2019 Total Initiatives
th	2,520		2,520
	\$ 2,520	\$ -	\$ 2,520

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Programs & Support

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	497,860	488,130	486,860				486,860	(1,270)	(0.26)
Supplies & Materials	8,314	5,750	5,750				5,750		
Services	183,728	186,230	189,490				189,490	3,260	1.75
<b>TOTAL EXPENDITURES</b>	<b>689,902</b>	<b>680,110</b>	<b>682,100</b>				<b>682,100</b>	<b>1,990</b>	<b>0.29</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(105,471)	(105,470)	(107,570)				(107,570)	(2,100)	1.99
<b>TOTAL REVENUES</b>	<b>(105,471)</b>	<b>(105,470)</b>	<b>(107,570)</b>				<b>(107,570)</b>	<b>(2,100)</b>	<b>1.99</b>
<b>NET LEVY</b>	<b>584,431</b>	<b>574,640</b>	<b>574,530</b>				<b>574,530</b>	<b>(110)</b>	<b>(0.02)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		5.00	5.00				5.00		
Part Time &/or Temporary F/T		0.89	0.89				0.89		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Dietary Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	933,848	952,370	962,670				962,670	10,300	1.08
Supplies & Materials	481,172	462,120	487,730				487,730	25,610	5.54
Services	9,410	8,500	8,500				8,500		
<b>TOTAL EXPENDITURES</b>	<b>1,424,430</b>	<b>1,422,990</b>	<b>1,458,900</b>				<b>1,458,900</b>	<b>35,910</b>	<b>2.52</b>
<b>REVENUES:</b>									
Fees & Recoveries	(2,285)	(5,300)	(5,300)				(5,300)		
<b>TOTAL REVENUES</b>	<b>(2,285)</b>	<b>(5,300)</b>	<b>(5,300)</b>				<b>(5,300)</b>		
<b>NET LEVY</b>	<b>1,422,145</b>	<b>1,417,690</b>	<b>1,453,600</b>				<b>1,453,600</b>	<b>35,910</b>	<b>2.53</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		7.00	7.00				7.00		
Part Time &/or Temporary F/T		7.49	7.49				7.49		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Nursing & Personal Care

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	5,233,062	5,154,470	5,251,890		106,870	(2,620)	5,356,140	201,670	3.91
Supplies & Materials	142,039	147,400	147,400				147,400		
Services	96,059	73,950	73,950				73,950		
<b>TOTAL EXPENDITURES</b>	<b>5,471,160</b>	<b>5,375,820</b>	<b>5,473,240</b>		<b>106,870</b>	<b>(2,620)</b>	<b>5,577,490</b>	<b>201,670</b>	<b>3.75</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(223,728)	(213,580)	(139,000)		(106,000)		(245,000)	(31,420)	14.71
Fees & Recoveries	(6,097)	(5,000)	(5,000)				(5,000)		
Transfers from Reserves/Reserve Funds	(7,616)								
<b>TOTAL REVENUES</b>	<b>(237,441)</b>	<b>(218,580)</b>	<b>(144,000)</b>		<b>(106,000)</b>		<b>(250,000)</b>	<b>(31,420)</b>	<b>14.37</b>
<b>NET LEVY</b>	<b>5,233,719</b>	<b>5,157,240</b>	<b>5,329,240</b>		<b>870</b>	<b>(2,620)</b>	<b>5,327,490</b>	<b>170,250</b>	<b>3.30</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		40.00	40.00		1.00	4.00	45.00		
Part Time &/or Temporary F/T		30.34	30.34			(4.00)	26.34		



## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
<b>Social &amp; Family Services</b>			
<b>Grandview Lodge - Nursing &amp; Personal Care</b>			
<b>Council Approved Initiatives</b>			
As per report CMS-GL-03-2018, monthly funding increase for the Long-Term Care Home Sector to hire 1 FTE RN position (includes salary and benefits)	106,870		106,870
Off set by Ministry of Health funding received monthly	(106,000)		(106,000)
<b>Grandview Lodge - Nursing &amp; Personal Care New Initiatives</b>	<b>\$ 870</b>	<b>\$ -</b>	<b>\$ 870</b>
<b>Grandview Lodge - Nursing &amp; Personal Care</b>			
<b>New Initiatives</b>			
Reorganization of 4 full time night shift lines taken from part-time hours (includes salary, wages and benefits)	(2,620)		(2,620)
<b>Grandview Lodge - Nursing &amp; Personal Care New Initiatives</b>	<b>\$ (2,620)</b>	<b>\$ -</b>	<b>\$ (2,620)</b>



## NEW INITIATIVES

DEPARTMENT: **Corporate Services**  
 DIVISION: Grandview Lodge  
 Type of New Initiative: **Enhancement to Existing Service**



### PROGRAM DESCRIPTION:

Nursing services offered to Residents of Grandview Lodge operate on a 24/7 basis. By creating 4 Permenent Full Time Night Shift rotations for staff who have a shift preference for nights, Grandview will notice an improvement in staffing the night shift thus enhancing the nursing service provided and improve the efficiency of the operations, specifically scheduling, nursing service and maintainence department.

### JUSTIFICATION:

Operational Efficiencies

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Grandview Lodge has been experiencing concerns with staffing levels and attendance for the past several years. Many strategies have been considered and implemented to improve recruitment and retention as well as attendance. One area of particular concern was the increase in overtime usage resulting in significant overspending in this budget for the nursing department. Some contributing factors to the increase in this cost was related to legislative requirements for staffing such as 24/7 Registered Nurse coverage in the home and a minimum of 6 staff on a night shift to meet fire regulations related to effective evacuation in the event of a fire. Historically, the on-call maintenance worker would be called in to ensure 6 staff in the building if the home was unable to replace with nursing staff. This was not an efficient use of maintenance resources as they are not able to perform nursing tasks and their departmental tasks are limited during night time hours due to the disruptive nature of the work. There was some evidence to support the rationale that the night shift seemed problematic for staff to attend and replacing shifts during this timeframe was also challenging. In 2017 the Administrator and the General Manager of Community Services presented an initiative to convert 4 FTE PSW positions from the Part Time pool into 4 Full Time, straight night, PSW positions. The rationale for this transition was that staff placed in their preferred shift would be less likely to call in absent and thus the burden to replace would be mitigated and OT usage would decline. While the impact we were hoping to see has not occurred, there has been improvement noted in the attendance of the straight night shift workers. Since this has a 0 impact on overall FTEs, the request for 2019 budget is for the initiative to remain in place with costs associated to relief for these positions being offset by savings in the salaries budget, as was the case in 2018. For 2019 there is a modest savings related to the fact that PIL/Vac% costs more than current FT benefit premiums so the cost of a FT employee (excluding relief) is actually less. This is more evident than 2018 because benefit premiums actually went down in 2019.

### EXPENDITURES:

include account number if known

EXPENDITURES: include account number if known					2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
					Current Approved Budget	2019 Base Budget	2019 ANNUALIZED	2019 Revised Total Budget	
FT/PT?	Full-Time	Perm/Temp?	Permanent	hrs/wk:	SALARIES & BENEFITS			Start Date:	
Full-time Salaries						2,009,410	197,780	2,207,190	Initiative has a 0 impact on overall FTE's, reduces PT by 4 FTE's, and Increases FT by 4 FTE's
Full-time Benefits						609,410	61,360	670,770	
Part-time Salaries						1,982,800	(234,630)	1,748,170	
Part-time Benefits						288,430	(27,130)	261,300	
SUPPLIES & MATERIALS									
SERVICES									
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.									
NET LEVY IMPACT					\$ -	\$ 4,890,050	\$ (2,620)	\$ 4,887,430	

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Housekeeping

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	449,623	467,560	468,470				468,470	910	0.19
Supplies & Materials	56,834	58,670	55,670				55,670	(3,000)	(5.11)
Services	1,880	1,900	2,700				2,700	800	42.11
<b>TOTAL EXPENDITURES</b>	<b>508,337</b>	<b>528,130</b>	<b>526,840</b>				<b>526,840</b>	<b>(1,290)</b>	<b>(0.24)</b>
<b>REVENUES:</b>									
Fees & Recoveries	(15,618)	(16,100)	(16,470)				(16,470)	(370)	2.30
<b>TOTAL REVENUES</b>	<b>(15,618)</b>	<b>(16,100)</b>	<b>(16,470)</b>				<b>(16,470)</b>	<b>(370)</b>	<b>2.30</b>
<b>NET LEVY</b>	<b>492,719</b>	<b>512,030</b>	<b>510,370</b>				<b>510,370</b>	<b>(1,660)</b>	<b>(0.32)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		4.33	4.33				4.33		
Part Time &/or Temporary F/T		3.26	3.26				3.26		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Laundry & Linen

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	231,916	252,950	255,590				255,590	2,640	1.04
Supplies & Materials	34,352	33,580	36,080				36,080	2,500	7.44
<b>TOTAL EXPENDITURES</b>	<b>266,268</b>	<b>286,530</b>	<b>291,670</b>				<b>291,670</b>	<b>5,140</b>	<b>1.79</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>266,268</b>	<b>286,530</b>	<b>291,670</b>				<b>291,670</b>	<b>5,140</b>	<b>1.79</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.33	2.33				2.33		
Part Time &/or Temporary F/T		1.55	1.55				1.55		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Building & Property

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	271,844	273,990	277,670				277,670	3,680	1.34
Supplies & Materials	31,545	39,950	42,950				42,950	3,000	7.51
Services	508,322	541,860	575,160				575,160	33,300	6.15
Long Term Debt Charges	1,445,473	1,445,480	1,396,390				1,396,390	(49,090)	(3.40)
<b>TOTAL EXPENDITURES</b>	<b>2,257,184</b>	<b>2,301,280</b>	<b>2,292,170</b>				<b>2,292,170</b>	<b>(9,110)</b>	<b>(0.40)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(483,540)	(483,550)	(483,550)				(483,550)		
Fees & Recoveries	(14,014)	(16,250)	(16,600)				(16,600)	(350)	2.15
Transfers from Reserves/Reserve Funds	(1,500)	(1,500)	(1,500)				(1,500)		
<b>TOTAL REVENUES</b>	<b>(499,054)</b>	<b>(501,300)</b>	<b>(501,650)</b>				<b>(501,650)</b>	<b>(350)</b>	<b>0.07</b>
<b>NET LEVY</b>	<b>1,758,130</b>	<b>1,799,980</b>	<b>1,790,520</b>				<b>1,790,520</b>	<b>(9,460)</b>	<b>(0.53)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.33	2.33				2.33		
Part Time &/or Temporary F/T		1.61	1.61				1.61		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

GVL - Capability Support Services (formerly Cheshire)

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	44,033	59,630	60,710				60,710	1,080	1.81
Supplies & Materials	69,098	68,470	70,130				70,130	1,660	2.42
Services	30,961	35,160	35,160				35,160		
<b>TOTAL EXPENDITURES</b>	<b>144,092</b>	<b>163,260</b>	<b>166,000</b>				<b>166,000</b>	<b>2,740</b>	<b>1.68</b>
<b>REVENUES:</b>									
Fees & Recoveries	(156,507)	(172,950)	(175,560)				(175,560)	(2,610)	1.51
<b>TOTAL REVENUES</b>	<b>(156,507)</b>	<b>(172,950)</b>	<b>(175,560)</b>				<b>(175,560)</b>	<b>(2,610)</b>	<b>1.51</b>
<b>NET LEVY</b>	<b>(12,415)</b>	<b>(9,690)</b>	<b>(9,560)</b>				<b>(9,560)</b>	<b>130</b>	<b>(1.34)</b>
<b>STAFFING (stated in FTE)</b>									
Part Time &/or Temporary F/T		1.00	1.00				1.00		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### GVL - Operating Revenues

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
<b>TOTAL EXPENDITURES</b>									
<b>REVENUES:</b>									
Federal/Provincial Grants	(5,485,164)	(5,196,880)	(5,392,890)				(5,392,890)	(196,010)	3.77
Fees & Recoveries	(2,531,397)	(2,964,780)	(3,024,010)				(3,024,010)	(59,230)	2.00
Other Revenues	8,376								
<b>TOTAL REVENUES</b>	<b>(8,008,185)</b>	<b>(8,161,660)</b>	<b>(8,416,900)</b>				<b>(8,416,900)</b>	<b>(255,240)</b>	<b>3.13</b>
<b>NET LEVY</b>	<b>(8,008,185)</b>	<b>(8,161,660)</b>	<b>(8,416,900)</b>				<b>(8,416,900)</b>	<b>(255,240)</b>	<b>3.13</b>
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social & Family Services**

### **Child Care**

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#### **Function:**

To review, analyze and provide advice relative to Haldimand County's interests in Child Care management services administered and delivered by Norfolk County as the Consolidated Municipal Services Manager (CMSM).

The Social Services Department includes Children's Services which administer child care fee subsidies to eligible families, operating support to licensed child care centres and administration, funding and oversight of the EarlyON Child and Family Centres in Haldimand and Norfolk Counties.

#### **Services:**

- Liaison, on behalf of Haldimand County, with the joint Health & Social Services Advisory Committee and Norfolk County staff.
- Funding of mandatory Child Care programs for fee subsidies, wage subsidies, special needs resourcing, and resource centres, according to the provisions of the Child Care and Early Years Act and Ministry of Education Guidelines.
- Norfolk County staff perform income testing for fee subsidy eligibility and contract with licensed day nursery providers for service.
- Review developments in Child Care legislation/regulations as to their impact on Haldimand County.
- Deliver the Early ON Child and Family Centres in accordance with Ministry of Education funding and program guidelines.
- Provide advice on service delivery options for the benefit of Haldimand County residents.

#### **Challenges, Emerging Trends, Service Issues:**

- Governance structure associated with the provincially mandated joint service, considering Norfolk County's appointment as the CMSM.
- Little accountability, governance or control by Haldimand Council due to the prescribed method of service delivery.
- Timely and transparent reconciliation of actual costs to budgets and to actual child care services delivered to Haldimand County residents.
- Ongoing challenge of facilitating the transition of families from unlicensed to licensed child care within our communities.
- Number of licensed child care spaces within our communities, particularly for infant care.
- The need to ensure an adequate number of Registered Early Childhood Educators' (RECE's) in the child care and early years system as the number of licensed child care spaces is expanded.

#### **Service Outcomes, Objectives, Initiatives or Milestones:**

- Completion of the Request for Proposals process for the Licensed Home Child Care and EarlyON Child and Family Centre programs
- Achievement of service targets for the Ministry of Education child care expansion initiative  
Successful transition of the EarlyON Child and Family Centres from the Ministry of Education to the Social Services & Housing Department
- To continue to work with our school board partners to look for opportunities to increase the number of licensed child care spaces and before and after school programs that are operated within schools, in accordance with Ministry directives.
- Implementation of the Journey Together plan to better support and include Indigenous families and children in licensed child care and early years programming in partnership with the Mississaugas of New Credit First Nation.

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social & Family Services**

### **Child Care**

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#### **Main Budget Drivers:**

- Allocation of costs between Haldimand County and Norfolk County is based on actual costs as a result of an Arbitration decision. Detailed methodology agreed to by the two municipalities in early 2014.
- Allocation of net municipal levy (after subsidy): Haldimand County's share is based on actual costs, estimated at 49.55%, whereas Norfolk funds 50.45%.
- Council Approved Initiative (CAI) (HSS-650-2019-045) Child Care Fee Stabilization Support Funding (HSS 18-18); to support improving wages for the licensed child care workers, affordability for families and to address potential fee increases; 100% funded by the Ministry of Education (MEDU)



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Social & Family Services

### Child Care

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr (Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	151,400	165,900	163,900				163,900	(2,000)	(1.21)
Transfers to Reserves/Reserve Funds	14,500								
<b>TOTAL EXPENDITURES</b>	<b>165,900</b>	<b>165,900</b>	<b>163,900</b>				<b>163,900</b>	<b>(2,000)</b>	<b>(1.21)</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>165,900</b>	<b>165,900</b>	<b>163,900</b>				<b>163,900</b>	<b>(2,000)</b>	<b>(1.21)</b>
<b>STAFFING (stated in FTE)</b>									



SOCIAL HOUSING

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social Housing**

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### **Function:**

To review, analyze and provide advice relative to Haldimand County's interest in Social Housing services administered and delivered by Norfolk County as the Consolidated Municipal Services Manager (CMSM).

Housing and Homeless Prevention Services, either directly or through agreements with community partners, delivers programs and services to residents of Haldimand and Norfolk Counties on all points of the housing continuum, from absolute homelessness to affordable home ownership.

### **Services:**

- Liaison, on behalf of Haldimand County, with the joint Health & Social Services Advisory Committee and Norfolk County staff.
- Funding of the following services related to social housing:
  - Municipally owned Haldimand-Norfolk Housing Corporation and ten independently owned social housing providers that own 826 units in Haldimand and Norfolk.
  - Monitoring of rent geared-to-income management services
  - Housing eligibility reviews
  - Provision and monitoring of a coordinated access waiting list service (Central Waiting List)
  - Homelessness prevention initiatives (Rent and Utility Bank, Housing Stability Benefit, Emergency Shelter Program, Domiciliary Hostels)
  - Rent supplement program with private landlords
  - Delivery of the Canada-Ontario Investment in Affordable Housing Strategy for Ontario Program components
- Monitor waiting list and demographics of clientele needing affordable housing in Haldimand.
- Review developments in Social Housing legislation/regulations as to their impact on Haldimand County.
- Provide advice on service delivery options for the benefit of Haldimand County residents.

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social Housing**

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### **Challenges, Emerging Trends, Service Issues:**

- Governance structure associated with the provincially mandated joint service, considering Norfolk County's appointment as the CMSM.
- Timely and transparent reconciliation of actual costs to budgets and to actual social housing services delivered to Haldimand County residents.
- Deliver services, including the Provincial Affordable Housing Program, in a cost effective manner, and in compliance with the Ministry of Municipal Affairs and Housing legislated Service Level Standards, recognizing that there is little accountability, governance or control by Haldimand Council due to the prescribed method of service delivery and cost allocation.
- Safeguard Haldimand County's ownership share in the assets of the Haldimand-Norfolk Housing Corporation.
- Implementation of any regulatory or program changes that are announced as a result of the change in provincial government - identification and assessment of impacts on local service delivery.
- Waiting list for rent-geared-to-income housing continues to grow with wait times up to 10 years for non-senior adults in the communities of Simcoe and Dunnville
- Increasing complexity of need for support for those who are experiencing homelessness and housing instability
- Planning for the future of existing social housing, including capital asset management and regeneration to meet community need

### **Service Outcomes, Main Objectives, Initiatives or Milestones:**

- Continued implementation and evaluation of the coordinated entry system and Housing First model for the homeless prevention services
- Completion of the Aspen Apartments affordable housing building in Dunnville
- Finalization of a Shareholder's Agreement for the Haldimand-Norfolk Housing Corporation
- Five year review of the 10 Year Housing and Homelessness Plan - mandated under the *Housing Services Act*
- Support of the redevelopment of the Norfolk Inn and investigation of potential partnerships for affordable housing

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Social Housing**

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### **Main Budget Drivers:**

- As a result of an Arbitration decision, the allocation of costs shared between Haldimand County and Norfolk County are based on actual costs of housing units in each municipality. Detailed methodology agreed to by the two municipalities in early 2014.
- Physical condition of and capital reserves for the local social housing stock that was devolved from the Province in 2000. In 2014, Haldimand Council established a dedicated reserve for funding our share of potential future capital costs.
- Council Approved Initiative (CAI) (HSS-640-2019-053) Homelessness Prevention Services (HSS 18-34); hiring four positions (4.0 FTEs) within the Social Housing Department for a temporary period ending September 30, 2020; 100% funded by the Ministry of Municipal Affairs and Housing (MMAH)
- New Budget Initiative (NBI) (HSS-640-2019-051) 10 Year Housing and Homelessness Plan, 5 Year Review; as mandated by the MMAH and 100% funded from the Social Housing Reserve
- NBI (HSS-640-2019-050) Finance Clerk, Social Services & Housing; request for the temporary full-time (1.0 FTE) position to become permanent full-time; funded in part by the Ministry of Community and Social Services and both County's Levies
- Salaries & Benefits increase of \$437,000 consists of:
  - Economic, merit and job evaluation increases totaling \$6,200
  - CAI Homelessness Prevention Services totaling \$418,800
  - NBI Finance Clerk, Social Services & Housing totaling \$12,000
- Transfer Payments/Grants increase of \$278,300 is driven by the Aspen Apartments build for 14 one-bedroom units for seniors (HSS 17-39) offset by CAI Homelessness Prevention Services being delivered in-house (increase in Salaries & Benefits, Materials, Supplies & Services, etc.)

## Haldimand County 2019 Draft Tax Supported Operating Budget

### Social Housing

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	882,800	1,052,600	940,600			19,900	960,500	(92,100)	(8.75)
Transfers to Reserves/Reserve Funds	80,000	80,000	80,000				80,000		
<b>TOTAL EXPENDITURES</b>	<b>962,800</b>	<b>1,132,600</b>	<b>1,020,600</b>			<b>19,900</b>	<b>1,040,500</b>	<b>(92,100)</b>	<b>(8.13)</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>962,800</b>	<b>1,132,600</b>	<b>1,020,600</b>			<b>19,900</b>	<b>1,040,500</b>	<b>(92,100)</b>	<b>(8.13)</b>
<b>STAFFING (stated in FTE)</b>									



## Social Housing New Initiatives

As per report HSS-640-2019-050, the addition of a permanent Finance Clerk, to assist the department with meeting the statistical reporting and financial functions for Ontario Works, Children's Services and Housing Services programs. Includes, salaries, wages, benefits and professional development. Norfolk's Net Levy Impact of \$9,100 reflects a partial year only, Haldimand's share of \$19,900 reflects the fully annualized impact.

## Social Housing New Initiatives

## 2019 Draft Tax Operating Initiatives

		2019 Total Initiatives
Ongoing	One Time	
19,900		19,900
<b>\$ 19,900</b>	<b>\$ -</b>	<b>\$ 19,900</b>

## Norfolk County Proposed 2019 New Budget Initiative

Name	HSS-640-2019-050 Finance Clerk, Social Services & Housing		SLT Priority Ranking	<b>3</b>
Department	Social Housing	Position Type	Permanent Full-Time	
Strategic Theme	Community	FTEs	1.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 53,600	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 9,100	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-November-2019	New or Existing	Existing Program	
End Date	No end date			

### DESCRIPTION

To add 1.0 permanent FTE to the Social Services & Housing Division to assist the department with the statistical reporting and financial functions of the Ontario Works, Children's Services and Housing Services programs.

### JUSTIFICATION

The Social Services & Housing Division is responsible for statistical and financial reporting to three provincial Ministries, including the Ministry of Housing, Ministry of Community & Social Services and Ministry of Education.

The financial and administrative work that needs to be completed within the department includes: accounts payable, statistical gathering and reporting, assistance with the development of Ministry reports, support with the year-end reporting process for social housing providers. Through the 2017 budget process Council approved a one year temporary full-time position within the Social Services and Housing department to fulfill these functions. The position was approved as temporary as the new online payment system, Paramount, was being implemented and it was uncertain what impact this new system would have on the need for a Finance Clerk position within the department. The Paramount system has made the accounts payable process more efficient, however, there is still work that is required of a permanent, full time staff in order to input the payment requests and meet the reporting requirements of the Province.

This position will be funded 50% from the Ontario Works Cost of Administration budget and 50% from the Housing Services budget. There will be Ministry of Education funding available for the Ontario Works share, with the balance of the position funded from the municipal levy and cost shared between Haldimand County and Norfolk County in accordance with the arbitrated cost sharing formula for Social Services and Social Housing.

The 2019 base budget includes the approval of a 10 month temporary Finance Clerk, Social Services and Housing based on the 2018 Approved Budget. The ongoing impact for this initiative is \$53,600.

Staff anticipate that there will not be any additional operating expenses in future years.

### FINANCIAL IMPACT

#### EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	70,400
Materials, Supplies and Services	700
Transfer Payments and Grants to Others	
Interdepartmental Charges	700
Capital Expenditures	
Other Expenditures	400
<b>TOTAL EXPENDITURES</b>	<b>72,200</b>
Revenues:	(\$)
Provincial/Federal Grants/Funding	17,900
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	700
Other Revenues	
<b>TOTAL REVENUES</b>	<b>18,600</b>
<b>BUDGET IMPACT</b>	<b>53,600</b>
<b>ADJUSTMENT FOR FIRST YEAR DEFERRAL</b>	<b>(44,500)</b>
<b>2019 NET LEVY IMPACT</b>	<b>\$ 9,100</b>





RECREATION AND  
CULTURAL SERVICES

# Haldimand County 2019 Draft Tax Supported Operating Budget Summary

## Recreation & Cultural Services

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Recreation & Cultural Services									
Former Community Services Administration	182,970	254,560	256,030	(256,030)				(254,560)	(100.00)
Facilities, Parks, Cemeteries & Forestry Operations	712,910	728,070	740,345	(203,205)			537,140	(190,930)	(26.22)
Parks	1,084,033	1,097,880	1,097,940	(2,930)		226,880	1,321,890	224,010	20.40
Recreation Facilities - All Other	2,994,960	3,003,810	2,767,770	(6,940)	674,520	216,600	3,651,950	648,140	21.58
SUMMARY - Library	1,586,086	1,673,730	1,642,110		233,880	235,420	2,111,410	437,680	26.15
Community Development & Partnerships	773,126	788,000	800,420		300		800,720	12,720	1.61
SUMMARY - Heritage & Culture	295,706	309,750	312,660		(1,420)	790	312,030	2,280	0.74
Recreation Programs	101,965	81,970	103,730				103,730	21,760	26.55
Community Capital Projects									
<b>Total Recreation &amp; Cultural Services</b>	<b>7,731,756</b>	<b>7,937,770</b>	<b>7,721,005</b>	<b>(469,105)</b>	<b>907,280</b>	<b>679,690</b>	<b>8,838,870</b>	<b>901,100</b>	<b>11.35</b>
<b>NET LEVY</b>	<b>7,731,756</b>	<b>7,937,770</b>	<b>7,721,005</b>	<b>(469,105)</b>	<b>907,280</b>	<b>679,690</b>	<b>8,838,870</b>	<b>901,100</b>	<b>11.35</b>

## STAFFING (stated in FTE)

<b>Recreation &amp; Cultural Services</b>							
Former Community Services Administration	2.00	2.00	(2.00)				
Facilities, Parks, Cemeteries & Forestry Operations	7.06	7.06	(2.00)			5.06	
Parks	9.75	8.96	(0.08)		1.23	10.11	
Recreation Facilities - All Other	29.89	29.45	(0.19)	0.60	2.83	32.69	
SUMMARY - Library	19.49	18.53			3.99	22.52	
Community Development & Partnerships	6.20	6.20				6.20	
SUMMARY - Heritage & Culture	4.56	4.56				4.56	
Recreation Programs	4.90	4.90				4.90	
<b>Total Recreation &amp; Cultural Services</b>	<b>83.85</b>	<b>81.66</b>	<b>(4.27)</b>	<b>0.60</b>	<b>8.05</b>	<b>86.04</b>	



**Haldimand County 2019 Draft Tax Supported Operating Budget**  
**Recreation & Cultural Services**  
Former Community Services Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	199,988	265,060	265,330	(265,330)				(265,060)	(100.00)
Supplies & Materials	250	1,100	1,100	(1,100)				(1,100)	(100.00)
Services	1,812	7,480	7,340	(7,340)				(7,480)	(100.00)
Interdepartmental Charges	(19,080)	(19,080)	(17,740)	17,740				19,080	(100.00)
<b>TOTAL EXPENDITURES</b>	<b>182,970</b>	<b>254,560</b>	<b>256,030</b>	<b>(256,030)</b>				<b>(254,560)</b>	<b>(100.00)</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>182,970</b>	<b>254,560</b>	<b>256,030</b>	<b>(256,030)</b>				<b>(254,560)</b>	<b>(100.00)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.00	2.00	(2.00)					

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **Facilities, Parks, Cemeteries & Forestry Operations**

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#### **FACILITIES, PARKS, CEMETERIES & FORESTRY OPERATIONS**

##### **Function:**

Responsible for the operation and maintenance of County facilities, parks, cemeteries and trails to ensure they are suitable and available for the beneficial use by citizens and visitors of Haldimand County.

##### Facilities (203)

- Corporate administrative buildings
- Recreational facilities including arenas, pools, splash pads, community halls
- Libraries, museums, fire halls and land ambulance centres
- Communication towers, lighthouse, piers and boat ramps
- Parking facilities

##### Parks (61)

- Soccer and baseball parks
- Basketball, tennis and multi-use courts
- Skateboard parks, playground equipment
- Passive parks

##### Cemeteries (39) - active and inactive cemeteries

##### Trails

- Multi-use off road trails
- Urban trail routes
- On road cycling routes
- Park pathways

Responsible for the promotion, protection, management, maintenance, health, safety and restoration of the urban forest and woodland resources owned, managed or regulated by Haldimand County.

##### **Services:**

- Operate and maintain County facilities, parks, cemeteries and trails while ensuring the safety and safekeeping of amenities
- Co-ordinate all legislated inspections including fire extinguishers, fire panels, overhead doors, exhaust hoods, diesel generators, elevators and coordinate all necessary work to maintain ongoing compliance of the applicable legislation
- Project manage divisional minor capital projects and assist other County divisions with management of their facility capital projects
- Manage contracts for grass cutting, portable washrooms, snow removal, interment/ burials, HVAC and security
- Responsible for the maintenance of master key, security camera and security alarm systems for County facilities
- Oversee maintenance and operational division equipment
- Liaise with developers regarding parkland dedication
- Liaise with the public regarding memorial trees and benches

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **Facilities, Parks, Cemeteries & Forestry Operations**

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#### **Service Issues:**

- Ensure capital assets are protected and introduce new initiatives to meet County requirements

#### **Service Outcomes:**

- Ensure amenities are maintained and developed to meet long-term County needs
- Ensure staff and financial resources are used efficiently to provide the best service to the community



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Facilities, Parks, Cemeteries & Forestry Operations

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	642,059	656,250	662,745	(195,815)			466,930	(189,320)	(28.85)
Supplies & Materials	13,089	19,800	19,800	(600)			19,200	(600)	(3.03)
Services	46,530	40,910	45,150	(6,790)			38,360	(2,550)	(6.23)
Interdepartmental Charges	13,460	13,460	12,650				12,650	(810)	(6.02)
<b>TOTAL EXPENDITURES</b>	<b>715,138</b>	<b>730,420</b>	<b>740,345</b>	<b>(203,205)</b>			<b>537,140</b>	<b>(193,280)</b>	<b>(26.46)</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds	(2,228)	(2,350)						2,350	(100.00)
<b>TOTAL REVENUES</b>	<b>(2,228)</b>	<b>(2,350)</b>						<b>2,350</b>	<b>(100.00)</b>
<b>NET LEVY</b>	<b>712,910</b>	<b>728,070</b>	<b>740,345</b>	<b>(203,205)</b>			<b>537,140</b>	<b>(190,930)</b>	<b>(26.22)</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		7.03	7.03	(2.00)			5.03		
Part Time &/or Temporary F/T		0.03	0.03				0.03		



# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **Parks**

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#### **PARKS:**

##### **Function:**

To promote availability, distribution and access to all County public green spaces and sporting areas.

##### **Services:**

- To maintain approximately 600 acres of active and passive park land throughout the County
- To encourage community use of pavilions and park land
- Maintain County playing fields and parks as required
- Ensure playground equipment and green spaces are safe for community use and are upgraded to meet accessibility standards

##### **Service Issues:**

- Additional expenses related to contracted services for park maintenance

##### **Service Outcomes:**

- Develop a park system that will be aesthetically pleasing, clean, safe and will promote the Haldimand County community
- Identify appropriate properties to acquire in order to promote and enhance the park system throughout the County

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Parks

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	559,603	542,230	522,950	(2,930)		93,680	613,700	71,470	13.18
Supplies & Materials	15,969	24,750	24,640				24,640	(110)	(0.44)
Services	260,683	270,940	280,600				280,600	9,660	3.57
Transfer Payments & Grants	95,115	96,970	96,970			119,240	216,210	119,240	122.97
Interdepartmental Charges	190,800	190,800	198,930			13,830	212,760	21,960	11.51
<b>TOTAL EXPENDITURES</b>	<b>1,122,170</b>	<b>1,125,690</b>	<b>1,124,090</b>	<b>(2,930)</b>		<b>226,750</b>	<b>1,347,910</b>	<b>222,220</b>	<b>19.74</b>
<b>REVENUES:</b>									
Fees & Recoveries	(36,031)	(25,690)	(26,150)			130	(26,020)	(330)	1.28
Transfers from Reserves/Reserve Funds	(2,107)	(2,120)						2,120	(100.00)
<b>TOTAL REVENUES</b>	<b>(38,138)</b>	<b>(27,810)</b>	<b>(26,150)</b>			<b>130</b>	<b>(26,020)</b>	<b>1,790</b>	<b>(6.44)</b>
<b>NET LEVY</b>	<b>1,084,032</b>	<b>1,097,880</b>	<b>1,097,940</b>	<b>(2,930)</b>		<b>226,880</b>	<b>1,321,890</b>	<b>224,010</b>	<b>20.40</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		4.69	4.65			2.49	7.14		
Part Time &/or Temporary F/T		5.06	4.31	(0.08)		(1.26)	2.97		



## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
Staffing initiative to provide resources required to meet demand for current levels of service related to the County's parks and recreational facilities and cemeteries (includes salaries, wages and benefits). Cemeteries and Arenas costs are shown on the pages for those cost centres.	107,510		107,510
Contribution to field management groups, totalling \$119,240 as per report CDP-01-2019, CPP - Fields and Parks Management Program			
Caledonia Athletic Softball Association	10,960		10,960
Haldimand Youth Soccer - Caledonia	29,610		29,610
Haldimand Youth Soccer - Cayuga	3,400		3,400
Fisherville Park Committee	16,260		16,260
Fisherville Lions Multi-purpose Facility	6,530		6,530
Dunnville Soccer Park Corporation	6,100		6,100
Jarvis Park Committee	21,430		21,430
Nanticoke Park Committee	3,430		3,430
Selkirk Ball Park Committee	12,330		12,330
Townsend Lions Park Committee	9,190		9,190
Reduction in the Setup/Takedown fee for Ball Park Rentals - Events & Tournament, in doing so, the fee will be more feasible for groups hosting the even to book the time needed.	130		130
<b>Parks New Initiatives</b>	<b>\$ 226,880</b>	<b>\$ -</b>	<b>\$ 226,880</b>

## NEW INITIATIVES

DEPARTMENT: **Public Works**  
 DIVISION: Facilities, Parks, Cemeteries, and Forestry Operations  
 Type of New Initiative: **Enhancement to Existing Service**



### PROGRAM DESCRIPTION:

Staffing initiative to provide resources required to meet demand for current levels of service related to the County's parks and recreational facilities and cemeteries.

### JUSTIFICATION:

If Other - please specify:

Operational Efficiencies

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service"; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Please see the attached.

If approved, an amendment to the capital budget in the amount of \$75,000 for the purchase of a Pick-up truck, trailer and mower will be required.

### EXPENDITURES:

include account number if known

#### ESTIMATED COSTS

	2019 Base Budget	Corporate Reorganization CAO-03-2018	Council Approved One-Time Initiative for Cayuga Arena Employee	New Initiative Ongoing	2019 Total Proposed Budget
<b>SALARIES &amp; BENEFITS</b>	<b>38.16 FTE</b>	<b>(1.33) FTE</b>	<b>.60 FTE</b>	<b>4.44 FTE</b>	<b>41.87 FTE</b>
Full-time Salaries	1,130,250	(66,790)		456,550	1,520,010
Full-time Benefits	317,680	(15,420)		142,310	444,570
Part-time Salaries	710,660	(11,690)	20,440	(230,790)	488,620
Part-time Benefits	74,830	(920)	1,910	(29,010)	46,810
Equipment Rental - Fleet (new truck, trailer, mower)(includes Operating and Capital)	261,430			18,170	279,600
<b>SUPPLIES &amp; MATERIALS</b>					
<b>SERVICES</b>					
Contracted Services (Grass Cutting)	63,520			(20,400)	43,120
<b>REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.</b>					
<b>NET LEVY IMPACT</b>	<b>\$ 2,558,370</b>	<b>\$ (94,820)</b>	<b>\$ 22,350</b>	<b>\$ 336,830</b>	<b>\$ 2,822,730</b>

## **Operating Initiative Brief – 2019 Tax Supported Operating Budget**

### New Initiative

Staffing initiative to add full-time technically trained staff to:

- meet legislative expectations and reduce liability;
- operate the sophisticated mechanical systems in our arenas and the newly added pools/splash pad systems;
- provide weekend coverage in all communities to meet increasing demands; and
- provide over 7000 hours of additional coverage County-wide with permanent full-time staff.

### Expected Outcomes

1. Permanent full-time staff coverage for all shifts to provide staffing resources to meet visitor expectations at the arenas, parks and other recreational facilities;
2. Increased grounds maintenance at parks, trails, cemeteries, and other recreational facilities to meet community expectations and to provide permanent full time coverage at the arenas; including a reduction in contracted grass services (11 additional cemeteries to be completed in-house);
3. Enhancements to the administration of the County owned cemeteries through the development of a Cemeteries Lead Hand;
4. Foster professional development of permanent staff, supporting succession planning and staff retention;
5. Reduced overtime and call-in services by having at least one permanent full-time staff scheduled for all shifts;
6. Reduction in administrative burden associated with hiring and training temporary staff; and
7. Increased skill base of permanent staff to operate and maintain the parks and recreational assets. Technical training includes, but is not limited to Certified Ice Technician (CIT), Certified Pool Operator (CPO), Parks Maintenance, Cemetery Management, Playground Inspection, etc.

## NEW INITIATIVES

DEPARTMENT: Planning and Economic Development

DIVISION: Community Development and Partnerships

Type of New Initiative: New Service/Program



### PROGRAM DESCRIPTION:

CDP-01-2019 Community Partnership Program - Fields and Parks Management Program.

### JUSTIFICATION:

If Other - please specify:

Choose Ongoing or One-Time

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Report CDP-01-2019 CPP -- Fields and Parks Management Program and a related presentation were provided to Council in Committee February 26. The report/presentation highlighted the productive and valued partnerships the County has had with volunteer groups maintaining/operating County fields and parks for many decades and the desire to continue to build on those relationships. The report addressed the County's desire to update the former Field Management Program, including formalizing the County's agreements with the groups and creating a mechanism for potential new community providers which may wish to operate/maintain municipal recreation assets on behalf of the County. Also, the funding for the groups had not been reviewed and/or increased in any meaningful way in many years (other than COL indexing from 2015-2018), and groups indicated they were struggling to meet their obligations within the existing funding envelope. The groups and staff consulted for three years--using the principles of the Community Partnership Program--and created the new Fields and Parks Management model, including operating funding for the groups at 35% of what it would cost for the County to maintain/operate that specific Field/Park with its amenities. A detailed inventory of assets and activities at each Field/Park was completed, resulting in the increase from \$96,970 to \$216,210 in total operating grant funding for the program.

### EXPENDITURES:

include account number if known

EXPENDITURES: include account number if known			2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
			Current Approved Budget	2019 Base Budget	2019 New Initiative	2019 Revised Total Budget	
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS		Start Date:		
SUPPLIES & MATERIALS							
SERVICES							
G.722 Caledonia Parks Contribution to Outside Authority				23,330	40,570	63,900	
G.725 Cayuga Parks Contribution to Outside Authority				29,660	26,190	55,850	
G.726 Dunnville Parks Contribution to Outside Authority				1,970	6,100	8,070	
G.727 Nanticoke Parks Contribution to Outside Authority				42,010	46,380	88,390	
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
NET LEVY IMPACT			\$ -	\$ 96,970	\$ 119,240	\$ 216,210	



## NEW INITIATIVES

DEPARTMENT: Planning and Economic Development  
 DIVISION: CDP  
 Type of New Initiative: Enhancement to Existing Service



### PROGRAM DESCRIPTION:

Adjust the Ball Park Rentals—Events & Tournament—Setup/Takedown fee.

### JUSTIFICATION:

If Other - please specify: Other Choose Ongoing or One-Time On-going

### BUSINESS CASE:

If additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

It is possible to book Set Up or Take Down time when booking a park or ball diamond for an event or tournament. Based on the 2019 fees found in the User Fees Schedule F, the following rates apply:

Parks – Day/Evening Rate (no alcohol) \$100.75; Set Up or Take Down \$63.75 (63.3% of the rental fee).

Ball Diamond – Day/Evening Rate (no alcohol) \$50.25, Set Up or Take Down \$96.75 (192.5% of the rental fee).

The Set Up or Take Down fee charged for ball diamonds exceeds the actual cost of the ball diamond rental.

For consistency purposes, when booking Set Up or Take Down time at an outdoor venue, the fee charged at a Ball Diamond should be decreased to \$31.80 (63.3% of the Ball Diamond - Day Evening Rate (no alcohol.). This type of rental is not very common and there were no Set Up or Take Down rentals in 2018. However, by decreasing this fee, it will be more feasible for groups hosting events at the ball diamonds to book the time needed.

### EXPENDITURES:

include account number if known

	2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
	Current Approved Budget	2019 Base Budget	2019 Initiative	2019 Revised Total Budget	
FT/PT? Perm/Temp? hrs/wk: SALARIES & BENEFITS Start Date:					
Salaries					
Benefits					
SUPPLIES & MATERIALS					
SERVICES					
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.					
G.726.1110.2200.2260 Rental of Municipal Property ( 2 Rentals)	(190)	(190)	130	(60)	
NET LEVY IMPACT	\$ (190)	\$ (190)	\$ 130	\$ (60)	

OTHER DIVISIONS HAVE REVIEWED THIS FORM & RELATED BUSINESS CASE:

Additional Resource Requirements:



# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **Recreation Facilities - All Other**

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#### **ARENAS, COMMUNITY CENTRES & POOLS:**

##### **Function:**

To promote availability, distribution and access to all County recreational facilities.

##### **Services:**

- To provide safe and efficient operation of pools/splash pads, arenas and community centres
- Promote the need for efficient facility operations and properly manage the assets

##### **Service Issues:**

- Condition assessments of the community centres were completed in 2016 to establish short and long-term needs for these assets
- Maintenance of aging pools and associated facilities in Dunnville & Hagersville will need to be closely monitored

##### **Service Outcomes:**

- Continue to identify and implement projects to bring community recreational facilities up to acceptable standards while protecting the physical assets

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Arenas

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	1,149,762	1,218,250	1,207,720	(6,810)	22,340	216,370	1,439,620	221,370	18.17
Supplies & Materials	67,789	64,620	65,420				65,420	800	1.24
Services	1,040,754	1,025,250	979,620		49,840		1,029,460	4,210	0.41
Interdepartmental Charges	92,726	87,730	92,020				92,020	4,290	4.89
Long Term Debt Charges	1,612,412	1,612,580	1,570,800				1,570,800	(41,780)	(2.59)
<b>TOTAL EXPENDITURES</b>	<b>3,963,443</b>	<b>4,008,430</b>	<b>3,915,580</b>	<b>(6,810)</b>	<b>72,180</b>	<b>216,370</b>	<b>4,197,320</b>	<b>188,890</b>	<b>4.71</b>
<b>REVENUES:</b>									
Fees & Recoveries	(1,146,979)	(1,187,840)	(1,163,530)		150,460		(1,013,070)	174,770	(14.71)
Transfers from Reserves/Reserve Funds	(658,182)	(658,180)	(641,200)				(641,200)	16,980	(2.58)
<b>TOTAL REVENUES</b>	<b>(1,805,161)</b>	<b>(1,846,020)</b>	<b>(1,804,730)</b>		<b>150,460</b>		<b>(1,654,270)</b>	<b>191,750</b>	<b>(10.39)</b>
<b>NET LEVY</b>	<b>2,158,282</b>	<b>2,162,410</b>	<b>2,110,850</b>	<b>(6,810)</b>	<b>222,640</b>	<b>216,370</b>	<b>2,543,050</b>	<b>380,640</b>	<b>17.60</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		10.60	10.74			5.74	16.48		
Part Time &/or Temporary F/T		10.49	9.95	(0.18)	0.60	(2.91)	7.46		





## 2019 Draft Tax Operating Initiatives

### Recreation & Cultural Services

#### Arenas

#### Council Approved Initiatives

CMS-FP-01-2017 Formalizing Employee Relationship for a former Volunteer Employee at the Cayuga Arena (includes salary/wages/benefits).

22,340 22,340

As per Committee of the Whole meeting March 7, 2018, Recommendation #5. Continuation of the 3 year trial period of summer ice, irrespective of level of ice bookings. Update report on summer ice is to be completed after summer 2020.

49,840 49,840

Partially off set by fees and recoveries

(41,430) (41,430)

As per report PED-COM-11-2018 User Fees and Charges Review. Adjust subsidy levels (10.25%), eliminate Adult Shiny fees, and eliminate Capital Surcharge.

191,890 191,890

#### Arenas Council Approved Initiatives

\$	191,890	\$	30,750	\$	222,640
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### Recreation & Cultural Services

#### Arenas

#### New Initiatives

Staffing initiative to provide resources required to meet demand for current levels of service related to the County's parks and recreational facilities and cemeteries (includes salaries, wages and benefits). Initiative and Business Case shown in Parks section.

216,370 216,370

#### Arenas New Initiatives

\$	216,370	\$	-	\$	216,370
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# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Community Halls

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	2,809								
Services	4,626	12,810	12,750				12,750	(60)	(0.47)
Long Term Debt Charges	195,238	195,240	191,820				191,820	(3,420)	(1.75)
Transfers to Reserves/Reserve Funds	275,000	275,000	75,000		450,000		525,000	250,000	90.91
<b>TOTAL EXPENDITURES</b>	<b>477,673</b>	<b>483,050</b>	<b>279,570</b>		<b>450,000</b>		<b>729,570</b>	<b>246,520</b>	<b>51.03</b>
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds	(59)	(60)						60	(100.00)
<b>TOTAL REVENUES</b>	<b>(59)</b>	<b>(60)</b>						<b>60</b>	<b>(100.00)</b>
<b>NET LEVY</b>	<b>477,614</b>	<b>482,990</b>	<b>279,570</b>		<b>450,000</b>		<b>729,570</b>	<b>246,580</b>	<b>51.05</b>
<b>STAFFING (stated in FTE)</b>									

## 2019 Draft Tax Operating Initiatives

**Recreation & Cultural Services**  
**Community Halls**  
**Council Approved Initiatives**

Additional contribution to CRR - Community Halls as approved in the 2019 Tax Supported Capital Budget

	Ongoing	One Time	2019 Total Initiatives
al	450,000		450,000
	\$ 450,000	\$ -	\$ 450,000



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Pools

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	325,263	324,720	328,030	(130)			327,900	3,180	0.98
Supplies & Materials	35,870	33,740	37,040				37,040	3,300	9.78
Services	126,652	113,270	128,100				128,100	14,830	13.09
<b>TOTAL EXPENDITURES</b>	<b>487,785</b>	<b>471,730</b>	<b>493,170</b>	<b>(130)</b>			<b>493,040</b>	<b>21,310</b>	<b>4.52</b>
<b>REVENUES:</b>									
Fees & Recoveries	(128,720)	(113,320)	(115,820)		1,880	230	(113,710)	(390)	0.34
<b>TOTAL REVENUES</b>	<b>(128,720)</b>	<b>(113,320)</b>	<b>(115,820)</b>		<b>1,880</b>	<b>230</b>	<b>(113,710)</b>	<b>(390)</b>	<b>0.34</b>
<b>NET LEVY</b>	<b>359,065</b>	<b>358,410</b>	<b>377,350</b>	<b>(130)</b>	<b>1,880</b>	<b>230</b>	<b>379,330</b>	<b>20,920</b>	<b>5.84</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		0.37	0.35				0.35		
Part Time &/or Temporary F/T		8.43	8.41	(0.01)			8.40		





**Recreation & Cultural Services  
Pools  
Council Approved Initiatives**

As per report PED-COM-11-2018 Elimination of the Aquafit Fees

**Pools Council Approved Initiatives**

**Recreation & Cultural Services  
Pools  
New Initiatives**

Decrease the fee charged for National Lifeguard Recertification to reflect current market trends

**Pools New Initiatives**

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
	1,880		1,880
	<b>\$ 1,880</b>	<b>\$ -</b>	<b>\$ 1,880</b>
	230		230
	<b>\$ 230</b>	<b>\$ -</b>	<b>\$ 230</b>

## NEW INITIATIVES

DEPARTMENT: Planning and Economic Development

DIVISION: CDP

Type of New Initiative: Enhancement to Existing Service



### PROGRAM DESCRIPTION:

Decrease the fee charged for National Lifeguard Recertification to reflect current market trends.

<b>JUSTIFICATION:</b>	Other	Choose Ongoing or One-Time	On-going
If Other - please specify:			

**BUSINESS CASE:** If additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service"; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

To be considered "deck certified" as per the Ontario's Public Pool Regulation 565, a lifeguard must recertify their National Lifeguard (NL) certification every two years. In 2018, Haldimand County charged \$ 101.00 for an NL recert. When compared to the fees charged by surrounding municipalities, this is the highest fee charged. (Burlington: \$ 75.30, St. Catharines \$ 83.85, Brock University \$ 76.00, Brantford \$ 98.00 and the Niagara Family of Y's \$ 76.50) Based on the registration numbers for 2016, 2017 and 2018, the average number of participants in this program is 10, 100% of the participants were Haldimand County residents and 83% were part of Haldimand's Aquatic Team. Reducing this fee will make it more economical for individuals to participate in a recertification course locally. It is recommended that the registration fee drop to \$ 78.25 – this is based on the average of the fees charged by surrounding areas after eliminating the highest and lowest. (Fees do not include taxes) Based on the average registration in the NL Recertification offered, this will result in decrease in revenue of \$ 227.50

EXPENDITURES: include account number if known			2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
			Current Approved Budget	2019 Base Budget	2019 New Initiative	2019 Revised Total Budget	
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS			Start Date:	
SUPPLIES & MATERIALS							
SERVICES							
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
G.766.7330.2300.2310 Registrations				1,010	(230)	780	
NET LEVY IMPACT			\$ -	\$ 1,010	\$ (230)	\$ 780	

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **SUMMARY - Library**

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**Function:** *Mission Statement:* "Haldimand County Public Library provides high-quality responsive library services and programs that enhance the cultural, education, social and economic vitality of the community."

The public library plays an important role in supporting municipal strategies that build and strengthen communities, including learning, literacy, culture and recreation, business support, personal support and community development.

#### **Services:**

- Lending print, audio-visual and digital materials;
- Providing high-speed and wireless access to the internet with staff trained to teach technology information literacy as a life skill;
- Providing opportunities for creative use of leisure time including children's and adults' programs, book clubs, social and craft clubs, databases for language learning, and volunteer opportunities;
- Connecting people to government information and services;
- Providing access to materials in provincial and national libraries through interlibrary loan;
- Outreach to seniors' housing, local schools and homebound services.

#### **Service Issues:**

A continuing need for both high-touch and high-tech services, and establishing sustainable funding for both

#### **In 2018, we:**

- Completed the renovation of the Jarvis Branch;
- Continued design plans for the new Cayuga Branch, attending construction site meetings and reviewing millwork shop drawings;
- Expanded learning workshops and program opportunities to include a community volunteer income tax program, social insurance and community legal clinics, financial literacy seminars, social media workshops, and memory strengthening sessions;
- Partnered with Mohawk College to host City School indoor classes at the Caledonia and Dunnville libraries;
- Held "pop-up library" events in the summer at the Hagersville and Caledonia Splash Pads with children's crafts, stories, ebook demonstrations and ukulele sessions;
- Launched children's book club in Dunnville and *Lecture en Francais*, a French reading program, in Caledonia;
- Redesigned the Library website in conjunction with the County's new site and WordPress software;
- Implemented study room usage and booking procedures in Dunnville.

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **SUMMARY - Library**

---

#### **In 2019, we will:**

- Complete construction of the new Cayuga Branch with a forecasted opening of late May 2019;
- Complete Community Hubs initiative, to be launched in fourth quarter 2019. Project includes library staff training on new corporate website and online services as well as a limited number of informational databases; increased hours of opening to deliver hub services efficiently; online resource instruction and basic computer training opportunities for the public; marketing; and retrofitting of branches with additional public computers, direct-line telephones, advertisement monitors, signage and print materials displays;
- Solicit public feedback, through surveys and focus groups, on 2020 Hagersville branch project;
- Adopt ActiveNET software, adding Library programs to the software, including staff training on both library registrations and registrations for programmes from other divisions as part of upcoming community Hubs initiative;
- Develop with Library Board input a new 4-year Strategic Plan.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### SUMMARY - Library

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	1,183,353	1,227,970	1,183,780			253,420	1,437,200	209,230	17.04
Supplies & Materials	60,864	83,210	80,890		110		81,000	(2,210)	(2.66)
Services	162,334	178,700	190,180		3,770	17,170	211,120	32,420	18.14
Interdepartmental Charges	24,004	29,000	29,000				29,000		
Long Term Debt Charges	96,310	96,010	96,330				96,330	320	0.33
Transfers to Reserves/Reserve Funds	316,680	316,680	316,680		230,000		546,680	230,000	72.63
<b>TOTAL EXPENDITURES</b>	<b>1,843,545</b>	<b>1,931,570</b>	<b>1,896,860</b>		<b>233,880</b>	<b>270,590</b>	<b>2,401,330</b>	<b>469,760</b>	<b>24.32</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(84,992)	(86,190)	(85,110)				(85,110)	1,080	(1.25)
Fees & Recoveries	(42,104)	(37,610)	(36,890)				(36,890)	720	(1.91)
Donations	(6,585)	(8,240)	(8,100)				(8,100)	140	(1.70)
Other Revenues	(27,278)	(29,290)	(28,320)				(28,320)	970	(3.31)
Transfers from Reserves/Reserve Funds	(96,504)	(96,510)	(96,330)			(35,170)	(131,500)	(34,990)	36.26
<b>TOTAL REVENUES</b>	<b>(257,463)</b>	<b>(257,840)</b>	<b>(254,750)</b>			<b>(35,170)</b>	<b>(289,920)</b>	<b>(32,080)</b>	<b>12.44</b>
<b>NET LEVY</b>	<b>1,586,082</b>	<b>1,673,730</b>	<b>1,642,110</b>		<b>233,880</b>	<b>235,420</b>	<b>2,111,410</b>	<b>437,680</b>	<b>26.15</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		3.00	3.00			1.00	4.00		
Part Time &/or Temporary F/T		16.49	15.53			2.99	18.52		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Library Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	359,876	385,990	323,520			129,490	453,010	67,020	17.36
Supplies & Materials	28,205	40,570	39,950				39,950	(620)	(1.53)
Services	31,618	38,200	35,770			3,350	39,120	920	2.41
Long Term Debt Charges	96,310	96,010	96,330				96,330	320	0.33
Transfers to Reserves/Reserve Funds	141,691	141,690	316,680		230,000		546,680	404,990	285.83
<b>TOTAL EXPENDITURES</b>	<b>657,700</b>	<b>702,460</b>	<b>812,250</b>		<b>230,000</b>	<b>132,840</b>	<b>1,175,090</b>	<b>472,630</b>	<b>67.28</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(81,632)	(81,750)	(81,750)				(81,750)		
Donations	(700)	(5,500)	(5,500)				(5,500)		
Transfers from Reserves/Reserve Funds	(96,310)	(96,310)	(96,330)			(35,170)	(131,500)	(35,190)	36.54
<b>TOTAL REVENUES</b>	<b>(178,642)</b>	<b>(183,560)</b>	<b>(183,580)</b>			<b>(35,170)</b>	<b>(218,750)</b>	<b>(35,190)</b>	<b>19.17</b>
<b>NET LEVY</b>	<b>479,058</b>	<b>518,900</b>	<b>628,670</b>		<b>230,000</b>	<b>97,670</b>	<b>956,340</b>	<b>437,440</b>	<b>84.30</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		3.00	3.00			1.00	4.00		
Part Time &/or Temporary F/T		1.02	0.31			0.60	0.91		



**Recreation & Cultural Services  
Library Administration  
Council Approved Initiatives**

As Approved in the 2019 Capital Budget, Additional contribution to Library Reserve Fund

**Library Administration Council Approved Initiatives**

**Recreation & Cultural Services  
Library Administration  
New Initiatives**

Permanent branch Coordinator as a result of a Library efficiency review (includes salary benefits, travel and professional development)

On-Line Resource Instructor to supplement public computer and technology training (including salary, benefits and professional development)  
To be funded from Contingency Reserve

**Library Administration New Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
	230,000		230,000
<b>\$</b>	<b>230,000</b>	<b>\$ -</b>	<b>\$ 230,000</b>
	97,670		97,670
		35,170	35,170
		(35,170)	(35,170)
<b>\$</b>	<b>97,670</b>	<b>\$ -</b>	<b>\$ 97,670</b>

## NEW INITIATIVES

DEPARTMENT: **Community Services**  
 DIVISION: **Library**  
 Type of New Initiative: **Change in Service Delivery**



### PROGRAM DESCRIPTION:

As a result of a Library efficiency review, Initiative brought forward for a Permanent Branch Coordinator Position

### JUSTIFICATION:

Operational Efficiencies

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Since the introduction of the TPT Branch Coordinator position in 2016, it has been determined that the position is necessary to deal with many staffing, facility and operational issues. In 2018, the Deputy CEO position was eliminated, many hours were re distributed to other positions, with the remaining hours to be re-allocated once the Library had time to review operations in order to determine where best they should be utilized. Although the elimination and redistribution resulted in savings for that year, it has added to the workload of the Temporary Branch Coordinator. After careful review of the Library requirements, it has been determined that a full time permanent Branch Coordinator is now required. As a result, It is proposed, that the balance of the unallocated Deputy CEO hours, be used to help offset the full time Branch Coordinator position. The new full-time Coordinator will focus on issues at the Dunnville, Cayuga and Selkirk branches while the other Coordinator continues to deal with matters at the Caledonia, Hagersville and Jarvis branches. Additional review of the full time positions will be completed, with system-wide duties then divided between the two Coordinator positions (e.g. personnel, operations) to achieve system-wide consistencies and efficiencies.

include account number if known	ESTIMATED COSTS				Additional details of Expenditures, Revenues
		2018 Council Approved One Time	2019 New Initiative	2019 Levy Impact	
FT/PT? FT	Perm/Temp? PERM	hrs/wk: 35	SALARIES & BENEFITS		Start Date: SEPT
Salaries and Benefits:			-	-	-
G-771 - Library Admin - Branch Coordinator- 1 FTE			82,920	96,320	13,400
SUPPLIES & MATERIALS					
SERVICES					
G-771 - Library Admin - Travel			1,100	1,100	
G-771 - Library Admin - Professional Development			250	250	
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.					
NET LEVY IMPACT			\$ -	\$ 82,920	\$ 97,670 \$ 14,750





## NEW INITIATIVES

DEPARTMENT: **Community Services**  
 DIVISION: **Library**  
 Type of New Initiative: **Enhancement to Existing Service**



### PROGRAM DESCRIPTION:

To create a new PPT staff position, Online Resource Instructor, to supplement public computer and technology training. The new position will provide instructional assistance to patrons on new technologies, including navigation of the Haldimand County website, accessing services from that website, general computer technology, tablets, eReaders and wireless networks.

### JUSTIFICATION:

**Community Interest**

If Other - please specify:

Choose Ongoing or One-Time

**One Time**

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service"; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Between 2001 and 2016, the Library routinely received federal grants, under the Community Access Program (CAP) to hire temporary, part-time young adults to assist with the delivery of computer instruction to the public. In 2017, CAP grant requirements changed: tutorials and general instruction tasks could no longer comprise part of the work term. Public demand for one-on-one tutorials and instruction on portable devices remained high through 2018. Library users still ask for this type of technological assistance, but the Library is unable to allocate existing library assistant hours to the task of delivering it. The Community Hub initiative launches in late 2019. Through this initiative, Library staff will be expected to help ratepayers navigate the corporate website and access services from the site electronically. While many hub-related questions will be addressed by assistants as part of staff's routine responsibilities, other enquiries, such as for help getting started with online banking in order to pay taxes digitally, will require additional time. The Online Resource Instructor will attend to more time-consuming requests at all branches, either by appointment or scheduled days at certain locations and will also train library staff on new hub services and technologies as they are rolled out by the County. Because Library Assistants currently deliver this type and level of service, only under time constraints, it is expected that the position will also be classified as Grade 1 and is budgeted at Job Rate.

include account number if known	ESTIMATED COSTS				Additional details of Expenditures, Revenues
			2019 ANNUALIZED	2019 Total Budget	
FT/PT? FT <b>Part-Time</b> Perm/Temp? <b>Permanent</b> hrs/wk: 21 <b>SALARIES &amp; BENEFITS</b> Start Date: SEPT					
Salaries and Benefits:	-				
G-771 - Library Admin - On Line Resource Instructor - 0.6 FTE	-		33,170	33,170	
<b>SUPPLIES &amp; MATERIALS</b>					
	-	-			
<b>SERVICES</b>					
G-771 - Library Admin - Travel	-		1,100	1,100	
G-771 - Library Admin - Professional Development	-		900	900	
<b>REVENUES</b>					
Contingency Reserve			(35,170)	(35,170)	
<b>NET LEVY IMPACT</b>	\$ -	\$ -	\$ -	\$ -	

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Library Branches

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	823,479	841,980	860,260			123,930	984,190	142,210	16.89
Supplies & Materials	32,659	42,640	40,940		110		41,050	(1,590)	(3.73)
Services	130,716	140,500	154,410		3,770	13,820	172,000	31,500	22.42
Interdepartmental Charges	24,004	29,000	29,000				29,000		
Transfers to Reserves/Reserve Funds	174,990	174,990						(174,990)	(100.00)
<b>TOTAL EXPENDITURES</b>	<b>1,185,848</b>	<b>1,229,110</b>	<b>1,084,610</b>		<b>3,880</b>	<b>137,750</b>	<b>1,226,240</b>	<b>(2,870)</b>	<b>(0.23)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(3,360)	(4,440)	(3,360)				(3,360)	1,080	(24.32)
Fees & Recoveries	(42,104)	(37,610)	(36,890)				(36,890)	720	(1.91)
Donations	(5,885)	(2,740)	(2,600)				(2,600)	140	(5.11)
Other Revenues	(27,278)	(29,290)	(28,320)				(28,320)	970	(3.31)
Transfers from Reserves/Reserve Funds	(194)	(200)						200	(100.00)
<b>TOTAL REVENUES</b>	<b>(78,821)</b>	<b>(74,280)</b>	<b>(71,170)</b>				<b>(71,170)</b>	<b>3,110</b>	<b>(4.19)</b>
<b>NET LEVY</b>	<b>1,107,027</b>	<b>1,154,830</b>	<b>1,013,440</b>		<b>3,880</b>	<b>137,750</b>	<b>1,155,070</b>	<b>240</b>	<b>0.02</b>
<b>STAFFING (stated in FTE)</b>									
Part Time &/or Temporary F/T		15.47	15.22			2.39	17.61		



**Recreation & Cultural Services  
Library Branches  
Council Approved Initiatives**

The new Cayuga Library and Heritage Centre, the facility will not only be larger, but will have increased traffic as it serves both the Library and the Museum, anticipated increased costs in Water and Wastewater, Hydro, Natural Gas, Snow removal, HVAC Maintenance and Photocopier Maintenance. Costs to be shared between Library and Heritage & Culture.

**Library Branches Council Approved Initiatives**

**Recreation & Cultural Services  
Library Branches  
New Initiatives**

To streamline and increase hours of operations at the Hagersville, Dunnville, Jarvis and Selkirk Branches. Additional hours per week for the Library Assistant and Student (includes salary, wages and benefits). Due to the increase of the operational hours there are additional costs to Hydro and Natural Gas.

In response to Community expectations, an Increase in the hours for the Cayuga Library and Heritage Centre is proposed. The increased hours will result in an increase in hours for the Library Assistant, (includes salary, wages and benefits). Due to the increase in operational hours, there will be additional costs for Hydro, Natural Gas, Water and Wastewater and custodial expenses.

**Library Branches New Initiatives**

## 2019 Draft Tax Operating Initiatives

Ongoing	One Time	2019 Total Initiatives
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3,880		3,880
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\$	3,880	\$	-	\$	3,880
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81,370		81,370
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56,380		56,380
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\$	137,750	\$	-	\$	137,750
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## NEW INITIATIVES

DEPARTMENT:

Community Services

DIVISION:

Library

Type of New Initiative:

New Service/Program



### PROGRAM DESCRIPTION:

To streamline and increase hours of opening at the Hagersville, Dunnville, Jarvis and Selkirk library branches in order to provide Community Hub services, beginning in the fourth quarter of 2019. System-wide, 49.5 additional library staff hours per week are proposed to achieve the new schedules,

### JUSTIFICATION:

Contractual/Legislative Obligation

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Existing schedules have inconsistent hours from day-to-day; to ensure ratepayers can expect a nearby branch to be open typical "business hours" as well as evenings and weekends, more streamlined schedules are proposed: **Hagersville**, Tuesday, Wednesday, Thursday 10:00am to 8:00pm, **Selkirk**, Monday 12:00pm to 5:00pm, Tuesday 10:00am to 8:00pm, Wednesday 12:00pm to 8:00pm, **Jarvis**, Monday 12:00am to 8:00pm, Thursday 10:00am to 8:00pm, and Friday 10:00am to 5:00pm, **Dunnville**, Sunday 12:00pm to 4:00pm, Monday to Thursday 10:00am to 8:00pm, Friday 10:00am to 5:00pm. All branches will be open 10:00am to 5:00pm Saturdays. No schedule changes are deemed necessary for the Caledonia branch. Hours of opening at the Cayuga branch will be treated independently as co-location with the Cayuga Museum and proximity to the Central Administration Building create different hub service expectations and opportunities. Expanded hours will also help to spread delivery of hub services more evenly across the schedule, rather than delivery being "compacted" within existing, limited hours. It is expected that additional hours of opening will increase some utility costs, namely heat/AC and electricity. System-wide, 49.5 additional library staff hours per week are proposed to achieve the new schedules. A summary of the proposed schedules is included as an attachment.

include account number if known		ESTIMATED COSTS			Additional details of Expenditures, Revenues
			2019 ANNUALIZED	2019 Total	
FT/PT? PT	Perm/Temp? PERM	hrs/wk: 73	SALARIES & BENEFITS		Start Date: SEPT
Salaries and Benefits					
G-774 - Jarvis Branch - Additional Library Assistant and Student Page Hours			5,620	5,620	
G-773 - Hagersville Branch - Additional Library Assistant and Student Page Hours			22,000	22,000	
G-778 - Selkirk Branch - Additional Library Assistant and Student Page Hours			16,140	16,140	
G-776 - Dunnville Branch - Additional Library Assistant and Student Page Hours			26,830	26,830	
SUPPLIES & MATERIALS					
SERVICES					
G-774 - Jarvis Branch - 23% increase in hours of operation - Hydro and Natural Gas Impacts			3,080	3,080	
G-773 - Hagersville Branch - 23% increase in hours of operation - Hydro and Natural Gas Impacts			1,330	1,330	
G-778 - Selkirk Branch - 48% Increase in hours of operation - Hydro and Natural Gas Impacts			2,780	2,780	
G-776 - Dunnville Branch - 21% Increase in hours of operation - Hydro and Natural Gas Impacts			3,590	3,590	
				-	
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.					
NET LEVY IMPACT		\$	-	\$	-
			\$ 81,370	\$	81,370

## NEW INITIATIVES

DEPARTMENT: **Community Services**  
 DIVISION: **Library**  
 Type of New Initiative: **Enhancement to Existing Service**



### PROGRAM DESCRIPTION:

To increase the hours of operation of the new Cayuga branch in response to community expectations that the new facility will offer better access (open hours) and opportunities to utilize the resources of both the library and Heritage Centre, now co-located. The Increase in hours from 24 to 44, will result in an increase of 34.5 Hours per week for Library Staff.

### JUSTIFICATION:

Community Interest

If Other - please specify:

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

The Cayuga library branch is currently open 24 hours per week. When the new branch opens in conjunction with the Haldimand County Heritage Centre, visits are expected to increase and the public will expect more opportunities to utilize and enjoy its new investment. Proposed is a schedule that will see the new facility open 44 hours per week. The proposed Cayuga schedule takes advantage of Museum Division staffing, with only one library staff member required when a Museum employee is also on site. While Museum staff will not be performing library duties and vice versa, the ability to meet safety expectations through cooperative scheduling reduces the staffing cost of this proposal. The presense of Museum staff reduces the Library staff requirement from 50 hours per week, to 34.50 hours per week, which includes 33 hours/week for the Library Assistant and 1.5 hours/week for the Library Page. The proposed schedule is included as an attachment. It is anticipated that existing branch staff will not fill all new hours and that a new library assistant position will be required. It is estimated that the increase in hours opened, will also impact Hydro, Natural Gas and custodial costs by 30%, with water/wastewater by 40%. Service impacts below note only the Library share (79%) the balance of costs will be included in Museums.

include account number if known	ESTIMATED COSTS				Additional details of Expenditures, Revenues
			2019 ANNUALIZED	2019 Total Budget	
FT/PT? PT	Perm/Temp? PERM	hrs/wk: 73	SALARIES & BENEFITS		Start Date: SEPT
Salaries/Benefits/Professional Development,					
G-775 - Library Branch - Library Assistant - 0.94 FTE			52,200	52,200	
G.775 - Library Branch - Library Page - 0.04 FTE			1,140	1,140	
G.-775 - Library Branch - Professional Development - Library Assistant			80	80	
SUPPLIES & MATERIALS					
SERVICES					
G-775 - Contracted Services - Custodial portion Only			1,270	1,270	
G.775 - Hydro			960	960	
G-775 - Natural Gas			380	380	
G-775 - Water & Sewer			350	350	
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.					
NET LEVY IMPACT	\$	-	\$	-	\$ 56,380 \$ 56,380

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **Community Development & Partnerships**

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#### **Function:**

The Community Development & Partnership Division provides a corporate focus to encourage, develop and maintain further partnerships that empower community stakeholders to identify and implement programs, services and facilities that result in community betterment by improving community vitality, quality of life, health and wellness and which provide related “infrastructure” that supports tourism and economic development initiatives.

#### **Services:**

- Heritage & Culture deliver services related to education, programs, outreach, interpretive and operation of 3 museums
- Implementation of Trails Master Plan, design, development and construction of trails
- Linkages and liaison with community partners from all sectors ie. Healthy Communities, Health Department.
- Manages community hall, field management and joint use agreements
- Community Partnership Program (policy and funding community halls, field management, beautification and new community partnership development)
- Delivery of Family Day, March Break and summer programs related to camps and aquatics
- Provides in partnership instructional courses to support community group skills
- Programming of 3 outdoor pools
- Facility booking and program registration
- Administration of Festivals and Event approvals, grants and liaison with event organizers and regulatory approving agencies (internal and external)
- Revenue generation streams facility, ice, park, field rentals, concessions, advertising (ice/arena rink boards)
- Policy management, review and development related to public conduct, advertising, subsidy, facility and ice allocation
- Development and administration of Volunteer Management Program
- Evaluation & Feedback mechanism through Community Engagement

#### **Outcomes:**

Staff will continue to improve and make adjustments to summer program delivery and staffing. The Community Partnership Program continues to increase in the number of successful projects receiving funds and the number of inquiries for funding and projects.

To better support individual and family participation, staff introduced a number of initiatives to increase participation and use of County facilities and events.

Initiate the design, development and construction process of approved trails within the County.

The division will continue working on reviewing existing policies and conduct community engagement on major initiatives.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Community Development & Partnerships

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	576,628	582,210	593,070				593,070	10,860	1.87
Supplies & Materials	11,718	14,130	14,130				14,130		
Services	70,496	81,800	79,290		300		79,590	(2,210)	(2.70)
Transfer Payments & Grants	107,588	105,500	105,500				105,500		
Interdepartmental Charges	10,060	10,060	11,440				11,440	1,380	13.72
<b>TOTAL EXPENDITURES</b>	<b>776,490</b>	<b>793,700</b>	<b>803,430</b>		<b>300</b>		<b>803,730</b>	<b>10,030</b>	<b>1.26</b>
<b>REVENUES:</b>									
Fees & Recoveries	(3,363)	(5,700)	(3,010)				(3,010)	2,690	(47.19)
<b>TOTAL REVENUES</b>	<b>(3,363)</b>	<b>(5,700)</b>	<b>(3,010)</b>				<b>(3,010)</b>	<b>2,690</b>	<b>(47.19)</b>
<b>NET LEVY</b>	<b>773,127</b>	<b>788,000</b>	<b>800,420</b>		<b>300</b>		<b>800,720</b>	<b>12,720</b>	<b>1.61</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		6.20	6.20				6.20		







**Recreation & Cultural Services  
Community Development & Partnerships  
Council Approved Initiatives**

As approved in the 2019 Tax Supported Capital Budget, monthly costs resulting from the purchase of mobile phones (3) for the Aquatic and Summer Programming Team

**Community Development & Partnerships Council Approved Initiatives**

**2019 Draft Tax Operating Initiatives**

		2019 Total Initiatives	
Ongoing	One Time		
300		300	
\$ 300	\$ -	\$	300

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **SUMMARY - Heritage & Culture**

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#### **Function:**

The Heritage & Culture Unit, through the Community Development and Partnerships Division, provides continuity for the governance, management and administration of heritage and cultural services for the benefit of County residents and visitors.

#### **Services:**

Edinburgh Square Heritage & Cultural Centre: Wilson MacDonald Memorial School Museum: Haldimand County Museum & Archives

- To actively collect, preserve, display and research historically significant artifacts/archival and reference materials pertaining to Haldimand County.
- To function as educational, interpretive centres and archives.
- To create, develop and conduct a wide range of heritage and cultural programmes, events and outreach activities to benefit the community.
- To develop Heritage & Culture as an attractive attribute of Haldimand County, in terms of promoting the County as an ideal place to live, work and play.
- To act as guardians of Haldimand's collective memory, ensuring an "inheritance" of cultural identity for future generations in Haldimand County.

Liasion to Heritage Haldimand Municipal Heritage Committee

- To advise Council and the community concerning Parts IV and V of the Ontario Heritage Act with regard to heritage designation and conservation of local architectural and heritage spaces.

#### **Service Outcomes:**

- Develop a strong cultural program for the County via community groups and organizations.
- Artifacts are stored in accordance with the Collection Management Policy by being prudent when accepting donations, the collections continue to grow slowly with an emphasis on those objects or areas that are currently absent from our collections.
- Encourage pride for Haldimand County through continued community outreach and education on the importance of Haldimand County's diverse cultural heritage.
- Increase community awareness, participation and stewardship of the County's cultural resources through outreach education, promotion and preservation.
- Continuity and improvement of service delivery from Haldimand Museums i.e. improved outreach partnering with local educators to develop and deliver programming.
- Refreshing the Heritage & Culture Strategic Plan to guide heritage and culture development in the County.
- Utilization of technology to maintain an inventory of Artifacts and maximize outreach and education

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### SUMMARY - Heritage & Culture

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	313,238	317,800	326,430				326,430	8,630	2.72
Supplies & Materials	15,256	18,330	15,100		(370)		14,730	(3,600)	(19.64)
Services	44,271	63,280	57,070		(1,050)	4,640	60,660	(2,620)	(4.14)
<b>TOTAL EXPENDITURES</b>	<b>372,765</b>	<b>399,410</b>	<b>398,600</b>		<b>(1,420)</b>	<b>4,640</b>	<b>401,820</b>	<b>2,410</b>	<b>0.60</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(52,623)	(57,590)	(53,540)				(53,540)	4,050	(7.03)
Fees & Recoveries	(11,395)	(13,880)	(14,210)				(14,210)	(330)	2.38
Donations	(13,039)	(16,990)	(16,990)				(16,990)		
Transfers from Reserves/Reserve Funds		(1,200)	(1,200)			(3,850)	(5,050)	(3,850)	320.83
<b>TOTAL REVENUES</b>	<b>(77,057)</b>	<b>(89,660)</b>	<b>(85,940)</b>			<b>(3,850)</b>	<b>(89,790)</b>	<b>(130)</b>	<b>0.14</b>
<b>NET LEVY</b>	<b>295,708</b>	<b>309,750</b>	<b>312,660</b>		<b>(1,420)</b>	<b>790</b>	<b>312,030</b>	<b>2,280</b>	<b>0.74</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.58	2.58				2.58		
Part Time &/or Temporary F/T		1.98	1.98				1.98		



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Heritage & Culture Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials	7,658	4,450						(4,450)	(100.00)
Services		5,110	3,950				3,950	(1,160)	(22.70)
<b>TOTAL EXPENDITURES</b>	<b>7,658</b>	<b>9,560</b>	<b>3,950</b>				<b>3,950</b>	<b>(5,610)</b>	<b>(58.68)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(5,605)	(5,610)						5,610	(100.00)
Fees & Recoveries		(2,050)	(2,050)				(2,050)		
Transfers from Reserves/Reserve Funds		(1,200)	(1,200)				(1,200)		
<b>TOTAL REVENUES</b>	<b>(5,605)</b>	<b>(8,860)</b>	<b>(3,250)</b>				<b>(3,250)</b>	<b>5,610</b>	<b>(63.32)</b>
<b>NET LEVY</b>	<b>2,053</b>	<b>700</b>	<b>700</b>				<b>700</b>		
<b>STAFFING (stated in FTE)</b>									

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Museums

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	313,238	317,800	326,430				326,430	8,630	2.72
Supplies & Materials	6,873	12,390	13,610		(370)		13,240	850	6.86
Services	43,870	57,590	52,540		(1,050)	4,640	56,130	(1,460)	(2.54)
<b>TOTAL EXPENDITURES</b>	<b>363,981</b>	<b>387,780</b>	<b>392,580</b>		<b>(1,420)</b>	<b>4,640</b>	<b>395,800</b>	<b>8,020</b>	<b>2.07</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(47,018)	(51,980)	(53,540)				(53,540)	(1,560)	3.00
Fees & Recoveries	(11,395)	(11,830)	(12,160)				(12,160)	(330)	2.79
Donations	(13,039)	(16,990)	(16,990)				(16,990)		
Transfers from Reserves/Reserve Funds						(3,850)	(3,850)	(3,850)	
<b>TOTAL REVENUES</b>	<b>(71,452)</b>	<b>(80,800)</b>	<b>(82,690)</b>			<b>(3,850)</b>	<b>(86,540)</b>	<b>(5,740)</b>	<b>7.10</b>
<b>NET LEVY</b>	<b>292,529</b>	<b>306,980</b>	<b>309,890</b>		<b>(1,420)</b>	<b>790</b>	<b>309,260</b>	<b>2,280</b>	<b>0.74</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		2.58	2.58				2.58		
Part Time &/or Temporary F/T		1.98	1.98				1.98		



## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
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### Recreation & Cultural Services

#### Museums

#### Council Approved Initiatives

The new Cayuga Library and Heritage Centre, will not only be larger, but will have increased traffic as it serves both the Library and the Museum, anticipated increased costs in Water and Wastewater, Hydro, Natural Gas, Snow removal, HVAC Maintenance and Photocopier Maintenance. Costs to be shared between Library and Heritage & Culture, and will be offset by a reduction in utility and operating costs at other facility once closed

(1,420)		(1,420)
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#### Museums Council Approved Initiatives

\$	(1,420)	\$	-	\$	(1,420)
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### Recreation & Cultural Services

#### Museums

#### New Initiatives

In response to Community expectations, an Increase in the hours for the Cayuga Library and Heritage Centre is proposed. The increased hours will result in additional costs for Hydro, Natural Gas, Water and Wastewater and custodial expenses.

790		790
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Pressure washing of the exterior of Edinburgh Square Heritage and Cultural Centre

3,850		3,850
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Offset by funding from Contingency Reserve

(3,850)		(3,850)
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#### Museums New Initiatives

\$	790	\$	-	\$	790
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## NEW INITIATIVES

DEPARTMENT: **Community Services**  
 DIVISION: Heritage and Culture  
 Type of New Initiative: **Enhancement to Existing Service**



### PROGRAM DESCRIPTION:

To increase the hours of operation of the new Cayuga Library branch in response to community expectations that the new facility will offer better access (open hours) and opportunities to utilize the resources of both the library and Heritage Centre, now co-located. This initiative is for the Heritage Centre increased costs.

### JUSTIFICATION:

If Other - please specify:

Community Interest

Choose Ongoing or One-Time

On-going

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

The Cayuga library branch has proposed a new initiative for the increase of hours per week. It is estimated that the increase in hours opened, will impact Hydro, Natural Gas and custodial costs by 30%, with water/wastewater by 40%. Service impacts below note only the Heritage Centre share (21%), the balance of costs will be included in Libraries.

include account number if known	ESTIMATED COSTS				Additional details of Expenditures, Revenues
			2019 ANNUALIZED	2019 Total Budget	
FT/PT? PT	Perm/Temp? PERM	hrs/wk: 73	SALARIES & BENEFITS		Start Date: SEPT
Salaries/Benefits/Professional Development,					
SUPPLIES & MATERIALS					
SERVICES					
G-783 - Contracted Services - Custodial portion Only			340	340	
G.783 - Hydro			260	260	
G-783 - Natural Gas			100	100	
G-783 - Water & Sewer			90	90	
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.					
NET LEVY IMPACT	\$	-	\$	-	\$ 790 \$ 790

## NEW INITIATIVES

DEPARTMENT: Planning and Economic Development

DIVISION: Community Development and Partnerships

Type of New Initiative: Replacement/Repair unable to accommodate in base



### PROGRAM DESCRIPTION:

Pressure wash exterior of Edinburgh Square Heritage and Cultural Centre

### JUSTIFICATION:

Other

If Other - please specify: to keep in a state of good repair

Choose Ongoing or One-Time

One Time

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

To remove, from the third story of the building, a substantial layer of insects, dirt and grime which is embedded in the wooden trim (soffit and fascia) and brick/masonry surfaces. Cleaning must be done carefully so as not to damage these surfaces and requires soft bristle brushing, non-caustic cleaning solutions, and low pressure (hot water) washing. A scissor lift would be required to reach the areas (approximately 30' high).

Edinburgh Square Heritage and Cultural Centre (Caledonia Old Town Hall) is provincially and municipally designated under Part IV of the Ontario Heritage Act; it is required that the structure be maintained and kept in a state of good repair.

### EXPENDITURES:

include account number if known

EXPENDITURES: include account number if known			2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
			Current Approved Budget	2019 Base Budget	2019 New Initiative	2019 Revised Total Budget	
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS			Start Date:	
Salaries							
Benefits							
SUPPLIES & MATERIALS							
SERVICES							
G.782.1110.5900.5915 - Pressure washing					3,850		
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
G.782.1110.2600.2612 Contingency Reserve					(3,850)		
NET LEVY IMPACT			\$ -	\$ -	\$ -	\$ -	



**Haldimand County 2019 Draft Tax Supported Operating Budget**  
**Recreation & Cultural Services**  
Heritage Haldimand

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials	724	1,490	1,490				1,490		
Services	401	580	580				580		
<b>TOTAL EXPENDITURES</b>	<b>1,125</b>	<b>2,070</b>	<b>2,070</b>				<b>2,070</b>		
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>1,125</b>	<b>2,070</b>	<b>2,070</b>				<b>2,070</b>		
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Recreation & Cultural Services**

### **Recreation Programs**

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#### **Function:**

The Community Development & Partnership Division provides a corporate focus to encourage, develop and maintain further partnerships that empower community stakeholders to identify and implement programs, services and facilities that result in community betterment by improving community vitality, quality of life, health and wellness and which provide related "infrastructure" that supports tourism and economic development initiatives.

#### **Services:**

- Linkages and liaison with community partners from all sectors ie. Healthy Communities, Health Department
- Delivery of summer programs related to camps and aquatics
- Provides in partnership instructional courses to support community group skills
- Operation of three outdoor pools

#### **Outcomes:**

Staff will continue to improve successful adjustments to summer programming and staffing.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Recreation Programs

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	219,264	174,720	199,000				199,000	24,280	13.90
Supplies & Materials	5,398	7,320	7,320				7,320		
Services	23,889	20,960	20,960				20,960		
<b>TOTAL EXPENDITURES</b>	<b>248,551</b>	<b>203,000</b>	<b>227,280</b>				<b>227,280</b>	<b>24,280</b>	<b>11.96</b>
<b>REVENUES:</b>									
Fees & Recoveries	(146,586)	(121,030)	(123,550)				(123,550)	(2,520)	2.08
<b>TOTAL REVENUES</b>	<b>(146,586)</b>	<b>(121,030)</b>	<b>(123,550)</b>				<b>(123,550)</b>	<b>(2,520)</b>	<b>2.08</b>
<b>NET LEVY</b>	<b>101,965</b>	<b>81,970</b>	<b>103,730</b>				<b>103,730</b>	<b>21,760</b>	<b>26.55</b>
<b>STAFFING (stated in FTE)</b>									
Part Time &/or Temporary F/T		4.90	4.90				4.90		



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Recreation & Cultural Services

### Community Capital Projects

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfers to Reserves/Reserve Funds	150,000	150,000	150,000				150,000		
<b>TOTAL EXPENDITURES</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>				<b>150,000</b>		
<b>REVENUES:</b>									
Transfers from Reserves/Reserve Funds	(150,000)	(150,000)	(150,000)				(150,000)		
<b>TOTAL REVENUES</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>				<b>(150,000)</b>		
<b>NET LEVY</b>									
<b>STAFFING (stated in FTE)</b>									





PLANNING AND DEVELOPMENT

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Summary

### Planning & Development

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>NET LEVY:</b>									
Planning & Development									
Community & Development Services	234,141	217,000	228,455	(4,955)			223,500	6,500	3.00
Planning and Zoning	794,700	744,870	707,895	9,815	79,500	42,950	840,160	95,290	12.79
Markets and Reforestation	1,285	(4,030)	(4,230)		4,830		600	4,630	(114.89)
Tile Drainage									
Economic Development & Tourism	623,375	650,340	668,570				668,570	18,230	2.80
Community Improvement Plan	150,000	150,000	150,000				150,000		
Community Beautification Program	60,000	60,000	60,000				60,000		
Business Improvement Areas	(2)								
<b>Total Planning &amp; Development</b>	<b>1,863,499</b>	<b>1,818,180</b>	<b>1,810,690</b>	<b>4,860</b>	<b>84,330</b>	<b>42,950</b>	<b>1,942,830</b>	<b>124,650</b>	<b>6.86</b>
<b>NET LEVY</b>	<b>1,863,499</b>	<b>1,818,180</b>	<b>1,810,690</b>	<b>4,860</b>	<b>84,330</b>	<b>42,950</b>	<b>1,942,830</b>	<b>124,650</b>	<b>6.86</b>

### STAFFING (stated in FTE)

<b>Planning &amp; Development</b>									
Community & Development Services		1.50	1.50				1.50		
Planning and Zoning		14.79	14.00		0.50	0.50	15.00		
Economic Development & Tourism		5.83	5.83				5.83		
<b>Total Planning &amp; Development</b>		<b>22.12</b>	<b>21.33</b>		<b>0.50</b>	<b>0.50</b>	<b>22.33</b>		

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Planning & Development**

### **Community & Development Services Administration**

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#### **Function:**

To facilitate decision-making and initiatives that maintain public safety and improves the Haldimand community quality of life and economy, and furthers the corporate strategic objectives to promote economic well-being, community vitality and efficient local governance. In order to achieve this, the department consists of five divisions, namely:

Planning & Development, Building & Municipal Enforcement Services, Economic Development & Tourism, Community Development & Partnerships and Emergency Services.

#### **Services:**

- Overall department operations direction
- General department administration and organizational improvement
- Budget preparation and review
- Work program preparation and monitoring
- Completion and Implementation of Departmental Strategic Plans
- Leadership and mentoring of Department's Management Team
- Management overview and controllership function for Haldimand's share of Policing costs, including the contract with the Ontario Provincial Police, and Conservation Authorities
- Corporate leadership as part of County Senior Management Team

#### **Service Outcomes:**

To meet the expectations of Council and to implement the Community & Development Services Department's Work Program.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Community & Development Services Administration

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	243,866	226,580	230,865	12,785			243,650	17,070	7.53
Supplies & Materials	612	180	130				130	(50)	(27.78)
Services	9,774	10,350	10,310				10,310	(40)	(0.39)
Interdepartmental Charges	(20,110)	(20,110)	(12,850)	(17,740)			(30,590)	(10,480)	52.11
<b>TOTAL EXPENDITURES</b>	<b>234,142</b>	<b>217,000</b>	<b>228,455</b>	<b>(4,955)</b>			<b>223,500</b>	<b>6,500</b>	<b>3.00</b>
<b>REVENUES:</b>									
<b>TOTAL REVENUES</b>									
<b>NET LEVY</b>	<b>234,142</b>	<b>217,000</b>	<b>228,455</b>	<b>(4,955)</b>			<b>223,500</b>	<b>6,500</b>	<b>3.00</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		1.50	1.50				1.50		

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Planning & Development

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#### Function:

To provide the long-range, comprehensive "quality of life" planning services including research, issues identification and resolution for Haldimand County residents and the development community as well as to provide services for the full range of planning applications permitted under the Planning Act.

#### Services:

- Long Range Planning/Policy - issues identification, research, policy development, effectiveness review
- Official Plan administration and 5 year updates
- Zoning By-law preparation and review
- Development approvals, including engineering design approvals
- Official Plan and Zoning By-law amendments
- Subdivision and consent applications
- Minor variances
- Site plans
- Condominiums
- Development agreements
- Community improvement
- Graphics/mapping/geographic information systems
- Day-to-day administration of assignment of new Civic Addresses
- Master Servicing Plan updates and day-to-day administration

#### Service Issues:

Multiple office locations; heavy workloads to complete outstanding initiatives; staffing reductions and vacancies; harmonizing current Zoning By-laws; integrating engineering review and approval processes; and responding to Provincial initiatives.

#### Service Outcomes:

To meet the expectations of the Community & Development Services 2019 work program in accordance with Corporate priorities.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Planning & Development

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	1,268,305	1,320,430	1,241,845	9,815	79,500	41,750	1,372,910	52,480	3.97
Supplies & Materials	4,304	4,400	4,900				4,900	500	11.36
Services	53,427	71,360	68,410			1,200	69,610	(1,750)	(2.45)
Interdepartmental Charges	(49,120)	(49,120)	(48,730)				(48,730)	390	(0.79)
<b>TOTAL EXPENDITURES</b>	<b>1,276,916</b>	<b>1,347,070</b>	<b>1,266,425</b>	<b>9,815</b>	<b>79,500</b>	<b>42,950</b>	<b>1,398,690</b>	<b>51,620</b>	<b>3.83</b>
<b>REVENUES:</b>									
Fees & Recoveries	(482,217)	(602,200)	(558,530)				(558,530)	43,670	(7.25)
<b>TOTAL REVENUES</b>	<b>(482,217)</b>	<b>(602,200)</b>	<b>(558,530)</b>				<b>(558,530)</b>	<b>43,670</b>	<b>(7.25)</b>
<b>NET LEVY</b>	<b>794,699</b>	<b>744,870</b>	<b>707,895</b>	<b>9,815</b>	<b>79,500</b>	<b>42,950</b>	<b>840,160</b>	<b>95,290</b>	<b>12.79</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		13.00	14.00		(1.00)	1.00	14.00		
Part Time &/or Temporary F/T		1.79			1.50	(0.50)	1.00		



**Planning & Development**  
**Planning and Zoning**  
**Council Approved Initiatives**

Create one (1) additional Planner 2 year contract, approved in 2018 Operating Budgets.  
 Includes Salaries/Wages/Benefits/Travel  
 Expenses/Professional Development/Memberships

Contract extension of the Mapping & Graphics Technologist as per report PED-PD-37-2018,  
 includes salary and benefits (0.52 FTE).

**Planning and Zoning Council Approved Initiatives**

**Planning & Development**  
**Planning and Zoning**  
**New Initiatives**

Convert current contract for Mapping & Graphics Technologist to permanent full time. To be  
 accommodated in existing staff space at Cayuga Administration Building (includes salary and  
 benefits)

**Planning and Zoning New Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
		52,160	52,160
		27,340	27,340
	\$ -	\$ 79,500	\$ 79,500
	70,290	(27,340)	42,950
	\$ 70,290	\$ (27,340)	\$ 42,950







**Business Case:**

The County has operated with one (1) Mapping & Graphics Technologist (MGT) for the past 6 years. As part of the 2017 Operating Budget, Council approved a 1 year contract to provide additional support for mapping work and to allow for more work to be completed on the mapping component of the County's Zoning By-law project. That contract was extended to a full 2 years through subsequent Council approval. While this contract position has assisted in advancing the Zoning By-law project, it is clear that the day to day demands remain very heavy in the areas of map creation, maintaining the County's parcel fabric / data, civic addressing and various other tasks. This is all tied to the significant growth that has taken place in the County the last few years and which is expected to remain strong moving forward. The services provided by the MGT are extended to all County Departments and are used by some with increasing regularity and complexity (i.e. more and more projects / task requests are multi-layered, complex matters). With increased reliance on mapping services to support various County initiatives / programs (tax sales, CIP program, surplus land sales, etc.) and increased volumes of development/planning applications, the demand for mapping has remained consistently high for the last six years. Mapping metrics are included below showing year and total volume of maps:

- 2013 - 1,033;
- 2014 - 1,164;
- 2015 - 1,315;
- 2016 - 1,595;
- 2017 - 1,244;
- 2018 - 1,310

In itself, the mapping production demands remain manageable for one person. However, the completion of other core tasks of the MGT are challenged and there are limitations on the ability of a single MGT to complete critical administrative tasks such as zoning and official plan consolidation updates as well as vital foundational tasks for mapping (i.e. parcel fabric updates). Further, a single MGT has placed significant restrictions on the completion of any special projects, namely work relating to the County's new comprehensive zoning by-law (and looking ahead, would place limits on work required for the County's Official Plan update). The tasks noted above require large periods of focus and analysis. This is not feasible for a single person given the day-to-day demands associated with the mapping and the (typical) compressed deadlines associated with such. The contract MGT has demonstrated that with 2 dedicated staff members, the full range of MGT tasks can be advanced and special projects focused on. The second permanent MGT would provide the necessary support in an on-going fashion to ensure all projects and day to day tasks can be completed as required, deadlines can be met and the quality of the County's data remains high. In addition, the second MGT would provide additional assistance for various GIS projects (development of apps, analytics, etc.) thus allowing for improved service delivery to both internal and external customers.

Lastly, with the recent reorganization, Council approved the conversion of a GIS / CAD Technologist in Engineering to a position focusing on field inspections for construction and municipal drain projects. With this transfer, there are a number of GIS-related tasks that would need to be absorbed by the GIS team that exists within the Planning & Development Division. This further supports the creation of a second Mapping & Graphics Technologist FTE.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Markets

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials		200						(200)	(100.00)
Services	6,104	470	470		1,530		2,000	1,530	325.53
<b>TOTAL EXPENDITURES</b>	<b>6,104</b>	<b>670</b>	<b>470</b>		<b>1,530</b>		<b>2,000</b>	<b>1,330</b>	<b>198.51</b>
<b>REVENUES:</b>									
Fees & Recoveries	(4,818)	(4,700)	(4,700)		3,300		(1,400)	3,300	(70.21)
<b>TOTAL REVENUES</b>	<b>(4,818)</b>	<b>(4,700)</b>	<b>(4,700)</b>		<b>3,300</b>		<b>(1,400)</b>	<b>3,300</b>	<b>(70.21)</b>
<b>NET LEVY</b>	<b>1,286</b>	<b>(4,030)</b>	<b>(4,230)</b>		<b>4,830</b>		<b>600</b>	<b>4,630</b>	<b>(114.89)</b>
<b>STAFFING (stated in FTE)</b>									



## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
Dunnville Farmers Market costs for Hydro, Water & Wastewater as per PED-EDT-09-2018.	1,530		1,530
Recovery of Dunnville Farmer's Market Utility costs from Dunnville Farmers Market Association as per PED-EDT-09-2018.	(1,400)		(1,400)
Removal of Dunnville Farmers Market fees from Haldimand County User Fee and Service Charges By-law as per PED-EDT-09-2018	4,700		4,700
<b>Markets Council Approved Initiatives</b>	<b>\$ 4,830</b>	<b>\$ -</b>	<b>\$ 4,830</b>



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Tile Drainage

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Long Term Debt Charges	12,568	12,570	8,150				8,150	(4,420)	(35.16)
<b>TOTAL EXPENDITURES</b>	<b>12,568</b>	<b>12,570</b>	<b>8,150</b>				<b>8,150</b>	<b>(4,420)</b>	<b>(35.16)</b>
<b>REVENUES:</b>									
Other Revenues	(12,568)	(12,570)	(8,150)				(8,150)	4,420	(35.16)
<b>TOTAL REVENUES</b>	<b>(12,568)</b>	<b>(12,570)</b>	<b>(8,150)</b>				<b>(8,150)</b>	<b>4,420</b>	<b>(35.16)</b>
<b>NET LEVY</b>									
<b>STAFFING (stated in FTE)</b>									

# **Haldimand County 2019 Draft Tax Supported Operating Budget**

## **Planning & Development**

### **Economic Development & Tourism**

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#### **Function:**

To facilitate the economic well-being and quality of life of our community. The division achieves this through initiatives aimed at retaining existing businesses, creating a business environment that will enable local businesses to expand and prosper as well as attracting new business ventures. Key activities include business retention and expansion, investment attraction, data collection, strategic alliances and partnerships, entrepreneurship, workforce development, and downtown revitalization.

As the destination management organization for Tourism Haldimand, the division is also responsible for promoting and marketing Haldimand County as an investment and tourist destination for the purpose of attraction of new businesses, visitors and residents and supporting the development of tourism experiences.

#### **Services:**

- Respond to business start-up and investment inquiries
- Oversee the Community Improvement Programs
- Promote the County as a region to visit, invest, live and work
- Staff liaison to Agricultural Advisory Committee and Business Development and Planning Advisory Committee (Committees of Council), Haldimand Business Network and Tourism Network
- Maintain an effective Business Retention and Expansion program including referrals to potential funding, training and grant opportunities
- Serve as a resource and partner to local BIAs, Chambers and Board of Trade
- Lead and facilitate economic development and research projects to support business and community development
- Support the continued success of key economic sectors including Agriculture, Tourism and Manufacturing
- Execute marketing strategies to promote Haldimand County
- Identify emerging trends, challenges and opportunities and design effective responses- Establish meaningful contact with other levels of government, business community, education institutions and interest groups to develop and further economic initiatives and goals
- Develop and maintain an accessible online presence including web and social media
- Conduct research to gather information and identify resources to assist businesses and entrepreneurs
- Maintain and analyze statistical data about the County needed to monitor trends including the development of a tourism data collection program
- Tourism product development that includes enhanced use of county assets and experience development with tourism operators

Over the next several years the division's work plan will be focused on implementing the key priorities from the 2017 Council approved Economic Development and Tourism Strategies and Five Big Moves workshop including:

- Getting our divisional house in order
- Developing a focused Tourism Haldimand approach
- Establishing and Marketing a County brand
- Business Attraction and Industrial Lands
- Engaging and aligning with the Business Community (Business Development and Advisory Committee)

#### **Service Outcomes:**

To implement activities that will ultimately lead to more jobs, increased tax revenue and tourism spending within Haldimand County.

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Economic Development & Tourism

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Salaries, Wages & Benefits	452,743	467,850	486,480				486,480	18,630	3.98
Supplies & Materials	7,464	7,830	7,830				7,830		
Services	108,212	162,760	120,860		40,000		160,860	(1,900)	(1.17)
Transfer Payments & Grants	88,000	88,000	63,000		25,000		88,000		
<b>TOTAL EXPENDITURES</b>	<b>656,419</b>	<b>726,440</b>	<b>678,170</b>		<b>65,000</b>		<b>743,170</b>	<b>16,730</b>	<b>2.30</b>
<b>REVENUES:</b>									
Fees & Recoveries	(1,337)	(2,000)	(2,000)				(2,000)		
Other Revenues	(6,707)	(9,100)	(7,600)				(7,600)	1,500	(16.48)
Transfers from Reserves/Reserve Funds	(25,000)	(65,000)			(65,000)		(65,000)		
<b>TOTAL REVENUES</b>	<b>(33,044)</b>	<b>(76,100)</b>	<b>(9,600)</b>		<b>(65,000)</b>		<b>(74,600)</b>	<b>1,500</b>	<b>(1.97)</b>
<b>NET LEVY</b>	<b>623,375</b>	<b>650,340</b>	<b>668,570</b>				<b>668,570</b>	<b>18,230</b>	<b>2.80</b>
<b>STAFFING (stated in FTE)</b>									
Full Time		5.50	5.50				5.50		
Part Time &/or Temporary F/T		0.33	0.33				0.33		







## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
Rural Water Quality Program - \$25,000 per year for a five-year period (2017-2021) as per 2017 Tax Supported Operating Budget		25,000	25,000
To be funded from Community Vibrancy Reserve Fund (unallocated)		(25,000)	(25,000)
Retain a consultant to assist Economic Development and Tourism in the development of a brand strategy for the division. Identified as a priority in the 2017 Council approved Economic Development and Tourism strategies. The process will include background research, community outreach, development of branding and message, brand launch and implementation.		40,000	40,000
To be funded from Contingency Reserve		(40,000)	(40,000)
<b>Economic Development and Tourism Council Approved Initiatives</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Community Improvement Plan

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	179,095	401,845	150,000		170,820		320,820	(81,025)	(20.16)
Transfers to Reserves/Reserve Funds	219,936	219,940	150,000				150,000	(69,940)	(31.80)
<b>TOTAL EXPENDITURES</b>	<b>399,031</b>	<b>621,785</b>	<b>300,000</b>		<b>170,820</b>		<b>470,820</b>	<b>(150,965)</b>	<b>(24.28)</b>
<b>REVENUES:</b>									
Federal/Provincial Grants	(69,936)	(69,940)						69,940	(100.00)
Transfers from Reserves/Reserve Funds	(179,095)	(401,845)	(150,000)		(170,820)		(320,820)	81,025	(20.16)
<b>TOTAL REVENUES</b>	<b>(249,031)</b>	<b>(471,785)</b>	<b>(150,000)</b>		<b>(170,820)</b>		<b>(320,820)</b>	<b>150,965</b>	<b>(32.00)</b>
<b>NET LEVY</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>				<b>150,000</b>		
<b>STAFFING (stated in FTE)</b>									



**Planning & Development  
Community Improvement Plan  
Council Approved Initiatives**

Contribution to Rural Business:

File 16, Report PED-EDT-02-2018, 834 Northshore, Dunnville  
File 20, Report PED-EDT-14-2018, 2 Dover Street, Port Maitland

Contribution to Business:

File 094, Report PED-EDT-05-2014, 62 Argyle St. N. Caledonia  
File 115, GM Report, 12 King St. W. Hagersville  
File 116, GM Report, 15 Cayuga St. N, Cayuga  
File 132, Report PED-EDT-21-2017, 140 Queen St., Dunnville  
File 136, Report PED-EDT-07-2018, 126 Tamarac St, Dunnville  
File 138, Report PED-EDT-13-2018, 151 Caithness St. E, Caledonia  
File 139, Report PED-EDT-10-2018, 7 Talbot St. E., Cayuga

To be funded from the Community Improvement Plan Reserve

**Community Improvement Plan Council Approved Initiatives**

**2019 Draft Tax Operating Initiatives**

	Ongoing	One Time	2019 Total Initiatives
		31,770	31,770
		37,500	37,500
		10,000	10,000
		4,800	4,800
		840	840
		14,080	14,080
		8,570	8,570
		55,000	55,000
		8,260	8,260
		(170,820)	(170,820)
	\$ -	\$ -	\$ -



# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Community Beautification Program

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Supplies & Materials	6,439								
Transfer Payments & Grants	63,880	67,880				75,330	75,330	7,450	10.98
Transfers to Reserves/Reserve Funds	60,000	60,000	60,000				60,000		
<b>TOTAL EXPENDITURES</b>	<b>130,319</b>	<b>127,880</b>	<b>60,000</b>			<b>75,330</b>	<b>135,330</b>	<b>7,450</b>	<b>5.83</b>
<b>REVENUES:</b>									
Donations	(3,276)								
Transfers from Reserves/Reserve Funds	(67,043)	(67,880)				(75,330)	(75,330)	(7,450)	10.98
<b>TOTAL REVENUES</b>	<b>(70,319)</b>	<b>(67,880)</b>				<b>(75,330)</b>	<b>(75,330)</b>	<b>(7,450)</b>	<b>10.98</b>
<b>NET LEVY</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>				<b>60,000</b>		
<b>STAFFING (stated in FTE)</b>									



## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
Dunnville Horticultural Society - Planting of 20 flower beds throughout town - Project Value \$22,591		4,000	4,000
Dunnville District Heritage Association/Heritage Haldimand - Installation of five heritage story boards in Dunnville Waterfront Park. Project Value \$7,500		3,750	3,750
Dunnville Farmers Market - Planters for entrances; one historical story board in keeping with those proposed by DDHA/HH. Project Value \$3,000		1,500	1,500
Friends of LaFortune Park - Rehabilitation of existing signage/planter boxes in two locations in the Park (entrance near the Pavilion, roadway). Project Value \$2,000		1,000	1,000
Hagersville BIA - New/replacement benches/planters in keeping with streetscaping - Project Value \$15,630		4,000	4,000
Hagersville Chamber of Commerce - Summer floral display, weed control/cleanup - Project Value \$10,600		4,000	4,000
Haldimand Horticultural - Planting of community flower beds. Project Value \$2,000		4,000	4,000
Jarvis Board of Trade - Wrapping of traffic signal box with historical images. Project Value \$5,000		2,500	2,500
Jarvis Board of Trade - Installation of veterans banners on light poles. Project Value \$10,000		4,000	4,000
Jarvis Board of Trade - Summer/winter planters; weed control/clean up. Project Value \$3,800		1,900	1,900



**Planning & Development  
Community Beautification Program  
New Initiatives**

Jarvis Board of Trade - Design and creation of a series of six banners for light poles. Project Value \$5,400

Townsend Lions Club - Replacement of town sign/ installation of raised beds. Project value \$5,950

Selkirk Chamber of Commerce - Summer floral displays; winter/Christmas lighting and decorations - Project Value \$14,750

To be funded from the Community Improvement Plan Reserve

## 2019 Draft Tax Operating Initiatives

	Ongoing	One Time	2019 Total Initiatives
		2,700	2,700
		2,980	2,980
		4,000	4,000
		(75,330)	(75,330)
	\$ -	\$ -	\$ -





## NEW INITIATIVES

DEPARTMENT: Planning and Economic Development

DIVISION: Community Beautification Program

Type of New Initiative: New Service/Program



### PROGRAM DESCRIPTION:

Community Beautification Program

### JUSTIFICATION:

Provincially/Federally Mandated

If Other - please specify:

Choose Ongoing or One-Time

One Time

### BUSINESS CASE:

if additional documentation is required, please attach

If the Type of New Initiative is an "Enhancement to Existing Service"; a "Change in Service Delivery"; or a "New Service/program", include additional Business Case information.

Beautification is important to the vitality of any community. The betterment of a community through beautification fosters a greater sense of pride and quality of life for its residents. The beautification and showcasing of a community also assists with business attraction and retention - and leads to potential new tourism and economic development opportunities. The Haldimand County Community Beautification Program (HCCBP) provides a framework for granting partnership funding to community organizations within Haldimand County for beautification related projects. Interested organizations are required to make submissions to the HCCBP each year in accordance with Policy No. 2011-03 and within the program criteria

### EXPENDITURES:

include account number if known

EXPENDITURES: include account number if known			2018	ESTIMATED COSTS			Additional details of Expenditures, Revenues
			Current Approved Budget	2019 Base Budget	2019 ANNUALIZED	2019 Revised Total Budget	
FT/PT?	Perm/Temp?	hrs/wk:	SALARIES & BENEFITS			Start Date:	
Salaries							
Benefits							
SUPPLIES & MATERIALS							
SERVICES							
G.827 Grants to Organizations - applications for 2019					75,330		
REVENUES: Include any known sources of funding that you are aware of ex. Donations, grants, etc.							
G.827 CRR - Community Partnerships - applications for 2019					(75,330)		
NET LEVY IMPACT			\$ -	\$ -	\$ -	\$ -	

# Haldimand County 2019 Draft Tax Supported Operating Budget

## Planning & Development

### Business Improvement Areas

	2018 Current Forecast	2018 Budget	2019 Base Budget	Corporate Reorganization CAO-03-2018	2019 Cncl. Appr. Initiatives	2019 New Initiatives	2019 Total Budget	2019 Budget \$ Incr/(Decr)	2019 Budget % Incr/(Decr)
<b>EXPENDITURES:</b>									
Transfer Payments & Grants	79,030	79,030	85,450				85,450	6,420	8.12
<b>TOTAL EXPENDITURES</b>	<b>79,030</b>	<b>79,030</b>	<b>85,450</b>				<b>85,450</b>	<b>6,420</b>	<b>8.12</b>
<b>REVENUES:</b>									
Miscellaneous Property Charges	(79,032)	(79,030)	(85,450)				(85,450)	(6,420)	8.12
<b>TOTAL REVENUES</b>	<b>(79,032)</b>	<b>(79,030)</b>	<b>(85,450)</b>				<b>(85,450)</b>	<b>(6,420)</b>	<b>8.12</b>
<b>NET LEVY</b>	<b>(2)</b>								
<b>STAFFING (stated in FTE)</b>									

**Caledonia BIA – 2019 Operating Budget**  
 Approved by the Board of Directors, October, 2018

<b>INCOME</b>	<b>2018</b>	<b>2019</b>
1. Bank Interest	0	23
2. In Memorial Funds	500	500
3. Keep Caledonia Blooming	2,500	2,500
4. Other Income	15,000	15,000
5. BIA Levy	46,784	47,954 (increase of 2.5% from 2018)
6. Projected HC Grants	13,000	13,000
<b>TOTAL INCOME</b>	<b>77,784</b>	<b>78,977</b>

<b>EXPENSES</b>	<b>2018</b>	<b>2019</b>
1. Payroll & PR Expenses	44,000	46,000
2. Casual Labour	250	400
3. Accounting Assistance	500	500
4. Website Development/Support	5,000	500
5. Bank Charges	30	200
6. Audit Fees	1,100	1,300
7. Chamber Annual Dues	300	150
8. Train Stn Meeting Rental	250	0
9. OBIA Conference	850	850
10. Travel Expense/Mileage	300	600
11. Flags and Banners	3,800	3,800
12. Flag, Banner-Install, Takedown	1,200	1,500
13. Flowers and Plants	10,000	10,000
14. Soil, Mulch	1,000	1,200
15. Garbage Containers, Planters, Benches	1,000	2,000
16. Equipment, Tools	100	127
17. Tractor Maintenance, Repair	500	600
18. Tractor Fuel	500	500
19. Water	300	0
20. Santa Claus Parade	1,000	1,000
21. LED Sign Internet	2,000	2,000
22. Volunteer Refreshments	50	50
23. Postage	200	200
24. Office Equipment	1,154	3,000
25. Office Supplies	500	500
26. Office Internet	1,300	1,300
27. Printing	600	700
<b>TOTAL EXPENSE</b>	<b>77,784</b>	<b>78,977</b>

# **2019 DUNNVILLE BIA PROPOSED BUDGET**

	PROPOSED	ACTUAL	PROPOSED	ACTUAL	PROPOSED
	2017	2017	2018	2018	2019
<b>REVENUES</b>					
LEVY	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 23,496.00
INTEREST INCOME	\$ - .00		\$ - .00		\$ - .00
GIC INTEREST					
CNTY JOINT GRANT	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
BEAUTIFICATION GRANT	\$ 8,000.00	\$ 4,000.00	\$ 4,000.00	\$ 7,000.00	\$ 6,000.00
<b>TOTAL PROPOSED INCOME</b>	<b>\$ 35,250.00</b>	<b>\$ 31,250.00</b>	<b>\$ 31,250.00</b>	<b>\$ 34,250.00</b>	<b>\$ 37,996.00</b>
HST REBATE				\$ 5,139.72	
TRANSFER FROM RESERVES	\$ 14,000.00	\$ 14,000.00	\$ 10,220.00		\$ - .00
<b>TOTAL REVENUE</b>	<b>\$ 49,250.00</b>	<b>\$ 45,250.00</b>	<b>\$ 41,470.00</b>	<b>\$ 39,389.72</b>	<b>\$ 37,996.00</b>
<b>EXPENDITURES</b>					
DUES	\$ 220.00	\$ 216.00	\$ 220.00	\$ 220.00	\$ 220.00
BANK CHARGES	\$ 150.00	\$ 48.00	\$ 150.00	\$ 148.00	\$ 175.00
OFFICE SUPPLY/POSTAGE	\$ 200.00		\$ 200.00		\$ 275.00
RIVER ARTS FESTIVAL	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	
MUDCAT FESTIVAL	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	
CHAMBER LIGHT UP	\$ 2,500.00	\$ 2,500.00	\$ 500.00		
SIDEWALK/LITTER CLEAN	\$ 6,500.00	\$ 5,577.00	\$ 6,500.00	\$ 6,336.10	\$ 4,300.00
DUNNVILLE SIGN	\$ 8,000.00	\$ 18,578.00	\$ - .00	\$ 2,994.52	
CONTINGENCY					
AUDIT FEES	\$ 1,400.00	\$ 1,564.00	\$ 1,200.00	\$ 904.00	\$ 1,000.00
MEETING EXPENSES	\$ 1,000.00	\$ 914.00	\$ 1,200.00	\$ 393.15	\$ 1,200.00
FOUNTAIN MTNC	\$ 500.00	\$ 838.00	\$ 500.00	\$ 371.00	\$ 400.00
WATER CHARGES HALD HYDRO	\$ 500.00		\$ 500.00	\$ 504.68	\$ 600.00
FLOWERS/ MTNC	\$ 5,000.00	\$ 4,107.00	\$ 5,000.00	\$ 3,792.28	\$ 6,426.00
WATERING/MTNC	\$ 3,500.00		\$ 3,500.00	\$ 3,321.73	\$ 4,800.00
NEW FLOWER POTS				\$ 3,222.67	
BANNERS					
CANADA FLAG BANNERS					
SIDEWALK CLEANING POWER					
TREE REPLACEMENTS					
TREE TRIMMING					
ADVERTISING/PROMO EVENTS	\$ 5,000.00	\$ 1,249.00	\$ 5,000.00	\$ 550.47	\$ 2,500.00
ACCOUNTING	\$ 2,000.00	\$ 1,950.00	\$ 2,000.00	\$ 2,486.00	\$ 2,000.00
GENERAL ADMIN		\$ 450.00			\$ 600.00
XMAS TREE TAKE DOWN		\$ 1,153.00	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00
BANNER HUNG AND TAKE DOWN			\$ 1,000.00	\$ 2,577.82	\$ 3,000.00
SNOW REMOVAL	\$ 12,000.00	\$ 6,869.00	\$ 12,000.00	\$ 8,396.50	\$ 8,500.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 49,250.00</b>	<b>\$ 47,013.00</b>	<b>\$ 41,470.00</b>	<b>\$ 38,218.92</b>	<b>\$ 37,996.00</b>
<b>PROFIT/LOSS</b>	<b>\$ (14,000.00)</b>	<b>\$ (15,763.00)</b>	<b>\$ (10,220.00)</b>	<b>\$ 1,170.80</b>	<b>\$ - .00</b>
*PROFIT/LOSS IS BEFORE TRANSFER FROM RESERVE FUNDS					

## Hagersville Business Improvement Area Proposed Budget and Levy for 2019

2018 Approved Budget	2018 Actual (some amounts estimated to end of year)	2019 Proposed Budget
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### Revenue

BIA Levy	\$ 13,500.00	\$ 13,500.00	\$ 14,000.00
Interest Income	\$ 18.00	\$ 22.73	\$ 18.00
HST recovery - current year expenses	\$ 3,300.00	\$ 6,739.92	\$ 6,900.00
HST recovery - prior year expenses	\$ -		\$ -
HCCPP Grant (Haldimand County)	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Downtown Operating Grant (Haldimand County)	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
Allocated to Chamber of Commerce	\$ (4,250.00)	\$ (2,250.00)	\$ (4,250.00)
Allocated to Community Centre - water	\$ (2,250.00)	\$ (2,250.00)	\$ (2,250.00)
Grant from CVF towards Christmas Lights	\$ -	\$ 45,209.04	\$ -
Applied from prior year unused budget	\$ 660.54		\$ 6,576.12
From Prior Year Surplus / Reserves	\$ 22,617.46		\$ 40,037.41
<b>Total Revenue</b>	<b>\$ 46,096.00</b>	<b>\$ 73,471.69</b>	<b>\$ 73,531.53</b>

### Expenditures

OBIAA Membership	\$ 245.00	\$ -	\$ 249.53
Meeting Expenses - AGM & quarterly	\$ 500.00	\$ 64.85	\$ 500.00
Website Maintenance/Updates	\$ 1,130.00	\$ -	\$ 1,695.00
Bank Charges	\$ 24.00	\$ 37.50	\$ 40.00
Office Supplies	\$ 150.00	\$ 96.05	\$ 150.00
Streetscape - Park Benches @ \$1,200 plus HST	\$ 6,000.00	\$ -	\$ 6,780.00
Streetscape - Planters @ \$900 plus HST	\$ 13,500.00	\$ -	\$ 10,170.00
Streetscape - Trees @ \$1,550 plus HST	\$ 6,500.00	\$ -	\$ 35,030.00
Garbage Receptacles - 4 add'l @ \$900 plus HST	\$ 3,840.00	\$ -	\$ 4,068.00
Flowers - downtown	\$ -	\$ 3,513.53	\$ -
Flowers - Marathon St/Main St N	\$ -	\$ 6,033.87	
Summer Student - weed trimming, garbage, etc	\$ 4,000.00	\$ -	\$ 4,000.00
Banners for Market Square	\$ 1,500.00	\$ -	\$ 1,695.00
New Christmas lights (from CVF)	\$ -	\$ 45,209.04	
Install/remove Christmas lights	\$ 2,300.00	\$ 3,844.17	\$ 2,600.00
Repairs to Christmas lights	\$ 500.00		\$ 565.00
Repairs to Streetscape items (paint/parts)	\$ 1,500.00		\$ 1,695.00
New signs at all entrances to town	\$ -	\$ 7,192.56	\$ -
Solar LED lighting on entrance signs	\$ 3,390.00		\$ 3,390.00
Audit fees	\$ 1,017.00	\$ 904.00	\$ 904.00
<b>Total Expenses</b>	<b>\$ 46,096.00</b>	<b>\$ 66,895.57</b>	<b>\$ 73,531.53</b>



## APPENDICES

## Haldimand County 2019 Draft Tax Supported Operating Budget

### Summary of Council Approved and New Initiatives

	Council Approved Ongoing	Council Approved One Time	Total Council Approved		New Initiatives Ongoing	New Initiatives One Time	Total New Initiatives
Taxation/General Revenues	150,000		150,000				
General Government	163,190		163,190		71,680		71,680
Protection Services	170		170		97,790		97,790
Transportation Services	309,600		309,600				
Environmental Services	480	31,940	32,420		250		250
Health Services	17,050		17,050		14,280		14,280
Social & Family Services	870		870		(100)		(100)
Social Housing					19,900		19,900
Recreation & Cultural Services	196,530	710,750	907,280		679,690		679,690
Planning & Development	4,830	79,500	84,330		70,290	(27,340)	42,950
<b>Total Tax Supported Operations</b>	<b>842,720</b>	<b>822,190</b>	<b>1,664,910</b>		<b>953,780</b>	<b>(27,340)</b>	<b>926,440</b>



**Haldimand County**  
**DRAFT TAX SUPPORTED OPERATING BUDGET**  
**SUMMARY OF FULL-TIME EQUIVALENTS (FTES)**  
(Excluding Elected Officials, Board Appointees and VFFs)

	2018 Revised	2019 Base Budget	Corporate Reorganization CAO-03-2018	Council Approved Initiatives	New Initiatives	Total Budget Adjustments	2019 Total Draft Budget	Increase/ (Decrease) 2019 over
General Government								
Governance	4.19	4.00					4.00	(0.19)
Corporate Management	57.77	56.29	1.37		1.34	2.71	59.00	1.23
Program Support	9.37	4.90	3.98	5.80		9.78	14.68	5.31
<b>Total General Government</b>	<b>71.33</b>	<b>65.19</b>	<b>5.35</b>	<b>5.80</b>	<b>1.34</b>	<b>12.49</b>	<b>77.68</b>	<b>6.35</b>
Protection Services								
Fire Services	6.00	6.00					6.00	
Provincial Offences Act	3.00	3.00					3.00	
SUMMARY - Protective Inspection & Control	19.97	20.08					20.08	0.11
<b>Total Protection Services</b>	<b>28.97</b>	<b>29.08</b>					<b>29.08</b>	<b>0.11</b>
Transportation Services								
Engineering Services	11.32	10.00	(1.85)			(1.85)	8.15	(3.17)
Municipal Drain Maintenance	1.00	1.00					1.00	
Fleet & Equipment Pool	12.00	12.00					12.00	
SUMMARY - Roads Operations	52.14	51.66	1.00			1.00	52.66	0.52
<b>Total Transportation Services</b>	<b>76.46</b>	<b>74.66</b>	<b>(0.85)</b>			<b>(0.85)</b>	<b>73.81</b>	<b>(2.65)</b>
Environmental Services								
Public Works Operations Administration	0.70	0.70	0.10			0.10	0.80	0.10
Engineering & Capital Works			2.50			2.50	2.50	2.50
Urban Storm Sewer System	1.43	1.43	(0.96)			(0.96)	0.47	(0.96)
SUMMARY - Solid Waste	8.88	8.88	(0.80)			(0.80)	8.08	(0.80)
<b>Total Environmental Services</b>	<b>11.01</b>	<b>11.01</b>	<b>0.84</b>			<b>0.84</b>	<b>11.85</b>	<b>0.84</b>
Health Services								
Paramedic Services	43.77	43.77					43.77	
Cemeteries	2.97	2.77	(0.02)		0.38	0.36	3.13	0.16
<b>Total Health Services</b>	<b>46.74</b>	<b>46.54</b>	<b>(0.02)</b>		<b>0.38</b>	<b>0.36</b>	<b>46.90</b>	<b>0.16</b>
Social & Family Services								
SUMMARY - Grandview Lodge	110.81	110.81		1.00		1.00	111.81	1.00
<b>Total Social &amp; Family Services</b>	<b>110.81</b>	<b>110.81</b>		<b>1.00</b>		<b>1.00</b>	<b>111.81</b>	<b>1.00</b>
Recreation & Cultural Services								
Former Community Services Administration	2.00	2.00	(2.00)			(2.00)		(2.00)
Facilities, Parks, Cemeteries & Forestry Operations	7.06	7.06	(2.00)			(2.00)	5.06	(2.00)
Parks	9.75	8.96	(0.08)		1.23	1.15	10.11	0.36
Recreation Facilities - All Other	29.89	29.45	(0.19)	0.60	2.83	3.24	32.69	2.80
SUMMARY - Library	19.49	18.53			3.99	3.99	22.52	3.03

**Haldimand County**  
**DRAFT TAX SUPPORTED OPERATING BUDGET**  
**SUMMARY OF FULL-TIME EQUIVALENTS (FTES)**  
(Excluding Elected Officials, Board Appointees and VFFs)

	2018	2019	Corporate	Council		Total	2019	Increase/
	Revised	Base Budget	Reorganization	Approved	New	Budget	Total Draft	(Decrease)
			CAO-03-2018	Initiatives	Initiatives	Adjustments	Budget	2019 over
Community Development & Partnerships	6.20	6.20					6.20	
SUMMARY - Heritage & Culture	4.56	4.56					4.56	
Recreation Programs	4.90	4.90					4.90	
<b>Total Recreation &amp; Cultural Services</b>	<b>83.85</b>	<b>81.66</b>	<b>(4.27)</b>	<b>0.60</b>	<b>8.05</b>	<b>4.38</b>	<b>86.04</b>	<b>2.19</b>
Planning & Development								
Community & Development Services	1.50	1.50					1.50	
Planning and Zoning	14.79	14.00		0.50	0.50	1.00	15.00	0.21
Economic Development & Tourism	5.83	5.83					5.83	
<b>Total Planning &amp; Development</b>	<b>22.12</b>	<b>21.33</b>		<b>0.50</b>	<b>0.50</b>	<b>1.00</b>	<b>22.33</b>	<b>0.21</b>
<b>Total Tax Supported Operations</b>	<b>451.29</b>	<b>440.28</b>	<b>1.05</b>	<b>7.90</b>	<b>10.27</b>	<b>19.22</b>	<b>459.50</b>	<b>8.21</b>
Water and Wastewater Summary								
Water and Wastewater Administration	12.31	12.31	1.92			1.92	14.23	1.92
Direct Operations	14.53	14.43					14.43	(0.10)
<b>Total Rate Supported Operations</b>	<b>26.84</b>	<b>26.74</b>	<b>1.92</b>			<b>1.92</b>	<b>28.66</b>	<b>1.82</b>
<b>Total Corporation</b>	<b>478.13</b>	<b>467.02</b>	<b>2.97</b>	<b>7.90</b>	<b>10.27</b>	<b>21.14</b>	<b>488.16</b>	<b>10.03</b>

**Haldimand County**  
**DRAFT TAX SUPPORTED OPERATING BUDGET**  
**ANALYSIS OF STAFFING CHANGES FROM 2018 APPROVED BUDGET TO 2019 TOTAL BUDGET**  
(Excluding Elected Officials, Board Appointees and VFFs)

Division	Ongoing	One Time	Ongoing Council	One Time Council	Position Description	Position Type	Financial Impact (includes all related costs)		
	New Initiatives (FTE's)	New Initiatives (FTE's)	Approved (FTE's)	Approved (FTE's)			Gross Cost	Funding	Net Levy
<b>General Government</b>									
<b>Corporate Management</b>									
Finance	0.67				Additional 8-month co-op student to assist with specific division requirements.	Temporary Full-Time	26,190	-	<b>26,190</b>
Information Systems	0.67				Additional 8-month co-op student to assist with specific division requirements.	Temporary Full-Time	26,380	-	<b>26,380</b>
<b>Total Corporate Management</b>	<b>1.34</b>								
<b>Program Support</b>									
Corporate Administration				4.80	Internal staffing to assist with the implementation of the Business Application System (BAS) project	Temporary Full-Time	510,400	(510,400)	-
Administration Facilities				1.00	Secondment of Co-Lead for Administrative Accomodation (ending April 2020).	Temporary Full-Time	158,720	(158,720)	-
<b>Total Program Support</b>				<b>5.80</b>					
<b>Total General Government</b>	<b>1.34</b>			<b>5.80</b>					
<b>Health Services</b>									
<b>Cemeteries</b>									
Cemeteries Administration	0.38				Part of FPC initiative to provide resources required to maintain current service levels - net amount shown.	Permanent Part-Time	33,350	-	<b>33,350</b>
<b>Total Cemeteries</b>	<b>0.38</b>								
<b>Total Health Services</b>	<b>0.38</b>								
<b>Social &amp; Family Services</b>									
<b>Grandview Lodge Summary</b>									
GVL - Nursing & Personal Care	-				Reorganization of 4 Full-Time Night Shift Lines taken from Part-Time hours.	Temporary Full-Time	(2,620)	-	<b>(2,620)</b>
			1.00		One Assistant Director of Nursing hired due to increase in Long-Term Care funding. (CMS-GL-03-2018)	Permanent Full-Time	106,870	(106,000)	<b>870</b>
<b>Total Grandview Lodge Summary</b>	<b>0.00</b>		<b>1.00</b>						
<b>Total Social &amp; Family Services</b>	<b>0.00</b>		<b>1.00</b>						
<b>Recreation &amp; Cultural Services</b>									
<b>Parks</b>									
Parks	1.23				Part of FPC initiative to provide resources required to maintain current service levels - net amount shown.	Permanent Full-Time	107,510	-	<b>107,510</b>
<b>Total Parks</b>	<b>1.23</b>								
<b>Recreation Facilities - All Other</b>									
Arenas				0.60	Recommendations as discussed in closed session report CMS-FP-01-2017 Formalizing Employee Relationship for a Former Volunteer Employee at Cayuga Arena	Temporary Part-Time	22,430	-	<b>22,430</b>
	2.83				Part of FPC initiative to provide resources required to maintain current service levels - net amount shown.	Permanent Full-Time	216,370	-	<b>216,370</b>
<b>Total Recreation Facilities - All Other</b>	<b>2.83</b>			<b>0.60</b>					

**Haldimand County**  
**DRAFT TAX SUPPORTED OPERATING BUDGET**  
**ANALYSIS OF STAFFING CHANGES FROM 2018 APPROVED BUDGET TO 2019 TOTAL BUDGET**  
(Excluding Elected Officials, Board Appointees and VFFs)

	Ongoing	One Time	Ongoing Council	One Time Council			Financial Impact (includes all related costs)		
Division	New Initiatives (FTE's)	New Initiatives (FTE's)	Approved (FTE's)	Approved (FTE's)	Position Description	Position Type	Gross Cost	Funding	Net Levy
<b>Library Summary</b>									
Library Administration	1.00				Permanent Branch Coordinator position as a result of a Library efficiency review	Permanent Full-Time	97,670	-	<b>97,670</b>
		0.60			On-Line Resource Instructor to supplement public computer and technology training. Funded from the Contingency Reserve.	Temporary Part-Time	35,170	(35,170)	-
Library Branches	2.39				Additional Library Assistant and Student Page hours to accommodate proposed changes to Library Hours	Permanent Part-Time	81,370	-	<b>81,370</b>
	0.98				Additional Library Assistant and Student Page hours to accommodate proposed changes to Cayuga Library Hours	Permanent Part-Time	56,380		<b>56,380</b>
Total Library Summary	<b>3.39</b>	<b>0.60</b>							
<b>Total Recreation &amp; Cultural Services</b>	<b>7.45</b>	<b>0.60</b>		<b>0.60</b>					
<b>Planning &amp; Development</b>									
<b>Planning and Zoning</b>									
Planning & Development					Planning Technician two-year contract to assess the position and divisional structure suitability, as approved in the 2018 Tax-Supported Operating Budget	Temporary Full-Time	52,160	-	<b>52,160</b>
	1.00	-0.50		0.50	Report PED-PD-37-2018 extended the contract of the Mapping & Graphics Technologist to provide the resources required to complete the mapping component of the County's Zoning By-Law project. The new initiative converts that contract to permanent full-time to ensure that all projects and day-to-day tasks are completed as required on an ongoing basis.	Permanent Full-Time	70,290	-	<b>70,290</b>
Total Planning and Zoning	<b>1.00</b>	<b>-0.50</b>		<b>0.50</b>					
Total Planning & Development	<b>1.00</b>	<b>-0.50</b>		<b>0.50</b>					
<b>Total Tax Supported Operations</b>	<b>10.17</b>	<b>0.10</b>	<b>1.00</b>	<b>6.90</b>			<b>1,598,640</b>	<b>(810,290)</b>	<b>788,350</b>

## HALDIMAND COUNTY

## 2019 DRAFT TAX RATES

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
EDUCATION:	0.00163000	0.00163000	0.01218000	0.01035300	0.01331000	0.01098075	0.01331000	0.00040750	0.00040750
MUNICIPAL:	0.01056885	0.02113769	0.01789200	0.01520820	0.02459793	0.02029329	0.01574124	0.00264221	0.00264221
<b><u>TOTAL 2019 TAX RATES:</u></b>	0.01219885	0.02276769	0.03007200	0.02556120	0.03790793	0.03127404	0.02905124	0.00304971	0.00304971
<b><u>% Increase/(Decrease)</u></b>	-1.36%	-1.17%	-1.69%	8.34%	-0.84%	12.02%	-0.81%	-1.36%	-1.36%

## 2018 TAX RATES

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
EDUCATION:	0.00170000	0.00170000	0.01253862	0.00971743	0.01340000	0.00988250	0.01340000	0.00042500	0.00042500
MUNICIPAL:	0.01067227	0.02134454	0.01806708	0.01400199	0.02483864	0.01831850	0.01589528	0.00266807	0.00266807
<b><u>TOTAL 2018 TAX RATES:</u></b>	0.01237227	0.02304454	0.03060570	0.02371942	0.03823864	0.02820100	0.02929528	0.00309307	0.00309307
<b><u>% Increase/(Decrease)</u></b>	-2.76%	-2.58%	-3.01%	7.38%	-2.81%	10.27%	-2.94%	-2.76%	-2.76%

## 2017 TAX RATES

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
EDUCATION:	0.00179000	0.00179000	0.01304761	0.00913333	0.01390000	0.00903500	0.01390000	0.00044750	0.00044750
MUNICIPAL:	0.01093294	0.02186588	0.01850837	0.01295586	0.02544532	0.01653946	0.01628352	0.00273323	0.00273323
<b><u>TOTAL 2017 TAX RATES:</u></b>	0.01272294	0.02365588	0.03155598	0.02208919	0.03934532	0.02557446	0.03018352	0.00318073	0.00318073
<b><u>% Increase/(Decrease)</u></b>	-0.50%	-13.23%	0.14%	0.14%	-2.57%	-2.57%	-3.39%	-0.50%	-0.50%

## Haldimand County

SUMMARY OF CONTINGENCY RESERVE  
ACTUALS FOR THE YEARS 2009 TO 2018  
PROJECTION FOR 2019

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance January 1st</b>	<b>6,046,855</b>	<b>8,946,523</b>	<b>9,062,753</b>	<b>6,360,510</b>	<b>7,305,860</b>	<b>10,037,823</b>	<b>9,788,628</b>	<b>9,920,594</b>	<b>10,458,170</b>	<b>11,741,119</b>	<b>11,900,388</b>
<b>Source of Funds:</b>											
Budgeted Contribution											
Surplus/(Deficit) from Operations	(158,493)	1,089,685	(142,064)	1,390,892	886,848	(351,648)	585,045	1,320,630	1,211,510	939,932	
Other Contributions from Operations	3,666,116	2,200			2,821,587	1,720,622		129,526	318,557		115,500
<b>Total Source of Funds</b>	<b>3,507,623</b>	<b>1,091,885</b>	<b>(142,064)</b>	<b>1,390,892</b>	<b>3,708,435</b>	<b>1,368,974</b>	<b>585,045</b>	<b>1,450,156</b>	<b>1,530,068</b>	<b>939,932</b>	<b>115,500</b>
<b>Use of Funds:</b>											
Contribution to Proposed Operation Items	111,548	46,213	179,412	86,355	99,399	69,569	232,137	22,553	82,834	4,616	40,820
Fuel Depot	16,159	1,809	57,625								
Enhanced Sign Program	28,484	4,860	(187,349)	24,400							
Transition Costs	78,473	133,113				2,031	3,812	59,945	1,010		
Winter Control	11,743	7,103	10,066								
Trail Study	21,088										
Fire Self-Contained Breathing Apparatus	46,971										
Fire Rescue Apparatus	103,754										
Phase in OPP Contract increase		750,000	500,000	250,000		500,000					
Housing & Places to Grow Implementation Study	46,642										
Nanticoke Area Econ. Opportunity Study	2,890	32,556	426								
Municipal Drains	53,518						119,472				
Zoning By-law	86,686										
Contribution to Tipping Fee Rate Stabilization Reserve			2,000,000								
Hagersville Standpipe Rehabilitation (signage)				64,576							
Front End Financing of Development Study				20,209	9,631	9,287					
Phase in increase in the Fire Protection Charge resulting from the industry standard methodology utilized within the Water and Wastewater Rate Study.					675,000	337,500					
Phase in to reflect Moulton and Byng Fire Hall annualized reductions					192,443	100,912	55,610	58,850	42,010		18,860
Manager, Asset Management contract position						130,151					
Hospital Grants using portion of surplus funds generated by the Health and Social Services arbitration process						98,147	161,521	700,000		440,330	
Enhancement to Emergency Medical Services 50% one-time						251,100					
Economic Development Strategic Plan Consulting								71,232			
Standpipe Rehabilitation & Mix System Signage									86	89,914	
Business Application System Design & Replacement									121,179	245,804	505,017
CAO-03-2017 Award of Request for Proposal Business Application Software - funding of one-time items - Operating Maintenance Contracts (2018 carryforward)											84,900
Economic Development Brand Strategy Consultant (2018 carryforward)											40,000
<b>Total Use of Funds</b>	<b>607,955</b>	<b>975,655</b>	<b>2,560,180</b>	<b>445,541</b>	<b>976,472</b>	<b>1,618,168</b>	<b>453,079</b>	<b>912,580</b>	<b>247,119</b>	<b>780,664</b>	<b>689,597</b>
<b>Closing Balance December 31st</b>	<b>8,946,523</b>	<b>9,062,753</b>	<b>6,360,510</b>	<b>7,305,860</b>	<b>10,037,823</b>	<b>9,788,628</b>	<b>9,920,594</b>	<b>10,458,170</b>	<b>11,741,119</b>	<b>11,900,388</b>	<b>11,326,290</b>

## HALDIMAND COUNTY

SUMMARY OF FORECASTED OPERATING RESERVE/RESERVE FUND BALANCES  
FOR THE YEARS 2018 AND 2019

	2017 AUDITED ACTUALS	2018 ESTIMATED Source of Funds	2018 ESTIMATED Use of Funds	2018 ESTIMATED FORECAST	2019 ESTIMATED Source of Funds	2019 ESTIMATED Use of Funds	2019 ESTIMATED FORECAST
	\$	\$	\$	\$	\$	\$	\$
Ambulance Severance	411,835			411,835			411,835
CRR - Community Partnership	22,579	60,000	67,043	15,536	60,000	75,330	206
Community Improvement Plan	134,758	219,936	179,095	175,599	150,000	320,820	4,779
Contingency Reserve	11,741,120	939,932	780,664	11,900,388	115,500	689,597	11,326,291
Elections Reserve	179,711		124,389	55,322	50,000	4,200	101,122
Hydro Divestiture Reserve Fund	77,497,487	3,767,237	1,050,000	80,214,724			80,214,724
Insurance Reserve	1,214,051	500,000	530,653	1,183,398	500,000	400,000	1,283,398
Social Assistance Stabilization Reserve	2,419,563	79,862		2,499,425			2,499,425
Social Housing Reserve	2,073,554	80,000	263,319	1,890,235	80,000	3,880	1,966,355
Tipping Fee Rate Stabilization Reserve	8,465			8,465			8,465
Building Permit Cost Stabilization Reserve Fund	5,278,545		116,691	5,161,854	331,460		5,493,314
Employee Benefits Reserve Fund	1,922,488			1,922,488			1,922,488
Police Reserve Fund	3,791	984		4,775	600		5,375
Post Employment Benefits Reserve Fund	585,855	409,540	121,481	873,914			873,914
Sick Leave Reserve Fund	332,944		7,616	325,328			325,328
Workers' Compensation Reserve Fund	6,097,825	1,250,662	556,305	6,792,182	1,285,480	663,400	7,414,262
	<b>109,924,571</b>	<b>7,308,153</b>	<b>3,797,256</b>	<b>113,435,469</b>	<b>2,573,040</b>	<b>2,157,227</b>	<b>113,851,282</b>

## NOTES:

\*\*2018 and 2019 excludes forecasted surplus/deficit transactions and interest earnings

\*\*2018 Hydro Divestiture Reserve Fund includes interest earnings

\*\*Post Employment Benefits Reserve Fund excludes monthly payments for 2019 estimate

ACCRUAL BASIS OF ACCOUNTING	◆ method of accounting, as opposed to cash basis, under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not)
ALLOCATION	◆ the dividing of expenditures and/or revenues between more than one division or department
ANNUALIZATION	◆ term used to express the full year impact of an expenditure/revenue which, because of the timing of its' introduction, has a partial year impact in the year of its' introduction
APPROVED BUDGET	◆ operating and capital budgets which have been reviewed by Committee and passed by Council; includes base budget plus budget adjustments
ASSESSMENT	◆ see Current Value Assessment
BASE BUDGET	◆ the amount of money allocated to provide the same type and level of service as the previous year, before the introduction of budget adjustments
BOARDS, COMMISSIONS & AGENCIES	◆ autonomous and semi-autonomous bodies such as the Police Services Board, Children's Aid Societies and the Conservation Authorities for which the County is responsible for full or partial funding from property taxation
BUDGET	◆ a plan for financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them (see Operating Budget)
BUDGET INITIATIVES	◆ change in level or type of service or the addition of a new service which has not received prior Council approval
BY-LAW	◆ an instrument used by Haldimand County to exercise respective statutory powers. It is the equivalent of legislative action by senior levels of government
CAPITAL EXPENDITURE	◆ expenditures of a fixed asset nature whose benefits will be received beyond one year. (i.e. photocopier, computer equipment, washing machine, hospital beds)
CAPITAL PROGRAM	◆ a plan for capital expenditures to be incurred each year over a fixed period of years to meet needs arising from the long term capital work program
COMMITTEE-IN-COUNCIL	◆ all members of Council sitting as a Committee
COMMUNITY VIBRANCY FUND	◆ an agreement to support community initiatives and partnerships which would otherwise not be financially feasible without the green energy companies undertaking wind and solar projects in Haldimand County



COMPLEMENT – ANNUALIZED	<ul style="list-style-type: none"> <li>◆ full year's impact in full-time equivalent (FTE) position of adding or deleting staff positions. There is an annualized effect only if the term for which the staffing is being added or deleted carries over to the following year. <b>Note:</b> the annualized effect of position(s) that are approved via reports to Council subsequent to the budget exercise are not indicated in this document since they become part of the following year's current level budget</li> </ul>
COMPLEMENT – APPROVED	<ul style="list-style-type: none"> <li>◆ number of full-time equivalent (FTE) positions for which the department has received approval to employ, either through a previous budget exercise or subsequent report to Council. The departments' approved complement is noted on its respective page only if it is different from what is budgeted. These positions may not be budgeted due to gapping, vacancies, decreased work load, etc</li> </ul>
COMPLEMENT – BUDGETED	<ul style="list-style-type: none"> <li>◆ equates the dollars identified in the budget for employee wages to the number of full-time equivalent (FTE) positions which that expenditure will support in the given year. This may be less than the approved complement that a department historically has employed due to unbudgeted positions, gapping, vacancies, etc</li> </ul>
COMPLEMENT – OTHER	<ul style="list-style-type: none"> <li>◆ represents temporary staff in full-time equivalent (FTE) positions such as students, secondments and contracts that are hired for a specific period of time only. "Other" complement can be a type of "Annualized", "Approved" and/or "Budgeted" complement</li> </ul>
COMPLEMENT – REGULAR	<ul style="list-style-type: none"> <li>◆ represents full and part-time positions that are ongoing and therefore considered to be "Permanent". "Regular" complement can be a type of "Annualized", "Approved" and/or "Budgeted" complement</li> </ul>
CONTINGENCY	<ul style="list-style-type: none"> <li>◆ an appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenues, emergency expenditures and similar eventualities</li> </ul>
CURRENT VALUE ASSESSMENT (CVA)	<ul style="list-style-type: none"> <li>◆ the estimate of property values for various classes of land and buildings according to use based on the amount of money a property would realize if sold at arm's length by a willing seller to a willing buyer. This is the current basis for levying property taxes. Assessments are currently based on property values measured at 2016 market value. Property classes include farmland, residential, commercial, industrial, multi-residential, pipelines, managed forests and exempt properties.</li> </ul>
DEBENTURE	<ul style="list-style-type: none"> <li>◆ a contractual obligation (investment security) to pay a specified sum of money (called the principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest payments at a specified rate. Debentures are issued to the public as a form of investment when the County requires money to fund capital projects</li> </ul>

DEBT CAPACITY RATIO	<ul style="list-style-type: none"> <li>◆ a measurement of ability for a municipality to service its debenture obligations (principal and interest payments) and consequently an indication of the implications of the municipality's financial position by issuing additional debentures. All municipalities in Ontario measure debt capacity as the ratio of external debt charges to total operating budget expenditures. The maximum ratio allowed by the Ontario Municipal Board (OMB) is 20%</li> </ul>
DEFICIT	<ul style="list-style-type: none"> <li>◆ excess of expenditures over revenues during a single accounting period</li> </ul>
DEVELOPMENT CHARGES	<ul style="list-style-type: none"> <li>◆ funds paid by new property owners to the County as a contribution to the cost of capital services built by the County to accommodate growth</li> </ul>
ECONOMIC INDICATORS	<ul style="list-style-type: none"> <li>◆ an outlook of the economy which focuses on such factors as interest rates, inflation, labour market, growth and social indicators</li> </ul>
FMW	<ul style="list-style-type: none"> <li>◆ Financial Manager's Workbench Budgeting Software - used to produce the operating budget created by RAC Software Inc – It is a flexible financial budgeting, planning, forecasting, consolidation and reporting tool</li> </ul>
FISCAL YEAR	<ul style="list-style-type: none"> <li>◆ a 12 month operating period which may be different from a calendar year (i.e. Province operates on a fiscal year beginning April 1<sup>st</sup> and ending March 31<sup>st</sup> of the following year)</li> </ul>
FULL-TIME EQUIVALENT (FTE) POSITION	<ul style="list-style-type: none"> <li>◆ conversion of all positions (full-time and part-time) to the decimal equivalent of a full-time position based on either 1,820 hours or 2,080 hours per year. For example, a summer student working for four months or 595 hours would be equivalent to 0.33 of a full-time position (see Complement – Budgeted)</li> </ul>
GAPPING	<ul style="list-style-type: none"> <li>◆ savings in compensation costs due to budgeted hours paid not being utilized. Can be a result of parental leaves or other leaves of absence by permanent staff not being replaced in part or in total. Gapping can also occur by intentionally not filling a vacant budgeted position in order to realize savings</li> </ul>
GOVERNMENT GRANTS	<ul style="list-style-type: none"> <li>◆ funds provided under various statutes, regulations and agreements to aid municipalities</li> </ul>
Conditional Grants	<ul style="list-style-type: none"> <li>◆ Provincial grants on specific types of current expenditures in order to subsidize programs which the Province wishes to sponsor</li> </ul>
Ontario Municipal Partnership Fund (OMPF)	<ul style="list-style-type: none"> <li>◆ replaces Community Reinvestment Fund; unconditional Provincial Grant</li> </ul>
Unconditional Grants	<ul style="list-style-type: none"> <li>◆ Provincial grants which are applied to reduce the County's total operating budget. Based on various factors including households, levies and assessment, they include the general support grant, police and general household grants. Unlike conditional grants, they are not applied against expenditures incurred through specific programs</li> </ul>

GROSS EXPENDITURES	◆ expenditures before the deduction of any revenues or recoveries
INDUSTRIAL LAND	◆ fully serviced County-owned land which is offered for sale for the purpose of attracting commercial and industrial development within Haldimand County
INTERDEPARTMENTAL CHARGES	◆ internal charges for services provided by support departments to direct service departments
INTERNAL EQUITY	◆ the correlation between salary level and job level that exists within an organization, or a specific group, when salaries are assigned to all job classes, based on their relative worth
LOCAL IMPROVEMENT	◆ the installation of municipal services (usually water and wastewater) requested by a group of rate payers for which they are required to pay a portion of the total project cost
LONG TERM DEBT CHARGES	◆ annual charges required to service the long term debt of a municipality including an amount for principal repayments, interest due within the year, and in the case of certain specific debentures, required sinking fund contributions (see Debentures)
MPAC	◆ Municipal Property Assessment Corporation
NET EXPENDITURE (Net Levy by Department)	◆ total gross expenditures less directly allocated program revenues and recoveries
NEW INITIATIVE	◆ new or enhanced programs or services which include all costs related to implementing the program
NET LEVY (Tax Levy)	◆ the total amount of taxes, special assessments or service charges imposed by the County or Boards of Education to be raised by general property taxes
NON-RECURRING	◆ term used for one-time budget expenditures
ONTARIO MUNICIPAL BOARD (OMB)	◆ a quasi-judicial administrative body of the Province created by <u>The Ontario Municipal Board Act</u> , with wide ranging powers relating to municipalities. With respect to municipal finance, the OMB's main function is controlling the issuance of long-term debt (see Debt Capacity)
OPERATING BUDGET	◆ represents a forecast of revenues and expenditures which are collected and spent in the current year, primarily made up of day-to-day costs for administration and programs. The operating budget determines the amount of taxes to be levied on property owners annually
PAY-AS-YOU-GO	◆ financing policy whereby funds are reserved in current operating budgets to aid in financing future capital projects from own revenue sources in order to avoid issuing long term debt
PAY EQUITY	◆ equal pay for work of equal value. Equal compensation for female dominated jobs determined to be of the same value as male dominated jobs

PAYMENTS-IN-LIEU (PIL)	◆ under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. The amounts are calculated the same as property taxes based on the property's Current Value Assessment (CVA). These include hospitals, colleges and university and government offices and facilities
PER DIEM	◆ an identified charge per day
PRIOR YEAR SURPLUS/(DEFICIT)	◆ excess, or conversely a shortage (deficit), of revenues over expenditures carried forward from the previous year
RATE SUPPORTED BUDGET	◆ programs whose operating and capital costs are financed solely through charges to Haldimand County residents who use those services; includes water and wastewater systems
RECOVERIES FROM MUNICIPALITIES	◆ direct charges to other municipalities for specific services provided
RED CIRCLED	◆ indicates that dollars have been temporarily frozen at a certain level due to certain conditions. Typically, applies to an individual's wage rate
RESERVES	◆ an account which records a portion of the fund balance which must be segregated for some future use and which is therefore not available for further appropriation unless the expenditure complies with the intended purpose of the reserve. Reserves do not accumulate interest earning and are not as strictly defined as reserve funds. (i.e. contingency reserve)
RESERVE FUNDS	◆ reserve funds are established for purposes which are approved by Council. Reserve funds are established in accordance with federal / provincial statutes or municipal by-law where funds collected for a specific purpose must be set aside, accounted for separately and used only for an intended purpose. Examples include development charges and cash-in-lieu, etc
SOLID WASTE LEVY	◆ amount of net waste management expenditures applicable for County waste disposal; collected through a separate County tax rate
SUPPLEMENTARY TAXES	◆ additional tax revenue received as a result of an increase in assessed property valuation or new developments added to the tax roll
SURPLUS	◆ excess of revenues over expenditures during a single accounting period
TAX SUPPORTED BUDGET	◆ programs whose net operating and capital costs are financed solely through property taxes; includes all County programs except water, wastewater, and waste management
TAXABLE ASSESSMENT	◆ includes assessment for only those properties which are taxable and excludes properties which are exempt from taxation

TAX RATES	<ul style="list-style-type: none"> <li>◆ a percentage applied to the assessed value of a property to generate taxes payable, set for each property class based on the revenue needed to provide services</li> </ul>
TAX RATIO	<ul style="list-style-type: none"> <li>◆ defines the tax rate of each property class in relation to the rate of the residential/farm property class. For example the tax ratio for residential/farm property class will be 1. If the tax rate for commercial property is twice that of residential/farm property, then the commercial tax ratio is 2 - this is defined in the Tax Policy Report</li> </ul>
TAXES (PROPERTY)	<ul style="list-style-type: none"> <li>◆ annual levies of a County plus the amounts required for education, converted to property taxes based on taxable assessment</li> </ul>
TIPPING FEE	<ul style="list-style-type: none"> <li>◆ user-fee which allocates the cost of waste disposal (development costs, operations costs, closure and post-closure costs) in direct proportion to usage based on the volume of waste disposed</li> </ul>
TRANSFER TO OWN FUNDS	<ul style="list-style-type: none"> <li>◆ funds raised in the operating budget and transferred to reserves, reserve funds or capital projects. Since these funds are transferred from the operating budget, they have a direct impact on the current year's taxation requirement</li> </ul>
TRANSITION RATIOS	<ul style="list-style-type: none"> <li>◆ transition ratios reflect the relative tax burden of each class just before reform of the assessment and taxation system.</li> </ul>
USER FEES OR USER CHARGES	<ul style="list-style-type: none"> <li>◆ revenue received on a fee, fare or service charge basis. Fees charged to members of the public for particular services or goods available from Haldimand County Departments (i.e. charges for building permits or processing subdivision applications)</li> </ul>

## HALDIMAND COUNTY FIR Function Categories

The FIR requires specific functional areas to be grouped together. In total there are 9 functional categories, with a varying number of sub-categories as follows:

**General Government:** Includes all corporate overhead and related capital projects. Sub-categories include governance (i.e. Mayor and Council) as well as corporate management and support (i.e. clerks, infrastructure technology, human resources, corporate support services, financial services and administrative facilities)

**Protection Services:** Includes all services intended to protect the public and the community as a whole. Sub-categories include fire services, police services, court security and prisoner transportation, conservation authorities, protective inspection and control (building/by-law enforcement), emergency measures and provincial offences administration.

**Transportation Services:** This category includes all means of transportation and associated services. Sub-categories include roadways, winter control operations, transit, parking, street lighting and municipal airports.

**Environmental Services:** This category includes services that impact the environment. The sub-categories include stormwater management, solid waste management and waste diversion. Water and wastewater operating and capital projects are included in a separate budget document as they are supported by user rates and not property taxes.

**Health Services:** This category includes all public health related services. The sub-categories include public health services, hospitals, ambulance services, and municipally managed cemeteries.

**Social and Family Services:** This category includes services related to social assistance to individuals. The sub-categories include social assistance programs, assistance to the aged (i.e. long term care facilities), and child care services.

**Social Housing:** This category includes services related to housing programs for residents within the municipality. This includes public housing and not for profit housing as well as rent supplemented accommodations.

**Recreation and Cultural Services:** This category includes all parks, recreational and cultural services. The sub-categories include parks and recreational programs, recreational facilities, libraries, museums and other cultural services (i.e. arts and entertainment).

**Planning and Development:** This category includes all planning and development related services. The sub-categories include residential and commercial/industrial planning, agriculture and reforestation, tile drainage and shoreline management, economic development and tourism related activities.

## HALDIMAND COUNTY FIR Object Categories

The FIR requires specific operating expenses and revenues to be reported by object. For budget purposes, we report on 14 objects, as follows:

**Salaries, Wages & Benefits:** Includes expenses incurred for full-time, part-time and temporary salaries and wages including regular, overtime, shift premiums and other remuneration to employees, employers contribution payments to Canada Pension Plan (CPP), Ontario Municipal Employee Retirement System (OMERS), Employer's Health Tax, Employment Insurance (EI), Workplace Safety and Insurance Board (WSIB) and extended health and dental.

**Supplies & Materials:** Includes materials purchased by a municipality for its own uses and/or disposal or resale. Includes items such as office supplies, subscriptions, janitorial, detergents, raw food (GVL), medical supplies, aggregate, salt and sand, promotional supplies, and grounds building and equipment supplies.

**Services:** Includes payments to an arms length service provider for a contracted out service delivery. Includes items such as staff training, meeting expenses, travel expenses, cell phone charges, memberships, insurance, postage, advertising, leachate costs, bank and credit card charges, taxation costs such as heritage and charity rebates, taxation adjustments, legal fees, contracted policing, snow removal, grass cutting, utilities, and maintenance and repair costs.

**Transfer Payment & Grants:** Includes payment to Norfolk County for Health and Social Services, payments to Conservation Authorities, field management groups, visitor information centres, downtown operating grants, community improvement plan, BIA's, major festival grants, and donations to charities through the Mayor's Gala.

**Interdepartmental Charges:** Includes interfunctional adjustments between divisions such as fleet charges, and support charges from Finance, Clerks, Human Resources, Information Systems, and net charges to Water and Wastewater Operations.

**Long Term Debt Charges:** Includes principal repayments and interest incurred on long term debt liabilities

**Transfers to Reserves/Reserve Funds:** Includes transfers to reserves and reserve funds for the Capital Levy, as well as Election, Insurance, Community Improvement Plan, Social Housing, Building permit cost stabilization. Contributions to Federal Gas Tax Reserve Fund, Community Vibrancy, and Ontario Community Infrastructure Reserve are based on amounts received.

**Federal/Provincial Grants:** Includes Ontario and Canada conditional and unconditional grants such as Federal Gas Tax Funding, Police Court Security and Prisoner Transportation, Libraries, Aggregate, Land Ambulance and Grandview Lodge funding, Ontario Community Infrastructure, Waste diversion, and Ontario Municipal Partnership fund.

**Municipal Recoveries:** Includes recoveries from Norfolk County for shared waste management operations, facilities, and information systems. As well, from other municipalities for land ambulance cross border billings, and from New Credit for fire services.

**Fees & Recoveries:** Includes user fees and service charges, licences, permits and rents. Examples include planning and engineering fees, transfer to taxes and ownership maintenance fees, building permits, program and pool registrations, arena rentals, tipping fees, and Grandview Lodge resident payments.

**Donations:** Includes donations received for Libraries and Museums, as well as donations related to the Mayor's Gala.

**Other Revenues:** Includes fines and penalties, investment income, community vibrancy payments, blue box revenues, and WSIB premiums.

**Miscellaneous Property Charges:** Includes taxation revenues related to Supplementary billings, and Payment-In-Lieu of Taxes.

**Transfers from Reserves/Reserve Funds:** Includes funding from Development Charges to offset growth related debt payments, funding from Community Vibrancy Reserve Fund for the Community Partnership Program, funding from Workers Compensation Reserve Fund for preventative costs and claims management, Community Improvement Plan funding to offset expenses, and the Insurance reserve to offset deductibles.