

DRAFT TAX SUPPORTED  
**OPERATING BUDGET**



2020



**Haldimand**  
County

# 2020 Draft Tax Supported Operating Budget

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# **Haldimand**

## County

### 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 2020 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, user 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 28, 2020.

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 (rates are established by the Province and the applicable taxes are collected on behalf of and 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 2020 Draft Tax Supported Operating Budget 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 - 2020 Draft Tax Supported Operating Budget**

Under normal circumstances, a fundamental principle of the Tax Supported Operating Budget is to present a fiscally responsible plan based on sound financial principles. However, given these unprecedented times, management reviewed the overall operating budget impacts in light of the affects on residents and businesses in terms of income, employment, quality of life and convenience. In an effort to reduce the financial burden and impacts on Haldimand County residents and business; management performed a detailed review of base budget expenditures, took a more aggressive approach with revenue assumptions, cut several proposed new staffing and operating initiatives and funded several expenditures from the Contingency Reserve. This aggressive approach has resulted in an overall impact on the average residential taxpayer of less than 1.0% - a proposed increase of approximately \$2.50 per month.

In summary, the 2020 Draft Tax Supported Operating budget includes total operating expenditures of approximately \$117.3 million representing an increase of approximately \$3.9 million over 2019. The property tax levy represents the most significant funding source for all operating expenditures, totalling a projected \$69.8 million or **60%** of total funding sources. Based on the 2020 Draft Tax Operating budget, the total annual impact on the average residential tax bill is approximately \$30 or 0.93%.

The 2020 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;
- Provisions for growth related and new service initiatives to meet taxpayers' needs, funded firstly from assessment growth, including:
  - Climate change and Emergency response measures to address incremental costs and lost revenues;
  - Contribution to WSIB Reserve for Presumptive Volunteer Firefighters and Post Traumatic Stress Disorder unfunded liability;
  - Child Care Expansion program has been extended into 2020, however the Provincial funding of 100% has been reduce to 80%/20% cost share;
  - Enhancements to the County's established tree conservation and reforestation program;
  - Provision of inclusive hiring within recreational/facility services to assist with demand for current service standards;
  - Increase in Provincially mandated court security costs.

As a result of the aggressive approach to reduce the overall financial burden of the proposed operating budget, it should be noted that, the County is subject to additional 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? Increasing financial impacts related to Climate change and Emergency response (specifically local flooding and more recently Global Pandemic). 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 \$14.6 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



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## HALDIMAND COUNTY

### 2020 Draft Tax Supported Operating Budget

Committee of the Whole on April 21, 2020

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#### Executive Summary:

The County currently develops three (3) annual budgets as follows:

- Rate Supported (Water and Wastewater) – Operating Budget (current year) and Capital Budget (current year plus 9 year capital forecast)
- Tax Supported Capital Budget (current year plus 9 year capital forecast)
- Tax Supported Operating Budget (current year).

The status of these budgets are as follows:

Budget	Review Date	Budget Status
Rate Supported Operating and Capital Budget	January 28, 2020	Approved
Tax Supported Capital Budget	March 5, 2020	Approved
Tax Supported Operating Budget *	April 21, 2020	Draft

Note: The approval of the 2020 Tax Supported Operating Budget will allow the 2020 property tax rates to be calculated and final tax billings to be issued (subject to approval of tax policies - scheduled for June 2020).

#### 2020 Tax Supported Operating Budget:

The 2020 operating budget was guided by Council's strategic objectives, consistent with Council's approved budget guidelines which included the net tax levy target of 2% (municipal and education combined) and developed with the current economic conditions in mind, is fiscally responsible and is based on sound financial principles.

Using these principles, the 2020 Draft Tax Supported Operating Budget was developed resulting in a total levy requirement of \$69,823,910. Despite significant budget drivers, some beyond the County's control, the 2020 Draft Tax Supported Operating Budget results in an overall residential tax impact of **0.93%**. This equates to an increase of approximately **\$2.50** per month in total taxes on an average residential property owner.

The following table reflects the impact on property taxes for the average assessed property within each class based on the anticipated 2020 municipal rates (using current tax policies) and estimated education rates.

Assessment	2019 Final				2020 Draft Budget				Increase	
Class	Ave CVA	Municipal	Education	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	529,805	12,989.76	6,834.48	19,824.24	537,400	12,845.29	6,717.50	19,562.79	(261.45)	-1.32%
Multi-Res.	1,048,071	22,081.81	1,687.39	23,769.20	1,063,200	21,838.37	1,626.70	23,465.06	(304.14)	-1.28%
Commercial	307,271	5,479.83	3,706.27	9,186.09	318,900	5,544.48	3,710.43	9,254.91	68.82	0.75%
Residential	266,860	2,811.24	429.64	3,240.88	277,200	2,846.88	424.12	3,270.99	30.11	0.93%
Farmland	371,600	978.66	149.57	1,128.22	408,600	1,049.09	156.29	1,205.38	77.16	6.84%

Based on the revised assessment values for 2020, the average residential home value increased by approximately 3.88%, resulting in an assessed value of \$277,200.

#### Provincial funding uncertainty in 2020 and beyond:

Early messaging from the provincial government regarding funding changes brought uncertainty to municipalities. The government announced funding and service delivery changes in public health, social services, child care, long term care, and land ambulance service areas, as well as notification to review the Ontario Municipal Partnership Funding (OMPF) and Ontario Community Infrastructure Fund (OCIF). Council was advised of these items during a workshop in November 2019. Subsequently, several areas were reconsidered by the Province. As well, during Norfolk County review of the funding impacts for Health and Social Services, significant cuts were approved, resulting in mitigation of \$338,100 to offset the expected funding reductions. These proposed cuts continue to bring uncertainty for future funding and as such, the County will continue to monitor and advise as funding information becomes available. Although there is still uncertainty surrounding Provincial funding and service impacts for 2021, staff do not recommend additional contributions to the Contingency Reserve to offset these future impacts, as was originally recommended in Report FIN-01-2020 Budget Guidelines for 2020.

#### COVID-19 Pandemic:

It should be noted that the COVID-19 pandemic has had an immense impact on the residents of Haldimand County. All levels of government have been working to help alleviate the financial pressures that many people now find themselves in. As such, Council has assisted residents by deferring any penalty or interest on late property tax payments from April 1<sup>st</sup> until August 1<sup>st</sup>, 2020. This is estimated at \$300,000 of lost revenue. Staff recommend funding this from the Contingency Reserve.

In order to present Council with an operating budget resulting in a tax impact less than the council approved guidelines, management performed a review of base budget expenditures, took a more aggressive approach with revenue assumptions, cut several proposed new initiatives, and funded several one-time costs from reserves. This approach does result in more risk, as it may be difficult to meet reduced expenditure expectations, and revenue estimates will be impacted by the current economic situation.

As part of the Ontario Government's Economic and Fiscal Update on March 25, the Minister of Finance, announced the Province's decision to postpone the 2020 Assessment Update. This means property assessment for the 2021 property tax year will be the same as the 2020 tax year, unless there have been changes to the property. This could result in fewer shifts in taxation burden for the 2021 taxation year.

Major Budget Drivers:

The resulting budget drivers for the 2020 Draft Tax Supported Operating Budget are as follows:

Major Drivers	2020 Levy Impact	
	Increase/(Decrease)	
	\$	%
<b>Municipal Levy (prior year)</b>	<b>67,225,340</b>	
<b>Levy Increases:</b>		
Taxation penalty and Interest reduction	255,000	0.38%
Property taxation in year adjustments and tax allowances	170,000	0.25%
Fleet Charges - due to increase in supplies	125,000	0.19%
OPP Contract increase as per 2020 estimate	106,590	0.16%
Solid Waste - Mainly due leachate and haulage, which is partially shared with Norfolk County	278,900	0.41%
Recycling blue box revenues reduction	131,900	0.20%
Capital Levy Increase	672,250	1.00%
Council Approved Initiatives - (net of applicable funding)	131,030	0.19%
New/Enhanced Service Initiatives - staffing related (net of applicable funding)	341,410	0.51%
WSIB Reserve contribution for presumptive and PTSD	318,580	0.47%
Climate Change and Emergency Response contribution	100,000	0.15%
Court security enhancement costs (50% of proposed cost)	254,500	0.38%
Child Care expansion - Haldimand's share	132,700	0.20%
Forestry block pruning (5 year program)	174,760	0.26%
Other adjustments	375,910	0.56%
	3,568,530	5.31%
<b>Levy Decreases:</b>		
Provincial funding for Grandview and Land Ambulance	(149,960)	-0.22%
Supplementary taxation revenue increase based on recent growth pattern	(725,000)	-1.08%
New finance arrears notice fee to cover administrative costs (annualized amount is budgeted, recognizing arrears notices will not be completed until August)	(95,000)	-0.14%
<b>Municipal Levy Increase</b>	<b>2,598,570</b>	<b>3.87%</b>
<b>Draft Municipal Levy</b>	<b>69,823,910</b>	<b>3.87%</b>
Less: Assessment Growth		2.50%
Less: Education Tax Room		0.44%
<b>Total Estimated Residential Tax Rate Impact</b>		<b>0.93%</b>

It should be noted that the levy impact of the capital briefs as discussed during review of the 2020 Tax Supported Capital Budget and Forecast are not included in the draft budget as presented. Should Council wish to include those, an increase to the levy would be required as follows:

Capital Brief Project Name	Project Year	Project Cost	2020 Impact \$	2020 Impact %	2021 Impact \$
Concession St Sidewalk	2021	185,000	92,500	0.14%	92,500
Smithville Rd Sidewalk	2020	20,000	20,000	0.03%	-
Tuscarora St Sidewalk	2021	88,000	44,000	0.07%	44,000
Electronic Speed Warning Signs	2020	66,000	66,000	0.10%	-
Caledonia Grand River Crossing Study	2020	95,000	95,000	0.14%	-
		454,000	317,500	0.47%	136,500
	<b>Levy Impact</b>	<b>0.68%</b>	<b>0.47%</b>		<b>0.20%</b>

#### Future Impacts/Budget Constraints

There are several areas of risk included within the 2020 Tax Supported Operating Budget, based on some areas that require substantial assumptions and projections as there is uncertainty associated with these issues. The following items will have future potential impacts:

- Aggressive curtailment of expenditures and maximization of estimated revenues;
- Climate change and emergency response situations with the potential to significantly impact the County's resources;
- WSIB funding for presumptive cancer and PTSD associated costs;
- Potential use of Hydro Legacy Fund to offset annual levy impacts or fund enhancements/services;
- Investment income projections in light of current economic situation;
- Legislative and/or downgraded services/operational impacts with no corresponding funding;
- Provincial funding changes;
- Net impacts of increased residential development (assessment growth, supplementary revenues 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. A multi-year approach can help mitigate year over year changes to develop a longer term sustainable levy impact.

### **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 2020, 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

### **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 2020 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-01-2020 Budget Guidelines for 2020, Council approved the following for staff's preparation of the 2020 Draft Tax Supported Operating Budget:

*AND THAT the following guidelines be approved for preparation of the 2020 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*
- *Mitigation measures of 2.0% will be presented for Council review, to offset Provincial funding and services impacts if required, with the balance of unused measures placed into the Contingency Reserve to offset future impacts; 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 2020 taxation revenue of approximately \$1,680,000 or a favourable 2.5% levy impact. This is a 43% increase higher than the County's historical four year average of approximately 1.75% growth (albeit some of the growth will represent a one-time impact). As outlined in report FIN-02-2020 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.

It should be noted, at the time FIN-02-2020 Analysis of Assessment Update was presented, MPAC was preparing the rollout of the next reassessment. The plan was to provide property owners with a new Property Assessment Notice in 2020 to reflect the updated value of their property as of January 1, 2019. This was to be used to calculate property taxes for 2021 to 2024. However, on March 25, 2020, in light of the COVID-19 Pandemic, the Province announced the decision to postpone the 2020 Assessment Update. This means property assessment for the 2021 property tax year will be the same as the 2020 tax year, unless there has been change to the property. Again, this reassessment was to be phased-in over four years (2021-2024), however the implications of postponing the first year of a four year phase-in unknown at this time.

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 0.45% on the total residential tax bill. Based on the draft budget and approved Education rates, the Education offset is estimated at 0.44%. 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.

## **2020 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).

During 2019, messaging from the provincial government regarding funding changes brought uncertainty to municipalities. The government announced funding and service delivery changes in public health, social services, child care, long term care, and land ambulance service areas, as well as notification to review the Ontario Municipal Partnership Funding (OMPF) and Ontario Community Infrastructure Fund (OCIF). Council was advised of these items during a workshop in November 2019. Subsequently, several areas were reconsidered by the Province. As well, during Norfolk County review of the funding impacts for Health and Social Services, significant cuts were approved, mitigating much of the expected funding reductions. These proposed cuts continue to bring uncertainty for future funding and as such, the County will continue to monitor and advise as funding information becomes available. Although there is still uncertainty surrounding Provincial funding and service impacts for 2021, staff do not recommend additional contributions to the Contingency Reserve to offset these future impacts, as was originally recommended in Report FIN-01-2020 Budget Guidelines for 2020.

These “Uncontrollable” services have a significant impact on the budget, and as a result, these services represent approximately **26.6%** of the 2020 total overall average residential tax bill (including approved Education Taxes). This is a slight reduction from the allocation of approximately 27.1% in 2019.

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 2020, 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.

There continues to be a 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. The 2020 education rates for residential properties has decreased 5.0% generating offsetting “Education Tax Room” in 2020 of approximately 0.44% 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 2020 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. 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 \$24.1 million (based on 2018 audited actuals for tax supported capital only) while the 2020 budgeted annual transfer to tax supported capital replacement reserves is approximately \$15.5 million. Although there appears to be an annual shortfall of approximately \$8.6 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 2018 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 2018 audited financial statements was approximately \$3.7 million and the County has current reserves for these cost of approximately \$1.2 million, resulting in an estimated unfunded liability of \$2.5 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 2018 audited statements, WSIB liabilities total approximately \$10.5 million (excluding the full impact of the Presumptive Liability for Volunteer Firefighters) and the County has reserves totaling approximately \$6.8 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 2020 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 (2018), 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 \$329,000 (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 \$30.5 million (Haldimand's share only) over the next 48 years (the net present value of these costs is approximately \$13.7 million which represents the balance of the current liability). 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 – 2019 Forecast: As outlined in the draft 2020 budget document, the forecasted **surplus** for the 2019 year is estimated at approximately \$73,000. The major drivers and impacts on the 2020 budget are outlined below.

- Surplus in Salaries, Wages and Benefits of approximately \$1,280,000 (net of reserve funding for one-time items), based on vacancies in several areas, partially offset by deficit in Paramedic Services (\$111,000)
  - Action: The 2020 Draft Tax Supported Operating Budget is based on the Council approved compliment
- Surplus in Supplemental Tax billings – During 2019, the County received an additional \$891,000 in 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 \$725,000 in the 2020 Draft Tax Supported Operating 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 (\$230,500) and property adjustments (\$108,000): 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. As well, we have experienced an increase in adjustments to properties required after the return of the roll.
  - Action: the 2020 Draft Tax Supported Operating Budget has included a reduction in penalty and interest revenues of \$255,000, (not including the COVID relief), and an increase of \$170,000 for various property tax adjustments. Further monitoring will be required.
- Surplus in Provincial Offenses Fines of \$167,000
  - Action: the 2020 budget represents a \$50,000 to reflect potential increased revenues
- Deficit in Policing contract of \$134,000, which includes the 2018 reconciliation, Ride program deficit, and additional costs related to quarry protection
  - Action: an increase of \$106,600 is budgeted related to the police contract
- Deficit projected in Roadside Maintenance contracts and materials totaling \$367,000 with further review expected as part of 2019 year-end finalization.
  - Action: the 2020 budget includes an increase of \$153,150 to reflect projected needs in contracted services, offset by a reduction of \$203,840 in materials and supplies
- Deficit of \$1,967,000 winter control operations

- Action: Historical winter control contracted services and materials deficits have occurred over consecutive years and current budget levels were again reviewed for 2020-. Based on a 5 year average, an increase of approximately \$30,000 was included in total for winter control contracted services and material costs. Staff will continue to monitor these expenditures closely to ensure future needs are met.
- Solid waste management operations deficit of \$400,000: Driven primarily by increased leachate treatment volumes, cost shared with Norfolk County
  - Action: Impacts related to leachate costs have been included in the 2020 Draft Tax Supported Budget. Completion of the Leachate Best Practices Study may result in further changes. The study findings will be considered during 2020.
- Deficit of \$184,000 in operating costs related to October 2019 storm
  - Action: The 2020 Tax Supported Capital Budget included a project related to capital storm expenditures. Staff are waiting on notification from the Province to determine if our grant funding application was successful.
- Surplus in Health and Social Services based on Norfolk County estimates for Public Health (\$165,000); Social Assistance (\$121,000); and Social Housing (\$73,000).
  - Action: 2019 surpluses will be contributed to reserves and do not impact the 2020 budget directly

### **Draft Budget Overview**

The 2020 Draft Tax Supported Operating Budget requires a \$2,598,570 Municipal Levy increase, resulting in an increase on the Average Residential Municipal component of the tax bill of 1.37% after assessment growth. Incorporating the use of the “Education Tax Room”, based on approved education rates, the overall impact on the average residential tax bill is **0.93%**. As noted in the budget guidelines report presented to Council in January, there are a number of both positive and negative issues that have a tax levy impact in 2020:

#### **Positive Issues:**

- Assessment growth
- Increased projection of Supplementary tax revenues
- Education tax room

#### **Negative Issues:**

- Coronavirus Pandemic (COVID-19) financial considerations
- Uncertain funding from the 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
- OPP contract and court security costs

The following chart outlines the 2020 Draft Budget in relation to the targets set by Council.

Budget Details	2020 Budget Guideline	2020 Draft Budget	
	%	\$	%
<b>Municipal Levy (prior year)</b>		<b>67,225,340</b>	
Base Operating Budget Impacts	2.50%	537,390	0.80%
Provincial Funding Impacts (Uncontrollable)	2.00%	357,150	0.53%
Council Approved Capital	1.00%	672,250	1.00%
Council Approved Initiatives	0.00%	131,030	0.19%
New Initiatives	1.00%	1,238,850	1.84%
Mitigation Measures to offset Provincial Funding Impacts for Public Health, Social Assistance, Child Care, and Social Housing	(2.00%)	(338,100)	(0.50%)
<b>Municipal Levy Increase</b>	<b>4.50%</b>	<b>2,598,570</b>	<b>3.87%</b>
Less: Assessment Growth	(2.00%)	(1,680,000)	(2.50%)
<b>Municipal Tax Increase</b>	<b>2.50%</b>	<b>918,570</b>	<b>1.37%</b>
Offsetting Education Tax Room *	(0.50%)		(0.44%)
<b>Overall Average Residential Tax Increase (including Education Taxes)</b>	<b>2.00%</b>		<b>0.93%</b>
* Based on approved 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 2020.

## **Budget Drivers**

### **A. Base Budget**

Overall, the 2020 Draft base budget, excluding any changes in current service levels, has increased by approximately \$556,440 representing a 0.83% 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 \$537,000 or a 0.80% 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 \$19,050, with the largest increases in Policing of \$76,910, offset partially by OMPF funding increase of \$39,300. The details of the base budget drivers, segregated between "Controllable" and "Uncontrollable" impacts, are found below.

### **"Uncontrollable" Base Budget Drivers**

The "Uncontrollable" levy impacts represent the funds required by the Boards and Agencies that Council has limited or no control over. 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). Original Provincial impacts were anticipated to be significantly higher. Subsequent to the Council workshop in November 2019, several areas were reconsidered by the Province. As well, during Norfolk County review of the funding impacts for Health and Social Services, significant cuts were approved, resulting in mitigation of \$338,100 to offset the expected funding reductions. As shown below, the 2020 draft budget anticipates an increase for these external bodies of \$19,050 or a net levy impact of 0.03%. The following chart outlines the overall drivers in the base budgets related to external bodies.

#### **"Uncontrollable" 2020 Base Budget Drivers**

	2019 Revised Budget	2020 Original Budget Projection  (as noted during November 2019 workshop)	Original Budget Projection  Increase/(Decrease)		2020 Base Budget	Base Budget  Increase/(Decrease)	
			\$	%		\$	%
OMPF	(3,912,500)	(3,912,500)	-	0.00%	(3,951,800)	(39,300)	1.00%
Public Health	1,130,600	1,329,300	198,700	17.57%	1,110,600	(20,000)	-1.77%
Social Assistance	882,600	1,020,500	137,900	15.62%	891,300	8,700	0.99%

Child Care	163,900	152,100	(11,800)	-7.20%	149,700	(14,200)	-8.66%
Social Housing	1,040,500	1,005,200	(35,300)	-3.39%	1,017,400	(23,100)	-2.22%
Policing	7,337,330	7,414,240	76,910	1.05%	7,414,240	76,910	1.05%
LPRCA	281,700	287,200	5,500	1.95%	287,200	5,500	1.95%
GRCA	166,880	170,460	3,580	2.15%	170,460	3,580	2.15%
NPCA	118,430	125,570	7,140	6.03%	125,570	7,140	6.03%
MPAC	730,330	744,150	13,820	1.89%	744,150	13,820	1.89%
<b>Total</b>	<b>7,939,770</b>	<b>8,336,220</b>	<b>396,450</b>	<b>4.99%</b>	<b>7,958,820</b>	<b>19,050</b>	<b>0.24%</b>
<b>Total Levy Impact</b>			<b>0.59%</b>			<b>0.03%</b>	

#### *“Controllable” Base Budget Drivers*

As outlined above, the “controllable” base budget drivers totaled an increase of approximately \$537,000 or a 0.80% 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. Some of the major drivers of the “Controllable” Base budget are as follows:

- Anticipated increase in Supplemental Tax revenue due to residential growth resulting in a projected increase of \$725,000;
- Projected reduction in Penalties & Interest for Taxes of \$255,000;
- Increase of \$170,000 required for property taxation in year adjustments and tax allowance;
- Fleet charges increase of \$125,000 related to materials and supplies;
- Solid Waste Management net operational impact of approximately \$368,000. This is driven by increased curbside collection costs of \$74,000, blue box collection increase of \$89,000, an increase in waste disposal costs for leachate treatment and haulage costs of \$218,000 (partially shared with Norfolk County), and a reduction in Blue Box revenues of approximately \$132,000; partially offset by expected increases in Tipping Fee revenues (\$45,900) and recycling grant subsidy (\$86,300);

- Provincial funding for Grandview Lodge and Paramedic Services expected increases of \$149,960, although estimated increases result in greater risk due to current uncertainties.

## **B. Council Approved Initiatives**

Council reviewed and approved the 2020 Tax Supported Capital Budget on March 5, 2020. A specific levy increase for capital financing purposes was identified and approved at 1.0% which results in a capital related levy impact of \$672,250. This increase matched the Council approved guideline increase of 1.0%. However, this does not include the operational impacts identified during the review of the Capital budget, resulting in a minimal increased costs of \$2,670 mainly due to the operational costs required for new fleet equipment (included in Council Approved initiatives as described below).

The Council Approved Initiatives, excluding the Capital Levy impact, result in an increase of \$131,030 or an increase of 0.19% on the tax levy.

<b>Category</b>	<b>2020 Net Levy Impact \$</b>
Council Approved Capital Reserve Transfers 1.0%	672,250
Council Approved Initiatives	131,030
<b>Total</b>	<b>803,280</b>

As outlined in **Corporate Summaries 11**, the Council Approved Initiatives are further segregated into “Ongoing” vs. “One-time”. The Ongoing initiatives will form part of the base budget in 2021, whereas the “One-time” initiatives will not be included in future years’ base budgets. The “Ongoing” initiatives have a total net levy decrease of \$58,470 which excluded the Capital levy impacts. The “One-time” initiatives have a total net levy increase of \$189,500.

## **C. 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 \$1,238,850 or 1.84%. As outlined in **Corporate Summaries – Summary 15**, the New Initiatives are further segregated into “Ongoing” vs. “One-time”. The “Ongoing” initiatives will form part of the base budget in 2021, whereas the “One-time” initiatives will not be included in future years’ base budgets. The “Ongoing” initiatives have a total net levy increase of \$1,298,460 , and the “One-time” initiatives have a total net levy decrease of \$59,610.

<b>Category</b>	<b>2020 Net Levy Impact \$</b>
Staffing related	341,410
WSIB – additional contributions to reserve	318,580
Climate Change & Emergency Response Provisions	100,000
Arrears Notice Fee	(95,000)

Court Security Enhancement	254,500
Child Care Expansion	132,700
Forestry Maintenance Block Pruning	174,760
Other	11,900
<b>Total</b>	<b>1,238,850</b>

Further details are found in **Corporate Summaries 15**, as well as individual business cases outlining justification and impacts for each initiative.

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

The 2020 Draft Tax Supported Operating Budget has a total net levy requirement of \$69,823,910 if approved as submitted. This represents a municipal residential property tax increase of 1.37% (after assessment growth) and an estimated **total** tax rate increase of **0.93%**. The County calculates the tax rate using the December 2019 assessment roll, returned for 2020 taxation, which reflects property values as at January 1, 2016. The returned roll will reflect these market values as the current value assessment in 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-02-2020 Analysis of Assessment Update report, 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 78.3% of the total 2020 tax levy is expected to be collected from the residential tax class (compared to 78.1% in 2019). This analysis assumes the same tax policies as approved in 2019, which are to be reviewed by Council in June 2020. As a result, individual classes will be impacted differently 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 2020, 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 3.88% in 2020, resulting in an assessed value of \$277,200). The following table reflects the impact on property taxes for the average assessed property within each class based on the anticipated 2020 municipal rates (using current tax policies) and approved education rates.

Assessment	2019 Final				2020 Draft Budget				Increase	
Class	Ave CVA	Municipal	Education	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	529,805	12,989.76	6,834.48	19,824.24	537,400	12,845.29	6,717.50	19,562.79	(261.45)	-1.32%
Multi-Res.	1,048,071	22,081.81	1,687.39	23,769.20	1,063,200	21,838.37	1,626.70	23,465.06	(304.14)	-1.28%
Commercial	307,271	5,479.83	3,706.27	9,186.09	318,900	5,544.48	3,710.43	9,254.91	68.82	0.75%
Residential	266,860	2,811.24	429.64	3,240.88	277,200	2,846.88	424.12	3,270.99	30.11	0.93%
Farmland	371,600	978.66	149.57	1,128.22	408,600	1,049.09	156.29	1,205.38	77.16	6.84%

The above table identifies that the Draft 2020 Tax Supported Operating Budget will require approximately **\$2.51 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:

- Aggressive curtailment of expenditures and maximization of estimated revenues;
- Climate change and emergency response situations with the potential to significantly impact the County's resources;
- WSIB funding for presumptive cancer and PTSD associated costs;
- Potential use of Hydro Legacy Fund to offset annual levy impacts or fund enhancements/services;
- Investment income projections in light of current economic situation;
- Legislative and/or downloaded services/operational impacts with no corresponding funding;
- Provincial funding changes;
- Net impacts of increased residential development (assessment growth, supplementary revenues 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.

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.

Respectfully Submitted by,

Charmaine Corlis  
Treasurer

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





**Haldimand**  
County

Corporate Summaries



**Haldimand**  
County



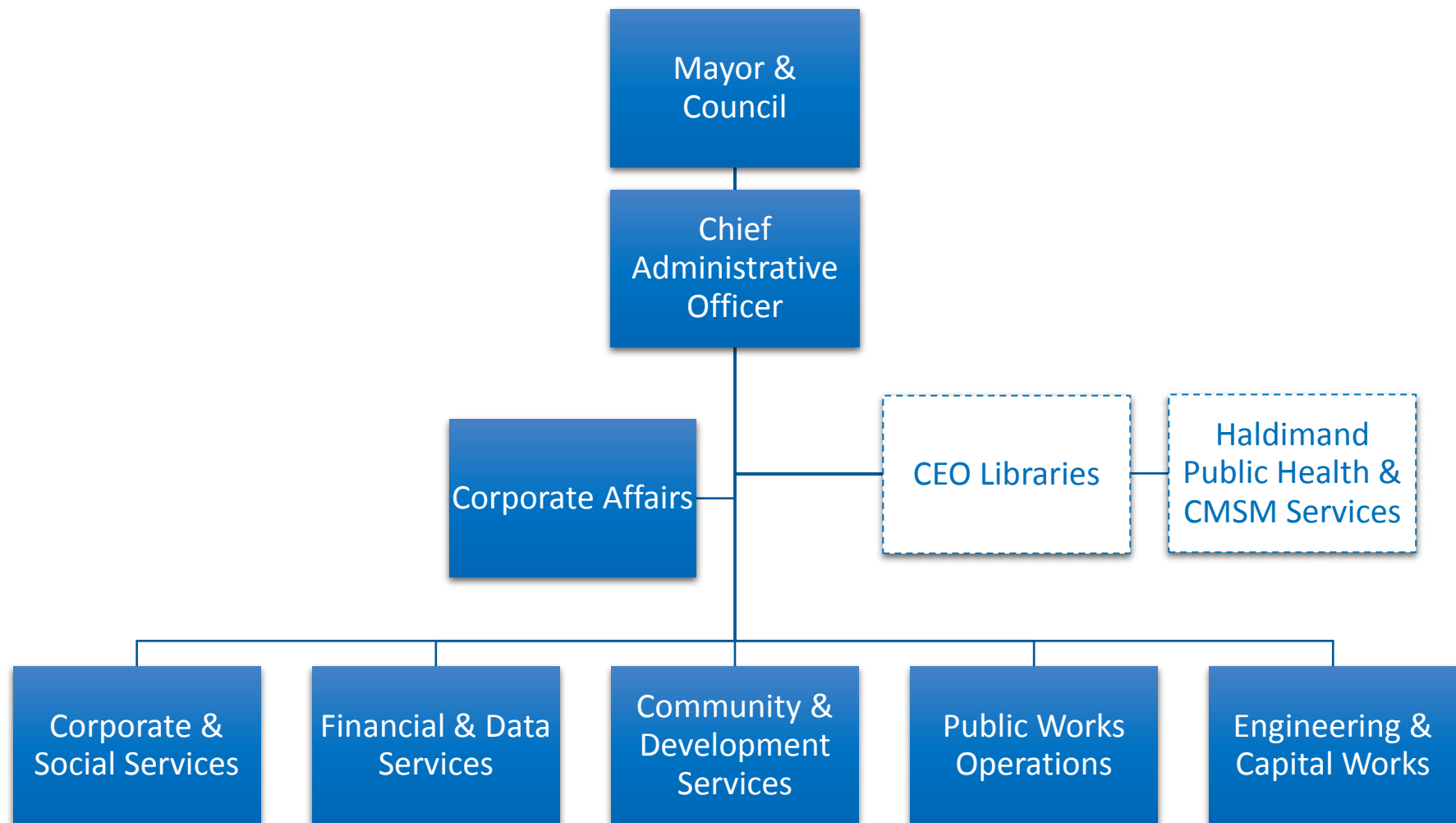
## Council & Senior Management

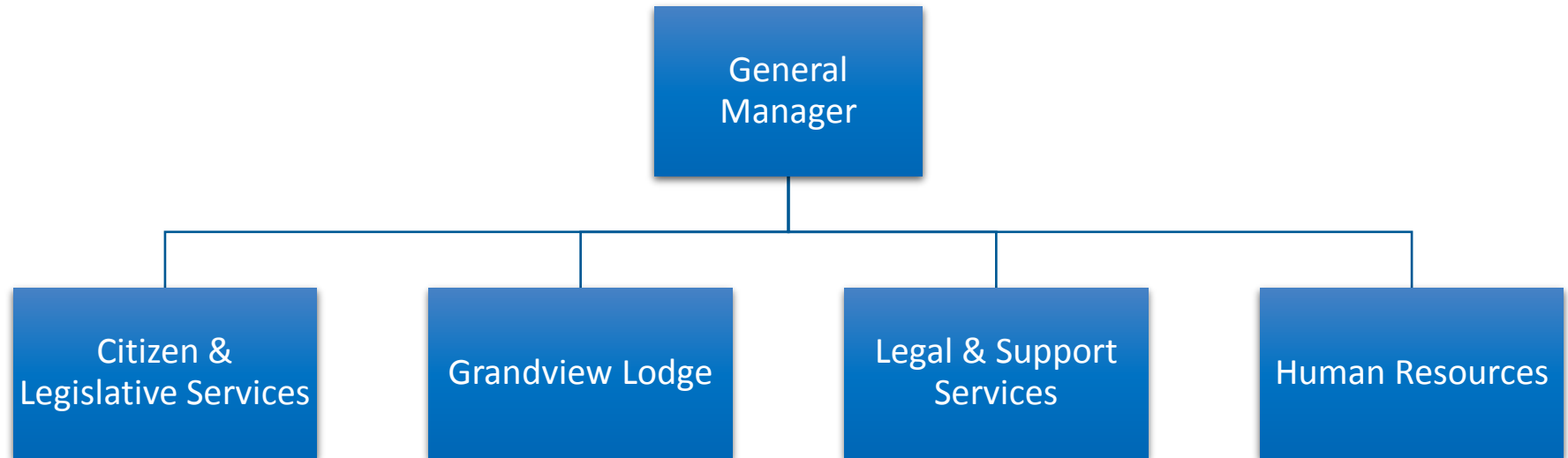
### Haldimand County Council 2018-2022

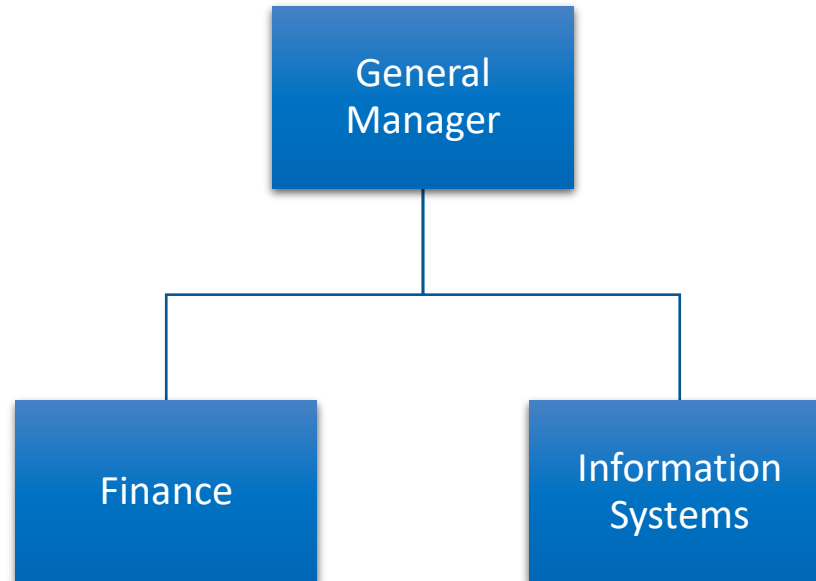
	<b>Mayor</b>	Ken Hewitt	
<b>Ward 1</b>	Stewart Patterson	<b>Ward 4</b>	Tony Dalimonte
<b>Ward 2</b>	John Metcalfe	<b>Ward 5</b>	Rob Shirton
<b>Ward 3</b>	Dan Lawrence	<b>Ward 6</b>	Bernie Corbett

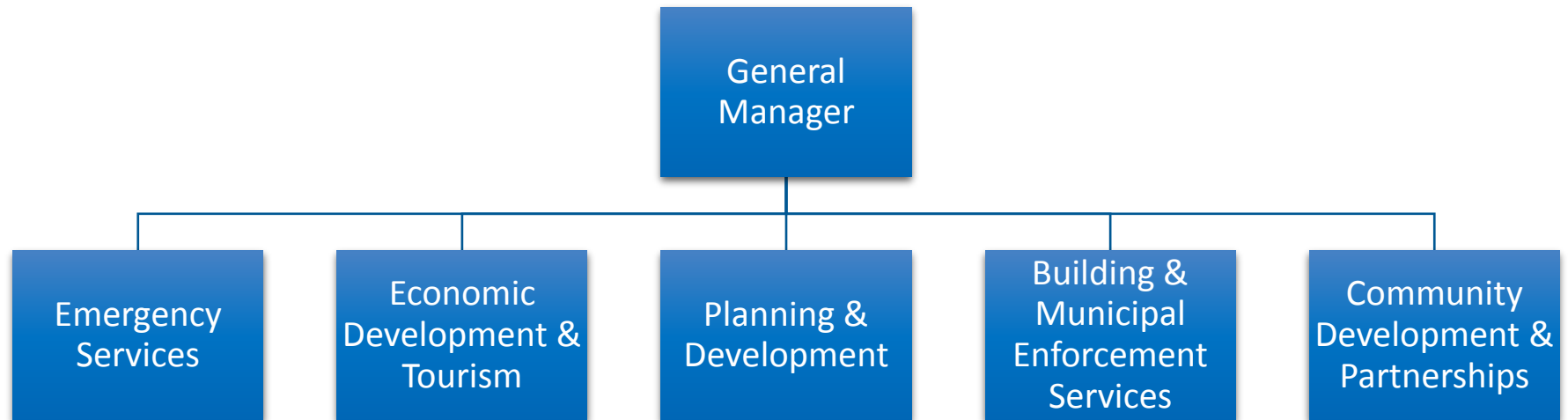
### Haldimand County Senior Management

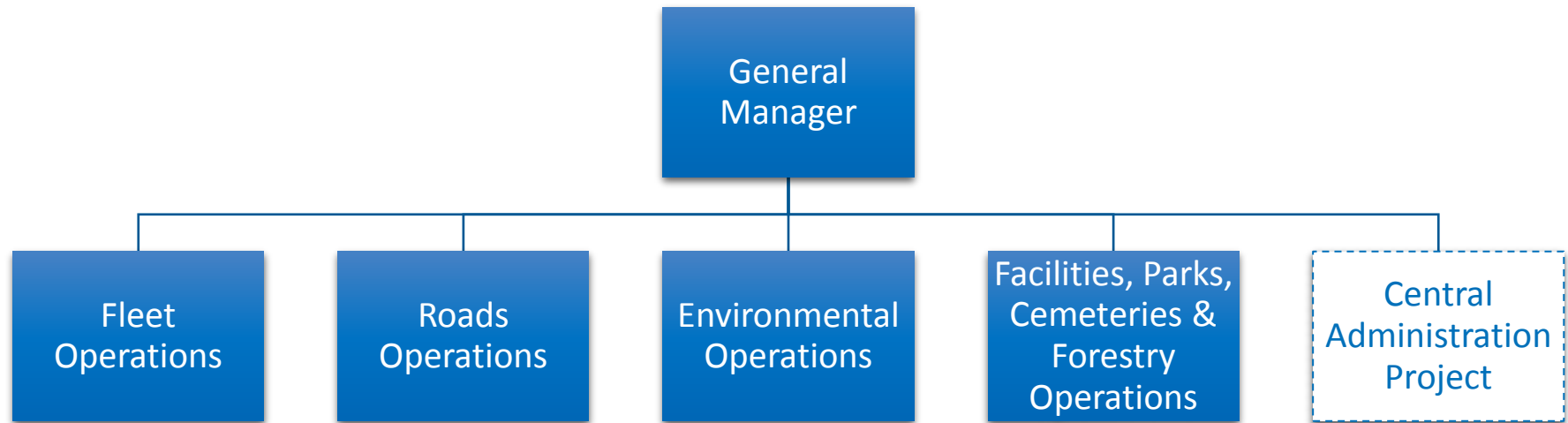
	<b>Chief Administrative Officer</b>	Craig Manley	
<b>General Manager, Corporate &amp; Social Services</b>	Cathy Case	<b>General Manager, Community &amp; Development Services</b>	Mike Evers
<b>General Manager, Financial &amp; Data Services</b>	Mark Merritt	<b>General Manager, Public Works Operations</b>	Phil Mete
<b>Director, Human Resources</b>	Megan Jamieson	<b>General Manager, Engineering &amp; Capital Works</b>	Tyson Haedrich



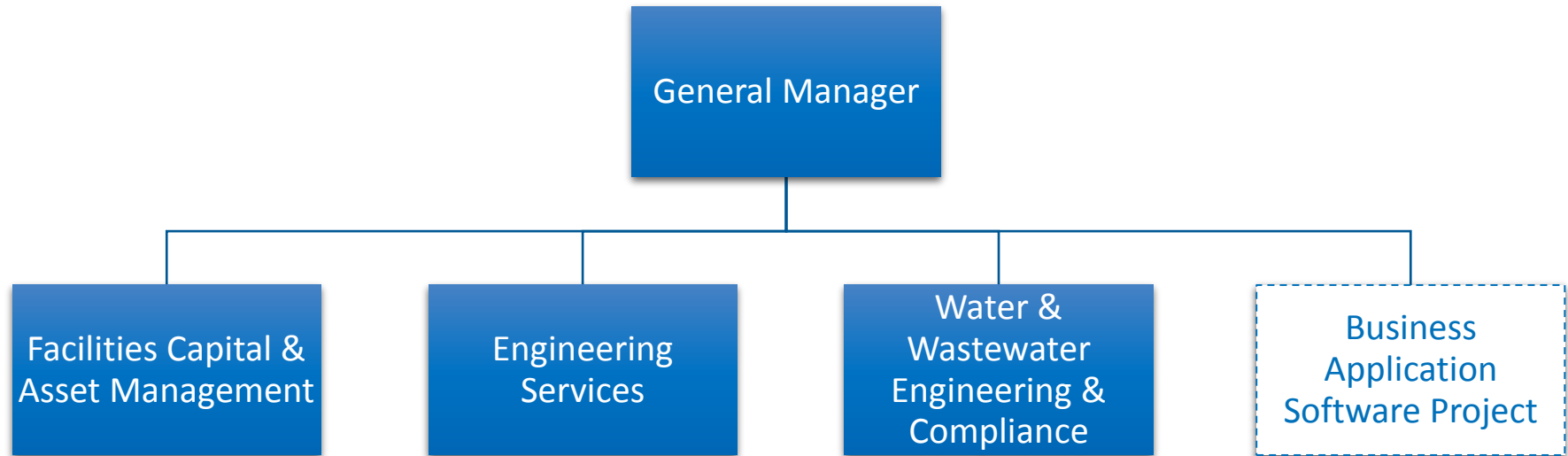












## Draft Budget Overview

### Budget Comparison to Guidelines

Budget Details	2020 Budget Guideline	2020 Draft Budget	
	%	\$	%
<b>Municipal Levy (prior year)</b>		<b>67,225,340</b>	
Base Operating Budget Impacts	2.50%	537,390	0.80%
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Council Approved Capital	1.00%	672,250	1.00%
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New Initiatives	1.00%	1,238,850	1.84%
Mitigation Measures to offset Provincial Funding Impacts for Public Health, Social Assistance, Child Care, and Social Housing	(2.00%)	(338,100)	(0.50%)
<b>Municipal Levy Increase</b>	<b>4.50%</b>	<b>2,598,570</b>	<b>3.87%</b>
Less: Assessment Growth	(2.00%)	(1,680,000)	(2.50%)
<b>Municipal Tax Increase</b>	<b>2.50%</b>	<b>918,570</b>	<b>1.37%</b>
Offsetting Education Tax Room	(0.50%)		(0.44%)
<b>Overall Average Residential Tax Increase (including Education Taxes)</b>	<b>2.00%</b>		<b>0.93%</b>



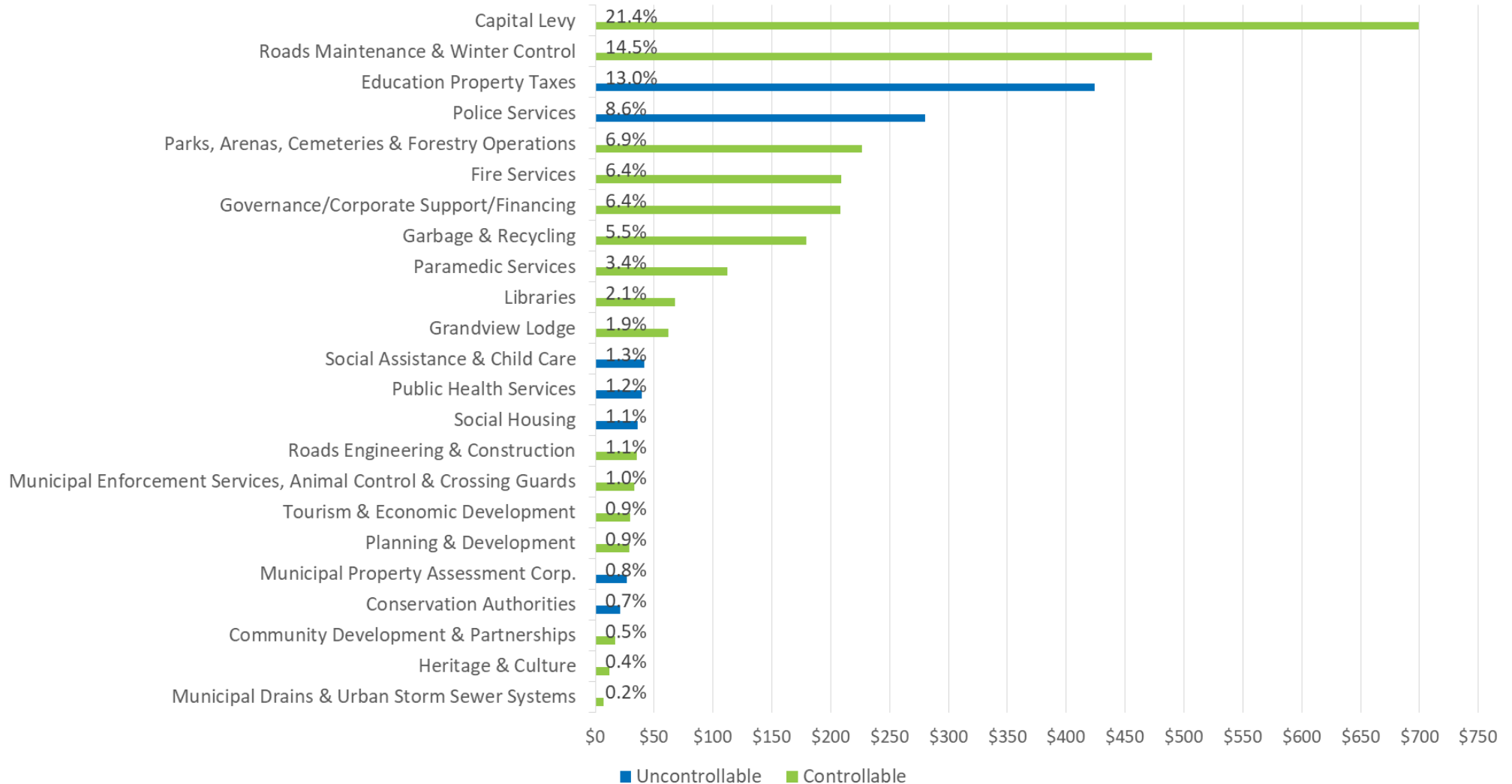
# Haldimand County 2020 Tax Supported Operating Budget Summary


## Corporate Summary by Type


	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	38,613,983	40,269,090	1,655,107	41,754,600	1,485,510	3.69%
Materials	11,473,519	10,811,400	(662,119)	11,067,300	255,900	2.37%
Contracted Services	28,568,253	26,571,410	(1,996,843)	28,638,820	2,067,410	7.78%
Rents and Financial Expenses	2,723,203	2,692,860	(30,343)	2,609,710	(83,150)	(3.09%)
External Transfers	1,451,748	1,715,450	263,702	1,744,270	28,820	1.68%
Interfunctional Adjustments	(662,930)	(644,760)	18,170	(697,140)	(52,380)	8.12%
Long Term Debt Charges	4,030,248	4,030,310	62	5,838,000	1,807,690	44.85%
Transfers to Reserves/Reserve Funds	31,460,895	27,945,150	(3,515,745)	26,353,020	(1,592,130)	(5.70%)
<b>Total Expenditures:</b>	<b>117,658,918</b>	<b>113,390,910</b>	<b>(4,268,008)</b>	<b>117,308,580</b>	<b>3,917,670</b>	<b>3.46%</b>
<b>Revenues</b>						
Grants/Subsidies	(24,114,473)	(20,555,060)	3,559,413	(20,037,480)	517,580	(2.52%)
General Recoveries	(18,439,150)	(18,175,810)	263,340	(18,920,840)	(745,030)	4.10%
Development Charges Reserve Funds	(950,886)	(950,920)	(34)	(1,014,260)	(63,340)	6.66%
Miscellaneous Property Charges	(4,435,596)	(3,544,770)	890,826	(4,274,250)	(729,480)	20.58%
Transfers from Reserves/Reserve Funds	(2,566,257)	(2,939,010)	(372,753)	(3,237,840)	(298,830)	10.17%
<b>Total Revenues:</b>	<b>(50,506,361)</b>	<b>(46,165,570)</b>	<b>4,340,791</b>	<b>(47,484,670)</b>	<b>(1,319,100)</b>	<b>2.86%</b>
<b>Net Levy</b>	<b>67,152,556</b>	<b>67,225,340</b>	<b>72,784</b>	<b>69,823,910</b>	<b>2,598,570</b>	<b>3.87%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		340.82		346.90	6.08	
Part Time &/or Temporary F/T		118.67		118.01	(0.66)	
Other						
Council		7.00		7.00	0.00	
Volunteer Firefighters		278.00		274.00	(4.00)	
Police Services Board Members		3.00		3.00	0.00	
<b>Total FTEs</b>		<b>747.49</b>		<b>748.91</b>	<b>1.42</b>	


## Average Residential Tax Bill – Allocation by Services

2020 Draft Tax-Supported Operating Budget  
2020 Assessment = \$277,200 / Total Taxes = \$3,271



2020 Council Approved Initiatives - FIR					
Draft Budget		<b>HALDIMAND COUNTY</b>			
Tax Supported Operations					
Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per FIR Category
<b>Taxation/Unallocated</b>					673,390
Unallocated	Transfer of CRR-Waste Management Reserve Fund Balance to CRR-General as approved in the 2020 Tax Supported Capital Budget (offset in Solid Waste Administration)		220,810	220,810	
Unallocated	Transfer of CRR- Storm Sewer Reserve Fund Balance to CRR-General as approved in the 2020 Tax Supported Capital Budget (offset can be found in Urban Storm Sewer)	50,000		50,000	
Unallocated	Additional contributions to CRR-General as approved in the 2020 Tax Supported Capital Budget	210,000	192,580	402,580	
<b>General Government</b>					(74,140)
Council & Mayor's Office	Police Services Board - Per HR-08-2018 Council Remuneration "Effective January 1, 2019, provide an annual stipend of \$5,000 to each member of Council, in addition to their base remuneration, to recognize the additional workload associated with their Council approved appointment" This results in a decrease of \$8,000 in the Police Services Board and an increase of \$35,000 in the Council & Mayor's Office		35,000	35,000	
Citizen & Legislative Services	HCAB - Removal of 3 CSR Positions; one-time costs of \$45,830 for staffing from Jan-Mar funded from the Contingency Reserve		(178,730)	(178,730)	
Human Resources	Per HRD-09-2019 Re: Delegated Authority for Payment of Termination Pay and Severance to offset severance expenses. \$75,000 ongoing funded from the Contingency Reserve		-	-	
Information Systems	Per ITS-2019-01, Increased cost due to change to new internet service provider		21,780	21,780	
Information Systems	As per Report CAO-03-2017 "Award of Request for Proposal Business Application Software - ERP Solution" - maintenance contracts for software - \$51,000 on-time funded from the Contingency Reserve	-		-	
Information Systems	Software maintenance related to Building File Digitization approved in the 2018 Tax Supported Operating Budget		8,100	8,100	
Information Systems	Software & maintenance costs related to the Building File Digitization project approved at the 2018 Tax Supported Operating Budget - Recovery from Plans & Examinations		(13,320)	(13,320)	
Information Systems	Per CLS-06-2019, increase in eScribe costs		17,400	17,400	
Information Systems	Per HRD-04-2020 contributions to CRR-Information Technology for New by-law officer and student technology		1,160	1,160	
Information Systems	Time scheduling system software upgrade interfunctional adjustment to Grandview Lodge		(5,580)	(5,580)	
Information Systems	Contributions to CRR-Information Technology for technology related to Project Manager, Water and Wastewater as approved through the 2020 Water and Wastewater budget		980	980	
Corporate Administration	As per Report CAO-03-2017, additional staffing resources for Business Application Software Implementation. Year 2 of implementation - \$246,200 funded from Capital	-		-	
Fleet & Equipment Pool	Fleet Charge to reflect Annual Operating and depreciation/amortization for items approved in the 2020 Capital Budget - \$24,430 offset by equipment recoveries		-	-	
Fleet & Equipment Pool	HRD-04-2020 New By law officer vehicle - \$6,900 offset by equipment recoveries		-	-	
Fleet & Equipment Pool	New Project Manger, Water and Wastewater Engineering vehicle - \$5860 offset by equipment recoveries		-	-	
Administration Facilities	CSS-03-2019 Haldimand County Leases to Norfolk County (includes reduction in Caledonia Satellite Office revenue of \$54,570 and increase in Dunnville Multiple Purpose Building revenue of \$15,500)		39,070	39,070	
Administration Facilities	Secondment for Administrative Accommodation for Cayuga Administration Project - \$58,620 funded from Capital	-		-	

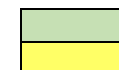
2020 Council Approved Initiatives - FIR		 <b>HALDIMAND COUNTY</b>			
Draft Budget					
Tax Supported Operations					
Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per FIR Category
<b>Protection Services</b>					
Fire Services	Per CAO-02-2019 Employment Matter - Proposed Accommodation for Coordinator, Emergency Management, Fire Educator position - partially offset by WSIB Reserve Fund (1 FTE). Costs include salaries and benefits	95,610		95,610	<b>198,770</b>
Policing	Police Services Board - Per HR-08-2018 Council Remuneration "Effective January 1, 2019, provide an annual stipend of \$5,000 to each member of Council, in addition to their base remuneration, to recognize the additional workload associated with their Council approved appointment" This results in a decrease of \$8,000 in the Police Services Board and an increase of \$35,000 in the Council & Mayor's Office		(8,000)	(8,000)	
Plans Examination & Inspection	Software & maintenance costs related to the Building File Digitization project approved at the 2018 Tax Supported Operating Budget		13,320	13,320	
Municipal Enforcement Services	HRD-04-2020 CUPE Ratification and NU Adjustments - Additional Senior By-law Officer and Student - 1.33 FTE (includes all operating related salaries, benefits and supplies)		97,840	97,840	
<b>Transportation Services</b>					
Engineering Services	Manager, Gravel Road Conversion - 1FTE four year contract as approved through the Tax Supported Capital Budget - \$111,990 funded from Capital and includes salaries, benefits and related supplies	-		-	<b>(79,290)</b>
Engineering Services	Reduction in contribution to CRR-Roads Infrastructure as approved in 2020 Tax Supported Capital Budget		(112,650)	(112,650)	
Roadside Maintenance	Fleet Charge to reflect Annual Operating for items approved in the 2020 Capital Budget		12,020	12,020	
Roadside Maintenance	Fleet Charge to reflect Annual depreciation/amortization for items approved in the 2020 Capital Budget		10,140	10,140	
Child Crossing Patrols	Approval of a permanent crossing guard as per ECW-01-2019 School Crossing Guard - Fairview Avenue West - Dunnville - March 26, 2019 CIC		11,200	11,200	
<b>Environmental Services</b>					
Solid Waste Administration	Transfer of CRR-Waste Management Reserve Fund Balances to CRR-General Identified in the 2020 Tax Supported Capital Budget - offset located in Unallocated		(220,810)	(220,810)	<b>(238,870)</b>
Solid Waste Reduction	As per report PW-SW-02-2018, a 2 Year Rural Pilot Program to provide Leaf and Yard Curbside Collection, ending Spring 2020	31,940		31,940	
Urban Storm Sewer	Transfer of CRR- Storm Sewer Funds to CRR-General per 2020 Tax Supported Capital Budget - offset located in Unallocated	(50,000)		(50,000)	
<b>Health Services</b>					
Public Health Services	Community Safety and Well-Being Plan - Included as part of the 2020 Council Priorities - \$60,000 funded from the Contingency Reserve	-		-	<b>(28,000)</b>
Public Health Services	HSS-650-2020-058 Preschool Speech & Language Program, as per the Council-in-Committee closed session meeting (July 2, 2019)		(28,000)	(28,000)	
Public Health Services	HSS-650-2020-063 Ontario Seniors Dental Care Program; HSS 19-42 Ministry of Health and Long Term-Term Care 2019, Operational Funding for Ontario Seniors Dental Care Program Update Board of Health meeting (Resolution #2, September 17, 2019); No Levy impact for Haldimand	-	-	-	
<b>Social &amp; Family Services</b>					
Grandview Lodge Administration	GVL time scheduling system software upgrade interfunctional adjustment from Information Systems		5,580	5,580	<b>5,580</b>

2020 Council Approved Initiatives - FIR		HALDIMAND COUNTY			
Draft Budget					
Tax Supported Operations					
Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per FIR Category
<b>Social Housing</b>					
Social Housing	HSS-640-2020-061 OPHI and COCHI Funding and Investment Plan; HSS 19-35 Provincial Allocation of Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative Funding and Investment Plan 2019-2020 Council meeting (Resolution #19 - August 22, 2019)	(6,100)		(6,100)	(6,100)
<b>Recreation &amp; Cultural Services</b>					
Facilities, Parks, Cemeteries & Forestry Operations	Fleet charge to reflect annual Operating for items approved in the 2020 Capital Budget		1,070	1,070	313,990
Facilities, Parks, Cemeteries & Forestry Operations	Fleet charge to reflect annual depreciation/amortization for items approved in the 2020 Capital Budget		1,200	1,200	
Arenas	CMS-FP-01-2017 Formalizing Employee Relationship for a former Volunteer Employee at the Cayuga Arena (includes salaries/wages/benefits)	22,340		22,340	
Arenas	As per Committee of the Whole meetings 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 - partially offset by fees and recoveries	7,460		7,460	
Arenas	Potential hydro savings at Cayuga and Dunnville arenas by switching to LED from the 2020 Capital Budget		(16,000)	(16,000)	
Arenas	CDP-14-2019 Hagersville Memorial Arena Concession Operations - decrease in concession revenues		5,000	5,000	
Arenas	CSS-03-2019 Haldimand County Leases to Norfolk County (Health & Social Services) at HCCC		(21,440)	(21,440)	
Community Centres/Halls	Contribution to CRR-Community Halls as per the 2020 Tax-Supported Capital Budget		370,000	370,000	
Community Development & Partnerships	Major Festival and Grant program reduction from \$100,000 to \$50,000 as per CDP-02-2020 Major Festival and Event Enhancement Grant Program - Update on Pilot Program and Proposed Changes		(50,000)	(50,000)	
Recreation Programs	Per CDP-16-2019 removal of Family Day Children's programming, and increase March Break Camp to full day, to be offset partially by user fees and charges (previously free half day March break camp)		(5,640)	(5,640)	
<b>Planning &amp; Development</b>					
Planning & Zoning	Create (1) additional Planner FTE & change Planning Technician from FTE to a 2 year contract. Approved in 2018 Operating Budget (ending September 2019)	38,250		38,250	37,950
Economic Development & Tourism	EDT-02-2020 Patio Program Permits (3 x \$100). NOTE: This report was scheduled to go to March 30 CIC, which has been canceled due to the global pandemic. This initiative assumes the report will be approved once reviewed by Council		(300)	(300)	
Economic Development & Tourism	Rural Water Quality Program - \$25,000 per year for a five-year period as per 2017 Tax-Supported Operating Budget, funded from unallocated portion of Community Vibrancy Fund. 2020 Portion delayed, requested to be push back final two years of program to 2021-22	-		-	
Community Improvement Plan	Various contributions as approved by Council, \$246,830 funded from the Community Improvement Plan Reserve			-	
<b>Total Tax-Supported Operations</b>		<b>399,500</b>	<b>403,780</b>	<b>803,280</b>	

**Legend:**

Contributions to reserves as approved through the 2020 Tax Supported Capital Budget

Operating Impacts as included in Appendix F of the 2020 Tax Supported Capital Budget





**Haldimand**  
County



## 2020 New Initiatives - FIR

Draft Budget

## HALDIMAND COUNTY



## Tax Supported Operations

Category	Initiative(s)	New Initiative - One-Time	New Initiative - Ongoing	Total New Initiative	Totals per FIR Category
Taxation/Unallocated					100,000
Unallocated Expenses and Revenues	Climate Change & Emergency Response Provisions	-	100,000	100,000	
Unallocated Expenses and Revenues	Employee Future Benefit and Sick Time Actuarial Review (One-time \$6,000 funded from Contingency Reserve)	-	-	-	
Unallocated Expenses and Revenues	WSIB Schedule 2 Actuarial Evaluation (One-time \$10,000 funded from Contingency Reserve)	-	-	-	
General Government					(40,000)
Finance	Arrears Notice Fee of \$5/notice to cover administration costs		(95,000)	(95,000)	
Legal & Support Services	Purchasing Clerk (PFT - 1 FTE \$61,980 in staffing costs offset by anticipate Pcard revenues. \$4,060 in capital costs result in \$800 operating charges)		800	800	
Information Systems	Computer Technician Contract (TFT, 1FTE, \$80,870 funded from Contingency Reserve with \$980 operating impacts from \$4,420 in capital costs)	980		980	
Information Systems	Municipal Modernization Program Third Party Review (one-time \$100,000 funded from Municipal Modernization Program funding grant)	-	-	-	
Administration Facilities	Custodian Increase at HCAB (PFT 0.88 FTE )		53,220	53,220	
Protection Services					563,230
Fire Services	Volunteer Fireman's Insurance Service Employee Assistance Program Enhancement		7,700	7,700	
Fire Services	Additional Contribution to WSIB Reserve required due to current lack of funding to be reviewed in actuarial study		301,030	301,030	
Policing	Half of estimated Court Security Enhancement costs as proposed, pending receipt of business case		254,500	254,500	
Transportation Services					-
Roads Administration	Manager, Roads Operations One Year Contract (TFT - 0.5 FTE, \$85,050 costs funded from contingency and \$3,850 in capital costs)		-	-	
Health Services					24,550
Hospital Capital Financing	Donation to Dunnville Hospital and Healthcare Foundation (one-time \$150,000 funded from Contingency Reserve)	-	-	-	
Paramedic Services	Additional Contribution to WSIB Reserve (\$35,100 funded \$17,550 (50%) from Contingency Reserve until eligible for provincial funding)		17,550	17,550	
Paramedic Services	Addition of mDocs software		7,000	7,000	

## 2020 New Initiatives - FIR

Draft Budget

## HALDIMAND COUNTY



## Tax Supported Operations

Category	Initiative(s)	New Initiative - One-Time	New Initiative - Ongoing	Total New Initiative	Totals per FIR Category
<b>Social &amp; Family Services</b>					<b>132,700</b>
Child Care	Child Care Expansion 80/20 Cost Share with Norfolk		132,700	132,700	
<b>Social Housing</b>					<b>-</b>
Social Housing	Haldimand Norfolk Housing Corporation - Asset Management Plan - \$75,000 funding from the Social Housing Reserve	-	-	-	
<b>Recreation &amp; Cultural Services</b>					<b>432,360</b>
Facilities, Parks, Cemeteries & Forestry Operations	Increase to Professional Development for Certified Ice Technician course for new staff hired through 2019 FPC staff reorganization (one-time \$15,000 funded from Contingency Reserve)	-	-	-	
Facilities, Parks, Cemeteries & Forestry Operations	Arenas - Inclusive Hiring (PFT - 4 FTEs. One-time portion is to offset Council Approved portion of 0.6 FTE at Cayuga Arena per CMS-FP-01-2017. Total annual impact is \$163,070))	(22,340)	163,070	140,730	
Forestry Maintenance	Student Assistant, Forestry (TPT, 0.31 FTE)		11,920	11,920	
Forestry Maintenance	Block Pruning		174,760	174,760	
Community Development & Partnerships	Community Partnership Liaison (PFT - 1FTE)		100,050	100,050	
Community Development & Partnerships	Community Beautification Program (\$58,500 funded from CRR - Community Partnership)	-		-	
Museums	Display Panel Printing		4,900	4,900	
<b>Planning and Development</b>					<b>26,010</b>
Planning & Zoning	Planning Technician - Contract to Permanent Full-time. The one-time portion of this initiative removes the Council Approved position. Total annualized cost is \$64,260 and 1 FTE)	(38,250)	64,260	26,010	
<b>TOTAL Tax-Supported Operations New Initiatives</b>		<b>(59,610)</b>	<b>1,298,460</b>	<b>1,238,850</b>	

# Change Request

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*Change Request: AUTO - 101 - Climate Change and Emergency Response Provisions*

*Budget Year: 2020*

**Budget Program:** Taxation/Unallocated

**Budget Category:** Unallocated Revenue & Expenses

**Change Request Category:** New Initiative

**Type:** New Service/Program

**Justification:** Risk Management

**Frequency:** Ongoing

## **Description:**

In recent years, as is the case across the Nation and the world, Haldimand County has been impacted by various Climate change and Emergency response situations and events. These events, in addition to resulting in significant, unbudgeted expenditures, have impacted the day to day lives and well-being of Haldimand County residents and businesses. As the frequency and severity of these events increases, so does the impacts on the County's resources and financial needs. It is proposed that a dedicated fund be established to address the financial impacts of these events to better prepare the County to respond to these circumstances.

Specific to 2019 and 2020, the County has incurred numerous storm, flooding and Pandemic events that have stretched the County's resources and resulted in significant, unbudgeted expenditures. The COVID-19 emergency and the unprecedented efforts of all levels of government, businesses and citizens to respond to it are having real impacts on Haldimand County residents and businesses in terms of income, employment, quality of life and convenience. In an effort to reduce the financial burden and inconvenience imposed on Haldimand residents and businesses as a result of implementing the directions of public health officials to try to reduce the spread of the COVID-19 virus, Haldimand County has put in place measures to mitigate service fees and charges.

Haldimand County Council has directed that for those unable to meet the March 31 and May 29 tax installment deadlines, the County will waive the penalty charge associated with late payment. As such citizens and businesses have increased flexibility to defer the payment of property taxes until August 1, 2020 without penalty. Based on estimated monthly penalty and interest charges, the waiver of penalty until August 1, 2020 will result in uncollected revenues of approximately \$300,000. As this impact is currently known and the underlying need for this deferral was to provide financial relief to taxpayers, it is recommended that this portion be funded from the Contingency Reserve. The remaining \$100,000 will form the basis of a dedicated fund for future years to offset the anticipated costs of these unforeseen, but inevitable events.

# Change Request

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New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>Transfers from Reserves/Reserve Funds</b>				
Transfer from Reserves/Reserve Funds		(300,000)		(300,000)
<b>Subtotal</b>		<b>(300,000)</b>		<b>(300,000)</b>
Expenses				
<b>Contracted Services</b>				
Contracted Services		300,000		300,000
<b>Transfers to Reserves/Reserve Funds</b>				
Transfer to Reserves/Reserve Funds			100,000	100,000
<b>Subtotal</b>		<b>300,000</b>	<b>100,000</b>	<b>400,000</b>
Net Levy Impact			100,000	100,000

# Change Request

Change Request: AUTO - 93 - Employee Future Benefit and Sick Time Actuarial Review

Budget Year: 2020

**Budget Program:** Taxation/Unallocated

**Budget Category:** Unallocated Revenue & Expenses

**Change Request Category:** New Initiative

**Type:** Replacement/Repair unable to accommodate in base

**Justification:** Contractual/Legislative Obligation

**Frequency:** One-Time

## Description:

Employee Future Benefit (EHC and Life Insc) and Sick Time (accumulating vested and non-vested). Actuarial Review to estimate post-employment benefit liability and benefit expense for years ending 2019-2022 in accordance with PSAB 3250 & 3255. This review required every 4 years

Fee to update actuarial report in an extrapolation year (2020-2022) is \$1,200.

## Business Case:

Actuarial Review to estimate post-employment benefit liability and benefit expense for years ending 2019-2022 in accordance with PSAB 3250 & 3255. This review required every 4 years

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>Transfers from Reserves/Reserve Funds</b>				
Transfer from Reserves/Reserve Funds		(6,000)		(6,000)
<b>Subtotal</b>		<b>(6,000)</b>		<b>(6,000)</b>
Expenses				
<b>Contracted Services</b>				
Contracted Services	11,000	6,000		17,000
<b>Subtotal</b>	<b>11,000</b>	<b>6,000</b>		<b>17,000</b>
Net Levy Impact	11,000			11,000

# Change Request

Change Request: AUTO - 94 - WSIB Schedule 2 Actuarial Evaluation

Budget Year: 2020

**Budget Program:** Taxation/Unallocated

**Change Request Category:** New Initiative

**Justification:** Contractual/Legislative Obligation

**Budget Category:** Unallocated Revenue & Expenses

**Type:** Replacement/Repair unable to accommodate in base

**Frequency:** One-Time

## Description:

WSIB Schedule 2 Actuarial Evaluation for years ending 2019-2022 and disclosure reporting for the December 31, 2019 fiscal year-end in accordance with the PSAB 3250 and 3255 accounting standards.

Fee to update actuarial report in an extrapolation year (2020-2022) is \$1,200.

## Business Case:

Actuarial valuation of the County's WSIB Schedule 2 plan (the "Plan") for the purpose of providing the County with the expense and disclosure reporting for the December 31, 2019 fiscal year-end in accordance with the PSAB 3250 and 3255 accounting standards.

This review will also include an extrapolation of the 2019 actuarial valuation to provide the County with the projected PSAB 3250/55 expense and disclosure reporting for the December 31, 2020, 2021 and 2022 fiscal year-ends.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(10,000)		(10,000)
<b>Subtotal</b>		<b>(10,000)</b>		<b>(10,000)</b>
Expenses				
Contracted Services				
Contracted Services	7,000	10,000		17,000
<b>Subtotal</b>	<b>7,000</b>	<b>10,000</b>		<b>17,000</b>
Net Levy Impact	7,000			7,000

# Change Request

Change Request: AUTO - 39 - Arrears Notice Fee

Budget Year: 2020

**Budget Program:** General Government

**Budget Category:** Finance

**Change Request Category:** New Initiative

**Type:** Change in Service Delivery

**Justification:** Operational Efficiencies

**Frequency:** Ongoing

## Description:

A fee to be charged for administration of sending Arrears Notice, including production, mailing and administration costs.

## Business Case:

Arrears notices are sent in January of each year, as well as after each installment - April, June, September, and November. On average, 3,800 notices are generated each time, for a total of approximately 19,000 annually.

Staff have reviewed the proposed fee level of \$5 per notice, in comparison to the average charge by a sample of other municipalities (below), and to the calculated costs incurred to provide the service. It is anticipated that the proposed fee would result in recovery of the full costs of providing the underlying service. In absence of the proposed fee, this service will continue to be completed by County staff, with the costs being absorbed by the existing tax base.

Municipal Survey  
\$10 City of Guelph  
\$ 5 Town of Milton  
\$ 5 Town of Oakville  
\$ 5 City of Mississauga  
\$ 8 City of Ottawa  
\$ 5 City of Owen Sound

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>General Recoveries</b>				
User Fees and Service Charges	(3,290)		(95,000)	(98,290)
<b>Subtotal</b>	<b>(3,290)</b>		<b>(95,000)</b>	<b>(98,290)</b>
Net Levy Impact	(3,290)		(95,000)	(98,290)

# Change Request

Change Request: AUTO - 62 - Purchasing Clerk

Budget Year: 2020

**Budget Program:** General Government

**Change Request Category:** New/Change in Staffing

**Justification:** Operational Efficiencies

**Budget Category:** Legal & Support Services

**Type:** Change in Service Delivery

**Frequency:** Ongoing

## Description:

Due to impact of new and changed legislative procurement changes (Prompt Payment Act, Construction Act, Canadian Free Trade Agreement); Council initiative to vendor performance program and pending roll out of corporate wide purchasing card program, require administrative staff to support Purchasing Coordinators so they can focus on the legislative compliance requirements and corporate initiatives.

This position will oversee the P-Card program to be implemented in the fall of 2020. It is anticipated that the P-Card rebate revenue from the program will offset the staffing costs of the Purchasing Clerk.

## Business Case:

See supporting document - business case and draft Purchasing Clerk Job description. It is anticipated that this would be a union position, Grade 5.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>General Recoveries</b>				
User Fees and Service Charges			(61,980)	(61,980)
<b>Subtotal</b>			<b>(61,980)</b>	<b>(61,980)</b>
Expenses				
<b>Materials</b>				
Materials	13,000		1,000	14,000
<b>Salaries, Wages &amp; Benefits</b>				
Salaries, Wages, and Employee Benefits	632,130		60,980	693,110
<b>Subtotal</b>	<b>645,130</b>		<b>61,980</b>	<b>707,110</b>
Net Levy Impact	645,130			645,130



# Change Request

## Change Request Project Details

Project	Description	Budget Category	Project Type
134016 - Purchasing Clerk Capital	Capital expenditures related to the Purchasing Clerk change request including: portable 2-in-1, second monitor and desk phone	0250 - Legal & Support Services	New/Enhanced Service

## Capital Budget Details

Project	Line Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Expenses</b>												
134016 - Purchasing Clerk Capital	2-in-1 for Purchasing Clerk	2,900										2,900
134016 - Purchasing Clerk Capital	Second Screen for Purchasing Clerk	260										260
134016 - Purchasing Clerk Capital	Desk Phone for Purchasing Clerk	300										300
134016 - Purchasing Clerk Capital	Microsoft License for Purchasing Clerk	600										600
<b>Total Expenses</b>		<b>4,060</b>										<b>4,060</b>

## Impact Budget Details

Project	Object	Division	Description	2020 Budget
<b>Expenses</b>				
134016 - Purchasing Clerk Capital	920700 - CRR Info Technology		Purchasing Clerk contribution to reserve related to 2-in-1 (\$580), additional second monitor (\$40), desk phone (\$60), Microsoft License (\$120)	800
<b>Total Expenses</b>				<b>800</b>

## **Business Case – Purchasing Clerk**

### **Background**

Legal and Support Services has recently gone through a significant re-organization including:

- Elimination of one Supervisor, Purchasing & Support Services position (non-union)
- Elimination of Administrative Assistant, Support Services position (non-union)
- Elimination of the Corporate Support Services student - worked approx. 6 weeks in Legal & Support Services (non-union)
- Addition of two Purchasing Coordinators (non-union)
- Addition of a Legal Services Assistant (non-union) reporting to Supervisor, Risk Management & Legal Services
- Redefined position of Coordinator, Risk Management & Legal Services to Supervisor (non-union)
- Reallocation of 7 CSR's from Support Services to Citizen and Legislative Services division (union)

Within the previous structure, the eliminated or reallocated administrative positions (AA, Student and CSR's) assisted the purchasing staff with several purchasing administrative-type functions as noted in **Job Duties / Restructuring Table** itemized within this document.

### **Moving Forward**

There are some key critical changes in purchasing processes and activities that will have an impact on Legal and Support Services purchasing staff (2 Purchasing Coordinators + Manager).

- Replacement of antiquated Bid Award Form with Requisition / Purchase Order System – this will result in the ability to track, monitor and report on annual purchasing activities. This is something that was almost impossible under our current environment without a significant amount of manual intervention, therefore monitoring, auditing and reporting was limited in nature. As well, this limitation has also impacted the ability to confirm compliance as completion of the Bid Award Form was based upon an honour-type system. Due to the requirement for all purchases exceeding \$20,000 and all change orders requiring a PO, there will be a significant amount of monitoring to ensure compliance to the Procurement Policy (i.e. sought 3 bids, accepting lowest compliant bid, etc.), which aligns with federal and provincial requirements. Invoices of this nature will not be paid without the use of a PO.
- Re-development of the Purchasing Card Program – currently there is a very limited program with only 13 purchasing cards in circulation, with an total monthly average spend of \$252.73 (2018). The re-development of the program is seeking to increase card deployment to approximately 200+ card holders, with the ability of some cards holders to have authority up to \$20,000 and the use of a ghost card by Finance for major purchases (i.e. payment of utility bills) to obtain favourable rebates. This will require dedicated monitoring to ensure compliance, controls, card roll out, etc. It is anticipated that the rebate program may help off-set the cost of a purchasing coordinator position since the County will receive a rebate from the card company, based on total spending
- In 2020 (pending budget approval) purchasing staff will be implementing an automated workflow (eSolutions) to focus on:
  - Ability for bidders to submit bids on-line rather than having to travel to Cayuga
  - Contract management workflow
  - Vendor Performance Management

- We are working towards a change in our purchasing customer experience to be more integrated within the divisions. Meaning that:
  - we will be working with divisions to be involved earlier in the project planning stages to determine purchasing needs and if there are like needs in other divisions.
  - involved in contract management / vendor performance on a more proactive basis rather than reactive position to address vendor issues before they are too big to manage; and to help mitigate negative project impacts (i.e. project delays, poor performance, public complaints, etc.).
  - be proactive in providing re-training when Procurement Policy, legislation or best practices are not adhered to; as well providing training to new staff or staff that change positions where purchasing activities, including project management, will be part of their position function.
- Legislative changes have been very significant specific to purchasing which is resulting in less grey area and more compliance verifications, vendor debriefings, audits and public reporting.

### **Other Impacts**

With the consolidation of six offices into the Haldimand County Administration Building, 3 CSR positions have become redundant. There is an opportunity to reallocate approximately one third of these savings to fund this position, however, it should be noted that the allocation is expected to be less on an ongoing basis, once the purchasing card rebate is realized to its fullest, at the complete implementation of the program. As such, this is a request for a new Purchasing Clerk (union) position. The following **Job Duties / Restructuring Table** demonstrates tasks that eliminated positions previously assisted with, as well as additional duties that need to be completed and fit well with the position of Purchasing Clerk.

<b>Job Duties</b>	<b>Position Assigned Task</b>
Scanning and filing Corporate Disclosure Forms from bid documents. This would be expanded to assisting in maintaining all purchasing records in accordance with the Corporate Records Retention program.	CSR
Assisting with the inventory of corporate envelopes and preprinted letterhead including requests from divisions for envelope requirements, placing approved orders for stock replenishment, inventory counts, receiving orders, etc.)	CSR
Posting bid related documents (tenders, advertisement, unofficial / official bid results, bid takers list updates) to the County website with approval routing to Purchasing Coordinators	Administrative Assistant
Auctioning of Surplus Items - assisting with coordinating surplus items from divisions across the County, posting surplus items, responding to questions, coordinating and available to meet auction winners to pick up items	Corporate Support Services Shared Student
WSIB Certificates of Clearance – updating spreadsheet for upload to the SIN based upon issued purchase orders and P-Card purchases	Administrative Assistant
Assisting with Business Card requests and inputting into order system for approval by a Purchasing Coordinator	CSR
Receiving office supply requests from all divisions and placing orders with approval routing to a Purchasing Coordinator	CSR

<b>Job Duties</b>	<b>Position Assigned Task</b>
Receiving "Staff Change Notification" forms to provide feedback to a Purchasing Coordinator as to what was required from the divisions (furniture, business cards, purchasing card)	Administrative Assistant
Assist with scheduling purchasing related training as required for new staff (i.e. on the Purchasing Policy, Paramount functionality or P-Cards, etc.)	New
Assist with contract document management (updating records as to expiration dates for insurance, WSIB, noting renewals, release of bid deposits, etc.)	New
Assisting the Manager and Coordinators with the day to day purchasing requirements	New

# Change Request

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*Change Request: AUTO - 30 - Computer Technician Contract*

*Budget Year: 2020*

**Budget Program:** General Government

**Budget Category:** Information Systems

**Change Request Category:** New/Change in Staffing

**Type:** Enhancement to Existing Service

**Justification:** Operational Efficiencies

**Frequency:** One-Time

## **Description:**

The Information Systems Division provides support, advice and guidance to employees across all County departments and divisions with respect to information technology including hardware; software; voice, wireless and data network communications; Intranet, Internet, email; software development, corporate software suite training; website development; data management services; access & security of systems and data; etc.

Over the last several years, many technology "items" have been added throughout the County which require an increased level of support by the I.S. Division. (see attached business case) With the additional technology items and level of support required, the Division has been reactive in supporting the issues and has not had time to move forward with other corporate projects nor has the ability to act proactively.

With the increased number of technology items, users, systems, etc. to support, this initiative proposes to add one permanent full-time junior level position (ie. Computer Technician) to the I.S. staffing complement. This position will provide first and second level support to internal customers using County approved software and hardware across multiple channels (online tickets, phone, email, walk-in and on-site); will be responsible for building laptops and desktops based on standardized images using established procedures (previously done by co-op student) and will be responsible for the on-line auction of used technology.

As part of the Municipal Modernization Program funding initiative, the need for staffing will be reviewed by a third party. This position is being submitted as an ongoing temporary full time contract position and may be converted to permanent full time pending the outcome of the review.

## **Business Case:**

see attached

# Change Request

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>Transfers from Reserves/Reserve Funds</b>				
Transfer from Reserves/Reserve Funds	(51,000)	(80,870)		(131,870)
<b>Subtotal</b>	<b>(51,000)</b>	<b>(80,870)</b>		<b>(131,870)</b>
Expenses				
<b>Materials</b>				
Materials	19,900	800		20,700
<b>Salaries, Wages &amp; Benefits</b>				
Salaries, Wages, and Employee Benefits	817,270	80,070		897,340
<b>Subtotal</b>	<b>837,170</b>	<b>80,870</b>		<b>918,040</b>
Net Levy Impact	786,170			786,170

## Change Request Project Details

Project	Description	Budget Category	Project Type
136031 - Computer Technician Capital	Capital expenditures related to the Computer Technician change request including: portable 2-in-1, additional second monitor and desk phone	Information Systems	New/Enhanced Service

## Capital Budget Details

Project	Line Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Expenses</b>												
136031 - Computer Technician Capital	2-in-1 for Computer Technician	2,900										2,900
136031 - Computer Technician Capital	Second Screen for Computer Technician	260										260
136031 - Computer Technician Capital	Cell Phone for Computer Technician	360										360
136031 - Computer Technician Capital	Desk Phone for Computer Technician	300										300

# Change Request

136031 - Computer Technician Capital	Microsoft License for Computer Technician	600	600
<b>Total Expenses</b>		<b>4,420</b>	<b>4,420</b>

## Impact Budget Details

Project	Object	Division	Description	2020 Budget
<b>Expenses</b>				
136031 - Computer Technician Capital	920700 - CRR Info Technology		Computer Technician contribution to reserve related to 2-in-1 (\$580), additional second monitor (\$40), desk phone (\$60), Microsoft License (\$120), cell phone (\$180)	980
<b>Total Expenses</b>				<b>980</b>

## INFORMATION SYSTEMS STAFFING BUSINESS CASE

### Computer Technician – Contract Full-time

#### Problem Statement:

The demand for technology has increased significantly over the years. Ongoing technological changes, along with the complexity of the technology in Haldimand County has resulted in an increase of capital projects managed by the Information Systems (I.S.) Division, as well as an increase of capital projects led by other County Divisions requiring I.S. Division expertise and involvement.

The increased number of projects that have some form of reliance on technology has resulted in an increased need for technology support. The current staff complement in the I.S. Division is challenged to meet the desired needs and demands to respond to the technology requirements of the County.

#### Current Situation:

The I.S. Division exists primarily to serve our internal customers, so they in turn can deliver services to our citizens, businesses, investors and visitors. I.S. manages corporate technology related infrastructure, lifecycle, applications and contracts to ensure corporate efficiency and fiscal restraint. I.S. defines and upholds technology standards, security and technology policies to protect personally identifiable citizens, employees and corporate information.

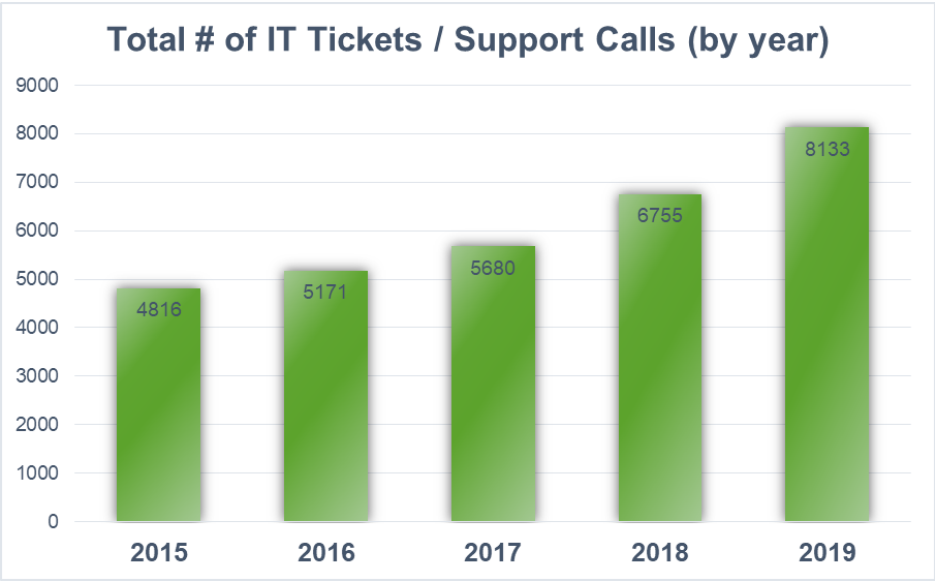
The I.S. Division's corporate purpose is to plan, build and sustain the technology and information environments that support municipal service delivery; collaborate with leadership team and staff to develop portfolios of initiatives in alignment with the overall strategic goals of the County. Memo "CAO-M01-2020 Term of Council Priorities – January 2020 Update" presented at the Jan. 14<sup>th</sup>, 2020 Council in Committee meeting provided a status update on each of the priorities. The Term of Council Priorities is a very good example of the many initiatives in the County that require technology expertise provided by the I.S. Division but may have another division labeled as "lead". The following outlines the "2020 term of Council Priorities", highlighting those that require I.S. Division's expertise and involvement:

On-going / Carry Over Priority Initiatives	Technology:	<ul style="list-style-type: none"><li>• Business Application Software</li><li>• CityView / Digital Collaboration</li><li>• Corporate Website Update</li><li>• Central Administration Building</li><li>• Economic Development Strategy</li><li>• Zoning By-law Update</li></ul>
	Legislative Matters:	<ul style="list-style-type: none"><li>• Integrity Commissioner</li><li>• Asset Management</li><li>• Community Safety and Well-Being Plan</li></ul>
Proposed Term of Council New Priorities		<ul style="list-style-type: none"><li>• Responding to Provincial Funding Changes</li><li>• Growth Strategy / OP Update / Highway 6 Corridor Infrastructure</li><li>• High Speed Broadband Internet – County wide</li><li>• Major Community &amp; Recreational Facility Needs and Implementation Strategy</li><li>• Affordable / Social Housing Strategy</li><li>• Procurement / Contract Management</li><li>• Customer Service</li><li>• Public Mobility / Transportation</li></ul>
Proposed Administrative Priority Focus Area		<ul style="list-style-type: none"><li>• Community Engagement Processes</li><li>• Open Government</li><li>• Delegated Authority</li></ul>

Of the 20 "Term of Council Priority Initiatives", I.S. Division's expertise and involvement is required in 60% of the initiatives as highlighted in blue above. (refer to the I.S. Division Work Plan for detailed tasks and time requirements)

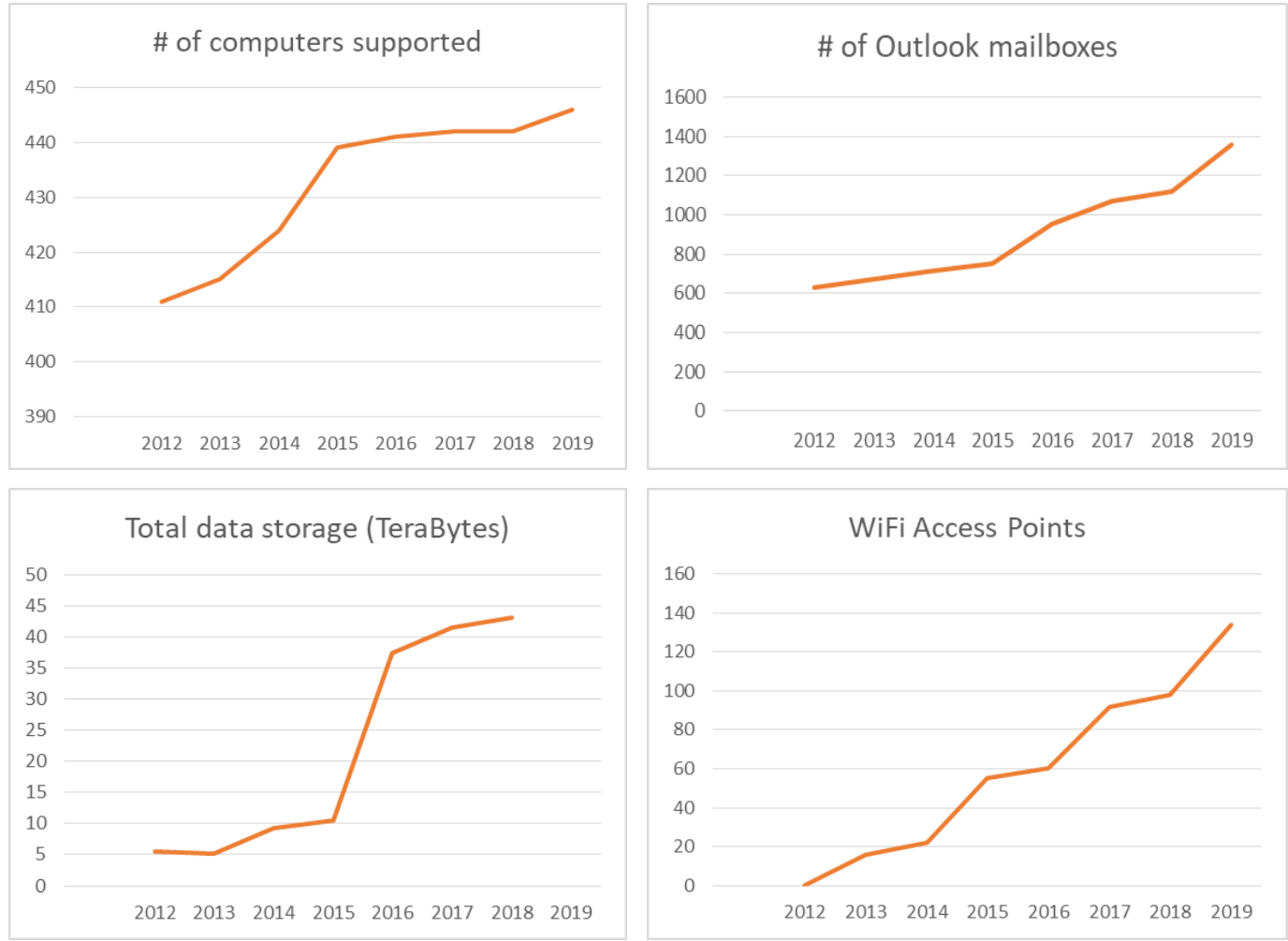


With the increase in use of technology, along with the complexities, the IT support needs have increased over the years. The following graph shows the increase of “IT tickets / Support Calls” over the last 5 years:



The percent of change from year to year has steadily increased – with a 20% increase from 2018 to 2019.

The following charts show the technology growth the County has experienced over the past several years:



At current staffing, the recent I.S. Division work plans indicate that the time allotted to complete the projects in the proposed timeframes is not feasible and will result in project delays; may introduce the risk of quality, security and sustainability of systems; and will increase response times to IT Support Requests.

### **Position Objective:**

The principal objective for hiring an additional Computer Technician is to acquire additional support to address the resource gapping resulting from the significant technological changes. The Computer Technician positions will provide first level of support for all technology thus making time available for the “specialist” positions to focus on 2nd tier support and project work including the Term of Council Initiatives.

### **Position Rationale:**

The demand for technology and dependence on technology has increased significantly over the last several years. This becomes clearly visible in current projects such as the Central Administration Project (CAP) and Business Application Solution (BAS) where there are major technology implications.

With the CAP Committee’s Philosophy and analysis of technology options alone, it becomes very clear that technology is a key focus – with staff consultation for the CAP project, not only was technology the number 1 item, it was also noted that of the 8 themes, technology decisions have an affect on the top 5 themes.

The BAS project objective states: “Implement a corporate software platform that streamlines workflow, is responsive, reliable and accurate, supports current and future needs, while encouraging citizen engagement through open government and self-service functionality”. This project is a huge investment for the County which requires a commitment for our long-term technology success. This will include ongoing staffing resources to perform routine business analysis, interpreting data and examining processes, researching and developing best practices that will support the development of the solutions and make recommendations to enhance or transform the business operations.

As the BAS implementation continues and modules are fully implemented, the transition to the vendor’s “customer support” from the vendor’s “implementation team” has begun. What this involves is the I.S. Staff will take on the “front line of support” role.

With the new Central Administration Building, technology has been a key focus with many new “pieces” of technology implemented – for example, over 35 digital displays are being installed in the new building; the new Council Chambers includes robust technology and AV equipment; the access control system – ie. door locks / lighting / HVAC – are all now “connected” smart devices – all new technologies that will require I.S. Division expertise.

In order to manage the work demands created by projects such as CAP and BAS – as well as keeping current with solutions in place, an additional FTE of a Computer Technician will be able to assist in the front line support relieving the “specialist” IT staff to focus on projects.

### **Expected Benefits:**

The addition of a second Computer Technician will provide the I.S. Division the necessary resources to meet the current demands related to front line support of systems. The new position will also free up time for the I.S. specialist positions to focus on 2<sup>nd</sup> level support issues and project based functions.

# Change Request

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*Change Request: AUTO - 91 - Municipal Modernization Program Third Party Review*

*Budget Year: 2020*

**Budget Program:** General Government

**Budget Category:** Information Systems

**Change Request Category:** New Initiative

**Type:** Enhancement to Existing Service

**Justification:** Operational Efficiencies

**Frequency:** One-Time

## **Description:**

As part of the Business Applications Software Replacement Project proposed service delivery including a review of the IS Division structure and resources, a cost of \$100,000 is anticipated.

## **Business Case:**

Report FDS-03-2019 Municipal Modernization Fund Expression of Interest was submitted to Council on November 25, 2019.

Haldimand County is in the process of a multi-year implementation project implementing an integrated business application software solution. The Business Application Software (BAS)

Replacement project involves replacing current software with a solution allowing for future integration of applications relating

to asset management, property management, customer service and work order management. In addition, the County will need to utilize this software as a building foundation to provide online customer self-service options such as allowing online payments for a variety of services in one transaction, notifications to customers of due dates or upcoming events, etc. The investment in updated software will provide the platform for improved standardization, innovation and progressive business process improvements which will enable the County to improve the services to the public, staff and Council. Timely and accurate information will assist in overall decision making, eliminate redundant/duplicate databases of information and improve oversight and accountability through improved reporting tools. As new software / technologies are implemented, there are a few items that remain to be addressed to ensure efficiencies are gained in the most cost-effective manner.

Project to include:

1. Information Systems (I.S.) Division Review: A review of the I.S. Division to analyze the IT section in terms of division structure, staff compliment, staff resource gaps and technical competency, operational policy and procedure to identify areas for improvements and/or change. As investments are made in updated software as well as other emerging technologies, the review of the IT section will provide a road map to allow the County to be proactive and strategic in order to ensure the successful (IT) future of the County.

2. A review of business processes in conjunction with corporate applications identifying where technology can be better utilized to improve processes, reduce corporate administration costs, making more efficient use of the corporate application portfolio ensuring standardized application usage - i.e.. reducing duplication of information / data; reducing manual processes; reduce the number of "sidebar" systems (excel documents); use systems' workflows and business processes - and identifying training requirements for application use. Primary goals are to ensure that the County can increase the total value of technology investments and optimize the County's ability to meet and enhance customer service as well as allowing for innovative and progressive business process improvements ensuring that the County can deliver high quality services effectively and efficiently to both internal and external users.

Staff have advised our Municipal Services Office of Haldimand's intention to apply, and are now required to submit an Expression of Interest by December 6, 2019, which will include project scope and anticipated costs. Senior staff are currently reviewing options to meet the program requirements. As outlined in the MMAH notification, one of the suggested eligible projects is a review of IT solutions and process improvements. As this project was one of staff's future planned initiatives, it will be included as part of the project scope in our EOI submission.

Haldimand County will be advised late January/early February 2020 whether the application is approved. If approved, a further report will be presented to Council to accept the funding and enter into an agreement. Under the program, the third-party review must be completed and publicly posted by October 2020.

100% funding has been approved by the Municipal Modernization Program. The County will also be required to enter into a transfer payment agreement and outline the steps for obtaining a third-party review.

# Change Request

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New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
Grants/Subsidies				
Ontario Conditional Grants	(3,500)	(100,000)		(103,500)
<b>Subtotal</b>	<b>(3,500)</b>	<b>(100,000)</b>		<b>(103,500)</b>
Expenses				
Contracted Services				
Contracted Services		100,000		100,000
<b>Subtotal</b>		<b>100,000</b>		<b>100,000</b>
Net Levy Impact	(3,500)			(3,500)

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des Affaires  
municipales et du  
Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél.: 416 585-7000



MIN-234-2020-510

March 2, 2020

Your Worship  
Mayor Ken Hewitt  
Haldimand County  
khewitt@haldimandcounty.on.ca

Dear Mayor Hewitt,

Thank you for your municipality's submission to the Municipal Modernization Program and for your commitment to find smarter, more efficient ways to operate. I am pleased to advise that the Government of Ontario has approved funding of up to \$100,000.00 towards your project *Business Application Software (BAS) Replacement Project* for the cost of an independent third-party reviewer to deliver a final report by September 18, 2020 (extended from June 30, 2020).

The Municipal Modernization Program is an important part of our government's plan to help municipalities lower costs and improve services for local residents and businesses over the long term. The review project being undertaken by your municipality is an important step toward achieving Ontario's goal of helping municipalities deliver efficient, effective, modern services that meet the evolving needs of our communities.

A transfer payment agreement is required to provide funding for the project. Ministry staff will be in touch with your staff shortly to finalize the transfer payment agreement and work through details of funding implementation. Should you have any questions, please feel free to contact your Municipal Services Office, or the ministry at [municipal.programs@ontario.ca](mailto:municipal.programs@ontario.ca).

Congratulations on this funding approval. I extend my best wishes as we work together to modernize service delivery and focus spending on vital programs and services.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark".

Steve Clark  
Minister

c. Craig Manley, CAO, Haldimand County  
Mark Merritt, General Manager, Financial and Data Services, Haldimand County  
Parliamentary Assistant Toby Barrett, MPP, Haldimand—Norfolk

# Change Request

Change Request: AUTO - 57 - Custodian Increase - HCAB

Budget Year: 2020

**Budget Program:** General Government

**Budget Category:** Administration Facilities

**Change Request Category:** New/Change in Staffing

**Type:** Enhancement to Existing Service

**Justification:** Operational Efficiencies

**Frequency:** Ongoing

## Description:

Increase the current permanent full time custodian from 35 hours per week to 40 hours per week. Increase the current permanent part time custodian from 10 hours per week to permanent full time at 40 hours per week.

## Business Case:

Additional staff required due to the construction of the Haldimand County Administration Building (HCAB). The current custodial compliment of 1 full time and 1 part time was sufficient to maintain the Cayuga Administration Building (CAB). The new HCAB is approximately twice the size of CAB, therefore additional hours will be needed.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
<b>Salaries, Wages &amp; Benefits</b>				
Salaries, Wages, and Employee Benefits	70,560		53,220	123,780
<b>Subtotal</b>	<b>70,560</b>		<b>53,220</b>	<b>123,780</b>
Net Levy Impact	70,560		53,220	123,780

# Change Request

Change Request: AUTO - 89 - VFIS EAP Program Enhancement

Budget Year: 2020

**Budget Program:** Protection Services

**Change Request Category:** New Initiative

**Justification:** Risk Management

**Budget Category:** Fire General Administration

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## Description:

To expand the EAP criteria for volunteer firefighters.

## Business Case:

In 2009, the Employee Assistance Program (EAP) benefit was made available to all volunteer firefighters and permanent part time staff, prior to that the EAP benefit was only available to permanent full time staff. However, for the volunteer firefighters, the EAP could only be accessed as a direct result of performing volunteer firefighter related duties. Currently the County is charged a flat fee of \$400 for each volunteer firefighter EAP counselling case, and there are approximately 1 to 2 cases per year. At the same time volunteer firefighters are denied access to the EAP counseling because their issues do not qualify as "fire related" (e.g. personal issues, financial issues, family/marital issues). We propose that the EAP counselling criteria be expanded for volunteer firefighters to include any personal or work related matter and trialed for a 1 year period - 2020 - at a cost of \$7,700 per year. Currently REACH provides the EAP benefit, and the EAP contract expires in 1 year (March 2021), at which time an RFP process will be undertaken, in the meantime VFIS of Canada, which provides the Accident & Sickness benefits to our volunteer firefighters, has introduced an EAP program through Homewood Health that is being offered to all fire departments across Canada at an introductory price of \$24 per member, per year. Since Haldimand County already has the Accident & Sickness benefit through VFIS, the County would qualify for the substantially discounted EAP rate for the volunteer firefighters. This should be viewed as a preventative focused benefit for the volunteer firefighters, and a way to help de-escalate the potential for future WSIB claims. With WSIB expanding the legislation to cover more mental health conditions (e.g. PTSD, chronic mental stress), the County has seen an increase in WSIB claims related to mental health conditions. Over an extended period of time some volunteer firefighters slowly suffer from a decreased resiliency to handle trauma which could ultimately lead to a WSIB claim and these WSIB claims tend to be more complex with multiple work and personal stresses as contributing factors. Since April 5, 2016, when PTSD legislation was introduced, Haldimand County has spent \$661,110 in volunteer firefighter and paramedic PTSD claims, with an average cost of \$132,000 per claim. These claims continue to incur significant costs.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
<b>Contracted Services</b>				
Contracted Services			7,700	7,700
<b>Subtotal</b>			<b>7,700</b>	<b>7,700</b>
Net Levy Impact			7,700	7,700

# Change Request

Change Request: AUTO - 43 - Contribution to WSIB Reserve

Budget Year: 2020

**Budget Program:** General Government

**Change Request Category:** New Initiative

**Justification:** Contractual/Legislative Obligation

**Budget Category:** Corporate Administration

**Type:** Replacement/Repair unable to accommodate in base

**Frequency:** Ongoing

## Description:

Contribution to WSIB Reserve based on 0.5% levy. WSIB liability mitigation funding for presumptive cancer and PTSD. The presumptive cancer for firefighters is the bulk of WSIB's estimated liability (84%) and the balance (16%) for PTSD which is shared between Fire and EMS. This was further split based on 2019 actual WSIB PTSD claims. The EMS portion is to be funded from the Contingency Reserve until the cost becomes eligible for government funding.

## Business Case:

The 2018 year end had a \$3 million increase in the estimated WSIB liability. This increase is intended to assist in building the reserve fund. The reserve will be reviewed further in conjunction with the new actuarial study. A 0.5% levy increase was utilized when determining budget impacts for 2020.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>General Recoveries</b>				
User Fees and Service Charges	(1,219,170)		(336,130)	(1,555,300)
<b>Transfers from Reserves/Reserve Funds</b>				
Transfer from Reserves/Reserve Funds			(17,550)	(17,550)
<b>Subtotal</b>	<b>(1,219,170)</b>		<b>(353,680)</b>	<b>(1,572,850)</b>
Expenses				
<b>Salaries, Wages &amp; Benefits</b>				
Salaries, Wages, and Employee Benefits	853,760		336,130	1,189,890
<b>Transfers to Reserves/Reserve Funds</b>				
Transfer to Reserves/Reserve Funds	1,219,170		336,130	1,555,300
<b>Subtotal</b>	<b>2,072,930</b>		<b>672,260</b>	<b>2,745,190</b>
<b>Net Levy Impact</b>	<b>853,760</b>		<b>318,580</b>	<b>1,172,340</b>



# Change Request

Change Request: AUTO - 102 - Court Security Enhancement

Budget Year: 2020

**Budget Program:** Protection Services

**Change Request Category:** New Initiative

**Justification:** Health & Safety

**Budget Category:** Policing

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## Description:

Haldimand County Court Security Enhancement Submission - proposing additional court security staffing.

## Business Case:

Due to the implementation of single point of access at the Cayuga Court House. Current staffing resources cannot adequately manage the single point of access and court room security expectations of the Judiciary. Therefore an enhancement to detachment complement is required.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
<b>Contracted Services</b>				
Contracted Services	7,592,340		254,500	7,846,840
<b>Subtotal</b>	<b>7,592,340</b>		<b>254,500</b>	<b>7,846,840</b>
Net Levy Impact	7,592,340		254,500	7,846,840

## Haldimand Court Security Enhancement Submission

### Key issue:

Security of Cayuga Court House and Provincial Offences Court.

### Situation:

Due to the implementation of single point of access at the Cayuga Court House. Current staffing resources cannot adequately manage the single point of access and court room security expectations of the Judiciary. Therefore an enhancement to detachment complement is required.

### Proposal: Enhancement to Court Security Staff: Grant total of \$ 508,975.00

Hire four (4) Court Officers (Special Constables) on Fixed Term Contracts, working up to 40 hours per week.

Salary \$31.72/hour to \$36.57/hour. (\$ 93,259 per year) Totaling: \$ 373,036.00

Hire a Part-Time Officers, on Fixed Term Contracts, working 0-20 hours per week. Salary - \$39.34/hour paid at 3<sup>rd</sup> class Constable rate. 1<sup>st</sup> year cost of \$ 135,939.00 then \$ 131,139.00

### Court Security Background:

- Haldimand County OPP is required to provide adequate court security under the Police Services Act (PSA) and it is the responsibility of the Police Services Board under section 137(1) of the PSA to determine the appropriate levels of security:

*137 (1) A board that is responsible for providing police services for one or more municipalities has the following responsibilities, with respect to premises where court proceedings are conducted:*

- 1. Ensuring the security of judges and of persons taking part in or attending proceedings.*
- 2. During the hours when judges and members of the public are normally present, ensuring the security of the premises.*
- 3. Ensuring the secure custody of persons in custody who are on or about the premises including persons taken into custody at proceedings.*
- 4. Determining appropriate levels of security for the purposes of paragraphs 1, 2 and 3. R.S.O. 1990, c. P.15, s. 137 (1); 1997, c. 8, s. 41.*

- The Court House is a stand-alone facility and houses personnel from the Ministry of the Attorney General (MAG).
- Provincial Offences Court is operated out of the Council Chambers of the Haldimand County administration building.
- Cayuga Court House operates five days per week (8:30 – 4:30). There are often multiple courts in session including Bail Court, Criminal Court, Superior Court, and Family Court.
- Haldimand County OPP has one full time Court Case Management (CCM) officer who provides court case management for all court sessions held in Haldimand County & 4 part time officers who provide court security.
- In October, 2015, Representatives of MAG, brought forward a request that all persons entering the building be screened through a Single Point of Access. MAG advised that a magnetometer and X-Ray machines would- be installed by MAG, but would need to be operated by OPP.
- In February, 2018 MAG installed the a magnetometer for single point of access, but due to funding restraints the X-Ray machine was not installed. OPP court security personnel staffed the single point of access on a Judiciary request basis only.
- The requirement to provide full time court staffing the screening devices would have a negative impact on the ability of Haldimand County OPP to provide core policing services due to the increased demands for court security.
- To assist in mitigating some of the pressures of court security Haldimand County OPP utilizes the services of the OPP Offender Transport Unit (OTU) to assist with prisoner security and prisoner escorts.

- In November 2019, the issue of full time staffing of the single point of access became necessary due to Regional Senior Justice for Central Region direction and concerns for the security of the Judiciary and Court staff.

**Financial Implications of the Proposal:**

- There is a substantial cost savings for court security with utilizing a mix of Special Constables and Part-Time Constables.
- Dedicated Special Constables become experts on the security of the court instead of rotating complement of frontline constables.
- The Special Constables after a phase in period would assume the role and responsibilities of the Court Case Management

**Recommendation:**

- Resolution by the Police Services Board for an enhancement to the OPP Contract by 4 Court Officers (Special Constables) and a Part Time Constable to provide court security and assist with court case management duties.

# Change Request

Change Request: AUTO - 96 - Manager, Roads Operations One Year Contract

Budget Year: 2020

**Budget Program:** Transportation Services

**Change Request Category:** New/Change in Staffing

**Justification:** Operational Efficiencies

**Budget Category:** Roads Administration

**Type:** Enhancement to Existing Service

**Frequency:** One-Time

## Description:

This request is to support the extension of the current Manager of Roads Operations employment contract by a 1 year term. The recommended funding for the 1 year term is costed at 50% of 1 FTE. This funding proposal will allow for a flexible working schedule through the 1 year term. All other employment conditions of the 1 year contract extension shall mirror the employment conditions of the existing Managers employment contract. The intent of the 1 year contract extension is to allow for a successful transition and training period where a sharing of program knowledge and approved service levels can be transferred in an effective and efficient fashion.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>Transfers from Reserves/Reserve Funds</b>				
Transfer from Reserves/Reserve Funds		(85,050)		(85,050)
<b>Subtotal</b>		<b>(85,050)</b>		<b>(85,050)</b>
Expenses				
<b>Materials</b>				
Materials	11,650	300		11,950
<b>Salaries, Wages &amp; Benefits</b>				
Salaries, Wages, and Employee Benefits	913,880	84,750		998,630
<b>Subtotal</b>	<b>925,530</b>	<b>85,050</b>		<b>1,010,580</b>
Net Levy Impact	925,530			925,530

# Change Request

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## Capital Budget Details

Project	Line Description	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>Expenses</b>												
321002 - Manager, Roads Operations Capital Purchases	2-1 for Manager, Roads Operations one year contract	2,900										2,900
321002 - Manager, Roads Operations Capital Purchases	Cell phone for Manager, Roads Operations one year contract	350										350
321002 - Manager, Roads Operations Capital Purchases	Microsoft License for Manager, Roads Operations one year contract	600										600
<b>Total Expenses</b>		<b>3,850</b>										<b>3,850</b>

# Change Request

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*Change Request: AUTO - 90 - Dunnville Hospital and Healthcare Foundation Donation*

*Budget Year: 2020*

**Budget Program:** Health Services

**Change Request Category:** New Initiative

**Justification:** Community Interest

**Budget Category:** Hospitals

**Type:** New Service/Program

**Frequency:** One-Time

## Description:

At the May 13, 2019 Council meeting, Council passed the following motion:

1. WHEREAS Haldimand County has previously approved a one-time grant of \$700,000 to the Haldimand War Memorial Hospital;
2. AND WHEREAS THE Haldimand War Memorial Hospital has directed these funds to be applied to new equipment and furnishings for a redeveloped Emergency Department;
3. AND WHEREAS members of the Dunnville Hospital and Healthcare Foundation made a delegation to Council in Committee on the status of fundraising efforts for the redeveloped Emergency Department and to request a financial donation from Haldimand County of \$100,000 to \$150,000 to meet their fundraising target of a minimum of \$3 million dollars;
4. NOW THEREFORE BE IT RESOLVED THAT Haldimand County support a donation to the Dunnville Hospital and Healthcare Foundation of \$150,000 towards their "Every Moment Counts Campaign" for the redeveloped Emergency Department;
5. AND THAT this donation be included as a new initiative in the Draft 2020 Tax Supported Operating Budget with the funding source to be determined at that time.

In addition to the above noted resolution, at the following Council in Committee meeting May 28, 2019, Council passed the following resolution:

THAT staff be directed to report back to Council in Committee during consideration of the Draft 2020 Tax Supported Operating Budget on a Policy Re: Future Funding of Local Hospitals.

The initiative below addresses the funding source as required by the first motion. As the County does not have a dedicated source for Hospital funding, given it is a Provincial responsibility, it recommended it be funded from the Contingency Reserve. This reserve is intended to fund unexpected operating costs and has sufficient available funds to accommodate this request. It has also been used to fund similar hospital requests in the past – primarily for major capital renovations.

With respect to developing a Policy to address future funding of local hospitals, staff have evaluated this request and are recommending not developing a policy at this time for the following reasons:

Funding Hospitals is not a Municipal Responsibility:

The Municipal Act identifies the "spheres of Jurisdiction" for municipal operations. These provisions outline the services that are under the control of local municipalities. The provision of local hospitals and general healthcare services are not within a local municipalities' authority or control and are the responsibility of the Provincial Government. The services provided by local hospitals are available to the public at large and are not limited to the local residents of Haldimand County.

Staff participated in a survey of local Single and Upper Tier municipalities to see if, and how if the case may be, they supported local hospitals. Although the responses were varied, the overwhelming response was that local hospitals are outside of the municipalities' sphere of jurisdiction and should be left to the Province to fully fund all costs. The majority of the respondents either do not provide funds to local hospitals or they funded major capital renovations only on a case by case basis. Very few had any formal policy with respect to funding local hospitals.

Advocate that the Province Fully Fund all Major Capital Repairs/Replacements for the Healthcare Sector:

As identified by the majority of local municipalities, local governments need to continue to lobby the Provincial and upper levels of government to fund all the costs associated with local hospitals and healthcare as a whole. The Provincial and Federal governments have a broader range of revenue tools to accommodate the funding required for these services than municipal governments. The majority of municipal revenue (in excess of 60%) is from property taxes. Property taxes are not a user pay system and adding healthcare costs would add more burden to the current taxpayers; which in Haldimand's case, is primarily residential property owners.

# Change Request

Province is Currently Reviewing Structure and Funding for the Healthcare Sector:

The Province has initiated a number of fiscal reviews, many of which will have financial or operational impacts on local municipalities. One of these reviews involves a review of consolidating local Health teams, which includes local hospitals, to increase operational efficiencies and to ensure Provincial funding to these organizations is better allocated to meet local needs. A number of local organizations have partnered with local hospitals to create proposed Ontario Health Teams. The proposed Provincial funding would be allocated to the Health Team and used to meet its local needs. Until this service review is complete and the funding mechanisms are determined, it would be very difficult, at this time, to ensure any potential municipal support would flow to the appropriate local organization.

Numerous Increased Funding Pressures on the Municipal Sector:

As outlined in the Council Workshop in November 2019, many of the ongoing Provincial service/funding reviews will directly impact municipal government funding sources and services. As noted at that time, many of these reviews are still underway and numerous details are unknown. It is anticipated that there will be increased financial pressures on local municipalities, both in 2020 and in future years.

In addition to pressures from potentially downloaded costs from the Province, local municipalities are incurring many incremental, unbudgeted costs for climate change and emergency responses (i.e. storm and flooding events, Pandemic, etc.). As these situations become more the norm, municipalities will have to start budgeting for these costs on an annual basis.

That while our financial position is solid it can be vulnerable to impacts of wider economy, climate change and other influences (i.e. pandemic) and as a result we should not be locked into funding matters outside our sphere as we will likely continue to need the funds to respond to these challenges.

Recommendation: Based on the above noted reasons, it is recommended: (i) fund the current donation request, based on Council's direction, from the Contingency Reserve and (ii) limit all future requests to major Capital renovations and evaluate each request on a case by case basis.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
<b>Transfers from Reserves/Reserve Funds</b>				
Transfer from Reserves/Reserve Funds		(150,000)		(150,000)
<b>Subtotal</b>		<b>(150,000)</b>		<b>(150,000)</b>
Expenses				
<b>External Transfers</b>				
External Transfers		150,000		150,000
<b>Subtotal</b>		<b>150,000</b>		<b>150,000</b>
Net Levy Impact				

# Change Request

Change Request: AUTO - 46 - Addition of mDocs Software

Budget Year: 2020

**Budget Program:** Health Services

**Change Request Category:** New Initiative

**Justification:** Operational Efficiencies

**Budget Category:** Paramedic Services

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

**Description:**

Adoption of mDocs Software to replace paper copies.

**Business Case:**

See Attached.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
<b>Contracted Services</b>				
Contracted Services	609,550		7,000	616,550
<b>Interfunctional Adjustments</b>				
Inter-Functional Adjustments				
<b>Subtotal</b>	<b>609,550</b>		<b>7,000</b>	<b>616,550</b>
Net Levy Impact	609,550		7,000	616,550



# Change Request

Change Request: AUTO - 50 - HSS-620-2020-062 - Child Care Expansion 80/20 Cost Share

Budget Year: 2020

**Budget Program:** Social & Family Services

**Budget Category:** Child Care

**Change Request Category:** New Initiative

**Type:** Change in Service Delivery

**Justification:**

**Frequency:** Ongoing

## Description:

The Ministry of Education has extended the Child Care Expansion into 2020, funding component has changed from 100% Provincial to an 80/20 (Provincial/Municipal) cost share

## Business Case:

The Expansion Plan recommended CMSM contribution is \$291,700. The contribution is not mandatory however staff are requesting the amount for the following reasons:

Funding for the program has been reduced by \$663,100 compared with the 2019 allocations. Overall, Child Care has seen a reduction in funding by \$742,600 since 2019, not including any additional impacts that could be seen from a breakdown in Provincial/Federal Government funding negotiations. This has put considerable pressures on Child Care, including but not limited to, the implementation of a fee subsidy wait list, increased fees to parents/caregivers and a reduction in operating funds for child care operators.

The \$291,700 is budgeted to be funded by Haldimand (\$132,700) and Norfolk (\$159,000) Counties as per the latest annual reconciliation. The share amount is subject to change once the 2020 reconciliation has been completed.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
<b>Contracted Services</b>				
Contracted Services	149,700		132,700	282,400
<b>Subtotal</b>	<b>149,700</b>		<b>132,700</b>	<b>282,400</b>
Net Levy Impact	149,700		132,700	282,400

# Change Request

Change Request: AUTO - 51 - HSS-640-2020-060 Haldimand Norfolk Housing Corporation - Asset Management Plan

Budget Year: 2020

**Budget Program:** Social Housing  
**Change Request Category:** New Initiative  
**Justification:** Provincially/Federally Mandated

**Budget Category:** Social Housing  
**Type:** Enhancement to Existing Service  
**Frequency:** One-Time

**Description:**

Through the process of drafting the Shareholder Agreement for the Haldimand Norfolk Housing Corporation (HNHC), it has been identified that the HNHC needs a current and comprehensive asset management plan and capital forecast for the public housing that they own and operate in Haldimand and Norfolk Counties.

**Business Case:**

The plan and capital forecast will enable Haldimand and Norfolk Councils, as the HNHC shareholders, to evaluate the current state of the HNHC housing stock, the current and future capital needs and make decisions related to the repair and retention, regeneration or leveraging of these assets. This information is important when considering possible new HNHC community / affordable housing development. Based on discussions with the HNHC CEO it is estimated that \$75,000 would be required to retain the necessary consulting services to complete the asset management plan and capital forecast. The consulting services would be retained using a Request for Proposal process, with the Director of Social Services and Housing being involved in a consultative role. Staff propose that the funds be allocated to HNHC for this purpose out of the Social Housing Reserve

New Initiative Details				
Net Levy Impact				

# Change Request

Change Request: AUTO - 63 - One Time Increase to Professional Development Budget

Budget Year: 2020

**Budget Program:** General Government

**Change Request Category:** New Initiative

**Justification:** Operational Efficiencies

**Budget Category:** Administration Facilities

**Type:** Enhancement to Existing Service

**Frequency:** One-Time

**Description:**

One time increase of \$15,000 to the Professional Development budget

**Business Case:**

This increase is to cover off the training cost related to providing the Certified Ice Technician course to the group of staff brought on during the FAPO staff reorg last year

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(15,000)		(15,000)
Subtotal		(15,000)		(15,000)
Expenses				
Materials				
Materials	20,000	15,000		35,000
Subtotal	20,000	15,000		35,000
Net Levy Impact	20,000			20,000

# Change Request

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*Change Request: AUTO - 88 - Inclusive Hiring*

*Budget Year: 2020*

**Budget Program:** Recreation & Cultural Services

**Budget Category:** Arenas

**Change Request Category:** New/Change in Staffing

**Type:** Enhancement to Existing Service

**Justification:** Operational Efficiencies

**Frequency:** Ongoing

## **Description:**

Staffing initiative to add full-time and/or part time staff with intellectual disabilities and/or Autism Spectrum Disorders.

## **Business Case:**

### New Initiative

Staffing initiative to add full-time and/or part time position within each of the four Facility and Parks Operation Districts to incorporate an inclusive hiring initiative targeting candidates with intellectual disabilities and/or Autism Spectrum Disorders (ASD). Specifics as follows:

- Provide one permanent position in each of the four Facility and Parks Operation Districts (Caledonia, Cayuga, Hagersville, and Dunnville), equating to a maximum of 4.0 FTE;
- Current positions have been previously approved, on a temporary basis, within the Cayuga and Caledonia District. This initiative would transfer the current temporary positions into permanent, while adding two new permanent positions in the other areas;
- Staff propose "grandfathering" existing staff performing a similar role, within the Cayuga and Caledonia District's while actively recruiting for new hires in Hagersville and Dunnville – targeting community members with Intellectual Disabilities and/or ASD;
- Intent of the new positions is to:
  - o provide additional coverage in all communities to meet increasing demands. Specifically, provide between 3,744 to 6,240 hours of additional coverage County-wide with permanent full-time or part-time staff;
  - o focus on front-facing cosmetics of the public accessible areas, allowing the permanent staff to focus on the more complex issues that arise in the facility;
- Tasks would include, but are not limited to, general custodial duties within the arenas, weeding garden beds, and various other maintenance tasks within parks, facilities and cemeteries;
- to aid in the recruitment process, orientation and long term employment relationships associated with this initiative, staff intend to work closely with associations such as Community Living and their partnership organizations;

Highlights of this proposal have been discussed with the union and the County solicitor, with their comments/considerations included.

### Expected Outcomes

- Enhance community engagement and promotion of inclusive hiring;
- Provide meaningful employment to those with intellectual disabilities and/or ASDs;
- Increased grounds and facility maintenance at arenas, parks, trails, cemeteries, and other recreational facilities;
- Foster an inclusive and diverse labour force; and
- New perspectives, new skills and new ideas, increased productivity, improved employee engagement, and enhanced corporate culture.

### Staff Impacts

- Transition of the two existing temporary Arena Helper staff to permanent;
- Addition of two additional arena helper positions;
- Depending on operational needs per district and the availability of persons with intellectual disabilities and/or ASD, the 4 arena helper positions will be filled with full-time or part-time employees;
- Staff recommend that each employment arrangement be based on the unique needs and abilities of the candidates to be hired, in order to maximize the benefit and allow for the greatest amount of flexibility, staff request that funding of permanent full-time positions be approved;
- Staff have held preliminary discussion with CUPE and have agreed to develop a letter of understanding outside the CUPE collective agreement to guide the parameters of this initiative

# Change Request

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New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,049,240	(22,340)	163,070	1,189,970
<b>Subtotal</b>	<b>1,049,240</b>	<b>(22,340)</b>	<b>163,070</b>	<b>1,189,970</b>
Net Levy Impact	1,049,240	(22,340)	163,070	1,189,970

# Change Request

Change Request: AUTO - 49 - Student Assistant, Forestry

Budget Year: 2020

**Budget Program:** Planning and Development

**Change Request Category:** New/Change in Staffing

**Justification:** Operational Efficiencies

**Budget Category:** Tree Conservation & Reforestation

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## Description:

The Student Assistant, Forestry assists with the care and maintenance of Haldimand County's urban forest and implementation of the Haldimand County Forest Strategy & Management Plan, including young tree planting, care and maintenance. The position also assists with the collection of field data related to urban forest inventory, tree risk assessments, basal area plots and woodland assessment plots.

## Business Case:

The change in scope for this position will increase operational efficiencies by providing watering, mulching and hardware removal for newly planted trees. This care will increase the survival of newly planted trees and reduce the cost for replacing new trees that die from drought stress, reduced damage to young trees from lawn mowers/trimmers, damaged to new trees from support ties and save costs through the reuse of watering bag systems.

As the County's tree planting, pruning, removal and stumping programs continues to expand to meet demands, this position will contribute to the review of contracted work to ensure projects are completed to specification, tree inventory records are keep up to date and invoices are processed within prompt payment deadlines. Forestry contract administration requires a significant amount of time inspecting sites across the County and a cost-savings that can be realized by using this position to review the majority of contracted tree maintenance from May-December.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
<b>Salaries, Wages &amp; Benefits</b>				
Salaries, Wages, and Employee Benefits	11,920		11,920	23,840
<b>Subtotal</b>	<b>11,920</b>		<b>11,920</b>	<b>23,840</b>
Net Levy Impact	11,920		11,920	23,840

# Change Request

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*Change Request: AUTO - 56 - Block Pruning*

*Budget Year: 2020*

**Budget Program:** Planning and Development

**Change Request Category:** New Initiative

**Justification:** Risk Management

**Budget Category:** Tree Conservation & Reforestation

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## **Description:**

A five (5) year pruning program to conduct preventative pruning maintenance on County owned cemetery, park and road side trees within the urban areas of Caledonia, Cayuga, Dunnville, Hagersville, Jarvis and Townsend.

## **Business Case:**

The County's current pruning program is reactionary with pruning maintenance only being conducted in response to customer service requests from the public or staff. This type of system is costly and inefficient as staff and contractors are travelling to hundreds of work sites spread out across the County, tree problems that are not reported by the public can be missed and there is insufficient time or budget to allow for the completion of low risk pruning work. There is a significant cost savings that can be realized when preventative pruning maintenance is conducted following a systematic block pruning schedule.

Staff propose a 5 year block pruning program to conduct preventative pruning maintenance on County owned cemetery, park and road side trees within the urban areas of Caledonia, Cayuga, Dunnville, Hagersville, Jarvis and Townsend. The proposed plan will accommodate for the pruning of approximately (2700) County-owned trees each year and will include trees evaluated from low to high risk.

The main goals of preventative pruning is to mitigate hazards such as dead or broken branches and to improve the overall structure of the tree. Tree structure significantly influences the level of risk that a tree presents to public safety and the maintenance cost of a tree over its lifetime. Trees that are not pruned can develop many structural problems such as weak branch structure, crossing branches and co-dominant leaders. These structural defects are more likely to fail during high winds or ice loads.

Newly planted and young trees generally present a low risk to public health and safety and are the least likely to be pruned under the current system. Young trees grow more vigorously and are more likely to develop poor structure as they grow larger and older. By including these trees within the block pruning program their structure can be corrected so that they grow into strong and healthy trees. Small pruning cuts on young trees are covered with new wood quicker than large cuts on older trees. The quicker a tree can grow new wood over a cut, the less likely the tree will be infested by damaging insects or rot which can kill the tree or increase the maintenance required to keep it healthy.

It is anticipated that the average cost to prune each tree will be lower than current contract rates because contractors will be working in a concentrated area which reduces travel time and increases the time spent conducting pruning work. Certified arborists will work on all of the trees in a cemetery, park or along a street instead of a few scattered trees at each location that have been identified for maintenance under the current system. Staff time spend marking and mapping specific trees to be pruned will be eliminated as every tree in a location will be pruned.

By working on all of the trees in a single location the overall number of trees that can be pruned by the contractor each day will increase from the current 5-7 trees per day to an estimated 16-20 trees per day. Certified arborists working on the contract will be able to identify and mitigate potential tree hazards that would have otherwise not been reported to staff by the general public.

This program will reduce the number of customer service requests and staff time responding to these requests because typical tree concerns such as clearances from buildings, sidewalks, roads and dead branches will be addressed during each pruning cycle. The County's response time for low risk work orders will be reduced as the pruning maintenance for each County owned tree will be completed within the maintenance schedule. The few high risk trees that are identified each year outside of the scheduled maintenance area will be accommodated for within the contract contingency.

The oldest and largest trees in our urban forest provide the most benefits to our community and the environment. Proper pruning maintenance will help the County owned trees in the urban forest reach their full life expectancy. As each 5 year pruning cycle is completed, the overall health and structure of the trees in the urban forest will continue to improve. At the same time maintenance costs and the risk of tree failures that can cause injury or damage to property will be reduced.

# Change Request

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New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
<b>Contracted Services</b>				
Contracted Services	165,240		174,760	340,000
<b>Subtotal</b>	<b>165,240</b>		<b>174,760</b>	<b>340,000</b>
Net Levy Impact	165,240		174,760	340,000



# Change Request

Change Request: AUTO - 60 - Community Partnership Liaison

Budget Year: 2020

**Budget Program:** Recreation & Cultural Services

**Budget Category:** Community Development & Partnerships

**Change Request Category:** New/Change in Staffing

**Type:** Enhancement to Existing Service

**Justification:** Operational Efficiencies, Community Interest and Growth.

**Frequency:** Ongoing

## Description:

Addition of a Community Partnership Liaison to support the activities of the Community Partnership Program and Festivals & Events program and continue to build on the engagement activities of Community Partnership and Development.

## Business Case:

See attached document

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
Materials				
Materials	18,800		3,420	22,220
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	587,070		96,630	683,700
Subtotal	605,870		100,050	705,920
Net Levy Impact	605,870		100,050	705,920

## **Community Partnership Liaison 2 – Business Case/Rationale**

### **Background:**

The Community Development & Partnerships Division (CDP) was created ten years ago as a means to build meaningful relationships with community partners interested in developing or undertaking activities on Haldimand County-owned property.

The primary tool to achieving this—the Community Partnership Program (CPP)—was developed through a consultative community engagement process with a goal of: (i) using fair, clear and consistent principles to develop programs; and; (ii) modelling ‘ways of work’ to build these relationships and leverage the substantial pool of talent and resources within the volunteer community. The CPP was formally introduced in 2011. These initiatives have resulted in the creation of:

- More than 85 new capital projects, including \$2 million-plus in community fund-raising (not including major projects such as the Caledonia Kinsmen Park revitalization (pool, splash pad) and the Caledonia LIONS Community Centre, although both projects were assessed using the CPP process);
- An increase in Community Beautification requests, including more innovative activities to generate civic participation/pride and enhance tourism;
- More community groups working with the County to operate existing fields, parks and facilities. (In 2020 it is anticipated three new groups will become Fields/Parks partners and two groups are interested in becoming part of the Community Halls Program.); and,
- An increase in the number and complexity of festivals and events. (In the past few years several new, smaller grassroots events have been developed and CDP has received inquiries about other possibilities.)

CPP staff also initiated new ‘programs’ to build on community energies and engagement demands, including:

- Clean & Green Program – Initiated in 2017, the program provides groups interested in community ‘clean-up’ days with supplies for the activity. Benefits include: (i) engaging community volunteers; (ii) reducing the resources required by, and potential risks to, groups undertaking these events; (iii) coordinating the activity with staff to ensure debris is removed; and, (iv) reducing staff time for these clean-up activities;
- Downtown Community Walkabouts – Initiated in 2018 in eight communities (Caledonia, Cayuga, Dunnville, Fisherville, Hagersville, Jarvis, Selkirk, Townsend) meetings with community volunteers and staff from multiple Divisions are a means to proactively identify maintenance, repair, replacement issues in the downtowns. Spring meetings focus on getting the communities ready for the summer/tourism season; fall meetings are intended to review what worked/didn’t work during the summer and identify potential budget items. The meetings have been well-received by community volunteers and staff for the following reasons:
  - Volunteers feel requests are dealt with more efficiently and quickly;
  - Staff appreciate hearing the issues in a coordinated manner, allowing for better planning of human and other resources;
  - Enhanced communications opportunity as everyone is hearing the same information at the same time and meeting notes confirm commitments; fewer ‘on-off’ requests and conversations;
  - Better able to manage expectations and explain why the County does things a certain way; and,
  - Effective way to identify issues which affect operations and/or budget planning.

On the Festivals & Events (F&E) side, staff introduced a Council-approved grants program beginning 2015. Much like the CPP, the F&E program included a financial contribution as well as staff support and capacity-building of the groups. A report to Council (March 2020) will recommend funding changes to the program; however, there will continue to be a need for staff engagement to:

- Ensure the groups comply—through the Special Event Application—with all legislated requirements to minimize risk to the public (Ministry of Transportation, Public Health, Fire and Emergency Services, AGCO, Health & Safety, etc.);

- Build the capacity of the groups and the events; and,
- Encourage the development of new grassroots events.

CPP and F&E staff have further collaborated to introduce a Volunteer Health & Safety Program. Annually, staff from CDP, Insurance & Risk Management, Health & Safety and Roads Operations meet with the community groups to:

- Review existing policies and procedures;
- Identify new legislation and related impacts to the activities of the volunteer groups;
- Provide resources and training opportunities to the volunteers to assist in their activities; and,
- Ensure compliance with all municipal and provincial standards and any related reporting.

### **Current Situation:**

The approach and activities of CDP—and specifically the CPP—have been a success, with the following positive outcomes:

- Grassroots engagement to develop new assets and enhance existing ones, based on the unique needs and desires of each community;
- Opportunity to accelerate County objectives through collaborative relationships;
- Creation of genuine partnerships between volunteer groups and the municipality that have added to the vibrancy of communities and built social capital;
- Introduced a more collaborative ‘way of work’ amongst County staff and between staff and community members to maximize resources and enhance planning (capital and operating);
- Construction of new recreational assets, spearheaded and significantly funded by the community; and,
- Introduction of policies and processes to mitigate risk and liability.

The CPP is currently administered by one full-time staff person. At any given time, there are between sixty and seventy open projects being managed, with varying degrees of complexity and dollar value, with more requests coming almost daily. Since 2011, there has been a steady increase in proposed/approved projects:

Year	# Active Proposals/ Approved Projects	Details
2011	9	• Initial uptake was high given groups had been awaiting the introduction of the CPP
2012	5	• CPP staff assisted with Caledonia Kinsmen Park project through 2013 (not included in the 5 projects identified)
2013	5	
2014	5	• CPP staff worked on Caledonia LIONS Hall project (not included in the 5 projects)
2015	7	
2016	9	
2017	15	• CPP funding was used for DFM, including staff time on fund-raising/engagement (project is not included in the 15)
2018	17	
2019	23	

Until 2018, the program enjoyed a strong degree of satisfaction from community members, given:

- Inquiries were responded to within 24 hours;
- CPP staff was regularly available to meet with groups to provide support in developing project applications, budgets and fund-raising plans;
- Requests for smaller projects were presented to Council and/or completed within 3-6 months (on average);
- Requests for larger, more complex projects were typically presented to Council within 6-8 months;

- Staff was able to provide greater support and assistance to groups in order to ensure projects kept moving and were able to be completed in a timely manner;
- Staff assisted in the completion of third-party funding grants (between 2011 and 2016, staff wrote or directly assisted in the writing of applications that resulted in \$305,000 in grants); and,
- Reconciliations were completed within two months of a project completion.

On the F&E side, there is greater staff time being required to ensure event organizers are working within legislated requirements and coordinating County resources to support these activities (e.g. Christmas in each community, major events with alcohol, etc.)

### **Challenges/Risk to Service:**

Since 2018, the volume of CPP work has continued to increase, with proposals and requests coming almost daily, including many which are time-sensitive. Stretched staff resources are resulting in workflow backlogs, reputational and organizational risk, missed opportunities and reduced quality of work and frustration from both the community groups and Councillors. Current average timelines for the CPP are as follows:

- Inquiries are taking up to two weeks to respond to;
- Staff rarely have time to meet with groups to build capacity and ensure projects continue to have the momentum required to make them successful;
- Reports to Council for smaller projects are taking up to a year; for larger projects it is even longer;
- There have been gaps in ensuring required paperwork—valid Certificates of Insurance, WSIB, etc.—for projects are on file;
- There has been no opportunity to promote the Clean and Green Program, resulting in a decline in uptake;
- There was only one series of downtown meetings in 2018 (the year the initiative was launched) and one meeting (in Caledonia ) in 2019;
- Reconciliations are taking 6-9 months to finalize;
- No third-party grant applications for CPP projects have been completed in four years;
- Departmentally, opportunities are being missed to use these new assets and partnerships to enhance tourism, programming and events (recreation, heritage and culture) in our communities; and,
- On a corporate level, opportunities to use CDP staff skills in community engagement and community development are being missed due to workloads. These skills could be helpful as Haldimand County works to build its social capital; creating a community that is more connected, where people are able to share experiences and feel less isolated and where civic participation leads to creating a new culture of 'care' in our communities. (In the past, the CPL facilitated community meetings to assist Councillors in information-gathering and issues-resolution. It has not been possible to provide this support in almost three years.)

Within the last year, CPP staff have been asked to take on the development, coordination and administration of the two additional programs:

### **Community Policing Committees:**

- Historically, the County has had up to five Committees (Cayuga, Dunnville, Hagersville, Jarvis, Townsend);
- Currently there are two active Committees (Dunnville, Townsend) with Cayuga hoping to become active again and interest from Caledonia in creating a new Committee;
- Intent of CDP's involvement is to facilitate engagement to increase interest/build capacity of these Committees to support activities of the Police Services Board and/or the Police;
- Based on previous experience 'building' a Committee (e.g. Friends of LaFortune Park), anticipate having to join monthly meetings, facilitating governance, helping develop work plans and checking in occasionally;
- Estimate additional 12 hours per month (four Committees at three hours per month) *excluding* activities such as CPP/Beautification/Special Events requests, which would require more time.

### Memorial Bench Program:

- This activity has been managed by Facilities & Parks (FPC) with CDP support; however, staff have long recognized the Program should be reviewed to:
  - Ensure fairness/consistency in accommodating increasing requests (six inquiries in 2017; 12 in 2018);
  - The need to coordinate with FPC's Memorial Tree Program; and,
  - The need to create a better administrative structure to address asset management;
- Historically, the County has also allowed downtown groups to administer their own Memorial Bench Programs (sometimes using Community Beautification grants). This has to be captured in a new Program. (Staff have already told the groups the intent will be to consolidate this function with the County; however, we need to understand the existing inventory and commitments made);
- Preliminary staff meetings have taken place; however, CDP estimates this process might benefit from community consultation (possibly during any Parks & Recreation consultations) to ensure transparency;
- Estimate this project would require 3-5 hours per month to manage (after the Program is formalized).

Neither of these activities were worked on in 2019 due to workloads. Without additional staff resources, it is not viable for CDP to take on these activities. As well, without additional resources it is unlikely the Downtown Community Walkabouts can take place, in spite of their effectiveness.

### **Proposal: Addition of One F/T Staff**

- Reporting to the Manager of CDP, the addition of a new Community Partnership Liaison to support the activities of the CPP and F&E and continue to build on the engagement activities of CDP;
- The current CPL becomes a Senior CPL with responsibility for larger/more complex CPP projects, Community Policing Committees, Downtown Community Meetings and Field Management;
- The new CPL's primary functions could include: Community Beautification, Clean & Green, Memorial Bench Program, Community Halls, smaller CPP projects and support in administering Events Program;
- Elimination of the need to use EDT's Division Support staff for Recognition Night.

### **Rationale:**

- Return to the level of service which was originally committed to by Council and SMT in an effort to ensure relationships—which have been carefully cultivated over the past decade—are not eroded;
- Ensure there is continuity and coverage during vacations and other leaves;
- Continue to build the capacity of groups to undertake projects and activities which contribute to the vibrancy and quality of life of our communities (both on the CPP and F&E side);
- Move to once again maximize funding and fund-raising opportunities by assisting groups with third-party grants (less chance of leaving money on the table);
- Opportunity to use partnership principles (community engagement and commitment) to ensure 'soft' services—the *funding of which is currently under review by the province*—continue to be developed;
- The draft Parks & Recreation Service Plan focuses on building more partnerships for capital and program delivery, which will require additional staff resources in CDP;
- Ability to once again be more proactive in identifying opportunities for collaboration (e.g. new partners to assist in operating/maintaining County assets) and/or maximizing resources based on trends and needs;
- Ensure volunteers working on the County's property and on its behalf have the appropriate ongoing training and information to remain safe and minimize risk and liability; and,
- Increased opportunities to build on the successes of CDP projects/activities to enhance tourism and the promotion of Haldimand County as a great place to live, work and play!

# Change Request

Change Request: AUTO - 65 - Community Beautification Program

Budget Year: 2020

**Budget Program:** Planning and Development

**Change Request Category:** New Initiative

**Justification:** Community Interest

**Budget Category:** Community Beautification Program

**Type:** Enhancement to Existing Service

**Frequency:** One-Time

**Description:**

General Community Beautification Grants

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(58,500)		(58,500)
<b>Subtotal</b>		<b>(58,500)</b>		<b>(58,500)</b>
Expenses				
External Transfers				
External Transfers		58,500		58,500
<b>Subtotal</b>		<b>58,500</b>		<b>58,500</b>
Net Levy Impact				

Year	Community	Group	Project	Total Cost	Total Group or Community Contribution	Total County Contribution
2020	Caledonia	Caledonia BIA	General Community Beautification - Planting of summer flowers in downtown	\$ 14,825.00	\$ 10,825.00	\$ 4,000.00
2020	Caledonia	Caledonia BIA	Community Streetscape/Park Improvements - One decorative waste receptacle on Patterson Walkway to replace existing wooden planter)	\$ 1,682.00	\$ 841.00	\$ 850.00
2020	Caledonia	Caledonia BIA	Other Innovative Beautification - Flags and banners for the downtown	\$ 4,000.00	\$ 2,000.00	\$ 2,000.00
2020	Caledonia	Caledonia Chamber	Community Streetscape/Park Improvements - Maintenance, installation and takedown of Christmas decorations and purchase of small snowflakes for Patterson and Ramsay Walkways	\$ 10,000.00	\$ 6,000.00	\$ 4,000.00
2020	Cayuga	Cayuga Chamber	General Community Beautification - Summer platning/flower baskets	\$ 6,800.00	\$ 3,400.00	\$ 3,400.00
2020	Dunnville	Dunnville BIA	General Community Beautification - Planting of summer flowers in downtown	\$ 8,830.00	\$ 4,830.00	\$ 4,000.00
2020	Dunnville	Dunnville BIA	General Community Beautification - Downtown Christmas décor/greenery/planters	\$ 4,800.00	\$ 2,400.00	\$ 2,400.00
2020	Dunnville	Dunnville Chamber	General Community Beautification - Downtown/Waterfront Park Christmas décor/lights	\$ 8,000.00	\$ 4,000.00	\$ 4,000.00
2020	Dunnville	Dunnville District Heritage	Community Signage/Park Improvements - Additional storyboards for Waterfront Park	\$ 8,000.00	\$ 4,000.00	\$ 4,000.00
2020	Dunnville	Dunnville Farmers Market	General Community Beautification - Holiday décor	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00
2020	Dunnville	Dunnville Horticultural Society	General Community Beautification - Planting and Maintaining Flower Beds	\$ 18,171.00	\$ 14,171.00	\$ 4,000.00
2020	Hagersville	Hagersville BIA	Community Streetscape - Benches, tree planting	\$ 35,800.00	\$ 31,800.00	\$ 4,000.00
2020	Hagersville	Hagersville Chamber	General Community Beautification - Hanging basket, planters	\$ 11,148.00	\$ 7,148.00	\$ 4,000.00
2020	Hagersville	Hagersville Chamber	Community Signage - Banners to Promote Farmers Market	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00
2020	Haldimand	Haldimand Horticultural Society	General Community Beautification - Riverwalk, Kinsmen Park, Dam bed, Cenotaph and Edinburgh Square Flower beds.	\$ 12,724.00	\$ 8,724.00	\$ 4,000.00
2020	Jarvis	Jarvis Board of Trade	General Community Beautification - Seasonal plantings	\$ 4,200.00	\$ 2,400.00	\$ 2,400.00
2020	Jarvis	Jarvis Board of Trade	Community Streetscape - Banners, downtown décor	\$ 6,000.00	\$ 3,000.00	\$ 3,000.00
2020	Selkirk	Selkirk Chamber	General Community Beautification - seasonal décor	\$ 15,500.00	\$ 11,500.00	\$ 4,000.00
2020	Townsend	Townsend Lions Club	Community Streetscape/Park Improvements - Park Benches	\$ 4,500.00	\$ 2,250.00	\$ 2,250.00

# Change Request

Change Request: AUTO - 29 - Display Panel Printing

Budget Year: 2020

**Budget Program:** Recreation & Cultural Services

**Budget Category:** Museums

**Change Request Category:** New Initiative

**Type:** Enhancement to Existing Service

**Justification:** Community Interest

**Frequency:** Ongoing

## Description:

Increased costs for display panel printing based on current established standard

## Business Case:

In order to maintain the high standard and public expectation established at the first exhibition at the Haldimand County Public Library+Heritage Centre (HCPL+HC, August 2019) it is necessary to continue with the practice of professionally printing the display/exhibition panels. The HCPL+HC is open to the public 44 hours per week and Museums offer a variety of programming to meet the needs of the community and the exhibition component is an integral part of the overall visitor experience. An aggressive exhibition schedule of five per year is the established norm. Costs to produce exhibition panels is estimated at \$1,000 per printing.

New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
Materials				
Materials	2,700		4,900	7,600
Subtotal	2,700		4,900	7,600
Net Levy Impact	2,700		4,900	7,600



# Change Request

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*Change Request: AUTO - 59 - Planning Technician - Contract to PFT*

*Budget Year: 2020*

**Budget Program:** Planning and Development

**Change Request Category:** New/Change in Staffing

**Justification:** Operational Efficiencies

**Budget Category:** Planning & Zoning

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## **Description:**

Convert current contract for Planning Technician to permanent full time. To be accommodated in planned space (for this position) in HCAB.

## **Business Case:**

In 2018, Council approved the creation of a 4th Planner as part of the Planning Division. The position was created in response to increasing development activity and the associated increase in the volumes of planning applications, development agreements, inquiries, etc. that are dealt with by Planners. As part of this new initiative, the existing Planning Technician (PT) position, which plays a support role for the Planners, was changed to a 2 year contract to allow for assessment of the position to determine continued need and if any changes were required to how the function is performed.

The assessment period is now complete and has confirmed the necessity for the position. While some changes have been made to how services are delivered within the job function, the position and its responsibilities are not in need of any changes. More specifically, the PT handles most administrative functions for planning files, including intake / file set-up, notice preparation / distribution; circulations; comment collation; follow up with reviewers; etc. These structured and administrative tasks are most appropriately dealt with by a single individual (to ensure proper tracking, consistent delivery, etc.) and are best dealt with at the technician level to allow Planners to focus on their core duties of analysis and document authoring (reports, bylaws, agreements).

The execution of the core administrative tasks have undergone some changes as the Division moves towards more use of CityView Workspace for file management. It is of particular importance when utilizing this software to have consistency in terms of how data is input into the system and to have regular management of the data within the system. The PT has taken on this role which is part of daily duties executed. With the PT focused on this job function it significantly enhances work flow, keeps information up to date (for use by Planners / other users), and ensures consistency of inputs (thereby reducing error/confusion).

The PT is also a critical part of the Committee of Adjustment process, serving as Assistant Secretary-Treasurer to cover vacation, illness, or other absences of the Secretary-Treasurer. This ensures seamless service in this area and helps to avoid unnecessary delays to application processing, document circulation, etc. The PT also now has an increased role in the preparation of all Committee of Adjustment reports and recommendations allowing for Planners to focus on analysis and dealing with public interest or technical issues/concerns that are raised on these matters. Also assists in providing preliminary comments for Committee of Adjustment.

The execution of the above tasks by the PT allows for proper and balanced work distribution and provides a vital support system to the four (4) Planners wherein they are able to focus on analysis, report writing, agreement preparation, project meeting attendance, larger project management and detailed plan reviews. Conducts research in support of the Division on internal & external policy matters. This has allowed, over the years, for service standards to be met (routinely) over 85% of the time.

# Change Request

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New Initiative Details	2020 Base Budget	2020 One-Time New Initiative Impacts	2020 Ongoing New Initiative Impacts	2020 Revised Total Budget
Expenses				
Materials				
Materials	31,820		2,200	34,020
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,334,900	(38,250)	62,060	1,358,710
<b>Subtotal</b>	<b>1,366,720</b>	<b>(38,250)</b>	<b>64,260</b>	<b>1,392,730</b>
Net Levy Impact	1,366,720	(38,250)	64,260	1,392,730



**Haldimand**  
County

General Government



**Haldimand**  
County



# Haldimand County 2020 Tax Supported Operating Budget Summary

## Taxation/Unallocated

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	441,149	335,690	(105,459)	515,460	179,770	53.55%
Contracted Services	200,048	174,630	(25,418)	492,960	318,330	182.29%
Rents and Financial Expenses	99,677	91,960	(7,717)	94,600	2,640	2.87%
Transfers to Reserves/Reserve Funds	13,624,084	10,685,680	(2,938,404)	10,428,310	(257,370)	(2.41%)
<b>Total Expenditures:</b>	<b>14,364,958</b>	<b>11,287,960</b>	<b>(3,076,998)</b>	<b>11,531,330</b>	<b>243,370</b>	<b>2.16%</b>
<b>Revenues</b>						
Grants/Subsidies	(13,281,991)	(10,140,460)	3,141,531	(9,355,580)	784,880	(7.74%)
General Recoveries	(4,883,508)	(4,990,500)	(106,992)	(4,634,200)	356,300	(7.14%)
Miscellaneous Property Charges	(4,350,146)	(3,459,320)	890,826	(4,186,500)	(727,180)	21.02%
Transfers from Reserves/Reserve Funds	(305,474)	(300,000)	5,474	(316,000)	(16,000)	5.33%
<b>Total Revenues:</b>	<b>(22,821,119)</b>	<b>(18,890,280)</b>	<b>3,930,839</b>	<b>(18,492,280)</b>	<b>398,000</b>	<b>(2.11%)</b>
<b>Net Levy</b>	<b>(8,456,160)</b>	<b>(7,602,320)</b>	<b>853,840</b>	<b>(6,960,950)</b>	<b>641,370</b>	<b>(8.44%)</b>



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- 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
- 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 Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Taxation Related Revenues & Expenses

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	428,428	320,190	(108,238)	499,960	179,770	56.14%
Contracted Services	129,795	109,080	(20,715)	109,080	-	0.00%
<b>Total Expenditures:</b>	<b>558,223</b>	<b>429,270</b>	<b>(128,953)</b>	<b>609,040</b>	<b>179,770</b>	<b>41.88%</b>
<b>Revenues</b>						
Grants/Subsidies	(183,327)	-	183,327	-	-	
General Recoveries	(1,113,318)	(1,302,900)	(189,582)	(1,047,900)	255,000	(19.57%)
Miscellaneous Property Charges	(4,350,146)	(3,459,320)	890,826	(4,186,500)	(727,180)	21.02%
<b>Total Revenues:</b>	<b>(5,646,791)</b>	<b>(4,762,220)</b>	<b>884,571</b>	<b>(5,234,400)</b>	<b>(472,180)</b>	<b>9.92%</b>
<b>Net Levy</b>	<b>(5,088,567)</b>	<b>(4,332,950)</b>	<b>755,617</b>	<b>(4,625,360)</b>	<b>(292,410)</b>	<b>6.75%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:**

- 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; as well as cash flow challenges with the impact of delayed payment provisions in place due to COVID-19

### **Service Objectives/Goals:**

- 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 2020 Tax Supported Operating Budget

## Unallocated Revenue & Expenses

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	12,721	15,500	2,779	15,500	-	0.00%
Contracted Services	70,253	65,550	(4,703)	383,880	318,330	485.63%
Rents and Financial Expenses	99,677	91,960	(7,717)	94,600	2,640	2.87%
Transfers to Reserves/Reserve Funds	13,624,084	10,685,680	(2,938,404)	10,428,310	(257,370)	(2.41%)
<b>Total Expenditures:</b>	<b>13,806,735</b>	<b>10,858,690</b>	<b>(2,948,045)</b>	<b>10,922,290</b>	<b>63,600</b>	<b>0.59%</b>
<b>Revenues</b>						
Grants/Subsidies	(13,098,664)	(10,140,460)	2,958,204	(9,355,580)	784,880	(7.74%)
General Recoveries	(3,770,190)	(3,687,600)	82,590	(3,586,300)	101,300	(2.75%)
Transfers from Reserves/Reserve Funds	(305,474)	(300,000)	5,474	(316,000)	(16,000)	5.33%
<b>Total Revenues:</b>	<b>(17,174,328)</b>	<b>(14,128,060)</b>	<b>3,046,268</b>	<b>(13,257,880)</b>	<b>870,180</b>	<b>(6.16%)</b>
<b>Net Levy</b>	<b>(3,367,593)</b>	<b>(3,269,370)</b>	<b>98,223</b>	<b>(2,335,590)</b>	<b>933,780</b>	<b>(28.56%)</b>



# **Haldimand** County



# Haldimand County 2020 Tax Supported Operating Budget Summary

## General Government

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	8,081,647	8,740,630	658,983	8,722,830	(17,800)	(0.20%)
Materials	3,410,027	3,479,620	69,593	3,613,510	133,890	3.85%
Contracted Services	2,262,645	2,418,250	155,605	2,658,010	239,760	9.91%
Rents and Financial Expenses	281,829	283,700	1,871	122,300	(161,400)	(56.89%)
External Transfers	69,598	83,880	14,282	80,000	(3,880)	(4.63%)
Interfunctional Adjustments	(7,292,060)	(7,273,890)	18,170	(8,090,640)	(816,750)	11.23%
Long Term Debt Charges	-	-	-	1,494,470	1,494,470	
Transfers to Reserves/Reserve Funds	5,916,124	5,066,750	(849,374)	5,760,350	693,600	13.69%
<b>Total Expenditures:</b>	<b>12,729,810</b>	<b>12,798,940</b>	<b>69,130</b>	<b>14,360,830</b>	<b>1,561,890</b>	<b>12.20%</b>
<b>Revenues</b>						
Grants/Subsidies	(1,500)	(2,000)	(500)	(104,000)	(102,000)	5100.00%
General Recoveries	(2,747,910)	(2,181,890)	566,020	(2,684,700)	(502,810)	23.04%
Transfers from Reserves/Reserve Funds	(1,681,715)	(1,855,600)	(173,885)	(1,732,440)	123,160	(6.64%)
<b>Total Revenues:</b>	<b>(4,431,125)</b>	<b>(4,039,490)</b>	<b>391,635</b>	<b>(4,521,140)</b>	<b>(481,650)</b>	<b>11.92%</b>
<b>Net Levy</b>	<b>8,298,685</b>	<b>8,759,450</b>	<b>460,765</b>	<b>9,839,690</b>	<b>1,080,240</b>	<b>12.33%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		78.24		77.12	(1.12)	
Part Time &/or Temporary F/T		11.44		9.59	(1.85)	
Other						
Council		7.00		7.00	-	
<b>Total FTEs</b>		<b>96.68</b>		<b>93.71</b>	<b>(2.97)</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Council & Mayor's Office

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### Function:

To set policies and provide leadership and direction for the County

### Services Provided:

- 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 2020 Tax Supported Operating Budget

## Council & Mayor's Office

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	620,192	581,260	(38,932)	640,840	59,580	10.25%
Materials	155,805	130,950	(24,855)	130,950	-	0.00%
Contracted Services	89,479	76,200	(13,279)	76,200	-	0.00%
Rents and Financial Expenses	36,100	36,100	-	36,100	-	0.00%
External Transfers	41,000	80,000	39,000	80,000	-	0.00%
Interfunctional Adjustments	(6,580)	(6,580)	-	(6,770)	(190)	2.89%
<b>Total Expenditures:</b>	<b>935,996</b>	<b>897,930</b>	<b>(38,066)</b>	<b>957,320</b>	<b>59,390</b>	<b>6.61%</b>
<b>Revenues</b>						
General Recoveries	(238,649)	(221,000)	17,649	(221,000)	-	0.00%
<b>Total Revenues:</b>	<b>(238,649)</b>	<b>(221,000)</b>	<b>17,649</b>	<b>(221,000)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>697,347</b>	<b>676,930</b>	<b>(20,417)</b>	<b>736,320</b>	<b>59,390</b>	<b>8.77%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		1.00		1.00	-	
Other						
Council		7.00		7.00	-	
<b>Total FTEs</b>		<b>8.00</b>		<b>8.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:**

- 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 Objectives/Goals:**

- 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 2020 Tax Supported Operating Budget

## Office of the CAO

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	425,942	473,760	47,818	491,930	18,170	3.84%
Materials	138,053	179,800	41,747	185,250	5,450	3.03%
Contracted Services	17,259	12,900	(4,359)	24,900	12,000	93.02%
Rents and Financial Expenses	2,140	1,500	(640)	1,500	-	0.00%
Interfunctional Adjustments	(6,370)	(6,370)	-	(6,370)	-	0.00%
<b>Total Expenditures:</b>	<b>577,024</b>	<b>661,590</b>	<b>84,566</b>	<b>697,210</b>	<b>35,620</b>	<b>5.38%</b>
<b>Revenues</b>						
General Recoveries	(14,510)	(24,600)	(10,090)	(24,600)	-	0.00%
<b>Total Revenues:</b>	<b>(14,510)</b>	<b>(24,600)</b>	<b>(10,090)</b>	<b>(24,600)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>562,515</b>	<b>636,990</b>	<b>74,475</b>	<b>672,610</b>	<b>35,620</b>	<b>5.59%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		3.00		3.00	-	
<b>Total FTEs</b>		<b>3.00</b>		<b>3.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Financial & Data Services

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### **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 Provided:**

- 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
- Manage and provide advice on the security and integrity of Haldimand County's information systems
- Actively participate on Haldimand County's senior management team

### **Service Issues:**

- Financial impacts of related to Corporate legal issues including: OPG water intake access; White Oaks water line dispute; personnel matters, and various other legal matters.

### **Service Objectives/Goals:**

- 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 2020 Tax Supported Operating Budget

## Financial & Data Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	245,227	242,680	(2,547)	257,130	14,450	5.95%
Materials	6,780	8,450	1,670	8,750	300	3.55%
Contracted Services	2,951	2,900	(51)	2,980	80	2.76%
<b>Total Expenditures:</b>	<b>254,958</b>	<b>254,030</b>	<b>(928)</b>	<b>268,860</b>	<b>14,830</b>	<b>5.84%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>254,958</b>	<b>254,030</b>	<b>(928)</b>	<b>268,860</b>	<b>14,830</b>	<b>5.84%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.00		2.00	-	
<b>Total FTEs</b>		<b>2.00</b>		<b>2.00</b>	-	



# Haldimand County 2020 Tax Supported Operating Budget

## Corporate & Social Services Administration

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### 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 and to provide meaningful municipal long term care services with comfort, compassion and care

### Services Provided:

- 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 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 affordable housing initiatives

### Service Issues:

- Corporate legal issues and personnel matters
- Collective bargaining of UFCW and CUPE union agreements
- 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, affordable housing, Open Government, Citizen Centred Services and Procurement Advancements

### Service Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Corporate & Social Services Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	250,934	254,690	3,756	272,480	17,790	6.98%
Materials	6,053	10,260	4,207	10,200	(60)	(0.58%)
<b>Total Expenditures:</b>	<b>256,987</b>	<b>264,950</b>	<b>7,963</b>	<b>282,680</b>	<b>17,730</b>	<b>6.69%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>256,987</b>	<b>264,950</b>	<b>7,963</b>	<b>282,680</b>	<b>17,730</b>	<b>6.69%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.00		2.00	-	
<b>Total FTEs</b>		<b>2.00</b>		<b>2.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Citizen & Legislative Services

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### Function:

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

### Services Provided:

- 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:

- Transition to HCAB and Citizen Centred Services with revised staff complement

### Service Objectives/Goals:

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



# Haldimand County 2020 Tax Supported Operating Budget

## Citizen & Legislative Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	859,244	973,200	113,956	882,200	(91,000)	(9.35%)
Materials	50,612	63,570	12,958	67,220	3,650	5.74%
Contracted Services	45,366	35,400	(9,966)	25,090	(10,310)	(29.12%)
Rents and Financial Expenses	1,440	1,600	160	300	(1,300)	(81.25%)
Interfunctional Adjustments	(127,260)	(127,260)	-	(104,920)	22,340	(17.55%)
Transfers to Reserves/Reserve Funds	50,000	50,000	-	50,000	-	0.00%
<b>Total Expenditures:</b>	<b>879,402</b>	<b>996,510</b>	<b>117,108</b>	<b>919,890</b>	<b>(76,620)</b>	<b>(7.69%)</b>
<b>Revenues</b>						
General Recoveries	(82,499)	(101,100)	(18,601)	(101,100)	-	0.00%
Transfers from Reserves/Reserve Funds	(5,144)	(4,200)	944	(47,370)	(43,170)	1027.86%
<b>Total Revenues:</b>	<b>(87,643)</b>	<b>(105,300)</b>	<b>(17,657)</b>	<b>(148,470)</b>	<b>(43,170)</b>	<b>41.00%</b>
<b>Net Levy</b>	<b>791,760</b>	<b>891,210</b>	<b>99,450</b>	<b>771,420</b>	<b>(119,790)</b>	<b>(13.44%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		13.00		10.00	(3.00)	
Part Time &/or Temporary F/T		1.00		1.00	-	
<b>Total FTEs</b>		<b>14.00</b>		<b>11.00</b>	<b>(3.00)</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Finance

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### Function:

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

### Services Provided:

- 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 2019 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 in a challenging environment
- Improved cash management and develop policies/procedures to maximize cash flows and improve administrative efficiencies, with the challenge of the impact of delayed payment provisions in place due to COVID-19

**Service Objectives/Goals:**

- 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
- Begin process of electronic mailings
- Convert to EFT payments for all vendors

**Main Budget Drivers:**

Expenditures: slight reductions pre-printed forms due to in-house printing and in travel due to HCAB consolidation;

Revenues: increase in expected revenues from Transfer to Taxes and Ownership Maintenance Fees; as well as new initiative for Arrears Notice Fee to offset costs of administration for sending Arrears Notices (annualized estimated revenue of \$95,000).



# Haldimand County 2020 Tax Supported Operating Budget

## Finance

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,202,379	1,312,060	109,681	1,332,540	20,480	1.56%
Materials	81,857	76,470	(5,387)	72,370	(4,100)	(5.36%)
Interfunctional Adjustments	(291,160)	(291,160)	-	(298,030)	(6,870)	2.36%
<b>Total Expenditures:</b>	<b>993,076</b>	<b>1,097,370</b>	<b>104,294</b>	<b>1,106,880</b>	<b>9,510</b>	<b>0.87%</b>
<b>Revenues</b>						
General Recoveries	(313,522)	(283,420)	30,102	(400,390)	(116,970)	41.27%
<b>Total Revenues:</b>	<b>(313,522)</b>	<b>(283,420)</b>	<b>30,102</b>	<b>(400,390)</b>	<b>(116,970)</b>	<b>41.27%</b>
<b>Net Levy</b>	<b>679,555</b>	<b>813,950</b>	<b>134,395</b>	<b>706,490</b>	<b>(107,460)</b>	<b>(13.20%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		15.00		15.00	-	
Part Time &/or Temporary F/T		1.00		1.00	-	
<b>Total FTEs</b>		<b>16.00</b>		<b>16.00</b>	<b>0.00</b>	





# **Haldimand** County



# Haldimand County 2020 Tax Supported Operating Budget

## Legal & Support Services

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### Function:

To provide a variety of services, taking into consideration legal and legislative requirements, which support the day-to-day operations of the Corporation.

### Services Provided:

- 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 vendor WSIB and COI management
- General Insurance and Risk Management Program – claims management including assistance with third party contractor claims management; administration of corporate general insurance program; claims management, claim 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
- Development & implementation of a vendor performance program, due to multiple divisional & corporate priorities

### Service Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Legal & Support Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	636,150	611,860	(24,290)	693,110	81,250	13.28%
Materials	147,761	333,770	186,009	306,010	(27,760)	(8.32%)
Contracted Services	136,124	193,450	57,326	193,700	250	0.13%
Interfunctional Adjustments	(70,220)	(70,220)	-	(72,230)	(2,010)	2.86%
Transfers to Reserves/Reserve Funds	1,317,282	597,750	(719,532)	598,550	800	0.13%
<b>Total Expenditures:</b>	<b>2,167,096</b>	<b>1,666,610</b>	<b>(500,486)</b>	<b>1,719,140</b>	<b>52,530</b>	<b>3.15%</b>
<b>Revenues</b>						
General Recoveries	(892,847)	(210,480)	682,367	(277,070)	(66,590)	31.64%
Transfers from Reserves/Reserve Funds	(247,783)	(430,100)	(182,317)	(430,000)	100	(0.02%)
<b>Total Revenues:</b>	<b>(1,140,631)</b>	<b>(640,580)</b>	<b>500,051</b>	<b>(707,070)</b>	<b>(66,490)</b>	<b>10.38%</b>
<b>Net Levy</b>	<b>1,026,465</b>	<b>1,026,030</b>	<b>(435)</b>	<b>1,012,070</b>	<b>(13,960)</b>	<b>(1.36%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		6.00		7.00	1.00	
<b>Total FTEs</b>		<b>6.00</b>		<b>7.00</b>	<b>1.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Human Resources

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### Function:

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

### Services Provided:

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 no-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: CUPE/UFCW Renewal and Preparation for ONA Renewal
- 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
- 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

### Service Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Human Resources

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	804,728	950,600	145,872	1,032,180	81,580	8.58%
Materials	805,813	744,240	(61,573)	744,120	(120)	(0.02%)
Contracted Services	57,566	72,450	14,884	74,450	2,000	2.76%
Interfunctional Adjustments	(478,520)	(478,520)	-	(486,210)	(7,690)	1.61%
Transfers to Reserves/Reserve Funds	1,174,895	1,285,480	110,585	1,642,500	357,020	27.77%
<b>Total Expenditures:</b>	<b>2,364,483</b>	<b>2,574,250</b>	<b>209,767</b>	<b>3,007,040</b>	<b>432,790</b>	<b>16.81%</b>
<b>Revenues</b>						
General Recoveries	(1,087,695)	(1,198,280)	(110,585)	(1,555,300)	(357,020)	29.79%
Transfers from Reserves/Reserve Funds	(737,859)	(663,400)	74,459	(738,400)	(75,000)	11.31%
<b>Total Revenues:</b>	<b>(1,825,554)</b>	<b>(1,861,680)</b>	<b>(36,126)</b>	<b>(2,293,700)</b>	<b>(432,020)</b>	<b>23.21%</b>
<b>Net Levy</b>	<b>538,929</b>	<b>712,570</b>	<b>173,641</b>	<b>713,340</b>	<b>770</b>	<b>0.11%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		10.00		10.00	-	
<b>Total FTEs</b>		<b>10.00</b>		<b>10.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Information Systems

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### **Function:**

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

### **Services Provided:**

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 2020 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 Objectives/Goals:**

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 2020 Tax Supported Operating Budget

## Information Systems

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	770,157	861,070	90,913	947,360	86,290	10.02%
Materials	109,587	103,200	(6,387)	100,980	(2,220)	(2.15%)
Contracted Services	634,600	619,170	(15,430)	815,350	196,180	31.68%
Interfunctional Adjustments	(602,050)	(602,050)	-	(933,580)	(331,530)	55.07%
Transfers to Reserves/Reserve Funds	689,190	689,190	-	687,950	(1,240)	(0.18%)
<b>Total Expenditures:</b>	<b>1,601,484</b>	<b>1,670,580</b>	<b>69,096</b>	<b>1,618,060</b>	<b>(52,520)</b>	<b>(3.14%)</b>
<b>Revenues</b>						
Grants/Subsidies	(1,500)	(1,500)	-	(103,500)	(102,000)	6800.00%
General Recoveries	(12,000)	(12,500)	(500)	-	12,500	(100.00%)
Transfers from Reserves/Reserve Funds	(84,900)	(84,900)	-	(131,870)	(46,970)	55.32%
<b>Total Revenues:</b>	<b>(98,400)</b>	<b>(98,900)</b>	<b>(500)</b>	<b>(235,370)</b>	<b>(136,470)</b>	<b>137.99%</b>
<b>Net Levy</b>	<b>1,503,084</b>	<b>1,571,680</b>	<b>68,596</b>	<b>1,382,690</b>	<b>(188,990)</b>	<b>(12.02%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		8.00		8.00	-	
Part Time &/or Temporary F/T		1.00		2.00	1.00	
<b>Total FTEs</b>		<b>9.00</b>		<b>10.00</b>	<b>1.00</b>	

# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- 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 multifunctional equipment.

### Service Objectives/Goals:

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





# Haldimand County 2020 Tax Supported Operating Budget

## Fleet & Equipment Pool

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,087,044	1,131,100	44,056	1,158,280	27,180	2.40%
Materials	1,729,828	1,611,810	(118,018)	1,736,680	124,870	7.75%
Contracted Services	299,577	436,380	136,803	434,980	(1,400)	(0.32%)
Rents and Financial Expenses	3,981	4,000	19	4,000	-	0.00%
Interfunctional Adjustments	(5,628,540)	(5,610,370)	18,170	(6,096,580)	(486,210)	8.67%
Transfers to Reserves/Reserve Funds	2,427,580	2,437,580	10,000	2,773,140	335,560	13.77%
<b>Total Expenditures:</b>	<b>(80,530)</b>	<b>10,500</b>	<b>91,030</b>	<b>10,500</b>	<b>-</b>	<b>0.00%</b>
<b>Revenues</b>						
Grants/Subsidies	-	(500)	(500)	(500)	-	0.00%
General Recoveries	-	(10,000)	(10,000)	(10,000)	-	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>(10,500)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>(80,530)</b>	<b>-</b>	<b>80,530</b>	<b>-</b>	<b>-</b>	
<b>Staffing (stated in FTEs)</b>						
Full Time		12.00		12.00	-	
<b>Total FTEs</b>		<b>12.00</b>		<b>12.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

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 2020 Tax Supported Operating Budget

## Facilities Capital & Asset Management

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	425,950	424,440	(1,510)	447,630	23,190	5.46%
Materials	19,515	25,630	6,115	25,450	(180)	(0.70%)
Contracted Services	836	15,000	14,164	15,000	-	0.00%
<b>Total Expenditures:</b>	<b>446,301</b>	<b>465,070</b>	<b>18,769</b>	<b>488,080</b>	<b>23,010</b>	<b>4.95%</b>
<b>Revenues</b>						
General Recoveries	(2,250)	-	2,250	-	-	
<b>Total Revenues:</b>	<b>(2,250)</b>	<b>-</b>	<b>2,250</b>	<b>-</b>	<b>-</b>	
<b>Net Levy</b>	<b>444,051</b>	<b>465,070</b>	<b>21,019</b>	<b>488,080</b>	<b>23,010</b>	<b>4.95%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		3.70		3.70	-	
Part Time &/or Temporary F/T		.32		.32	-	
<b>Total FTEs</b>		<b>4.02</b>		<b>4.02</b>	<b>0.00</b>	



# **Haldimand** County



# Haldimand County 2020 Tax Supported Operating Budget

## Corporate Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	395,337	500,000	104,663	240,600	(259,400)	(51.88%)
Materials	7,070	10,400	3,330	5,600	(4,800)	(46.15%)
Contracted Services	1,169	2,000	831	-	(2,000)	(100.00%)
Transfers to Reserves/Reserve Funds	257,177	-	(257,177)	-	-	
<b>Total Expenditures:</b>	<b>660,753</b>	<b>512,400</b>	<b>(148,353)</b>	<b>246,200</b>	<b>(266,200)</b>	<b>(51.95%)</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	(402,124)	(510,400)	(108,276)	(246,200)	264,200	(51.76%)
<b>Total Revenues:</b>	<b>(402,124)</b>	<b>(510,400)</b>	<b>(108,276)</b>	<b>(246,200)</b>	<b>264,200</b>	<b>(51.76%)</b>
<b>Net Levy</b>	<b>258,629</b>	<b>2,000</b>	<b>(256,629)</b>	<b>-</b>	<b>(2,000)</b>	<b>(100.00%)</b>
<b>Staffing (stated in FTEs)</b>						
Part Time &/or Temporary F/T		4.80		2.60	(2.20)	
<b>Total FTEs</b>		<b>4.80</b>		<b>2.60</b>	<b>(2.20)</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Municipal Property Assessment Corporation

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	-	920	920	-	(920)	(100.00%)
Contracted Services	729,412	729,410	(2)	744,150	14,740	2.02%
<b>Total Expenditures:</b>	<b>729,412</b>	<b>730,330</b>	<b>918</b>	<b>744,150</b>	<b>13,820</b>	<b>1.89%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>729,412</b>	<b>730,330</b>	<b>918</b>	<b>744,150</b>	<b>13,820</b>	<b>1.89%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Grants to Organizations

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	28,598	3,880	(24,718)	-	(3,880)	(100.00%)
<b>Total Expenditures:</b>	<b>28,598</b>	<b>3,880</b>	<b>(24,718)</b>	<b>-</b>	<b>(3,880)</b>	<b>(100.00%)</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	(28,598)	(3,880)	24,718	-	3,880	(100.00%)
<b>Total Revenues:</b>	<b>(28,598)</b>	<b>(3,880)</b>	<b>24,718</b>	<b>-</b>	<b>3,880</b>	<b>(100.00%)</b>
<b>Net Levy</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Administration Facilities

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### **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 Provided:**

- 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 Objectives/Goals:**

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 2020 Tax Supported Operating Budget

## Administration Facilities

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	358,362	423,910	65,548	326,550	(97,360)	(22.97%)
Materials	149,511	177,370	27,859	217,150	39,780	22.43%
Contracted Services	219,570	196,900	(22,670)	225,120	28,220	14.33%
Rents and Financial Expenses	238,168	240,500	2,332	80,400	(160,100)	(66.57%)
Interfunctional Adjustments	(87,150)	(87,150)	-	(92,220)	(5,070)	5.82%
Long Term Debt Charges	-	-	-	1,494,470	1,494,470	
Transfers to Reserves/Reserve Funds	-	6,750	6,750	8,210	1,460	21.63%
<b>Total Expenditures:</b>	<b>878,462</b>	<b>958,280</b>	<b>79,818</b>	<b>2,259,680</b>	<b>1,301,400</b>	<b>135.81%</b>
<b>Revenues</b>						
General Recoveries	(101,925)	(120,510)	(18,585)	(95,240)	25,270	(20.97%)
Transfers from Reserves/Reserve Funds	(173,760)	(158,720)	15,040	(138,600)	20,120	(12.68%)
<b>Total Revenues:</b>	<b>(275,685)</b>	<b>(279,230)</b>	<b>(3,545)</b>	<b>(233,840)</b>	<b>45,390</b>	<b>(16.26%)</b>
<b>Net Levy</b>	<b>602,777</b>	<b>679,050</b>	<b>76,273</b>	<b>2,025,840</b>	<b>1,346,790</b>	<b>198.33%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.54		3.42	.88	
Part Time &/or Temporary F/T		3.32		2.67	(.65)	
<b>Total FTEs</b>		<b>5.86</b>		<b>6.09</b>	<b>0.23</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- 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 Objectives/Goals:

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

## Haldimand County 2020 Tax Supported Operating Budget

### Accessibility for Ontarians with Disabilities Act Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	1,018	1,500	482	1,500	-	0.00%
Contracted Services	-	500	500	500	-	0.00%
<b>Total Expenditures:</b>	<b>1,018</b>	<b>2,000</b>	<b>982</b>	<b>2,000</b>	<b>-</b>	<b>0.00%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>1,018</b>	<b>2,000</b>	<b>982</b>	<b>2,000</b>	<b>-</b>	<b>0.00%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Emergency Management

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### Function:

To administer Haldimand County's Emergency Management Program

### Services Provided:

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

- 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

### Service Successes:

- 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

### Service Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Emergency Management

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	764	1,280	516	1,280	-	0.00%
Contracted Services	25,175	25,590	415	25,590	-	0.00%
Interfunctional Adjustments	5,790	5,790	-	6,270	480	8.29%
<b>Total Expenditures:</b>	<b>31,730</b>	<b>32,660</b>	<b>930</b>	<b>33,140</b>	<b>480</b>	<b>1.47%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>31,730</b>	<b>32,660</b>	<b>930</b>	<b>33,140</b>	<b>480</b>	<b>1.47%</b>



# **Haldimand** County



**Haldimand**  
County

Protection Services



**Haldimand**  
County





# Haldimand County 2020 Tax Supported Operating Budget Summary

## Protection Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	3,725,655	3,926,060	200,405	4,510,700	584,640	14.89%
Materials	428,281	489,500	61,219	488,970	(530)	(0.11%)
Contracted Services	8,522,417	8,152,480	(369,937)	8,554,570	402,090	4.93%
Rents and Financial Expenses	2,227,655	2,228,430	775	2,283,830	55,400	2.49%
External Transfers	732,917	740,260	7,343	666,480	(73,780)	(9.97%)
Interfunctional Adjustments	1,683,232	1,666,260	(16,972)	1,783,380	117,120	7.03%
Long Term Debt Charges	624,841	624,860	19	613,100	(11,760)	(1.88%)
Transfers to Reserves/Reserve Funds	60,026	332,060	272,034	605,030	272,970	82.21%
<b>Total Expenditures:</b>	<b>18,005,023</b>	<b>18,159,910</b>	<b>154,887</b>	<b>19,506,060</b>	<b>1,346,150</b>	<b>7.41%</b>
<b>Revenues</b>						
Grants/Subsidies	(187,104)	(175,800)	11,304	(178,300)	(2,500)	1.42%
General Recoveries	(2,497,887)	(2,675,350)	(177,463)	(3,032,920)	(357,570)	13.37%
Development Charges Reserve Funds	(193,440)	(193,450)	(10)	(190,190)	3,260	(1.69%)
Transfers from Reserves/Reserve Funds	(108,860)	(108,860)	-	(5,360)	103,500	(95.08%)
<b>Total Revenues:</b>	<b>(2,987,292)</b>	<b>(3,153,460)</b>	<b>(166,168)</b>	<b>(3,406,770)</b>	<b>(253,310)</b>	<b>8.03%</b>
<b>Net Levy</b>	<b>15,017,732</b>	<b>15,006,450</b>	<b>(11,282)</b>	<b>16,099,290</b>	<b>1,092,840</b>	<b>7.28%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		27.00		28.00	1.00	
Part Time &/or Temporary F/T		.66		1.99	1.33	
Other						
Volunteer Firefighters		278.00		274.00	(4.00)	
Police Services Board Members		3.00		3.00	-	
<b>Total FTEs</b>		<b>308.66</b>		<b>306.99</b>	<b>(1.67)</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Fire Services

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### Function:

To administer Fire and Rescue Services throughout Haldimand County. 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 related 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

### Service Objectives/Goals:

- 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 cooperatively 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 proactive approach to PTSD & Mental health, through "Road to Mental Readiness" training for all firefighters.



# Haldimand County 2020 Tax Supported Operating Budget

## Fire Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	2,041,292	2,106,820	65,528	2,552,330	445,510	21.15%
Materials	269,090	295,670	26,580	292,050	(3,620)	(1.22%)
Contracted Services	327,166	258,830	(68,336)	267,530	8,700	3.36%
Rents and Financial Expenses	2,216,442	2,221,430	4,988	2,276,830	55,400	2.49%
Interfunctional Adjustments	1,249,010	1,249,010	-	1,351,930	102,920	8.24%
Long Term Debt Charges	624,841	624,860	19	613,100	(11,760)	(1.88%)
<b>Total Expenditures:</b>	<b>6,727,842</b>	<b>6,756,620</b>	<b>28,778</b>	<b>7,353,770</b>	<b>597,150</b>	<b>8.84%</b>
<b>Revenues</b>						
General Recoveries	(281,252)	(246,370)	34,882	(249,220)	(2,850)	1.16%
Development Charges Reserve Funds	(193,440)	(193,450)	(10)	(190,190)	3,260	(1.69%)
Transfers from Reserves/Reserve Funds	(18,860)	(18,860)	-	(2,810)	16,050	(85.10%)
<b>Total Revenues:</b>	<b>(493,552)</b>	<b>(458,680)</b>	<b>34,872</b>	<b>(442,220)</b>	<b>16,460</b>	<b>(3.59%)</b>
<b>Net Levy</b>	<b>6,234,290</b>	<b>6,297,940</b>	<b>63,650</b>	<b>6,911,550</b>	<b>613,610</b>	<b>9.74%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		6.00		6.00	-	
Part Time &/or Temporary F/T		-		1.00	1.00	
Other						
Volunteer Firefighters		278.00		274.00	(4.00)	
<b>Total FTEs</b>		<b>284.00</b>		<b>281.00</b>	<b>(3.00)</b>	



# **Haldimand** County



# Haldimand County 2020 Tax Supported Operating Budget

## Emergency Measures

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	54,747	-	(54,747)	6,290	6,290	
Materials	77	-	(77)	-	-	
Contracted Services	112,044	-	(112,044)	-	-	
Interfunctional Adjustments	16,972	-	(16,972)	4,330	4,330	
<b>Total Expenditures:</b>	<b>183,839</b>	<b>-</b>	<b>(183,839)</b>	<b>10,620</b>	<b>10,620</b>	
<b>Revenues</b>						
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Levy</b>	<b>183,839</b>	<b>-</b>	<b>(183,839)</b>	<b>10,620</b>	<b>10,620</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Policing

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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 Provided:

- 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 Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Policing

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	8,942	21,950	13,008	13,510	(8,440)	(38.45%)
Materials	8,927	15,550	6,623	15,800	250	1.61%
Contracted Services	7,619,368	7,485,750	(133,618)	7,846,840	361,090	4.82%
Rents and Financial Expenses	1,605	1,500	(105)	1,500	-	0.00%
External Transfers	4,160	8,250	4,090	8,250	-	0.00%
Interfunctional Adjustments	16,830	16,830	-	9,840	(6,990)	(41.53%)
Transfers to Reserves/Reserve Funds	1,946	600	(1,346)	600	-	0.00%
<b>Total Expenditures:</b>	<b>7,661,779</b>	<b>7,550,430</b>	<b>(111,349)</b>	<b>7,896,340</b>	<b>345,910</b>	<b>4.58%</b>
<b>Revenues</b>						
Grants/Subsidies	(177,085)	(165,500)	11,585	(168,000)	(2,500)	1.51%
General Recoveries	(61,601)	(47,600)	14,001	(59,600)	(12,000)	25.21%
<b>Total Revenues:</b>	<b>(238,687)</b>	<b>(213,100)</b>	<b>25,587</b>	<b>(227,600)</b>	<b>(14,500)</b>	<b>6.80%</b>
<b>Net Levy</b>	<b>7,423,092</b>	<b>7,337,330</b>	<b>(85,762)</b>	<b>7,668,740</b>	<b>331,410</b>	<b>4.52%</b>
<b>Staffing (stated in FTEs)</b>						
Other						
Police Services Board Members		3.00		3.00	-	
<b>Total FTEs</b>		<b>3.00</b>		<b>3.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Provincial Offences Act

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### Function:

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

### Services Provided:

- 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 Objectives/Goals:

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





# Haldimand County 2020 Tax Supported Operating Budget

## Provincial Offenses Act

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	179,514	184,070	4,556	188,590	4,520	2.46%
Materials	9,808	13,900	4,092	13,900	-	0.00%
Contracted Services	135,455	91,500	(43,955)	116,500	25,000	27.32%
Rents and Financial Expenses	9,608	5,500	(4,108)	5,500	-	0.00%
External Transfers	71,747	75,000	3,253	75,000	-	0.00%
Interfunctional Adjustments	55,240	55,240	-	56,420	1,180	2.14%
<b>Total Expenditures:</b>	<b>461,372</b>	<b>425,210</b>	<b>(36,162)</b>	<b>455,910</b>	<b>30,700</b>	<b>7.22%</b>
<b>Revenues</b>						
General Recoveries	(575,071)	(408,500)	166,571	(461,200)	(52,700)	12.90%
<b>Total Revenues:</b>	<b>(575,071)</b>	<b>(408,500)</b>	<b>166,571</b>	<b>(461,200)</b>	<b>(52,700)</b>	<b>12.90%</b>
<b>Net Levy</b>	<b>(113,699)</b>	<b>16,710</b>	<b>130,409</b>	<b>(5,290)</b>	<b>(22,000)</b>	<b>(131.66%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		3.00		3.00	-	
<b>Total FTEs</b>		<b>3.00</b>		<b>3.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- 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 Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Grand River Conservation Authority

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	166,879	166,880	1	170,460	3,580	2.15%
<b>Total Expenditures:</b>	<b>166,879</b>	<b>166,880</b>	<b>1</b>	<b>170,460</b>	<b>3,580</b>	<b>2.15%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>166,879</b>	<b>166,880</b>	<b>1</b>	<b>170,460</b>	<b>3,580</b>	<b>2.15%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Niagara Peninsula Conservation Authority

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	118,434	118,430	(4)	125,570	7,140	6.03%
<b>Total Expenditures:</b>	<b>118,434</b>	<b>118,430</b>	<b>(4)</b>	<b>125,570</b>	<b>7,140</b>	<b>6.03%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>118,434</b>	<b>118,430</b>	<b>(4)</b>	<b>125,570</b>	<b>7,140</b>	<b>6.03%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Long Point Conservation Authority

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	371,697	371,700	3	287,200	(84,500)	(22.73%)
<b>Total Expenditures:</b>	<b>371,697</b>	<b>371,700</b>	<b>3</b>	<b>287,200</b>	<b>(84,500)</b>	<b>(22.73%)</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	(90,000)	(90,000)	-	-	90,000	(100.00%)
<b>Total Revenues:</b>	<b>(90,000)</b>	<b>(90,000)</b>	<b>-</b>	<b>-</b>	<b>90,000</b>	<b>(100.00%)</b>
<b>Net Levy</b>	<b>281,697</b>	<b>281,700</b>	<b>3</b>	<b>287,200</b>	<b>5,500</b>	<b>1.95%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- Building Controls - includes building permit processing (construction inspections and approvals), plumbing permits and inspections, onsite 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 2020 Tax Supported Operating Budget

## Plans Examination & Inspection

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,182,258	1,315,660	133,402	1,350,370	34,710	2.64%
Materials	57,243	89,800	32,557	89,050	(750)	(0.84%)
Contracted Services	12,771	700	(12,071)	700	-	0.00%
Interfunctional Adjustments	319,480	319,480	-	326,140	6,660	2.08%
Transfers to Reserves/Reserve Funds	58,080	331,460	273,380	604,430	272,970	82.35%
<b>Total Expenditures:</b>	<b>1,629,832</b>	<b>2,057,100</b>	<b>427,268</b>	<b>2,370,690</b>	<b>313,590</b>	<b>15.24%</b>
<b>Revenues</b>						
General Recoveries	(1,410,449)	(1,831,530)	(421,081)	(2,121,550)	(290,020)	15.83%
Transfers from Reserves/Reserve Funds	-	-	-	(1,000)	(1,000)	
<b>Total Revenues:</b>	<b>(1,410,449)</b>	<b>(1,831,530)</b>	<b>(421,081)</b>	<b>(2,122,550)</b>	<b>(291,020)</b>	<b>15.89%</b>
<b>Net Levy</b>	<b>219,383</b>	<b>225,570</b>	<b>6,187</b>	<b>248,140</b>	<b>22,570</b>	<b>10.01%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		14.00		14.00	-	
Part Time &/or Temporary F/T		.33		.33	-	
<b>Total FTEs</b>		<b>14.33</b>		<b>14.33</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Municipal Enforcement Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	258,901	297,560	38,659	399,610	102,050	34.30%
Materials	7,975	13,580	5,605	17,170	3,590	26.44%
Contracted Services	44,873	45,800	927	45,800	-	0.00%
Interfunctional Adjustments	25,700	25,700	-	34,720	9,020	35.10%
<b>Total Expenditures:</b>	<b>337,449</b>	<b>382,640</b>	<b>45,191</b>	<b>497,300</b>	<b>114,660</b>	<b>29.97%</b>
<b>Revenues</b>						
General Recoveries	(85,206)	(69,350)	15,856	(69,350)	-	0.00%
Transfers from Reserves/Reserve Funds	-	-	-	(1,550)	(1,550)	
<b>Total Revenues:</b>	<b>(85,206)</b>	<b>(69,350)</b>	<b>15,856</b>	<b>(70,900)</b>	<b>(1,550)</b>	<b>2.24%</b>
<b>Net Levy</b>	<b>252,243</b>	<b>313,290</b>	<b>61,047</b>	<b>426,400</b>	<b>113,110</b>	<b>36.10%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		4.00		5.00	1.00	
Part Time &/or Temporary F/T		.33		.66	.33	
<b>Total FTEs</b>		<b>4.33</b>		<b>5.66</b>	<b>1.33</b>	





# Haldimand County 2020 Tax Supported Operating Budget

## Animal Control

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	75,161	61,000	(14,161)	61,000	-	0.00%
Contracted Services	270,740	269,900	(840)	277,200	7,300	2.70%
<b>Total Expenditures:</b>	<b>345,901</b>	<b>330,900</b>	<b>(15,001)</b>	<b>338,200</b>	<b>7,300</b>	<b>2.21%</b>
<b>Revenues</b>						
Grants/Subsidies	(10,019)	(10,300)	(281)	(10,300)	-	0.00%
General Recoveries	(84,307)	(72,000)	12,307	(72,000)	-	0.00%
<b>Total Revenues:</b>	<b>(94,326)</b>	<b>(82,300)</b>	<b>12,026</b>	<b>(82,300)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>251,575</b>	<b>248,600</b>	<b>(2,975)</b>	<b>255,900</b>	<b>7,300</b>	<b>2.94%</b>



# **Haldimand** County



**Haldimand**  
County

Transportation Services



**Haldimand**  
County



# Haldimand County 2020 Tax Supported Operating Budget Summary

## Transportation Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	5,019,710	5,135,140	115,430	5,441,560	306,420	5.97%
Materials	3,622,592	2,867,880	(754,712)	2,710,210	(157,670)	(5.50%)
Contracted Services	6,050,459	4,462,470	(1,587,989)	4,642,330	179,860	4.03%
Rents and Financial Expenses	30,142	10,400	(19,742)	23,400	13,000	125.00%
Interfunctional Adjustments	2,998,168	3,015,140	16,972	3,278,810	263,670	8.74%
Transfers to Reserves/Reserve Funds	9,591,290	9,591,290	-	7,855,620	(1,735,670)	(18.10%)
<b>Total Expenditures:</b>	<b>27,312,363</b>	<b>25,082,320</b>	<b>(2,230,043)</b>	<b>23,951,930</b>	<b>(1,130,390)</b>	<b>(4.51%)</b>
<b>Revenues</b>						
Grants/Subsidies	(231,023)	(154,010)	77,013	(156,630)	(2,620)	1.70%
General Recoveries	(148,066)	(158,860)	(10,794)	(142,000)	16,860	(10.61%)
Transfers from Reserves/Reserve Funds	-	-	-	(197,040)	(197,040)	
<b>Total Revenues:</b>	<b>(379,089)</b>	<b>(312,870)</b>	<b>66,219</b>	<b>(495,670)</b>	<b>(182,800)</b>	<b>58.43%</b>
<b>Net Levy</b>	<b>26,933,274</b>	<b>24,769,450</b>	<b>(2,163,824)</b>	<b>23,456,260</b>	<b>(1,313,190)</b>	<b>(5.30%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		53.50		53.70	0.20	
Part Time &/or Temporary F/T		8.31		9.81	1.50	
<b>Total FTEs</b>		<b>61.81</b>		<b>63.51</b>	<b>1.70</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

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



# Haldimand County 2020 Tax Supported Operating Budget

## Engineering Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	783,434	787,010	3,576	921,960	134,950	17.15%
Materials	82,209	64,540	(17,669)	84,630	20,090	31.13%
Contracted Services	38,648	40,000	1,352	25,000	(15,000)	(37.50%)
Interfunctional Adjustments	11,230	11,230	-	14,340	3,110	27.69%
Transfers to Reserves/Reserve Funds	9,543,660	9,543,660	-	7,804,170	(1,739,490)	(18.23%)
<b>Total Expenditures:</b>	<b>10,459,181</b>	<b>10,446,440</b>	<b>(12,741)</b>	<b>8,850,100</b>	<b>(1,596,340)</b>	<b>(15.28%)</b>
<b>Revenues</b>						
General Recoveries	(44,188)	(74,820)	(30,632)	(55,600)	19,220	(25.69%)
Transfers from Reserves/Reserve Funds	-	-	-	(111,990)	(111,990)	
<b>Total Revenues:</b>	<b>(44,188)</b>	<b>(74,820)</b>	<b>(30,632)</b>	<b>(167,590)</b>	<b>(92,770)</b>	<b>123.99%</b>
<b>Net Levy</b>	<b>10,414,993</b>	<b>10,371,620</b>	<b>(43,373)</b>	<b>8,682,510</b>	<b>(1,689,110)</b>	<b>(16.29%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		7.50		7.70	.20	
Part Time &/or Temporary F/T		.65		1.65	1.00	
<b>Total FTEs</b>		<b>8.15</b>		<b>9.35</b>	<b>1.20</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Municipal Drain Maintenance

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	113,597	114,310	713	118,640	4,330	3.79%
Materials	4,941	12,930	7,989	13,880	950	7.35%
Contracted Services	-	1,000	1,000	1,000	-	0.00%
Transfers to Reserves/Reserve Funds	47,630	47,630	-	51,450	3,820	8.02%
<b>Total Expenditures:</b>	<b>166,168</b>	<b>175,870</b>	<b>9,702</b>	<b>184,970</b>	<b>9,100</b>	<b>5.17%</b>
<b>Revenues</b>						
Grants/Subsidies	(64,891)	(65,110)	(219)	(67,730)	(2,620)	4.02%
General Recoveries	(2,678)	(970)	1,708	(1,030)	(60)	6.19%
<b>Total Revenues:</b>	<b>(67,569)</b>	<b>(66,080)</b>	<b>1,489</b>	<b>(68,760)</b>	<b>(2,680)</b>	<b>4.06%</b>
<b>Net Levy</b>	<b>98,600</b>	<b>109,790</b>	<b>11,190</b>	<b>116,210</b>	<b>6,420</b>	<b>5.85%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		1.00		1.00	-	
<b>Total FTEs</b>		<b>1.00</b>		<b>1.00</b>	<b>0.00</b>	





# Haldimand County 2020 Tax Supported Operating Budget

## Roads Administration

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### Function:

To maintain and preserve approximately 1,450 kms of public right of way / road allowances, 124 km of sidewalks and 8 Municipal Parking Lots. The focus of the Roads Operations Division and its employees is maintaining the County's infrastructure to a standard of care that maintains public safety and the maximizes the value of the County's investment.

### Services Provided:

- Road Surface Maintenance – including; asphalt milling and paving, asphalt overlays and padding, surface treatment, pothole repairs, granular road resurfacing / grading and dust control.  
maintenance and repair of bridges and structures.
- Road Drainage Maintenance – including; catch basin and ditch drain inlet cleanout and restoration, general maintenance of storm water and overland flow, retention/detention systems.
- Roadside Maintenance – including; roadside and urban mowing, tree and brush trimming and removal, maintenance and reconstructive ditching, entrance and cross road culvert maintenance, shoulder maintenance, (grading and resurfacing).
- Road Safety – including; maintenance of regulatory, warning and speed signs, information signs, guide rail and safety barrier systems, retaining walls, pavement markings, (centerline and transverse markings), traffic signals and street lighting service and repair.
- Sidewalks and Boulevard Maintenance – including; curb and gutter annual inspection and restoration program. Parking lots, annual inspections and surface maintenance and transverse painting.
- Winter Control Program – Roads, Sidewalks and Municipal Parking Lots winter maintenance activities including; weather monitoring, winter road patrol, snow plowing and spreading, anti-icing program – (DLA • direct liquid application), snow fencing, on street snow removal in urban centres, sidewalk winter maintenance inspection, (snow clearing, sanding/salting)

### Service Issues:

Maintenance program planning and scheduling is an ongoing challenge directly related to the rate of infrastructure deterioration. Infrastructure maintenance planning is a critical function in realizing and achieving the maximum value of the County's investment in preserving a reasonable and continuous state of repair.

### Service Objectives/Goals:

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



# Haldimand County 2020 Tax Supported Operating Budget

## Roads Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	817,423	964,150	146,727	1,078,900	114,750	11.90%
Materials	73,343	70,380	(2,963)	86,810	16,430	23.34%
Contracted Services	6,479	28,000	21,521	28,000	-	0.00%
Interfunctional Adjustments	1,790,712	383,410	(1,407,302)	410,480	27,070	7.06%
<b>Total Expenditures:</b>	<b>2,687,958</b>	<b>1,445,940</b>	<b>(1,242,018)</b>	<b>1,604,190</b>	<b>158,250</b>	<b>10.94%</b>
<b>Revenues</b>						
Grants/Subsidies	(166,132)	(88,900)	77,232	(88,900)	-	0.00%
General Recoveries	(80,746)	(81,900)	(1,154)	(84,200)	(2,300)	2.81%
Transfers from Reserves/Reserve Funds	-	-	-	(85,050)	(85,050)	
<b>Total Revenues:</b>	<b>(246,878)</b>	<b>(170,800)</b>	<b>76,078</b>	<b>(258,150)</b>	<b>(87,350)</b>	<b>51.14%</b>
<b>Net Levy</b>	<b>2,441,081</b>	<b>1,275,140</b>	<b>(1,165,941)</b>	<b>1,346,040</b>	<b>70,900</b>	<b>5.56%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		9.54		9.54	-	
Part Time &/or Temporary F/T		.33		.83	.50	
<b>Total FTEs</b>		<b>9.87</b>		<b>10.37</b>	<b>0.50</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Roads Facilities

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	113,677	159,270	45,593	162,200	2,930	1.84%
Materials	105,410	91,140	(14,270)	91,140	-	0.00%
Contracted Services	33,572	23,850	(9,722)	23,850	-	0.00%
Rents and Financial Expenses	687	-	(687)	-	-	
Interfunctional Adjustments	14,809	62,610	47,801	67,760	5,150	8.23%
<b>Total Expenditures:</b>	<b>268,155</b>	<b>336,870</b>	<b>68,715</b>	<b>344,950</b>	<b>8,080</b>	<b>2.40%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>268,155</b>	<b>336,870</b>	<b>68,715</b>	<b>344,950</b>	<b>8,080</b>	<b>2.40%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		1.73		1.73	-	
Part Time &/or Temporary F/T		.05		.05	-	
<b>Total FTEs</b>		<b>1.78</b>		<b>1.78</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Roadside Maintenance

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	2,050,596	2,011,600	(38,996)	2,041,470	29,870	1.48%
Materials	1,362,286	1,501,390	139,104	1,297,550	(203,840)	(13.58%)
Contracted Services	2,912,897	2,406,720	(506,177)	2,559,870	153,150	6.36%
Rents and Financial Expenses	29,455	10,400	(19,055)	23,400	13,000	125.00%
Interfunctional Adjustments	425,802	1,430,910	1,005,108	1,566,470	135,560	9.47%
<b>Total Expenditures:</b>	<b>6,781,035</b>	<b>7,361,020</b>	<b>579,985</b>	<b>7,488,760</b>	<b>127,740</b>	<b>1.74%</b>
<b>Revenues</b>						
General Recoveries	(20,454)	(1,170)	19,284	(1,170)	-	0.00%
<b>Total Revenues:</b>	<b>(20,454)</b>	<b>(1,170)</b>	<b>19,284</b>	<b>(1,170)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>6,760,581</b>	<b>7,359,850</b>	<b>599,269</b>	<b>7,487,590</b>	<b>127,740</b>	<b>1.74%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		21.81		21.81	-	
Part Time &/or Temporary F/T		.60		.60	-	
<b>Total FTEs</b>		<b>22.41</b>		<b>22.41</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Winter Control

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,140,984	1,098,800	(42,184)	1,118,390	19,590	1.78%
Materials	1,994,403	1,127,500	(866,903)	1,136,200	8,700	0.77%
Contracted Services	2,853,144	1,753,500	(1,099,644)	1,776,110	22,610	1.29%
Interfunctional Adjustments	755,616	1,126,980	371,364	1,219,760	92,780	8.23%
<b>Total Expenditures:</b>	<b>6,744,146</b>	<b>5,106,780</b>	<b>(1,637,366)</b>	<b>5,250,460</b>	<b>143,680</b>	<b>2.81%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>6,744,146</b>	<b>5,106,780</b>	<b>(1,637,366)</b>	<b>5,250,460</b>	<b>143,680</b>	<b>2.81%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		11.92		11.92	-	
Part Time &/or Temporary F/T		6.68		6.68	-	
<b>Total FTEs</b>		<b>18.60</b>		<b>18.60</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Child Crossing Patrols

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Contracted Services	205,718	209,400	3,682	228,500	19,100	9.12%
<b>Total Expenditures:</b>	<b>205,718</b>	<b>209,400</b>	<b>3,682</b>	<b>228,500</b>	<b>19,100</b>	<b>9.12%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>205,718</b>	<b>209,400</b>	<b>3,682</b>	<b>228,500</b>	<b>19,100</b>	<b>9.12%</b>



**Haldimand**  
County

Environmental Services



**Haldimand**  
County





# Haldimand County 2020 Tax Supported Operating Budget Summary

## Environmental Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,016,614	1,113,780	97,166	1,145,850	32,070	2.88%
Materials	465,590	409,280	(56,310)	457,970	48,690	11.90%
Contracted Services	7,171,356	6,699,060	(472,296)	7,234,330	535,270	7.99%
Rents and Financial Expenses	7,931	5,000	(2,931)	5,000	-	0.00%
Interfunctional Adjustments	189,680	189,680	-	181,200	(8,480)	(4.47%)
Transfers to Reserves/Reserve Funds	757,690	757,690	-	502,030	(255,660)	(33.74%)
<b>Total Expenditures:</b>	<b>9,608,860</b>	<b>9,174,490</b>	<b>(434,370)</b>	<b>9,526,380</b>	<b>351,890</b>	<b>3.84%</b>
<b>Revenues</b>						
Grants/Subsidies	(577,329)	(584,610)	(7,281)	(670,910)	(86,300)	14.76%
General Recoveries	(2,836,519)	(2,693,170)	143,349	(2,782,660)	(89,490)	3.32%
Transfers from Reserves/Reserve Funds	-	(16,740)	(16,740)	(17,750)	(1,010)	6.03%
<b>Total Revenues:</b>	<b>(3,413,848)</b>	<b>(3,294,520)</b>	<b>119,328</b>	<b>(3,471,320)</b>	<b>(176,800)</b>	<b>5.37%</b>
<b>Net Levy</b>	<b>6,195,013</b>	<b>5,879,970</b>	<b>(315,043)</b>	<b>6,055,060</b>	<b>175,090</b>	<b>2.98%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		9.75		9.75	-	
Part Time &/or Temporary F/T		2.10		2.10	-	
<b>Total FTEs</b>		<b>11.85</b>		<b>11.85</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

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 Objectives/Goals:

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 2020 Tax Supported Operating Budget

## Public Works Operations Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	108,865	105,950	(2,915)	110,780	4,830	4.56%
Materials	9,282	13,420	4,138	13,400	(20)	(0.15%)
Contracted Services	22,390	24,000	1,611	24,000	-	0.00%
Interfunctional Adjustments	(10,000)	(10,000)	-	(10,000)	-	0.00%
<b>Total Expenditures:</b>	<b>130,537</b>	<b>133,370</b>	<b>2,833</b>	<b>138,180</b>	<b>4,810</b>	<b>3.61%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>130,537</b>	<b>133,370</b>	<b>2,833</b>	<b>138,180</b>	<b>4,810</b>	<b>3.61%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		.80		.80	-	
<b>Total FTEs</b>		<b>0.80</b>		<b>0.80</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Engineering & Capital Works Administration

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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 Provided:

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 2020 Tax Supported Operating Budget

## Engineering & Capital Works Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	197,794	264,010	66,216	275,010	11,000	4.17%
Materials	4,397	10,900	6,503	10,950	50	0.46%
<b>Total Expenditures:</b>	<b>202,191</b>	<b>274,910</b>	<b>72,719</b>	<b>285,960</b>	<b>11,050</b>	<b>4.02%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>202,191</b>	<b>274,910</b>	<b>72,719</b>	<b>285,960</b>	<b>11,050</b>	<b>4.02%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.50		2.50	-	
<b>Total FTEs</b>		<b>2.50</b>		<b>2.50</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Urban Storm Sewer System

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	75,749	104,860	29,111	105,830	970	0.93%
Materials	792	3,140	2,348	3,110	(30)	(0.96%)
Contracted Services	6,732	5,600	(1,132)	5,600	-	0.00%
Interfunctional Adjustments	22,710	22,710	-	24,580	1,870	8.23%
Transfers to Reserves/Reserve Funds	541,210	541,210	-	502,030	(39,180)	(7.24%)
<b>Total Expenditures:</b>	<b>647,192</b>	<b>677,520</b>	<b>30,328</b>	<b>641,150</b>	<b>(36,370)</b>	<b>(5.37%)</b>
<b>Revenues</b>						
General Recoveries	(27,868)	(47,510)	(19,642)	(35,330)	12,180	(25.64%)
<b>Total Revenues:</b>	<b>(27,868)</b>	<b>(47,510)</b>	<b>(19,642)</b>	<b>(35,330)</b>	<b>12,180</b>	<b>(25.64%)</b>
<b>Net Levy</b>	<b>619,324</b>	<b>630,010</b>	<b>10,686</b>	<b>605,820</b>	<b>(24,190)</b>	<b>(3.84%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		.45		.45	-	
Part Time &/or Temporary F/T		.02		.02	-	
<b>Total FTEs</b>		<b>0.47</b>		<b>0.47</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Solid Waste Administration

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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), and the perpetual care of closed landfill sites for the County.

### Services Provided:

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

- 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, Reuse and Recycle); and
- Ensuring legislative compliance for all aspects of operations for 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 Objectives/Goals:

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



# Haldimand County 2020 Tax Supported Operating Budget

## Solid Waste Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	195,512	238,860	43,348	245,210	6,350	2.66%
Materials	43,842	51,290	7,448	52,370	1,080	2.11%
Contracted Services	751,510	770,790	19,280	770,790	-	0.00%
Rents and Financial Expenses	7,931	5,000	(2,931)	5,000	-	0.00%
Interfunctional Adjustments	149,840	149,840	-	137,260	(12,580)	(8.40%)
Transfers to Reserves/Reserve Funds	216,480	216,480	-	-	(216,480)	(100.00%)
<b>Total Expenditures:</b>	<b>1,365,114</b>	<b>1,432,260</b>	<b>67,146</b>	<b>1,210,630</b>	<b>(221,630)</b>	<b>(15.47%)</b>
<b>Revenues</b>						
General Recoveries	(1,002,575)	(915,530)	87,045	(964,670)	(49,140)	5.37%
Transfers from Reserves/Reserve Funds	-	(10,000)	(10,000)	(11,010)	(1,010)	10.10%
<b>Total Revenues:</b>	<b>(1,002,575)</b>	<b>(925,530)</b>	<b>77,045</b>	<b>(975,680)</b>	<b>(50,150)</b>	<b>5.42%</b>
<b>Net Levy</b>	<b>362,540</b>	<b>506,730</b>	<b>144,190</b>	<b>234,950</b>	<b>(271,780)</b>	<b>(53.63%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.14		2.14	-	
Part Time &/or Temporary F/T		.47		.47	-	
<b>Total FTEs</b>		<b>2.61</b>		<b>2.61</b>	<b>0.00</b>	





# Haldimand County 2020 Tax Supported Operating Budget

## Solid Waste Reduction

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	214,235	193,110	(21,125)	197,410	4,300	2.23%
Materials	277,576	254,820	(22,756)	276,650	21,830	8.57%
Contracted Services	1,373,372	1,315,590	(57,782)	1,404,890	89,300	6.79%
Interfunctional Adjustments	8,980	8,980	-	9,720	740	8.24%
<b>Total Expenditures:</b>	<b>1,874,163</b>	<b>1,772,500</b>	<b>(101,663)</b>	<b>1,888,670</b>	<b>116,170</b>	<b>6.55%</b>
<b>Revenues</b>						
Grants/Subsidies	(577,329)	(584,610)	(7,281)	(670,910)	(86,300)	14.76%
General Recoveries	(248,385)	(347,700)	(99,315)	(215,800)	131,900	(37.94%)
<b>Total Revenues:</b>	<b>(825,714)</b>	<b>(932,310)</b>	<b>(106,596)</b>	<b>(886,710)</b>	<b>45,600</b>	<b>(4.89%)</b>
<b>Net Levy</b>	<b>1,048,449</b>	<b>840,190</b>	<b>(208,259)</b>	<b>1,001,960</b>	<b>161,770</b>	<b>19.25%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		1.87		1.87	-	
Part Time &/or Temporary F/T		.78		.78	-	
<b>Total FTEs</b>		<b>2.65</b>		<b>2.65</b>	<b>0.00</b>	



## Haldimand County 2020 Tax Supported Operating Budget

### Solid Waste Collection

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	37,981	38,280	299	39,140	860	2.25%
Materials	12,151	14,330	2,179	14,330	-	0.00%
Contracted Services	1,101,308	1,073,400	(27,908)	1,147,500	74,100	6.90%
<b>Total Expenditures:</b>	<b>1,151,439</b>	<b>1,126,010</b>	<b>(25,429)</b>	<b>1,200,970</b>	<b>74,960</b>	<b>6.66%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>1,151,439</b>	<b>1,126,010</b>	<b>(25,429)</b>	<b>1,200,970</b>	<b>74,960</b>	<b>6.66%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		.37		.37	-	
Part Time &/or Temporary F/T		.15		.15	-	
<b>Total FTEs</b>		<b>0.52</b>		<b>0.52</b>	<b>0.00</b>	



## Haldimand County 2020 Tax Supported Operating Budget

### Solid Waste Disposal Sites

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	186,477	168,710	(17,767)	172,470	3,760	2.23%
Materials	117,551	61,380	(56,171)	87,160	25,780	42.00%
Contracted Services	3,916,045	3,509,680	(406,365)	3,881,550	371,870	10.60%
Interfunctional Adjustments	18,150	18,150	-	19,640	1,490	8.21%
<b>Total Expenditures:</b>	<b>4,238,224</b>	<b>3,757,920</b>	<b>(480,304)</b>	<b>4,160,820</b>	<b>402,900</b>	<b>10.72%</b>
<b>Revenues</b>						
General Recoveries	(1,557,691)	(1,382,430)	175,261	(1,566,860)	(184,430)	13.34%
Transfers from Reserves/Reserve Funds	-	(6,740)	(6,740)	(6,740)	-	0.00%
<b>Total Revenues:</b>	<b>(1,557,691)</b>	<b>(1,389,170)</b>	<b>168,521</b>	<b>(1,573,600)</b>	<b>(184,430)</b>	<b>13.28%</b>
<b>Net Levy</b>	<b>2,680,532</b>	<b>2,368,750</b>	<b>(311,782)</b>	<b>2,587,220</b>	<b>218,470</b>	<b>9.22%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		1.62		1.62	-	
Part Time &/or Temporary F/T		.68		.68	-	
<b>Total FTEs</b>		<b>2.30</b>		<b>2.30</b>	<b>0.00</b>	



# **Haldimand** County



**Haldimand**  
County

Health Services



**Haldimand**  
County



# Haldimand County 2020 Tax Supported Operating Budget Summary

## Health Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	5,567,894	5,513,930	(53,964)	5,668,780	154,850	2.81%
Materials	193,322	190,230	(3,092)	249,250	59,020	31.03%
Contracted Services	1,181,515	1,288,590	107,075	1,344,490	55,900	4.34%
Rents and Financial Expenses	-	100	100	100	-	0.00%
External Transfers	-	-	-	150,000	150,000	
Interfunctional Adjustments	849,670	849,670	-	912,080	62,410	7.35%
Long Term Debt Charges	141,953	141,960	7	139,570	(2,390)	(1.68%)
<b>Total Expenditures:</b>	<b>7,934,354</b>	<b>7,984,480</b>	<b>50,126</b>	<b>8,464,270</b>	<b>479,790</b>	<b>6.01%</b>
<b>Revenues</b>						
Grants/Subsidies	(3,087,093)	(3,130,520)	(43,427)	(3,191,400)	(60,880)	1.94%
General Recoveries	(282,252)	(245,930)	36,322	(264,260)	(18,330)	7.45%
Development Charges Reserve Funds	(19,936)	(19,940)	(4)	(19,600)	340	(1.71%)
Transfers from Reserves/Reserve Funds	(29,739)	(1,700)	28,039	(229,250)	(227,550)	13385.29%
<b>Total Revenues:</b>	<b>(3,419,020)</b>	<b>(3,398,090)</b>	<b>20,930</b>	<b>(3,704,510)</b>	<b>(306,420)</b>	<b>9.02%</b>
<b>Net Levy</b>	<b>4,515,334</b>	<b>4,586,390</b>	<b>71,056</b>	<b>4,759,760</b>	<b>173,370</b>	<b>3.78%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		39.56		39.56	-	
Part Time &/or Temporary F/T		7.34		7.34	-	
<b>Total FTEs</b>		<b>46.90</b>		<b>46.90</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

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, food-borne illness, and emerging issues such as hydrogen sulfide 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).
- Oral health services in elementary schools and community clinic locations.

#### **Service Issues:**

- The Haldimand-Norfolk Health Unit (HNHU) obtains its legal authority under the Health Protection and Promotion Act (HPPA)
- The HPPA specifies the organization and delivery of public health in Ontario and sets expectations for Boards of Health to oversee, provide or ensure the provision of public health programs and services, its regulations and in the Ontario Public Health Standards published by the Minister of Health
- Funding for the Health Unit is provided through a combination of Ministry of Health (MOH) and municipal levy contributions; in exchange for funding, the Board of Health commits to deliver services defined in the Accountability Agreement
- The Health Unit is structured in accordance with HPPA and consists of two branches – Health Promotion and Health Protection:
  - a. The Health Promotion team consists of; Registered Public Health Nurses, Health Promoters, Public Health Dietitians, Dental Assistants, Dental Hygienists, Program Assistants, Program Managers, and a Manager
  - b. The Health Protection team consists of; certified Public Health Inspectors, Registered Public Health Nurses, Registered Practical Nurses, Nurse Practitioner, Infection Control Practitioner, Program Assistants, Program Managers, and a Manager

#### **Service Objectives/Goals:**

- Integrate monitoring of progress with the Health Unit Operational Plan and the MOH's Annual Service Plan and Budget Submission
- Submit evidence to the MOH demonstrating completion of the remaining 10 recommendations from the Organizational Audit
- Work with community partners to plan and implement a child falls prevention program
- Develop a comprehensive drug strategy to integrate responses for alcohol, opioids, tobacco and cannabis
- Complete planning and implement the new mental health promotion framework
- Continue the disclosure program to ensure transparency of all inspections and investigation results
- Increase awareness and use of infection prevention and control practices in settings that are required to be inspected
- Increase effective and efficient management and mitigation of public health risks associated with infection prevention and control lapses
- Continue the active surveillance for ticks to determine at 'risk areas' for Lyme Disease which will provide data to support clinical diagnosis
- Partner with both Haldimand and Norfolk municipalities for the drinking water hauler program
- Disclose drinking water hauler inspection results
- Partner with both Haldimand and Norfolk municipalities to enhance the heat warning program
- Partner with both Haldimand and Norfolk municipalities to develop a cold alert program
- Develop a climate change program
- Implementation of the Ontario Senior's Dental Care Program (OSDCP)

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

- CAI HSS-650-2020-063 Ontario Seniors Dental Care Program; includes Salaries & Benefits for a 0.5 FTE Program Assistant, Services for an external contractor to provide the OSDCP as mandated by the MOH and Federal/Provincial Grants of \$537,900 provided by the MOH to execute the program
- Salaries & Benefits increase of \$186,700 is driven by economic, merit and job evaluation changes as well as the CAI mentioned above
- Services increase of \$511,500 is driven by the CAI mentioned above
- Interdepartmental Charges increase of \$64,800 is due to redistribution of charges throughout the Division as well as inflationary increases
- Federal/Provincial Grants increase of \$310,300 is driven by the CAI mentioned above, offset by the new Provincial



# Haldimand County 2020 Tax Supported Operating Budget

## Public Health Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Contracted Services	967,200	1,132,300	165,100	1,172,300	40,000	3.53%
<b>Total Expenditures:</b>	<b>967,200</b>	<b>1,132,300</b>	<b>165,100</b>	<b>1,172,300</b>	<b>40,000</b>	<b>3.53%</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	-	(1,700)	(1,700)	(61,700)	(60,000)	3529.41%
<b>Total Revenues:</b>	<b>-</b>	<b>(1,700)</b>	<b>(1,700)</b>	<b>(61,700)</b>	<b>(60,000)</b>	<b>3529.41%</b>
<b>Net Levy</b>	<b>967,200</b>	<b>1,130,600</b>	<b>163,400</b>	<b>1,110,600</b>	<b>(20,000)</b>	<b>(1.77%)</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Hospitals

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	-	-	-	150,000	150,000	
<b>Total Expenditures:</b>	-	-	-	<b>150,000</b>	<b>150,000</b>	
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	-	-	-	(150,000)	(150,000)	
<b>Total Revenues:</b>	-	-	-	<b>(150,000)</b>	<b>(150,000)</b>	
<b>Net Levy</b>	-	-	-	-	-	



# Haldimand County 2020 Tax Supported Operating Budget

## Paramedic Services

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### **Function:**

To administer Paramedic Services throughout Haldimand County. 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, drug administration, intravenous therapy, inserting advanced airways, CPAP 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

### **Service Objectives/Goals:**

- 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 cooperatively with other County departments and divisions
- Continue to improve community educational public relations.
- Improve wellness & continue a proactive approach to PTSD & Mental Health.



# Haldimand County 2020 Tax Supported Operating Budget

## Paramedic Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	5,434,603	5,323,920	(110,683)	5,483,770	159,850	3.00%
Materials	178,470	166,260	(12,210)	225,480	59,220	35.62%
Contracted Services	46,786	55,770	8,984	53,020	(2,750)	(4.93%)
Interfunctional Adjustments	782,840	782,840	-	839,750	56,910	7.27%
Long Term Debt Charges	141,953	141,960	7	139,570	(2,390)	(1.68%)
<b>Total Expenditures:</b>	<b>6,584,653</b>	<b>6,470,750</b>	<b>(113,903)</b>	<b>6,741,590</b>	<b>270,840</b>	<b>4.19%</b>
<b>Revenues</b>						
Grants/Subsidies	(3,087,093)	(3,130,520)	(43,427)	(3,191,400)	(60,880)	1.94%
General Recoveries	(101,321)	(104,610)	(3,289)	(104,610)	-	0.00%
Development Charges Reserve Funds	(19,936)	(19,940)	(4)	(19,600)	340	(1.71%)
Transfers from Reserves/Reserve Funds	(29,739)	-	29,739	(17,550)	(17,550)	
<b>Total Revenues:</b>	<b>(3,238,089)</b>	<b>(3,255,070)</b>	<b>(16,981)</b>	<b>(3,333,160)</b>	<b>(78,090)</b>	<b>2.40%</b>
<b>Net Levy</b>	<b>3,346,564</b>	<b>3,215,680</b>	<b>(130,884)</b>	<b>3,408,430</b>	<b>192,750</b>	<b>5.99%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		37.35		37.35	-	
Part Time &/or Temporary F/T		6.42		6.42	-	
<b>Total FTEs</b>		<b>43.77</b>		<b>43.77</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Cemeteries

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### **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 Provided:**

- 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 Objectives/Goals:**

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



# Haldimand County 2020 Tax Supported Operating Budget

## Cemeteries

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	133,290	190,010	56,720	185,010	(5,000)	(2.63%)
Materials	14,852	23,970	9,118	23,770	(200)	(0.83%)
Contracted Services	167,529	100,520	(67,009)	119,170	18,650	18.55%
Rents and Financial Expenses	-	100	100	100	-	0.00%
Interfunctional Adjustments	66,830	66,830	-	72,330	5,500	8.23%
<b>Total Expenditures:</b>	<b>382,501</b>	<b>381,430</b>	<b>(1,071)</b>	<b>400,380</b>	<b>18,950</b>	<b>4.97%</b>
<b>Revenues</b>						
General Recoveries	(180,931)	(141,320)	39,611	(159,650)	(18,330)	12.97%
<b>Total Revenues:</b>	<b>(180,931)</b>	<b>(141,320)</b>	<b>39,611</b>	<b>(159,650)</b>	<b>(18,330)</b>	<b>12.97%</b>
<b>Net Levy</b>	<b>201,570</b>	<b>240,110</b>	<b>38,540</b>	<b>240,730</b>	<b>620</b>	<b>0.26%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.21		2.21	-	
Part Time &/or Temporary F/T		.92		.92	-	
<b>Total FTEs</b>		<b>3.13</b>		<b>3.13</b>	<b>0.00</b>	



# **Haldimand** County





**Haldimand**  
County

Social & Family Services



**Haldimand**  
County



# Haldimand County 2020 Tax Supported Operating Budget Summary

## Social & Family Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	8,158,949	8,187,690	28,741	8,309,400	121,710	1.49%
Materials	1,346,001	1,419,280	73,279	1,421,190	1,910	0.13%
Contracted Services	1,458,245	1,533,950	75,705	1,661,330	127,380	8.30%
Rents and Financial Expenses	225	900	675	900	-	0.00%
Interfunctional Adjustments	613,670	613,670	-	631,630	17,960	2.93%
Long Term Debt Charges	1,396,382	1,396,390	8	1,348,330	(48,060)	(3.44%)
<b>Total Expenditures:</b>	<b>12,973,472</b>	<b>13,151,880</b>	<b>178,408</b>	<b>13,372,780</b>	<b>220,900</b>	<b>1.68%</b>
<b>Revenues</b>						
Grants/Subsidies	(6,606,346)	(6,229,010)	377,336	(6,242,010)	(13,000)	0.21%
General Recoveries	(2,824,110)	(3,268,560)	(444,450)	(3,340,540)	(71,980)	2.20%
Transfers from Reserves/Reserve Funds	(72,845)	(4,740)	68,105	(5,240)	(500)	10.55%
<b>Total Revenues:</b>	<b>(9,503,301)</b>	<b>(9,502,310)</b>	<b>991</b>	<b>(9,587,790)</b>	<b>(85,480)</b>	<b>0.90%</b>
<b>Net Levy</b>	<b>3,470,171</b>	<b>3,649,570</b>	<b>179,399</b>	<b>3,784,990</b>	<b>135,420</b>	<b>3.71%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		68.99		68.99	-	
Part Time &/or Temporary F/T		42.82		42.82	-	
<b>Total FTEs</b>		<b>111.81</b>		<b>111.81</b>	<b>0.00</b>	



# **Haldimand** County



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- 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.

### 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 Objectives/Goals:**

- 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 Main Objectives
- To meet or exceed the targets established in the Ontario Works Service Plan
- Continued implementation of the Ministry of Children Community and Social Services (MCCSS) social assistance reform plans for Ontario Works
- Continued support of the community's licensed child care system to respond to the needs of families for high quality and affordable licensed child care
- Continued implementation of Indigenous-led Child Care and Child and Family Programming in partnership with the Mississaugas of the Credit First Nation through the establishment of a new child care centre serving infants, toddlers and preschool age children

**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%.
- NBI HSS-620-2020-062 Child Care Expansion 80/20 Cost Share - program would be used to reduce the fee subsidy wait list, reduce fees paid by parents and increase funding for child care operators; the province will provide \$1,296,300 in funding and recommends a municipal investment of \$291,700 for a program total of \$1,588,000
- Services increase of \$105,200 is due to the NBI mentioned above offset by a reduction for consulting needs assessment requirements in Child Care which was 10% funded by the EDU
- Transfer Payments/Grants increase of \$998,200 is driven by the NBI mentioned above offset by an anticipated reduction in the number of Ontario Works clients (funded by the MCCSS)
- Interdepartmental Charges increase of \$69,000 is driven by increased allowable chargeback for administration of Child Care programs as well as CPI increases in support services
- Federal/Provincial Grants increase of \$532,900 is due to the NBI mentioned above offset by a reduction in Ontario Works 50% Administration funding; held to 2018 actual expenditures
- Fees & Service Charges increase of \$162,500 is driven by a recognized decrease in available funding to offset Parental Fees for Child Care services
- Interdepartmental Recoveries increase of \$57,100 is driven by the above mentioned allowable recovery from Child Care



# Haldimand County 2020 Tax Supported Operating Budget

## Social Assistance

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Contracted Services	761,400	882,600	121,200	891,300	8,700	0.99%
<b>Total Expenditures:</b>	<b>761,400</b>	<b>882,600</b>	<b>121,200</b>	<b>891,300</b>	<b>8,700</b>	<b>0.99%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>761,400</b>	<b>882,600</b>	<b>121,200</b>	<b>891,300</b>	<b>8,700</b>	<b>0.99%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## GVL - Administration

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### **Function:**

To provide Long Term Care Services in alignment with legislation under the Long Term Care Homes Act and O-Reg 70-10. Haldimand County is obligated by this 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 Provided:**

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.

The national shortage in Health Human Resources as well as Haldimand County's rural setting makes recruitment for qualified staff challenging and directly impacts the operations of the home.



**Service Objectives/Goals:**

To monitor and yield subsidies from the Ministry of Long Term Care to ensure the impact is affordable to the rate payer.

**Main Budget Drivers:**

Provincial funding from the Ministry of Long Term Care

Recoveries from external resources, Cheshire Homes, Hearing Canada, Senior Support Services

Regulated Acts that require compliance

Health Human Resources Crisis



# Haldimand County 2020 Tax Supported Operating Budget

## GVL - Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	321,010	319,580	(1,430)	336,540	16,960	5.31%
Materials	130,074	151,310	21,236	148,970	(2,340)	(1.55%)
Contracted Services	25,279	24,750	(529)	24,930	180	0.73%
Rents and Financial Expenses	225	900	675	900	-	0.00%
Interfunctional Adjustments	613,670	613,670	-	631,630	17,960	2.93%
<b>Total Expenditures:</b>	<b>1,090,257</b>	<b>1,110,210</b>	<b>19,953</b>	<b>1,142,970</b>	<b>32,760</b>	<b>2.95%</b>
<b>Revenues</b>						
Grants/Subsidies	(5,816,905)	(5,392,890)	424,015	(5,518,670)	(125,780)	2.33%
General Recoveries	(2,607,705)	(3,049,630)	(441,925)	(3,121,150)	(71,520)	2.35%
Transfers from Reserves/Reserve Funds	(3,240)	(3,240)	-	(3,740)	(500)	15.43%
<b>Total Revenues:</b>	<b>(8,427,850)</b>	<b>(8,445,760)</b>	<b>(17,910)</b>	<b>(8,643,560)</b>	<b>(197,800)</b>	<b>2.34%</b>
<b>Net Levy</b>	<b>(7,337,592)</b>	<b>(7,335,550)</b>	<b>2,042</b>	<b>(7,500,590)</b>	<b>(165,040)</b>	<b>2.25%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		3.00		3.00	-	
Part Time &/or Temporary F/T		.68		.68	-	
<b>Total FTEs</b>		<b>3.68</b>		<b>3.68</b>	<b>0.00</b>	



## Haldimand County 2020 Tax Supported Operating Budget

### GVL - Programs & Support

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	478,080	486,860	8,780	489,830	2,970	0.61%
Materials	4,127	5,750	1,623	5,750	-	0.00%
Contracted Services	181,826	189,490	7,664	189,490	-	0.00%
<b>Total Expenditures:</b>	<b>664,033</b>	<b>682,100</b>	<b>18,067</b>	<b>685,070</b>	<b>2,970</b>	<b>0.44%</b>
<b>Revenues</b>						
Grants/Subsidies	(26,496)	(107,570)	(81,074)	-	107,570	(100.00%)
<b>Total Revenues:</b>	<b>(26,496)</b>	<b>(107,570)</b>	<b>(81,074)</b>	<b>-</b>	<b>107,570</b>	<b>(100.00%)</b>
<b>Net Levy</b>	<b>637,537</b>	<b>574,530</b>	<b>(63,007)</b>	<b>685,070</b>	<b>110,540</b>	<b>19.24%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		5.00		5.00	-	
Part Time &/or Temporary F/T		.89		.89	-	
<b>Total FTEs</b>		<b>5.89</b>		<b>5.89</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## GVL - Dietary Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	982,741	962,670	(20,071)	965,730	3,060	0.32%
Materials	493,656	487,730	(5,926)	490,950	3,220	0.66%
Contracted Services	3,420	8,500	5,080	8,500	-	0.00%
<b>Total Expenditures:</b>	<b>1,479,817</b>	<b>1,458,900</b>	<b>(20,917)</b>	<b>1,465,180</b>	<b>6,280</b>	<b>0.43%</b>
<b>Revenues</b>						
General Recoveries	(2,520)	(5,300)	(2,780)	(5,300)	-	0.00%
Transfers from Reserves/Reserve Funds	(21,035)	-	21,035	-	-	
<b>Total Revenues:</b>	<b>(23,555)</b>	<b>(5,300)</b>	<b>18,255</b>	<b>(5,300)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>1,456,261</b>	<b>1,453,600</b>	<b>(2,661)</b>	<b>1,459,880</b>	<b>6,280</b>	<b>0.43%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		7.00		7.00	-	
Part Time &/or Temporary F/T		7.49		7.49	-	
<b>Total FTEs</b>		<b>14.49</b>		<b>14.49</b>	<b>0.00</b>	



## Haldimand County 2020 Tax Supported Operating Budget

### GVL - Nursing & Personal Care

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	5,345,105	5,356,140	11,035	5,429,240	73,100	1.36%
Materials	166,931	149,900	(17,031)	149,900	-	0.00%
Contracted Services	133,321	71,450	(61,871)	71,450	-	0.00%
<b>Total Expenditures:</b>	<b>5,645,357</b>	<b>5,577,490</b>	<b>(67,867)</b>	<b>5,650,590</b>	<b>73,100</b>	<b>1.31%</b>
<b>Revenues</b>						
Grants/Subsidies	(279,405)	(245,000)	34,405	(238,460)	6,540	(2.67%)
General Recoveries	(11,584)	(5,000)	6,584	(5,000)	-	0.00%
Transfers from Reserves/Reserve Funds	(47,070)	-	47,070	-	-	
<b>Total Revenues:</b>	<b>(338,059)</b>	<b>(250,000)</b>	<b>88,059</b>	<b>(243,460)</b>	<b>6,540</b>	<b>(2.62%)</b>
<b>Net Levy</b>	<b>5,307,299</b>	<b>5,327,490</b>	<b>20,191</b>	<b>5,407,130</b>	<b>79,640</b>	<b>1.49%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		45.00		45.00	-	
Part Time &/or Temporary F/T		26.34		26.34	-	
<b>Total FTEs</b>		<b>71.34</b>		<b>71.34</b>	<b>0.00</b>	



## Haldimand County 2020 Tax Supported Operating Budget

### GVL - Housekeeping

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	422,178	468,470	46,292	480,090	11,620	2.48%
Materials	56,105	55,670	(435)	55,670	-	0.00%
Contracted Services	1,964	2,700	736	2,700	-	0.00%
<b>Total Expenditures:</b>	<b>480,246</b>	<b>526,840</b>	<b>46,594</b>	<b>538,460</b>	<b>11,620</b>	<b>2.21%</b>
<b>Revenues</b>						
General Recoveries	(16,323)	(16,470)	(147)	(16,470)	-	0.00%
<b>Total Revenues:</b>	<b>(16,323)</b>	<b>(16,470)</b>	<b>(147)</b>	<b>(16,470)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>463,923</b>	<b>510,370</b>	<b>46,447</b>	<b>521,990</b>	<b>11,620</b>	<b>2.28%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		4.33		4.33	-	
Part Time &/or Temporary F/T		3.26		3.26	-	
<b>Total FTEs</b>		<b>7.59</b>		<b>7.59</b>	<b>0.00</b>	



## Haldimand County 2020 Tax Supported Operating Budget

### GVL - Laundry & Linen

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	300,478	255,590	(44,888)	263,020	7,430	2.91%
Materials	33,029	36,080	3,051	36,080	-	0.00%
<b>Total Expenditures:</b>	<b>333,508</b>	<b>291,670</b>	<b>(41,838)</b>	<b>299,100</b>	<b>7,430</b>	<b>2.55%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>333,508</b>	<b>291,670</b>	<b>(41,838)</b>	<b>299,100</b>	<b>7,430</b>	<b>2.55%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.33		2.33	-	
Part Time &/or Temporary F/T		1.55		1.55	-	
<b>Total FTEs</b>		<b>3.88</b>		<b>3.88</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## GVL - Building & Property

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	273,439	277,670	4,231	282,970	5,300	1.91%
Materials	361,513	427,550	66,037	427,750	200	0.05%
Contracted Services	188,535	190,560	2,025	190,560	-	0.00%
Long Term Debt Charges	1,396,382	1,396,390	8	1,348,330	(48,060)	(3.44%)
<b>Total Expenditures:</b>	<b>2,219,869</b>	<b>2,292,170</b>	<b>72,301</b>	<b>2,249,610</b>	<b>(42,560)</b>	<b>(1.86%)</b>
<b>Revenues</b>						
Grants/Subsidies	(483,540)	(483,550)	(10)	(484,880)	(1,330)	0.28%
General Recoveries	(17,300)	(16,600)	700	(16,740)	(140)	0.84%
Transfers from Reserves/Reserve Funds	(1,500)	(1,500)	-	(1,500)	-	0.00%
<b>Total Revenues:</b>	<b>(502,340)</b>	<b>(501,650)</b>	<b>690</b>	<b>(503,120)</b>	<b>(1,470)</b>	<b>0.29%</b>
<b>Net Levy</b>	<b>1,717,530</b>	<b>1,790,520</b>	<b>72,990</b>	<b>1,746,490</b>	<b>(44,030)</b>	<b>(2.46%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.33		2.33	-	
Part Time &/or Temporary F/T		1.61		1.61	-	
<b>Total FTEs</b>		<b>3.94</b>		<b>3.94</b>	<b>0.00</b>	





## Haldimand County 2020 Tax Supported Operating Budget

### GVL - Capability & Support Services (formerly Cheshire)

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	35,918	60,710	24,792	61,980	1,270	2.09%
Materials	100,566	105,290	4,724	106,120	830	0.79%
<b>Total Expenditures:</b>	<b>136,484</b>	<b>166,000</b>	<b>29,516</b>	<b>168,100</b>	<b>2,100</b>	<b>1.27%</b>
<b>Revenues</b>						
General Recoveries	(168,678)	(175,560)	(6,882)	(175,880)	(320)	0.18%
<b>Total Revenues:</b>	<b>(168,678)</b>	<b>(175,560)</b>	<b>(6,882)</b>	<b>(175,880)</b>	<b>(320)</b>	<b>0.18%</b>
<b>Net Levy</b>	<b>(32,194)</b>	<b>(9,560)</b>	<b>22,634</b>	<b>(7,780)</b>	<b>1,780</b>	<b>(18.62%)</b>
<b>Staffing (stated in FTEs)</b>						
Part Time &/or Temporary F/T		1.00		1.00	-	
<b>Total FTEs</b>		<b>1.00</b>		<b>1.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- 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.

### 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 Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

### Child Care

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Contracted Services	162,500	163,900	1,400	282,400	118,500	72.30%
<b>Total Expenditures:</b>	<b>162,500</b>	<b>163,900</b>	<b>1,400</b>	<b>282,400</b>	<b>118,500</b>	<b>72.30%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>162,500</b>	<b>163,900</b>	<b>1,400</b>	<b>282,400</b>	<b>118,500</b>	<b>72.30%</b>



# **Haldimand** County



**Haldimand**  
County

Social Housing



**Haldimand**  
County

# Haldimand County 2020 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 Provided:

- 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.

### 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 Objectives/Goals:**

- 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

**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-640-2020-061 OPHI and COCHI Funding and Investment Plan (HSS 19-35) - included three years of planned commitments from the Ministry of Municipal Affairs and Housing (MMAH) for the two new programs - funded by the MMAH (\$629,600)
- New Budget Initiative (NBI) HSS-640-2020-060 Haldimand-Norfolk Housing Corporation (HNHC) Asset Management Plan - a one-time request for the HNHC funded by the Social Housing Reserve (\$75,000)
- Materials & Supplies increase of \$17,900 is driven by mileage requirements for staff within the CHPI program as well as the new rate
- Transfer Payments/Grants decrease of \$1,390,300 is due to the completion of the Aspen Apartments build in Dunnville; offset by the new Indwell Housing Support amount for the former Norfolk Inn building
- Interdepartmental Charges increase of \$62,400 is due to recovering the maximum amount of Ministry funding to offset administration costs, as well as other support services changes and the CAI mentioned above
- Federal/Provincial Grants decrease of \$1,341,400 is driven by the completion of the Aspen Apartments build in Dunnville; offset by the new Indwell Housing Support amount for the former Norfolk Inn building
- Interdepartmental Recoveries increase of \$39,700 consists of recovery of funding to offset administration expenditures
- Other Revenues decrease of \$75,000 is from a one-time adjustment of the CMSM budgeted cost share





## Haldimand County 2020 Tax Supported Operating Budget Summary

### Social Housing

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Contracted Services	887,500	960,500	73,000	937,400	(23,100)	(2.40%)
Transfers to Reserves/Reserve Funds	80,000	80,000	-	80,000	-	0.00%
<b>Total Expenditures:</b>	<b>967,500</b>	<b>1,040,500</b>	<b>73,000</b>	<b>1,017,400</b>	<b>(23,100)</b>	<b>(2.22%)</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>967,500</b>	<b>1,040,500</b>	<b>73,000</b>	<b>1,017,400</b>	<b>(23,100)</b>	<b>(2.22%)</b>



# **Haldimand** County



**Haldimand**  
County

Recreation & Cultural Services



**Haldimand**  
County



# Haldimand County 2020 Tax Supported Operating Budget Summary

## Recreation & Cultural Services

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	5,142,367	5,548,300	405,933	5,869,910	321,610	5.80%
Materials	1,431,777	1,462,720	30,943	1,457,140	(5,580)	(0.38%)
Contracted Services	738,833	784,150	45,317	1,067,820	283,670	36.18%
Rents and Financial Expenses	74,757	71,260	(3,497)	78,330	7,070	9.92%
External Transfers	298,169	321,710	23,541	271,710	(50,000)	(15.54%)
Interfunctional Adjustments	374,030	374,030	-	683,370	309,340	82.70%
Long Term Debt Charges	1,858,920	1,858,950	30	2,242,530	383,580	20.63%
Transfers to Reserves/Reserve Funds	1,221,680	1,221,680	-	911,680	(310,000)	(25.37%)
<b>Total Expenditures:</b>	<b>11,140,534</b>	<b>11,642,800</b>	<b>502,266</b>	<b>12,582,490</b>	<b>939,690</b>	<b>8.07%</b>
<b>Revenues</b>						
Grants/Subsidies	(123,177)	(138,650)	(15,473)	(138,650)	-	0.00%
General Recoveries	(1,565,273)	(1,383,870)	181,403	(1,460,760)	(76,890)	5.56%
Development Charges Reserve Funds	(737,509)	(737,530)	(21)	(804,470)	(66,940)	9.08%
Transfers from Reserves/Reserve Funds	(153,850)	(190,220)	(36,370)	(309,430)	(119,210)	62.67%
<b>Total Revenues:</b>	<b>(2,579,809)</b>	<b>(2,450,270)</b>	<b>129,539</b>	<b>(2,713,310)</b>	<b>(263,040)</b>	<b>10.74%</b>
<b>Net Levy</b>	<b>8,560,725</b>	<b>9,192,530</b>	<b>631,805</b>	<b>9,869,180</b>	<b>676,650</b>	<b>7.36%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		42.78		47.78	5.00	
Part Time &/or Temporary F/T		44.67		44.03	(.64)	
<b>Total FTEs</b>		<b>87.45</b>		<b>91.81</b>	<b>4.36</b>	



# **Haldimand** County



# Haldimand County 2020 Tax Supported Operating Budget

## Facilities, Parks, Cemeteries & Forestry Operations

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### 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 Provided:**

- 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

**Service Issues:**

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

**Service Objectives/Goals:**

- 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 2020 Tax Supported Operating Budget

## Facilities, Parks, Cemeteries & Forestry Operations

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	555,520	466,930	(88,590)	569,930	103,000	22.06%
Materials	48,251	55,400	7,149	74,070	18,670	33.70%
Contracted Services	-	200	200	200	-	0.00%
Interfunctional Adjustments	12,650	12,650	-	15,960	3,310	26.17%
<b>Total Expenditures:</b>	<b>616,420</b>	<b>535,180</b>	<b>(81,240)</b>	<b>660,160</b>	<b>124,980</b>	<b>23.35%</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	-	-	-	(15,000)	(15,000)	
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(15,000)</b>	<b>(15,000)</b>	
<b>Net Levy</b>	<b>616,420</b>	<b>535,180</b>	<b>(81,240)</b>	<b>645,160</b>	<b>109,980</b>	<b>20.55%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		5.03		5.03	-	
Part Time &/or Temporary F/T		.03		.03	-	
<b>Total FTEs</b>		<b>5.06</b>		<b>5.06</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Parks & Parkettes

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### Function:

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

### Services Provided:

- 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 Objectives/Goals:

- 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 2020 Tax Supported Operating Budget

## Parks & Parkettes

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	601,993	613,700	11,707	597,550	(16,150)	(2.63%)
Materials	69,482	75,240	5,758	71,600	(3,640)	(4.84%)
Contracted Services	175,561	162,260	(13,301)	202,030	39,770	24.51%
Rents and Financial Expenses	66,564	64,310	(2,254)	71,020	6,710	10.43%
External Transfers	207,380	216,210	8,830	216,210	-	0.00%
Interfunctional Adjustments	212,760	212,760	-	230,270	17,510	8.23%
Long Term Debt Charges	-	-	-	143,230	143,230	
<b>Total Expenditures:</b>	<b>1,333,740</b>	<b>1,344,480</b>	<b>10,740</b>	<b>1,531,910</b>	<b>187,430</b>	<b>13.94%</b>
<b>Revenues</b>						
General Recoveries	(40,161)	(26,020)	14,141	(26,550)	(530)	2.04%
Transfers from Reserves/Reserve Funds	-	-	-	(143,230)	(143,230)	
<b>Total Revenues:</b>	<b>(40,161)</b>	<b>(26,020)</b>	<b>14,141</b>	<b>(169,780)</b>	<b>(143,760)</b>	<b>552.50%</b>
<b>Net Levy</b>	<b>1,293,579</b>	<b>1,318,460</b>	<b>24,881</b>	<b>1,362,130</b>	<b>43,670</b>	<b>3.31%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		7.14		7.14	-	
Part Time &/or Temporary F/T		2.97		2.97	-	
<b>Total FTEs</b>		<b>10.11</b>		<b>10.11</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Recreation Facilities - All Other

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### Function:

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

### Services Provided:

- 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 Objectives/Goals:

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



# Haldimand County 2020 Tax Supported Operating Budget

## Arenas

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,270,064	1,439,620	169,556	1,518,770	79,150	5.50%
Materials	892,419	874,820	(17,599)	842,360	(32,460)	(3.71%)
Contracted Services	242,757	221,020	(21,737)	221,020	-	0.00%
Rents and Financial Expenses	-	1,000	1,000	1,000	-	0.00%
Interfunctional Adjustments	96,946	92,020	(4,926)	99,270	7,250	7.88%
Long Term Debt Charges	1,570,781	1,570,800	19	1,530,430	(40,370)	(2.57%)
<b>Total Expenditures:</b>	<b>4,072,967</b>	<b>4,199,280</b>	<b>126,313</b>	<b>4,212,850</b>	<b>13,570</b>	<b>0.32%</b>
<b>Revenues</b>						
General Recoveries	(1,111,375)	(1,013,070)	98,305	(1,053,270)	(40,200)	3.97%
Development Charges Reserve Funds	(641,186)	(641,200)	(14)	(624,710)	16,490	(2.57%)
<b>Total Revenues:</b>	<b>(1,752,560)</b>	<b>(1,654,270)</b>	<b>98,290</b>	<b>(1,677,980)</b>	<b>(23,710)</b>	<b>1.43%</b>
<b>Net Levy</b>	<b>2,320,407</b>	<b>2,545,010</b>	<b>224,603</b>	<b>2,534,870</b>	<b>(10,140)</b>	<b>(0.40%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		16.48		20.48	4.00	
Part Time &/or Temporary F/T		7.46		6.86	(.60)	
<b>Total FTEs</b>		<b>23.94</b>		<b>27.34</b>	<b>3.40</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Community Centres/Halls

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,980	-	(1,980)	-	-	
Materials	902	910	8	910	-	0.00%
Contracted Services	337	3,640	3,303	3,640	-	0.00%
Long Term Debt Charges	191,816	191,820	4	188,590	(3,230)	(1.68%)
Transfers to Reserves/Reserve Funds	525,000	525,000	-	445,000	(80,000)	(15.24%)
<b>Total Expenditures:</b>	<b>720,034</b>	<b>721,370</b>	<b>1,336</b>	<b>638,140</b>	<b>(83,230)</b>	<b>(11.54%)</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>720,034</b>	<b>721,370</b>	<b>1,336</b>	<b>638,140</b>	<b>(83,230)</b>	<b>(11.54%)</b>



## Haldimand County 2020 Tax Supported Operating Budget

### Pools

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	32,933	39,340	6,407	38,340	(1,000)	(2.54%)
Materials	161,274	117,220	(44,054)	117,220	-	0.00%
Contracted Services	41,054	32,470	(8,584)	32,470	-	0.00%
Rents and Financial Expenses	786	1,590	804	1,590	-	0.00%
<b>Total Expenditures:</b>	<b>236,048</b>	<b>190,620</b>	<b>(45,428)</b>	<b>189,620</b>	<b>(1,000)</b>	<b>(0.52%)</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>236,048</b>	<b>190,620</b>	<b>(45,428)</b>	<b>189,620</b>	<b>(1,000)</b>	<b>(0.52%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		.35		.35	-	
Part Time &/or Temporary F/T		8.40		8.40	-	
<b>Total FTEs</b>		<b>8.75</b>		<b>8.75</b>	<b>0.00</b>	

# Haldimand County 2020 Tax Supported Operating Budget

## Forestry Maintenance

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### 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 Provided:

- 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 Objectives/Goals:

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 2020 Tax Supported Operating Budget

## Forestry Maintenance

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	138,067	135,650	(2,417)	154,980	19,330	14.25%
Materials	9,672	12,720	3,048	12,600	(120)	(0.94%)
Contracted Services	112,579	191,960	79,381	441,000	249,040	129.74%
Interfunctional Adjustments	16,160	16,160	-	17,490	1,330	8.23%
<b>Total Expenditures:</b>	<b>276,478</b>	<b>356,490</b>	<b>80,012</b>	<b>626,070</b>	<b>269,580</b>	<b>75.62%</b>
<b>Revenues</b>						
General Recoveries	(277)	-	277	-	-	
<b>Total Revenues:</b>	<b>(277)</b>	<b>-</b>	<b>277</b>	<b>-</b>	<b>-</b>	
<b>Net Levy</b>	<b>276,201</b>	<b>356,490</b>	<b>80,289</b>	<b>626,070</b>	<b>269,580</b>	<b>75.62%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		1.00		1.00	-	
Part Time &/or Temporary F/T		0.42		0.73	0.31	
<b>Total FTEs</b>		<b>1.42</b>		<b>1.73</b>	<b>0.31</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Library Administration

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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 Provided:

- Lending print, audiovisual 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 inter-library 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

### Service Objectives/Goals:

In 2019, we:

Completed construction of the new Cayuga Library + Heritage Centre and opened to the public in early August;

Continued planning for the Community Hubs initiative, including design of hub kiosks with computers, direct-line telephones, advertisement monitors, signage and pamphlet displays, development of documents to train staff on corporate website and online services, scheduling of new branch hours of operation to deliver hub services efficiently, and recruitment of online resource instructor who will provide basic computer training opportunities for the public;

In 2020, we will:

Solicit public feedback, through surveys and focus groups, in 2020 Hagersville branch construction project and await ICIP Grant application results to determine direction and timing of the 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 the community Hubs initiative;

Develop with Library Board input a new 4-year Strategic Plan;

Train and provide professional development opportunities to new Outreach Coordinator and Online Resource Instructor positions;

Gap Branch Coordinator position during a maternity leave by utilizing other staff resources to complete inventory, collection development and programming tasks.



# Haldimand County 2020 Tax Supported Operating Budget

## Library Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	304,760	453,010	148,250	439,330	(13,680)	(3.02%)
Materials	34,180	60,970	26,790	59,850	(1,120)	(1.84%)
Contracted Services	11,189	18,100	6,911	4,650	(13,450)	(74.31%)
Interfunctional Adjustments	-	-	-	279,000	279,000	
Long Term Debt Charges	96,323	96,330	7	380,280	283,950	294.77%
Transfers to Reserves/Reserve Funds	546,680	546,680	-	316,680	(230,000)	(42.07%)
<b>Total Expenditures:</b>	<b>993,133</b>	<b>1,175,090</b>	<b>181,957</b>	<b>1,479,790</b>	<b>304,700</b>	<b>25.93%</b>
<b>Revenues</b>						
Grants/Subsidies	(79,162)	(81,750)	(2,588)	(81,750)	-	0.00%
General Recoveries	(300)	(5,500)	(5,200)	(5,500)	-	0.00%
Development Charges Reserve Funds	(96,323)	(96,330)	(7)	(179,760)	(83,430)	86.61%
Transfers from Reserves/Reserve Funds	-	(35,170)	(35,170)	-	35,170	(100.00%)
<b>Total Revenues:</b>	<b>(175,785)</b>	<b>(218,750)</b>	<b>(42,965)</b>	<b>(267,010)</b>	<b>(48,260)</b>	<b>22.06%</b>
<b>Net Levy</b>	<b>817,347</b>	<b>956,340</b>	<b>138,993</b>	<b>1,212,780</b>	<b>256,440</b>	<b>26.81%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		4.00		4.00	-	
Part Time &/or Temporary F/T		.91		.31	(.60)	
<b>Total FTEs</b>		<b>4.91</b>		<b>4.31</b>	<b>(0.60)</b>	



## Haldimand County 2020 Tax Supported Operating Budget

### Library Branches

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	860,384	990,300	129,916	1,035,750	45,450	4.59%
Materials	85,747	113,140	27,393	116,820	3,680	3.25%
Contracted Services	101,723	98,600	(3,123)	104,880	6,280	6.37%
Rents and Financial Expenses	1,111	1,310	199	1,030	(280)	(21.37%)
Interfunctional Adjustments	24,074	29,000	4,926	29,000	-	0.00%
<b>Total Expenditures:</b>	<b>1,073,039</b>	<b>1,232,350</b>	<b>159,311</b>	<b>1,287,480</b>	<b>55,130</b>	<b>4.47%</b>
<b>Revenues</b>						
Grants/Subsidies	(3,360)	(3,360)	-	(3,360)	-	0.00%
General Recoveries	(76,832)	(67,810)	9,022	(69,450)	(1,640)	2.42%
<b>Total Revenues:</b>	<b>(80,192)</b>	<b>(71,170)</b>	<b>9,022</b>	<b>(72,810)</b>	<b>(1,640)</b>	<b>2.30%</b>
<b>Net Levy</b>	<b>992,847</b>	<b>1,161,180</b>	<b>168,333</b>	<b>1,214,670</b>	<b>53,490</b>	<b>4.61%</b>
<b>Staffing (stated in FTEs)</b>						
Part Time &/or Temporary F/T		17.60		17.60	-	
<b>Total FTEs</b>		<b>17.60</b>		<b>17.60</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Community Development & Partnerships

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### Function:

The Community Development & Partnerships Division provides a corporate community engagement focus to encourage, develop and maintain partnerships; empowering community stakeholders to identify and implement programs, services and activities—as well as related infrastructure and facilities—resulting in community betterment including enhanced community vibrancy, quality of life, health and wellness, tourism and economic development opportunities.

### Services Provided:

Four staff Units focus on the following areas of Service to support the Division's Functions and Outcomes:

1. Community Partnership Program – Management of Community Capital Projects, Community Beautification, Community Halls, Fields & Parks Management, Clean & Green and Community Policing programs;
2. Programming & Special Events – Summer programming (camps, aquatics), March Break camp, facility booking and program registration, programming of three outdoor pools, recreational policy management (Public Conduct, Facility Allocation, Advertising, Subsidy, etc.), management of Festival & Events Program;
3. Heritage & Culture – Operation of two Museums and one Heritage Centre including on-site and virtual/interpretive exhibits, delivery of outreach and educational programming, collections and archives management, liaising with two advisory committees (Heritage Haldimand, Museums Advisory);
4. Community-Based Recreational Asset Planning – Community engagement and planning related to trails development, parks and recreation planning, and major recreational infrastructure planning.

Staff also:

- Network with community stakeholder organizations and partners from all sectors (health and wellness, children and youth, heritage and culture, seniors, trails development, etc.);
- Manage joint use and other partnership agreements (e.g. School Board Joint Use of Facilities, Dunnville Boat Club, Community Halls, Fields & Parks groups, etc.);
- Provide in-partnership instructional courses to support community group skills;
- Administer the ongoing development of a multi-division Volunteer Health & Safety Program;
- Administer ongoing evaluation and feedback for all CDP activities;
- Will continue development of a Youth Advisory Committee and Seniors Advisory Committee; and,
- Coordinate the Corporation's annual Volunteer Recognition Night.

### Service Issues:

- Challenges to meeting increased service delivery standards/respond to community and staff requests within in existing resources (human, technology).

**Service Objectives/Goals:**

- CPP will continue to increase partnership opportunities in all areas (Capital Projects, Community Beautification, Fields and Parks Management, Community Policing, Clean & Green);
- CPP will work with partners to identify and pursue revenue generation opportunities (e.g. third-party grants);
- Staff will continue to improve and make adjustments to summer program delivery and staffing (e.g. efficiencies, increased participation);
- Staff will continue to pursue initiatives to increase program and event participation and use of County facilities (e.g. increase service delivery and revenues);
- Develop a strong, strategic, community-based heritage and culture program for the County using innovative partnerships and technologies;
- Lead community engagement/consultation initiatives to develop trails, parks and other recreational infrastructure;
- Continue working on reviewing/revising existing policies; and,
- Conduct community engagement on major initiatives.



# Haldimand County 2020 Tax Supported Operating Budget

## Community Development & Partnerships

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	524,905	593,070	68,165	683,700	90,630	15.28%
Materials	62,551	76,700	14,149	80,780	4,080	5.32%
Contracted Services	13,761	15,520	1,759	15,520	-	0.00%
Rents and Financial Expenses	850	1,500	650	1,500	-	0.00%
External Transfers	90,789	105,500	14,711	55,500	(50,000)	(47.39%)
Interfunctional Adjustments	11,440	11,440	-	12,380	940	8.22%
Transfers to Reserves/Reserve Funds	-	-	-	-	-	-
<b>Total Expenditures:</b>	<b>704,296</b>	<b>803,730</b>	<b>99,434</b>	<b>849,380</b>	<b>45,650</b>	<b>5.68%</b>
<b>Revenues</b>						
General Recoveries	(2,805)	(3,010)	(205)	(2,870)	140	(4.65%)
Transfers from Reserves/Reserve Funds	-	-	-	-	-	-
<b>Total Revenues:</b>	<b>(2,805)</b>	<b>(3,010)</b>	<b>(205)</b>	<b>(2,870)</b>	<b>140</b>	<b>(4.65%)</b>
<b>Net Levy</b>	<b>701,492</b>	<b>800,720</b>	<b>99,229</b>	<b>846,510</b>	<b>45,790</b>	<b>5.72%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		6.20		7.20	1.00	
<b>Total FTEs</b>		<b>6.20</b>		<b>7.20</b>	<b>1.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Heritage & Culture Administration

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### Function:

The Community Development & Partnerships Division provides a corporate community engagement focus to encourage, develop and maintain partnerships; empowering community stakeholders to identify and implement programs, services and activities—as well as related infrastructure and facilities—resulting in community betterment including enhanced community vibrancy, quality of life, health and wellness, tourism and economic development opportunities. 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 Provided:

- Edinburgh Square Heritage & Cultural Centre, Wilson MacDonald Memorial School Museum and The Heritage Centre (formerly Haldimand County Museum & Archives);
- Actively collect, preserve, display and research historically significant artifacts/archival and reference materials pertaining to Haldimand County;
- Function as educational, interpretive centres and archives;
- Create, develop and conduct a wide range of heritage and cultural programs, events and outreach activities to benefit the community;
- Develop Heritage & Culture as an attractive and meaningful attribute of Haldimand County in terms of promoting the County as an ideal place to live, work and play;
- Act as guardians of Haldimand's collective memory, ensuring an "inheritance" of cultural identity for future generations in Haldimand County.
- Liaison to Heritage Haldimand Municipal Heritage Committee;
- 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 Issues:

- Integrating digital technologies for patrons into their traditional museum gallery visits, educational or special interest programming and/or research (archival) experience(s).

### Service Objectives/Goals:

- 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 the County's collections;
- Encourage local civic pride through continued community outreach and education about 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 (e.g. 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; and,
- Utilization of technology to maintain an inventory of artifacts and maximize outreach and education.





# Haldimand County 2020 Tax Supported Operating Budget

## Heritage & Culture Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	554	1,800	1,246	1,800	-	0.00%
Contracted Services	291	1,850	1,559	1,850	-	0.00%
Rents and Financial Expenses	-	300	300	300	-	0.00%
<b>Total Expenditures:</b>	<b>845</b>	<b>3,950</b>	<b>3,105</b>	<b>3,950</b>	<b>-</b>	<b>0.00%</b>
<b>Revenues</b>						
General Recoveries	-	(2,050)	(2,050)	(2,050)	-	0.00%
Transfers from Reserves/Reserve Funds	-	(1,200)	(1,200)	(1,200)	-	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>(3,250)</b>	<b>(3,250)</b>	<b>(3,250)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>845</b>	<b>700</b>	<b>(145)</b>	<b>700</b>	<b>-</b>	<b>0.00%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Museums

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	310,536	329,120	18,584	334,870	5,750	1.75%
Materials	41,895	47,650	5,755	53,510	5,860	12.30%
Contracted Services	22,459	21,030	(1,429)	22,890	1,860	8.84%
Rents and Financial Expenses	497	690	193	430	(260)	(37.68%)
<b>Total Expenditures:</b>	<b>375,388</b>	<b>398,490</b>	<b>23,102</b>	<b>411,700</b>	<b>13,210</b>	<b>3.32%</b>
<b>Revenues</b>						
Grants/Subsidies	(40,655)	(53,540)	(12,885)	(53,540)	-	0.00%
General Recoveries	(28,003)	(29,150)	(1,147)	(27,210)	1,940	(6.66%)
Transfers from Reserves/Reserve Funds	(3,850)	(3,850)	-	-	3,850	(100.00%)
<b>Total Revenues:</b>	<b>(72,507)</b>	<b>(86,540)</b>	<b>(14,033)</b>	<b>(80,750)</b>	<b>5,790</b>	<b>(6.69%)</b>
<b>Net Levy</b>	<b>302,880</b>	<b>311,950</b>	<b>9,070</b>	<b>330,950</b>	<b>19,000</b>	<b>6.09%</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		2.58		2.58	-	
Part Time &/or Temporary F/T		1.98		1.98	-	
<b>Total FTEs</b>		<b>4.56</b>		<b>4.56</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Heritage Haldimand

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Materials	1,820	2,070	250	1,950	(120)	(5.80%)
Contracted Services	111	-	(111)	120	120	
<b>Total Expenditures:</b>	<b>1,931</b>	<b>2,070</b>	<b>139</b>	<b>2,070</b>	<b>-</b>	<b>0.00%</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Net Levy</b>	<b>1,931</b>	<b>2,070</b>	<b>139</b>	<b>2,070</b>	<b>-</b>	<b>0.00%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Recreation Programs

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### Function:

The Community Development & Partnerships Division provides a corporate community engagement focus to encourage, develop and maintain partnerships; empowering community stakeholders to identify and implement programs, services and activities—as well as related infrastructure and facilities—resulting in community betterment including enhanced community vibrancy, quality of life, health and wellness, tourism and economic development opportunities. The Programming & Event Unit—within the Community Development & Partnerships Division—provides: (i) high quality programming to meet community needs; (ii) administers the use of County facilities; and, (iii) administers all festivals and events taking place on municipal property.

### Services Provided:

- Network and liaise with community partners from all relevant sectors (children, youth, seniors, public health, wellness, aquatics);
- Coordinate and schedule reservations at County recreational facilities;
- Delivery of summer programs (camps and aquatics) and March Break camps;
- Provide in-partnership instructional courses to support community group skills; and,
- Operation of three outdoor pools.

### Service Issues:

- Challenges to meeting increased community requests for festivals and events and related administration (increased legislated oversight/requirements).

### Service Objectives/Goals:

- Staff will continue to improve/fine-tune successful adjustments to summer programming and staffing (efficiencies, increased participation);
- Administration of Festivals and Event approvals and grants (liaise with event organizers and external/internal regulatory and approving agencies);
- Staff will continue to pursue initiatives to increase program and event participation and use of County facilities (e.g. increase service delivery and revenues);
- Staff will continue to pursue initiatives to increase revenue generation streams (facility, ice, park, field rentals, concessions, ice/arena rink board advertising);
- Policy management, review, development and administration related to public conduct, advertising, subsidy, facility and ice allocation;
- Development and administration of Volunteer Management Program;
- Evaluation & Feedback mechanism through Community Engagement; and,
- Work with CDP staff to develop Youth Advisory Committee and Seniors Advisory Committee.



# Haldimand County 2020 Tax Supported Operating Budget

## Recreation Programs

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	541,224	487,560	(53,664)	496,690	9,130	1.87%
Materials	23,030	24,080	1,050	23,670	(410)	(1.70%)
Contracted Services	17,011	17,500	489	17,550	50	0.29%
Rents and Financial Expenses	4,949	560	(4,389)	1,460	900	160.71%
<b>Total Expenditures:</b>	<b>586,214</b>	<b>529,700</b>	<b>(56,514)</b>	<b>539,370</b>	<b>9,670</b>	<b>1.83%</b>
<b>Revenues</b>						
General Recoveries	(305,521)	(237,260)	68,261	(273,860)	(36,600)	15.43%
<b>Total Revenues:</b>	<b>(305,521)</b>	<b>(237,260)</b>	<b>68,261</b>	<b>(273,860)</b>	<b>(36,600)</b>	<b>15.43%</b>
<b>Net Levy</b>	<b>280,693</b>	<b>292,440</b>	<b>11,747</b>	<b>265,510</b>	<b>(26,930)</b>	<b>(9.21%)</b>
<b>Staffing (stated in FTEs)</b>						
Part Time &/or Temporary F/T		4.90		5.15	.25	
<b>Total FTEs</b>		<b>4.90</b>		<b>5.15</b>	<b>.25</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Community Capital Projects

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
<b>Total Expenditures:</b>	<b>150,000</b>	<b>150,000</b>	-	<b>150,000</b>	-	<b>0.00%</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	(150,000)	(150,000)	-	(150,000)	-	0.00%
<b>Total Revenues:</b>	<b>(150,000)</b>	<b>(150,000)</b>	-	<b>(150,000)</b>	-	<b>0.00%</b>
<b>Net Levy</b>	-	-	-	-	-	



**Haldimand**  
County

Planning & Development



**Haldimand**  
County





# Haldimand County 2020 Tax Supported Operating Budget Summary

## Planning and Development

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,901,147	2,103,560	202,413	2,085,570	(17,990)	(0.86%)
Materials	134,779	157,200	22,421	153,600	(3,600)	(2.29%)
Contracted Services	95,234	97,330	2,096	45,580	(51,750)	(53.17%)
Rents and Financial Expenses	986	1,110	124	1,250	140	12.61%
External Transfers	351,064	569,600	218,536	576,080	6,480	1.14%
Interfunctional Adjustments	(79,320)	(79,320)	-	(76,970)	2,350	(2.96%)
Long Term Debt Charges	8,152	8,150	(2)	-	(8,150)	(100.00%)
Transfers to Reserves/Reserve Funds	210,000	210,000	-	210,000	-	0.00%
<b>Total Expenditures:</b>	<b>2,622,043</b>	<b>3,067,630</b>	<b>445,587</b>	<b>2,995,110</b>	<b>(72,520)</b>	<b>(2.36%)</b>
<b>Revenues</b>						
Grants/Subsidies	(18,910)	-	18,910	-	-	
General Recoveries	(653,625)	(577,680)	75,945	(578,800)	(1,120)	0.19%
Miscellaneous Property Charges	(85,450)	(85,450)	-	(87,750)	(2,300)	2.69%
Transfers from Reserves/Reserve Funds	(213,774)	(461,150)	(247,376)	(425,330)	35,820	(7.77%)
<b>Total Revenues:</b>	<b>(971,759)</b>	<b>(1,124,280)</b>	<b>(152,521)</b>	<b>(1,091,880)</b>	<b>32,400</b>	<b>(2.88%)</b>
<b>Net Levy</b>	<b>1,650,283</b>	<b>1,943,350</b>	<b>293,067</b>	<b>1,903,230</b>	<b>(40,120)</b>	<b>(2.06%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		21.00		22.00	1.00	
Part Time &/or Temporary F/T		1.33		.33	(1.00)	
<b>Total FTEs</b>		<b>22.33</b>		<b>22.33</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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 Provided:

- 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 Conservation Authorities
- Corporate leadership as part of County Senior Management Team

### Service Objectives/Goals:

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



# Haldimand County 2020 Tax Supported Operating Budget

## Community & Development Services Administration

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	229,442	243,650	14,208	217,240	(26,410)	(10.84%)
Materials	5,481	10,440	4,959	10,380	(60)	(0.57%)
Interfunctional Adjustments	(30,590)	(30,590)	-	(27,760)	2,830	(9.25%)
<b>Total Expenditures:</b>	<b>204,333</b>	<b>223,500</b>	<b>19,167</b>	<b>199,860</b>	<b>(23,640)</b>	<b>(10.58%)</b>
<b>Revenues</b>						
<b>Total Revenues:</b>	-	-	-	-	-	
<b>Net Levy</b>	<b>204,333</b>	<b>223,500</b>	<b>19,167</b>	<b>199,860</b>	<b>(23,640)</b>	<b>(10.58%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		1.50		1.50	-	
<b>Total FTEs</b>		<b>1.50</b>		<b>1.50</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Planning & Zoning

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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 Provided:

- 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:

- 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 Objectives/Goals:

- To meet the expectations of the Community & Development Services 2020 work program in accordance with Corporate priorities.



# Haldimand County 2020 Tax Supported Operating Budget

## Planning & Zoning

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	1,211,321	1,372,910	161,589	1,375,840	2,930	0.21%
Materials	49,797	57,210	7,413	55,320	(1,890)	(3.30%)
Contracted Services	20,564	17,300	(3,264)	17,300	-	0.00%
Interfunctional Adjustments	(48,730)	(48,730)	-	(49,210)	(480)	0.99%
<b>Total Expenditures:</b>	<b>1,232,952</b>	<b>1,398,690</b>	<b>165,738</b>	<b>1,399,250</b>	<b>560</b>	<b>0.04%</b>
<b>Revenues</b>						
General Recoveries	(635,922)	(558,530)	77,392	(572,900)	(14,370)	2.57%
<b>Total Revenues:</b>	<b>(635,922)</b>	<b>(558,530)</b>	<b>77,392</b>	<b>(572,900)</b>	<b>(14,370)</b>	<b>2.57%</b>
<b>Net Levy</b>	<b>597,030</b>	<b>840,160</b>	<b>243,130</b>	<b>826,350</b>	<b>(13,810)</b>	<b>(1.64%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		14.00		15.00	1.00	
Part Time &/or Temporary F/T		1.00		-	(1.00)	
<b>Total FTEs</b>		<b>15.00</b>		<b>15.00</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Markets

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	-	520	520	540	20	3.85%
Materials	4,058	2,000	(2,058)	4,530	2,530	126.50%
<b>Total Expenditures:</b>	<b>4,058</b>	<b>2,520</b>	<b>(1,538)</b>	<b>5,070</b>	<b>2,550</b>	<b>101.19%</b>
<b>Revenues</b>						
General Recoveries	(2,318)	(1,400)	918	(3,470)	(2,070)	147.86%
<b>Total Revenues:</b>	<b>(2,318)</b>	<b>(1,400)</b>	<b>918</b>	<b>(3,470)</b>	<b>(2,070)</b>	<b>147.86%</b>
<b>Net Levy</b>	<b>1,740</b>	<b>1,120</b>	<b>(620)</b>	<b>1,600</b>	<b>480</b>	<b>42.86%</b>



## Haldimand County 2020 Tax Supported Operating Budget

### Tile Drainage

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Long Term Debt Charges	8,152	8,150	(2)	-	(8,150)	(100.00%)
<b>Total Expenditures:</b>	<b>8,152</b>	<b>8,150</b>	<b>(2)</b>	<b>-</b>	<b>(8,150)</b>	<b>(100.00%)</b>
<b>Revenues</b>						
General Recoveries	(8,152)	(8,150)	2	-	8,150	(100.00%)
<b>Total Revenues:</b>	<b>(8,152)</b>	<b>(8,150)</b>	<b>2</b>	<b>-</b>	<b>8,150</b>	<b>(100.00%)</b>
<b>Net Levy</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## 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.

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 Provided:

- Respond to business startup 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

### Service Objectives/Goals:

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





# Haldimand County 2020 Tax Supported Operating Budget

## Economic Development & Tourism

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
Salaries, Wages & Benefits	460,384	486,480	26,096	491,950	5,470	1.12%
Materials	75,443	87,550	12,107	83,370	(4,180)	(4.77%)
Contracted Services	74,671	80,030	5,360	28,280	(51,750)	(64.66%)
Rents and Financial Expenses	986	1,110	124	1,250	140	12.61%
External Transfers	88,000	88,000	-	63,000	(25,000)	(28.41%)
Transfers to Reserves/Reserve Funds	-	-	-	-	-	-
<b>Total Expenditures:</b>	<b>699,484</b>	<b>743,170</b>	<b>43,686</b>	<b>667,850</b>	<b>(75,320)</b>	<b>(10.13%)</b>
<b>Revenues</b>						
Grants/Subsidies	(18,910)	-	18,910	-	-	-
General Recoveries	(7,233)	(9,600)	(2,367)	(2,430)	7,170	(74.69%)
Miscellaneous Property Charges	-	-	-	-	-	-
Transfers from Reserves/Reserve Funds	(43,910)	(65,000)	(21,090)	-	65,000	(100.00%)
<b>Total Revenues:</b>	<b>(70,053)</b>	<b>(74,600)</b>	<b>(4,547)</b>	<b>(2,430)</b>	<b>72,170</b>	<b>(96.74%)</b>
<b>Net Levy</b>	<b>629,431</b>	<b>668,570</b>	<b>39,139</b>	<b>665,420</b>	<b>(3,150)</b>	<b>(0.47%)</b>
<b>Staffing (stated in FTEs)</b>						
Full Time		5.50		5.50	-	
Part Time &/or Temporary F/T		.33		.33	-	
<b>Total FTEs</b>		<b>5.83</b>		<b>5.83</b>	<b>0.00</b>	



# Haldimand County 2020 Tax Supported Operating Budget

## Community Improvement Plan

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	104,784	320,820	216,036	366,830	46,010	14.34%
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
<b>Total Expenditures:</b>	<b>254,784</b>	<b>470,820</b>	<b>216,036</b>	<b>516,830</b>	<b>46,010</b>	<b>9.77%</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	(104,784)	(320,820)	(216,036)	(366,830)	(46,010)	14.34%
<b>Total Revenues:</b>	<b>(104,784)</b>	<b>(320,820)</b>	<b>(216,036)</b>	<b>(366,830)</b>	<b>(46,010)</b>	<b>14.34%</b>
<b>Net Levy</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>0.00%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Community Beautification Program

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	72,830	75,330	2,500	58,500	(16,830)	(22.34%)
Transfers to Reserves/Reserve Funds	60,000	60,000	-	60,000	-	0.00%
<b>Total Expenditures:</b>	<b>132,830</b>	<b>135,330</b>	<b>2,500</b>	<b>118,500</b>	<b>(16,830)</b>	<b>(12.44%)</b>
<b>Revenues</b>						
Transfers from Reserves/Reserve Funds	(65,080)	(75,330)	(10,250)	(58,500)	16,830	(22.34%)
<b>Total Revenues:</b>	<b>(65,080)</b>	<b>(75,330)</b>	<b>(10,250)</b>	<b>(58,500)</b>	<b>16,830</b>	<b>(22.34%)</b>
<b>Net Levy</b>	<b>67,750</b>	<b>60,000</b>	<b>(7,750)</b>	<b>60,000</b>	<b>-</b>	<b>0.00%</b>



# Haldimand County 2020 Tax Supported Operating Budget

## Business Improvement Areas

	2019 Current Forecast	2019 Revised Budget	2019 Surplus/ (Deficit)	2020 Proposed Budget	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
<b>Expenditures:</b>						
External Transfers	85,450	85,450	-	87,750	2,300	2.69%
<b>Total Expenditures:</b>	<b>85,450</b>	<b>85,450</b>	-	<b>87,750</b>	<b>2,300</b>	<b>2.69%</b>
<b>Revenues</b>						
Miscellaneous Property Charges	(85,450)	(85,450)	-	(87,750)	(2,300)	2.69%
<b>Total Revenues:</b>	<b>(85,450)</b>	<b>(85,450)</b>	-	<b>(87,750)</b>	<b>(2,300)</b>	<b>2.69%</b>
<b>Net Levy</b>	-	-	-	-	-	

## Caledonia BIA – Proposed 2020 Operating Budget

Updated: September 20, 2019.

<b>INCOME</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
1. Bank Interest	0	23	25
2. In Memorial Funds	500	500	500
3. Keep Caledonia Blooming	2,500	2,500	2,500
4. Other Income	15,000	15,000	15,000
5. BIA Levy	46,784	47,954	(+ 2.5% from 2019) 49,153
6. Projected HC Grants	13,000	13,000	13,000
<b>TOTAL INCOME</b>	<b>77,784</b>	<b>78,977</b>	<b>80,178</b>

<b>EXPENSES</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
1. Payroll & PR Expenses	44,000	46,000	46,000
2. Casual Labour	250	400	400
3. Accounting Assistance	500	500	500
4. Website Development/Support	5,000	500	500
5. Bank Charges	30	200	30
6. Audit Fees	1,100	1,300	1,300
7. Chamber Annual Dues	300	150	150
8. Canada Day Parade	300	300	300
9. Travel Expense/Mileage	300	600	600
10. Canadian Flags and Banners	3,800	3,800	3,800
11. Flag, Banner-Install, Takedown	1,200	1,500	1,500
12. Flowers and Plants	10,000	10,000	10,000
13. Soil, Mulch	1,000	1,200	1,200
14. Garbage Containers, Planters, Benches	1,000	2,000	2,000
15. Equipment, Tools	100	127	150
16. Tractor Maintenance, Repair	500	600	600
17. Tractor Fuel	500	500	500
18. Santa Claus Parade	1,000	1,000	1,000
19. LED Sign Internet	2,000	2,000	2,000
20. Volunteer Refreshments	50	50	98
21. Postage	200	200	200
22. Office Equipment	1,154	3,000	3,000
23. Office Supplies	500	500	500
24. Office Internet	1,300	1,300	1,300
25. Printing	600	700	700
26. Union Gas	0	0	1,200
27. Haldimand Hydro	0	0	650
<b>TOTAL EXPENSE</b>	<b>77,784</b>	<b>78,977</b>	<b>80,178</b>

## 2020 DUNNVILLE BIA PROPOSED BUDGET

	PROPOSED	ACTUAL	PROPOSED	ACTUAL	PROPOSED	ACTUAL
	2018	2018	2019	2019	2020	2020
<b>REVENUES</b>						
LEVY	\$ 18,750.00	\$ 18,750.00	\$ 23,496.00	\$ 11,750.00	\$ 24,100.00	\$ - .00
INTEREST INCOME	\$ - .00	\$ - .00	\$ - .00	\$ - .00	\$ - .00	\$ - .00
GIC INTEREST						
CNTY JOINT GRANT	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ - .00
BEAUTIFICATION GRANT	\$ 4,000.00	\$ 7,000.00	\$ 6,000.00	\$ 6,000.00	\$ 10,000.00	\$ - .00
<b>TOTAL INCOME</b>	<b>\$ 31,250.00</b>	<b>\$ 34,250.00</b>	<b>\$ 37,996.00</b>	<b>\$ 26,250.00</b>	<b>\$ 42,600.00</b>	<b>\$ - .00</b>
CAPITAL PROJECT PARTNERSHIP				\$ 6,585.25		
HST REBATE	\$ - .00	\$ 5,139.72		\$ 3,568.17		
TRANSFER FROM RESERVES	\$ 10,220.00		\$ - .00	\$ - .00	\$ - .00	\$ - .00
<b>TOTAL REVENUE</b>	<b>\$ 41,470.00</b>	<b>\$ 39,389.72</b>	<b>\$ 37,996.00</b>	<b>\$ 36,403.42</b>	<b>\$ 42,600.00</b>	<b>\$ - .00</b>
<b>EXPENDITURES</b>						
DUES	\$ 220.00	\$ 220.00	\$ 220.00	\$ - .00	\$ 220.00	\$ - .00
BANK CHARGES	\$ 150.00	\$ 148.00	\$ 175.00	\$ 28.00	\$ 175.00	\$ - .00
OFFICE SUPPLY/POSTAGE	\$ 200.00	\$ - .00	\$ 275.00	\$ - .00	\$ 275.00	\$ - .00
RIVER ARTS FESTIVAL	\$ 500.00	\$ 500.00	\$ - .00	\$ - .00	\$ - .00	\$ - .00
MUDCAT FESTIVAL	\$ 500.00	\$ 500.00	\$ - .00	\$ - .00	\$ - .00	\$ - .00
CHAMBER LIGHT UP	\$ 500.00	\$ - .00	\$ - .00	\$ - .00	\$ - .00	\$ - .00
SIDEWALK/LITTER CLEAN	\$ 6,500.00	\$ 6,336.10	\$ 4,300.00	\$ 1,610.00	\$ 4,300.00	\$ - .00
DUNNVILLE SIGN	\$ - .00	\$ 2,994.52	\$ - .00		\$ - .00	\$ - .00
CAPITAL PROJECT RESERVE					\$ 3,900.00	\$ - .00
AUDIT FEES	\$ 1,200.00	\$ 904.00	\$ 1,000.00	\$ 1,194.41	\$ 1,100.00	\$ - .00
MEETING EXPENSES	\$ 1,200.00	\$ 393.15	\$ 1,200.00	\$ 167.56	\$ 1,200.00	\$ - .00
FOUNTAIN MTNC	\$ 500.00	\$ 371.00	\$ 400.00	\$ - .00	\$ 400.00	\$ - .00
WATER CHARGES HALD HYDRO	\$ 500.00	\$ 504.68	\$ 600.00	\$ 124.00	\$ 600.00	\$ - .00
FLOWERS/ MTNC	\$ 5,000.00	\$ 3,792.28	\$ 6,426.00	\$ 4,153.88	\$ 6,430.00	\$ - .00

WATERING/MTNC	\$ 3,500.00	\$ 3,321.73	\$ 4,800.00		\$ 4,800.00	\$ - .00
NEW FLOWER POTS		\$ 3,222.67				
BANNERS						
CANADA FLAG BANNERS						
SIDEWALK CLEANING POWER						
TREE REPLACEMENTS						
TREE TRIMMING						
ADVERTISING/PROMO EVENTS	\$ 5,000.00	\$ 550.47	\$ 2,500.00	\$ 62.50	\$ 2,500.00	\$ - .00
ACCOUNTING	\$ 2,000.00	\$ 2,486.00	\$ 2,000.00	\$ - .00	\$ 2,000.00	\$ - .00
GENERAL ADMIN			\$ 600.00	\$ - .00	\$ 1,200.00	\$ - .00
XMAS TREE TAKE DOWN	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00	\$ 1,695.00	\$ 2,000.00	\$ - .00
BANNER HUNG AND TAKE DOWN	\$ 1,000.00	\$ 2,577.82	\$ 3,000.00	\$ 1,165.31	\$ 3,000.00	\$ - .00
BANNER REMOVAL REIMBERUSEMENT				\$ (2,224.69)		
SNOW REMOVAL	\$ 12,000.00	\$ 8,396.50	\$ 8,500.00	\$ 5,537.00	\$ 8,500.00	\$ - .00
<b>TOTAL EXPENDITURES</b>	<b>\$ 41,470.00</b>	<b>\$ 38,218.92</b>	<b>\$ 37,996.00</b>	<b>\$ 13,512.97</b>	<b>\$ 42,600.00</b>	<b>\$ - .00</b>
<b>PROFIT/LOSS</b>				<b>\$ 22,890.45</b>	<b>\$ - .00</b>	<b>\$ - .00</b>
*PROFIT/LOSS IS BEFORE TRANSFER FROM RESERVE FUNDS						

Hagersville Business Improvement Area  
Proposed Budget and Levy for 2020

	2019 Approved Budget	2019 Actual (some amounts estimated to end of year)	2020 Proposed Budget
<b>Revenue</b>			
BIA Levy	\$ 14,000.00	\$ 14,000.00	\$ 14,500.00
Interest Income	\$ 18.00	\$ 15.44	\$ 18.00
HST recovery - current year expenses	\$ 6,900.00	\$ 6,033.72	\$ 2,147.65
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)	\$ (2,125.00)	\$ (2,125.00)
Allocated to Community Centre - water	\$ (2,250.00)	\$ (2,125.00)	\$ (2,125.00)
Applied from prior year unused budget	\$ 6,576.12		\$ -
A From Prior Year Surplus / Reserves	\$ 40,037.41	\$ 32,385.74	\$ 19,685.88
<b>Total Revenue</b>	<b>\$ 73,531.53</b>	<b>\$ 60,684.90</b>	<b>\$ 44,601.53</b>

<b>Expenditures</b>			
	\$ 249.53	\$ 249.53	\$ 249.53
	\$ 500.00	\$ 100.00	\$ 250.00
	\$ 1,695.00	\$ -	\$ 1,130.00
	\$ 40.00	\$ 24.50	\$ 40.00
	\$ 150.00	\$ 103.14	\$ 150.00
1 Streetscape - Park Benches 4 @ \$1,200 plus HST	\$ 6,780.00	\$ -	\$ 5,424.00
	\$ -	\$ -	\$ 4,520.00
2 Streetscape - Planters @ \$900 plus HST	\$ 10,170.00	\$ 11,887.60	\$ -
3 Streetscape - Trees @ \$1,550 plus HST	\$ 35,030.00	\$ 35,030.00	\$ -
4 Garbage Receptacles - 4 add'l @ \$950 plus HST	\$ 4,068.00	\$ 2,022.70	\$ 4,294.00
	\$ -	\$ 2,905.43	\$ 3,000.00
	\$ -	\$ 226.00	
5 Summer Student - weed trimming, garbage, etc	\$ 4,000.00	\$ -	\$ 4,000.00
6 Banners for Market Square	\$ 1,695.00	\$ -	\$ 1,695.00
	\$ 2,600.00	\$ 2,712.00	\$ 2,800.00
	\$ 565.00		\$ 565.00
	\$ 1,695.00	\$ 1,130.00	\$ 1,130.00
7 Solar LED lighting on entrance signs	\$ 3,390.00	\$ 3,390.00	\$ -
8 New tractor and watering tank - est. cost	\$ -	\$ -	\$ 16,950.00
8 Contribution from sale of existing & from Chamber			\$ (2,500.00)
	\$ 904.00	\$ 904.00	\$ 904.00
<b>Total Expenses</b>	<b>\$ 73,531.53</b>	<b>\$ 60,684.90</b>	<b>\$ 44,601.53</b>

**Notes**

- A Surplus carried over from 2018 was \$53,509.80 - using \$32,385.74 in 2019 leaves only \$21,124.06 to utilize in 2020 - and that would leave no surplus carried forward to prior years
- 1 carried over to 2020 and revised to 4 rather than 5
  - 1 in some proposed locations may require concrete pad to be installed
  - 2 12 planters on order, due to arrive in 7-10 days
  - 3 still attempting to complete this year, may carry over to 2020
  - 4 2 receptacles on order, due to arrive in 7-10 days
  - 4 looking at 4 additional for 2020 at park bench locations
  - 5 did not arrange for Summer Student for 2019, definitely need to for 2020
  - 6 carried over to 2020, use new County logo with Farmers market message
  - 7 still attempting to complete for this year, allowing for 3 signs at \$1,000 each
  - 8 need larger watering tank and therefore larger tractor to handle it
  - 8 allow for sale of existing tractor/water tank and contribution from Chamber





**Haldimand**  
County

Appendices



**Haldimand**  
County

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

	2019		2020	Council		Total	2020	Increase/
	Revised		Base Budget	Approved	New	Budget	Total Draft	(Decrease)
				Initiatives	Initiatives	Adjustments	Budget	2020 over
								2019
General Government								
Governance	4.00		4.00				4.00	-
Corporate Management	59.00		59.00	(3.00)	2.00	(1.00)	57.00	(2.00)
Program Support	26.68		20.88	2.95	0.88	3.83	24.71	(1.97)
<b>Total General Government</b>	<b>89.68</b>		<b>83.88</b>	<b>(0.05)</b>	<b>2.88</b>	<b>2.83</b>	<b>86.71</b>	<b>(2.97)</b>
Protection Services								
Fire Services	6.00		6.00	1.00		1.00	7.00	1.00
Provincial Offences Act	3.00		3.00			-	3.00	-
Protective Inspection & Control	18.66		18.66	1.33		1.33	19.99	1.33
<b>Total Protection Services</b>	<b>27.66</b>		<b>27.66</b>	<b>2.33</b>	<b>-</b>	<b>2.33</b>	<b>29.99</b>	<b>2.33</b>
Transportation Services								
Engineering Services	8.15		8.35	1.00		1.00	9.35	1.20
Municipal Drain Maintenance	1.00		1.00			-	1.00	
Roads Operations	52.66		52.66		0.50	0.50	53.16	0.50
<b>Total Transportation Services</b>	<b>61.81</b>		<b>62.01</b>	<b>1.00</b>	<b>0.50</b>	<b>1.50</b>	<b>63.51</b>	<b>1.70</b>
Environmental Services								
Public Works Operations Administration	0.80		0.80			-	0.80	-
Engineering & Capital Works	2.50		2.50			-	2.50	-
Urban Storm Sewer System	0.47		0.47			-	0.47	-
Solid Waste	8.08		8.08			-	8.08	-
<b>Total Environmental Services</b>	<b>11.85</b>		<b>11.85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11.85</b>	<b>-</b>
Health Services								
Paramedic Services	43.77		43.77			-	43.77	-
Cemeteries	3.13		3.13			-	3.13	-
<b>Total Health Services</b>	<b>46.90</b>		<b>46.90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46.90</b>	<b>-</b>
Social & Family Services								
Grandview Lodge	111.81		111.81			-	111.81	-
<b>Total Social &amp; Family Services</b>	<b>111.81</b>		<b>111.81</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>111.81</b>	<b>-</b>
Recreation & Cultural Services								
Facilities, Parks, Cemeteries & Forestry Operations	6.48		6.48		0.31	0.31	6.79	0.31

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

	2019		2020	Council		Total	2020	Increase/
	Revised		Base Budget	Approved	New	Budget	Total Draft	(Decrease)
				Initiatives	Initiatives	Adjustments	Budget	2020 over 2019
Parks	10.11		10.11			-	10.11	-
Recreation Facilities - All Other	32.69		32.09	0.60	3.40	4.00	36.09	3.40
Library	22.52		21.91			-	21.91	(0.61)
Community Development & Partnerships	6.20		6.20		1.00	1.00	7.20	1.00
Heritage & Culture	4.56		4.56			-	4.56	-
Recreation Programs	4.90		4.90	0.25		0.25	5.15	0.25
<b>Total Recreation &amp; Cultural Services</b>	<b>87.46</b>		<b>86.25</b>	<b>0.85</b>	<b>4.71</b>	<b>5.56</b>	<b>91.81</b>	<b>4.35</b>
Planning & Development								
Community & Development Services	1.50		1.50			-	1.50	-
Planning and Zoning	15.00		14.00	0.66	0.34	1.00	15.00	-
Economic Development & Tourism	5.83		5.83			-	5.83	-
<b>Total Planning &amp; Development</b>	<b>22.33</b>		<b>21.33</b>	<b>0.66</b>	<b>0.34</b>	<b>1.00</b>	<b>22.33</b>	<b>-</b>
<b>Total Tax Supported Operations</b>	<b>459.50</b>		<b>451.69</b>	<b>4.79</b>	<b>8.43</b>	<b>13.22</b>	<b>464.91</b>	<b>5.41</b>
Water and Wastewater Summary								
Water and Wastewater Administration	14.23		14.23	1.00		1.00	15.23	1.00
Direct Operations	14.43		14.43			-	14.43	-
<b>Total Rate Supported Operations</b>	<b>28.66</b>		<b>28.66</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>29.66</b>	<b>1.00</b>
<b>Total Corporation</b>	<b>488.16</b>		<b>480.35</b>	<b>5.79</b>	<b>8.43</b>	<b>14.22</b>	<b>494.57</b>	<b>6.41</b>

**Haldimand County**  
**DRAFT TAX SUPPORTED OPERATING BUDGET**  
**ANALYSIS OF STAFFING CHANGES FROM 2019 APPROVED BUDGET TO 2020 TOTAL BUDGET**  
(Excluding Elected Officials, Board Appointees and VFFs)

Division	One Time New Initiatives (FTE's)	Ongoing New Initiatives (FTE's)	One Time Council Approved (FTE's)	Ongoing Council Approved (FTE's)	Position Description	Position Type	Financial Impact (includes all related costs)				
							Gross Cost	Funding	Net Levy		
<b>General Government</b>											
<b>Corporate Management</b>											
Citizen & Legislative Services				-3.00	HCAB - Removal of 3 CSR Positions; funding of one-time costs for CSR positions to March 31, 2020 funded from the Contingency Reserve	Permanent Full-Time	(132,900)	(45,830)	<b>(178,730)</b>		
Legal & Support Services		1.00			Purchasing Clerk - staffing costs offset by anticipated Pcard revenues. Capital costs of \$4,060 resulting in \$800 operating charges	Permanent Full-Time	62,780	(61,980)	<b>800</b>		
Human Resources					Per HRD-09-2019 RE: Delegated Authority for Payment of Termination Pay and Severance; actual expense to occur in departments funded by the contingency reserve	N/A	75,000	(75,000)	-		
Information Systems	1.00				Computer Technician Contract funded from the contingency reserve with capital costs of \$4,420 resulting in \$980 in operating charges.	Temporary Full-Time	81,850	(80,870)	<b>980</b>		
<b>Total Corporate Management</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>-3.00</b>							
<b>Program Support</b>											
Corporate Administration			2.60		Per CAO-03-2017, additional staffing resources for Business Application Software Implementation. Year 2 of implementation - funded from Capital	Temporary Full-Time	246,200	(246,200)	-		
Administration Facilities		0.88			HCAB - Increase FT Custodian to 40 hrs/wk; Increase PT Custodian to FT 40 hrs/wk		53,220		<b>53,220</b>		
Administration Facilities			0.35		Secondment of Co-Lead for Administrative Accommodation (ending April 2020), funded from Capital	Temporary Full-Time	58,620	(58,620)	-		
<b>Total Program Support</b>	<b>0.00</b>	<b>0.88</b>	<b>2.95</b>	<b>0.00</b>							
<b>Total General Government</b>	<b>1.00</b>	<b>1.88</b>	<b>2.95</b>	<b>-3.00</b>							
<b>Protection Services</b>											
Fire Services					0.5% Levy Contribution to WSIB Reserve (for Fire and EMS). To be further reviewed in conjunction with the new actuarial study.		301,030		<b>301,030</b>		
Fire Services			1.00		Per CAO-02-2019 Employment Matter - Proposed Accommodation for Coordinator, Emergency Management, Fire Educator position - partially offset by WSIB Reserve Fund	Permanent Full-Time	98,420	(2,810)	<b>95,610</b>		
Municipal Enforcement Services				1.33	HRD-04-2020 CUPE Ratification and NU Adjustments - Additional Senior By-law Enforcement Officer and Student	Permanent Full-Time	99,000	-	<b>99,000</b>		
<b>Total Protection Services</b>		<b>0.00</b>	<b>1.00</b>	<b>1.33</b>							
<b>Transportation</b>											
Engineering Services			1.00		Manager, Gravel Road Conversion - Four year contract as approved through the 2020 Tax Supported Capital Budget - funded from Capital	Temporary Full-Time	111,990	(111,990)	-		
Roads Administration	0.50				Manager, Roads Operations one year contracts (TFT) funded from the Contingency Reserve. Position requires \$3,850 in capital costs	Temporary Full-Time	85,050	(85,050)	-		
<b>Total Transportation</b>	<b>0.50</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>							

**Haldimand County**  
**DRAFT TAX SUPPORTED OPERATING BUDGET**  
**ANALYSIS OF STAFFING CHANGES FROM 2019 APPROVED BUDGET TO 2020 TOTAL BUDGET**  
(Excluding Elected Officials, Board Appointees and VFFs)

	One Time New Initiatives (FTE's)	Ongoing New Initiatives (FTE's)	One Time Council Approved (FTE's)	Ongoing Council Approved (FTE's)	Position Description	Position Type	Financial Impact (includes all related costs)				
Division							Gross Cost	Funding	Net Levy		
<b>Health Services</b>											
Paramedic Services					0.5% Levy Contribution to WSIB Reserve (for Fire and EMS). To be further reviewed in conjunction with the new actuarial study. 50% funded from Contingency until eligible for provincial funding		35,100	(17,550)	17,550		
<b>Total Health Services</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>							
<b>Recreation &amp; Cultural Services</b>											
<b>Forestry Maintenance</b>											
Forestry Maintenance		0.31			Student Assistant, Forestry	Temporary Part-Time	11,920	-	11,920		
<b>Total Forestry Maintenance</b>	<b>0.00</b>	<b>0.31</b>	<b>0.00</b>	<b>0.00</b>							
<b>Recreation Facilities - All Other</b>											
Arenas			0.60		Per CMS-FP-01-2017 Formalizing Employee Relationship for a Former Volunteer Employee at Cayuga Arena	Temporary Part-Time	22,340	-	22,340		
Arenas		3.40			Inclusive Hiring Program at each of the County's four arenas	Permanent Full-Time	140,730	-	140,730		
<b>Total Recreation Facilities - All Other</b>	<b>0.00</b>	<b>3.40</b>	<b>0.60</b>	<b>0.00</b>							
<b>Community Development &amp; Partnerships</b>											
Community Development & Partnerships		1.00			Community Partnership Liaison	Permanent Full-Time	100,050	-	100,050		
<b>Total Community Development &amp; Partnership</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>							
<b>Recreation Programs</b>											
Family Day/March Break Camp				0.25	Per CDP-16-2019 removal of Family Day Children's programming and increase March Break Day Camp to full day, to be offset partially by user fees and charges (previously March break camp was previously offered for free and for half days only)	Temporary Part-Time	9,800	(15,440)	(5,640)		
<b>Total Recreation &amp; Cultural Services</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.25</b>							
<b>Total Recreation &amp; Cultural Services</b>	<b>0.00</b>	<b>4.71</b>	<b>0.60</b>	<b>0.25</b>							
<b>Planning &amp; Development</b>											
<b>Planning &amp; Zoning</b>											
Planning & Development			0.66		Planning Technician two-year contract to assess the position and divisional structure suitability, as approved in the 2018 Tax-Supported Operating Budget - ending September, 2020	Temporary Full-Time	38,250	-	38,250		
Planning & Development	(0.66)	1.00			Convert Planning Technician contract to PFT	Permanent Full-Time	26,010	-	26,010		
<b>Total Planning and Zoning</b>	<b>(0.66)</b>	<b>1.00</b>	<b>0.66</b>								
<b>Total Planning &amp; Development</b>	<b>(0.66)</b>	<b>1.00</b>	<b>0.66</b>								
<b>Total Tax Supported Operations</b>	<b>1.84</b>	<b>7.59</b>	<b>6.21</b>	<b>(1.42)</b>			<b>1,524,460</b>	<b>(801,340)</b>	<b>723,120</b>		

## HALDIMAND COUNTY

### 2020 DRAFT TAX RATES

	<u>Res/Farm</u>	<u>Multi-Res</u>	<u>Commercial</u>		<u>Industrial</u>		<u>Pipelines</u>	<u>Farmlands</u>	<u>Managed Forests</u>
			<u>Occupied</u>	<u>Vacant</u>	<u>Occupied</u>	<u>Vacant</u>			
EDUCATION:	0.00153000	0.00153000	0.01163509	0.01076246	0.01250000	0.01140625	0.01250000	0.00038250	0.00038250
MUNICIPAL:	0.01027011	0.02054022	0.01738627	0.01608230	0.02390266	0.02181118	0.01529630	0.00256753	0.00256753
<b><u>TOTAL 2020 TAX RATES:</u></b>	0.01180011	0.02207022	0.02902136	0.02684476	0.03640266	0.03321743	0.02779630	0.00295003	0.00295003
<b><u>% Increase/(Decrease)</u></b>	-2.84%	-2.68%	-2.92%	5.64%	-2.71%	7.60%	-2.78%	-2.84%	-2.84%

### 2019 TAX RATES

	<u>Res/Farm</u>	<u>Multi-Res</u>	<u>Commercial</u>		<u>Industrial</u>		<u>Pipelines</u>	<u>Farmlands</u>	<u>Managed Forests</u>
			<u>Occupied</u>	<u>Vacant</u>	<u>Occupied</u>	<u>Vacant</u>			
EDUCATION:	0.00161000	0.00161000	0.01206188	0.01025260	0.01290000	0.01064250	0.01290000	0.00040250	0.00040250
MUNICIPAL:	0.01053450	0.02106900	0.01783386	0.01515878	0.02451800	0.02022735	0.01569009	0.00263363	0.00263363
<b><u>TOTAL 2019 TAX RATES:</u></b>	0.01214450	0.02267900	0.02989574	0.02541138	0.03741800	0.03086985	0.02859009	0.00303613	0.00303613
<b><u>% Increase/(Decrease)</u></b>	-1.84%	-1.59%	-2.32%	7.13%	-2.15%	9.46%	-2.41%	-1.84%	-1.84%

### 2018 TAX RATES

	<u>Res/Farm</u>	<u>Multi-Res</u>	<u>Commercial</u>		<u>Industrial</u>		<u>Pipelines</u>	<u>Farmlands</u>	<u>Managed Forests</u>
			<u>Occupied</u>	<u>Vacant</u>	<u>Occupied</u>	<u>Vacant</u>			
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%

HALDIMAND COUNTY

SUMMARY OF CONTINGENCY RESERVE  
ACTUALS FOR THE YEARS 2010 TO 2019  
PROJECTION FOR 2020

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance January 1st</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>12,211,415</b>	<b>11,953,335</b>
<b>Source of Funds:</b>											
Budgeted Contribution											
Surplus/(Deficit) from Operations	1,089,685	(142,064)	1,390,892	886,848	(351,648)	585,045	1,320,630	1,211,510	1,152,519	72,784	
Other Contributions from Operations	2,200			2,821,587	1,720,622		129,526	318,557	227,438	141,973	0
<b>Total Source of Funds</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>1,379,957</b>	<b>214,757</b>	<b>0</b>
<b>Use of Funds:</b>											
Contribution to Proposed Operation Items	46,213	179,412	86,355	99,399	69,569	232,137	22,553	82,834	59,346	75,820	206,170
Fuel Depot	1,809	57,625									
Enhanced Sign Program	4,860	(187,349)	24,400								
Transition Costs	133,113				2,031	3,812	59,945	1,010			
Winter Control	7,103	10,066									
Trail Study											
Fire Self-Contained Breathing Apparatus											
Fire Rescue Apparatus											
Phase in OPP Contract increase	750,000	500,000	250,000		500,000						
Housing & Places to Grow Implementation Study											
Nanticoke Area Econ. Opportunity Study	32,556	426									
Municipal Drains					119,472						
Zoning By-law											
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	27,080	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		440,332		
Enhancement to Emergency Medical Services 50% one-time					251,100						
Economic Development Strategic Plan Consulting							71,232				
Standpipe Rehabilitation & Mix System Signage								86	43,175		
Business Application System Design & Replacement								121,179	251,348	253,256	246,218
CAO-03-2017 Award of Request for Proposal Business Application Software											
- funding of one-time items - Operating Maintenance Contracts (2018 carryforward)									88,381	84,900	51,000
Economic Development Brand Strategy Consultant (2018 carryforward)										40,000	
Delegated Authority for Payment of Termination Pay and Severance											75,000
Costs related to moving to Haldimand County Administration Building											128,860
Donation to Dunnville Hospital and Healthcare Foundation towards "Every Moment Counts" campaign											150,000
Community Safety and Well-Being Plan											60,000
2020 Pandemic - anticipate loss of penalty & interest											300,000
<b>Total Use of Funds</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>909,662</b>	<b>472,836</b>	<b>1,217,248</b>
<b>Closing Balance December 31st</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>12,211,415</b>	<b>11,953,335</b>	<b>10,736,088</b>



## GLOSSARY OF TERMS

ACCRUAL BASIS OF ACCOUNTING	<ul style="list-style-type: none"> <li>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)</li> </ul>
ALLOCATION	<ul style="list-style-type: none"> <li>the dividing of expenditures and/or revenues between more than one division or department</li> </ul>
ANNUALIZATION	<ul style="list-style-type: none"> <li>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</li> </ul>
APPROVED BUDGET	<ul style="list-style-type: none"> <li>operating and capital budgets which have been reviewed by Committee and passed by Council; includes base budget plus budget adjustments</li> </ul>
ASSESSMENT	<ul style="list-style-type: none"> <li>see Current Value Assessment</li> </ul>
BASE BUDGET	<ul style="list-style-type: none"> <li>the amount of money allocated to provide the same type and level of service as the previous year, before the introduction of budget adjustments</li> </ul>
BOARDS, COMMISSIONS & AGENCIES	<ul style="list-style-type: none"> <li>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</li> </ul>
BUDGET	<ul style="list-style-type: none"> <li>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)</li> </ul>
BUDGET INITIATIVES	<ul style="list-style-type: none"> <li>change in level or type of service or the addition of a new service which has not received prior Council approval</li> </ul>
BY-LAW	<ul style="list-style-type: none"> <li>an instrument used by Haldimand County to exercise respective statutory powers. It is the equivalent of legislative action by senior levels of government</li> </ul>
CAPITAL EXPENDITURE	<ul style="list-style-type: none"> <li>expenditures of a fixed asset nature whose benefits will be received beyond one year. (i.e. photocopier, computer equipment, washing machine, hospital beds)</li> </ul>
CAPITAL PROGRAM	<ul style="list-style-type: none"> <li>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</li> </ul>
COMMITTEE-IN-COUNCIL	<ul style="list-style-type: none"> <li>all members of Council sitting as a Committee</li> </ul>
COMMUNITY VIBRANCY FUND	<ul style="list-style-type: none"> <li>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</li> </ul>

## GLOSSARY OF TERMS

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>

## GLOSSARY OF TERMS

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>

## GLOSSARY OF TERMS

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
INTERFUNCTIONAL ADJUSTMENTS	◆ 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

## GLOSSARY OF TERMS

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

## GLOSSARY OF TERMS

TAXABLE ASSESSMENT	<ul style="list-style-type: none"> <li>includes assessment for only those properties which are taxable and excludes properties which are exempt from taxation</li> </ul>
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, fleet and equipment pool, 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:

#### Expenditures:

**Salaries, Wages & Benefits:** Includes expenses incurred for the following purposes: full-time, part-time and temporary salaries and wages including, regular, overtime, shift premiums and other remuneration to employees. Benefits include employer's 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 any other insurance plans, such as supplementary health and dental.

**Materials:** Materials purchased by a municipality for its own use and/or disposal or resale, including materials purchased by the municipality which are subsequently provided to a third party. Materials also included the purchase of hydro services and utilities including cell phone services. All other expenses not reported in other areas are also recorded here. For example: expenses for insurance, travel, reimbursement of mileage and photocopying.

**Contracted Services:** Includes payments to an arms length service provider for a contracted out service delivery. This includes expenses paid to a Consolidated Municipal Service Manager (CMSM) for services provided (i.e. Norfolk County for Health and Social Services). Other examples of these services include: communications planning and research activities, consulting, data processing services, legal services, snow removal service, solid waste collection and disposal, MPAC services.

**Rents and Financial Expenses:** Rent includes the rental of buildings, land, machinery, equipment, and engineering structures. Financial expenses include short-term borrowing costs, bank and credit card service charges, annual payments associated with financing leases not deemed to be capital tangible lease and any other financial costs from external sources.

**External Transfers:** Includes transfers to charitable organizations, colleges, cultural or recreation organizations, hospitals, universities, conservation authorities, etc. Examples include: 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.

**Interfunctional Adjustments:** 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.

#### Revenues:

**Grants/Subsidies:** 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.

**General 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. Also 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. Fines and penalties, investment income, community vibrancy payments, blue box revenues and WSIB premiums also fall under General Recoveries

**Development Charges Reserve Funds:** Includes funding from Development Charges to offset growth related debt payments

**Miscellaneous Property Charges:** Includes taxation revenues related to Supplementary billings, and Payment-In-Lieu of Taxes.

**Transfers from Reserves/Reserve Funds:** Includes 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.