

DRAFT TAX SUPPORTED **OPERATING BUDGET**



2023



Haldimand
County



2023 Tax Supported Operating Budget

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Message from the Chief Financial Officer

Mayor and Members of the Council,

The adoption of a municipalities' annual budgets is one of the most important strategic documents that Council reviews to ensure affordable, reliable and safe provision of services to its taxpayers and the public at large. This document presents the 2023 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 and capital costs are funded entirely from users of water/wastewater systems and were included in the Rate Supported Capital and Operating Budget approved December 8, 2022.

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, Corporate Governance and Support, 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 2023 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 - 2023 Tax Supported Operating Budget

In summary, the 2023 Tax Supported Operating Budget includes total operating expenditures of approximately \$138.2 million representing an increase of approximately \$9.2 million over the prior year. The property tax levy represents the most significant funding source for all operating expenditures, totalling a projected \$80.3 million or 58% of total funding sources. Based on the 2023 Tax Operating budget, the total annual impact on the average residential tax bill is approximately **3.28%**; this equates to an annual increase of approximately \$112.54 or **\$9.38** per month on an average assessed home.

The 2023 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;
- Increases directly related to inflationary pressures of approximately 1.5% or \$1.1 million;
- A positive assessment growth impact of 2.08% for 2023, a healthy growth rate of approximately 2% is anticipated over the next few years;
- Provisions for growth related and new service initiatives to meet taxpayers' needs, funded firstly from assessment growth, including:
 - Additional staffing in Innovation & Technology Services to address ongoing IT service delivery requirements and software-related needs
 - The addition of an Urban Forester position to improve response times to ongoing tree-related requests, allowing for a reduction in contracted services costs
 - Inclusion of estimated impacts from recent provincial legislation Bill 109, More Homes for Everyone Act – the full ongoing impact of which is not entirely known at this time

The 2023 Draft Tax Supported Operating Budget is fiscally responsible and based on sound financial principles. 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 inflationary impacts on commodity prices and fuel escalation impacts. Impacts on salary negotiations in light of recent inflationary targets. Continued pressure to provide Affordable Housing across the Province. Continued 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. Uncertainty in terms of possible impacts to municipal grant revenue from the Province as the Provincial government continues to review its finances. The County annually receives approximately \$18.5 million from the Province towards operational services. As such, any reduction in Provincial grant funding could have a significant impact on the ability of the municipality to fund these services. Senior staff will continue to monitor the political environment and lobby against changes that may impact the affordability of municipal services and replacement of infrastructure critical to the economic success of the County and the Province of Ontario as a whole.

Respectfully Submitted,

Mark Merritt, CPA, CA

Chief Financial Officer and General Manager of Financial & Data Services

Budget Overview

The recommended 2023 Tax Supported Operating Budget requires total property tax revenues of \$80,305,850 to cover the estimated net cost of delivering programs and services to meet the needs and wants of taxpayers. This equates to an increase of \$4,084,750 from the 2022 net levy requirement; an estimated increase on the average residential tax bill of **3.28%**. The actual impact to the residential tax rate will be evaluated in the Tax Policy report that will be brought to Council as part of the Property Tax Final Billing process.

Budget Details	2023 Budget Guideline	2023 Budget	
		\$	%
Municipal Levy (prior year)		76,221,100	
Base Budget Impacts		2,805,560	3.68%
Council Approved Capital		762,210	1.00%
Council Approved – Prior Year One-Time Items		(34,740)	-0.05%
Other Council Approved Initiatives		142,330	0.19%
New Initiatives		409,390	0.54%
Municipal Levy Increase	5.36%	4,084,750	5.36%
Less: Assessment Growth	-2.08%	(1,585,000)	-2.08%
Overall Average Residential Tax Increase	3.28%	2,499,750	3.28%

Impacts:

- Assessment growth of 2.08%
- Inflationary and supply chain impacts across all areas;
- Reduced/uncertain funding from Province government;
- Decisions by upper levels of Government;
- Compensation, including wages and benefits;
- Staffing resource needs;
- Insurance costs;
- Innovation and Technology systems security needs;

The following table reflects the impact on property taxes for the average assessed property within each class based on the anticipated 2023 municipal rates (using current tax policies) and 2023 education rates.

Assessment Class	2022 FINAL				2023 Preliminary				Increase	
	Ave CVA	Municipal	Education	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	537,400	13,402.81	4,729.12	18,131.93	537,400	13,822.78	4,729.12	18,551.90	419.97	2.32%
Multi-Res.	1,063,200	22,786.22	1,626.70	24,412.91	1,063,200	23,500.21	1,626.70	25,126.91	714.00	2.92%
Commercial	318,900	5,785.13	2,806.32	8,591.45	318,900	5,966.40	2,806.32	8,772.72	181.27	2.11%
Residential	280,460	3,005.37	429.10	3,434.48	281,920	3,115.68	431.34	3,547.02	112.54	3.28%
Farmland	408,600	1,094.63	156.29	1,250.92	408,600	1,128.93	156.29	1,285.21	34.30	2.74%

The Ontario Government has indicated that property assessments for the 2023 property tax year will continue to be based on the fully phased-in January 1, 2016 current values. This means your property assessment for the 2023 property tax year will be the same as the 2022 tax year, unless there have been changes to your property during 2022.

Inflation Impacts:

It is important to recognize that the current economic climate is extremely unique. Inflation levels increased far above the traditional 2% target levels in 2022, and the impacts of price increases to goods and services are being felt across almost every industry. Residents of Haldimand County are being financially pressured in all aspects of their daily lives, and while Haldimand County is not immune to those pressures, there is still a responsibility to find a balance between providing quality services to residents and long-term fiscal prudence. Staff have worked extremely hard to bring an operating budget to Council that encompasses these principles. The increases in the 2023 Tax Supported Operating Budget related to inflationary pressures are outlined in greater detail later in this report.

Future Impacts/Budget Constraints

There are several other areas of potential risk included within the 2023 Tax Supported Operating Budget. This is the result of some areas requiring substantial assumptions and projections as there is uncertainty associated with these issues. The following items may 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;
- Increased pressure on Ambulance services across the County;
- 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.

Major 2023 Budget Drivers:

The below table shows a summary of the budget drivers for the 2023 Tax Supported Operating Budget, which are discussed in more detail later in this report:

Major Drivers	2023 Levy Impact	
	Increase/(Decrease)	
	\$	%
Municipal Levy (prior year)	76,221,100	-
Levy Increases:		
Salaries and benefits - Base changes (negotiated, contractual and legislated)	1,281,630	1.68%
Fleet - Fuel cost increases based on consumption and rate averages	213,750	0.28%
Solid Waste - Collection cost increases	262,740	0.34%
Recycling contract increases	100,790	0.13%
Roads - Winter control contract increases	256,030	0.34%
Insurance (2023 estimated increase)	168,950	0.22%
Haldimand-Norfolk shared services impacts	224,400	0.29%
Capital Levy increase	762,210	1.00%
Council-approved initiatives - (net of applicable funding)	142,330	0.19%
New/enhanced service initiatives - Staffing related (net of applicable funding)	409,390	0.54%
Other net base budget increases under \$100K	732,530	0.96%
	\$4,554,750	5.97%
Levy Decreases:		
Roads - Completion of brush cutting in-house	(110,000)	-0.14%
Increase in Ontario Municipal Partnership funding	(157,500)	-0.21%
Taxation - Penalty & Interest increase based on historical average	(100,000)	-0.13%
Taxation - Payments In Lieu increase based on increased assessments	(102,500)	-0.13%
Municipal Levy Increase	\$4,084,750	5.36%
Municipal Levy	\$80,305,850	5.36%
Less: Assessment Growth		2.08%
Less: Education Tax Room		0.00%
Total Estimated Residential Tax Rate Impact		3.28%

Contingency Reserve

The purpose of the Contingency Reserve is:

- To provide funds for unknown or emergency expenditures that are not included in the approved Tax Supported Operating Budget (e.g. expenditures related to emergency storm-related clean-up);
- To provide a source of funds to pay operating expenditures and eliminate the need for temporary borrowing until taxes are billed;
- To provide funds for one-time Tax-Supported Operating Budget items that are not expected to carry forward into future years' base budgets.

The third point is an especially important purpose when looking at the overall Operating Budget. There are a number of one-time new initiatives being brought forward (both staffing and non-staffing), that are being funded from the this reserve. By taking this approach, Haldimand County is able to limit the financial ebbs and flows of increases that would otherwise impact the tax levy, and subsequently the taxpayer.

Appendix C outlines the summary of the Contingency Reserve and its anticipated 2022 year-end balance, and 2023 impacts. Currently, the reserve has a balance of approximately \$20 million at the end of 2022. The balance of the reserve increased significantly due to above-average tax surpluses in 2020 and 2021, and provincial COVID-19 Safe Restart Funding. While the provincial funding is being held until further direction is received, the prior-year surpluses are being utilized in 2023, primarily to address shortfalls in the CRR-General Reserve (a \$1.6 million impact which was approved during the 2023 Tax-Supported Capital Budget process), and the Insurance Reserve (a \$1.0 million impact that is coming forward as a one-time new initiative).

Ultimately, the guiding principle related to the balance in the Contingency Reserve is to maintain a balance that is 10% of the annual budgeted levy expenditures of the Operating Budget. Even with these larger 2023 one-time impacts, this percentage is still maintained. The forecasted 2023 ending balance of the Contingency Reserve is approximately \$16.9 million, which includes the remaining \$1.4 million of unutilized provincial COVID-19 Safe Restart funding.

Operating Budget Process

The County currently develops three 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	December 8, 2022	Approved
Tax-Supported Capital Budget	February 2, 2023	Approved
Tax-Supported Operating Budget *	March 2, 2023 March 3, 2023 (if required)	Draft

Note: The approval of the 2023 Tax-Supported Operating Budget will allow the 2023 property tax rates to be calculated and final tax billings to be issued (subject to approval of tax policies - scheduled for June 2023).

Strategic Objectives

The County's budget process is focused on strategic objectives and long-term financial planning. Accordingly, the 2023 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, items generating assessment growth, business/industry retention, 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 budget that meets Council's expectations. The most recent report to council regarding these guidelines was Report FIN-04-2023 Budget Guidelines for Council Term 2023-2026, which outlines the following:

- 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 will be presented for Council review as required;

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 levels. Assessment growth is expected to generate additional 2023 taxation revenue of approximately \$1,585,000 or a favourable 2.08% levy impact. Given both the recent and anticipated changes in development, and the impacts on assessment growth and property taxes, a comprehensive and long-term analysis of these effects 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.

Report FIN-01-2022 Analysis of Assessment Update, noted that 2021 should have been the first year of a new assessment cycle, however the reassessments were delayed by the Province due to the COVID-19 pandemic. As a result, the assessment impacts outlined in this report are not reassessment related and are strictly due to in-year changes during 2021. It is uncertain at this time how the Province intends to phase-in reassessment.

Also integral to the budget guidelines is 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 0.5% on the total residential tax bill. However, due to the reassessment delay, noted above, the Province did not change the residential Education tax rate and as such, there is no reduction in 2023 when calculating the overall residential property tax bill impact.

Budgetary Constraints

Several financial pressures influence the 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 significant and unpredictable impacts 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).

Provincial decisions related to funding and service delivery for public health, social services, child care, long term care, land ambulance service areas, Ontario Municipal Partnership Funding (OMPF) and Ontario Community Infrastructure Fund (OCIF) can have unpredictable impacts to the municipality. Staff will continue to monitor and advise as funding information becomes available.

“Uncontrollable” services have a significant impact on the budget, representing **27.3%** of the 2023 total overall average residential tax bill (including approved Education Taxes). This is an increase from the 2022 allocation of 26.5%.

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 2023, 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.

Unbudgeted Expenditures:

Provisions under the Municipal Act 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 2023 Tax-Supported Operating Budget, it does require a Council resolution to formally 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. Current estimated annual amortization costs are approximately \$23.4 million (based on 2021 actuals for tax-supported capital only) while the 2023 budgeted annual transfer to tax-supported capital replacement reserves is approximately \$18.0 million. Although there appears to be an annual shortfall of approximately \$5.4 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) that will be paid on behalf of County employees after they are no longer actively employed with the County (e.g. retirees). 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 conducted in 2020 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. 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. As part of the 2020 budget, staff increased WSIB self-insurance provisions to partially address the expected increase in claims/costs and will continue to monitor. As recommended by the County's audit firm, an update to the 2012 WSIB Actuarial Study was completed in 2020 to address the significant changes in presumptive, post-traumatic stress and chronic stress liabilities. Staff continue to work on the funding model to address the WSIB Liability and Funding Analysis which is to be used for WSIB payroll benefit rates to self-fund the WSIB liability.
- **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, namely the former Tom Howe and Canborough landfill sites. Based on the 2021 Financial Statements, the total present value liability related to Haldimand's share is approximately \$15.0 million. This amount includes the present value of all capital-related costs of approximately \$610,000 (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 \$55.9 million (Haldimand's share only) over the next 90 years (the net present value of these costs is approximately \$15.0 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.

2022 Preliminary Operating Forecast

The overall **projected surplus** for the 2022 year-end is \$892,223. The major drivers are outlined below:

Operating Impacts – 2022 Forecast:	Forecasted Surplus/ (Deficit)
FORECASTED SURPLUSES:	
Corporate-Wide Salaries & Wages, including Professional Development, Travel Expenses, etc.	766,921
Taxation - Penalty & Interest	412,430
Engineering Fees/Recoveries - related to increased development	236,552
Taxation - Transitional Mitigation Grant	183,330
Planning & Development Fees - related to increased development	122,180
Taxation - Rebates/Write-Offs	115,310
Solid Waste Reduction - Blue Box Commodity Revenues	113,345
Solid Waste Administration - Tipping Fee Revenues	76,150
Taxation - Payments In Lieu (PILs)	63,250
Office of the CAO - Reproduction Materials budget unused, reallocating to Customer Experience Division in 2023	60,194
Roads Administration - Consulting underspent as a result of delayed excess soils requirements	59,710
Total of Small Impacts under \$50K	75,286
Total Forecasted Surpluses:	2,284,658
FORECASTED DEFICITS:	
Winter Control - Contracted Services	(428,150)
Fleet - Materials & Contracted Services increase, primarily related to fuel	(391,717)
Legal & Support Services - Legal Fees	(162,630)
Provincial Offenses Act - Fines Collected	(132,158)
Taxation - Supplemental Billings	(85,940)
Arenas - Rental Fees	(68,225)
Forestry Maintenance - Consulting Fees	(62,760)
Arenas - Building Maintenance	(60,855)
Total Forecasted Deficits:	(1,392,435)
Total Forecasted Surplus/(Deficit)	892,223

These are early estimates and will be examined in detail as part of the year-end audit review, as well as reconciliations with the Ministry of Health and Long-term Care for Grandview and Land Ambulance programs and Public Health in conjunction with Norfolk County.

There are no items in the 2023 Tax-Supported Operating Budget related to COVID-19 Pandemic impacts, and as such, no costs are eligible for the Safe Restart Funding the County has received from the Province in prior years. Haldimand County will continue to hold onto these funds until further direction is received from the Province as to its use.

Budget Drivers

A. Base Budget

Overall, the 2023 base budget, excluding any changes in current service levels, has increased by approximately \$2,805,560 representing a 3.68% 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 is the majority of this increase - approximately \$2,770,670 or a 3.63% 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 \$34,890. The largest cost increase is in Public Health with an increase of \$182,100, but a portion of these are offset by increases to our OMPF funding allocation of \$157,500. 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).

"Uncontrollable" 2023 Base Budget Drivers

Budget Drivers	2022 Budget excl. One Time	2023 Base Budget	Levy Increase/(Decrease) Year over Year		Total County Levy Impact
	(\$)	(\$)	(\$)	(%)	
OMPF	(4,084,200)	(4,241,700)	(157,500)	-3.86%	
PUBLIC HEALTH	1,157,600	1,339,700	182,100	15.73%	
SOCIAL ASSISTANCE	1,031,500	1,068,700	37,200	3.61%	
CHILD CARE	163,400	153,000	(10,400)	-6.36%	
SOCIAL HOUSING	1,110,500	1,115,600	5,100	0.46%	
POLICE SERVICES BOARD	23,020	23,370	350	1.52%	
POLICING	8,053,550	7,974,050	(79,500)	-0.99%	
LPRCA	299,670	324,280	24,610	8.21%	
GRCA	180,060	188,190	8,130	4.52%	
NPCA	131,120	159,810	28,690	21.88%	
MPAC	752,420	748,530	(3,890)	-0.52%	
TOTAL	8,818,640	8,853,530	34,890	<u>0.40%</u>	<u>0.05%</u>

“Controllable” Base Budget Drivers

As outlined above, the “controllable” base budget drivers totaled an increase of approximately \$2,770,670 or a 3.63% levy impact on the annual levy. Although the County controls the provision of these services, some increases are beyond staff and Council’s control (e.g. contracted services increases). Specifically in 2023, the cost impacts of high levels of inflation and supply chain issues on materials are a large portion of this increase (approximately \$1.13 million combined).

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:

- Forecasted Salaries and Benefits increase which includes negotiated, contractual and legislative components totaling \$1,281,630;
- Inflationary impacts totaling \$1,132,700, the major sub-categories of which are:
 - Solid Waste Collection cost increases of \$262,740;
 - Winter Control contracted services increases of \$256,030;
 - Recycling contracted services increases of \$215,530;
 - Fleet-related cost increases, primarily related to fuel, of \$213,750;
 - Roads Operations contracted services increases of \$100,790
- Projected insurance cost increase of approximately \$168,950;
- Public Health budget increases as per Haldimand-Norfolk Board of Health of \$182,100;
- Fire hydrant rental increases of \$71,590
- Reduction in Roads Brush Cutting contracted services of \$110,000;
- Taxation penalty & interest and payment-in-lieu increases (based on historical averages and increased assessments) totalling \$202,500

B. Council Approved Initiatives

Council reviewed and approved the 2023 Tax-Supported Capital Budget on February 2, 2023. A specific levy increase for capital financing purposes was identified and approved at 1.0% which results in a capital related levy impact of \$762,210. This does not include the operational impacts of Capital projects, which resulted in increased costs of \$23,180 as identified as described below. The Council-Approved Initiatives, excluding the Capital Levy impact, result in an increase of \$107,590 or an increase of 0.14% on the tax levy.

Council-Approved Initiatives	
Category	2023 Net Levy Impact (\$)
Council-Approved Capital Reserve Transfers 1.0%	762,210
Council-Approved Operating Impacts – Capital Budget	23,180
Other Council-Approved Initiatives	84,410
Total	869,800

As outlined in **Corporate Summary 3**, the Council-Approved Initiatives are further segregated into Ongoing vs. One-time. The Ongoing initiatives will form part of the base budget in 2023, whereas the One-time initiatives will not be included in future years’ base budgets.

C. New Initiatives

The new initiatives are intended to be property tax-neutral on a corporate basis and 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 \$409,390 or 0.54%. As outlined in **Corporate Summary 4**, the new initiatives are further segregated into Ongoing vs. One-time. “Ongoing” initiatives will form part of the base budget in 2024, whereas One-time initiatives will not be included in future years’ base budgets. For 2023, all one-time initiatives being brought forward are funded from various reserves (e.g. Contingency), and so the entirety of the \$409,390 is comprised of ongoing initiatives.

New Initiatives	
Category	2023 Net Levy Impact (\$)
Staffing-related	442,950
Forestry – decrease in consulting	(100,000)
Anticipated impacts from Bill 109	40,000
Other	26,440
Total	409,390

Further details are found in **Corporate Summary 4**, as well as individual business cases outlining justification and impacts for each initiative.

Impacts of Budget on Municipal Taxpayer

The 2023 Tax-Supported Operating Budget has a total net levy requirement of \$80,305,850. This results in a **3.28%** increase to the residential property tax rate. The County calculates the tax rate using the December 2022 assessment roll, returned for 2023 taxation, which reflects property values as at January 1, 2016. This means property assessment values for the 2023 property tax year will be the same as the 2022 tax year, unless there have been in-year changes to the property.

As outlined in Report FIN-02-2023 Analysis of Assessment Update report, there is only a slight shift in municipal tax burden from all of the classes to the Residential classes. In a typical year, reassessment impacts lead to more significant shifts in burden. However, given that the reassessment process was delayed by the province, these shifts did not occur for 2023. It is anticipated that approximately 79% of the total 2023 tax levy is expected to be collected from the residential tax class (compared to 78.5% in 2022). This analysis assumes the same tax policies as approved in 2022, which are to be reviewed by Council later in 2023. 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.

The following table identifies that the 2023 Tax-Supported Operating Budget will result in a \$112.54 annual increase, approximately **\$9.38 per month** more in property taxes on an average residential property.

2023 Municipal Property Tax Increase							
Assessment Class	2022 Final	2023 Preliminary				Increase	
	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	18,131.93	537,400	13,822.78	4,729.12	18,551.90	419.97	2.32%
Multi-Res.	24,412.91	1,063,200	23,500.21	1,626.70	25,126.91	714.00	2.92%
Commercial	8,591.45	318,900	5,966.40	2,806.32	8,772.72	181.27	2.11%
Residential	3,434.48	281,920	3,115.68	431.34	3,547.02	112.54	3.28%
Farmland	1,250.92	408,600	1,128.93	156.29	1,285.21	34.30	2.74%

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;
- Ongoing impacts of high levels of inflation and increased commodity prices;
- 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;
- Increased pressure on Ambulance services across the County;
- 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.

Continual revisions to the operating budget process will help the County better allocate resources to manage its operations and develop a long range financial plan with predictable tax levy increases.



Council & Senior Management

Haldimand County Council 2022-2062

Mayor

Shelley Ann Bentley

Ward 1

Stewart Patterson

Ward 4

Natalie Stam

Ward 2

John Metcalfe

Ward 5

Rob Shirton

Ward 3

Dan Lawrence

Ward 6

Patrick O'Neill

Haldimand County Senior Management

Craig Manley

Chief Administrative Officer

Mike Evers

General Manager,
Community & Development Services

Cathy Case

General Manager,
Corporate & Social Services

Phil Mete

General Manager,
Public Works Operations

Mark Merritt

General Manager,
Financial & Data Services

Tyson Haedrich

General Manager,
Engineering & Capital Works

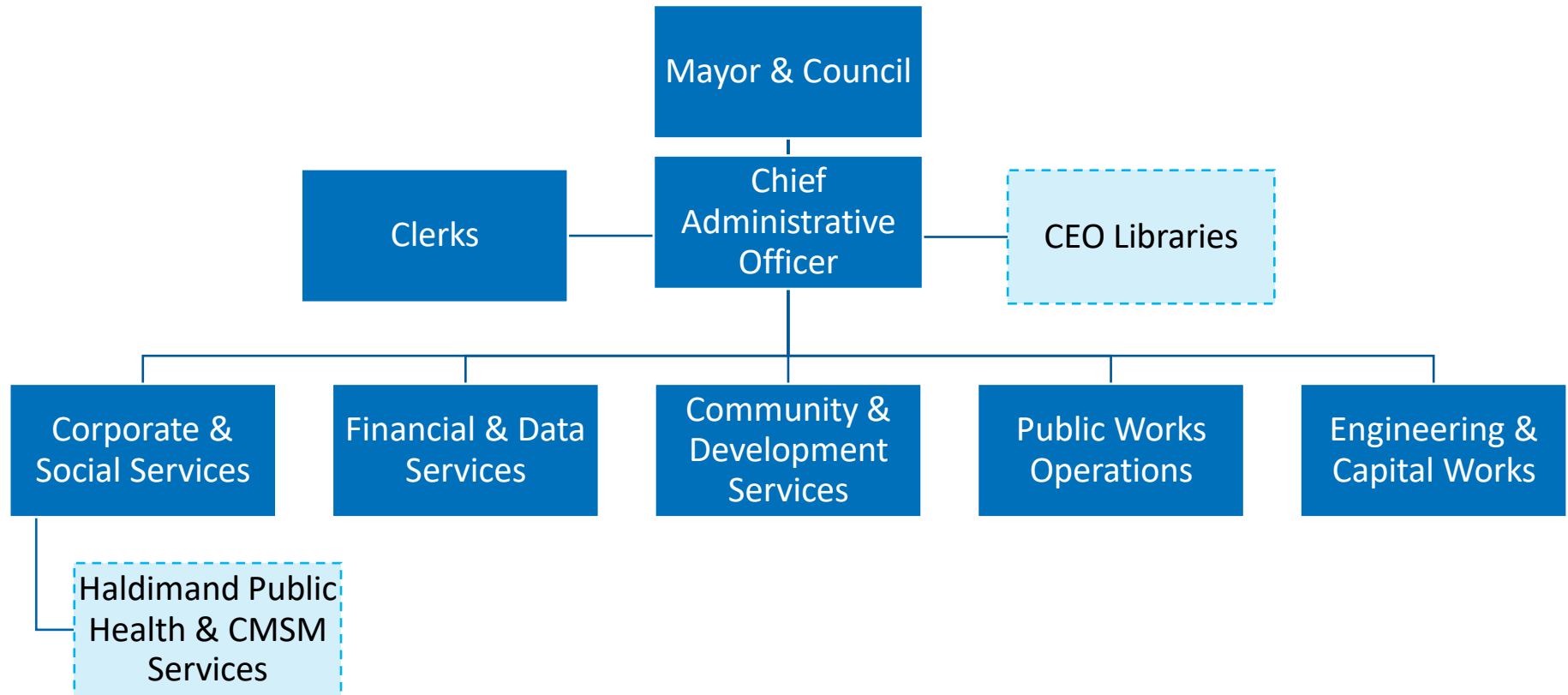
Megan Jamieson

Director, Human Resources

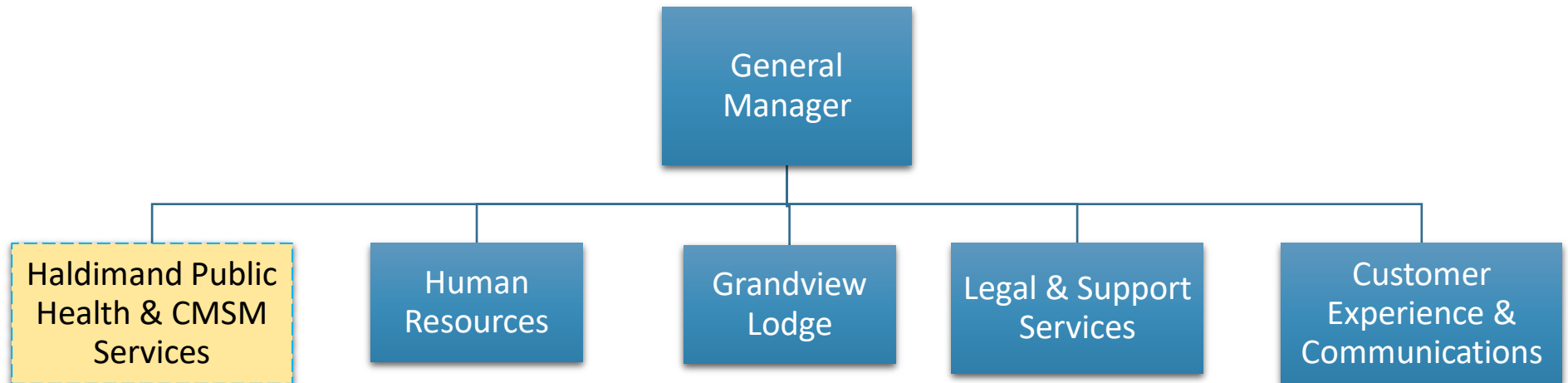
David Pressey

Director, Roads Operations

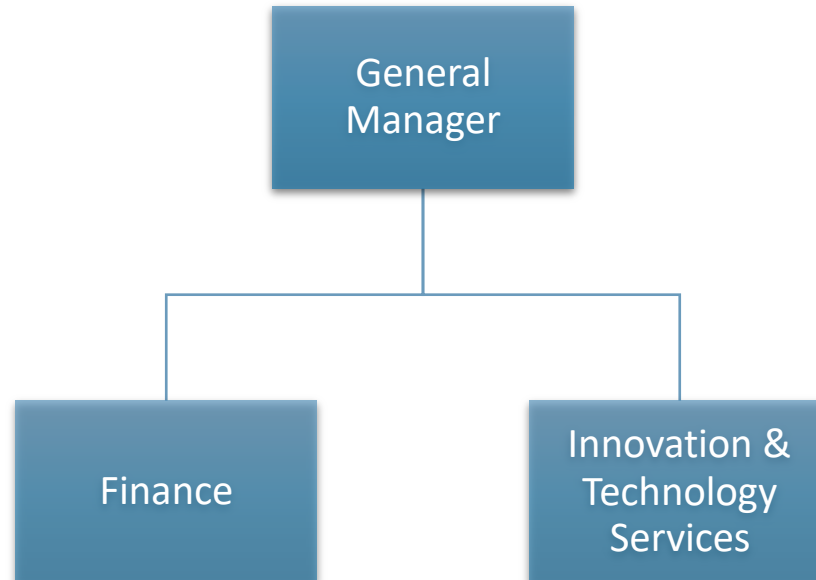
Governance



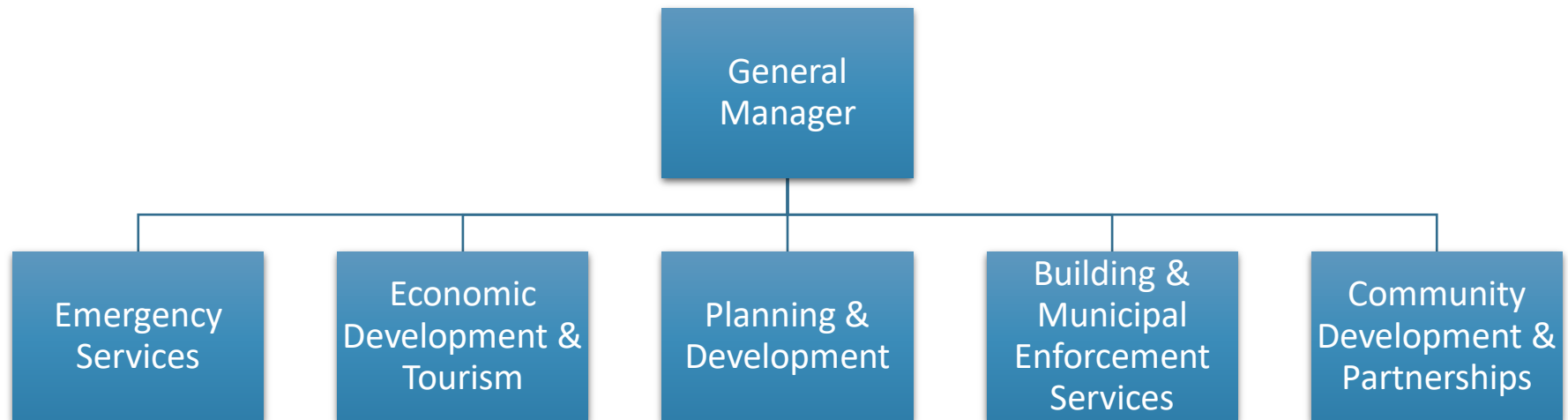
Corporate & Social Services



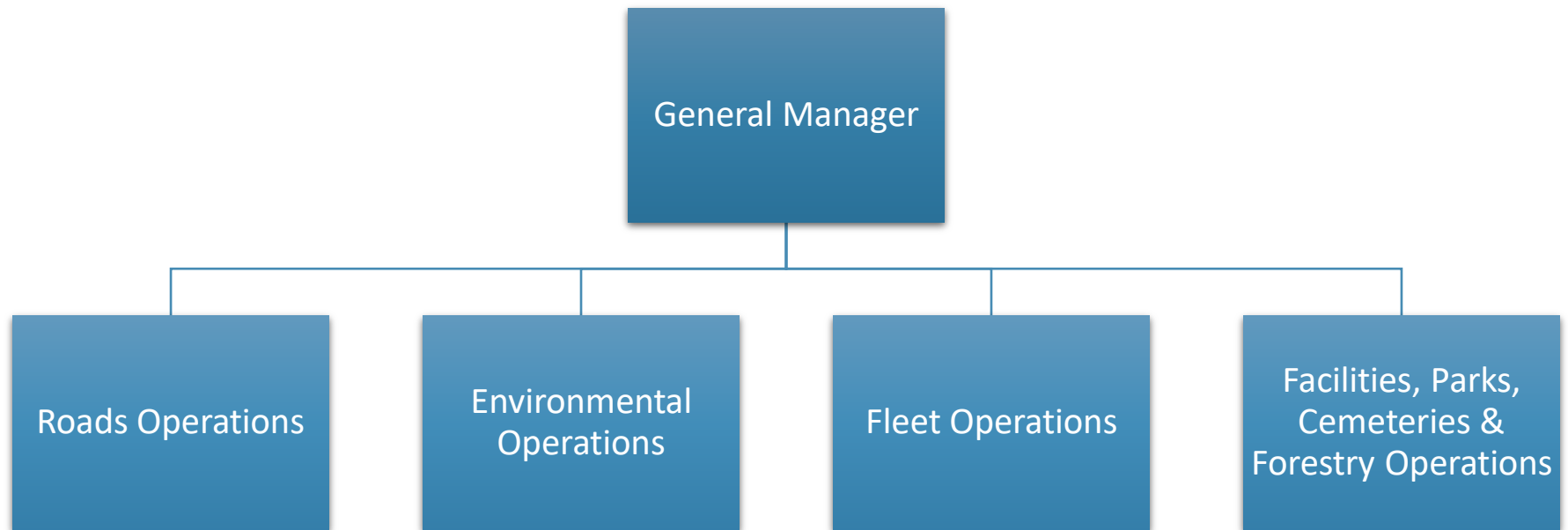
Financial & Data Services



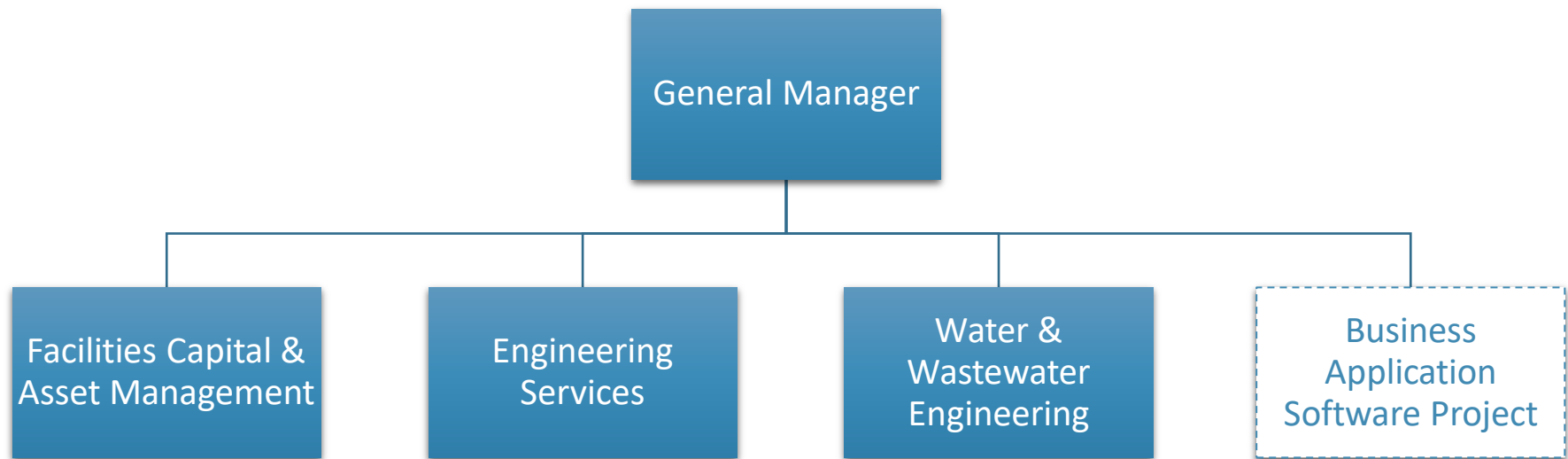
Community & Development Services



Public Works Operations



Engineering & Capital Works





Haldimand
County



Corporate Summaries



Haldimand
County



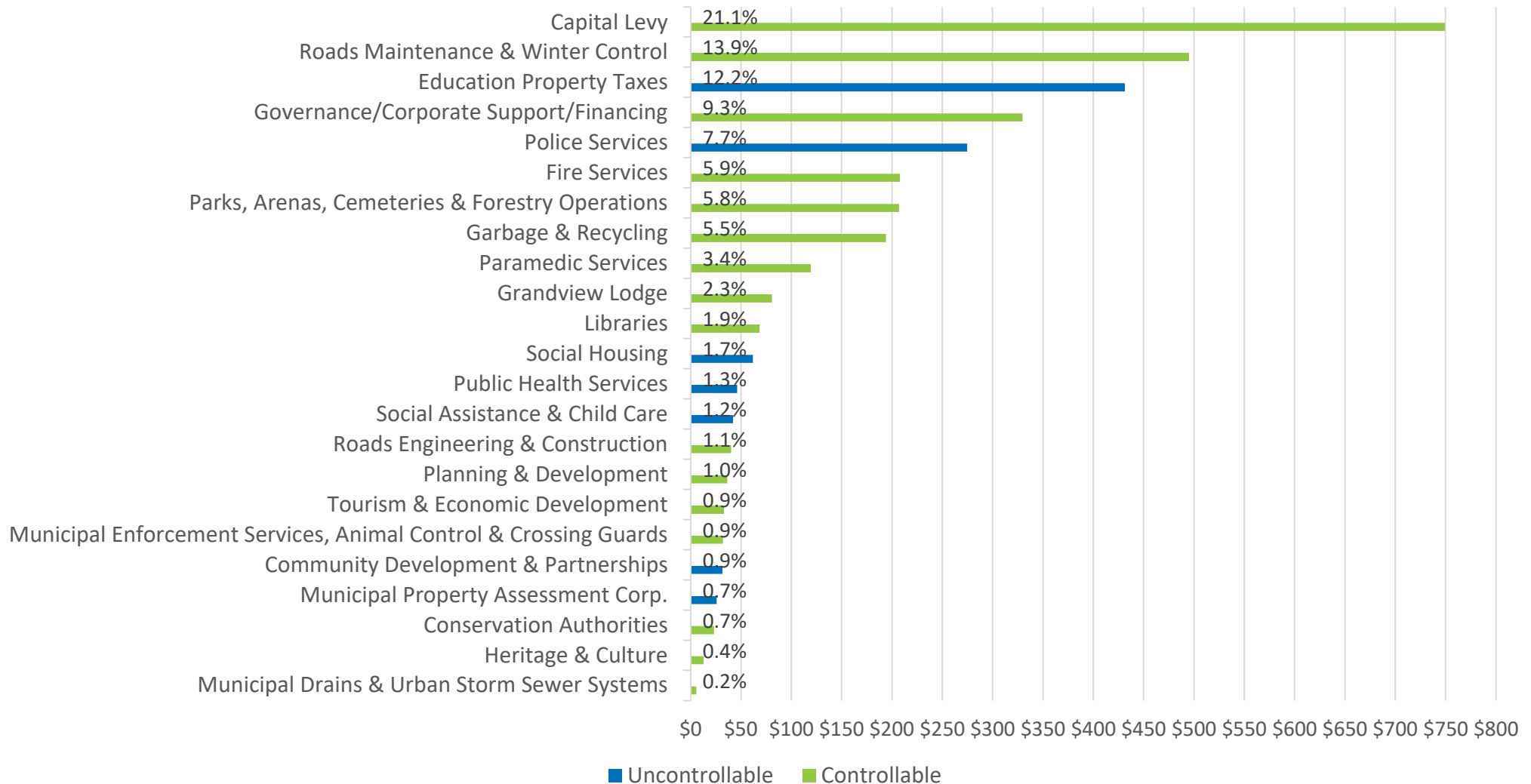
Budget Overview

Budget Comparison to Guidelines

Budget Details	2023 Budget Guideline	2023 Budget	
		\$	%
Municipal Levy (prior year)		76,221,100	
Base Budget Impacts		2,805,560	3.68%
Council Approved Capital		762,210	1.00%
Council Approved – Prior Year One-Time Items		(34,740)	-0.05%
Other Council Approved Initiatives		142,330	0.19%
New Initiatives		409,390	0.54%
Municipal Levy Increase	5.36%	4,084,750	5.36%
Less: Assessment Growth	-2.08%	(1,585,000)	-2.08%
Overall Average Residential Tax Increase	3.28%	2,499,750	3.28%

Average Residential Tax Bill – Allocation by Services

2023 Draft Tax-Supported Operating Budget
2023 Assessment = \$281,920 / Total Taxes = \$3,547



2023 Council Approved Initiatives

(Amounts noted below include all costs associated with the related staffing initiative, such as any travel, cell phone charges, professional development, etc.)

**HALDIMAND COUNTY****Tax Supported Operations**

Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per Category
2022 Operating Budget Carry Forward Items					-
Unallocated	WSIB Schedule 2 Actuarial Evaluation for years ending 2019-2022, approved in 2020 Tax Supported Operating Budget (\$1,200 funded from WSIB Reserve Fund)	-	-	-	
Unallocated	Employee Future Benefits and Sick Time Actuarial Study approved in the 2020 Tax Supported Operating Budget (\$1,200 funded from Contingency)	-	-	-	
Financial & Data Services - Administrative Assistant	Administrative Assistant - two year contract - approved in 2022 Operating budget, \$72,300 funded from contingency (ending in 2024) - 1.0 FTE. Need to be re-evaluated for 2024 budget	-	-	-	
Innovation & Technology Services	As per Report CAO-03-2017 - Maintenance contracts for existing software that will be eliminated through Business Application Software program - \$57,500 funded from contingency	-	-	-	
Plans Examination & Inspection Cityview	Additional work required to complete CityView Implementation (\$50,000), funded from Building Permit Stabilization Reserve (\$40,000) and Contingency Reserve (\$10,000) - as approved in the 2022 Tax Supported Operating Budget	-	-	-	
Roads Administration Development Opportunity	Per CAO-M06-2020 Temporary Director, Roads Operations development opportunity offset by decrease in Deputy CAO relief dollars (\$11,050)	-	-	-	
Community Beautification Program	2022 Carry forward grants - Caledonia BIA Community Signage (\$3,400) and Haldimand Norfolk Literacy Council (\$1,750)	-	-	-	
Economic Development & Tourism	Digital Service Squad - one temporary full-time position - \$83,680 grant funded until March, 2024	-	-	-	
Economic Development & Tourism	My Main Street Ambassador - \$27,380 0.63 FTE funded from grant	-	-	-	
Economic Development & Tourism	Project Manager, Business Retention & Expansion - two year funding program as approved in the 2022 Tax Supported Operating Budget -\$168,960 - 50% funded from Rural Economic Development Grant; 50% funded from contingency	-	-	-	
Pre-Budget Approval (i.e. in-year reports)					119,150
Provincial Offences Administration	Provincial Offences Coordinator, as approved through LSS-11-2022 Provincial Offences Downloading to Municipality and Staffing Requirement	-	89,150	89,150	
Community Paramedic Program	Per report EMS-04-2021 Community Paramedic Program Update - 2022 Carryforward \$106,700 funded from HNHB LHIN (0.5FTE)	-	-	-	
Community Paramedic Program	Per report EMS-04-2021 Community Paramedic Program Update - 2022 One-time Funding over three years totaling \$4.3 million. 2023 operating component totaling \$954,710 funded from the Ministry of Health and Long Term Care (7.18 FTE)	-	-	-	
Grandview Lodge	Per GVL-06-2021 - Additional PSW staff for increase to resident care hours, \$446,060 funded from Ministry of Health Home Level Allocation - 6.57 FTE	-	-	-	
Grandview Lodge	Additional Scheduler (1 year TFT - 1.0 FTE) position at GVL as per Council direction in Closed Session on January 25, 2023 related to changes in administrative staffing at GVL and capacity to adequately schedule and coordinate payroll information. Position to be re-evaluated in one year. \$74,040 funded from the Contingency Reserve.	-	-	-	
Grandview Lodge	One-time funding for team development and mentorship program related to staffing changes at GVL - approved as per Council direction in Closed Session on January 25, 2023. \$20,000 funded from the Contingency Reserve.	-	-	-	
Community Improvement Plan	Various previously approved projects (\$95,800), funded from Community Improvement Plan Reserve	-	-	-	
Economic Development & Tourism	Rural Water Quality Program - 5 year program, funded from Community Vibrancy Funding (\$25,000)	-	-	-	
Economic Development & Tourism	Per EDT-05-2022 Division Support position transition to Research & Development Technician	-	30,000	30,000	
Impacts from Capital Budget					-
Business Application Software Staffing Extensions	Extension of Current contracts until April 2023, \$44,830 funded from Capital per ECW-06-2022 - 0.33 FTE	-	-	-	

2023 Council Approved Initiatives

(Amounts noted below include all costs associated with the related staffing initiative, such as any travel, cell phone charges, professional development, etc.)

**HALDIMAND COUNTY****Tax Supported Operations**

Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per Category
Project Manager, Fire/EMS Station	As approved in the 2021 Tax Supported Capital Budget, 1.0 FTE for two years - \$120,040 funded from capital	-		-	785,390
Project Manager, Facilities Capital & Asset Management	Project Manager identified and approved through 2023 Tax Supported Capital Budget, \$132,380 funded from Capital - 1.0 FTE	-			
Customer Experience & Communications	Communications Coordinator (1.0 TFT FTE) to manage website capital project 2 year contract -\$127,2000 funded from Capital, as approved in the 2023 Tax Supported Capital Budget	-		-	
Project Manager, Gravel Road Conversion Program	Four year contract (1.0 FTE) as approved through the Tax Supported Capital Budget funded from capital (\$133,400)	-		-	
One-time Transfer of funds from Contingency Reserve to CRR General	Transfer of \$1.6M from Contingency Reserve to CRR-General as approved in the 2023 Tax Supported Capital Budget	-		-	
Roads Development & Roads Rehabilitation Transfers	Roads Development & Roads Rehabilitation reserve balances were closed during the 2023 Tax Supported Capital Budget. Remaining balances (\$947,500 and \$134,200 for the Roads Development Reserve and the Roads Rehabilitation Reserves, respectively) are to be transferred to the Roads Infrastructure Capital Replacement Reserve	-		-	
Additional Contributions to Reserves	Contributions to reserves as approved through the 2021 Tax Supported Capital Budget		762,210	762,210	
Operating Impacts	Operating Impacts as included in Appendix F of the 2021 Tax Supported Capital Budget		23,180	23,180	
Total Tax-Supported Operations		-	904,540	904,540	

2023 New Initiatives

All staffing initiatives below include all costs associated with the related initiative such as any cell phone charges, professional development, etc.)



HALDIMAND COUNTY

Tax Supported Operations

Category	Initiative(s)	New Initiatives - One-time	New Initiatives - Ongoing	Total New Initiatives	Totals per FIR Category
Taxation/Unallocated					
Unallocated	WSIB Funding Review (\$5,000 funded from WSIB Reserve Fund)	-	-	-	-
Unallocated	One-time \$1.0 million contribution to Insurance Reserve from Contingency Reserve to cover increased self-insurance claims and deductible levels in a challenging market	-	-	-	
General Government					
Council & Mayor's Office	Mayor's Charitable Event (approximately \$125K offset by donations/fundraising)	-	-	-	257,990
Clerks	Increase in contribution to election reserve to allow for online voting	-	15,000	15,000	
Facilities Capital & Asset Management - Student	Removal of student position in Facilities Capital & Asset Management	-	(14,260)	(14,260)	
Finance - Deputy Treasurer	Deputy Treasurer – Current practice is for the General Manager, FDS to assume Deputy Treasurer responsibilities when the Treasurer is absent (ex. Vacation). This proposal is to instead assign these legislated responsibilities of the Treasurer to the finance division supervisors in order to provide development opportunities and succession preparation.	-	9,470	9,470	
Financial Analyst Succession Plan	Financial Analyst Succession Plan (benefits, training and membership) - \$9,330 funded from contingency	-	-	-	
Innovation & Technology Services	Addition of two (2.0) FTEs - Network & Technology Analyst (1.0 FTE) and Solutions Analyst (1.0 FTE) as part of phase three of the Service & Organizational Review Implementation as presented to Council in FDS-04-2020, and approved in principle. A total of seven (7.0) FTEs to be implemented under this review. Two (2.0) FTEs were approved in 2021, with an additional FTE approved in 2022. Remaining FTEs to be implemented beyond 2023. These staffing changes exclude any additional recommendations from the Business Application Software (BAS) update.	-	247,780	247,780	
Human Resources	Corporate Compensation Policy Review - includes TFT Recruitment Specialist 0.50 FTE - \$37,090 as well as consulting fees \$43,000 - funded from Contingency Reserve	-	-	-	
Human Resources	Diversity, Equity and Inclusion Advisory Commodity (DEIAC) Training Initiatives - one-time; \$10,000 funded from Contingency	-	-	-	
Protection Services					
Fire Services	Volunteer Fire Fighter Response Notification System	-	4,500	4,500	40,400
Fire Services	Per EMS-02-2022 - fire services certification training costs to comply with legislative requirements; \$63,100 will be required annually for three years (funded from contingency reserve); \$35,900 required for ongoing training	-	35,900	35,900	
Plans Examination & Inspection	Additional \$10,000 in Cityview Change orders required above \$50,000 approved in 2022, funded from the building permit stabilization reserve	-	-	-	
Plans Examination & Inspection	Division Support 1.0 PFT FTE - \$67,110 funded from building permit revenues	-	-	-	
Plans Examination & Inspection	Building Technology Support - two year contract position 1.0 TFT FTE - \$113,230 funded from building permit revenues	-	-	-	
Plans Examination & Inspection	Building Inspector - Trainer two year contract position - \$8,850 funded from building permit revenues	-	-	-	
Transportation Services					
Engineering Services	Project Manager in Engineering Division 1.0 FTE, \$136,690 funded from additional development related revenues	-	-	-	9,560
Roads Operations	Roads Operations - Change from temporary full-time Winter Foreperson to permanent full-time Sub-Foreperson	-	9,560	9,560	
Roads Operations	Roadside Mowing Pilot Program - Grass cutting contract - scope reduction, removal of "one swath" cutting, moving that service in house. Program to be re-evaluated in two years.	-	(60,000)	(60,000)	
Roads Operations	Roadside Mowing Pilot Program - Equipment Rentals (\$60K) related to hiring of students for road-side mowing. Program to be re-evaluated in two years.	-	60,000	60,000	
Roads Operations	Roadside Mowing Pilot Program - 1.98 FTE Hiring of students for road-side mowing (\$77,320) - Funded from continency. Program to be re-evaluated in two years.	-	-	-	

2023 New Initiatives

All staffing initiatives below include all costs associated with the related initiative such as any cell phone charges, professional development, etc.)



HALDIMAND COUNTY

Tax Supported Operations

Category	Initiative(s)	New Initiatives - One-time	New Initiatives - Ongoing	Total New Initiatives	Totals per FIR Category
Environmental Services					-
Solid Waste	Additional costs required for public education on the blue box transition as of January 1, 2024 to producer responsibility per CIC on January 12, 2020 - recommendation 5 - \$20,000 funded from Contingency Reserve	-		-	
Social Housing					-
Social Housing	Social Housing Capital Funding - one time funding of \$378,000 funded from the Social Housing Reserve - see budget brief included in Council Agenda	-		-	
Recreation & Cultural Services					48,010
Community Beautification Program	2023 Applications (\$71,430) funded from reserve	-		-	
Community Development & Partnerships	Camper T-shirt Replacements - \$2,500 - offset by registration revenues	-		-	
Community Development & Partnerships	Festival & Events Grant Budget Increase - Selkirk Tractor Parade (\$2,500) and Jarvis Fest (\$2,500) now eligible for funding under the program guidelines		5,000	5,000	
Forestry	Urban Forester - 1FTE - \$103,450		103,450	103,450	
Forestry	Decrease in consulting dollars		(100,000)	(100,000)	
Field & Parks Management Program	Springvale Park (report coming February 28, 2023)		1,940	1,940	
Recreation Programs	Increase existing summer program staff complement 2.6 FTEs - \$104,370 in additional expenditures partially offset by registration revenue of \$66,750		37,620	37,620	
Museums	Edinburgh Square/Wilson McDonald - Museum Assistant Educators three additional weeks at each museum - \$4,680 offset by additional registration revenues		-	-	
Planning & Development					53,430
Planning & Zoning	Planning Student to account for growth, operational efficiencies and potential retention opportunities (0.31 FTE)		13,430	13,430	
Planning & Zoning	Anticipated reduction development fee revenues as a result of Bill 109, More Homes for Everyone Act, 2022		40,000	40,000	
Total Tax-Supported Operations		-	409,390	409,390	

Change Request

Change Request: AUTO - 1917 - WSIB Funding Review

Budget Year: 2023

Budget Program: Taxation/Unallocated

Change Request Category: New Initiative

Justification: Operational Efficiencies

Budget Category: Unallocated Revenue & Expenses

Type: Enhancement to Existing Service

Frequency: One-Time

Description:

To develop a WSIB funding and WSIB rate model to fund the WSIB liability

Business Case:

WSIB no longer provides estimates of future VFF and PTSD liability claims. Dixon and Associates will be contacted to complete the WSIB Liability and Funding Analysis. This analysis will then be used to establish the WSIB payroll benefit rates to self-fund the WSIB liability.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(1,200)	(5,000)		(6,200)
Subtotal	(1,200)	(5,000)		(6,200)
Expenses				
Contracted Services				
Contracted Services	3,400	5,000		8,400
Subtotal	3,400	5,000		8,400
Net Levy Impact	2,200			2,200

Change Request

Change Request: AUTO - 1958 - One-Time Contribution to Insurance Reserve from Contingency

Budget Year: 2023

Budget Program: Taxation/Unallocated
Change Request Category: New Initiative
Justification: Risk Management

Budget Category: Unallocated Revenue & Expenses
Type: Enhancement to Existing Service
Frequency: One-Time

Description:

One-time contribution to Insurance Reserve from Contingency Reserve, to cover increased self-insured claims and deductible levels in a challenging insurance market.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(1,600,000)	(1,000,000)		(2,600,000)
Subtotal	(1,600,000)	(1,000,000)		(2,600,000)
Expenses				
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds		1,000,000		1,000,000
Subtotal		1,000,000		1,000,000
Net Levy Impact	(1,600,000)			(1,600,000)

Change Request

Change Request: AUTO - 1938 - Mayor's Charitable Event

Budget Year: 2023

Budget Program: General Government
Change Request Category: New Initiative
Justification: Community Interest

Budget Category: Council & Mayor's Office
Type: New Service/Program
Frequency: Ongoing

Description:

Historically the Mayor of Haldimand County has organized charitable events to raise funds to support community non-profit entities that provide services impacting the quality of life for County residents. These events are organized by the Mayor and are not County sponsored or subsidized by taxpayers. Funding is provided through Haldimand County accounts to ensure adherence to fiscal controls for transparency purposes. Council as a whole decides annually which charities the funds raised are distributed to, based on a recommendation from the Mayor. Past Mayoral events have included charitable golf tournaments and gala type events. All funds previously raised have been distributed to community organizations.

Mayor Bentley would like to continue the tradition of hosting an annual community event to raise funds to donate to local charities, although the type of event and details are not yet decided. The purpose of this New Initiative is to outline the budgets required to record revenues and expenses related to the event (ie. revenues, marketing, entertainment or facility rental) and to provide sources for up-front costs where necessary, so that event planning can move forward once details are known. The expectation is that event proceeds will offset all costs so there is no financial impact to Haldimand County taxpayers.

Change Request

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
General Recoveries				
Donations			(125,000)	(125,000)
Subtotal			(125,000)	(125,000)
Expenses				
Contracted Services				
Contracted Services			25,000	25,000
External Transfers				
External Transfers			80,000	80,000
Materials				
Materials			10,000	10,000
Rents and Financial Expenses				
Rents and Financial Expenses			10,000	10,000
Subtotal			125,000	125,000
Net Levy Impact				

Change Request

Change Request: AUTO - 1955 - Election Reserve Annual Contribution Increase

Budget Year: 2023

Budget Program: General Government
Change Request Category: New Initiative
Justification: Risk Management

Budget Category: Clerks
Type: Enhancement to Existing Service
Frequency: Ongoing

Description:

To increase annual contributions to the Election Reserve, in order to fund anticipated expenditures for the 2026 Municipal Election.

Business Case:

Costs for the 2022 Municipal Election are increased compared to previous years, primarily with the introduction of Internet Voting - but also as a result of inflationary increases to other costs incurred. It is expected going forward that internet voting will continue, and also that costs will increase by the next Municipal Election in 2026. Details of this proposed increase are found within Report CLE-02-2023.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	50,000		15,000	65,000
Subtotal	50,000		15,000	65,000
Net Levy Impact	50,000		15,000	65,000

Change Request

Change Request: AUTO - 1901 - Facilities Capital & Asset Management - Removal of part-time student position CFCA75

Budget Year: 2023

Budget Program: General Government
Change Request Category: New/Change in Staffing
Justification: Operational Efficiencies

Budget Category: Facilities Capital & Asset Management
Type: Change in Service Delivery
Frequency: Ongoing

Description:
Removal of Part-time student position as part of Divisional restructure.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	14,260		(14,260)	
Subtotal	14,260		(14,260)	
Net Levy Impact	14,260		(14,260)	

Change Request

Change Request: AUTO - 1964 - Finance - Deputy Treasurer

Budget Year: 2023

Budget Program: General Government

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Finance

Type: Enhancement to Existing Service

Frequency: Ongoing

Description:

Current practice is for the General Manager, FDS to assume Deputy Treasurer responsibilities when the Treasurer is absent (ex. Vacation). This proposal is to instead assign these legislated responsibilities of the Treasurer to the finance division supervisors in order to provide development opportunities and succession preparation.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,159,880		9,470	1,169,350
Subtotal	1,159,880		9,470	1,169,350
Net Levy Impact	1,159,880		9,470	1,169,350

Change Request

Change Request: AUTO - 1899 - Finance Division - Financial Analyst Succession Plan

Budget Year: 2023

Budget Program: General Government

Budget Category: Finance

Change Request Category: New/Change in Staffing

Type: Change in Service Delivery

Justification: Operational Efficiencies

Frequency: One-Time

Description:

The Budgets and Financial Planning team within the Finance Division is comprised of a Supervisor, one Senior Financial Analyst, and four Financial Analysts. Within the group of Financial Analysts there are two positions which are expected to retire in mid-2024. These two positions have been filled by the same employees for 15+ years, and both carry with them a wealth of knowledge and information. Staff have been working during 2022 to develop robust plans to ensure that the appropriate transfer of knowledge occurs before these retirements take place. Part of this plan involves incorporating the other two Financial Analysts in the transfer of knowledge plan, in order to both provide for adequate backup in the short term and to ensure the flow of knowledge has taken place before the retirements occur.

Currently this group has one staff member on maternity leave until early 2024. As a result, there is on Financial Analyst currently on contract. This is problematic for the division's Financial Analyst transition plan, as the information currently being transferred is now being allocated to a temporary position. Given the timing between the end of the temporary contract and the planned retirements in 2024, staff are proposing that the temporary contract be made permanent in the 2023 budget. Once the planned retirements take place in 2024, this permanent position will roll in to one of those vacant positions, thus resulting in no change in net FTEs.

Only costs related to benefits, CPA membership and professional development will be incurred in 2024. It is anticipated that there will be a couple of months in 2024 where there will be overlap between with the maternity leave ends and the retirement(s) occur. Staff will be using this time to ensure job shadowing takes place and key business processes are transferred to remaining staff. These additional funds in 2024 would also be funded from the Contingency Reserve.

Change Request

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(9,330)		(9,330)
Subtotal		(9,330)		(9,330)
Expenses				
Materials				
Materials	29,290	3,200		32,490
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	128,550	6,130		134,680
Subtotal	157,840	9,330		167,170
Net Levy Impact	157,840			157,840

Change Request

Change Request: AUTO - 1962 - Innovation & Technology Services - Service & Organizational Review Implementation - Phase Three

Budget Year: 2023

Budget Program: General Government

Budget Category: Innovation & Technology Services

Change Request Category: New/Change in Staffing

Type: Change in Service Delivery

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Addition of two (2.0) FTEs - Network & Technology Analyst (1.0 FTE) and Solutions Analyst (1.0 FTE) as part of phase three of the Service & Organizational Review Implementation as presented to Council in FDS-04-2020, and approved in principle. A total of seven (7.0) FTEs to be implemented under this review. Two (2.0) FTEs were approved in 2021, with an additional FTE approved in 2022. Remaining FTEs to be implemented beyond 2023. These staffing changes exclude any additional recommendations from the Business Application Software (BAS) update.

Business Case:

In 2020, the Ministry of Municipal Affairs and Housing (MMAH) provided funding to Haldimand County through the Municipal Modernization Program to facilitate a third-party independent review for the purpose of developing a formal report providing specific and actionable recommendations for cost savings and improved efficiencies.

One of the report's key aspects, as communicated to Council through FDS-04-2020, included a service and organizational review of the IT division. This review resulted in some notable items, including:

- An under-resourced, overwhelmed team, with a heavy focus on technology infrastructure and back-office support that operates in a reactive mode. As a result, there was no ability to proactively react to challenges or opportunities to leverage technology to improve service delivery.
- A flat organization structure, with limited progression and growth potential for staff, and out-of-date job descriptions causing problems for recruitment and retention of IS staff. The current structure contributes to lack of focus which, in turn, limits strategic improvement and service delivery efficiency.
- Limited business solutions skills and capacity, with specific concerns about the ability of the Division to effectively drive the implementation and support of Business Solutions products (such as BAS) once they have been implemented. The County has made strategic investments in technology that cannot be leveraged without the appropriate IT resources to effectively support innovation and improvement to these business solutions.
- No project management or business analysis capability resulting in challenges successfully implementing business technology projects.

These challenges inhibited the ability of the County to modernize and deliver efficient and effective services. As a result, the report contained a number of recommendations for action by the County, including the implementation seven (7) positions, which were approved in principle by Council. These positions were phased in as follows:

- 2021: new organization structure with two (2) streams (infrastructure and Business Solutions) and new supervisor roles in these two streams, one (1) Supervisor filled by existing Network Analyst and new Supervisor roll created and filled; also filled one (1) new Project Manager/Business Analyst (PM/BA) position
- 2022: additional PM/BA position added
- Post 2022: four (4) remaining positions to be filled

We are recommending as part of the on-going phase in to add two (2) more positions in 2023: one on the Infrastructure side (Network & Technology Analyst) and one on the Business Solutions side (Solutions Analyst); leaving two (2) more positions to be filled after 2023. This excludes any additional recommendations from the Business Application Software (BAS) update still to come.

Change Request

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Materials				
Materials	18,150		4,600	22,750
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,295,080		240,180	1,535,260
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	727,740		3,000	730,740
Subtotal	2,040,970		247,780	2,288,750
Net Levy Impact	2,040,970		247,780	2,288,750

Capital Budget Details												
Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
134002 - Furniture Replacements	furniture for ITS 2.0 FTEs- 2023 Operating Budget	20,000										20,000
136001 - Endpoint Computing	IT equipment for ITS 2.0 FTES - 2023 operating Budget	10,000										10,000
Total Expenses		30,000										30,000

Change Request

Change Request: AUTO - 1724 - Corporate Compensation Policy Review

Budget Year: 2023

Budget Program: General Government

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Human Resources

Type: Enhancement to Existing Service

Frequency: One-Time

Description:

One time project costs to address corporate identified need to confirm and enhance compensation policy. Project is comprised of three phases, covering: (a) review/audit of current practices with recommendations for best practices (b) identification of core competencies/skills for recruitment and complete update of job information, job descriptions and market ads; and (c) Market Review of NU group with salary grid recommendations, proposed target and implementation plan; pay equity analysis; and ongoing framework design which can be applied corporately. Costs anticipated are a combined total of anticipated HR consulting costs (\$40,000), internal staff time to project manage (\$37,090), and marketing/communication costs (\$3000)

Business Case:

The County has experienced ongoing and escalating challenges in recruitment and retention. In response, as a priority, the County is recommending a thorough review of corporate compensation policy practices, including an audit of current practices and opportunity for change to address modern needs and best practices. The proposed project would also see an update/modernization to job information and marketing ads and compare this information to the external market. Proposed outcomes of this project would be confirmation of a corporate wide strategy for fair and competitive compensation as a direct tie to our ability to recruit top talent.

The project is cross departmental in that it would require the participation of the full leadership team for sourcing, gathering and confirming information. Accordingly an internal resource would be dedicated to the project, which is anticipated to take 6 months. In addition, consulting with a subject matter expert to perform the analysis, make recommendations and guide the ongoing strategy and implementation will be necessary to make this project successful.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(85,000)	(80,090)		(165,090)
Subtotal	(85,000)	(80,090)		(165,090)
Expenses				
Contracted Services				
Contracted Services	7,500	43,000		50,500
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits		37,090		37,090
Subtotal	7,500	80,090		87,590
Net Levy Impact	(77,500)			(77,500)

Change Request

Change Request: AUTO - 1729 - DEIAC Training Initiatives

Budget Year: 2023

Budget Program: General Government

Change Request Category: New Initiative

Justification: Corporate Commitment

Budget Category: Human Resources

Type: New Service/Program

Frequency: One-Time

Description:

Additional funds requested for 2023 corporate training to address DEI specific topics, as recommended by the County's DEIAC.

Business Case:

The Haldimand County Diversity, Equity and Inclusion Advisory Committee was established in 2021. Through report HRD-06-2022, a commitment was made to investigate training options for all municipal staff, council and appointees on the topic of indigenous culture awareness; Council supported this in principle as part of reconciliation efforts. Additional training budget will be required to fund this initiative, in addition to the core training provided to staff. This initiative is presented as a one-time, with the intention of reviewing the options and establishing a long term training plan to be presented to Council for future years.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(118,000)	(10,000)		(128,000)
Subtotal	(118,000)	(10,000)		(128,000)
Expenses				
Materials				
Materials	95,000	10,000		105,000
Subtotal	95,000	10,000		105,000
Net Levy Impact	(23,000)			(23,000)

Change Request

Change Request: AUTO - 1684 - VFF Response Notification System

Budget Year: 2023

Budget Program: Protection Services
Change Request Category: New Initiative
Justification: Risk Management

Budget Category: Fire Services
Type: Enhancement to Existing Service
Frequency: Ongoing

Description:

App that allows firefighters to notify when they are responding to calls. Provides mapping scenarios for direction routes to calls.

Allows senior fire staff and station officers to know who is coming to the call and therefore plan appropriately.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	14,150		4,500	18,650
Subtotal	14,150		4,500	18,650
Net Levy Impact	14,150		4,500	18,650

Change Request

Change Request: AUTO - 1685 - EMS-02-2022 Professional Development

Budget Year: 2023

Budget Program: Protection Services

Budget Category: Fire Services

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Provincially/Federally Mandated

Frequency: Ongoing

Description:

Costs associated with the training and wages for firefighters requiring certification in NFPA 1001 Firefighter Professional Standards, made mandatory by the Province of Ontario. For 3 years it will cost approximately \$63,100 each year to certify the 51 firefighters who require the certification due to the mandatory certification. Once that is completed, those costs will end. The Count must also certify all officers that require it, therefore each year there is an ongoing budget requirement of \$35,900. This amount will continue on as any firefighter who will become an officer in the fire department will require this training. Costs include staff time and course costs.

Business Case:

The province of Ontario has made Firefighter certification mandatory in the province of Ontario, meaning every firefighter in the province of Ontario must be certified to the NFPA Standard 1001 Firefighter Level 1 and 2 with Hazmat Operations, by 2026. Currently Haldimand has 51 firefighters who require this training to remain active and employed.

In 2022 the Fire Chief took a report to council which defined the requirements of the province and the budgetary impacts required to deliver the training which would be split over the next 3 years. After the 3 years and the firefighters are certified, the budget for Professional Development will be adjusted to reflect the change.

The costs also include training current and future fire officers to the required level of certification to be an officer in the province. As for firefighters, fire officers must also be certified in order to supervise firefighters on and off the fire ground. Fire officers must be certified in NFPA 1041 Level 1, Firefighter Trainer and NFPA 1021 Level 1, Fire Officer in order to be considered an officer in the province. The costs associated with this budget will cover the training for current fire officers who require the certification and the budget increase will continue as part of the regular professional development within the fire department to ensure certified staff moving forward when positions come available through promotions.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(63,100)		(63,100)
Subtotal		(63,100)		(63,100)
Expenses				
Materials				
Materials	81,250	63,100	35,900	180,250
Subtotal	81,250	63,100	35,900	180,250
Net Levy Impact	81,250		35,900	117,150

Change Request

Change Request: AUTO - 1909 - Cityview Change Order Increase 2023 - BME

Budget Year: 2023

Budget Program: Protection Services
Change Request Category: New Initiative
Justification: Growth

Budget Category: Plans Examination & Inspection
Type: Enhancement to Existing Service
Frequency: One-Time

Description:

BME requesting an additional \$10,000 Budget increase (one-time) related to Cityview Change Orders on top of the \$40,000 in 2022 that was carry forward to 2023. The additional \$10,000 will also be funded by the Stabilization Reserve.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(306,950)	(10,000)		(316,950)
Subtotal	(306,950)	(10,000)		(316,950)
Expenses				
Contracted Services				
Contracted Services	45,700	10,000		55,700
Subtotal	45,700	10,000		55,700
Net Levy Impact	(261,250)			(261,250)

Change Request

Change Request: AUTO - 1657 - Division Support- Building and Municipal Enforcement

Budget Year: 2023

Budget Program: Protection Services

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Plans Examination & Inspection

Type: Enhancement to Existing Service

Frequency: Ongoing

Description:

Building Services Division has had significant changes in service delivery, increased construction activity resulting in increased application submissions and permit issuance resulting in increase customer service levels with phone calls and emails, routine disclosure and FOI, MPAC and 3rd party requests. The increase in service level requests have resulted in the need for additional administration support to Building Services staff with the addition of a Division Support position.

Business Case:

Problem Statement:

Critical functions resulting from continued municipal growth continues to put pressure on Building and Enforcement Division Service's overall ability to monitor and respond to the Divisions telephone inquiries, e-mail mailbox and to facilitate the distribution related to general building inquiries, Building inspections and Plumbing inspections, routine disclosure submitted and shared amongst Staff, MPAC requests starting in 2020 for building files being scanned and e-mailed and intake and issuance of Site Alteration permits.

There is a need in the Building and Enforcement Division for additional staff to respond to the need for unassigned administration good customer service.

Current Situation:

In response to service demands placed on existing Staff to back fill or complete other administration functions, telephone calls and e-mail inquiries, e-mail requests for building inspection, routine disclosures, increased MPAC property requests and MPAC reporting, processing contractor payments related to clean ups to name a few, fell well below the corporate standard. Using gapping funds and reallocating 2 Staff from the digitalization project was a Stop Gap solution.

Customer service enhancement realized through the Stop Gap solution needs to be implemented permanently to better serve and respond to our customer's needs. One divisional support staff would help boost the Divisions ability to address the situation.

There has been a 236% increase in the general mail box activity from 2020 to 2022. The types of emails include general building requests, lawyer and real estate requests for zoning and compliance, inspection requests, routine disclosure requests, Conservation Authority, MTO and other 3rd party agency correspondence, planning comment requests and notices.

There has been a 167% increase in routine disclosure requests from 2020 to 2022. These routine disclosures requests align with the Corporate Open Government Initiative. Due to the personal information contained in the majority of these documents, requested have an extensive auditing process that is very time consuming.

In 2021 Building Services received over 9,000 phone calls. 30% of the calls were answered upon initial pick up and responded to. 70% of calls were redirected transferred. to staff to be returned within 24- 48 hours.

To date in 2022 (to October 31), Building Services, have received close to 7,000 phone calls. With focused divisional support, staff have been able to satisfy the customer upon initial connection 66% of the time, with only 34% of calls being transferred to an inspector for assistance.

With the assistance of the temporary Division Support staff starting in June 2022, the division was able to answer 98% of calls on initial call (i.e. calls were not looped through the queue or dropped into voicemail).

Project Objective:

To create new one FTE dedicated to Division Support

Change Request

Expected Benefits:

Customer Experience & Communications

1. Enhanced customer contact
 - Meet and exceed County phone call response standard –caller reaches a person
 - Meet and exceed County e-mails response standard
2. Routine Disclosure
3. Back up Counter
4. Monitor, distribute and Email Mailboxes- Building, Inspections and Plumbing
5. Assist the Supervisor with inspection scheduling through receipt of inspections requests and input into inspection schedule
6. Assist with the collection and organization of monthly Building stats
7. Scanning and responding to MPAC requests for building files
8. Building document naming – consistency in CityView
9. Assist with FOI data collection
10. Scanning of building documents
11. Upload of planning documents into CityView
12. Support Inspectors with research on files
13. Assist with updating of Division forms
14. Assist with maintaining septic System database records

Project Timelines:

Upon approval of funding, followed by the required recruitment process. It is anticipated that the new positions of Division Support can be staffed by the end of May 2023.

Project Budget:

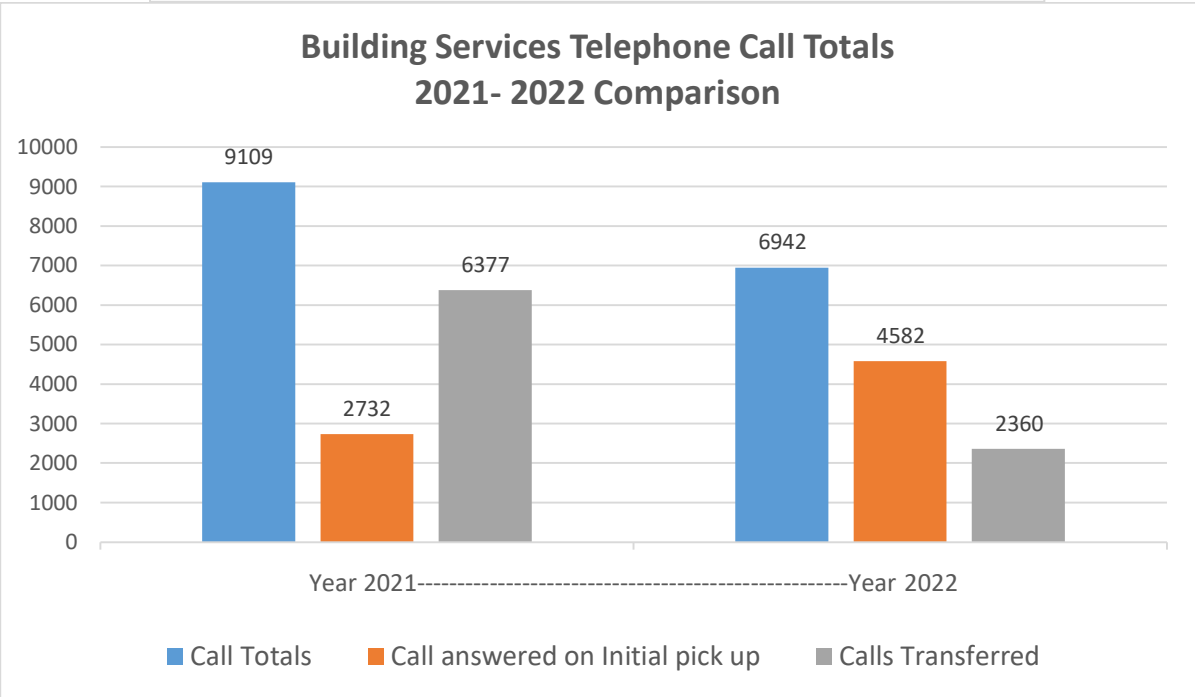
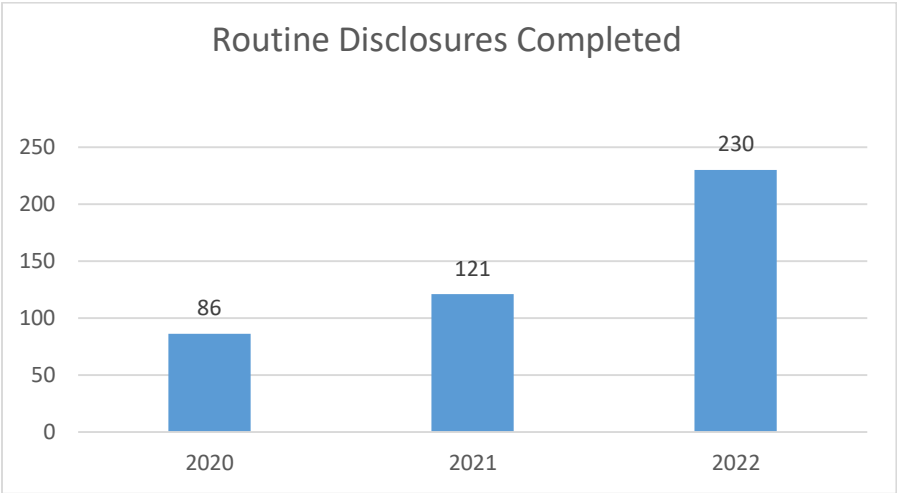
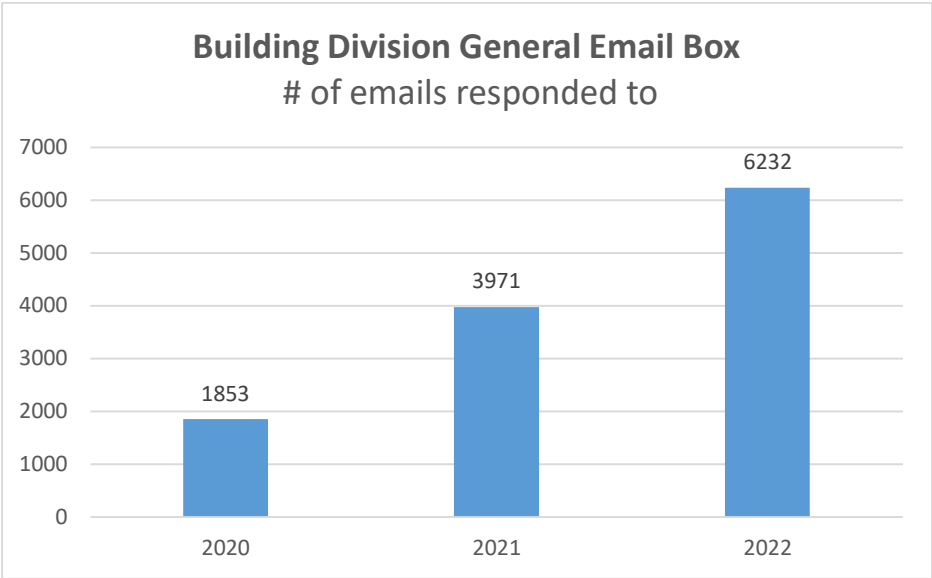
Costs for the Division Support would be funded primarily from the Building Permit Cost Stability Reserve Fund, there will be no impact to the Tax Levy.

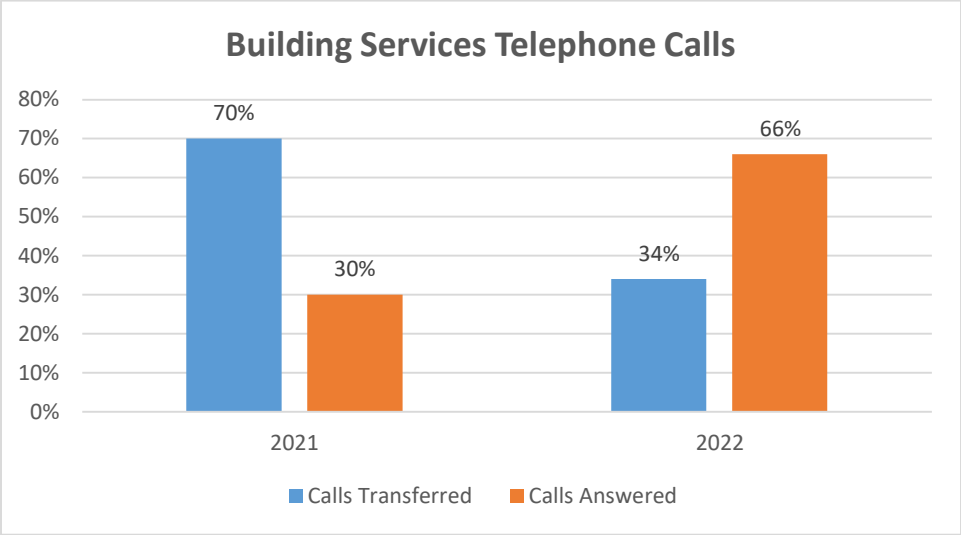
Change Request

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(253,840)	(2,000)	(65,110)	(320,950)
Subtotal	(253,840)	(2,000)	(65,110)	(320,950)
Expenses				
Contracted Services				
Contracted Services	57,000	2,000	700	59,700
Interfunctional Adjustments				
Inter-Functional Adjustments				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,740,500		62,910	1,803,410
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	729,240		1,500	730,740
Subtotal	2,526,740	2,000	65,110	2,593,850
Net Levy Impact	2,272,900			2,272,900

Capital Budget Details

Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
134002 - Furniture Replacements	New furniture for Division Support position	10,000										10,000
136001 - Endpoint Computing	New computer, monitor arms, docking station, desk phone for Division Support position	5,000										5,000
Total Expenses		15,000										15,000





Change Request

Change Request: AUTO - 1658 - Building Technology Support

Budget Year: 2023

Budget Program: Protection Services

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Plans Examination & Inspection

Type: Enhancement to Existing Service

Frequency: One-Time

Description:

Building and Municipal Enforcement Services have had a substantial increase in Building permits, Site Alteration permits, the demands especially from large corporate developments, customer telephone inquiries, enhanced corporate focus on customer service including an evolving service delivery resulting for staged and evolving software implementation (City View) and out of scope software enhancements.

In 2019 the workload related to the Divisions critical functions of digitalization and CityView implementation were allocated as a temporarily assignment to the Administrative Assistant. It anticipated that these duties will continue for the foreseeable future. In order to assist with day to day administration support, a Building Technology Support position is needed.

Business Case:

Problem Statement:

The Building and Enforcement Services Division has since 2001 only had one administrative staff that being the Administrative Assistant (AA). In 2019 the workload related to the Divisions critical functions of digitalization and CityView implementation were allocated as a temporarily assignment for 6 months.

It has become clear that once the ongoing digitization of existing files has been completed that there will be for the foreseeable future, customers that will submit paper documents related to building permits. These documents will need to be digitalized.

It was not anticipated that the CityView implementation team would need to be continued and that the project would evolve, resulting in the AA and a Senior Building Inspector to divide up the CityView workload and set aside other priorities that require their attention. This evolving project includes managing CityView, a budget line of \$50,000 each year to respond to out of scope issues, software updates, tickets, system upgrades, including integrating other division operating within the software, significant time needed to testing changes in the test environment, ongoing training and monitoring the CityView maintenance budget. IS advises that the County's CityView maintenance system upgrades range between 10 to 11 a year on average. CityView is also doing a major update to Portal in the near future, so having someone regularly test the building processes is key to making this go smoothly.

During a temporarily assignment of the AA to undertake digitalization and CityView implementation some duties of the AA, were performed by a contracted Division Support. This contract ended November 11, 2019 and was not replaced. Since the ending of the temporarily assignment on December 20, 2019, the Administrative Assistant duties evolved to include digitalization and divisional CityView needs. In addition, the AA position has taken on other Divisionally operational critical functions, some of which are noted below and are expected to continue indefinitely due to increasing development in the County.

As a result other key areas of responsibility of the AA including those areas integrated with other Divisions are impacted.

Critical functions resulting from continued municipal growth continues to put pressure on Building and Enforcement Division Service's overall ability to respond to, the increasing need to work directly with large contractor's such as Empire, regarding pre-submission of bulk building permits and to coordinate all aspects for permit applications submission, Site Alteration permits and evolving software implementation (City View) and out of scope software enhancements. Single family permit issuance from large developer such as Empire has continued to increase since 2015. These larger developers are on tight construction timelines and are expecting enhanced services. These large contractor single family permits have increase by an average 45% since 2015 and is expected to continue with developments such as other Empire Developments, York Estates and Cadillac Estates.

Other administration functions are falling behind not being responded to timely such as, requests to Finance to added cost to taxes, MPAC and Stats Can reporting and other administration functions.

Recently announced changes to the Planning Act and other related legislation, following on the More Homes, More Choice Act, 2019, to facilitate quicker developments approvals will require Building and Enforcement Services to research and develop business solutions and be ready to put in place efficient workflows now.

There is a need in the Building and Enforcement Division for additional staff to respond to the need for good customer service, legislative change and ongoing project managing.

Change Request

Current Situation:

There are a number of new accountabilities and tasks that have been absorbed by existing staff. These accountabilities and tasks are expected to continue to be required for the foreseeable future and include:

- Project manage CityView implementation, enhancements, workflows and day to day software functionality
- Digitalization –existing functionality and new updates and configurations
- Liaison and coordination for bulk pre-permit submissions for Large developers/Contractors
- Liaison with internal staff and facilitate large development bulk permit issuance
- Intake, research and issuance of Site Alteration permits
- Staff software orientation, including ongoing training related to evolving software processes and applications

Currently the Administrative Assistant has been tasked with these additional accountabilities and tasks noted above, however, other AA functions have suffered. In order to respond to the new and continuing accountabilities and tasks taken on by the Division an additional position related to Business Technology Support is required.

Project Objective:

To create 1 new FTE:

- To create a dedicated Business Technology Support position on a 2 year contracted basis. After the 2 year contract an analysis can be completed to determine if the demand for this service continues to exist.

Expected Benefits:

Customer Experience & Communications

1. CityView project managing

- CityView Project Team Lead- working with IT, other divisions and staff to monitor and implement new initiatives, process changes, maintenance / upgrades and legislation updates.
 - Make recommendations as to how best to utilise budgeted funds set aside for system improvements
 - Software user point of contact
 - Co-ordinate software orientation/training new staff (staff turnover)
 - Develop and maintain training materials for CityView
 - Staff ongoing training related to evolving software processes and applications
 - Consistent Divisional functional use, though auditing on a regular bases to identify errors timely
 - Recommending additional functionality to improve staff efficiency and customer service
 - System specific Data/statistic management, extraction and reporting
 - Coordinate Cityview monthly updates, implementations, enhancements, workflows and day to day software functionality
 - Monitor, test and implement ongoing City View deficiencies
- #### 2. Digitalization/scanning managing –
- while a large portion of the old Building files have been digitalized there are more yet to be completed. However, it is expected that applications/documents may still be submitted in paper form for the foreseeable future and will need to be digitalized.
- #### 3. Large Developer/Contractor liaison-
- One on one customer pre-application submission with not only with the larger developers but also with the smaller long time contractors.
 - Training and troubleshooting larger contractors with portal applications, portal challenges, inspection requests and processes
 - Organizing, prioritizing and coordinating bulk pre-permit submissions
 - Streamline application process
 - Liaison with internal staff and facilitate bulk permit issuance
- #### 4. Customer Service efficiencies and enhancements
- Audit work flow efficiency and recommend improvements
 - Monitor, audit/identify and recommend to the Manager, Building Services CityView user inconsistencies, continuing enhanced customer service, effective and efficient internal workflows, business processes improvements
 - Monitor changing needs and demands of the construction industry
 - Research Building Services administrative best practices, continual review of existing administrative practices, recommend continuing enhancements
 - Recommend work flow improvements

Change Request

- Liaison and trouble shoot with internal divisions and ensure needs are met, Clerks (FOI), Finance (occupancies for taxation year), Operations (road damage permit), Water waste Water (meter installation on new homes), Planning (subdivision approvals, By-law changes, application comments etc.), Customer Experience & Communications (website updates ,CSR info sheet update), EDT (development team)
5. Intake and issuance of Site Alteration permits

Project Timelines:

Upon approval of funding, the job evaluation process for a new position will be initiated, followed by the required recruitment process. It is anticipated that the new positions of Division Support and Business Technology Support can be staffed by the end of May 2023.

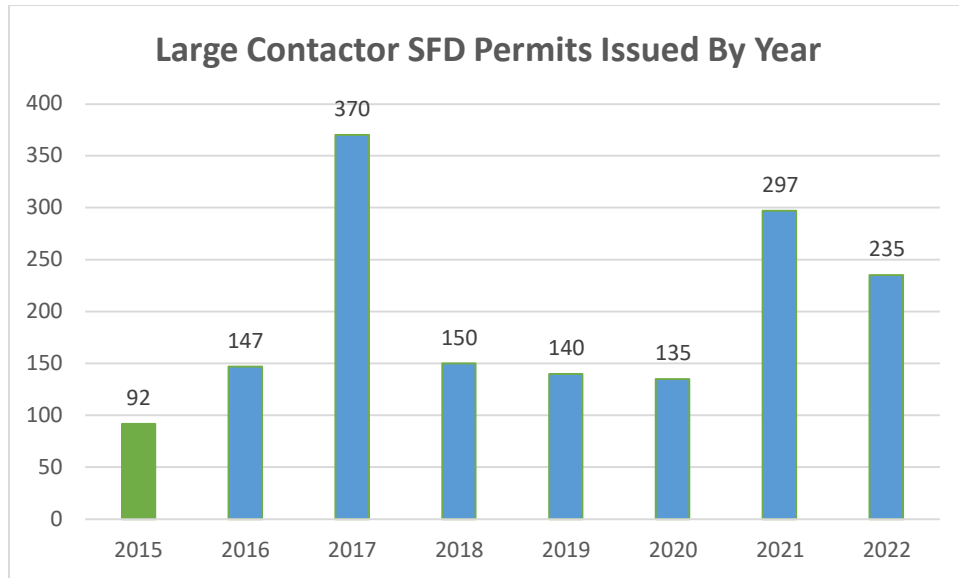
Project Budget:

Costs for the Business Technology Support position would be funded primarily from the Building Permit Cost Stability Reserve Fund, there will be no impact to the Tax Levy.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(207,720)	(113,230)		(320,950)
Subtotal	(207,720)	(113,230)		(320,950)
Expenses				
Contracted Services				
Contracted Services	57,000	2,700		59,700
Materials				
Materials	35,350	5,000		40,350
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,697,880	105,530		1,803,410
Subtotal	1,790,230	113,230		1,903,460
Net Levy Impact	1,582,510			1,582,510

Change Request

Capital Budget Details												
Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
134002 - Furniture Replacements	Furniture for new Building	10,000										10,000
	Technology Support position											
136001 - Endpoint Computing	Computer for new Building	5,000										5,000
	Technology Support position											
Total Expenses		15,000										15,000



Percentage Increase from 2011 to 2021

Permit Revenue

306% Increase

Increase in Permit Revenue is a direct relation to increase permits.

Permits Issued

43% Increase

Steady increase in permit issuance include large contractor submissions and enhanced level of service.

Reserve Balance

5401% Increase

2011 balance- \$125,512
2021 balance- \$6,904,538

Construction Value

419% Increase

Steady increase in permit issuance including large contractor increase directly relates to increase in construction value

Technical FTEs

71% Increase

Increase in technical FTE's to support increase in permit submissions

Administration Support Staff

FTE's 0% Increase

No change in Administrative/ support staff to assist the increase in FTE's and building permits.

Change Request

Change Request: AUTO - 1891 - Building Inspector- Trainer

Budget Year: 2023

Budget Program: Protection Services

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Plans Examination & Inspection

Type: Enhancement to Existing Service

Frequency: One-Time

Description:

Filling vacant Building Inspector positions with fully qualified candidates continues to be a challenge for the municipalities across the Province of Ontario. The Building Service Division currently has 5 of its 7 Building Inspectors in Development Plans. While the Inspectors are working through their Ontario Building Code formal training, there is a need to provide the inspectors with guidance, support and field training. The Senior Field Inspector position will allow one of the more experienced Inspectors to fulfill these duties on a 2 year contract basis with the need to be reevaluated after 2 years.

Business Case:

Problem Statement:

Filling vacant Building Inspector positions with fully qualified candidates continues to be a challenge for the municipalities across the province. In response to the industry wide Building Inspector skill set shortage, the Building Services Division has for the past few years has had to hire unqualified and inexperienced candidates into a development opportunity framework. The County's job description for a Building Inspector requires that the individual be qualified in all categories identified by the Province of Ontario.

The Province of Ontario provides for 12 areas of qualifications categories for Building Inspectors. In addition to a legal/process examination, the Province 's examination program requires that some building officials, depending on their duties, may be required to successfully complete one or more technical examinations that correspond to their category of qualification or categories of qualifications:

- General Legal/Process
- House
- Small Buildings
- Large Buildings
- Complex Buildings
- Plumbing
- HVAC
- Detection, Lighting and Power Detection
- Building Services
- Building Structural
- On-site Sewage Systems
- Fire Protection

Candidates hired into a development opportunity have the college level education requirements, however, many vary in their provincial qualifications, from as little to a few of the 12 qualifications to none. Existing staff are then tasked to train development opportunity staff in both the building permit application process and the inspection process. Many development opportunity staff have no inspection process experience.

Current Situation:

Building services currently has 5 of the 7 Building Inspector positions that are development opportunity staff. The 7 Building Inspector positions are tasked with applications and inspections related to Part 9 or Housing and Small buildings of the OBC.

Significant increased construction activity in the County and the foreseeable future residential housing development has highlighted the need to have a comprehensive inspector training plan. The Division have been motivated to change how we do business by increase productivity in response to the demands in the construction industry, increase building permit applications and the need to train new and developing Building Staff.

Change Request

Training and orientation of Building Inspectors usually falls to the supervisor. Having the supervisor train staff under normal circumstances is a reasonable approach, however, when there are 5 of 7 Building Inspector positions developing a new approach to training is required.

In addition to moving forward with the education requirements found in the Ministry of Housing Qualifications, development opportunity staff require an in-house experience trainer. Building Services Division has the necessary expert Staff who can pass on their experience to the next generation of building officials.

We have the opportunity and experience within our existing Staff to have an in-house trainer to complete this task of training development opportunity staff by modifying the job duties of 1 of the 7 existing Building Staff FTEs and add to the duties of a Building Inspector Trainer for a temporary two year contract. This person would continue with the duties of a Building Inspector but have the added duties to train identified development opportunity staff.

Offer letters for individuals in a development opportunity position reflect an educational training period of 3 years in which to obtain the 12 areas of qualifications categories for Building Inspectors.

Project Objective:

This position will be able to provide additional technical/social and personal development to our current staff while they continue to review all aspects of construction projects throughout the County, including:

- conduct inspections and train staff in various aspects of construction techniques vs Building Code vs application of applicable law.
- responsible for creating training plans, conduct workshops and actual field experience
- resource to assist anyone in the department when complicated issues arise.

Invest in development opportunity staff by creating in-house training position for on a trial bases for 2 years. The need for ongoing training will be evaluated after the 2 year period.

The position will report to the Chief Building Official and Deputy Chief Building Official (Supervisor) as per the organization chart.

Expected Benefits:

- Dedicated trainer for new and development opportunity staff
- Consistent and comprehensive training for all staff
- Respond to provincial requirements for inspections
- Bring development opportunity staff in line with posted Job descriptions
- Instill industry stakeholder with confidence in the application and inspection process
- Resource for new Senior Inspectors working on Part 3 and complexed buildings

Project Timelines:

Upon approval of funding, possible job evaluation process for a new temporary position will be initiated, followed by the required recruitment process. It is anticipated that the new positions of Building Inspector Trainer and can be staffed shortly after the 2023 budget has been approved by Council.

Project Budget:

Costs for the Building Inspector would be funded primarily from the Building Permit Cost Stability Reserve Fund, not the Levy.

Change Request

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(308,100)	(8,850)		(316,950)
Subtotal	(308,100)	(8,850)		(316,950)
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,794,560	8,850		1,803,410
Subtotal	1,794,560	8,850		1,803,410
Net Levy Impact	1,486,460			1,486,460

Change Request

Change Request: AUTO - 1645 - Project Manager - Municipal Infrastructure (NUE175)

Budget Year: 2023

Budget Program: Transportation Services

Change Request Category: New/Change in Staffing

Justification: The County collects an engineering inspection fee from land developers in the amount of 3% of the total cost of the infrastructure to be assumed by the municipality which projects to revenue of approximately \$810 per housing unit in new subdivisions

Budget Category: Engineering Services

Type: Enhancement to Existing Service

Frequency: Ongoing

Description:

The addition of one Permanent Full-Time (PFT) Project Manager in Engineering Services to manage the construction associated with land development will ensure the infrastructure that will ultimately become a municipal asset is constructed in accordance with the County's design standards and has the best chance of meeting its expected service life.

Business Case:

Problem Statement:

Haldimand County is experiencing a period of rapid growth in land development with a projected 5,200 additional housing units in various stages of approval for construction over the next decade. It is estimated that approximately \$25,000 worth of infrastructure is constructed by land developers to support each unit of housing in a new subdivision (see backup calculations). This amounts to an additional \$141M worth of new assets that will ultimately be assumed by the County for maintenance and future capital replacement.

At current staffing levels, the time that can be allotted to each of the County's capital construction projects has been reduced with Project Managers' involvement in the inspection and project management of infrastructure associated with land development. This can lead to an increased risk of project management issues including quality of work , timeline delays, cost overruns, and public response time.

The addition of one additional Project Manager in Engineering Services to manage the construction associated with land development will ensure the infrastructure, that will ultimately become a municipal asset, is constructed in accordance with the County's design standards and has the best chance of meeting its expected service life.

Current Situation:

The function of the Engineering Services Division is to manage the County's capital assets and programs related to roads, sanitary and storm sewers, watermain, municipal drains, and associated infrastructure, as well as provide engineering support services to other Divisions and departments. The Division is also responsible for the development of long-term infrastructure strategic plans for the County's assets and ensuring that land development aligns with the County's long term infrastructure plans and is constructed in accordance with the County's design standards.

The advancement of large residential development projects will soon include the future phases of Empire- Avalon (1,375 units), Empire Gateway (884 units), Empire GP (300 units) Empire Smith Farms (735 units), Empire Sandusk (1,200 units), Empire McClung South (284 units), Cadillac Estates (101 units), Thorburn Village (97 units), and other miscellaneous developments that project to develop approximately 5,200 new units over the next decade.

In a typical new build subdivision, approximately \$25,000 worth of road, sidewalk, watermain, sanitary and storm infrastructure is built per unit of housing. This projects to \$141M worth of new assets that will ultimately be assumed by the County for maintenance and future capital replacement over the next decade.

Engineering Services staff manage and inspect the installation and commissioning of the new infrastructure. To fund this, the County collects an engineering inspection fee from land developers in the amount of 3% of the total cost of the assumed infrastructure. The engineering inspection fee breaks down to about \$750 per unit and projects to a revenue of approximately \$4.2M over the next ten years.

Engineering Services capital projects are currently managed by two Permanent Full Time(PFT) Project Managers and one Temporary Full Time(TFT) Project Manager that is assigned to the Gravel Conversion Program until the end of 2023. The division also has a Permanent Full Time Project Manager for Municipal Drains (Drainage Superintendent). The three permanent and

Change Request

one contract project managers report to the Manager of Engineering Services.

With the rise in development, Engineering Services has seen an increase in workload with the Project Managers balancing their capital projects with more inspections/commissioning of new infrastructure. The increase in workload has been mitigated in recent years by the Manager of Engineering Services taking on capital projects thereby decreasing the participation in strategic planning activities, responding to other development driven needs and capital projects, and supporting Economic Development, Planning, and Operations initiatives at a management level.

Position Objective:

The principal objective for hiring a Project Manager dedicated to the construction associated with land development is to oversee the installation to ensure County standards are met, identify deficiencies, and coordinate the subdivision assumption process.

The additional Project Manager will also have the benefit of providing the existing Project Managers adequate time for capital project oversight and will enable the Manager of Engineering Services greater participation in strategic planning activities, responding to development driven needs and capital projects, and supporting Economic Development, Planning and Operations initiatives at a management level.

Proposed Activities:

The Project Manager will be responsible for all aspects of the construction associated with development and oversee infrastructure constructed for development to ensure that the County standards are met.

Position Rationale:

The Project Manager will be expected to manage the increasing amount of infrastructure constructed associated with development and will be funded by the fees collected through the 3% Engineering Inspection Fee.

New Initiative Timelines:

Upon approval of funding, it is anticipated that the hiring of a contract Project Manager will be completed in the 2nd quarter of 2023. The Project Manager – Municipal Infrastructure (NUE175) is a current position within the County, therefore the job evaluation process is not required. It is anticipated that the position may be filled internally, which would cause a cascading backfill effect.

Expected Benefits:

Expected benefits to the Engineering Services Division associated with the hiring of a Project Manager to manage the construction associated with land development are as follows:

- Ensure the developer constructed infrastructure that will ultimately become a municipal asset is constructed in accordance with the County's design standards and has the best chance of meeting its expected service life.
- Improved capability to deliver capital projects in a timely manner so that Council approved projects can be initiated on schedule.
- Improved collaboration with large scale developments e.g. Empire Homes, Jarvis Meadows, Elite Developments, etc.
- Improved communications related to developer projects both internally and with the public.
- Improved quality of developer constructed infrastructure.

New Initiative Risks:

If the position is filled internally, the principal risk is related to backfilling the vacated position with a qualified candidate during the construction season.

If the position is filled externally, a principal risk to this new initiative would be the inability to retain a staff person with the qualifications the position requires. Turnover in staffing this position would significantly hinder the success of this initiative. In order to attract and retain a well-qualified person to this position, a competitive wage is required.

New Initiative Budget:

The County collects an Engineering Inspection fee from land developers in the amount of 3% of the total cost of the assumed infrastructure. Currently the County budgets \$138,500 (equivalent to 171 units) in revenue from engineering inspection fees that are distributed through the operating budget.

The engineering inspection fees are collected at the execution of the subdivision agreement and do not always align with the year in which the works are completed. It is then better to look at the projected 10 year development horizon when estimating workload and projected fee revenue. The projected revenue for engineering inspection fees over the next 10 years is

Change Request

approximately \$4,200,000.

The estimated annual cost for the new Project Manager is \$138,190 which is equivalent to an additional 168 units. The annual costs for the Project Manager are identified as follows:

Salaries and Benefits - \$126,550
 Technology costs (utilize existing hardware) - \$300
 Contributions to Reserves re: IT and Furniture Cost Replacements - \$1,500
 Other Costs (Prof Dev, mileage, safety footwear, etc.) - \$9,840

Total - \$138,190

To account for the existing operating impact and the additional cost of a Project Manager, a sustained average of \$275,000 per year is required (340 units). The County currently has approximately 5,200 units in large subdivisions in various stages of development which projects to a net revenue of \$1,364,380 from engineering inspection fees over the next 10 years.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(55,500)		(138,190)	(193,690)
Subtotal	(55,500)		(138,190)	(193,690)
Expenses				
Materials				
Materials	59,040		10,140	69,180
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	906,350		126,550	1,032,900
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	729,240		1,500	730,740
Subtotal	1,694,630		138,190	1,832,820
Net Levy Impact	1,639,130			1,639,130

The 2021 and 2022 to date actuals for Engineering Fees are as follows:

	2021	2022 (to Sept 30)	Total
Engineering Fees Collected	391,869	234,461	626,330
Current Budget (Revenue)	138,500	138,500	277,000
Net	253,369	95,961	349,330

The projected revenue for engineering inspection fees over the next 10 years is summarized below:

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Total Projected Units	491	340	966	342	768	743	567	535	200	252	5,204
Estimated Infrastructure Costs	\$12,275,000	\$8,670,000	\$25,125,660	\$9,073,328	\$20,782,697	\$20,508,301	\$15,963,352	\$15,363,671	\$5,858,297	\$7,529,083	\$141,149,390
Estimated Engineering Inspection Fees (3%)	\$368,250	\$260,100	\$753,770	\$272,200	\$623,481	\$615,249	\$478,901	\$460,910	\$175,749	\$225,872	\$4,234,482

The estimated impact over the next 10 years is summarized below:

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Estimated Engineering inspection fees (3%)	\$368,250	\$260,100	\$753,770	\$272,200	\$623,481	\$615,249	\$478,901	\$460,910	\$175,749	\$225,872	\$4,234,482
Base Operating Impact	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000	\$1,380,000
Additional Project Manager Costs	138,190	138,190	138,190	138,190	138,190	138,190	138,190	138,190	138,190	138,190	\$1,381,900
Net Impact	\$92,060	(\$16,090)	\$477,580	(\$3,990)	\$347,291	\$339,059	\$202,711	\$184,720	(\$100,441)	(\$50,318)	\$1,472,582

Change Request

Change Request: AUTO - 1725 - Road Ops - Sub-Foreperson

Budget Year: 2023

Budget Program: Transportation Services

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Roads Administration

Type: Enhancement to Existing Service

Frequency: Ongoing

Description:

Change from temporary full time Winter Foreperson to permanent full time Lead Hand

Business Case:

Problem Statement:

The Roads Operations Division is currently structured such that each district has one supervisor, one foreperson, one temporary winter foreperson, 2 heavy equipment operators (HEO), and 6 roadway maintenance workers (RMW).

The position of temporary winter foreperson was originally established 10-11 years ago and has since then expanded into a back up foreperson. The functionality of this position no longer works within the overall structure of Roads Operations.

Current Situation:

The current position of Temporary Winter Foreperson (TWF) has been a vital role for the division, however the structure of this role must be revised in order to meet the needs of the division today and going forward.

The main responsibility of the TWF, as it stands today, is two fold. The TWF position is assigned to the successful candidate who competes for the role. The position can either be assigned to a HEO or a RMW and is included in the overall compliment of each district. That is to say, one of the HEOs or the RMs will be the TWF in each yard. Every year the TWF will shift to their winter foreperson position, and work nights for 3 months to support 24/7 winter maintenance operations. Throughout the rest of the year, non-winter season, the TWF will act as the backup foreperson when the foreperson is on vacation, off sick, or when multiple forepersons are need for operational activities.

The role of the TWF is more than just an operational need, it also acts as a succession role. The TWF assignment will allow staff the opportunity to gain supervisory and leadership experience; skills valuable and required in order to continue their professional development.

The need for the Sub-Foreperson position has been demonstrated over the last 10 years. This initiative will formalize current practices, create permanent positions, eliminate human resource annual costs, and solidify the role within the division.

The challenge today is that this position is “temporary”, and the current practice of this role has exceeded its original intention. That is not to say the progression of this role as back-up foreperson isn’t needed. Each road district needs a “responsible” person, and a foreperson daily in order to deliver the service required. Having a responsible person a “sub-foreperson” is required.

The temporary nature of the TWF creates challenges when trying to recruit for the position. For example, if the successful candidate for the Walpole District TWF is from the Cayuga District, that staff member cannot simple move to the Walpole district as there isn’t a position available and the bumping provisions do not apply.

Position Objective:

At a high level, the objective of this initiative is to formalize the current practices and transition the TWF to a permanent full-time sub-foreperson. Additionally, transitioning the TWF to a PFTE, administrative burdens related to the step-up process and the annual job offer will be eliminated, streamlining HR processes.

Change Request

Proposed Activities:

The sub-foreperson will ultimately perform similar tasks and have similar responsibilities at the TWF, however on a permanent basis. Throughout the non-winter season (April 16 to Nov 14), the sub-foreperson will support operations where a responsible person is required. They will back-up the foreperson while they are on vacation, off sick, or busy with other tasks (e.g. backfilling the supervisor).

This position will continue to provide night time supervisory coverage during the winter months. Throughout the winter months, road operations runs 24/7, staff supervision is required and the county benefits from having a responsible person on shift if needed. The sub-foreperson will also direct and manage contracted staff during the winter months should they be required for winter maintenance activities. Again, the responsibilities during the winter night shift will be similar to the current practice, yet in a permanent role.

New Initiative Timelines:

Upon council approval of the proposal, staff will commence discussions with the union in order to advance the initiative. Staff have had brief, informal discussion with the union and there is consensus to formalize this position and move in this direction.

Staff are proposing to transition the TWF to the sub-foreperson in Q3 2023.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	(353,440)		9,560	(343,880)
Subtotal	(353,440)		9,560	(343,880)
Net Levy Impact	(353,440)		9,560	(343,880)

Change Request

Change Request: AUTO - 1642 - Roads Operations - Roadside Mowing Student Request - Pilot Program

Budget Year: 2023

Budget Program: Transportation Services

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Roadside Maintenance

Type: Change in Service Delivery

Frequency: One-Time

Description:

Roadside mowing is a current service provided by Roads Operations. This service is largely provided by third party contracted services, with in-house resources completing a minor scope. Contracted services currently includes 2 different service levels for roadside mowing; one-swath and fence-to-fence. This change request is proposing to reduce the contracted services scope of work to just the fence-to-fence portion; while completing the one-swath scope of work with in-house resources. This initiative is being brought forward as a pilot program for two years, after which time the success of the change in service delivery will be evaluated.

Business Case:

Problem Statement:

The Roads Operations Division is responsible for the overall care and maintenance of the road network throughout Haldimand County. Over the years, Haldimand County has expanded and modified its road network, namely the granular conversion program and the addition of new subdivisions in Caledonia and Hagersville. In order for the Road Operations Division to maintain operational efficiencies and to deliver the approved levels of service, constant review of our service deliver models is required. With the pending completion of the granular conversion program, the Road Operations Division has an opportunity to review is resource allocation. The manpower and equipment assigned to maintain the gravel road network must be re-allocated to other service areas in order to maintain operational efficiencies.

Current Situation:

Granular road maintenance has been a core service provided by Road Operations for many years. Through the progression of the Granular Conversion Program, we are experiencing a transition in the daily tasks for the division, mainly the reduction of tasks associated with maintaining the granular road network. As of 2022, the majority of the granular roads have been converted, the last of the roads will be converted in 2023. As such, core tasks of granular resurfacing, grading, and dust control, are no longer required. Roadway maintenance work on the newly converted surface treated roads requires less daily maintenance resulting in an opportunity to reallocate staffing resources.

Roadside mowing is a core service, mainly provided by contracted staff, that has been identified as a service area to reallocate staff resources to. Roadside mowing is a high priority service delivery area where staff and members of council, receive a high volume of service requests.

Objective:

The principal objective of reallocating staff resources to roadside mowing is to enhance the delivery of services and create a positive image for the corporation, while shifting resource from contracted services to in-house services.

Proposed Activities:

The service standard for roadside mowing is generally broken down by road classification. Roadways classified as Service Class 2 or 3, receive roadside mowing fence-fence, where roadways classified as Service Class 4, 5, and 6 receive what is referred to as one-swath, approximately 1.5 meters of mowing off the edge of shoulder. All roadways receive two services per year, once in the spring and once in the fall.

As mentioned above, given the shift in roadway maintenance requirements, Staff are proposing to bring in-house, the mowing of the roadways classified as Service Class 4, 5, and 6.

To complement our existing permanent full time staff, this proposal includes the addition of 6 summer students. Currently Roads Operations hires 2 students each summer and they work in all four roads districts (Walpole, Cayuga, Oneida, Dunnville) completing various minor maintenance tasks. The addition of 6 students will provide each roads district with two students for the summer months (May to August). The main task for the roads students under this proposal is trimming of roadside features. Every guard rail, sign post, utility pole, etc. within the cut areas requires hand trimming. As the roadside trimming is anticipated to consume approximately 75% of their time, the student will complete various other tasks associated with minor roadside maintenance, joining PFT crews while they complete more complex tasks as a learning opportunity, and roads yard facility maintenance/care.

Change Request

A parallel benefit of adding additional students, is providing learning opportunities, meaningful work, and business exposure for our local youth. Attraction, recruitment, and retention of future skilled staff is a primary focus of Staff in 2023; this initiative is proposed to support this focus.

New Initiative Timelines:

Upon receiving council approval, Staff are prepared to commence this change in services in 2023. Staff are proposing to make the shift for the spring cut in 2023 assuming rental resources are available. There is a risk that equipment might not be available given the timing of budget approval and the demand for equipment. If this is the case, staff will initiate the change once all resources are acquired.

RDS-07-2022 Roadside Mowing, is a 1 year contract with the option for two, one year extensions. The base term of the contract expired in 2022, as such we are in the first of 2 optional years.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(76,240)		(76,240)
Subtotal		(76,240)		(76,240)
Expenses				
Contracted Services				
Contracted Services	60,000	(60,000)		
Materials				
Materials	19,150	3,940		23,090
Rents and Financial Expenses				
Rents and Financial Expenses		60,000		60,000
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	(3,112,760)	72,300		(3,040,460)
Subtotal	(3,033,610)	76,240		(2,957,370)
Net Levy Impact	(3,033,610)			(3,033,610)

Change Request

Capital Budget Details												
Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
136007 - Mobile Phones	Purchase of 4 Cell phones for the students, to be allocated 1 phone per yard, based on the ITS budget of \$500/phone (2023 Capital Budget)	2,000										2,000
Total Expenses		2,000										2,000

Impact Budget Details				
Project	Object	Division	Description	2023 Budget
Revenues				
136007 - Mobile Phones	261200 - Contingency Reserve			1,000
Total Revenues				1,000
Expenses				
136007 - Mobile Phones	920700 - CRR Info Technology		Contribution to Reserves for the 4 phones to be purchased, \$500 each, with a 2 year life,	1,000
Total Expenses				1,000
Net Total				0

Change Request

Change Request: AUTO - 1714 - 2023 - Promotion & Education - Blue Box Transition

Budget Year: 2023

Budget Program: Environmental Services
Change Request Category: New Initiative
Justification: Risk Management

Budget Category: Solid Waste Reduction
Type: Change in Service Delivery
Frequency: One-Time

Description:

Additional costs required for public education on the blue box transition as of Jan 1, 2024 to producer responsibility per CIC on January 12, 2020 recommendation 5. To be funded as a one-time impact from the Contingency Reserve.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(20,000)		(20,000)
Subtotal		(20,000)		(20,000)
Expenses				
Materials				
Materials		20,000		20,000
Subtotal		20,000		20,000
Net Levy Impact				

Change Request

Change Request: AUTO - 1970 - Social Housing Capital Funding - One-Time - 2022 Levied Amount
Budget Year: 2023

Budget Program: Social Housing
Change Request Category: New Initiative
Justification: Community Interest

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

Description:
One-time funding of Social Housing Capital from the Social Housing Reserve, as outlined in Budget Brief CSS-B01-2023.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(378,000)		(378,000)
Subtotal		(378,000)		(378,000)
Expenses				
Contracted Services				
Contracted Services	1,115,600	378,000		1,493,600
Subtotal	1,115,600	378,000		1,493,600
Net Levy Impact	1,115,600			1,115,600

Change Request

Change Request: AUTO - 1726 - Community Beautification 2023 Grants

Budget Year: 2023

Budget Program: Planning and Development

Change Request Category: New Initiative

Justification: Community Interest

Budget Category: Community Beautification Program

Type: New Service/Program

Frequency: One-Time

Description:

2023 Community Beautification Grants:

2023 Caledonia BIA - General Community Beautification Annual flowers/baskets/containers/plantings - \$4,000

2023 Caledonia BIA Innovative Community Project - Selfie Canoe - \$1,900

2023 Haldimand Horticultural Society General Community Beautification - Community Gardens and Planters – Caledonia - \$4,000

2023 Haldimand Horticultural Society General Community Beautification - Community Gardens and Planters - Cayuga, Hagersville, York - \$500

2023 Haldimand Horticultural Society General Community Beautification - Community Pollinator Garden - Burke Park - \$1,600

2023 Caledonia Chamber General Community Beautification - Seasonal Décor – Winter - \$4,000

2023 Friends of LaFortune Park Community Signage - Shadow Box Sign - \$1,500

2023 Friends of LaFortune Park Community Signage - Flower Box Sign - \$1,100

2023 Cayuga Chamber General Community Beautification - Seasonal Plantings - Hanging Baskets - \$4,000

2023 Dunnville BIA General Community Beautification - Replacement Planters - \$4,000

2023 Dunnville BIA General Community Beautification - Seasonal Plantings - Spring/Summer - \$4,000

2023 Dunnville BIA General Community Beautification - Seasonal Plantings - Fall/Winter - \$2,000

2023 Dunnville Chamber General Community Beautification - Seasonal Décor – Winter - \$4,000

2023 Dunnville Horticultural Society General Community Beautification - Community Gardens – Dunnville - \$4,000

2023 Dunnville Soccer Park Corporation Community Signage - Field, Washroom, Emergency Signage - \$4,000

2023 Dunnville Soccer Park Corporation General Community Beautification - Community Garden in front of Soccer Park Building - \$400

2023 Jarvis Board of Trade Community Signage - Veterans Banners - \$3,000

2023 Jarvis Board of Trade Community Signage - Banner Arm Replacement - \$4,000

2023 Jarvis Board of Trade General Community Beautification - Seasonal Plantings - Spring/Summer - \$780

Change Request

2023 Jarvis Board of Trade General Community Beautification - Seasonal Plantings - Fall/Winter - \$1,700

2023 Hagersville BIA General Community Beautification - Planters (on Sidewalk) - \$4,000

2023 Hagersville Chamber General Community Beautification - Seasonal Plantings - Spring/Summer - \$4,000

2023 Hagersville Legion Branch 164 General Community Beautification - Refurbishment of Cenotaph - \$4,000

2023 Selkirk Chamber Community Signage – Banners - \$950

2023 Selkirk Chamber General Community Beautification - Seasonal Plantings - Spring/Summer - \$4,000

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(5,150)	(71,430)		(76,580)
Subtotal	(5,150)	(71,430)		(76,580)
Expenses				
External Transfers				
External Transfers	5,150	71,430		76,580
Subtotal	5,150	71,430		76,580
Net Levy Impact				

Change Request

Change Request: AUTO - 1764 - Camper T-Shirt Replacement
Budget Year: 2023

Budget Program: Recreation & Cultural Services
Change Request Category: New Initiative
Justification: Community Interest

Budget Category: Recreation Programs
Type: Replacement/Repair unable to accommodate in base
Frequency: Ongoing

Description:
To allow for replacement of t-shirts worn by campers on day trips so that they are easily identifiable. These shirts are washed following each use so they are clean and ready to go for the next trip day. T-shirts are not kept by the campers, however, this budget allows for the existing stock of t-shirts to be replaced as needed (i.e. as shirts become faded, worn, and updated to the new County logo). This costs will be covered by registration fees.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(152,550)		(2,500)	(155,050)
Subtotal	(152,550)		(2,500)	(155,050)
Expenses				
Materials				
Materials			2,500	2,500
Subtotal			2,500	2,500
Net Levy Impact	(152,550)			(152,550)

Change Request

Change Request: AUTO - 1932 - Festival & Events Grant Budget Increase
Budget Year: 2023

Budget Program: Recreation & Cultural Services
Change Request Category: New Initiative
Justification: Community Interest

Budget Category: Community Development & Partnerships
Type: New Service/Program
Frequency: Ongoing

Description:

- Based on report CDP-02-2020 Major Festival and Event Enhancement Program – Update on Pilot Program and Proposed Changes and amended policy No. 2015-02 Festival and Event Policy, staff have identified at least two events which will be eligible for grant funding in 2023: Jarvis Fest and the Selkirk Illuminated Tractor Christmas Parade/Event;
- Both of these events are able to provide an actual budget for at least one year of hosting the event;
- It is estimated that this budget should be increased by \$5,000 (from \$50,000);

Business Case:

- Based on report CDP-02-2020 Major Festival and Event Enhancement Program – Update on Pilot Program and Proposed Changes and amended policy No. 2015-02 Festival and Event Policy, staff have identified at least two events which will be eligible for grant funding in 2023: Jarvis Fest and the Selkirk Illuminated Tractor Christmas Parade/Event;
- Both of these events are able to provide an actual budget for at least one year of hosting the event;
- It is estimated that this budget should be increased by \$5,000 (from \$50,000);

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
External Transfers				
External Transfers	50,000		5,000	55,000
Subtotal	50,000		5,000	55,000
Net Levy Impact	50,000		5,000	55,000

Change Request

Change Request: AUTO - 1662 - Urban Forester

Budget Year: 2023

Budget Program: Recreation & Cultural Services

Budget Category: Facilities, Parks, Cemeteries & Forestry Operations

Change Request Category: New/Change in Staffing

Type: Replacement/Repair unable to accommodate in base

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

The forestry division is responsible for implementing the operational objectives of the County's Forest Strategy and Management Plan. Reporting to the Project Manager, Forestry, the Urban Forester will respond to public inquiries; update the County's tree inventory database; perform tree risk assessments; diagnose tree diseases and pests; monitor construction activities impacting County trees; enforce tree-related by-laws; generate and prioritize forestry work orders; coordinate and oversee contractors performing tree maintenance operations such as planting, pruning, removal and stump grinding.

Business Case:

Background

Since 2013, various consultants have been under contract to develop the County's tree inventory of (33,000) trees; conduct tree risk assessments in response to customer service requests; oversee contracted tree maintenance to ensure trees are maintained according to County standards; perform site inspections for tree planting and monitor construction activities to ensure County trees are protected. The consulting services model has worked well from 2013 - 2019 when tree maintenance was conducted on a reactionary basis with the consultant responding to an average of (425) customer service requests each year and during the creation of the County's tree inventory database when the work was contracted using a fixed price structure (attached Figure 1).

In 2020, the County's tree inventory for the urban areas, hamlets and lakeside nodes was completed and with the results of the inventory, staff were able to implement the seven-year proactive tree pruning program outlined in the County's Forest Strategy and Management Plan. The shift from a reactive to a proactive tree pruning program has improved the County's mitigation of public safety hazards; decreased the number of low-risk cosmetic pruning requests; reduced the time required to complete customer service pruning requests; reduced tree maintenance/transportation costs by focusing maintenance in one geographical area of the County; reduced the number of trees damaged during storms due to preventative structural pruning and has improved the public perception of the County's forestry program in the areas where the program has been completed.

The shift to a proactive maintenance approach has revealed the limitations of the consulting services model such as the time required for training new consultants for each contract and the high turnover rates of consulting staff during the contract period; corruption of tree inventory data due to consultant errors; miscommunication and communication lag between the public, consultant and the County; lack of authority to make on-site decisions that can only be made by County staff; limited security access to County systems resulting in an increased reporting workload for staff and staff time taken away from other projects; slower response time to customer service requests; inability to conduct contractor review promptly to meet payment deadlines and the consultant is limited to the scope of work identified in their contract which limits their ability to respond quickly to shifting priorities.

An increasing amount of staff time is being diverted from working on the objectives of the Forest Strategy and Management Plan to contract administration work overseeing the consultant as well as conducting fieldwork that cannot be completed by the consultant. Currently, there is only one (1) staff member with the knowledge, qualifications and training to perform forestry operations and forestry contract administration which results in all forestry work and responses to customer service requests being put on hold when the member is away from the office. This understaffing creates significant risks for the County to respond to hazardous trees promptly; the County is not able to meet its contractual obligations and prompt payment deadlines; contractor work reviews are not completed on time resulting in increased safety risks and customer complaints. The staffing gap impacts the corporate image and efficient governing of the County as staff responses to customer service requests can take up to four (4) weeks; there is no succession planning or transfer of forestry knowledge; lack of direction for consultants and contractors results in increased service costs and delays in reviewing permits and planning applications.

Mitigations Measures

Staff have maximized the improvements that can be made to the consultant workflow processes through improved consulting contracts, utilization of existing technology and G.I.S. The volume of work has exceeded the workflow efficiencies implemented by staff. There are no opportunities to utilize existing staff within the division as specialized and technical forestry knowledge is required that is not available from existing staff. Training and providing work experience to improve the competency of existing staff would require their full-time relocation to

Change Request

forestry work. The staffing complement in the forestry division has remained consistent at one (1) F.T.E. since 2017 while the number of customer service requests has increased by 373%. Since 2017, the highest number of work orders received across the County have been tree-related (see Figure 2-3).

Recommendation

Staff recommend hiring a permanent full-time Urban Forester. The Urban Forester position will focus on completing time-intensive and frontline customer service tasks; responding to work order requests; reviewing contractor work ensuring compliance with County standards and customer service satisfaction.

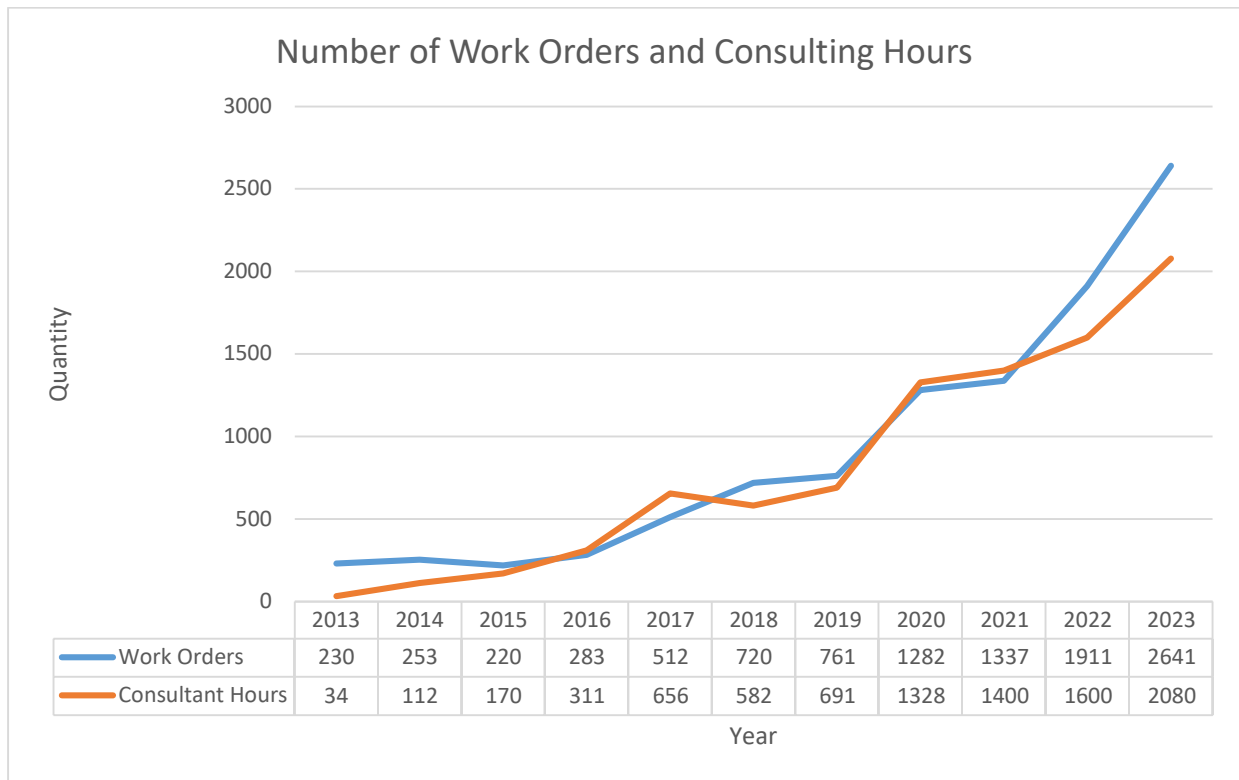
The Urban Forester position will provide the flexibility to be reassigned to meet shifting priorities and projects; provided support to the Building & By-law, Engineering, Planning, Water and Wastewater and Roads Operations divisions; provide succession planning and knowledge retention within the forestry division; provide coverage for the supervisor during vacation and sick time, while allowing the supervisor to address customer inquiries in a timely manner in keeping with divisional/departmental standards and to move forward other critical components of the Forestry Management Plan .

Legal and Support Services confirmed that Forestry's proactive approach to risk assessment and inspections over the last few years has had a positive impact on the County's liability to deny claims related to trees.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	134,000		(100,000)	34,000
Materials				
Materials	5,200		1,800	7,000
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	126,550		100,650	227,200
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	727,740		1,000	728,740
Subtotal	993,490		3,450	996,940
Net Levy Impact	993,490		3,450	996,940

Change Request

Capital Budget Details												
Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
136001 - Endpoint Computing	New Computer and Phone for Urban Forester New Initiative	5,000										5,000
Total Expenses		5,000										5,000

Figure 1: Work Orders and Consulting Hours

Note: In 2017 there was an increase in consulting hours for the tree inventory of Caledonia, Cayuga, Dunnville, Hagersville, Jarvis and Townsend.

Note: The consultant in 2021 was unable to meet their contractual obligations for November and December due to staff turnover.

Note: 2023 Work Orders are estimated based on the historical 5-year average increases and the Consultant hours are matched to a 40hr/week F.T.E.

Figure 2: Work Orders by Service Type from January 1, 2017 – November 3, 2022

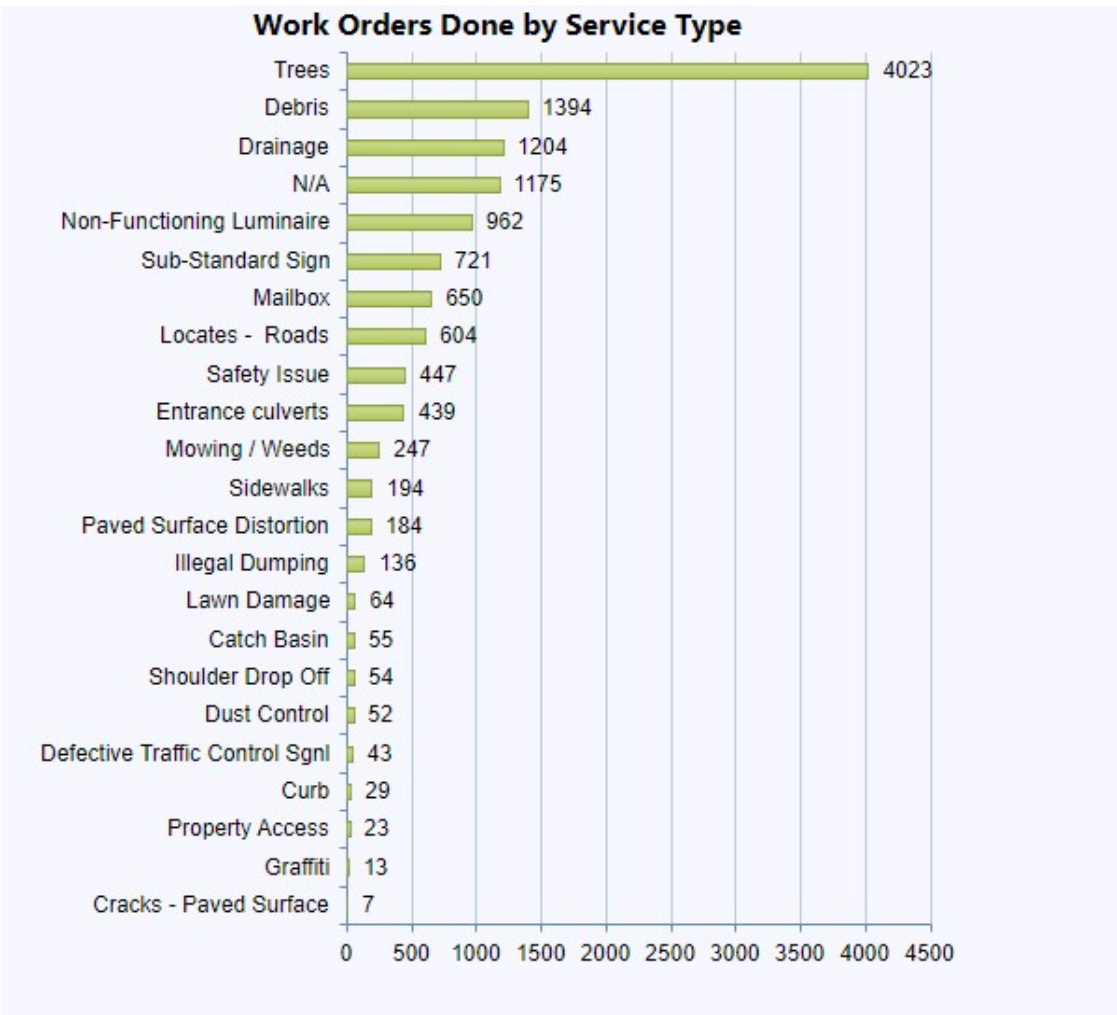


Figure 3: Work Orders Completed by Division from January 1, 2017 – November 3, 2022

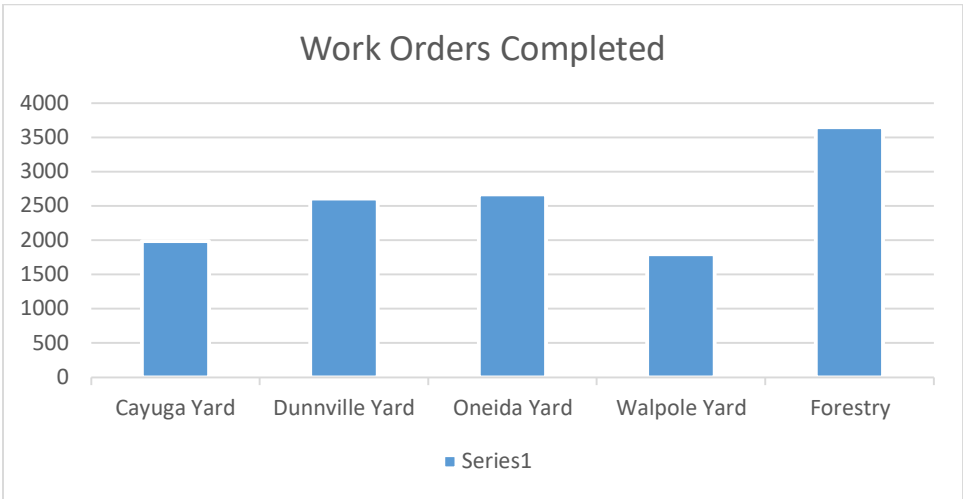


Table 1: Contracted Services vs. Urban Forester Cost Comparison

Position	Required Hours	\$/Hour	Total Cost
Actual Contracted Services (2020)	1,328	\$70.00	\$92,960
Actual Contracted Services (2021)	1,400	\$63.69	\$89,166
Actual Contracted Services (2022)	1,600	\$62.36	\$99,776
Projected Contracted Services (2023)	2,080	\$63.92	\$132,954
Urban Forester (2023)	2,080	\$48.39	\$100,671

Note: The projected contracted services hourly rate is based on a 2.5% increase.

Change Request

Change Request: AUTO - 1931 - Field & Parks Management Program - Springvale Park

Budget Year: 2023

Budget Program: Recreation & Cultural Services

Budget Category: Community Development & Partnerships

Change Request Category: New Initiative

Type: New Service/Program

Justification: Community Interest

Frequency: Ongoing

Description:

The Fields & Parks Management Program (FPM) has been a successful partnership model for the County for decades. It was revamped in 2019 based on the following strengths/benefits of the program:

- * Builds on existing partnerships;
- * Builds on the desire of volunteers to have autonomy about the assets in their community. In Springvale, the Park is the only County-owned recreation amenity;
- * The FPM values--in a tangible way--the contributions of the community's volunteers;
- * The Program engages volunteers while ensuring the County meets its obligation for transparency and risk management;
- * It clearly identifies the roles/responsibilities of each partner and creates a clear, fair funding model; and,
- * The FPM maximizes taxpayer resources (efficient operating model).

Business Case:

- Staff have been working with a group of volunteers in Springvale who would like to form a Committee for ongoing care/maintenance of the community Park;
- Until 2010, the Park was maintained by a volunteer Committee. Since then, ongoing grass cutting has been completed through a contract; the other assets (concession/storage building, pavilion, ball diamond) were not actively maintained;
- Residents have been unhappy with the condition of the Park since 2010;
- In keeping with policy No. 2019-04 Fields & Parks Management Program, the group is eligible for \$4,940 in grant funding; the volunteers have access to the necessary equipment (riding mower, string trimmer) to undertake the work;
- An accessible portable washroom at the Park should be included in FPCF's contract for this service.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	11,400		(3,000)	8,400
External Transfers				
External Transfers	90,180		4,940	95,120
Subtotal	101,580		1,940	103,520
Net Levy Impact	101,580		1,940	103,520

Change Request

Change Request: AUTO - 1716 - 50mm Tree Installation User Fee
Budget Year: 2023

Budget Program: Planning and Development
Change Request Category: New Initiative
Justification:

Budget Category: Tree Conservation & Reforestation
Type: Replacement/Repair unable to accommodate in base
Frequency: Ongoing

Description:
50mm Tree Installation User Fee

Business Case:
A new user fee for the costs to administer the purchase and installation of one (1) new 50mm tree. This user fee will be used for calculating securities/cash-in-lieu costs for street tree planting in new subdivisions and for applicants to purchase trees through the County's commemorative tree program (see attached Schedule R).

New Initiative Details				
Net Levy Impact				

Change Request

Change Request: AUTO - 1718 - Commemorative Tree Plaque User Fee
Budget Year: 2023

Budget Program: Planning and Development
Change Request Category: New Initiative

Budget Category: Tree Conservation & Reforestation
Type: Replacement/Repair unable to accommodate in base
Frequency: Ongoing

Justification:

Description:
Commemorative Tree Plaque User Fee

Business Case:
A new user fee for the costs to administer the purchase and installation of one (1) new bronze/granite commemorative tree plaque. This user fee will be used by applicants to purchase a plaque through the County's commemorative tree program (see attached Schedule R).

New Initiative Details				
Net Levy Impact				

Change Request

Change Request: AUTO - 1748 - Increase Existing Summer Programs Staff Complement

Budget Year: 2023

Budget Program: Recreation & Cultural Services

Budget Category: Recreation Programs

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Health & Safety

Frequency: Ongoing

Description:

As the result of increased participation in the Camp Programs offered, the current staffing model no longer reflects the actual staffing hours required to meet the participant registrations.

Business Case:

Since 2016, there has been a steady increase in the number of children registered in the County's Summer Camps. To meet community demand, a second Camp HaldiFUN locations was added in 2017 to the traditional complement of Summer Camps; in 2019 a Camp HaldiFUN location was added in Jarvis.

Since 2019, Camp HaldiFUN was offered in six locations; as well, Specialty Camps operated in three locations. In 2022, all Camp HaldiFUN locations operated at 100% capacity. The three Specialty Camps operated as follows: Camp Creative Campers at 81% capacity, Sports Camp at 90% capacity and Leadership at 100% capacity. The goal of this initiative is to create a salary planner that reflects actual student staffing requirements; all other associated operating costs have already been included in the CDP budget.

In response to customer feedback, social issues and legislative requirements, there has been a substantial enhancement in the staff development and training Haldimand County requires. In addition to the qualifications required for the position (Standard First Aid, High Five and SafeGuard), Summer Program Staff participate in a Health & Safety training program designed specifically to meet the needs of students as well as:

- Camps On Tracks which trains camp counsellors in social inclusion and diversity;
- Physical Literacy designed to encourage motivation, confidence and physical competence to encourage engagement in physical activities for life;
- Anaphylaxis and the administration of Epi-Pens;
- Bullying training including recognition and anti-bullying initiatives; and,
- Inclusion training focused on physical, mental and developmental exceptionalities, etc.

From 2016 – 2022, the Camp Volunteer Program had an average of 41 student participants who in turn provided 2,291 hours of assistance at Camps each year. In 2022, this represented an in-kind value of \$34,365. The Camp Volunteer Program has been enhanced to encourage succession from volunteer to employee; approximately 40% of the Camp Volunteers become Camp Counsellors.

The Program Coordinator positions have also been reviewed and redesigned to create efficient work processes and enhanced customer service. An additional Program Coordinator was hired in 2022 to assist with increased customer demands.

These initiatives have been successful - there has been steady growth and increased registration has eliminated the risk of last-minute Camp cancellations due to low registration. Eliminating the need to cancel Camps at the last moment has also increased registrations since parents did not have to worry about late cancellations and having to establish other day care plans for their children at the last moment, creating greater stability in Haldimand County Camps.

Initially, the increased participation numbers and the addition of two Camp sites (Jarvis and a second Caledonia location) were able to be accommodated within the established staffing complement. However, at this time, the staff complement for Summer Programs needs to be increased in order to have sufficient staff to reflect current/existing registration demands. It is important to note that program staff are scheduled weekly and schedules are based on actual registration numbers. Staff change sites as needed.

In 2022, due to the higher number of children who required additional support—a trend we anticipate will continue and likely grow—an Inclusion Counsellor was available at each of the six Camp HaldiFUN locations.

Based on the 2022 Staffing Actuals the additional hours required to maintain current service levels are:

Program Coordinator – 634.50

Camp Leads – 1,165

Change Request

Camp Counsellors – 2,675
Inclusion Counsellors – 970

The attached chart identifies the current staff complement, average camp registration for all locations based on actual registrations, 2016 – 2022, and the projected registration in 2023.

In 2018, a recreation fee analysis was completed. As per Report PED-COM-11-2018 User Fees and Charges Review, a 41% subsidy level for recreation programs was established based on the following principles to increase the use of recreational facilities rather than maximizing revenues/reducing subsidy levels:

Basic Principles for Recreation Fees:

1. Foster active healthy living through physical activity and increased participation.
2. Increase inclusion and access to recreation for all residents.
3. Provide opportunities for choice of activity and encourage participation in recreation
4. Build strong, caring communities.
5. The investment—and ongoing investments—in capital facilities results in increased community use.
6. The charging of fees should be consistent with supporting healthy lifestyles and whether the service is a registered program or available for public/open access (i.e. the fees should not be a barrier to participation or result in residents looking to neighbouring communities for service).
7. The fees charged for a service should be consistent across the County irrespective of the location in which they are offered.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(100,300)		(66,750)	(167,050)
Subtotal	(100,300)		(66,750)	(167,050)
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	(5,600)		104,370	98,770
Subtotal	(5,600)		104,370	98,770
Net Levy Impact	(105,900)		37,620	(68,280)

Change Request

Change Request: AUTO - 1767 - Museums Assistant Educator

Budget Year: 2023

Budget Program: Recreation & Cultural Services

Budget Category: Museums

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Growth

Frequency: Ongoing

Description:

Museums Assistant Educator assists in summer camp development/programming/staffing and supports other on-site programming and digital content development.

Business Case:

In 2022, Haldimand Museums successfully returned to week-long summer programming for children at Edinburgh Square Heritage & Cultural Centre (Caledonia) and Wilson MacDonald Memorial School Museum (Selkirk).

Three weeks of camp were offered at both sites; attendance was 86% and 84% respectively and generated \$10,936 in revenue.

Staff would like to build on this interest in additional children's programming for 2023, including:

- Adding a fourth week of camp at each location; two weeks each in July and August;
- Enhancing programming opportunities during the month of June (PA Days, Saturdays); and,
- Increasing the end-of-term school visits (to be offered at the museum sites of at local schools).

In order to offer the above-noted—as well as have additional support for fund-raising events/activities in the summer and provide coverage for vacations—an increase in the number of weeks of employment is requested. The additional three weeks will allow for:

- More support in developing and implementing the week-long camps;
- Developing and implementing workshops and day-long programs in June;
- Providing greater support to fund-raising and other revenue-generation activities.
- Provides an opportunity to increase attendance numbers for programming in June from 8 to 16 participants; and,
- Allows staff to do some succession planning within summer student complement (e.g. mentoring assistant educator for an eventual educator position).

Change Request

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(15,430)		(4,680)	(20,110)
Subtotal	(15,430)		(4,680)	(20,110)
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	54,300		4,680	58,980
Subtotal	54,300		4,680	58,980
Net Levy Impact	38,870			38,870

Change Request

Change Request: AUTO - 1721 - Planning Student

Budget Year: 2023

Budget Program: Planning and Development
Change Request Category: New/Change in Staffing
Justification: Growth

Budget Category: Planning & Zoning
Type: New Service/Program
Frequency: Ongoing

Description:

Requesting Planning Student position to account for growth, operational efficiencies, and potential retention opportunities.

Business Case:

Planning is seeking a part time student to help foster bonds for potential future staffing retention and provide assistance with daily planning work and policy research.

Development applications have become increasing complex and require more staff time for review and analysis, additionally, Provincial legislation has put stricter processing time lines and decision dates for applications. With the current staff complement, tighter time lines and legislation requirements, this position would assist in background information and routine planning tasks.

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits			13,430	13,430
Subtotal			13,430	13,430
Net Levy Impact			13,430	13,430

Capital Budget Details

Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
136001 - Endpoint Computing	New computer and phone for New Planning Student initiative	5,000										5,000
Total Expenses		5,000										5,000

Change Request

Change Request: AUTO - 1961 - Bill 109 - More Homes for Everyone Act - Planning Fees

Budget Year: 2023

Budget Program: Planning and Development

Change Request Category: New Initiative

Justification: Contractual/Legislative Obligation

Budget Category: Planning & Zoning

Type: Change in Service Delivery

Frequency: Ongoing

Description:
Anticipated reduction in development fee revenues as a result of Bill 109, More Homes for Everyone Act, 2022

New Initiative Details	2023 Base Budget	2023 One-Time New Initiative Impacts	2023 Ongoing New Initiative Impacts	2023 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(306,370)		40,000	(266,370)
Subtotal	(306,370)		40,000	(266,370)
Net Levy Impact	(306,370)		40,000	(266,370)



General Government



Haldimand County 2023 Tax Supported Operating Budget Summary

Corporate Summary By Type

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	45,666,228	46,893,910	1,227,682	50,493,430	3,599,520	7.68%
Long Term Debt Charges	5,608,090	5,608,090	-	5,463,060	(145,030)	-2.59%
Materials	8,532,581	7,962,970	(569,611)	8,476,050	513,080	6.44%
Sand & Salt	1,335,800	1,320,000	(15,800)	1,433,090	113,090	8.57%
Tax Rebates/Write-Offs	382,090	497,400	115,310	497,500	100	0.02%
Utilities	2,136,510	2,177,830	41,320	2,184,910	7,080	0.33%
Contracted Services	28,041,188	27,055,280	(985,908)	28,866,960	1,811,680	6.70%
Leachate - Treatment, Monitoring & Hauling	2,532,069	2,506,270	(25,799)	2,341,820	(164,450)	-6.56%
Rents and Financial Expenses	2,764,336	2,723,380	(40,956)	2,847,930	124,550	4.57%
External Transfers	1,575,638	1,598,030	22,392	1,594,760	(3,270)	-0.20%
Transfers to Reserves/Reserve Funds	32,895,464	31,403,960	(1,491,504)	34,758,020	3,354,060	10.68%
Interfunctional Adjustments	(736,510)	(736,510)	-	(758,710)	(22,200)	3.01%
Total Expenses:	130,733,484	129,010,610	(1,722,874)	138,198,820	9,188,210	7.12%
Revenues:						
Grants/Subsidies	(25,937,268)	(25,618,720)	318,548	(26,709,370)	(1,090,650)	4.26%
General Recoveries	(20,096,568)	(18,057,470)	2,039,098	(17,482,560)	574,910	-3.18%
Development Charges Reserve Funds	(1,030,420)	(1,030,890)	(470)	(1,007,050)	23,840	-2.31%
Miscellaneous Property Charges	(4,204,390)	(4,227,480)	(23,090)	(4,335,600)	(108,120)	2.56%
Transfers from Reserves/Reserve Funds	(2,823,531)	(2,954,950)	(131,419)	(7,358,390)	(4,403,440)	149.02%
Penalties & Interest - Taxes	(1,312,430)	(900,000)	412,430	(1,000,000)	(100,000)	11.11%
Total Revenues:	(55,404,607)	(52,789,510)	2,615,097	(57,892,970)	(5,103,460)	9.67%
Net Levy	75,328,877	76,221,100	892,223	80,305,850	4,084,750	5.36%



Haldimand County 2023 Tax Supported Operating Budget Summary

Taxation/Unallocated

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Materials	17,550	18,960	1,410	18,960	-	0.00%
Contracted Services	311,300	202,300	(109,000)	202,300	-	0.00%
Rents and Financial Expenses	83,850	93,300	9,450	93,300	-	0.00%
Transfers to Reserves/Reserve Funds	13,905,870	13,905,870	-	16,941,120	3,035,250	21.83%
Tax Rebates/Write-Offs	382,090	497,400	115,310	497,500	100	0.02%
Total Expenses:	14,700,660	14,717,830	17,170	17,753,180	3,035,350	20.62%
Revenues:						
Grants/Subsidies	(12,585,770)	(12,402,440)	183,330	(11,871,920)	530,520	-4.28%
General Recoveries	(3,911,195)	(3,746,300)	164,895	(3,748,500)	(2,200)	0.06%
Miscellaneous Property Charges	(4,115,490)	(4,138,180)	(22,690)	(4,240,680)	(102,500)	2.48%
Transfers from Reserves/Reserve Funds	-	(7,400)	(7,400)	(3,689,100)	(3,681,700)	49752.70%
Penalties & Interest - Taxes	(1,312,430)	(900,000)	412,430	(1,000,000)	(100,000)	11.11%
Total Revenues:	(21,924,885)	(21,194,320)	730,565	(24,550,200)	(3,355,880)	15.83%
Net Levy	(7,224,225)	(6,476,490)	747,735	(6,797,020)	(320,530)	4.95%

Taxation Related Revenues & Expenses

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 (PIL's) 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' assessment growth 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

Main Budget Drivers:

- Increased supplemental revenues due to recent residential growth



Haldimand County 2023 Tax Supported Operating Budget

Taxation Related Revenues & Expenses

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Materials	1,940	3,460	1,520	3,460	-	0.00%
Tax Rebates/Write-Offs	382,090	497,400	115,310	497,500	100	0.02%
Contracted Services	241,480	124,080	(117,400)	124,080	-	0.00%
Total Expenses:	625,510	624,940	(570)	625,040	100	0.02%
Revenues:						
Grants/Subsidies	(183,330)	-	183,330	-	-	0.00%
General Recoveries	(316,020)	(145,700)	170,320	(147,900)	(2,200)	1.51%
Miscellaneous Property Charges	(4,115,490)	(4,138,180)	(22,690)	(4,240,680)	(102,500)	2.48%
Penalties & Interest - Taxes	(1,312,430)	(900,000)	412,430	(1,000,000)	(100,000)	11.11%
Total Revenues:	(5,927,270)	(5,183,880)	743,390	(5,388,580)	(204,700)	3.95%
Net Levy	(5,301,760)	(4,558,940)	742,820	(4,763,540)	(204,600)	4.49%

Haldimand County 2023 Tax Supported Operating Budget

Unallocated Revenue & Expenses

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 other senior level of government funding impacts ability to develop long term financial plans
- Fluctuating interest rates due to changing economic conditions may impact the ability to generate consistent returns on investment portfolio

Service 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

Main Budget Drivers:

- Increase required to Capital Replacement Reserve - General as outlined in the Tax Supported Capital Budget, as a part of the overall 1% increase to the Capital Levy



Haldimand County 2023 Tax Supported Operating Budget

Unallocated Revenue & Expenses

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Materials	15,610	15,500	(110)	15,500	-	0.00%
Contracted Services	69,820	78,220	8,400	78,220	-	0.00%
Rents and Financial Expenses	83,850	93,300	9,450	93,300	-	0.00%
Transfers to Reserves/Reserve Funds	13,905,870	13,905,870	-	16,941,120	3,035,250	21.83%
Total Expenses:	14,075,150	14,092,890	17,740	17,128,140	3,035,250	21.54%
Revenues:						
Grants/Subsidies	(12,402,440)	(12,402,440)	-	(11,871,920)	530,520	-4.28%
General Recoveries	(3,595,175)	(3,600,600)	(5,425)	(3,600,600)	-	0.00%
Transfers from Reserves/Reserve Funds	-	(7,400)	(7,400)	(3,689,100)	(3,681,700)	49752.70%
Total Revenues:	(15,997,615)	(16,010,440)	(12,825)	(19,161,620)	(3,151,180)	19.68%
Net Levy	(1,922,465)	(1,917,550)	4,915	(2,033,480)	(115,930)	6.05%



Haldimand County 2023 Tax Supported Operating Budget Summary

General Government

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	9,696,572	9,895,660	199,088	10,715,070	819,410	8.28%
Long Term Debt Charges	1,440,350	1,440,350	-	1,414,000	(26,350)	-1.83%
Materials	4,286,133	3,813,820	(472,313)	4,201,110	387,290	10.15%
Contracted Services	3,184,164	2,777,320	(406,844)	2,641,750	(135,570)	-4.88%
Rents and Financial Expenses	32,955	46,370	13,415	19,620	(26,750)	-57.69%
External Transfers	297,190	80,000	(217,190)	80,000	-	0.00%
Transfers to Reserves/Reserve Funds	7,634,893	6,876,010	(758,883)	7,764,080	888,070	12.92%
Interfunctional Adjustments	(9,184,060)	(9,184,060)	-	(10,368,000)	(1,183,940)	12.89%
Utilities	140,800	181,100	40,300	181,100	-	0.00%
Total Expenses:	17,528,997	15,926,570	(1,602,427)	16,648,730	722,160	4.53%
Revenues:						
Grants/Subsidies	(3,500)	(3,500)	-	(3,500)	-	0.00%
General Recoveries	(3,943,885)	(2,731,930)	1,211,955	(2,637,050)	94,880	-3.47%
Transfers from Reserves/Reserve Funds	(1,984,456)	(1,854,080)	130,376	(1,826,970)	27,110	-1.46%
Total Revenues:	(5,931,841)	(4,589,510)	1,342,331	(4,467,520)	121,990	-2.66%
Net Levy	11,597,156	11,337,060	(260,096)	12,181,210	844,150	7.45%



Haldimand County 2023 Tax Supported Operating Budget

Council & Mayor's Office

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 2023 Tax Supported Operating Budget

Council & Mayor's Office

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	659,175	657,620	(1,555)	683,340	25,720	3.91%
Materials	82,545	129,650	47,105	90,650	(39,000)	-30.08%
Contracted Services	58,055	76,200	18,145	45,300	(30,900)	-40.55%
Rents and Financial Expenses	22,285	36,100	13,815	10,000	(26,100)	-72.30%
External Transfers	297,190	80,000	(217,190)	80,000	-	0.00%
Interfunctional Adjustments	(12,690)	(12,690)	-	(13,070)	(380)	2.99%
Total Expenses:	1,106,560	966,880	(139,680)	896,220	(70,660)	-7.31%
Revenues:						
General Recoveries	(389,072)	(221,000)	168,072	(125,000)	96,000	-43.44%
Total Revenues:	(389,072)	(221,000)	168,072	(125,000)	96,000	-43.44%
Net Levy	717,488	745,880	28,392	771,220	25,340	3.40%

Office of the CAO

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 initiatives, including (but not limited to) priority setting and continuous improvement.

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 2023 Tax Supported Operating Budget

Office of the CAO

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	368,681	396,890	28,209	409,590	12,700	3.20%
Materials	35,706	95,900	60,194	46,700	(49,200)	-51.30%
Rents and Financial Expenses	700	1,500	800	1,500	-	0.00%
Interfunctional Adjustments	(9,430)	(9,430)	-	(9,720)	(290)	3.08%
Total Expenses:	395,657	484,860	89,203	448,070	(36,790)	-7.59%
Revenues:						
General Recoveries	(1,375)	(3,100)	(1,725)	(3,000)	100	-3.23%
Total Revenues:	(1,375)	(3,100)	(1,725)	(3,000)	100	-3.23%
Net Levy	394,281	481,760	87,479	445,070	(36,690)	-7.62%

Financial & Data Services

Function:

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

Services 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 Innovation & Technology 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:

- Corporate management of issues arising from the divestiture of HCUI, including litigation matters and use of net sale proceeds (Hydro Legacy Fund)
- 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 2023 Tax Supported Operating Budget

Financial & Data Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	361,429	347,920	(13,509)	381,220	33,300	9.57%
Materials	5,990	5,690	(300)	7,690	2,000	35.15%
Contracted Services	3,070	3,070	-	3,070	-	0.00%
Total Expenses:	370,489	356,680	(13,809)	391,980	35,300	9.90%
Revenues:						
Transfers from Reserves/Reserve Funds	(34,402)	(69,410)	(35,008)	(69,300)	110	-0.16%
Total Revenues:	(34,402)	(69,410)	(35,008)	(69,300)	110	-0.16%
Net Levy	336,087	287,270	(48,817)	322,680	35,410	12.33%

Corporate & Social Services Administration

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: Grandview Lodge, Customer Experience & Communications, Human Resources and Legal & Support Services (including Provincial Offences Act Administration)
- 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
- 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 - Citizen Centred Services and Communications, Business Application Software Replacement, affordable housing, Open Government, Procurement Advancements, Strategic Planning

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
- Facilitate the development of a mixed housing project including affordable housing units, in partnership with the Haldimand Norfolk Housing Corporation



Haldimand County 2023 Tax Supported Operating Budget

Corporate & Social Services Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	289,474	281,510	(7,964)	313,080	31,570	11.21%
Materials	4,900	9,150	4,250	9,150	-	0.00%
Total Expenses:	294,374	290,660	(3,714)	322,230	31,570	10.86%
Net Levy	294,374	290,660	(3,714)	322,230	31,570	10.86%

Clerks

Function:

To administer the legislative requirements of the Clerks Division for the County

Services Provided:

- Council Secretariat (agendas, minutes, by-laws, meetings, follow up actions)
- 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)
- Registrar of Vital Statistics i.e.: deaths
- Manage the Municipal Election process
- Coordination of Corporate mail & courier service
- Administrative support to Police Services Board

Service Issues:

- Transition and orientation of new Council
- Preparing for Electronic Document and Records Management System

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 2023 Tax Supported Operating Budget

Clerks

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	446,064	464,550	18,486	433,450	(31,100)	-6.69%
Materials	100,252	102,510	2,258	53,910	(48,600)	-47.41%
Contracted Services	138,044	139,520	1,476	19,960	(119,560)	-85.69%
Rents and Financial Expenses	3,249	3,350	101	2,200	(1,150)	-34.33%
Transfers to Reserves/Reserve Funds	50,000	50,000	-	65,000	15,000	30.00%
Interfunctional Adjustments	(31,300)	(31,300)	-	(25,330)	5,970	-19.07%
Total Expenses:	706,310	728,630	22,320	549,190	(179,440)	-24.63%
Revenues:						
General Recoveries	(22,730)	(29,910)	(7,180)	(29,910)	-	0.00%
Transfers from Reserves/Reserve Funds	(250,000)	(219,720)	30,280	(2,600)	217,120	-98.82%
Total Revenues:	(272,730)	(249,630)	23,100	(32,510)	217,120	-86.98%
Net Levy	433,580	479,000	45,420	516,680	37,680	7.87%

Haldimand County 2023 Tax Supported Operating Budget

Finance

Function:

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

Services Provided:

- Provide advice and support to County Departments and Local Boards in regards to accounting services and financial analysis
- Preparation of the annual audited Financial Statements to meet PSAB guidelines (including tangible capital assets). Public financial reporting as required by the Municipal Act (including annual 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 (including administering Development Charges By-law)
- 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

Service Issues:

- Assist with further implementation of new Business Application Software
 - Refine internal budget monitoring/reporting processes
 - Review user fees and alternative revenue sources, including legislated updates to Development Charges
 - Implement revised investment policy to maximize returns and ensure flexibility in a challenging environment
 - Municipal Property Assessment Corporation (MPAC) expected to proceed with updated valuations in the near future but no date has yet been provided
- Communication planning is underway for major divisional initiatives and to update ongoing business processes

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
- Maintain long-term financial sustainability with ongoing enhancements to budget and forecasting tools
- Provide customer service excellence including digital service delivery options for property owners
- Promote accountability and transparency through timely, relevant financial reporting to internal and external stakeholders



Haldimand County 2023 Tax Supported Operating Budget

Finance

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,326,756	1,526,360	199,604	1,572,050	45,690	2.99%
Materials	114,860	48,730	(66,130)	52,530	3,800	7.80%
Contracted Services	22,740	20,000	(2,740)	20,000	-	0.00%
Interfunctional Adjustments	(309,650)	(309,650)	-	(318,940)	(9,290)	3.00%
Total Expenses:	1,154,706	1,285,440	130,734	1,325,640	40,200	3.13%
Revenues:						
General Recoveries	(476,290)	(413,890)	62,400	(413,980)	(90)	0.02%
Transfers from Reserves/Reserve Funds	-	-	-	(9,330)	(9,330)	0.00%
Total Revenues:	(476,290)	(413,890)	62,400	(423,310)	(9,420)	2.28%
Net Levy	678,416	871,550	193,134	902,330	30,780	3.53%

Customer Experience & Communications

Function:

To implement customer-focused strategies that enhance service delivery and communications for both internal and external customers, reinforcing a positive customer experience.

Services Provided:

- Provide guidance and develop strategies related to customer service and communications to ensure a consistent and positive customer experience across the corporation.
- Customer Service: provision of timely and efficient service delivery at first point of contact to external and internal customers ; administration of customer service transactions such as payment processing, program registration, complaint intake and information sharing; appropriately directing customers to secondary tier of service as necessary.
- Corporate Communications: Coordination and delivery of communications about our services and programs in appropriate communication channels (website, social media, and media); active community engagement to solicit customer feedback; appropriately responding to incoming service and program inquiries.
- Licensing: Issuing licenses and permits (including audit of gaming/lottery activities and monitoring of non-compliance with relevant by-laws); providing administrative support in the processing of parking tickets, oversee issuance of Marriage Licenses and conduct Civil Marriages
- Accessibility: facilitate the development and implementation of the accessibility plan, liaise with the Accessibility Advisory Committee and staff on accessibility related matters, provide direction and training on accessibility standards

Service Issues:

- Developing corporate customer service standards to be adopted and adhered to in order to enhance customer experience
- Prioritization and coordination of corporate information to be shared in a consistent and timely manner
- Encourage cross divisional collaboration for coordinated information sharing and community engagement

Service Objectives/Goals:

- Provide accessible, convenient, and positive service delivery to internal and external stakeholders
- Implement effective and efficient service processes and tools that promote consistency, accuracy, and timeliness
- Develop corporate customer service standards to measure and monitor customer service performance and expectations
- Compliance with statutory requirements and internal protocols



Haldimand County 2023 Tax Supported Operating Budget

Customer Experience & Communications

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	623,603	712,790	89,187	851,260	138,470	19.43%
Materials	90,079	114,430	24,351	183,440	69,010	60.31%
Contracted Services	1,488	4,200	2,712	4,200	-	0.00%
Interfunctional Adjustments	(21,560)	(21,560)	-	(22,230)	(670)	3.11%
Total Expenses:	693,610	809,860	116,250	1,016,670	206,810	25.54%
Revenues:						
General Recoveries	(70,404)	(83,780)	(13,376)	(83,780)	-	0.00%
Transfers from Reserves/Reserve Funds	-	-	-	(127,000)	(127,000)	0.00%
Total Revenues:	(70,404)	(83,780)	(13,376)	(210,780)	(127,000)	151.59%
Net Levy	623,207	726,080	102,874	805,890	79,810	10.99%

Legal & Support Services

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 purchase order software and workflow functionality, administer purchasing card program; develop and maintain procurement templates and various documentation; review bid documents; maintain PPE & office supply inventory; corporate furniture inventory acquisition; consultation with County divisions and vendors; guidance on vendor performance review and contract management; cooperative purchasing; online auction for disposal of surplus goods; and assistance with vendor WSIB and Certificates of Insurance
- General Insurance and Risk Management Program – administration of corporate general insurance program including facility user and special events insurance programs; claims management including internal claims, external claims and assistance with third party contractor claims; claim subrogation; review of various legal documents; and providing guidance on risk mitigation strategies
- Legal Services Administration – coordinates various aspects of litigation matters specific to legal claims filed against the County including representation in Small Claims court; and administer legal service requests and invoice reconciliation
- Property and Real Estate Services – management, development and administration of leases and other property-related documentation; management of real property interests on behalf of the County including acquisition, disposal, road closures/conveyances, easements and various license agreements; coordination of real estate consultation, appraisals and surveys; resource with respect to real estate and property related matters
- Intergovernmental Affairs - including shared Health and Social Services with Norfolk County

Service Issues:

- Marketplace continues to have instability which labour shortages, supply chain issues and price increases. Continuing to work with divisions to mitigate associated risks and stay apprised of market conditions.
- Claims management including tracking claim progress and related fiscal impacts using Excel which requires manual intervention for reporting
- Uncertainty related to insurance industry and impact to County, specifically Cyber insurance

Service Objectives/Goals:

- Implementation of risk management measures through informative discussions, training sessions; and taking corrective / preventative actions to reduce exposure to claims and minimize risk and cost to the taxpayers
- Implementation of contract management functionality for tracking WSIB, insurance, contract execution, renewal options
- Standardization of various property related templates / agreements (telecommunications, leases, licenses, etc.)
- Improving website content and forms to streamline workflow for both customer and staff.



Haldimand County 2023 Tax Supported Operating Budget

Legal & Support Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	749,484	793,060	43,576	782,100	(10,960)	-1.38%
Materials	532,445	418,360	(114,085)	651,570	233,210	55.74%
Contracted Services	770,563	194,530	(576,033)	234,810	40,280	20.71%
Transfers to Reserves/Reserve Funds	1,200,238	597,750	(602,488)	597,750	-	0.00%
Interfunctional Adjustments	(133,690)	(133,690)	-	(136,040)	(2,350)	1.76%
Total Expenses:	3,119,040	1,870,010	(1,249,030)	2,130,190	260,180	13.91%
Revenues:						
General Recoveries	(1,253,403)	(276,010)	977,393	(277,040)	(1,030)	0.37%
Transfers from Reserves/Reserve Funds	(582,583)	(430,000)	152,583	(430,000)	-	0.00%
Total Revenues:	(1,835,986)	(706,010)	1,129,976	(707,040)	(1,030)	0.15%
Net Levy	1,283,054	1,164,000	(119,054)	1,423,150	259,150	22.26%

Human Resources

Function:

To support the Human Resources functions across all 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 non-union policy revisions
- Salary and benefit administration
- Employee health and safety
- Medical leave management and return to work, including Schedule 2 Workers' Compensation claims management
- Employee recruitment and retention
- Human Resource policy and procedure development
- Training and professional development
- Employee information management

Service Issues:

- continued support for staff through Health and Safety protocols, response to rapidly changing provincial guidelines and legislation as well as management of absences, staff shortages and vacancies
- Payroll and Human Resource Information Management System in conjunction with new Business Application Software
- Impact of pandemic and burn-out on occupational and non-occupational claims, staff morale and mental health
- Policy and procedure development and training to ensure compliance in our changing workplace
- Recruitment, retention, and talent management given municipal staffing environment, labour market shortages and ongoing leadership development
- Responding to significant changes in Haldimand County labour relations

Service Objectives/Goals:

- Effective infrastructure and resource support necessary to enable managers and supervisors to lead effectively
- Service delivery that fosters a team-based approach founded on trust and effective working relationships
- Comfortable, safe and enjoyable workplaces
- Human Resource practices that make the County an employer of choice
- Legislative compliance
- Ongoing management and support for staff related to external pressures and changes in the work

Main Budget Drivers:

Staff turnover and ongoing need for resources to address corporate priorities



Haldimand County 2023 Tax Supported Operating Budget

Human Resources

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,214,581	1,292,280	77,699	1,381,220	88,940	6.88%
Materials	770,846	812,070	41,224	822,070	10,000	1.23%
Contracted Services	50,463	91,950	41,487	134,950	43,000	46.76%
Transfers to Reserves/Reserve Funds	1,708,631	1,672,260	(36,371)	1,672,260	-	0.00%
Interfunctional Adjustments	(556,220)	(556,220)	-	(572,620)	(16,400)	2.95%
Total Expenses:	3,188,300	3,312,340	124,040	3,437,880	125,540	3.79%
Revenues:						
General Recoveries	(1,621,431)	(1,585,060)	36,371	(1,585,060)	-	0.00%
Transfers from Reserves/Reserve Funds	(647,057)	(738,400)	(91,343)	(828,490)	(90,090)	12.20%
Total Revenues:	(2,268,489)	(2,323,460)	(54,972)	(2,413,550)	(90,090)	3.88%
Net Levy	919,812	988,880	69,068	1,024,330	35,450	3.58%

Innovation & Technology Services

Function:

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

Services Provided:

The Innovation & Technology Services 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:

As technology rapidly evolves, it is a challenge for the Innovation & Technology Services division to support increased use of technology throughout the County in a timely, effective and efficient manner. Also, timely decommissioning of outdated, redundant solutions is imperative to mitigate security risk and minimize duplicate costs.

Service Objectives/Goals:

Haldimand County has networks which link the main office and all remote sites with an e-mail system accessible to all staff. The Innovation and Technology Services Division supports over 500 staff workstations along with file servers and peripherals and maintains the major database applications. Technology improvements will enhance cyber security, streamline processes and communications, improve productivity, share corporate information, eliminate duplication of databases, enhance internal / external customer service and increase the online / remote services.



Haldimand County 2023 Tax Supported Operating Budget

Innovation & Technology Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,154,864	1,221,040	66,176	1,591,560	370,520	30.34%
Materials	74,950	89,850	14,900	86,950	(2,900)	-3.23%
Contracted Services	881,460	881,460	-	797,460	(84,000)	-9.53%
Transfers to Reserves/Reserve Funds	731,780	724,730	(7,050)	728,740	4,010	0.55%
Interfunctional Adjustments	(900,510)	(900,510)	-	(907,680)	(7,170)	0.80%
Total Expenses:	1,942,544	2,016,570	74,026	2,297,030	280,460	13.91%
Revenues:						
Grants/Subsidies	(3,500)	(3,500)	-	(3,500)	-	0.00%
Transfers from Reserves/Reserve Funds	(111,500)	(161,500)	(50,000)	(63,000)	98,500	-60.99%
Total Revenues:	(115,000)	(165,000)	(50,000)	(66,500)	98,500	-59.70%
Net Levy	1,827,544	1,851,570	24,026	2,230,530	378,960	20.47%

Fleet & Equipment Pool

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 multi-functional equipment.

Service Objectives/Goals:

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



Haldimand County 2023 Tax Supported Operating Budget

Fleet & Equipment Pool

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,197,594	1,177,150	(20,444)	1,237,400	60,250	5.12%
Materials	2,379,817	1,897,100	(482,717)	2,101,940	204,840	10.80%
Utilities	22,000	22,500	500	22,500	-	0.00%
Contracted Services	245,050	336,050	91,000	335,550	(500)	-0.15%
Rents and Financial Expenses	5,300	4,000	(1,300)	4,500	500	12.50%
Transfers to Reserves/Reserve Funds	3,713,850	3,723,850	10,000	4,600,330	876,480	23.54%
Interfunctional Adjustments	(7,150,650)	(7,150,650)	-	(8,292,220)	(1,141,570)	15.96%
Total Expenses:	412,961	10,000	(402,961)	10,000	-	0.00%
Revenues:						
General Recoveries	-	(10,000)	(10,000)	(10,000)	-	0.00%
Total Revenues:	-	(10,000)	(10,000)	(10,000)	-	0.00%
Net Levy	412,961	-	(412,961)	-	-	0.00%

Facilities Capital & Asset Management

Function:

Manage the County's capital assets and programs related to buildings, arenas, parks, 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, 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

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



Haldimand County 2023 Tax Supported Operating Budget

Facilities Capital & Asset Management

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	561,318	572,380	11,062	693,410	121,030	21.15%
Materials	24,135	33,200	9,065	37,330	4,130	12.44%
Contracted Services	2,741	15,000	12,259	15,000	-	0.00%
Total Expenses:	588,194	620,580	32,386	745,740	125,160	20.17%
Revenues:						
Transfers from Reserves/Reserve Funds	(117,910)	(117,910)	-	(252,420)	(134,510)	114.08%
Total Revenues:	(117,910)	(117,910)	-	(252,420)	(134,510)	114.08%
Net Levy	470,284	502,670	32,386	493,320	(9,350)	-1.86%



Haldimand County 2023 Tax Supported Operating Budget

Corporate Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	460,758	110,650	(350,108)	38,340	(72,310)	-65.35%
Materials	6,490	6,490	-	6,490	-	0.00%
Transfers to Reserves/Reserve Funds	122,975	-	(122,975)	-	-	0.00%
Total Expenses:	590,223	117,140	(473,083)	44,830	(72,310)	-61.73%
Revenues:						
Transfers from Reserves/Reserve Funds	(241,004)	(117,140)	123,864	(44,830)	72,310	-61.73%
Total Revenues:	(241,004)	(117,140)	123,864	(44,830)	72,310	-61.73%
Net Levy	349,218	-	(349,218)	-	-	0.00%



Haldimand County 2023 Tax Supported Operating Budget

Municipal Property Assessment Corporation

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Materials	-	-	-	-	-	0.00%
Contracted Services	752,420	752,420	-	748,530	(3,890)	-0.52%
Total Expenses:	752,420	752,420	-	748,530	(3,890)	-0.52%
Net Levy	752,420	752,420	-	748,530	(3,890)	-0.52%

Administration Facilities

Function:

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

Services 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.



Haldimand County 2023 Tax Supported Operating Budget

Administration Facilities

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	257,620	281,110	23,490	297,070	15,960	5.68%
Long Term Debt Charges	1,440,350	1,440,350	-	1,414,000	(26,350)	-1.83%
Materials	51,510	47,510	(4,000)	47,510	-	0.00%
Utilities	118,800	158,600	39,800	158,600	-	0.00%
Contracted Services	258,070	262,420	4,350	282,420	20,000	7.62%
Rents and Financial Expenses	1,420	1,420	-	1,420	-	0.00%
Transfers to Reserves/Reserve Funds	7,420	7,420	-	-	(7,420)	-100.00%
Interfunctional Adjustments	(62,820)	(62,820)	-	(74,610)	(11,790)	18.77%
Total Expenses:	2,072,370	2,136,010	63,640	2,126,410	(9,600)	-0.45%
Revenues:						
General Recoveries	(109,180)	(109,180)	-	(109,280)	(100)	0.09%
Total Revenues:	(109,180)	(109,180)	-	(109,280)	(100)	0.09%
Net Levy	1,963,190	2,026,830	63,640	2,017,130	(9,700)	-0.48%

Accessibility for Ontarians with Disabilities Act Administration

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 2023 Tax Supported Operating Budget

Accessibility for Ontarians with Disabilities Act Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	19,858	53,760	33,903	43,320	(10,440)	-19.42%
Materials	1,171	3,180	2,009	3,180	-	0.00%
Contracted Services	-	500	500	500	-	0.00%
Total Expenses:	21,029	57,440	36,411	47,000	(10,440)	-18.18%
Net Levy	21,029	57,440	36,411	47,000	(10,440)	-18.18%



Haldimand County 2023 Tax Supported Operating Budget

Emergency Measures

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	5,314	6,590	1,276	6,660	70	1.06%
Materials	10,437	-	(10,437)	-	-	0.00%
Transfers to Reserves/Reserve Funds	100,000	100,000	-	100,000	-	0.00%
Interfunctional Adjustments	4,460	4,460	-	4,460	-	0.00%
Total Expenses:	120,211	111,050	(9,161)	111,120	70	0.06%
Net Levy	120,211	111,050	(9,161)	111,120	70	0.06%



Protection Services



Haldimand
County



Haldimand County 2023 Tax Supported Operating Budget Summary

Protection Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	4,311,885	4,790,830	478,945	5,098,740	307,910	6.43%
Long Term Debt Charges	588,350	588,350	-	575,610	(12,740)	-2.17%
Materials	347,479	370,210	22,731	479,530	109,320	29.53%
Contracted Services	9,213,022	9,059,330	(153,692)	9,124,170	64,840	0.72%
Rents and Financial Expenses	2,404,128	2,392,290	(11,838)	2,463,890	71,600	2.99%
External Transfers	679,124	686,600	7,476	700,030	13,430	1.96%
Transfers to Reserves/Reserve Funds	844,481	111,860	(732,621)	600	(111,260)	-99.46%
Interfunctional Adjustments	2,266,340	2,266,340	-	2,832,210	565,870	24.97%
Utilities	88,150	107,960	19,810	107,610	(350)	-0.32%
Total Expenses:	20,742,958	20,373,770	(369,188)	21,382,390	1,008,620	4.95%
Revenues:						
Grants/Subsidies	(234,980)	(205,900)	29,080	(205,900)	-	0.00%
General Recoveries	(2,964,429)	(2,636,700)	327,729	(2,636,700)	-	0.00%
Development Charges Reserve Funds	(183,090)	(183,560)	(470)	(179,640)	3,920	-2.14%
Transfers from Reserves/Reserve Funds	(226,880)	(226,880)	-	(384,050)	(157,170)	69.27%
Total Revenues:	(3,609,379)	(3,253,040)	356,339	(3,406,290)	(153,250)	4.71%
Net Levy	17,133,579	17,120,730	(12,849)	17,976,100	855,370	5.00%

Fire Services

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 co-operatively with other County departments and divisions
- Continue fire safety education and fire code enforcement in an effort to reduce fire and fire deaths
- Improve Wellness & continue a pro-active approach to PTSD & Mental health, through "Road to Mental Readiness" training for all firefighters.



Haldimand County 2023 Tax Supported Operating Budget

Fire Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	2,391,317	2,574,050	182,733	2,653,440	79,390	3.08%
Long Term Debt Charges	588,350	588,350	-	575,610	(12,740)	-2.17%
Materials	166,053	191,420	25,367	295,740	104,320	54.50%
Utilities	88,150	107,960	19,810	107,610	(350)	-0.32%
Contracted Services	309,495	286,630	(22,865)	317,790	31,160	10.87%
Rents and Financial Expenses	2,386,825	2,386,790	(35)	2,458,390	71,600	3.00%
Transfers to Reserves/Reserve Funds	9,000	9,000	-	-	(9,000)	-100.00%
Interfunctional Adjustments	1,815,860	1,815,860	-	2,366,950	551,090	30.35%
Total Expenses:	7,755,049	7,960,060	205,011	8,775,530	815,470	10.24%
Revenues:						
Grants/Subsidies	-	-	-	-	-	0.00%
General Recoveries	(223,797)	(250,040)	(26,243)	(250,040)	-	0.00%
Development Charges Reserve Funds	(183,090)	(183,560)	(470)	(179,640)	3,920	-2.14%
Transfers from Reserves/Reserve Funds	-	-	-	(63,100)	(63,100)	0.00%
Total Revenues:	(406,887)	(433,600)	(26,713)	(492,780)	(59,180)	13.65%
Net Levy	7,348,162	7,526,460	178,298	8,282,750	756,290	10.05%



Haldimand County 2023 Tax Supported Operating Budget

Emergency Management

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Materials	465	1,530	1,065	1,530	-	0.00%
Contracted Services	26,864	25,590	(1,274)	25,590	-	0.00%
Interfunctional Adjustments	6,460	6,460	-	6,460	-	0.00%
Total Expenses:	33,789	33,580	(209)	33,580	-	0.00%
Net Levy	33,789	33,580	(209)	33,580	-	0.00%

Haldimand County 2023 Tax Supported Operating Budget

Policing

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. This contract has been extended through an amending agreement for one additional year, ending December 31st, 2023. 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) establishes policies and annual strategic policy objectives however do not have an operations oversight function.
- County Staff provide administrative and financial support to the PSB 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 and effective 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

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 and especially speeding 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 2023 Tax Supported Operating Budget

Policing

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	4,690	12,320	7,630	12,570	250	2.03%
Materials	9,723	12,400	2,677	10,250	(2,150)	-17.34%
Contracted Services	8,332,132	8,290,810	(41,322)	8,213,640	(77,170)	-0.93%
External Transfers	500	750	250	750	-	0.00%
Transfers to Reserves/Reserve Funds	-	600	600	600	-	0.00%
Interfunctional Adjustments	9,890	9,890	-	9,810	(80)	-0.81%
Total Expenses:	8,356,935	8,326,770	(30,165)	8,247,620	(79,150)	-0.95%
Revenues:						
Grants/Subsidies	(224,680)	(195,600)	29,080	(195,600)	-	0.00%
General Recoveries	(63,490)	(54,600)	8,890	(54,600)	-	0.00%
Total Revenues:	(288,170)	(250,200)	37,970	(250,200)	-	0.00%
Net Levy	8,068,765	8,076,570	7,805	7,997,420	(79,150)	-0.98%

Provincial Offences Act

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 , Part II offences through external legal firm and Part III through crown and ministry provided prosecutorial services.
- 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:

- The Ministry of Attorney General (MAG) has downloaded additional responsibilities to manage new services including POA staff becoming legislative clerks of the court and now administering Part III offences which requires the County to source external prosecutorial services for Part III matters.
- MAG requiring the full and flexible ability to provide hybrid court (use of video conferencing technology along with in-person services) which has a direct impact on staffing level requirement and staff time. This requires two staff to be available in court during designated half day court dates and full day trials; and one staff member in the office to provide customer service.
- Backlog of work due to COVID-19 – specifically as a result of POA office and court closures. During the closures, existing tickets could not be processed all while tickets continued to be issued. Due to these delays, there are matters that have reached or exceeding the permissible time limits for matters to be brought to court (per the Jordan Ceiling Supreme Court decision). Staff are working with our Regional Senior Justice of the Peace for direction as this is occurring across all Ontario POA courts.
- On-going Justice of the Peace shortage has resulted in less court dates being available and several scheduled court dates are cancelled (sometimes with little to no notice) throughout the year. Cancellation of court dates has a significant impact on POA staff, as all matters that were to be heard at the cancelled court date have to be rescheduled and coordinated with defendants, prosecutor and enforcement officers. This is a duplication of services and there is no fiscal offset for the additional work. Justice of the Peace provide judicial services to all levels of Ontario Courts, and there is an order of operations - being Bail Court and Criminal Court take priority over POA Courts.

Service Objectives/Goals:

- Maintaining the integrity of the justice system as it relates to the administration of POA in Haldimand County; and compliance with the MAG Memorandum of Understanding for the provision of POA services.

Main Budget Drivers:

- As per MAG direction, collection of fines was suspended which is the only source of revenue for POA. Any fines collected were based upon defendants opting to make payment. Collection of fines is significantly behind but has been identified as a priority for 2023.



Haldimand County 2023 Tax Supported Operating Budget

Provincial Offenses Act

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	164,760	127,400	(37,360)	219,870	92,470	72.58%
Materials	11,948	10,000	(1,948)	11,750	1,750	17.50%
Contracted Services	176,771	120,900	(55,871)	168,150	47,250	39.08%
Rents and Financial Expenses	2,493	5,500	3,007	5,500	-	0.00%
External Transfers	67,774	75,000	7,226	27,000	(48,000)	-64.00%
Interfunctional Adjustments	57,940	57,940	-	58,600	660	1.14%
Total Expenses:	481,686	396,740	(84,946)	490,870	94,130	23.73%
Revenues:						
General Recoveries	(327,842)	(460,000)	(132,158)	(460,000)	-	0.00%
Total Revenues:	(327,842)	(460,000)	(132,158)	(460,000)	-	0.00%
Net Levy	153,844	(63,260)	(217,104)	30,870	94,130	-148.80%

Summary - Conservation Authorities

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 reduce flood damage, provide access to outdoor spaces, share information about the natural environment, and make the watershed more resilient to climate change.

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:

- Application of provincial legislation and changing regulatory abilities and review for the conservation authorities. H3
- 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.
- Review of development applications and insight from environmental perspective.



Haldimand County 2023 Tax Supported Operating Budget

Grand River Conservation Authority

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
External Transfers	180,060	180,060	-	188,190	8,130	4.52%
Total Expenses:	180,060	180,060	-	188,190	8,130	4.52%
Net Levy	180,060	180,060	-	188,190	8,130	4.52%



Haldimand County 2023 Tax Supported Operating Budget

Long Point Conservation Authority

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
External Transfers	299,670	299,670	-	324,280	24,610	8.21%
Total Expenses:	299,670	299,670	-	324,280	24,610	8.21%
Net Levy	299,670	299,670	-	324,280	24,610	8.21%



Haldimand County 2023 Tax Supported Operating Budget

Niagara Peninsula Conservation Authority

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
External Transfers	131,120	131,120	-	159,810	28,690	21.88%
Total Expenses:	131,120	131,120	-	159,810	28,690	21.88%
Net Levy	131,120	131,120	-	159,810	28,690	21.88%

Plans Examination & Inspection

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



Haldimand County 2023 Tax Supported Operating Budget

Plans Examination & Inspection

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,379,479	1,678,870	299,391	1,815,020	136,150	8.11%
Materials	82,900	79,170	(3,730)	80,820	1,650	2.08%
Contracted Services	5,660	5,000	(660)	60,400	55,400	1108.00%
Rents and Financial Expenses	14,810	-	(14,810)	-	-	0.00%
Transfers to Reserves/Reserve Funds	835,481	102,260	(733,221)	-	(102,260)	-100.00%
Interfunctional Adjustments	340,440	340,440	-	347,280	6,840	2.01%
Total Expenses:	2,658,770	2,205,740	(453,030)	2,303,520	97,780	4.43%
Revenues:						
General Recoveries	(2,175,680)	(1,722,650)	453,030	(1,722,650)	-	0.00%
Transfers from Reserves/Reserve Funds	(226,880)	(226,880)	-	(320,950)	(94,070)	41.46%
Total Revenues:	(2,402,560)	(1,949,530)	453,030	(2,043,600)	(94,070)	4.83%
Net Levy	256,210	256,210	(0)	259,920	3,710	1.45%



Haldimand County 2023 Tax Supported Operating Budget

Municipal Enforcement Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	371,638	398,190	26,552	397,840	(350)	-0.09%
Materials	15,390	14,690	(700)	18,440	3,750	25.53%
Contracted Services	67,880	45,600	(22,280)	45,600	-	0.00%
Interfunctional Adjustments	35,750	35,750	-	43,110	7,360	20.59%
Total Expenses:	490,658	494,230	3,572	504,990	10,760	2.18%
Revenues:						
General Recoveries	(101,620)	(77,410)	24,210	(77,410)	-	0.00%
Total Revenues:	(101,620)	(77,410)	24,210	(77,410)	-	0.00%
Net Levy	389,038	416,820	27,782	427,580	10,760	2.58%



Haldimand County 2023 Tax Supported Operating Budget

Animal Control

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Materials	61,000	61,000	-	61,000	-	0.00%
Contracted Services	294,220	284,800	(9,420)	293,000	8,200	2.88%
Total Expenses:	355,220	345,800	(9,420)	354,000	8,200	2.37%
Revenues:						
Grants/Subsidies	(10,300)	(10,300)	-	(10,300)	-	0.00%
General Recoveries	(72,000)	(72,000)	-	(72,000)	-	0.00%
Total Revenues:	(82,300)	(82,300)	-	(82,300)	-	0.00%
Net Levy	272,920	263,500	(9,420)	271,700	8,200	3.11%



Transportation Services



Haldimand
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Haldimand County 2023 Tax Supported Operating Budget Summary

Transportation Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	5,820,367	5,690,760	(129,607)	6,021,260	330,500	5.81%
Materials	976,802	1,042,220	65,418	1,053,670	11,450	1.10%
Contracted Services	5,304,584	5,147,350	(157,234)	5,267,920	120,570	2.34%
Rents and Financial Expenses	60,725	23,400	(37,325)	83,400	60,000	256.41%
Transfers to Reserves/Reserve Funds	8,087,910	8,087,910	-	8,087,910	-	0.00%
Interfunctional Adjustments	3,632,550	3,632,550	-	4,084,330	451,780	12.44%
Sand & Salt	1,335,800	1,320,000	(15,800)	1,433,090	113,090	8.57%
Utilities	533,010	512,010	(21,000)	510,340	(1,670)	-0.33%
Total Expenses:	25,751,748	25,456,200	(295,548)	26,541,920	1,085,720	4.27%
Revenues:						
Grants/Subsidies	(269,620)	(262,560)	7,060	(262,560)	-	0.00%
General Recoveries	(415,066)	(143,820)	271,246	(282,010)	(138,190)	96.09%
Transfers from Reserves/Reserve Funds	(132,850)	(132,850)	-	(212,790)	(79,940)	60.17%
Total Revenues:	(817,536)	(539,230)	278,306	(757,360)	(218,130)	40.45%
Net Levy	24,934,212	24,916,970	(17,242)	25,784,560	867,590	3.48%

Engineering Services

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 2023 Tax Supported Operating Budget

Engineering Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,017,796	1,044,000	26,204	1,208,610	164,610	15.77%
Materials	57,220	74,570	17,350	85,010	10,440	14.00%
Contracted Services	21,109	27,000	5,891	27,000	-	0.00%
Transfers to Reserves/Reserve Funds	8,028,600	8,028,600	-	8,028,600	-	0.00%
Interfunctional Adjustments	24,310	24,310	-	26,210	1,900	7.82%
Total Expenses:	9,149,035	9,198,480	49,445	9,375,430	176,950	1.92%
Revenues:						
General Recoveries	(292,152)	(55,600)	236,552	(193,790)	(138,190)	248.54%
Transfers from Reserves/Reserve Funds	(132,850)	(132,850)	-	(136,550)	(3,700)	2.79%
Total Revenues:	(425,002)	(188,450)	236,552	(330,340)	(141,890)	75.29%
Net Levy	8,724,033	9,010,030	285,997	9,045,090	35,060	0.39%



Haldimand County 2023 Tax Supported Operating Budget

Municipal Drain Maintenance

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	118,258	110,650	(7,608)	117,800	7,150	6.46%
Materials	5,707	12,520	6,813	12,520	-	0.00%
Contracted Services	-	1,000	1,000	1,000	-	0.00%
Transfers to Reserves/Reserve Funds	59,310	59,310	-	59,310	-	0.00%
Total Expenses:	183,275	183,480	205	190,630	7,150	3.90%
Revenues:						
Grants/Subsidies	(63,060)	(63,060)	-	(63,060)	-	0.00%
General Recoveries	-	(1,050)	(1,050)	(1,050)	-	0.00%
Total Revenues:	(63,060)	(64,110)	(1,050)	(64,110)	-	0.00%
Net Levy	120,215	119,370	(845)	126,520	7,150	5.99%

Roads Summary

Function:

To maintain and preserve approximately 1,494 kms of public right of way / road allowances, 162 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 maximizes the value of the County's investment.

Services Provided:

- Road Surface Maintenance – including; asphalt milling and paving, asphalt overlays and padding, pothole repairs, granular road resurfacing / grading and dust control, maintenance and repair of bridges and structure surfaces.
- 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 line painting.
- Winter Control Program – Roads, Sidewalks and Municipal Parking Lots winter maintenance activities including; weather monitoring, winter road patrol, snow plowing and sanding/salting 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 2023 Tax Supported Operating Budget Summary

Roads

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	4,684,314	4,536,110	(148,204)	4,694,850	158,740	3.50%
Materials	913,875	955,130	41,255	956,140	1,010	0.11%
Utilities	533,010	512,010	(21,000)	510,340	(1,670)	-0.33%
Sand & Salt	1,335,800	1,320,000	(15,800)	1,433,090	113,090	8.57%
Contracted Services	5,040,595	4,877,250	(163,345)	4,989,320	112,070	2.30%
Rents and Financial Expenses	60,725	23,400	(37,325)	83,400	60,000	256.41%
Interfunctional Adjustments	3,608,240	3,608,240	-	4,058,120	449,880	12.47%
Total Expenses:	16,176,558	15,832,140	(344,418)	16,725,260	893,120	5.64%
Revenues:						
Grants/Subsidies	(206,560)	(199,500)	7,060	(199,500)	-	0.00%
General Recoveries	(122,914)	(87,170)	35,744	(87,170)	-	0.00%
Transfers from Reserves/Reserve Funds	-	-	-	(76,240)	(76,240)	
Total Revenues:	(329,474)	(286,670)	42,804	(362,910)	(76,240)	26.60%
Net Levy	15,847,084	15,545,470	(301,614)	16,362,350	816,880	5.25%



Haldimand County 2023 Tax Supported Operating Budget

Roads Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,025,965	1,052,080	26,115	1,095,980	43,900	4.17%
Materials	57,775	67,250	9,475	72,090	4,840	7.20%
Contracted Services	134,290	194,000	59,710	190,500	(3,500)	-1.80%
Interfunctional Adjustments	422,580	422,580	-	422,580	-	0.00%
Total Expenses:	1,640,610	1,735,910	95,300	1,781,150	45,240	2.61%
Revenues:						
Grants/Subsidies	(206,560)	(199,500)	7,060	(199,500)	-	0.00%
General Recoveries	(103,327)	(86,000)	17,327	(86,000)	-	0.00%
Transfers from Reserves/Reserve Funds	-	-	-	(1,340)	(1,340)	0.00%
Total Revenues:	(309,887)	(285,500)	24,387	(286,840)	(1,340)	0.47%
Net Levy	1,330,723	1,450,410	119,687	1,494,310	43,900	3.03%



Haldimand County 2023 Tax Supported Operating Budget

Roads Facilities

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	112,381	170,130	57,749	181,320	11,190	6.58%
Materials	44,480	35,700	(8,780)	35,700	-	0.00%
Utilities	58,740	55,440	(3,300)	55,440	-	0.00%
Contracted Services	17,200	21,800	4,600	21,800	-	0.00%
Interfunctional Adjustments	69,790	69,790	-	69,790	-	0.00%
Total Expenses:	302,591	352,860	50,269	364,050	11,190	3.17%
Net Levy	302,591	352,860	50,269	364,050	11,190	3.17%



Haldimand County 2023 Tax Supported Operating Budget

Roadside Maintenance

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	2,256,884	2,140,850	(116,034)	2,233,420	92,570	4.32%
Materials	801,620	835,980	34,360	832,150	(3,830)	-0.46%
Utilities	474,270	456,570	(17,700)	454,900	(1,670)	-0.37%
Contracted Services	2,359,105	2,559,600	200,495	2,475,030	(84,570)	-3.30%
Rents and Financial Expenses	60,725	23,400	(37,325)	83,400	60,000	256.41%
Interfunctional Adjustments	1,633,510	1,633,510	-	1,590,250	(43,260)	-2.65%
Total Expenses:	7,586,113	7,649,910	63,797	7,669,150	19,240	0.25%
Revenues:						
General Recoveries	(19,587)	(1,170)	18,417	(1,170)	-	0.00%
Transfers from Reserves/Reserve Funds	-	-	-	(74,900)	(74,900)	0.00%
Total Revenues:	(19,587)	(1,170)	18,417	(76,070)	(74,900)	6401.71%
Net Levy	7,566,526	7,648,740	82,214	7,593,080	(55,660)	-0.73%



Haldimand County 2023 Tax Supported Operating Budget

Winter Control

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,289,084	1,173,050	(116,034)	1,184,130	11,080	0.94%
Materials	10,000	16,200	6,200	16,200	-	0.00%
Sand & Salt	1,335,800	1,320,000	(15,800)	1,433,090	113,090	8.57%
Contracted Services	2,530,000	2,101,850	(428,150)	2,301,990	200,140	9.52%
Interfunctional Adjustments	1,482,360	1,482,360	-	1,975,500	493,140	33.27%
Total Expenses:	6,647,244	6,093,460	(553,784)	6,910,910	817,450	13.42%
Net Levy	6,647,244	6,093,460	(553,784)	6,910,910	817,450	13.42%



Haldimand County 2023 Tax Supported Operating Budget

Child Crossing Patrols

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Contracted Services	242,880	242,100	(780)	250,600	8,500	3.51%
Total Expenses:	242,880	242,100	(780)	250,600	8,500	3.51%
Net Levy	242,880	242,100	(780)	250,600	8,500	3.51%



Haldimand
County



Environmental Services



Haldimand
County



Haldimand County 2023 Tax Supported Operating Budget Summary

Environmental Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,136,587	1,121,960	(14,627)	1,214,080	92,120	8.21%
Long Term Debt Charges	61,860	61,860	-	60,890	(970)	-1.57%
Materials	430,571	456,640	26,069	479,540	22,900	5.01%
Contracted Services	4,486,730	4,430,160	(56,570)	5,091,010	660,850	14.92%
Rents and Financial Expenses	11,200	7,500	(3,700)	7,500	-	0.00%
Transfers to Reserves/Reserve Funds	524,330	524,330	-	524,330	-	0.00%
Interfunctional Adjustments	195,960	195,960	-	197,600	1,640	0.84%
Leachate - Treatment, Monitoring & Hauling	2,532,069	2,506,270	(25,799)	2,341,820	(164,450)	-6.56%
Utilities	28,995	42,060	13,065	42,060	-	0.00%
Total Expenses:	9,408,302	9,346,740	(61,562)	9,958,830	612,090	6.55%
Revenues:						
Grants/Subsidies	(758,510)	(746,510)	12,000	(746,510)	-	0.00%
General Recoveries	(2,716,886)	(2,464,300)	252,586	(2,423,220)	41,080	-1.67%
Development Charges Reserve Funds	(61,870)	(61,870)	-	(60,900)	970	-1.57%
Transfers from Reserves/Reserve Funds	(2,496)	(16,740)	(14,244)	(36,740)	(20,000)	119.47%
Total Revenues:	(3,539,762)	(3,289,420)	250,342	(3,267,370)	22,050	-0.67%
Net Levy	5,868,540	6,057,320	188,780	6,691,460	634,140	10.47%

Public Works Operations Administration

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 2023 Tax Supported Operating Budget

Public Works Operations Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	125,326	115,520	(9,806)	125,710	10,190	8.82%
Materials	8,783	11,800	3,017	11,800	-	0.00%
Contracted Services	24,572	24,500	(72)	26,300	1,800	7.35%
Interfunctional Adjustments	(12,200)	(12,200)	-	(12,600)	(400)	3.28%
Total Expenses:	146,481	139,620	(6,861)	151,210	11,590	8.30%
Net Levy	146,481	139,620	(6,861)	151,210	11,590	8.30%

Engineering & Capital Works Administration

Function:

To provide effective management of the Engineering & Capital Works Department. The department has three divisions: Engineering Services; Water & Wastewater Engineering; and, Facilities Capital & Asset Management.

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.
- Establishing levels of service, performance standards and compliance monitoring.
- Ensuring compliance with legislated and regulatory standards.

Service Objectives/Goals:

Coordination with operational divisions is an ongoing process to optimize and ensure the long term sustainability of the County's assets.



Haldimand County 2023 Tax Supported Operating Budget

Engineering & Capital Works Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	226,347	208,950	(17,397)	229,700	20,750	9.93%
Materials	929	7,550	6,621	7,950	400	5.30%
Contracted Services	-	2,500	2,500	2,000	(500)	-20.00%
Total Expenses:	227,277	219,000	(8,277)	239,650	20,650	9.43%
Net Levy	227,277	219,000	(8,277)	239,650	20,650	9.43%



Haldimand County 2023 Tax Supported Operating Budget

Urban Storm Sewer System

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	63,780	106,600	42,820	113,070	6,470	6.07%
Long Term Debt Charges	61,860	61,860	-	60,890	(970)	-1.57%
Materials	378	3,010	2,632	3,010	-	0.00%
Contracted Services	1,471	5,600	4,129	5,600	-	0.00%
Transfers to Reserves/Reserve Funds	524,330	524,330	-	524,330	-	0.00%
Interfunctional Adjustments	25,310	25,310	-	25,310	-	0.00%
Total Expenses:	677,129	726,710	49,581	732,210	5,500	0.76%
Revenues:						
General Recoveries	(34,876)	(35,380)	(504)	(35,380)	-	0.00%
Development Charges Reserve Funds	(61,870)	(61,870)	-	(60,900)	970	-1.57%
Total Revenues:	(96,746)	(97,250)	(504)	(96,280)	970	-1.00%
Net Levy	580,383	629,460	49,077	635,930	6,470	1.03%

Solid Waste Summary

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 Hazardous and Special Products (HSP) management, collection of Electrical and Electronic Equipment (EEE), 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 other recyclable materials;
- Re-Use Program - Someone's trash just may be your treasure! This bin contains items that may be useful to someone else. Check with the site attendant to determine if you may place an item inside this bin, or if you'd like to take an item from the bin.
- Collection and composting leaf and yard waste;
- Providing residents with access to Municipal Hazardous and Special Products (HSP) event days;
- Education and promotion of the 3 R's (Reduce, Re-use and Recycle); and
- Ensuring legislative compliance for all aspects of the operation of the solid waste and recyclables transfer facility, HSP/EEE events, and closed landfill/transfer sites

Service Issues:

- Optimization of the Canborough Waste Management Facility operations;
- Continued preparation for the transition of the Blue Box Program in accordance with Waste Free Ontario Act 2016
- 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 re-use.



Haldimand County 2023 Tax Supported Operating Budget Summary

Solid Waste

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	721,134	690,890	(30,244)	745,600	54,710	7.92%
Materials	420,481	434,280	13,799	456,780	22,500	5.18%
Utilities	28,995	42,060	13,065	42,060	-	0.00%
Contracted Services	4,460,687	4,397,560	(63,127)	5,057,110	659,550	15.00%
Leachate - Treatment, Monitoring & Hauling	2,532,069	2,506,270	(25,799)	2,341,820	(164,450)	-6.56%
Rents and Financial Expenses	11,200	7,500	(3,700)	7,500	-	0.00%
Interfunctional Adjustments	182,850	182,850	-	184,890	2,040	1.12%
Total Expenses:	8,357,416	8,261,410	(96,006)	8,835,760	574,350	6.95%
Revenues:						
Grants/Subsidies	(758,510)	(746,510)	12,000	(746,510)	-	0.00%
General Recoveries	(2,682,010)	(2,428,920)	253,090	(2,387,840)	41,080	-1.69%
Transfers from Reserves/Reserve Funds	(2,496)	(16,740)	(14,244)	(36,740)	(20,000)	119.47%
Total Revenues:	(3,443,016)	(3,192,170)	250,846	(3,171,090)	21,080	-0.66%
Net Levy	4,914,400	5,069,240	154,840	5,664,670	595,430	11.75%



Haldimand County 2023 Tax Supported Operating Budget

Solid Waste Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	243,101	288,000	44,899	313,510	25,510	8.86%
Materials	60,353	70,470	10,117	61,690	(8,780)	-12.46%
Contracted Services	16,493	19,450	2,957	19,450	-	0.00%
Leachate - Treatment, Monitoring & Hauling	751,140	751,340	200	751,340	-	0.00%
Rents and Financial Expenses	11,200	7,500	(3,700)	7,500	-	0.00%
Interfunctional Adjustments	152,630	152,630	-	150,630	(2,000)	-1.31%
Total Expenses:	1,234,917	1,289,390	54,473	1,304,120	14,730	1.14%
Revenues:						
General Recoveries	(1,074,700)	(998,550)	76,150	(1,041,050)	(42,500)	4.26%
Transfers from Reserves/Reserve Funds	-	(10,000)	(10,000)	(10,000)	-	0.00%
Total Revenues:	(1,074,700)	(1,008,550)	66,150	(1,051,050)	(42,500)	4.21%
Net Levy	160,217	280,840	120,623	253,070	(27,770)	-9.89%



Haldimand County 2023 Tax Supported Operating Budget

Solid Waste Collection

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	90,713	38,560	(52,153)	41,350	2,790	7.24%
Materials	13,353	13,930	577	13,930	-	0.00%
Contracted Services	1,282,000	1,267,380	(14,620)	1,530,120	262,740	20.73%
Total Expenses:	1,386,066	1,319,870	(66,196)	1,585,400	265,530	20.12%
Net Levy	1,386,066	1,319,870	(66,196)	1,585,400	265,530	20.12%



Haldimand County 2023 Tax Supported Operating Budget

Solid Waste Disposal Sites

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	185,821	169,870	(15,951)	182,170	12,300	7.24%
Materials	46,311	53,270	6,959	60,300	7,030	13.20%
Utilities	21,227	33,380	12,153	33,380	-	0.00%
Contracted Services	1,639,449	1,651,580	12,131	1,827,300	175,720	10.64%
Leachate - Treatment, Monitoring & Hauling	1,780,929	1,754,930	(25,999)	1,590,480	(164,450)	-9.37%
Interfunctional Adjustments	20,210	20,210	-	24,250	4,040	19.99%
Total Expenses:	3,693,947	3,683,240	(10,707)	3,717,880	34,640	0.94%
Revenues:						
General Recoveries	(1,205,810)	(1,205,810)	-	(1,153,080)	52,730	-4.37%
Transfers from Reserves/Reserve Funds	(2,496)	(6,740)	(4,244)	(6,740)	-	0.00%
Total Revenues:	(1,208,306)	(1,212,550)	(4,244)	(1,159,820)	52,730	-4.35%
Net Levy	2,485,641	2,470,690	(14,951)	2,558,060	87,370	3.54%



Haldimand County 2023 Tax Supported Operating Budget

Solid Waste Reduction

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	201,499	194,460	(7,039)	208,570	14,110	7.26%
Materials	300,464	296,610	(3,854)	320,860	24,250	8.18%
Utilities	7,768	8,680	912	8,680	-	0.00%
Contracted Services	1,522,745	1,459,150	(63,595)	1,680,240	221,090	15.15%
Interfunctional Adjustments	10,010	10,010	-	10,010	-	0.00%
Total Expenses:	2,042,486	1,968,910	(73,576)	2,228,360	259,450	13.18%
Revenues:						
Grants/Subsidies	(758,510)	(746,510)	12,000	(746,510)	-	0.00%
General Recoveries	(401,500)	(224,560)	176,940	(193,710)	30,850	-13.74%
Transfers from Reserves/Reserve Funds	-	-	-	(20,000)	(20,000)	0.00%
Total Revenues:	(1,160,010)	(971,070)	188,940	(960,220)	10,850	-1.12%
Net Levy	882,476	997,840	115,364	1,268,140	270,300	27.09%



Health Services



Haldimand
County



Haldimand County 2023 Tax Supported Operating Budget Summary

Health Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	7,358,404	7,150,970	(207,434)	7,604,040	453,070	6.34%
Long Term Debt Charges	134,360	134,360	-	131,820	(2,540)	-1.89%
Materials	435,215	545,360	110,145	398,720	(146,640)	-26.89%
Contracted Services	1,488,938	1,605,390	116,452	1,736,670	131,280	8.18%
Rents and Financial Expenses	100	100	-	100	-	0.00%
Interfunctional Adjustments	988,770	988,770	-	1,081,920	93,150	9.42%
Utilities	32,800	31,350	(1,450)	31,350	-	0.00%
Total Expenses:	10,438,588	10,456,300	17,712	10,984,620	528,320	5.05%
Revenues:						
Grants/Subsidies	(4,278,870)	(4,215,020)	63,850	(5,153,900)	(938,880)	22.27%
General Recoveries	(677,246)	(932,260)	(255,014)	(228,540)	703,720	-75.49%
Development Charges Reserve Funds	(18,870)	(18,870)	-	(18,510)	360	-1.91%
Transfers from Reserves/Reserve Funds	(1,700)	(1,700)	-	(1,700)	-	0.00%
Total Revenues:	(4,976,686)	(5,167,850)	(191,164)	(5,402,650)	(234,800)	4.54%
Net Levy	5,461,902	5,288,450	(173,452)	5,581,970	293,520	5.55%

Public Health Services

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:

1. The Haldimand-Norfolk Health Unit (HNHU) obtains its legal authority under the Health Protection and Promotion Act (HPPA)
2. 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.
3. 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.

Service Issues:

1. Continued financial challenges with new funding formula and capped budgets for all mandatory and related programs.
2. Ongoing human resource and financial challenges as the health unit moves toward recovery and resumption of services
3. Public health modernization 'paused' during spring and may 'reset' with further discussions of public health modernization and health unit amalgamation.
4. Gas Wells – continue to establish an understanding of the health implications from long-term exposure to hydrogen sulphide from gas wells, and to develop standardized public health response plans for monitoring, reporting and remediating leaks.
5. Seasonal Housing Guidelines may be revised and require additional resources for implementation.
6. Uncertainty of the pandemic will continue to impact resumption and recovery of public health programs and services

Service Objectives/Goals:

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Recovery of Health Unit Services including submission of the Health Unit Operational Plan and the MOHs Annual Service Plan and Budget Submission
2. Submit evidence to the MOH demonstrating completion of the remaining 10 recommendations from the Organizational Audit
3. Develop HNHU Strategic Plan
4. Vaccination planning to decrease the risk of vaccine preventable diseases within our community.
5. Reconnect with community partners and assess available community resources for families, caregivers, and children of Haldimand Norfolk
6. Expansion of well-baby locations across Haldimand & Norfolk, including Hagersville and Houghton communities.
7. Commencement of Ontario Seniors Dental Care Program services in Simcoe and Dunnville dental clinics.
8. To restart the in-person Food Handler Program in 2023, a requirement under Ontario's Food Premises Regulation

Main Budget Drivers:

Salaries & Benefits: The increase of \$292,500 consists of contract and merit increases and benefit adjustments. Nearly 100% of this increase is levy funded.

Materials & Supplies: The decrease of \$48,900 is driven by mileage (\$34,300) where across the programs nearly every area has seen adjustments based on actuals; the largest changes are within School Health, Maternal & Child Health and Environmental Health; these are 100% levy reductions. In addition, Program Supplies (\$7,500) have been adjusted; however, the majority of this reduction is in the TCAN program (100% funded from a third party).

Services: The increase of \$112,200 is due to Contracted Services, for both the Ontario Seniors Dental Care Program (\$93,000) where the Ministry of Health (MOH) has increased funding for the program and the Harm Reduction Program (\$19,000) for one-time MOH funded purchase of additional needle disposal kiosks.

Interdepartmental Charges: The decrease of \$1,721,800 is due to the net change from the QPAP department being moved within the Health Unit; this is 100% offset within Interdepartmental Recoveries. The net levy impact from interdepartmental charges is \$47,100, where the majority of this is due to inflationary increases realized by other departments (\$28,000) as well as Insurance Admin Charges (\$13,300). **Capital:** The increase of \$20,000 is due to the inclusion of a levy funded capital project for the Health Unit strategic plan (6532301).

Federal/Provincial Grants: The increase of \$49,000 is driven by the OSDCP as outlined in Services (\$95,400) as well, a 1.0% funding increase for Mandatory Programs has been included for 2023. This funding increase was received via the 2022 Amending Agreement in May 2022. These amounts are offset by a reduction to the MOH Initiative (\$103,600) due to not qualifying for the program; the decrease in this funding is based on the Ministry salary grid application rather than the status of the current Medical Officer of Health. Note that the overall impact in this area is a \$49,200 increase to the levy based on the MOH Initiative net against the 1% increase.

Interdepartmental Recoveries: The decrease of \$1,771,500 is due to the QPAP department being reallocated to the Health Unit as outlined in Interdepartmental Charges (\$1,789,600), with no levy impact as a result; this is offset by a levy reduction from an increased charge to MCCSS programs for shared Health Unit services (\$18,100).



Haldimand County 2023 Tax Supported Operating Budget

Public Health Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Contracted Services	1,159,300	1,159,300	-	1,341,400	182,100	15.71%
Transfers to Reserves/Reserve Funds	-	-	-	-	-	0.00%
Total Expenses:	1,159,300	1,159,300	-	1,341,400	182,100	15.71%
Revenues:						
Transfers from Reserves/Reserve Funds	(1,700)	(1,700)	-	(1,700)	-	0.00%
Total Revenues:	(1,700)	(1,700)	-	(1,700)	-	0.00%
Net Levy	1,157,600	1,157,600	-	1,339,700	182,100	15.73%

Paramedic Services

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 pro-active approach to PTSD & Mental Health.



Haldimand County 2023 Tax Supported Operating Budget

Paramedic Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	7,236,130	6,956,830	(279,300)	7,398,850	442,020	6.35%
Long Term Debt Charges	134,360	134,360	-	131,820	(2,540)	-1.89%
Materials	421,475	532,110	110,635	385,470	(146,640)	-27.56%
Utilities	28,070	26,620	(1,450)	26,620	-	0.00%
Contracted Services	174,658	348,420	173,762	296,150	(52,270)	-15.00%
Interfunctional Adjustments	914,290	914,290	-	1,007,440	93,150	10.19%
Total Expenses:	8,908,984	8,912,630	3,646	9,246,350	333,720	3.74%
Revenues:						
Grants/Subsidies	(4,278,870)	(4,215,020)	63,850	(5,153,900)	(938,880)	22.27%
General Recoveries	(465,542)	(778,370)	(312,828)	(74,650)	703,720	-90.41%
Development Charges Reserve Funds	(18,870)	(18,870)	-	(18,510)	360	-1.91%
Total Revenues:	(4,763,282)	(5,012,260)	(248,978)	(5,247,060)	(234,800)	4.68%
Net Levy	4,145,702	3,900,370	(245,332)	3,999,290	98,920	2.54%

Cemeteries

Function:

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

Services 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 2023 Tax Supported Operating Budget

Cemeteries

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	122,274	194,140	71,866	205,190	11,050	5.69%
Materials	13,740	13,250	(490)	13,250	-	0.00%
Utilities	4,730	4,730	-	4,730	-	0.00%
Contracted Services	154,980	97,670	(57,310)	99,120	1,450	1.48%
Rents and Financial Expenses	100	100	-	100	-	0.00%
Interfunctional Adjustments	74,480	74,480	-	74,480	-	0.00%
Total Expenses:	370,304	384,370	14,066	396,870	12,500	3.25%
Revenues:						
General Recoveries	(211,704)	(153,890)	57,814	(153,890)	-	0.00%
Total Revenues:	(211,704)	(153,890)	57,814	(153,890)	-	0.00%
Net Levy	158,600	230,480	71,880	242,980	12,500	5.42%



Social & Family Services



Haldimand
County



Haldimand County 2023 Tax Supported Operating Budget Summary

Social & Family Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	9,193,497	9,750,800	557,303	10,758,510	1,007,710	10.33%
Long Term Debt Charges	1,249,120	1,249,120	-	1,200,020	(49,100)	-3.93%
Materials	1,445,296	1,085,380	(359,916)	1,171,340	85,960	7.92%
Contracted Services	1,537,885	1,498,470	(39,415)	1,549,670	51,200	3.42%
Rents and Financial Expenses	88	900	812	900	-	0.00%
Transfers to Reserves/Reserve Funds	231,900	231,900	-	231,900	-	0.00%
Interfunctional Adjustments	639,330	639,330	-	642,470	3,140	0.49%
Utilities	371,500	371,500	-	371,500	-	0.00%
Total Expenses:	14,668,616	14,827,400	158,784	15,926,310	1,098,910	7.41%
Revenues:						
Grants/Subsidies	(7,378,044)	(7,490,750)	(112,706)	(8,133,220)	(642,470)	8.58%
General Recoveries	(3,276,364)	(3,294,570)	(18,206)	(3,385,960)	(91,390)	2.77%
Transfers from Reserves/Reserve Funds	(4,740)	(4,740)	-	(98,780)	(94,040)	1983.97%
Total Revenues:	(10,659,148)	(10,790,060)	(130,912)	(11,617,960)	(827,900)	7.67%
Net Levy	4,009,468	4,037,340	27,872	4,308,350	271,010	6.71%

Social Assistance

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 funding and life stabilization supports to people in need.

Services Provided:

- The Ontario Works program provides financial assistance to people in need and life stabilization supports so that people can become ready to work with community employment services to obtain and be financially independent.
- Each Ontario Works recipients has an Action Plan which contains life stabilization goals and activities that they undertake to achieve those goals.
- Children's Services provides child care fee subsidy to eligible families, operating support to licensed child care centres and administration and funding and oversight of the EarlyON Child and Family Centres in Haldimand and Norfolk Counties.

Service Issues:

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Continuing challenges with staff retention and recruitment.
2. Continuing to expand service delivery.
3. Planning for the next steps of the Social Assistance Transformation.
4. Continued implementation of Canada Wide Early Learning Child Care (CWELCC) initiative.

Service Objectives/Goals:

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continue to strengthen our understanding of data to improve performance.
2. Continue to strengthen our partnership with Employment Ontario.
3. Working toward social assistance and transformation and further program integration.
4. Oversee the ongoing successful implementation of CWELCC.

Main Budget Drivers:**MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS**

Salaries & Benefits: The increase of \$243,700 is primarily from contract & merit increases and benefit adjustments. Of the amount, \$219,330 is Ontario Works which is 100% levy funded. Salary gapping of \$80,000 has been removed for 2023.

Services: The decrease of \$573,300 is driven by the Child Care fee subsidy program (\$521,800) where the budget has been adjusted based on historical actuals (100% funded) as well as Contracted Services where budget has been reallocated to Transfer Payments/Grants to support Employment Related Expenditures within Ontario Works (\$30,700).

Transfer Payments/Grants: The decrease of \$1,728,500 is driven nearly equally by Child Care general operations (\$847,400) and Ontario Works Client Payouts (\$839,100) (both 100% funded); both are a result of the budget being adjusted to reflect prior year actuals plus an amount for caseload or provider request increases.

Financial: The increase of \$19,500 is from Child Care Wage Enhancement program payments to centres based on prior year audited statements detailing the reconciled amounts owed (100% funded).

Federal/Provincial Grants: The decrease of \$2,085,600 is driven by program reductions described in Services and Transfer Payments/Grants, which were fully funded by the Ministry. For Child Care, this is a total of \$1,284,500 and for Ontario Works this is an amount of \$801,100.

Fees & Service Charges: The decrease of \$55,200 is driven by child care fees paid by parents (\$101,800) offset by wage enhancement recoveries (\$49,400); both are 100% funded by the province.

Other Revenues: The decrease of \$38,100 is driven by Ontario Works Recoveries (\$47,400); these recoveries are completed on behalf of the Ministry so there is no levy impact; offsetting this are additional funeral recoveries (\$10,400), again a recovery on behalf of the Ministry.



Haldimand County 2023 Tax Supported Operating Budget

Social Assistance

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Contracted Services	799,600	799,600	-	836,800	37,200	4.65%
Transfers to Reserves/Reserve Funds	231,900	231,900	-	231,900	-	0.00%
Total Expenses:	1,031,500	1,031,500	-	1,068,700	37,200	3.61%
Net Levy	1,031,500	1,031,500	-	1,068,700	37,200	3.61%

Grandview Lodge

Function:

To provide Long Term Care Services in alignment with legislation under the Fixing Long Term Care Act, 2021. 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 and Haldimand County augments funding needed to operate the home.

Services Provided:

Providing access to 24-hour nursing and personal care as well as help with most or all activities of daily living 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 Physicians, Registered Nurses, Registered Practical Nurses, Personal Support Workers, Recreationists and contracted services such as physiotherapy, footcare 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 secure 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 Statement of Grandview Lodge is: With comfort, compassion and care, the Grandview Lodge community supports a meaningful life for residents.

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.

COVID-19 Containment and Prevention Funding supports for Long Term Care Homes have been confirmed up to March 31, 2023. This funding is intended to offset additional costs associated with the management of COVID-19 infection prevention and control measures and included but is not limited to costs of increased PPE supplies, cleaning supplies, additional frontline staffing and the requirement of legislated new staff positions such as Symptom Screeners and Rapid Antigen Testing staff. As part of the provincial mandate to increase the average hours of direct care per resident in LTC, the MLTC has committed additional funding to homes through the RN, RPN and PSW Staffing Supplement and the Allied Health Professionals Supplement. 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 provide comfort, compassion and care to the residents of Grandview Lodge while monitoring and yielding 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
- New regulations that require compliance
- Health Human Resources Crisis



Haldimand County 2023 Tax Supported Operating Budget

Grandview Lodge

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	9,193,497	9,750,800	557,303	10,758,510	1,007,710	10.33%
Long Term Debt Charges	1,249,120	1,249,120	-	1,200,020	(49,100)	-3.93%
Materials	1,445,296	1,085,380	(359,916)	1,171,340	85,960	7.92%
Utilities	371,500	371,500	-	371,500	-	0.00%
Contracted Services	591,229	535,470	(55,759)	559,870	24,400	4.56%
Rents & Financial Expenses	88	900	812	900	-	0.00%
Interfunctional Adjustments	639,330	639,330	-	642,470	3,140	0.49%
Total Expenses:	13,490,060	13,632,500	142,440	14,704,610	1,072,110	7.86%
Revenues:						
Grants/Subsidies	(7,378,044)	(7,490,750)	(112,706)	(8,133,220)	(642,470)	8.58%
General Recoveries	(3,276,364)	(3,294,570)	(18,206)	(3,385,960)	(91,390)	2.77%
Transfers from Reserves/Reserve Funds	(4,740)	(4,740)	-	(98,780)	(94,040)	1983.97%
Total Revenues:	(10,659,148)	(10,790,060)	(130,912)	(11,617,960)	(827,900)	7.67%
Net Levy	2,830,912	2,842,440	11,528	3,086,650	244,210	8.59%

Child Care

Function:

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

Services Provided:

Healthy Babies Healthy Children (HBHC) is an evidence-based voluntary program for families with children (prenatal to school entry). The HBHC program was introduced in 1998 across Ontario to support parents during the critical early years of a child's development, helping children get a healthy start in life. This program is funded by the Ministry of Children, Community and Social Services and is grounded in evidence to be both effective and efficient; families most in need receive the most service, this program:

- a.helps children develop and grow.
- b.helps struggling families parent.
- c.helps remove physical, emotional, and social barriers for families.

Service Issues:

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Resumption of services as we move into recovery, the HBHC program has not been running at full capacity due to staff being redeployed to the COVID-19 response program, COVID-19 vaccine program and Infectious Diseases Non-COVID-19 duties
2. Continued challenges with respect to changes in technology; many updates have been required due to service delivery moving from inperson to virtual

Service Objectives/Goals:

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Healthy Babies Healthy Children staff capacity building through the certification of a Haldimand Norfolk Health unit (HNHU) Parent-Child Interaction (PCI) instructor course to fulfill ministry's requirements.
2. HBHC has successfully implemented alternative service delivery models such as virtual and telephone visits to adapt to the COVID-19 pandemic and continue to offer in-person home visits for clients, the combined service delivery model will continue to be used in the future to reach as many clients as possible and streamline services.
3. Reestablishment and development of MOU's and community partnerships with key stakeholders to ensure continuum of care for all community members of Haldimand and Norfolk.
4. To maintain Baby Friendly Initiative (BFI) designation achieved in 2019. HNHU is partaking in a BFI Coach Mentorship Project to get guidance and support with quality improvement approaches for the benefit of families and HNHU staff.
5. Reinstating Norfolk General Hospital (NGH) Liaison work to promote in person support to the new parents

Main Budget Drivers:**MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS**

Salaries & Benefits: The increase of \$30,000 consists of contract, merit and benefit adjustments.

Materials & Supplies: The decrease of \$5,500 is due to mileage where virtual visits have been implemented as a new form of meeting with clients, reducing the need for staff driving.

Interdepartmental Charges: The increase of \$21,100 is due to Ministry of Health program charges for shared Health Unit items charged directly to MOH programs that are then allocated based on FTEs, as well as other inflationary amounts charged directly to the programs.



Haldimand County 2023 Tax Supported Operating Budget

Child Care

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Contracted Services	147,056	163,400	16,344	153,000	(10,400)	-6.36%
Total Expenses:	147,056	163,400	16,344	153,000	(10,400)	-6.36%
Net Levy	147,056	163,400	16,344	153,000	(10,400)	-6.36%



Social Housing



Haldimand
County

Social Housing

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:

- The Housing Services Department acts as the Consolidated Municipal Services Manager for housing and homelessness programs in Haldimand and Norfolk Counties
- This involves the administration of the community housing (rent-geared-to-income) system of 826 units that are owned and operated by 11 non-profit housing providers; the delivery of the federally and provincially-funded Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI) and Social Infrastructure Fund (SIF) programs; and the provincially-funded Community Homelessness Prevention Program (HPP) program and Social Services Relief Fund (SSRF).
- The Department, either directly or through agreements with community partners, delivers programs and services to people on all points of the housing continuum, from street homelessness to affordable home ownership.

Service Issues:

1. Coordination of community supports and services
2. Lack of affordable housing in Haldimand-Norfolk.
3. Increasing need for housing with supports for people who experience vulnerabilities related to age, physical or mental health and addictions.
4. Opportunities for innovative ways to create new affordable housing outside of the legacy, social, rent-geared-to-income housing system.
5. Assisting those who have been evicted, or are facing eviction due to renovations on units, which is currently unregulated with no means to report them.
6. Seniors facing homelessness due to aging in place without adequate in-home health supports and being unable to afford unregulated retirement living.

Service Objectives/Goals:

1. Continue to fund capital projects to invest in RGI housing stock in Haldimand Norfolk counties.
2. Continue to shift homeless prevention services from reactive emergency housing to proactive housing stabilization supports and permanent housing solutions.
3. Continue to maximize federal and provincial funding opportunities to assist those residing in Haldimand Norfolk with housing needs.

Main Budget Drivers:**MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS**

Salaries & Benefits: The increase of \$43,300 consists of economic, merit and benefit adjustments.

Materials & Supplies: The decrease of \$15,200 is due to a one-time reduction in Program Supplies as the Housing Enumeration program, required by the Ministry to be completed bi-annually, is planned for 2024.

Services: The decrease of \$51,300 is due to the Social Services Relief Fund (SSRF) Phase 4, where this one-time program is currently concluding in 2023; this is fully offset by lower Federal/Provincial Grants.

Transfer Payments/Grants: The decrease of \$1,104,200 is driven by Phase 4 of the SSRF program, where \$1,679,800 was allocated to the purchase and redevelopment of family homes in Dunnville; slightly offsetting this is Phase 5 of the program with an allocation of \$566,900. Both phases of this program are fully offset within Federal/Provincial Grants. The main levy drivers are the Housing Provider payments (\$19,800), with the reduction in federal mortgage funding driving a combined levy impact.

Interdepartmental Charges: The decrease of \$25,400 is largely driven by the net difference from the removal of the Quality, Planning, Accountability and Performance administration charge against increased Health & Social Services administration charges.

Federal/Provincial Grants: The decrease of \$1,438,500 is driven by the completion of the SSRF Phase 4 program (\$1,733,000), offset by SSRF Phase 5 (\$566,900) as described and offset within Transfer/Payments Grants and Services. The levy portion of this is the decrease in federal mortgage funding, which accounts for \$190,300.

Fees & Service Charges: The increase of \$60,000 is to establish a budget for Housing Provider overpayment recoveries, based on the prior year Annual Information Return. This is a direct levy reduction.



Haldimand County 2023 Tax Supported Operating Budget Summary

Social Housing

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Contracted Services	1,030,500	1,030,500	-	1,871,600	841,100	81.62%
Transfers to Reserves/Reserve Funds	764,400	764,400	-	306,400	(458,000)	-59.92%
Total Expenses:	1,794,900	1,794,900	-	2,178,000	383,100	21.34%
Revenues:						
Transfers from Reserves/Reserve Funds	-	-	-	(378,000)	(378,000)	0.00%
Total Revenues:	-	-	-	(378,000)	(378,000)	0.00%
Net Levy	1,794,900	1,794,900	-	1,800,000	5,100	0.28%



Haldimand
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Recreational & Cultural Services



Haldimand
County



Haldimand County 2023 Tax Supported Operating Budget Summary

Recreation & Cultural Services

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	6,034,070	6,136,800	102,730	6,527,720	390,920	6.37%
Long Term Debt Charges	2,134,050	2,134,050	-	2,080,720	(53,330)	-2.50%
Materials	438,688	455,480	16,792	469,830	14,350	3.15%
Contracted Services	1,286,601	1,158,810	(127,791)	1,143,420	(15,390)	-1.33%
Rents and Financial Expenses	170,891	158,270	(12,621)	175,620	17,350	10.96%
External Transfers	307,625	300,380	(7,245)	315,030	14,650	4.88%
Transfers to Reserves/Reserve Funds	691,680	691,680	-	691,680	-	0.00%
Interfunctional Adjustments	803,930	803,930	-	852,440	48,510	6.03%
Utilities	936,897	927,320	(9,577)	936,320	9,000	0.97%
Total Expenses:	12,804,432	12,766,720	(37,712)	13,192,780	426,060	3.34%
Revenues:						
Grants/Subsidies	(165,970)	(136,320)	29,650	(136,320)	-	0.00%
General Recoveries	(1,473,330)	(1,502,210)	(28,880)	(1,572,040)	(69,830)	4.65%
Development Charges Reserve Funds	(766,590)	(766,590)	-	(748,000)	18,590	-2.43%
Transfers from Reserves/Reserve Funds	(322,610)	(323,810)	(1,200)	(286,000)	37,810	-11.68%
Total Revenues:	(2,728,500)	(2,728,930)	(430)	(2,742,360)	(13,430)	0.49%
Net Levy	10,075,931	10,037,790	(38,141)	10,450,420	412,630	4.11%

Facilities, Parks, Cemeteries & Forestry Operations

Function:

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

Facilities (203)

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

Parks (61)

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

Cemeteries (39) - active and inactive cemeteries

Trails

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

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

Services 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 2023 Tax Supported Operating Budget

Facilities, Parks, Cemeteries & Forestry Operations

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	878,033	585,940	(292,093)	613,080	27,140	4.63%
Materials	59,150	54,640	(4,510)	54,640	-	0.00%
Interfunctional Adjustments	14,350	14,350	-	14,350	-	0.00%
Total Expenses:	951,533	654,930	(296,603)	682,070	27,140	4.14%
Net Levy	951,533	654,930	(296,603)	682,070	27,140	4.14%

Parks & Parkettes

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 2023 Tax Supported Operating Budget

Parks & Parkettes

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	665,764	627,120	(38,644)	662,680	35,560	5.67%
Long Term Debt Charges	137,580	137,580	-	134,800	(2,780)	-2.02%
Materials	39,380	29,870	(9,510)	29,870	-	0.00%
Utilities	54,420	45,520	(8,900)	53,520	8,000	17.57%
Contracted Services	213,890	202,030	(11,860)	200,430	(1,600)	-0.79%
Rents and Financial Expenses	153,610	150,960	(2,650)	158,760	7,800	5.17%
External Transfers	248,290	236,560	(11,730)	246,210	9,650	4.08%
Interfunctional Adjustments	338,440	338,440	-	382,820	44,380	13.11%
Total Expenses:	1,851,374	1,768,080	(83,294)	1,869,090	101,010	5.71%
Revenues:						
General Recoveries	(27,960)	(27,740)	220	(27,740)	-	0.00%
Transfers from Reserves/Reserve Funds	(137,580)	(137,580)	-	(134,800)	2,780	-2.02%
Total Revenues:	(165,540)	(165,320)	220	(162,540)	2,780	-1.68%
Net Levy	1,685,834	1,602,760	(83,074)	1,706,550	103,790	6.48%

Recreation Facilities - All Other

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 2021 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 2023 Tax Supported Operating Budget

Arenas

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,342,937	1,628,780	285,843	1,684,120	55,340	3.40%
Long Term Debt Charges	1,445,920	1,445,920	-	1,404,270	(41,650)	-2.88%
Materials	72,660	70,030	(2,630)	70,030	-	0.00%
Utilities	722,490	722,490	-	722,490	-	0.00%
Contracted Services	281,875	221,020	(60,855)	251,020	30,000	13.57%
Rents and Financial Expenses	750	1,000	250	1,000	-	0.00%
Interfunctional Adjustments	102,700	102,700	-	102,630	(70)	-0.07%
Total Expenses:	3,969,332	4,191,940	222,608	4,235,560	43,620	1.04%
Revenues:						
General Recoveries	(986,215)	(1,054,440)	(68,225)	(1,054,440)	-	0.00%
Development Charges Reserve Funds	(590,200)	(590,200)	-	(573,200)	17,000	-2.88%
Transfers from Reserves/Reserve Funds	(35,030)	(35,030)	-	-	35,030	-100.00%
Total Revenues:	(1,611,445)	(1,679,670)	(68,225)	(1,627,640)	52,030	-3.10%
Net Levy	2,357,887	2,512,270	154,383	2,607,920	95,650	3.81%



Haldimand County 2023 Tax Supported Operating Budget

Community Centres/Halls

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Long Term Debt Charges	181,550	181,550	-	178,130	(3,420)	-1.88%
Materials	1,050	910	(140)	910	-	0.00%
Contracted Services	300	3,640	3,340	300	(3,340)	-91.76%
Transfers to Reserves/Reserve Funds	225,000	225,000	-	225,000	-	0.00%
Total Expenses:	407,900	411,100	3,200	404,340	(6,760)	-1.64%
Net Levy	407,900	411,100	3,200	404,340	(6,760)	-1.64%



Haldimand County 2023 Tax Supported Operating Budget

Pools

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	16,647	40,250	23,603	42,540	2,290	5.69%
Materials	36,890	30,890	(6,000)	30,890	-	0.00%
Utilities	92,660	86,330	(6,330)	86,330	-	0.00%
Contracted Services	38,090	32,470	(5,620)	32,470	-	0.00%
Rents and Financial Expenses	1,590	1,590	-	1,590	-	0.00%
Total Expenses:	185,877	191,530	5,653	193,820	2,290	1.20%
Net Levy	185,877	191,530	5,653	193,820	2,290	1.20%

Forestry Maintenance

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 pruning and maintenance of County owned trees.
- 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 2023 Tax Supported Operating Budget

Forestry Maintenance

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	148,139	165,330	17,191	267,930	102,600	62.06%
Materials	10,350	12,450	2,100	14,250	1,800	14.46%
Contracted Services	536,760	474,000	(62,760)	424,000	(50,000)	-10.55%
Interfunctional Adjustments	18,010	18,010	-	18,010	-	0.00%
Total Expenses:	713,259	669,790	(43,469)	724,190	54,400	8.12%
Revenues:						
General Recoveries	(2,290)	(5,290)	(3,000)	(5,290)	-	0.00%
Total Revenues:	(2,290)	(5,290)	(3,000)	(5,290)	-	0.00%
Net Levy	710,969	664,500	(46,469)	718,900	54,400	8.19%

Libraries

Function:

Mission Statement: "Haldimand County Public Library invites you to discover, connect, and experience ..."

Vision Statement: "The Haldimand County Public Library will be the leading community resource for relevant and diverse community connections and individual growth."

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, audio-visual and digital materials;
- Providing high-speed and wireless access to the internet with staff trained to teach technology information literacy as a life skill;
- Providing opportunities for creative use of leisure time including children's and adults' programs, book clubs, social and craft clubs, databases for language learning, and volunteer opportunities;
- Connecting people to government information and services;
- Providing access to materials in provincial and national libraries through 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 2022, we:

- Implemented first phase of Library Board's 2022-2024 Strategic Plan including simplification of program registration process, development of new partnerships and service delivery formats, implementation of an online meeting room booking system, diversification of collections and catalogue subject heading updates to reflect cultural sensitivities (e.g. respectful indigenous subject headings as per Xwi7xwa and NIKLA initiatives and changes to LGBTQIA+ headings), and implementation of wireless printing solution for the public;
- Resumed in-person programming in accordance with graduated lifting of Provincial pandemic restrictions
- Continued project fundraising efforts for new Hagersville Library + Active Living Centre project including Gay Lea Foundation contribution to library, held public consultation sessions, and established architect tender evaluation committee;
- Launched new Library catalogue search and library account access app, BlueCloud Mobile;
- Continued COVID-19 vaccine passport printing and lamination services, processing over 2,200 requests;
- Launched monthly diversity programs to reflect municipality's growing multicultural and differently abled communities, including collection displays, children's crafts, speaker engagements and social media posts;
- Commenced material deliveries to RVilla (Caledonia), reaching homebound residents;
- Adopted new board game and jigsaw puzzle collections system-wide;
- Secured Optimist Club of Haldimand ROOC grant to fund youth Dungeons & Dragons programming;
- Launched new Teen Reviewer volunteer program;
- Hired, trained and mentored new Branch Coordinator (upper-level manager);
- Developed alternative staffing schedules to accommodate four (4) leaves of absence;
- Refurbished exterior book return unit and replaced networked photocopier at Jarvis Branch;
- Installed bicycle rack and new magazine shelving units at Dunnville Branch, funded by Friends group.

In 2023 we will:

- Proceed with architectural design phase of Hagersville Library + Active Living Centre project;
- Launch a Read-a-Thon program in Hagersville to engage children and youth in the new build project while raising funds;
- Resume Sunday hours of operation at the Caledonia and Dunnville Branches;
- Continue Phase 2 of Library Board's 2022-2024 Strategic Plan, including collection re-codings and re-locations, automation of additional circulation procedures, namely emailing of overdue and holds notifications, streamlining of loan periods, and development of Marketing Plan;
- Reformat and post complete Library policy manual, observing AODA requirements;
- Implement new volunteer recruitment process and volunteer promotional package;
- Continue diversity programs on a quarterly basis and enhance recently implemented programs, including Watch Local Week, Seed Sharing collections, Disc Golf disc collection and Brain Health sessions;
- Complete re-carpeting and interior re-painting projects at Caledonia Branch, including a repositioning and reorganization of non-fiction collections to improve browsing and marketing of materials;
- Replace elevator cab at Dunnville Branch;
- Perform window, pergola and roof fencing repairs at Dunnville Branch, as identified in Building Condition Assessment report;
- Replace and update security alarm panels at all branches;
- Launch quarterly newsletter;
- Investigate new social clubs, English as a Second Language (ESL) public courses with Mohawk College, and library Math programs for children;
- Paint window trims and exterior panels at Jarvis Branch;
- Offer mental health and drug addiction awareness training to staff;
- Install second floor seating and display unit at Dunnville Branch, funded entirely by estate donation;
- Replace exterior return bin cart at Dunnville Branch;
- Provide orientation to new Library Board members and proceed with new Board term;
- Develop staffing schedules to accommodate two (2) maternity leaves of absence;



Haldimand County 2023 Tax Supported Operating Budget

Libraries

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,304,554	1,499,850	195,296	1,500,200	350	0.02%
Long Term Debt Charges	369,000	369,000	-	363,520	(5,480)	-1.49%
Materials	78,725	99,070	20,345	93,220	(5,850)	-5.90%
Utilities	44,037	50,270	6,233	51,270	1,000	1.99%
Contracted Services	160,722	150,720	(10,002)	158,870	8,150	5.41%
Rents and Financial Expenses	1,009	1,030	21	1,030	-	0.00%
Transfers to Reserves/Reserve Funds	316,680	316,680	-	316,680	-	0.00%
Interfunctional Adjustments	316,050	316,050	-	318,690	2,640	0.84%
Total Expenses:	2,590,777	2,802,670	211,893	2,803,480	810	0.03%
Revenues:						
Grants/Subsidies	(82,560)	(82,560)	-	(82,560)	-	0.00%
General Recoveries	(70,658)	(77,650)	(6,992)	(62,520)	15,130	-19.48%
Development Charges Reserve Funds	(176,390)	(176,390)	-	(174,800)	1,590	-0.90%
Total Revenues:	(329,608)	(336,600)	(6,992)	(319,880)	16,720	-4.97%
Net Levy	2,261,169	2,466,070	204,901	2,483,600	17,530	0.71%

Community Development & Partnerships

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, Community Policing Committees program and the Youth and Seniors Advisory Committees;
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 capacity and skills;
- Administer the ongoing development of a multi-Division Volunteer Health & Safety Program;
- Administer ongoing evaluation and feedback for all CDP activities; 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, Community Halls, 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 2023 Tax Supported Operating Budget

Community Development & Partnerships

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	723,173	710,370	(12,803)	741,260	30,890	4.35%
Materials	94,632	100,700	6,068	105,800	5,100	5.06%
Contracted Services	12,000	15,520	3,520	17,520	2,000	12.89%
Rents and Financial Expenses	1,500	1,500	-	1,500	-	0.00%
External Transfers	59,335	63,820	4,485	68,820	5,000	7.83%
Interfunctional Adjustments	14,380	14,380	-	15,940	1,560	10.85%
Total Expenses:	905,020	906,290	1,270	950,840	44,550	4.92%
Revenues:						
General Recoveries	-	(3,030)	(3,030)	(3,120)	(90)	2.97%
Total Revenues:	-	(3,030)	(3,030)	(3,120)	(90)	2.97%
Net Levy	905,020	903,260	(1,760)	947,720	44,460	4.92%

Heritage & Culture Administration

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 2023 Tax Supported Operating Budget

Heritage & Culture

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	350,764	360,540	9,776	372,530	11,990	3.33%
Materials	25,589	34,450	8,861	44,650	10,200	29.61%
Utilities	23,290	22,710	(580)	22,710	-	0.00%
Contracted Services	24,985	36,860	11,875	36,860	-	0.00%
Rents and Financial Expenses	610	730	120	730	-	0.00%
Total Expenses:	425,238	455,290	30,052	477,480	22,190	4.87%
Revenues:						
Grants/Subsidies	(83,410)	(53,760)	29,650	(53,760)	-	0.00%
General Recoveries	(35,526)	(42,020)	(6,494)	(49,920)	(7,900)	18.80%
Transfers from Reserves/Reserve Funds	-	(1,200)	(1,200)	(1,200)	-	0.00%
Total Revenues:	(118,936)	(96,980)	21,956	(104,880)	(7,900)	8.15%
Net Levy	306,302	358,310	52,008	372,600	14,290	3.99%

Recreation Programs

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;
- Operation of three outdoor pools; and,
- Review and facilitate approval of all festivals and events taking place on County property, including providing associated grants where eligible.

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; and,
- Evaluation & Feedback mechanism through Community Engagement.



Haldimand County 2023 Tax Supported Operating Budget

Recreation Programs

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	604,058	518,620	(85,438)	643,380	124,760	24.06%
Materials	20,262	22,470	2,208	25,570	3,100	13.80%
Contracted Services	17,979	22,550	4,571	21,950	(600)	-2.66%
Rents and Financial Expenses	11,822	1,460	(10,362)	11,010	9,550	654.11%
Total Expenses:	654,122	565,100	(89,022)	701,910	136,810	24.21%
Revenues:						
General Recoveries	(350,681)	(292,040)	58,641	(369,010)	(76,970)	26.36%
Total Revenues:	(350,681)	(292,040)	58,641	(369,010)	(76,970)	26.36%
Net Levy	303,441	273,060	(30,381)	332,900	59,840	21.91%



Haldimand County 2023 Tax Supported Operating Budget

Community Capital Projects

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
Total Expenses:	150,000	150,000	-	150,000	-	0.00%
Revenues:						
Transfers from Reserves/Reserve Funds	(150,000)	(150,000)	-	(150,000)	-	0.00%
Total Revenues:	(150,000)	(150,000)	-	(150,000)	-	0.00%
Net Levy	-	-	-	-	-	0.00%



Haldimand
County



Planning & Development



Haldimand
County



Haldimand County 2023 Tax Supported Operating Budget Summary

Planning and Development

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	2,114,846	2,356,130	241,284	2,554,010	197,880	8.40%
Materials	154,846	174,900	20,054	203,350	28,450	16.27%
Contracted Services	197,464	145,650	(51,814)	238,450	92,800	63.71%
Rents and Financial Expenses	400	1,250	850	3,600	2,350	188.00%
External Transfers	291,699	531,050	239,351	499,700	(31,350)	-5.90%
Transfers to Reserves/Reserve Funds	210,000	210,000	-	210,000	-	0.00%
Interfunctional Adjustments	(79,330)	(79,330)	-	(81,680)	(2,350)	2.96%
Utilities	4,358	4,530	172	4,630	100	2.21%
Total Expenses:	2,894,283	3,344,180	449,897	3,632,060	287,880	8.61%
Revenues:						
Grants/Subsidies	(262,004)	(155,720)	106,284	(195,540)	(39,820)	25.57%
General Recoveries	(718,167)	(605,380)	112,787	(568,540)	36,840	-6.09%
Miscellaneous Property Charges	(88,900)	(89,300)	(400)	(94,920)	(5,620)	6.29%
Transfers from Reserves/Reserve Funds	(147,799)	(386,750)	(238,951)	(444,260)	(57,510)	14.87%
Total Revenues:	(1,216,869)	(1,237,150)	(20,281)	(1,303,260)	(66,110)	5.34%
Net Levy	1,677,414	2,107,030	429,616	2,328,800	221,770	10.53%

Haldimand County 2023 Tax Supported Operating Budget

Community & Development Services Administration

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 2023 Tax Supported Operating Budget

Community & Development Services Administration

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	251,116	239,910	(11,206)	260,360	20,450	8.52%
Materials	5,486	7,430	1,944	12,840	5,410	72.81%
Interfunctional Adjustments	(28,130)	(28,130)	-	(28,970)	(840)	2.99%
Total Expenses:	228,472	219,210	(9,262)	244,230	25,020	11.41%
Net Levy	228,472	219,210	(9,262)	244,230	25,020	11.41%

Planning & Zoning

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:

- Significant development applications and policy works; staffing vacancies and turnover; integrating engineering review and approval processes; and responding to Provincial initiatives and applicable legislation.

Service Objectives/Goals:

- To meet the expectations of the Community & Development Services work program in accordance with Corporate priorities, service standards and legislative requirements.



Haldimand County 2023 Tax Supported Operating Budget

Planning & Zoning

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,205,025	1,419,970	214,945	1,551,680	131,710	9.28%
Materials	48,600	46,700	(1,900)	47,200	500	1.07%
Contracted Services	77,300	77,300	-	87,300	10,000	12.94%
Interfunctional Adjustments	(51,200)	(51,200)	-	(52,710)	(1,510)	2.95%
Total Expenses:	1,279,725	1,492,770	213,045	1,633,470	140,700	9.43%
Revenues:						
General Recoveries	(720,590)	(598,410)	122,180	(561,470)	36,940	-6.17%
Transfers from Reserves/Reserve Funds	-	-	-	(10,000)	(10,000)	0.00%
Total Revenues:	(720,590)	(598,410)	122,180	(571,470)	26,940	-4.50%
Net Levy	559,135	894,360	335,225	1,062,000	167,640	18.74%



Haldimand County 2023 Tax Supported Operating Budget

Markets

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	-	570	570	600	30	5.26%
Utilities	4,358	4,530	172	4,630	100	2.21%
Total Expenses:	4,358	5,100	742	5,230	130	2.55%
Revenues:						
General Recoveries	3,474	(3,470)	(6,944)	(3,570)	(100)	2.88%
Total Revenues:	3,474	(3,470)	(6,944)	(3,570)	(100)	2.88%
Net Levy	7,832	1,630	(6,202)	1,660	30	1.84%

Economic Development & Tourism

Function:

Economic Development and Tourism focus on key priorities and activities that assist in economic growth and quality of life in 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 attract 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. Implementing a range of initiatives to attract new businesses, visitors and residents and support the development of tourism experiences.

Services Provided:

- Respond to business start-up and development inquiries.
- Oversee programs that include - the Community Improvement Programs, Patio Program, Rural Water Quality Program, Emily Project, Filming requests and the tourism and agricultural signage program.
- Staff liaison to Agricultural Advisory Committee and Business Development and Planning Advisory Committee (Committees of Council), Haldimand Business Network and Tourism Network.
- Serve as a resource and partner to local BIAs, Chambers and Board of Trade, Regional Tourism Organization and other key partners.
- Oversee the distribution and monitoring of the downtown operating grant.
- 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 as a tourist destination.
- Conduct research and identify resources to assist businesses and entrepreneurs.
- Maintain and analyze statistical data about the County to monitor trends.
- Tourism product development and experience development with tourism operators.
- Lead the Development Concierge Team.

Service Objectives/Goals:

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

- Completion of the My Main Street Program in March 2023 funded through Federal Development Agency of Southern Ontario.
- Continuation of the Digital Main Street Program funded through to March 2024.
- Continuation of the Business Retention and Expansion Program funded by OMAFRA through to May 2024.
- Completion of the 'Great to Grand: Growing Tourism Experiences in Haldimand' program funded through the Ontario's Southwest Tourism Relief Fund.
- Completion of the North Caledonia Employment Lands Feasibility and Servicing Study (Capital Project).
- Implementation of the Comprehensive Signage Strategy (Capital Project).



Haldimand County 2023 Tax Supported Operating Budget

Economic Development & Tourism

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	658,705	695,680	36,975	741,370	45,690	6.57%
Materials	100,760	120,770	20,010	143,310	22,540	18.66%
Contracted Services	120,164	68,350	(51,814)	151,150	82,800	121.14%
Rents and Financial Expenses	400	1,250	850	3,600	2,350	188.00%
External Transfers	80,000	80,000	-	80,000	-	0.00%
Total Expenses:	960,029	966,050	6,021	1,119,430	153,380	15.88%
Revenues:						
Grants/Subsidies	(262,004)	(155,720)	106,284	(195,540)	(39,820)	25.57%
General Recoveries	(1,051)	(3,500)	(2,449)	(3,500)	-	0.00%
Transfers from Reserves/Reserve Funds	(25,000)	(25,000)	-	(109,480)	(84,480)	337.92%
Total Revenues:	(288,055)	(184,220)	103,835	(308,520)	(124,300)	67.47%
Net Levy	671,974	781,830	109,856	810,910	29,080	3.72%



Haldimand County 2023 Tax Supported Operating Budget

Community Improvement Plan

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
External Transfers	51,749	281,050	229,301	248,200	(32,850)	-11.69%
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
Total Expenses:	201,749	431,050	229,301	398,200	(32,850)	-7.62%
Revenues:						
Transfers from Reserves/Reserve Funds	(51,749)	(281,050)	(229,301)	(248,200)	32,850	-11.69%
Total Revenues:	(51,749)	(281,050)	(229,301)	(248,200)	32,850	-11.69%
Net Levy	150,000	150,000	-	150,000	-	0.00%



Haldimand County 2023 Tax Supported Operating Budget

Community Beautification Program

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
External Transfers	71,050	80,700	9,650	76,580	(4,120)	-5.11%
Transfers to Reserves/Reserve Funds	60,000	60,000	-	60,000	-	0.00%
Total Expenses:	131,050	140,700	9,650	136,580	(4,120)	-2.93%
Revenues:						
General Recoveries	-	-	-	-	-	0.00%
Transfers from Reserves/Reserve Funds	(71,050)	(80,700)	(9,650)	(76,580)	4,120	-5.11%
Total Revenues:	(71,050)	(80,700)	(9,650)	(76,580)	4,120	-5.11%
Net Levy	60,000	60,000	-	60,000	-	0.00%



Haldimand County 2023 Tax Supported Operating Budget

Business Improvement Areas

	2022 Current Forecast	2022 Revised Budget	2022 Surplus/(Deficit)	2023 Proposed Budget	2023 Budget \$ Incr/(Decr)	2023 Budget % Incr/(Decr)
Expenses:						
External Transfers	88,900	89,300	400	94,920	5,620	6.29%
Total Expenses:	88,900	89,300	400	94,920	5,620	6.29%
Revenues:						
Miscellaneous Property Charges	(88,900)	(89,300)	(400)	(94,920)	(5,620)	6.29%
Total Revenues:	(88,900)	(89,300)	(400)	(94,920)	(5,620)	6.29%
Net Levy	-	-	-	-	-	0.00%

Caledonia BIA
Proposed 2023 Operating Budget
Caledonia BIA Income

(In order of appearance on BIA QB "Profit / Loss" Report - Updated November 30, 2022.)

INCOME	2022 Budget Amount	2022 Actual as of Nov 30/22	2023 Proposed Budget Amount
1. Beautification Grant	6,850	5,500	6,850
2. Direct Public Support Individual Business Contributions	-		
3. Downtown Operating Grant	8,500	8,500	8,500
4. HST Rebate	2,000	3,425	3,000
5. KaBloom!	4,000	8,082	5,000
6. Christmas in Caledonia	1,000	8,180	12,000
7. LED Sign	800	1,660	5,000
8. Marketing Income	6,000	3,600	5,000
9. Bank Interest	25	24	30
10. In Memorial Funds	1,000	2,800	-
11. Miscellaneous Revenue	-		
12. Projected BIA Levy	50,400	50,400	51,660
TOTAL INCOME	\$ 80,557	\$ 92,171	\$ 97,040

Caledonia BIA Expenses
(In order of appearance on BIA "Profit / Loss" Report)

EXPENSES	2022 Proposed Budget Amount	2022 Actual As of Nov 30/22	2023 Proposed Budget Amount
1. Casual Labour	377	25	60
2. Conference & Meeting	-	-	-
3. Membership Fees	-	239	240
4. Contract / Accounting Services	400	390	500
5. Audit Fees	2,200	-	2,400
6. Canadian Flags, Cdn Flag Banners	3,000	3,148	3,400
7. Enbridge	1,200	570	700
8. Equipment, Tools	200	34	50
9. Flowers and Plants	8,000	6,957	6,900
10. Garbage Containers, Planters, Benches	1,000	-	-
11. Tractor Fuel	500	421	500
12. LED Sign Internet	2,000	1,600	1,800
13. LED Sign Repair	500	-	-
14. Tractor Maintenance, Repair	500	350	150
15. Fertilizer	400	323	350
16. Haldimand Water for BIA	600	413	450
17. Haldimand Water of Oasis Parkette	200	110	-
18. HST Expense	3,500	-	3,500
19. Hydro One	600	346	400
20. Postage / PO Box Rental	446	244	300
21. Office Supplies/Equipment	100	184	160
22. Office Phone Internet	1,300	768	1,200
23. Printing	1,000	101	400
24. Other	-	999	-
25. Payroll	35,000	37,941	49,400

Caledonia BIA
Proposed 2023 Operating Budget
Caledonia BIA Income

(In order of appearance on BIA QB "Profit / Loss" Report - Updated November 30, 2022.)

26. Payroll Source Deductions	11,000	8,008	12,000
27. Christmas in Caledonia	3,000	3,824	11,000
28. Easter	200	-	-
29. Veteran Banners	500	-	-
30. Projected Expenses - Other	-		
31. Street / Window Decorating	100	53	50
32. Website Hosting	150	185	200
33. WSIB	100	195	200
34. Bank Charges	30		30
35. Canada Day Parade	300	-	100
36. Travel Expense/Mileage	600	739	500
37. Flag, Banner Install, Takedown	554	-	-
38. Soil, Mulch	200	231	100
39. Santa Claus Parade	800	-	
40. Website Development	-	80	-
TOTAL EXPENSE	\$ 80,557	\$ 68,478	\$ 97,040

Footnote:

Actual Expense - Memorial Tree Funds being held
In Trust

DUNNVILLE BIA 2023 BUDET PROPOSAL			
	2022 PROPOSED	2022 YTD	2023 PROPOSED
REVENUES			
LEVY	24,445	18,075	28,855
GRANT B	6,000	9,800	10,000
GRANT O	8,500	8,500	8,500
CPP			
INTEREST			
HST REBATES			
TOTAL REVENUE	\$ 38,945	\$ 36,375	\$ 47,355
EXPENSES			
BANK CHARGES	100	36	150
OFFICE SUPPLIES	100		150
AUDIT FEES MILLARDS	2,000		2,000
CAPITAL PROJECT RESERVE			
FOUNTAIN MAINTENANCE	500	500	500
WATER	600	196	300
METER INSTAL	260	355	260
MEETING	500	782	1,000
OBIAA FEES (DUES)	285	535	285
ACCOUNTING FEES	2,000		2,000
GENERAL ADMIN	500		500
TRUE EXPERIENCE	6,000	4,815	6,000
EGGER TRUCK AND MACHINE	2,500	2,806	3,000
MALLORD FARMS	7,000	4,735	7,000
SNOW REMOVAL	11,300	8,475	13,560
BANNERS UP/DWN	3,000	1,075	2,500
WREATH REMOVAL	2,000	2,170	2,500
DUNNVILLE HORT SOC	300	92	150
CAPITAL PROJECTS		2,545	4,000
MARKETING EVENTS			1,500
TOTAL EXPENDITURES	\$ 38,945	\$ 29,116	\$ 47,355

Hagersville Business Improvement Area
Proposed Budget and Levy for 2023

	2022 Approved Budget	2022 Actual as of (some amounts estimated to end of year)	2023 Proposed Budget
Revenue			
BIA Levy	14,400	14,400	14,400
Interest Income	6	7	7
HST recovery - current year expenses	2,313	2,607	4,209
HCCPP Grant (Haldimand County) - from 2020	-	-	-
HCCPP Grant (Haldimand County) - for 2021	-	-	-
HCCPP Grant (Haldimand County) - for current year	4,000	-	4,000
Downtown Operating Grant (Haldimand County)	8,500	8,500	8,500 *
Allocated to Chamber of Commerce - extra flower cost	(2,125)	-	-
Allocated to Community Centre - reimburse water exp	(2,125)	(2,125)	-
A From Prior Year Surplus / Reserves	2,990	40,360	15,213
Total Revenue	\$ 27,959	\$ 63,749	\$ 46,329
Expenditures			
OBIAA Membership	275	275	280
Meeting Expenses - AGM & quarterly	250	185	250
Website Maintenance/Updates	1,130	-	1,130
Bank Charges	10	10	10
Office Supplies	200	200	200
On-ground planters (20)	-	-	15,707
1 Streetscape - Park Benches 4 @ \$1,200 plus HST	\$ -	5,424	-
2 Streetscape - concrete pads for bench locations	4,520	-	4,520
3 Streetscape - Trees @ \$1,550 plus HST	\$ -	35,030	-
4 Garbage Receptacles - 4 add'l @ \$950 plus HST	4,294	-	2,147
Flowers - downtown (shared with Chamber)	3,000	8,000	10,000 *
Subcontract labor - weed trimming, garbage, etc	4,000	2,500	4,000 *
5 Banners for Market Square	1,695	1,695	-
Install/remove Christmas lights	2,800	2,859	3,000 *
Repairs to Christmas lights / brackets in container	1,695	2,486	1,695
Repairs to Streetscape items (paint/parts)	1,695	-	1,695
6 Solar LED lighting on entrance signs	\$ -	3,390	-
New dump cart for use with existing tractor	\$ -	-	-
Contribution from sale of existing tractor & water tank	\$ -	-	-
Audit fees	1,695	1,695	1,695
Total Expenses	\$ 27,259	\$ 63,749	\$ 46,329

Notes

A Apply sufficient surplus from prior years to balance budget

- 1 carried over to 2023, in some proposed locations may require concrete pad to be installed planned to be purchased prior to 12/31/2022 to have in 2022 budget and have ready for Spring 2023
- 2 installation/concrete pads carried over to 2023 - consult with County staff and property owners
- 3 carried over to 2024 to match County work plans/budget per Adam Chamberlain - funds to be invested do not account for HST rebate on this amount until expenditure in 2024 funds will be invested in GIC prior to 12/31/2022
- 4 looking at 4 additional for 2023 at park bench locations (2 already in stock)
- 5 carried over to 2022, use new County logo with Farmers market message once developed
- 6 allowing for 3 signs at \$1,000 each, sign at north entrance already lit by property owner

* these budget items use the Downtown Operating Grant funding



Haldimand
County



Haldimand
County

Appendices



Haldimand
County

2023 Summary of Staffing Changes

(Amounts noted below include all costs associated with the related staffing initiative, such as any travel, cell phone charges, professional development, etc.)



HALDIMAND COUNTY

Tax Supported Operations

Position Title	Previously Approved by Council	One-time/ On-going	Description	FTEs	Gross Costs	Funding	Net Levy
Permanent Staff Changes - Levy Funded							
Finance - Deputy Treasurer	no	On-going	Deputy Treasurer – Current practice is for the General Manager, FDS to assume Deputy Treasurer responsibilities when the Treasurer is absent (ex. Vacation). This proposal is to instead assign these legislated responsibilities of the Treasurer to the finance division supervisors in order to provide development opportunities and succession preparation.		9,470		9,470
Innovation & Technology Services	no	On-going	Addition of two (2.0) FTEs - Network & Technology Analyst (1.0 FTE) and Solutions Analyst (1.0 FTE) as part of phase three of the Service & Organizational Review Implementation as presented to Council in FDS-04-2020, and approved in principle. A total of seven (7.0) FTEs to be implemented under this review. Two (2.0) FTEs were approved in 2021, with an additional FTE approved in 2022. Remaining FTEs to be implemented beyond 2023. These staffing changes exclude any additional recommendations from the Business Application Software (BAS) update.	2.00	247,780		247,780
Facilities Capital & Asset Management - Student Position	no	On-going	Removal of student position in Facilities Capital & Asset Management	(0.30)	(14,260)		(14,260)
Provincial Offences Administration	yes	On-going	Provincial Offences Coordinator, as approved through LSS-11-2022 Provincial Offences Downloading to Municipality and Staffing Requirement	1.00	89,150		89,150
Emergency Services	no	On-going	Per EMS-02-2022 - fire services certification training costs to comply with legislative requirements; \$63,100 will be required annually for three years (funded from contingency reserve); \$35,900 required for ongoing training		99,000	(63,100)	35,900
Roads Operations - Sub Foreperson	no	On-going	Roads Operations - Change from temporary full-time Winter Foreperson to permanent full-time Sub-Foreperson		9,560		9,560
Urban Forester	no	On-going	Urban Forester - 1FTE - \$103,450	1.00	103,450		103,450
Recreation Programs - Summer Programming	no	On-going	Increase existing summer program staff complement 2.6 FTEs - \$104,370 in additional expenditures partially offset by registration revenue of \$66,750	2.60	104,370	(66,750)	37,620
Economic Development & Tourism - Research and Development Technician	yes	On-going	Per EDT-05-2022 Division Support position transition to Research & Development Technician		30,000		30,000
Planning & Development Student Position	no	On-going	Planning Student to account for growth, operational efficiencies and potential retention opportunities (0.31 FTE)	0.31	13,430		13,430
Total Permanent Staffing Changes - Levy Funded				6.61	691,950	(129,850)	562,100
Permanent Staff Changes - Funded from Capital, Revenues, Reserves or Grants							
Plans Examination & Inspection -Division Support	no	On-going	Division Support 1.0 PFT FTE - \$67,110 funded from building permit revenues	1.00	67,110	(67,110)	-
Project Manager, Municipal Infrastructure	no	On-going	Project Manager in Engineering Division 1.0 FTE, \$136,690 funded from additional development related revenues	1.00	136,690	(136,690)	-
Project Manager, Facilities Capital & Asset Management	yes	On-going	Project Manager identified and approved through 2023 Tax Supported Capital Budget, \$132,380 funded from Capital - 1.0 FTE	1.00	132,380	(132,380)	-
Grandview Lodge	yes	On-going	Per GVL-06-2021 - Additional PSW staff for increase to resident care hours, \$446,060 funded from Ministry of Health Home Level Allocation - 6.57 FTE	6.57	446,060	(446,060)	-
Museum Students	no	On-going	Edinburgh Square/Wilson McDonald - Museum Assistant Educators three additional weeks at each museum - \$4,680 offset by additional registration revenues		4,680	(4,680)	-
Total Permanent Staff Changes - Funded from Revenues, Reserves and Grants				9.57	786,920	(786,920)	-

2023 Summary of Staffing Changes

(Amounts noted below include all costs associated with the related staffing initiative, such as any travel, cell phone charges, professional development, etc.)



HALDIMAND COUNTY

Tax Supported Operations

Position Title	Previously Approved by Council	One-time/ On-going	Description	FTEs	Gross Costs	Funding	Net Levy
Temporary Staff Changes - Funded from Capital							
Customer Experience & Communications - Communications Coordinator	yes	One-time	Communications Coordinator (1.0 TFT FTE) to manage website capital project 2 year contract -\$127,2000 funded from Capital, as approved in the 2023 Tax Supported Capital Budget	1.00	127,000	(127,000)	-
Business Application Software Additional Staffing	yes	One-time	Extension of Current contracts until April 2023, \$44,830 funded from Capital per ECW-06-2022 - 0.33 FTE	0.33	44,830	(44,830)	-
Project Manager, Fire/EMS Station	yes	One-time	As approved in the 2021 Tax Supported Capital Budget, 1.0 FTE for two years - \$120,040 funded from capital	1.00	120,040	(120,040)	-
Project Manager, Gravel Road Conversion Program	yes	One-time	Four year contract (1.0 FTE) as approved through the Tax Supported Capital Budget funded from capital (\$133,400)	1.00	133,400	(133,400)	-
Total Temporary Staff Changes - Funded from Capital				3.33	425,270	(425,270)	-
Temporary Staff Changes - Funded from Contingency Reserve							
Financial & Data Services - Temporary Full-time Administrative Assistant	yes	One-time	Administrative Assistant - two year contract - approved in 2022 Operating budget, \$72,300 funded from contingency (ending in 2024) - 1.0 FTE. Need to be re-evaluated for 2024 budget	1.00	72,300	(72,300)	-
Financial Analyst Succession Plan	no	One-time	Financial Analyst Succession Plan (benefits, training and membership) - \$9,330 funded from contingency		9,330	(9,330)	-
Human Resources	no	One-time	Corporate Compensation Policy Review - includes TFT Recruitment Specialist 0.50 FTE - \$37,090 as well as consulting fees \$43,000 - funded from Contingency Reserve	0.50	37,090	(37,090)	-
Human Resources	no	One-time	Diversity, Equity and Inclusion Advisory Commodity (DEIAC) Training Initiatives - one-time; \$10,000 funded from Contingency		10,000	(10,000)	-
Plans Examination & Inspection -	no	One-time	Building Technology Support - two year contract position 1.0 TFT FTE - \$113,230 funded from building permit revenues	1.00	113,230	(113,230)	-
Plans Examination & Inspection	no	One-time	Building Inspector - Trainer two year contract position - \$8,850 funded from building permit revenues		8,850	(8,850)	-
Grandview Lodge	yes	One-time	Additional Scheduler (1 year TFT - 1.0 FTE) position at GVL as per Council direction in Closed Session on January 25, 2023 related to changes in administrative staffing at GVL and capacity to adequately schedule and coordinate payroll information. Position to be re-evaluated in one year. \$74,040 funded from the Contingency Reserve	1.00	74,040	(74,040)	-
Roads Administration Development Opportunity	yes	One-time	Per CAO-M06-2020 Temporary Director, Roads Operations development opportunity offset by decrease in Deputy CAO relief dollars (\$11,050)		11,050	(11,050)	-
Roads Operations - Student Positions	no	One-time	Roadside Mowing Pilot Program - 1.98 FTE Hiring of students for road-side mowing (\$77,320) - Funded from continency. Program to be re-evaluated in two years.	1.98	77,320	(77,320)	-
Total Temporary Staff Changes				5.48	413,210	(413,210)	-
Temporary Grant Related Staff Changes							
Community Paramedic Program	yes	One-time	Per report EMS-04-2021 Community Paramedic Program Update - 2022 Carryforward \$106,700 funded from HNHB LHIN (0.5FTE)	0.50	106,700	(106,700)	-
Community Paramedic Program	yes	One-time	Per report EMS-04-2021 Community Paramedic Program Update - 2022 One-time Funding over three years totaling \$4.3 million. 2023 operating component totaling \$954,710 funded from the Ministry of Health and Long Term Care (7.18 FTE)	7.18	954,710	(954,710)	-
Economic Development & Tourism	yes	One-time	Digital Service Squad - one temporary full-time position - \$83,680 grant funded until March, 2024	1.00	83,680	(83,680)	-
Economic Development & Tourism	yes	One-time	My Main Street Ambassador - \$27,380 0.63 FTE funded from grant	0.63	27,380	(27,380)	-

2023 Summary of Staffing Changes

(Amounts noted below include all costs associated with the related staffing initiative, such as any travel, cell phone charges, professional development, etc.)

**HALDIMAND COUNTY****Tax Supported Operations**

Position Title	Previously Approved by Council	One- time/ On- going	Description	FTEs	Gross Costs	Funding	Net Levy
Economic Development & Tourism	yes	One-time	Project Manager, Business Retention & Expansion - two year funding program as approved in the 2022 Tax Supported Operating Budget -\$168,960 - 50% funded from Rural Economic Development Grant; 50% funded from contingency	1.00	168,960	(168,960)	-
Total Temporary Grant Related Staff Changes				10.31	1,341,430	(1,341,430)	-
Total Tax-Supported Operations					<u>3,658,780</u>	<u>(3,096,680)</u>	<u>562,100</u>

HALDIMAND COUNTY

2023 DRAFT TAX RATES

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
EDUCATION:	0.00153000	0.00153000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00038250	0.00038250
MUNICIPAL:	0.01105164	0.02210329	0.01870933	0.01870933	0.02572159	0.02572159	0.01646032	0.00276291	0.00276291
TOTAL 2023 TAX RATES:	0.01258164	0.02363329	0.02750933	0.02750933	0.03452159	0.03452159	0.02526032	0.00314541	0.00314541
% Increase/(Decrease)	2.74%	2.92%	2.11%	2.11%	2.32%	2.32%	2.02%	2.74%	2.74%

2022 TAX RATES

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
EDUCATION:	0.00153000	0.00153000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00038250	0.00038250
MUNICIPAL:	0.01071587	0.02143173	0.01814089	0.01814089	0.02494010	0.02494010	0.01596021	0.00267897	0.00267897
TOTAL 2022 TAX RATES:	0.01224587	0.02296173	0.02694089	0.02694089	0.03374010	0.03374010	0.02476021	0.00306147	0.00306147
% Increase/(Decrease)	1.87%	2.00%	1.44%	1.44%	1.58%	1.58%	1.37%	1.87%	1.87%

2021 TAX RATES

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
EDUCATION:	0.00153000	0.00153000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00038250	0.00038250
MUNICIPAL:	0.01049069	0.02098137	0.01775968	0.01775968	0.02441602	0.02441602	0.01562483	0.00262267	0.00262267
TOTAL 2021 TAX RATES:	0.01202069	0.02251137	0.02655968	0.02655968	0.03321602	0.03321602	0.02442483	0.00300517	0.00300517
% Increase/(Decrease)	1.57%	1.68%	-8.67%	-1.26%	-8.96%	-0.23%	-12.29%	1.57%	1.57%

2020 TAX RATES

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
EDUCATION:	0.00153000	0.00153000	0.01163509	0.01076246	0.01250000	0.01140625	0.01250000	0.00038250	0.00038250
MUNICIPAL:	0.01030521	0.02061042	0.01744569	0.01613726	0.02398434	0.02188571	0.01534858	0.00257630	0.00257630
TOTAL 2020 TAX RATES:	0.01183521	0.02214042	0.02908078	0.02689972	0.03648434	0.03329196	0.02784858	0.00295880	0.00295880
% Increase/(Decrease)	-2.55%	-2.37%	-2.73%	5.86%	-2.50%	7.85%	-2.59%	-2.55%	-2.55%



Summary of Contingency Reserve
Actuals for the Years 2012 TO 2022 & 2023 Projection

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance January 1st	6,360,510	7,305,860	10,037,823	9,788,628	9,920,594	10,458,170	11,741,119	12,211,415	11,551,521	15,637,103	19,505,647	20,098,805
Source of Funds:												
Budgeted Contribution												
Surplus/(Deficit) from Operations	1,390,892	886,848	(351,648)	585,045	1,320,630	1,211,510	1,152,519	(534,641)	3,821,668	3,502,380	892,223	
Other Contributions from Operations		2,821,587	1,720,622		129,526	318,557	227,438	287,398	291,456	342,459	100,000	100,000
COVID-19 Safe Restart Funding Received									2,532,800	1,142,248	0	0
Total Source of Funds	1,390,892	3,708,435	1,368,974	585,045	1,450,156	1,530,068	1,379,957	(247,243)	6,645,925	4,987,087	992,223	100,000
Use of Funds:												
Contribution to Proposed Operation Items	86,355	99,399	69,569	232,137	22,553	82,834	59,346	43,042	218,675	83,163	72,310	527,480
Enhanced Sign Program	24,400											
Transition Costs			2,031	3,812	59,945	1,010			195			
Phase in OPP Contract increase	250,000		500,000									
Municipal Drains			119,472									
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	245				
Business Application System Design & Replacement						121,179	251,348	246,692	173,790	72,428		
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	64,146	71,286	111,500	55,000
Economic Development Brand Strategy Consultant (2018 carryforward)								18,910				
Delegated Authority for Payment of Termination Pay and Severance									70,179	64,303	138,822	75,000
Costs related to moving to Haldimand County Administration Building									109,022			
Donation to Dunnville Hospital and Healthcare Foundation towards "Every Moment Counts" campaign									150,000			
Community Safety and Well-Being Plan										20,835		
Electronic Speed Warning Signs									58,355			
FDS-02-2020 Broadband Negotiated Request for Proposal Results												
Plans Examination Digitization Division Support												
2020 Emergency Storm Costs - one-time									300,000	100,000		
CRR-General One-Time Contribution (approved at 2023 Tax Capital)												1,600,000
Insurance Reserve One-Time Contribution (2023 New Initiative)												1,000,000
COVID-19 Safe Restart Costs									1,415,981	706,528	76,433	
Total Use of Funds	445,541	976,472	1,618,168	453,079	912,580	247,119	909,662	412,650	2,560,343	1,118,543	399,065	3,257,480
Closing Balance December 31st	7,305,860	10,037,823	9,788,628	9,920,594	10,458,170	11,741,119	12,211,415	11,551,521	15,637,103	19,505,647	20,098,805	16,941,325
Closing balances, less safe restart												
Annual Budgeted Expenditures	86,617,860	91,439,210	97,975,340	100,572,880	100,395,730	103,254,460	109,325,030	113,390,910	117,308,580	122,375,640	129,010,610	138,198,820
10% of Annual Expenditures	8,661,786	9,143,921	9,797,534	10,057,288	10,039,573	10,325,446	10,932,503	11,339,091	11,730,858	12,237,564	12,901,061	13,819,882
Excess balance above/(below) 10% (excluding safe restart)	(1,355,926)	893,902	(8,906)	(136,694)	418,597	1,415,673	1,278,912	212,430	2,829,020	5,755,138	5,761,232	1,684,931

Covid-19 Safe Restart Funding - Use of Funds

	2020	2021	2022	2023
Opening Balance				
Received		1,077,225	1,512,945	1,436,512
Spent		2,532,800		
		(1,455,575)	(706,528)	(76,433)
Closing Balance December 31, 2022	1,077,225	1,512,945	1,436,512	1,436,512

Glossary of Terms

ACCRUAL BASIS OF ACCOUNTING	<ul style="list-style-type: none"> method of accounting, as opposed to cash basis, under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not)
ALLOCATION	<ul style="list-style-type: none"> the dividing of expenditures and/or revenues between more than one division or department
ANNUALIZATION	<ul style="list-style-type: none"> term used to express the full year impact of an expenditure/revenue which, because of the timing of its' introduction, has a partial year impact in the year of its' introduction
APPROVED BUDGET	<ul style="list-style-type: none"> operating and capital budgets which have been reviewed by Committee and passed by Council; includes base budget plus budget adjustments
ASSESSMENT	<ul style="list-style-type: none"> see Current Value Assessment
BASE BUDGET	<ul style="list-style-type: none"> the amount of money allocated to provide the same type and level of service as the previous year, before the introduction of budget adjustments
BOARDS, COMMISSIONS & AGENCIES	<ul style="list-style-type: none"> autonomous and semi-autonomous bodies such as the Police Services Board, Children's Aid Societies and the Conservation Authorities for which the County is responsible for full or partial funding from property taxation
BUDGET	<ul style="list-style-type: none"> a plan for financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them (see Operating Budget)
BUDGET INITIATIVES	<ul style="list-style-type: none"> change in level or type of service or the addition of a new service which has not received prior Council approval
BY-LAW	<ul style="list-style-type: none"> an instrument used by Haldimand County to exercise respective statutory powers. It is the equivalent of legislative action by senior levels of government
CAPITAL EXPENDITURE	<ul style="list-style-type: none"> expenditures of a fixed asset nature whose benefits will be received beyond one year. (i.e. photocopier, computer equipment, washing machine, hospital beds)
CAPITAL PROGRAM	<ul style="list-style-type: none"> a plan for capital expenditures to be incurred each year over a fixed period of years to meet needs arising from the long term capital work program
COMMITTEE-IN-COUNCIL	<ul style="list-style-type: none"> all members of Council sitting as a Committee

Glossary of Terms

COMMUNITY VIBRANCY FUND	<ul style="list-style-type: none"> an agreement to support community initiatives and partnerships which would otherwise not be financially feasible without the green energy companies undertaking wind and solar projects in Haldimand County
COMPLEMENT – ANNUALIZED	<ul style="list-style-type: none"> 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. Note: 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
COMPLEMENT – APPROVED	<ul style="list-style-type: none"> 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
COMPLEMENT – BUDGETED	<ul style="list-style-type: none"> 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
COMPLEMENT – OTHER	<ul style="list-style-type: none"> 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
COMPLEMENT – REGULAR	<ul style="list-style-type: none"> 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
CONTINGENCY	<ul style="list-style-type: none"> an appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenues, emergency expenditures and similar eventualities
CURRENT VALUE ASSESSMENT (CVA)	<ul style="list-style-type: none"> 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.
DEBENTURE	<ul style="list-style-type: none"> 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

Glossary of Terms

DEBT CAPACITY RATIO	<ul style="list-style-type: none"> ◆ 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%
DEFICIT	<ul style="list-style-type: none"> ◆ excess of expenditures over revenues during a single accounting period
DEVELOPMENT CHARGES	<ul style="list-style-type: none"> ◆ 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
ECONOMIC INDICATORS	<ul style="list-style-type: none"> ◆ an outlook of the economy which focuses on such factors as interest rates, inflation, labour market, growth and social indicators
FMW	<ul style="list-style-type: none"> ◆ 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
FISCAL YEAR	<ul style="list-style-type: none"> ◆ a 12 month operating period which may be different from a calendar year (i.e. Province operates on a fiscal year beginning April 1st and ending March 31st of the following year)
FULL-TIME EQUIVALENT (FTE) POSITION	<ul style="list-style-type: none"> ◆ 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)
GAPPING	<ul style="list-style-type: none"> ◆ 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
GOVERNMENT GRANTS	<ul style="list-style-type: none"> ◆ funds provided under various statutes, regulations and agreements to aid municipalities
Conditional Grants	<ul style="list-style-type: none"> ◆ Provincial grants on specific types of current expenditures in order to subsidize programs which the Province wishes to sponsor
Ontario Municipal Partnership Fund (OMPF)	<ul style="list-style-type: none"> ◆ replaces Community Reinvestment Fund; unconditional Provincial Grant

Glossary of Terms

Unconditional Grants	<ul style="list-style-type: none"> 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
GROSS EXPENDITURES	<ul style="list-style-type: none"> expenditures before the deduction of any revenues or recoveries
INDUSTRIAL LAND	<ul style="list-style-type: none"> fully serviced County-owned land which is offered for sale for the purpose of attracting commercial and industrial development within Haldimand County
INTERFUNCTIONAL ADJUSTMENTS	<ul style="list-style-type: none"> internal charges for services provided by support departments to direct service departments
INTERNAL EQUITY	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Municipal Property Assessment Corporation
NET EXPENDITURE (Net Levy by Department)	<ul style="list-style-type: none"> total gross expenditures less directly allocated program revenues and recoveries
NEW INITIATIVE	<ul style="list-style-type: none"> new or enhanced programs or services which include all costs related to implementing the program
NET LEVY (Tax Levy)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> term used for one-time budget expenditures
ONTARIO MUNICIPAL BOARD (OMB)	<ul style="list-style-type: none"> a quasi-judicial administrative body of the Province created by The Ontario Municipal Board Act, 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)

Glossary of Terms

OPERATING BUDGET	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> financing policy whereby funds are reserved in current operating budgets to aid in financing future capital projects from own revenue sources in order to avoid issuing long term debt
PAY EQUITY	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> an identified charge per day
PRIOR YEAR SURPLUS/(DEFICIT)	<ul style="list-style-type: none"> excess, or conversely a shortage (deficit), of revenues over expenditures carried forward from the previous year
RATE SUPPORTED BUDGET	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> direct charges to other municipalities for specific services provided
RED CIRCLED	<ul style="list-style-type: none"> indicates that dollars have been temporarily frozen at a certain level due to certain conditions. Typically, applies to an individual's wage rate
RESERVES	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Glossary of Terms

SOLID WASTE LEVY	◆ amount of net waste management expenditures applicable for County waste disposal; collected through a separate County tax rate
SUPPLEMENTARY TAXES	◆ additional tax revenue received as a result of an increase in assessed property valuation or new developments added to the tax roll
SURPLUS	◆ excess of revenues over expenditures during a single accounting period
TAX SUPPORTED BUDGET	◆ programs whose net operating and capital costs are financed solely through property taxes; includes all County programs except water, wastewater, and waste management
TAXABLE ASSESSMENT	◆ includes assessment for only those properties which are taxable and excludes properties which are exempt from taxation
TAX RATES	◆ 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
TAX RATIO	◆ 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
TAXES (PROPERTY)	◆ annual levies of a County plus the amounts required for education, converted to property taxes based on taxable assessment
TIPPING FEE	◆ 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
TRANSFER TO OWN FUNDS	◆ 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
TRANSITION RATIOS	◆ transition ratios reflect the relative tax burden of each class prior to reform of the assessment and taxation system.
USER FEES OR USER CHARGES	◆ 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)

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.



FIR Object Categories

The FIR requires specific operating expenses and revenues to be reported by object. For budget purposes, we report on the following objects:

Expenditures:

1. **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.
2. **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.
3. **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.
4. **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.
5. **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.
6. **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.



FIR Object Categories

- 7. Long Term Debt Charges:** Includes principal repayments and interest incurred on long term debt liabilities
- 8. 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:

- 9. 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.
- 10. 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
- 11. Development Charges Reserve Funds:** Includes funding from Development Charges to offset growth related debt payments
- 12. Miscellaneous Property Charges:** Includes taxation revenues related to Supplementary billings, and Payment-In-Lieu of Taxes.
- 13. 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.