

DRAFT TAX SUPPORTED  
**OPERATING BUDGET**



2024



**Haldimand**  
County



# 2024 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 2024 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 7, 2023.

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), 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 2024 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 - 2024 Tax Supported Operating Budget**

In summary, the 2024 Tax Supported Operating Budget includes total operating expenditures of approximately \$146.2 million representing an increase of approximately \$8.0 million over the prior year. The property tax levy represents the most significant funding source for all operating expenditures, totalling a projected \$86.1 million or 59% of total funding sources. Based on the 2024 Tax Operating budget, the total annual impact on the average residential tax bill is **4.43%**; this equates to an annual increase of approximately \$158 or **\$13.14** per month on an average assessed home.

The 2024 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;
- A positive assessment growth impact of 2.79% for 2024, a healthy growth rate of approximately 2% is projected over the next few years;
- Provisions for growth related and new service initiatives to meet taxpayers' needs, funded firstly from assessment growth, including:
  - Improving on technology with additional staffing within the Innovation and Technology Service Division as well as a new Innovation & Technology Fund to support small scale innovation;
  - Focusing on customer service through the introduction of a bi-annual resident satisfaction survey, increases in staffing coverage at the front counters as well as increasing the annual contribution to the Community Beautification Program;
  - Continuation of work in health care through the highly successful Community Paramedic Program and the introduction of a physician recruitment strategy;
  - Focusing on climate change and emergency response measures through improvements in the forestry program (including a new invasive species management program), allocating additional funds to climate change and emergency response prevention and mitigation, and bringing forward the successful Rural Water Quality Program on a permanent basis;
  - Committing to staff recruitment and retention through the implementation of the Non-Union Compensation Review recommendations.

The 2024 Draft Tax Supported Operating Budget is 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. 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 \$20.2 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 2024 Tax Supported Operating Budget requires total property tax revenues of \$86,097,640 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 \$5,791,790 from the 2023 net levy requirement; an estimated increase on the average residential tax bill of **4.43%**. 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	2024 Budget Guideline	2024 Budget	
		\$	%
<b>Municipal Levy (prior year)</b>		<b>80,305,850</b>	
Base Budget Impacts	3.16%	3,151,220	3.92%
Council Approved Capital	1.00%	803,060	1.00%
Council Approved Initiatives - Other	0.00%	25,760	0.03%
New Initiatives	1.00%	1,811,750	2.26%
<b>Municipal Levy Increase</b>	<b>5.16%</b>	<b>5,791,790</b>	<b>7.21%</b>
Less: Assessment Growth	-2.00%	(2,237,100)	-2.79%
<b>Overall Average Residential Tax Increase</b>	<b>3.16%</b>	<b>3,544,690</b>	<b>4.43%</b>

### **Impacts:**

- Assessment growth of 2.79%
- Inflationary and supply chain impacts across all areas
- Reduced/uncertain funding from Province government
- Focus on climate change and emergency response needs
- Health care investments
- Compensation, including wages and benefits
- Staffing resource needs
- Enhancements to customer service

The following table reflects the impact on property taxes for the average assessed property within each class based on the anticipated 2024 municipal rates (using current tax policies) and 2024 education rates.

<u>Assessment</u>	<u>2023 FINAL</u>				<u>2024 Preliminary</u>				<u>Increase</u>	
<u>Class</u>	<u>Ave CVA</u>	<u>Municipal</u>	<u>Education</u>	<u>Total</u>	<u>Ave CVA</u>	<u>Municipal</u>	<u>Education</u>	<u>Total</u>	<u>\$</u>	<u>%</u>
<b>Industrial</b>	537,400	13,882.53	4,729.12	18,611.65	537,400	14,424.64	4,729.12	19,153.76	542.11	2.91%
<b>Multi-Res.</b>	1,063,200	23,601.79	1,626.70	25,228.49	1,063,200	24,523.43	1,626.70	26,150.13	921.64	3.65%
<b>Commercial</b>	318,900	5,992.19	2,806.32	8,798.51	318,900	6,226.19	2,806.32	9,032.51	233.99	2.66%
<b>Residential</b>	281,920	3,129.15	431.34	3,560.49	284,640	3,282.71	435.50	3,718.21	157.72	<b>4.43%</b>
<b>Farmland</b>	408,600	1,133.81	156.29	1,290.09	408,600	1,178.08	156.29	1,334.37	44.27	3.43%

The Ontario Government has indicated that property assessments for the 2024 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 2024 property tax year will be the same as the 2023 tax year, unless there have been changes to your property during 2023.

#### 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 recent years, 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 2024 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 risk included within the 2024 Tax Supported Operating Budget, based on some areas that require substantial assumptions and projections as there is uncertainty associated with these issues. The following items will have future potential impacts:

- Aggressive curtailment of expenditures and maximization of estimated revenues;
- Climate change and emergency response situations with the potential to significantly impact the County's resources;
- WSIB funding for presumptive cancer and PTSD associated costs;
- Increased pressure on Ambulance services across the County;
- Legislative and/or downloaded services/operational impacts with no corresponding funding;
- Provincial funding changes;
- Funding pressures related to infrastructure replacements;
- 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 2024 Budget Drivers:

The below table shows a summary of the budget drivers for the 2024 Tax Supported Operating Budget, which are discussed in more detail later in this report:

Major Drivers	<b><u>2024 Levy Impact</u></b>	
	<b><u>Increase/(Decrease)</u></b>	
	<b>\$</b>	<b>%</b>
<b>Municipal Levy (prior year)</b>	<b>80,305,850</b>	
<b>Levy Increases:</b>		
Salaries and Benefit - Base changes (negotiated, contractual and legislated)	1,701,000	2.12%
County-wide inflationary increases	248,930	0.31%
Policing Contract	128,170	0.16%
Forestry Consulting & Pruning	204,000	0.25%
Solid Waste - Collection cost increases	1,514,760	1.89%
Waste Disposal - mainly leachate costs	141,000	0.18%
Decrease in Ontario Municipal Partnership Funding	151,200	0.19%
Community Capital Projects - removal of CVF Funding	150,000	0.19%
Additional Contributions to Capital Replacement Reserves (target 1%)	803,060	1.00%
Council Approved Initiatives - (net of applicable funding)	(106,320)	-0.13%
New/Enhanced Service Initiatives - staffing related (net of applicable funding)	1,609,430	2.00%
New/Enhanced Service Initiatives – non-staffing related	202,320	0.25%
Other net base budget increases under \$100K	<u>40,500</u>	<u>0.05%</u>
<b>Total Levy Increases</b>	<b>6,788,050</b>	<b>8.45%</b>
<b>Levy Decreases:</b>		
Blue Box Transition - ongoing savings	(665,260)	-0.83%
Social Assistance - removal of reserve contributions	(231,000)	-0.29%
Taxation - Penalty & Interest increase based on historical average	<u>(100,000)</u>	<u>-0.12%</u>
<b>Total Levy Decreases:</b>	<b><u>(996,260)</u></b>	<b><u>-1.24%</u></b>
<b>Municipal Levy Increase</b>	<b><u>5,791,790</u></b>	<b><u>7.21%</u></b>
<b>Draft Municipal Levy</b>	<b>86,097,640</b>	<b>7.21%</b>
Less: Assessment Growth		2.79%
Less: Education Tax Room		0.00%
<b>Total Estimated Residential Tax Rate Impact</b>		<b>4.43%</b>

### 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 (i.e. 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 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 B outlines the summary of the Contingency Reserve and its anticipated 2023 year-end balance, and 2024 impacts. Currently, the reserve has a projected balance of approximately \$24 million at the end of 2023, which includes a balance of 1.5 million related to COVID-19 Safe Restart Funding. The balance of the reserve increased significantly due to above-average tax surpluses in recent years as well as the COVID-19 Safe Restart Funding noted above. Approximately \$153,900 in Safe Restart Funding is being utilized in 2024 to offset one-time Public Health costs. 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.

### Operating Budget Process

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

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

The status of these budgets are as follows:

<b>Budget</b>	<b>Review Date</b>	<b>Budget Status</b>
Rate Supported Operating and Capital Budget	December 7, 2023	Approved
Tax Supported Capital Budget	February 1, 2024	Approved
Tax Supported Operating Budget *	February 29, 2024	Draft

Note: The approval of the 2024 Tax Supported Operating Budget will allow the 2024 property tax rates to be calculated and final tax billings to be issued (subject to approval of tax policies - scheduled for June 2024).

### Strategic Objectives

The County's budget process has been focused on strategic objectives and long term financial planning. Accordingly, the 2024 Tax Supported Operating Budget has been aligned around Council's adopted strategic objectives of:

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

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

An integral part of the budget process is to adopt guidelines to ensure a consistent approach in developing a 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.

In the Budget Guidelines report staff projected an average 3% tax levy increase over the term of Council. Given the volatility during this time, staff also committed to reporting back to Council with an update to this report, outlining how we have fared to date compared to the projection, as well as revisiting future projections, if required. Staff anticipate bringing this report back to Council in mid-2024, in advance of the 2025 budget process.

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 2024 taxation revenue of approximately \$2,237,000 or a favourable 2.79% 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 throughout 2025 and early 2026, with a final Council report and workshop to review the options and adopt a strategy ahead of the 2027 Budget deliberations. 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-01-2024 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 2023. 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 2024 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 **24.3%** of the 2024 total overall average residential tax bill (including approved Education Taxes). This is a decrease from the 2023 allocation of 25.5%.

Notable impacts of these “uncontrollable” areas in 2024 include:

- A decrease of \$151,200 in the annual OMPF Funding allocation
- Removal of the annual contribution to the Social Assistance Stabilization Reserve (\$231,900)
- Reallocation of funds in Policing (\$250,000). Previous there were funds set aside for court security enhancement costs. These cost have now been built into the OPP monthly billing and are no longer required to be set aside. Though this shows as a reduction in this “uncontrollable” area, staff have reallocated these funds to the Climate Change and Emergency Response Reserve, therefore there is no impact to the levy.

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 2024, 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 2024 Tax Supported Operating Budget, it does require a Council resolution to “exclude” these expenses from the annual budget. The following analysis will outline the potential impact that the exclusion of these expenses would have on the County’s accumulated year end surplus/deficit and estimate the impact on the future funding of tangible capital assets.

- **Amortization Expense of Capital Assets:** Although the budget does not include any specific costs related to annual amortization of the County’s existing tangible capital assets, it does include significant contributions to tax supported Capital Replacement Reserves. As amortization costs are based on the historical acquisition costs and reflect the annual “use” of these assets, it does not necessarily reflect the funding for replacement of the underlying infrastructure. The County’s Capital Financing Principles provide for a long range financing plan (over the 10 year capital budget) ensuring sufficient funds are available for the anticipated infrastructure replacements. Staff have identified that capital replacement reserves have been significantly depleted in recent years due to the acceleration and enhancement of capital works. Current estimated annual amortization costs are approximately \$23.2 million (based on 2022 actuals for tax supported capital only) while the 2024 budgeted annual transfer to tax supported capital replacement reserves is approximately \$19.2 million. Although there appears to be an annual shortfall of approximately \$4.0 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 (ex. 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 our claims experience. As recommendations 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. The 2024 Tax Supported Operating Budget includes initiatives related to the continuation of this work for post-employment benefit costs and WSIB.
- **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 2022 Financial Statements, the total present value liability related to Haldimand’s share is approximately \$16.9 million. This amount includes the present value of all capital related costs of approximately \$500,000 (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 \$53.8 million (Haldimand’s share only) over the next 90 years (the net present value of these costs is approximately \$16.4 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.

## 2023 Preliminary Operating Forecast

The overall **projected surplus** for the 2023 year-end is \$4,934,236. The major drivers are outlined in this chart.

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.

<b>Operating Impacts - 2023 Forecast</b>	<b>Forecasted Surplus/Deficit</b>
<b>FORECASTED SURPLUSES:</b>	
Corporate Wide Salaries & Wages, including Professional Development, Travel Expenses, etc.	\$1,243,241
Taxation - Rebates/Write-Offs	\$134,090
Taxation - One-time Transitional Mitigation Grant	\$183,327
Tax Sale Registrations/Fees - net of expenses	\$83,740
Taxation - Penalty & Interest	\$252,790
Taxation - Supplemental Billing, partially attributed to catch-up from prior years	\$1,032,720
HST Audit Review - Recoverable net of Consulting Fees	\$115,090
Advertising/Promotional Expenses	\$69,560
Finance - Transfers of Unpaid Water Account Balances to Tax Arrears	\$75,360
Policing - Increase to Court Services & Prisoner Transportation Grant Funding	\$96,580
Provincial Offences Revenue - Large Fine Collected	\$739,640
Engineering/Inspection Fees Increase - Development-Related (# of inspections)	\$188,760
Roadside Maintenance Expenses - Primarily in Street Lighting	\$50,038
Winter Control - Sand & Salt Costs	\$492,590
Winter Control - Contracted Services	\$895,683
Solid Waste Disposal - Contracted Services, Primarily Hydrological Testing	\$192,915
Total of Small Impacts under \$50K	\$156,345
<b>Total Forecasted Surpluses</b>	<b>\$6,002,469</b>
<b>FORECASTED DEFICITS:</b>	
Clerks - Ward 4 By-Election & Election Compliance Audits	(\$62,450)
Corporate Wide Legal Fees	(\$184,900)
Fleet - Materials & Contracted Services Increase, Primarily Parks	(\$125,275)
Leachate Increase - Primarily in Treatment & Hauling, less Norfolk Recoveries	(\$308,731)
Parks Contracted Services - Primarily in Caledonia Snow Removal & Dunnville Building Repairs	(\$55,710)
Arenas Contracted Services - Primarily in HCCC Maintenance & Repairs	(\$106,520)
Forestry Contracted Services - Consulting and Surveying	(\$96,400)
Planning Fee Revenues	(\$128,247)
<b>Total Forecasted Deficits</b>	<b>(\$1,068,233)</b>
<b>Total Forecasted Surplus/Deficit</b>	<b>\$4,934,236</b>

## **Budget Drivers**

### **A. Base Budget**

Overall, the 2024 base budget, excluding any changes in current service levels, has increased significantly - by approximately \$3,151,220 representing a 3.92% 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 makes up the entirety of this increase. 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 represents an overall decrease of \$182,610, mainly due to the removal of Social Assistance Stabilization Reserve contributions as well as the reallocation of Policy court security enhancement savings to the Climate Change and Emergency Response reserve. These positive impacts on the uncontrollable drivers is partially offset by a reduction in the annual OMPF contribution. 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).

<b>Budget Drivers</b>	<b>2023 Budget excl. One Time (\$)</b>	<b>2024 Base Budget (\$)</b>	<b>Levy Incr/(Decr) Year over Year</b>		<b>Total County Levy Impact</b>
			<b>(\$)</b>	<b>(%)</b>	
OMPF	(4,241,700)	(4,090,500)	151,200	3.56%	
PUBLIC HEALTH	1,339,700	1,388,900	49,200	3.67%	
SOCIAL ASSISTANCE	1,068,700	886,400	(182,300)	-17.06%	
CHILD CARE	153,000	146,500	(6,500)	-4.25%	
SOCIAL HOUSING	1,800,000	1,775,900	(24,100)	-1.34%	
POLICE SERVICES BOARD	23,370	25,090	1,720	7.36%	
POLICING	7,974,050	7,756,990	(217,060)	-2.72%	
LPRCA	324,280	335,440	11,160	3.44%	
GRCA	188,190	192,820	4,630	2.46%	
NPCA	159,810	161,630	1,820	1.14%	
MPAC	748,530	776,150	27,620	3.69%	
<b>TOTAL</b>	<b>9,537,930</b>	<b>9,355,320</b>	<b>(182,610)</b>	<b>-1.91%</b>	<b>-0.23%</b>

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

As outlined above, the “controllable” base budget drivers make up all of the base drivers for 2024 and total an increase of \$3,333,830 or a 4.15% levy impact on the annual levy. Although the County controls the provision of these services, some increases are beyond staff and Council’s control (i.e. contracted services increases).

Staff and senior management reviewed these controllable areas to ensure all increases were fully evaluated and warranted, with base budgets primarily held to zero where possible. A comprehensive review of all base budget services and supplies accounts was performed by each department to identify potential savings to offset anticipated increases in other areas. Some of the major drivers of the “Controllable” Base budget are as follows:

- Projected Salaries and Benefits increase which includes negotiated, contractual and legislative components totaling \$1,701,000;
- Inflationary impacts totaling \$248,930, the major sub-categories of which are:
  - Fleet-related cost increases, primarily related to part costs, of \$82,850
  - Winter Control contracted services increases of \$65,970
  - Winter Control sand & salt costs of \$57,310
- Forestry consulting and pruning costs of \$204,000
- Blue Box Transition savings of \$665,260
- Curbside Collection contract increases of \$1,514,760
- Solid Waste Disposal increases mainly based on leachate costs of \$141,000
- Increase in anticipated supplementary tax billing revenues of \$100,000
- Removal of CVF funding for Community Capital projects - \$150,000

Further details of the 2024 base budget drivers can be found in Corporate Summary 3.

The remaining drivers have been separated in to the following categories for easy of review:

- Council Approved Initiatives – Non-Staffing (Corporate Summary 4)
- New Initiatives – Non-Staffing (Corporate Summary 5)
- Staffing Changes – Council Approved and New Initiatives (Corporate Summary 6)

### **B. Council Approved Initiatives – Non- Staffing Related**

Council reviewed and approved the 2024 Tax Supported Capital Budget on February 1, 2024. A specific levy increase for capital financing purposes was identified and approved at 1.0% which results in a capital related levy impact of \$803,060. This does not include the operational impacts of Capital projects, which resulted in increased costs of \$132,080 as identified as described below. The Council Approved Initiatives, excluding the Capital Levy impact, result in an increase of \$25,760 or an increase of 0.03% on the tax levy.

<u>Council Approved Initiatives</u>	
Category	2024 Net Levy Impact (\$)
Council Approved Capital Reserve Transfers 1.0%	803,060
Council Approved Operating Impacts – Capital Budget	132,080
Other Council Approved Initiatives	(106,320)
<b>Total</b>	<b>828,820</b>

As outlined in **Corporate Summary 4**, the Council Approved Initiatives are further segregated into “Ongoing” vs. “One-time”. The Ongoing initiatives will form part of the base budget in 2025, whereas the “One-time” initiatives will not be included in future years’ base budgets.

### **C. New Initiatives – Non-Staffing Related**

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 non-staffing related initiatives, based on the applicable business cases that are recommended for approval. The overall net levy impact is an increase of \$202,320 or 0.25%. As outlined in **Corporate Summary 5**, these New Initiatives are further segregated into “Ongoing” vs. “One-time”. “Ongoing” initiatives will form part of the base budget in 2025, whereas “One-time” initiatives will not be included in future years’ base budgets. For 2024, all “One-time” initiatives being brought forward are funded from various reserves (i.e. Contingency), and so the entirety of the \$202,320 is comprised of “Ongoing” initiatives.

<u>New Initiatives</u>	
Category	2024 Net Levy Impact (\$)
Corporate Team Building and Priority Setting	5,000
Innovation Fund	25,000
Bi-Annual Resident Satisfaction Survey	11,000
Physician Recruitment Strategy	63,000
Forestry Invasive Species Management	20,000
Community Beautification Program – increase to annual contribution	20,000
Rural Water Quality program – on-going	25,000
Other	33,320
<b>Total</b>	<b>202,320</b>

Further details are found in **Corporate Summary 5**, as well as individual business cases outlining justification and impacts for each initiative.

#### **D. Summary of Staffing Changes**

The 2024 Tax Supported Operating Budget contains a few strategic items related to staffing. This budget presents a strong focus on customer service, technology, health care, climate change and recruitment/retention. The success of these key areas require the proper resources to be in place, which includes adequate and appropriate levels of staffing. Total new staffing initiatives for 2024 equate to approximately \$1.6 million, or a 2.0% impact on the levy. This impact can be broken down further into two general categories: impacts of the Non-Union Compensation Review (\$1.0 million or 1.26%), as well as impacts from proposed new staffing (\$600,000 or 0.74%). Both of these items are discussed in further detail below.

##### **Non-Union Compensation Review (\$1.0 million or 1.26% levy impact)**

In December 2023, staff presented report HRD-08-2023 - Non-Union Compensation Review Framework Project Review in closed session. The following recommendations were approved as part of that review:

1. *THAT Report HRD-08-2023 Non-Union Compensation Framework Review be received and remain confidential;*
2. *AND THAT the P60 percentile target for the non-union employee group, as describe in Report HRD-08-2023, be approved;*
3. *AND THAT the revised salary grid framework covering non-union employees as well as Haldimand County Public Library employees, be approved on the following conditions:*
  - a. *That the Financial Impact of required changes is considered and approved through the deliberations of the 2024 tax operating budget; and*
  - b. *That the Haldimand County Library Board approves the recommended adjustments for Haldimand County Public Library employees.*

The 2024 Tax Supported Operating Budget includes the overall costing as presented in the closed session report presented in December, 2023. If approved, the new framework will be made public, and staff will proceed with implementation.

##### **New Staffing Initiatives (\$600,000 or 0.74% net levy impact)**

The 2024 budget also includes new staffing requests targeting the key strategic areas noted previously. These initiatives include:

- Enhancements to the customer service including:
  - Increasing the customer service representatives pool;
  - Securing the Business Retention and Expansion Project Manager position on a permanent basis;
- Focusing on health care and climate change/emergency response tools through:
  - Increasing the existing Emergency Services Coordinator of Emergency Management/Fire Education from a permanent part-time position to full-time;
  - Continued focus and commitment to the success of the Community Paramedic Program (fully grant funded);
  - Staffing at Grandview Lodge including:
    - Nurse Practitioner
    - Scheduler
    - Additional PSWs to increase direct care hours for residents;

- Continued focus on technology and innovation including:
  - Internal project management and AODA focus towards the new website design and implementation;
  - Additional Service Desk Analyst and GIS & Solutions Analyst in the Innovation & Technology Services Division;

It is important to note that a new internal budget process was developed for the 2024 budget process to help better review and analyze staffing requests that are brought forward. This process includes the completion of a standard business case for each initiative, as well as the evaluation of each new staffing position against a robust scoring rubric, completed by a peer review committee. Initiatives that move forward past the peer review stage and then further analyzed by senior management prior to being presented in the draft document.

Overall, there are a significant number of FTEs being proposed through the 2024 budget. However, it is critical to note that the vast majority of these positions are funded by various grants and provincial funding sources. An additional 35 funded FTEs are being presented through this budget. An additional 10 FTEs are being proposed and are in line with the strategic initiatives noted above. Details of all staffing related initiatives can be found in **Corporate Summary 6**.

### Impacts of Budget on Municipal Taxpayer

The 2024 Tax Supported Operating Budget has a total net levy requirement of \$86,097,640. This results in a **4.43%** increase to the residential property tax rate. The County calculates the tax rate using the December 2023 assessment roll, returned for 2024 taxation, which reflects property values as at January 1, 2016. This means property assessment values for the 2024 property tax year will be the same as the 2023 tax year, unless there have been in-year changes to the property.

As outlined in Report FIN-01-2024 Analysis of Assessment Update report, there was no 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 2024. It is anticipated that approximately 79% of the total 2024 tax levy is expected to be collected from the residential tax class, which was the same allocation in 2023. This analysis assumes the same tax policies as approved in 2023, which are to be reviewed by Council later in 2024. 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 2024 Tax Supported Operating Budget will result in a \$157.72 annual increase, approximately **\$13.14 per month** more in property taxes on an average residential property.

<u>Assessment</u>	<u>2023 FINAL</u>				<u>2024 Preliminary</u>				<u>Increase</u>	
<u>Class</u>	<u>Ave CVA</u>	<u>Municipal</u>	<u>Education</u>	<u>Total</u>	<u>Ave CVA</u>	<u>Municipal</u>	<u>Education</u>	<u>Total</u>	<u>\$</u>	<u>%</u>
<b>Industrial</b>	537,400	13,882.53	4,729.12	18,611.65	537,400	14,424.64	4,729.12	19,153.76	542.11	2.91%
<b>Multi-Res.</b>	1,063,200	23,601.79	1,626.70	25,228.49	1,063,200	24,523.43	1,626.70	26,150.13	921.64	3.65%
<b>Commercial</b>	318,900	5,992.19	2,806.32	8,798.51	318,900	6,226.19	2,806.32	9,032.51	233.99	2.66%
<b>Residential</b>	281,920	3,129.15	431.34	3,560.49	284,640	3,282.71	435.50	3,718.21	157.72	<b>4.43%</b>
<b>Farmland</b>	408,600	1,133.81	156.29	1,290.09	408,600	1,178.08	156.29	1,334.37	44.27	3.43%

### 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.

Respectfully Submitted by,

Heather Love, CPA, CGA  
Supervisor, Budgets & Financial Planning  
Finance Division

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

### Haldimand County Council 2022-2026

#### Mayor

#### Shelley Ann Bentley

Ward 1   Stewart Patterson

Ward 4   Marie Trainer

Ward 2   John Metcalfe

Ward 5   Rob Shirton

Ward 3   Dan Lawrence

Ward 6   Patrick O'Neill

### Haldimand County Senior Management

Cathy Case   Chief Administrative Officer

Mike Evers   General Manager,  
Community & Development Services

Megan Jamieson   General Manager,  
Corporate & Social Services

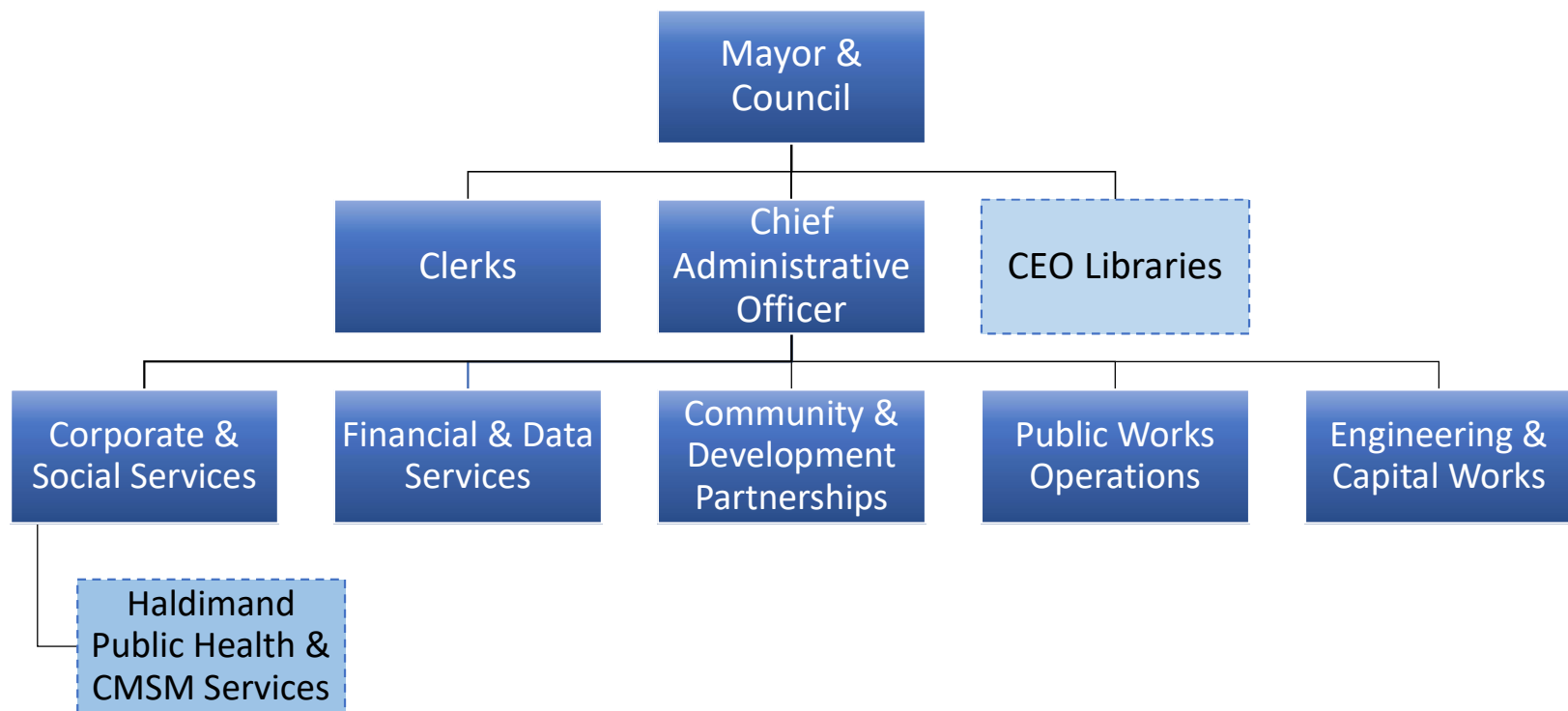
Dan McKinnon   General Manager,  
Public Works Operations

Mark Merritt   General Manager,  
Financial & Data Services

Tyson Haedrich   General Manager,  
Engineering & Capital Works

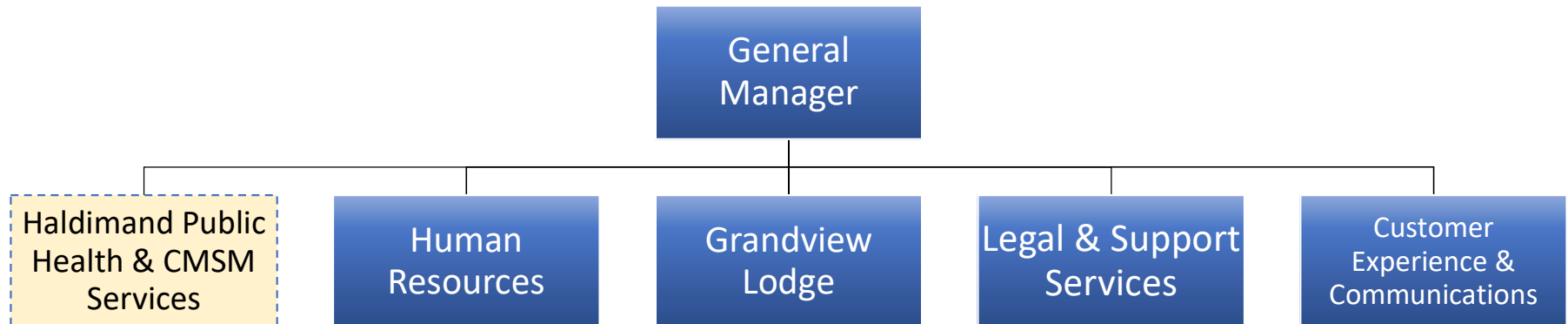


## Governance



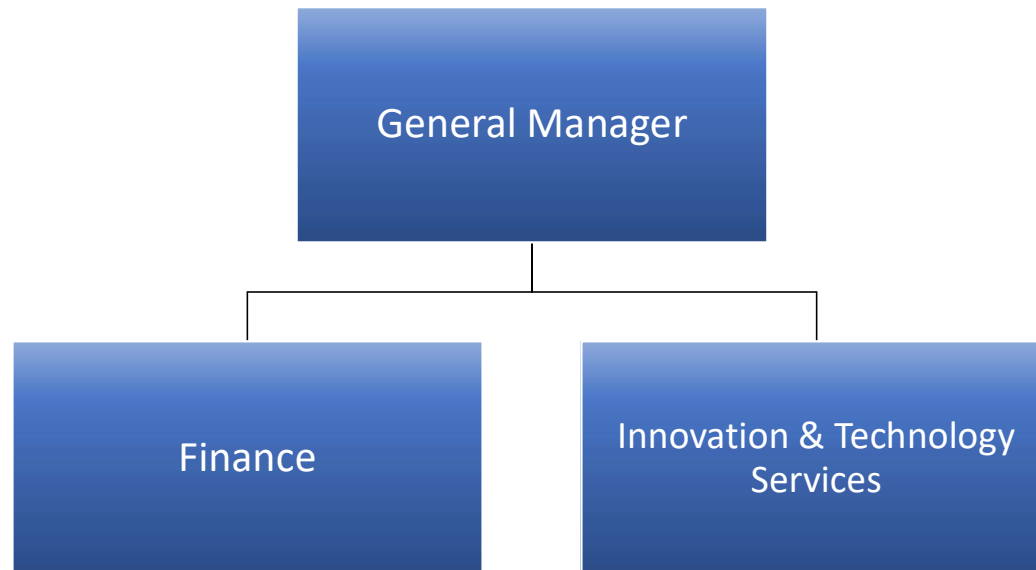


## Corporate & Social Services



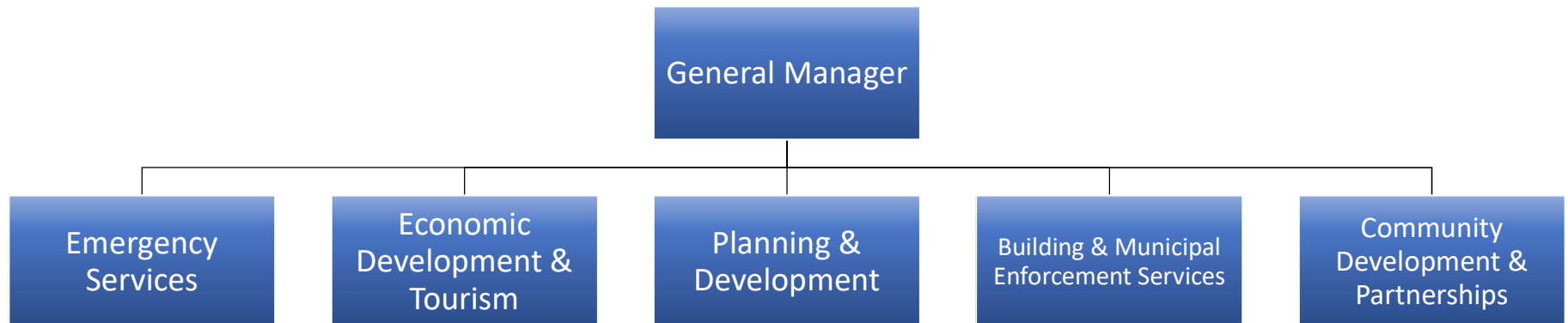


## Financial & Data Services



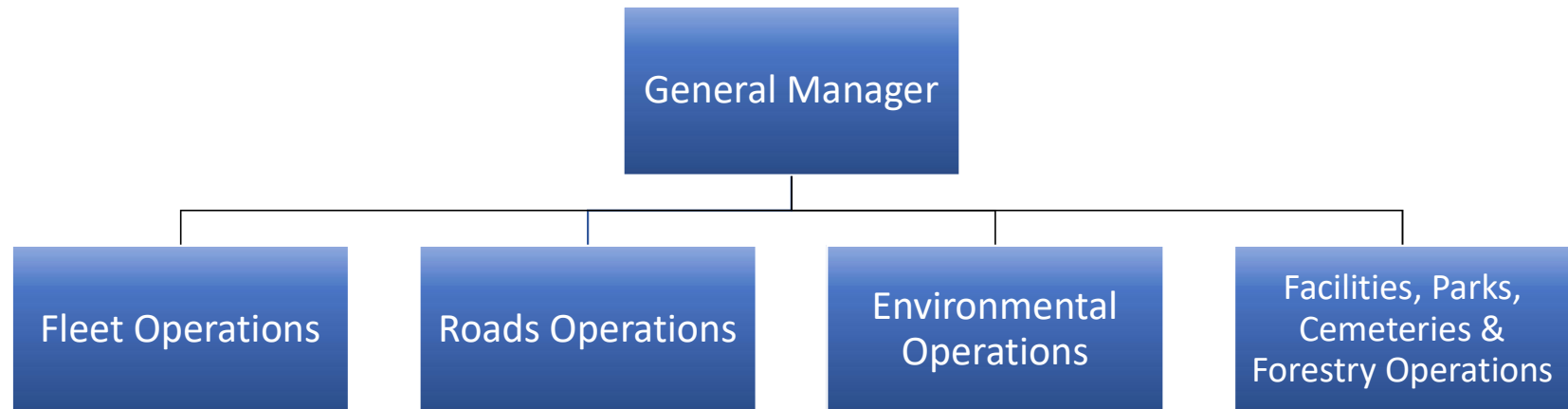


## Community & Development Services



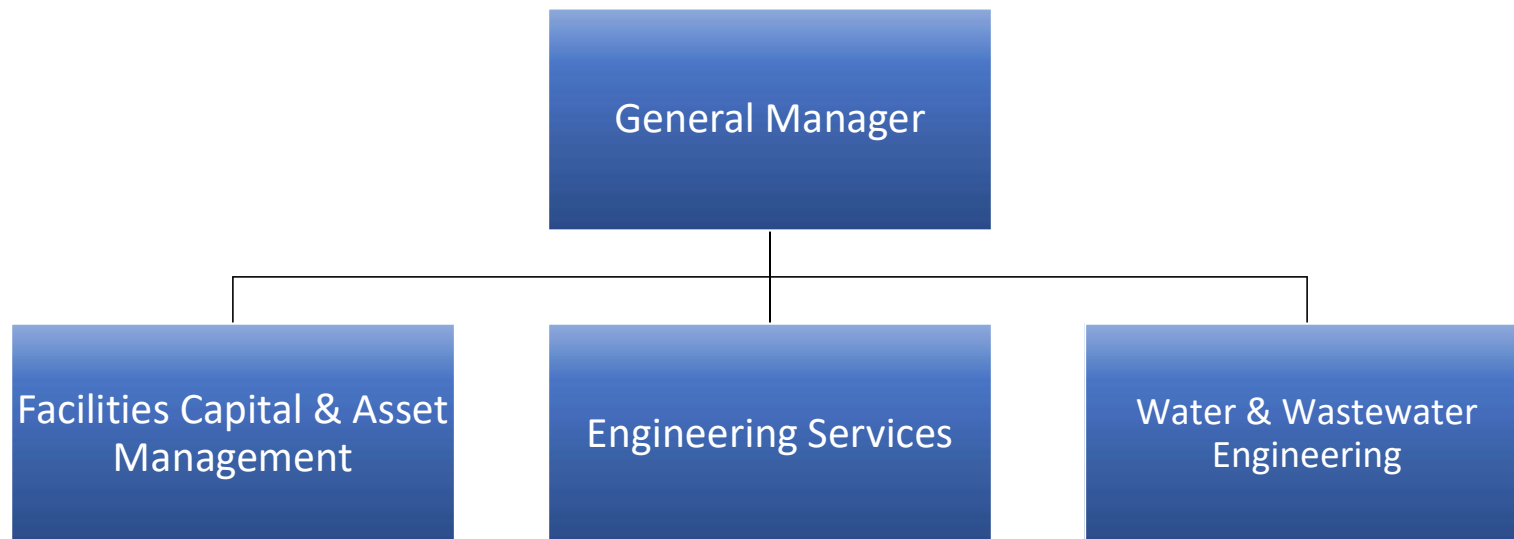


## Public Works Operations





## Engineering & Capital Works





**Haldimand**  
County



## Corporate Summaries



## Budget Overview

### Budget Comparison to Guidelines

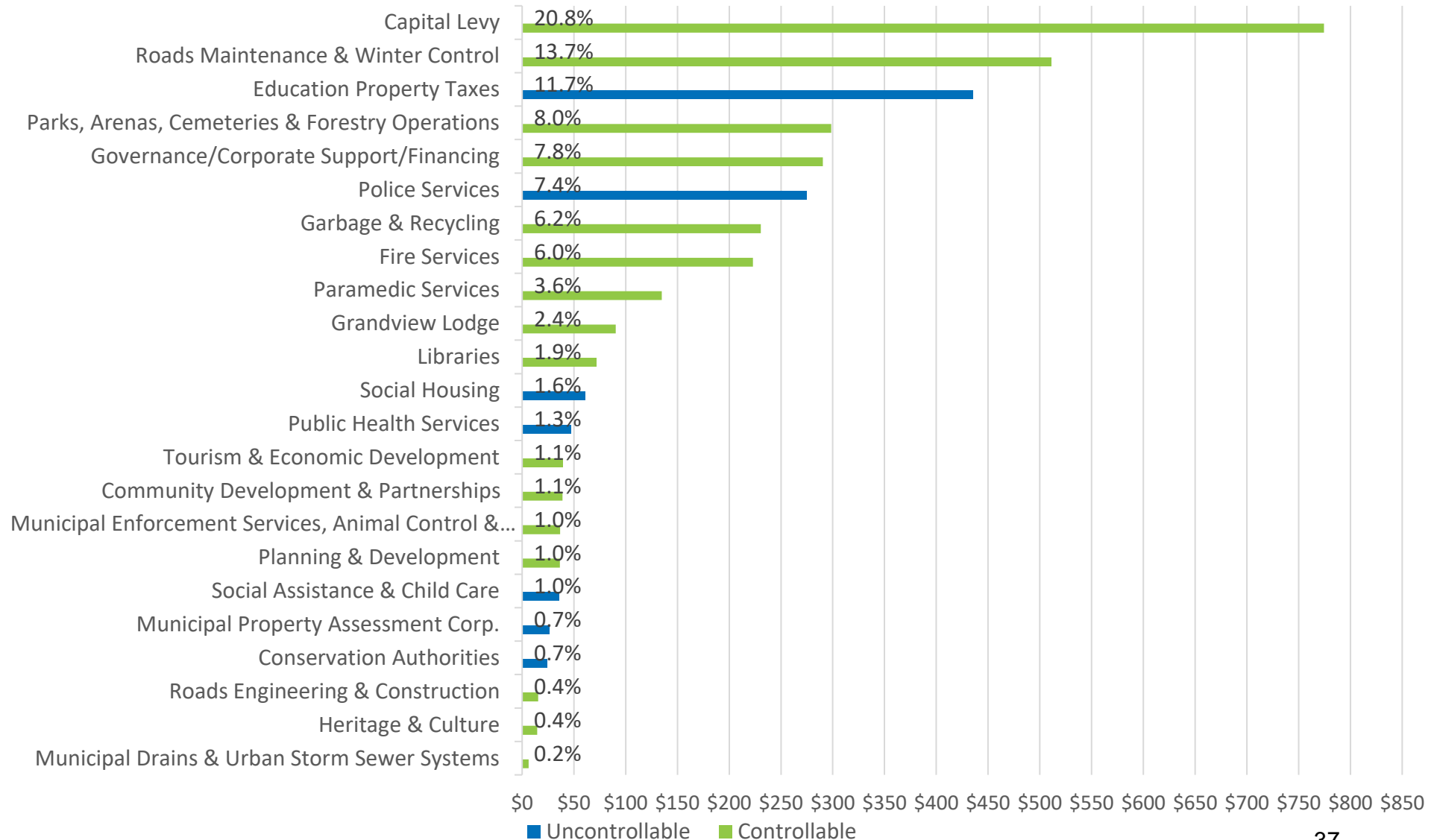
Budget Details	2024 Budget Guideline	2024 Budget	
		\$	%
<b>Municipal Levy (prior year)</b>		<b>80,305,850</b>	
Base Budget Impacts	3.16%	3,151,220	3.92%
Council Approved Capital	1.00%	803,060	1.00%
Council Approved Initiatives - Other	0.00%	25,760	0.03%
New Initiatives	1.00%	1,811,750	2.26%
<b>Municipal Levy Increase</b>	<b>5.16%</b>	<b>5,791,790</b>	<b>7.21%</b>
Less: Assessment Growth	-2.00%	(2,237,100)	-2.79%
<b>Overall Average Residential Tax Increase</b>	<b>3.16%</b>	<b>3,544,690</b>	<b>4.43%</b>




## Average Residential Tax Bill – Allocation by Services

### 2024 Draft Tax-Supported Operating Budget

2023 Assessment = \$284,640 / Total Taxes = \$3,718



2024 Base Budget Drivers			
HALDIMAND COUNTY			
Tax Supported Operations			
Category	Initiative(s)	2024 Base Budget Drivers	Totals
<b>Expenditures</b>			
<b>Salaries &amp; Benefits</b>			
Salaries & Benefits	Standard increases across the County (net of funding offsets)	1,701,000	1,701,000
<b>Inflationary Increases</b>			
Legal & Support Services - Legal Fees	Increase based on historical average (\$30K increase) as well as an 8.5% increase in hourly rate	42,800	248,930
Fleet	Increase mainly due to increased parts costs, partially offset by decrease in maintenance & repair costs	82,850	
Winter Control - Roads Contract	Increase based on 4% CPI Increase	65,970	
Winter Control - Sand & Salt	Increase based on 4% CPI Increase	57,310	
<b>Divisional/Corporate Base Changes</b>			
Insurance	Insurance premiums decrease for 2024	(82,170)	1,391,870
Innovation & Technology Services	Increases to maintenance contract costs and materials	61,990	
Policing	Per 2024 Billing Estimate	128,170	
Policing	Reduction in Court Security Enhancement allotment as funds now included in OPP monthly billing	(250,000)	
Climate Change and Emergency Response Reserve	Allocate additional \$250,000 in annual contributions to the Climate Change and Emergency Response Reserve, bringing the total annual contribution to an upset limit of \$350,000	250,000	
Facilities - Hydro	Corporate-wide reductions due to cost savings primarily from LED retrofitting	(94,070)	
Forestry Maintenance - Consulting	Increase for tree inventory and surveying services to meet service demand of urban forestry maintenance program	41,000	
Forestry Maintenance - Pruning	Increases to meet demand of seven-year proactive tree pruning program and to service resident requests	163,000	
Fire Services	Increase mainly due to hydrant rental and equipment repair & maintenance cost increases	88,740	
Solid Waste Reduction	2024 Blue Box Transition -Reductions in costs and funding - Council Approved as per Report ENV-04-2023 and ENV-06-2023	(665,260)	
Solid Waste Collection	Increase mainly due to new Curbside Collection Contract - as per Report ENV-04-2023	1,514,760	
Solid Waste Disposal	Increase mainly due to leachate treatment costs based on approved rates (\$182K), gas monitoring contract increase (\$43K), disposal and haulage tonnage increase (\$38K) - partially offset by increases to recoveries from Norfolk County	141,000	


## 2024 Base Budget Drivers


## HALDIMAND COUNTY




## Tax Supported Operations

Category	Initiative(s)	2024 Base Budget Drivers	Totals
Parks - Contracted Services	Increases to snow removal, grounds maintenance and equipment rentals - based on historical actuals and increased services for new development	49,260	
Arenas - Contracted Services	Increases to snow removal and grounds maintenance - based on historical actuals	45,450	
<b>Haldimand-Norfolk Shared Services</b>			<b>(133,100)</b>
Public Health	Increase from HNSS mainly due to increases to salaries & benefits	49,200	
Social Assistance	Removal of contribution to Social Assistance Stabilization Reserve	(231,900)	
Social Assistance	Increase from HNSS mainly due to increases to salaries & benefits	49,600	
<b>Total Base Expenditures</b>			<b>3,208,700</b>
<b>Revenues</b>			<b>(57,480)</b>
Taxation - Tax Sales	Increases to recoveries and registration fees, less offsetting legal fee expense increases	(25,130)	
Taxation - Supplementary	Increase based on historical averages	(100,000)	
Taxation - PILs	Increased based on returned roll	(73,100)	
Ontario Municipal Partnership Funding	Reduction in Funding - Per 2024 OMPF distribution schedule	151,200	
Policing	Court Security Monitoring Grant Increase - based on 2023 total	(96,120)	
Cemeteries - Investments	Increase to Investment Interest based on historical returns	(35,930)	
Grandview Lodge	Increases mainly to Non-Resident Fees based on announced MOHLTC rates	(124,640)	
Arenas	Increases to arena facility rental revenue based on historical usage and user fee increase	(33,410)	
Planning & Zoning	Increases to Schedule Q User Fee revenue, primarily development pre-consultation fees	(61,900)	
Community Capital Projects	Removal of CVF Funding for program	150,000	
Misc. Items Under \$25K (including offsets)		191,550	
<b>Total Base Revenues</b>			<b>(57,480)</b>
<b>Total Tax-Supported Operations</b>		<b>3,151,220</b>	<b>3,151,220</b>

2024 Council Approved Initiatives - Non Staffing		<div><b>Haldimand County</b></div>			
Tax Supported Operations					
Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per Category
2023 Operating Budget Carry Forward Items					-
Human Resources	Diversity, Equity and Inclusion Advisory Committee (DEIAC) Recommended Training for Staff - Professional Development \$10,000 - funded from Contingency Reserve (2023 Carry Forward)	-		-	
Human Resources	Completion of Compensation Review - Consulting fees \$5,200 - funded from Contingency Reserve (2023 Carry Forward)	-		-	
Innovation & Technology Services	As per Report CAO-03-2017 - Maintenance contracts for existing software that will be eliminated through Money, Asset and People (MAP) Project- \$57,500 funded from contingency	-		-	
Fire Services	Firefighter Certification - as approved in 2023 Operating Budget for 3 years (2023-25) - \$63,100 pre year to be funded from Contingency Reserve	-		-	
Community Beautification Program	Caledonia BIA Selfie Canoe (\$1,900) and Dunnville Chamber Seasonal Decor (\$4,000) (2023 Carry Forwards)	-		-	
Pre-Budget Approval (i.e. in-year reports)					(106,320)
Policing	Mobile Crisis Response Team (MCRT) Enhancement Grant - Total \$117,360 in grant funding received	-		-	
Environmental Operations - Recycling	2024 Blue Box Transition - funding for 2024 and 2025 - Council Approved as per Report ENV-04-2023 and ENV-06-2023	(106,320)		(106,320)	
Public Health	As approved by HNHU and Norfolk Council - Report HSS-26-068 - \$153,900 - COVID-19 related. Haldimand recommending to fund these one-time costs from Safe Restart Funding	-		-	
Social Assistance	As approved by HNSS and Norfolk Council - Report HSS-620-2024-080 - 1.0 TFT Senior Case Manager and Scheduling Tool - 50% provincially funded, Haldimand's non-grant-funded share is \$39,800. Haldimand recommending to fund these one-time costs from the Social Assistance Stabilization 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 - \$2,500 funded from Contingency Reserve (2023 Carry Forward)	-		-	
Community Improvement Plan	Various previously approved projects (\$72,400), funded from Community Improvement Plan Reserve	-		-	
Impacts from Capital Budget					935,140
One-time Transfer of funds from Investment Income to CRR - Roads Infrastructure	Transfer of \$3.0M from Investment Income Stabilization Reserve to CRR - Roads Infrastructure as per the 2024 Tax Supported Capital Budget	-		-	
Additional Contributions to Reserves	Contributions to reserves as approved through the 2024 Tax Supported Capital Budget		803,060	803,060	
Operating Impacts	Operating Impacts as included in Appendix F of the 2024 Tax Supported Capital Budget		132,080	132,080	
Total Tax-Supported Operations		(106,320)	935,140	828,820	

2024 New Initiatives - Non Staffing		HALDIMAND COUNTY			
Tax Supported Operations					
Category	Initiative(s)	New Initiatives - One-time	New Initiatives - Ongoing	Total New Initiatives	Totals per FIR Category
General Government					
Unallocated Revenue & Expenses	WSIB Reserve Fund Annual Analysis - estimated \$1,600 funded from reserve		-	-	108,000
Unallocated Revenue & Expenses	Funding Actuarial Report for Post-Retirement Benefits and Grandfathered Sick Leave Credits. Full Report Required in 2024 for Years Ending 2023-2025. \$6,100, to be funded from Contingency	-		-	
Office of the CAO	Corporate Team Building and Priority Setting		5,000	5,000	
Office of the CAO	Innovation Fund requested by IT Working Group and approved by IT Governance		25,000	25,000	
Customer Experience & Communications	Resident Satisfaction Survey Consulting - as per report CEC-05-2023, \$22,000 - Bi-Annually - annual budget of \$11,000		11,000	11,000	
Innovation & Technology Services	Electronic Signature File Management - as approved through IT Governance		4,000	4,000	
Grants To Organizations	As outlined in CDS-11-2024 - Physician Recruitment Strategy - Options Update. Total cost estimated to be approximately \$123,000. Recommending this program be partially funded from contingency until total impact is known. \$60,000 in Contingency Funding allocated for 2024.		63,000	63,000	
Protection Services					
Fire Services	Base Hospital Certification will certify all Haldimand County Firefighters in all aspects of their medical directives currently being provided, including an addition of administration of Narcan and Epinephrin		16,800	16,800	10,300
Plans Examination & Inspection	Cityview Project - Continuation of Out of Scope Deliverables, \$50,000 to be funded from building permit revenues		-	-	
Plans Examination & Inspection	User Fee Revenue for the Reinstating of Building Permit after one year expiry - user fee by-law amendment required		(6,500)	(6,500)	
Plans Examination & Inspection	Greenhouse Fee (removal of maximum fee) - no budget impact, but requires user fee by-law amendment				
Plans Examination & Inspection	Amendment to Permit/Drawings (after permit issuance) - no budget impact, but requires user fee by-law amendment				
Environmental Services					
Solid Waste	Solid Waste Management Master Plan - As Recommended in Report ENV-01-2024, \$100,000 to be funded from contingency	-		-	-
Health Services					
Cemeteries	Additional rental of one truck and fuel for use by Cemeteries Lead Hand from May 1st to September 1st		6,600	6,600	6,600

2024 New Initiatives - Non Staffing		HALDIMAND COUNTY				
Tax Supported Operations						
Category	Initiative(s)	New Initiatives - One-time	New Initiatives - Ongoing	Total New Initiatives	Totals per FIR Category	
Recreation & Cultural Services						
Parks - Caledonia	Additional rental of one truck and fuel for use by Caledonia Parks staff from May 1st to September 1st		6,600	6,600	52,420	
Parks - Dunnville	User Fee Revenue changes - Ball Diamond Fee estimates - user fee by-law amendment required		(880)	(880)		
Arenas	User Fee Revenue changes - Arena Floor Rental Fee Estimates - user fee by-law amendment required		(320)	(320)		
Forestry Administration	Uniform and Safety Footwear costs for the Urban Forester position that was approved starting in the 2023 budget		420	420		
Forestry Administration	Contracted Services - Invasive Species Management targeting species such as Emerald Ash Borer, European Buckthorn, Japanese Knotweed, Hemlock Woolly Adelgid, Oak Wilt, Phragmites and Spotted Lanternfly that threaten the health and integrity of the County's urban forests, rural forests and natural ecosystems and other County owned properties		20,000	20,000		
Forestry Administration	Additional rental of one truck and fuel for use by Forestry (Horticulture) from May 1st to September 1st		6,600	6,600		
Community Beautification Program	2023 Applications (\$77,800) funded from reserve	-		-		
Community Beautification Program	Increase to contribution in order to reflect costs of projects (materials/resources). Original program contributions of \$60,000 have been unchanged since the inception of the program in 2006. Maximum annual contribution to group also increased from \$4,000 to \$5,000		20,000	20,000	25,000	
Planning & Development						
Economic Development & Tourism	Rural Water Quality program continuation from 2018; Change from CVF to Levy funded program, and from 5 year cycle to ongoing service		25,000	25,000		
Total Tax-Supported Operations		-	202,320	202,320		

# Change Request

Change Request: AUTO - 2461 - WSIB Reserve Fund Annual Analysis  
Budget Year: 2024

**Budget Program:** General Government  
**Change Request Category:** New Initiative  
**Justification:** Contractual/Legislative Obligation

**Budget Category:** Finance  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**  
Ongoing WSIB reserve fund analysis and updates.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds			(1,630)	(1,630)
Subtotal			(1,630)	(1,630)
Expenses				
Contracted Services				
Contracted Services	7,110		1,630	8,740
Subtotal	7,110		1,630	8,740
Net Levy Impact	7,110			7,110

# Change Request

Change Request: AUTO - 2462 - Post-Retirement Benefits and Grandfathered Vacation Payout Actuarial

Budget Year: 2024

**Budget Program:** Taxation/Unallocated  
**Change Request Category:** New Initiative  
**Justification:** Contractual/Legislative Obligation

**Budget Category:** Unallocated Revenue & Expenses  
**Type:** New Service/Program  
**Frequency:** One-Time

**Description:**

Actuarial Report for Post-Retirement Benefits and Grandfathered Sick Leave Credits. Full Report Required in 2024 for Years Ending 2023-2025

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(6,110)		(6,110)
Subtotal		(6,110)		(6,110)
Expenses				
Contracted Services				
Contracted Services	2,630	6,110		8,740
Subtotal	2,630	6,110		8,740
Net Levy Impact	2,630			2,630

# Change Request

Change Request: AUTO - 2130 - Corporate Team Building and Priority Setting

Budget Year: 2024

**Budget Program:** General Government  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Office of the CAO  
**Type:** New Service/Program  
**Frequency:** Ongoing

**Description:**

Budgeting for the expense related to term of Council priority setting which was previously not budgeted and showed a variance every 4 years in line with the term of Council. In the years that this budget is not used for term of Council priority setting, plans are to invest in team building and departmental/divisional priority setting initiatives.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services			5,000	5,000
Subtotal			5,000	5,000
Net Levy Impact			5,000	5,000

# Change Request

Change Request: AUTO - 2465 - Innovation & Technology Innovation Fund  
Budget Year: 2024

**Budget Program:** General Government  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Office of the CAO  
**Type:** New Service/Program  
**Frequency:** Ongoing

**Description:**

Proposal for the Establishment of an Innovation & Technology Innovation Fund (As approved at IT Governance, December 18, 2023)

**Overview:**  
The proposed Innovation Fund seeks to address the need for a swift and agile mechanism to support smaller-scale innovations within the organization. This fund aims to foster a culture of creativity and responsiveness by enabling small-dollar projects to be initialized outside the full IT Governance approval process. This would allow IT Governance to focus on review and approval of more significant projects, while also remaining informed on the smaller scale projects.

**Placement and Optics**  
The proposed Innovation Fund would fall within the operating budget, emphasizing a focus on operational innovation rather than capital-intensive projects. Placing the budget line under the CAO's office instead of ITS enhances its strategic positioning and perception as a corporate-wide fund rather than being solely affiliated with ITS resources. This also ensures funds aren't rolled into on-going software purchases. Leveraging the CAO's office as the overseer of the fund ensures a neutral ground for approval and aligns with the vision of cultivating a broader innovation culture within the organization.

**Approval Structure**  
The IT Working Group (ITWG) would serve as the primary approver for this type of funding request, distinguishing smaller, "quick win" and "no brainer" initiatives from the larger IT-focused projects. A dual key approval mechanism involving the CAO's office (PM, CI) and ITS (CIO) helps ensure diverse perspectives are represented and aligns innovation with information management.  
Acknowledging the need for quicker turnaround, regular review/approval of projects will be required to optimize fund utilization, promote a more agile approach to innovation and reduce frustration by user groups.

**Budgeting and Timeline**  
Proposed inclusion of the Innovation Fund in the 2024 operating budget would allow for these types of projects to begin in 2024 alleviating the need for IT Governance to review and approve them.  
The initiative annual funding requested is \$25,000.  
If approved, the annual fund would operate on a "first come – first served" model with projects being approved until the fund is depleted.  
If the fund is depleted early and often, then a request may come forward from IT Working group to IT Governance for future increases to the fund.

**Scope and Parameters**  
It should be emphasized that the fund is for one-time pilot costs only, not for sustaining ongoing expenses.  
If a division deems that the pilot is successful or the initiative is to be sustained, future costs should be budgeted through the appropriate existing budgeting methods. This ensures accountability and encourages a proof-of-concept approach for proposed innovations. This process is not meant to circumvent established budgeting practices and is meant to support low risk opportunities and not on-going funding shortfalls.  
Additionally, the implementation of this fund would alleviate time spent by IT Governance reviewing small-scale projects.  
Below are a few examples of the types of projects that this funding could be used for:

- Additional licenses for existing software out of cycle for meet a time sensitive need
- Process review/optimization consulting
- Small hardware purchases outside of budget cycles

**Reporting and Communication**  
Transparency remains a priority, therefore approved projects will be reported monthly to IT Governance.

# Change Request

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Approved projects, and their status, will also be communicated to staff via the intranet and email to celebrate success and invite future participation.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services			25,000	25,000
Subtotal			25,000	25,000
Net Levy Impact			25,000	25,000

# Change Request

Change Request: AUTO - 2250 - Electronic Signature File Management  
Budget Year: 2024

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

**Budget Category:** Innovation & Technology Services  
**Type:** Change in Service Delivery  
**Frequency:** Ongoing

**Description:**

Supporting the approved Tech Solution Request (TSR) for Electronic Signatures by IT Governance requires an on-going software cost to provide limited licenses to Staff.

**Business Case:**

Currently, staff do not have a secure solution to assemble and manage documents to send and accept electronically. These agreements will require legally binding e-signatures. For example, we currently do not have an efficient means to send and receive employment packages prior to start date, signing of collective agreements, minutes of settlement, letters of understanding between workplace parties etc.

Secondly, some staff require the ability to securely electronically sign or apply the corporate seal to documents from Contractors, Consultants, and Legal offices. This would apply to contracts, agreements, formal drawings, and approvals.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	636,450		4,000	640,450
Subtotal	636,450		4,000	640,450
Net Levy Impact	636,450		4,000	640,450

# Change Request

Change Request: AUTO - 2082 - Resident Satisfaction Survey Consulting  
Budget Year: 2024

**Budget Program:** General Government  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Customer Experience & Communications  
**Type:** Change in Service Delivery  
**Frequency:** Ongoing

**Description:**

Contract a consultant to conduct a Resident Satisfaction Survey and provide results report to allow for the County to engage with residents on quality of life and satisfaction levels of services provided by Haldimand County. The survey should also measure customer service satisfaction. The results should be measured and compared with previous surveys conducted by internal staff. Staff recommended this survey be conducted bi-annually by a contracted engagement consulting firm in CIC Report CEC-05-2023.

**Business Case:**

As recommended in CIC Report CEC-05-2023, Haldimand County should contract a consultant to conduct a resident satisfaction survey and produce a report to share the results. It is important to measure customer satisfaction levels around service delivery to identify any areas that require process improvements. By engaging citizens on a regular basis, the County is able to compare results with previous data collected to determine if service improvements made have positively impacted service delivery. The engagement provides a open, transparent method for citizens to engage and share their feedback on services.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services			11,000	11,000
Subtotal			11,000	11,000
Net Levy Impact			11,000	11,000

# Change Request

Change Request: AUTO - 2436 - Physician Recruitment Strategy

Budget Year: 2024

Budget Program: General Government

Change Request Category: New Initiative

Justification: Community Interest

Budget Category: Grants to Organizations

Type: New Service/Program

Frequency: Ongoing

Description:

As per CDS-11-2023, the 2022 to 2026 Term of Council Priorities identified a physician recruitment strategy to be developed and presented for consideration in 2023. Staff previously presented a series of options for Council to consider that ranged from using internal resources to those of securing external supports (report CDS-07-2023). At Council's direction, staff have further explored the retention of an external resource that would be cost shared with local hospitals and the Haldimand Family Health Team. A series of options within that shared resource framework have been developed, with the preferred option of a full time physician recruitment coordinator (as part of the Greater Hamilton Health Network) being proposed for Council's consideration.

Recommending this program be partially funded from contingency until total impact is known. \$60,000 in Contingency Funding allocated for 2024.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds			(60,000)	(60,000)
Subtotal			(60,000)	(60,000)
Expenses				
External Transfers				
External Transfers			123,000	123,000
Subtotal			123,000	123,000
Net Levy Impact			63,000	63,000

# Change Request

Change Request: AUTO - 2154 - Base Hospital Certification

Budget Year: 2024

**Budget Program:** Protection Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

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

**Description:**

Haldimand County Fire Department currently provides Basic First Aid, Automatic External Defibrillation (AED), Oxygen Blood Saturation, and oxygen. Firefighters are protected against liability under the good Samaritan act for both first aid and AED, the county takes on any liability for the other services provided. Haldimand County Firefighters do not provide Narcan or Epinephrin for anaphylaxis at this time, despite multiple provinces in the province who do. With this Base Hospital Certification, it certifies all Haldimand County Firefighters in all aspects of their medical directives currently being provided, including an addition of administration of Narcan and Epinephrin, as well as hemorrhage control for mass shootings. This is a ongoing cost each year for medical oversight by a physician, ongoing training and re-certification. Without this important initiative our firefighters are lacking in skills and certification that a majority of fire departments are or have moved to. Ex. Wainfleet, Hamilton, Brantford.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	27,150		16,800	43,950
Subtotal	27,150		16,800	43,950
Net Levy Impact	27,150		16,800	43,950

# Change Request

Change Request: AUTO - 2198 - 2024- Cityview Project (Building)- Continuation of Out of Scope Deliverables

Budget Year: 2024

**Budget Program:** Protection Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Plans Examination & Inspection  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

Building Division is requesting an ongoing \$50,000 Budget increase for Cityview Continuation of Deliverables for Out of Scope items that are identified through the year. Due to constant updates resulting from ongoing upgrades of Cityview (some that fall out of scope of regular maintenance), these change requests help to maintain efficiency and operational requirements to maintain workflows. These items are configured and implemented by Cityview and include but are not limited to fee and legislative updates that require configuration and workflow configuration, email and letter configuration and ongoing staff training of new processes resulting from upgrades. The \$50,000 be funded by the Building Stabilization Reserve.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(400,730)		(50,000)	(450,730)
Subtotal	(400,730)		(50,000)	(450,730)
Expenses				
Contracted Services				
Contracted Services	6,700		50,000	56,700
Subtotal	6,700		50,000	56,700
Net Levy Impact	(394,030)			(394,030)

# Change Request

Change Request: AUTO - 2202 - 2024- Fee for the Reinstating of a Building Permit  
Budget Year: 2024

**Budget Program:** Protection Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Plans Examination & Inspection  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

The Fee for the Reinstating of a Building Permit is being requested to apply to permits that have been issued but have not commenced or reached substantial completion within one (1) year of issuance and work is being requested to reinstate the permit start after one (1) year. The recommended fee based on Schedule R calculations is \$325.00

**Business Case:**

The monitoring and auditing of Building permit issuance and progress is one of the critical points in revenue generation for the County as the completion of building permits triggers assessment and charging of taxes from MPAC.

The Building Code Act gives the Chief Building Official the authority to issue building permits. It also states that if a permit has been issued and after six months after its issuance, the construction or demolition in respect of which it was issued, has not, in the opinion of the Chief Building official, been seriously commenced, the permit may be revoked.

Building Permit Applications go through an extensive application and review process to ensure Building Code Compliance prior to issuance. Issued permits are monitored every 60 days for progress. (60, 120, 180, 240, 300, 360) Permit (holders) that have not begun or have not seriously commences construction at the 6 month stage will receive notification to contact the Building Services Division to discuss the status of the project. Any permits that have not had substantial commencement upon the 1 year mark will be revoked or cancelled. In order to reinstate the permit, additional reviews and evaluation of fees are required to check for any updated legislative and fee changes. This fee will apply and is based on time spent on duties not covered by the Building permit fee.

Under the Ontario Building Code Act, a public open house is required when a change is being proposed to the Municipal Building fees. This meeting took place in January, 2024, with no issues raised.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
General Recoveries				
Licences and Permits	(1,600,000)		(6,500)	(1,606,500)
Subtotal	(1,600,000)		(6,500)	(1,606,500)
Net Levy Impact	(1,600,000)		(6,500)	(1,606,500)

# Change Request

Change Request: AUTO - 2200 - 2024- Greenhouse Fee (remove maximum fee)

Budget Year: 2024

**Budget Program:** Protection Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Plans Examination & Inspection  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

This request is to amend the Current Greenhouse Building Permit Fees, to remove the maximum rate. Building Fees are calculated based on Square Meter calculation. The current rate is 1.78 per sq meter to a maximum of \$5,581.00. Due to the typical size in Greenhouse projects, more staff time is required to efficiently assess these projects. There have been 322 greenhouses issued since 2019. There is no revenue increase at this time due to the unknown volume of upcoming applications.

**Business Case:**

In 2018, Building Services retained Watson and Associates to undertake a full review of Building Permit fees. The review was based on the ABC (Activity Based Costing) method. Building Fees are based on cost recovery. A Building permit application includes many steps, application, review, issuance, inspections and final sign offs.

In this report, it was noted that further permit fee reviews may be required based on individual permit activity, to adjust under performing fees based on verified data.

Greenhouse projects are typically large in size and the larger the project, the more staff time needed for consultations, review of drawings and inspections of large buildings. There have been 322 greenhouses issued since 2019. There is no revenue increase at this time due to the unknown volume of upcoming applications.

Under the Ontario Building Code Act, a public open house is required when a change is being proposed to the Municipal Building fees. This meeting took place in January, 2024, with no issues raised.

New Initiative Details				
Net Levy Impact				

# Change Request

Change Request: AUTO - 2262 - 2024- Amendment to Permit/ Drawings (after permit issuance)

Budget Year: 2024

**Budget Program:** Protection Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Plans Examination & Inspection  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

This request is to amend the Current Administrative Fee for Additional Plan Review (Resubmission) to add any resubmissions after issuance of the permit.  
The wording share be replaced with- Where a non- compliant resubmission is submitted above and beyond the first resubmission and or any resubmission after permit issuance.

**Business Case:**

Building Permit fees have been established based on time allotted for each step of service in the process. The current fee wording addresses non compliance.  
An update is required to include permits that are already issued.

Once a permit is issued and an amendment is requested, Staff have to spend time to gather the new information, evaluate the changes and complete additional reviews. This fee is for cost recovery of additional time required.

Under the Ontario Building Code Act, a public open house is required when a change is being proposed to the Municipal Building fees. This meeting took place in January, 2024, with no issues raised.

New Initiative Details				
Net Levy Impact				

# Change Request

Change Request: AUTO - 2457 - 2024 Solid Waste Management Master Plan (SWMMP)

Budget Year: 2024

**Budget Program:** Environmental Services

**Change Request Category:** New Initiative

**Justification:** Operational Efficiencies

**Budget Category:** Solid Waste Administration

**Type:** Change in Service Delivery

**Frequency:** One-Time

**Description:**

Through Recommendation #2 of ENV-01-2024 Solid Waste Program Costing Review, it was recommended that staff be directed to undertake a Solid Waste Management Master Plan (SWMMP), to be included in the 204 Tax Supported Operating Budget for Council consideration.

**Business Case:**

The most recent Council direction relating to the waste management program comes in the form of a 2007 update to the 1991 Solid Waste Management Master Plan (SWMMP). Industry practice and a general expectation of the province is that Master plans be undertaken every ten years with updates occurring every five. Undertaking a master plan at this point would bring the county into a best practice position as well as recognize the myriad of changes that have occurred over the last 16 years.

Staff are recommending that the best approach to determine both financial and program efficiencies within the Solid Waste Management Program would be to undertake a comprehensive Solid Waste Management Master Plan. The County has a number of key strategic projects that are currently in the works or on the horizon that will all play an important part in the long-term financial sustainability of the County (including, but not limited to, Development Charges Study, Water and Wastewater Rate Study, Comprehensive Financial Strategy, etc.). The SWMMP will also feed into those key projects to ensure the County is equipped for the future.

As a result, it is proposed that a one-time New Initiative be included in the 2024 Tax Supported Operating Budget to facilitate the procurement of a consultant to prepare the SWMMP. This one-time expenditure is to be funded from the Contingency Reserve.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(100,000)		(100,000)
Subtotal		(100,000)		(100,000)
Expenses				
Contracted Services				
Contracted Services	19,080	100,000		119,080
Subtotal	19,080	100,000		119,080
Net Levy Impact	19,080			19,080

# Change Request

Change Request: AUTO - 2199 - 2024 Budget Changes- Rental Vehicle and Fuel - Cemeteries  
Budget Year: 2024

**Budget Program:** Health Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Cemeteries  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

Rental of one (1) truck and fuel for use by Cemeteries Lead Hand from May 1st to Sept 1st.

**Business Case:**

The Cemeteries Lead hand is required to meet on site to lay out graves, meet with family members and review work completed and work to be completed by external contractors and County Staff.  
Currently there is 1 vehicle allocated to Cemeteries, form May 1st to Sept 1st it is utilized mainly be the Cemeteries Crew which is responsible for the Grounds Maintenance of numerous cemeteries and the Grass Cutting of 8 cemeteries. The Cemeteries lead Hand is required to use their personal vehicle to travel to sites to conduct required tasks at sites throughout the County. These tasks may include delivering equipment or necessary supplies for job related tasks.

Facilities is recommending the rental of a vehicle from May 1st to Sept 1st for dedicated use by the Cemeteries Lead hand.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials			1,600	1,600
Rents and Financial Expenses				
Rents and Financial Expenses			5,000	5,000
Subtotal			6,600	6,600
Net Levy Impact			6,600	6,600

# Change Request

Change Request: AUTO - 2235 - 2024 Budget Changes - Rental Vehicle and fuel- Cal Parks

Budget Year: 2024

**Budget Program:** Recreation & Cultural Services

**Change Request Category:** New Initiative

**Justification:** Operational Efficiencies

**Budget Category:** Parks & Parkettes

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

**Description:**

Rental and Fuel for one truck for use by Caledonia Parks staff from May 1 - Sep 1 2024

**Business Case:**

Caledonia Parks Operations have expanded with recent development and staffing initiatives, plus the increase in Work Orders for the area where the current compliment of vehicles for Summer operations is no longer sufficient.

Facilities is recommending the addition of 1 rental vehicle to be added to the Vehicle compliment for use for Caledonia Parks Operations from May 1st- Sept 1st

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials			1,600	1,600
Rents and Financial Expenses				
Rents and Financial Expenses			5,000	5,000
Subtotal			6,600	6,600
Net Levy Impact			6,600	6,600

# Change Request

Change Request: AUTO - 2392 - 2024 Ball Diamond Fee Update  
Budget Year: 2024

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

**Budget Category:** Parks & Parkettes  
**Type:** Change in Service Delivery  
**Frequency:** Ongoing

**Description:**  
Youth and adults pay different rates for seasonal games, but tournament rates have been the same. In addition, the current rate for tournaments with alcohol is low compared to neighbouring municipalities. The proposed changes better align game and tournament rates for youth and adults, including events with alcohol.

Remove:  
Day/Evening Rate w/out Alcohol per Diamond \$57.75 x 13 bookings  
Day/Evening Rate w/Alcohol per Diamond \$90.50 x 14 bookings

Add:  
Youth Day/Evening Rate per Diamond \$57.75  
Day/Evening Rate w/out Alcohol per Diamond \$90.50 x 13 bookings  
Day/Evening Rate w/Alcohol per Diamond \$123.25 x 14 bookings

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
General Recoveries				
Rentals, Concession and Franchises	(15,240)		(880)	(16,120)
Subtotal	(15,240)		(880)	(16,120)
Net Levy Impact	(15,240)		(880)	(16,120)

# Change Request

Change Request: AUTO - 2393 - 2024 Arena Floor Rentals Fee Update  
Budget Year: 2024

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

**Budget Category:** Arenas  
**Type:** Change in Service Delivery  
**Frequency:** Ongoing

**Description:**

Rates for events on Arena Floors are currently quite low compared to neighbouring municipalities. The proposed changes are comparable to other municipalities fees and charges, and in most cases, lower.

Adjustment to rental fees is outlined below:

Remove:  
Day/Evening Rate - non-sporting w/out alcohol (per day) \$427.00 x4 rentals  
Day/Evening Rate - non-sporting w/alcohol (per day) \$745.50  
For Profit Events w/Admissions \$1124.25  
\*Since may is the change over 3 rentals will not be impacted

Add:  
Day/Evening Rate - non-sporting w/out alcohol (per day) \$745.50 x 4 rentals  
For Profit Events w/Admissions and events w/alcohol \$1124.25  
\*Since May is the date change over only 1 rental will be impacted at this rate

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
General Recoveries				
Rentals, Concession and Franchises	(930)		(320)	(1,250)
Subtotal	(930)		(320)	(1,250)
Net Levy Impact	(930)		(320)	(1,250)

# Change Request

Change Request: AUTO - 2144 - Urban Forester Uniform

Budget Year: 2024

**Budget Program:** Recreation & Cultural Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Facilities, Parks, Cemeteries & Forestry Operations  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**  
To budget for uniform/safety wear costs for the Urban Forester position that was approved starting in the 2023 budget

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials			420	420
Subtotal			420	420
Net Levy Impact			420	420

# Change Request

Change Request: AUTO - 2167 - Invasive Species Management

Budget Year: 2024

**Budget Program:** Recreation & Cultural Services

**Change Request Category:** New Initiative

**Justification:** Operational Efficiencies

**Budget Category:** Forestry Maintenance

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

**Description:**

Invasive species such as Emerald Ash Borer, European Buckthorn, Japanese Knotweed, Hemlock Woolly Adelgid, Oak Wilt, Phragmites and Spotted Lanternfly threaten the health and integrity of the County’s urban forests, rural forests and natural ecosystems and other County owned properties.

**Business Case:**

Current State  
Emerald Ash Borer is an invasive insect that feeds on the nutrients and water in an Ash tree’s vascular system preventing the tree from being able to use these resources. The County’s urban and rural forest management program was initiated after Emerald Ash Borer had been established in the County. The only management option is to remove infested Ash trees as they become a hazard to public safety. Infested Ash trees continue to be removed through the County’s annual tree removal capital budget.

European Buckthorn harms ecosystems by outcompeting native plants, reduces biodiversity and degrades the quality of wildlife habitat. It is found throughout the County along roads and in naturalized areas of parks, cemeteries and County forests. European Buckthorn is routinely removed from cemeteries, facilities parks, and urban streets as it’s identified. The Friends of LaFortune Park have partnered with the County to manually remove the Buckthorn seedlings from the park however, the larger Buckthorn trees need to be treated with herbicide to assist their efforts. Staff installed sample plots in the park and calculated that there are an average of 25,700 Buckthorn trees per hectare (10,400 trees per acre) in the park.

Japanese Knotweed is an aggressive perennial plant that looks like bamboo that creates dense thickets which outcompete native plants, reduces biodiversity, degrades the quality of wildlife habitat and its root system can damage infrastructure. It has been established in Ontario since the 1800s can be found on several County-owned properties in Dunnville. Japanese Knotweed is a restricted plant under the Provincial Invasive Species Act. The County has no program for identifying and managing Japanese Knotweed in the County.

Hemlock Woolly Adelgid is a sucking insect that feeds on the vascular system of Hemlock trees. It can kill healthy Hemlock trees within a couple of years and will negatively impact the rare hemlock-dominated forest ecosystems such as the Nanticoke Hemlock Slough Forest in Walpole township and the County-owned forest on Concession 6 Walpole. It was first discovered at several public and private properties within the County in 2023.

Oak Wilt is a fungal infection similar to Dutch Elm Disease that is fatal to all species of Oak. It can kill trees in the Red Oak family in 2-3 weeks. Trees in the White Oak family are more resilient but still die within 2-3 years after infection. The County has many valuable Oak trees in cemeteries, facilities, parks and along trails and roads. It was first discovered in Canada in 2023 in Niagara Falls, Niagara-on-the-Lake and in Springwater, Ontario. It will likely be found within the County in the next couple of years.

Phragmites is an invasive plant that damages the biodiversity of wetlands, clogs drainage ditches and stormwater ponds, reduces visibility at rural intersections and its roots can damage infrastructure. It is commonly found along County roads and the Grand River. The County has no program for identifying and managing Phragmites in the County.

Spotted Lanternfly is a sucking insect that feeds on a variety of tree species. It is a nuisance in urban areas as it secretes a sticky substance called Honeydew that can cover vehicles, patios, decks and walkways. It was introduced to North America in 2014 and discovered in Oakville in 2023. It will likely be found within the County in the next couple of years. Invasive species are managed ad hoc by various divisions as they are identified. There is no comprehensive program to identify and manage invasive species in the County.

**Recommendation**

The initiation of a \$20,000 base budget to start a program for the identification and treatment of invasive species on County-owned properties.

# Change Request

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New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services			20,000	20,000
Subtotal			20,000	20,000
Net Levy Impact			20,000	20,000

# Change Request

Change Request: AUTO - 2236 - 2024 Budget Changes - Rental Vehicle and fuel - Forestry - Horticulture

Budget Year: 2024

**Budget Program:** Recreation & Cultural Services  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Forestry Maintenance  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

Rental and Fuel for one truck for use by Forestry (Horticulture) from May 1 - Sep 1 2024

**Business Case:**

The Horticulture Crew is responsible for grounds maintenance of gardens throughout the County. Attached is a 2023 Horticulture Crew Master Work List which outlines the locations the Crew is responsible for.  
In past years the Horticulture Crew would utilize the Forestry vehicle, with the addition of the Urban Forester position this option is no longer available.  
In 2023 Facilities Supervisors approved the one time use of their vehicle to allow the Horticulture crew to travel to the locations.

Facilities is recommending the addition of a rental vehicle from May 1st -Sept 1st for dedicated Horticulture use.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials			1,600	1,600
Rents and Financial Expenses				
Rents and Financial Expenses			5,000	5,000
Subtotal			6,600	6,600
Net Levy Impact			6,600	6,600

# Change Request

Change Request: AUTO - 2145 - 2024 Community Beautification Grants

Budget Year: 2024

**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:**

Increase to 2024 contribution due to more eligible requests from community groups.

**Business Case:**

Caledonia BIA - General Community Beautification - Annual flowers/baskets/containers/plantings - \$4,000  
Caledonia BIA - Community Streetscape - Replace Wooden Flower Pot with Metal Flower Pot - \$750  
Caledonia BIA - Community Streetscape - Canadian Flags and Banners - \$3,250  
Caledonia Chamber - Snowflake Project - \$4,000  
Cayuga Chamber - General Community Beautification Annual flowers/baskets/containers/plantings - \$4,000  
Cayuga Chamber - Christmas and Summer Banners - \$3,150  
Dunnville BIA - General Community Beautification - Flower pot inserts Spring/Summer - \$2,800  
Dunnville BIA - General Community Beautification - Winter inserts holiday décor - \$1,850  
Dunnville BIA - General Community Beautification - Telescopic Flagpole in town center flower bed with Christmas tree add-on for holiday décor - \$1,500  
Dunnville BIA - General Community Beautification - Paint Dunnville Archways (5) - \$2,000  
Dunnville BIA - General Community Beautification - Holiday lighting and wreaths - \$2,200  
Dunnville Chamber - General Community Beautification - \$4,000  
Dunnville Horticultural Society - General Community Beautification - seasonal plantings and beds - \$4,000  
Dunnville Rotary Club - General Community Beautification - Revamp the garden under Muddy in Centennial Park including EPDM rubber - \$1,750  
Dunnville Rotary Club - General Community Beautification - Repair and paint Muddy in Centennial Park - \$4,000  
DSPC - Community Signage - Field signage - \$600  
DSPC - General Community Beautification - Garden - \$500  
Friends of LaFortune Park - Park Improvements - Armour Stones for resting spots - \$1,700  
Hagersville BIA - Community Streetscape - Benches - \$4,000  
Hagersville BIA - Community Streetscape - Waste Receptacles - \$2,200  
Hagersville Chamber - General Community Beautification - Seasonal Flowers - \$4,000  
Haldimand Horticultural Society - General Community Beautification - Community Gardens and Planters - Caledonia - \$4,000  
Haldimand Horticultural Society - General Community Beautification - Community Gardens and Planters - Cayuga, Hagersville, York - \$4,000  
Jarvis Board of Trade - Community Signage - Street Pole Banners - \$1,500  
Jarvis Board of Trade - General Community Beautification - Seasonal Plantings - Spring/Summer - \$950  
Jarvis Board of Trade - General Community Beautification - Seasonal Plantings - Fall/Winter - \$1,850  
Selkirk Chamber - Community Signage - BannersCommunity Streetscaping - \$1,250  
Selkirk Chamber - General Community Beautification - Seasonal Plantings - Spring/Summer - \$4,000  
Hagersville Chamber - Veterans Banners - \$4,000

# Change Request

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New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(5,900)	(77,800)		(83,700)
Subtotal	(5,900)	(77,800)		(83,700)
Expenses				
External Transfers				
External Transfers	5,900	77,800		83,700
Subtotal	5,900	77,800		83,700
Net Levy Impact				

# Change Request

Change Request: AUTO - 2439 - Community Beautification Grants Increase

Budget Year: 2024

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

**Budget Category:** Community Beautification Program  
**Type:** Replacement/Repair unable to accommodate in base  
**Frequency:** Ongoing

**Description:**  
Increase to contribution in order to reflect costs for projects (materials/resources). Original program contributions of \$60,000 have been unchanged since the inception of the program in 2006. Maximum annual contribution to group also increased from \$4,000 to \$5,000.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	60,000		20,000	80,000
Subtotal	60,000		20,000	80,000
Net Levy Impact	60,000		20,000	80,000

# Change Request

Change Request: AUTO - 2151 - Rural Water Quality Program

Budget Year: 2024

**Budget Program:** Planning and Development

**Change Request Category:** New Initiative

**Justification:** Risk Management

**Budget Category:** Economic Development & Tourism

**Type:** New Service/Program

**Frequency:** Ongoing

**Description:**

This grant program provides opportunities for Haldimand County agricultural landowners to apply to several programs intended to improve water quality, improve stream health, reduce sediment delivery to watercourses, reduce nutrient delivery, reduce bacterial contamination and improve conditions for aquatic species at risk. See Business Case for additional details.

**Business Case:**

The Rural Water Quality program was first approved by Council in 2011 as a 5-year pilot program. The program was successfully implemented in 2012 and ran until 2017. A recommendation to continue the program for an additional 5 years was brought forward as part of the 2018 budget which Council subsequently approved. As a result of COVID and staff layoffs at the Conservation Authorities through the pandemic there has been some unspent funds which has allowed staff to extend the program to 2023.

To date the Rural Water Quality program has been funded through Community Vibrancy Fund. This funding source is applicable as the intent of the Community Vibrancy Fund is to provide programming and initiatives in the rural areas of Haldimand County most impacted by the various renewable energy projects. As this project falls under the land stewardship category the use of Community Vibrancy Funds is appropriate.

Moving forward staff are recommending that \$25,000 per year be allocated from the Community Vibrancy Fund until a time that the Community Vibrancy fund is exhausted (approximately 2040). It is further recommended that this amount be indexed year over year to ensure the amount is keeping up with inflation and the cost of living.

The Rural Water Quality grant program provides opportunities for Haldimand County agricultural landowners to apply to several programs intended to improve water quality, improve stream health, reduce sediment delivery to watercourses, reduce nutrient delivery, reduce bacterial contamination and improve conditions for aquatic species at risk. The benefits of the program are listed below:

- Offer financial and technical assistance to farmers to implement best practices to benefit water quality;
- Address non-point sources of sediment and nutrients;
- Share the cost of clean water;
- Protect and improve water at source; and
- Help producers go above & beyond minimum standards

The project streams eligible under the Rural Water Quality Program include:

- Livestock Fencing
- Erosion Control Structures
- Sediment Basins/Wetland Creation
- Tree Planting/Natural Area Restoration
- Wellhead Abandonment
- Cover Crops
- Crop Nutrient plans/Soil testing
- Living Snow Fence
- Innovative Projects

To date the Rural Water Quality Project has accomplished the following:

- 89 projects are completed to date (2012-2023); 8 projects have been completed so far in 2023
- \$192,930 awarded in grant with a total investment of \$802,163 (including landowner contribution and other funding sources)
- Additional investment comes from other funding sources like Forests Ontario and the Habitat Stewardship Program for Aquatic Species at Risk
- The most popular category is tree planting, where 43 projects have been completed resulting in 110 ac of marginal land being planted to trees with 6.4 km of windbreak established and 1.9 km of riparian buffer.

This program has funded projects to keep livestock out of watercourses, recapture and recycle nutrient rich water from greenhouse operations, a living snow fence, planting of trees in non-

# Change Request

productive agricultural land and wetland creation and more. Over the last five years a series of suggested changes to the program have been implemented, including a new program to encourage cover crops as well as crop nutrient plans and soil testing.


The Rural Water Quality Program is delivered by the 3 Conservation Authorities and has minimal administrative costs for Haldimand County. Applicants that wish to apply contact the Conservation Authority responsible for that location to arrange for a site visit and for assistance in planning the project. The funds are distributed to the GRCA annually as the lead of the program and administrator of the funding.


A steering committee is in place with staff from the 3 Conservation Authorities as well as municipal staff from EDT and Roads Operations divisions. The Agricultural Advisory Committee will continue to act as the Review Committee and approve projects. EDT provides additional marketing support.

Expenditures:  
Capital – n/a  
Operating – \$25,000/year (annexed annually) and that project be funded from the 20% Unallocated Community Vibrancy Funding  
Should there be unspent monies it is requested that these monies be carried forward to next year’s budget annually until the program end date.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
External Transfers				
External Transfers	62,500		25,000	87,500
Subtotal	62,500		25,000	87,500
Net Levy Impact	62,500		25,000	87,500

2024 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	Pre-approved	Description	FTEs	Gross Costs	Funding	Net Levy	Totals per Category	% Impact
Base Changes	yes			1,701,000		1,701,000	1,701,000	2.12%
Compensation Review	no	As presented to Council through HRD-08-2023		1,013,900		1,013,900	1,013,900	1.26%
New Initiatives (Non-Compensation Review Related)	no	Summarized below. Details can be found in supporting business cases		826,650	(231,120)	595,530	595,530	0.74%
Permanent Staff Changes - Levy Funded								
Customer Experience & Communications - Customer Services Representatives	no	CEC is proposing a change in the CSR team model. Currently, the team is comprised of 4 PFT CSRs and team of 3 PPT (0.6 FTE) CSRs for relief coverage. To enhance team efficiency, and increase team stability, it is proposed to decrease PFT by 1 FTE, and increase the PPT hours for 1.3 FTE. By increasing the number of hours available for PT staff, those employees would be scheduled for 24 hours a week. This creates greater flexibility to schedule according to operational need, allowing for greater retention of information trained, resulting in improved service delivery. This may also decrease staff retention issues though provision of guaranteed min number of hours per week.	0.32	31,370		31,370		
Financial & Data Services - Permanent Full-time Administrative Assistant	no	Permanent Full-time Administrative Assistant - existing contract position until April 2024, funded from contingency. Full annual cost \$80,720. Position would require Capital IT purchases of \$5,000.	1.00	80,720	(25,410)	55,310		
Innovation & Technology Services - Service Desk Analyst and GIS & Solutions Analyst	no	Addition of two (2.0) FTEs - Service Desk Analyst (1.0 FTE) and GIS & Solutions Analyst (1.0 FTE) as part of phase four of the Service & Organizational Review Implementation as presented to Council in FDS-04-2020, and approved in principle. With this approval, a total of seven of seven (7.0) FTEs will be implemented under this review. This staffing request would require Capital IT purchases of \$10,000 and Capital Furniture purchases of \$10,000.	2.00	231,820		231,820		
Fleet - Student	no	The addition of a Fleet student will assist in the day-to-day activities at the Kohler Garage and create operational efficiencies. Due to limited staff in Fleet, some non-technical activities are performed by the automotive technicians such as parts/vehicle pick up and general shop maintenance.	0.33	15,590		15,590		
Emergency Services - Coordinator, Emergency Management/Fire Education	no	Coordinator of Emergency Management/Fire Educator will be responsible for the management of the County's Emergency Management Program which includes, generating, reviewing and revising of Haldimand's Emergency Response Plan. This includes, evacuation plans, contingency plans, risk assessments, and multiple aspects of the program. This position will also be responsible for coordinating the education provided by the fire department that will allow for an organized and consistent approach to the delivery of Fire Department Education to the residents, visitors, and private organizations within the community.	0.32	36,080	(12,630)	23,450		

2024 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	Pre-approved	Description	FTEs	Gross Costs	Funding	Net Levy	Totals per Category	% Impact	
Grandview Lodge - Nurse Practitioner	no	A Nurse Practitioner (PPT) at Grandview Lodge Long Term Care Home will play a vital role in delivering comprehensive and patient-centered care to residents. Responsibilities will include conducting thorough health assessments, developing and implementing care plans, and collaborating with the interdisciplinary team to ensure the highest quality of healthcare. The Nurse Practitioner will take a lead role in managing chronic conditions, prescribing medications, and providing education to residents and their families. With a focus on preventive care, the Nurse Practitioner will contribute to the overall well-being of residents, promotes health maintenance, and supports a positive living environment within the long-term care. This role will also involve close collaboration with our current medical directors, ensuring seamless coordination of care and contributing to the overall success of Grandview Lodge in providing exceptional healthcare services. Position would require Capital IT purchases of \$5,000 and Capital Furniture purchases of \$10,000.	1.00	148,380	(123,340)	25,040	595,530		
Grandview Lodge - Scheduler	no	PFT Scheduler. The Scheduler position plays a pivotal role in responding to the increased staffing needs in the long-term care sector and the evolving healthcare landscape. By ensuring the right people are in the right place at the right time, the Scheduler contributes directly to the well-being of our residents. This position is crucial for adapting to changing circumstances, meeting heightened regulatory requirements, and guaranteeing a high standard of care.-Current contract ends in 2024 - ongoing costs \$90,440	1.00	90,440	(25,500)	64,940			
Economic Development & Tourism - Administrative Assistant	no	Permanent Part-time Administration Assistant required for EDT. Position would require Capital IT purchases of \$5,000 and Capital Furniture purchases of \$10,000.	0.60	55,450		55,450			
Economic Development & Tourism - Business Retention & Expansion Project Manager	no	This new position would provide a FTE to carry-on with and build upon the program being developed by the contract Project Manager, Business Retention & Expansion position (NEDT74). This is an enhanced service for the County's business community and would result in hands-on and regular meetings with business owners to assess their needs and support them in various ways (grant applications/business planning/marketing). 0.58 FTE impact in 2024, as grant funded portion ends in May 2024. Would be 1 FTE ongoing. Full annual impact is \$137,300. Position would require Capital IT purchases of \$5,000.	1.00	136,800	(44,240)	92,560			
<b>Total Permanent Staffing Changes - Levy Funded</b>			<b>10.07</b>	<b>826,650</b>	<b>(231,120)</b>	<b>595,530</b>			
<b>Permanent Staff Changes - Funded from Capital, Revenues, Reserves or Grants</b>									
Plans Examinations & Inspections	no	Student - 1FTE. Position would require Capital IT purchases of \$5,000 and Capital Furniture purchases of \$10,000.	1.00	42,750	(42,750)	-			
Grandview Lodge - Allied Health Positions	yes	Additional Staff as outlined in GVL-06-2021 - 12.32 PSWs (\$884,000); 0.64 FTE Dietary Supervisor (from TFT to PFT) (69,700)1.0 FTE Social Services Worker (\$87,300) - Social worker will also require Furniture (\$10,000) and IT Equipment (\$5,000)	13.97	772,930	(772,930)	-			
<b>Total Permanent Staff Changes - Funded from Revenues, Reserves and Grants</b>			<b>14.97</b>	<b>815,680</b>	<b>(815,680)</b>	<b>-</b>			

2024 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	Pre-approved	Description	FTEs	Gross Costs	Funding	Net Levy	Totals per Category	% Impact	
<b>Temporary Staff Changes - Funded from Capital</b>									
Customer Experience & Communications - Project Manager	yes	Communications Coordinator (1.0 TFT FTE) to manage website capital project 2 year contract - \$127,000 funded from Capital, as approved in the 2023 Tax Supported Capital Budget	1.00	127,000	(127,000)	-	-		
Accessibility for Ontarians with Disabilities Act (AODA)	yes	TFT Accessibility Coordinator to assist with website capital project, as approved through CEC-03-2023 \$21,420 funded from capital (existing position is PPT)	0.31	21,420	(21,420)	-			
Innovation & Technology Services - Integrations Specialist	yes	Integrations Specialist - 1 TFT FTE for two years - to assist with needs related to Money, Asset and People software project - funded from capital	1.00	107,680	(107,680)	-			
<b>Total Temporary Staff Changes - Funded from Capital</b>			<b>2.31</b>	<b>256,100.00</b>	<b>(256,100.00)</b>	<b>-</b>			
<b>Temporary Staff Changes - Funded from Contingency Reserve/Other Reserves</b>									
Financial Analyst Succession Plan	yes	Financial Analyst Succession Plan as approved in 2023 Operating Budget (\$38,750 funded from contingency)		38,750	(38,750)	-			
Plans Examination & Inspection -	yes	Building Project Manager - two year contract position approved in 2023 1.0 TFT FTE - \$128,160 funded from building permit revenues	1.00	128,160	(128,160)	-			
Plans Examination & Inspection	yes	Building Inspector - Trainer two year contract position approved in 2023 - \$8,050 funded from building permit revenues		8,050	(8,050)	-			
Public Works Administration - Student	no	The addition of 1.0 Student Position in the Public Works Administration Office to assist with the documentation of key processes and procedures that underpin delivery across the Public Works Operations Department. Temporary Full-Time. To be funded from Contingency Reserve.	1.00	48,980	(48,980)	-			
Roads Operations - Student Positions	yes	Roadside Mowing Pilot Program - 1.98 FTE Hiring of students for road-side mowing (\$78,680). Total cost of initiative is \$92,280 - Funded from contingency. Program to be re-evaluated in 2025	1.98	79,940	(79,940)	-			
Grandview Lodge - Accounts Clerk	no	The Account Clerk position at Grandview Lodge is integral to the efficient functioning of our financial operations. Responsible for meticulous financial record-keeping, transaction processing, and budget support, the Account Clerk ensures compliance with the Ministry of Health and Long Term Care accounting standards and regulations. Collaborating closely with internal departments and external stakeholders, they address inquiries, resolve discrepancies, and contribute to financial transparency. This role plays a vital part in managing resident trust accounts and handling outstanding payments. TFT for 2024 (funded from contingency) - to be re-evaluated for 2025 (may come forward on PFT basis)	0.66	28,210	(28,210)	-			
<b>Total Temporary Staff Changes</b>			<b>4.64</b>	<b>332,090</b>	<b>(332,090)</b>	<b>-</b>			

## 2024 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	Pre-approved	Description	FTEs	Gross Costs	Funding	Net Levy	Totals per Category	% Impact
<b>Temporary Grant Related Staff Changes</b>								
Community Paramedic Program	yes	Per report EMS-04-2021 Community Paramedic Program Update - 2023 Carryforward \$247,000 funded from HNHB LHIN (\$42,000 funding for 0.33FTE)	0.33	247,000	(247,000)	-		
Community Paramedic Program	yes	Per report EMS-04-2021 Community Paramedic Program Update and EMS-01-2024. 2024 expenditures totaling \$1,667,200 funded from the Ministry of Health and Long Term Care (12.64 FTE)	12.64	1,667,200	(1,667,200)	-		
Economic Development & Tourism	yes	Digital Service Squad - one temporary full-time position - \$12,710 grant funded until March, 2024	0.25	12,710	(12,710)	-		
<b>Total Temporary Grant Related Staff Changes</b>			<b>13.22</b>	<b>1,926,910</b>	<b>(1,926,910)</b>	<b>-</b>		
<b>Total Tax-Supported Operations</b>				<b>5,171,330</b>	<b>(3,561,900)</b>	<b>3,310,430</b>	<b>595,530</b>	<b>4.12%</b>

Total Levy Funded FTEs: 10.07

Total Funded FTEs: 35.14

Total Additional FTEs 45.21

# Change Request

Change Request: AUTO - 2476 - Non-Union Compensation Review Impacts  
Budget Year: 2024

**Budget Program:** General Government  
**Change Request Category:** New Initiative  
**Justification:** Operational Efficiencies

**Budget Category:** Finance  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

HRD-08-2023 Non-Union Compensation Framework Project Review contained the following recommendations:

- 1. THAT Report HRD-08-2023 Non-Union Compensation Framework Project Review be received and remain confidential;
- 2. AND THAT the P60 percentile target for the non-union employee group, as described in Report HRD-08-2023, be approved;
- 3. AND THAT the revised salary grid framework covering non-union employees as well as Haldimand County Public Library employees, be approved on the following conditions:
  - a. That the financial impact of required changes is considered and approved through the deliberation of the 2024 tax operating budget; and
  - b. That the Haldimand County Library Board approves the recommended adjustments for Haldimand County Public Library employees;

This initiative includes the overall costing as included in the closed session report noted above.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits			1,013,900	1,013,900
Subtotal			1,013,900	1,013,900
Net Levy Impact			1,013,900	1,013,900

# Change Request

Change Request: AUTO - 2257 - Customer Experience & Communications - Customer Service Representatives  
Budget Year: 2024

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

**Budget Category:** Customer Experience & Communications  
**Type:** Enhancement to Existing Service  
**Frequency:** Ongoing

**Description:**

CEC is proposing a change in the CSR team model. Currently, the team is comprised of 4 PFT CSRs and team of 3 PPT (0.6 FTE) CSRs for relief coverage. To enhance team efficiency, and increase team stability, it is proposed to decrease PFT by 1 FTE, and increase the PPT hours for 1.3 FTE. By increasing the number of hours available for PT staff, those employees would be scheduled for 24 hours a week. This creates greater flexibility to schedule according to operational need, allowing for greater retention of information trained, resulting in improved service delivery. This may also decrease staff retention issues though provision of guaranteed min number of hours per week.

**Business Case:**

**Problem Statement:**  
The CSR team experiences high turnover of part time CSR staff when job opportunities arise with more guaranteed hours. When there is high turnover, there is concern that the CSR team is not staffed appropriately with trained staff to provide good customer service.

**Current Situation:**  
The function of the Customer Service team is to ensure positive customer interactions for incoming visitors and residents, providing them with information and /or service delivery. Currently, the part time CSR staff have been budgeted to only cover full time staff when they are off sick or on vacation. Often this resulted in part time staff receiving 5 or less hours per week, reducing their ability to maintain the training provided and to stay informed on updated processes and communications.

**Position Objective:**  
The proposal in personnel budget related to CSR hours represents a fundamental change from a relief coverage only model to a model that will utilize part time hours to maximize resources. In particular, this means that PT CSRs are not just brought in to cover for FT absences but they are scheduled for up to 24 hours a week, providing greater flexibility to schedule based on operational needs.

**Proposed Activities:**  
There would be no change to the existing CSR job description. They provide front line customer services to all incoming residents and visitors to Haldimand County, regardless of communication channel, answering their inquiry or directing them to the appropriate division. They also process payments over the counter or through the mail.

**Position Rationale:**  
There is a very small impact to the budget by changing to this new proposed CSR model resulting ultimately of an increase of 0.319 FTE.

**Expected Benefits:**  
This new model provides increased organizational ability to foster a positive image for the County through positive customer relations. Operationally, the increased number of part time hours available to schedule provides a greater flexibility to adjust schedule as required to better address customer volumes.  
There is greater potential to retain CSR staff recruited for part time work with the guarantee of a minimum number of work hours per week. This may also reduce staff turnover, thus decreasing the need and time to continually recruit and retrain new staff. Additionally, the part time staff have greater ability to participate in the corporate flex time salary.

Additionally, this ensures that the full CSR team can perform their jobs more efficiently as they will have better ability maintain the knowledge provided during initial job training by performing related tasks regularly.

**Risks:**  
Provision of a positive customer experience is a strategic corporate priority. If CSR team is not staffed appropriately, there is risk of not having enough trained CSR staff on site to adequately serve customers in a timely manner.

# Change Request

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The part time CSR team experiences high staff turnover. When there is a relief coverage model in place, there is no guarantee of hours for part time staff causing them to resign from the position as they obtain more steady work.

Additionally, there are shifts that cannot be filled by hired relief coverage staff to ensure enough coverage required to maintain operations resulting in negative customer experiences. If the part time relief coverage staff are maintaining another part time job to maintain a steady income to support their families, often they are not available to work when shifts become available.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	897,200		31,370	928,570
Subtotal	897,200		31,370	928,570
Net Levy Impact	897,200		31,370	928,570

# Change Request

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*Change Request: AUTO - 2244 - Financial & Data Services - PFT Administrative Assistant*

*Budget Year: 2024*

**Budget Program:** General Government

**Budget Category:** Financial & Data Services

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

**Type:** Enhancement to Existing Service

**Justification:** Operational Efficiencies

**Frequency:** Ongoing

## Description:

Converting the Administrative Assistant (AA) of Financial & Data Services (FDS) from Temporary to Permanent will ensure the continued provision of business services, functions, and operations related to the Finance and Innovation and Technology Services divisions.

## Business Case:

### Problem Statement:

In 2022, a 2-year, Temporary Full-Time (TFT) AA was brought to council and approved for FDS; this contract is set to expire in April 2024. Elimination of this temporary position would result in additional administrative duties falling the managers (Treasurer and Chief Information Officer) to complete without dedicated division support.

### Current Situation:

The AA position in Finance was converted to an Administrative Coordinator position for the General Manager in the 2018 reorganization, leaving a significant gap in the FDS Department because the AC position is the only permanent administrative support (Administrative Assistant, Division Support, etc.). FDS is the only multi-division department in the County that does not have a permanent administrative support position aside from an AC.

As the FDS Department continues to grow, particularly in the ITS Division with the implementation of additional positions as per the Perry Group Report, staff are recommending the TFT AA position transition to PFT role.

### Position Objective:

The principal objective of this position, is to ensure that the administrative needs of the FDS Department, including Corporate Administration (GM), Finance and ITS divisions are met in a timely manner while also providing backup support to the AC. The TFT AA reports to the GM of FDS because the Finance and ITS divisions do not have individual AAs, rather the FDS AA provides standard administrative support to both divisions.

### Proposed Activities:

Processing Invoices for Finance and ITS; Purchase Orders; Credit Card Reconciliation; Contract Maintenance; Physical and Electronic Budget Compilation; Budget Tracking (i.e., professional development; monitor maintenance contracts, printing costs); Organize departmental meetings, minutes, agendas (\*AC handles Cross Departmental); Tracking and maintaining the status of Term of Council and Department priorities matrix; Record Retention; FDS related Website Edits; Hiring Coordination (request for staff, creating summary of applicants, coordinating interviews, request for offer letter) and Onboarding for new FDS staff and co-op students; Compiling donation receipt information for AC, FDS review and approval; Assisting AC with department event organization

### Position Rationale:

The PFT AA would be expected to maintain the duties currently assigned to the TFT AA.

### Expected Benefits:

Expected benefits to the Financial & Data Services Department associated with hiring a PFT Administrative Assistant are as follows:

- Enhanced Efficiency: A PFT AA has the opportunity to become highly familiar with the department's processes, procedures, and workflow. This familiarity can lead to increased efficiency in handling tasks and responsibilities, as they become more adept at navigating the department's specific needs.
- Improved Continuity: Permanent staff provide greater continuity, as they are less likely to experience frequent turnover. This stability ensures that essential administrative functions continue smoothly, reducing disruptions caused by changes in personnel.
- Consistent Support: With a PFT AA, the FDS Department can count on consistent and reliable support over the long term. This consistency allows team members to develop a working relationship with the AA, making it easier to delegate tasks and communicate effectively.
- Specialized Knowledge: Over time, the PFT AA may acquire specialized knowledge or skills related to the department's operations. This can be particularly valuable when the role involves

# Change Request

- unique software, industry-specific terminology, or complex processes.
- Increased Productivity: As the AA becomes more experienced in their role, they may find ways to streamline processes, automate tasks, and identify opportunities for productivity improvements within the department.
  - Better Adaptation to Department Needs: A PFT role can be tailored to better align with the specific needs of the department. The AA can receive additional training or take on new responsibilities as the department evolves or encounters changing demands.
  - Improved Communication: Long-term collaboration between the AA and department members can lead to improved communication and a better understanding of the department's priorities and goals.
  - Stronger Team Cohesion: A PFT AA can become an integral part of the department's team, contributing to a sense of cohesion and camaraderie among team members.
  - Delegation of Administrative Tasks: With a permanent assistant in place, department managers and staff can delegate administrative tasks more effectively, allowing them to focus on their core responsibilities and strategic initiatives.
  - Support for Department Growth: As the department expands and takes on new projects, a PFT AA can adapt to these changes more readily and provide valuable support during periods of growth.

Risks:  
This position currently completes a significant number of tasks that cannot be accommodated by the AC or other positions within FDS. As this position supports all of FDS (Including Administration, Finance and ITS), the incumbent has detailed knowledge of all these areas and the only other administration support is the AC – who is also supporting all of FDS.

If the position is eliminated, a bottleneck may be created in the FDS department as the AC and Managers attempt to fill the resourcing gap. It is likely the tasks currently completed by the TFT AA will not be completed in a timely manner, or not at all.

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.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials	4,450		1,000	5,450
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	340,100		52,810	392,910
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	4,547,400		1,500	4,548,900
Subtotal	4,891,950		55,310	4,947,260
Net Levy Impact	4,891,950		55,310	4,947,260

# Change Request

Capital Budget Details												
Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
136001 - Endpoint Computing	ITS equipment for PFT AA FDS		5,000									5,000
Total Expenses			5,000									5,000

# Change Request

Change Request: AUTO - 2150 - Innovation & Technology Services - Service & Organizational Review Implementation - Phase Four  
Budget Year: 2024

<b>Budget Program:</b> General Government	<b>Budget Category:</b> Innovation & Technology Services
<b>Change Request Category:</b> New/Change in Staffing	<b>Type:</b> Change in Service Delivery
<b>Justification:</b> Operational Efficiencies	<b>Frequency:</b> Ongoing

**Description:**

Addition of two (2.0) FTEs - Service Desk Analyst (1.0 FTE) and GIS & Solutions Analyst (1.0 FTE) as part of phase four of the Service & Organizational Review Implementation as presented to Council in FDS-04-2020, and approved in principle. With this approval, a total of seven of seven (7.0) FTEs will be implemented under this review.

**Business Case:**

**Problem Statement:**  
Addition of two (2.0) FTEs - Service Desk Analyst (1.0 FTE) and GIS & Solutions Analyst (1.0 FTE) as part of phase four of the Service & Organizational Review Implementation as presented to Council in FDS-04-2020, and approved in principle. With this approval, a total of seven of seven (7.0) FTEs will be implemented under this review.

**Current Situation:**  
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.

**Position Objective:** 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.

**Proposed Activities:**  
We are recommending as part of the on-going phase in to add two (2) more positions in 2024: one on the Infrastructure side (Network & Technology Analyst) and one on the Business Solutions side (Solutions Analyst);

**Position Rationale:**

- 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 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.

**Expected Benefits:**  
These positions will assist in a transition to modernized delivery of efficient and effective IT services including, a responsive Help Desk, improved technical understanding and mapping of business processes, partnering with business units for the design and implementation of innovative technology solutions to their business problems, and more robust and secure internal and external networking.

**Risks:**  
The primary risks relate to a status quo IT organization which cannot effectively respond to the changing landscape both in Information Technology service delivery and to municipal technology needs broadly. See rationale for specific details.

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New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(60,500)	(2,000)		(62,500)
Subtotal	(60,500)	(2,000)		(62,500)
Expenses				
Contracted Services				
Contracted Services		2,000		2,000
Materials				
Materials	23,750		2,600	26,350
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,555,310		226,720	1,782,030
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	4,547,400		2,500	4,549,900
Subtotal	6,126,460	2,000	231,820	6,360,280
Net Levy Impact	6,065,960		231,820	6,297,780

## Capital Budget Details

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

# Change Request

Change Request: AUTO - 2255 - Fleet - Student

Budget Year: 2024

**Budget Program:** General Government

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

**Justification:** Operational Efficiencies

**Budget Category:** Fleet & Equipment Pool

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

**Description:**

The addition of a Fleet student will assist in the day-to-day activities at the Kohler Garage and create operational efficiencies. Due to limited staff in Fleet, some non-technical activities are performed by the automotive technicians such as parts/vehicle pick up and general shop maintenance.

**Business Case:**

The Fleet Division maintain over 500 vehicles and equipment with 6 working automotive technicians, one Fleet Foreperson and one Parts & Service Coordinator directly responsible for the day-to-day scheduling, maintenance, repair, sourcing & picking up parts, vehicle/equipment pick up and delivery. The Fleet student will create efficiencies by performing some duties that don't require a technical skill set.

Due to the recent Kohler renovations, including a new parts warehouse, the addition of a student will assist in the setup of a parts inventory including locations (aisle / rows/ shelf) and bar coding of parts. This will greatly assist the Parts/Service Coordinator to ensure proper levels of stock is available and the future plans for an electronic inventory management system. (M.A.P. project).

Student with also assist automotive techs in the diagnosis of vehicle/equipment electronic components, repair procedures and preventative maintenance requirements.

Will assist Fleet Supervisor preparing vehicles and equipment for sale at on-line auction. (Govdeals)  
General facility maintenance and upkeep such as painting, landscaping and vehicle/equipment cleaning.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials	2,970		290	3,260
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	(1,299,360)		15,500	(1,283,860)
Subtotal	(1,296,390)		15,790	(1,280,600)
Net Levy Impact	(1,296,390)		15,790	(1,280,600)

# Change Request

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*Change Request: AUTO - 2253 - Emergency Services - Coordinator, Emergency Management/Fire Education*

*Budget Year: 2024*

**Budget Program:** Protection Services

**Budget Category:** Emergency Management

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

**Type:** Enhancement to Existing Service

**Justification:** Operational Efficiencies

**Frequency:** Ongoing

## **Description:**

Coordinator of Emergency Management/Fire Educator will be responsible for the management of the County's Emergency Management Program which includes, generating, reviewing and revising of Haldimand's Emergency Response Plan. This includes, evacuation plans, contingency plans, risk assessments, and multiple aspects of the program. This position will also be responsible for coordinating the education provided by the fire department that will allow for an organized and consistent approach to the delivery of Fire Department Education to the residents, visitors, and private organizations within the community.

## **Business Case:**

### **Problem Statement:**

Require increase of current 0.6 PPT position to 1.0 FTE for the position of Coordinator of Emergency Management/Fire Educator. Emergency Management Program is too large and entails multiple responsibilities in regards to meeting Provincial Compliance; review / maintenance of program (which is mandatory annually); preparing, reviewing, and revising of multiple documents (ex. Emergency Response Plan, Evacuation Plans, Business Continuity Plans, etc.). The position is also required to function in the role of the County's Emergency Information Officer, which is difficult in a part-time position, and often leads to heavy reliance on communication staff to complete notices/warnings/etc in the Coordinator's absence. Lastly, education is a key part of the role of this position which includes both Fire and Paramedic – the education component has not received the focus it requires due to the limited hours of the position and other responsibilities. This includes the role of Education Coordinator for the Fire Department to maintain, review and revise education programs for the Fire Department.

**Current Situation:** Currently position exists as a 0.6 FTE (3 days / week)

### **Position Objective:**

Manage Emergency Management Program, Emergency Information Officer, Main contact for Social Media, Media releases for both Fire and Paramedics as well as Emergency Management. Act as Fire Education Coordinator, which was identified in the Fire Master Plan where Haldimand County Fire needs to improve.

### **Proposed Activities:**

1. Emergency Information Officer for the County, Prepare emergency messages and available update prior, during, and post event. Emergency Management Ontario is to have a main contact available 24/7 which defaults back to Fire Chief.
2. Review, update and revise Emergency Management Program, (EMP). The EMP has multiple aspects which need to be created, reviewed, updated and revised. Some aspects include but are not limited to:
  - An evacuation plan is required for specific events that could occur in the County, ex. Floods, Fires, Weather Events etc. Evacuation Plans include evacuation routes, evacuation center planning and procedures as well as detailed plans for staff to follow when assisting in evacuation procedures during an emergency. A proper evacuation plan has not been established as of yet due to the limited time our current staff member has to commit to this task. As the municipality expands so will the evacuation plan. Staff are required to be committed to creating, reviewing and revising this document.
  - A Continuity of Operations plan is required. This document is meant to guide the municipality to maintain business during an emergency, prioritizing what services are required to be maintained and which ones can pause. It includes reassignment of staff, facilities etc. to maintain business continuity. It is a large plan to write and maintain. A continuity of operations plan has been started at a very high level, but requires time and commitment in order to be completed as this document is very detailed and comprehensive. The document is a living document and will require constant review and revisions.
  - Other mandatory reviews include Hazard Identification System, (HIRA) and our Critical Infrastructure as well as review and update our mandatory Critical Risk assessment made mandatory by the Fire Marshal. Currently with the hours allotted to this position it does not give the adequate time to complete all these tasks, which are required for compliance with Emergency Management Ontario. Currently we are doing the bare minimum to reach compliance.
3. Due to the province making Oil and Gas Wells a priority due to the dangers associated with them, the province has committed monies and assistance for municipalities to create programs and purchase equipment to monitor and respond to these emergencies. This plan and program will require commitment from the position to assist in creating a response plan which

# Change Request

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compliments current response plans, provide training to staff and ensure the proper technology is available. While some aspects are 'one-time' (equipment purchase, development of response plan), training, preparing for emergencies and on-going planning will become part of the County's obligations. The position requires additional hours to be able to take this on. Haldimand County has most of the gas wells identified by the province, making us susceptible to the these types of emergencies.

4. Social Media, Website, Media Releases is a large part of this position and currently we are providing regular updates, but multiple staff are assisting with this as the current role being part time restricts availability of posts. It takes up other staff time, which can be spent doing their regular tasks.
5. The Fire Master Plan identified more need for a Fire Educator. Currently our Prevention Officers as well as a volunteer firefighter assists with education. This approach is not sustainable. Some of the issues identified is Haldimand County Fire is not providing fire prevention education to some of its more vulnerable occupants, mainly seniors. Although we visit seniors annually a more aggressive program is required to meet the needs of the Fire Prevention and Protection Act. There are other factors affecting our ability, the current work load of our Fire Prevention Officers and the casual schedule of the volunteer who is assisting. We need someone who can design a program for all educational needs of the community, including schools, seniors, etc., which will enhance our ability to meet the needs and assist those in delivering the content in a more organized and consistent manner. Prevention and Education is the mandatory under the Fore Protection and Prevention Act, that every Fire Department in Ontario must follow.
6. Multiple Grants are available to apply for from the province for emergency management planning and equipment. Currently a lot of these grants are not applied for as current staff do not have the time to put towards these initiatives.
7. Attendance at Provincial meetings is required for Emergency Management to maintain communications with the province and other communities. Often these meetings are missed due to no staff available (i.e. land on off days of the part time Coordinator). We do our best to accommodate, but as a division Management staff have many priorities and meetings, and although we prioritize, sometimes attending all is impossible, and with the current position being part-time a lot of these meetings fall on a day when our current staff is not in the office.

## Position Rationale:

An Emergency Management Coordinator and a Fire Educator play critical roles in ensuring community safety and preparedness in the face of emergencies, including fire-related incidents. Here's the rationale for both roles:

## Emergency Management Coordinator:

1. Coordination and Planning: They are responsible for coordinating emergency response efforts among various agencies and stakeholders. In times of crisis, having a centralized point of coordination is crucial for efficient and effective responses.
2. Risk Assessment and Mitigation: They assess potential risks within a community and develop strategies to mitigate these risks. This involves identifying vulnerable areas, populations, and infrastructures and planning accordingly.
3. Resource Management: Coordinators ensure that resources—personnel, equipment, and supplies—are available and properly allocated during emergencies. This involves liaising with local authorities, government agencies, and community organizations.
4. Training and Exercises: They organize training sessions and emergency drills to ensure that responders are well-prepared for different scenarios. This proactive approach improves the readiness and response capabilities of the community.
5. Communication and Public Awareness: Coordinators disseminate information to the public regarding emergency procedures, safety measures, and evacuation plans. Clear and concise communication is crucial during crises to avoid panic and ensure compliance with safety protocols.

## Fire Educator Portion:

1. Community Education: Fire educators focus on educating the public, especially children and adults, about fire safety measures, prevention techniques, and appropriate responses in case of a fire. This includes school programs, workshops, and outreach events that are beyond those responsibilities of the Fire Prevention Officers / Coordinator, Fire & Safety.
2. Promoting Awareness: They create awareness campaigns regarding fire hazards, such as improper storage of flammable materials or faulty electrical wiring, to prevent fire incidents before they occur.
3. Collaboration with Schools and Organizations: Fire educators collaborate with schools, community centers, and organizations to implement fire safety programs and ensure that fire safety is an integral part of their curriculum or activities.
4. Evaluation and Improvement: They assess the effectiveness of educational programs and make improvements based on feedback and evolving risks to ensure that the information provided is up-to-date and impactful.

In summary, both roles are integral to proactive emergency preparedness and response. The Emergency Management Coordinator focuses on overall coordination, planning, and resource management for preparing and during emergencies, while the Fire Educator portion specializes in educating and empowering the community to prevent fire incidents and respond effectively if

# Change Request

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they occur.

## Expected Benefits:

Benefits of this position include but are not limited to:

1. Efficient Response
2. Risk Reduction
3. Resource Optimization
4. Training and Preparedness
5. Public Awareness and Communication
6. Prevention and Safety
7. Empowering Communities
8. Improved Response Skills
9. Collaboration and Partnerships
10. Continuous Improvement

## Risks:

- As more and more responsibilities and requirements are downloaded to municipalities, staff are required to commit more time to EMP which currently we are struggling with. Although we currently meet compliance requirements annually, it is becoming more and more difficult due to the amount of work required. Add into this the Oil and Gas Well responsibilities required for 2024 moving forward, this will become a tipping point for meeting compliance with the Province of Ontario.
- If this position is not upgraded to 1.0 FTE, the County risks not completing necessary requirements of its Emergency Response Plan, thus leaving the county unprepared in the case of an emergency, which could result and impact the public negatively.
- As a result of our Fire Master Plan it identified a lack of sufficient public education provided annually by the Haldimand County Fire Department. This was identified due to lack of staff to be able to provide. Traditionally Fire Prevention Staff would deliver public education programs, but due to their identified work load and inability to meet their own inspection requirements, education programs suffer. Education is mandatory under the Fire Protection and Prevention Act, and not completing risks an audit by the Fire Marshal as well as a negative effect on public safety in regards to fire prevention and actions to take in an emergency, ex, fire.

# Change Request

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New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds			(12,630)	(12,630)
Subtotal			(12,630)	(12,630)
Expenses				
Materials				
Materials	230,520		2,750	233,270
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	8,136,470		33,330	8,169,800
Subtotal	8,366,990		36,080	8,403,070
Net Levy Impact	8,366,990		23,450	8,390,440

# Change Request

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*Change Request: AUTO - 2261 - Grandview Lodge - Nurse Practitioner*  
*Budget Year: 2024*

**Budget Program:** Social & Family Services

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

**Justification:** Health & Safety

**Budget Category:** GVL - Nursing & Personal Care

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

**Description:**

A Nurse Practitioner at Grandview Lodge Long Term Care Home will play a vital role in delivering comprehensive and patient-centered care to residents. Responsibilities will include conducting thorough health assessments, developing and implementing care plans, and collaborating with the interdisciplinary team to ensure the highest quality of healthcare. The Nurse Practitioner will take a lead role in managing chronic conditions, prescribing medications, and providing education to residents and their families. With a focus on preventive care, the Nurse Practitioner will contribute to the overall well-being of residents, promotes health maintenance, and supports a positive living environment within the long-term care. This role will also involves close collaboration with our current medical directors, ensuring seamless coordination of care and contributing to the overall success of Grandview Lodge in providing exceptional healthcare services.

**Business Case:**

**Problem Statement:**

While our current Medical Directors at Grandview Lodge serve as valuable resources, their extensive commitments and individual practices limit the time they can dedicate to GVL. The current level of availability falls short of meeting the healthcare needs of our residents. To address this shortfall and enhance the provision of comprehensive healthcare services, the addition of a Nurse Practitioner is imperative. This role would not only supplement the expertise of our Medical Directors but also ensure a more consistent and dedicated healthcare presence, ultimately contributing to the well-being of our residents.

**Current Situation:**

We currently do not have a Nurse Practitioner. We have the ability to utilize some of the extensive funding from the Ministry of Health and Long Term Care, specifically, Hiring More Nurse Practitioners for Long-Term Care Homes Funding Policy.

**Position Objective:**

The primary objective of hiring a Nurse Practitioner at Grandview Lodge (GVL) is to enhance and optimize the provision of healthcare services for the residents. The Nurse Practitioner will play a crucial role in conducting thorough health assessments, developing and implementing individualized care plans, and managing chronic conditions. By having a dedicated Nurse Practitioner, GVL aims to improve the overall quality of healthcare, ensuring a more comprehensive and patient-centered approach. This addition to the healthcare team will contribute to preventive care measures, timely medication management, and effective health education for residents and their families. Ultimately, the objective is to elevate the standard of care, address the specific healthcare needs of the long-term care home, and promote the well-being of all residents at Grandview Lodge.

**Proposed Activities:**

**Thorough Health Assessments:** Conduct comprehensive health assessments for residents to identify their specific healthcare needs and formulate individualized care plans.

**Care Plan Development:** Collaborate with the interdisciplinary team to develop and implement tailored care plans, ensuring that they align with the unique requirements of each resident.

**Chronic Condition Management:** Take a lead role in managing chronic conditions among residents, providing ongoing monitoring, adjustments to care plans, and coordination with other healthcare professionals.

**Prescribing Medications:** Utilize advanced prescribing capabilities to manage and adjust medications as needed, ensuring residents receive timely and effective pharmaceutical interventions.

**Health Education:** Provide residents and their families with health education, empowering them to make informed decisions about their care, promoting preventive measures, and enhancing overall health literacy.

**Collaboration with Medical Directors:** Work closely with the current Medical Directors to align care strategies, seek guidance on complex medical issues, and ensure a cohesive approach to healthcare delivery.

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**Proactive Preventive Care:** Implement preventive care measures to enhance the overall well-being of residents, focusing on health maintenance and early intervention to address potential health issues.

**Responsive Healthcare:** Be readily available to address urgent healthcare needs, ensuring a prompt and effective response to any emerging medical concerns among residents.

**Interdisciplinary Collaboration:** Foster strong communication and collaboration with other healthcare professionals, including nurses, therapists, and support staff, to ensure a holistic and integrated approach to resident care.

**Regular Health Clinics:** Establish regular health clinics within the facility to provide residents with accessible healthcare services and opportunities for health assessments, monitoring, and consultations.

## Position Rationale:

The rationale for the Nurse Practitioner (NP) position at Grandview Lodge is grounded in the necessity to elevate the quality of healthcare services provided to residents within our home. The addition of an NP acknowledges the unique healthcare needs of residents and aims to bridge the existing gap in comprehensive care. Given the limitations in time and availability of the current Medical Directors, the NP role becomes pivotal in providing consistent, dedicated healthcare oversight. The NP's advanced skills in health assessments, care plan development, chronic condition management, and medication prescribing align with the goal of optimizing individualized care for residents. Furthermore, the NP's role in health education enhances residents' understanding of their health and empowers them to actively participate in decision-making. By fostering collaboration with the existing healthcare team and introducing preventive care measures, the NP contributes to a holistic and integrated approach to resident well-being. The position rationale, therefore, revolves around addressing the specific healthcare challenges at Grandview Lodge, ensuring a high standard of care, and ultimately promoting the overall health and satisfaction of residents.

## Expected Benefits:

- Thorough Health Assessments
- Care Plan Development
- Chronic Condition Management
- Health Education
- Collaboration with Medical Directors
- Proactive Preventive Care
- Provide Regular Health Clinics
- Inter-disciplinary Collaboration
- Overall, Increased Resident and Family Satisfaction

## Risks:

The absence of a Nurse Practitioner (NP) at Grandview Lodge poses several risks to the comprehensive healthcare services provided to our residents. This includes the potential reduction in comprehensive care, with gaps in health assessments, personalized care plans, and chronic condition management. . Missed opportunities for preventive care measures and a reactive approach to health maintenance are additional risks. Increased reliance on busy Medical Directors may compromise the consistency and responsiveness of healthcare services, and the lack of an NP eliminates a dedicated source for health education initiatives. Adaptability to staff and resident turnover may be hindered, potentially leading to an elevated risk of burnout among existing staff. The home currently faces a lack of consistent healthcare presence, delayed responses to emerging medical concerns. Overall, the absence of an NP presents multifaceted risks that could impact the overall well-being and quality of care for residents at Grandview Lodge. This situation represents a missed opportunity to enhance the quality of care provided to our residents.

# Change Request

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Grants/Subsidies				
Ontario Conditional Grants	(67,290)		(123,340)	(190,630)
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(2,000)		(2,000)
Subtotal	(67,290)	(2,000)	(123,340)	(192,630)
Expenses				
Contracted Services				
Contracted Services		2,000		2,000
Materials				
Materials			1,300	1,300
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits			145,580	145,580
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	4,551,400		1,500	4,552,900
Subtotal	4,551,400	2,000	148,380	4,701,780
Net Levy Impact	4,484,110		25,040	4,509,150

## Capital Budget Details

Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
134002 - Furniture Replacements	Furniture Required for Nurse Practitioner		10,000									10,000

# Change Request

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136001 - Endpoint Computing	ITS Equipment for Nurse Practitioner	5,000	5,000
Total Expenses		15,000	15,000

# Change Request

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*Change Request: AUTO - 2259 - Grandview Lodge - Scheduler*

*Budget Year: 2024*

**Budget Program:** Social & Family Services

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

**Justification:** Operational Efficiencies

**Budget Category:** GVL - Nursing & Personal Care

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## Description:

The Scheduler position plays a pivotal role in responding to the increased staffing needs in the long-term care sector and the evolving healthcare landscape. By ensuring the right people are in the right place at the right time, the Scheduler contributes directly to the well-being of our residents. This position is crucial for adapting to changing circumstances, meeting heightened regulatory requirements, and guaranteeing a high standard of care.

## Business Case:

### Problem Statement:

Grandview Lodge Long-Term Care Home has been a cornerstone of compassionate care for our most vulnerable residents for many years. As the demand for long-term care services continues to rise, coupled with the increasing complexity of healthcare needs, the current staffing structure faces imminent challenges. The absence of an additional scheduler position is a critical gap that jeopardizes our ability to efficiently manage our workforce and deliver optimal care for our residents. Inadequate scheduling may lead to a rise in complaints/grievances and has the potential to escalate operational costs, impacting the budget.

### Current Situation:

With the temporary full time scheduler position added at the beginning of 2023, we continue to be challenged with trying to manage the intricate task of coordinating shifts, ensuring proper coverage, and handling last-minute adjustments. The workload has surpassed manageable levels, leading to potential burnout and compromising the accuracy of the scheduling process. The stress associated with managing complex schedules and addressing unexpected changes may result in increased turnover, further exacerbating the strain on our workforce.

### Position Objective:

The objective of adding another scheduler position is to enhance workforce management at Grandview Lodge, ensuring efficient and optimal scheduling practices. This addition aims to mitigate the risk of grievances, minimize operational costs, and uphold the high standard of care by providing a well-organized and responsive scheduling system for the benefit of both staff and residents.

### Proposed Activities:

The additional Scheduler will assume responsibility for comprehensive scheduling duties encompassing Dietary, Nursing (PSW, RPN & RN), Laundry, Housekeeping, and Maintenance. Utilizing our staff scheduling software, they will create and manage schedules, overseeing all aspects, including time-off requests, shift exchanges, and shift giveaways. The Scheduler will execute call-in procedures for regular and overtime needs, coordinating with staffing agencies when necessary. Additionally, they will compile information for payroll, provide training on the scheduling software for new staff, and handle the initial stages of staff scheduling concerns. Collaboration with another Scheduler will ensure seamless scheduling, offering mutual backup and guaranteeing adequate coverage during periods such as vacations. The introduction of a secondary schedule enables us to extend our scheduling services from the current five days to a seven-day availability. Currently, RNs cover for schedulers during evenings and weekends. This modification ensures that RNs can now dedicate more time to providing enhanced medical attention to the residents of GVL, contributing to an improved level of care.

### Position Rationale:

To proactively address the impending workforce management crisis at Grandview Lodge, it is imperative to add another scheduler position to our staffing structure. This additional resource will play a crucial role in alleviating the burden on the existing scheduling team, ensuring a more sustainable and efficient approach to workforce management.

### Expected Benefits:

- Expanded Scheduling Availability: The addition of a secondary scheduler allows for scheduling services to be available seven days a week, providing increased flexibility and responsiveness.
- Enhanced Medical Attention: With RNs no longer required to cover scheduling duties during evenings and weekends, they can focus more on providing heightened medical attention to the residents of GVL.
- Improved Staff Coverage: The secondary scheduler ensures a seamless approach to scheduling, reducing the burden on individual schedulers and providing consistent coverage, especially during peak times or staff absences.

# Change Request

- Increased Efficiency: Both schedulers will manage all aspects of scheduling, including time-off requests, shift exchanges, and call-in procedures, resulting in a more streamlined and efficient scheduling process.
- Optimized Use of Staff Scheduling Software: The secondary scheduler will play a key role in utilizing the staff scheduling software, ensuring proper training for new staff and maximizing the software's capabilities for effective workforce management.
- Mitigation of Staff Burnout: By sharing responsibilities and offering backup for one another, the secondary scheduler helps prevent burnout among scheduling staff, promoting a healthier and more sustainable work environment.
- Better Handling of Scheduling Concerns: Both schedulers will handle the initial stages of staff scheduling concerns, facilitating prompt and effective resolution to maintain a positive and supportive workplace atmosphere.
- Financial Savings: Improved scheduling efficiency, along with reduced reliance on overtime, can lead to potential financial savings for GVL, contributing to a more cost-effective operation.
- Enhanced Resident Satisfaction: The consistent and optimized scheduling provided by the secondary scheduler ensures that residents receive reliable and timely care, contributing to overall satisfaction among residents and their families.

Risks:  
The absence of an additional scheduler at Grandview Lodge poses several risks to the efficient management of the workforce and the overall quality of resident care. The workload on existing scheduling staff may become overwhelming, potentially leading to inefficiencies in scheduling practices and increased risk of errors. This situation heightens the risk of staff burnout, negatively impacting job satisfaction and retention rates. Inadequate scheduling resources may result in gaps in coverage, disruptions in service delivery, and increased overtime costs. The difficulty in adapting to changing resident care needs could compromise the responsiveness of GVL. Furthermore, strained inter-departmental relationships and potential legal risks due to non-compliance with regulations (MOL & MOLTC) are concerns. Overall, the absence of another scheduler not only jeopardizes the well-being of the existing workforce but also has the potential to undermine the quality of care provided to residents and the overall operational effectiveness of Grandview Lodge.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials			500	500
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	478,000		62,940	540,940
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	4,549,900		1,500	4,551,400
Subtotal	5,027,900		64,940	5,092,840
Net Levy Impact	5,027,900		64,940	5,092,840

# Change Request

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*Change Request: AUTO - 2251 - Economic Development & Tourism - PPT Administrative Assistant*

*Budget Year: 2024*

**Budget Program:** Planning and Development

**Budget Category:** Economic Development & Tourism

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

**Type:** Change in Service Delivery

**Justification:** Operational Efficiencies

**Frequency:** Ongoing

## Description:

The addition of 0.6 Permanent Part Time Administrative Assistant in the Economic Development and Tourism division to provide assistance with the coordination of business services, functions and operations related to the Division. The responsibilities of this position would be removed from the current Administrative Coordinator for the Community and Development Services department with that position reverting to a 1.0 FTE. The end result is moving from 1.0 to 1.6 staff complement.

## Business Case:

### Problem Statement

Economic Development and Tourism (EDT) facilitates the economic well-being and quality of life within the community. The division achieves this through initiatives aimed at retaining existing businesses, creating a business environment that enables local businesses to expand and prosper as well as attracting new business investment. Key focus areas include business retention and expansion, investment attraction, data collection, strategic alliances and partnerships, entrepreneurship, workforce development and downtown revitalization.

Over the past number of years, the division has continued to add new programs that require ongoing staff involvement to facilitate. Programs include – the Downtown Community Improvement Program, the Rural Business Tourism Community Improvement Program, the Rural Water Quality Program, the Patio Program, facilitating a post-secondary presence in the community through the established partnership with Mohawk College, Filming Inquiries, the Comprehensive Signage Program, North Caledonia Employment Lands Feasibility and Servicing Study, Public Transportation and the Haldimand Marketplace as well as a substantial increase in marketing efforts to promote the County as a tourism destination and place to do business to name a few – all of these programs, plus the other functions of the division require administrative support. Since, 2020 the division has received a significant amount of funding (approximately \$1 million) to assist with increased programming and initiatives to support businesses which has required increased administrative oversight and support to manage the reporting to the funders. While some of these programs are coming to an end within the next year, other programs are expected to be launched by the Province and other organizations that are expected to lead to new opportunities with new demands. Further, through the work of the two committees of Council (AAC & BDAPAC) EDT Staff continue to see an increased workload and as result staff capacity is a concern.

The division currently has a 0.50 FTE Administrative Assistant allocated to its staffing complement. This position is a shared position with the CDS department Administrative Coordinator which is also 0.50 FTE. With the changes and growth of the entire department and the EDT division, the workload is well beyond one person. In reality, the current distribution of responsibilities is not 50/50, with enough demand existing in the AC role for it to be 1.0 FTE. Given conflicting demands – AA vs AC – that occur frequently, it leads to the Manager EDT or GM CDS occasionally taking on administrative functions to assist with getting things done. This is no longer sustainable, nor an efficient way to operate.

At the Business Development and Planning Advisory Committee of Council (BDAPAC) presentation that took place on August 24, 2021 the committee put forward the following recommendations to Council –

- Currently the Economic Development and Tourism Division has a full work-plan and therefore does not always have the ability to take on new projects discussed by the Committee.
- Further investigation of the appropriate financial or human resources may be required to allow staff to implement many of the committee's recommendations or take on the necessary work to complete the larger scale development projects required to achieve economic growth.

### Current Situation

Currently, CDS has the largest staff complement across the corporation and annually produces the largest number of Council reports.

The slides attached to this request from the 2022 Annual report demonstrate the increase in workload, inquiries, incidents etc. across each division within the department.

The administrative requirements of the EDT division have increased substantially over the last number of years. As a result of successful funding applications to support businesses during and after COVID, there has also been a significant increase in requirements for tracking, monitoring and reporting back to funders. Further, it is anticipated that programming and initiatives led by the division will continue to evolve and as such on-going administrative support will be needed beyond what is currently available. Similar to the rest of the corporation, EDT also

# Change Request

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experienced staff turn-over over the past few years and it is imperative that this non-union administrative position is in place to oversee the coordination of staff requests, the interview and hiring process. This position is also crucial for the monitoring and tracking of both the capital and operating budgets of the division.

Over the past few years due to the growth of the community, the growth of the department, staff turnover across the department, COVID, increased funding and other impacts this position has seen a significant increase in workload warranting the separation of these two important functions in 2 positions – i.e. 1.0 PFT AC and 0.6 PPT AA.

Due to volume of work, there is not time for the existing position to implement processes that will help the division move forward from an administrative perspective including budgeting, financial monitoring, HR administration etc. Further a significant number of administrative duties are taken on by the Manager and other divisional staff as a result of the limited capacity of the existing shared position.

The GM and Manager are aware of an upcoming retirement in 2024. To prepare for the retirement and to address the needs of the department and division we are recommending the separation of the joint AC/AA function into two separate positions to take on this work.

Over the past number of years the division has continued to add new programs that require ongoing administrative support to facilitate, of which the current role does not have the capacity to be involved in on an administrative level. Some these programs include – CIP, RBTCIP, RWQP, Patio program, Tourism Innovation Spark Program, North Caledonia Employment Land Feasibility and Servicing Study and the Haldimand Marketplace.

## Position Objective

The principal objective for the addition of the position is to address the increased volume of work of both the EDT division and the CDS department.

## Proposed Activities

The Administrative Assistant will provide essential administrative and confidential support to the Manager, other Division staff to ensure cohesive, accurate and timely business operations in the Division.

The Administrative Coordinator will provide essential administrative and confidential support to the General Manager and departmental staff to ensure cohesive, accurate and timely business operations of the Department.

## Position Rationale

This position will be expected to provide the division with the day-to-day administrative support to ensure the effective and efficient operations. The position will also assist with the coordination of divisional business services, functions and operations to ensure cohesive, accurate and timely business operations to achieve Corporate, Department and the Division goals and objectives.

## Expected Benefits

- Improved productivity as a result of the division of the two positions.
- Implementation of processes to enhance divisional efficiencies.
- Improved oversight of key divisional activities as it relates to Human Resources, Finance etc.
- Overall improved divisional capacity
- Enhanced customer service, continuing to meet customer service expectations
- Provide efficient and confidential administrative and technical support to the Manager and Divisional staff in order for the Division to operate effectively and efficiently.
- Ensure Manager and GM are not taking on administrative functions thus impacting on efficient operations of the Division and Department

## Risks

- This a required position within the EDT division. Without a non-union administrative position there would be no position beyond the Manager that could assist with divisional recruiting and HR matters, legal assistance, financial and budget monitoring, inputting of budgets and oversight along with many other duties.
- Workload is beyond the ability for one person = potential for burn-out/turn-over
- The current individual in this position is expected to retire in 2024 and the department and divisional work has grown beyond what is feasible for a shared position.

# Change Request

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(2,000)		(2,000)
Subtotal		(2,000)		(2,000)
Expenses				
Contracted Services				
Contracted Services		2,000		2,000
Materials				
Materials	11,910		1,500	13,410
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	863,420		52,450	915,870
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	4,547,400		1,500	4,548,900
Subtotal	5,422,730	2,000	55,450	5,480,180
Net Levy Impact	5,422,730		55,450	5,478,180

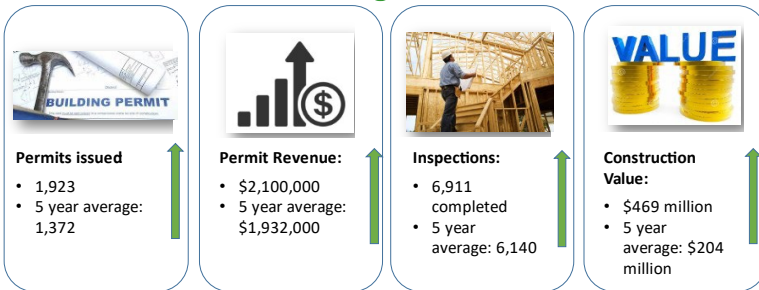
## Capital Budget Details

Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
134002 - Furniture Replacements	Furniture required for PPT AA EDT		10,000									10,000
136001 - Endpoint Computing	ITS equipment for PPT AA EDT		5,000									5,000
Total Expenses			15,000									15,000

## 2022 CDS Annual Report

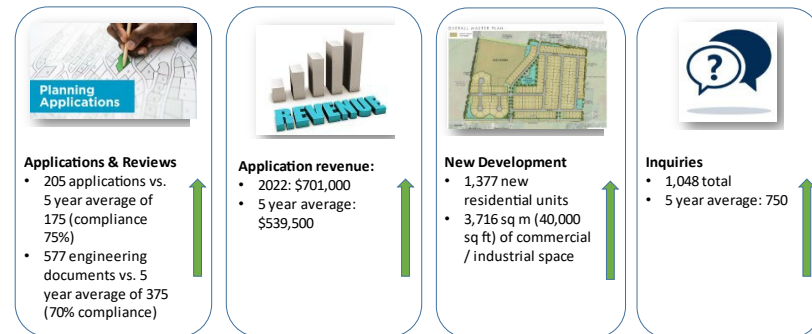
### Building and Municipal Enforcement

#### Building Services



### Planning and Development Services

#### Applications & Development Activity



### Economic Development and Tourism

#### Grants, Marketing, Inquiries & Supports



### Community Development & Partnerships

#### Recreation, Events and Community Projects



## Emergency Management Services

### Emergency Services Incident & Call Volumes



#### Fire Services:

- 1,143 total incidents
- 5 year average: 1,042



#### Paramedic Services

- 13,381 total calls
- 5 year average: 11,000



# Change Request

Change Request: AUTO - 2252 - Economic Development & Tourism - Business Retention & Expansion Project Manager

Budget Year: 2024

**Budget Program:** Planning and Development

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

**Justification:** Community Interest

**Budget Category:** Economic Development & Tourism

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

**Description:**

The continuation of the existing temporary full-time Project Manager position into one permanent full-time position.

**Business Case:**

Problem Statement

Economic Development and Tourism Division facilitates the economic well-being and quality of life of within community. The division achieves this through initiatives aimed at retaining existing businesses, creating a business environment that enables local businesses to expand and prosper, as well as attracting new business investment. Key focus areas include business retention and expansion, investment attraction, data collection, strategic alliances and partnerships, entrepreneurship, workforce development and downtown revitalization.

Over the past number of years, the division has continued to add new programs that require ongoing staff involvement to facilitate. While not an exhaustive list some of these programs include:

- Downtown Community Improvement Program;
- Rural Business Tourism Community Improvement Program;
- Rural Water Quality Program;
- Patio Program;
- Facilitating a post-secondary presence in the community through the established partnership with Mohawk College;
- Filming inquiries;
- Comprehensive Signage Program;
- North Caledonia Employment Lands Feasibility and Servicing Study;
- Public Transportation; and
- Haldimand Marketplace

Workload has also increased with a substantial augmented focus in marketing efforts to promote the County as a tourism destination and a place to do business; special projects outside of division scope (e.g. public transportation, Enbridge natural gas expansions); and, work created by (research, data creation, etc.) of the two committees of Council (AAC & BDAPAC).

All of the above, plus mounting pressures resulting from continued municipal growth, increased investment inquiries and requests for information continues to put pressure on the Economic Development and Tourism Division's ability to undertake coordinated Business Retention and Expansion (BR&E) efforts. Prior to implementing the temporary Project Manager position (2022-2024), which was supported by 50% cost-shared funding through the Rural Economic Development Fund (OMAFRA)– staff capacity limited most BR&E activities to a reactive response. The additional contract position has since allowed this program to expand, including proactive outreach to the local business community across all sectors, in efforts to address and understand challenges/opportunities facing business development in the County.

In addition, the Business Development and Planning Advisory Committee (BDAPAC) and Agricultural Advisory Committee (AAC) have consistently provided recommendations for increased economic development activity and priority initiatives to support existing key industries, which staff currently do not have the capacity to undertake or facilitate in a long-term or sustainable way. The creation of a temporary Project Manager, Business Retention and Expansion was a temporary stop-gap measure put in place in 2022 to address the Business Development and Planning Advisory Committee's (BDAPAC) request for additional Economic Development and Tourism staff and to "test" the waters to determine if there is a need to increase staff within the division.

Current Situation

During the 2022 Tax Supported Operating Budget, the Business Development and Planning Advisory Committee recommended the creation of a new staff position within the Economic Development and Tourism division to assist the committee with new initiatives to move the County's economic development priorities forward.

# Change Request

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As a temporary measure, staff sought out potential funding to offset the financial impact of the Committee's request and were successful in receiving funding from the Rural Economic Development program for the Business Retention and Expansion Program as well as the My Main Street funding. It was recognized that while neither funding directly addressed the Committee's request, both programs contribute to moving some key economic development priorities identified by the Committee forward while covering the cost of additional temporary staff.

Moving in this direction was identified as a pilot program with the result to be used to determine the need for a permanent FTE in a future budget.

As identified within Report CDS-03-2023 Community and Development Services 2022 Annual Summary, which was brought forward for consideration by Council in Committee on May 23, 2023, Economic Development has seen a 79% increase in business inquiries from 2019 to 2022; and a 12.8% increase in business visitation. While business visits and supporting local businesses has always been a priority of the division, truthfully with a full work plan and limited staff, the division has always been limited to a reactive response – meaning responding to incoming business inquiries with the exception of a handful of business that are visited in collaboration with our provincial colleagues. Details of these statistics can be found in Table 1 at the end of this initiative.

Since the onboarding of the Project Manager, Business Retention & Expansion, and the launch of the outreach program (April 26 to October 6, 2023) – the Project Manager has been able to complete 71 in-depth business visitations. Representing the equivalent of approximately 30% of all business visits completed by the EDT team in 2022.

Having the opportunity to proactively visit businesses across all sectors through the BRE funded by the Rural Development fund (OMAFRA) has provided an opportunity to sit with businesses, gather more in-depth information, understand their challenges and opportunities and determine ways the County can provide support i.e., through connecting the business to available resources, establishing specific programming and connections to key stakeholders both external and internal to the County.

To date, there has been a positive response from the majority of the businesses that have been interviewed through the funded Business Retention and Expansion program. The visits have resulted in activities such as: building permit submissions, pre-consultation meetings, received funding, marketing supports, and connections to provincial ministries. Perhaps even more importantly, the proactive approach of visiting local businesses has demonstrated to the businesses Council's priority in advancing economic development and the importance of supporting the businesses in the County.

What follows are a number of testimonials from Local Businesses that are directly related to the proactive BR&E program:

1. "Participation in the Business Retention & Expansion Program allowed our business the opportunity to share our expansion plans with the Economic Development & Tourism Division. As a business that has roots in the Hagersville community since 1910, we appreciate the commitment of the County to support existing businesses. Attracting new businesses to Haldimand County, especially businesses providing skilled and well-paying jobs, is critical to ensuring that our residents do not need to leave the County for employment opportunities. It will be critical that the County develop an action plan to support our hospital and health care network – these resources are needed for our employees, their families and our residents. Having a 24-hour emergency department at WHGH is vital for our business community." Robert C Phillips, CPA, CA/President, Heaslip Ford
2. "I truly appreciate all of the advice and resources that you have provided to myself and my growing business. I hope that my input adds value to your goals, free to reach out at any time if you have any more questions and I will be sure to do the same. It is very encouraging to know that your team is there to assist and guide local businesses as required, I'm sure your efforts have and will continue to make a massive impact on the daily lives of everyone in our community." Ben Feuerstein, Apolune Media Company
3. "I'll be a little more thorough in another email next week, however, your team is brilliant, empathetic, problem solving and so very thorough. I have truly appreciated my interactions with each of them over the past several weeks! I very much notice a shared circle of influence needed here!" Lisa Nigh, Nigh's Concrete and Jarvis Light Up.
4. "Thank you so much for all of the hard work you've put into finding us resources we can use to address all those things we chatted about. It really highlights the importance of individuals like yourself and what an important role you play in helping out small businesses! I will go through this information and hopefully can make the trip out to Cayuga and Brantford to take some of those offered workshops." Zana, DK Woodworks
5. See attached letter from Ralph DeBoer, Bulk Growers Holdings Ltd.

## Position Objective

This position will be responsible for the implementation of key priorities and action items stemming from the BRE implementation plan (to be developed and finalized in 2024). This position will also continue to lead a scoped proactive annual BRE program actively engaging with businesses to understand their needs and provide solutions/support. In addition, this position will also be responsible for the long-term management and implementation of key projects and will include projects prioritized by Council, the division or by one of the two committees of Council that the

# Change Request

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division oversees (BDAPAC and AAC) as described further below.

## Position Rationale

This position will be able to provide ongoing proactive wrap around support to the local business community. This may be assistance as they look to grow their business and are considering an expansion or new development, it may be to address workforce or another challenge they are facing or to connect the business to resources and funding that will support their growth and success. The businesses of Haldimand County (all sectors) place high value on the opportunity to interact with EDT staff to help navigate a wide range of resources and information that they may need at any given time. This proactive outreach provides a positive benefit to Haldimand County.

## Expected Benefits

- Advancing the economic development portfolio through enhanced business outreach and aftercare (customer experience & communications) and long-term management and implementation of key projects.
  - Ability to advance the economic development portfolio
    - o Position will be responsible for the implementation of key priorities and action items stemming from the BRE implementation plan to be developed in 2024. That may include:
      - ☐ “Building” our local supply chain by considering how we can develop a “buy local” campaign that is focused on B2B opportunities (in Haldimand, and possibly regionally)
      - ☐ A resident focused workforce “recruitment” campaign
      - ☐ Continue to improve upon channels between the municipality and businesses, addressing opportunities to improve where possible and telling the story of Haldimand as “A Business Friendly Environment”
    - o This position will also be responsible to continue a scoped proactive annual BRE program actively engaging with businesses to understand their needs and provide solutions/support. A business/sector focus to be determined annually.
    - o Research and due diligence required to implement new projects and initiatives (divisional, departmental and corporate)
    - o Enhanced business outreach and relationship building/contact
- One of the most important outcomes of a successful BRE program is the follow-up and after care provided to the businesses once a meeting has taken place. This position will be responsible for ensuring the business is provided with the contacts and information the business needs to address the concern or issue raised and ensuring the information requested is provided to the business within a timely manner.
- In addition to the annual BRE program, this position will also be responsible for the long-term management and implementation of key projects that may include:
    - A focus on scaling up businesses, assisting small/home based business
    - Encouraging entrepreneurship development which may include exploration of the development of an incubator/coworking space, exploration of funding (priority for BDAPAC)
    - Oversee and contribute to defining and the development Tourism and Attraction Committee – Council priority 2022-2026
    - Development of a Business Attraction Strategy – BDAPAC recommendation, Council inquiry
    - Development of an Agricultural Strategy – AAC priority
    - Grand River Visitor Experience Strategy – BDAPAC priority
    - Workforce Attraction
    - Assessing the economic importance of transportation systems locally, including stakeholder engagement
    - Community Economic Development Initiatives that may stem from Labour Force Based Investment study, and other future strategic plans

## Risks

- EDT staff are currently working beyond full capacity which significantly limits our ability to take on new projects recommended by BDAPAC and AAC or those that staff know will be a benefit to the County and to our local businesses.
- Without this position, the division will revert back to a reactive approach to meeting with business, that being that we will assist those that reach out but will be unable to proactively reach out to businesses to provide support and guidance that may result in increased jobs, increased tax revenue etc.

# Change Request

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Expenses				
Materials				
Materials	21,310		5,500	26,810
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	589,580		86,060	675,640
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	737,740		1,000	738,740
Subtotal	1,348,630		92,560	1,441,190
Net Levy Impact	1,348,630		92,560	1,441,190

Capital Budget Details												
Project	Line Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Expenses												
136001 - Endpoint Computing	IT Equipment for PFT EDT Business Retention position	5,000										5,000
Total Expenses		5,000										5,000

**Table 1 – Economic Development Statistics – 2019-2022**

Theme	Metric	2022	2021	2020	2019
<b>Economic Development</b>	• Community Improvement Grants – Value of Construction Activity	\$190,697	\$76,808	\$137,659	\$5,008,730
	• Business Inquiries	498	416	277	278
	• Business Visitation (a mixture of virtual and in-person visits)	185	277	185*	164
				*Does not include 879 business contacts (phone/virtual) as part of business recovery program.	

# Bulk Growers Holdings

LIMITED

October 20, 2023

Lidy Romanuk, B.A., EcD.  
Manager - Economic Development & Tourism Haldimand County  
53 Thorburn Street South  
Cayuga, ON  
N0A 1E0  
[lromanuk@haldimandcounty.on.ca](mailto:lromanuk@haldimandcounty.on.ca)

Delivered via email

Dear Lidy,

Thank you for your help and guidance regarding the building permit application that we submitted recently.

I am very pleased to let you know that we have already received the building permit for construction of a Plant 6 greenhouse at Rosa Flora. This is an exciting project for us. Thank you for your guidance through the process.

I also appreciate you sharing some possible funding opportunities related to the agriculture/ greenhouse sector. My staff and I will investigate the programs and try to find a good fit for Rosa Flora. We are always interested in hearing about new government funding and assistance programs related to rural and agricultural activities. Please continue to share information in the future if something new comes across your desk.

It's good to know that our municipality is supportive of local business. We appreciate that you are willing to listen and ready to assist when asked to do so.

Sincerely,

DocuSigned by:  
  
3E5E02C6E50E4B5

Ralph DeBoer  
Owner  
Bulk Growers Holdings Limited  
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*Bulk Growers Holdings Limited - 717 Diltz Road, Dunnville, ON, N1A 2W2 - (905) 774-8044*

# Change Request

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*Change Request: AUTO - 2201 - Building - Summer/Coop Student*

*Budget Year: 2024*

**Budget Program:** Protection Services

**Budget Category:** Plans Examination & Inspection

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

**Type:** Enhancement to Existing Service

**Justification:** Contractual/Legislative Obligation

**Frequency:** Ongoing

## Description:

Building Services is requesting an addition of 1.0 FTE Building Student to assist with various tasks including: digitization, assessing files, preparing documents for scanning and compiling information for MPAC requests/subsequent scanning, as well as assist with administrative duties.

## Business Case:

### Problem Statement:

The Building Division has seen a significant increase in building permit activity over the last 5 years as well as a change in the way that we conduct business. With the increase in activity, comes the increase in need for administrative support to maintain our customer focused service levels and additionally, an inability to complete or undertake new customer service initiatives such as continued digitalization and organization of incoming paper based applications. This increase in activity is affected, especially during the months from April to October, when the requests for our services peak, stressing our ability to deliver. However in recent years, building activity has only reduced from December to February.

Critical functions resulting from this growth continue to put pressure on the Building and Municipal Enforcement Services Divisions overall ability to response timely to some of the administrative duties including but not limited to:

- telephone inquiries,
- facilitation of e-mails through general mailbox related to general building inquiries, inspection requests and zoning inquiries
- digitalization of current and past permit documents for uploading to Cityview
- building and plumbing inspection requests and follow-up
- processing routine disclosure requests which require researching, scanning and providing requested documentation
- MPAC requests for building permit documentation for building files from 2020 to present, scanning and providing via email.

There is a need in the Building and Municipal Enforcement Division for additional support staff to respond to the need for increase in volume of administration duties and to provide timely customer service.

### Current Situation:

Currently, the Building Division has had one summer student from May to August. Building Services is looking to add an additional student/co-op placement on a year round basis to alleviate some of the pressures of Administrative staff's demands throughout the year.

### Position Objective:

With an additional Building year round student/co-op placement, we are looking for assistance with the increasing administrative duties as outlined above especially during our busy and high staff vacation season. We are also looking for the continuation of the current phase of digitalization and organizing of incoming paper based applications, support to assist and provide efficient customer service to the public and the need to free up the Building Inspectors to provide the technical Building Code knowledge and advice that they are trained to provide. This position will also assist with research and support to assist with special projects of the Division and Corporation.

An added benefit of a year round student/co-op placement is the ability to highlight the benefits of a career in the municipal Building Services environment and how that could be realized with Haldimand County.

### Expected Benefits:

#### Customer Experience & Communications

1. Enhanced customer contact to assist in meeting and exceeding County phone call response standards (caller reaches a person) and with e-mail response standard
2. Assist Building Division Staff (Division Support, Building Inspectors, Building Technicians, Management staff) with administrative duties

# Change Request

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3. Assist with requests and research for Routine Disclosures and FOI and general inquiries
4. Assist with Front Counter back up and public with the portal application process
5. Monitor, distribute and maintain general mailboxes for Building, Inspections and Plumbing
6. Assist the Supervisor with inspection scheduling through receipt of inspections requests and input into inspection schedule
7. Assist with the collection and organization of monthly Building stats
8. Scanning, researching and responding to MPAC requests for building file documentation
9. New MPAC agreement requirements with respect to reporting new permits within 30 days of issuance of that permit.
10. Building document naming consistency in Cityview and Alfresco
11. Uploading of planning documents into Cityview
12. Support Building Inspectors with researching of files
13. Assist with updating of Division forms
14. Assist with maintaining Septic System Maintenance Agreement database and other database records
15. Assist with continuation of digitalization, organization and scanning of documents for uploading to Cityview
16. Assist with receiving building permit applications and issuance of same
17. Research and Special Projects
18. Recruitment for future full-time staff

## Position Rationale:

There is a need in the Building and Enforcement Division when the requests for our services peak for additional support staff to respond to the need for administration efficient customer service.

With the introduction of Cityview Portal, we currently have over 900 users. One of the key components identified is the support needed to assist users with the portal system and the process. Staff encourage the public to register and use portal. Inquiries regarding registration, application process, submittals, navigating to find information throughout the process, pay fees, request inspections and closing a permit can be time consuming and confusing for some users. Staff are very patient and helpful. Additional support staff would assist the Building Inspectors, Building Technicians and the Divisional Support Staff to concentrate on their role with technical Building Code assistance rather than administrative duties.

With the addition of permanent Division Support in 2022, these duties are being addressed in a more timely organized manner, however as noted below the increase in the requested information has increased and continues to put demands on all staff.

## Phone Activity

Phone call activity for the Building Division averages around 8,500 calls (per calendar year -700 calls per month and increases over the our busy months). Given the technical nature of our business, our Division Support is the first point of contact, with the Building Technicians as back-up and Building Inspectors if needed. During the summer months, all points of contact increase due to the industry activity (phone calls, counter, email inquiries, permit submissions). This is also the most popular time of the year for staff vacation requests.

## General Email Mailbox

The general email mailbox for the Building Divisions is utilized to provide one incoming location for online inquiries. There has been a substantial increase in the activity of this mailbox over the last 4 years. This system is time effective and allows for the best customer service response.

There has been a 311% increase in the general email mailbox activity from 2020 to 2023. The types of emails include general building requests, general building and zoning information requests from the general public/builders/contractors; lawyers and real estate agents for zoning and compliance; inspection requests, routine disclosure requests, Conservation Authorities information, MTO, other 3rd party agency correspondence, planning comment requests and notices. Managing these inquiries and responses can be a time consuming task, although very effective in managing and monitoring incoming inquiries and responses.

## Routine Disclosures & FOI requests

With the increase building activity and aligning with the Corporate Open Government Initiative, the Routine Disclosure and FOI processes has become an increased demand on the administrative duties of the Building Division.

There has been a 225% increase in routine disclosure requests from 2020 to October 2023. Due to the personal information contained in the majority of these documents requested, they have an extensive auditing process that is very time consuming due to the benchmark response time commitment.

# Change Request

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## MPAC requests

In 2020, MPAC changed their way of doing business to a more electronic process. MPAC requests received on a weekly basis are between 5 and 15 building drawings (plans) from permit applications. The majority of these projects are finalized and MPAC are preparing their assessments. This information is important to be provided to MPAC as it directly effects the tax base for the County for the next tax year.

These requests are based on the building activity of the County, which will increase this administrative function by the same. As we have moved to a more digitalized intake process, accessing the drawing has become less time consuming however, each request must still be audited. As well, there still are some paper files that need to be scanned prior to being submitted to MPAC.

## Digitalization Project

The Digitalization project, through a Council directive in report CAO-01-2017, which speaks to the Building Division moving to an electronic way of doing business is currently on hold while Staff identify and assess the remaining files to be digitalized, with support staff maintaining where possible. Approximately 75% of Building files have been digitalized to date. With staff assigned with other duties, digitalization will not be their main task. Our workplan to continue to complete this project includes:

- o When paper files come in for new applications, these are being scanned and uploaded right away
- o Files that are requested from MPAC (approximately 20 files per week) (if these are paper) are being scanned and digitized by the Division Support staff
- o Continue Digitalization when time permits- this is becoming increasing difficult to prioritize with the increase in administrative demands on the Division Support Staff as noted above.
- o It is estimated to be approximately 25% of property files remaining to be digitalized. There is one area of the County that is currently left to be completed (Parts of Nanticoke and Townsend, as well as files identified as problem files.
- o Phase 2 of this project has always been identified as to complete the files in Dunnville Records retention.

## Risks:

The Risks are that Corporate and Legislative requirements and timelines may be compromised or not met. Increased pressures on staff with workload demands, and response times to the public could be delayed. Initiatives that require research and support could be delayed or underreported.

Noting that in 2022 when the Building and Municipal Law Enforcement Services Division added a Divisional Support position, customer service within the Building Services Division rose to meet the existing demand. However, given the continued increase, as noted in the Rational Section of the Business Case, the expectation that service demands will continue to increase and the need to generate interest in a career in the Building Division in Haldimand, a year round student/co-op placement is a logical response.

\*Various statistics supporting this initiative can be found in Appendix 1.

# Change Request

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(333,080)	(2,000)	(40,750)	(375,830)
Subtotal	(333,080)	(2,000)	(40,750)	(375,830)
Expenses				
Contracted Services				
Contracted Services	55,700	2,000	1,000	58,700
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	12,400		38,250	50,650
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	4,549,900		1,500	4,551,400
Subtotal	4,618,000	2,000	40,750	4,660,750
Net Levy Impact	4,284,920			4,284,920

## Capital Budget Details

Project	Line Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Expenses												
134002 - Furniture Replacements	Desk and related expenditures for Building Student position		10,000									10,000
136001 - Endpoint Computing	IT Equipment expenditures for Building Student		5,000									5,000
Total Expenses			15,000									15,000

## **Building – Summer/Coop Student – Appendix 1 – Statistics**

Table 1 – Phone Activity Statistics

	Annual Phone Calls	Average monthly calls (annual)	Average monthly calls (April-September)
*2021	9,109	750	1050
2022	7,803	650	850
2023	8,445	700	900
Average	8,452 annual	700/month	930/month

Table 2 – General Email Inbox Statistics

2020	2021	2022	2023 to October
1,853	3,971	6,232	7,623

Table 3 – Routine Disclosures & FOI Requests

2020	2021	2022	2023 to October
86	121	230	280

Table 4 - MPAC Requests

2022	2023 to October
114	156

# Change Request

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*Change Request: AUTO - 2438 - Public Works Administration - Student*

*Budget Year: 2024*

**Budget Program:** Environmental Services

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

**Justification:** Operational Efficiencies

**Budget Category:** Public Works Operations Administration

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## Description:

The addition of 1.0 Student Position in the Public Works Administration Office to assist with the documentation of key processes and procedures that underpin delivery across the Public Works Operations Department. As per Staffing Peer Review Committee, this position is now to be temporary full-time for 2024, and funded from the Contingency Reserve.

## Business Case:

### Problem Statement:

Haldimand County is responsible to deliver a variety of services to the community that are fundamental to the quality of life that residents enjoy. The provision of these services require activities that have within them, inherent risks that must be managed in order to keep residents and staff safe. Currently there are program areas of the Public Works Operations Department (PWO) that have disjointed and incomplete processes that are unable to support the appropriate level of reporting to both guide the organization in a business like manner as well as manage risks from legislative non-compliance or liability perspectives.

### Current Situation:

PWO is a very lean organization and particularly as it relates to internal processes relating to work management, asset management, document control and records management. While staff are very skilled at performing their field duties, the ability to manage and measure performance as it relates to legislated obligations and the bottom line is a significant challenge. Quality Management Systems (QMS) allow organizations to identify, quantify and manage risks effectively and begin with documentation and records management.

### Position Objective:.

To document key processes and procedures that underpin service delivery across PWO. Over the longer term the output of this effort will play a fundamental role in advancing the corporations Asset Management (AM) program. This work is necessary to begin as soon as possible to ensure integration with the start of the Asset Management/Work Order stream of the MAP Project. The AM/WO stream is scheduled to start late 24/early 25.

### Proposed Activities:

Using a student on work term is an efficient way to begin undertaking the foundation step of documenting processes through mapping and inventorying existing processes. This task requires working with tenured staff across the department both in the field and in office to acquire the valuable corporate knowledge of the many and varied tasks as referenced above. The process helps not only to ensure consistency and repeatability of the great many tasks the community relies on but also allows for proper analysis to ensure no vital steps are missing and the County's obligations relative to legislation are met.

### Position Rationale:

The use of students from an engineering or similar field of study can be a very efficient and effective way to start building the foundations of a QMS approach within the organization.

### Expected Benefits:

Being able to manage risk or organizational performance begins with measuring and monitoring. Essential to this is the approach of... "say what you do, do what you say and then prove it". Not only does this effort assist with risk management, it greatly sustains organizational performance by ensuring the best practices developed over years by tenured staff do not leave with them when they retire, but makes valuable information available for new staff.

### Risks:

While there is very little external risk in this initiative as it is designed to identify, document and manage corporate risks, PWO ability to satisfy the implementation of asset management and the principles of the MAP initiative will be greatly diminished without this position.

# Change Request

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(48,980)		(48,980)
Subtotal		(48,980)		(48,980)
Expenses				
Contracted Services				
Contracted Services		2,000		2,000
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits		46,980		46,980
Subtotal		48,980		48,980
Net Levy Impact				

Capital Budget Details												
Project	Line Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Expenses												
134002 - Furniture Replacements	Furniture for PW Admin Student - 2024	10,000										10,000
Total Expenses		10,000										10,000

# Change Request

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*Change Request: AUTO - 2260 - Grandview Lodge - Accounts Clerk*

*Budget Year: 2024*

**Budget Program:** Social & Family Services

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

**Justification:** Operational Efficiencies

**Budget Category:** GVL - Administration

**Type:** Enhancement to Existing Service

**Frequency:** Ongoing

## Description:

The Account Clerk position at Grandview Lodge is integral to the efficient functioning of our financial operations. Responsible for meticulous financial record-keeping, transaction processing, and budget support, the Account Clerk ensures compliance with the Ministry of Health and Long Term Care accounting standards and regulations. Collaborating closely with internal departments and external stakeholders, they address inquiries, resolve discrepancies, and contribute to financial transparency. This role plays a vital part in managing resident trust accounts and handling outstanding payments.

## Business Case:

### Problem Statement:

Grandview Lodge is witnessing the impact of substantial changes in the healthcare sector, resulting in an elevated workload attributed to the influx of resident admissions and discharges. The current trend indicates a shift from long-term residents to a shorter average length of stay, now less than three years. This turnover directly influences the responsibilities of our Accounts Clerk, as there is a notable increase in processing admission agreements and financially discharging residents. During the transitional period of our Schedulers, the Accounts Clerk has temporarily assumed the additional responsibility of payroll. Despite significant changes in the scheduling process and format, which are still in progress, the support provided by the Accounts Clerk has proven beneficial for the home during this period.

### Current Situation:

Since the introduction of a temporary full-time Accounts Clerk position in early 2023, we are grappling with challenges related to overseeing the complex coordination of admissions and discharges. The workload associated with managing the financial obligations for residents and the home has intensified. The role has also assumed aspects of payroll preparations, and there is a need for additional time to facilitate the transition of this task to the Schedulers.

### Position Objective:

To persist in supporting all facets of the Account Clerk position, including the additional tasks assigned to this role over the past year, we have experienced significant turnover in both staff and residents. We require additional time to adapt to these changes and reallocate certain roles and responsibilities to their appropriate areas.

### Proposed Activities:

Continuing the temporary full-time Accounts Clerk position at Grandview Lodge involves a range of activities to optimize its contributions. The Clerk will persist in overseeing resident trust accounts, managing payments in arrears, and handling payroll responsibilities for stability during the transition. Coordinating admissions and discharges will remain a focal point, streamlining processes for enhanced efficiency. The role will address the financial obligations associated with residents and the home, ensuring accuracy and compliance. Additionally, the Clerk will play a crucial role in facilitating the transition of certain tasks to the Schedulers, offering valuable support during this adaptation period. With significant turnover in both staff and residents, the Clerk will assist in adapting to these changes and ensuring a smooth reallocation of roles and responsibilities for sustained operational effectiveness, providing flexibility in financial management to address dynamic needs.

### Position Rationale:

In summary, the proposed activities involve the continued support and enhancement of the temporary full-time Accounts Clerk position, strategically addressing the unique challenges and changes experienced by Grandview Lodge over the past year.

### Expected Benefits:

- Continuity in Financial Oversight: Ensures ongoing and consistent management of resident trust accounts, payments, and financial obligations, promoting accuracy and compliance.
- Flexibility and Adaptability: The temporary full-time status allows for agile responses to evolving needs and challenges, ensuring the position remains responsive during a period marked by significant turnover.
- Stability in Payroll Management: The Clerk's ongoing responsibility for payroll tasks provides stability and consistency during the transitional period.

# Change Request

Risks:  
The decision not to maintain the temporary full-time Accounts Clerk position at Grandview Lodge poses several risks to Grandivew Lodge. The absence of dedicated financial oversight may lead to inaccuracies in resident trust accounts, payment management, and financial obligations. Operational inefficiencies, particularly in the coordination of admissions and discharges, may arise, causing potential delays. Existing staff might bear an increased workload, risking burnout and decreased overall efficiency. The transition of tasks to the Schedulers could face challenges, impacting stability and accuracy during the transitional period. Loss of flexibility in responding to changing needs, potential compromises in payroll management, and missed opportunities for process improvement are additional concerns. Overall, not maintaining the temporary position may result in decreased responsiveness to turnover-related challenges and an overall impact on the stability and effectiveness of financial operations.

New Initiative Details	2024 Base Budget	2024 One-Time New Initiative Impacts	2024 Ongoing New Initiative Impacts	2024 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(2,500)	(28,210)		(30,710)
Subtotal	(2,500)	(28,210)		(30,710)
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	61,460	28,210		89,670
Subtotal	61,460	28,210		89,670
Net Levy Impact	58,960			58,960



## 2024 Tax Supported Operating Budget



# Haldimand County 2024 Tax Supported Operating Budget

## Summary

### Corporate Summary By Type

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	49,181,473	50,493,430	1,311,957	56,145,340	5,651,910	11.19%
Long Term Debt Charges	5,463,068	5,463,060	(8)	4,869,320	(593,740)	-10.87%
Materials	8,453,127	8,476,050	22,923	8,772,400	296,350	3.50%
Sand & Salt	940,500	1,433,090	492,590	1,490,400	57,310	4.00%
Tax Rebates/Write-Offs	363,410	497,500	134,090	497,700	200	0.04%
Utilities	2,114,577	2,184,910	70,333	2,090,840	(94,070)	-4.31%
Contracted Services	28,654,507	28,866,960	212,453	29,616,630	749,670	2.60%
Leachate - Treatment, Monitoring & Hauling	2,812,107	2,341,820	(470,287)	2,524,030	182,210	7.78%
Rents and Financial Expenses	2,926,111	2,847,930	(78,181)	3,040,210	192,280	6.75%
External Transfers	1,324,278	1,594,760	270,482	1,796,900	202,140	12.68%
Transfers to Reserves/Reserve Funds	36,248,752	34,758,020	(1,490,732)	36,100,830	1,342,810	3.86%
Interfunctional Adjustments	(758,710)	(758,710)	-	(781,500)	(22,790)	3.00%
<b>Total Expenses:</b>	<b>137,723,200</b>	<b>138,198,820</b>	<b>475,620</b>	<b>146,163,100</b>	<b>7,964,280</b>	<b>5.76%</b>
<b>Revenues:</b>						
Grants/Subsidies	(27,655,748)	(26,709,370)	946,378	(29,356,980)	(2,647,610)	9.91%
General Recoveries	(19,893,215)	(17,482,560)	2,410,655	(18,022,870)	(540,310)	3.09%
Development Charges Reserve Funds	(1,007,051)	(1,007,050)	1	(835,350)	171,700	-17.05%
Miscellaneous Property Charges	(5,412,240)	(4,335,600)	1,076,640	(4,412,870)	(77,270)	1.78%
Transfers from Reserves/Reserve Funds	(7,130,542)	(7,358,390)	(227,848)	(6,337,390)	1,021,000	-13.88%
Penalties & Interest - Taxes	(1,252,790)	(1,000,000)	252,790	(1,100,000)	(100,000)	10.00%
<b>Total Revenues:</b>	<b>(62,351,586)</b>	<b>(57,892,970)</b>	<b>4,458,616</b>	<b>(60,067,470)</b>	<b>(2,172,490)</b>	<b>3.75%</b>
<b>Net Levy</b>	<b>75,371,614</b>	<b>80,305,850</b>	<b>4,934,236</b>	<b>86,097,640</b>	<b>5,791,790</b>	<b>7.21%</b>



## Taxation/Unallocated Revenues & Expenses



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Taxation/Unallocated

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Materials	9,350	18,960	9,610	21,650	2,690	14.19%
Contracted Services	300,520	202,300	(98,220)	255,160	52,860	26.13%
Rents and Financial Expenses	76,820	93,300	16,480	76,030	(17,270)	-18.51%
Transfers to Reserves/Reserve Funds	16,941,370	16,941,120	(250)	18,048,490	1,107,370	6.54%
Tax Rebates/Write-Offs	363,410	497,500	134,090	497,700	200	0.04%
<b>Total Expenses:</b>	<b>17,691,470</b>	<b>17,753,180</b>	<b>61,710</b>	<b>18,899,030</b>	<b>1,145,850</b>	<b>6.45%</b>
<b>Revenues:</b>						
Grants/Subsidies	(12,055,247)	(11,871,920)	183,327	(12,488,450)	(616,530)	5.19%
General Recoveries	(4,086,230)	(3,748,500)	337,730	(3,824,050)	(75,550)	2.02%
Miscellaneous Property Charges	(5,317,320)	(4,240,680)	1,076,640	(4,313,780)	(73,100)	1.72%
Transfers from Reserves/Reserve Funds	(3,682,900)	(3,689,100)	(6,200)	(3,007,740)	681,360	-18.47%
Penalties & Interest - Taxes	(1,252,790)	(1,000,000)	252,790	(1,100,000)	(100,000)	10.00%
<b>Total Revenues:</b>	<b>(26,394,487)</b>	<b>(24,550,200)</b>	<b>1,844,287</b>	<b>(24,734,020)</b>	<b>(183,820)</b>	<b>0.75%</b>
<b>Net Levy</b>	<b>(8,703,017)</b>	<b>(6,797,020)</b>	<b>1,905,997</b>	<b>(5,834,990)</b>	<b>962,030</b>	<b>-14.15%</b>

## Taxation Related Revenues & Expenses

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### Function:

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

### Services Provided:

- Annual supplemental taxes for increases to the County's assessment base due to growth and property enhancements
- Payment in Lieu of taxes (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:

- 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 2024 Tax Supported Operating Budget

## Taxation Related Revenues & Expenses

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Materials	4,580	3,460	(1,120)	6,150	2,690	77.75%
Tax Rebates/Write-Offs	363,410	497,500	134,090	497,700	200	0.04%
Contracted Services	172,490	124,080	(48,410)	174,500	50,420	40.64%
<b>Total Expenses:</b>	<b>540,480</b>	<b>625,040</b>	<b>84,560</b>	<b>678,350</b>	<b>53,310</b>	<b>8.53%</b>
<b>Revenues:</b>						
Grants/Subsidies	(183,327)	-	183,327	-	-	0.00%
General Recoveries	(306,590)	(147,900)	158,690	(223,450)	(75,550)	51.08%
Miscellaneous Property Charges	(5,317,320)	(4,240,680)	1,076,640	(4,313,780)	(73,100)	1.72%
Penalties & Interest - Taxes	(1,252,790)	(1,000,000)	252,790	(1,100,000)	(100,000)	10.00%
<b>Total Revenues:</b>	<b>(7,060,027)</b>	<b>(5,388,580)</b>	<b>1,671,447</b>	<b>(5,637,230)</b>	<b>(248,650)</b>	<b>4.61%</b>
<b>Net Levy</b>	<b>(6,519,547)</b>	<b>(4,763,540)</b>	<b>1,756,007</b>	<b>(4,958,880)</b>	<b>(195,340)</b>	<b>4.10%</b>

## Unallocated Revenue & Expenses

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### **Function:**

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

### **Services Provided:**

- Annual contributions to tax supported reserves and reserve funds which are corporate in nature
- Annual contributions from senior levels of government that are corporate in nature (i.e. annual OMPF funding and Grant opportunities - Ontario Community Investment Fund (OCIF) and Canada Community Building Fund (CCBF - Formerly 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 2024 Tax Supported Operating Budget

## Unallocated Revenue & Expenses

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Materials	4,770	15,500	10,730	15,500	-	0.00%
Contracted Services	128,030	78,220	(49,810)	80,660	2,440	3.12%
Rents and Financial Expenses	76,820	93,300	16,480	76,030	(17,270)	-18.51%
Transfers to Reserves/Reserve Funds	16,941,370	16,941,120	(250)	18,048,490	1,107,370	6.54%
<b>Total Expenses:</b>	<b>17,150,990</b>	<b>17,128,140</b>	<b>(22,850)</b>	<b>18,220,680</b>	<b>1,092,540</b>	<b>6.38%</b>
<b>Revenues:</b>						
Grants/Subsidies	(11,871,920)	(11,871,920)	-	(12,488,450)	(616,530)	5.19%
General Recoveries	(3,779,640)	(3,600,600)	179,040	(3,600,600)	-	0.00%
Transfers from Reserves/Reserve Funds	(3,682,900)	(3,689,100)	(6,200)	(3,007,740)	681,360	-18.47%
<b>Total Revenues:</b>	<b>(19,334,460)</b>	<b>(19,161,620)</b>	<b>172,840</b>	<b>(19,096,790)</b>	<b>64,830</b>	<b>-0.34%</b>
<b>Net Levy</b>	<b>(2,183,470)</b>	<b>(2,033,480)</b>	<b>149,990</b>	<b>(876,110)</b>	<b>1,157,370</b>	<b>-56.92%</b>



General Government



# Haldimand County 2024 Tax Supported Operating Budget Summary

## General Government

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	10,321,645	10,715,070	393,425	12,542,670	1,827,600	17.06%
Long Term Debt Charges	1,414,000	1,414,000	-	1,388,760	(25,240)	-1.79%
Materials	4,253,644	4,201,110	(52,534)	4,343,080	141,970	3.38%
Contracted Services	2,645,271	2,641,750	(3,521)	2,699,320	57,570	2.18%
Rents and Financial Expenses	13,150	19,620	6,470	19,820	200	1.02%
External Transfers	-	80,000	80,000	203,000	123,000	153.75%
Transfers to Reserves/Reserve Funds	8,528,815	7,764,080	(764,735)	8,211,420	447,340	5.76%
Interfunctional Adjustments	(10,392,610)	(10,368,000)	24,610	(11,045,990)	(677,990)	6.54%
Utilities	178,200	181,100	2,900	163,690	(17,410)	-9.61%
<b>Total Expenses:</b>	<b>16,962,115</b>	<b>16,648,730</b>	<b>(313,385)</b>	<b>18,525,770</b>	<b>1,877,040</b>	<b>11.27%</b>
<b>Revenues:</b>						
Grants/Subsidies	(13,200)	(3,500)	9,700	(3,500)	-	0.00%
General Recoveries	(3,368,841)	(2,637,050)	731,791	(2,758,230)	(121,180)	4.60%
Transfers from Reserves/Reserve Funds	(1,867,499)	(1,826,970)	40,529	(1,755,340)	71,630	-3.92%
<b>Total Revenues:</b>	<b>(5,249,540)</b>	<b>(4,467,520)</b>	<b>782,020</b>	<b>(4,517,070)</b>	<b>(49,550)</b>	<b>1.11%</b>
<b>Net Levy</b>	<b>11,712,575</b>	<b>12,181,210</b>	<b>468,635</b>	<b>14,008,700</b>	<b>1,827,490</b>	<b>15.00%</b>

## Council & Mayor's Office

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**Function:**

To set policies and provide leadership and direction for the County

**Services Provided:**

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

**Service Issues:**

- To establish policies and operating parameters for Haldimand County



# Haldimand County 2024 Tax Supported Operating Budget

## Council & Mayor's Office

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	649,970	683,340	33,370	707,470	24,130	3.53%
Materials	72,600	90,650	18,050	104,050	13,400	14.78%
Contracted Services	4,300	45,300	41,000	45,000	(300)	-0.66%
Rents and Financial Expenses	-	10,000	10,000	10,000	-	0.00%
External Transfers	-	80,000	80,000	80,000	-	0.00%
Interfunctional Adjustments	(13,070)	(13,070)	-	(13,500)	(430)	3.29%
<b>Total Expenses:</b>	<b>713,800</b>	<b>896,220</b>	<b>182,420</b>	<b>933,020</b>	<b>36,800</b>	<b>4.11%</b>
<b>Revenues:</b>						
General Recoveries	-	(125,000)	(125,000)	(125,000)	-	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>713,800</b>	<b>771,220</b>	<b>57,420</b>	<b>808,020</b>	<b>36,800</b>	<b>4.77%</b>

## Office of the CAO

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**Function:**

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

**Services Provided:**

- The Office of the Chief Administrative Officer ensures the efficient and effective operation of the County's administration, the development and motivation of the leadership of the Corporation and the perpetuation of a high level of professionalism and morale in staff. The Office of the CAO also coordinates corporate 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 2024 Tax Supported Operating Budget

## Office of the CAO

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	378,275	409,590	31,315	426,780	17,190	4.20%
Materials	27,270	46,700	19,430	55,120	8,420	18.03%
Contracted Services	5,500	-	(5,500)	30,000	30,000	0.00%
Rents and Financial Expenses	700	1,500	800	1,700	200	13.33%
Interfunctional Adjustments	(9,720)	(9,720)	-	(7,980)	1,740	-17.90%
<b>Total Expenses:</b>	<b>402,025</b>	<b>448,070</b>	<b>46,045</b>	<b>505,620</b>	<b>57,550</b>	<b>12.84%</b>
<b>Revenues:</b>						
General Recoveries	1,700	(3,000)	(4,700)	-	3,000	-100.00%
<b>Total Revenues:</b>	<b>1,700</b>	<b>(3,000)</b>	<b>(4,700)</b>	<b>-</b>	<b>3,000</b>	<b>-100.00%</b>
<b>Net Levy</b>	<b>403,725</b>	<b>445,070</b>	<b>41,345</b>	<b>505,620</b>	<b>60,550</b>	<b>13.60%</b>

## Clerks

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**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:**

- Completion of Ward Boundary Review Project
- Staff transition
- Preparing for Electronic Document and Records Management System
- Follow-up on any outstanding matters related to the 2022 election or 2023 by-election

**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 2024 Tax Supported Operating Budget

## Clerks

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	420,339	433,450	13,111	449,490	16,040	3.70%
Materials	57,200	53,910	(3,290)	53,910	-	0.00%
Contracted Services	74,050	19,960	(54,090)	19,960	-	0.00%
Rents and Financial Expenses	2,230	2,200	(30)	2,200	-	0.00%
Transfers to Reserves/Reserve Funds	65,000	65,000	-	70,000	5,000	7.69%
Interfunctional Adjustments	(25,330)	(25,330)	-	(25,490)	(160)	0.63%
<b>Total Expenses:</b>	<b>593,489</b>	<b>549,190</b>	<b>(44,299)</b>	<b>570,070</b>	<b>20,880</b>	<b>3.80%</b>
<b>Revenues:</b>						
General Recoveries	(21,911)	(29,910)	(7,999)	(29,910)	-	0.00%
Transfers from Reserves/Reserve Funds	-	(2,600)	(2,600)	(2,600)	-	0.00%
<b>Total Revenues:</b>	<b>(21,911)</b>	<b>(32,510)</b>	<b>(10,599)</b>	<b>(32,510)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>571,578</b>	<b>516,680</b>	<b>(54,898)</b>	<b>537,560</b>	<b>20,880</b>	<b>4.04%</b>

## Corporate & Social Services Administration

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### Function:

To provide the necessary internal business and support services needed by all County Departments while ensuring a high level of customer service and satisfaction for both the public and staff and to provide meaningful municipal long term care services with comfort, compassion and care

### Services Provided:

- Provide advice to Council & Staff on professional knowledge of corporate resources with a specific focus on security, integrity and reliability
- Decision-making and guidance for Corporate Human Resource issues at the senior staff level, including labour relations, negotiations and personnel matters
- Manage and direct the four divisions of the Corporate & Social Services Department, being: 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 2024 Tax Supported Operating Budget

## Corporate & Social Services Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	315,530	313,080	(2,450)	312,370	(710)	-0.23%
Materials	5,330	9,150	3,820	10,150	1,000	10.93%
<b>Total Expenses:</b>	<b>320,860</b>	<b>322,230</b>	<b>1,370</b>	<b>322,520</b>	<b>290</b>	<b>0.09%</b>
<b>Net Levy</b>	<b>320,860</b>	<b>322,230</b>	<b>1,370</b>	<b>322,520</b>	<b>290</b>	<b>0.09%</b>

## Customer Experience & Communications

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### 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 2024 Tax Supported Operating Budget

## Customer Experience & Communications

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	723,100	851,260	128,160	906,220	54,960	6.46%
Materials	84,107	183,440	99,333	186,990	3,550	1.94%
Contracted Services	424	4,200	3,776	15,200	11,000	261.90%
Interfunctional Adjustments	(22,230)	(22,230)	-	(48,190)	(25,960)	116.78%
<b>Total Expenses:</b>	<b>785,401</b>	<b>1,016,670</b>	<b>231,269</b>	<b>1,060,220</b>	<b>43,550</b>	<b>4.28%</b>
<b>Revenues:</b>						
General Recoveries	(81,440)	(83,780)	(2,340)	(83,780)	-	0.00%
Transfers from Reserves/Reserve Funds	(125,000)	(127,000)	(2,000)	(127,000)	-	0.00%
<b>Total Revenues:</b>	<b>(206,440)</b>	<b>(210,780)</b>	<b>(4,340)</b>	<b>(210,780)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>578,961</b>	<b>805,890</b>	<b>226,929</b>	<b>849,440</b>	<b>43,550</b>	<b>5.40%</b>

## Legal & Support Services

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### **Function:**

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

### **Services Provided:**

- Public Procurement – coordination and standardization of processes; manage 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 2024 Tax Supported Operating Budget

## Legal & Support Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	777,559	782,100	4,541	820,480	38,380	4.91%
Materials	257,605	651,570	393,965	581,960	(69,610)	-10.68%
Contracted Services	343,195	234,810	(108,385)	277,610	42,800	18.23%
Transfers to Reserves/Reserve Funds	1,454,145	597,750	(856,395)	597,750	-	0.00%
Interfunctional Adjustments	(128,170)	(136,040)	(7,870)	(200,090)	(64,050)	47.08%
<b>Total Expenses:</b>	<b>2,704,334</b>	<b>2,130,190</b>	<b>(574,144)</b>	<b>2,077,710</b>	<b>(52,480)</b>	<b>-2.46%</b>
<b>Revenues:</b>						
General Recoveries	(1,116,250)	(277,040)	839,210	(277,040)	-	0.00%
Transfers from Reserves/Reserve Funds	(64,600)	(430,000)	(365,400)	(424,000)	6,000	-1.40%
<b>Total Revenues:</b>	<b>(1,180,850)</b>	<b>(707,040)</b>	<b>473,810</b>	<b>(701,040)</b>	<b>6,000</b>	<b>-0.85%</b>
<b>Net Levy</b>	<b>1,523,484</b>	<b>1,423,150</b>	<b>(100,334)</b>	<b>1,376,670</b>	<b>(46,480)</b>	<b>-3.27%</b>

## Human Resources

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### 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, Disability Management software in conjunction with new Business Application Software
- Impact of 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
- Effective infrastructure and resources support employees successfully complete their jobs and grow their skill sets/careers
- Service delivery that fosters a team-based approach founded on trust and effective working relationships
- Comfortable, safe, inclusive and enjoyable workplaces
- Human Resource practices that make the County an employer of choice (NBO)
- 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 2024 Tax Supported Operating Budget

## Human Resources

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,375,078	1,381,220	6,142	1,394,250	13,030	0.94%
Materials	1,222,417	822,070	(400,347)	825,070	3,000	0.36%
Contracted Services	78,995	134,950	55,955	97,150	(37,800)	-28.01%
Transfers to Reserves/Reserve Funds	1,610,600	1,672,260	61,660	1,784,120	111,860	6.69%
Interfunctional Adjustments	(572,620)	(572,620)	-	(626,930)	(54,310)	9.48%
<b>Total Expenses:</b>	<b>3,714,469</b>	<b>3,437,880</b>	<b>(276,589)</b>	<b>3,473,660</b>	<b>35,780</b>	<b>1.04%</b>
<b>Revenues:</b>						
General Recoveries	(1,523,400)	(1,585,060)	(61,660)	(1,699,920)	(114,860)	7.25%
Transfers from Reserves/Reserve Funds	(1,241,469)	(828,490)	412,979	(753,600)	74,890	-9.04%
<b>Total Revenues:</b>	<b>(2,764,869)</b>	<b>(2,413,550)</b>	<b>351,319</b>	<b>(2,453,520)</b>	<b>(39,970)</b>	<b>1.66%</b>
<b>Net Levy</b>	<b>949,600</b>	<b>1,024,330</b>	<b>74,730</b>	<b>1,020,140</b>	<b>(4,190)</b>	<b>-0.41%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Corporate Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	84,275	38,340	(45,935)	1,013,900	975,560	2544.50%
Materials	-	6,490	6,490	-	(6,490)	-100.00%
<b>Total Expenses:</b>	<b>84,275</b>	<b>44,830</b>	<b>(39,445)</b>	<b>1,013,900</b>	<b>969,070</b>	<b>2161.66%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(44,800)	(44,830)	(30)	-	44,830	-100.00%
<b>Total Revenues:</b>	<b>(44,800)</b>	<b>(44,830)</b>	<b>(30)</b>	<b>-</b>	<b>44,830</b>	<b>-100.00%</b>
<b>Net Levy</b>	<b>39,475</b>	<b>-</b>	<b>(39,475)</b>	<b>1,013,900</b>	<b>1,013,900</b>	<b>0.00%</b>

## Financial & Data Services

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### **Function:**

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

### **Services Provided:**

- Provide advice to Council and Staff on professional knowledge of corporate resources with a specific focus on security, integrity and reliability
- Manage and direct two divisions, Finance and 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:**

- 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 2024 Tax Supported Operating Budget

## Financial & Data Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	375,393	381,220	5,827	392,910	11,690	3.07%
Materials	7,690	7,690	-	7,490	(200)	-2.60%
Contracted Services	3,070	3,070	-	3,070	-	0.00%
<b>Total Expenses:</b>	<b>386,153</b>	<b>391,980</b>	<b>5,827</b>	<b>403,470</b>	<b>11,490</b>	<b>2.93%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(69,300)	(69,300)	-	(25,410)	43,890	-63.33%
<b>Total Revenues:</b>	<b>(69,300)</b>	<b>(69,300)</b>	<b>-</b>	<b>(25,410)</b>	<b>43,890</b>	<b>-63.33%</b>
<b>Net Levy</b>	<b>316,853</b>	<b>322,680</b>	<b>5,827</b>	<b>378,060</b>	<b>55,380</b>	<b>17.16%</b>

## Finance

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### Function:

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

### Services Provided:

- 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:

- Implementation of Financial System technology updates
  - 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 2024 Tax Supported Operating Budget

## Finance

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,601,186	1,572,050	(29,136)	1,750,710	178,660	11.36%
Materials	89,964	52,530	(37,434)	52,530	-	0.00%
Contracted Services	20,000	20,000	-	20,000	-	0.00%
Interfunctional Adjustments	(318,940)	(318,940)	-	(449,120)	(130,180)	40.82%
<b>Total Expenses:</b>	<b>1,392,210</b>	<b>1,325,640</b>	<b>(66,570)</b>	<b>1,374,120</b>	<b>48,480</b>	<b>3.66%</b>
<b>Revenues:</b>						
General Recoveries	(518,360)	(413,980)	104,380	(423,300)	(9,320)	2.25%
Transfers from Reserves/Reserve Funds	(9,330)	(9,330)	-	(38,750)	(29,420)	315.33%
<b>Total Revenues:</b>	<b>(527,690)</b>	<b>(423,310)</b>	<b>104,380</b>	<b>(462,050)</b>	<b>(38,740)</b>	<b>9.15%</b>
<b>Net Levy</b>	<b>864,520</b>	<b>902,330</b>	<b>37,810</b>	<b>912,070</b>	<b>9,740</b>	<b>1.08%</b>

## Innovation & Technology Services

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### **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 in order to ensure responsible use of resources across all County departments. This encompasses strategic planning, hardware and software maintenance, and support and training for all technology users. Services include:

- Information technology strategic planning processes and implementation
- Development and implementation of corporate information systems policies and procedures
- Mitigating risk by implementing cybersecurity leading practices for physical and digital assets
- Integrity of connectivity services including voice, wireless, and data networking
- Facilitating corporate communications via the internet, intranet, email, and messaging services
- Corporate training on, and awareness of, software and hardware leading practices
- Data management services for corporate records including access, security, and backup
- Hardware and software development, acquisition, installation, service, support, and maintenance, including corporate applications and multiple division specific applications

### **Service Issues:**

As technology rapidly evolves, it is an on-going challenge for the Innovation & Technology Services division to support increased use of technology throughout the County in an effective, efficient, and safe way. Additionally, timely decommissioning of outdated, redundant solutions is imperative to mitigate security risk and minimize duplicate costs.

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

The Innovation & Technology Services divisions strives to provide exceptional customer services and technological solutions for each and every member of the Haldimand County staff. We acknowledge that our County's technology needs are growing more complicated each year and we in ITS are committed to working in partnership with each department and division to ensure work can be done as effectively, efficiently, and safely as possible across our broad Corporate portfolio.



# Haldimand County 2024 Tax Supported Operating Budget

## Innovation & Technology Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,397,850	1,591,560	193,710	1,947,890	356,330	22.39%
Materials	78,590	86,950	8,360	137,550	50,600	58.19%
Contracted Services	791,160	797,460	6,300	841,050	43,590	5.47%
Transfers to Reserves/Reserve Funds	728,740	728,740	-	738,740	10,000	1.37%
Interfunctional Adjustments	(907,680)	(907,680)	-	(1,084,690)	(177,010)	19.50%
<b>Total Expenses:</b>	<b>2,088,660</b>	<b>2,297,030</b>	<b>208,370</b>	<b>2,580,540</b>	<b>283,510</b>	<b>12.34%</b>
<b>Revenues:</b>						
Grants/Subsidies	(13,200)	(3,500)	9,700	(3,500)	-	0.00%
Transfers from Reserves/Reserve Funds	(63,000)	(63,000)	-	(170,180)	(107,180)	170.13%
<b>Total Revenues:</b>	<b>(76,200)</b>	<b>(66,500)</b>	<b>9,700</b>	<b>(173,680)</b>	<b>(107,180)</b>	<b>161.17%</b>
<b>Net Levy</b>	<b>2,012,460</b>	<b>2,230,530</b>	<b>218,070</b>	<b>2,406,860</b>	<b>176,330</b>	<b>7.91%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Municipal Property Assessment Corporation

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Contracted Services	748,530	748,530	-	776,150	27,620	3.69%
<b>Total Expenses:</b>	<b>748,530</b>	<b>748,530</b>	-	<b>776,150</b>	<b>27,620</b>	<b>3.69%</b>
<b>Net Levy</b>	<b>748,530</b>	<b>748,530</b>	-	<b>776,150</b>	<b>27,620</b>	<b>3.69%</b>

## Fleet & Equipment Pool

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### Function:

To provide service and support, at a competitive cost, enabling the user departments 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 2024 Tax Supported Operating Budget

## Fleet & Equipment Pool

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,245,614	1,237,400	(8,214)	1,314,860	77,460	6.26%
Materials	2,289,015	2,101,940	(187,075)	2,256,070	154,130	7.33%
Utilities	21,500	22,500	1,000	20,900	(1,600)	-7.11%
Contracted Services	273,750	335,550	61,800	275,950	(59,600)	-17.76%
Rents and Financial Expenses	8,800	4,500	(4,300)	4,500	-	0.00%
Transfers to Reserves/Reserve Funds	4,590,330	4,600,330	10,000	4,670,810	70,480	1.53%
Interfunctional Adjustments	(8,324,700)	(8,292,220)	32,480	(8,519,100)	(226,880)	2.74%
<b>Total Expenses:</b>	<b>104,309</b>	<b>10,000</b>	<b>(94,309)</b>	<b>23,990</b>	<b>13,990</b>	<b>139.90%</b>
<b>Revenues:</b>						
Grants/Subsidies	-	-	-	-	-	0.00%
General Recoveries	-	(10,000)	(10,000)	(10,000)	-	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>104,309</b>	<b>-</b>	<b>(104,309)</b>	<b>13,990</b>	<b>13,990</b>	<b>0.00%</b>

## Facilities Capital & Asset Management

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### 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 2024 Tax Supported Operating Budget

## Facilities Capital & Asset Management

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	671,467	693,410	21,943	706,640	13,230	1.91%
Materials	15,700	37,330	21,630	21,500	(15,830)	-42.41%
Contracted Services	-	15,000	15,000	15,000	-	0.00%
<b>Total Expenses:</b>	<b>687,167</b>	<b>745,740</b>	<b>58,573</b>	<b>743,140</b>	<b>(2,600)</b>	<b>-0.35%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(250,000)	(252,420)	(2,420)	(132,380)	120,040	-47.56%
<b>Total Revenues:</b>	<b>(250,000)</b>	<b>(252,420)</b>	<b>(2,420)</b>	<b>(132,380)</b>	<b>120,040</b>	<b>-47.56%</b>
<b>Net Levy</b>	<b>437,167</b>	<b>493,320</b>	<b>56,153</b>	<b>610,760</b>	<b>117,440</b>	<b>23.81%</b>

## Administration Facilities

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**Function:**

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

**Services Provided:**

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

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.

**Service Objectives/Goals:**

Continue transition from predominately reactive facilities management to proactive/preventive and predictive facilities management



# Haldimand County 2024 Tax Supported Operating Budget

## Administration Facilities

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	272,674	297,070	24,396	324,320	27,250	9.17%
Long Term Debt Charges	1,414,000	1,414,000	-	1,388,760	(25,240)	-1.79%
Materials	44,970	47,510	2,540	47,510	-	0.00%
Utilities	156,700	158,600	1,900	142,790	(15,810)	-9.97%
Contracted Services	282,297	282,420	123	282,680	260	0.09%
Rents and Financial Expenses	1,420	1,420	-	1,420	-	0.00%
Interfunctional Adjustments	(74,610)	(74,610)	-	(75,360)	(750)	1.01%
<b>Total Expenses:</b>	<b>2,097,451</b>	<b>2,126,410</b>	<b>28,959</b>	<b>2,112,120</b>	<b>(14,290)</b>	<b>-0.67%</b>
<b>Revenues:</b>						
General Recoveries	(109,180)	(109,280)	(100)	(109,280)	-	0.00%
Transfers from Reserves/Reserve Funds	-	-	-	-	-	0.00%
<b>Total Revenues:</b>	<b>(109,180)</b>	<b>(109,280)</b>	<b>(100)</b>	<b>(109,280)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>1,988,271</b>	<b>2,017,130</b>	<b>28,859</b>	<b>2,002,840</b>	<b>(14,290)</b>	<b>-0.71%</b>

## Accessibility for Ontarians with Disabilities Act Administration

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### Function:

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

### Services Provided:

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

### Service Issues:

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

### Service Objectives/Goals:

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



# Haldimand County 2024 Tax Supported Operating Budget

## Accessibility for Ontarians with Disabilities Act Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	27,779	43,320	15,541	67,030	23,710	54.73%
Materials	1,186	3,180	1,994	3,180	-	0.00%
Contracted Services	-	500	500	500	-	0.00%
<b>Total Expenses:</b>	<b>28,965</b>	<b>47,000</b>	<b>18,035</b>	<b>70,710</b>	<b>23,710</b>	<b>50.45%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	-	-	-	(21,420)	(21,420)	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(21,420)</b>	<b>(21,420)</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>28,965</b>	<b>47,000</b>	<b>18,035</b>	<b>49,290</b>	<b>2,290</b>	<b>4.87%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Emergency Measures

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	5,556	6,660	1,104	7,350	690	10.36%
Contracted Services	20,000	-	(20,000)	-	-	0.00%
Transfers to Reserves/Reserve Funds	80,000	100,000	20,000	350,000	250,000	250.00%
Interfunctional Adjustments	4,460	4,460	-	4,460	-	0.00%
<b>Total Expenses:</b>	<b>110,016</b>	<b>111,120</b>	<b>1,104</b>	<b>361,810</b>	<b>250,690</b>	<b>225.60%</b>
<b>Net Levy</b>	<b>110,016</b>	<b>111,120</b>	<b>1,104</b>	<b>361,810</b>	<b>250,690</b>	<b>225.60%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grants to Organizations

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
External Transfers	-	-	-	123,000	123,000	0.00%
<b>Total Expenses:</b>	-	-	-	<b>123,000</b>	<b>123,000</b>	<b>0.00%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	-	-	-	(60,000)	(60,000)	0.00%
<b>Total Revenues:</b>	-	-	-	<b>(60,000)</b>	<b>(60,000)</b>	<b>0.00%</b>
<b>Net Levy</b>	-	-	-	<b>63,000</b>	<b>63,000</b>	<b>0.00%</b>



Protection Services



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Protection Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	4,657,942	5,098,740	440,798	5,375,190	276,450	5.42%
Long Term Debt Charges	575,615	575,610	(5)	474,290	(101,320)	-17.60%
Materials	398,661	479,530	80,869	500,290	20,760	4.33%
Contracted Services	9,181,305	9,124,170	(57,135)	9,188,350	64,180	0.70%
Rents and Financial Expenses	2,496,844	2,463,890	(32,954)	2,537,630	73,740	2.99%
External Transfers	747,580	700,030	(47,550)	717,640	17,610	2.52%
Transfers to Reserves/Reserve Funds	726,347	600	(725,747)	600	-	0.00%
Interfunctional Adjustments	2,832,210	2,832,210	-	2,961,490	129,280	4.56%
Utilities	103,556	107,610	4,054	111,940	4,330	4.02%
<b>Total Expenses:</b>	<b>21,720,060</b>	<b>21,382,390</b>	<b>(337,670)</b>	<b>21,867,420</b>	<b>485,030</b>	<b>2.27%</b>
<b>Revenues:</b>						
Grants/Subsidies	(302,480)	(205,900)	96,580	(418,580)	(212,680)	103.29%
General Recoveries	(3,954,610)	(2,636,700)	1,317,910	(2,643,200)	(6,500)	0.25%
Development Charges Reserve Funds	(179,638)	(179,640)	(2)	(176,220)	3,420	-1.90%
Transfers from Reserves/Reserve Funds	(361,150)	(384,050)	(22,900)	(502,110)	(118,060)	30.74%
<b>Total Revenues:</b>	<b>(4,797,878)</b>	<b>(3,406,290)</b>	<b>1,391,588</b>	<b>(3,740,110)</b>	<b>(333,820)</b>	<b>9.80%</b>
<b>Net Levy</b>	<b>16,922,182</b>	<b>17,976,100</b>	<b>1,053,918</b>	<b>18,127,310</b>	<b>151,210</b>	<b>0.84%</b>

## Fire Services

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### Function:

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

### Services Provided:

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

### Service Objectives/Goals:

- Continue to build/streamline and improve firefighter training programs
- Continue adherence to Local, County, Provincial, Regulations, policies, standards and guidelines
- Maintain positive working relationships with other allied agencies
- Continue to work closely and 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 2024 Tax Supported Operating Budget

## Fire Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	2,444,081	2,653,440	209,359	2,743,130	89,690	3.38%
Long Term Debt Charges	575,615	575,610	(5)	474,290	(101,320)	-17.60%
Materials	224,489	295,740	71,251	302,180	6,440	2.18%
Utilities	103,556	107,610	4,054	111,940	4,330	4.02%
Contracted Services	331,092	317,790	(13,302)	362,710	44,920	14.14%
Rents and Financial Expenses	2,458,354	2,458,390	36	2,532,130	73,740	3.00%
Interfunctional Adjustments	2,366,950	2,366,950	-	2,438,350	71,400	3.02%
<b>Total Expenses:</b>	<b>8,504,137</b>	<b>8,775,530</b>	<b>271,393</b>	<b>8,964,730</b>	<b>189,200</b>	<b>2.16%</b>
<b>Revenues:</b>						
General Recoveries	(227,770)	(250,040)	(22,270)	(250,040)	-	0.00%
Development Charges Reserve Funds	(179,638)	(179,640)	(2)	(176,220)	3,420	-1.90%
Transfers from Reserves/Reserve Funds	(40,200)	(63,100)	(22,900)	(63,100)	-	0.00%
<b>Total Revenues:</b>	<b>(447,608)</b>	<b>(492,780)</b>	<b>(45,172)</b>	<b>(489,360)</b>	<b>3,420</b>	<b>-0.69%</b>
<b>Net Levy</b>	<b>8,056,529</b>	<b>8,282,750</b>	<b>226,221</b>	<b>8,475,370</b>	<b>192,620</b>	<b>2.33%</b>

## Emergency Management

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**Function:**

To administer Haldimand County's Emergency Management Program

**Services Provided:**

Haldimand County's Emergency Management Program is managed by the Emergency Services division. This team consists of a Community Emergency Management Coordinator (CEMC) and 2 alternate CEMC's

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

**Service Successes:**

- Met Emergency Management Ontario compliance
- Conducted, multi-agency emergency exercise
- Successful Emergency Management Week 2023 including social media posts, static displays, and 72 Hour Kit Contest"

**Service Objectives/Goals:**

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



# Haldimand County 2024 Tax Supported Operating Budget

## Emergency Management

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Materials	1,125	1,530	405	1,530	-	0.00%
Contracted Services	25,586	25,590	4	25,590	-	0.00%
Interfunctional Adjustments	6,460	6,460	-	6,460	-	0.00%
<b>Total Expenses:</b>	<b>33,171</b>	<b>33,580</b>	<b>409</b>	<b>33,580</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>33,171</b>	<b>33,580</b>	<b>409</b>	<b>33,580</b>	<b>-</b>	<b>0.00%</b>

# Haldimand County 2024 Tax Supported Operating Budget

## Policing

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### Function:

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

### Services Provided:

- A five year contract was signed with the Province of Ontario for the provision of municipal policing services through an integrated detachment of the Ontario Provincial Police (OPP), effective January 1, 2018. This contract was extended through an amending agreement for one additional year, ending December 31st, 2023 and then a second time for two additional years, ending December 31st, 2025. 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 2024 Tax Supported Operating Budget

## Policing

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	8,492	12,570	4,078	13,890	1,320	10.50%
Materials	8,497	10,250	1,753	10,650	400	3.90%
Contracted Services	8,195,657	8,213,640	17,983	8,208,370	(5,270)	-0.06%
External Transfers	600	750	150	750	-	0.00%
Transfers to Reserves/Reserve Funds	-	600	600	600	-	0.00%
Interfunctional Adjustments	9,810	9,810	-	10,700	890	9.07%
<b>Total Expenses:</b>	<b>8,223,056</b>	<b>8,247,620</b>	<b>24,564</b>	<b>8,244,960</b>	<b>(2,660)</b>	<b>-0.03%</b>
<b>Revenues:</b>						
Grants/Subsidies	(292,180)	(195,600)	96,580	(408,280)	(212,680)	108.73%
General Recoveries	(50,400)	(54,600)	(4,200)	(54,600)	-	0.00%
<b>Total Revenues:</b>	<b>(342,580)</b>	<b>(250,200)</b>	<b>92,380</b>	<b>(462,880)</b>	<b>(212,680)</b>	<b>85.00%</b>
<b>Net Levy</b>	<b>7,880,476</b>	<b>7,997,420</b>	<b>116,944</b>	<b>7,782,080</b>	<b>(215,340)</b>	<b>-2.69%</b>

## Provincial Offences Act

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### Function:

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

### Services Provided:

- Administer the processing of all offence notices filed by enforcement officers (OPP and Provincial Ministries) under the jurisdiction of the Provincial Offences Act including all regulatory offences under provincial statutes such as: Highway Traffic Act, Compulsory Automobile Insurance Act, Liquor Licence Act and Trespass to Property Act. Also responsible for the processing of offences under some municipal by-laws.
- Manage the operation of the Ontario Court of Justice (Provincial Offences) and provide all in-court support to the judiciary and the Crown. Provide prosecutorial services for Part I , 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.



# Haldimand County 2024 Tax Supported Operating Budget

## Provincial Offenses Act

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	185,907	219,870	33,963	226,000	6,130	2.79%
Materials	9,840	11,750	1,910	11,750	-	0.00%
Contracted Services	165,970	168,150	2,180	181,150	13,000	7.73%
Rents and Financial Expenses	2,140	5,500	3,360	5,500	-	0.00%
External Transfers	74,700	27,000	(47,700)	27,000	-	0.00%
Interfunctional Adjustments	58,600	58,600	-	86,230	27,630	47.15%
<b>Total Expenses:</b>	<b>497,157</b>	<b>490,870</b>	<b>(6,287)</b>	<b>537,630</b>	<b>46,760</b>	<b>9.53%</b>
<b>Revenues:</b>						
General Recoveries	(1,199,640)	(460,000)	739,640	(460,000)	-	0.00%
<b>Total Revenues:</b>	<b>(1,199,640)</b>	<b>(460,000)</b>	<b>739,640</b>	<b>(460,000)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>(702,483)</b>	<b>30,870</b>	<b>733,353</b>	<b>77,630</b>	<b>46,760</b>	<b>151.47%</b>

## Plans Examination & Inspection

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**Function:**

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

**Services Provided:**

- Building Controls - includes building permit processing (construction inspections and approvals), plumbing permits and inspections, 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 2024 Tax Supported Operating Budget

## Plans Examination & Inspection

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,597,673	1,815,020	217,347	1,922,080	107,060	5.90%
Materials	82,720	80,820	(1,900)	82,420	1,600	1.98%
Contracted Services	61,400	60,400	(1,000)	59,400	(1,000)	-1.66%
Rents and Financial Expenses	36,350	-	(36,350)	-	-	0.00%
Transfers to Reserves/Reserve Funds	726,347	-	(726,347)	-	-	0.00%
Interfunctional Adjustments	347,280	347,280	-	378,520	31,240	9.00%
<b>Total Expenses:</b>	<b>2,851,770</b>	<b>2,303,520</b>	<b>(548,250)</b>	<b>2,442,420</b>	<b>138,900</b>	<b>6.03%</b>
<b>Revenues:</b>						
General Recoveries	(2,270,900)	(1,722,650)	548,250	(1,729,150)	(6,500)	0.38%
Transfers from Reserves/Reserve Funds	(320,950)	(320,950)	-	(439,010)	(118,060)	36.78%
<b>Total Revenues:</b>	<b>(2,591,850)</b>	<b>(2,043,600)</b>	<b>548,250</b>	<b>(2,168,160)</b>	<b>(124,560)</b>	<b>6.10%</b>
<b>Net Levy</b>	<b>259,920</b>	<b>259,920</b>	<b>0</b>	<b>274,260</b>	<b>14,340</b>	<b>5.52%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Municipal Enforcement Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	421,789	397,840	(23,949)	470,090	72,250	18.16%
Materials	15,990	18,440	2,450	30,760	12,320	66.81%
Contracted Services	91,600	45,600	(46,000)	45,600	-	0.00%
Interfunctional Adjustments	43,110	43,110	-	41,230	(1,880)	-4.36%
<b>Total Expenses:</b>	<b>572,489</b>	<b>504,990</b>	<b>(67,499)</b>	<b>587,680</b>	<b>82,690</b>	<b>16.37%</b>
<b>Revenues:</b>						
General Recoveries	(133,900)	(77,410)	56,490	(77,410)	-	0.00%
<b>Total Revenues:</b>	<b>(133,900)</b>	<b>(77,410)</b>	<b>56,490</b>	<b>(77,410)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>438,589</b>	<b>427,580</b>	<b>(11,009)</b>	<b>510,270</b>	<b>82,690</b>	<b>19.34%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Animal Control

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Materials	56,000	61,000	5,000	61,000	-	0.00%
Contracted Services	310,000	293,000	(17,000)	305,530	12,530	4.28%
<b>Total Expenses:</b>	<b>366,000</b>	<b>354,000</b>	<b>(12,000)</b>	<b>366,530</b>	<b>12,530</b>	<b>3.54%</b>
<b>Revenues:</b>						
Grants/Subsidies	(10,300)	(10,300)	-	(10,300)	-	0.00%
General Recoveries	(72,000)	(72,000)	-	(72,000)	-	0.00%
<b>Total Revenues:</b>	<b>(82,300)</b>	<b>(82,300)</b>	<b>-</b>	<b>(82,300)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>283,700</b>	<b>271,700</b>	<b>(12,000)</b>	<b>284,230</b>	<b>12,530</b>	<b>4.61%</b>

## Summary - Conservation Authorities

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### Function:

A variety of watershed management functions are conducted by three local authorities serving Haldimand County including: Grand River Conservation Authority, Long Point Region Conservation Authority and Niagara Peninsula Conservation Authority. Their mandate is to 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 2024 Tax Supported Operating Budget

## Long Point Conservation Authority

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
External Transfers	324,280	324,280	-	335,440	11,160	3.44%
<b>Total Expenses:</b>	<b>324,280</b>	<b>324,280</b>	-	<b>335,440</b>	<b>11,160</b>	<b>3.44%</b>
<b>Net Levy</b>	<b>324,280</b>	<b>324,280</b>	-	<b>335,440</b>	<b>11,160</b>	<b>3.44%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grand River Conservation Authority

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
External Transfers	188,190	188,190	-	192,820	4,630	2.46%
<b>Total Expenses:</b>	<b>188,190</b>	<b>188,190</b>	-	<b>192,820</b>	<b>4,630</b>	<b>2.46%</b>
<b>Net Levy</b>	<b>188,190</b>	<b>188,190</b>	-	<b>192,820</b>	<b>4,630</b>	<b>2.46%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Niagara Peninsula Conservation Authority

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
External Transfers	159,810	159,810	-	161,630	1,820	1.14%
<b>Total Expenses:</b>	<b>159,810</b>	<b>159,810</b>	-	<b>161,630</b>	<b>1,820</b>	<b>1.14%</b>
<b>Net Levy</b>	<b>159,810</b>	<b>159,810</b>	-	<b>161,630</b>	<b>1,820</b>	<b>1.14%</b>



## Transportation Services



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Transportation Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	5,526,229	6,021,260	495,031	6,122,280	101,020	1.68%
Materials	1,130,019	1,053,670	(76,349)	1,034,960	(18,710)	-1.78%
Contracted Services	4,178,156	5,267,920	1,089,764	5,312,490	44,570	0.85%
Rents and Financial Expenses	143,154	83,400	(59,754)	183,400	100,000	119.90%
Transfers to Reserves/Reserve Funds	8,087,910	8,087,910	-	8,087,910	-	0.00%
Interfunctional Adjustments	4,086,080	4,084,330	(1,750)	4,174,300	89,970	2.20%
Sand & Salt	940,500	1,433,090	492,590	1,490,400	57,310	4.00%
Utilities	445,257	510,340	65,083	491,510	(18,830)	-3.69%
<b>Total Expenses:</b>	<b>24,537,305</b>	<b>26,541,920</b>	<b>2,004,615</b>	<b>26,897,250</b>	<b>355,330</b>	<b>1.34%</b>
<b>Revenues:</b>						
Grants/Subsidies	(236,272)	(262,560)	(26,288)	(262,560)	-	0.00%
General Recoveries	(479,260)	(282,010)	197,250	(284,570)	(2,560)	0.91%
Transfers from Reserves/Reserve Funds	(206,240)	(212,790)	(6,550)	(92,280)	120,510	-56.63%
<b>Total Revenues:</b>	<b>(921,772)</b>	<b>(757,360)</b>	<b>164,412</b>	<b>(639,410)</b>	<b>117,950</b>	<b>-15.57%</b>
<b>Net Levy</b>	<b>23,615,533</b>	<b>25,784,560</b>	<b>2,169,027</b>	<b>26,257,840</b>	<b>473,280</b>	<b>1.84%</b>

## Engineering Services

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### Function:

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

### Services Provided:

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

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

Technical support to other divisions and departments including:

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

Development Review including:

- Construction inspections
- Quality assurance for design and construction

Municipal Drains:

- Management of ten year sustainable drain maintenance program



# Haldimand County 2024 Tax Supported Operating Budget

## Engineering Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,060,085	1,208,610	148,525	1,166,210	(42,400)	-3.51%
Materials	67,600	85,010	17,410	75,300	(9,710)	-11.42%
Contracted Services	16,880	27,000	10,120	27,000	-	0.00%
Transfers to Reserves/Reserve Funds	8,028,600	8,028,600	-	8,028,600	-	0.00%
Interfunctional Adjustments	27,960	26,210	(1,750)	27,360	1,150	4.39%
<b>Total Expenses:</b>	<b>9,201,125</b>	<b>9,375,430</b>	<b>174,305</b>	<b>9,324,470</b>	<b>(50,960)</b>	<b>-0.54%</b>
<b>Revenues:</b>						
General Recoveries	(381,350)	(193,790)	187,560	(193,790)	-	0.00%
Transfers from Reserves/Reserve Funds	(130,000)	(136,550)	(6,550)	-	136,550	-100.00%
<b>Total Revenues:</b>	<b>(511,350)</b>	<b>(330,340)</b>	<b>181,010</b>	<b>(193,790)</b>	<b>136,550</b>	<b>-41.34%</b>
<b>Net Levy</b>	<b>8,689,775</b>	<b>9,045,090</b>	<b>355,315</b>	<b>9,130,680</b>	<b>85,590</b>	<b>0.95%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Municipal Drain Maintenance

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	125,895	117,800	(8,095)	125,700	7,900	6.71%
Materials	8,730	12,520	3,790	12,520	-	0.00%
Contracted Services	(3,760)	1,000	4,760	1,000	-	0.00%
Transfers to Reserves/Reserve Funds	59,310	59,310	-	59,310	-	0.00%
<b>Total Expenses:</b>	<b>190,175</b>	<b>190,630</b>	<b>455</b>	<b>198,530</b>	<b>7,900</b>	<b>4.14%</b>
<b>Revenues:</b>						
Grants/Subsidies	(63,000)	(63,060)	(60)	(63,060)	-	0.00%
General Recoveries	-	(1,050)	(1,050)	(1,050)	-	0.00%
<b>Total Revenues:</b>	<b>(63,000)</b>	<b>(64,110)</b>	<b>(1,110)</b>	<b>(64,110)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>127,175</b>	<b>126,520</b>	<b>(655)</b>	<b>134,420</b>	<b>7,900</b>	<b>6.24%</b>

## Roads Summary

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### Function:

To maintain and preserve approximately 1,494 kms of public right of way / road allowances, 172 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 2024 Tax Supported Operating Budget

## Roads Summary

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	4,340,249	4,694,850	354,601	4,830,370	135,520	2.89%
Materials	1,053,689	956,140	(97,549)	947,140	(9,000)	-0.94%
Utilities	445,257	510,340	65,083	491,510	(18,830)	-3.69%
Sand & Salt	940,500	1,433,090	492,590	1,490,400	57,310	4.00%
Contracted Services	3,914,436	4,989,320	1,074,884	5,019,240	29,920	0.60%
Rents and Financial Expenses	143,154	83,400	(59,754)	183,400	100,000	119.90%
Interfunctional Adjustments	4,058,120	4,058,120	-	4,146,940	88,820	2.19%
<b>Total Expenses:</b>	<b>14,895,405</b>	<b>16,725,260</b>	<b>1,829,855</b>	<b>17,109,000</b>	<b>383,740</b>	<b>2.29%</b>
<b>Revenues:</b>						
Grants/Subsidies	(173,272)	(199,500)	(26,228)	(199,500)	-	0.00%
General Recoveries	(97,910)	(87,170)	10,740	(89,730)	(2,560)	2.94%
Transfers from Reserves/Reserve Funds	(76,240)	(76,240)	-	(92,280)	(16,040)	21.04%
<b>Total Revenues:</b>	<b>(347,422)</b>	<b>(362,910)</b>	<b>(15,488)</b>	<b>(381,510)</b>	<b>(18,600)</b>	<b>5.13%</b>
<b>Net Levy</b>	<b>14,547,983</b>	<b>16,362,350</b>	<b>1,814,367</b>	<b>16,727,490</b>	<b>365,140</b>	<b>2.23%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Roads Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,036,093	1,095,980	59,887	1,093,550	(2,430)	-0.22%
Materials	90,672	72,090	(18,582)	72,090	-	0.00%
Contracted Services	138,138	190,500	52,362	190,500	-	0.00%
Interfunctional Adjustments	422,580	422,580	-	422,580	-	0.00%
<b>Total Expenses:</b>	<b>1,687,483</b>	<b>1,781,150</b>	<b>93,667</b>	<b>1,778,720</b>	<b>(2,430)</b>	<b>-0.14%</b>
<b>Revenues:</b>						
Grants/Subsidies	(173,272)	(199,500)	(26,228)	(199,500)	-	0.00%
General Recoveries	(97,910)	(86,000)	11,910	(88,560)	(2,560)	2.98%
Transfers from Reserves/Reserve Funds	(1,340)	(1,340)	-	(1,340)	-	0.00%
<b>Total Revenues:</b>	<b>(272,522)</b>	<b>(286,840)</b>	<b>(14,318)</b>	<b>(289,400)</b>	<b>(2,560)</b>	<b>0.89%</b>
<b>Net Levy</b>	<b>1,414,961</b>	<b>1,494,310</b>	<b>79,349</b>	<b>1,489,320</b>	<b>(4,990)</b>	<b>-0.33%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Roads Facilities

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	135,388	181,320	45,932	161,060	(20,260)	-11.17%
Materials	46,367	35,700	(10,667)	45,700	10,000	28.01%
Utilities	56,720	55,440	(1,280)	55,440	-	0.00%
Contracted Services	11,500	21,800	10,300	21,800	-	0.00%
Interfunctional Adjustments	69,790	69,790	-	69,790	-	0.00%
<b>Total Expenses:</b>	<b>319,765</b>	<b>364,050</b>	<b>44,285</b>	<b>353,790</b>	<b>(10,260)</b>	<b>-2.82%</b>
<b>Net Levy</b>	<b>319,765</b>	<b>364,050</b>	<b>44,285</b>	<b>353,790</b>	<b>(10,260)</b>	<b>-2.82%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Roadside Maintenance

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	2,572,257	2,233,420	(338,837)	2,265,210	31,790	1.42%
Materials	905,390	832,150	(73,240)	813,150	(19,000)	-2.28%
Utilities	388,537	454,900	66,363	436,070	(18,830)	-4.14%
Contracted Services	2,358,491	2,475,030	116,539	2,438,980	(36,050)	-1.46%
Rents and Financial Expenses	143,154	83,400	(59,754)	183,400	100,000	119.90%
Interfunctional Adjustments	1,590,250	1,590,250	-	1,590,250	-	0.00%
<b>Total Expenses:</b>	<b>7,958,079</b>	<b>7,669,150</b>	<b>(288,929)</b>	<b>7,727,060</b>	<b>57,910</b>	<b>0.76%</b>
<b>Revenues:</b>						
General Recoveries	-	(1,170)	(1,170)	(1,170)	-	0.00%
Transfers from Reserves/Reserve Funds	(74,900)	(74,900)	-	(90,940)	(16,040)	21.42%
<b>Total Revenues:</b>	<b>(74,900)</b>	<b>(76,070)</b>	<b>(1,170)</b>	<b>(92,110)</b>	<b>(16,040)</b>	<b>21.09%</b>
<b>Net Levy</b>	<b>7,883,179</b>	<b>7,593,080</b>	<b>(290,099)</b>	<b>7,634,950</b>	<b>41,870</b>	<b>0.55%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Winter Control

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	596,511	1,184,130	587,619	1,310,550	126,420	10.68%
Materials	11,260	16,200	4,940	16,200	-	0.00%
Sand & Salt	940,500	1,433,090	492,590	1,490,400	57,310	4.00%
Contracted Services	1,406,307	2,301,990	895,683	2,367,960	65,970	2.87%
Interfunctional Adjustments	1,975,500	1,975,500	-	2,064,320	88,820	4.50%
<b>Total Expenses:</b>	<b>4,930,078</b>	<b>6,910,910</b>	<b>1,980,832</b>	<b>7,249,430</b>	<b>338,520</b>	<b>4.90%</b>
<b>Net Levy</b>	<b>4,930,078</b>	<b>6,910,910</b>	<b>1,980,832</b>	<b>7,249,430</b>	<b>338,520</b>	<b>4.90%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Child Crossing Patrols

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Contracted Services	250,600	250,600	-	265,250	14,650	5.85%
<b>Total Expenses:</b>	<b>250,600</b>	<b>250,600</b>	-	<b>265,250</b>	<b>14,650</b>	<b>5.85%</b>
<b>Net Levy</b>	<b>250,600</b>	<b>250,600</b>	-	<b>265,250</b>	<b>14,650</b>	<b>5.85%</b>



Environmental Services



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Environmental Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,144,570	1,214,080	69,510	1,318,960	104,880	8.64%
Long Term Debt Charges	60,890	60,890	-	59,950	(940)	-1.54%
Materials	421,606	479,540	57,934	237,360	(242,180)	-50.50%
Contracted Services	4,897,258	5,091,010	193,752	5,560,090	469,080	9.21%
Rents and Financial Expenses	11,000	7,500	(3,500)	10,820	3,320	44.27%
Transfers to Reserves/Reserve Funds	524,330	524,330	-	524,330	-	0.00%
Interfunctional Adjustments	202,010	197,600	(4,410)	254,210	56,610	28.65%
Leachate - Treatment, Monitoring & Hauling	2,812,107	2,341,820	(470,287)	2,524,030	182,210	7.78%
Utilities	35,331	42,060	6,729	42,990	930	2.21%
<b>Total Expenses:</b>	<b>10,109,102</b>	<b>9,958,830</b>	<b>(150,272)</b>	<b>10,532,740</b>	<b>573,910</b>	<b>5.76%</b>
<b>Revenues:</b>						
Grants/Subsidies	(746,510)	(746,510)	-	(141,320)	605,190	-81.07%
General Recoveries	(2,605,603)	(2,423,220)	182,383	(2,407,880)	15,340	-0.63%
Development Charges Reserve Funds	(60,900)	(60,900)	-	(59,950)	950	-1.56%
Transfers from Reserves/Reserve Funds	(34,760)	(36,740)	(1,980)	(174,800)	(138,060)	375.78%
<b>Total Revenues:</b>	<b>(3,447,773)</b>	<b>(3,267,370)</b>	<b>180,403</b>	<b>(2,783,950)</b>	<b>483,420</b>	<b>-14.80%</b>
<b>Net Levy</b>	<b>6,661,329</b>	<b>6,691,460</b>	<b>30,131</b>	<b>7,748,790</b>	<b>1,057,330</b>	<b>15.80%</b>

## Public Works Operations Administration

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### Function:

To provide effective management of the Public Works Operations department which is comprised of four divisions; Facilities, Parks, Cemeteries & Forestry; Fleet Operations; Roads Operations; and Environmental Services (including solid waste/waste reduction 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, waste reduction, fleet and equipment, all municipal facilities including arenas, parks, cemeteries and forestry operations.



# Haldimand County 2024 Tax Supported Operating Budget

## Public Works Operations Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	125,710	125,710	-	176,460	50,750	40.37%
Materials	10,555	11,800	1,245	11,800	-	0.00%
Contracted Services	26,500	26,300	(200)	29,000	2,700	10.27%
Interfunctional Adjustments	(8,190)	(12,600)	(4,410)	(12,980)	(380)	3.02%
<b>Total Expenses:</b>	<b>154,575</b>	<b>151,210</b>	<b>(3,365)</b>	<b>204,280</b>	<b>53,070</b>	<b>35.10%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	-	-	-	(48,980)	(48,980)	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(48,980)</b>	<b>(48,980)</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>154,575</b>	<b>151,210</b>	<b>(3,365)</b>	<b>155,300</b>	<b>4,090</b>	<b>2.70%</b>

## Engineering & Capital Works Administration

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### **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 2024 Tax Supported Operating Budget

## Engineering & Capital Works Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	230,236	229,700	(536)	236,670	6,970	3.03%
Materials	250	7,950	7,700	7,950	-	0.00%
Contracted Services	-	2,000	2,000	2,000	-	0.00%
<b>Total Expenses:</b>	<b>230,486</b>	<b>239,650</b>	<b>9,164</b>	<b>246,620</b>	<b>6,970</b>	<b>2.91%</b>
<b>Net Levy</b>	<b>230,486</b>	<b>239,650</b>	<b>9,164</b>	<b>246,620</b>	<b>6,970</b>	<b>2.91%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Urban Storm Sewer System

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	93,570	113,070	19,500	115,430	2,360	2.09%
Long Term Debt Charges	60,890	60,890	-	59,950	(940)	-1.54%
Materials	3,010	3,010	-	3,010	-	0.00%
Contracted Services	3,050	5,600	2,550	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%
<b>Total Expenses:</b>	<b>710,160</b>	<b>732,210</b>	<b>22,050</b>	<b>733,630</b>	<b>1,420</b>	<b>0.19%</b>
<b>Revenues:</b>						
General Recoveries	(67,700)	(35,380)	32,320	(35,380)	-	0.00%
Development Charges Reserve Funds	(60,900)	(60,900)	-	(59,950)	950	-1.56%
<b>Total Revenues:</b>	<b>(128,600)</b>	<b>(96,280)</b>	<b>32,320</b>	<b>(95,330)</b>	<b>950</b>	<b>-0.99%</b>
<b>Net Levy</b>	<b>581,560</b>	<b>635,930</b>	<b>54,370</b>	<b>638,300</b>	<b>2,370</b>	<b>0.37%</b>

## Solid Waste Summary

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### Function:

To administer effective and efficient waste management services for the residents and businesses of Haldimand County. Municipal solid waste services include waste curbside collection, waste transferr 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 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;
- 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 collection system from curbside to ultimate disposal or re-use.



# Haldimand County 2024 Tax Supported Operating Budget

## Solid Waste Summary

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	695,054	745,600	50,546	790,400	44,800	6.01%
Materials	407,791	456,780	48,989	214,600	(242,180)	-53.02%
Utilities	35,331	42,060	6,729	42,990	930	2.21%
Contracted Services	4,867,708	5,057,110	189,402	5,523,490	466,380	9.22%
Leachate - Treatment, Monitoring & Hauling	2,812,107	2,341,820	(470,287)	2,524,030	182,210	7.78%
Rents and Financial Expenses	11,000	7,500	(3,500)	10,820	3,320	44.27%
Interfunctional Adjustments	184,890	184,890	-	241,880	56,990	30.82%
<b>Total Expenses:</b>	<b>9,013,881</b>	<b>8,835,760</b>	<b>(178,121)</b>	<b>9,348,210</b>	<b>512,450</b>	<b>5.80%</b>
<b>Revenues:</b>						
Grants/Subsidies	(746,510)	(746,510)	-	(141,320)	605,190	-81.07%
General Recoveries	(2,537,903)	(2,387,840)	150,063	(2,372,500)	15,340	-0.64%
Transfers from Reserves/Reserve Funds	(34,760)	(36,740)	(1,980)	(125,820)	(89,080)	242.46%
<b>Total Revenues:</b>	<b>(3,319,173)</b>	<b>(3,171,090)</b>	<b>148,083</b>	<b>(2,639,640)</b>	<b>531,450</b>	<b>-16.76%</b>
<b>Net Levy</b>	<b>5,694,708</b>	<b>5,664,670</b>	<b>(30,038)</b>	<b>6,708,570</b>	<b>1,043,900</b>	<b>18.43%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Solid Waste Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	192,473	313,510	121,037	334,060	20,550	6.55%
Materials	58,632	61,690	3,058	63,600	1,910	3.10%
Contracted Services	18,518	19,450	932	122,280	102,830	528.69%
Leachate - Treatment, Monitoring & Hauling	751,340	751,340	-	751,340	-	0.00%
Rents and Financial Expenses	11,000	7,500	(3,500)	10,820	3,320	44.27%
Interfunctional Adjustments	150,630	150,630	-	205,100	54,470	36.16%
<b>Total Expenses:</b>	<b>1,182,593</b>	<b>1,304,120</b>	<b>121,527</b>	<b>1,487,200</b>	<b>183,080</b>	<b>14.04%</b>
<b>Revenues:</b>						
General Recoveries	(1,036,049)	(1,041,050)	(5,001)	(1,052,850)	(11,800)	1.13%
Transfers from Reserves/Reserve Funds	(10,000)	(10,000)	-	(119,080)	(109,080)	1090.80%
<b>Total Revenues:</b>	<b>(1,046,049)</b>	<b>(1,051,050)</b>	<b>(5,001)</b>	<b>(1,171,930)</b>	<b>(120,880)</b>	<b>11.50%</b>
<b>Net Levy</b>	<b>136,544</b>	<b>253,070</b>	<b>116,526</b>	<b>315,270</b>	<b>62,200</b>	<b>24.58%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Solid Waste Collection

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	94,572	41,350	(53,222)	43,670	2,320	5.61%
Materials	18,915	13,930	(4,985)	13,930	-	0.00%
Contracted Services	1,530,120	1,530,120	-	3,044,880	1,514,760	99.00%
<b>Total Expenses:</b>	<b>1,643,607</b>	<b>1,585,400</b>	<b>(58,207)</b>	<b>3,102,480</b>	<b>1,517,080</b>	<b>95.69%</b>
<b>Net Levy</b>	<b>1,643,607</b>	<b>1,585,400</b>	<b>(58,207)</b>	<b>3,102,480</b>	<b>1,517,080</b>	<b>95.69%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Solid Waste Disposal Sites

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	180,851	182,170	1,319	192,390	10,220	5.61%
Materials	57,444	60,300	2,856	70,740	10,440	17.31%
Utilities	27,211	33,380	6,169	32,410	(970)	-2.91%
Contracted Services	1,634,385	1,827,300	192,915	1,924,490	97,190	5.32%
Leachate - Treatment, Monitoring & Hauling	2,060,767	1,590,480	(470,287)	1,772,690	182,210	11.46%
Interfunctional Adjustments	24,250	24,250	-	26,770	2,520	10.39%
<b>Total Expenses:</b>	<b>3,984,908</b>	<b>3,717,880</b>	<b>(267,028)</b>	<b>4,019,490</b>	<b>301,610</b>	<b>8.11%</b>
<b>Revenues:</b>						
General Recoveries	(1,314,636)	(1,153,080)	161,556	(1,291,480)	(138,400)	12.00%
Transfers from Reserves/Reserve Funds	(4,760)	(6,740)	(1,980)	(6,740)	-	0.00%
<b>Total Revenues:</b>	<b>(1,319,396)</b>	<b>(1,159,820)</b>	<b>159,576</b>	<b>(1,298,220)</b>	<b>(138,400)</b>	<b>11.93%</b>
<b>Net Levy</b>	<b>2,665,512</b>	<b>2,558,060</b>	<b>(107,452)</b>	<b>2,721,270</b>	<b>163,210</b>	<b>6.38%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Solid Waste Reduction

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	227,158	208,570	(18,588)	220,280	11,710	5.61%
Materials	272,800	320,860	48,060	66,330	(254,530)	-79.33%
Utilities	8,120	8,680	560	10,580	1,900	21.89%
Contracted Services	1,684,685	1,680,240	(4,445)	431,840	(1,248,400)	-74.30%
Interfunctional Adjustments	10,010	10,010	-	10,010	-	0.00%
<b>Total Expenses:</b>	<b>2,202,773</b>	<b>2,228,360</b>	<b>25,587</b>	<b>739,040</b>	<b>(1,489,320)</b>	<b>-66.83%</b>
<b>Revenues:</b>						
Grants/Subsidies	(746,510)	(746,510)	-	(141,320)	605,190	-81.07%
General Recoveries	(187,218)	(193,710)	(6,492)	(28,170)	165,540	-85.46%
Transfers from Reserves/Reserve Funds	(20,000)	(20,000)	-	-	20,000	-100.00%
<b>Total Revenues:</b>	<b>(953,728)</b>	<b>(960,220)</b>	<b>(6,492)</b>	<b>(169,490)</b>	<b>790,730</b>	<b>-82.35%</b>
<b>Net Levy</b>	<b>1,249,045</b>	<b>1,268,140</b>	<b>19,095</b>	<b>569,550</b>	<b>(698,590)</b>	<b>-55.09%</b>



**Haldimand**  
County



Health Services



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Health Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	8,558,562	7,604,040	(954,522)	8,542,510	938,470	12.34%
Long Term Debt Charges	131,824	131,820	(4)	129,310	(2,510)	-1.90%
Materials	385,461	398,720	13,259	575,300	176,580	44.29%
Contracted Services	1,752,392	1,736,670	(15,722)	1,822,820	86,150	4.96%
Rents and Financial Expenses	100	100	-	5,100	5,000	5000.00%
Interfunctional Adjustments	1,081,920	1,081,920	-	1,294,300	212,380	19.63%
Utilities	31,994	31,350	(644)	33,760	2,410	7.69%
<b>Total Expenses:</b>	<b>11,942,253</b>	<b>10,984,620</b>	<b>(957,633)</b>	<b>12,403,100</b>	<b>1,418,480</b>	<b>12.91%</b>
<b>Revenues:</b>						
Grants/Subsidies	(5,432,963)	(5,153,900)	279,063	(5,954,400)	(800,500)	15.53%
General Recoveries	(268,667)	(228,540)	40,127	(286,800)	(58,260)	25.49%
Development Charges Reserve Funds	(18,513)	(18,510)	3	(18,160)	350	-1.89%
Transfers from Reserves/Reserve Funds	(28,038)	(1,700)	26,338	(168,230)	(166,530)	9795.88%
<b>Total Revenues:</b>	<b>(5,748,181)</b>	<b>(5,402,650)</b>	<b>345,531</b>	<b>(6,427,590)</b>	<b>(1,024,940)</b>	<b>18.97%</b>
<b>Net Levy</b>	<b>6,194,072</b>	<b>5,581,970</b>	<b>(612,102)</b>	<b>5,975,510</b>	<b>393,540</b>	<b>7.05%</b>

## Paramedic Services

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### **Function:**

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

### **Services Provided:**

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

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

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



# Haldimand County 2024 Tax Supported Operating Budget

## Paramedic Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	8,327,402	7,398,850	(928,552)	8,318,500	919,650	12.43%
Long Term Debt Charges	131,824	131,820	(4)	129,310	(2,510)	-1.90%
Materials	377,001	385,470	8,469	560,450	174,980	45.39%
Utilities	27,144	26,620	(524)	29,030	2,410	9.05%
Contracted Services	260,542	296,150	35,608	149,900	(146,250)	-49.38%
Interfunctional Adjustments	1,007,440	1,007,440	-	1,219,820	212,380	21.08%
<b>Total Expenses:</b>	<b>10,131,353</b>	<b>9,246,350</b>	<b>(885,003)</b>	<b>10,407,010</b>	<b>1,160,660</b>	<b>12.55%</b>
<b>Revenues:</b>						
Grants/Subsidies	(5,432,963)	(5,153,900)	279,063	(5,954,400)	(800,500)	15.53%
General Recoveries	(71,747)	(74,650)	(2,903)	(74,650)	-	0.00%
Development Charges Reserve Funds	(18,513)	(18,510)	3	(18,160)	350	-1.89%
Transfers from Reserves/Reserve Funds	(26,338)	-	26,338	(12,630)	(12,630)	0.00%
<b>Total Revenues:</b>	<b>(5,549,561)</b>	<b>(5,247,060)</b>	<b>302,501</b>	<b>(6,059,840)</b>	<b>(812,780)</b>	<b>15.49%</b>
<b>Net Levy</b>	<b>4,581,792</b>	<b>3,999,290</b>	<b>(582,502)</b>	<b>4,347,170</b>	<b>347,880</b>	<b>8.70%</b>

## Cemeteries

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**Function:**

Provide for the governance, management and administration of cemetery services for the benefit of the County residents and visitors. At present, there are 41 cemetery properties across the County that the County maintains of which 19 are designated as active for interment purposes with 22 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
- Improve service delivery by adding columbariums to select Haldimand County cemeteries



# Haldimand County 2024 Tax Supported Operating Budget

## Cemeteries

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	231,160	205,190	(25,970)	224,010	18,820	9.17%
Materials	8,460	13,250	4,790	14,850	1,600	12.08%
Utilities	4,850	4,730	(120)	4,730	-	0.00%
Contracted Services	150,450	99,120	(51,330)	128,420	29,300	29.56%
Rents and Financial Expenses	100	100	-	5,100	5,000	5000.00%
Interfunctional Adjustments	74,480	74,480	-	74,480	-	0.00%
<b>Total Expenses:</b>	<b>469,500</b>	<b>396,870</b>	<b>(72,630)</b>	<b>451,590</b>	<b>54,720</b>	<b>13.79%</b>
<b>Revenues:</b>						
General Recoveries	(196,920)	(153,890)	43,030	(212,150)	(58,260)	37.86%
<b>Total Revenues:</b>	<b>(196,920)</b>	<b>(153,890)</b>	<b>43,030</b>	<b>(212,150)</b>	<b>(58,260)</b>	<b>37.86%</b>
<b>Net Levy</b>	<b>272,580</b>	<b>242,980</b>	<b>(29,600)</b>	<b>239,440</b>	<b>(3,540)</b>	<b>-1.46%</b>

## Public Health Services

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### **Function:**

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

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

### **Services Provided:**

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.
4. The Health Unit programs include, Professional Practice and Quality Assurance, Planning and Evaluation, Healthy Growth and Development, School Health and Substance Use, Environmental Health, Infectious Diseases and Vaccine Preventable Diseases.

### **Service Issues:**

1. The Ministry of Health pathways to strengthening public health will address role clarity, potential mergers, and ongoing public health standards review for future service delivery. Once launched, this may impact health unit service delivery across Haldimand Norfolk.
2. Continued financial challenges with new funding formula and capped budgets for all mandatory and related programs.
3. Uncertainty of COVID-19 program funding for 2024-2025. If funding ceases, significant impacts will occur in the ability of HNHU to monitor and respond to COVID-19 cases, outbreaks, and the continued delivery of vaccinations.
4. 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.

## Public Health Services

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### Service Objectives/Goals:

#### UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Implementation of HNNU's After Action Review recommendations, including the review and update of emergency response plans and business continuity plans.
2. Finalize and launch HNNU's 2024-2028 Strategic Plan which will set out the local vision, priorities and strategic directions for the board of health.
3. Assess and modify infant feeding survey to improve response and better reach priority populations, to inform pre/post-natal programming.
4. Finalize and launch Extreme Weather Response Plan.
5. Staff wellness and engagement initiatives to build strong team, foster resilience, improve recruitment and promote retention.
6. Participate in and support studies on Gas Well health hazards and foster educational institution stakeholder relationships.
7. Continue to re-engage community partnerships to re-build and prioritize the Health Equity Program.
8. Continued delivery of routine and COVID-19 immunization clinics as well as school-based vaccination program to decrease the risk of vaccine preventable disease within our community.

### Main Budget Drivers:

Materials & Supplies: The increase of \$14,800 is driven by Meeting Expenses (\$6,600), Program Supplies (\$5,400) and Medical Supplies (\$4,100) all based on prior year actuals.

Services: The decrease of \$582,000 is driven by the change in program delivery for the Ontario Seniors Dental Care Program (OSDCP), where previously it was being delivered externally rather than in-house. The CAI reflects the program changes of offering services in-house.

Interdepartmental Charges: The interdepartmental areas that have a financial impact on the Ministry of Health Programs include: Office space rental, finance, clerk's, corporate communications, health and social services and human resources administration costs, legal services and insurance as well as charges for telephone usage, IT support and computer equipment replacement.

Federal/Provincial Grants: The decrease of \$496,800 is driven by the removal of the OSDCP external service delivery, with in-house services outlined in the BAI. This is slightly offset by a 1% base budget funding increase for Mandatory Programs, a reduction to the levy.

Fees & Service Charges: The decrease of \$10,200 is due to reduced program fees for Prenatal Classes, offset slightly by an anticipated increase from Seasonal Housing inspections with a change to per unit from a per address fee.

Interdepartmental Recoveries: The increase of \$13,100 is due to the allocation of FTE-related charges to the Health Babies Healthy Children (HBHC) program.



# Haldimand County 2024 Tax Supported Operating Budget

## Public Health Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Contracted Services	1,341,400	1,341,400	-	1,544,500	203,100	15.14%
<b>Total Expenses:</b>	<b>1,341,400</b>	<b>1,341,400</b>	-	<b>1,544,500</b>	<b>203,100</b>	<b>15.14%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(1,700)	(1,700)	-	(155,600)	(153,900)	9052.94%
<b>Total Revenues:</b>	<b>(1,700)</b>	<b>(1,700)</b>	-	<b>(155,600)</b>	<b>(153,900)</b>	<b>9052.94%</b>
<b>Net Levy</b>	<b>1,339,700</b>	<b>1,339,700</b>	-	<b>1,388,900</b>	<b>49,200</b>	<b>3.67%</b>



**Haldimand**  
County



Social & Family Services



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Social & Family Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	9,941,708	10,758,510	816,802	12,614,260	1,855,750	17.25%
Long Term Debt Charges	1,200,019	1,200,020	1	1,151,410	(48,610)	-4.05%
Materials	1,194,835	1,171,340	(23,495)	1,325,700	154,360	13.18%
Contracted Services	2,259,405	1,549,670	(709,735)	1,627,290	77,620	5.01%
Rents and Financial Expenses	77	900	823	900	-	0.00%
Transfers to Reserves/Reserve Funds	231,900	231,900	-	-	(231,900)	-100.00%
Interfunctional Adjustments	642,470	642,470	-	806,280	163,810	25.50%
Utilities	379,484	371,500	(7,984)	360,300	(11,200)	-3.01%
<b>Total Expenses:</b>	<b>15,849,898</b>	<b>15,926,310</b>	<b>76,412</b>	<b>17,886,140</b>	<b>1,959,830</b>	<b>12.31%</b>
<b>Revenues:</b>						
Grants/Subsidies	(8,577,604)	(8,133,220)	444,384	(9,878,710)	(1,745,490)	21.46%
General Recoveries	(3,078,269)	(3,385,960)	(307,691)	(3,563,030)	(177,070)	5.23%
Transfers from Reserves/Reserve Funds	(98,780)	(98,780)	-	(90,780)	8,000	-8.10%
<b>Total Revenues:</b>	<b>(11,754,653)</b>	<b>(11,617,960)</b>	<b>136,693</b>	<b>(13,532,520)</b>	<b>(1,914,560)</b>	<b>16.48%</b>
<b>Net Levy</b>	<b>4,095,245</b>	<b>4,308,350</b>	<b>213,105</b>	<b>4,353,620</b>	<b>45,270</b>	<b>1.05%</b>

## Grandview Lodge

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### **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 Annual Quality Inspection conducted by the Ministry of Health ensures ongoing compliance within the Home, encompassing over 450 standards reviewed across all departments. To maintain compliance, inspectors engage in interviews with residents, staff, family, and volunteers. This inspection program aims to foster a culture centered on resident outcomes, continuous quality improvement, and transparency.

Long-term care operations face a challenge due to provincial funding not keeping pace with the growing needs of seniors. The funding formula, known as the Case Mix Index (CMI), operates through the RAI-MDS charting system. Residents' information is assessed four times a year, and funding is determined based on these evaluations, reflecting the levels of care required.

Recruiting qualified staff proves challenging due to the national shortage in Health Human Resources, compounded by Haldimand County's rural setting. This difficulty in recruitment directly impacts the home's operations.

## Grandview Lodge

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### **Service Issues cont'd.:**

The funding for COVID-19 containment concluded on March 31, 2023, covering additional expenses associated with the implementation of infection prevention and control measures. While the financial burden of these extra costs has lessened, there remains a need to ensure the implementation of proper procedures for Infection Prevention and Control (IPAC) measures.

On April 1, 2023, the Ministry of Health and Long-Term Care introduced a new funding initiative called the New Comprehensive Minor Capital Fund. This funding provides Grandview Lodge with flexibility by allowing eligible expenditures from previous programs to be incorporated into a more comprehensive framework. Expenditures from the previous containment funding can now be processed under this new fund. The Ministry of Long-Term Care aims to reduce the administrative burden created by the previous funding model.

### **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 2024 Tax Supported Operating Budget

## Grandview Lodge - Summary

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	9,941,708	10,758,510	816,802	12,614,260	1,855,750	17.25%
Long Term Debt Charges	1,200,019	1,200,020	1	1,151,410	(48,610)	-4.05%
Materials	1,194,835	1,171,340	(23,495)	1,325,700	154,360	13.18%
Utilities	379,484	371,500	(7,984)	360,300	(11,200)	-3.01%
Contracted Services	1,269,605	559,870	(709,735)	554,590	(5,280)	-0.94%
Rents and Financial Expenses	77	900	823	900	-	0.00%
Interfunctional Adjustments	642,470	642,470	-	806,280	163,810	25.50%
<b>Total Expenses:</b>	<b>14,628,198</b>	<b>14,704,610</b>	<b>76,412</b>	<b>16,813,440</b>	<b>2,108,830</b>	<b>14.34%</b>
<b>Revenues:</b>						
Grants/Subsidies	(8,577,604)	(8,133,220)	444,384	(9,878,710)	(1,745,490)	21.46%
General Recoveries	(3,078,269)	(3,385,960)	(307,691)	(3,563,030)	(177,070)	5.23%
Transfers from Reserves/Reserve Funds	(98,780)	(98,780)	-	(50,980)	47,800	-48.39%
<b>Total Revenues:</b>	<b>(11,754,653)</b>	<b>(11,617,960)</b>	<b>136,693</b>	<b>(13,492,720)</b>	<b>(1,874,760)</b>	<b>16.14%</b>
<b>Net Levy</b>	<b>2,873,545</b>	<b>3,086,650</b>	<b>213,105</b>	<b>3,320,720</b>	<b>234,070</b>	<b>7.58%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	588,132	466,380	(121,752)	486,810	20,430	4.38%
Materials	221,661	187,080	(34,581)	198,160	11,080	5.92%
Contracted Services	101,974	75,670	(26,304)	80,390	4,720	6.24%
Rents and Financial Expenses	77	900	823	900	-	0.00%
Interfunctional Adjustments	642,470	642,470	-	806,280	163,810	25.50%
<b>Total Expenses:</b>	<b>1,554,314</b>	<b>1,372,500</b>	<b>(181,814)</b>	<b>1,572,540</b>	<b>200,040</b>	<b>14.57%</b>
<b>Revenues:</b>						
Grants/Subsidies	(6,172,851)	(5,851,780)	321,071	(5,940,450)	(88,670)	1.52%
General Recoveries	(2,843,281)	(3,167,540)	(324,259)	(3,292,310)	(124,770)	3.94%
Transfers from Reserves/Reserve Funds	(3,240)	(3,240)	-	(19,980)	(16,740)	516.67%
<b>Total Revenues:</b>	<b>(9,019,372)</b>	<b>(9,022,560)</b>	<b>(3,188)</b>	<b>(9,252,740)</b>	<b>(230,180)</b>	<b>2.55%</b>
<b>Net Levy</b>	<b>(7,465,058)</b>	<b>(7,650,060)</b>	<b>(185,002)</b>	<b>(7,680,200)</b>	<b>(30,140)</b>	<b>0.39%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Building & Property

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	316,778	305,080	(11,698)	391,200	86,120	28.23%
Long Term Debt Charges	1,200,019	1,200,020	1	1,151,410	(48,610)	-4.05%
Materials	26,519	43,790	17,271	43,790	-	0.00%
Utilities	359,792	355,000	(4,792)	343,800	(11,200)	-3.15%
Contracted Services	243,910	190,560	(53,350)	196,560	6,000	3.15%
<b>Total Expenses:</b>	<b>2,147,018</b>	<b>2,094,450</b>	<b>(52,568)</b>	<b>2,126,760</b>	<b>32,310</b>	<b>1.54%</b>
<b>Revenues:</b>						
Grants/Subsidies	(483,540)	(483,550)	(10)	(483,550)	-	0.00%
General Recoveries	(25,409)	(11,190)	14,219	(40,440)	(29,250)	261.39%
Transfers from Reserves/Reserve Funds	(1,500)	(1,500)	-	(1,500)	-	0.00%
<b>Total Revenues:</b>	<b>(510,449)</b>	<b>(496,240)</b>	<b>14,209</b>	<b>(525,490)</b>	<b>(29,250)</b>	<b>5.89%</b>
<b>Net Levy</b>	<b>1,636,569</b>	<b>1,598,210</b>	<b>(38,359)</b>	<b>1,601,270</b>	<b>3,060</b>	<b>0.19%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Dietary Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,093,619	1,053,740	(39,879)	1,154,650	100,910	9.58%
Materials	557,626	558,960	1,334	609,710	50,750	9.08%
Contracted Services	9,232	8,500	(732)	8,500	-	0.00%
<b>Total Expenses:</b>	<b>1,660,477</b>	<b>1,621,200</b>	<b>(39,277)</b>	<b>1,772,860</b>	<b>151,660</b>	<b>9.35%</b>
<b>Revenues:</b>						
General Recoveries	(411)	(5,300)	(4,889)	(5,300)	-	0.00%
<b>Total Revenues:</b>	<b>(411)</b>	<b>(5,300)</b>	<b>(4,889)</b>	<b>(5,300)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>1,660,066</b>	<b>1,615,900</b>	<b>(44,166)</b>	<b>1,767,560</b>	<b>151,660</b>	<b>9.39%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Housekeeping

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	561,403	531,350	(30,053)	496,590	(34,760)	-6.54%
Materials	62,393	65,170	2,777	65,170	-	0.00%
Contracted Services	-	2,700	2,700	2,700	-	0.00%
<b>Total Expenses:</b>	<b>623,796</b>	<b>599,220</b>	<b>(24,576)</b>	<b>564,460</b>	<b>(34,760)</b>	<b>-5.80%</b>
<b>Revenues:</b>						
Grants/Subsidies	-	-	-	(36,280)	(36,280)	0.00%
General Recoveries	-	-	-	-	-	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(36,280)</b>	<b>(36,280)</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>623,796</b>	<b>599,220</b>	<b>(24,576)</b>	<b>528,180</b>	<b>(71,040)</b>	<b>-11.86%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Laundry & Linen

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	205,653	298,660	93,007	244,650	(54,010)	-18.08%
Materials	20,936	36,080	15,144	36,080	-	0.00%
<b>Total Expenses:</b>	<b>226,589</b>	<b>334,740</b>	<b>108,151</b>	<b>280,730</b>	<b>(54,010)</b>	<b>-16.13%</b>
<b>Revenues:</b>						
Grants/Subsidies	-	-	-	(36,280)	(36,280)	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(36,280)</b>	<b>(36,280)</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>226,589</b>	<b>334,740</b>	<b>108,151</b>	<b>244,450</b>	<b>(90,290)</b>	<b>-26.97%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Nursing & Personal Care

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	6,562,841	7,419,800	856,959	9,073,030	1,653,230	22.28%
Materials	192,015	167,700	(24,315)	246,520	78,820	47.00%
Contracted Services	765,413	92,950	(672,463)	74,950	(18,000)	-19.37%
<b>Total Expenses:</b>	<b>7,520,269</b>	<b>7,680,450</b>	<b>160,181</b>	<b>9,394,500</b>	<b>1,714,050</b>	<b>22.32%</b>
<b>Revenues:</b>						
Grants/Subsidies	(1,851,173)	(1,727,850)	123,323	(3,226,420)	(1,498,570)	86.73%
General Recoveries	(12,238)	(5,000)	7,238	(5,000)	-	0.00%
Transfers from Reserves/Reserve Funds	(94,040)	(94,040)	-	(27,500)	66,540	-70.76%
<b>Total Revenues:</b>	<b>(1,957,451)</b>	<b>(1,826,890)</b>	<b>130,561</b>	<b>(3,258,920)</b>	<b>(1,432,030)</b>	<b>78.39%</b>
<b>Net Levy</b>	<b>5,562,818</b>	<b>5,853,560</b>	<b>290,742</b>	<b>6,135,580</b>	<b>282,020</b>	<b>4.82%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Programs & Support

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	587,016	615,680	28,664	697,450	81,770	13.28%
Materials	6,082	5,750	(332)	5,750	-	0.00%
Contracted Services	149,076	189,490	40,414	191,490	2,000	1.06%
<b>Total Expenses:</b>	<b>742,174</b>	<b>810,920</b>	<b>68,746</b>	<b>894,690</b>	<b>83,770</b>	<b>10.33%</b>
<b>Revenues:</b>						
Grants/Subsidies	(70,040)	(70,040)	-	(155,730)	(85,690)	122.34%
Transfers from Reserves/Reserve Funds	-	-	-	(2,000)	(2,000)	0.00%
<b>Total Revenues:</b>	<b>(70,040)</b>	<b>(70,040)</b>	<b>-</b>	<b>(157,730)</b>	<b>(87,690)</b>	<b>125.20%</b>
<b>Net Levy</b>	<b>672,134</b>	<b>740,880</b>	<b>68,746</b>	<b>736,960</b>	<b>(3,920)</b>	<b>-0.53%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Grandview Lodge - Capability & Support Services (formerly Cheshire)

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	26,266	67,820	41,554	69,880	2,060	3.04%
Materials	107,603	106,810	(793)	120,520	13,710	12.84%
Utilities	19,692	16,500	(3,192)	16,500	-	0.00%
<b>Total Expenses:</b>	<b>153,561</b>	<b>191,130</b>	<b>37,569</b>	<b>206,900</b>	<b>15,770</b>	<b>8.25%</b>
<b>Revenues:</b>						
General Recoveries	(196,930)	(196,930)	-	(219,980)	(23,050)	11.70%
<b>Total Revenues:</b>	<b>(196,930)</b>	<b>(196,930)</b>	<b>-</b>	<b>(219,980)</b>	<b>(23,050)</b>	<b>11.70%</b>
<b>Net Levy</b>	<b>(43,369)</b>	<b>(5,800)</b>	<b>37,569</b>	<b>(13,080)</b>	<b>(7,280)</b>	<b>125.52%</b>

## Social Assistance

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### Function:

To review, analyze and provide advice relative to Haldimand County's interest in Social Assistance programs administered and delivered by Norfolk County as the Consolidated Municipal Services Manager (CMSM). The Ontario Works program provides 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. Ontario Works is engaging in refresher training for Employment Service Transformation for all front line staff. This training will be developed and delivered by senior staff and unique to Norfolk County. Having guidelines for creation and updating of Action Plans is required and will focus on capturing goals and milestones directly related to targets.
2. Ontario Works will continue to work on change management and planning as the Ministry moves along with the Social Assistance Renewal Plan.
3. MCCSS ministry projects increased OW caseloads to climb by 8.4% in 2023-2024 and a further 6.7% in 2024/2025 due to inflation and other economic factors, while the funds to administer OW is frozen at 2018 actual budget.
4. Recruitment and retention of early years educators poses a challenge to matching the demands of the local child care needs which may impact the implementation of our directed growth plan.
5. New child care and early years funding formula expected to be released in 2024 which will pose administrative challenges.

### Service Objectives/Goals:

#### UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Ontario Works is piloting service delivery strategies in the community. This means that staff will be delivering Ontario Works services and providing information in local libraries, community centers and partnering agencies to the general public. This expands the service delivery across both municipalities to better serve the individuals within the communities.
2. Ontario Works and Employment Ontario sites will be piloting a new initiative for integrated participants within Employment Service Transformation; working closely together and engaging in meetings with shared participants to strengthen the support provided.
3. Children's Services is expanding the pilot pop-up play and learn initiative offered through EarlyON Child and Family Centres to offer these events at local family housing sites.
4. Plan to implement an online portal for fee subsidy applications.
5. Implementation of Children's Services directed growth plan to expand child care spaces into 2026.

# Haldimand County 2024 Tax Supported Operating Budget

## Social Assistance

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### Main Budget Drivers:

#### MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

**Salaries & Benefits:** The increase of \$41,500 is due to economic, merit, job evaluation and benefit increase and standardization offset by staff turnover related updates to salary grid progression. The majority of this increase (\$35,800) is on the levy.

**Materials & Supplies:** The decrease of \$16,200 is driven by Office Supplies (\$7,000), Mileage (\$5,500) and Operating Supplies (\$3,900), all factors of historical spending and future expected requirements in both the Ontario Works and Child Care programs. Approximately \$11,000 of this is a reduction to the levy.

**Services:** The decrease of \$909,400 is due to the Canada-Wide Early Learning Child Care (CWELCC) fee subsidy expenditures. With the program just beginning at the tail end of 2022, the 2023 budget was developed based on best estimate from core programs. After a year of historical actuals, the budget now reflects expected spending. There is no levy impact from this adjustment.

**Transfer Payments/Grants:** The increase of \$2,881,100 is driven an allocation of funds towards Child Care provider operations, CWELCC related costs and equipment replacement or new build needs (\$1,805,100). Part of this increase is related to a new Child Care centre that opened in Haldimand County. For Ontario Works, an increase for benefits (\$1,076,000) has been included based on historical actuals as caseloads continue to increase; of this, Employment Related Expenditures increases (\$106,400) are a levy impact as Ministry funding remains status quo based on planning allocations.

**Interdepartmental Charges:** The interdepartmental areas that have a financial impact on Social Services include: Office space rental, finance, clerk's, corporate communications, health and social services, Ontario Works and human resources administration costs, legal services and insurance as well as charges for telephone usage, IT support and computer equipment replacement.

**Federal/Provincial Grants:** The increase of \$1,864,700 is driven by program adjustments described in Services and Transfer Payments/Grants, which are fully funded by the respective Ministry. For Ontario Works/Ministry of Children, Community and Social Services, this is an amount of \$919,000 and for Child Care/Ministry of Education, this is a total of \$945,700.

**Interdepartmental Recoveries:** The increase of \$18,900 is due to calculated recoveries (Ontario Works) and charges (Child Care), where many Social Services charges are initially made to Ontario Works and charged out to Child Care based on share of Social Services FTEs. This is a reduction on the levy.

**Other Revenues:** The increase of \$47,000 is due to Ontario Works for recoveries of overpayments or funeral costs. These are completed on behalf of the Ministry so there is no levy impact.



# Haldimand County 2024 Tax Supported Operating Budget

## Social Assistance

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Contracted Services	836,800	836,800	-	926,200	89,400	10.68%
Transfers to Reserves/Reserve Funds	231,900	231,900	-	-	(231,900)	-100.00%
<b>Total Expenses:</b>	<b>1,068,700</b>	<b>1,068,700</b>	<b>-</b>	<b>926,200</b>	<b>(142,500)</b>	<b>-13.33%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	-	-	-	(39,800)	(39,800)	0.00%
<b>Total Revenues:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(39,800)</b>	<b>(39,800)</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>1,068,700</b>	<b>1,068,700</b>	<b>-</b>	<b>886,400</b>	<b>(182,300)</b>	<b>-17.06%</b>

## Child Care

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### 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. Increase in the frequency and severity of clients presenting with perinatal mental health concerns. Limited community resources and supports to address, leading to additional workload for staff.
2. Increase in the frequency and severity of adverse child behaviors leading to altered attachment and parenting problems.
3. Decrease in staffing capacity to engage with priority populations due to increased workload.

### Main Budget Drivers:

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

Salaries & Benefits: The increase of \$29,800 consists of contract, merit and benefit adjustments.

Interdepartmental Charges: The increase of \$16,600 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.

Municipal Recoveries: The increase of \$19,700 is due to the arbitration agreement for share of levy-supported costs with Haldimand County, which is based on the number of households in each county.



# Haldimand County 2024 Tax Supported Operating Budget

## Child Care

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Contracted Services	153,000	153,000	-	146,500	(6,500)	-4.25%
<b>Total Expenses:</b>	<b>153,000</b>	<b>153,000</b>	-	<b>146,500</b>	<b>(6,500)</b>	<b>-4.25%</b>
<b>Net Levy</b>	<b>153,000</b>	<b>153,000</b>	-	<b>146,500</b>	<b>(6,500)</b>	<b>-4.25%</b>



## Social Housing

## Social Housing

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### Function:

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

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

### Services Provided:

- 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:

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Affordable housing availability across both municipalities for individuals and families in the lowest income percentiles.
2. Availability of support services required for housing stability.

### Service Objectives/Goals:

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Homeless Prevention has a focus in 2023 to implement new initiatives including annual warming centres and Transitional Housing with supports in both Counties and include food security supports in emergency housing.
2. Data collection methodology and analysis is a priority for accurate reporting and needs assessment for Homelessness Prevention.
3. A review of the Homelessness Prevention Program funding will be conducted for service recommendations going forward in 2024.
4. A review of Housing Services and Rent Geared to Income housing stock will be conducted for recommendations going forward in 2024.
5. Housing and Homelessness 10 year plan will be updated to reflect current housing goals in Haldimand Norfolk.
6. Work with community partners on supportive affordable housing developments.
7. Develop a new Rent Supplement program to support affordable housing for residents.

# Haldimand County 2024 Tax Supported Operating Budget

## Social Housing

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### Main Budget Drivers:

#### MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

**Transfer Payments/Grants:** The decrease of \$742,200 is driven by the Social Services Relief Fund (SSRF) program, which ended on March 31, 2023. Due to the increase in Homeless Prevention Program (HPP) funding (outlined in Summary of CAIs & NBIs), many of the initiatives funded through SSRF were able to continue. These allocations are funded by the Ministry of Municipal Affairs & Housing (MMAH) and do not impact the levy.

**Interdepartmental Charges:** The interdepartmental areas that have a financial impact on Housing Services include: Office space rental, finance, clerk's, health and social services and human resources administration costs, legal services and insurance as well as charges for telephone usage, IT support and computer equipment replacement.

**Federal/Provincial Grants:** The decrease of \$268,400 is driven by the SSRF program (\$566,900), which ended on March 31, 2023. This is offset by a large increase to the Canada-Ontario Community Housing Initiative (COCHI) (\$352,500) as per the MMAH planning allocations.

**Municipal Recoveries:** The decrease of \$24,100 is driven by increased interdepartmental recoveries in Housing Services Administration, which decreases the shared levy.

**Transfer from Reserve & Reserve Funds:** The decrease of \$382,800 is due to the flow of funds from the Norfolk County housing reserve for the Haldimand-Norfolk Housing Corporation's repair and renewal program. Funds will flow to the respective capital projects instead of through operating, as was suggested in the approved 2023 budget.

**Interdepartmental Recoveries:** The increase of \$50,000 reflects the amount funding available from programs where charges are based on the maximum allowable administrative allocation, as well as the increase from additional FTEs in the HPP.



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Social Housing

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Contracted Services	1,871,600	1,871,600	-	1,469,500	(402,100)	-21.48%
Transfers to Reserves/Reserve Funds	306,400	306,400	-	306,400	-	0.00%
<b>Total Expenses:</b>	<b>2,178,000</b>	<b>2,178,000</b>	-	<b>1,775,900</b>	<b>(402,100)</b>	<b>-18.46%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(378,000)	(378,000)	-	-	378,000	-100.00%
<b>Total Revenues:</b>	<b>(378,000)</b>	<b>(378,000)</b>	-	-	<b>378,000</b>	<b>-100.00%</b>
<b>Net Levy</b>	<b>1,800,000</b>	<b>1,800,000</b>	-	<b>1,775,900</b>	<b>(24,100)</b>	<b>-1.34%</b>



**Haldimand**  
County

Recreational & Cultural Services



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Recreation & Cultural Services

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	6,736,379	6,527,720	(208,659)	6,987,000	459,280	7.04%
Long Term Debt Charges	2,080,720	2,080,720	-	1,665,600	(415,120)	-19.95%
Materials	506,292	469,830	(36,462)	534,590	64,760	13.78%
Contracted Services	1,382,100	1,143,420	(238,680)	1,467,560	324,140	28.35%
Rents and Financial Expenses	181,366	175,620	(5,746)	200,310	24,690	14.06%
External Transfers	302,853	315,030	12,177	334,730	19,700	6.25%
Transfers to Reserves/Reserve Funds	691,680	691,680	-	691,680	-	0.00%
Interfunctional Adjustments	852,440	852,440	-	857,520	5,080	0.60%
Utilities	936,675	936,320	(355)	882,020	(54,300)	-5.80%
<b>Total Expenses:</b>	<b>13,670,505</b>	<b>13,192,780</b>	<b>(477,725)</b>	<b>13,621,010</b>	<b>428,230</b>	<b>3.25%</b>
<b>Revenues:</b>						
Grants/Subsidies	(132,922)	(136,320)	(3,398)	(136,320)	-	0.00%
General Recoveries	(1,616,912)	(1,572,040)	44,872	(1,628,220)	(56,180)	3.57%
Development Charges Reserve Funds	(748,000)	(748,000)	-	(581,020)	166,980	-22.32%
Transfers from Reserves/Reserve Funds	(284,800)	(286,000)	(1,200)	(133,260)	152,740	-53.41%
<b>Total Revenues:</b>	<b>(2,782,634)</b>	<b>(2,742,360)</b>	<b>40,274</b>	<b>(2,478,820)</b>	<b>263,540</b>	<b>-9.61%</b>
<b>Net Levy</b>	<b>10,887,871</b>	<b>10,450,420</b>	<b>(437,451)</b>	<b>11,142,190</b>	<b>691,770</b>	<b>6.62%</b>

## Facilities, Parks, Cemeteries & Forestry Operations

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### Function:

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

### Facilities

- 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

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

Cemeteries - 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

## Facilities, Parks, Cemeteries & Forestry Operations

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### 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 2024 Tax Supported Operating Budget

## Facilities, Parks, Cemeteries & Forestry Operations

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	703,893	613,080	(90,813)	651,220	38,140	6.22%
Materials	58,830	54,640	(4,190)	54,640	-	0.00%
Interfunctional Adjustments	14,350	14,350	-	14,350	-	0.00%
<b>Total Expenses:</b>	<b>777,073</b>	<b>682,070</b>	<b>(95,003)</b>	<b>720,210</b>	<b>38,140</b>	<b>5.59%</b>
<b>Net Levy</b>	<b>777,073</b>	<b>682,070</b>	<b>(95,003)</b>	<b>720,210</b>	<b>38,140</b>	<b>5.59%</b>

## Parks & Parkettes

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**Function:**

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

**Services Provided:**

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

**Service Issues:**

- Additional expenses related to contracted services for park maintenance

**Service Objectives/Goals:**

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



# Haldimand County 2024 Tax Supported Operating Budget

## Parks & Parkettes

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	759,370	662,680	(96,690)	723,400	60,720	9.16%
Long Term Debt Charges	134,800	134,800	-	132,060	(2,740)	-2.03%
Materials	54,710	29,870	(24,840)	31,470	1,600	5.36%
Utilities	57,540	53,520	(4,020)	53,520	-	0.00%
Contracted Services	256,140	200,430	(55,710)	232,110	31,680	15.81%
Rents and Financial Expenses	164,380	158,760	(5,620)	176,340	17,580	11.07%
External Transfers	251,330	246,210	(5,120)	265,130	18,920	7.68%
Interfunctional Adjustments	382,820	382,820	-	380,300	(2,520)	-0.66%
<b>Total Expenses:</b>	<b>2,061,090</b>	<b>1,869,090</b>	<b>(192,000)</b>	<b>1,994,330</b>	<b>125,240</b>	<b>6.70%</b>
<b>Revenues:</b>						
General Recoveries	(22,940)	(27,740)	(4,800)	(29,300)	(1,560)	5.62%
Transfers from Reserves/Reserve Funds	(134,800)	(134,800)	-	(132,060)	2,740	-2.03%
<b>Total Revenues:</b>	<b>(157,740)</b>	<b>(162,540)</b>	<b>(4,800)</b>	<b>(161,360)</b>	<b>1,180</b>	<b>-0.73%</b>
<b>Net Levy</b>	<b>1,903,350</b>	<b>1,706,550</b>	<b>(196,800)</b>	<b>1,832,970</b>	<b>126,420</b>	<b>7.41%</b>

## Recreation Facilities - All Other

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**Function:**

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

**Services Provided:**

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

**Service Issues:**

- Condition assessments of the community centres were completed in 2021 to establish short and long-term needs for these assets
- Maintenance of aging pools and associated facilities in Dunnville & Hagersville have been monitored and need to be addressed

**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 2024 Tax Supported Operating Budget

## Arenas

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,648,860	1,684,120	35,260	1,838,560	154,440	9.17%
Long Term Debt Charges	1,404,270	1,404,270	-	1,000,710	(403,560)	-28.74%
Materials	106,970	70,030	(36,940)	70,030	-	0.00%
Utilities	718,310	722,490	4,180	667,930	(54,560)	-7.55%
Contracted Services	357,540	251,020	(106,520)	296,470	45,450	18.11%
Rents and Financial Expenses	1,000	1,000	-	1,000	-	0.00%
Interfunctional Adjustments	84,510	102,630	18,120	101,210	(1,420)	-1.38%
<b>Total Expenses:</b>	<b>4,321,460</b>	<b>4,235,560</b>	<b>(85,900)</b>	<b>3,975,910</b>	<b>(259,650)</b>	<b>-6.13%</b>
<b>Revenues:</b>						
General Recoveries	(1,079,460)	(1,054,440)	25,020	(1,087,850)	(33,410)	3.17%
Development Charges Reserve Funds	(573,200)	(573,200)	-	(407,810)	165,390	-28.85%
<b>Total Revenues:</b>	<b>(1,652,660)</b>	<b>(1,627,640)</b>	<b>25,020</b>	<b>(1,495,660)</b>	<b>131,980</b>	<b>-8.11%</b>
<b>Net Levy</b>	<b>2,668,800</b>	<b>2,607,920</b>	<b>(60,880)</b>	<b>2,480,250</b>	<b>(127,670)</b>	<b>-4.90%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Pools

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	48,110	42,540	(5,570)	46,440	3,900	9.17%
Materials	39,560	30,890	(8,670)	41,140	10,250	33.18%
Utilities	89,600	86,330	(3,270)	82,990	(3,340)	-3.87%
Contracted Services	35,600	32,470	(3,130)	32,470	-	0.00%
Rents and Financial Expenses	1,590	1,590	-	1,590	-	0.00%
<b>Total Expenses:</b>	<b>214,460</b>	<b>193,820</b>	<b>(20,640)</b>	<b>204,630</b>	<b>10,810</b>	<b>5.58%</b>
<b>Net Levy</b>	<b>214,460</b>	<b>193,820</b>	<b>(20,640)</b>	<b>204,630</b>	<b>10,810</b>	<b>5.58%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Community Centres/Halls

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	2,550	-	(2,550)	-	-	0.00%
Long Term Debt Charges	178,130	178,130	-	174,740	(3,390)	-1.90%
Materials	1,060	910	(150)	910	-	0.00%
Contracted Services	-	300	300	300	-	0.00%
Transfers to Reserves/Reserve Funds	225,000	225,000	-	225,000	-	0.00%
<b>Total Expenses:</b>	<b>406,740</b>	<b>404,340</b>	<b>(2,400)</b>	<b>400,950</b>	<b>(3,390)</b>	<b>-0.84%</b>
<b>Net Levy</b>	<b>406,740</b>	<b>404,340</b>	<b>(2,400)</b>	<b>400,950</b>	<b>(3,390)</b>	<b>-0.84%</b>

## Forestry Maintenance

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### Function:

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

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

### Services Provided:

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

### Service Issues:

- Additional expenses related to consulting services for tree assessments through out the County
- Additional expenses related to contracted services for 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 2024 Tax Supported Operating Budget

## Forestry Maintenance

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	270,775	267,930	(2,845)	256,690	(11,240)	-4.20%
Materials	14,500	14,250	(250)	20,770	6,520	45.75%
Contracted Services	520,400	424,000	(96,400)	648,000	224,000	52.83%
Rents and Financial Expenses	-	-	-	5,000	5,000	0.00%
Interfunctional Adjustments	18,010	18,010	-	18,010	-	0.00%
<b>Total Expenses:</b>	<b>823,685</b>	<b>724,190</b>	<b>(99,495)</b>	<b>948,470</b>	<b>224,280</b>	<b>30.97%</b>
<b>Revenues:</b>						
General Recoveries	(3,200)	(5,290)	(2,090)	(5,290)	-	0.00%
<b>Total Revenues:</b>	<b>(3,200)</b>	<b>(5,290)</b>	<b>(2,090)</b>	<b>(5,290)</b>	<b>-</b>	<b>0.00%</b>
<b>Net Levy</b>	<b>820,485</b>	<b>718,900</b>	<b>(101,585)</b>	<b>943,180</b>	<b>224,280</b>	<b>31.20%</b>

## Libraries

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### 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 2023, we:

- Implemented second phase of Library Board's 2022-2024 Strategic Plan including including collection re-codings and re-locations, diversification of collections and catalogue subject heading updates to reflect cultural sensitivities;
- Provided orientation to new Library Board members and proceeded with new Board term;
- Proceeded with architectural design phase of Hagersville Library + Active Living Centre project;
- Completed re-carpeting and interior re-painting capital projects at Caledonia Branch, including reclassification and relocation of non-fiction collections to simplify browsing and marketing of materials;
- Completed second floor window replacements capital project at Dunnville Branch, as identified in Building Condition Assessment report;
- Replaced and updated security alarm panels at Selkirk, Dunnville and Jarvis Branches;
- Completed exterior window and panel painting at Jarvis Branch;
- Replaced exterior return bin cart at Dunnville Branch;
- Adopted new Library Board Social Media policy, in tandem
- Resumed Sunday hours of operation at the Caledonia and Dunnville Branches;
- Continued quarterly diversity programs to reflect municipality's growing multicultural and differently abled communities, including collection displays, children's crafts, speaker engagements and social media posts;
- Developed alternative staffing schedules to accommodate two (2) leaves of absence;
- Installed ornamental garden armour stones at Dunnville Branch, funded by estate donation;
- Launched English as a Second Language (ESL) public courses with Mohawk College at Caledonia and Hagersville Branches;

## Libraries

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### Service Objectives/Goals cont'd.:

In 2024 we will:

- Proceed with construction 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;
- Continue Phase 3 of Library Board's 2022-2024 Strategic Plan, including automation of additional circulation procedures, namely emailing of overdue and holds notifications, streamlining of loan periods, and development of Marketing Plan;
- Negotiate new occupancy lease for Selkirk Branch with Selkirk Centennial Hall Board, including annexation of building's lower rear meeting room for library purposes;
- 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;
- Adopt new provincial interlibrary loan software, training operators on new features and procedures;
- Develop content for new library microsite web platform and launch new site in tandem with corporate website project;
- Replace elevator cab at Dunnville Branch;
- Replace photocopier unit at Dunnville Branch;
- Re-stain service counter and public computer rotunda millwork and replace book carts at Caledonia Branch;
- Purchase and install new audiovisual equipment – flatscreen with Screambeam projection functionality – in Caledonia Branch meeting room;
- Perform pergola and roof fencing repairs at Dunnville Branch, as identified in Building Condition Assessment report;
- Replace and update security alarm panel at Caledonia Branch;
- Launch quarterly newsletter;
- Investigate new social clubs and library Math programs for children;
- Offer mental health and drug addiction awareness training to staff;



# Haldimand County 2024 Tax Supported Operating Budget

## Library Summary

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,452,270	1,500,200	47,930	1,587,470	87,270	5.82%
Long Term Debt Charges	363,520	363,520	-	358,090	(5,430)	-1.49%
Materials	88,826	93,220	4,394	105,260	12,040	12.92%
Utilities	50,795	51,270	475	54,870	3,600	7.02%
Contracted Services	156,507	158,870	2,363	169,950	11,080	6.97%
Rents and Financial Expenses	1,010	1,030	20	1,050	20	1.94%
Transfers to Reserves/Reserve Funds	316,680	316,680	-	316,680	-	0.00%
Interfunctional Adjustments	336,810	318,690	(18,120)	325,850	7,160	2.25%
<b>Total Expenses:</b>	<b>2,766,418</b>	<b>2,803,480</b>	<b>37,062</b>	<b>2,919,220</b>	<b>115,740</b>	<b>4.13%</b>
<b>Revenues:</b>						
Grants/Subsidies	(79,162)	(82,560)	(3,398)	(82,560)	-	0.00%
General Recoveries	(75,093)	(62,520)	12,573	(66,610)	(4,090)	6.54%
Development Charges Reserve Funds	(174,800)	(174,800)	-	(173,210)	1,590	-0.91%
<b>Total Revenues:</b>	<b>(329,055)</b>	<b>(319,880)</b>	<b>9,175</b>	<b>(322,380)</b>	<b>(2,500)</b>	<b>0.78%</b>
<b>Net Levy</b>	<b>2,437,363</b>	<b>2,483,600</b>	<b>46,237</b>	<b>2,596,840</b>	<b>113,240</b>	<b>4.56%</b>

## Community Development & Partnerships

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### Function:

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

### Services Provided:

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

1. Community Partnership Program – Management of Community Capital Projects, Community Beautification, Community Halls, Fields & Parks Management, Clean & Green, 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, Ice 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 (including the Trails Advisory Committee), 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 ongoing evaluation and feedback for all CDP activities; and,
- Administer an annual corporate 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 2024 Tax Supported Operating Budget

## Community Development & Partnerships

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	781,191	741,260	(39,931)	780,370	39,110	5.28%
Materials	93,765	105,800	12,035	130,750	24,950	23.58%
Contracted Services	13,672	17,520	3,848	20,520	3,000	17.12%
Rents and Financial Expenses	850	1,500	650	1,700	200	13.33%
External Transfers	51,523	68,820	17,297	69,600	780	1.13%
Interfunctional Adjustments	15,940	15,940	-	17,800	1,860	11.67%
<b>Total Expenses:</b>	<b>956,941</b>	<b>950,840</b>	<b>(6,101)</b>	<b>1,020,740</b>	<b>69,900</b>	<b>7.35%</b>
<b>Revenues:</b>						
General Recoveries	-	(3,120)	(3,120)	(3,210)	(90)	2.88%
<b>Total Revenues:</b>	<b>-</b>	<b>(3,120)</b>	<b>(3,120)</b>	<b>(3,210)</b>	<b>(90)</b>	<b>2.88%</b>
<b>Net Levy</b>	<b>956,941</b>	<b>947,720</b>	<b>(9,221)</b>	<b>1,017,530</b>	<b>69,810</b>	<b>7.37%</b>

## Heritage & Culture Administration

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### Function:

The Community Development & Partnerships Division provides a corporate community engagement focus to encourage, develop and maintain partnerships; empowering community stakeholders to identify and implement programs, services and activities—as well as related infrastructure and facilities—resulting in community betterment including enhanced community vibrancy, quality of life, health and wellness, tourism and economic development opportunities. The Heritage & Culture Unit, through the Community Development and Partnerships Division, provides continuity for the governance, management and administration of heritage and cultural services for the benefit of County residents and visitors.

### Services Provided:

- Edinburgh Square Heritage & Cultural Centre, Wilson MacDonald Memorial School Museum and The Heritage Centre (formerly Haldimand County Museum & Archives);
- Actively collect, preserve, display and research historically significant artifacts/archival and reference materials pertaining to Haldimand County;
- Function as educational, interpretive centres and archives;
- Create, develop and conduct a wide range of heritage and cultural programs, events and outreach activities to benefit the community;
- Develop Heritage & Culture as an attractive and meaningful attribute of Haldimand County in terms of promoting the County as an ideal place to live, work and play;
- Act as guardians of Haldimand's collective memory, ensuring an "inheritance" of cultural identity for future generations in Haldimand County.
- Liaison to Heritage Haldimand Municipal Heritage Committee and the Haldimand Museums Advisory Board;
- 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 2024 Tax Supported Operating Budget

## Heritage & Culture Summary

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	386,718	372,530	(14,188)	410,700	38,170	10.25%
Materials	22,123	44,650	22,527	46,680	2,030	4.55%
Utilities	20,430	22,710	2,280	22,710	-	0.00%
Contracted Services	29,157	36,860	7,703	37,390	530	1.44%
Rents and Financial Expenses	436	730	294	730	-	0.00%
<b>Total Expenses:</b>	<b>458,864</b>	<b>477,480</b>	<b>18,616</b>	<b>518,210</b>	<b>40,730</b>	<b>8.53%</b>
<b>Revenues:</b>						
Grants/Subsidies	(53,760)	(53,760)	-	(53,760)	-	0.00%
General Recoveries	(52,447)	(49,920)	2,527	(50,810)	(890)	1.78%
Transfers from Reserves/Reserve Funds	-	(1,200)	(1,200)	(1,200)	-	0.00%
<b>Total Revenues:</b>	<b>(106,207)</b>	<b>(104,880)</b>	<b>1,327</b>	<b>(105,770)</b>	<b>(890)</b>	<b>0.85%</b>
<b>Net Levy</b>	<b>352,657</b>	<b>372,600</b>	<b>19,943</b>	<b>412,440</b>	<b>39,840</b>	<b>10.69%</b>
	-	-	-	-	-	



# Haldimand County 2024 Tax Supported Operating Budget

## Community Capital Projects

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
<b>Total Expenses:</b>	<b>150,000</b>	<b>150,000</b>	-	<b>150,000</b>	-	<b>0.00%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(150,000)	(150,000)	-	-	150,000	-100.00%
<b>Total Revenues:</b>	<b>(150,000)</b>	<b>(150,000)</b>	-	-	<b>150,000</b>	<b>-100.00%</b>
<b>Net Levy</b>	-	-	-	<b>150,000</b>	<b>150,000</b>	<b>0.00%</b>

## Recreation Programs

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### Function:

The Community Development & Partnerships Division provides a corporate community engagement focus to encourage, develop and maintain partnerships; empowering community stakeholders to identify and implement programs, services and activities—as well as related infrastructure and facilities—resulting in community betterment including enhanced community vibrancy, quality of life, health and wellness, tourism and economic development opportunities. The Programming & Events 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, including ice allocation;
- 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.
- Administer the ongoing development of a multi-Division Volunteer Health & Safety Program;

### 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 2024 Tax Supported Operating Budget

## Recreation Programs

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	682,642	643,380	(39,262)	692,150	48,770	7.58%
Materials	25,948	25,570	(378)	32,940	7,370	28.82%
Contracted Services	13,084	21,950	8,866	30,350	8,400	38.27%
Rents and Financial Expenses	12,100	11,010	(1,090)	12,900	1,890	17.17%
<b>Total Expenses:</b>	<b>733,774</b>	<b>701,910</b>	<b>(31,864)</b>	<b>768,340</b>	<b>66,430</b>	<b>9.46%</b>
<b>Revenues:</b>						
General Recoveries	(383,772)	(369,010)	14,762	(385,150)	(16,140)	4.37%
<b>Total Revenues:</b>	<b>(383,772)</b>	<b>(369,010)</b>	<b>14,762</b>	<b>(385,150)</b>	<b>(16,140)</b>	<b>4.37%</b>
<b>Net Levy</b>	<b>350,002</b>	<b>332,900</b>	<b>(17,102)</b>	<b>383,190</b>	<b>50,290</b>	<b>15.11%</b>



Planning & Development



# Haldimand County 2024 Tax Supported Operating Budget Summary

## Planning and Development

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	2,294,439	2,554,010	259,571	2,642,470	88,460	3.46%
Materials	153,259	203,350	50,091	199,470	(3,880)	-1.91%
Contracted Services	186,500	238,450	51,950	214,050	(24,400)	-10.23%
Rents and Financial Expenses	3,600	3,600	-	6,200	2,600	72.22%
External Transfers	273,845	499,700	225,855	541,530	41,830	8.37%
Transfers to Reserves/Reserve Funds	210,000	210,000	-	230,000	20,000	9.52%
Interfunctional Adjustments	(63,230)	(81,680)	(18,450)	(83,610)	(1,930)	2.36%
Utilities	4,080	4,630	550	4,630	-	0.00%
<b>Total Expenses:</b>	<b>3,062,493</b>	<b>3,632,060</b>	<b>569,567</b>	<b>3,754,740</b>	<b>122,680</b>	<b>3.38%</b>
<b>Revenues:</b>						
Grants/Subsidies	(158,550)	(195,540)	(36,990)	(73,140)	122,400	-62.60%
General Recoveries	(434,823)	(568,540)	(133,717)	(626,890)	(58,350)	10.26%
Miscellaneous Property Charges	(94,920)	(94,920)	-	(99,090)	(4,170)	4.39%
Transfers from Reserves/Reserve Funds	(188,375)	(444,260)	(255,885)	(412,850)	31,410	-7.07%
<b>Total Revenues:</b>	<b>(876,668)</b>	<b>(1,303,260)</b>	<b>(426,592)</b>	<b>(1,211,970)</b>	<b>91,290</b>	<b>-6.85%</b>
<b>Net Levy</b>	<b>2,185,825</b>	<b>2,328,800</b>	<b>142,975</b>	<b>2,542,770</b>	<b>213,970</b>	<b>9.19%</b>

## Community & Development Services Administration

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### **Function:**

To facilitate decision-making and initiatives that maintain public safety and improves the Haldimand community quality of life and economy, and furthers the corporate strategic objectives to promote economic well-being, community vitality and efficient local governance. In order to achieve this, the department consists of five divisions: 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 2024 Tax Supported Operating Budget

## Community & Development Services Administration

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	260,360	260,360	-	322,550	62,190	23.89%
Materials	17,199	12,840	(4,359)	13,230	390	3.04%
Interfunctional Adjustments	(28,970)	(28,970)	-	(29,320)	(350)	1.21%
<b>Total Expenses:</b>	<b>248,589</b>	<b>244,230</b>	<b>(4,359)</b>	<b>306,460</b>	<b>62,230</b>	<b>25.48%</b>
<b>Net Levy</b>	<b>248,589</b>	<b>244,230</b>	<b>(4,359)</b>	<b>306,460</b>	<b>62,230</b>	<b>25.48%</b>

## Planning & Zoning

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### Function:

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

### Services Provided:

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

### Service Issues:

- 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 2024 Tax Supported Operating Budget

## Planning & Zoning

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	1,316,169	1,551,680	235,511	1,582,930	31,250	2.01%
Materials	51,510	47,200	(4,310)	50,200	3,000	6.36%
Contracted Services	88,600	87,300	(1,300)	77,300	(10,000)	-11.45%
Rents and Financial Expenses	-	-	-	2,000	2,000	0.00%
Interfunctional Adjustments	(34,260)	(52,710)	(18,450)	(54,290)	(1,580)	3.00%
<b>Total Expenses:</b>	<b>1,422,019</b>	<b>1,633,470</b>	<b>211,451</b>	<b>1,658,140</b>	<b>24,670</b>	<b>1.51%</b>
<b>Revenues:</b>						
General Recoveries	(433,223)	(561,470)	(128,247)	(623,370)	(61,900)	11.02%
Transfers from Reserves/Reserve Funds	(10,000)	(10,000)	-	-	10,000	-100.00%
<b>Total Revenues:</b>	<b>(443,223)</b>	<b>(571,470)</b>	<b>(128,247)</b>	<b>(623,370)</b>	<b>(51,900)</b>	<b>9.08%</b>
<b>Net Levy</b>	<b>978,796</b>	<b>1,062,000</b>	<b>83,204</b>	<b>1,034,770</b>	<b>(27,230)</b>	<b>-2.56%</b>

## Economic Development & Tourism

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### 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 the following programs - (2) 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 and place to do business.
- 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, including:

- 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 North Caledonia Employment Lands Feasibility and Servicing Study (Capital Project).
- Implementation of the Comprehensive Signage Strategy (Capital Project).



# Haldimand County 2024 Tax Supported Operating Budget

## Economic Development & Tourism

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	717,660	741,370	23,710	736,330	(5,040)	-0.68%
Materials	84,550	143,310	58,760	136,040	(7,270)	-5.07%
Contracted Services	97,900	151,150	53,250	136,750	(14,400)	-9.53%
Rents and Financial Expenses	3,600	3,600	-	4,200	600	16.67%
External Transfers	80,000	80,000	-	87,500	7,500	9.38%
<b>Total Expenses:</b>	<b>983,710</b>	<b>1,119,430</b>	<b>135,720</b>	<b>1,100,820</b>	<b>(18,610)</b>	<b>-1.66%</b>
<b>Revenues:</b>						
Grants/Subsidies	(158,550)	(195,540)	(36,990)	(73,140)	122,400	-62.60%
General Recoveries	-	(3,500)	(3,500)	(2,000)	1,500	-42.86%
Transfers from Reserves/Reserve Funds	(79,450)	(109,480)	(30,030)	(57,910)	51,570	-47.10%
<b>Total Revenues:</b>	<b>(238,000)</b>	<b>(308,520)</b>	<b>(70,520)</b>	<b>(133,050)</b>	<b>175,470</b>	<b>-56.87%</b>
<b>Net Levy</b>	<b>745,710</b>	<b>810,910</b>	<b>65,200</b>	<b>967,770</b>	<b>156,860</b>	<b>19.34%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Markets

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
Salaries, Wages & Benefits	250	600	350	660	60	10.00%
Utilities	4,080	4,630	550	4,630	-	0.00%
<b>Total Expenses:</b>	<b>4,330</b>	<b>5,230</b>	<b>900</b>	<b>5,290</b>	<b>60</b>	<b>1.15%</b>
<b>Revenues:</b>						
General Recoveries	(1,600)	(3,570)	(1,970)	(1,520)	2,050	-57.42%
<b>Total Revenues:</b>	<b>(1,600)</b>	<b>(3,570)</b>	<b>(1,970)</b>	<b>(1,520)</b>	<b>2,050</b>	<b>-57.42%</b>
<b>Net Levy</b>	<b>2,730</b>	<b>1,660</b>	<b>(1,070)</b>	<b>3,770</b>	<b>2,110</b>	<b>127.11%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Community Improvement Plan

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
External Transfers	33,400	248,200	214,800	271,240	23,040	9.28%
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
<b>Total Expenses:</b>	<b>183,400</b>	<b>398,200</b>	<b>214,800</b>	<b>421,240</b>	<b>23,040</b>	<b>5.79%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(33,400)	(248,200)	(214,800)	(271,240)	(23,040)	9.28%
<b>Total Revenues:</b>	<b>(33,400)</b>	<b>(248,200)</b>	<b>(214,800)</b>	<b>(271,240)</b>	<b>(23,040)</b>	<b>9.28%</b>
<b>Net Levy</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>0.00%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Community Beautification Program

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
External Transfers	65,525	76,580	11,055	83,700	7,120	9.30%
Transfers to Reserves/Reserve Funds	60,000	60,000	-	80,000	20,000	33.33%
<b>Total Expenses:</b>	<b>125,525</b>	<b>136,580</b>	<b>11,055</b>	<b>163,700</b>	<b>27,120</b>	<b>19.86%</b>
<b>Revenues:</b>						
Transfers from Reserves/Reserve Funds	(65,525)	(76,580)	(11,055)	(83,700)	(7,120)	9.30%
<b>Total Revenues:</b>	<b>(65,525)</b>	<b>(76,580)</b>	<b>(11,055)</b>	<b>(83,700)</b>	<b>(7,120)</b>	<b>9.30%</b>
<b>Net Levy</b>	<b>60,000</b>	<b>60,000</b>	<b>-</b>	<b>80,000</b>	<b>20,000</b>	<b>33.33%</b>



# Haldimand County 2024 Tax Supported Operating Budget

## Business Improvement Areas

	2023 Current Forecast	2023 Revised Budget	2023 Surplus/ (Deficit)	2024 Proposed Budget	2024 Budget \$ Incr/(Decr)	2024 Budget % Incr/(Decr)
<b>Expenses:</b>						
External Transfers	94,920	94,920	-	99,090	4,170	4.39%
<b>Total Expenses:</b>	<b>94,920</b>	<b>94,920</b>	-	<b>99,090</b>	<b>4,170</b>	<b>4.39%</b>
<b>Revenues:</b>						
Miscellaneous Property Charges	(94,920)	(94,920)	-	(99,090)	(4,170)	4.39%
<b>Total Revenues:</b>	<b>(94,920)</b>	<b>(94,920)</b>	-	<b>(99,090)</b>	<b>(4,170)</b>	<b>4.39%</b>
<b>Net Levy</b>	-	-	-	-	-	<b>0.00%</b>

**Caledonia BIA**  
**Proposed 2024 Operating Budget**  
**Updated September 22, 2023**

<b>INCOME</b>	<b>2023 Approved Budget</b>	<b>2023 Actuals as at July 28, 2023</b>	<b>2024 Proposed Budget</b>
1. Beautification Grant	6,850	4,000	5,000
2. Direct Public Support Individual Business Contributions	-	-	-
3. Downtown Operating Grant	8,500	8,500	8,500
4. HST Rebate	3,000	7,797	2,000
5. KaBloom!	5,000	8,013	5,000
6. Christmas in Caledonia/Parade	12,000	11,118	12,000
7. LED Sign	5,000	2,691	3,101
8. Marketing Income	5,000	4,530	5,000
9. Bank Interest	30	23	30
10. In Memorial Funds	-	-	-
11. Miscellaneous Revenue			-
12. Projected BIA Levy - 2.5% increase 2024	51,660	25,200	52,951
<b>TOTAL INCOME</b>	<b>97,040</b>	<b>71,872</b>	<b>93,582</b>

<b>EXPENSES</b>	<b>2023 Budget</b>	<b>2023 Actuals as at July 28, 2023</b>	<b>2024 Proposed Budget</b>
1. Casual Labour	60	1,674	3,670
2. Conference & Meeting	-	-	-
3. OBIA Fees	240	243	276
4. Contract / Accounting Services	500	-	500
5. Audit Fees	2,400	-	2,400
6. Canadian Flags, Cdn Flag Banners	3,400	4,750	3,400
7. Enbridge	700	280	700
8. Equipment, Tools	50	28	50
9. Flowers and Plants	6,900	3,721	7,000
10. Garbage Containers, Planters, Benches	-	-	-
11. Tractor Fuel	500	-	500
12. LED Sign Internet	1,800	651	1,200
19. LED Sign Repair	-	3,399	-
13. Tractor Maintenance, Repair	150	-	150
14. Fertilizer	350	-	350
15. Haldimand Water for BIA	450	309	600
16. Haldimand Water of Oasis Parkette	-	-	-
17. HST Expense	3,500	-	3,500
18. Hydro One	400	150	400
19. Postage / PO Box Rental	300	274	300
20. Office Supplies/Equipment	160	9	60
21. Office Phone Internet	1,200	1,062	1,200
22. Printing	400	97	400
23. Operations- Other	-	-	-
24. Payroll	49,400	20,917	42,000
25. Payroll Source Deductions	12,000	7,047	11,000
26. Christmas in Caledonia	11,000	2,679	3,000
27. Easter	-	392	276

**Caledonia BIA**  
**Proposed 2024 Operating Budget**  
**Updated September 22, 2023**

<b>EXPENSES</b>	<b>2023 Budget</b>	<b>2023 Actuals as at July 28, 2023</b>	<b>2024 Proposed Budget</b>
28. Veteran Banners	-	1,278	500
29. Projected Expenses - Other	-	-	-
30. Street / Window Decorating	50	27	50
31. Website Hosting	200	145	200
32. WSIB	200	-	200
33. Bank Charges	30	-	-
34. Canada Day Parade	100	-	-
35. Travel Expense/Mileage	500	-	500
36. Flag, Banner Install, Takedown	-	100	100
37. Soil, Mulch	100	118	100
38. Santa Claus Parade	-	-	9,000
39. Website Development	80	-	-
<b>TOTAL EXPENSES</b>	<b>97,120</b>	<b>49,350</b>	<b>93,582</b>

**NOTES**

In 2022, the BIA switched from nylon to vinyl Canadian Flag banners. The nylon banners needed to be replaced annually. The vinyl banners will last for 2-3 years.

In 2022/23, the LED sign was operational 6 months later than projected due to Hydro One delays.

As of 2023, Craig Peters is not on the payroll for flower watering. This is reflected under Casual Labour.

As of 2023, the BIA will not be paying Payroll Source Deductions for Craig Peters as he is submitting invoices as an independent.

The BIA will not be paying Payroll Source Deductions for Craig Peters as he is submitting invoices as an independent.

Santa Claus Parade budget was increased to \$9,000, as the BIA began organizing and paying for bands/floats in 2022.

7. LED Sign is under warranty, in the future there will be a LED Repair Line (2025)

## 2024 DRAFT PROPOSED DUNNVILLE BIA BUDGET

	2022 BUDGET	2023 BUDGET	2024 PROPOSED
<b>REVENUES</b>			
LEVY	24,445	28,855	31,740
GRANT B	6,000	10,000	12,000
GRANT O	8,500	8,500	8,500
CPP			
INTEREST			
HST REBATES			
<b>TOTAL REVENUE</b>	<b>\$ 38,945</b>	<b>\$ 47,355</b>	<b>\$ 52,240</b>
<b>EXPENSES</b>			
BANK CHARGES	100	150	100
OFFICE SUPPLIES	100	150	150
AUDIT FEES MILLARDS	2,000	2,000	2,200
CAPITAL PROJECT RESERVE	-	-	-
FOUNTAIN MAINTENANCE	500	500	850
WATER	600	300	330
METER INSTAL	260	260	265
MEETING	500	1,000	1,200
OBIAA FEES (DUES)	285	285	300
ACCOUNTING FEES	2,000	2,000	2,200
GENERAL ADMIN	500	500	500
TRUE EXPERIENCE	6,000	6,000	7,000
EGGER TRUCK AND MACHINE	2,500	3,000	3,300
MALLORD FARMS	7,000	7,000	5,000
SNOW REMOVAL	11,300	13,560	15,000
BANNERS UP/DWN	3,000	2,500	2,750
WREATH REMOVAL	2,000	2,500	3,500
DUNNVILLE HORT SOC	300	150	195
CAPITAL PROJECTS	-	4,000	4,400
MARKETING EVENTS	-	1,500	1,000
MARKETING DIRECTOR	-	-	2,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 38,945</b>	<b>\$ 47,355</b>	<b>\$ 52,240</b>

**Hagersville Business Improvement Area  
Proposed Budget and Levy for 2024**

	<b>2022 Approved Budget</b>	<b>2022 Actual</b>	<b>2023 Approved Budget</b>	<b>2023 Actuals to date</b>	<b>2024 Proposed Budget</b>
<b>Revenue</b>					
BIA Levy	\$ 14,400.00	\$ 14,400.00	\$ 14,400.00	\$ 14,400.00	\$ 14,400.00
Interest Income	\$ 6.00	\$ 16.71	\$ 7.00	\$ 60.00	\$ 7.00
HST recovery - current year expenses	\$ 2,312.51	\$ 1,334.67	\$ 4,209.35	\$ 4,574.05	\$ 3,131.03
HCCPP Grant (Haldimand County) - for current year	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Downtown Operating Grant (Haldimand County)	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
Allocated to Chamber of Commerce - extra flower cost	\$ (2,125.00)	\$ (2,125.00)	\$ -	\$ -	\$ -
Allocated to Community Centre - reimburse water exp	\$ (2,125.00)	\$ (2,125.00)	\$ -	\$ -	\$ -
From Prior Year Surplus / Reserves	\$ 2,990.49	\$ -	\$ 15,212.65	\$ -	\$ 9,249.97
<b>Total Revenue</b>	<b>\$ 27,959.00</b>	<b>\$ 24,001.38</b>	<b>\$ 46,329.00</b>	<b>\$ 31,534.05</b>	<b>\$ 39,288.00</b>
<b>Expenditures</b>					
OBIAA Membership	\$ 275.00	\$ 270.10	\$ 280.00	\$ 275.51	\$ 280.00
Meeting Expenses - AGM & quarterly	\$ 250.00	\$ 72.09	\$ 250.00	\$ 200.00	\$ 250.00
Website Maintenance/Updates	\$ 1,130.00	\$ -	\$ 1,130.00	\$ -	\$ 1,695.00
Bank Charges	\$ 10.00	\$ 25.25	\$ 10.00	\$ 6.75	\$ 10.00
Office Supplies	\$ 200.00	\$ -	\$ 200.00	\$ 408.92	\$ 200.00
On-ground planters (20 / 25)	\$ -	\$ -	\$ 15,707.00	\$ 11,902.86	\$ -
Streetscape - Park Benches 4 @ \$1,800 plus HST	\$ -	\$ -	\$ -	\$ -	\$ 8,136.00
Streetscape - concrete pads for bench locations	\$ 4,520.00	\$ -	\$ 4,520.00	\$ -	\$ 6,780.00
Streetscape - Trees @ \$1,550 plus HST	\$ -	\$ -	\$ -	\$ -	\$ -
Garbage Receptacles - 4 add'l @ \$950 plus HST	\$ 4,294.00	\$ -	\$ 2,147.00	\$ -	\$ 2,147.00
Flowers & Water - downtown (shared with Chamber)	\$ 3,000.00	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Subcontract labor - weed trimming, garbage, etc	\$ 4,000.00	\$ 1,284.72	\$ 4,000.00	\$ 2,500.00	\$ 3,000.00
Banners for Market Square	\$ 1,695.00	\$ -	\$ -	\$ 1,695.00	\$ -
Install/remove Christmas lights	\$ 2,800.00	\$ 3,106.15	\$ 3,000.00	\$ 3,200.00	\$ 3,400.00
Repairs to Christmas lights / electrical outlets on poles	\$ 1,695.00	\$ 7,024.62	\$ 1,695.00	\$ -	\$ 1,695.00
Repairs to Streetscape items & Clock Tower (paint/parts)	\$ 1,695.00	\$ -	\$ 1,695.00	\$ 19,470.53	\$ -
Solar LED lighting on entrance signs	\$ -	\$ -	\$ -	\$ 3,390.00	\$ -
Audit fees	\$ 1,695.00	\$ 1,695.00	\$ 1,695.00	\$ 1,695.00	\$ 1,695.00
<b>Total Expenses</b>	<b>\$ 27,259.00</b>	<b>\$ 13,477.93</b>	<b>\$ 46,329.00</b>	<b>\$ 54,744.57</b>	<b>\$ 39,288.00</b>

**Notes**

- A Apply sufficient surplus from prior years to balance budget
- 1 carried over to 2024, in some proposed locations may require concrete pad to be installed
- 2 installation/concrete pads carried over to 2024 - consult with County staff and property owners
- 3 carried over to 2025 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 2025 funds have been invested in GIC on 11/07/2022 - due to mature 05/07/2024
- 4 looking at 4 additional for 2024 at park bench locations (2 already in stock)
- 5 carried over to 2023, use new County logo with Farmers market branding 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**  
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## Appendices

## HALDIMAND COUNTY

## 2024 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:	0.01153284	0.02306568	0.01952395	0.01952395	0.02684154	0.02684154	0.01717701	0.00288321	0.00288321
<b><u>TOTAL 2024 TAX RATES:</u></b>	0.01306284	0.02459568	0.02832395	0.02832395	0.03564154	0.03564154	0.02597701	0.00326571	0.00326571
<b><u>% Increase/(Decrease)</u></b>	3.43%	3.65%	2.66%	2.66%	2.91%	2.91%	2.55%	3.43%	3.43%

## 2023 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:	0.01109941	0.02219883	0.01879020	0.01879020	0.02583278	0.02583278	0.01653147	0.00277485	0.00277485
<b><u>TOTAL 2023 TAX RATES:</u></b>	0.01262941	0.02372883	0.02759020	0.02759020	0.03463278	0.03463278	0.02533147	0.00315735	0.00315735
<b><u>% Increase/(Decrease)</u></b>	3.13%	3.34%	2.41%	2.41%	2.65%	2.65%	2.31%	3.13%	3.13%

## 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
<b><u>TOTAL 2022 TAX RATES:</u></b>	0.01224587	0.02296173	0.02694089	0.02694089	0.03374010	0.03374010	0.02476021	0.00306147	0.00306147
<b><u>% Increase/(Decrease)</u></b>	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
<b><u>TOTAL 2021 TAX RATES:</u></b>	0.01202069	0.02251137	0.02655968	0.02655968	0.03321602	0.03321602	0.02442483	0.00300517	0.00300517
<b><u>% Increase/(Decrease)</u></b>	1.57%	1.68%	-8.67%	-1.26%	-8.96%	-0.23%	-12.29%	1.57%	1.57%



**Summary of Contingency Reserve**  
Actuals for the Years 2013 TO 2023 & 2024 Projection

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Opening Balance January 1st</b>	<b>7,305,860</b>	<b>10,037,823</b>	<b>9,788,628</b>	<b>9,920,594</b>	<b>10,458,170</b>	<b>11,741,119</b>	<b>12,211,415</b>	<b>11,551,521</b>	<b>15,637,103</b>	<b>19,505,647</b>	<b>22,236,413</b>	<b>23,986,099</b>
<b>Source of Funds:</b>												
Surplus/(Deficit) from Operations	886,848	(351,648)	585,045	1,320,630	1,211,510	1,152,519	(534,641)	3,821,668	3,502,380	2,806,494	4,934,236	
Other Contributions from Operations	2,821,587	1,720,622		129,526	318,557	227,438	287,398	291,456	342,459	267,849	100,000	350,000
COVID-19 Safe Restart Funding Received								2,532,800	1,142,248	0	0	0
<b>Total Source of Funds</b>	<b>3,708,435</b>	<b>1,368,974</b>	<b>585,045</b>	<b>1,450,156</b>	<b>1,530,068</b>	<b>1,379,957</b>	<b>(247,243)</b>	<b>6,645,925</b>	<b>4,987,087</b>	<b>3,074,343</b>	<b>5,034,236</b>	<b>350,000</b>
<b>Use of Funds:</b>												
Contribution to Proposed Operation Items	99,399	69,569	232,137	22,553	82,834	59,346	43,042	218,675	83,163	35,946	541,550	575,810
Transition Costs		2,031	3,812	59,945	1,010			195				
Phase in OPP Contract increase		500,000										
Municipal Drains		119,472										
Front End Financing of Development Study	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	77,890		
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	77,499	63,000	55,000
Economic Development Brand Strategy Consultant (2018 carryforward)							18,910					
Delegated Authority for Payment of Termination Pay and Severance								70,179	64,303			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		3,835		
Emergency Storm Costs								300,000	100,000	100,000	80,000	
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	48,406		153,900
<b>Total Use of Funds</b>	<b>976,472</b>	<b>1,618,168</b>	<b>453,079</b>	<b>912,580</b>	<b>247,119</b>	<b>909,662</b>	<b>412,650</b>	<b>2,560,343</b>	<b>1,118,543</b>	<b>343,576</b>	<b>3,284,550</b>	<b>859,710</b>
<b>Closing Balance December 31st</b>	<b>10,037,823</b>	<b>9,788,628</b>	<b>9,920,594</b>	<b>10,458,170</b>	<b>11,741,119</b>	<b>12,211,415</b>	<b>11,551,521</b>	<b>15,637,103</b>	<b>19,505,647</b>	<b>22,236,413</b>	<b>23,986,099</b>	<b>23,476,389</b>
<b>Closing balances, less safe restart</b>												
<b>Annual Budgeted Expenditures</b>	<b>91,439,210</b>	<b>97,975,340</b>	<b>100,572,880</b>	<b>100,395,730</b>	<b>103,254,460</b>	<b>109,325,030</b>	<b>113,390,910</b>	<b>117,308,580</b>	<b>122,375,640</b>	<b>129,010,610</b>	<b>138,198,820</b>	<b>144,906,340</b>
<b>10% of Annual Expenditures</b>	<b>9,143,921</b>	<b>9,797,534</b>	<b>10,057,288</b>	<b>10,039,573</b>	<b>10,325,446</b>	<b>10,932,503</b>	<b>11,339,091</b>	<b>11,730,858</b>	<b>12,237,564</b>	<b>12,901,061</b>	<b>13,819,882</b>	<b>14,490,634</b>
<b>Excess balance above/(below) 10% (excluding safe restart)</b>	<b>893,902</b>	<b>(8,906)</b>	<b>(136,694)</b>	<b>418,597</b>	<b>1,415,673</b>	<b>1,278,912</b>	<b>212,430</b>	<b>2,829,020</b>	<b>5,755,138</b>	<b>7,870,813</b>	<b>8,701,678</b>	<b>7,675,116</b>

**Covid-19 Safe Restart Funding - Use of Funds**

	2020	2021	2022	2023	2024
<b>Opening Balance</b>					
Received		1,077,225	1,512,945	1,464,539	1,464,539
Spent	2,532,800	1,142,248			
	(1,455,575)	(706,528)	(48,406)	0	(153,900)
<b>Closing Balance December 31, 2023</b>	<b>1,077,225</b>	<b>1,512,945</b>	<b>1,464,539</b>	<b>1,464,539</b>	<b>1,310,639</b>



# Glossary of Terms

## **ACCRUAL BASIS OF ACCOUNTING**

Method of accounting, as opposed to cash basis, under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time)

## **ALLOCATION**

The dividing of expenditures and/or revenues between more than one division or department

## **ANNUALIZATION**

Term used to express the full year impact of an expenditure/revenue which, because of the timing of its introduction, has a partial year impact in the year of its introduction

## **ANNUAL REPAYMENT LIMIT**

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. The current provincial allowable limit for a municipality is 25% of net revenues

## **APPROVED BUDGET**

Operating and capital budgets which have been reviewed by Committee and passed by Council; includes base budget plus budget adjustments

**ASSESSMENT** see Current Value Assessment

## **BASE BUDGET**

The amount of money allocated to provide the same type and level of service as the previous year, before the introduction of budget adjustments

## **BOARDS, COMMISSIONS & AGENCIES**

Autonomous and semi-autonomous bodies such as the Police Services Board and the Conservation Authorities, for which the County is responsible for full or partial funding from property taxation

## **BUDGET**

A plan for financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them (see Operating Budget)



# Glossary of Terms

## **BUDGET INITIATIVE**

Change in level or type of service or the addition of a new service which has not received prior Council approval

## **BY-LAW**

An instrument used by Haldimand County to exercise respective statutory powers, equivalent to legislative action by senior levels of government

## **CAPITAL EXPENDITURE**

Expenditures of a fixed asset nature whose benefits will be received beyond one year. (i.e. photocopier, computer equipment, washing machine, hospital beds)

## **CAPITAL PROGRAM**

A plan for capital expenditures to be incurred each year over a fixed period of years to meet needs arising from the long term capital plan, the scope of which can vary in specificity

## **COMMUNITY VIBRANCY FUND**

An agreement to support community initiatives and partnerships which would otherwise not be financially feasible without the green energy companies undertaking wind and solar projects in Haldimand County

## **COMPLEMENT – ANNUALIZED**

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**

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**

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



# Glossary of Terms

## **COMPLEMENT – OTHER**

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**

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**

An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenues, emergency expenditures and similar eventualities

## **COUNCIL-IN-COMMITTEE**

All members of Council sitting as a Committee

## **CURRENT VALUE ASSESSMENT (CVA)**

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, unless otherwise reassessed. Property classes include farmland, residential, commercial, industrial, multi-residential, pipelines, managed forests and exempt properties.

## **DEBENTURE**

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

## **DEFICIT**

Excess of expenditures over revenues during a single accounting period

## **DEVELOPMENT CHARGES**

Funds paid by new property owners/developers to the County as a contribution to the cost of capital services built by the County to accommodate growth



# Glossary of Terms

## **ECONOMIC INDICATORS**

An outlook of the economy which focuses on such factors as interest rates, inflation, labour market, growth and social indicators

## **FISCAL YEAR**

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**

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**

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**

Funds provided under various statutes, regulations and agreements to aid municipalities

**Conditional Grants:** Provincial grants on specific types of current expenditures in order to subsidize programs which the Province wishes to sponsor

**Ontario Municipal Partnership Fund (OMPF):** replaces Community Reinvestment Fund; unconditional Provincial Grant

**Unconditional Grants:** 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**

Expenditures before the deduction of any revenues or recoveries

## **INDUSTRIAL LAND**

Fully serviced County-owned land which is offered for sale for the purpose of attracting commercial and industrial development within Haldimand County



# Glossary of Terms

## **INTERFUNCTIONAL ADJUSTMENTS**

Internal charges for services provided by support departments to direct service departments

## **INTERNAL EQUITY**

The correlation between salary level and job level that exists within an organization, or a specific group, when salaries are assigned to all job classes, based on their relative worth

## **LOCAL IMPROVEMENT**

The installation of municipal services (usually water and wastewater) requested by a group of rate payers for which they are required to pay a portion of the total project cost

## **LONG TERM DEBT CHARGES**

Annual charges required to service the long term debt of a municipality including an amount for principal repayments, interest due within the year, and in the case of certain specific debentures, required sinking fund contributions (see Debentures)

## **MPAC**

Municipal Property Assessment Corporation

## **NET EXPENDITURE (Net Levy by Department)**

Total gross expenditures less directly allocated program revenues and recoveries

## **NEW INITIATIVE**

New or enhanced programs or services which include all costs related to implementing the program

## **NET LEVY (Tax Levy)**

The total amount of taxes, special assessments or service charges imposed by the County or Boards of Education to be raised by general property taxes

## **NON-RECURRING**

Term used for one-time budget expenditures



# Glossary of Terms

## **OPERATING BUDGET**

Represents a forecast of revenues and expenditures which are collected and spent in the current year, primarily made up of day-to-day costs for administration and programs. The operating budget determines the amount of taxes to be levied on property owners annually

## **PAY-AS-YOU-GO**

Financing policy whereby funds are reserved in current operating budgets to aid in financing future capital projects from own revenue sources in order to avoid issuing long term debt

## **PAY EQUITY**

Equal pay for work of equal value. Equal compensation for female dominated jobs determined to be of the same value as male dominated jobs

## **PAYMENTS-IN-LIEU (PIL)**

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. The amounts are calculated the same as property taxes based on the property's Current Value Assessment (CVA). These include hospitals, colleges and university and government offices and facilities

## **PER DIEM**

An identified charge per day

## **PRIOR YEAR SURPLUS/(DEFICIT)**

Excess, or conversely a shortage (deficit), of revenues over expenditures carried forward from the previous year

## **RATE SUPPORTED BUDGET**

Programs whose operating and capital costs are financed solely through charges to Haldimand County residents who use those services; includes water and wastewater systems

## **RECOVERIES FROM MUNICIPALITIES**

Direct charges to other municipalities for specific services provided

## **RED CIRCLED**

Indicates that dollars have been temporarily frozen at a certain level due to certain conditions. Typically, applies to an individual's wage rate



# Glossary of Terms

## **RESERVES**

An account which records a portion of the fund balance which must be segregated for some future use and which is therefore not available for further appropriation unless the expenditure complies with the intended purpose of the reserve. Reserves do not accumulate interest earning and are not as strictly defined as reserve funds. (i.e. contingency reserve)

## **RESERVE FUNDS**

Reserve funds are established for purposes which are approved by Council. Reserve funds are established in accordance with federal / provincial statutes or municipal by-law where funds collected for a specific purpose must be set aside, accounted for separately and used only for an intended purpose. Examples include development charges and cash-in-lieu, etc.

## **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



# Glossary of Terms

**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:

1. **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, innovation and technology services, human resources, corporate support services, customer experience and communications, finance, fleet and equipment pool, and administrative facilities)
2. **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.
3. **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.
4. **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.
5. **Health Services:** This category includes all public health related services. The sub-categories include public health services, hospitals, ambulance services, and municipally managed cemeteries.
6. **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.
7. **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.
8. **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).
9. **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 13 objects, as follows:

### 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.

*NOTE – the operating budget document has identified specific categories of materials and contracted services costs separately where appropriate (Sand & Salt, Tax Rebates/Write-Offs, Utilities, Leachate)*

### 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.

*NOTE – the operating budget document has also identified Property Tax - Penalties & Interest separately*



**Haldimand**  
County