

APPROVED TAX SUPPORTED
OPERATING BUDGET



2021



2021 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 2021 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 January 26, 2021.

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

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

The 2021 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 - 2021 Tax Supported Operating Budget

Under normal circumstances, a fundamental principle of the Tax Supported Operating Budget is to present a fiscally responsible plan based on sound financial principles. However, given these unprecedented times and operational impacts due to COVID, management reviewed the overall operating budget impacts in light of the affects on residents and businesses in terms of income, employment, quality of life and convenience. In an effort to reduce the financial burden and impacts on Haldimand County residents and business; management performed a detailed review of base budget expenditures, took a more aggressive approach with revenue assumptions, cut several proposed new staffing and operating initiatives and funded several one-time expenditures from the Contingency Reserve (including the use of anticipated grants and prior year surpluses/grants to offset anticipated COVID impacts). This aggressive approach has resulted in an overall impact on the average residential taxpayer of **1.96%** - a proposed increase of approximately \$5.35 per month.

In summary, the 2021 Tax Supported Operating Budget includes total operating expenditures of approximately \$122.4 million representing an increase of approximately \$5.1 million over the prior year. The property tax levy represents the most significant funding source for all operating expenditures, totalling a projected \$72.6 million or 59% of total funding sources. Based on the 2021 Tax Operating budget, the total annual impact on the average residential tax bill is approximately \$64 or **1.96%**.

The 2021 Tax Supported Operating budget results in the following:

- A predictable annual tax levy impact of 1.0% to sustain capital-related spending and timely replacement of capital infrastructure;
- Provisions for growth related and new service initiatives to meet taxpayers' needs, funded firstly from assessment growth, including:
 - Innovation and Technology Services Division reorganization to proactively respond to challenges and leverage technology to improve service delivery;
 - The Corporate and Social Services Reorganization to better meet the organization's current and future needs in addition to a corporate focus on customer service and communication;
 - The addition of a provincially mandated position to develop emergency management plans, event management and the communication of events; and
 - The addition of additional summer by-law enforcement to address community needs.

As a result of the aggressive approach to reduce the overall financial burden of the proposed operating budget, it should be noted that, the County is subject to additional risk and vulnerability due to future uncertainty. This includes: Uncertainty with respect to the wider economy and implications in terms of local growth and investment that translate into assessment growth – can growth ultimately pay for growth? Increasing financial impacts related to Climate change and Emergency response (specifically local flooding and more recently Global Pandemic). Uncertainty in terms of possible impacts to municipal grant revenue from the Province as the Provincial government continues to review its finances. The County annually receives approximately \$14.2 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

HALDIMAND COUNTY**2021 Tax Supported Operating Budget****Council in Committee on March 31, 2021**

**Executive Summary:**

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

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

The status of these budgets are as follows:

Budget	Review Date	Budget Status
Rate Supported Operating and Capital Budget	January 26, 2021	Approved
Tax Supported Capital Budget	March 4, 2021	Approved
Tax Supported Operating Budget *	March 31, 2021 April 1, 2021 (if required)	Draft

Note: The approval of the 2021 Tax Supported Operating Budget will allow the 2021 property tax rates to be calculated and final tax billings to be issued (subject to approval of tax policies - scheduled for June 2021).

2021 Tax Supported Operating Budget:

The 2021 operating budget was guided by Council's strategic objectives, consistent with Council's approved budget guidelines which included the net overall tax levy target of 2% (municipal and education combined) and developed with the current economic conditions in mind, is fiscally responsible and is based on sound financial principles.

Using these principles, the 2021 Tax Supported Operating Budget was developed resulting in a total levy requirement of \$72,553,300. Despite significant budget drivers, some beyond the County's control, the 2021 Tax Supported Operating Budget results in an overall residential tax impact of **1.96%**. This equates to an increase of approximately \$64.23 per year on an average assessed home or **\$5.35** per month in total taxes on an average residential property owner.

Budget Details	2021 Budget Guideline	2021 Budget	
	%	\$	%
Municipal Levy (prior year)		69,823,910	
Base Budget Impacts		1,422,770	2.04%
Council Approved Capital		698,000	1.00%
Council Approved Initiatives		375,850	0.54%
New Initiatives		232,770	0.33%
COVID-19 Impacts		1,262,500	1.81%
Proposed Mitigation - COVID-19 Impacts		(1,262,500)	-1.81%
Municipal Levy Increase	4.50%	2,729,390	3.91%
Less: Assessment Growth	-2.00%	(1,361,500)	-1.95%
Municipal Tax Increase	2.50%	1,367,890	1.96%
Estimated Offsetting Education Tax Room *	-0.50%	-	0.00%
Overall Average Residential Tax Increase	2.00%	1,367,890	1.96%
<i>* Based on approved Provincial education rates – reflected in total property tax bill impact.</i>			

The following table reflects the impact on property taxes for the average assessed property within each class based on the anticipated 2021 municipal rates (using current tax policies) and 2021 education rates.

Assessment Class	2020 Final	2021 Preliminary				Increase	
	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	19,606.68	537,400	13,084.30	4,729.12	17,813.42	(1,793.27)	-9.15%
Multi-Res.	23,539.69	1,063,200	22,244.70	1,626.70	23,871.40	331.71	1.41%
Commercial	9,273.86	318,900	5,647.65	2,806.32	8,453.97	(819.89)	-8.84%
Residential	3,280.72	278,950	2,918.15	426.79	3,344.95	64.23	1.96%
Farmland	1,208.97	408,600	1,068.61	156.29	1,224.90	15.93	1.32%

The Ontario Government has indicated that property assessments for the 2021 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 2021 property tax year will be the same as the 2020 tax year, unless there have been changes to your property during 2020.

COVID-19 Pandemic:

The COVID-19 Pandemic continues to have an immense impact on the residents of Haldimand County. All levels of government have been working to help alleviate the financial pressures that many people now find themselves in. As such, management continued to perform a review of base budget expenditures, took a more aggressive approach with revenue assumptions, cut several proposed new initiatives, and funded several one-time costs from reserves to reduce the levy impact on residents. This approach does result in more risk, as it may be difficult to meet reduced expenditure expectations, and revenue estimates will be impacted by the current economic situation.

As noted in the Budget Guidelines for 2021, without the support of government funding, the County could experience COVID impacts of approximately \$1.4 million or a 2.0% levy impact, with the expectation of higher expenditures and reduced revenues related to service delivery changes due to COVID. Fortunately, the Ontario government, in partnership with the federal government, delivered urgently needed funding assistance under the Safe Restart agreement to alleviate the 2020 operating impacts and additional funding in 2021 to help offset the impact of COVID-19 on 2021 municipal budgets.

Category	2021 COVID Impacts (\$)
General Government	29,780
Protection Services	110,000
Transportation Services	(29,100)
Environmental Services	(59,960)
Health Services	813,400
Social & Family Services	25,000
Social Housing	-
Recreation & Cultural Services	346,880
Planning & Development	26,500
Total Tax-Supported Operations	1,262,500
Mitigation - Safe Restart Funding	(1,262,500)
2021 Net COVID Impact	0

Staff have reviewed the anticipated net levy impacts on several services and looked for mitigation measures to stay within the targeted overall increase while identifying COVID-19 services, increases and decreases in revenues and expenditures anticipated to be mitigated by Provincial funding from a combination of carry-forward funds from 2020 and new COVID specific funding in 2021. Please reference **Corporate Summary 6 – COVID Impacts** for a detailed list of 2021 projected COVID Impacts. It should be noted, that these are estimates based on 2020 experience and may change in 2021 with the rollout of the COVID Vaccine.

Future Impacts/Budget Constraints

There are several areas of risk included within the 2021 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;
- Investment income projections in light of current economic situation;
- Legislative and/or downgraded services/operational impacts with no corresponding funding;
- Provincial funding changes;
- Net impacts of increased residential development (assessment growth, supplementary revenues and increased cost).

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

Major 2021 Budget Drivers:

The budget drivers for the 2021 Tax Supported Operating Budget are as follows:

Major Drivers	<u>2021 Levy Impact</u>	
	<u>Increase/(Decrease)</u>	
	\$	%
Municipal Levy (prior year)	69,823,910	
Levy Increases:		
Salaries and benefit - base changes (negotiated, contractual and legislated)	779,310	1.12%
Insurance (2021 estimated increase)	150,850	0.22%
Winter Control - Increase in treated salt budget based on 3 year average	200,000	0.29%

Payment in Lieu of Taxes due to assessment reductions	129,020	0.18%
OPP Contract increase as per 2021 estimate	155,730	0.22%
Solid Waste - Mainly due to Norfolk's share of costs	188,410	0.27%
Capital Levy Increase	698,000	1.00%
Council Approved Initiatives - (net of applicable funding)	375,850	0.54%
New/Enhanced Service Initiatives - staffing related (net of applicable funding)	326,110	0.47%
Transfers to Norfolk County for Ontario Works, Social Housing, Public Health & Child Care	212,800	0.30%
	\$ 3,216,080	4.61%
Levy Decreases:		
Waste Management - Leachate Treatment cost decrease due to Norfolk rate decrease	(224,240)	-0.32%
Emergency Services - Projected increase in Provincial Funding based on prior year cost	(131,000)	-0.19%
Other adjustments	(131,450)	-0.19%
Municipal Levy Increase	\$ 2,729,390	3.91%
Municipal Levy	\$ 72,553,300	3.91%
Less: Assessment Growth		1.95%
Less: Education Tax Room		0.00%
Total Estimated Residential Tax Rate Impact		1.96%

Background:

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

As outlined in the Council approved budget guidelines for 2021, the County will develop and adopt three (3) budgets as follows:

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

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

Tax Supported Operating Budget

Tax Supported Operating Budget Process

As identified in the Tax Supported Capital Budget, the County's budget process has been focused on strategic objectives and long term financial planning. Accordingly, the 2021 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. As outlined in Report FIN-15-2020 Budget Guidelines for 2021, Council approved the following for staff's preparation of the 2021 Tax Supported Operating Budget:

AND THAT the following guidelines be approved for preparation of the 2021 Tax Supported Operating Budget:

- *Annual assessment growth is to be used as follows:*
 - i. *firstly for increases in the tax levy to fund the annual capital-related tax supported capital requirements; and*
 - ii. *secondly to fund growth related impacts and new initiatives/service level enhancements; and*
 - iii. *lastly, any unutilized annual assessment growth be transferred to the Contingency Reserve to offset future growth related cost increases if necessary; and*
- *Additional new initiatives for new/enhanced services, beyond available assessment growth, should only be considered during the budget review if the net levy impact can be mitigated on a consolidated, corporate-wide basis and the individual business case provides for offsetting revenue sources, efficiency improvements or cost savings; and*
- *Funding related to Council approved new initiatives would be considered above and beyond the base budget requirements; and*

- *Mitigation measures will be presented for Council review, to offset the anticipated one-time COVID related impacts to operations, firstly utilizing any remaining funds received from the Safe Restart Agreement Phase 1 Funding.*

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 2021 taxation revenue of approximately \$1,361,500 or a favourable 1.95% levy impact. This increase is slightly higher than the County's historical three year average of approximately 1.92% growth (albeit some of the growth will represent a one-time impact). Also, given the anticipated changes in development and the impacts on assessment growth and property taxes, a comprehensive and long term analysis of these effects will be developed and presented to Council. This analysis will need to take into account, not only the impact of assessment growth and tax policy on annual taxes, but the need for future infrastructure, services and the related operating costs.

As noted, in report FIN-02-2021 Analysis of Assessment Update, 2021 should have been the first year of a new assessment cycle, however the reassessment in 2020 was 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 2020. It is uncertain at this time how the Province intends to phase-in reassessment, as originally it would have formed the basis to be used to calculate property taxes for 2021 to 2024.

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 0.45% 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 2021 when calculating the overall residential property tax bill impact.

2021 Tax Supported Operating Budget – 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 a 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).

During 2019, messaging from the provincial government regarding funding changes brought uncertainty to municipalities. The government announced funding and service delivery changes in public health, social services, child care, long term care, and land ambulance service areas, as well as notification to review the Ontario Municipal Partnership Funding (OMPF) and Ontario Community Infrastructure Fund (OCIF). Council was advised of these items during a workshop in November 2019. Subsequently, several areas were reconsidered or delayed by the Province. As well, during Norfolk County review of the funding impacts for Health and Social Services, significant cuts were approved, mitigating much of the expected funding reductions. These proposed cuts continue to bring uncertainty for future funding and as such, the County will continue to monitor and advise as funding information becomes available.

These “Uncontrollable” services have a significant impact on the budget, and as a result, these services represent approximately **26.4%** of the 2021 total overall average residential tax bill (including approved Education Taxes). This is a slight reduction from the allocation of approximately 26.6% in 2020.

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 2021, 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.

Historically, there has been a gradual reduction in education tax rates to be used in calculating the total tax bill. This reduction, known as the “Education Tax Room”, was intended to offset the additional costs associated with the realigned services. As noted above, due to the delay in reassessment, the reduction in 2021 education rates for residential properties will not be realized in 2021.

Unbudgeted Expenditures: Provisions under the Municipal Act, due to the requirement to report tangible capital assets, allow municipalities to not budget for the following items: amortization expenses related to capital assets; post-employment benefit costs; and solid waste landfill closure and post-closure expenses. Although this does not directly affect the 2021 Tax Supported Operating Budget, it does require a Council resolution to “exclude” these expenses from the annual budget. The following analysis will outline the potential impact that the exclusion of these expenses would have on the County’s accumulated year end surplus/deficit and estimate the impact on the future funding of tangible capital assets.

- *Amortization Expense of Capital Assets:* Although the budget does not include any specific costs related to annual amortization of the County’s existing tangible capital assets, it does include significant contributions to tax supported Capital Replacement Reserves. As amortization costs are based on the historical acquisition costs and reflect the annual “use” of these assets, it does not necessarily reflect the funding for replacement of the underlying infrastructure. The County’s Capital Financing Principles provide for a long range financing plan (over the 10 year capital budget) ensuring sufficient funds are available for the anticipated infrastructure replacements. Staff have identified that capital replacement reserves have been significantly depleted in recent years due to the acceleration and enhancement of capital works. As outlined during the Tax Supported Capital Budget review, the County has an estimated significant “infrastructure deficit”. Current estimated annual amortization costs are approximately \$24.3 million (based on 2019 audited actuals for tax supported capital only) while the 2021 budgeted annual transfer to tax supported capital replacement reserves is approximately \$16.3 million. Although there appears to be an annual shortfall of approximately \$8.0 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) paid on behalf of former County employees that are no longer actively employed with the County. These costs also include the liability for vested employee sick leave and vacation pay accrued at the end of the fiscal year. These liabilities for all active employees have traditionally been reported as an “unfunded liability”. An actuarial review was 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. Based on this review, it was estimated that the combined liability to be reported in the 2019 audited financial statements was approximately \$3.8 million and the County has current reserves for these cost of approximately \$1.3 million, resulting in an estimated unfunded liability of \$2.5 million. The County currently expenses/funds these costs on an annual basis based on the estimated costs to be incurred in that year. As such, all current costs are fully funded and the need to fund the future costs/estimated unfunded liabilities will be monitored on an annual basis based on revised estimates. Based on the County's 2019 audited statements, WSIB liabilities total approximately \$10.0 million and the County has reserves totaling approximately \$7.5 million. The actual cash payouts are expensed in the years these benefits/costs are paid directly to/on behalf of the respective employees. Given recent legislative changes to include post-traumatic stress disorder claims and increases in Presumptive Liability claims, it is estimated that current liabilities in fact exceed current reserve balances despite the proposed increase in annual contributions. 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. The 2021 budget includes a provision to complete a funding model to address the WSIB Liability and Funding Analysis. This analysis will then be used to establish the WSIB payroll benefit rates to self-fund the WSIB liability.

- *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 most recent audited statements (2019), the total present value liability related to Haldimand's share is approximately \$16.1 million. This amount includes the present value of all capital related costs of approximately \$484,000 (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 \$56.5 million (Haldimand's share only) over the next 90 years (the net present value of these costs is approximately \$16.1 million which represents the balance of the current liability). The annualized costs take into account both the long term operating and capital costs (which includes post-closure costs) in developing a sustainable long range funding plan.

Operating Impacts – 2020 Forecast: As outlined in the 2021 budget document, the overall **projected surplus** for the 2020 year-end is \$5,395,000. This includes an estimated surplus of \$1,777,000 for COVID related drivers (increased expenditures and reduced revenues) that are being mitigated by Safe Restart funding, Public Health, as well as Provincial funding for Long-term and Emergency Services costs. Thus, leaving an estimated surplus of \$3,618,000 for tax supported operations.



	2020 Overall Surplus / (Deficit)	COVID Surplus / (Deficit)	Non-COVID Surplus / (Deficit)
Expenditures:			
Salaries, Wages & Benefits	1,377,601	(847,269)	2,224,870
Materials	(97,641)	(533,222)	435,581
Contracted Services	(642,049)	(2,019,399)	1,377,349
Rents and Financial Expenses	17,248	(1,595)	18,843
External Transfers	330,352	-	330,352
Interfunctional Adjustments	1,781	-	1,781
Long Term Debt Charges	644	-	644
Transfers to Reserves/Reserve Funds	(58,219)	-	(58,219)
Total Expenditures:	929,717	(3,401,485)	4,331,202
Revenues			
Grants/Subsidies	7,351,578	6,193,750	1,157,828
General Recoveries	(2,576,431)	(1,015,252)	(1,561,179)
Development Charges Reserve Funds	(161)	-	(161)
Miscellaneous Property Charges	(215,858)	-	(215,858)
Transfers from Reserves/Reserve Funds	(93,483)	-	(93,483)
Total Revenues:	4,465,644	5,178,498	(712,854)
Net Surplus / (Deficit)	5,395,361	1,777,013	3,618,348

Operating Impacts – 2020 Forecast (excluding COVID): As noted above, the estimated tax supported operating surplus (Non-COVID) is approximately \$3,618,000. The major drivers are outlined below:

- **Salaries, Wages and Benefits** surplus of approximately \$2,224,000, based on vacancies in several areas, staff redeployment for COVID related needs and reduced staffing in community service driven areas of \$732,000, such as arenas, libraries, pools, etc.
- **Contacted Services** surplus of \$1,377,000 includes Roadside Maintenance and Forestry savings of approximately \$400,000, Solid Waste overall savings of \$255,000 driven by leachate and haulage, Fleet savings of \$186,000 as a result continuous improvement in asset management and replacement of high maintenance vehicles.

- **Grants/Subsidies** increase of \$1,158,000, includes Grandview projected increase of \$854,000 to be reconciled against COVID costs, increase in Aggregate Resource funding of \$98,000, Transitional Mitigation grant of \$183,000 not budgeted and new tourism grant of \$55,000
- **General Recoveries** deficit of (\$1,561,000) generally most programs and services were impacted by COVID during 2020, such as Mayor's Gala of \$209,000 deferred to 2021, \$223,500 in camps and programs cancelled or modified due to COVID, \$131,500 in tax sale recoveries offset by saving in expenditures, GVL Resident revenue \$557,000 and building permit collections down, due to the occupation as well, of \$402,500 to be offset through the Building Permit Reserve Fund.

It should be repeated that these are early estimates and will be examined in detail as part of the year-end audit review and in preparation for the COVID Safe Restart Provincial Reporting (requirements to be announced), 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.

Budget Overview

The 2021 Tax Supported Operating Budget requires a \$2,729,390 Municipal Levy increase, resulting in an overall increase on the Average Residential the tax bill of **1.96%** after assessment growth and Education tax room (when available). As noted in the budget guidelines report presented to Council in December, there are a number of both positive and negative issues that have a tax levy impact in 2021:

Positive Issues:

- Assessment growth
- Anticipated Provincial funding to offset COVID related costs

Negative Issues:

- Reduced/uncertain funding from Province government;
- Impact of decisions by upper levels of Government on current operations and program delivery;
- Economic adjustments to employee compensation, including wages, statutory and non-statutory employee benefits;
- Staffing resource needs
- COVID related costs impacts on operations
- OPP contract;
- Insurance costs;
- Innovation and Technology systems security needs
- Other direct operating costs (e.g. winter control - salt costs)
- No Education tax room in 2021.

The following chart outlines the 2021 Budget in relation to the targets set by Council.

Budget Details	2021 Budget Guideline	2021 Budget	
	%	\$	%
Municipal Levy (prior year)		69,823,910	
Base Budget Impacts		1,422,770	2.04%
Council Approved Capital		698,000	1.00%
Council Approved Initiatives		375,850	0.54%
New Initiatives		232,770	0.33%
COVID-19 Impacts		1,262,500	1.81%
Proposed Mitigation - COVID-19 Impacts		(1,262,500)	-1.81%
Municipal Levy Increase	4.50%	2,729,390	3.91%
Less: Assessment Growth	-2.00%	(1,361,500)	-1.95%
Municipal Tax Increase	2.50%	1,367,890	1.96%
Estimated Offsetting Education Tax Room *	-0.50%	-	0.00%
Overall Average Residential Tax Increase	2.00%	1,367,890	1.96%

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

Actual impacts on the overall residential tax bill will be evaluated as part of the Tax Policy report scheduled for Council’s review and approval in June 2021.

Budget Drivers

A. Base Budget

Overall, the 2021 base budget, excluding any changes in current service levels, has increased by approximately \$1,422,770 representing a 2.04% increase on the tax levy. During senior management reviews of the preliminary estimates, base budget impacts were examined in significant detail in relation to prior years’ actuals and anticipated budget variances. The base budget in “Controllable” areas was held to an increase of approximately \$881,000 or a 1.26% levy impact. Given that the base budget represents the salaries and benefits, materials, supplies and services, net of associated revenues, required to maintain the existing level of service, there is limited ability to offset levy impacts without affecting existing service levels. The “Uncontrollable” base budget drivers represented an overall increase of \$541,480, with the largest increases in Public Health, Social Assistance and

Social Housing totaling \$334,000 and Policing with an increase of \$163,020. The details of the base budget drivers, segregated between “Controllable” and “Uncontrollable” impacts, are found below.

“Uncontrollable” Base Budget Drivers

The “Uncontrollable” levy impacts represent the funds required by the Boards and Agencies that Council has limited or no control over. These services include: Ontario Municipal Partnership Funds (OMPF), Public Health, Social Assistance, Child Care, Social Housing, Policing, Conservation Authorities (Long Point Region, Grand River and Niagara Peninsula Conservation Authorities) and Municipal Property Assessment Corporation (MPAC).

“Uncontrollable” 2021 Base Budget Drivers

Budget Drivers	2020 Budget excl. One Time (\$)	2021 Base Budget (\$)	Levy Incr/(Decr) Year over Year		Total County Levy Impact
			(\$)	(%)	
OMPF	(3,951,800)	(3,922,200)	29,600	0.75%	
PUBLIC HEALTH	1,110,600	1,195,500	84,900	7.64%	
SOCIAL ASSISTANCE	891,300	1,031,500	140,200	15.73%	
CHILD CARE	282,400	275,700	(6,700)	-2.37%	
SOCIAL HOUSING	1,023,500	1,132,400	108,900	10.64%	
POLICE SERVICES BOARD	25,360	25,470	110	0.43%	
POLICING	7,643,380	7,806,400	163,020	2.13%	
LPRCA	287,200	293,470	6,270	2.18%	
GRCA	170,460	175,140	4,680	2.75%	
NPCA	125,570	136,720	11,150	8.88%	
MPAC	744,150	743,500	(650)	-0.09%	
TOTAL	8,352,120	8,893,600	541,480	<u>6.48%</u>	<u>0.78%</u>

“Controllable” Base Budget Drivers

As outlined above, the “controllable” base budget drivers totaled an increase of approximately \$881,000 or a 1.26% 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 or utility increases). Staff and senior management reviewed these controllable areas to ensure all increases were fully evaluated and warranted, with base budgets primarily held to zero where possible. A comprehensive review of all base budget services and supplies accounts was performed by each department to identify potential savings to offset anticipated increases in other areas. Some of the major drivers of the “Controllable” Base budget are as follows:

- Forecasted Salaries and Benefits increase which includes negotiated, contractual and legislative components totaling \$780,000;
- Projected insurance cost increase of approximately \$151,000;

- Payment in Lieu of Taxes due to assessment reduction resulting in revenue decrease of approximately \$129,000
- Emergency Services provincial funding increase of \$131,000.

B. Council Approved Initiatives

Council reviewed and approved the 2021 Tax Supported Capital Budget on March 4, 2021. A specific levy increase for capital financing purposes was identified and approved at 1.0% which results in a capital related levy impact of \$698,000. This increase matched the Council approved guideline increase of 1.0%. However, this does not include the operational impacts identified during the review of the Capital budget, which resulted in increased costs of \$116,690 mainly due to the operational costs required for new fleet equipment (included in Council Approved initiatives as described below).

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

Category	2021 Net Levy Impact \$
Council Approved Capital Reserve Transfers 1.0%	698,000
Council Approved Operating Impacts – Capital Budget	116,690
Council Approved Initiatives	259,160
Total	1,073,8508

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 2022, whereas the “One-time” initiatives will not be included in future years’ base budgets.

C. New Initiatives

The New Initiatives were intended to be limited to revenue neutral tax impacts on a corporate basis, as justified by a business case. There are a number of initiatives, based on the applicable business cases that are recommended for approval. The overall net levy impact is an increase of \$232,770 or 0.33%. As outlined in **Corporate Summary 5**, the New Initiatives are further segregated into “Ongoing” vs. “One-time”. The “Ongoing” initiatives will form part of the base budget in 2022, whereas the “One-time” initiatives will not be included in future years’ base budgets. The “Ongoing” initiatives have a total net levy increase of \$353,970, and the “One-time” initiatives have a total net levy decrease of \$121,200.

Category	2021 Net Levy Impact \$
Staffing related	326,110
IT Security Enhancements	25,680
Child Care Funding Cost Share (80/20) Approach	(121,200)
Other	2,180
Total	232,770

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

D. COVID-19 Pandemic

The financial impacts associated to the COVID-19 Pandemic has continued into 2021 and as a result, staff were asked to identify one-time budget adjustments required as a result of COVID. These impacts include reductions in revenues and changes in expenditures as a result of COVID impacts on 2021 services. Staff have spent a considerable amount of time reviewing the financial impacts and service changes experienced in 2020 and anticipate similar conditions will continue into 2021 with the potential of an improvement with the rollout of the COVID Vaccine.

The results of these one-time COVID-19 impacts have been tracked separately and summarized below. A detailed listing can be found under **Corporate Summary 6 – COVID Impacts**.

The Province of Ontario, in partnership with the federal government, have delivered urgently needed funding under the Safe Restart agreement to alleviate the 2020 operating impacts and additional funding in 2021 to help offset the impact of COVID-19 on 2021 municipal budgets. A portion of the total funding will be used to mitigate the 2020 COVID Impacts and the balance will be used to offset the anticipated 2021 COVID impacts. Therefore, any anticipated COVID impacts in 2021, increases and decreases in revenues and expenditures, are expected to be mitigated by the Safe Restart Funding.

Category	2021 COVID Impacts (\$)
General Government	29,780
Protection Services	110,000
Transportation Services	(29,100)
Environmental Services	(59,960)
Health Services	813,400
Social & Family Services	25,000
Social Housing	-
Recreation & Cultural Services	346,880
Planning & Development	26,500
Total Tax-Supported Operations	1,262,500
Mitigation - Safe Restart Funding	(1,262,500)
2021 Net COVID Impact	0

Impacts of Budget on Municipal Taxpayer

The 2021 Tax Supported Operating Budget has a total net levy requirement of \$72,553,300 if approved as submitted. This represents a municipal residential property tax increase of **1.96%**. The County calculates the tax rate using the December 2020 assessment roll, returned for 2021 taxation, which reflects property values as at January 1, 2016. The returned roll will reflect these market values as the current value assessment in 2021, as noted above, the property assessed values will continue to be based on the fully phased-in January 1, 2016 current values. This means your property assessment for the 2021 property tax year will be the same as the 2020 tax year, unless there have been changes to the property during 2020.

As outlined in Report FIN-02-2021 Analysis of Assessment Update report, there is only a slight shift in municipal tax burden, primarily to the Commercial tax classes from the Farm tax classes. In a typical year, reassessment impacts lead to more significant shifts in burden. There are some inter-class shifts as a result of reassessment; primarily to the residential and farm tax classes from all other classes. It is anticipated that approximately 78.2% of the total 2021 tax levy is expected to be collected from the residential tax class (compared to 78.3% in 2020). This analysis assumes the same tax policies as approved in 2020, which are to be reviewed by Council in June 2021. 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 2021 Tax Supported Operating Budget will result in a \$64.23 annual increase, approximately **\$5.35 per month** more in property taxes on an average residential property.

Assessment Class	2020 Final	2021 Preliminary				Increase	
	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	19,606.68	537,400	13,084.30	4,729.12	17,813.42	(1,793.27)	-9.15%
Multi-Res.	23,539.69	1,063,200	22,244.70	1,626.70	23,871.40	331.71	1.41%
Commercial	9,273.86	318,900	5,647.65	2,806.32	8,453.97	(819.89)	-8.84%
Residential	3,280.72	278,950	2,918.15	426.79	3,344.95	64.23	1.96%
Farmland	1,208.97	408,600	1,068.61	156.29	1,224.90	15.93	1.32%

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:

- COVID-19 Pandemic operational impacts;
- Aggressive curtailment of expenditures and maximization of estimated revenues;
- Climate change and emergency response situations with the potential to significantly impact the County's resources;
- WSIB funding for presumptive cancer and PTSD associated costs;
- Increased pressure on Ambulance services across the County;
- Investment income projections in light of current economic situation;
- Legislative and/or downloaded services/operational impacts with no corresponding funding;

- Provincial funding changes;
- Net impacts of increased residential development (assessment growth, supplementary revenues and increased cost).

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

Multi-year budgeting strategies provide for long range sustainability and manageable future levy impacts. Continual revisions to the operating budget process, as well as a move to activity based costing, will help the County better allocate resources to manage its operations and develop a long range financial plan with predictable tax levy increases.

Respectfully Submitted by,

Angela Cifani, CPA, CGA
Supervisor, Budgets & Financial Planning

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



Council & Senior Management

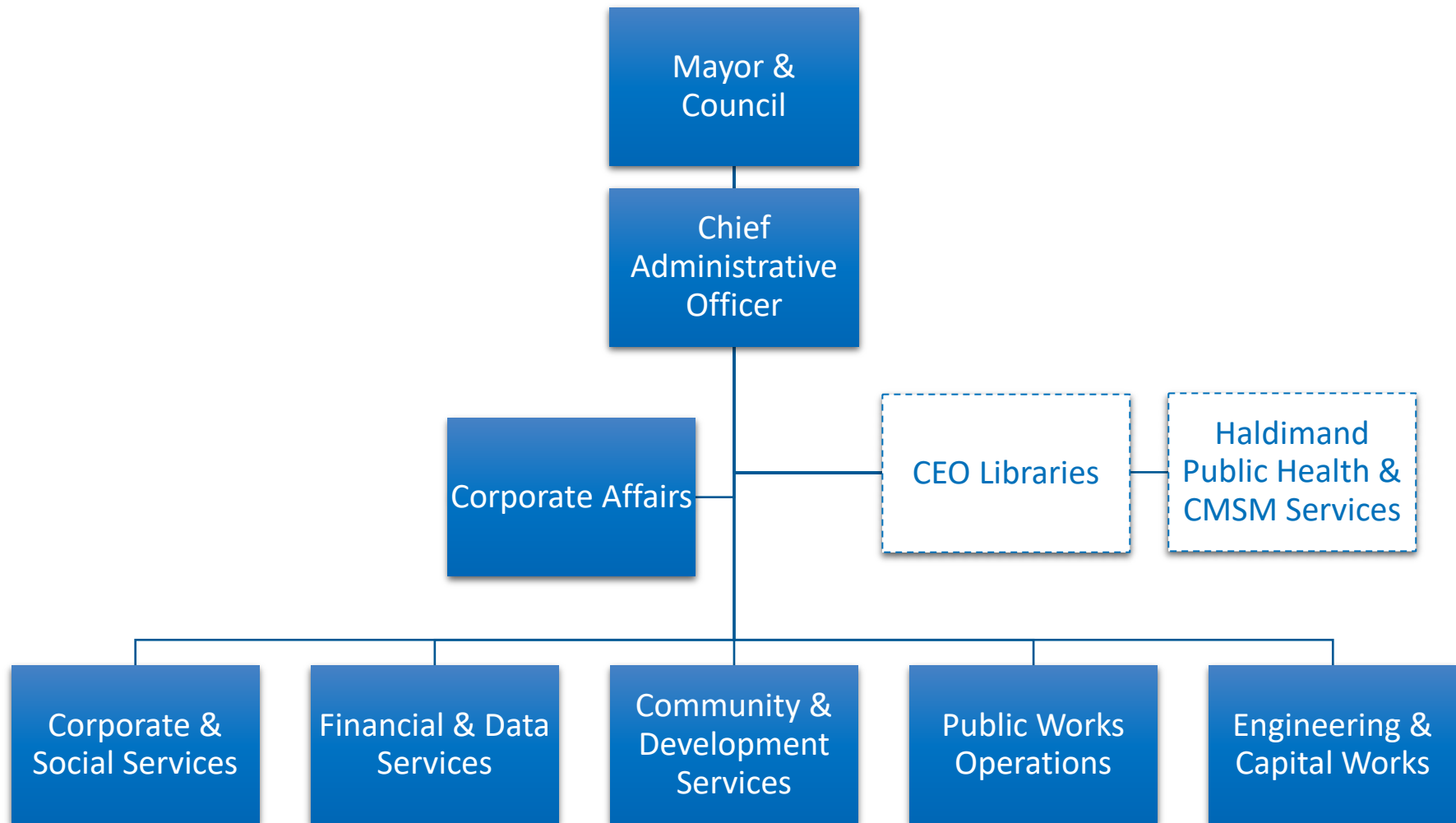
Haldimand County Council 2018-2022

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

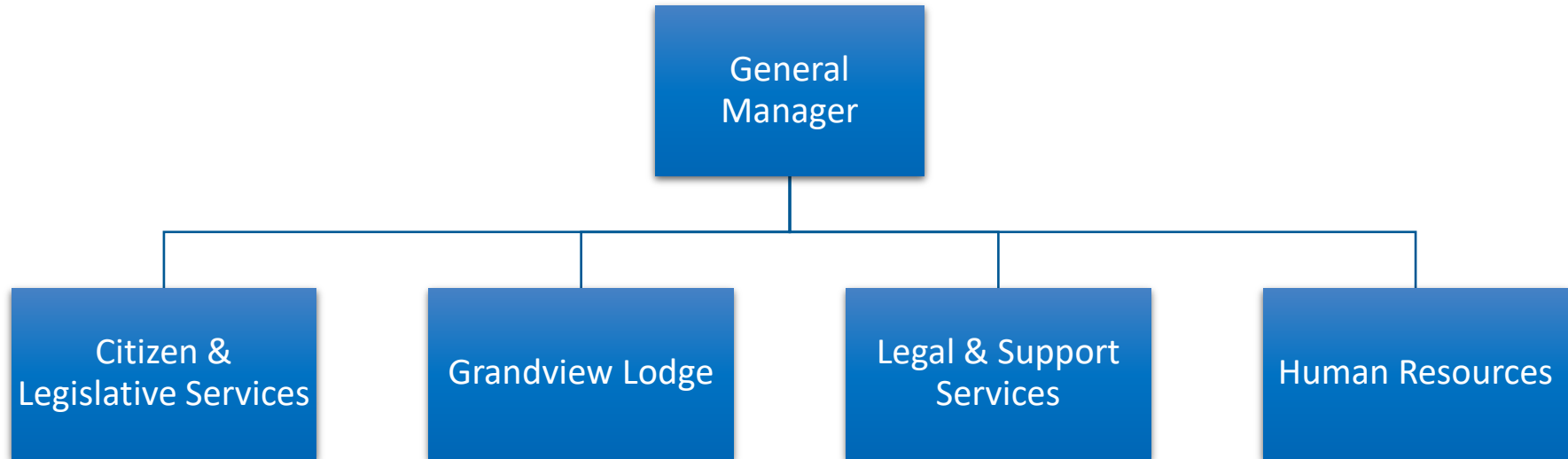
Haldimand County Senior Management

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

Governance

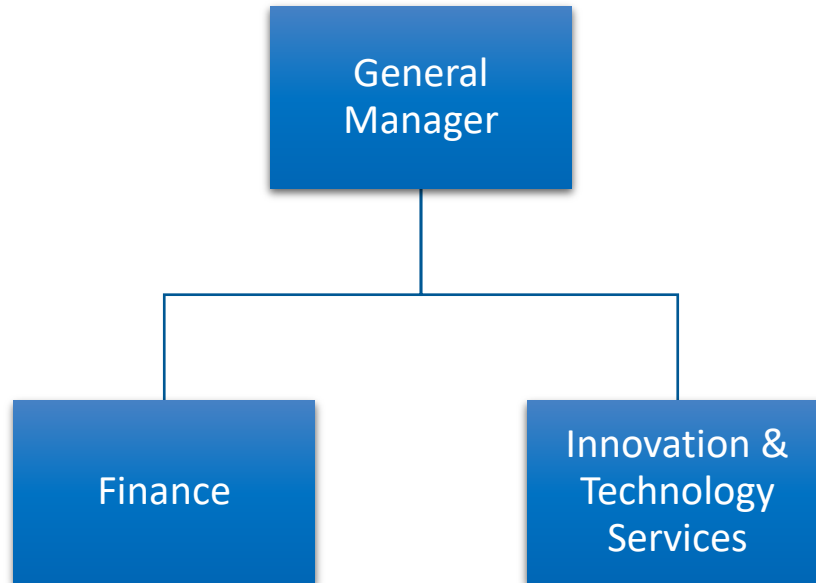


Corporate & Social Services

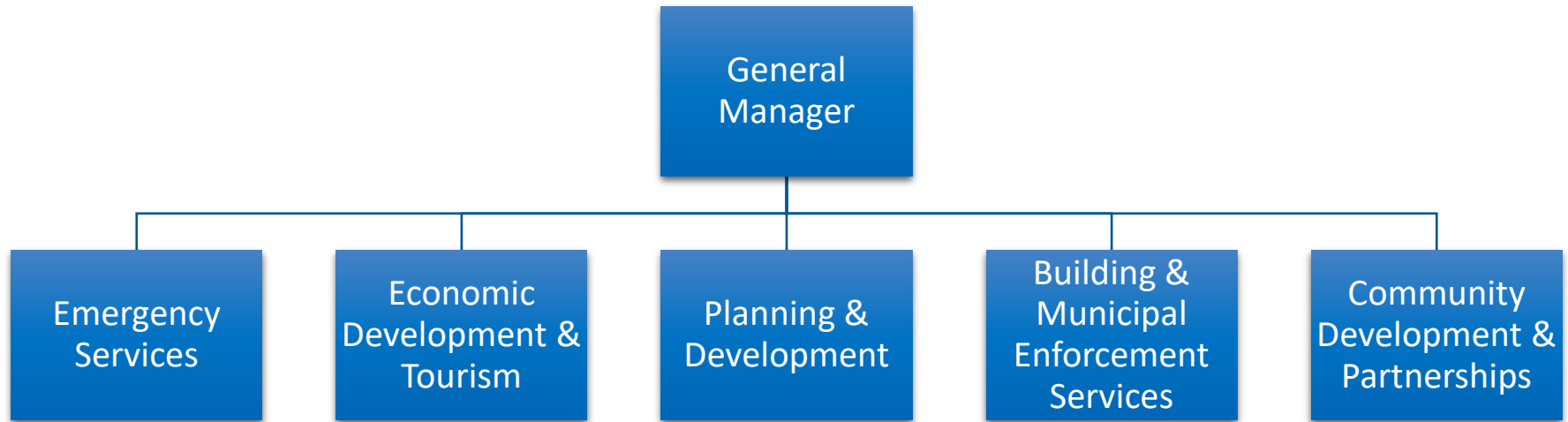




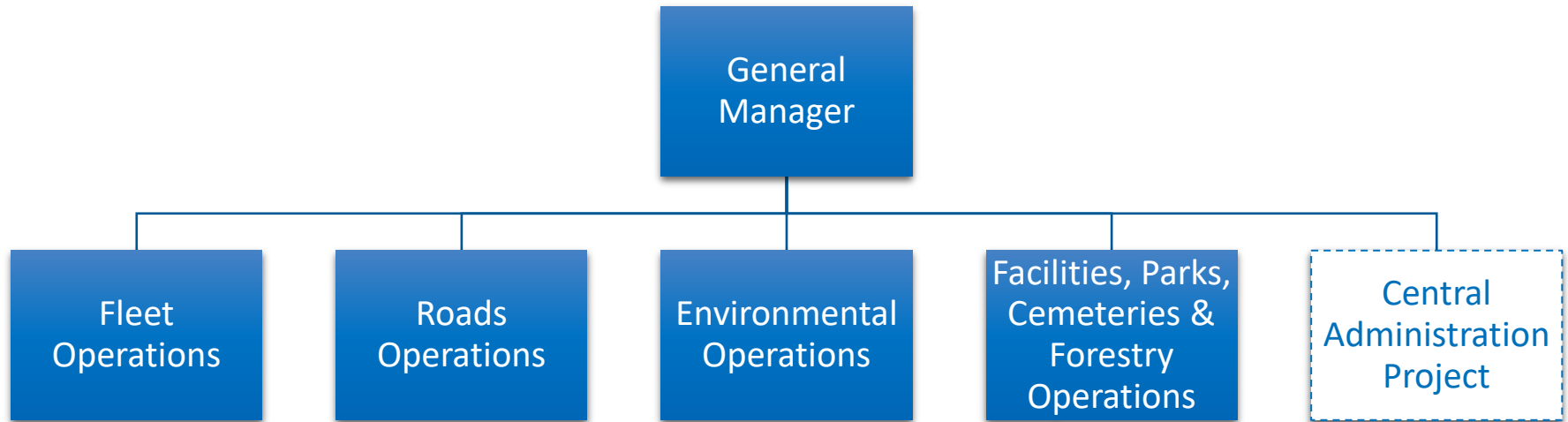
Financial & Data Services



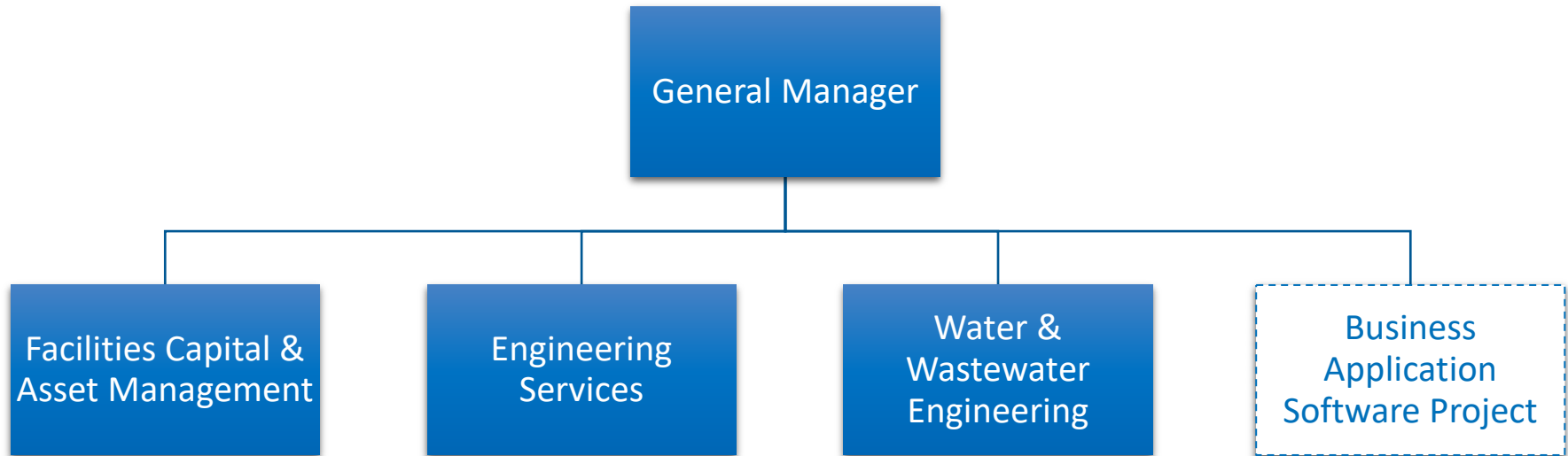
Community & Development Services



Public Works Operations



Engineering & Capital Works





Haldimand
County

Corporate Summaries



Budget Details	2021 Budget Guideline	2021 Budget	
	%	\$	%
Municipal Levy (prior year)		69,823,910	
Base Budget Impacts		1,422,770	2.04%
Council Approved Capital		698,000	1.00%
Council Approved Initiatives		375,850	0.54%
New Initiatives		232,770	0.33%
COVID-19 Impacts		1,262,500	1.81%
Proposed Mitigation - COVID-19 Impacts		(1,262,500)	-1.81%
Municipal Levy Increase	4.50%	2,729,390	3.91%
Less: Assessment Growth	-2.00%	(1,361,500)	-1.95%
Municipal Tax Increase	2.50%	1,367,890	1.96%
Estimated Offsetting Education Tax Room *	-0.50%	-	0.00%
Overall Average Residential Tax Increase (including Education Taxes)	2.00%	1,367,890	1.96%
<i>* Based on estimated reduction in Provincial education rates – reflected in total property tax bill impact.</i>			



Haldimand County 2021 Tax Supported Operating Budget Summary

Corporate Summary by Type

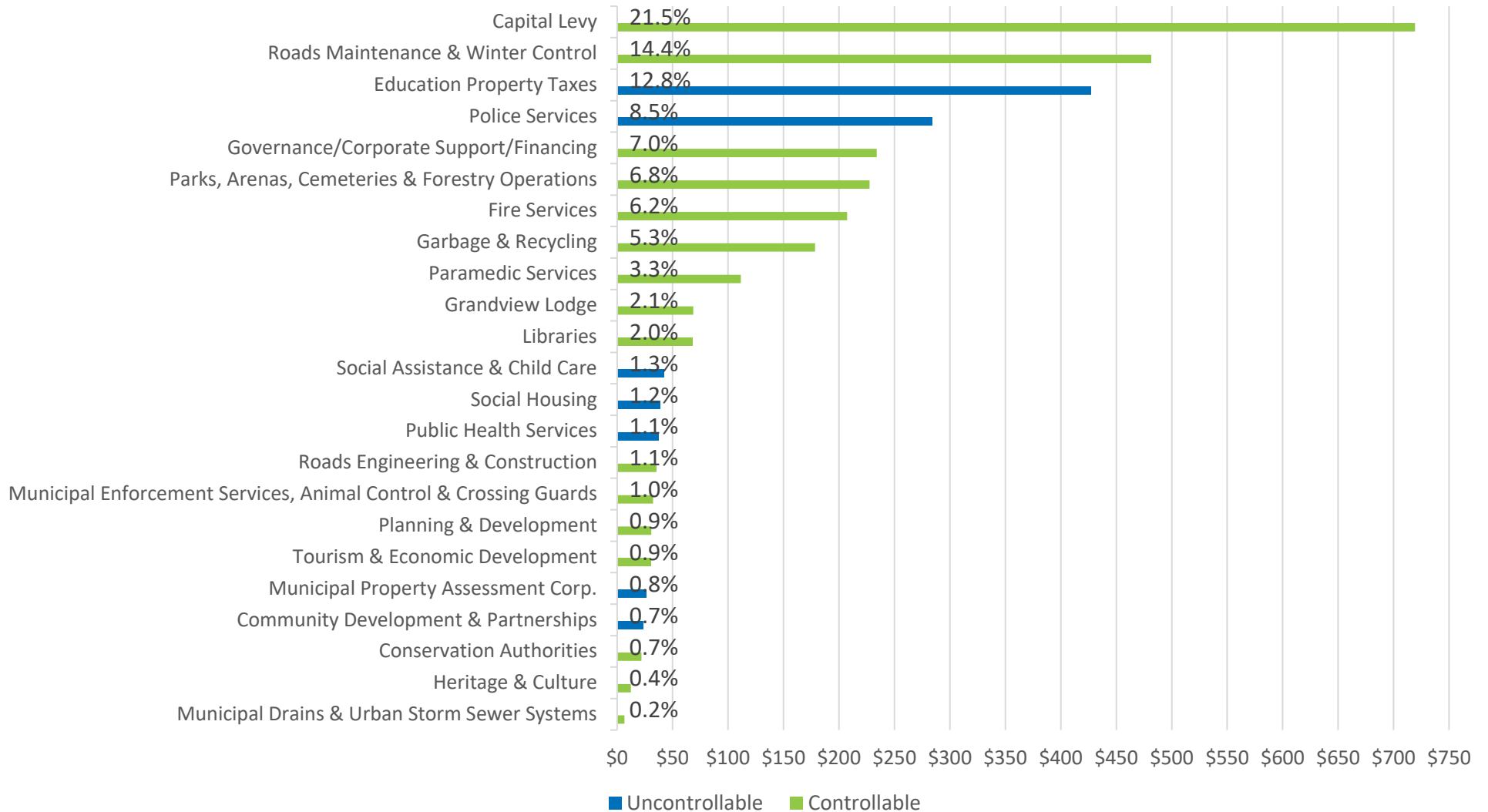
	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	40,376,999	41,754,600	1,377,601	44,087,640	2,333,040	5.59%
Materials	11,164,941	11,067,300	(97,641)	11,743,730	676,430	6.11%
Contracted Services	29,280,869	28,638,820	(642,049)	29,118,470	479,650	1.67%
Rents and Financial Expenses	2,592,462	2,609,710	17,248	2,575,180	(34,530)	(1.32%)
External Transfers	1,414,668	1,745,020	330,352	3,028,850	1,283,830	73.57%
Interfunctional Adjustments	(698,921)	(697,140)	1,781	(801,940)	(104,800)	15.03%
Long Term Debt Charges	5,837,357	5,838,000	644	5,689,290	(148,710)	(2.55%)
Transfers to Reserves/Reserve Funds	26,411,239	26,353,020	(58,219)	26,934,420	581,400	2.21%
Total Expenditures:	116,379,613	117,309,330	929,717	122,375,640	5,066,310	4.32%
Revenues						
Grants/Subsidies	(27,389,058)	(20,037,480)	7,351,578	(20,450,510)	(413,030)	2.06%
General Recoveries	(16,344,409)	(18,920,840)	(2,576,431)	(18,016,270)	904,570	(4.78%)
Development Charges Reserve Funds	(1,014,099)	(1,014,260)	(161)	(990,990)	23,270	(2.29%)
Miscellaneous Property Charges	(4,058,392)	(4,274,250)	(215,858)	(4,146,380)	127,870	(2.99%)
Transfers from Reserves/Reserve Funds	(3,145,107)	(3,238,590)	(93,483)	(6,218,190)	(2,979,600)	92.00%
Total Revenues:	(51,951,064)	(47,485,420)	4,465,644	(49,822,340)	(2,336,920)	4.92%
Net Levy	64,428,549	69,823,910	5,395,361	72,553,300	2,729,390	3.91%

Staffing (stated in FTEs)			
Full Time		346.90	354.31
Part Time &/or Temporary F/T		118.75	128.59
Other			
Council		7.00	7.00
Volunteer Firefighters		274.00	274.00
Police Services Board Members		3.00	3.00
Total FTEs		749.65	766.90



Average Residential Tax Bill – Allocation by Services

2021 Draft Tax-Supported Operating Budget
 2021 Assessment = \$278,950 / Total Taxes = \$3,345



2021 Council Approved Initiatives

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



HALDIMAND COUNTY

Tax Supported Operations

Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per Category
2020 Operating Budget Carry Forward Items					
Unallocated	WSIB Schedule 2 Actuarial Evaluation for years ending 2019-2022, approved in 2020 Tax Supported Operating Budget (\$2,400 funded from Contingency Reserve and WSIB Reserve Fund)	-	-	-	-
Manager, Roads Operations	One Year Contract - 2020 Carry Forward (0.18 FTE) funded from Contingency (\$32,580)	-	-	-	-
Pre-Budget Approval (i.e. in-year reports)					
Human Resources Re-org	Per CSS-03-2020 Human Resources Division Re-organization; Addition of 2 FTEs. Partially offset in 2021 by Contingency funding as full implementation of re-org will not be realized until 2022.	(139,100)	233,460	94,360	259,160
Human Resources	HRD-06-2020 Employee Assistance Program Renewal - increase to 'Modernized Service Level'		13,150	13,150	
Information Systems Re-org	Per FDS-04-2020 IS Re-Org. Additional 3 FTEs spread over 2 years. Two FTEs in 2021, with additional position in 2022.		230,010	230,010	
Information Systems	As per Report CAO-03-2017 "Award of Request for Proposal Business Application Software - ERP Solution" - maintenance contracts for software - \$51,000 on-time funded from the Contingency Reserve	-		-	
Information Systems	Per FDS-02-2020, Broadband loan forgiveness to a maximum of \$1.5 million funded from the contingency reserve	-		-	
Information Systems	Per FDS-04-2020 Information Services Division re-organization, IT Consultant Provision to assist with re-org/BPO recommendation implementations (\$50,000 funded from Contingency)	-		-	
Roads Administration Development Opportunity	Per CAO-M06-2020 Temporary Director, Roads Operations development opportunity offset by decrease in Deputy CAO relief dollars (\$10,660)	-		-	
Supervisor, Environmental Operations	As approved in the 2021 Rate Supported Operating Budget 1.0 FTE - 0.4 FTE allocated to Solid Waste; 0.3 FTE allocated to Water and 0.3 FTE allocate to Wastewater		50,780	50,780	
Community Paramedic Program	Per report EMS-04-2020 Community Paramedic Program \$171,300 funded from HNH B LHIN	-		-	
Public Health	HSS-650-2021-067 70/30 Cost Share Mitigation Funding	(133,000)		(133,000)	
Public Health	HSS-650-2021-065 School-Focused Nurses Initiative	-		-	
Public Health	HSS-650-2021-071 Harm Reduction Surveillance Project	-		-	
Public Health	Community Safety and Well-Being Plan - Included as part of the 2021 Council Priorities - \$60,000 funded from the Contingency Reserve	-		-	
Grandview Lodge	Per GVL-04-2020 - Temporary Infection Prevention and Control Coordinator (0.27 FTE) funded from the Ministry of Health (\$42,040)	-		-	
Social Housing	HSS-640-2021-069 Social Services Relief Fund - Phase 1	-		-	
Social Housing	HSS-640-2021-064 Homeless Prevention Services	(28,800)		(28,800)	

2021 Council Approved Initiatives

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



HALDIMAND COUNTY

Tax Supported Operations

Category	Initiative(s)	Council Approved - One-time	Council Approved - Ongoing	Total Council Approved	Totals per Category
Forestry Maintenance	FPC-03-2020 Forest Conservation By-law Update - Harvesting Permits and Minor Exception Permit application plus reforestation fee		(5,140)	(5,140)	
Edinburgh Square - Young Canada Works	Per CDP-09-2020 0.21 FTE as part of the Young Canada Works Program (\$6,730); \$6,620 grant funded; \$110 funded from Contingency Reserve	-		-	
Parks & Parkettes	CDP-06-2020 Fields and Parks Management Program – New Group Request (Caledonia Disc Golf Association)		12,800	12,800	
Planning & Zoning	Reduction of fees due to 2020 Zoning Bylaw Amendment (PDD-33-2020) including fewer zoning amendments, temporary use extensions, and minor variances. To be applied to fee occurrences when impact is better known		25,000	25,000	
Economic Development & Tourism Digital Service Squad	Four students (0.96) fully funded from Digital Service Grant to March 31st, 2021 (\$37,900)	-		-	
Economic Development & Tourism Tourism Industry Association of Ontario	Staffing (0.12 FTE) related to grant funding from Tourism Industry Association of Ontario (\$5,280 in staffing costs) - total grant funded \$132,400	-		-	
Impacts from Capital Budget					
Business Application Software Additional Staffing	Per FDS-04-2020 and ECW-04-2021, additional staffing required related to Business Application Software implementation, including 1.0 FTE for Project Manager for period of one year, with option for extension with Council Approval, in addition to additional 4.0 FTES. Project fully funded from capital (\$505,720).	-		-	
Project Manager, Broadband	Per FDS-04-2020 Project Manager, Broadband (year 1 of 5) - 1.0 FTE funded from capital (\$123,600)	-		-	
Project Manager, Fire/EMS Station	As approved in the 2021 Tax Supported Capital Budget, 1.0 FTE for two years funded from capital (\$115,470)	-		-	814,690
Plans Examination & Inspection Digitization Staff	Per MBE-03-2020 Extension of Digitization staff (4.5FTEs) funded from capital (\$194,650)	-		-	
Project Manager, Gravel Road Conversion Program	Four year contract (1.0 FTE) as approved through the Tax Supported Capital Budget funded from capital (\$131,010)	-		-	
Additional Contributions to Reserves	Contributions to reserves as approved through the 2021 Tax Supported Capital Budget	120,000	578,000	698,000	
Operating Impacts	Operating Impacts as included in Appendix F of the 2021 Tax Supported Capital Budget		116,690	116,690	
Total Tax-Supported Operations		(180,900)	1,254,750	1,073,850	

2021 New Initiatives

HALDIMAND COUNTY



Tax Supported Operations

Category	Initiative(s)	New Initiatives - One-time	New Initiatives - Ongoing	Total New Initiatives	Totals per FIR Category
Taxation/Unallocated					
Unallocated	WSIB Funding Review (\$5,000 funded from WSIB Reserve Fund)	-		-	-
General Government					
Office of the CAO	Addition of Sale of Haldimand County Flags to User Fee By-law		(100)	(100)	259,110
Corporate and Social Services Administration	Per CSS-02-2021 (P&C report being presented with the budget)		228,050	228,050	
Human Resources	Mediation/Personal Coaching Expenses		5,000	5,000	
Information Systems	Email Filter Security System		16,500	16,500	
Information Systems	Critical Security Controls Assessment		9,180	9,180	
Fleet	Fleet Foreperson cell phone (\$300 cell phone charge; \$180 contribution to CRR-IT); Requires capital amendment for purchase of telephone (\$360)		480	480	
Protection Services					
Plans Examination & Inspection	Additional Building Technician (1.0 FTE) - \$75,840 funded from Building Permits Cost Stabilization Reserve. This position also requires an amendment to the capital budget for furniture and It purchases of \$11,420.		-	-	69,290
Municipal Enforcement Services	Three additional Bylaw Summer Students (0.98 FTE) - \$32,100 funded from Contingency	-		-	
Fire Services/Paramedic Services	Part Time Coordinator - Emergency Management (0.6 FTE - 0.48FTE in Fire, 0.12 FTE in Paramedic Services)		69,290	69,290	
Transportation Services					
Winter Control	Winter Control -TFT Nov 15-April 15; due to the increased development throughout the county, mainly in the Caledonia district, an additional staffing resource is required to ensure Roads Operations are capable of meeting the maintenance standards related to winter control as described in Ontario Regulation 239/02: Minimum Maintenance Standards. This position will also address resource deficiencies with modified winter maintenance routes related to the Argyle Bridge weight restrictions in Caledonia.		28,770	28,770	28,770
Social & Family Services					
Child Care	HSS-620-2021-070 Child Care Funding Approach	(121,200)		(121,200)	(121,200)

2021 New Initiatives

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					
Libraries	Online Resource Instructor (0.6 FTE) - \$33,060 funded from contingency reserve. Position requires an amendment to the capital budget for the purchase of IT equipment (\$3,500)	-		-	(3,200)
Community Development & Partnerships	Adult/General Arena Prime Fee Increased by 5%		(3,200)	(3,200)	
Community Development & Partnerships	Community Beautification Program (\$50,250 funded from CRR - Community Partnership)	-		-	
Total Tax-Supported Operations		<u>(121,200)</u>	<u>353,970</u>	<u>232,770</u>	

Change Request

Change Request: AUTO - 1187 - WSIB Funding Review

Budget Year: 2021

Budget Program: Taxation/Unallocated

Budget Category: Unallocated Revenue & Expenses

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Operational Efficiencies

Frequency: One-Time

Description:

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

Business Case:

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

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(1,200)	(5,000)		(6,200)
Subtotal	(1,200)	(5,000)		(6,200)
Expenses				
Contracted Services				
Contracted Services	3,400	5,000		8,400
Subtotal	3,400	5,000		8,400
Net Levy Impact	2,200			2,200

Change Request

Change Request: AUTO - 1162 - Add Sale of Haldimand County Flags to User Fee By-law

Budget Year: 2021

Budget Program: General Government

Budget Category: Office of the CAO

Change Request Category: New Initiative

Type: New Service/Program

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Flags purchased through the CAO budget for use at County facilities and provided to non-profit community organizations through CDP, EDT & Mayor's office are also available for sale as per the Flag Protocol Policy. This new user fee calculates the cost to sell the flags, records the revenue and allows for budgeting for future years. Quick code is FLAG <https://www.haldimandcounty.ca/wp-content/uploads/2020/11/Flag-Protocol-Policy-2004-05.pdf>

Business Case:

Recovery of the cost of the flag as well as the administrative costs to sell.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges			(100)	(100)
Subtotal			(100)	(100)
Net Levy Impact			(100)	(100)

Change Request

Change Request: AUTO - 1191 - P&C Initiative

Budget Year: 2021

Budget Program: General Government

Change Request Category: New/Change in Staffing

Justification: Operational Efficiencies

Budget Category: Corporate & Social Services Administration

Type: Enhancement to Existing Service

Frequency: Ongoing

Business Case:

See report CSS-02-2021

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Revenues				
General Recoveries				
Licences and Permits				
Subtotal				
Expenses				
Interfunctional Adjustments				
Inter-Functional Adjustments				
Materials				
Materials			23,400	23,400
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits			203,460	203,460
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds			1,190	1,190
Subtotal			228,050	228,050
Net Levy Impact			228,050	228,050

Change Request

Capital Budget Details

Project	Line Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Expenses												
134002 - Furniture Replacements	Desk Modifications	7,000										7,000
136007 - Cell Phone/Smartphone Upgrade/Replacement	Cell phone	360										360
136016 - Portable 2-in-1s	2-1	2,900										2,900
136016 - Portable 2-in-1s	Microsoft License	600										600
136017 - Dual and Ultrawide Monitors	2nd Screen	260										260
136023 - Telephone System - Voice over IP	Desk Phone	300										300
Total Expenses		11,420										11,420

Change Request

Change Request: AUTO - 1164 - Mediation/Personal Coaching

Budget Year: 2021

Budget Program: General Government

Budget Category: Human Resources

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Operational Efficiencies

Frequency: Ongoing

Business Case:

Interpersonal mediation, coaching or training has been utilized in recent years to address conflict among co-workers, working groups or personal workplace challenges. Historically, costs associated with these services have been unbudgeted and offset by Corporate gapping, where approved by the GM. This Change request would provide for an annual budget based on the last 5 years experience of these types of expenses, allowing for continued use of these valuable services, when necessary, and in accordance with regular corporate procurement policies. Actual budget will be monitored and recommended changes from time to time based on experience.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	2,500		5,000	7,500
Subtotal	2,500		5,000	7,500
Net Levy Impact	2,500		5,000	7,500

Change Request

Change Request: AUTO - 1179 - Email Filter Security System

Budget Year: 2021

Budget Program: General Government

Budget Category: Innovation & Technology Services

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Risk Management

Frequency: Ongoing

Description:

An email gateway is a type of email server that protects an organizations or users internal email servers. This server acts as a gateway through which every incoming and outgoing email passes through. A Secure Email Gateway (SEG) is a device or software used to monitor emails that are being sent and received. An SEG is designed to prevent unwanted email and deliver good email. Messages that are unwanted include spam, phishing attacks, malware or fraudulent content. Outgoing messages can be analyzed to prevent sensitive data from leaving the organization or to automatically encrypt emails that contain sensitive information.

Business Case:

Proofpoint is a complete solution for email threats and continuity. Its multilayered approach stops attacks that use malicious attachments and URLs, such as ransomware and other malware. It also stops those that exploit human nature rather than technical flaws, such as email fraud and credential phishing.

Proofpoint uses sandboxing, URL rewriting, and time-of-click analysis, DMARC, display-name spoofing detection to keep you protected.

Proofpoint contains the threats that do get delivered or forwarded and their Threat Response Auto Pull (TRAP) product automatically quarantines emails that are deemed malicious or turn malicious after being delivered.

The implementation of Proofpoint is a requirement and condition for the continuation of our cybersecurity policy.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	564,590		18,000	582,590
Interfunctional Adjustments				
Inter-Functional Adjustments	(135,470)		(960)	(136,430)
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	101,300		(540)	100,760
Subtotal	530,420		16,500	546,920
Net Levy Impact	530,420		16,500	546,920

Change Request

Change Request: AUTO - 1180 - Critical Security Controls Assessment

Budget Year: 2021

Budget Program: General Government

Budget Category: Innovation & Technology Services

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Risk Management

Frequency: Ongoing

Description:

CIS Controls are a global industry best practices endorsed by leading IT security vendors and governing bodies. IT security leaders use CIS Controls to quickly establish the protections providing the highest payoff in their organizations. They guide you through a series of 20 foundational and advanced cybersecurity actions, where the most common attacks can be eliminated.

Business Case:

Implementation of the CIS 20 Controls is a foundational component of any cybersecurity program designed to protect the organization from future cybersecurity incidents and risks.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	50,000		10,000	60,000
Interfunctional Adjustments				
Inter-Functional Adjustments	(135,900)		(530)	(136,430)
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	101,050		(290)	100,760
Subtotal	15,150		9,180	24,330
Net Levy Impact	15,150		9,180	24,330

Change Request

Change Request: AUTO - 1188 - Fleet Foreperson Cell Phone

Budget Year: 2021

Budget Program: General Government

Budget Category: Fleet & Equipment Pool

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Business Case Fleet Foreperson – County Cell Phone

The addition of a Cell phone to Foreperson position, would allow for increased efficiencies to the position as well as the Fleet Department. As this position is required to supervise and assist the technicians on a regular basis, the Foreperson is away from his desk phone for approximately 30-40% of their day.

Business Case:

The addition of a Cell phone to Foreperson position, would allow for increased efficiencies to the position as well as the Fleet Department. As this position is required to supervise and assist the technicians on a regular basis, the Foreperson is away from his desk phone for approximately 30-40% of their day. As well, on a regular basis they travel to the various County yards to inspect vehicles and equipment. The Cell phone, would allow for better communication between the Foreperson and the Manager/Supervisor, when they are away from the Kohler yard. The Foreperson is required to keep in regular contact, with the mobile technician, who is on the road performing maintenance activities County wide. Currently any Job instructions, parts orders, texting or pictures required are being provided, using the Foreperson’s personal cell phone. While not on-call, contact with the Foreperson during non-business hours, for emergency events/breakdowns (grass/greenhouse fires, extreme weather events) would increase the communication and allow for great efficiencies not only within Fleet, but also to the divisions that depend on us.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Materials				
Materials	1,200		300	1,500
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	1,840		180	2,020
Subtotal	3,040		480	3,520
Net Levy Impact	3,040		480	3,520

Change Request

Capital Budget Details

Project	Line Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Expenses												
136007 - Cell Phone/Smartphone Upgrade/Replacement	Cell Phone - Fleet Foreperson	360										360
Total Expenses		360										360

Change Request

Change Request: AUTO - 1165 - Building Technician

Budget Year: 2021

Budget Program: Protection Services

Budget Category: Plans Examination & Inspection

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Building Services Division has had significant changes in service delivery, increased construction activity resulting in increased application submissions and permit issuance, zoning and work order verifications, routine disclosures and the transfer of sewer lateral administration and inspections from Water and Waste Water Staff since 2017 and the political expectancy of improved customer service as a result of moving to the new Administration Building. The Building Technician is the sole support person for Building Services Division. We are anticipating to move to an online portal and electronic application, permitting and inspection based program in 2021, which the Building Division and residents will look to the Building Technician for support. Tasks related to these functions will far exceed the responsibility for one person. Therefore a second Building Technician is required.

Business Case:

See Attached

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Interfunctional Adjustments				
Inter-Functional Adjustments				
Materials				
Materials	49,420		2,820	52,240
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,370,020		71,690	1,441,710
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	3,556,370		(74,510)	3,481,860
Subtotal	4,975,810			4,975,810
Net Levy Impact	4,975,810			4,975,810

Change Request

Capital Budget Details

Project	Line Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Expenses												
134002 - Furniture Replacements	Desk modifications for Building Technician	7,000										7,000
136007 - Cell Phone/Smartphone Upgrade/Replacement	Cell Phone for Building Technician	360										360
136016 - Portable 2-in-1s	2-in-1 for Building Technician	2,900										2,900
136016 - Portable 2-in-1s	Microsoft Licenses for Building Technician	600										600
136017 - Dual and Ultrawide Monitors	2nd Screen for Building Technician	260										260
136023 - Telephone System - Voice over IP	Desk Phone for Building Technician	300										300
Total Expenses		11,420										11,420

BUILDING TECHNICIAN– FULLTIME BUSINESS CASE

Problem Statement:

In 2017 in response to significant increased construction activity and the transfer of sewer lateral administration and inspections from Water and Waste Water Staff, Building Services complement was increased by 3 FTEs. Those being 1- Building Inspector, 1- Building/Plumber Inspector and 1- Plumber Inspector. Along with the increase of construction activity, the Division has also realized an increase in permit processing, building related inquires, the need for increased technical leadership and support resulting for the implementation of new CityView electronic functions. All of these increases have been absorbed by one person being as there is only one Building Technician position.

To further the workload increases, is the new and enhanced services through implementation of new functions around Routine Disclosures and Zoning Verifications/Work Orders.

As the Building Division moves from a paper based system into an electronic based system with electronic application submission, larger developers such as Empire or Losani will benefit from the changes however, many of the smaller developers and/or stakeholders will struggle to adapt for sometime to come. At the same time there is also a political expectation to provide more personalized support for these smaller developers and/or stakeholders.

Building Inspectors are already challenged to meet workload expectations who with the additional increase as noted within this business case will fall to the Building Technician position, who alone will not be able to provide the service level expected.

Current Situation:

There is currently only one (1) Building Technician position. There has only been one Building Technician position since amalgamation in 2001 to support the increase in Building inspector/plumber compliment. Since 2001 the work complexity, work load and customer service focus has shifted from its original propose, specifically in 2017 the number of Staff looking for Building Technician support has increased from 7 to 10 Inspectors.

With the move to the new administration building the way Building Services does business has changed for our customers, Building Inspectors and the Building Technician position. Prior to the move to the new administration building the Building Technician travelled from satellite office to satellite office, splitting their time between Hagersville, Caledonia and Dunnville to input permit applications into CityView, issue building permits, respond to zoning verifications, routine disclosures and general support to the Building Inspectors, including filing, organizing the office and running CityView reports.

With the move into the new administration building the Building Technician position has and will continue to take a more active role in the overall day to day operations of the Division relieving work load issues for the Building Inspectors so that they may better focus their time on application and plans review, inspections and providing technical Building Code advice.

Building Technician Workload Increases Post Move to New Administration Building

Also with the move to the new Administration Building, the Building Technician is now part of the telephone queue for incoming Building Services questions supporting all inside staff also assigned to the queue. The Building Technician monitors the newly created Building general information and inspection request e-mail mailbox as well as the general phone extension. These e-mail boxes and phone extension provides a dedicated way for our customers to request inspections for permits issued and direct general building code questions to the appropriate inspector. This is a customer service enhancement to better communicate with our customers and accommodate their needs.

As of November, 2020 statistics indicate that the Building Technician position is now providing assistance to 20% or just over 3,300 of the 16,000 plus general building services inquiries and inspection requests

MPAC has also recently taken an more active role in assessing properties to ensure accurate assessments and at times require additional building permit information. This information gathering falls to the Building Technician to scan the files and send them to MPAC. Timely MPAC assessments are a priority in order for Finance to be able to apply to the taxation year.

Using the Building Technician Position to Enhance Delivery of Building Services

With the move to the new Administration Building there is now a political expectation with Building staff all located in one building that customer service enhancements are realized. These customer service enhancements include targeted guidance for smaller developers and builders to help them though the complex building permit application and inspection process. The Building Technician position has been identified as the best position in which to provide a consistent and enhanced customer service initiative and to act as a dedicated point of contact for smaller local developers and builders to assist them through the application process.

Currently, incomplete building permit applications sit unattended to waiting for applicants to submit the required documents in order to complete the application process and issue a permit. Some of these incomplete permit applications sit incomplete for months without follow-up from Staff as they are otherwise engaged in daily work prioritized. In many of these cases the applicant may not understand what else is needed (even when advised of the documents that need to be submitted). Applicants will wait long periods of time and then either call in angry with Staff, supervisor, go to their respective Councillor or the Mayor and complain that they have not received their permit. On the other hand these applicants may believe it is okay to proceed with construction not realizing their permit it not issued, thereby, complicating the permit and inspection process and creating unnecessary work for Staff or the applicant.

Notwithstanding the fact that Building Services is moving to an electronic application intake, permit issuance and inspection process, realistically there will be a number of residents, contactors and developers that will continue to bring in their applications and supporting documents in a paper format for a long time to come. In the meantime the applications and supporting documents will need to be scanned into a digital format and attached to CityView.

Digital Innovations and Customer Service Enhancements Technology identified, is working towards implementation in 2021, specifically as it relates to Online Portal, enabling customers to submit their permit applications and supporting documents electronically. These electronically submitted applications will need to be received, evaluated and processed in order for Building

Inspectors to review the application package. Also with the Online Portal, there will need to be a Staff contact to work with our customers as they register, view and navigate the on line process. Where the system is expected to be user friendly, new technology may be challenging for many of our customers to become familiar with. Understanding that new customers to the Online Portal will continue indefinitely and the need to assist them ongoing.

The plan for the Building Technician position is for them to continue to play a crucial role in the objective in the delivery of permit intake, by providing and being a consistent, one point of contact during the permit application process and be the road map in assisting our established Builders through the permit process.

Given work complexity, work load, increases related to number of permits, routine disclosure, zoning verifications, digitalization of files, monitoring of electronic in take, improved service to MPAC reporting and document providing along with the politically desired enhanced customer service focus, there is a need for a second (2nd) Building Technician in order to maintain and achieve these objectives.

Project Objective:

- Create a 2nd FTE Building Technician position to fulfill the requirement for enhanced customer service by being the one point of contact during the permit application process and be the road map in assisting our established Builders through the permit process and to better support the Building Inspectors.

Expected Benefits:

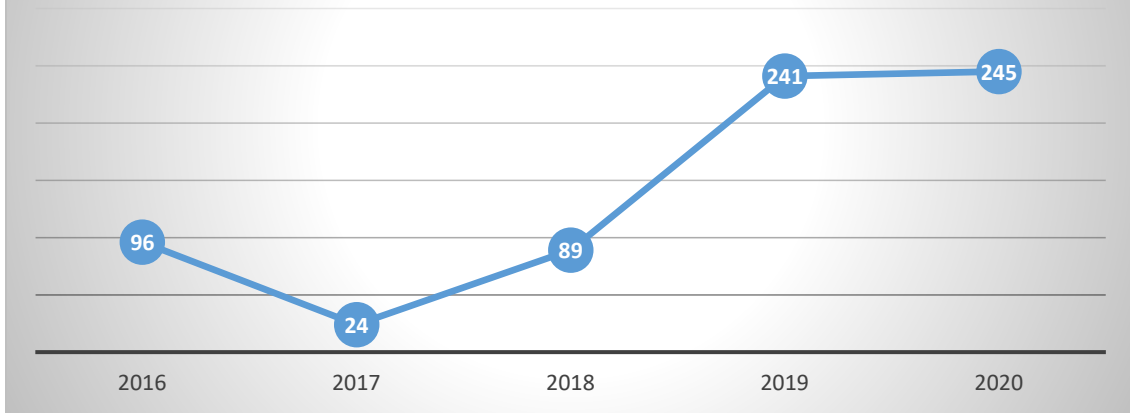
- Enhanced customer service.
- Ability to provide year round support to coverage vacation and time off.
- Consistent service delivery throughout the year and even during the summer holiday periods.
- Provide better support the diverse and increasing Building Inspector compliment- allowing them to concentrate on the technical aspect of their position.
- Providing and being a consistent, one point of contact for established Builders.
- Allow the Building Inspectors to focus on the building application, technical requirements and review.
- Provide continuing electronic building permit support and education for the public for the ongoing future.
- Electronic file management
- Enhances the Divisions succession planning strategies as the Building Technician typically advance to the Building Inspector role- this helps to prepare the Building Technician for this advancement.

It is expected that the 2017 building permit applications levels will be the new norm and impact the operations of Building Services for years to come. The chart below illustrates the reported increase in permits since 2014.



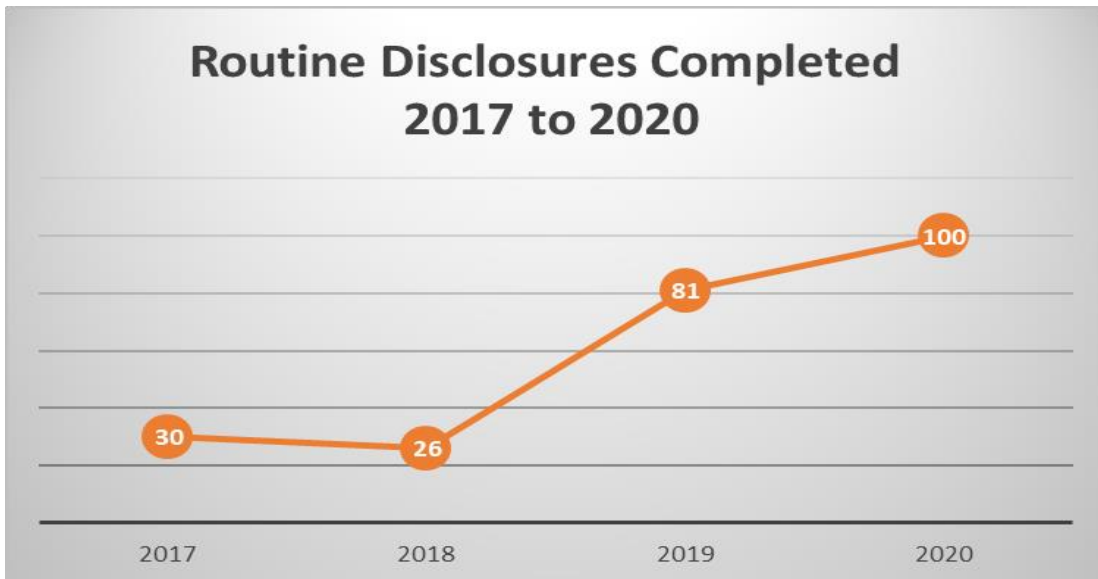
Requests for Zoning Verification and Work order have increased over 60% since 2016/2017. This process requires both the Building Technician to review the property file and prepare the documents and the Building Inspector to review and sign off on the technical part of the request. It is expected that these requests will continue to increase, which will also assist with compliance of open permits.

Zoning Verifications and Work Orders Completed 2016 - 2020



The Routine Disclosure process has become more of a formalize process since 2017 working closely with Clerks on open government. Requests for Routine Disclosures have increased over 70% since 2017. This process is to assist residences in obtaining documents they seek in a secure manner ensuring privacy. As the Building Division moves to a more electronic system- this process will eventually become simpler for the resident but does need to be overseen and assistance still required on how to navigate to through the portal- as the resident will be required to do the search rather than staff.

Routine Disclosures Completed 2017 to 2020



Project Timelines:

Upon approval of funding, the job evaluation process for a new position will be initiated, followed by the required recruitment process. It is anticipated that the new position of Building Technician can be staffed by the end of May 2021.

Project Budget:

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

For detailed costing, please refer to the New Initiative Form.

Change Request

Change Request: AUTO - 1166 - 3 Additional Bylaw Summer Students

Budget Year: 2021

Budget Program: Protection Services

Budget Category: Municipal Enforcement Services

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Risk Management

Frequency: One-Time

Description:

Over the past several years, Esplanade, Garfield Disher, Winger and Kinsman Parks in Dunnville have become popular tourist attractions in Haldimand County. Parks, Bylaw staff and the OPP have been called to these parks numerous time to respond to ongoing issues related to parking control, fires, BBQ, garbage, tents, fishing in prohibited areas, noise and the farmers markets.

Council has identified these parks as needing enhanced, proactive, visible enforcement presents during the week as well as Saturdays and Sundays.

This request is for 2 additional Bylaw enforcement summer students for the 2021 summer to provide patrol and enforcement in these locations as well as assist with the general parking enforcement in and around Dunnville during the summer months. These students will also provide relief and back up services to the Full time Municipal Enforcement officers for parking patrol related to the Hagersville Quarry and throughout Haldimand as needed.

It is anticipated that alternative monitoring solutions for these areas will be in place for the 2022 summer months.

Business Case:

See description

Change Request

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(32,100)		(32,100)
Subtotal		(32,100)		(32,100)
Expenses				
Materials				
Materials	1,360	300		1,660
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	21,340	31,800		53,140
Subtotal	22,700	32,100		54,800
Net Levy Impact	22,700			22,700

Capital Budget Details

Project	Line Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Expenses												
136007 - Cell Phone/Smartphone Upgrade/Replacement	Cell Phone for 3 Bylaw Students (One-time)	1,080										1,080
136016 - Portable 2-in-1s	2-in-1 for Bylaw Students (One-time, one device for 3 students)	2,900										2,900
136016 - Portable 2-in-1s	Microsoft Licenses for Bylaw Students (One-time, one device for 3 students)	600										600
136017 - Dual and Ultrawide Monitors	2nd Screen for Bylaw Students (One-time, one device for 3 students)	260										260
Total Expenses		4,840										4,840

Change Request

Change Request: AUTO - 1168 - Part Time Coordinator Emergency Management

Budget Year: 2021

Budget Program: Protection Services

Budget Category: Fire Services

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Provincially/Federally Mandated

Frequency: Ongoing

Description:

Position responsible for the Haldimand County Emergency Management Program.

Business Case:

Attached

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Materials				
Materials	109,920		1,500	111,420
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,727,470		67,790	1,795,260
Subtotal	1,837,390		69,290	1,906,680
Net Levy Impact	1,837,390		69,290	1,906,680

Business Case For Permanent Part Time Coordinator of Emergency Management

Previously Haldimand County Emergency Services had a staff member who required accommodation due to a work place injury. This accommodation included the creation of a position within Emergency Services and the responsibility was in regards to Emergency Management. In her role the employee was instrumental in updating our Emergency Management Program and introducing the Incident Management System to Haldimand County under the direction of the Manager of Emergency Services. Unfortunately the employee could not continue in this role due to her medical condition and therefore this position concluded. After the conclusion of this position the Emergency Management Program for Haldimand County was not getting the attention it required and staff feel this position needs to be revisited as a permanent part time position, to be able to give the program the attention it requires.

This position would allow for the necessary obligations required for Emergency Management to be completed. There is many aspects of this role for planning, including Continuity of Operations, Evacuation Plans, Community Risk Assessments, Review of Emergency Plans, Updates of Plans, etc. All of which are mandatory for annual Provincial Compliance within Emergency Management. Currently we are compliant but the work being done is due to the previous position that was created for an accommodation. The position that was created to manage the Emergency Management Program to update our plan, included creating specific plans, (ex. evacuation, Continuity of Operations), training of staff, exercises to challenge our plan. This work is not getting the attention it deserves nor is other areas of Emergency Management as the staff time it would take to commit is not there.

If current staffing stays the same, and this new initiative is not approved it could affect our future ability for compliance. If proper evacuation plans are not completed or Continuity of Operations, then the public's safety could be affected, as well as the possibility for liability issues within the county. We are responsible to offer this service to the public as well as other emergency management aspects, and without the proper staff in place to manage, create and review plans and procedures we are at great risk. Also staff will have to adjust priorities within the division, which could affect other provincial compliances within other aspects of the division. Emergency Services is very legislated and standardized, and a lot of the work is driven on those characteristics alone.

Multiple Staff who have large portfolio's are responsible for the Emergency Management Program. There is no the staff time to give this program the attention it deserves which was proven when the position was created for the accommodation. The accommodated position was advantages as the job description included all aspects of the Emergency Management Program, and the responsibilities within the position. This position also allows for other divisional responsibilities to be addressed as well. Training, Education both in Fire and Paramedic services. This position will also be able to prepare and post emergency media releases, as well as other communications to the public, therefore easing the work load of our media relations staff member. There are no other options for staffing as currently divisional staff are completing these job tasks over and above regular work flow.

The content and responsibility of emergency management has grown over the past 3 years. The province is asking for more detailed risk assessments, better continuity of operation plans, increase in mitigation of emergencies and increase in responsibility of the municipality to be self sufficient during emergencies to ensure the best response is possible. To meet Compliance is becoming more of a

challenge as requirements in order to be compliant have increased. Ex. Hazard Risk Assessments, Critical Infrastructure identification.

Current staff cannot continue to give the program the attention it deserves without sacrificing other responsibilities within the division, which is why this position is so important to the Emergency Management Program and its continued success.

Submitted by: Jason Gallagher, Manager of Emergency Services Fire Chief.

Change Request

Change Request: AUTO - 1189 - Roads Winter Control

Budget Year: 2021

Budget Program: Transportation Services

Budget Category: Winter Control

Change Request Category: New/Change in Staffing

Type: Change in Service Delivery

Justification: Risk Management

Frequency: Ongoing

Description:

Winter Control -TFT Nov 15-April 15; due to the increased development throughout the county, mainly in the Caledonia district, an additional staffing resource is required to ensure Roads Operations are capable of meeting the maintenance standards related to winter control, as described in Ontario Regulation 239/02:Minimum Maintenance Standards. This position will also address resource deficiencies with modified winter maintenance routes related to the Argyle Bridge weight restrictions in Caledonia.
For the period Nov 15 - April 15

Business Case:

Winter Control -TFT Nov 15-April 15; due to the weight restrictions currently in place for the Argyle Street Bridge, winter maintenance must be completed by using a one ton pickup truck, fitted with a snow plow and sander unit. This level of service was implemented in 2018, when the weight restrictions were lowered to 8-Tons, and will be remain until the bridge is fully replaced – estimated 2024.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	163,240		28,770	192,010
Subtotal	163,240		28,770	192,010
Net Levy Impact	163,240		28,770	192,010

Change Request

Change Request: AUTO - 1169 - HSS-620-2021-070 Child Care Funding Approach

Budget Year: 2021

Budget Program: Social & Family Services

Budget Category: Child Care

Change Request Category: New Initiative

Type: Change in Service Delivery

Justification: Provincially/Federally Mandated

Frequency: One-Time

Description:

The Ministry of Education announced in 2019 that cost share changes would be occurring from 2020 to 2022. This year, the Ministry is requiring all administration costs to be cost shared at 50/50 (formerly a minimum levy requirement). However, due to the pandemic, the Ministry has communicated the change in funding will not occur until 2022.

Period January 2021 to December 2021

Business Case:

The cost share changes communicated by the Ministry in 2019 included:

- January 1, 2020 - Consolidated Municipal Service Managers (CMSM) will be asked to cost share Expansion Plan operating funding at a rate of 80/20 provincial/municipal. Note that the Ministry is committing 80 percent of this funding regardless of the CMSM contribution.
- January 1, 2021 - CMSMs will be required to cost share all administrative funding at a rate of 50/50.
- January 1, 2022 - CMSMs administrative funding threshold will be reduced from 10% to 5%.

This request outlines the changes initially planned for 2021. The funding has been included as one-time to reflect the anticipated Ministry rollout in 2022. Staff are requesting funding for Child Care remain at the 2020 approved allocation while noting to Council the estimated change in funding from the initial communication. The Ministry has not yet communicated if the 2022 changes have been delayed.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services	275,700	(121,200)		154,500
Subtotal	275,700	(121,200)		154,500
Net Levy Impact	275,700	(121,200)		154,500

Change Request

Change Request: AUTO - 1190 - On-Line Resource Instructor

Budget Year: 2021

Budget Program: Recreation & Cultural Services

Budget Category: Library Administration

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Community Interest

Frequency: One-Time

Description:

To continue with an additional year of the TPT staff position that was approved in a previous budget year. The Online Resource Instructor, has been a valuable staff member to supplement public computer and technology training. This position will continue to provide instructional assistance to patrons on new technologies, including navigation of the Haldimand County website and accessing services from that website, general computer technology, tablets, eReaders and wireless networks. Additional responsibilities of the online resource instructor include assisting the Library CEO with database reviews, implementations, and preparation of relevant promotional and training materials and may include interdivisional assistance with social media, website and digital communications.

Business Case:

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

Change Request

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(33,060)		(33,060)
Subtotal		(33,060)		(33,060)
Expenses				
Materials				
Materials	11,500	1,900		13,400
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	(28,800)	31,160		2,360
Subtotal	(17,300)	33,060		15,760
Net Levy Impact	(17,300)			(17,300)

Capital Budget Details

Project	Line Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Expenses												
136016 - Portable 2-in-1s	Library OnLine Resource Instructor - 2in1	2,900										2,900
136016 - Portable 2-in-1s	Library OnLine Resource Instructor - 2in1 - Software Licences	600										600
Total Expenses		3,500										3,500

Change Request

Change Request: AUTO - 1192 - Adult/General Arena Prime Fees Increase

Budget Year: 2021

Budget Program: Recreation & Cultural Services

Budget Category: Arenas

Change Request Category: New Initiative

Type:

Justification:

Frequency:

Description:

Increase requested as a result of a review of surrounding municipalities adult prime ice rental fees. This increase is in an additional \$8.60 to be added to the 2021 approved User Fee of \$176.00 for a total of \$184.60 per hour.

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(707,300)		(3,200)	(710,500)
Subtotal	(707,300)		(3,200)	(710,500)
Net Levy Impact	(707,300)		(3,200)	(710,500)

Change Request

Change Request: AUTO - 1161 - Community Beautification Program

Budget Year: 2021

Budget Program: Planning and Development

Budget Category: Community Beautification Program

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Community Interest

Frequency: One-Time

New Initiative Details	2021 Base Budget	2021 One-Time New Initiative Impacts	2021 Ongoing New Initiative Impacts	2021 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(50,250)		(50,250)
Subtotal		(50,250)		(50,250)
Expenses				
External Transfers				
External Transfers		50,250		50,250
Subtotal		50,250		50,250
Net Levy Impact				

2021 Covid Impacts - FIR

HALDIMAND COUNTY



Tax Supported Operations

Category	Initiative(s)	Covid Impact - New Initiatives	Covid Impact - Council Approved	Total COVID Impacts	Totals per FIR Category
General Government					
Citizen & Legislative Services	One-time reduction due to COVID-19 based restrictions on activities reducing the demand for licenses (\$10,000 lottery licenses; \$5,000 marriage licenses)	15,000		15,000	29,780
Information Systems	Zoom Conferencing Subscription (20 licenses (\$270 ea) + 5 free, \$5,400 + tax)	5,500		5,500	
Administration Facilities	Temporary part-time custodian to May 2021 (0.21 FTE)	9,280		9,280	
Protection Services					
Provincial Offenses Act	One-time reduction in fines due to COVID-19 based restrictions on activities reducing the fine collections (\$150,000) offset by reduction in legal fees (\$25,000) and transfers to Province (\$15,000)	110,000		110,000	110,000
Transportation Services					
Child Crossing Patrols	Reduction in Crossing Guards due to COVID-19 closures, anticipated January 4-February 5 off-site learning, 25 days)	(29,100)		(29,100)	(29,100)
Environmental Services					
Solid Waste	Tipping Fees	(59,960)		(59,960)	(59,960)
Health Services					
Public Health	HSS-650-2021-065 School-Focused Nurses Initiative		-	-	813,400
Public Health	HSS-650-2021-066 COVID-19 Response Team	813,400		813,400	
Social & Family Services					
Grandview Lodge	2021 there has been a significant increase to the cost of PPE. The most impactful being the cost of gloves. In 2019, Vinyl gloves were \$30.00/case. This pricing changed to \$42.00/case in September 2020. As of January 2021 it is now \$96.00/case.	25,000		25,000	25,000
Social Housing					
Social Housing	HSS-640-2021-069 Social Services Relief Fund - Phase 1		-	-	-

2021 Covid Impacts - FIR

HALDIMAND COUNTY



Tax Supported Operations

Category	Initiative(s)	Covid Impact - New Initiatives	Covid Impact - Council Approved	Total COVID Impacts	Totals per FIR Category
Recreation & Cultural Services					
Arenas	Room rentals not available to due Covid restrictions (\$4,330); Floor rentals - no annual home show (\$870); Ice time assumes arenas reopen until the end of April and that the 2021/22 season returns to "normal" (\$152,050), with a further reduction in Cayuga as the arena is used as a vaccination clinic (\$30,590); Advertising revenue - 2020 arena board advertising contracts extended to the end of 2021 (\$49,550)	237,390		237,390	346,880
Arenas	Additional students for arena cleaning to April 2021 (0.98 FTE)	33,560		33,560	
Library Branches	Various reductions in revenues due to pandemic restrictions/closures, offset by decreases in PD, programming supplies, etc.)	14,170		14,170	
Museums	Anticipated reduction in donation/fundraising revenues (\$10,360) and fees (\$4,680)	15,040		15,040	
Specialty Camps	Camp Sports of All Sorts will not be held in 2021	7,000		7,000	
March Break Camp	2021 March Break Camps cancelled due to COVID	960		960	
Pools	Decreased registration at pools (\$30,000); Decrease pool rentals (\$1,260); Reduction in Caledonia non-resident admission (\$7,500);	38,760		38,760	
Planning & Development					
Economic Development & Tourism	Merchandising/Promotion - Reduced due to undistributed supply of publications/promotional materials from 2020 re: COVID, now intended for use in 2021. Advertising revenue to be revisited after restrictions lift, may transition to promotion strategies	1,500		1,500	26,500
Planning & Zoning	Planning Fees - One-time reduction in Permit Collection Revenue due to COVID-19 closures and restrictions	25,000		25,000	
Total Tax-Supported Operations		1,262,500	-	1,262,500	



Haldimand County

General Government



Haldimand County 2021 Tax Supported Operating Budget Summary

Taxation/Unallocated

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Materials	382,700	515,460	132,760	516,360	900	0.17%
Contracted Services	117,438	192,960	75,522	185,180	(7,780)	(4.03%)
Rents and Financial Expenses	85,444	94,600	9,156	92,600	(2,000)	(2.11%)
Transfers to Reserves/Reserve Funds	10,328,347	10,328,310	(37)	10,893,140	564,830	5.47%
Total Expenditures:	10,913,929	11,131,330	217,401	11,687,280	555,950	4.99%
Revenues						
Grants/Subsidies	(9,538,908)	(9,355,580)	183,328	(9,451,760)	(96,180)	1.03%
General Recoveries	(4,309,521)	(4,634,200)	(324,679)	(4,648,500)	(14,300)	0.31%
Miscellaneous Property Charges	(3,970,642)	(4,186,500)	(215,858)	(4,057,480)	129,020	(3.08%)
Transfers from Reserves/Reserve Funds	(10,787)	(16,000)	(5,213)	(7,400)	8,600	(53.75%)
Total Revenues:	(17,829,857)	(18,192,280)	(362,423)	(18,165,140)	27,140	(0.15%)
Net Levy	(6,915,928)	(7,060,950)	(145,022)	(6,477,860)	583,090	(8.26%)



Haldimand County 2021 Tax Supported Operating Budget

Taxation Related Revenues & Expenses

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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

Main Budget Drivers:

- Reduction in expected PIL revenue, mainly related to OPG property



Haldimand County 2021 Tax Supported Operating Budget

Taxation Related Revenues & Expenses

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Materials	384,701	499,960	115,259	500,860	900	0.18%
Contracted Services	41,019	109,080	68,061	109,080	-	0.00%
Total Expenditures:	425,720	609,040	183,320	609,940	900	0.15%
Revenues						
Grants/Subsidies	(183,327)	-	183,327	-	-	
General Recoveries	(762,374)	(1,047,900)	(285,526)	(1,047,900)	-	0.00%
Miscellaneous Property Charges	(3,970,642)	(4,186,500)	(215,858)	(4,057,480)	129,020	(3.08%)
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(4,916,342)	(5,234,400)	(318,058)	(5,105,380)	129,020	(2.46%)
Net Levy	(4,490,622)	(4,625,360)	(134,738)	(4,495,440)	129,920	(2.81%)



Haldimand County 2021 Tax Supported Operating Budget

Unallocated Revenue & Expenses

Function:

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

Services Provided:

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

Service Issues:

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

Service 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 2021 Tax Supported Operating Budget

Unallocated Revenue & Expenses

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Materials	(2,001)	15,500	17,501	15,500	-	0.00%
Contracted Services	76,419	83,880	7,461	76,100	(7,780)	(9.28%)
Rents and Financial Expenses	85,444	94,600	9,156	92,600	(2,000)	(2.11%)
Transfers to Reserves/Reserve Funds	10,328,347	10,328,310	(37)	10,893,140	564,830	5.47%
Total Expenditures:	10,488,209	10,522,290	34,081	11,077,340	555,050	5.27%
Revenues						
Grants/Subsidies	(9,355,581)	(9,355,580)	1	(9,451,760)	(96,180)	1.03%
General Recoveries	(3,547,147)	(3,586,300)	(39,153)	(3,600,600)	(14,300)	0.40%
Transfers from Reserves/Reserve Funds	(10,787)	(16,000)	(5,213)	(7,400)	8,600	(53.75%)
Total Revenues:	(12,913,515)	(12,957,880)	(44,365)	(13,059,760)	(101,880)	0.79%
Net Levy	(2,425,306)	(2,435,590)	(10,284)	(1,982,420)	453,170	(18.61%)



Haldimand
County



Haldimand County 2021 Tax Supported Operating Budget Summary

General Government

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	8,203,543	8,722,830	519,287	9,891,320	1,168,490	13.40%
Materials	3,519,451	3,613,510	94,059	3,880,600	267,090	7.39%
Contracted Services	2,504,008	2,658,010	154,002	2,526,170	(131,840)	(4.96%)
Rents and Financial Expenses	94,844	122,300	27,456	44,220	(78,080)	(63.84%)
External Transfers	2,250	80,750	78,500	1,580,000	1,499,250	1856.66%
Interfunctional Adjustments	(8,090,442)	(8,090,640)	(198)	(8,442,360)	(351,720)	4.35%
Long Term Debt Charges	1,494,468	1,494,470	2	1,466,710	(27,760)	(1.86%)
Transfers to Reserves/Reserve Funds	6,178,218	5,760,350	(417,868)	6,099,430	339,080	5.89%
Total Expenditures:	13,906,341	14,361,580	455,239	17,046,090	2,684,510	18.69%
Revenues						
Grants/Subsidies	(102,880)	(104,000)	(1,120)	(4,000)	100,000	(96.15%)
General Recoveries	(2,366,059)	(2,684,700)	(318,641)	(2,686,090)	(1,390)	0.05%
Transfers from Reserves/Reserve Funds	(2,145,764)	(1,733,190)	412,574	(3,692,170)	(1,958,980)	113.03%
Total Revenues:	(4,614,702)	(4,521,890)	92,812	(6,382,260)	(1,860,370)	41.14%
Net Levy	9,291,639	9,839,690	548,051	10,663,830	824,140	8.38%
Staffing (stated in FTEs)						
Full Time		77.12		83.13	6.01	
Part Time &/or Temporary F/T		10.33		11.96	1.63	
Other						
Council		7.00		7.00	-	
Total FTEs		94.45		102.09	7.64	



Haldimand County 2021 Tax Supported Operating Budget

Council & Mayor's Office

Function:

To set policies and provide leadership and direction for the County

Services Provided:

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

Service Issues:

- To establish policies and operating parameters for Haldimand County



Haldimand County 2021 Tax Supported Operating Budget

Council & Mayor's Office

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	629,900	640,840	10,940	646,460	5,620	0.88%
Materials	70,005	130,950	60,945	133,450	2,500	1.91%
Contracted Services	814	76,200	75,386	76,200	-	0.00%
Rents and Financial Expenses	-	36,100	36,100	36,100	-	0.00%
External Transfers	1,500	80,000	78,500	80,000	-	0.00%
Interfunctional Adjustments	(6,770)	(6,770)	-	(12,440)	(5,670)	83.75%
Total Expenditures:	695,449	957,320	261,871	959,770	2,450	0.26%
Revenues						
General Recoveries	(11,575)	(221,000)	(209,425)	(221,000)	-	0.00%
Total Revenues:	(11,575)	(221,000)	(209,425)	(221,000)	-	0.00%
Net Levy	683,874	736,320	52,446	738,770	2,450	0.33%
Staffing (stated in FTEs)						
Full Time		1.00		1.00	-	
Other						
Council		7.00		7.00	-	
Total FTEs		8.00		8.00	0.00	



Haldimand County 2021 Tax Supported Operating Budget

Office of the CAO

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Office of the CAO

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	434,292	491,930	57,638	492,700	770	0.16%
Materials	97,221	185,250	88,029	188,650	3,400	1.84%
Contracted Services	6,419	24,900	18,481	-	(24,900)	(100.00%)
Rents and Financial Expenses	-	1,500	1,500	1,500	-	0.00%
Interfunctional Adjustments	(6,370)	(6,370)	-	(11,210)	(4,840)	75.98%
Total Expenditures:	531,562	697,210	165,648	671,640	(25,570)	(3.67%)
Revenues						
General Recoveries	(387)	(24,600)	(24,213)	(3,100)	21,500	(87.40%)
Total Revenues:	(387)	(24,600)	(24,213)	(3,100)	21,500	(87.40%)
Net Levy	531,175	672,610	141,435	668,540	(4,070)	(0.61%)
Staffing (stated in FTEs)						
Full Time		3.00		3.00	-	
Total FTEs		3.00		3.00	-	



Haldimand County 2021 Tax Supported Operating Budget

Transition

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Contracted Services	436	-	(436)	-	-	
Total Expenditures:	436	-	(436)	-	-	
Revenues						
General Recoveries	(241)	-	241	-	-	
Transfers from Reserves/Reserve Funds	(195)	-	195	-	-	
Total Revenues:	(436)	-	436	-	-	
Net Levy	-	-	-	-	-	



Haldimand
County



Haldimand County 2021 Tax Supported Operating Budget

Financial & Data Services

Function:

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

Services Provided:

- Provide advice to Council and Staff on professional knowledge of corporate resources with a specific focus on security, integrity and reliability
- Manage and direct two divisions, Finance and Innovation & Technology Systems
- Manage and provide advice on the security and integrity of Haldimand County's information systems
- Actively participate on Haldimand County's senior management team

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Financial & Data Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	218,298	257,130	38,832	271,840	14,710	5.72%
Materials	1,904	8,750	6,846	8,040	(710)	(8.11%)
Contracted Services	3,002	2,980	(22)	3,070	90	3.02%
Total Expenditures:	223,204	268,860	45,656	282,950	14,090	5.24%
Revenues						
Total Revenues:	-	-	-	-	-	
Net Levy	223,204	268,860	45,656	282,950	14,090	5.24%
Staffing (stated in FTEs)						
Full Time		2.00		2.00	-	
Total FTEs		2.00		2.00	-	



Haldimand County 2021 Tax Supported Operating Budget

Corporate & Social Services Administration

Function:

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

Services Provided:

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

Service Issues:

- Corporate legal issues and personnel matters
- 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



Haldimand County 2021 Tax Supported Operating Budget

Corporate & Social Services Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	271,941	272,480	539	484,480	212,000	77.80%
Materials	876	10,200	9,324	33,600	23,400	229.41%
Transfers to Reserves/Reserve Funds	-	-	-	1,190	1,190	
Total Expenditures:	272,816	282,680	9,864	519,270	236,590	83.70%
Revenues						
Total Revenues:	-	-	-	-	-	
Net Levy	272,816	282,680	9,864	519,270	236,590	83.70%
Staffing (stated in FTEs)						
Full Time		2.00		3.01	1.01	
Total FTEs		2.00		3.01	1.01	



Haldimand County 2021 Tax Supported Operating Budget

Citizen & Legislative Services

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Citizen & Legislative Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	727,035	882,200	155,165	849,330	(32,870)	(3.73%)
Materials	53,968	67,220	13,252	67,990	770	1.15%
Contracted Services	23,635	25,090	1,455	24,970	(120)	(0.48%)
Rents and Financial Expenses	2,362	300	(2,062)	2,200	1,900	633.33%
Interfunctional Adjustments	(104,920)	(104,920)	-	(105,270)	(350)	0.33%
Transfers to Reserves/Reserve Funds	50,000	50,000	-	50,000	-	0.00%
Total Expenditures:	752,080	919,890	167,810	889,220	(30,670)	(3.33%)
Revenues						
General Recoveries	(90,388)	(101,100)	(10,712)	(89,110)	11,990	(11.86%)
Transfers from Reserves/Reserve Funds	(31,878)	(47,370)	(15,492)	(17,600)	29,770	(62.85%)
Total Revenues:	(122,266)	(148,470)	(26,204)	(106,710)	41,760	(28.13%)
Net Levy	629,814	771,420	141,606	782,510	11,090	1.44%
Staffing (stated in FTEs)						
Full Time		10.00		10.00	0.00	
Part Time &/or Temporary F/T		1.74		1.32	(.42)	
Total FTEs		11.74		11.32	(0.42)	



Haldimand County 2021 Tax Supported Operating Budget

Finance

Function:

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

Services Provided:

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

Service Issues:

- Timely completion of 2020 Financial Statements and Financial Information Returns to meet legislative reporting requirements
- Assist with further implementation of new Business Application Software
- Refine internal budget monitoring/reporting processes
- Review user fees and alternative revenue source
- Implement revised investment policy to maximize returns and ensure flexibility in a challenging environment
- Improved cash management and develop policies/procedures to maximize cash flows and improve administrative efficiencies

Service Objectives/Goals:

- Responsible financial and business policies and practices
- Timely billing and collection of revenues to maximize cash flow and minimize borrowing requirements
- Meet fiduciary responsibility in ensuring wise investment and security of public assets
- Enhance the long term financial position of the municipality
- Begin process of electronic mailings
- Finalize conversion to EFT payments for all vendors



Haldimand County 2021 Tax Supported Operating Budget

Finance

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	1,325,018	1,332,540	7,522	1,372,170	39,630	2.97%
Materials	59,512	72,370	12,858	71,790	(580)	(0.80%)
Interfunctional Adjustments	(298,030)	(298,030)	-	(303,560)	(5,530)	1.86%
Total Expenditures:	1,086,500	1,106,880	20,380	1,140,400	33,520	3.03%
Revenues						
General Recoveries	(317,779)	(400,390)	(82,611)	(405,280)	(4,890)	1.22%
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(317,779)	(400,390)	(82,611)	(405,280)	(4,890)	1.22%
Net Levy	768,720	706,490	(62,230)	735,120	28,630	4.05%
Staffing (stated in FTEs)						
Full Time		15.00		15.00	-	
Part Time &/or Temporary F/T		1.00		1.00	-	
Total FTEs		16.00		16.00	-	



Haldimand
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Haldimand County 2021 Tax Supported Operating Budget

Legal & Support Services

Function:

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

Services Provided:

- Public Procurement – coordination and standardization of processes; manage purchase order software and workflow functionality, administer purchasing card program; develop and maintain procurement templates and various documentation; review bid documents; maintain PPE & office supply inventory; corporate furniture inventory acquisition; consultation with County divisions and vendors; guidance on vendor performance review and contract management; cooperative purchasing; online auction for disposal of surplus goods; and assistance with vendor WSIB and Certificates of Insurance
- General Insurance and Risk Management Program – administration of corporate general insurance program including facility user and special events insurance programs; claims management including internal claims, external claims and assistance with third party contractor claims; claim subrogation; review of various legal documents; and providing guidance on risk mitigation strategies
- Legal Services Administration – coordinates various aspects of litigation matters specific to legal claims filed against the County
- 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:

- Changes in corporate priorities and work functions due to COVID; impacted abilities to focus on items in work plan
- Divisional manager focus diversified as also the Business Application Software Project Manager
- Uncertainty related to insurance industry and impact to County

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.)



Haldimand County 2021 Tax Supported Operating Budget

Legal & Support Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	626,709	693,110	66,401	726,650	33,540	4.84%
Materials	473,389	306,010	(167,379)	377,260	71,250	23.28%
Contracted Services	306,114	193,700	(112,414)	194,530	830	0.43%
Interfunctional Adjustments	(72,032)	(72,230)	(198)	(74,230)	(2,000)	2.77%
Transfers to Reserves/Reserve Funds	1,229,445	598,550	(630,895)	597,750	(800)	(0.13%)
Total Expenditures:	2,563,624	1,719,140	(844,484)	1,821,960	102,820	5.98%
Revenues						
General Recoveries	(787,391)	(277,070)	510,321	(277,010)	60	(0.02%)
Transfers from Reserves/Reserve Funds	(718,145)	(430,000)	288,145	(430,000)	-	0.00%
Total Revenues:	(1,505,536)	(707,070)	798,466	(707,010)	60	(0.01%)
Net Levy	1,058,088	1,012,070	(46,018)	1,114,950	102,880	10.17%
Staffing (stated in FTEs)						
Full Time		7.00		7.00	-	
Total FTEs		7.00		7.00	-	



Haldimand County 2021 Tax Supported Operating Budget

Human Resources

Function:

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

Services Provided:

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

- Employee and labour relations interpretation, including dispute resolution
- Collective agreement administration/negotiation as well as 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:

- COVID-19 support for staff through Health and Safety protocols, response to rapidly changing guidelines, training and COVID absence management
- Payroll and Human Resource Information Management System in conjunction with new Business Application Software
- Occupational and Non-Occupational Claims Management, including Presumptive WSIB claims, legislated Chronic Mental Stress Claims as well as Mental Health Awareness generally
- Consideration of new Employee Assistance Program
- Policy and procedure development and training to ensure compliance and meet our changing workplace
- Recruitment, retention, and talent management given municipal staffing environment and ongoing leadership development

Service Objectives/Goals:

- Service delivery that fosters a team-based approach founded on trust and effective working relationships
- Human Resource practices that make the County an employer of choice
- Legislative compliance
- Implementation of new Employee and Family Assistance Program
- Ongoing management and support to staff related to COVID-19



Haldimand County 2021 Tax Supported Operating Budget

Human Resources

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	896,795	1,032,180	135,385	1,279,530	247,350	23.96%
Materials	731,716	744,120	12,404	750,420	6,300	0.85%
Contracted Services	71,171	74,450	3,279	91,950	17,500	23.51%
Interfunctional Adjustments	(486,210)	(486,210)	-	(545,350)	(59,140)	12.16%
Transfers to Reserves/Reserve Funds	1,164,540	1,642,500	477,960	1,672,260	29,760	1.81%
Total Expenditures:	2,378,013	3,007,040	629,027	3,248,810	241,770	8.04%
Revenues						
General Recoveries	(1,077,340)	(1,555,300)	(477,960)	(1,585,060)	(29,760)	1.91%
Transfers from Reserves/Reserve Funds	(687,456)	(738,400)	(50,944)	(877,500)	(139,100)	18.84%
Total Revenues:	(1,764,797)	(2,293,700)	(528,903)	(2,462,560)	(168,860)	7.36%
Net Levy	613,217	713,340	100,123	786,250	72,910	10.22%
Staffing (stated in FTEs)						
Full Time		10.00		12.00	2.00	
Total FTEs		10.00		12.00	2.00	



Haldimand County 2021 Tax Supported Operating Budget

Innovation & Technology Services

Function:

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

Services Provided:

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

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

Service Issues:

Modules/components of the corporate applications continue to be implemented, upgraded and integrated. Staff continue to develop and implement the County's information technology investments. Modules/components of the corporate applications continue to be implemented, upgraded and integrated. Staff continue to develop and implement the County's information technology investments. Key projects for 2021 continuation of the CityView project including the addition of electronic plans review module in preparation for digital collaboration; implementation of the integrated Business Application System (BAS) to replace many dated standalone software applications- as well as enhancing the recently redesigned Corporate website to support current and future on-line services; implementation of the "mobile technology strategy"; and being a key resource to the centralized administration project (CAP) team in planning for the future in regards to technology. As part of the Cybersecurity & Risk Program additional projects include the Cyber Security & Risk Assessment, Pen Testing, Corporate Cybersecurity Incident Response Plan, etc.

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Innovation & Technology Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	823,980	947,360	123,380	1,252,440	305,080	32.20%
Materials	44,868	100,980	56,112	108,280	7,300	7.23%
Contracted Services	894,874	815,350	(79,524)	741,690	(73,660)	(9.03%)
External Transfers	-	-	-	1,500,000	1,500,000	
Interfunctional Adjustments	(933,580)	(933,580)	-	(882,790)	50,790	(5.44%)
Transfers to Reserves/Reserve Funds	687,950	687,950	-	715,170	27,220	3.96%
Total Expenditures:	1,518,092	1,618,060	99,968	3,434,790	1,816,730	112.28%
Revenues						
Grants/Subsidies	(102,880)	(103,500)	(620)	(3,500)	100,000	(96.62%)
Transfers from Reserves/Reserve Funds	(167,863)	(131,870)	35,993	(1,736,600)	(1,604,730)	1216.90%
Total Revenues:	(270,742)	(235,370)	35,372	(1,740,100)	(1,504,730)	639.30%
Net Levy	1,247,349	1,382,690	135,341	1,694,690	312,000	22.56%
Staffing (stated in FTEs)						
Full Time		8.00		11.00	3.00	
Part Time &/or Temporary F/T		2.00		1.00	(1.00)	
Total FTEs		10.00		12.00	2.00	



Haldimand
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Haldimand County 2021 Tax Supported Operating Budget

Fleet & Equipment Pool

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Fleet & Equipment Pool

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	1,112,365	1,158,280	45,915	1,168,010	9,730	0.84%
Materials	1,740,255	1,736,680	(3,575)	1,870,240	133,560	7.69%
Contracted Services	248,614	434,980	186,366	356,050	(78,930)	(18.15%)
Rents and Financial Expenses	5,013	4,000	(1,013)	4,000	-	0.00%
Interfunctional Adjustments	(6,096,580)	(6,096,580)	-	(6,443,440)	(346,860)	5.69%
Transfers to Reserves/Reserve Funds	2,763,140	2,773,140	10,000	3,055,640	282,500	10.19%
Total Expenditures:	(227,192)	10,500	237,692	10,500	-	0.00%
Revenues						
Grants/Subsidies	-	(500)	(500)	(500)	-	0.00%
General Recoveries	-	(10,000)	(10,000)	(10,000)	-	0.00%
Total Revenues:	-	(10,500)	(10,500)	(10,500)	-	0.00%
Net Levy	(227,192)	-	227,192	-	-	
Staffing (stated in FTEs)						
Full Time		12.00		12.00	-	
Total FTEs		12.00		12.00	-	



Haldimand County 2021 Tax Supported Operating Budget

Facilities Capital & Asset Management

Function:

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

Services Provided:

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

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

Technical support to other divisions and departments including:

- Design review

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 2021 Tax Supported Operating Budget

Facilities Capital & Asset Management

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	422,962	447,630	24,668	563,630	116,000	25.91%
Materials	17,691	25,450	7,759	35,850	10,400	40.86%
Contracted Services	2,188	15,000	12,812	15,000	-	0.00%
Total Expenditures:	442,841	488,080	45,239	614,480	126,400	25.90%
Revenues						
Transfers from Reserves/Reserve Funds	-	-	-	(115,470)	(115,470)	
Total Revenues:	-	-	-	(115,470)	(115,470)	
Net Levy	442,841	488,080	45,239	499,010	10,930	2.24%
Staffing (stated in FTEs)						
Full Time		3.70		3.70	-	
Part Time &/or Temporary F/T		0.32		0.32	-	
Total FTEs		4.02		4.02	-	



Haldimand County 2021 Tax Supported Operating Budget

Corporate Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	352,855	240,600	(112,255)	498,330	257,730	107.12%
Materials	4,342	5,600	1,258	7,390	1,790	31.96%
Transfers to Reserves/Reserve Funds	274,933	-	(274,933)	-	-	
Total Expenditures:	632,129	246,200	(385,929)	505,720	259,520	105.41%
Revenues						
Transfers from Reserves/Reserve Funds	(357,226)	(246,200)	111,026	(505,720)	(259,520)	105.41%
Total Revenues:	(357,226)	(246,200)	111,026	(505,720)	(259,520)	105.41%
Net Levy	274,903	-	(274,903)	-	-	
Staffing (stated in FTEs)						
Part Time &/or Temporary F/T		2.60		5.00	2.40	
Total FTEs		2.60		5.00	2.40	



Haldimand County 2021 Tax Supported Operating Budget

Municipal Property Assessment Corporation

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Materials	102	-	(102)	-	-	
Contracted Services	744,154	744,150	(4)	743,500	(650)	(0.09%)
Total Expenditures:	744,256	744,150	(106)	743,500	(650)	(0.09%)
Revenues						
Total Revenues:	-	-	-	-	-	
Net Levy	744,256	744,150	(106)	743,500	(650)	(0.09%)



Haldimand County 2021 Tax Supported Operating Budget

Grants to Organizations

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
External Transfers	750	750	-	-	(750)	(100.00%)
Total Expenditures:	750	750	-	-	(750)	(100.00%)
Revenues						
Transfers from Reserves/Reserve Funds	(750)	(750)	-	-	750	(100.00%)
Total Revenues:	(750)	(750)	-	-	750	(100.00%)
Net Levy	-	-	-	-	-	



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Haldimand County 2021 Tax Supported Operating Budget

Administration Facilities

Function:

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

Services Provided:

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

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Administration Facilities

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	361,392	326,550	(34,842)	285,750	(40,800)	(12.49%)
Materials	223,603	217,150	(6,453)	224,610	7,460	3.44%
Contracted Services	177,411	225,120	47,709	253,120	28,000	12.44%
Rents and Financial Expenses	87,469	80,400	(7,069)	420	(79,980)	(99.48%)
Interfunctional Adjustments	(92,220)	(92,220)	-	(70,400)	21,820	(23.66%)
Long Term Debt Charges	1,494,468	1,494,470	2	1,466,710	(27,760)	(1.86%)
Transfers to Reserves/Reserve Funds	8,210	8,210	-	7,420	(790)	(9.62%)
Total Expenditures:	2,260,333	2,259,680	(653)	2,167,630	(92,050)	(4.07%)
Revenues						
General Recoveries	(80,957)	(95,240)	(14,283)	(95,530)	(290)	0.30%
Transfers from Reserves/Reserve Funds	(182,249)	(138,600)	43,649	(9,280)	129,320	(93.30%)
Total Revenues:	(263,207)	(233,840)	29,367	(104,810)	129,030	(55.18%)
Net Levy	1,997,127	2,025,840	28,713	2,062,820	36,980	1.83%
Staffing (stated in FTEs)						
Full Time		3.42		3.42	-	
Part Time &/or Temporary F/T		2.67		3.32	0.65	
Total FTEs		6.09		6.74	0.65	



Haldimand County 2021 Tax Supported Operating Budget

Accessibility for Ontarians with Disabilities Act Administration

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Accessibility for Ontarians with Disabilities Act Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Materials	()	1,500	1,500	1,500	-	0.00%
Contracted Services	-	500	500	500	-	0.00%
Total Expenditures:	()	2,000	2,000	2,000	-	0.00%
Revenues						
Total Revenues:	-	-	-	-	-	
Net Levy	()	2,000	2,000	2,000	-	0.00%



Haldimand County 2021 Tax Supported Operating Budget

Emergency Management

Function:

To administer Haldimand County's Emergency Management Program

Services Provided:

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

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

Service Successes:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Emergency Management

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Materials	-	1,280	1,280	1,530	250	19.53%
Contracted Services	25,175	25,590	415	25,590	-	0.00%
Interfunctional Adjustments	6,270	6,270	-	6,330	60	0.96%
Total Expenditures:	31,445	33,140	1,695	33,450	310	0.94%
Revenues						
Total Revenues:	-	-	-	-	-	
Net Levy	31,445	33,140	1,695	33,450	310	0.94%



Haldimand
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Protection Services



Haldimand County 2021 Tax Supported Operating Budget Summary

Protection Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	4,154,710	4,510,700	355,990	4,866,040	355,340	7.88%
Materials	1,001,546	488,970	(512,576)	501,200	12,230	2.50%
Contracted Services	9,100,137	8,854,570	(245,567)	8,703,700	(150,870)	(1.70%)
Rents and Financial Expenses	2,276,770	2,283,830	7,060	2,327,780	43,950	1.92%
External Transfers	630,727	666,480	35,753	673,580	7,100	1.07%
Interfunctional Adjustments	1,786,598	1,783,380	(3,218)	1,802,590	19,210	1.08%
Long Term Debt Charges	612,746	613,100	354	600,090	(13,010)	(2.12%)
Transfers to Reserves/Reserve Funds	345,343	705,030	359,687	210,360	(494,670)	(70.16%)
Total Expenditures:	19,908,577	19,906,060	(2,517)	19,685,340	(220,720)	(1.11%)
Revenues						
Grants/Subsidies	(3,654,617)	(178,300)	3,476,317	(175,900)	2,400	(1.35%)
General Recoveries	(2,351,926)	(3,032,920)	(680,994)	(2,486,430)	546,490	(18.02%)
Development Charges Reserve Funds	(190,056)	(190,190)	(134)	(186,490)	3,700	(1.95%)
Transfers from Reserves/Reserve Funds	(126,086)	(305,360)	(179,274)	(336,750)	(31,390)	10.28%
Total Revenues:	(6,322,685)	(3,706,770)	2,615,915	(3,185,570)	521,200	(14.06%)
Net Levy	13,585,892	16,199,290	2,613,398	16,499,770	300,480	1.85%
Staffing (stated in FTEs)						
Full Time	0.00	28.00		29.00	1.00	
Part Time &/or Temporary F/T	0.00	1.99		6.95	4.96	
Other						
Council	0.00	-		-	-	
Volunteer Firefighters	0.00	274.00		274.00	-	
Police Services Board Members	0.00	3.00		3.00	-	
Total FTEs		306.99		312.95	5.96	



Haldimand County 2021 Tax Supported Operating Budget

Fire Services

Function:

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

Services Provided:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Fire Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	2,154,930	2,552,330	397,400	2,581,530	29,200	1.14%
Materials	250,384	292,050	41,666	306,620	14,570	4.99%
Contracted Services	249,345	267,530	18,185	273,530	6,000	2.24%
Rents and Financial Expenses	2,271,848	2,276,830	4,982	2,322,280	45,450	2.00%
Interfunctional Adjustments	1,351,930	1,351,930	-	1,364,860	12,930	0.96%
Long Term Debt Charges	612,746	613,100	354	600,090	(13,010)	(2.12%)
Transfers to Reserves/Reserve Funds	-	-	-	9,000	9,000	
Total Expenditures:	6,891,182	7,353,770	462,588	7,457,910	104,140	1.42%
Revenues						
General Recoveries	(173,122)	(249,220)	(76,098)	(249,770)	(550)	0.22%
Development Charges Reserve Funds	(190,056)	(190,190)	(134)	(186,490)	3,700	(1.95%)
Transfers from Reserves/Reserve Funds	(2,810)	(2,810)	-	-	2,810	(100.00%)
Total Revenues:	(365,988)	(442,220)	(76,232)	(436,260)	5,960	(1.35%)
Net Levy	6,525,194	6,911,550	386,356	7,021,650	110,100	1.59%
Staffing (stated in FTEs)						
Full Time		6.00		6.00	-	
Part Time &/or Temporary F/T		1.00		0.48	(0.52)	
Other						
Volunteer Firefighters		274.00		274.00	-	
Total FTEs		281.00		280.48	(0.52)	



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Haldimand County 2021 Tax Supported Operating Budget

Emergency Measures

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	45,547	6,290	(39,257)	6,420	130	2.07%
Materials	610,677	-	(610,677)	-	-	
Contracted Services	648,073	300,000	(348,073)	-	(300,000)	(100.00%)
Rents and Financial Expenses	742	-	(742)	-	-	
Interfunctional Adjustments	7,548	4,330	(3,218)	4,370	40	0.92%
Transfers to Reserves/Reserve Funds	100,000	100,000	-	100,000	-	0.00%
Total Expenditures:	1,412,587	410,620	(1,001,967)	110,790	(299,830)	(73.02%)
Revenues						
Grants/Subsidies	(3,473,118)	-	3,473,118	-	-	
General Recoveries	1,288	-	(1,288)	-	-	
Transfers from Reserves/Reserve Funds	-	(300,000)	(300,000)	-	300,000	(100.00%)
Total Revenues:	(3,471,830)	(300,000)	3,171,830	-	300,000	(100.00%)
Net Levy	(2,059,243)	110,620	2,169,863	110,790	170	0.15%



Haldimand County 2021 Tax Supported Operating Budget

Policing

Function:

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

Services Provided:

- A five year contract was signed with the Province of Ontario for the provision of municipal policing services through an integrated detachment of the Ontario Provincial Police (OPP), effective January 1, 2018. The billing model is calculated based on two components: 1) Base services, using a province wide cost per property; and 2) 4- year weighted calls for service within Haldimand County.
- The Haldimand County Police Services Board (PSB) oversees the Haldimand OPP Detachment's police operations through the establishment of necessary policies and reporting requirements.
- County Staff liaise with OPP staff on a regular basis, as well as provide administrative and financial support to the PSB and the Haldimand County Community Policing Committees, as required.

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Policing

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	8,488	13,510	5,022	13,520	10	0.07%
Materials	8,896	15,800	6,904	13,900	(1,900)	(12.03%)
Contracted Services	7,809,831	7,846,840	37,009	8,006,070	159,230	2.03%
Rents and Financial Expenses	1,130	1,500	370	-	(1,500)	(100.00%)
External Transfers	4,800	8,250	3,450	8,250	-	0.00%
Interfunctional Adjustments	9,840	9,840	-	9,730	(110)	(1.12%)
Transfers to Reserves/Reserve Funds	316	600	284	600	-	0.00%
Total Expenditures:	7,843,302	7,896,340	53,038	8,052,070	155,730	1.97%
Revenues						
Grants/Subsidies	(168,366)	(168,000)	366	(165,600)	2,400	(1.43%)
General Recoveries	(36,724)	(59,600)	(22,876)	(54,600)	5,000	(8.39%)
Total Revenues:	(205,090)	(227,600)	(22,510)	(220,200)	7,400	(3.25%)
Net Levy	7,638,212	7,668,740	30,528	7,831,870	163,130	2.13%
Staffing (stated in FTEs)						
Other						
Police Services Board Members		3.00		3.00	-	
Total FTEs		3.00		3.00	-	



Haldimand County 2021 Tax Supported Operating Budget

Provincial Offences Act

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Provincial Offenses Act

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	177,342	188,590	11,248	191,120	2,530	1.34%
Materials	3,406	13,900	10,494	13,900	-	0.00%
Contracted Services	57,011	116,500	59,489	95,900	(20,600)	(17.68%)
Rents and Financial Expenses	3,049	5,500	2,451	5,500	-	0.00%
External Transfers	38,435	75,000	36,565	60,000	(15,000)	(20.00%)
Interfunctional Adjustments	56,420	56,420	-	57,530	1,110	1.97%
Long Term Debt Charges	-	-	-	-	-	-
Transfers to Reserves/Reserve Funds	-	-	-	-	-	-
Total Expenditures:	335,664	455,910	120,246	423,950	(31,960)	(7.01%)
Revenues						
Grants/Subsidies	-	-	-	-	-	-
General Recoveries	(278,282)	(461,200)	(182,918)	(310,000)	151,200	(32.78%)
Development Charges Reserve Funds	-	-	-	-	-	-
Miscellaneous Property Charges	-	-	-	-	-	-
Transfers from Reserves/Reserve Funds	-	-	-	(110,000)	(110,000)	-
Total Revenues:	(278,282)	(461,200)	(182,918)	(420,000)	41,200	(8.93%)
Net Levy	57,382	(5,290)	(62,672)	3,950	9,240	(174.67%)
Staffing (stated in FTEs)						
Full Time		3.00		3.00	-	
Total FTEs		3.00		3.00	-	



Haldimand County 2021 Tax Supported Operating Budget

Summary - Conservation Authorities

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Grand River Conservation Authority

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
External Transfers	174,684	170,460	(4,224)	175,140	4,680	2.75%
Total Expenditures:	174,684	170,460	(4,224)	175,140	4,680	2.75%
Revenues						
Transfers from Reserves/Reserve Funds	(4,226)	-	4,226	-	-	
Total Revenues:	(4,226)	-	4,226	-	-	
Net Levy	170,458	170,460	2	175,140	4,680	2.75%



Haldimand County 2021 Tax Supported Operating Budget

Long Point Conservation Authority

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
External Transfers	287,231	287,200	(31)	293,470	6,270	2.18%
Total Expenditures:	287,231	287,200	(31)	293,470	6,270	2.18%
Revenues						
Total Revenues:	-	-	-	-	-	
Net Levy	287,231	287,200	(31)	293,470	6,270	2.18%



Haldimand County 2021 Tax Supported Operating Budget

Niagara Peninsula Conservation Authority

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
External Transfers	125,576	125,570	(6)	136,720	11,150	8.88%
Total Expenditures:	125,576	125,570	(6)	136,720	11,150	8.88%
Revenues						
Total Revenues:	-	-	-	-	-	
Net Levy	125,576	125,570	(6)	136,720	11,150	8.88%



Haldimand County 2021 Tax Supported Operating Budget

Plans Examination & Inspection

Function:

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

Services Provided:

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



Haldimand County 2021 Tax Supported Operating Budget

Plans Examination & Inspection

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	1,412,727	1,350,370	(62,357)	1,646,960	296,590	21.96%
Materials	46,499	89,050	42,551	90,790	1,740	1.95%
Contracted Services	27,779	700	(27,079)	700	-	0.00%
Interfunctional Adjustments	326,140	326,140	-	331,050	4,910	1.51%
Transfers to Reserves/Reserve Funds	245,027	604,430	359,403	100,760	(503,670)	(83.33%)
Total Expenditures:	2,058,172	2,370,690	312,518	2,170,260	(200,430)	(8.45%)
Revenues						
General Recoveries	(1,719,195)	(2,121,550)	(402,355)	(1,722,650)	398,900	(18.80%)
Transfers from Reserves/Reserve Funds	(117,500)	(1,000)	116,500	(194,650)	(193,650)	19365.00%
Total Revenues:	(1,836,695)	(2,122,550)	(285,855)	(1,917,300)	205,250	(9.67%)
Net Levy	221,477	248,140	26,663	252,960	4,820	1.94%
Staffing (stated in FTEs)						
Full Time		14.00		15.00	1.00	
Part Time &/or Temporary F/T		0.33		4.83	4.50	
Total FTEs		14.33		19.83	5.50	



Haldimand County 2021 Tax Supported Operating Budget

Municipal Enforcement Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	355,675	399,610	43,935	426,490	26,880	6.73%
Materials	9,409	17,170	7,761	14,990	(2,180)	(12.70%)
Contracted Services	31,875	45,800	13,925	45,800	-	0.00%
Interfunctional Adjustments	34,720	34,720	-	35,050	330	0.95%
Total Expenditures:	431,679	497,300	65,621	522,330	25,030	5.03%
Revenues						
General Recoveries	(68,289)	(69,350)	(1,061)	(77,410)	(8,060)	11.62%
Transfers from Reserves/Reserve Funds	(1,550)	(1,550)	-	(32,100)	(30,550)	1970.97%
Total Revenues:	(69,839)	(70,900)	(1,061)	(109,510)	(38,610)	54.46%
Net Levy	361,840	426,400	64,560	412,820	(13,580)	(3.18%)
Staffing (stated in FTEs)						
Full Time		5.00		5.00	-	
Part Time &/or Temporary F/T		0.66		1.64	0.98	



Haldimand County 2021 Tax Supported Operating Budget

Animal Control

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Materials	72,277	61,000	(11,277)	61,000	-	0.00%
Contracted Services	276,222	277,200	978	281,700	4,500	1.62%
Total Expenditures:	348,499	338,200	(10,299)	342,700	4,500	1.33%
Revenues						
Grants/Subsidies	(13,133)	(10,300)	2,833	(10,300)	-	0.00%
General Recoveries	(77,603)	(72,000)	5,603	(72,000)	-	0.00%
Total Revenues:	(90,736)	(82,300)	8,436	(82,300)	-	0.00%
Net Levy	257,763	255,900	(1,863)	260,400	4,500	1.76%



Haldimand
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Transportation Services



Haldimand County 2021 Tax Supported Operating Budget Summary

Transportation Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	5,242,068	5,441,560	199,492	5,532,740	91,180	1.68%
Materials	3,017,754	2,710,210	(307,544)	2,914,020	203,810	7.52%
Contracted Services	4,269,884	4,642,330	372,446	4,626,970	(15,360)	(0.33%)
Rents and Financial Expenses	76,086	23,400	(52,686)	23,400	-	0.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	3,275,395	3,278,810	3,415	3,499,660	220,850	6.74%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	7,855,620	7,855,620	-	8,124,560	268,940	3.42%
Total Expenditures:	23,736,806	23,951,930	215,124	24,721,350	769,420	3.21%
Revenues						
Grants/Subsidies	(236,725)	(156,630)	80,095	(205,500)	(48,870)	31.20%
General Recoveries	(140,849)	(142,000)	(1,151)	(143,820)	(1,820)	1.28%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(131,906)	(197,040)	(65,134)	(163,590)	33,450	(16.98%)
Total Revenues:	(509,480)	(495,670)	13,810	(512,910)	(17,240)	3.48%
Net Levy	23,227,326	23,456,260	228,934	24,208,440	752,180	3.21%
Staffing (stated in FTEs)						
Full Time		53.70		53.70	-	
Part Time &/or Temporary F/T		9.81		9.93	0.12	
Total FTEs		63.51		63.63	0.12	



Haldimand County 2021 Tax Supported Operating Budget

Engineering Services

Function:

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

Services Provided:

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

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

Technical support to other divisions and departments including:

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

Development Review including:

- Construction inspections
- Quality assurance for design and construction

Municipal Drains:

- Management of ten year sustainable drain maintenance program



Haldimand County 2021 Tax Supported Operating Budget

Engineering Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	795,895	921,960	126,065	947,800	25,840	2.80%
Materials	73,516	84,630	11,114	84,320	(310)	(0.37%)
Contracted Services	17,806	25,000	7,194	27,000	2,000	8.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	14,340	14,340	-	21,000	6,660	46.44%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	7,804,170	7,804,170	-	8,040,120	235,950	3.02%
Total Expenditures:	8,705,727	8,850,100	144,373	9,120,240	270,140	3.05%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(37,683)	(55,600)	(17,917)	(55,600)	-	0.00%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(84,106)	(111,990)	(27,884)	(131,010)	(19,020)	16.98%
Total Revenues:	(121,789)	(167,590)	(45,801)	(186,610)	(19,020)	11.35%
Net Levy	8,583,938	8,682,510	98,572	8,933,630	251,120	2.89%
Staffing (stated in FTEs)						
Full Time		7.70		7.70	-	
Part Time &/or Temporary F/T		1.65		1.65	-	
Total FTEs		9.35		9.35	-	



Haldimand County 2021 Tax Supported Operating Budget

Municipal Drain Maintenance

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	87,494	118,640	31,146	108,410	(10,230)	(8.62%)
Materials	12,954	13,880	926	13,880	-	0.00%
Contracted Services	-	1,000	1,000	1,000	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	51,450	51,450	-	55,340	3,890	7.56%
Total Expenditures:	151,898	184,970	33,072	178,630	(6,340)	(3.43%)
Revenues						
Grants/Subsidies	(49,893)	(67,730)	(17,837)	(61,800)	5,930	(8.76%)
General Recoveries	(710)	(1,030)	(320)	(1,050)	(20)	1.94%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(50,603)	(68,760)	(18,157)	(62,850)	5,910	(8.60%)
Net Levy	101,295	116,210	14,915	115,780	(430)	(0.37%)
Staffing (stated in FTEs)						
Full Time		1.00		1.00	-	
Total FTEs		1.00		1.00	-	



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Haldimand County 2021 Tax Supported Operating Budget

Roads Administration

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Roads Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	945,054	1,078,900	133,846	1,055,720	(23,180)	(2.15%)
Materials	82,220	86,810	4,590	89,930	3,120	3.59%
Contracted Services	11,626	28,000	16,374	29,000	1,000	3.57%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	(100,674)	410,480	511,154	414,290	3,810	0.93%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	938,226	1,604,190	665,964	1,588,940	(15,250)	(0.95%)
Revenues						
Grants/Subsidies	(186,832)	(88,900)	97,932	(143,700)	(54,800)	61.64%
General Recoveries	(82,869)	(84,200)	(1,331)	(86,000)	(1,800)	2.14%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(47,800)	(85,050)	(37,250)	(32,580)	52,470	(61.69%)
Total Revenues:	(317,501)	(258,150)	59,351	(262,280)	(4,130)	1.60%
Net Levy	620,725	1,346,040	725,316	1,326,660	(19,380)	(1.44%)
Staffing (stated in FTEs)						
Full Time		9.54		9.54	0.00	
Part Time &/or Temporary F/T		0.83		0.51	(.32)	
Total FTEs		10.37		10.05	(0.32)	



Haldimand County 2021 Tax Supported Operating Budget

Roads Facilities

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	109,476	162,200	52,724	165,630	3,430	2.11%
Materials	112,241	91,140	(21,101)	91,140	-	0.00%
Contracted Services	27,997	23,850	(4,147)	23,850	-	0.00%
Rents and Financial Expenses	1,497	-	(1,497)	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	73,451	67,760	(5,691)	68,410	650	0.96%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	324,663	344,950	20,287	349,030	4,080	1.18%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	324,663	344,950	20,287	349,030	4,080	1.18%
Staffing (stated in FTEs)						
Full Time		1.73		1.73	-	
Part Time &/or Temporary F/T		0.05		0.05	-	
Total FTEs		1.78		1.78	-	



Haldimand County 2021 Tax Supported Operating Budget

Roadside Maintenance

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	2,377,794	2,041,470	(336,324)	2,084,410	42,940	2.10%
Materials	1,247,813	1,297,550	49,737	1,298,550	1,000	0.08%
Contracted Services	2,377,802	2,559,870	182,068	2,566,810	6,940	0.27%
Rents and Financial Expenses	74,588	23,400	(51,188)	23,400	-	0.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	1,931,381	1,566,470	(364,911)	1,597,360	30,890	1.97%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	8,009,378	7,488,760	(520,618)	7,570,530	81,770	1.09%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(19,587)	(1,170)	18,417	(1,170)	-	0.00%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(19,587)	(1,170)	18,417	(1,170)	-	0.00%
Net Levy	7,989,791	7,487,590	(502,201)	7,569,360	81,770	1.09%
Staffing (stated in FTEs)						
Full Time		21.81		21.81	-	
Part Time &/or Temporary F/T		0.60		0.60	-	
Total FTEs		22.41		22.41	-	



Haldimand County 2021 Tax Supported Operating Budget

Winter Control

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	926,355	1,118,390	192,035	1,170,770	52,380	4.68%
Materials	1,489,009	1,136,200	(352,809)	1,336,200	200,000	17.60%
Contracted Services	1,690,661	1,776,110	85,449	1,776,110	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	1,356,896	1,219,760	(137,136)	1,398,600	178,840	14.66%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	5,462,921	5,250,460	(212,461)	5,681,680	431,220	8.21%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	5,462,921	5,250,460	(212,461)	5,681,680	431,220	8.21%
Staffing (stated in FTEs)						
Full Time		11.92		11.92	-	
Part Time &/or Temporary F/T		6.68		7.12	0.44	
Total FTEs		18.60		19.04	0.44	



Haldimand County 2021 Tax Supported Operating Budget

Child Crossing Patrols

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	143,992	228,500	84,508	203,200	(25,300)	(11.07%)
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	29,100	29,100	
Total Expenditures:	143,992	228,500	84,508	232,300	3,800	1.66%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	143,992	228,500	84,508	232,300	3,800	1.66%



Haldimand
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Environmental Services



Haldimand County 2021 Tax Supported Operating Budget Summary

Environmental Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	1,019,948	1,145,850	125,902	1,197,550	51,700	4.51%
Materials	388,119	457,970	69,851	472,070	14,100	3.08%
Contracted Services	6,978,537	7,234,330	255,793	6,982,250	(252,080)	(3.48%)
Rents and Financial Expenses	10,828	5,000	(5,828)	7,500	2,500	50.00%
External Transfers	-	-	-	-	-	-
Interfunctional Adjustments	181,200	181,200	-	186,060	4,860	2.68%
Long Term Debt Charges	-	-	-	-	-	-
Transfers to Reserves/Reserve Funds	502,030	502,030	-	573,030	71,000	14.14%
Total Expenditures:	9,080,662	9,526,380	445,718	9,418,460	(107,920)	(1.13%)
Revenues						
Grants/Subsidies	(602,838)	(670,910)	(68,072)	(707,620)	(36,710)	5.47%
General Recoveries	(2,745,519)	(2,782,660)	(37,141)	(2,555,300)	227,360	(8.17%)
Development Charges Reserve Funds	-	-	-	-	-	-
Miscellaneous Property Charges	-	-	-	-	-	-
Transfers from Reserves/Reserve Funds	(2,045)	(17,750)	(15,705)	(76,700)	(58,950)	332.11%
Total Revenues:	(3,350,402)	(3,471,320)	(120,918)	(3,339,620)	131,700	(3.79%)
Net Levy	5,730,260	6,055,060	324,800	6,078,840	23,780	0.39%
Staffing (stated in FTEs)						
Full Time		9.75		10.15	0.40	
Part Time &/or Temporary F/T		2.10		2.10	-	
Total FTEs		11.85		12.25	0.40	



Haldimand
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Haldimand County 2021 Tax Supported Operating Budget

Public Works Operations Administration

Function:

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

Services Provided:

The administrative function of the department provides the following services:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Public Works Operations Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	109,651	110,780	1,129	113,600	2,820	2.55%
Materials	4,655	13,400	8,745	13,400	-	0.00%
Contracted Services	22,674	24,000	1,326	24,000	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	(10,000)	(10,000)	-	(12,000)	(2,000)	20.00%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	126,981	138,180	11,199	139,000	820	0.59%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	126,981	138,180	11,199	139,000	820	0.59%
Staffing (stated in FTEs)						
Full Time		0.80		0.80	-	
Total FTEs		0.80		0.80	-	



Haldimand County 2021 Tax Supported Operating Budget

Engineering & Capital Works Administration

Function:

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

Services Provided:

The administrative function of the department provides the following services:

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

Service Issues:

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



Haldimand County 2021 Tax Supported Operating Budget

Engineering & Capital Works Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	202,209	275,010	72,801	280,390	5,380	1.96%
Materials	2,919	10,950	8,031	9,350	(1,600)	(14.61%)
Contracted Services	-	-	-	2,500	2,500	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	205,128	285,960	80,832	292,240	6,280	2.20%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	205,128	285,960	80,832	292,240	6,280	2.20%
Staffing (stated in FTEs)						
Full Time		2.50		2.50	-	
Total FTEs		2.50		2.50	-	



Haldimand County 2021 Tax Supported Operating Budget

Urban Storm Sewer System

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	74,464	105,830	31,366	106,410	580	0.55%
Materials	186	3,110	2,924	3,110	-	0.00%
Contracted Services	5,458	5,600	142	5,600	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	24,580	24,580	-	24,810	230	0.94%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	502,030	502,030	-	513,070	11,040	2.20%
Total Expenditures:	606,718	641,150	34,432	653,000	11,850	1.85%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(23,966)	(35,330)	(11,364)	(35,380)	(50)	0.14%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(23,966)	(35,330)	(11,364)	(35,380)	(50)	0.14%
Net Levy	582,752	605,820	23,068	617,620	11,800	1.95%
Staffing (stated in FTEs)						
Full Time		0.45		0.45	-	
Part Time &/or Temporary F/T		0.02		0.02	-	
Total FTEs		0.47		0.47	-	



Haldimand
County



Haldimand County 2021 Tax Supported Operating Budget

Solid Waste Administration

Function:

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

Services Provided:

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

- Collection and disposal of curbside waste;
- Collection and processing of Blue Box materials, on-road and off-road tires, electronics, metals, construction and demolition debris, cardboard, and 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 Waste (MHSW) depots;
- Education and promotion of the 3 R's (Reduce, Re-use and Recycle); and
- Ensuring legislative compliance for all aspects of the operation of the solid waste and recyclables transfer facilities, MHSW depots, and landfill sites.

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Solid Waste Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	239,261	245,210	5,949	290,110	44,900	18.31%
Materials	40,457	52,370	11,913	58,360	5,990	11.44%
Contracted Services	691,017	770,790	79,773	770,790	-	0.00%
Rents and Financial Expenses	10,828	5,000	(5,828)	7,500	2,500	50.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	137,260	137,260	-	143,620	6,360	4.63%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	59,960	59,960	
Total Expenditures:	1,118,823	1,210,630	91,807	1,330,340	119,710	9.89%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(1,078,503)	(964,670)	113,833	(980,490)	(15,820)	1.64%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	(11,010)	(11,010)	(69,960)	(58,950)	535.42%
Total Revenues:	(1,078,503)	(975,680)	102,823	(1,050,450)	(74,770)	7.66%
Net Levy	40,320	234,950	194,630	279,890	44,940	19.13%
Staffing (stated in FTEs)						
Full Time		2.14		2.54	0.40	
Part Time &/or Temporary F/T		0.47		0.47	-	
Total FTEs		2.61		3.01	0.40	



Haldimand County 2021 Tax Supported Operating Budget

Solid Waste Reduction

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	196,829	197,410	581	196,460	(950)	(0.48%)
Materials	263,089	276,650	13,561	289,500	12,850	4.64%
Contracted Services	1,389,923	1,404,890	14,967	1,383,900	(20,990)	(1.49%)
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	9,720	9,720	-	9,810	90	0.93%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	1,859,561	1,888,670	29,109	1,879,670	(9,000)	(0.48%)
Revenues						
Grants/Subsidies	(602,838)	(670,910)	(68,072)	(707,620)	(36,710)	5.47%
General Recoveries	(196,859)	(215,800)	(18,941)	(176,920)	38,880	(18.02%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(799,697)	(886,710)	(87,013)	(884,540)	2,170	(0.24%)
Net Levy	1,059,864	1,001,960	(57,904)	995,130	(6,830)	(0.68%)
Staffing (stated in FTEs)						
Full Time		1.87		1.87	-	
Part Time &/or Temporary F/T		0.78		0.78	-	
Total FTEs		2.65		2.65	-	



Haldimand County 2021 Tax Supported Operating Budget

Solid Waste Collection

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	32,829	39,140	6,311	38,950	(190)	(0.49%)
Materials	11,097	14,330	3,233	14,330	-	0.00%
Contracted Services	1,135,478	1,147,500	12,022	1,170,980	23,480	2.05%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	1,179,404	1,200,970	21,566	1,224,260	23,290	1.94%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	1,179,404	1,200,970	21,566	1,224,260	23,290	1.94%
Staffing (stated in FTEs)						
Full Time		0.37		0.37	-	
Part Time &/or Temporary F/T		0.15		0.15	-	
Total FTEs		0.52		0.52	-	



Haldimand County 2021 Tax Supported Operating Budget

Solid Waste Disposal Sites

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	164,705	172,470	7,765	171,630	(840)	(0.49%)
Materials	65,715	87,160	21,445	84,020	(3,140)	(3.60%)
Contracted Services	3,733,987	3,881,550	147,563	3,624,480	(257,070)	(6.62%)
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	19,640	19,640	-	19,820	180	0.92%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	3,984,047	4,160,820	176,773	3,899,950	(260,870)	(6.27%)
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(1,446,190)	(1,566,860)	(120,670)	(1,362,510)	204,350	(13.04%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(2,045)	(6,740)	(4,695)	(6,740)	-	0.00%
Total Revenues:	(1,448,236)	(1,573,600)	(125,364)	(1,369,250)	204,350	(12.99%)
Net Levy	2,535,811	2,587,220	51,409	2,530,700	(56,520)	(2.18%)
Staffing (stated in FTEs)						
Full Time		1.62		1.62	-	
Part Time &/or Temporary F/T		0.68		0.68	-	
Total FTEs		2.30		2.30	-	



Haldimand
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Health Services



Haldimand County 2021 Tax Supported Operating Budget Summary

Health Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	5,908,404	5,668,780	(239,624)	5,889,640	220,860	3.90%
Materials	229,171	249,250	20,079	314,180	64,930	26.05%
Contracted Services	3,034,858	1,344,490	(1,690,368)	2,166,290	821,800	61.12%
Rents and Financial Expenses	-	100	100	100	-	0.00%
External Transfers	150,000	150,000	-	-	(150,000)	(100.00%)
Interfunctional Adjustments	912,080	912,080	-	903,430	(8,650)	(0.95%)
Long Term Debt Charges	139,469	139,570	101	136,850	(2,720)	(1.95%)
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	10,373,982	8,464,270	(1,909,712)	9,410,490	946,220	11.18%
Revenues						
Grants/Subsidies	(5,349,372)	(3,191,400)	2,157,972	(3,322,400)	(131,000)	4.10%
General Recoveries	(255,610)	(264,260)	(8,650)	(426,800)	(162,540)	61.51%
Development Charges Reserve Funds	(19,587)	(19,600)	(13)	(19,220)	380	(1.94%)
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(167,550)	(229,250)	(61,700)	(875,100)	(645,850)	281.72%
Total Revenues:	(5,792,118)	(3,704,510)	2,087,608	(4,643,520)	(939,010)	25.35%
Net Levy	4,581,864	4,759,760	177,896	4,766,970	7,210	0.15%
Staffing (stated in FTEs)						
Full Time		39.56		39.56	-	
Part Time &/or Temporary F/T		7.34		7.46	0.12	
Total FTEs		46.90		47.02	0.12	



Haldimand County 2021 Tax Supported Operating Budget

Public Health Services

Function:

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

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

Services Provided:

- The Haldimand-Norfolk Health Unit (HNHU) obtains its legal authority under the Health Protection and Promotion Act (HPPA)
- The HPPA specifies the organization and delivery of public health in Ontario and sets expectations for Boards of Health to oversee, provide or ensure the provision of public health programs and services, its regulations and in the Ontario Public Health Standards published by the Minister of Health.
- Funding for the Health Unit is provided through a combination of Ministry of Health (MOH) and municipal levy contributions; in exchange for funding, the Board of Health commits to deliver services defined in the Accountability Agreement.

Service Issues:

- Continued financial challenges with new funding formula and capped budgets for all mandatory and related programs.
- Continued human resource and financial challenges to sufficiently maintain COVID-19 response during the upcoming year.
- Reopening of office locations and resuming partial service delivery while incorporating enhanced COVID-19 protocols.
- Public health modernization 'paused' during spring and may 'reset' with further discussions of public health modernization and health unit amalgamation.
- Gas Wells – to 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.
- Current Seasonal Housing Guidelines are under revision and may require additional resources for implementation.

Service Objectives/Goals:

- Submission of the Health Unit Operational Plan and the MOH's Annual Service Plan and Budget Submission
- Submit evidence to the MOH demonstrating completion of the remaining 10 recommendations from the Organizational Audit.
- Develop HNHU Strategic Plan.
- Continuation of COVID -19 pandemic response and operations, in addition to other HNHU strategic priorities.
- Collaborate with Ministry, and municipal partners to plan and deliver mass vaccination clinics for COVID-19.
- Continue to collaborate with Grand River Community Health Centre, local hospitals, and EMS to ensure the appropriate assessment and testing of seasonal farm workers.
- Continue to collaborate with County departments such as Building and Fire Department to ensure bunkhouses and trailers used as accommodation for seasonal workers meet the appropriate standards.
- Revise resources for COVID-19 for businesses, religious organizations, schools, childcare centers and the community.
- Continue to work with FARMS and Service Canada to ensure the safe isolation of seasonal farm workers.
- Implementation of grant funding from PHAC to develop a surveillance tool to track Substance Use Related Harms in the Haldimand-Norfolk counties.
- Purchase and implement a new Electronic Monitoring and Records System.
- Continue to prioritize vaccinations for students in Grade 7 & 8 in order to maintain herd immunity rates and decrease the risk of vaccine preventable disease.
- Continue to implement the Ontario's Senior Dental Program and successfully renovate dental operatories in Simcoe and Dunnville office locations.

Main Budget Drivers:

- CAI HSS-650-2021-066 COVID-19 Response Team: Staff report HSS 20-21 presented to Board of Health on October 27th, 2020 outlined the initiative. Of the total \$1,176,500 approved impact, \$130,000 remains within the Ministry of Health programs for the ongoing maintenance of the Electronic Medical Records (EMR) system. The remaining costs and explanation can be found within COVID-19 Public Health programs.
- CAI HSS-650-2021-067 70/30 Cost Share Mitigation Funding: Staff report HSS 20-11 presented to Board of Health on November 3rd, 2020 outlined the initiative. In 2019 the MOH communicated that the cost share would be changing from a 75/25 funding model for Mandatory Programs and a 100/0 funding model for Related Programs to an overall 70/30 funding model. One-time mitigation funding was communicated during the 2020 budget development to offset the levy transition; however, the allocation amount was unknown at that time. Funding of \$325,400 has been included as a direct offset to the levy, with Norfolk's share equal to \$192,400.
- CAI HSS-650-2021-071 Harm Reduction Surveillance Project: Staff report HSS 20-26 will be presented to Board of Health on January 5th, 2021 and will outline the initiative. The Health Unit has successfully applied for a grant from the Public Health Agency of Canada for one-time funding that will support a 0.6 FTE to adapt a surveillance tool that will be used to track substance use related harms. The project is fully funded by the grant and is anticipated to end by March 2022.
- Salaries & Benefits: The increase of \$202,200 includes \$75,000 for CAI-HSS-2021-071 as well as economic, merit and job evaluation increases.
- Services: The increase of \$135,300 is driven by CAI HSS-650-2021-066.
- Financial: The increase of \$88,900 is a direct result of a budget option placeholder for savings that were estimated in 2020 based on the restructuring of the Health Unit that are not expected to be realized within the 2021 budget.
- Federal/Provincial Grants: The increase of \$422,500 is driven by CAI HSS-650-2021-067 and CAI HSS-650-2021-071 (\$405,400) as well as increased 70/30 funding when compared to initial 2020 estimates (\$14,700).
- Interdepartmental Recoveries: The \$48,900 increase is a result of interdepartmental charges that are not directly charged to the Ministry of Children, Community and Social Services programs being charged to MOH programs.



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Haldimand County 2021 Tax Supported Operating Budget

Public Health Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	2,854,546	1,172,300	(1,682,246)	1,937,600	765,300	65.28%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	2,854,546	1,172,300	(1,682,246)	1,937,600	765,300	65.28%
Revenues						
Grants/Subsidies	(1,923,946)	-	1,923,946	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	(61,700)	(61,700)	(875,100)	(813,400)	1318.31%
Total Revenues:	(1,923,946)	(61,700)	1,862,246	(875,100)	(813,400)	1318.31%
Net Levy	930,600	1,110,600	180,000	1,062,500	(48,100)	(4.33%)



Haldimand County 2021 Tax Supported Operating Budget

Hospitals

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	-	-	-	-	-	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	150,000	150,000	-	-	(150,000)	(100.00%)
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	150,000	150,000	-	-	(150,000)	(100.00%)
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(150,000)	(150,000)	-	-	150,000	(100.00%)
Total Revenues:	(150,000)	(150,000)	-	-	150,000	(100.00%)
Net Levy	-	-	-	-	-	



Haldimand County 2021 Tax Supported Operating Budget

Paramedic Services

Function:

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

Services Provided:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Paramedic Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	5,769,102	5,483,770	(285,332)	5,698,770	215,000	3.92%
Materials	218,170	225,480	7,310	294,200	68,720	30.48%
Contracted Services	64,588	53,020	(11,568)	109,520	56,500	106.56%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	839,750	839,750	-	830,410	(9,340)	(1.11%)
Long Term Debt Charges	139,469	139,570	101	136,850	(2,720)	(1.95%)
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	7,031,079	6,741,590	(289,489)	7,069,750	328,160	4.87%
Revenues						
Grants/Subsidies	(3,425,426)	(3,191,400)	234,026	(3,322,400)	(131,000)	4.10%
General Recoveries	(85,007)	(104,610)	(19,603)	(275,910)	(171,300)	163.75%
Development Charges Reserve Funds	(19,587)	(19,600)	(13)	(19,220)	380	(1.94%)
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(17,550)	(17,550)	-	-	17,550	(100.00%)
Total Revenues:	(3,547,570)	(3,333,160)	214,410	(3,617,530)	(284,370)	8.53%
Net Levy	3,483,510	3,408,430	(75,080)	3,452,220	43,790	1.28%
Staffing (stated in FTEs)						
Full Time		37.35		37.35	-	
Part Time &/or Temporary F/T		6.42		6.54	0.12	
Total FTEs		43.77		43.89	0.12	



Haldimand County 2021 Tax Supported Operating Budget

Cemeteries

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Cemeteries

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	139,302	185,010	45,708	190,870	5,860	3.17%
Materials	11,001	23,770	12,769	19,980	(3,790)	(15.94%)
Contracted Services	115,724	119,170	3,446	119,170	-	0.00%
Rents and Financial Expenses	-	100	100	100	-	0.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	72,330	72,330	-	73,020	690	0.95%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	338,357	400,380	62,023	403,140	2,760	0.69%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(170,603)	(159,650)	10,953	(150,890)	8,760	(5.49%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(170,603)	(159,650)	10,953	(150,890)	8,760	(5.49%)
Net Levy	167,754	240,730	72,976	252,250	11,520	4.79%
Staffing (stated in FTEs)						
Full Time		2.21		2.21	-	
Part Time &/or Temporary F/T		0.92		0.92	-	
Total FTEs		3.13		3.13	-	



Haldimand
County

Social & Family Services



Haldimand County 2021 Tax Supported Operating Budget Summary

Social & Family Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	9,002,683	8,309,400	(693,283)	8,511,930	202,530	2.44%
Materials	1,361,045	1,421,190	60,145	1,496,060	74,870	5.27%
Contracted Services	1,596,946	1,661,330	64,384	1,719,480	58,150	3.50%
Rents and Financial Expenses	89	900	811	900	-	0.00%
External Transfers	-	-	-	-	-	-
Interfunctional Adjustments	631,630	631,630	-	626,790	(4,840)	(0.77%)
Long Term Debt Charges	1,348,318	1,348,330	12	1,298,210	(50,120)	(3.72%)
Transfers to Reserves/Reserve Funds	-	-	-	-	-	-
Total Expenditures:	13,940,711	13,372,780	(567,931)	13,653,370	280,590	2.10%
Revenues						
Grants/Subsidies	(7,670,063)	(6,242,010)	1,428,053	(6,269,980)	(27,970)	0.45%
General Recoveries	(2,796,136)	(3,340,540)	(544,404)	(3,399,930)	(59,390)	1.78%
Development Charges Reserve Funds	-	-	-	-	-	-
Miscellaneous Property Charges	-	-	-	-	-	-
Transfers from Reserves/Reserve Funds	(47,828)	(5,240)	42,588	(29,740)	(24,500)	467.56%
Total Revenues:	(10,514,028)	(9,587,790)	926,238	(9,699,650)	(111,860)	1.17%
Net Levy	3,426,683	3,784,990	358,307	3,953,720	168,730	4.46%
Staffing (stated in FTEs)						
Full Time		68.99		68.99	-	
Part Time &/or Temporary F/T		42.82		43.09	0.27	
Total FTEs		111.81		112.08	0.27	



Haldimand County 2021 Tax Supported Operating Budget

Social Assistance

Function:

To review, analyze and provide advice relative to Haldimand County's interest in Social Assistance programs administered and delivered by Norfolk County as the Consolidated Municipal Services Manager (CMSM). The Ontario Works program provides employment assistance and funding to people in financial need.

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

Services Provided:

- The Ontario Works program 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:

- Ontario Works employment related funding has been reduced by 22% due to the transition of employment services out of Ontario Works.
- Ontario Works will be adjusting the service delivery model to be in alignment with the new direction from the Ministry of Children Community and Social Services towards life stabilization and away from employment.
- Children's Services will continue to monitor provincial guidelines related to licensed child care, Early ON Child and Family Centres and COVID-19 and support these services during the pandemic.

Service Objectives/Goals:

- Ontario Works, as one of the nine prototype sites for Employment Services Transformation, will transition to the new service delivery model on January 1, 2021. The focus of Ontario Works will be life stabilization while employment services will be the responsibility of the new Service System Manager, Fedcap.
- Centralized intake for Ontario Works will begin in February 2021 with most new intakes for Ontario Works being completed by the provincial intake unit.
- Completion and opening of the Indigenous Led licensed child care centre at Hagersville Secondary School, in partnership with the Mississaugas of the Credit First Nation.

Main Budget Drivers:

NBI HSS-620-2021-070 Child Care Funding Approach: The NBI outlines the estimated funding change from the Ministry of Education's (EDU) announcement that the Certified Municipal Service Manager (CMSM) will cost share 50% of administration expenditures beginning in 2021. The Ministry later communicated that due to the pandemic, they will provide one-time funding to offset the unanticipated financial pressures. At this point, it is expected the Ministry will continue with the cost share plan in 2022. The 2021 Adjusted Budget reflects the change if one-time funding was not allocated, which would be a Norfolk County levy increase of \$138,500.

Salaries & Benefits: The increase of \$115,300 is driven by staff turnover, economic, job evaluation and merit increases.

Services: The increase of \$374,800 is driven by Child Care Fee Subsidy (\$511,000) which is based on historical actuals, offset by a reduction in Contracted Services of \$129,600 for administration of the Child Care Expansion Plan program; both costs are 100% offset in Federal/Provincial Grants via EDU funding

Transfer Payments/Grants: The decrease of \$360,000 is driven by Child Care General Operations (\$516,700) where general Expansion Plan amounts have been specifically allocated to reduce Core program pressures, offset by an increase in Client Payouts (\$83,800) and the Transition Child Benefit (\$61,400) both of which are based on a three year budget average with a caseload factor of 1.0%; all three amounts are 100% offset in Federal/Provincial Grants via EDU (General Operations) and Ministry of Children, Community and Social Services (MCCSS) funding

Federal/Provincial Grants: The decrease of \$663,800 is driven by both EDU and MCCSS funding model changes;

a) Child Care - As outlined in NBI HSS-620-2021-070 above.

b) Ontario Works - The MCCSS announced in 2019 that delivery of employment services would transfer to the Ministry of Training, Colleges and University in Q4 2019; due to COVID-19 this was delayed however is anticipated to begin in January 2021 with the end result being a funding decrease of \$682,200 and a Norfolk County levy increase of \$390,600.



Haldimand County 2021 Tax Supported Operating Budget

Social Assistance

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	891,300	891,300	-	1,031,500	140,200	15.73%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	891,300	891,300	-	1,031,500	140,200	15.73%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	891,300	891,300	-	1,031,500	140,200	15.73%



Haldimand County 2021 Tax Supported Operating Budget

Grandview Lodge

Function:

To provide Long Term Care Services in alignment with legislation under the Long Term Care Homes Act and O-Reg 70-10. Haldimand County is obligated by this legislation to own and operate a long-term care home. The Home receives its funding primarily from the MOHLTC through the Local Health Integration Network (LHIN) and Haldimand County augments funding needed to operate the home.

Services Provided:

Providing 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 DementiaAbility Unit.

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

The Mission Statement of Grandview Lodge is: With comfort, compassion and care, the Grandview Lodge community supports a meaningful life for residents.

Service Issues:

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

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

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

COVID-19 Containment and Prevention Funding supports for Long Term Care Homes have been confirmed up to March 31, 2021. This funding is intended to offset additional costs associated with the management of COVID-19 infection prevention and control measures and included but is not limited to costs of increased PPE supplies, cleaning supplies, additional frontline staffing and the requirement of legislated new staff positions such as Symptom Screeners and Rapid Antigen Testing staff.

Service Objectives/Goals:

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

Main Budget Drivers:

- Provincial funding from the Ministry of Long Term Care
- Recoveries from external resources, Hearing Canada, Senior Support Services
- Regulated Acts that require compliance
- Health Human Resources Crisis



Haldimand County 2021 Tax Supported Operating Budget Summary

Grandview Lodge - Summary

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	9,002,683	8,309,400	(693,283)	8,511,930	202,530	2.44%
Materials	1,361,045	1,421,190	60,145	1,496,060	74,870	5.27%
Contracted Services	423,246	487,630	64,384	533,480	45,850	9.40%
Rents and Financial Expenses	89	900	811	900	-	0.00%
External Transfers	-	-	-	-	-	-
Interfunctional Adjustments	631,630	631,630	-	626,790	(4,840)	(0.77%)
Long Term Debt Charges	1,348,318	1,348,330	12	1,298,210	(50,120)	(3.72%)
Transfers to Reserves/Reserve Funds	-	-	-	-	-	-
Total Expenditures:	12,767,011	12,199,080	(567,931)	12,467,370	268,290	2.20%
Revenues						
Grants/Subsidies	(7,670,063)	(6,242,010)	1,428,053	(6,269,980)	(27,970)	0.45%
General Recoveries	(2,796,136)	(3,340,540)	(544,404)	(3,399,930)	(59,390)	1.78%
Development Charges Reserve Funds	-	-	-	-	-	-
Miscellaneous Property Charges	-	-	-	-	-	-
Transfers from Reserves/Reserve Funds	(47,828)	(5,240)	42,588	(29,740)	(24,500)	467.56%
Total Revenues:	(10,514,028)	(9,587,790)	926,238	(9,699,650)	(111,860)	1.17%
Net Levy	2,252,983	2,611,290	358,307	2,767,720	156,430	5.99%
Staffing (stated in FTEs)						
Full Time		68.99		68.99	-	
Part Time &/or Temporary F/T		42.82		43.09	0.27	
Total FTEs		111.81		112.08	0.27	



Haldimand County 2021 Tax Supported Operating Budget

Child Care

Function:

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

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

Services Provided:

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:

- The HNHU's primary focus is on COVID response and the program was modified so that support was provided to priority cases.
- Program is subject to HNHU service prioritization where staff may be requested to assist with other higher priority services due to a surge in service request/need (e.g. COVID outbreak, Increased COVID-19 cases)
- Less screens received due to COVID-19, and hospitals not doing BORN screens.
- Due to COVID, home visits have been cancelled and in depths assessments completed during a home visit are now completed over the telephone. More telephone calls required to be completed, as it takes 2 telephone calls to complete an indepth assessment over the phone, when it used to take 1 pre-COVID home visit to complete the assessment.

Service Objectives/Goals:

- Updating policies and procedures to ensure enhanced COVID protocols are in place for any home visits.
- HBHC program will look to alternative service delivery options where in-person interactions are eliminated or minimized where possible (e.g. online video conferencing). However, where this is not possible, the HBHC will utilize R.A.C.E. and the hierarchy of controls to reduce potential transmission and exposure opportunities.
- HBHC program began piloting this process with the current staff of 2 PHNs and 4 FHVs starting in September, with a plan to return to full complement when other PHNs have been trained for COVID work and additional casual staff have been hired.
- Any meetings with stakeholders and partners will be virtual.
- Reviewing current complement of staff working on HBHC from home. Striving for a one day/week office day to be implemented to connect with program manager and HBHC staff and drop off documents containing personal health information.

Main Budget Drivers:

Salaries & Benefits: The decrease of \$4,200 is a result of savings from 2020 Option #1 Public Health Cost Share offset by economic and merit increases.

Materials & Supplies: The decrease of \$4,100 is a result of reduced mileage (\$4,000) which is based on prior year actuals adjusted with the 2021 budget assumption.

Interdepartmental Charges: The decrease of \$12,200 is a result of Ministry of Health programs absorbing the charges and allocating out total costs based on FTEs.

Financial: The increase of \$10,900 is due to the 2020 budget option #1 placeholder for savings that was realized during the year; these savings have now been allocated to operating cost accounts they relate to, and is therefore no longer provided by the placeholder.



Haldimand County 2021 Tax Supported Operating Budget

Child Care

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	282,400	282,400	-	154,500	(127,900)	(45.29%)
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	282,400	282,400	-	154,500	(127,900)	(45.29%)
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	282,400	282,400	-	154,500	(127,900)	(45.29%)



Haldimand
County



Haldimand
County

Social Housing



Haldimand County 2021 Tax Supported Operating Budget

Social Housing

Function:

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

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

Services Provided:

- The Housing Services Department acts as the Consolidated Municipal Services Manager for housing and homelessness programs in Haldimand and Norfolk Counties
- This involves the administration of the community housing (rent-geared-to-income) system of 826 units that are owned and operated by 11 non-profit housing providers; the delivery of the federally and provincially-funded Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI) and Social Infrastructure Fund (SIF) programs; and the provincially-funded Community Homelessness Prevention Initiative (CHPI) program
- 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:

- Opportunities for new partnerships with existing housing providers as mortgages mature and operating agreements expire.
- Increasing need for housing with supports for people who experience vulnerabilities related to age, physical and mental health and addictions.
- Opportunities for innovative ways to create new affordable housing outside of the legacy, social, rent-geared-to-income housing system.

Service Objectives/Goals:

- Completion and occupancy of Dogwood Suites (the former Norfolk Inn)
- Completion and approval of the Haldimand Norfolk Housing Corporation Regeneration and Strategic Asset Management Plans
- Maximize funding federal and provincial funding opportunities to create new affordable housing.
- Continue to shift homeless prevention services from reactive emergency housing to proactive housing stabilization supports and permanent housing solutions.

Main Budget Drivers:

CAI HSS-640-2021-064 Homeless Prevention Services: Staff report HSS 20-14 presented to Council-in-Committee on July 14th, 2020 outlined the initiative. The two year pilot program for offering Homeless Prevention Services was set to end September 30th, 2020 and due to the successfulness of offering the program in-house, staff recommended and Council approved keeping the program in-house permanently, funding dependent. The end result of the CAI is a negative net levy impact of \$54,100 as the program receives administration funding beyond total staffing costs required to operate, which is used to offset existing administration costs for the Department.

Services: The decrease of \$73,900 is due to a one-time transfer made to the Haldimand-Norfolk Housing Corporation (HNHC) for an asset management plan and capital forecast which was completed in 2020; this is offset 100% in Transfer From Reserve & Reserve Funds

Transfer Payments/Grants: The increase of \$1,319,700 is driven by the remaining transfer to Indwell for the redevelopment of the former Norfolk Inn building in Simcoe for 30 supportive rental housing units (\$1,585,000) offset by the completion of Aspen Apartments in Dunnville (\$283,300); both projects are 100% offset in Federal/Provincial Grants via funding from the MMAH.

Interdepartmental Charges: The increase of \$36,100 is driven by Social Housing Admin Charges which are used where programs are not directly charged for staff time or interdepartmental charges; largely offset within Interdepartmental Recoveries.

Federal/Provincial Grants: The increase of \$1,407,900 is driven by the Norfolk Inn redevelopment as mentioned in Transfer Payments/Grants offset by the completion of the Investment in Affordable Housing program

Transfer From Reserve & Reserve Funds: The decrease of \$163,000 is driven by one-time amounts for the HNHC's Asset Management Plan Services (\$75,000) and the Aspen Apartments build in Dunnville (\$88,000).



Haldimand County 2021 Tax Supported Operating Budget Summary

Social Housing

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	937,400	937,400	-	1,023,600	86,200	9.20%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	80,000	80,000	-	80,000	-	0.00%
Total Expenditures:	1,017,400	1,017,400	-	1,103,600	86,200	8.47%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	1,017,400	1,017,400	-	1,103,600	86,200	8.47%



Haldimand
County

Recreational & Cultural Services



Haldimand County 2021 Tax Supported Operating Budget Summary

Recreation & Cultural Services

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	4,936,171	5,869,910	933,739	6,015,620	145,710	2.48%
Materials	1,139,364	1,457,140	317,776	1,368,740	(88,400)	(6.07%)
Contracted Services	716,870	1,067,820	350,950	1,139,180	71,360	6.68%
Rents and Financial Expenses	48,401	78,330	29,929	77,430	(900)	(1.15%)
External Transfers	288,023	271,710	(16,313)	286,860	15,150	5.58%
Interfunctional Adjustments	681,589	683,370	1,781	699,670	16,300	2.39%
Long Term Debt Charges	2,242,355	2,242,530	175	2,187,430	(55,100)	(2.46%)
Transfers to Reserves/Reserve Funds	911,680	911,680	-	743,900	(167,780)	(18.40%)
Total Expenditures:	10,964,452	12,582,490	1,618,038	12,518,830	(63,660)	(0.51%)
Revenues						
Grants/Subsidies	(160,605)	(138,650)	21,955	(143,050)	(4,400)	3.17%
General Recoveries	(811,831)	(1,460,760)	(648,929)	(1,117,630)	343,130	(23.49%)
Development Charges Reserve Funds	(804,456)	(804,470)	(14)	(785,280)	19,190	(2.39%)
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(308,222)	(309,430)	(1,208)	(673,730)	(364,300)	117.73%
Total Revenues:	(2,085,114)	(2,713,310)	(628,196)	(2,719,690)	(6,380)	0.24%
Net Levy	8,879,338	9,869,180	989,842	9,799,140	(70,040)	(0.71%)
Staffing (stated in FTEs)						
Full Time		47.78		47.78	-	
Part Time &/or Temporary F/T		44.03		45.69	1.66	
Total FTEs		91.81		93.47	1.66	



Haldimand County 2021 Tax Supported Operating Budget

Facilities, Parks, Cemeteries & Forestry Operations

Function:

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

Facilities (203)

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

Parks (61)

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

Cemeteries (39) - active and inactive cemeteries

Trails

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

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Facilities, Parks, Cemeteries & Forestry Operations

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	571,609	569,930	(1,679)	583,710	13,780	2.42%
Materials	64,718	74,070	9,352	60,260	(13,810)	(18.64%)
Contracted Services	-	200	200	200	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	15,960	15,960	-	26,510	10,550	66.10%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	652,287	660,160	7,873	670,680	10,520	1.59%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(15,000)	(15,000)	-	-	15,000	(100.00%)
Total Revenues:	(15,000)	(15,000)	-	-	15,000	(100.00%)
Net Levy	637,287	645,160	7,873	670,680	25,520	3.96%
Staffing (stated in FTEs)						
Full Time		5.03		5.03	-	
Part Time &/or Temporary F/T		0.03		0.03	-	
Total FTEs		5.06		5.06	-	



Haldimand
County



Haldimand County 2021 Tax Supported Operating Budget

Parks & Parkettes

Function:

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

Services Provided:

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

Service Issues:

- Additional expenses related to contracted services for park maintenance

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Parks & Parkettes

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	662,547	597,550	(64,997)	616,600	19,050	3.19%
Materials	58,703	71,600	12,897	75,390	3,790	5.29%
Contracted Services	203,610	202,030	(1,580)	202,030	-	0.00%
Rents and Financial Expenses	46,117	71,020	24,903	71,020	-	0.00%
External Transfers	225,180	216,210	(8,970)	228,260	12,050	5.57%
Interfunctional Adjustments	230,270	230,270	-	232,470	2,200	0.96%
Long Term Debt Charges	143,222	143,230	8	140,370	(2,860)	(2.00%)
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	1,569,648	1,531,910	(37,738)	1,566,140	34,230	2.23%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(12,351)	(26,550)	(14,199)	(27,070)	(520)	1.96%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(143,222)	(143,230)	(8)	(140,370)	2,860	(2.00%)
Total Revenues:	(155,574)	(169,780)	(14,206)	(167,440)	2,340	(1.38%)
Net Levy	1,414,074	1,362,130	(51,944)	1,398,700	36,570	2.68%
Staffing (stated in FTEs)						
Full Time		7.14		7.14	-	
Part Time &/or Temporary F/T		2.97		2.97	-	
Total FTEs		10.11		10.11	-	



Haldimand County 2021 Tax Supported Operating Budget

Recreation Facilities - All Other

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Arenas

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	1,276,713	1,518,770	242,057	1,600,890	82,120	5.41%
Materials	743,708	842,360	98,652	792,520	(49,840)	(5.92%)
Contracted Services	214,451	221,020	6,569	221,020	-	0.00%
Rents and Financial Expenses	-	1,000	1,000	1,000	-	0.00%
External Transfers	-	-	-	-	-	-
Interfunctional Adjustments	102,644	99,270	(3,374)	100,680	1,410	1.42%
Long Term Debt Charges	1,530,410	1,530,430	20	1,487,550	(42,880)	(2.80%)
Transfers to Reserves/Reserve Funds	-	-	-	-	-	-
Total Expenditures:	3,867,926	4,212,850	344,924	4,203,660	(9,190)	(0.22%)
Revenues						
Grants/Subsidies	-	-	-	-	-	-
General Recoveries	(703,699)	(1,053,270)	(349,571)	(799,110)	254,160	(24.13%)
Development Charges Reserve Funds	(624,704)	(624,710)	(6)	(607,210)	17,500	(2.80%)
Miscellaneous Property Charges	-	-	-	-	-	-
Transfers from Reserves/Reserve Funds	-	-	-	(270,950)	(270,950)	-
Total Revenues:	(1,328,402)	(1,677,980)	(349,578)	(1,677,270)	710	(0.04%)
Net Levy	2,539,524	2,534,870	(4,654)	2,526,390	(8,480)	(0.33%)
Staffing (stated in FTEs)						
Full Time		20.48		20.48	-	
Part Time &/or Temporary F/T		6.86		7.84	0.98	
Total FTEs		27.34		28.32	0.98	



Haldimand County 2021 Tax Supported Operating Budget

Community Centres/Halls

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	743	-	(743)	-	-	
Materials	900	910	10	910	-	0.00%
Contracted Services	-	3,640	3,640	3,640	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	188,460	188,590	130	184,930	(3,660)	(1.94%)
Transfers to Reserves/Reserve Funds	445,000	445,000	-	275,000	(170,000)	(38.20%)
Total Expenditures:	635,103	638,140	3,037	464,480	(173,660)	(27.21%)
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	635,103	638,140	3,037	464,480	(173,660)	(27.21%)



Haldimand County 2021 Tax Supported Operating Budget

Pools

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	23,518	38,340	14,822	39,570	1,230	3.21%
Materials	63,268	117,220	53,952	117,220	-	0.00%
Contracted Services	30,924	32,470	1,546	32,470	-	0.00%
Rents and Financial Expenses	683	1,590	907	1,590	-	0.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	118,393	189,620	71,227	190,850	1,230	0.65%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	118,393	189,620	71,227	190,850	1,230	0.65%
Staffing (stated in FTEs)						
Full Time		0.35		0.35	-	
Part Time &/or Temporary F/T		8.40		8.40	-	
Total FTEs		8.75		8.75	-	



Haldimand County 2021 Tax Supported Operating Budget

Forestry Maintenance

Function:

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

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

Services Provided:

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

Service Issues:

- Additional expenses related to consulting services for tree assessments through out the County
- Additional expenses related to contracted services for pruning and maintenance of County owned trees.
- Implementation of the goals and objectives identified in the Haldimand County Forest Management Plan
- Ensure that tree resources are protected, maintained, improved and managed in a sustainable manner

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Forestry Maintenance

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	159,831	154,980	(4,851)	158,210	3,230	2.08%
Materials	6,374	12,600	6,226	12,950	350	2.78%
Contracted Services	141,304	441,000	299,696	474,000	33,000	7.48%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	17,490	17,490	-	17,660	170	0.97%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	324,998	626,070	301,072	662,820	36,750	5.87%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(50)	-	50	(5,140)	(5,140)	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(50)	-	50	(5,140)	(5,140)	
Net Levy	324,948	626,070	301,122	657,680	31,610	5.05%
Staffing (stated in FTEs)						
Full Time		1.00		1.00	-	
Part Time &/or Temporary F/T		0.73		0.73	-	
Total FTEs		1.73		1.73	-	



Haldimand County 2021 Tax Supported Operating Budget

Library Administration

Function:

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

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

Services Provided:

- Lending print, 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 2020, we:

- Trained and provided professional development opportunities to new Outreach Coordinator and Online Resource Instructor positions;
- Gapped Branch Coordinator position during a maternity leave by utilizing other staff resources to complete inventory, collection development and programming tasks;
- Developed procedural and health and safety plans, including modified work routines and service methods, to respond to pandemic closures and re-openings. Curbside services, collection segregations, quarantining approaches and facility capacity limits were among the components of these plans;
- Pivoted to enhance digital resources in response to pandemic closures and public demands. Increased social media postings, including the launch of a new YouTube channel to host children's storytime recordings and of a new Instagram account to highlight library resources and reach new audiences. Began plans to migrate from Axis360 to CloudLibrary ebook platform, enabling our library to partner with other Ontario libraries and share, or "interloan", digital media, and to migrate from RBDigital e-magazines to PressReader digital magazines and newspapers, affording members access to thousands more titles;

- Increased online staff training opportunities by accessing alternative training venues. Staff received training on dozens of topics, including reader’s advisory services, programming during a pandemic, community engagement, early literacy initiatives, and connecting remotely with readers;
- Installed automatic door system on public washroom facility at Caledonia Branch, improving accessibility features;
- Improved Caledonia branch youth room through paint, wallpaper and flooring renovations, rendering space more appealing to young adults and encouraging greater use of youth collections;
- Launched partnership with Ministry of the Attorney General through which library branches host virtual criminal case court sessions for accused individuals, providing those persons with laptops and quiet spaces to attend sessions remotely.

In 2021, we will:

- Launch new CloudLibrary and PressReader services in first quarter;
- Launch new, virtual book clubs;
- Develop and distribute welcome package for new members, highlighting library programs and services and promoting its community partnerships;
- Explore alternative collections to meet public interest, including board games, puzzles, Ontario Parks and GRCA day park passes, and other formats;
- Develop with Library Board input a new 4-year Strategic Plan;
- Provide orientation to new Board member;
- Continue working with other municipal divisions to deliver and enhance community hub services, in person and online;
- Modify front lawn landscaping and garden plants at the Dunnville Branch to decrease maintenance concerns and render it more sustainable;
- Complete tile flooring and HVAC replacements at Caledonia Branch;
- Replace elevator cab at Dunnville Branch;
- Solicit feedback from public on future Hagersville Branch needs and expectations through online surveys and focus groups;
- Collect member email addresses in order to implement automated due date reminders and have systems in place to improve timeliness of returns should fine-free procedures be adopted in the future.



Haldimand County 2021 Tax Supported Operating Budget

Library Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	338,860	439,330	100,470	469,310	29,980	6.82%
Materials	35,469	59,850	24,381	54,280	(5,570)	(9.31%)
Contracted Services	1,980	4,650	2,670	22,370	17,720	381.08%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	279,000	279,000	-	280,850	1,850	0.66%
Long Term Debt Charges	380,263	380,280	17	374,580	(5,700)	(1.50%)
Transfers to Reserves/Reserve Funds	316,680	316,680	-	317,680	1,000	0.32%
Total Expenditures:	1,352,252	1,479,790	127,538	1,519,070	39,280	2.65%
Revenues						
Grants/Subsidies	(79,162)	(81,750)	(2,588)	(79,200)	2,550	(3.12%)
General Recoveries	-	(5,500)	(5,500)	(4,600)	900	(16.36%)
Development Charges Reserve Funds	(179,752)	(179,760)	(8)	(178,070)	1,690	(0.94%)
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	(33,060)	(33,060)	
Total Revenues:	(258,914)	(267,010)	(8,096)	(294,930)	(27,920)	10.46%
Net Levy	1,093,338	1,212,780	119,442	1,224,140	11,360	0.94%
Staffing (stated in FTEs)						
Full Time		4.00		4.00	-	
Part Time &/or Temporary F/T		0.31		0.91	0.60	
Total FTEs		4.31		4.91	0.60	



Haldimand County 2021 Tax Supported Operating Budget

Library Branches

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	813,047	1,035,750	222,703	1,027,880	(7,870)	(0.76%)
Materials	73,243	116,820	43,577	95,410	(21,410)	(18.33%)
Contracted Services	104,439	104,880	441	125,520	20,640	19.68%
Rents and Financial Expenses	1,007	1,030	23	1,030	-	0.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	23,846	29,000	5,154	29,000	-	0.00%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	1,220	1,220	
Total Expenditures:	1,015,582	1,287,480	271,898	1,280,060	(7,420)	(0.58%)
Revenues						
Grants/Subsidies	-	(3,360)	(3,360)	(3,360)	-	0.00%
General Recoveries	(40,008)	(69,450)	(29,442)	(46,120)	23,330	(33.59%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	(16,390)	(16,390)	
Total Revenues:	(40,008)	(72,810)	(32,802)	(65,870)	6,940	(9.53%)
Net Levy	975,574	1,214,670	239,096	1,214,190	(480)	(0.04%)
Staffing (stated in FTEs)						
Part Time &/or Temporary F/T		17.60		17.60	-	
Total FTEs		17.60		17.60	-	



Haldimand County 2021 Tax Supported Operating Budget

Community Development & Partnerships

Function:

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

Services Provided:

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

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

Staff also:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Community Development & Partnerships

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	503,118	683,700	180,582	685,880	2,180	0.32%
Materials	39,725	80,780	41,055	80,750	(30)	(0.04%)
Contracted Services	1,172	15,520	14,348	15,520	-	0.00%
Rents and Financial Expenses	-	1,500	1,500	1,500	-	0.00%
External Transfers	62,843	55,500	(7,343)	58,600	3,100	5.59%
Interfunctional Adjustments	12,380	12,380	-	12,500	120	0.97%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	619,237	849,380	230,143	854,750	5,370	0.63%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	(2,870)	(2,870)	(2,950)	(80)	2.79%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	(2,870)	(2,870)	(2,950)	(80)	2.79%
Net Levy	619,237	846,510	227,273	851,800	5,290	0.62%
Staffing (stated in FTEs)						
Full Time		7.20		7.20	-	
Total FTEs		7.20		7.20	-	



Haldimand
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Haldimand County 2021 Tax Supported Operating Budget

Heritage & Culture Administration

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Heritage & Culture Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	613	1,800	1,187	1,800	-	0.00%
Contracted Services	()	1,850	1,850	1,850	-	0.00%
Rents and Financial Expenses	-	300	300	300	-	0.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	613	3,950	3,337	3,950	-	0.00%
Revenues						
Grants/Subsidies	(37,355)	-	37,355	-	-	
General Recoveries	-	(2,050)	(2,050)	(2,050)	-	0.00%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	(1,200)	(1,200)	(1,200)	-	0.00%
Total Revenues:	(37,355)	(3,250)	34,105	(3,250)	-	0.00%
Net Levy	(36,742)	700	37,442	700	-	0.00%



Haldimand County 2021 Tax Supported Operating Budget

Museums

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	294,741	334,870	40,129	348,570	13,700	4.09%
Materials	40,240	53,510	13,270	53,510	-	0.00%
Contracted Services	18,391	22,890	4,499	22,890	-	0.00%
Rents and Financial Expenses	-	430	430	430	-	0.00%
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	353,372	411,700	58,328	425,400	13,700	3.33%
Revenues						
Grants/Subsidies	(44,088)	(53,540)	(9,452)	(60,490)	(6,950)	12.98%
General Recoveries	(5,220)	(27,210)	(21,990)	(12,170)	15,040	(55.27%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	(15,040)	(15,040)	
Total Revenues:	(49,308)	(80,750)	(31,442)	(87,700)	(6,950)	8.61%
Net Levy	304,063	330,950	26,887	337,700	6,750	2.04%
Staffing (stated in FTEs)						
Full Time		2.58		2.58	-	
Part Time &/or Temporary F/T		1.98		2.19	0.21	
Total FTEs		4.56		4.77	0.21	



Haldimand County 2021 Tax Supported Operating Budget

Heritage Haldimand

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	185	1,950	1,765	1,950	-	0.00%
Contracted Services	-	120	120	120	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	185	2,070	1,885	2,070	-	0.00%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	185	2,070	1,885	2,070	-	0.00%



Haldimand
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Haldimand County 2021 Tax Supported Operating Budget

Recreation Programs

Function:

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

The Programming & Event Unit—within the Community Development & Partnerships Division—provides: (i) high quality programming to meet community needs; (ii) administers the use of County facilities; and, (iii) administers all festivals and events taking place on municipal property.

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Recreation Programs

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	291,443	496,690	205,247	485,000	(11,690)	(2.35%)
Materials	12,219	23,670	11,451	21,790	(1,880)	(7.94%)
Contracted Services	600	17,550	16,950	17,550	-	0.00%
Rents and Financial Expenses	594	1,460	866	560	(900)	(61.64%)
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	304,856	539,370	234,514	524,900	(14,470)	(2.68%)
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(50,503)	(273,860)	(223,357)	(218,420)	55,440	(20.24%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	(46,720)	(46,720)	
Total Revenues:	(50,503)	(273,860)	(223,357)	(265,140)	8,720	(3.18%)
Net Levy	254,353	265,510	11,157	259,760	(5,750)	(2.17%)
Staffing (stated in FTEs)						
Part Time &/or Temporary F/T		5.15		5.02	(0.13)	
Total FTEs		5.15		5.02	(0.13)	



Haldimand County 2021 Tax Supported Operating Budget

Community Capital Projects

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	-	-	-	-	-	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
Total Expenditures:	150,000	150,000	-	150,000	-	0.00%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(150,000)	(150,000)	-	(150,000)	-	0.00%
Total Revenues:	(150,000)	(150,000)	-	(150,000)	-	0.00%
Net Levy	-	-	-	-	-	



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Planning & Development



Haldimand County 2021 Tax Supported Operating Budget Summary

Planning and Development

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	1,909,473	2,085,570	176,097	2,182,800	97,230	4.66%
Materials	125,790	153,600	27,810	280,500	126,900	82.62%
Contracted Services	24,792	45,580	20,788	45,650	70	0.15%
Rents and Financial Expenses	-	1,250	1,250	1,250	-	0.00%
External Transfers	343,669	576,080	232,411	488,410	(87,670)	(15.22%)
Interfunctional Adjustments	(76,970)	(76,970)	-	(77,780)	(810)	1.05%
Long Term Debt Charges	-	-	-	-	-	-
Transfers to Reserves/Reserve Funds	210,000	210,000	-	210,000	-	0.00%
Total Expenditures:	2,536,754	2,995,110	458,356	3,130,830	135,720	4.53%
Revenues						
Grants/Subsidies	(73,050)	-	73,050	(170,300)	(170,300)	-
General Recoveries	(566,959)	(578,800)	(11,841)	(551,770)	27,030	(4.67%)
Development Charges Reserve Funds	-	-	-	-	-	-
Miscellaneous Property Charges	(87,750)	(87,750)	-	(88,900)	(1,150)	1.31%
Transfers from Reserves/Reserve Funds	(204,919)	(425,330)	(220,411)	(363,010)	62,320	(14.65%)
Total Revenues:	(932,678)	(1,091,880)	(159,202)	(1,173,980)	(82,100)	7.52%
Net Levy	1,604,076	1,903,230	299,154	1,956,850	53,620	2.82%
Staffing (stated in FTEs)						
Full Time		22.00		22.00	-	
Part Time &/or Temporary F/T		0.33		1.41	1.08	
Total FTEs		22.33		23.41	1.08	



Haldimand County 2021 Tax Supported Operating Budget

Community & Development Services Administration

Function:

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

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

Services Provided:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Community & Development Services Administration

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	224,463	217,240	(7,223)	228,180	10,940	5.04%
Materials	3,508	10,380	6,872	9,080	(1,300)	(12.52%)
Contracted Services	-	-	-	-	-	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	(27,760)	(27,760)	-	(27,580)	180	(0.65%)
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	200,212	199,860	(352)	209,680	9,820	4.91%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	-	-	-	-	-	
Net Levy	200,212	199,860	(352)	209,680	9,820	4.91%
Staffing (stated in FTEs)						
Full Time		1.50		1.50	-	
Total FTEs		1.50		1.50	-	



Haldimand County 2021 Tax Supported Operating Budget

Planning & Zoning

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

- To meet the expectations of the Community & Development Services 2021 work program in accordance with Corporate priorities.



Haldimand County 2021 Tax Supported Operating Budget

Planning & Zoning

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	1,196,251	1,375,840	179,589	1,400,530	24,690	1.79%
Materials	21,508	55,320	33,812	55,540	220	0.40%
Contracted Services	9,296	17,300	8,004	17,300	-	0.00%
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	(49,210)	(49,210)	-	(50,200)	(990)	2.01%
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	1,177,844	1,399,250	221,406	1,423,170	23,920	1.71%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(563,576)	(572,900)	(9,324)	(546,300)	26,600	(4.64%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	(25,000)	(25,000)	
Total Revenues:	(563,576)	(572,900)	(9,324)	(571,300)	1,600	(0.28%)
Net Levy	614,268	826,350	212,082	851,870	25,520	3.09%
Staffing (stated in FTEs)						
Full Time		15.00		15.00	-	
Total FTEs		15.00		15.00	-	



Haldimand County 2021 Tax Supported Operating Budget

Markets

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	540	540	560	20	3.70%
Materials	5,023	4,530	(493)	4,530	-	0.00%
Contracted Services	-	-	-	-	-	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	-	-	-	-	-	
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	5,023	5,070	47	5,090	20	0.39%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	(2,413)	(3,470)	(1,058)	(3,470)	-	0.00%
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(2,413)	(3,470)	(1,058)	(3,470)	-	0.00%
Net Levy	2,610	1,600	(1,010)	1,620	20	1.25%



Haldimand
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Haldimand County 2021 Tax Supported Operating Budget

Economic Development & Tourism

Function:

Similar to 2020, Economic Development and Tourism's focus for 2021 will be to continue to implement business recovery initiatives and activities to support local businesses from the impact of the COVID-19 pandemic. As the requirement for business recovery lessens, staff will refocus our attention to key priorities and activities that assist in economic growth and quality of life of our community.

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

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

Services Provided:

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

Service Objectives/Goals:

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



Haldimand County 2021 Tax Supported Operating Budget

Economic Development & Tourism

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	488,759	491,950	3,191	553,530	61,580	12.52%
Materials	95,752	83,370	(12,382)	211,350	127,980	153.51%
Contracted Services	15,497	28,280	12,783	28,350	70	0.25%
Rents and Financial Expenses	-	1,250	1,250	1,250	-	0.00%
External Transfers	53,000	63,000	10,000	63,000	-	0.00%
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	653,007	667,850	14,843	857,480	189,630	28.39%
Revenues						
Grants/Subsidies	(73,050)	-	73,050	(170,300)	(170,300)	
General Recoveries	(971)	(2,430)	(1,459)	(2,000)	430	(17.70%)
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(2,000)	-	2,000	(1,500)	(1,500)	
Total Revenues:	(76,021)	(2,430)	73,591	(173,800)	(171,370)	7052.26%
Net Levy	576,986	665,420	88,434	683,680	18,260	2.74%
Staffing (stated in FTEs)						
Full Time		5.50		5.50	-	
Part Time &/or Temporary F/T		0.33		1.41	1.08	
Total FTEs		5.83		6.91	1.08	



Haldimand County 2021 Tax Supported Operating Budget

Community Improvement Plan

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	-	-	-	-	-	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	149,119	366,830	217,711	286,260	(80,570)	(21.96%)
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
Total Expenditures:	299,119	516,830	217,711	436,260	(80,570)	(15.59%)
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(149,119)	(366,830)	(217,711)	(286,260)	80,570	(21.96%)
Total Revenues:	(149,119)	(366,830)	(217,711)	(286,260)	80,570	(21.96%)
Net Levy	150,000	150,000	-	150,000	-	0.00%



Haldimand County 2021 Tax Supported Operating Budget

Community Beautification Program

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	-	-	-	-	-	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	53,800	58,500	4,700	50,250	(8,250)	(14.10%)
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	60,000	60,000	-	60,000	-	0.00%
Total Expenditures:	113,800	118,500	4,700	110,250	(8,250)	(6.96%)
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	-	-	-	-	-	
Transfers from Reserves/Reserve Funds	(53,800)	(58,500)	(4,700)	(50,250)	8,250	(14.10%)
Total Revenues:	(53,800)	(58,500)	(4,700)	(50,250)	8,250	(14.10%)
Net Levy	60,000	60,000	-	60,000	-	0.00%



Haldimand County 2021 Tax Supported Operating Budget

Business Improvement Areas

	2020 Current Forecast	2020 Revised Budget	2020 Surplus/ (Deficit)	2021 Proposed Budget	2021 Budget \$ Incr/(Decr)	2021 Budget % Incr/(Decr)
Expenditures:						
Salaries, Wages & Benefits	-	-	-	-	-	
Materials	-	-	-	-	-	
Contracted Services	-	-	-	-	-	
Rents and Financial Expenses	-	-	-	-	-	
External Transfers	87,750	87,750	-	88,900	1,150	1.31%
Interfunctional Adjustments	-	-	-	-	-	
Long Term Debt Charges	-	-	-	-	-	
Transfers to Reserves/Reserve Funds	-	-	-	-	-	
Total Expenditures:	87,750	87,750	-	88,900	1,150	1.31%
Revenues						
Grants/Subsidies	-	-	-	-	-	
General Recoveries	-	-	-	-	-	
Development Charges Reserve Funds	-	-	-	-	-	
Miscellaneous Property Charges	(87,750)	(87,750)	-	(88,900)	(1,150)	1.31%
Transfers from Reserves/Reserve Funds	-	-	-	-	-	
Total Revenues:	(87,750)	(87,750)	-	(88,900)	(1,150)	1.31%
Net Levy	-	-	-	-	-	

Caledonia BIA – Proposed 2021 Operating Budget

Proposed budget approved by Caledonia BIA Board at AGM held on September 23, 2020.

Revised – October 30, 2020

INCOME	2018	2019	2020	2021
1. Bank Interest	0	23	25	25
2. In Memorial Funds	500	500	500	1,000
3. KaBloom!	2,500	2,500	2,500	2,500
4. Other Income	15,000	15,000	15,000	6,000
5. BIA Levy	46,784	47,954	(+ 2.5% from 2019) 49,153	(+2.5% from 2020) 50,382
6. Projected HC Beautification Grants	13,000	13,000	13,000	13,000
TOTAL INCOME	77,784	78,977	80,178	72,907



EXPENSES	2018	2019	2020	2021
1. Payroll & PR Expenses	44,000	46,000	46,000	46,000
2. Casual Labour	250	400	400	0
3. Accounting Assistance	500	500	500	500
4. Website/Computer Support	5,000	500	500	200
5. Bank Charges	30	200	30	30
6. Audit Fees	1,100	1,300	1,300	1,700
7. Chamber Annual Dues	300	150	150	150
8. Canada Day Parade	300	300	300	100
9. Travel Expense/Mileage	300	600	600	600
10. Canadian Flags and Banners	3,800	3,800	3,800	3,000
11. Veteran Banners				700
12. Flag, Banner Install, Takedown	1,200	1,500	1,500	0
13. Flowers and Plants	10,000	10,000	10,000	9,000
14. Fertilizer	0	0	0	400
15. Soil, Mulch	1,000	1,200	1,200	200
16. Garbage Containers, Planters, Benches	1,000	2,000	2,000	1,000
17. Equipment, Tools	100	127	150	100
18. Tractor Maintenance, Repair	500	600	600	500
19. Tractor Fuel	500	500	500	600
20. Santa Claus Parade	1,000	1,000	1,000	1,000
21. LED Sign Internet	2,000	2,000	2,000	0
22. LED Sign Repair				500
23. Telephone				1,500
24. Postage / PO Box Rental	200	200	200	300
25. Office Equipment	1,154	3,000	3,000	57
26. Office Supplies	500	500	500	370
27. Office Internet	1,300	1,300	1,300	1,300
28. Printing	600	700	700	600
29. Enbridge	0	0	1,200	1,200
30. Hydro One	0	0	650	800
31. Haldimand Water				500
TOTAL EXPENSE	77,784	78,977	80,178	72,907



2021 DUNNVILLE BIA PROPOSED BUDGET

	PROPOSED 2020	ACTUAL 2020	PROPOSED 2021
REVENUES			
LEVY	\$ 24,100.00	\$ 24,100.00	\$ 24,100.00
INTEREST INCOME	\$ - .00	\$ - .00	\$ - .00
GIC INTEREST			
CNTY JOINT GRANT	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
CAPITAL PROJECT PARTNERSHIP			
BEAUTIFICATION GRANT	\$ 10,000.00	\$ 6,400.00	\$ 10,000.00
COC GRANT REIMBURSEMENT			
TOTAL INCOME	\$ 42,600.00	\$ 39,000.00	\$ 42,600.00
CAPITAL PROJECT PARTNERSHIP			
HST REBATE			
TRANSFER FROM RESERVES	\$ - .00	\$ - .00	\$ - .00
TOTAL REVENUE	\$ 42,600.00	\$ 39,000.00	\$ 42,600.00
EXPENDITURES			
DUES	\$ 220.00	\$ 230.00	\$ 220.00
BANK CHARGES	\$ 175.00	\$ 88.18	\$ 175.00
OFFICE SUPPLY/POSTAGE	\$ 275.00	\$ 59.23	\$ 275.00
RIVER ARTS FESTIVAL	\$ - .00	\$ - .00	\$ - .00
MUDCAT FESTIVAL	\$ - .00	\$ - .00	\$ - .00
CHAMBER LIGHT UP	\$ - .00	\$ - .00	\$ - .00
SIDEWALK/LITTER CLEAN	\$ 4,300.00	\$ - .00	\$ 4,300.00
DUNNVILLE SIGN	\$ - .00	\$ - .00	\$ - .00
CAPITAL PROJECT RESERVE	\$ 3,900.00	\$ - .00	\$ 3,900.00
AUDIT FEES	\$ 1,100.00	\$ 1,063.38	\$ 1,100.00
MEETING EXPENSES	\$ 1,200.00	\$ - .00	\$ 1,200.00
FOUNTAIN MTNC	\$ 400.00	\$ 115.00	\$ 400.00
WATER CHARGES HALD HYDRO	\$ 600.00	\$ 241.94	\$ 600.00
FLOWERS/ MTNC	\$ 6,430.00	\$ 6,845.31	\$ 6,430.00
WATERING/MTNC	\$ 4,800.00	\$ 2,563.01	\$ 4,800.00
NEW FLOWER POTS			
BANNERS			
CANADA FLAG BANNERS			
SIDEWALK CLEANING POWER			
TREE REPLACEMENTS			
TREE TRIMMING			
ADVERTISING/PROMO EVENTS	\$ 2,500.00	\$ - .00	\$ 2,500.00
ACCOUNTING	\$ 2,000.00	\$ 2,442.21	\$ 2,000.00
GENERAL ADMIN	\$ 1,200.00	\$ - .00	\$ 1,200.00
XMAS TREE TAKE DOWN	\$ 2,000.00	\$ - .00	\$ 2,000.00
BANNER HUNG AND TAKE DOWN	\$ 3,000.00	\$ 2,782.65	\$ 3,000.00
BANNER REMOVAL REIMBERUSEMENT			
SNOW REMOVAL	\$ 8,500.00	\$ 4,701.26	\$ 8,500.00
TOTAL EXPENDITURES	\$ 42,600.00	\$ 21,132.17	\$ 42,600.00
PROFIT/LOSS	\$ - .00	\$ 17,867.83	\$ - .00

Hagersville Business Improvement Area
Proposed Budget and Levy for 2021

	2020 Approved Budget	2020 Actual (some amounts estimated to	2021 Proposed Budget
Revenue			
BIA Levy	\$ 14,500.00	\$ 14,500.00	\$ 14,400.00
Interest Income	\$ 18.00	\$ 8.40	\$ 10.00
HST recovery - current year expenses	\$ 2,147.65	\$ 2,693.29	\$ 6,511.20
HCCPP Grant (Haldimand County) - from 2020	\$ 4,000.00	\$ -	\$ 4,000.00
HCCPP Grant (Haldimand County) - for 2021	\$ -	\$ -	\$ 4,000.00
Downtown Operating Grant (Haldimand County)	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
Allocated to Chamber of Commerce	\$ (2,125.00)	\$ (2,125.00)	\$ (2,125.00)
Allocated to Community Centre - water	\$ (2,125.00)	\$ (2,125.00)	\$ (2,125.00)
A From Prior Year Surplus / Reserves	\$ 19,685.88	\$ 4,359.82	\$ 37,314.52
Total Revenue	\$ 44,601.53	\$ 25,811.51	\$ 70,485.72

Expenditures			
	\$ 249.53	\$ 254.52	\$ 264.80
	\$ 250.00	\$ -	\$ 250.00
	\$ 1,130.00	\$ -	\$ 1,130.00
	\$ 40.00	\$ 6.00	\$ 25.00
	\$ 150.00	\$ 103.96	\$ 207.92
1 Streetscape - Park Benches 4 @ \$1,200 plus HST	\$ 5,424.00	\$ -	\$ 5,424.00
1 Streetscape - concrete pads for bench locations	\$ 4,520.00	\$ -	\$ 4,520.00
2 Streetscape - Trees @ \$1,550 plus HST	\$ -	\$ -	\$ 35,030.00
3 Garbage Receptacles - 4 add'l @ \$950 plus HST	\$ 4,294.00	\$ -	\$ 4,294.00
Flowers - downtown (shared with Chamber)	\$ 3,000.00	\$ 5,235.57	\$ 2,500.00
4 Summer Employee - weed trimming, garbage, etc	\$ 4,000.00	\$ -	\$ 6,000.00
5 Banners for Market Square	\$ 1,695.00	\$ -	\$ 1,695.00
Install/remove Christmas lights	\$ 2,800.00	\$ 1,512.00	\$ 2,800.00
Repairs to Christmas lights	\$ 565.00	\$ 21.74	\$ 565.00
Repairs to Streetscape items (paint/parts)	\$ 1,130.00	\$ -	\$ 2,260.00
6 Solar LED lighting on entrance signs	\$ -	\$ -	\$ 3,390.00
New tractor and watering tank	\$ 16,950.00	\$ 17,451.72	\$ -
7 Contribution from sale of existing tractor & water tank	\$ (2,500.00)		\$ (1,000.00)
Audit fees	\$ 904.00	\$ 1,226.00	\$ 1,130.00
Total Expenses	\$ 44,601.53	\$ 25,811.51	\$ 70,485.72

Notes

- A Apply sufficient surplus from prior years to balance budget
- 1 carried over to 2021, in some proposed locations may require concrete pad to be installed
 - 2 carried over to 2021
 - 3 looking at 4 additional for 2021 at park bench locations
 - 4 did not arrange for Summer Employee for 2020 due to COVID-19, definitely need to for 2021
 - 5 carried over to 2021, use new County logo with Farmers market message
 - 6 allowing for 3 signs at \$1,000 each, sign at north entrance already lit by property owner
 - 7 allow for sale of existing tractor/water tank



Haldimand
County



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Appendices

2021 Summary of Staffing Changes

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

HALDIMAND COUNTY



Tax Supported Operations

Position Title	Previously Approved by Council	One-time/ On-going	Description	FTEs	Gross Costs	Funding	Net Levy
Permanent Staff Changes							
Corporate & Social Services Re-org	no	On-going	Per CSS-02-2021 (P&C Report with Operating Budget)	1.01	228,050		228,050
Human Resources Re-organization	yes	On-going	Per CSS-03-2020 Human Resources Division Re-organization; Addition of 2 FTEs. Partially offset in 2021 by Contingency funding as full implementation of re-org will not be realized until 2022.	2.00	233,460	(139,100)	94,360
Information Systems Re-organization	yes	On-going	Per FDS-04-2020 IS Re-organization. Additional 3 FTEs spread over 2 years. Two FTEs in 2021, with additional position in 2022.	2.00	230,010		230,010
Plans Examination & Inspection - Building Technician	no	On-going	Additional Building Technician funded from Building Permits Cost Stabilization Reserve. This position also requires an amendment to the capital budget for furniture and IT purchases of \$11,420.	1.00	75,840	(75,840)	-
Part Time Coordinator - Emergency Management	no	On-going	Part Time Coordinator - Emergency Management (0.6 FTE - 0.48FTE in Fire, 0.12 FTE in Paramedic Services)	0.60	69,290		69,290
Winter Control Staffing	no	On-going	Winter Control -TFT Nov 15-April 15; due to the increased development throughout the county, mainly in the Caledonia district, an additional staffing resource is required to ensure Roads Operations are capable of meeting the maintenance standards related to winter control as described in Ontario Regulation 239/02: Minimum Maintenance Standards. This position will also address resource deficiencies with modified winter maintenance routes related to the Argyle Bridge weight restrictions in Caledonia.	0.44	28,770		28,770
Supervisor, Environmental Operations	yes	On-going	As approved in the 2021 Rate Supported Operating Budget 1.0 FTE - 0.4 FTE allocated to Solid Waste; 0.3 FTE allocated to Water and 0.3 FTE allocate to Wastewater	0.40	50,780		50,780
Total Permanent Staff Changes				7.45	916,200	(214,940)	701,260
Temporary Staff Changes							
Business Application Software Additional Staffing	yes	One-time	Per FDS-04-2020 and ECW-04-2021, additional staffing required related to Business Application Software implementation, including 1.0 FTE for Project Manager for period of one year, with option for extension with Council Approval, in addition to additional 4.0 FTEs. Project fully funded from capital.	5.00	505,720	(505,720)	-
Project Manager, Broadband	yes	One-time	Per FDS-04-2020 Project Manager, Broadband (year 1 of 5) - 1.0 FTE funded from capital	1.00	123,600	(123,600)	-
Project Manager, Fire/EMS Station	yes	One-time	As approved in the 2021 Tax Supported Capital Budget, 1.0 FTE for two years funded from capital	1.00	115,470	(115,470)	-
Plans Examination & Inspection Digitization Staff	yes	One-time	Per MBE-03-2020 Extension of Digitization staff funded from capital	4.50	194,650	(194,650)	-
Municipal Enforcement Services	no	One-time	Three additional Bylaw Summer Students funded from Contingency	0.98	32,100	(32,100)	-
Roads Administration Development Opportunity	yes	One-time	Per CAO-M06-2020 Temporary Director, Roads Operations development opportunity offset by decrease in Deputy CAO relief dollars	-	10,660	(10,660)	-
Manager, Roads Operations	yes	One-time	One Year Contract - 2020 Carry Forward funded from Contingency	0.18	32,580	(32,580)	-
Project Manager, Gravel Road Conversion Program	yes	One-time	Four year contract as approved through the Tax Supported Capital Budget funded from capital	1.00	131,010	(131,010)	-
Library Online Resource Instructor	no	One-time	Online Resource Instructor funded from contingency reserve. Position requires an amendment to the capital budget for the purchase of IT equipment (\$3,500)	0.60	33,060	(33,060)	-
Total Temporary Staff Changes				14.26	1,178,850	(1,178,850)	-

2021 Summary of Staffing Changes

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

HALDIMAND COUNTY



Tax Supported Operations

Position Title	Previously Approved by Council	One-time/ On-going	Description	FTEs	Gross Costs	Funding	Net Levy
COVID-19 Related Staff Changes							
Administration Facilities - part-time custodian	no	One-time	Temporary part-time custodian to May 2021 funded from safe restart funding	0.21	9,280	(9,280)	-
Arenas - additional students	no	One-time	Additional students for arena cleaning to April 2021 funded from safe restart funding	0.98	33,560	(33,560)	-
March Break Camp Staffing	no	One-time	2021 March Break Camps cancelled due to COVID	(0.13)	960	(960)	-
Total COVID-19 Related Staff Changes				1.06	43,800	(43,800)	-
Grant Related Staff Changes							
Grandview Lodge	yes	One-time	Per GVL-04-2020 - Temporary Infection Prevention and Control Coordinator funded from the Ministry of Health	0.27	42,040	(42,040)	-
Community Paramedic Program	yes	One-time	Per report EMS-04-2020 Community Paramedic Program funded from HNHBLHIN	-	171,300	(171,300)	-
Edinburgh Square - Young Canada Works	yes	One-time	Per CDP-09-2020 0.21 FTE as part of the Young Canada Works Program; \$6,620 grant funded; \$110 funded from Contingency Reserve	0.21	6,730	(6,730)	-
Economic Development & Tourism Digital Service Squad	yes	One-time	Four students fully funded from Digital Service Grant to March 31st, 2021	0.96	37,900	(37,900)	-
Economic Development & Tourism - Tourism Industry Association of Ontario	yes	One-time	Staffing related to grant funding from Tourism Industry Association of Ontario (\$5,280 in staffing costs)	0.12	132,400	(132,400)	-
Total Grant Related Staff Changes				1.56	390,370.00	(390,370.00)	-
Total Tax-Supported Operations				24.33	2,529,220	(1,827,960)	701,260

Draft Tax Rates & Historical Comparison

2021 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:	0.01046120	0.02092241	0.01770977	0.01770977	0.02434741	0.02434741	0.01558092	0.00261530	0.00261530
Total 2021 Tax Rates:	0.01199120	0.02245241	0.02650977	0.02650977	0.03314741	0.03314741	0.02438092	0.00299780	0.00299780
% Increase/(Decrease)	1.32%	1.41%	-8.84%	-1.45%	-9.15%	-0.43%	-12.45%	1.32%	1.32%

2020 Tax Rates

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

2019 Tax Rates

	Res/Farm	Multi-Res	Commercial		Industrial		Pipelines	Farmlands	Managed Forests
			Occupied	Vacant	Occupied	Vacant			
Education:	0.00161000	0.00161000	0.01206188	0.01025260	0.01290000	0.01064250	0.01290000	0.00040250	0.00040250
Municipal:	0.01053450	0.02106900	0.01783386	0.01515878	0.02451800	0.02022735	0.01569009	0.00263363	0.00263363
Total 2019 Tax Rates:	0.01214450	0.02267900	0.02989574	0.02541138	0.03741800	0.03086985	0.02859009	0.00303613	0.00303613
% Increase/(Decrease)	-1.84%	-1.59%	-2.32%	7.13%	-2.15%	9.46%	-2.41%	-1.84%	-1.84%



Summary of Contingency Reserve
Actuals for the Years 2011 TO 2020 & 2021 Projection

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance January 1st	9,062,753	6,360,510	7,305,860	10,037,823	9,788,628	9,920,594	10,458,170	11,741,119	12,211,415	11,551,521	14,256,359
Source of Funds:											
Budgeted Contribution											
Surplus/(Deficit) from Operations	(142,064)	1,390,892	886,848	(351,648)	585,045	1,320,630	1,211,510	1,152,519	(534,641)	3,438,348	
Other Contributions from Operations			2,821,587	1,720,622		129,526	318,557	227,438	287,398	180,000	0
Total Source of Funds	(142,064)	1,390,892	3,708,435	1,368,974	585,045	1,450,156	1,530,068	1,379,957	(247,243)	3,618,348	0
Use of Funds:											
Contribution to Proposed Operation Items	179,412	86,355	99,399	69,569	232,137	22,553	82,834	59,346	43,042	173,715	289,740
Fuel Depot	57,625										
Enhanced Sign Program	(187,349)	24,400									
Transition Costs				2,031	3,812	59,945	1,010			195	
Winter Control	10,066										
Trail Study											
Fire Self-Contained Breathing Apparatus											
Fire Rescue Apparatus											
Phase in OPP Contract increase	500,000	250,000		500,000							
Housing & Places to Grow Implementation Study											
Nanticoke Area Econ. Opportunity Study	426										
Municipal Drains				119,472							
Zoning By-law											
Contribution to Tipping Fee Rate Stabilization Reserve	2,000,000										
Hagersville Standpipe Rehabilitation (signage)		64,576									
Front End Financing of Development Study		20,209	9,631	9,287							
Phase in increase in the Fire Protection Charge resulting from the industry standard methodology utilized within the Water and Wastewater Rate Study.			675,000	337,500							
Phase in to reflect Moulton and Byng Fire Hall annualized reductions			192,443	100,912	55,610	58,850	42,010	27,080	18,860		
Manager, Asset Management contract position				130,151							
Hospital Grants using portion of surplus funds generated by the Health and Social Services arbitration process				98,147	161,521	700,000		440,332			
Enhancement to Emergency Medical Services 50% one-time				251,100							
Economic Development Strategic Plan Consulting						71,232					
Standpipe Rehabilitation & Mix System Signage							86	43,175	245	229	8,366
Business Application System Design & Replacement							121,179	251,348	246,692	173,820	78,961
CAO-03-2017 Award of Request for Proposal Business Application									88,381	84,900	57,500
Software - funding of one-time items - Operating Maintenance Contracts (2018 carryforward)										50,507	
Economic Development Brand Strategy Consultant (2018 carryforward)									18,910		
Delegated Authority for Payment of Termination Pay and Severance										70,179	75,000
Costs related to moving to Haldimand County Administration Building										119,010	
Donation to Dunnville Hospital and Healthcare Foundation towards "Every Moment Counts" campaign										150,000	
Community Safety and Well-Being Plan											60,000
Electronic Speed Warning Signs										58,355	7,645
FDS-02-2020 Broadband Negotiated Request for Proposal Results											1,500,000
Plans Examination Digitization Division Support										117,500	
Total Use of Funds	2,560,180	445,541	976,472	1,618,168	453,079	912,580	247,119	909,662	412,650	913,511	2,077,212
Closing Balance December 31st	6,360,510	7,305,860	10,037,823	9,788,628	9,920,594	10,458,170	11,741,119	12,211,415	11,551,521	14,256,359	12,179,147

Note: 2020 Projected year-end balance



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 cash disbursements are made at that time or not)
ALLOCATION	◆ the dividing of expenditures and/or revenues between more than one division or department
ANNUALIZATION	◆ term used to express the full year impact of an expenditure/revenue which, because of the timing of its' introduction, has a partial year impact in the year of its' introduction
APPROVED BUDGET	◆ operating and capital budgets which have been reviewed by Committee and passed by Council; includes base budget plus budget adjustments
ASSESSMENT	◆ see Current Value Assessment
BASE BUDGET	◆ the amount of money allocated to provide the same type and level of service as the previous year, before the introduction of budget adjustments
BOARDS, COMMISSIONS & AGENCIES	◆ autonomous and semi-autonomous bodies such as the Police Services Board, Children's Aid Societies and the Conservation Authorities for which the County is responsible for full or partial funding from property taxation
BUDGET	◆ a plan for financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them (see Operating Budget)
BUDGET INITIATIVES	◆ change in level or type of service or the addition of a new service which has not received prior Council approval
BY-LAW	◆ an instrument used by Haldimand County to exercise respective statutory powers. It is the equivalent of legislative action by senior levels of government
CAPITAL EXPENDITURE	◆ expenditures of a fixed asset nature whose benefits will be received beyond one year. (i.e. photocopier, computer equipment, washing machine, hospital beds)
CAPITAL PROGRAM	◆ a plan for capital expenditures to be incurred each year over a fixed period of years to meet needs arising from the long term capital work program
COMMITTEE-IN-COUNCIL	◆ all members of Council sitting as a Committee

COMMUNITY VIBRANCY FUND	◆ an agreement to support community initiatives and partnerships which would otherwise not be financially feasible without the green energy companies undertaking wind and solar projects in Haldimand County
COMPLEMENT – ANNUALIZED	◆ 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
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
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. 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

DEBT CAPACITY RATIO	<ul style="list-style-type: none"> ◆ a measurement of ability for a municipality to service its debenture obligations (principal and interest payments) and consequently an indication of the implications of the municipality’s financial position by issuing additional debentures. All municipalities in Ontario measure debt capacity as the ratio of external debt charges to total operating budget expenditures. The maximum ratio allowed by the Ontario Municipal Board (OMB) is 20%
DEFICIT	<ul style="list-style-type: none"> ◆ excess of expenditures over revenues during a single accounting period
DEVELOPMENT CHARGES	<ul style="list-style-type: none"> ◆ funds paid by new property owners to the County as a contribution to the cost of capital services built by the County to accommodate growth
ECONOMIC INDICATORS	<ul style="list-style-type: none"> ◆ an outlook of the economy which focuses on such factors as interest rates, inflation, labour market, growth and social indicators
FMW	<ul style="list-style-type: none"> ◆ Financial Manager’s Workbench Budgeting Software - used to produce the operating budget created by RAC Software Inc – It is a flexible financial budgeting, planning, forecasting, consolidation and reporting tool
FISCAL YEAR	<ul style="list-style-type: none"> ◆ a 12 month operating period which may be different from a calendar year (i.e. Province operates on a fiscal year beginning April 1st and ending March 31st of the following year)
FULL-TIME EQUIVALENT (FTE) POSITION	<ul style="list-style-type: none"> ◆ conversion of all positions (full-time and part-time) to the decimal equivalent of a full-time position based on either 1,820 hours or 2,080 hours per year. For example, a summer student working for four months or 595 hours would be equivalent to 0.33 of a full-time position (see Complement – Budgeted)
GAPPING	<ul style="list-style-type: none"> ◆ savings in compensation costs due to budgeted hours paid not being utilized. Can be a result of parental leaves or other leaves of absence by permanent staff not being replaced in part or in total. Gapping can also occur by intentionally not filling a vacant budgeted position in order to realize savings
GOVERNMENT GRANTS	<ul style="list-style-type: none"> ◆ funds provided under various statutes, regulations and agreements to aid municipalities
Conditional Grants	<ul style="list-style-type: none"> ◆ Provincial grants on specific types of current expenditures in order to subsidize programs which the Province wishes to sponsor
Ontario Municipal Partnership Fund (OMPF)	<ul style="list-style-type: none"> ◆ replaces Community Reinvestment Fund; unconditional Provincial Grant

Unconditional Grants	<ul style="list-style-type: none"> ◆ Provincial grants which are applied to reduce the County’s total operating budget. Based on various factors including households, levies and assessment, they include the general support grant, police and general household grants. Unlike conditional grants, they are not applied against expenditures incurred through specific programs
GROSS EXPENDITURES	<ul style="list-style-type: none"> ◆ expenditures before the deduction of any revenues or recoveries
INDUSTRIAL LAND	<ul style="list-style-type: none"> ◆ fully serviced County-owned land which is offered for sale for the purpose of attracting commercial and industrial development within Haldimand County
INTERFUNCTIONAL ADJUSTMENTS	<ul style="list-style-type: none"> ◆ internal charges for services provided by support departments to direct service departments
INTERNAL EQUITY	<ul style="list-style-type: none"> ◆ the correlation between salary level and job level that exists within an organization, or a specific group, when salaries are assigned to all job classes, based on their relative worth
LOCAL IMPROVEMENT	<ul style="list-style-type: none"> ◆ the installation of municipal services (usually water and wastewater) requested by a group of rate payers for which they are required to pay a portion of the total project cost
LONG TERM DEBT CHARGES	<ul style="list-style-type: none"> ◆ annual charges required to service the long term debt of a municipality including an amount for principal repayments, interest due within the year, and in the case of certain specific debentures, required sinking fund contributions (see Debentures)
MPAC	<ul style="list-style-type: none"> ◆ Municipal Property Assessment Corporation
NET EXPENDITURE (Net Levy by Department)	<ul style="list-style-type: none"> ◆ total gross expenditures less directly allocated program revenues and recoveries
NEW INITIATIVE	<ul style="list-style-type: none"> ◆ new or enhanced programs or services which include all costs related to implementing the program
NET LEVY (Tax Levy)	<ul style="list-style-type: none"> ◆ the total amount of taxes, special assessments or service charges imposed by the County or Boards of Education to be raised by general property taxes
NON-RECURRING	<ul style="list-style-type: none"> ◆ term used for one-time budget expenditures
ONTARIO MUNICIPAL BOARD (OMB)	<ul style="list-style-type: none"> ◆ a quasi-judicial administrative body of the Province created by <u>The Ontario Municipal Board Act</u>, with wide ranging powers relating to municipalities. With respect to municipal finance, the OMB’s main function is controlling the issuance of long-term debt (see Debt Capacity)

OPERATING BUDGET	◆ represents a forecast of revenues and expenditures which are collected and spent in the current year, primarily made up of day-to-day costs for administration and programs. The operating budget determines the amount of taxes to be levied on property owners annually
PAY-AS-YOU-GO	◆ financing policy whereby funds are reserved in current operating budgets to aid in financing future capital projects from own revenue sources in order to avoid issuing long term debt
PAY EQUITY	◆ equal pay for work of equal value. Equal compensation for female dominated jobs determined to be of the same value as male dominated jobs
PAYMENTS-IN-LIEU (PIL)	◆ under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. The amounts are calculated the same as property taxes based on the property's Current Value Assessment (CVA). These include hospitals, colleges and university and government offices and facilities
PER DIEM	◆ an identified charge per day
PRIOR YEAR SURPLUS/(DEFICIT)	◆ excess, or conversely a shortage (deficit), of revenues over expenditures carried forward from the previous year
RATE SUPPORTED BUDGET	◆ programs whose operating and capital costs are financed solely through charges to Haldimand County residents who use those services; includes water and wastewater systems
RECOVERIES FROM MUNICIPALITIES	◆ direct charges to other municipalities for specific services provided
RED CIRCLED	◆ indicates that dollars have been temporarily frozen at a certain level due to certain conditions. Typically, applies to an individual's wage rate
RESERVES	◆ an account which records a portion of the fund balance which must be segregated for some future use and which is therefore not available for further appropriation unless the expenditure complies with the intended purpose of the reserve. Reserves do not accumulate interest earning and are not as strictly defined as reserve funds. (i.e. contingency reserve)
RESERVE FUNDS	◆ reserve funds are established for purposes which are approved by Council. Reserve funds are established in accordance with federal / provincial statutes or municipal by-law where funds collected for a specific purpose must be set aside, accounted for separately and used only for an intended purpose. Examples include development charges and cash-in-lieu, etc

SOLID WASTE LEVY	◆ amount of net waste management expenditures applicable for County waste disposal; collected through a separate County tax rate
SUPPLEMENTARY TAXES	◆ additional tax revenue received as a result of an increase in assessed property valuation or new developments added to the tax roll
SURPLUS	◆ excess of revenues over expenditures during a single accounting period
TAX SUPPORTED BUDGET	◆ programs whose net operating and capital costs are financed solely through property taxes; includes all County programs except water, wastewater, and waste management
TAXABLE ASSESSMENT	◆ includes assessment for only those properties which are taxable and excludes properties which are exempt from taxation
TAX RATES	◆ a percentage applied to the assessed value of a property to generate taxes payable, set for each property class based on the revenue needed to provide services
TAX RATIO	◆ defines the tax rate of each property class in relation to the rate of the residential/farm property class. For example the tax ratio for residential/farm property class will be 1. If the tax rate for commercial property is twice that of residential/farm property, then the commercial tax ratio is 2 - this is defined in the Tax Policy Report
TAXES (PROPERTY)	◆ annual levies of a County plus the amounts required for education, converted to property taxes based on taxable assessment
TIPPING FEE	◆ user-fee which allocates the cost of waste disposal (development costs, operations costs, closure and post-closure costs) in direct proportion to usage based on the volume of waste disposed
TRANSFER TO OWN FUNDS	◆ funds raised in the operating budget and transferred to reserves, reserve funds or capital projects. Since these funds are transferred from the operating budget, they have a direct impact on the current year's taxation requirement
TRANSITION RATIOS	◆ transition ratios reflect the relative tax burden of each class just before reform of the assessment and taxation system.
USER FEES OR USER CHARGES	◆ revenue received on a fee, fare or service charge basis. Fees charged to members of the public for particular services or goods available from Haldimand County Departments (i.e. charges for building permits or processing subdivision applications)

FIR Function Categories

The FIR requires specific functional areas to be grouped together. In total there are 9 functional categories, with a varying number of sub-categories as follows:

General Government: Includes all corporate overhead and related capital projects. Sub-categories include governance (i.e. Mayor and Council) as well as corporate management and support (i.e. clerks, infrastructure technology, human resources, corporate support services, financial services, fleet and equipment pool, and administrative facilities)

Protection Services: Includes all services intended to protect the public and the community as a whole. Sub-categories include fire services, police services, court security and prisoner transportation, conservation authorities, protective inspection and control (building/by-law enforcement), emergency measures and provincial offences administration.

Transportation Services: This category includes all means of transportation and associated services. Sub-categories include roadways, winter control operations, transit, parking, street lighting and municipal airports.

Environmental Services: This category includes services that impact the environment. The sub-categories include stormwater management, solid waste management and waste diversion. Water and wastewater operating and capital projects are included in a separate budget document as they are supported by user rates and not property taxes.

Health Services: This category includes all public health related services. The sub-categories include public health services, hospitals, ambulance services, and municipally managed cemeteries.

Social and Family Services: This category includes services related to social assistance to individuals. The sub-categories include social assistance programs, assistance to the aged (i.e. long term care facilities), and child care services.

Social Housing: This category includes services related to housing programs for residents within the municipality. This includes public housing and not for profit housing as well as rent supplemented accommodations.

Recreation and Cultural Services: This category includes all parks, recreational and cultural services. The sub-categories include parks and recreational programs, recreational facilities, libraries, museums and other cultural services (i.e. arts and entertainment).

Planning and Development: This category includes all planning and development related services. The sub-categories include residential and commercial/industrial planning, agriculture and reforestation, tile drainage and shoreline management, economic development and tourism related activities.



FIR Object Categories

The FIR requires specific operating expenses and revenues to be reported by object. For budget purposes, we report on 14 objects, as follows:

Expenditures:

Salaries, Wages & Benefits: Includes expenses incurred for the following purposes: full-time, part-time and temporary salaries and wages including, regular, overtime, shift premiums and other remuneration to employees. Benefits include employer's contribution payments to Canada Pension Plan (CPP), Ontario Municipal Employee Retirement System (OMERS), Employer's Health Tax, Employment Insurance (EI), Workplace Safety and Insurance Board (WSIB) and any other insurance plans, such as supplementary health and dental.

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

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

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

External Transfers: Includes transfers to charitable organizations, colleges, cultural or recreation organizations, hospitals, universities, conservation authorities, etc. Examples include: field management groups, visitor information centres, downtown operating grants, community improvement plan, BIA's, major festival grants, and donations to charities through the Mayor's Gala.

Interfunctional Adjustments: Includes interfunctional adjustments between divisions such as fleet charges, and support charges from Finance, Clerks, Human Resources, Information Systems, and net charges to Water and Wastewater Operations.

Long Term Debt Charges: Includes principal repayments and interest incurred on long term debt liabilities

Transfers to Reserves/Reserve Funds: Includes transfers to reserves and reserve funds for the Capital Levy, as well as Election, Insurance, Community Improvement Plan, Social Housing, Building permit cost stabilization. Contributions to Federal Gas Tax Reserve Fund, Community Vibrancy, and Ontario Community Infrastructure Reserve are based on amounts received.

Revenues:

Grants/Subsidies: Includes Ontario and Canada conditional and unconditional grants such as Federal Gas Tax Funding, Police Court Security and Prisoner Transportation, Libraries, Aggregate, Land Ambulance and Grandview Lodge funding, Ontario Community Infrastructure, Waste diversion, and Ontario Municipal Partnership fund.

General Recoveries: Includes user fees and service charges, licences, permits and rents. Examples include planning and engineering fees, transfer to taxes and ownership maintenance fees, building permits, program and pool registrations, arena rentals, tipping fees, and Grandview Lodge resident payments. Also includes recoveries from Norfolk County for shared waste management operations, facilities, and information systems. As well, from other municipalities for land ambulance cross border billings, and from New Credit for fire services. Fines and penalties, investment income, community vibrancy payments, blue box revenues and WSIB premiums also fall under General Recoveries

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

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

Transfers from Reserves/Reserve Funds: Includes funding from Community Vibrancy Reserve Fund for the Community Partnership Program, funding from Workers Compensation Reserve Fund for preventative costs and claims management, Community Improvement Plan funding to offset expenses, and the Insurance reserve to offset deductibles.