

DRAFT TAX SUPPORTED
OPERATING BUDGET



2022



2022 Tax Supported Operating Budget

Table of Contents

Chief Financial Officer Report	1
Treasurer’s Report	3
Haldimand County Council & Senior Management.....	20
<u>Organizational Charts</u>	
Governance Structure of Haldimand County.....	21
Corporate & Social Services	22
Financial & Data Services.....	23
Community & Development Services	24
Public Works Operations	25
Engineering & Capital Works	26
Corporate Summaries	
1. Budget Overview, Budget Comparison to Guidelines.....	28
2. Average Residential Tax Bill - Allocation by Services	29
3. Summary of Council Approved Initiatives	30
4. Summary of New Initiatives	32
General Government	
Corporate Summary by Type	93
Taxation & Unallocated Summary	94
Taxation Related Revenues & Expenses.....	95

General Government Summary	99
Council & Mayor’s Office	100
Office of CAO.....	102
Financial & Data Services	104
Corporate & Social Services	106
Clerks	108
Finance	110
Customer Experience & Communications	112
Legal & Support Services	114
Human Resources	116
Innovation & Technology Services.....	118
Fleet & Equipment Pool.....	120
Facilities Capital & Asset Management	122
Corporate Administration.....	124
MPAC.....	125
Administration Facilities	126
Accessibility for Ontarians with Disabilities Act Administration	128
Emergency Management.....	130
Protection Services	
Protection Services Summary	133
Fire Services	134

Emergency Measures	136
Policing	137
Provincial Offences Act Administration.....	140
Grand River Conservation Authority.....	142
Long Point Region Conservation Authority.....	143
Niagara Peninsula Conservation Authority.....	144
Plans Examination & Inspection	145
Municipal Enforcement Services	147
Animal Control.....	148

Transportation Services

Transportation Services Summary	150
Engineering Services	151
Municipal Drain Maintenance	152
Roads Summary	155
Roads Administration.....	156
Roads Facilities.....	157
Roadside Maintenance	158
Winter Control	159
Child Crossing Patrols.....	160

Environmental Services

Environmental Services Summary	162
Public Works Operation Administration.....	163
Engineering & Capital Works Administration	165
Urban Storm Sewer System	167
Solid Waste Summary	168
Solid Waste Administration	170
Solid Waste Collection	171
Solid Waste Disposal Sites	172
Solid Waste Reduction	173

Health Services

Health Services Summary	175
Public Health Services	176
Paramedic Services	179
Cemeteries	181

Social & Family Services

Social & Family Services Summary	184
Social Assistance	185
Grandview Lodge Summary	188
Child Care	191

Social Housing

Social Housing	195
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Recreation & Cultural Services

Recreation & Cultural Services Summary	198
Facilities, Parks Cemeteries & Forestry Operations.....	200
Parks & Parkettes.....	202
Tennis Courts.....	204
Arenas.....	206
Community Centres/Halls.....	207
Pools.....	208
Forestry Maintenance	209
Libraries	211
Community Development & Partnerships.....	214
Heritage & Culture Administration	216
Museums	218
Heritage Haldimand	219
Recreation Programs.....	220
Community Capital Projects.....	222

Planning & Development

Planning & Development Summary	224
Community & Development Services Administration	225
Planning & Zoning	227
Markets.....	229
Economic Development & Tourism	230
Community Improvement Plan	232
Community Beautification Program	233
Business Improvement Areas.....	234

Appendices

Appendix A – Summary of Staffing Changes	242
Appendix B – 2022 Draft Tax Rates	244
Appendix C – Summary of Contingency Reserve (Actuals 2012-2021 & 2022 Projection)	245
Appendix D – User Fee Schedules	246
Appendix E – Glossary of Terms	281
Appendix F – FIR Function Categories	287
Appendix G - FIR Object Categories.....	289

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 2022 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 13, 2022.

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

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

The 2022 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 - 2022 Tax Supported Operating Budget

In summary, the 2022 Tax Supported Operating Budget includes total operating expenditures of approximately \$128.8 million representing an increase of approximately \$6.4 million over the prior year. The property tax levy represents the most significant funding source for all operating expenditures, totalling a projected \$76.1 million or 59% of total funding sources. Based on the 2022 Tax Operating budget, the total annual impact on the average residential tax bill is approximately **2.11%**; this equates to an annual increase of approximately \$70 or **\$5.87** per month on an average assessed home.

The 2022 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;
- Approximately 1% levy contribution to Affordable Housing Projects, as previously approved by Council;
- An unprecedented level of growth of 2.73% for 2022. Although this level of growth is not believed to be sustainable in coming years; having said that, a healthy growth rate of around 2% to 2.4% is anticipated over the next few years;
- Provisions for growth related and new service initiatives to meet taxpayers' needs, funded firstly from assessment growth, including:
 - Additional EMS Staffing in Cayuga to improve coverage and response times, which is anticipated to be 50% provincially funded from the Ministry of Health
 - A strategic realignment in the Finance Division, including the addition of a Supervisor of Revenue to help improve customer service response times, optimize current revenue sources and identify potential revenue opportunities
 - The implementation of excess soil management requirements in the Roads Division as per recent provincial legislation

The 2022 Draft Tax Supported Operating Budget is fiscally responsible and based on sound financial principles. It should be noted that, the County is subject to additional risk and vulnerability due to future uncertainty. This includes: Uncertainty with respect to the wider economy and implications in terms of inflationary impacts on commodity prices and fuel escalation impacts. Impacts on salary negotiations in light of recent inflationary targets. Continued pressure to provide Affordable Housing across the Province. Continued local growth and investment that translate into assessment growth – can growth ultimately pay for growth? Increasing financial impacts related to Climate change and Emergency response (specifically local flooding and COVID-19 pandemic-related impacts). 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 \$16.8 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



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 13, 2022	Approved
Tax Supported Capital Budget	March 3, 2022	Approved
Tax Supported Operating Budget *	March 31, 2022 April 1, 2022 (if required)	Draft

Note: The approval of the 2022 Tax Supported Operating Budget will allow the 2022 property tax rates to be calculated and final tax billings to be issued (subject to approval of tax policies - scheduled for June 2022).

2022 Tax Supported Operating Budget:

The 2022 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 2022 Tax Supported Operating Budget was developed resulting in a total levy requirement of \$76,062,640. Despite significant budget drivers, some beyond the County’s control, the 2022 Tax Supported Operating Budget results in an overall residential tax impact of **2.11%**. This equates to an increase of approximately \$70.47 per year on an average assessed home of \$280,460 or **\$5.87** per month in total taxes on an average residential property owner.

Budget Details	2022 Budget Guideline	2022 Budget	
	%	\$	%
Municipal Levy (prior year)		72,553,300	
Base Budget Impacts		881,500	1.22%
Council Approved Capital		725,500	1.00%
Council Approved – Prior Year One-Time Items		163,000	0.22%
Council Approved Initiative – Affordable Housing		684,400	0.94%
Other Council Approved Initiatives		313,100	0.43%
New Initiatives		741,840	1.02%
COVID-19 Impacts		0	-0.00%
Municipal Levy Increase	4.50%	3,509,340	4.84%
Less: Assessment Growth	-2.00%	(1,983,860)	-2.73%
Municipal Tax Increase	2.50%	1,525,480	2.11%
Estimated Offsetting Education Tax Room *	-0.50%	-	0.00%
Overall Average Residential Tax Increase	2.00%	1,525,480	2.11%

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

The following table reflects the impact on property taxes for the average assessed property within each class based on the anticipated 2022 municipal rates (using current tax policies) and 2022 education rates.

Assessment Class	2021 FINAL				2022 Preliminary				Increase	
	Ave CVA	Municipal	Education	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	537,400	13,121.17	4,729.12	17,850.29	537,400	13,358.25	4,729.12	18,087.37	237.08	1.33%
Multi-Res.	1,063,200	22,307.39	1,626.70	23,934.09	1,063,200	22,710.45	1,626.70	24,337.15	403.06	1.68%
Commercial	318,900	5,663.56	2,806.32	8,469.88	318,900	5,765.89	2,806.32	8,572.21	102.33	1.21%
Residential	279,000	2,926.90	426.87	3,353.77	280,460	2,995.38	429.10	3,424.48	70.71	2.11%
Farmland	408,600	1,071.62	156.29	1,227.91	408,600	1,090.99	156.29	1,247.28	19.36	1.58%

The Ontario Government has indicated that property assessments for the 2022 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 2022 property tax year will be the same as the 2021 tax year, unless there have been changes to your property during 2021.

COVID-19 Pandemic:

The COVID-19 Pandemic has had an immense impact on the residents of Haldimand County over the last two years. All levels of government have worked to help alleviate the financial pressures that many people find themselves in. For 2022, management performed a thorough review of base budget expenditures, cut several proposed new initiatives, and funded several one-time costs from reserves to reduce the levy impact on residents. Significant inflation impacts from the pandemic may prove meeting reduced expenditure expectations to be difficult, and revenue estimates may be impacted if restrictions return.

Fortunately, the Ontario government, in partnership with the federal government, delivered urgently needed funding assistance under the Safe Restart agreement to alleviate the 2020 and 2021 operating budget impacts. It is anticipated that, should pandemic restrictions return, additional funding would be provided to assist municipalities. As a result, the 2022 Tax Supported Operating Budget was developed under this assumption, and overall COVID-19 impacts are net zero. A small amount of \$35,030 has been budgeted for temporary arena student staffing until April 2022, which is being offset by previously received Safe Restart funding.

Future Impacts/Budget Constraints

There are several areas of risk included within the 2022 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;
- Ongoing impacts of inflation and increased commodity prices;
- Climate change and emergency response situations with the potential to significantly impact the County's resources;
- WSIB funding for presumptive cancer and PTSD associated costs;
- Increased pressure on Ambulance services across the County;
- Investment income projections in light of current economic situation;
- Legislative and/or downloaded services/operational impacts with no corresponding funding;
- Provincial funding changes;
- Net impacts of increased residential development (assessment growth, supplementary revenues and increased cost).

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

Major 2022 Budget Drivers:

The budget drivers for the 2022 Tax Supported Operating Budget are as follows:

Major Drivers	2022 Levy Impact	
	Increase/(Decrease)	
	\$	%
Municipal Levy (prior year)	72,553,300	-
Levy Increases:		
Salaries and benefit - base changes (negotiated, contractual and legislated)	742,880	1.02%
Insurance (2022 estimated increase)	68,960	0.10%
Winter Control - Standby Charge and Sidewalks Contracted Services Increases	265,000	0.37%
OPP Contract increase as per 2022 estimate	254,740	0.35%
Solid Waste – Waste Collection Contract (\$96K); Recycling Contract (\$64K)	160,120	0.22%
Capital Levy Increase	725,500	1.00%
Council Approved - Prior Year One-Time Items	163,000	0.22%
Council Approved Initiative - Affordable Housing	684,400	0.94%
Council Approved Initiatives - (net of applicable funding)	313,100	0.43%
New/Enhanced Service Initiatives - staffing related (net of applicable funding)	742,880	1.02%
	\$4,120,580	5.81%
Levy Decreases:		
Ontario Municipal Partnership Funding Increase	(162,000)	(0.22%)
Travel, Professional Development – Corporate Wide	(67,680)	(0.09%)
Taxation – Supplementary Billings	(75,000)	(0.10%)
Solid Waste - Primarily due to Decrease in Leachate Costs, Blue Box Revenue Increases	(170,160)	(0.23%)
2022 User Fee Indexing	(80,870)	(0.11%)
Other adjustments under \$100K	(55,530)	(0.08%)
Municipal Levy Increase	\$3,509,340	4.84%
Municipal Levy	\$76,062,640	4.84%
Less: Assessment Growth		2.73%
Less: Education Tax Room		0.00%
Total Estimated Residential Tax Rate Impact		2.11%

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, 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 2022 Tax Supported Operating Budget has been aligned around Council's adopted strategic objectives of:

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

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

An integral part of the budget process is to adopt guidelines to ensure a consistent approach in developing a budget that meets Council's expectations. The most recent report to council regarding these guidelines was Report FIN-15-2020 Budget Guidelines for 2021, and the 2022 Tax Supported Operating Budget uses these same parameters, which are the following:

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

- Additional new initiatives for new/enhanced services, beyond available assessment growth, should only be considered during the budget review if the net levy impact can be mitigated on a consolidated, corporate-wide basis and the individual business case provides for offsetting revenue sources, efficiency improvements or cost savings; and
- Funding related to Council approved new initiatives would be considered above and beyond the base budget requirements; and
- Mitigation measures will be presented for Council review, to offset future COVID-19 related impacts to operations, firstly utilizing any remaining funds received from the Safe Restart Agreement 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 2022 taxation revenue of approximately \$1,983,860 or a favourable 2.73% levy impact. This increase is the highest in the County's history. It should be mentioned, however, that the assessment growth percentage for 2021 of 1.95% was likely understated, due to a backlog of assessments from the year 2020. Given both the recent and anticipated changes in development, and the impacts on assessment growth and property taxes, a comprehensive and long term analysis of these effects will be developed and presented to Council. This analysis will need to take into account, not only the impact of assessment growth and tax policy on annual taxes, but the need for future infrastructure, services and the related operating costs.

As noted, in report FIN-01-2022 Analysis of Assessment Update, 2021 should have been the first year of a new assessment cycle, however the reassessments were delayed by the Province due to the COVID-19 pandemic. As a result, the assessment impacts outlined in this report are not reassessment related and are strictly due to in-year changes during 2021. It is uncertain at this time how the Province intends to phase-in reassessment, 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 0.5% on the total residential tax bill. However, due to the reassessment delay, noted above, the Province did not change the residential Education tax rate and as such, there is no reduction in 2022 when calculating the overall residential property tax bill impact.

2022 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 **26.5%** of the 2022 total overall average residential tax bill (including approved Education Taxes). This is a slight increase from the allocation of approximately 26.4% in 2021.

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 2022, 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 2022 education rates for residential properties will not be realized in 2022.

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 2022 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 2020 unaudited actuals for tax supported capital only) while the 2022 budgeted annual transfer to tax supported capital replacement reserves is approximately \$17.8 million. Although there

appears to be an annual shortfall of approximately \$6.5 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. 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 2022 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 2020 Financial Statements (unaudited) , the total present value liability related to Haldimand’s share is approximately \$15.5 million. This amount includes the present value of all capital related costs of approximately \$468,000 (Haldimand’s share only). The first 10 years of these capital costs are included in the County’s Tax Supported Capital Budget and Forecast. The remaining liability relates to the ongoing perpetual operating costs, which are estimated to total approximately \$55.9 million (Haldimand’s share only) over the next 90 years (the net present value of these costs is approximately \$15.5 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 – 2021 Forecast: As outlined in the 2022 budget document, the overall **projected surplus** for the 2021 year-end is \$4,517,698. The major drivers are outlined below:

Operating Impacts – 2021 Forecast:	Forecasted Surplus/ (Deficit)
FORECASTED SURPLUSES:	
Corporate Wide Salaries & Wages, including Professional Development, Travel Expenses, Etc.	2,268,299
Taxation - Penalty and Interest	408,000
Fleet - Equipment & Supplies - more in-house repairs and better pricing; newer fleet needing fewer repairs	364,679
Solid Waste Reduction - Blue Box Commodity Revenues	309,570
Taxation - Supplementary Billings	267,300
Engineering Fees/Recoveries - Increased development (i.e. Empire)	253,369
Arenas - Utilities - Capacity Limits & Cayuga Arena used as mass vaccination clinic	234,827
Planning & Development Fees - Increased development (i.e. Empire)	219,730
Taxation - Transitional Mitigation Grant	183,237
Solid Waste Disposal - Leachate - partially offset by reduction in Norfolk Recoveries	143,229
Taxation Rebates/Write-offs - Lower adjustments than budgeted	105,210
Aggregate Resources Grant	101,794
Administration Facilities - Hydro/Gas	57,360
Finance Fees - Agreement Processing, Lawyer's Certificates, Ownership Maintenance Fees	42,480
Pools - Utilities	30,594
Policing - Court Security Grant	30,400
Net Items under \$25,000	317,445
Total Forecasted Surpluses:	5,337,523
FORECASTED DEFICITS:	
Winter Control - Materials & Contracted Services	(512,411)
Policing - OPP Contract	(128,430)
Tax Sale - Lost revenue - no tax sale for 2021	(55,560)
Policing - False Alarm Fees and Criminal Record Checks	(47,500)
Emergency Measures (storm cleanup, unplanned events, etc.)	(45,754)
IT Maintenance Contracts	(30,170)
Total Forecasted Deficits:	(819,825)
Total Forecasted Surplus/(Deficit)	4,517,698

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

A summary of the items from 2021 that are anticipated from the Safe Restart Funding the County has received from the Province is included below, as well as a project balance of the Safe Restarting funding as of December 31, 2021:

<u>Covid impacts</u>	<u>Total 2021 Covid Funding</u>
Licenses (Marriage, Lottery, etc.)	(11,880)
POA fines	(62,390)
Arena Revenues	(418,024)
Pool Programs	(32,988)
Public Health	(813,400)
Other Nominal Items from 2021 Budget	(137,010)
Total	(1,475,692)

<u>Summary of Safe Restart Funding</u>	<u>2020</u>	<u>2021</u>
Opening Balance	-	1,165,607
Received	2,532,800	1,142,248
Spent	(1,367,193)	(1,475,692)
Closing Balance	1,165,607	832,163

Budget Overview

The 2022 Tax Supported Operating Budget requires a \$3,509,340 Municipal Levy increase, resulting in an overall increase on the Average Residential the tax bill of **2.11%** after assessment growth and Education tax room (when available). There are a number of both positive and negative issues that have a tax levy impact in 2022:

Positive Issues:

- Assessment growth

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;
- 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 2022.

The following chart outlines the 2022 Budget in relation to the targets set by Council.

Budget Details	2022 Budget Guideline	2022 Budget	
	%	\$	%
Municipal Levy (prior year)		72,553,300	
Base Budget Impacts		881,500	1.22%
Council Approved Capital		725,500	1.00%
Council Approved – Prior Year One-Time Items		163,000	0.22%
Council Approved Initiative – Affordable Housing		684,400	0.94%
Other Council Approved Initiatives		313,100	0.43%
New Initiatives		741,840	1.02%
COVID-19 Impacts		0	-0.00%
Municipal Levy Increase	4.50%	3,509,340	4.84%
Less: Assessment Growth	-2.00%	(1,983,860)	-2.73%
Municipal Tax Increase	2.50%	1,525,480	2.11%
Estimated Offsetting Education Tax Room *	-0.50%	-	0.00%
Overall Average Residential Tax Increase	2.00%	1,525,480	2.11%

* Based on approved 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 2022.

Budget Drivers

A. Base Budget

Overall, the 2022 base budget, excluding any changes in current service levels, has increased by approximately \$881,500 representing a 1.22% 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 \$956,460 or a 1.32% 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 decrease of \$74,960. The largest cost increase is in Policing with an increase of \$247,150, but a portion of these are offset by increases to our OMPF funding allocation of \$162,000, as well as decreases to Childcare. 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” 2022 Base Budget Drivers

Budget Drivers	2021 Budget	2022 Base	Levy Increase/(Decrease)		Total County Levy Impact
	excl. One Time	Budget	Year over Year	Year over Year	
	(\$)	(\$)	(\$)	(%)	
OMPF	(3,922,200)	(4,084,200)	(162,000)	-4.13%	
PUBLIC HEALTH	1,195,500	1,157,600	(37,900)	-3.17%	
SOCIAL ASSISTANCE	1,031,500	1,031,500	-	0.00%	
CHILD CARE	275,700	163,400	(112,300)	-40.73%	
SOCIAL HOUSING	1,132,400	1,110,500	(21,900)	-1.93%	
POLICE SERVICES BOARD	25,470	23,020	(2,450)	-9.62%	
POLICING	7,806,400	8,053,550	247,150	3.17%	
LPRCA	293,470	299,670	6,200	2.11%	
GRCA	175,140	180,060	4,920	2.81%	
NPCA	136,720	131,120	(5,600)	-4.10%	
MPAC	743,500	752,420	8,920	1.20%	
TOTAL	8,893,600	8,818,640	(74,960)	<u>-0.84%</u>	<u>-0.10%</u>

“Controllable” Base Budget Drivers

As outlined above, the “controllable” base budget drivers totaled an increase of approximately \$673,460 or a 0.97% 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 \$742,880;
- Projected insurance cost increase of approximately \$68,960;
- Winter Control parking lots & sidewalks as well a standby charge contract increase of approximately \$265,000
- Emergency Services provincial funding increase of \$77,600.
- Increase in revenues from User Fees Indexing of \$80,870
- Supplemental Tax Billing totaling \$75,000
- Reduction in Travel/Professional Development Expenses corporate-wide totaling \$67,680

2022 User Fee Increase

Haldimand County has a Council approved User Fee policy that governs the setting, review, and maintenance of fees and charges. This is based on the policy which outlines cost recovery methods, with any exceptions to the application of this policy summarized in Table 1 and Table 2 below. Exceptions are primarily due to rounding, bi-annual increases for low dollar fees and economic conditions where annual fee increases have not kept pace with the underlying costs. Typically staff present an annual update to user fees and charges in the fall for the upcoming year. This is required in order to ensure all fees are effective January 1st, where applicable, and the County is thereby maximizing it’s ability to fully recoup for user pay services. Due to various circumstances in 2021, including staffing shortages and workload, staff were unable to complete the 2022 annual update in the fall of 2021. Alternatively, staff has completed the annual update as part of the 2022 Tax Supported Operating Budget process. During this review, it was determined that an annual indexing rate of 3% would be applied to most fees, effective May 1st, 2022. Based on the recommendations contained in this report, it is anticipated that additional revenues of approximately \$80,870 will be generated in 2022 to offset increases in associated costs and/or additional levy impacts. The operational impacts of the increased user fee revenues, in relation to the underlying services, has been reflected in the 2022 Draft Tax Supported Operating Budget. Table 1 of Appendix D outlines any housekeeping items, while Table 2 provides a summary of fees with annual increases greater than 5% or unchanged from the previous year.

B. Council Approved Initiatives

Council reviewed and approved the 2022 Tax Supported Capital Budget on March 3, 2022. A specific levy increase for capital financing purposes was identified and approved at 1.0% which results in a capital related levy impact of \$725,500. 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 \$67,330 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 \$930,170 or an increase of 1.28% on the tax levy.

<u>Council Approved Initiatives</u>	
Category	2022 Net Levy Impact (\$)
Council Approved Capital Reserve Transfers 1.0%	725,500
Affordable Housing Project	684,400
Council Approved Operating Impacts – Capital Budget	67,330
Other Council Approved Initiatives	245,770
Total	1,723,000

As outlined in **Corporate Summary 3**, the Council Approved Initiatives are further segregated into “Ongoing” vs. “One-time”. The Ongoing initiatives will form part of the base budget in 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 \$741,840 or 1.02%. As outlined in **Corporate Summary 4**, the New Initiatives are further segregated into “Ongoing” vs. “One-time”. “Ongoing” initiatives will form part of the base budget in 2023, whereas “One-time” initiatives will not be included in future years’ base budgets. For 2022, all “One-time” initiatives being brought forward are funded from various reserves (i.e. Contingency), and so the entirety of the \$741,840 is comprised of “Ongoing” initiatives.

<u>New Initiatives</u>	
Category	2022 Net Levy Impact (\$)
Staffing related	403,910
Excess Soil Management	150,000
Portable Washrooms – maintain additional units/cleaning due to COVID	86,800
GIS & Planning Software Maintenance	60,000
Other	41,130
Total	741,840

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

Impacts of Budget on Municipal Taxpayer

The 2022 Tax Supported Operating Budget has a total net levy requirement of \$76,062,640 if approved as submitted. This represents a municipal residential property tax increase of **2.11%**. The County calculates the tax rate using the December 2021 assessment roll, returned for 2022 taxation, which reflects property values as at January 1, 2016. The returned roll will reflect these market values as the current value assessment in 2022, 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 2022 property tax year will be the same as the 2021 tax year, unless there have been changes to the property during 2021.

As outlined in Report FIN-01-2022 Analysis of Assessment Update report, there is only a slight shift in municipal tax burden from all of the classes to the Residential classes. In a typical year, reassessment impacts lead to more significant shifts in burden. However, given that the reassessment process was delayed by the province, these shifts did not occur for 2022. It is anticipated that approximately 78.55% of the total 2022 tax levy is expected to be collected from the residential tax class (compared to 78.1% in 2021). This analysis assumes the same tax policies as approved in 2021, which are to be reviewed by Council in June 2022. 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 2022 Tax Supported Operating Budget will result in a \$70.47 annual increase, approximately **\$5.87 per month** more in property taxes on an average residential property.

2022 Municipal Property Tax Increase							
Assessment Class	2021 Final		2022 Preliminary			Increase	
	Total	Ave CVA	Municipal	Education	Total	\$	%
Industrial	17,850.29	537,400	13,358.25	4,729.12	18,087.37	237.08	1.33%
Multi-Res.	23,934.09	1,063,200	22,710.45	1,626.70	24,337.15	403.06	1.68%
Commercial	8,469.88	318,900	5,765.89	2,806.32	8,572.21	102.33	1.21%
Residential	3,353.77	280,440	2,995.17	425.95	3,424.24	70.47	2.11%
Farmland	1,227.91	408,600	1,090.99	156.29	1,247.28	19.36	1.58%

Future Impacts/Budget Constraints

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

- Aggressive curtailment of expenditures and maximization of estimated revenues;
- Ongoing impacts of inflation and increased commodity prices;
- Climate change and emergency response situations with the potential to significantly impact the County’s resources;

- WSIB funding for presumptive cancer and PTSD associated costs;
- Increased pressure on Ambulance services across the County;
- Investment income projections in light of current economic situation;
- Legislative and/or downloaded services/operational impacts with no corresponding funding;
- Provincial funding changes;
- Net impacts of increased residential development (assessment growth, supplementary revenues and increased cost);
- Potential COVID-19 Pandemic operational impacts, should restrictions return

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,

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

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



Haldimand County



Council & Senior Management

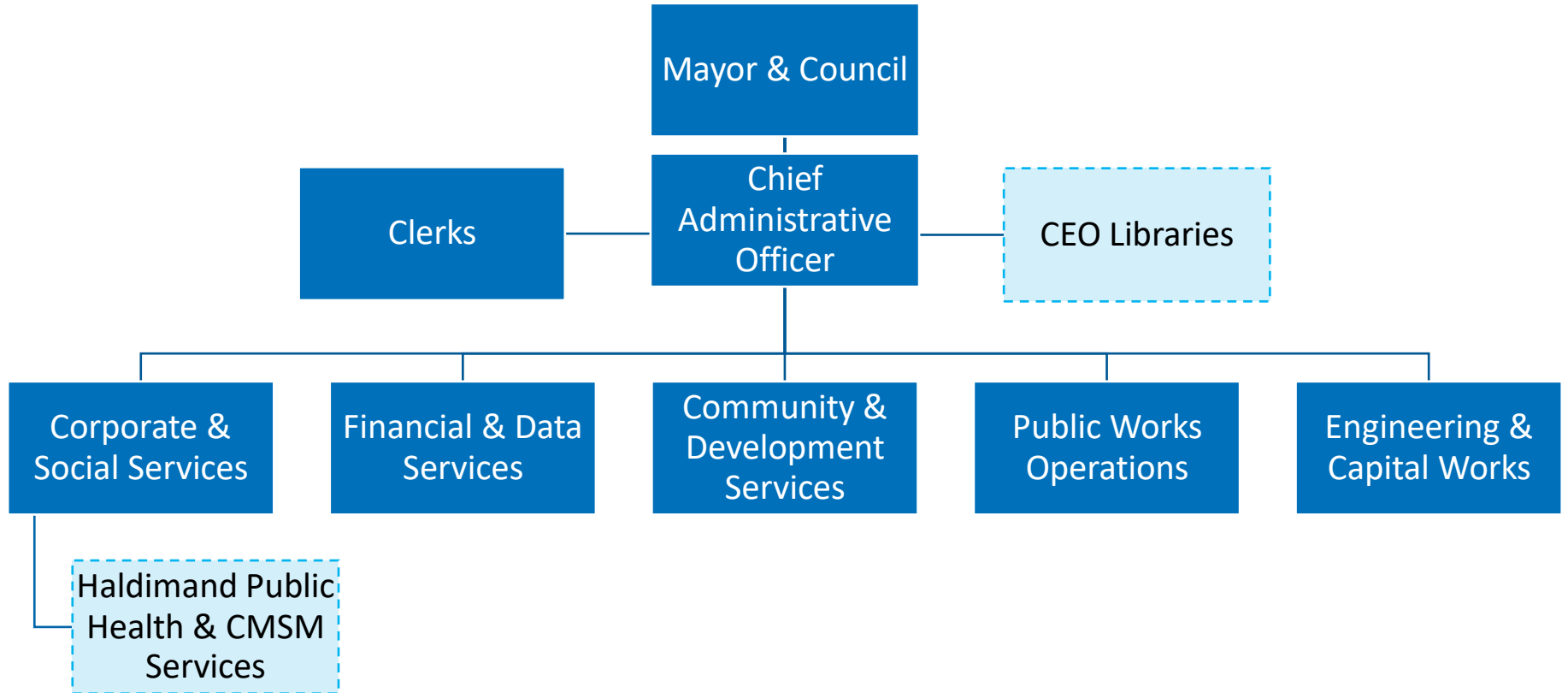
Haldimand County Council 2018-2022

	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

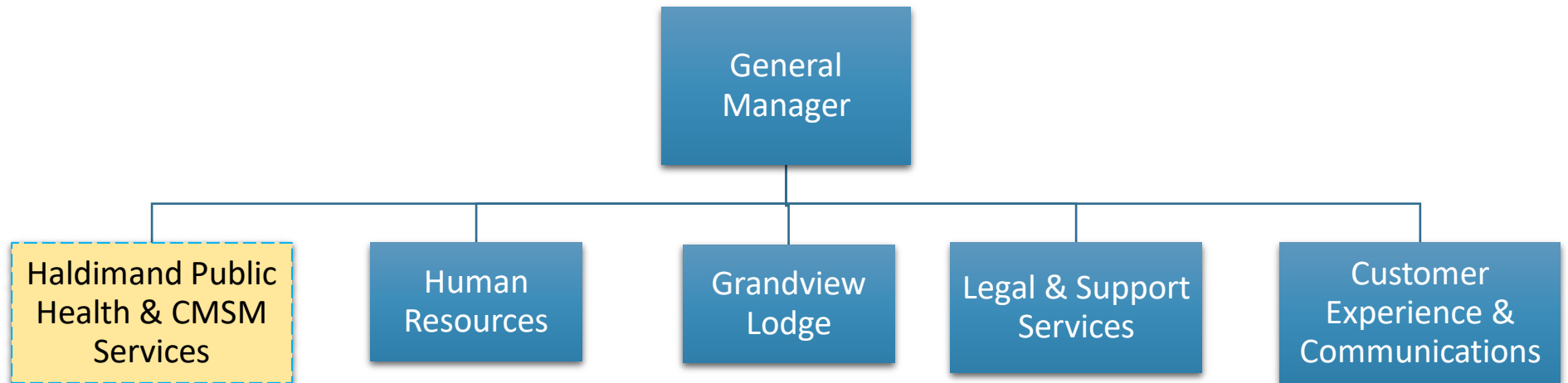
Haldimand County Senior Management

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

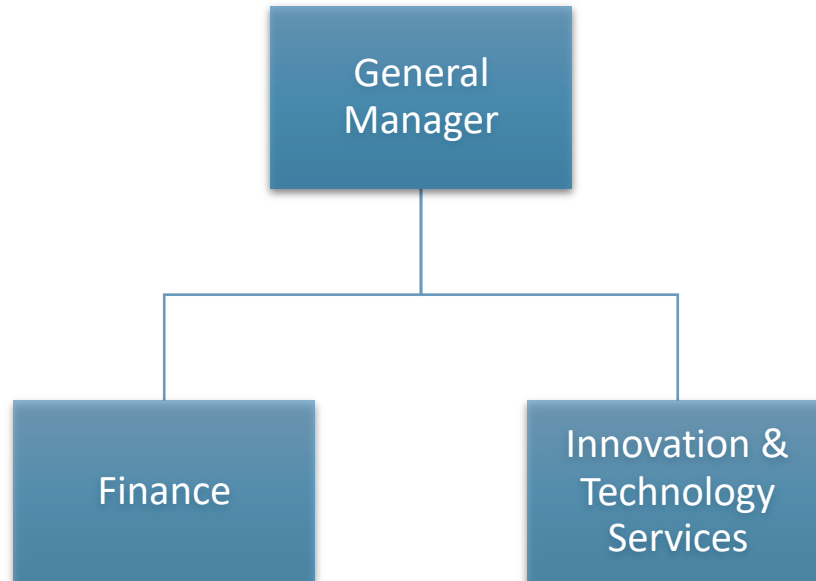
Governance



Corporate & Social Services

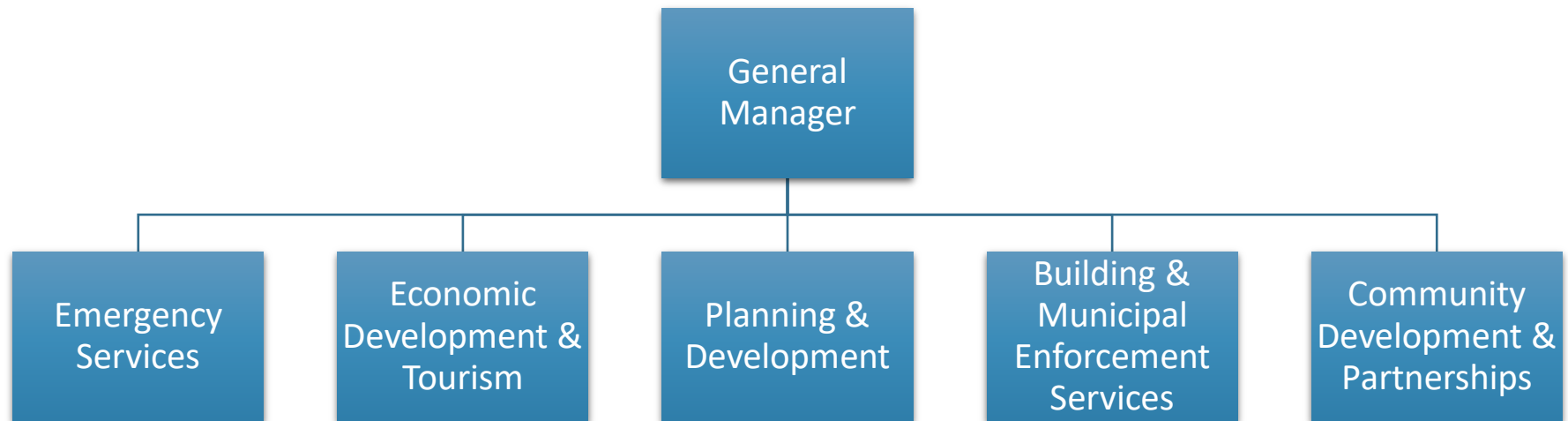


Financial & Data Services



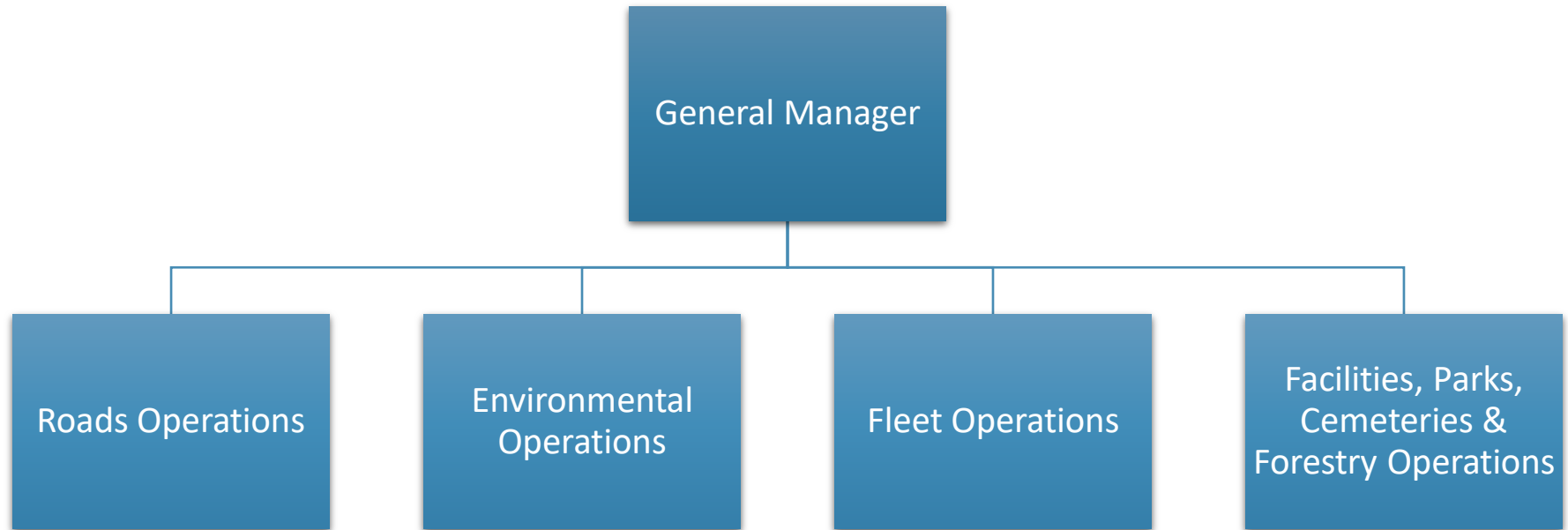


Community & Development Services



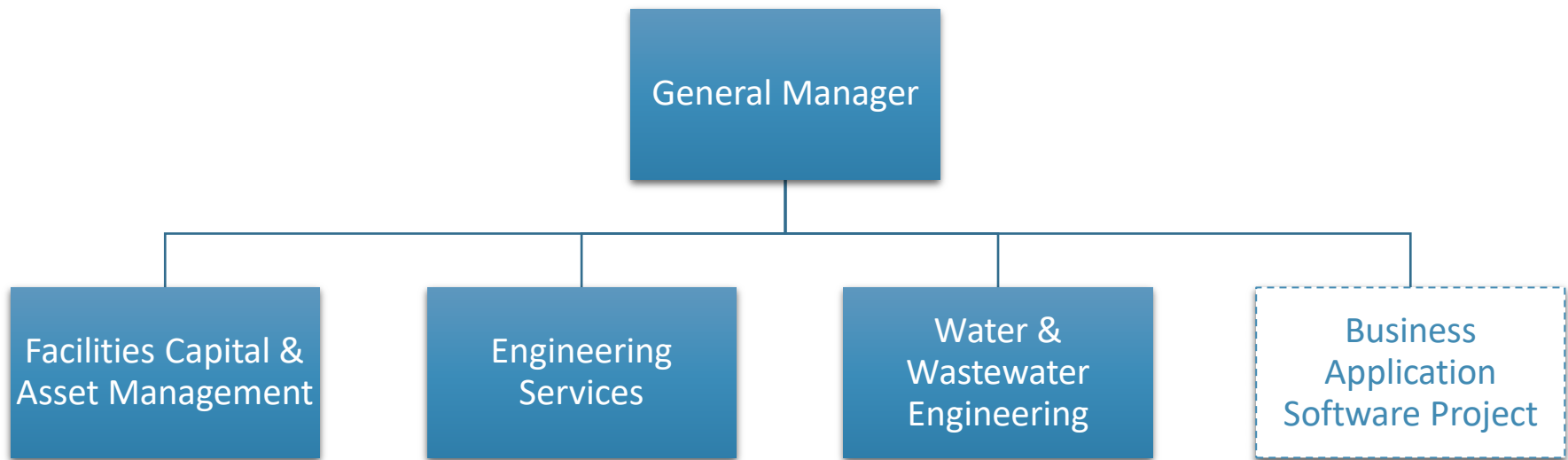


Public Works Operations





Engineering & Capital Works





Haldimand County

Corporate Summaries



Haldimand
County

Budget Overview
Budget Comparison to Guidelines

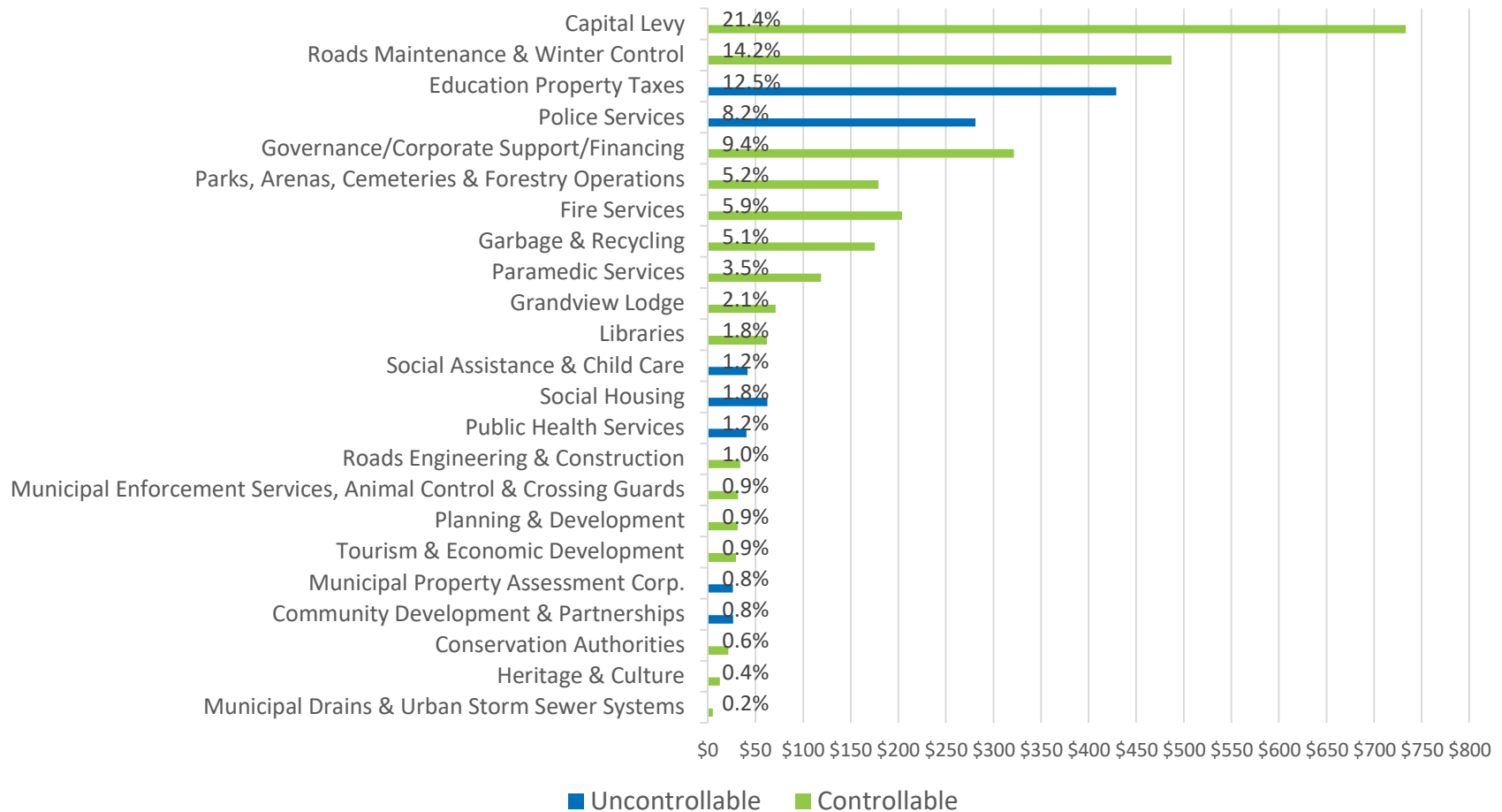
Budget Details	2022 Budget Guideline	2022 Budget	
	%	\$	%
Municipal Levy (prior year)		72,553,300	
Base Budget Impacts		881,500	1.22%
Council Approved Capital		725,500	1.00%
Council Approved – Prior Year One-Time Items		163,000	0.23%
Council Approved Initiative – Affordable Housing		684,400	0.94%
Other Council Approved Initiatives		313,100	0.43%
New Initiatives		741,840	1.02%
COVID-19 Impacts		0	0.00%
Municipal Levy Increase	4.50%	3,509,340	4.84%
Less: Assessment Growth	-2.00%	(1,983,860)	-2.73%
Municipal Tax Increase	2.50%	1,525,480	2.11%
Estimated Offsetting Education Tax Room *	-0.50%	-	0.00%
Overall Average Residential Tax Increase (including Education Taxes)	2.00%	1,525,480	2.11%

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



Average Residential Tax Bill – Allocation by Services

2022 Draft Tax-Supported Operating Budget
2022 Assessment = \$280,440 / Total Taxes = \$3,424





2022 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
2021 Operating Budget Carry Forward Items					
Unallocated	WSIB Schedule 2 Actuarial Evaluation for years ending 2019-2022, approved in 2020 Tax Supported Operating Budget (\$1,200 funded from WSIB Reserve Fund)	-	-	-	-
Unallocated	Employee Future Benefits and Sick Time Actuarial Study approved in the 2020 Tax Supported Operating Budget (\$1,200 funded from Contingency)	-	-	-	-
Economic Development & Tourism Digital Service Squad	Two students fully funded from Digital Service Grant to February, 2022 (\$18,320)	-	-	-	-
Pre-Budget Approval (i.e. in-year reports)					
Human Resources Re-org	Per CSS-03-2020 Human Resources Division Re-organization; Removal of contingency funding from 2021	-	139,100	139,100	-
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.	-	106,670	106,670	-
Information Systems	As per Report CAO-03-2017 "Award of Request for Proposal Business Application Software - ERP Solution" - maintenance contracts for software - \$61,500 on-time 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)	-	-	-	-
Plans Examination & Inspection Cityview	Additional work required to complete CityView Implementation (\$50,000), funded from Building Permit Stabilization Reserve	-	-	-	-
Roads Administration Development Opportunity	Per CAO-M06-2020 Temporary Director, Roads Operations development opportunity offset by decrease in Deputy CAO relief dollars (\$11,050)	-	-	-	-
Community Paramedic Program	Per report EMS-04-2021 Community Paramedic Program Update - 2021 Carryforward \$605,740 funded from HNHB LHIN	-	-	-	-
Community Paramedic Program	Per report EMS-04-2021 Community Paramedic Program Update - 2022 One-time Funding over three years totaling \$4.3 million. 2022 operating component totaling \$574,600 funded from the Ministry of Health and Long Term Care	-	-	-	-
Community Paramedic Program	Per report EMS-04-2021 Community Paramedic Program Update - 2022 One-time Funding of \$68,000 in support of the Homeless Care Initiatives, funded from the Haldimand-Norfolk Health Unit	-	-	-	930,170
Emergency Services	Per report EMS-02-2021 Mississaugas of the Credit First Nation Fire Protection Agreement - decrease to vehicle response time, offset by increase to retainer	-	-	-	-
Social Housing	1% Levy contribution to Affordable Housing Project per CSS-03-2021 Affordable Housing Projects and Financial Implications	-	684,400	684,400	-
Grandview Lodge	Per GVL-06-2021 - Temporary Infection Prevention and Control Coordinator (1.0 FTE) funded from the Ministry of Health (\$98,120)	-	-	-	-




2022 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
Grandview Lodge	Per GVL-06-2021 - Additional Nursing staff for increase to resident care hours (RN, RPN and PWS Staff), funded from Ministry of Health Home Level Allocation (\$889,200)		-		
Grandview Lodge	Per GVL-06-2021 - Weekend and Vacation Coverage for Therapeutic Recreationist \$70,690 (0.86 FTE) funded from Ministry of Health		-		
Community Beautification Program	Carry forward of Hagersville BIA - Community Streetscape - 3 benches on Main St (\$3,000) ; Carry forward of Hagersville Chamber - Community Signage Banners to Promote Farmers Market (2020) (NI Carryforward from 2021) (\$1,500); Funded from Reserves	-			
Community Improvement Plan	Various previously approved projects (\$101,300), funded from Community Improvement Plan Reserve	-			
Economic Development & Tourism	Rural Water Quality Program - 5 year program, funded from contingency (\$25,000)	-			
Economic Development & Tourism - My Main Street Ambassador Funding	Staffing - 2 student positions fully funded from grant (\$102,660)	-		-	
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 (\$118,040), with option for extension with Council Approval - funded from Capital	-		-	
Project Manager, Fire/EMS Station	As approved in the 2021 Tax Supported Capital Budget, 1.0 FTE for two years funded from capital (\$117,910)	-		-	792,830
Plans Examination & Inspection Digitization Staff	Per BME-03-2020 Extension of Digitization staff (2.0 FTE) funded from capital (\$99,730 2021 carryforward)	-		-	
Project Manager, Gravel Road Conversion Program	Four year contract (1.0 FTE) as approved through the Tax Supported Capital Budget funded from capital (\$133,400)	-		-	
Additional Contributions to Reserves	Contributions to reserves as approved through the 2021 Tax Supported Capital Budget		725,500	725,500	
Operating Impacts	Operating Impacts as included in Appendix F of the 2021 Tax Supported Capital Budget		67,330	67,330	
Total Tax-Supported Operations		-	1,723,000	1,723,000	

2022 New Initiatives		HALDIMAND COUNTY		 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					
Clerks	2022 Election - \$217,120 funded from Election Reserve per CLE-04-2021 Municipal Election 2022 - Alternative Voting Options	-	-	-	138,470
Customer Experience & Communications	Knowledge Base - Confluence	-	4,200	4,200	
Customer Experience & Communications	Annual Subscription to Slido: Interactive Engagement Tool	-	180	180	
Customer Experience & Communications	Upgrade to HootSuite Subscription	-	4,450	4,450	
Financial & Data Services	Temporary Full-Time Administrative Assistant (1.0 FTE) - 2 year contract (\$69,410, funded from contingency)	-	-	-	
Finance	Outsourcing of Tax Billing - offset by decrease in postage fees (\$20,000)	-	-	-	
Finance	Permanent Full-Time (1.0 FTE) Supervisor of Revenue (\$129,640)	-	129,640	129,640	
Protection Services					
Plans Examination & Inspection	Permanent Full-Time (1.0 FTE) Senior Building Inspector - \$127,150 funded from Building Permit Stabilization Reserve and includes capital purchases of \$51,000 (including new vehicle purchase)	-	-	-	-
Transportation Services					
Roads Administration	Excess Soil Management - Estimate requirement of \$100,000 for Consulting Services and \$50,000 for Soil Disposal. This increase is a result of a legislative requirement.	-	150,000	150,000	150,000
Health Services					
Paramedic Services	Up-staff of Staff at Cayuga EMS Station - 4.0 FTE \$507,700 - 50% Funded from Contingency funding in 2022 until MOH funding in 2023	-	253,850	253,850	280,160
Paramedic Services	Paramedic Location Technology	-	3,000	3,000	
Grandview Lodge	Convert existing Permanent Part-Time Administrative Assistant to Permanent Full-time	-	23,310	23,310	
Recreation & Cultural Services					
Community Beautification Program	2022 Applications (\$76,200) funded from reserve	-	-	-	173,210
Parks & Parkettes	Dry Lake Saddle Club Operating Grant as per CDP-02-2022	-	4,400	4,400	
Parks & Parkettes	Friends of LaFortune Park - Trails Management Operating Grant as per CDP-04-2022	-	3,900	3,900	
Parks & Parkettes	Portable Washrooms - maintain additional units and increased level of cleaning services due to Covid	-	86,800	86,800	
Arenas	Additional students (4) for arenas - additional COVID protocols (cleaning/screening) to April 2022 (\$35,030) - funded from Safe Restart Funding	-	-	-	
Recreation Programs	Youth Tennis Program - fully recovered from fees (\$5,000)	-	-	-	
Planning & Zoning	GIS & Planning Software maintenance - ESRI & Taranet	-	60,000	60,000	
Economic Development & Tourism	Eliminate Grants to Cayuga and Dunnville Chambers and add Student (0.25FTE)	-	-	-	
Community Development & Partnerships	Meeting and Promotional Expenses for Youth and Seniors Advisory Committees	-	2,000	2,000	
Community Development & Partnerships	GEOTour - budgeting for ongoing annual program costs	-	9,000	9,000	
Community Development & Partnerships	PATH-2 - budgeting for ongoing annual program costs	-	10,000	10,000	
Museums	Move from workshops to three week long camps - requires addition hours for students (0.08 FTE) - 3 weeks - 12 participants per week	-	(2,890)	(2,890)	
Total Tax-Supported Operations		-	741,840	741,840	

Change Request

Change Request: AUTO - 1536 - WSIB Funding Review

Budget Year: 2022

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 WSIT rate model to fund the WSIB liability

Business Case:

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

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 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 - 1320 - 2022 Election

Budget Year: 2022

Budget Program: General Government

Budget Category: Clerks

Change Request Category: New/Change in Staffing

Type: New Service/Program

Justification: Provincially/Federally Mandated

Frequency: One-Time

Description:

Administration of the 2022 municipal election will be similar to that of the 2018 election utilizing optical scan tabulators for in-person voting, with the addition of internet voting provided for the first time during the advance vote period. Workers will be recruited from County staff and externally to work at voting locations. Staff anticipate utilizing the same polling locations as in 2018, with a few minor adjustments related to advance poll locations and timing. Expenditures related to the Compliance Audit Committee training and orientation are also included in the budget.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(2,600)	(217,120)		(219,720)
Subtotal	(2,600)	(217,120)		(219,720)
Expenses				
Contracted Services				
Contracted Services	2,600	115,000		117,600
Materials				
Materials		48,600		48,600
Rents and Financial Expenses				
Rents and Financial Expenses		1,150		1,150
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits		52,370		52,370
Subtotal	2,600	217,120		219,720
Net Levy Impact				

Change Request

Change Request: AUTO - 1288 - Customer Service Knowledge Base Software

Budget Year: 2022

Budget Program: General Government

Budget Category: Customer Experience & Communications

Change Request Category: New Initiative

Type: New Service/Program

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Up to 50 licenses for Knowledge Base Software to enable front line customer service staff to quickly access to up to date service information and processes to improve service delivery accuracy and delivery timeframes.

Business Case:

Project Description

Business Opportunity: Customer Service Enhancement

Implementation of Customer Service Knowledge Base Software will enhance the ability of front line customer service staff to quickly access information needed to provide consistent and accurate service delivery in a timely manner while ensuring appropriate and efficient application of associated business processes for efficiency. The tool would become the primary reference resource for finding appropriate information and processes to resolve customer inquiries and requests. Once implemented, customer satisfaction is improved. The tool can be used internally for cross divisional training as well, creating organizational efficiencies.

Defining the Problem

Quick access to the most up to date processes and scripting can be difficult for front line customer service staff due to multiple sources of process documentation and continual process updates provided via email. This leads to longer wait times for customers receiving service while staff search for process to complete the request. Customers may be sent to a second or third touch point unnecessarily for service and being required to tell their story more than once which contributes to a negative reputational outcome across the municipality.

There is also a risk that the information or processes being used as reference are out of date, inaccurate or inefficient creating a longer wait time for customers waiting for a response. If the process is unclear, other staff are engaged to respond to the inquiry duplicating efforts of staff resources while interrupting completion of other work being done. This can result in loss of public confidence in the municipality and its representatives due to differing information or outdated/inaccurate information being provided.

Corporate Strategic Priority: Corporate Image & Efficient Government
Customer Service Enhancements

The investment in a Knowledge Base software will enable the front line staff to provide service more efficiently and timely resulting in a visible, positive image for the County and increasing public confidence. The tool will further develop ability to enforce customer service standards, practices and resources to enhance convenience, improved reliability and increased accessibility to municipal services.

Change Request

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services			4,200	4,200
Subtotal			4,200	4,200
Net Levy Impact			4,200	4,200

Change Request

Change Request: AUTO - 1383 - Slido Subscription

Budget Year: 2022

Budget Program: General Government

Budget Category: Customer Experience & Communications

Change Request Category: New Initiative

Type: New Service/Program

Justification: Community Interest

Frequency: Ongoing

Description:

Online tool to enable interactive digital engagement for meetings and workshops.

Business Case:

Enable two way collaboration with customer service stakeholders during meetings and presentations to gather data required to inform current and future state decision making. Additionally, by engaging stakeholders regularly better positioned to manage change management process.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Materials				
Materials	6,250		180	6,430
Subtotal	6,250		180	6,430
Net Levy Impact	6,250		180	6,430

Change Request

Change Request: AUTO - 1348 - Hootsuite Subscription

Budget Year: 2022

Budget Program: General Government

Budget Category: Customer Experience & Communications

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Upgrade from Basic team plan (3 users) at \$1,574.50/yr to Business Plan (5 users) at \$5996.50/yr: additional \$4422 / yr.

Business Case:

Currently budgeted for basic 'team' Plan for Hootsuite subscription to schedule, respond and measure social media content. This enables 3 corporate users (shared between Corp. Com., EDT, CDP, Emerg.Serv.). Only 3 people can be in the product at one time. EDT shares the CEC subscription.

2 additional licenses will enable the to increase access to the product for additional staff in our compliment. The Coordinator CEC will need access to Hootsuite. Also by securing additional memberships, CSR's can be assigned ability to respond directly or assign responses to inquiries through social media. This will increase response times and accuracy.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Materials				
Materials	1,980		4,450	6,430
Subtotal	1,980		4,450	6,430
Net Levy Impact	1,980		4,450	6,430

Change Request

Change Request: AUTO - 1297 - Finance Strategic Realignment

Budget Year: 2022

Budget Program: General Government

Budget Category: Finance

Change Request Category: New/Change in Staffing

Type: Change in Service Delivery

Justification: Risk Management

Frequency: Ongoing

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds		(69,410)		(69,410)
Subtotal		(69,410)		(69,410)
Expenses				
Contracted Services				
Contracted Services	635,960	3,000	23,000	661,960
Materials				
Materials	45,380		(18,500)	26,880
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,355,270	66,410	123,440	1,545,120
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	716,210		1,700	717,910
Subtotal	2,752,820	69,410	129,640	2,951,870
Net Levy Impact	2,752,820		129,640	2,882,460

Change Request

Capital Budget Details

Project	Line Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Expenses												
134002 - Furniture Replacements	PFT Supervisor, Revenue & Taxation desk and related equipment	10,000										10,000
136016 - Laptops	PFT Supervisor, Revenue & Taxation IT related equipment	5,000										5,000
Total Expenses		15,000										15,000

Business Case

Finance Division Realignment

Recommendations

Staff are recommending the following be approved as part of the 2022 Tax Supported Operating Budget:

- Inclusion of a Permanent, Full-time Supervisor of Revenue/Taxation;
- Inclusion of a Temporary, Full-time Administrative Assistant, reporting to the General Manager of Financial and Data Services and funded from the Contingency Reserve for a two year period, with possibility of extension pending available needs, gapping dollars, or a subsequent report to Council;
- Outsourcing of the County's tax billings. These costs are expected to be more than offset by savings through process implementations such as e-billing/Virtual City Hall. Until full savings are realized, the postage account for tax billings has been reduced by the amount of the outsourcing, resulting in no levy impact;
- That the draft organizational structure for the Finance Division be approved;
- That staff report back to Council once large County-wide projects are nearing completion in order to determine what resources and structure best suits the Finance Division (may include use of consultant to determine needs).

Background

The Finance Division has faced a number of challenges over the past 5-10 years. As the County continues to grow and expand so has the complexity of the responsibilities required of the division. Finance has attempted to keep pace with it's changing environment within its available resources. Since 2006 (15 years), the FTE count in the Finance Division has grown modestly from 14.33 FTEs to 16.00 FTEs, despite increasing pressures on the division. It has become apparent in recent years that the Finance Division can no longer continue to service its customers (county tax payers, council, senior management, other County divisions, and regulatory bodies) to the level that is required and expected of the division, and which the division has come to expect of itself.

Staff have analysed the current state of the division, including a comprehensive review of current challenges, both external to internal, temporary and permanent. An environmental scan of comparable municipalities was also conducted in order to see where the Finance structure & FTE compliment fell in relation to these comparators.

In the summer of 2021, Finance along with Senior Management support, approved a wage adjustment of an additional 5% for the Senior Financial Analyst position in order to ensure the Division is competitive and able to attract and retained qualified staff. Internally the Finance Division has also development an extended management team comprised of a number of key positions within the Division. The purpose of this team is to ensure a cohesive and well organized Division is obtained, with a focus on communication and problem solving. By including more staff in the filtering down of information, the Finance leadership team is also promoting internal training and development of it staff.

As a result of this analysis, staff are proposing that the following initiatives be included for consideration in the 2022 Tax Supported Operating Budget:

- Addition of a Permanent Full-Time Supervisor of Revenue/Taxation (\$129,640)
- Outsourcing of tax billing (\$20,000)
- Addition of a Temporary Full-Time Administrative Assistant in the Financial & Data Services Department (\$69,410)

The addition of the Temporary Full-Time Administrative Assistant (AA) is intended to relieve some of the administrative burden on the current Administrative Coordinator (AC) in the Financial and Data Services Department. This position was transitioned from an AA position in Finance in the 2018 reorganization, leaving a significant gap in the Finance Division. The Financial and Data Services Department (FDS) currently has no additional administrative support (Administrative Assistant, Division Support, etc). FDS is the only multi-division department in the County that does not have administrative support aside from an AC. This alone has caused workload and bottleneck issues with the AC position, causing delays in the Department's workflow. As well, many of the tasks requiring to be completed fall outside of the scope of the AC position, and are tasks that would normally fall under that of an AA. There are also many tasks that are causing further excess administrative burden (namely the Business Application Software project, Virtual City Hall, and various Continuous Improvement projects). Staff are recommending that this position be funded from the contingency reserve for 2022, and then be re-evaluated for the 2023 Budget.

Similarly, by outsourcing the tax billings for 2022, there will be a significant reduction in the administrative burden on staff. The requirements for printing tax bills is expected to be significantly reduced with the rollout of Virtual City Hall and e-billing. As a result, the outsourcing of tax billings is being offset by a reduction in the postage fees associated with tax billings. Over time it is expected that the move to self serve and e-billing services will provide a budgetary savings. This will be revaluated as the process enhancements rollout.

The need for a Supervisor of Revenue and Taxation is apparent and is not one that will dissipate after the completion of some of the high profile projects currently in progress within the County. Therefore, this position is being presented as a permanent, full-time position in the 2022 Tax Supported Operating Budget.

Staff are confident that this proposal will serve the Division well in the interim, understanding that a more comprehensive and fulsome review of the Division's needs will need to occur once some of the items that are currently in flux are realized and become a permanent fixture in the County's standard operations.

Current Business Overview

FTE compliment

Over the past 15 years, the demands have grown substantially on the Finance Division, while the staff compliment has not adjusted appropriately to accommodate these increasing pressures. Since 2006, the overall compliment in finance has increased by a modest 1.67 FTEs, as outlined below:

	2006	2007-2008	2009-2015	2016-2017	2018	2019- Present
PFT	14.00	14.00	15.00	16.00	15.00	15.00
TFT		1.00				
TPT	0.33	0.33	0.33	0.33	0.33	1.00
Total	14.33	15.33	15.33	16.33	15.33	16.00

The changes in FTEs noted above include the following:

- 2007 - addition of TFT Capital Asset Analyst, which became a permanent Financial Analyst in 2009
- 2012 – due to the extensive taxation knowledge of Treasurer at the time and in order to bring in additional staff, the Supervisor of Revenue position at the time was eliminated and a Senior Financial Analyst position was created. There was no change in net FTEs, but there was a shift in responsibilities as a leadership position was eliminated
- 2016 – an additional Senior Financial Analyst was added in the hopes of eliminating some of the pressures on the Finance leadership team, along with additional revenue sources to offset the additional costs (i.e. introduction of Transfer to Taxes fee)
- 2018 - Corporate re-org moved Finance Administrative Assistance to Administrative Coordinator of Financial and Data Services, leaving no administrative assistance in Finance
- 2019 - approval of 8 month Coop student to assist with projects

Recent Challenges and Struggles

The following are a number of the key issues and problems that the Finance Division has been facing over the past few years:

- unable to produce in year capital and operating status reports since 2017
- unable to produce financial statement prior to summer recess since 2017
- tax sale process not completed in two years
- drain billing has not taken place in 2 years, even though it is legislatively required
- increased development adding to workload
- front end financing agreements have added additional analysis, monitoring and review
- performance bonds – introduction of the use of performance bonds has added a level of complexity in the arrangements with developers and require substantial additional attention and monitoring

- knowledge gap internally with respect to taxation, leaving management to respond to issues that should be clarified/dealt with at first point of contact
- insufficient resources identify and compete for grant applications
- no administrative support within the division leaves a large administrative burden on other staff
- Administrative Coordinator for Financial and Data Services has many other high priority tasks (Business Application Software project, Municipal Modernization project, Continuous Improvement projects, etc.) and therefore has insufficient time to assist
- FA workload has increased substantially with respect to legislative reporting
- unable to complete taxation analysis in a timely or useful manner which has increased the risk of losing out on revenues
- overtime in Finance is the highest for administration across the county, leading to burnout and high turnover
- though temporary, the effects of the software implementation have been taxing on this group, and there is no current prediction for when staff will see the full efficiency of the software

Strategy

The following key review steps were completed in order to analyse the needs and gaps currently facing the Financing Division:

- Review of standard division tasks, including expected/required timelines, compared to actual completion times
- Review of corporate strategic priorities, and their impact on the Finance Division
- Environmental scan of similar single-tier municipalities in order to determine commonalities in municipal finance organizational structures
- Review of workload within the Finance Division, including the historical use of overtime

The strategic points noted above resulted in a few key items, many of which have been discussed above. In general terms, there are some key takeaways from the analysis that was conducted. These include:

- Many delays in standard tasks, which compound on one another, and result in a stock-piling of tasks that need to be completed, with insufficient resources to catch up
- Many, if, not all, corporate strategic priorities have a financial component, and as such, require finance resources. Specific projects, such as the Business Application Software project and Virtual City Hall have had or will have a large resource requirement from Finance staff, drawing even further on the Division's ability to meet its standard tasks
- The majority of municipalities canvassed are made up of at least three different streams – Accounting, Financial Reporting, and Revenue/Taxation. Though the Finance Division prides itself in being one cohesive team, it is important that we acknowledge the bottlenecks that exist in the Division's current structure (see attachment 1)
- While there have been, and will always be, times when overtime is required within the division, over the past number of years (2018 onward), the Finance Division has seen large influx in the use of overtime, so much so that the amount of overtime incurred is well over any other administrative support division in the County. This has led to periods of burnout, which in turn has led to lost productivity. The Division has also experienced significant turnover, some of which can be directly attributed to workload issues

Overview

In order to address the current shortfalls in the Finance Division, staff recommend the following be supported for Council's review in the 2022 Tax Supported Operating Budget (see attachment 2 for proposed structure):

Addition of PFT Supervisor, Revenue & Taxation

- As part of this addition, one of the existing Senior Financial Analyst positions would be reallocated under this supervisor, and would have a strong focus in revenues and taxation

Outsourcing of Tax Billing

- To help alleviate some of the administrative burden, staff propose that the production and mailing of tax bills be outsourced for 2022, while Virtual City Hall is being developed and finalized. This option, as well as the benefits to come from Virtual City Hall are anticipated to decrease the administrative load on staff as outlined in the Perry Group Report.

Bring on a TFT Administrative Assistant in the interim, while some of the major project projects facing the County and Financial and Data Services are underway

- Staff fully understand that the benefit of many of the projects currently in the works will have an impact on the day to day work that happens in Finance. As such, staff are recommending that this position be temporary and funded from the contingency reserve until the benefits of these changes can be realized.

Financial costs

The estimated impacts on the 2022 Tax Supported Operating Budget are included below:

	2022 Cost	2022 Funding	Total Impact
Supervisor of Revenue/Taxation	129,140	-	129,140
Temporary Administrative Assistant funded from Contingency Reserve (one year)	69,410	(69,410)	-
Outsourcing Tax Billing	20,000	(20,000)	-
Total Cost	219,550	(89,410)	129,140

Financial benefits

This strategic realignment will have a number of financial benefits:

- As the knowledge surrounding taxation becomes more evenly spread, there will be increased opportunities to ensure the division is capitalizing on possible additional revenues (i.e. increased focus on collection efforts, increased focus on assessment based management, etc)
- The proposed changes will allow for more time to be dedicated to ensuring the County is benefiting from all available revenue opportunities (i.e. grants)

Non-Financial benefits

This proposal will provide many benefits to not only the Finance Division but the County as a whole, including the following:

- Reduction in staff overtime, thus improving morale and ultimately staff productivity
- Improved customer service: more timely responses to the Division's stakeholders (tax payers, divisions, senior management, Council)

- Less pressure on management, thus reducing bottlenecks

Duration

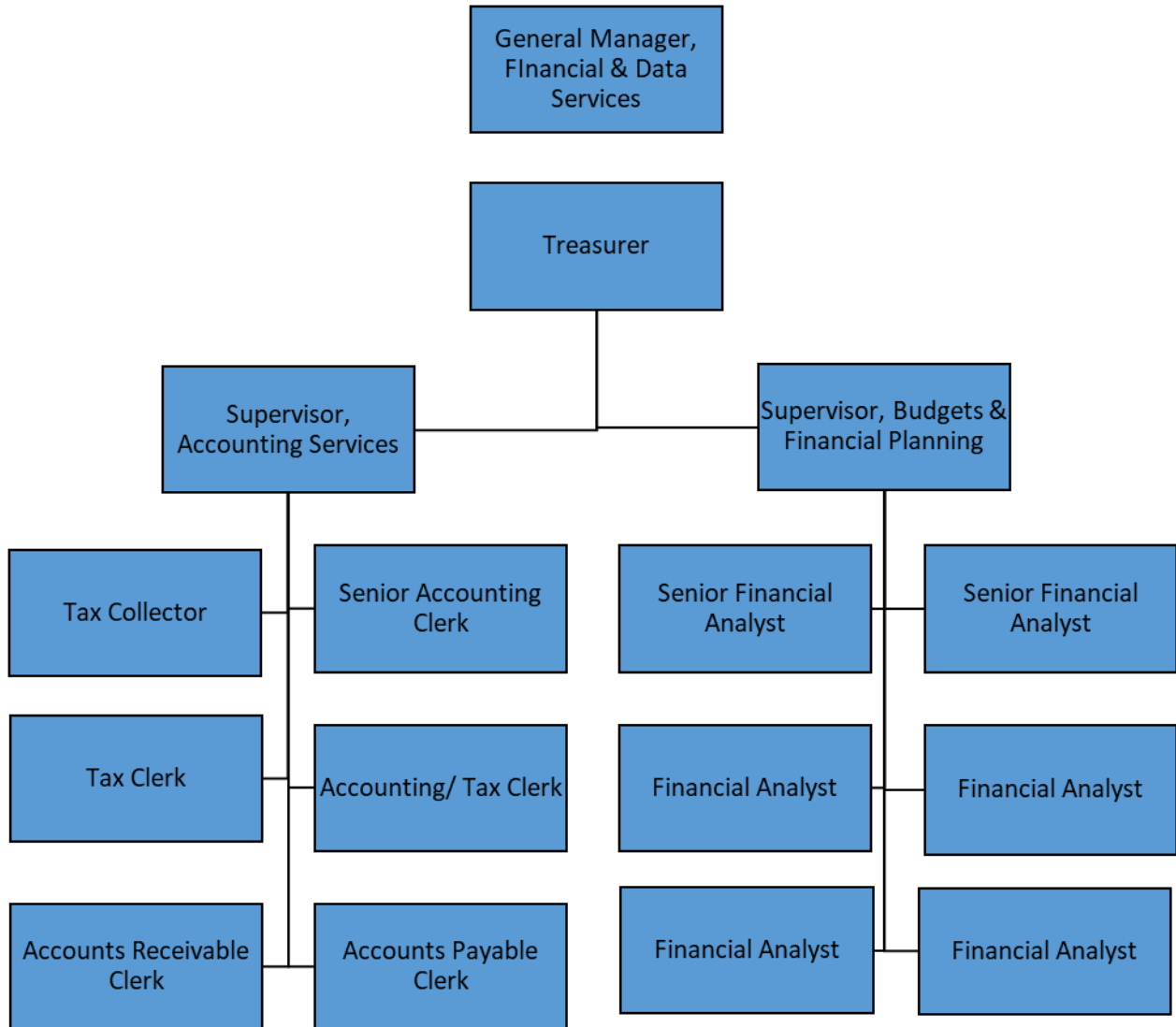
Staff plan on implementing the proposed changes as soon as they are approved (Spring 2022). As part of the Division's desire to build and grow a strong team where people look forward to coming in to work, staff have been building learning and development plans for staff in order to encourage them to grow and feel connected to the team. The Finance leadership team have been working diligently and intentionally with all of their recruitment efforts over the past year to ensure the Finance team is attracting and keeping staff members who not only have the desired technical skills to complete the required tasks, but also the proper fit to help the Division succeed. The temporary administrative help is also an imperative step in ensuring the Finance team's success. This position will be posted and filled as soon as possible after approval. It is intended that this position will be in place for the duration of the larger projects that are currently underway (Virtual City Hall, Municipal Modernization, etc). The need for this position will be re-evaluated as required.

This strategic realignment is intended to be an interim measure, particularly with respect to those items proposed that are temporary in nature. Once the benefits of various County projects are realized, the Finance leadership team will need to then re-evaluate the needs of the division, and a more comprehensive and long term strategy will be developed. This may involve bringing in a consultant to review the needs of the division, similarly to the review that the Information and Technology Services team recent went through with the Perry Group as and as presented through FDS-04-2020.

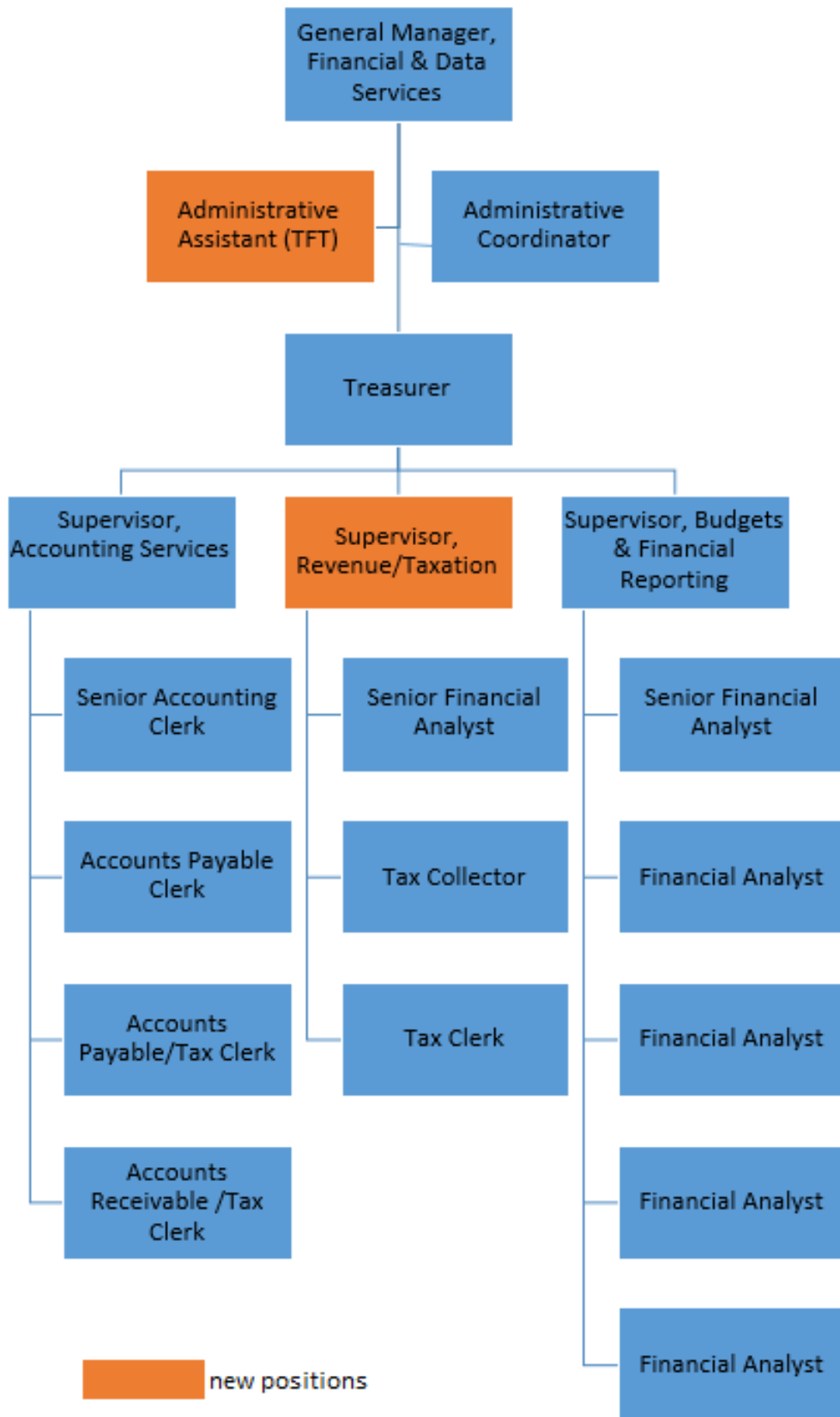
Next Steps

Upon approval from Council, Finance leadership will work quickly to move forward with this strategic realignment to ensure the Finance team does not lose the momentum they have gained over the past year and to ensure the Finance team continues to provide a useful service to its stakeholders.

Attachment 1 – Current Structure



Attachment 2 – Proposed New Structure



Change Request

Change Request: AUTO - 1304 - Additional Senior Building Inspector

Budget Year: 2022

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

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds			(127,150)	(127,150)
Subtotal			(127,150)	(127,150)
Expenses				
Contracted Services				
Contracted Services			4,300	4,300
Interfunctional Adjustments				
Inter-Functional Adjustments	(7,236,330)			(7,236,330)
Materials				
Materials	88,980		5,860	94,840
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,449,750		111,990	1,561,740
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	399,860		5,000	404,860
Subtotal	(5,297,740)		127,150	(5,170,590)
Net Levy Impact	(5,297,740)			(5,297,740)

Change Request

Capital Budget Details

Project	Line Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Expenses												
134002 - Furniture Replacements	Additional Senior Building Inspector - Furniture	10,000										10,000
136016 - Laptops	Additional Senior Building Inspector - IT Equipment	5,000										5,000
316054 - Compact SUV - BLDG Inspector (1)	Additional Senior Building Inspector - Tablet Mount	1,000										1,000
316054 - Compact SUV - BLDG Inspector (1)	Additional Senior Building Inspector	35,000										35,000
Total Expenses		51,000										51,000

SENIOR BUILDING INSPECTOR – FULLTIME BUSINESS CASE

Problem Statement:

Since amalgamation in 2001, Building services has operated with 1 Senior Building Inspector (SBI), who is the sole contact for Part 3 building permits. Haldimand County in the last 5 years has experienced a vast increase in Part 3 permits. Part 3 building permits have increased 35% over the period of 2013 to 2015 compared to the period of 2016 to 2018. When compared to 2003, Part 3 building permits have increased 250%.

Year	Permits	
	# of permits	% increase from 2003
2003	76	
2010-2012	77 average	1%
2013-2015	102 average	34%
2016-2018	138 average	81%
2019-2021	266 average	250%

The activities and inspections related to Part 3 permit applications have increased 53% over the period of 2013 to 2015 compared to 2016 to 2018 and 785% when compared to 2003.

Year	Activities	
	# of activities	% increase from 2003
2003	90	
2010-2012	92 average	2%
2013-2015	400 average	344%
2016-2018	611 average	578%
2019-2021	797 average	785%

This increase in Part 3 permit applications can be directly attributed to building permit applications related to new residential starts (Part 9). Both Part 3 and Part 9 building application levels are expected to continue to increase for the foreseeable future.

A single Senior Building Inspector does not have adequate time given the increase in permits/inspections workload to dedicate preparation and review time for internal committee/development meeting obligations, such as pre-cons. With 4 Planners feeding pre-con meeting comments requests to only one SBI, the SBI more than often is late in provide comments and not fully prepared for meetings, therefore applicants are not fully supplied with the details they require.

A Staff Capacity Study from 2013 to 2017 completed by Watson and Associates for building fee review, indicated and further confirms that the SBI was working over 200% capacity.

This continued growth in the residential developments has already resulted in an increase of 2 building inspectors. It must be noted that the SBI is a resource for all Building Inspectors and developing junior staff are not getting the best learning environment.

It is safe to say that as population increases it drives a need for facilities both in the commercial and industrial development areas.

Current Situation:

The Senior Building Inspector (SBI) is the only Staff dedicated to examining Building permit applications, Building plans, report, and specifications submitted for all Ontario Building Code (OBC) Part 3 buildings including all inspections, zoning interpretation, and general inquires. These types of buildings encompass all high-hazard industrial, industrial, institutional, public, commercial, complex farm buildings, business and personal service buildings, high rise residential, public pools and complex buildings to ensure compliance with the OBC. The following are examples of increasing complexed permits over the past few years:

- Haldimand County Administration Building- 53 Thorburn Street South, Cayuga
- Monthill Golf and Country Club- Hwy #6, Caledonia
- Slack Building- 3 storey building- Argyle Street, Caledonia
- Thrive Cannabis- Townsend- 5000 sq m building
- 64 Main St N, Hagersville – 5 storey condo
- 15 Talbot, Jarvis – 3 storey condo
- Corner of Hwy 6/Nanticoke Creek Pkwy – 2600 m2 Industrial building
- Avalon commercial projects – 4 separate mixed uses buildings
- Cayuga Golf Club – Addition to clubhouse
- 4011 Hwy 6 (Simplicity Air) – New 2000 + m2 Industrial building
- West Haldimand General Hospital – Interior Renovations
- 223 Fairview Ave – Portable Classrooms
- 21 King St E – New Pizza Hut and 2 residential units
- All Farm buildings over 600 m2 – Review about 1 every 2 weeks
- All cannabis related structures and queries

This would also include renovations and changes of use in all these construction types. The Senior Building Inspector, intakes the permit, reviews the permit application, issues and inspects the construction.

The Senior Building Inspector is also a resource for the increasing number of Building/Plumbing inspectors which has increase from 6 to 9 staff.

The Senior Building Inspector is also the Building & By-law representative for all precon meetings on new commercial, industrial and subdivision developments and is a resource for Building Inspector. Pre-cons in particular take a significant amount of time to prepare for, attend and than to report back to the Planning Division. There are different Planners assigned to the increasing number precon meetings, however, only one Senior Building Inspector. In 2021, there were 47 pre-con meetings. The Senior Building Inspector is responsible for reviewing the proposal and drawings, preparing notes to present at the precon meeting, attend each meeting and prepare follow up documentation. This has accounted for 38% of the Senior Inspectors work day in 2021.

The Senior Building Inspector is also a back-up and a resource for the Building Divisions representative on the Development Concierge team in order to coordinate a response. There has been an increasing demand on the Senior Building Inspector to become involved promptly and provide staff from Economic Development & Tourism with the OBC and Zoning information. Providing OBC and Zoning information means the reviewing of development inquires, reviewing concept plans promptly and to forward this information to Economic Development & Tourism Division Staff. Where these initiatives are important to the continued growth of the County it reduces the responsiveness of this division service delivery for Part 3 matters.

Part 3 Building permit applications include the more complex/larger scale projects which brings a greater value in construction and accounts for more than 55% of the construction value over the last 4 years and a 52% increase since 2018.

Year	Total Construction Value	Part 3 Construction Value	% of Part 3 Construction Value
2018	\$93,657,954	\$25,905,650	28%
2019	\$140,659,990	\$73,253,424	52%
2020	\$198,863,720	\$98,683,328	50%
2021 (to November 2021)	\$254,378,240	\$135,333,302	53%

While this does not equate to 55% of the application volume, it does signify the amount of work and stakeholder investment into the County that is reliant on the services of one Senior Building Inspector.

Building Services is not adequately staffed to respond to the impending and future Residential Housing develop needs. As a result timelines and efficiency measures have suffered.

Given the workload, the Divisions ability to meet established Building Permit issuance efficiency measures have consistently dropped over the past 5 years

Efficiency Measures	2020	2019	2018	2017	2016
% Building Permits issued in compliance with adopted Municipal Standards	70%	70%	76.8%	85.5%	78.38%

Project Objective:

In creating a 2nd fulltime Senior Building Inspector position will enable the division to keep pace with the increase in OBC Part 3 workload demand expected for years to come, also ensures the service levels and customer service are improved, less reliance on the Supervisor having to cover the duties of the position during vacation and sick periods and provide opportunities in closing the gap in the skills and experience within the Building Services unit by succession of junior building inspectors into the position. Ideally having an experienced Senior Building inspector mentoring a junior Building Inspector into a Senior Inspector.

Mentoring and training of developing staff (Succession planning)

Proposed Activities:

Same as current existing Senior Building inspector Includes:

- Process applications for building permits, including the review of drawings to ensure compliance with the *Ontario Building Code*, Municipal by-laws and other applicable laws
- Issue building permits when plans and supporting documents are complete
- Meet with members of the public, contractors, designer, architects and engineers to discuss and review their projects and advice
- Research and respond to telephone and counter inquiries regarding *the Ontario Building Code*, Municipal by-laws related to the use of buildings lands (for example, Property Standards)

- Interpret and enforce the *Ontario Building Code* and Municipal by-law related to the use of buildings or lands (for example Property Standards)
- Inspect building and structures (existing or new) to ensure compliance with approved plans, *Ontario Building Code*, Municipal by-laws and other applicable laws and regulations
- Issue orders when/ as required for non compliance with the *Ontario Building Code* and / or Municipal bylaws
- Maintain accurate and detailed records of all inspections and / or investigation conducted
- Exercise powers and perform duties in respect of only those matters which he or she has the qualifications required by the *Ontario Building Code* and Municipal bylaws
- Sharing the responsibilities to attend pre-con meetings
- Fulfil the duties of the Supervisors duties in relation to the *Ontario Building Code*, plan review and building inspection related matter in her/her absence
- Fulfil the duties of the Chief Building Official in the absence of the Chief or Deputy Chief Building Official in their absence
- Act as resident technical expert/ advisor to the Building Inspectors by providing technical information as required in relation to Part 3 structures

Expected Benefits:

- Improving Customer Service
- Responding to the specific needs of an increasing Part 3 development
- Fulling maximizing staffing resources
- Additional resource for junior staff to mentor from
- Provide opportunity to staff to obtain additional skills
- Exposing staff to new experience
- Promote staff retention
- Additional dedicated staff for the OBC Part 3 construction developments (permit applications & Inspections)
- Part 3 coverage during holidays and time off
- Mentoring and training of developing staff (Succession planning)

Project Timelines:

Budget approval, funding, followed by the required recruitment process. It is anticipated that the new position of Senior Building Inspector can be staffed by the end of April 2022.

Project Budget:

Total operating costs of \$127,150 for the SBI would be funded from the Building Permit Cost Stabilization Reserve Fund and not the Levy.

Capital purchases required for this position include:

Capital Purchase	Budget Required
Furniture	\$10,000
IT Related Equipment	\$5,000
Vehicle Tablet Mount	\$1,000
Vehicle	\$35,000
<u>Total Capital Purchases Required:</u>	<u>\$51,000</u>

Change Request

Change Request: AUTO - 1408 - Excess Soils Management

Budget Year: 2022

Budget Program: Transportation Services

Budget Category: Roads Administration

Change Request Category: New Initiative

Type: New Service/Program

Justification: Provincially/Federally Mandated

Frequency: Ongoing

Description:

New provincial regulations require additional management and handling of excess soils on municipal infrastructure projects, with operating expenses as follows:

- Consulting Services - \$100,000
- Soil Disposal Costs - \$50,000

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services			150,000	150,000
Subtotal			150,000	150,000
Net Levy Impact			150,000	150,000

Change Request

Change Request: AUTO - 1532 - Cayuga EMS Staffing Increase

Budget Year: 2022

Budget Program: Health Services

Budget Category: Paramedic Services

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Health & Safety

Frequency: Ongoing

Description:

Additional 12 hours of EMS staffing in Cayuga to improve coverage and response times in the Cayuga/Fisherville/Selkirk area.

Business Case:

See attached.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Revenues				
Grants/Subsidies				
Ontario Conditional Grants	(3,400,000)		(253,850)	(3,653,850)
Subtotal	(3,400,000)		(253,850)	(3,653,850)
Expenses				
Contracted Services				
Contracted Services	11,000		2,500	13,500
Materials				
Materials	99,620		9,080	108,700
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	4,796,720		496,120	5,292,840
Subtotal	4,907,340		507,700	5,415,040
Net Levy Impact	1,507,340		253,850	1,761,190

**BUSINESS CASE REGARDING INCREASE OF AMBULANCE
RESOURCES. CAYUGA STATION FROM 12 HOURS TO 24 HOURS**

BACKGROUND:

Haldimand County has four ambulance stations and one post. They are:

1. Caledonia (staffed 24 hours a day/7 days a week)
2. Hagersville (staffed 24 hours a day/7 days a week)
3. Cayuga (staffed 12 hours a day/7 days a week)
4. Dunnville (staffed 24 hours a day/7 days a week)
5. Fisherville (staffed 12 hours a day/7 days a week. Truck starts out of the Hagersville station, then heads to Fisherville. Truck returns to Hagersville at 8:30 pm for end of shift.)

The total number of emergency calls within the County for all Stations from 2008-2021, (including standby calls) is summarized below. Keeping in mind that the Fisherville Ambulance was an upgrade to day resources in 2014.

TOTAL CALLS

Year	Overall	Dunnville	Hagersville	Fisherville	Caledonia	Cayuga
2008	6,998	1,608	1,898		1,776	1,716
2009	6,777	1,558	1,644		1,836	1,739
2010	6,611	1,545	1,396		1,870	1,800
2011	7,045	1,637	1,398		2,129	1,881
2012	7,006	1,733	1,404		2,076	1,793
2013	6,924	1,732	1,401		2,050	1,741
2014	7,467	1,677	1,787	1,506	1,824	1,173
2015	8,218	1,621	1,711	1,599	1,813	1,474
2016	9,018	1,703	1,952	1,921	2,041	1,404
2017	8,993	1,778	1,402	2,096	2,124	1,593
2018	9,657	1,993	1,634	2,133	2,228	1,669
2019	9,670	1,929	1,627	2,241	2,234	1,639
2020	9,039	1,902	987	2,324	2,197	1,629
2021	10,008	2,241	1,032	2,570	2,321	1,844
% Total (For years 2008 to 2021)	Up 43 %	Up 39%	Down 45%	Up 71% (For years 2014 to 2021 only)	Up 31%	Up % 7.5
						08-21 Up 43%

As can be seen from the above table, the number of calls has grown by 3010 over the past 11 years. Divided by the number of days (365 days), we get a call volume varying from approximately 3 calls per day in Hagersville, 6 per day in Caledonia, 6 per day in Dunnville, 5 per day in Cayuga, and 6 per day in Fisherville, and an overall countywide average of 25 per day. Since 2008-2021 Haldimand County Paramedic Services has experienced a 43% increase

in call volume with no increase in ambulance resources. This is causing a strain on service, especially over the night time hours when resources are at their lowest. If the calls are derived on a per capita basis, given the approximate population of 2018 reported on Haldimand County's website of 45,600, the call volume per capita for 2021 was approximately 21%. The 2006 ambulance call volume per capita, obtained from the 2006 Haldimand County Rationalization Study, was approximately 9.4%. This is reflective of an increasing Paramedic call volume which is consistent with what is being seen across the province. Ambulance services find themselves busier as the population ages and more people remain home who in years past would have been cared for in a hospital or long-term care facilities. The demographics of the modern health-care system place great strain on the Paramedic Services system which is resulting in increased call volumes. We have also seen that call volumes decreased during the COVID pandemic in 2020, however time on task for paramedics to complete these calls due to donning and doffing of PPE, proper care and transport precautions taken during the call, leads to less ambulances available as crews must deep clean every ambulance following a call to ensure the possibility of transmitting the disease is prevented. This will be the new norm in health care and municipalities must adjust or add resources to account for these types of situations. Also Haldimand County is experiencing an influx of new residents due to the current developments throughout the county, which increases our population, and therefore increases our call volume.

TOTAL NIGHT CALLS

Year	Dunnville	Hagersville	Caledonia	Overall
2008	556	715	845	2,116
2009	493	693	975	2,161
2010	426	565	976	1,967
2011	648	576	1,121	2,345
2012	787	626	1,183	2,596
2013	760	608	1,141	2,509
2014	792	1,081	1,203	3,076
2015	741	959	1,145	2,845
2016	839	1,090	1,285	3,214
2017	890	1,092	1,308	3,290
2018	958	1,175	1,414	3,547
2019	946	1,307	1,510	3,763
2020	950	1,192	1,332	3,474
2021	1,098	1,182	1,445	3,725
Total % Increase	98	65	71	76

As can be seen from the above table, the number of calls at night has grown by 1609 over the past 11 years. Divided by the number of days (365 days), we get a call volume varying from approximately 3 calls per night in Hagersville, 4 per night in Caledonia, 3 per night in Dunnville, and an overall countywide average of 10 per night. "Time on Task" or average call time from the start of the call till the crew completes their paperwork is 90 minutes, (in County). Having said that if a crew is required to transport a patient to an out of town hospital either by by-bass protocols or inter-facility transfers this time increase on average to 180 minutes. Keep in mind

that once an ambulance is in the urban center, they are available for calls if they are the closest ambulance, as Ontario practises a “seamless system”. This causes Haldimand County resources to be out of county for multiple hours at a time, and at night leaves Haldimand residents with less resources and ultimately an increased response, and therefor puts the public at risk. It is also important to know that Haldimand County Paramedic Services is experiencing multiple calls dropping for service in relative close timelines, which causes all resources to be busy resulting in no ambulances being available in Haldimand for calls. This is reflective of an increasing Paramedic call volume which is consistent with what is being seen across the province. It is also important to know that Haldimand County Paramedic Services has not increased ambulance resources at night since the County was formed back in 2001, despite an increasing call volume.

Due to the increased call volumes it is not only causing a strain on our resources it is causing a strain on our paramedics. Haldimand County Paramedic Services has noticed an increase in overtime costs due to the lack of coverage specifically at end of shift for our Fisherville Crews who are on shift until 21:00 hrs, however often are on overtime due lack of resources and the need for emergency response. This is causing the medics to often be exhausted, especially if returning the next day for another shift. This does not include the overtime experienced at our Hagersville, Caledonia, Cayuga and Dunnville stations as there were no resources available at the time of shift change, which causes crews to stay and respond to calls for service. We have a dedicated group of paramedics in Haldimand County, and the perception and reality is shared by all that resources are required to properly service the residents and visitors of Haldimand County, specifically at night.

The ambulances are stationed in Dunnville, Hagersville and Caledonia at night and when one of the ambulances becomes unavailable and out of their area due to a call, then the other ambulances relocate to cover that station and the system then moves to a 2 ambulance system where the ambulances are in Dunnville and Hagersville. When the available ambulance volume gets down to 1 ambulance the deployment is to Cayuga. This deployment plan is the most effective at this time to properly cover the vast area of Haldimand County, however it is evident that our larger urban communities, (ex. Caledonia), are left without a ambulance, and therefore increases response times into that area. Below is a table referencing standby’s in the Cayuga area, which therefore means 1 ambulance is in county available for calls. Times being referenced are between the hours of 9:00 p.m. and 6:00 a.m.

STANDBY CALLS (Code 8's)

Year	Dunnville	Hagersville	Caledonia	Overall
2008	85	87	328	500
2009	77	59	385	521
2010	79	32	351	462
2011	108	43	462	613
2012	163	67	501	731
2013	159	51	456	666
2014	131	52	533	716
2015	130	52	495	677
2016	124	79	569	772
2017	170	91	564	825
2018	178	84	610	872
2019	160	76	655	891
2020	147	111	521	779
2021	207	71	569	847

Due to Haldimand County's increase in call volume, specifically at night, it is a regular occurrence that ambulance coverage is reduced to the 2 available ambulances which negatively affects response times to Caledonia. Also this greatly affects the Cayuga/Fisherville/Selkirk areas, which will dramatically increase response times. It is also important to know that frequently at night, the number of available ambulances decreases to 1 and on at least a weekly basis at night the number of available ambulances within the county drops to 0, which is shown in the table below. In 2021 there were 66 occasions when Haldimand County had "0" ambulances at night between the hours of 6:30 p.m. and 6:30 a.m., which works out to 18% of the time. In 2021 Haldimand County's Code "0" occurrences have increased from previous years for this timeline compared to 2018 and 2019. Having said that 54.5% of our Code "0" events in 2021 still occurred at night. This means that if Haldimand County has no ambulances available we rely on other municipalities to provide ambulance coverage. This increases response times into Haldimand as most municipalities will do their standby coverage from their bases to keep their resources in their municipality. This is the practise that the majority of services in the province provide, including Haldimand. It is important to also know that when another municipality responds into Haldimand and carries a patient, Haldimand County is billed for that service. Referenced in table below.

Code 0's:

YEAR	# OF Code 0's Between 18:30 – 06:30
2018 Total	71
2019 Total	81
2019 6:30p.m.- 6:30 a.m. Night Shift Only	66
2020	NA
2021 Total	121
2021 6:30p.m. – 6:30 a.m.	66

Cross Border Billing Costs:

Municipality	2016	2017	2018	2019	2020	Total
Hamilton	\$8,162	\$11,746	\$12,510	\$22,371	\$12,394	\$67,183
Niagara	\$4,081	\$3,786	\$12,447	\$6,146	\$0	\$26,460
Norfolk	\$16,225	\$20,420	\$24,960	\$25,536	\$12,020	\$99,161
Total	\$28,468	\$35,952	\$42,050	\$54,053	\$24,414	\$192,804

This deployment strategy means that there is a greater likelihood that an ambulance would be found available at Dunnville and Hagersville stations compared to other locations. This also means that responses around Caledonia, Cayuga, Fisherville, and Selkirk will suffer compared to a response within the Dunnville and Hagersville areas, and therefore increase response times into those areas which is being verified when reviewing Response Time Standards, which Haldimand County was not able to meet in 3 out of the 6 requirements in 2021. This data was provided to the Ministry of Health as well as Council in early 2022. Currently in 2022 we are not meeting 2 out of the 6 requirements, one being Sudden Cardiac Arrests, it is important to know that this response time is set by the MOH and the expectation is that it will be met annually. This will affect our ability to meet MOH compliance during our 3 year audit. Since 2019, the Caledonia unit does its standby's for Dunnville in Cayuga, (unless Dunnville goes to Niagara or Hamilton), instead of going all the way to Dunnville as stats typically show that by the time the Caledonia unit gets to Dunnville they are often turned around to go back to Caledonia. This is a Band-Aid solution until proper resources at night can be achieved. Simply hoping this deployment plan will fix the issue is not sustainable. The other realization that needs to be addressed is that Dunnville, the second largest town in the county, now has an ambulance 15-20 mins away in order to keep resources in areas where they are utilized most efficiently. Any call at night where Caledonia is on standby in Cayuga for Dunnville, will experience an increase in response times to Dunnville, when in the past a ambulance was repositioned right in town. The addition of the Cayuga ambulance at night will once again give Dunnville the ambulance in town to provide the best coverage. Haldimand County Paramedic Services experiences an increase in call volume each year, except for 2020 due to COVID. Most municipalities reported a decrease in call volumes in 2020. Having said that the need for our services is growing. The number of car accident's, overdoses, heart attacks, diabetic issues and also the medical conditions associated with our aging population, as well with the strains of the pandemic, have only proven the need to expand resources at night. This trend will increase as call volumes increase and continue to strain our resources, and also with increase response times. This is concerning as medical evidence has proven time and time again how the need for quick medical response and intervention saves lives, specifically in sudden cardiac arrest, strokes, heart attacks and trauma to name a few.

It is important to know that response times are based on an average time that it take as ambulance to respond to a call. This number can be affected very easily which can give the interpretation that response times are not increasing within the county. For example, the majority of response times could reflect a 20 min response, which would appear unsatisfactory, however if 1 call only takes 5 mins to respond to then it gives the impression that response times in regards to averages, are not that bad. Which was the reasoning for the change in 2019.

At night response times suffer for locations near Cayuga/Fisherville areas because the ambulance servicing this area could be responding from Hagersville, Caledonia, (if available), and/or Dunnville depending on the location of the closest ambulance, which does show in regards to our response times into these areas at night.

Below is a chart that defines if a call was to drop in a specific community and an ambulance was not available in that area how long it would take the next closest ambulance to respond at night from 9:00 pm to 6:30 am. Current Model. 24/7 bases are in Hagersville, Caledonia, and Dunnville. Cayuga currently does not have an ambulance at night which means that if a call dropped in Cayuga between 9:00 pm and 6:30 am it would experience a delay in the response as ambulances would be coming from the 24/7 bases. Closest ambulance would be sent first, (Hagersville, if available). Average total call volume at night in Cayuga for life threatening and Urgent calls is 386 annually, (2020 numbers, most accurate) for Fisherville and surrounding areas 310, and Jarvis 225.

COMMUNITY	AMBULANCE BASE RESPONDING	RESPONSE TIME IN MINUTES
Caledonia	Caledonia	0
	Hagersville	17
	Dunnville	43
Hagersville	Hagersville	0
	Caledonia	17
	Dunnville	34
Dunnville	Dunnville	0
	Caledonia	43
	Hagersville	35
Cayuga	Hagersville	17
	Caledonia	18
	Dunnville	20
Fisherville	Hagersville	15
	Dunnville	24
	Caledonia	25
Jarvis	Hagersville	11
	Caledonia	25
	Dunnville	35

ANALYSIS:

All mitigation strategies to reduce call volume and/or improve response times at night have been taken over the past few years. These strategies include working with local hospitals and long term care homes to reduce the non-emergency use of ambulances for transfers, by suspending transfers that are non-urgent between the hours of 20:00 and 07:00, changes to the deployment system to ensure the proper placement of ambulances and the use of the Chief and Deputy Chiefs to first respond to calls where possible. Keeping in mind that Deputy Chiefs are on call

after 4:30 pm, and a first response from an “On-Call” Deputy would also increase response times as they are responding from their homes, while off regular duty.

The only further strategy to improve (or even meet) ambulance response times is to add resources to the system to improve coverage. An increase in ambulance resources could be accomplished in a few different ways including the following.

- The addition of 12 hours per night of ambulance service. This could be achieved without requiring the addition of any stations or ambulances and would have a very limited capital cost for additional equipment. Adding 12 hours/night of ambulance service would add a 4th ambulance to the night shift (6:30 P.M. – 6:30 A.M.) at the Cayuga station which would improve coverage and response times during the night hours. The total annual operating costs to provide an additional 12 hours ambulance per night is approximately \$507,700 with the net cost to Haldimand County after Ministry of Health funding being approximately \$253,850.

In order for Haldimand County Paramedic Services to ensure the number of resources are accurate we researched Paramedic Services throughout the province with similar populations and call volumes, compared to Haldimand County. The chart below compares those numbers to those of Haldimand County Paramedic Services.

COMPARATORS: 2020 STATS (MOST ACCURATE)

Service	Population	Total Call Volume	Night Call Volume	Staffed Ambulances at Night
Haldimand County	45,600+	10,339	3547	3 Ambulances
Norfolk County	64,044	16,000	3,168	6 Ambulances 7 Ambulances 2021
Huron County	59,297	10,000	N/A	7 Ambulances
Perth County	38,066	10,000	N/A	6 Ambulances
Lennox & Addington	42,888	6,000	N/A	3 Ambulances
County of Bruce	66,491	11,469	4218	5 Weekly, 6 Weekends

N/A= Service unable to provide

As you can reference from the above chart Haldimand County Paramedic Services has similar call volume stats to the above referenced comparators, however lacks in resources provided at night, compared to some of the mention comparators.

BUDGET /LEGAL IMPLICATIONS:

The costs for providing services (with the exception of capital station expenses) is 50% funded by the province.

The chart below compares the current and enhanced costs and related funding for the annual operating budget items impacted by the service enhancement (in 2022 dollars) of 12 hours of ambulance service, which is the preferred model for staff. The Ministry of Health funding does not equate to an exact 50% of budgeted expenditures, as the grant is calculated using previous

year's costs per Provincial funding policies. With the most recent funding amounts communicated by the provincial government, it is important to know that if the Ministry of Health does not increase the budget to compensate for the increase due to the 12 hour addition, the County would be responsible for the entire cost of the up-staff.

	2022 Draft Budget	Proposed Enhancement	2022 Revised Budget
Expenditures			
Salaries, Wages & Benefits *	\$5,727,080	\$496,120	\$6,223,200
Uniforms	\$30,500	\$3,500	\$34,000
Safety Wear and Supplies	\$1,000	\$800	\$1,800
General Operating Supplies	\$3,800	\$400	\$4,200
Janitorial Supplies	\$3,400	\$150	\$3,550
Pre-Printed Forms	\$500	\$0	\$500
Other Operating Supplies (includes medical supplies, Drugs oxygen, tools and supplies, etc.)	\$59,500	\$3,700	\$63,200
Station Utility Costs (Includes hydro, natural gas, cable, snow removal, grass cutting, water & waste water)	\$10,770	\$330	\$11,100
Staff Training	\$2,000	\$200	\$2,200
Other Administrative Operating Costs (Office Supplies, meal expenses, Meeting expenses, M & R Equipment, etc.)	\$60,000	\$2,500	\$62,500
Fleet Charges	\$599,250	\$0	\$599,250
Other Interdepartmental Charges (Clerk's Office, Finance, Support Services, etc.)	\$315,040	\$0	\$315,040
Total Expenditures	\$6,812,840	\$507,700	\$7,320,540
Maximum Provincial Subsidy **	(\$3,406,420)		(\$3,660,270)
Net Levy	\$		\$

CONCLUSION:

The current number of ambulance resources is struggling to maintain adequate service levels given the increasing call volume. This is specifically noticed in the Cayuga/Fisherville/Selkirk areas of the County at night and is affecting the ability to maintain coverage in the Caledonia area when available ambulances drop to 2 or less.

Consideration should be given to adding addition ambulance resources to improve EMS coverage and response times. As previously stated staff prefer the addition of another 12 hours to the Cayuga ambulance, making it a 24/7 staffed ambulance.

As part of the business case for the additional funding for 12 hours of Ambulance service, communications from some of the front line paramedics have been included below.

An additional 12 hour ambulance is very much needed in Haldimand County. 3 trucks on at night is simply not enough to cover the county effectively. As someone who works in Caledonia(which is the highest populated city in Haldimand and I'm just covering this perspective), if we're busy on another call or standby(trying to stretch coverage), Caledonia is without an ambulance until we finish that call. It's scary to think that people will have to wait extended periods of time for an ambulance to reach them if they need to call for an emergency In Caledonia. Caledonia is left without an ambulance on a very consistent basis at night.

Adding

another 12 hour truck would improve the coverage and response times for the residents of Haldimand County.

“Currently Cayuga does not have an ambulance staffed there at night. I’ve talked to many patients and from a public perspective, many people are shocked at that fact and fully support that up-staff. Many Cayuga resident’s aren’t aware of the fact that they would have to wait around 10-15 minutes for an ambulance to reach them if they have an emergency. This would also increase response times to the southern end of Haldimand County.”

“The bottom line is having 3 ambulances stretched across the whole county is not sustainable. The population of Haldimand is increasing and our call volume is increasing. One accident in Haldimand County (and we do a lot of them) typically requires 2 ambulances, which only leaves ONE ambulance to cover the entire county.”

“Please consider this up-staff for the betterment of your residents.”

“Thank you”

Steve Passmore,
6 Years, as a
Paramedic with
Haldimand

“You could use the example of last Saturday night. 3 VSA going on at the same time. The Car crash with a double fatality on mines and green the heart of Caledonia had to wait for a six nations ambulance as we were all out and working. Then within minutes of that call going out another VSA came in. I know myself many times when are not getting dinner running in and out of bases for shift change then the night gets busy as a lot of our vehicles are on overtime and we are driving around while the Cayuga truck and base at night sits empty. I can think of lots more if you need but I think the first point sums it up nicely”

Marie Sopko
15 Years, as a Paramedic with Haldimand County.

“Why I feel that we need a night shift car in Cayuga...”

“First, we have had an amazing growth of Haldimand County over the 20 years I have worked here – the ambulance service has grown exponentially bringing in 1 service from 2 (Dunnville service / Hagersville service when I first started). Then adding Caledonia, then having 24 hour coverage in Caledonia (which has proved MUCHLY needed these past 10 years and most recently just getting busier and busier. Then adding Cayuga (amazing decision) as they have been needed so much when other bases are out – but especially to cut down on response times in the township of Cayuga, and beyond. Then adding Fisherville...our service is growing and it’s amazing.”

“BUT the population is growing (especially Caledonia). I feel it’s necessary to have a Cayuga truck 24 hours as Caledonia gets pulled SO OFTEN to cover off Dunnville on night shift that it leaves Caledonia residence with a 10+minute response time which is detrimental to those requiring emergent time-sensitive medical attention.”

“Over the 20 years (more specifically the last 10)...we (Caledonia medics) have had to drive multiple times a night all the way to Dunnville while they do a call in their area. It’s exhausting, and during storms, it’s a heavy weight knowing that we will barely even make it to Cayuga before we get cancelled and turned around to either respond to an urgent call back in Caledonia, or simply just get cancelled because the Dunnville crew has arrived the hospital.”

“I feel the entire county will benefit greatly if we had another vehicle on nights. Both West Haldimand and Haldimand War seem to be sending out way more urgent transfers on nights which is depleting the county of paramedics to respond to emergencies. I am a resident of Caledonia, and knowing there is minimal coverage on nights is a little unnerving when I have elderly parents who have medical needs.”

“There are sick children who have moved to Caledonia as well who NEED McMaster and that depletes the county – especially on nights if we need to go to McMaster (and then end up getting sucked into calls in Hamilton). We don’t just ‘need’ an addition truck in Cayuga, we are desperate for one. Call volume is going up, population is on the rise, other services are using us for their areas (six nations, Brant, Hamilton, Norfolk, Niagara) and we have stalled in growth for the service.”

“I thank you for your time and ask that you take this request into serious consideration.”

“Thanks,”

Tonia Lariviere, 18 Years as a Paramedic with Haldimand County

“I’d like to add in some input for the upstaff, I’ll send it below, if you’d like a letter or something other than an email please let me know. Also, thank you for asking for our input, that’s a very nice gesture and a great idea.”

My thoughts:

“I’m currently going into my 7th year working for Haldimand County Paramedic Service and have noticed a significant increase in call volume. With the new developments in Caledonia and Hagersville our night shifts are becoming more and more filled with both emergency calls and standbys. I used to be very uncommon to end up on standby in Cayuga as the last ambulance servicing the county, not so much anymore.”

“One of the main reasons I feel an additional truck should be staffed on nights is the fact our rural hospitals don’t have the equipment or staff to deal with high acuity patients leading to more and more transfers out of county. There also seems to be a major increase in mental health calls, these also cannot be properly handled at our hospitals so they also need to be transferred out. These transfers can typically run between 2-3 hours to complete leaving large chunks of time when areas are being left uncovered.”

“Lastly, Haldimand County is very vast and it seems like it is taking longer and longer to get to calls/standby locations, there are a lot of nights when we’re spending hours driving from town to town for coverage, during the winter with slippery roads/bad weather this is causing a lot of added stress. With an additional truck response times and distance to calls/standbys would more than likely be significantly reduced.”

Bryan Smith, 4 Years as a Paramedic with Haldimand County

“Caledonia being so uncovered at night is huge in my opinion.”

Jackie DiPaolo 8 Year Paramedic with Haldimand County

“There are five reasons for me for wanting Cayuga to be 24 hours.”

“First is for the residents of Haldimand County, during a night shift. With Cayuga 24 hours, there will be less movement of the Caledonia vehicle. Multiple times per night, the residents of Caledonia are left without Paramedic services for hours on end. The closest ambulance is 15 minutes away, coming from either Hagersville or Hamilton/Mount Hope. As this is the area with the largest population, and ever increasing with development, this does not seem logical. With an ambulance in Cayuga, movement of the Caledonia vehicle will then be mainly used for calls, instead of standbys (to Dunnville and Hagersville).”

“Second is for driver fatigue. With the majority of movements on a Caledonia night shift being for standbys, not for actual calls, it becomes very hard to do the driving especially in bad weather (snow, ice).”

“The Third reason if financial. Yes, the cost of 2 more Paramedics will be approximately ½ million per year, the cost of the fuel and wear and tear on the vehicles is also high. The Caledonia vehicle fills a tank per day of fuel. With the addition of a 24 Cayuga vehicle, the driving distances would be cut, and Cayuga would only move if Dunnville or Hagersville go out of town, instead of the Caledonia vehicle moving every time.”

“The fourth reason is for coverage. Many times on a night shift, the County is left with 1 ambulance sitting in Cayuga. Whether this is from the other 2 ambulances being on calls or from HWMH and WHGH sending out multiple emergency transfers. If an event were to happen during this time, we would be relying on outside Counties to assist with our call volume. Therefore, we will not be reaching our target times.”

“The final reason is perception. With the Cayuga base right at the corner of a major intersection, the residence already think Cayuga is 24 hours. I teach first aid/cpr courses in the Cayuga area, and all of them assume there is 24 hour care available already. With the County building now being up the road, this perception will only increase.”

“This is my perspective,”

Elaine Elliott 15 years as a Paramedic with Haldimand County.

Dear Sir,

Pursuant to your request for submissions regarding the aforementioned subject I respectfully would like to express my concerns and opinions on this matter.

I have served as a paramedic in Haldimand County for almost 40 years and consider improvements to paramedic services as a crucial component in retaining the sustainability of efficient and effective service to the citizens we care for in Haldimand County.

An initiative that would see the Cayuga station improve to a 24/7 station has numerous benefits which provide positive effects to the community and staff respectively.

While it is important to recognize more Ambulances are always welcome we must also acknowledge how the evolution past, present and future of Haldimand County warrants Councils acknowledgement, support and recognition of this continually changing landscape.

Since the beginning of my career as a paramedic in 1980 many changes have transpired not only in the community but also within my profession. Enhanced professional skills improved our effectiveness in patient care but, when I started Paramedic Services rarely had to deal with off load delays, code 0's and consistently increasing call volumes. Recognizing the realities of a burgeoning aging population, opioids, inattentive driving (cell phones) to name a very few we cannot afford to accept the status quo as adequate any more.

I worked at Caledonia base for ten years and, as a resident of Caledonia, I have become extremely concerned how much time I spent doing calls outside of my immediate vicinity. It was explained to me during my tenure there that Caledonia was covered by Hagersville, Six Nations and Mt. Hope when we were not there (which was quite often). Suffice it to say Mt Hope proved very unreliable because of their responsibility to serve the citizens of Hamilton. Six Nations was intermittent at best and Hagersville would rarely vacate their area which would leave their area compromised.

My biggest concern was the continual standby's to Dunnville and the miles we logged on night shift because we were down two ambulances from the day shift. The continual driving back and forth, leaving Caledonia without emergency services, frankly alarms me. Caledonia is getting too big and too busy to be ignored during the night shift. I think the time has come that East and West have to be equally serviced and having 24/7 Cayuga car would effectively mitigate my concerns.

I urge council to embrace Chief Gallaghers vision for the well being and future prosperity of our community.

Ched Zivic 40 year paramedic with Haldimand County.

Change Request

Change Request: AUTO - 1300 - Paramedic Location Technology

Budget Year: 2022

Budget Program: Health Services

Budget Category: Paramedic Services

Change Request Category: New Initiative

Type: Change in Service Delivery

Justification: Risk Management

Frequency: Ongoing

Description:

Program allows tracking capabilities to help plan for coverage from other municipalities. Service was provided free prior to 2022 and has shown benefit.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Materials				
Materials			3,000	3,000
Subtotal			3,000	3,000
Net Levy Impact			3,000	3,000

Change Request

Change Request: AUTO - 1463 - Full-Time Admin Assistant

Budget Year: 2022

Budget Program: Social & Family Services

Budget Category: GVL - Administration

Change Request Category: New/Change in Staffing

Type: Change in Service Delivery

Justification: Risk Management

Frequency: Ongoing

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	1,694,990		23,310	1,718,300
Subtotal	1,694,990		23,310	1,718,300
Net Levy Impact	1,694,990		23,310	1,718,300



Grandview Lodge

Comfort. Compassion. Care.

657 Lock St. W
Dunnville, ON N1A 1V9

Part-time Administrative Assistant to Permanent Full-time

Summary

Over the past several years Administration at Grandview Lodge has found significant increases in the volume of assigned duties to the part time Administrative Assistant of the interdisciplinary team at Grandview Lodge. This position provides administrative support to several departments: Nursing, Dietary, Recreation, Housekeeping, Laundry and Maintenance and is responsible for backfilling the Scheduler position. It is the only Administrative Assistant assigned to these areas.

Over the last few years it has become evident that tasks associated with the position are not always completed or completed in a timely manner and at times this has led to negative financial impacts and potential delays in services specifically during critical times which could potentially lead to negative resident impact.

This position also plays a key role in communications within the home. The impact of misinformation, delays in releasing information, etc. may lead to negative outcomes for staff, residents and the management team members the position supports – and ultimately has a negative impact on the home and the County.

It is evident that the current complement issue needs to be addressed and an increase in the hours assigned to this position is required to meet the increased demands of the role.

Recommendation:

It is recommended that Grandview Lodge be authorized to increase its Administrative Assistant (AA) complement by 0.3 FTE to convert the existing part time AA position to full time.

Problem Statement

The part time AA current accountabilities include but are not limited to, the following:

- Provide administrative and confidential support to the Director of Nursing, Supervisor of Dietary Services, Supervisor of Facility Operations and Supervisor of Programs and Staff Development to ensure cohesive, accurate and timely business operations of GVL.
- Correlate and record Ministry compliance audits for dietary, recreation and nursing departments
- ***Maintain requisite policies and procedures so that policies will provide an easy reference to Staff, and meet accreditation and compliance requirements.**
- Verify new and current staff employment forms, updating information, when required.
- Maintain the preventative maintenance program data
- ****Maintain MSDS information for all departments**
- ***Record monthly minutes for the 5 departmental staff team meetings, monthly Health and Safety, Continuous Quality Improvement, Infection Control meetings as well as the Resident Council and Family Council monthly meetings.**
- Maintain and input data statistics using various software
- Arrange meetings/agendas/events on behalf of the Supervisors and acts as a recording secretary when/as required.
- ****Back-up the scheduling responsibilities of the full time Scheduler and work with them to develop and maintain work schedules for all unionized employees.**
- ***Provide budgetary reports for Supervisors**
- ****Input and process invoices from vendors for Supervisors.**
- Prepare and post information to staff via Memorandums, on behalf of Supervisors
- ****Maintain and revise the GVL Emergency Fan-out List**
- Carry out regular office duties: filing, telephone inquiries, word processing etc.

Accountabilities highlighted with one asterisk (*) are tasks that are often unable to be completed during times where work demands overlap and as such the responsibility falls to the Supervisor or other staff, impacting their work routine.

Accountabilities highlighted with two asterisks (**) are items that have been missed or delayed and have had or would potentially lead to a negative impact on the staff and residents, home operations, a financial impact and/or legislated requirements. For example, the home has experienced an accumulation of late fees which are unbudgeted and unnecessary expenses.

The Ministry of Long-term Care recently announced a new inspection process for LTC homes which includes monetary penalties for non-compliances up to \$200,000. These penalties will be within the inspectors authority to issue on site at the time of inspection and are based on severity of the non-compliance or continued non-compliance in the same area over the course of multiple inspections. Potential omission or delay in updating or communicating changes to

policy and procedures to staff regarding such changes could be a contributing factor to non-compliance orders.

Currently, when the scheduler is off for vacation or other leaves of absence, the full time responsibilities can not be covered with part time back fill without having a budgetary impact. This often results in the Registered Nurses or Supervisors taking over duties associated with the scheduling of the home and as such, takes their time away from the front line, having a direct impact to resident care and operations of the home.

Several factors, over a prolonged period of time, have increased the work demands of this position and these demands were incrementally absorbed into the current complement. The impact was not obvious until now. One such factor is the increased demand on scheduling. Initially when the staffing complement for GVL was revised during the 2006 downsizing of beds, the FT Scheduler position was also responsible for administrative support for the nursing department. Over the last 15 years GVL has had an increase in the number of staff to accommodate the ongoing staffing issues identified across the health care sector. This resulted in the Scheduler's previous administrative support duties being eliminated completely so the hours could be utilized where most needed – scheduling the home on a 24/7 basis. The administrative support duties formerly expected to be completed by the Scheduler position now fall to the Part Time AA, in addition to the regular duties of that position. The PT AA is solely responsible for all administrative accountabilities for the nursing, dietary, recreation, housekeeping/dietary and maintenance departments. This is a significant workload and unattainable within part time hours.

Financial Impact

The total impact on the 2022 Tax Supported Operating Budget is \$23,310, and is split equally between the service areas noted previously.

Conclusion:

While the scope of work has not changed for the Administrative Assistant role, the work load demands have steadily increased over time in order to keep up with increasing demands and pressures for reporting from various governing bodies, accreditation standards, Haldimand County and GVL improvement initiatives and additional administrative duties from the Scheduler position that have transferred to this position over time.

Failure to support the increase in demand through appropriate human resources will lead to errors and omissions that has, thus far, contributed to minor variances with a negative financial

impact, identified non-compliances, formal staff concerns as well as had a negative impact on the health and wellbeing of the administrative support staff as they endeavor to preserve the expectations of the role. The support positions within Grandview Lodge keep the home operating smoothly from an administrative perspective, and ultimately, are a critical component to the success of operations and the well being of residents.

Change Request

Change Request: AUTO - 1415 - Community Beautification 2022 Grants

Budget Year: 2022

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

Description:

- Caledonia BIA - Category 2 – General Community Beautification Annual flowers/baskets/containers/plantings - \$4,000
- Caledonia BIA - Category 3 – Community Streetscape/Park Improvements - Streetscaping planter(s) on Argyle St. South - \$1,500
- Caledonia BIA - Category 1 – Community Signage - Historic District Signage (Grand Trunk Railway Station; Haldimand House, Aberdeen Street, Shetland Street), Category 2 – General Community Beautification - Installation of Canadian Flags and Canadian Flag Banners on Argyle and Caithness Street - \$3,400
- Caledonia Chamber - Category 2 – General Community Beautification - Holiday Displays - \$4,000
- Haldimand Horticultural Society - Category 2 – General Community Beautification - Annual plantings all over Caledonia - \$4,000
- Haldimand Horticultural Society - Category 2 – General Community Beautification - Pollinator garden at Burke Park - \$2,750
- Haldimand Horticultural Society - Category 1 – Community Signage - Pollinator garden information signage - \$2,000
- Cayuga Chamber of Commerce - Category 2 – General Community Beautification - Seasonal plantings - \$4,000
- Dunnville Chamber of Commerce - Category 3 – Community Streetscape/ Park Improvements - Permanent Tree of Hope Installation (Dunnville Waterfront Park) including lighting/electrical - \$4,000
- Dunnville Chamber of Commerce - Category 2 – General Community Beautification - Christmas décor for downtown and Wingfield Park - \$4,000
- Dunnville BIA - Category 2 – General Community Beautification - Summer floral inserts for planters in downtown district - \$4,000
- Dunnville BIA - Category 2 – General Community Beautification - Downtown winter decor - \$1,800
- Dunnville BIA - Category 1 – Community Signage - New Banners (80) for BIA district - \$4,000
- Dunnville Horticultural Society - Categories 2 – General Community Beautification - Planting of flower beds throughout Dunnville - \$4,000
- Haldimand Norfolk Literacy Council - Category 4 – Other Innovative Community Beautification Projects - Public Art and Community Engagement at the Dunnville Waterfront Park Pavilion Area and Painted armour rocks creating a safe space to sit - \$1,750
- Hagersville BIA - Category 3 – Community Streetscape/Park Improvements - New benches to create rest areas on Main St. and King St. - \$4,000
- Hagersville Chamber of Commerce Category 2 – General Community Beautification - Summer floral display, weed control/clean up - \$4,000
- Jarvis Board of Trade - Category 2 – General Community Beautification - Summer/Winter Planters/Décor - \$4,000
- Jarvis Board of Trade - Category 3 – Community Streetscape/Park Improvements - Streetscaping Amenities (2 Benches) - \$3,900

Mar 10, 2022 02:07 PM

Change Request Summary

Page 1

Change Request

- Jarvis Board of Trade - Category 3 – Community Streetscape/Park Improvements - Streetscaping Amenities (2 Benches) - \$4,000
- Port Maitland, 'On the Grand' Historical Association - Category 4 – Other Innovative Community Beautification - Installation of Vimy Ridge Memorial Tree Monument/Marker in Thompson Creek Park (Dunnville) - \$3,100
- Selkirk Chamber of Commerce - Category 2 – General Community Beautification - Summer floral displays; winter/Christmas lighting and decorations - \$4,000

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Revenues				
Transfers from Reserves/Reserve Funds				
Transfer from Reserves/Reserve Funds	(4,500)	(76,200)		(80,700)
Subtotal	(4,500)	(76,200)		(80,700)
Expenses				
External Transfers				
External Transfers	4,500	76,200		80,700
Subtotal	4,500	76,200		80,700
Net Levy Impact				

Change Request

Change Request: AUTO - 1413 - Community Group Operating Grants - Dry Lake Saddle Club

Budget Year: 2022

Budget Program: Recreation & Cultural Services

Budget Category: Parks & Parkettes

Change Request Category: New Initiative

Type: Change in Service Delivery

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Fields & Parks Management Program -- New Grant Request
 From the Dry Lake Saddle Club to care for the Decewsville Park.
 As Per Report CDP-02-2022, presented at CIC March 29, 2022

Business Case:

The request is in keeping with the County's efforts to: (i) support community partners in operating/maintaining fields/parks/trails on behalf of the County; (ii) enhance community vibrancy through the investment in high quality, sustainable services which promote the well-being of communities; (iii) engage volunteer groups in the development of meaningful partnerships which maximize resources and reflect the unique community recreation and service requests.

The FPM Program funds community groups at a rate of 35% of estimated actual costs of care if the County operated/maintained the asset.

A Council report has been drafted to support the request, addressing legal/support services matters (e.g. operating agreement), funding rationale and calculations and FPM standards of care. The intent is that the report will be provide during Operating Budget deliberations.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
External Transfers				
External Transfers	55,850		4,400	60,250
Subtotal	55,850		4,400	60,250
Net Levy Impact	55,850		4,400	60,250

Change Request

Change Request: AUTO - 1537 - Community Group Operating Grants - Friends Of LaFortune Park

Budget Year: 2022

Budget Program: Recreation & Cultural Services

Budget Category: Parks & Parkettes

Change Request Category: New Initiative

Type: Change in Service Delivery

Justification: Operational Efficiencies

Frequency: Ongoing

Description:

Fields & Parks Management Program -- New Grant Request
 La Fortune Park Trail Management
 As Per Report CDP-04-2022, presented at CIC March 29, 2022

Business Case:

The request is in keeping with the County's efforts to: (i) support community partners in operating/maintaining fields/parks/trails on behalf of the County; (ii) enhance community vibrancy through the investment in high quality, sustainable services which promote the well-being of communities; (iii) engage volunteer groups in the development of meaningful partnerships which maximize resources and reflect the unique community recreation and service requests.

The FPM Program funds community groups at a rate of 35% of estimated actual costs of care if the County operated/maintained the asset.

A Council report has been drafted to support the request, addressing legal/support services matters (e.g. operating agreement), funding rationale and calculations and FPM standards of care. The intent is that the report will be provide during Operating Budget deliberations.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
External Transfers				
External Transfers	75,950		3,900	79,850
Subtotal	75,950		3,900	79,850
Net Levy Impact	75,950		3,900	79,850

Change Request

Change Request: AUTO - 1436 - Portable Washroom Cleaning Budget Increase

Budget Year: 2022

Budget Program: Recreation & Cultural Services

Budget Category: Parks & Parkettes

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: To maintain the additional units and the increased level of cleaning service that have been performed over the last two years.

Frequency: Ongoing

Description:

Increased cleanings and additional portable washroom units due to Covid

Business Case:

Increased budget due to switching out some standard units to accessible units, adding additional units and extra cleanings performed due to Covid. The increase to the operating budget is to provide additional cleaning going forward as a standard level of service.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Rents and Financial Expenses				
Rents and Financial Expenses	58,860		86,800	145,660
Subtotal	58,860		86,800	145,660
Net Levy Impact	58,860		86,800	145,660

Change Request

Change Request: AUTO - 1381 - Youth Tennis Program

Budget Year: 2022

Budget Program: Recreation & Cultural Services

Budget Category: Recreation Programs

Change Request Category: New Initiative

Type: New Service/Program

Justification: Community Interest

Frequency: Ongoing

Description:

To build on the Introduction to Tennis program that was piloted in 2021, and implement the "Introduction to Net Sports" program on an ongoing basis.

Business Case:

- Intent is to increase use of under-utilized tennis/pickle ball courts throughout the County;
- For 2022, staff would offer introductory and intermediate net programs such as tennis and pickle ball for Adults and Youth at up to four locations in the County;
- Schedule and associated fees to be determined.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(1,300)		(5,000)	(6,300)
Subtotal	(1,300)		(5,000)	(6,300)
Expenses				
Contracted Services				
Contracted Services	450		5,000	5,450
Subtotal	450		5,000	5,450
Net Levy Impact	(850)			(850)

Change Request

Change Request: AUTO - 1461 - Planning & Development - Software Maintenance

Budget Year: 2022

Budget Program: Planning and Development

Budget Category: Planning & Zoning

Change Request Category: New Initiative

Type: Enhancement to Existing Service

Justification: Operational Efficiencies

Frequency: Ongoing

Business Case:

In 2021 we paid 20,486.90. for our Esri Licensing. The 45,300 initially proposed in budget was based off the 2021 annual cost. The County's Esri Representative has indicated that the price breakdown will be as follows based on a municipality with a population under 50 000 people on the agreement of a 3 year term.

- 2022: \$46,140
- 2023: \$47,090
- 2024: \$48,060

Currently under our agreement we have 2 Basic ArcGIS desktop and 3 Standard ArcGIS desktop licenses. These 5 licenses apply not only to ArcGIS pro but are the 5 logins used throughout the organization by GIS staff, county staff and contracted staff (shared by more than 5 people, well upwards of 45).

In terms of licensing and tasks, staff is currently limited in tools for data collection and analysis and have to find work-arounds for many basic features and data applications. Currently we are having to share licenses among all users of ArcGIS.

Staff (using 5 licenses) use the Esri Collector App to collect data in more than fifty-five different internal Haldimand county maps is used by the following divisions, engineering, water and wastewater, roads, EDT, CDP, planning, Forestry, Facilities, Environmental Services, EMS.

With the Esri License Agreement:

- 100 creators and 100 viewers for ArcGIS online.
- 100 creators and unlimited viewers for Enterprise

ArcGIS Online Creator: Creators have all the capabilities of the Viewer, Editor, and Field Worker user types, plus the ability to create content, administer the organization, and share content for use in apps. The Creator user type is designed for those who need to create web maps and apps, perform in-depth spatial analysis using the analysis tools in ArcGIS Online, and work with data using field apps. This user type includes access to the essential apps, office apps, and field apps.

Viewer—Viewers can view items that are shared with them by other ArcGIS users. This user type is ideal for members of an organization who need to view ArcGIS content in a secure environment. Viewers can't create, edit, share, or perform analysis on items or data. This user type includes the following apps: essential apps (view only) and office apps.

Data that is generated in ArcGIS Pro and ArcMap is all located within databases running SQLExpress. The current amount of data running on the 'Workgroup' server is beyond the limits of what can be achieved on four cores (2 ArcGIS enterprise workgroup standard x 2 cores). The data which drives the web maps are served by the WebGIS server. The large data strain on the older server impacts the functionality and speed of WebGIS server, which gives the ability for the data to be seen internally/externally. When the server has become overloaded in the past, the WebGIS server has stopped working leaving Haldimand Staff without access to data they rely until GIS/Esri staff have been able to get the server is up and running.

The ArcGIS and WebGIS servers are running on outdated software - Windows Server 2008. As such, to protect our GIS data and meet the requirements for our cybersecurity insurance, we'll need to either upgrade those servers to a newer version of Windows or build new servers. The requirement for us to do this is by the end of Q1 2022. This would potentially carry a significant standalone cost. If the County moves to the Enterprise level, the storage and software upgrades would be included, negating the requirements for the municipality to upgrade our servers to host the data.

Within the Imagery server we will be able to host aerial imagery, the resolution that staff will be able to view the imagery at will increase (can zoom in closer and achieve higher details) as the current process Imagery can only be viewed at a specific range without putting additional strain on the system. Data collection where imagery is needed (lakeshore damages, and forestry) would be able to maintain image records within this system, forestry had to stop this practice as it was causing a strain on the current system With the tools available we in the new licensing we will be able to build tools such as contours and Digital elevation models which the current system cannot handle nor are the tools available. Building out land data can be of help to

Engineering, Public Works, Forestry and many others.

With Staff in various divisions being able to use more tools independently GIS staff will continue to assist staff but also be able to dedicate more time to: Public engagement, Open Data, Collaboration amongst partners, Field mobility, NG911, Other items as requested.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Contracted Services				
Contracted Services			60,000	60,000
Subtotal			60,000	60,000
Net Levy Impact			60,000	60,000

Change Request

Change Request: AUTO - 1322 - Economic Development & Tourism Summer Student
 Budget Year: 2022

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

Budget Category: Economic Development & Tourism
Type: Change in Service Delivery
Frequency: Ongoing

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
External Transfers				
External Transfers	88,000		(8,000)	80,000
Materials				
Materials	2,000		300	2,300
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	119,630		6,500	126,130
Transfers to Reserves/Reserve Funds				
Transfer to Reserves/Reserve Funds	716,210		1,200	717,410
Subtotal	925,840			925,840
Net Levy Impact	925,840			925,840

Capital Budget Details

Project	Line Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Expenses												
136016 - Laptops	Technology items for Tourism Summer Student (2 in 1, software, cell phone)	5,000										5,000
Total Expenses		5,000										5,000

New Initiative – Tourism Student - EDT

Department – Community and Development Services

Division – Economic Development and Tourism

Program Description – Request for new Tourism Student Position

Business Case –

Historically, \$12,000 in the EDT budget (External Transfers) has been allocated to the Caledonia, Cayuga and Dunnville Chambers to hire student and provide tourism information services on behalf of Haldimand County. Each organization receives \$4000 that assists in covering the costs to hire a student through the summer to provide these services. Each organization is responsible for applying to outside summer job grant programs or finding additional funding to cover any additional costs over and above the \$4000.

Over the past 2 years and as a result of the pandemic the tourism information centres have remained closed and have not hired students. Instead, EDT staff and the 3 Chambers of Commerce have embarked on discussions to work together and to redirect these funds in a different capacity that would continue to support tourism development and promotion. Over the past year, EDT and the 3 Chamber of Commerce have continued to meet to discuss opportunities to review how we deliver tourism services across the County and opportunities to modernize tourism information services recognizing that the current model is a dated approach. We have discussed moving forward with a mobile tourism offering that would see tourism students out in the County at events, farmers markets and other key tourist destinations promoting the County and our tourism offerings and future plans for increased digital tools.

During these discussions, there was a request made by the Cayuga Chamber of Commerce and the Dunnville Chamber of Commerce, that the County consider taking over the hiring and employment of the summer tourism student positions moving forward. Both organizations cited concerns with their ability to oversee the student positions. As a board of volunteers they do not have the capacity to oversee the hiring, training and employment of a student and they are concerned about liability issues as it relates to having a student out in the public as well as health and safety as it related to pandemic and cleaning and sanitation requirements for welcoming public into the tourism information centres. Further both organizations have been significantly impacted by the pandemic and continue to struggle with membership engagement and involvement. Following several meetings between EDT and the 3 Chambers and then further discussion within the executives of each organization - the Dunnville and Cayuga Chamber have agreed that the \$4000 allocated annually to these 2 chambers be reallocated to Haldimand County to cover the costs to hire 1 Tourism Student that will oversee tourism information services as well as tourism support for both Cayuga and Dunnville throughout the summer tourism season.

The request is for 1 new summer student to be created within the existing \$8000 budget previously allocated to the summer student that will result in a no zero increase for the 2022 budget. Staff will review potential summer job grant opportunities that may allow for an increased number of weeks without an increase to Haldimand County's operating budget.

The remaining \$4000 will be allocated to the Caledonia Chamber of Commerce to allow them to continue as in the past to hire a student to provide tourism services specifically for Caledonia as this is their preference. Moving forward EDT and the Chambers will continue to review and address how tourism services are delivered within Haldimand County.

I have attached correspondence that outlines the proposed approach for the Tourism Student position as well as approval from the President of the Cayuga and Dunnville Chamber of Commerce providing direction to move forward.

Good Afternoon Marianne, Denise and Reesa:

Please accept the following as an update to our meeting that was held on October 15th regarding the discussion for the future direction of the Tourist Information Centres and the redirection of the \$4000 funding that Haldimand County has historically provided to the Dunnville and Cayuga Chamber of Commerce. As you are aware, the intent of this funding has been to cover a portion of the costs of hiring a summer student to operate and provide tourist information services on behalf of Haldimand County within each community.

I wanted to advise that following our meeting, I received updated information from the Senior Management Team as it relates to the 2022 operating budget. Due to a number of significant drivers (many of those outside the control of the municipality) staff are diligently attempting to mitigate any increases to the 2022 budget. This updated information will directly impact the ability for Economic Development and Tourism to hire 2 additional summer student positions as the \$4000 funding covers only a portion of each student's summer wages not 100% of the costs.

In order to move ahead in the direction as we discussed and still achieve a net zero increase to the County budget, I would like to recommend the following direction for 2022-

- One tourism summer student position is created within the Economic Development and Tourism division to cover both Dunnville and Cayuga tourism services;*
- Haldimand County will apply to any jobs grants available to help offset the full cost of employing the summer student from May 1st to August 30, 2022;*
- The student will carry out all tourism related activities to support tourism development and promotion across the County with a focus on Cayuga and Dunnville;*
- The student will work with the Dunnville and Cayuga Chamber of Commerce to develop a schedule of events/locations that they will attend within each community to promote the communities and tourism opportunities; and*
- All parties will regroup in Fall of 2022 to review the outcomes of this pilot project and determine how to best proceed in 2023.*

If you are in agreement of moving forward in this direction, it would be appreciated if you could kindly respond to this email with clear direction to move forward.

It is imperative that I receive direction as soon as possible as I will be required to develop a business case to outline this new direction in the very near future to be included in the 2022 budget.

Hi Lidy,

The Cayuga Chamber executive met this morning, and we all agree that this is a great option. Please move forward on this.

Thanks

Denise Snyder

Real Estate Broker

Remax Escarpment Realty

Hi Lidy,

I am confirming that the Dunnville Chamber is supportive of this initiative. Thank you for taking the lead on this with the students. We are here to support you in any way we can.

Warm regards,

Marianne

Change Request

Change Request: AUTO - 1414 - Advisory Committee Meeting Expenses

Budget Year: 2022

Budget Program: Recreation & Cultural Services

Budget Category: Community Development & Partnerships

Change Request Category: New Initiative

Type: New Service/Program

Justification: Community Interest

Frequency: Ongoing

Description:

Youth and Seniors Advisory Committee Meeting Expenses

Business Case:

- Budget for meeting and promotional expenses (e.g. travel/taxi, refreshments, advertising, flyers, etc.)
- In keeping with budgets for other Council Advisory Committees.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Materials				
Materials	250		2,000	2,250
Subtotal	250		2,000	2,250
Net Levy Impact	250		2,000	2,250

Change Request

Change Request: AUTO - 1534 - GEOTour and PATH-2 Programs

Budget Year: 2022

Budget Program: Recreation & Cultural Services

Budget Category: Community Development & Partnerships

Change Request Category: New Initiative

Type: New Service/Program

Justification: Community Interest

Frequency: Ongoing

Description:

Based on the success of the GEOTour and PATH programs in 2021, for which grant funding was previously received, the continuance of these programs in future years requires budgeting of additional expenses in the CDP division.

Business Case:

1. GeoTour – Phase 2
 - \$9,000 budget
 - Program was piloted in 2021 through a provincial grant;
 - 20 geocaches were hidden throughout the County to create a ‘scavenger’ tour;
 - Intent was to encourage residents and visitors to explore the County and discover local amenities (parks, shops, restaurants, etc.);
 - Anyone who completed the tour received a custom-designed geocoin; more than 300 were sent out;
 - Incredibly popular; by the end of the year it was the second highest-rated geocaching experience in Ontario;
 - Enhanced tourism—especially during the pandemic when socialization was limited—both locally and from southwestern Ontario, other provinces and the U.S.

2. Paddle Art Tour Haldimand (PATH) – Phase 2
 - \$10,000 budget
 - Public art program was piloted in 2021 through a provincial grant;
 - 24 handmade paddles were painted by local artists and displayed throughout the County;
 - Prizes were awarded through a contest to anyone who completed the ‘tour’;
 - Very popular; attracted residents and visitors to many outdoor assets (parks, trails, etc.).
 - Working with local arts groups/partners to expand on the first phase; possibly different theme/artwork/locations.

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Expenses				
Materials				
Materials	1,000		19,000	20,000
Subtotal	1,000		19,000	20,000
Net Levy Impact	1,000		19,000	20,000

Change Request

Change Request: AUTO - 1323 - Museum Summer Camps

Budget Year: 2022

Budget Program: Recreation & Cultural Services

Budget Category: Museums

Change Request Category: New/Change in Staffing

Type: Enhancement to Existing Service

Justification: Community Interest

Frequency: Ongoing

Description:

To return to week-long camps at both Edinburgh Square and Wilson Macdonald Memorial School Museum. Includes the following:

- Three week-long camps instead of ten workshops
- Will include a.m./p.m. care to be consistent with summer camps
- Heritage & Culture camp fees will be consistent with Specialty camp fees
- Salary increases per site mostly due to B4/After program
- Additional \$250 per site for materials/supplies
- During non-camp weeks, staff will work on developing free and fee-based programming and activities

New Initiative Details	2022 Base Budget	2022 One-Time New Initiative Impacts	2022 Ongoing New Initiative Impacts	2022 Revised Total Budget
Revenues				
General Recoveries				
User Fees and Service Charges	(6,710)		(9,810)	(16,520)
Subtotal	(6,710)		(9,810)	(16,520)
Expenses				
Materials				
Materials	640		500	1,140
Salaries, Wages & Benefits				
Salaries, Wages, and Employee Benefits	38,770		6,420	45,190
Subtotal	39,410		6,920	46,330
Net Levy Impact	32,700		(2,890)	29,810



Haldimand County

General Government



Haldimand County 2022 Tax Supported Operating Budget Summary

Corporate Summary By Type

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	41,545,772	44,087,640	2,541,868	46,832,030	2,744,390	6.22%
Long Term Debt Charges	5,689,218	5,689,290	72	5,608,090	(81,200)	-1.43%
Materials	6,926,084	7,695,990	769,906	7,873,250	177,260	2.30%
Contracted Services	26,468,591	26,331,130	(137,461)	27,009,280	678,150	2.58%
Rents and Financial Expenses	2,559,348	2,575,180	15,832	2,723,380	148,200	5.75%
External Transfers	1,176,581	3,028,850	1,852,269	1,598,030	(1,430,820)	-47.24%
Transfers to Reserves/Reserve Funds	31,345,721	26,934,420	(4,411,301)	31,403,960	4,469,540	16.59%
Interfunctional Adjustments	(1,400,491)	(801,940)	598,551	(736,510)	65,430	-8.16%
Sand & Salt	1,760,455	1,320,000	(440,455)	1,320,000	-	0.00%
Leachate - Treatment, Monitoring & Hauling	2,592,177	2,787,340	195,163	2,506,270	(281,070)	-10.08%
Tax Rebates/Write-Offs	395,650	497,400	101,750	497,400	-	0.00%
Utilities	1,824,563	2,230,340	405,777	2,177,830	(52,510)	-2.35%
Total Expenses:	120,883,669	122,375,640	1,491,971	128,813,010	6,437,370	5.26%
Revenues:						
Grants/Subsidies	(24,183,078)	(20,450,510)	3,732,568	(25,583,980)	(5,133,470)	25.10%
General Recoveries	(17,859,459)	(17,116,270)	743,189	(18,053,070)	(936,800)	5.47%
Development Charges Reserve Funds	(990,951)	(990,990)	(39)	(1,030,890)	(39,900)	4.03%
Miscellaneous Property Charges	(4,410,080)	(4,146,380)	263,700	(4,227,480)	(81,100)	1.96%
Transfers from Reserves/Reserve Funds	(4,096,499)	(6,218,190)	(2,121,691)	(2,954,950)	3,263,240	-52.48%
Penalties & Interest - Taxes	(1,308,000)	(900,000)	408,000	(900,000)	-	0.00%
Total Revenues:	(52,848,067)	(49,822,340)	3,025,727	(52,750,370)	(2,928,030)	5.88%
Net Levy	68,035,602	72,553,300	4,517,698	76,062,640	3,509,340	4.84%



Haldimand County 2022 Tax Supported Operating Budget Summary

Taxation/Unallocated

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	15,500	18,960	3,460	18,960	-	0.00%
Contracted Services	98,100	185,180	87,080	202,300	17,120	9.25%
Rents and Financial Expenses	87,600	92,600	5,000	93,300	700	0.76%
Transfers to Reserves/Reserve Funds	13,674,195	10,893,140	(2,781,055)	13,905,870	3,012,730	27.66%
Tax Rebates/Write-Offs	395,650	497,400	101,750	497,400	-	0.00%
Total Expenses:	14,271,045	11,687,280	(2,583,765)	14,717,830	3,030,550	25.93%
Revenues:						
Grants/Subsidies	(12,416,052)	(9,451,760)	2,964,292	(12,402,440)	(2,950,680)	31.22%
General Recoveries	(3,598,700)	(3,748,500)	(149,800)	(3,746,300)	2,200	-0.06%
Miscellaneous Property Charges	(4,321,180)	(4,057,480)	263,700	(4,138,180)	(80,700)	1.99%
Transfers from Reserves/Reserve Funds	-	(7,400)	(7,400)	(7,400)	-	0.00%
Penalties & Interest - Taxes	(1,308,000)	(900,000)	408,000	(900,000)	-	0.00%
Total Revenues:	(21,643,932)	(18,165,140)	3,478,792	(21,194,320)	(3,029,180)	16.68%
Net Levy	(7,372,887)	(6,477,860)	895,027	(6,476,490)	1,370	-0.02%



Haldimand County 2022 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' assessment growth to stabilize the annual tax impacts, given the residential growth being experienced in Caledonia and Hagersville

Service Objectives/Goals:

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

Main Budget Drivers:

- Increased supplemental revenues due to recent residential growth



Haldimand County 2022 Tax Supported Operating Budget

Taxation Related Revenues & Expenses

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	-	3,460	3,460	3,460	-	0.00%
Tax Rebates/Write-Offs	395,650	497,400	101,750	497,400	-	0.00%
Contracted Services	22,000	109,080	87,080	124,080	15,000	13.75%
Total Expenses:	417,650	609,940	192,290	624,940	15,000	2.46%
Revenues:						
Grants/Subsidies	(183,237)	-	183,237	-	-	0.00%
General Recoveries	-	(147,900)	(147,900)	(145,700)	2,200	-1.49%
Miscellaneous Property Charges	(4,321,180)	(4,057,480)	263,700	(4,138,180)	(80,700)	1.99%
Penalties & Interest - Taxes	(1,308,000)	(900,000)	408,000	(900,000)	-	0.00%
Total Revenues:	(5,812,417)	(5,105,380)	707,037	(5,183,880)	(78,500)	1.54%
Net Levy	(5,394,767)	(4,495,440)	899,327	(4,558,940)	(63,500)	1.41%



Haldimand County 2022 Tax Supported Operating Budget

Unallocated Revenue & Expenses

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	15,500	15,500	-	15,500	-	0.00%
Contracted Services	76,100	76,100	-	78,220	2,120	2.79%
Rents and Financial Expenses	87,600	92,600	5,000	93,300	700	0.76%
Transfers to Reserves/Reserve Funds	13,674,195	10,893,140	(2,781,055)	13,905,870	3,012,730	27.66%
Total Expenses:	13,853,395	11,077,340	(2,776,055)	14,092,890	3,015,550	27.22%
Revenues:						
Grants/Subsidies	(12,232,815)	(9,451,760)	2,781,055	(12,402,440)	(2,950,680)	31.22%
General Recoveries	(3,598,700)	(3,600,600)	(1,900)	(3,600,600)	-	0.00%
Transfers from Reserves/Reserve Funds	-	(7,400)	(7,400)	(7,400)	-	0.00%
Total Revenues:	(15,831,515)	(13,059,760)	2,771,755	(16,010,440)	(2,950,680)	22.59%
Net Levy	(1,978,120)	(1,982,420)	(4,300)	(1,917,550)	64,870	-3.27%



Haldimand County 2022 Tax Supported Operating Budget

Unallocated Revenue & Expenses

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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

Main Budget Drivers:

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



Haldimand County 2022 Tax Supported Operating Budget Summary

General Government

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	8,381,292	9,957,020	1,575,728	9,889,070	(67,950)	-0.68%
Long Term Debt Charges	1,466,706	1,466,710	4	1,440,350	(26,360)	-1.80%
Materials	3,340,593	3,686,400	345,807	3,815,350	128,950	3.50%
Contracted Services	2,499,726	2,526,170	26,444	2,802,910	276,740	10.95%
Rents and Financial Expenses	4,744	44,220	39,476	46,370	2,150	4.86%
External Transfers	-	1,580,000	1,580,000	80,000	(1,500,000)	-94.94%
Transfers to Reserves/Reserve Funds	6,399,386	6,099,430	(299,956)	6,776,010	676,580	11.09%
Interfunctional Adjustments	(8,372,640)	(8,443,790)	(71,150)	(9,182,060)	(738,270)	8.74%
Utilities	148,392	196,600	48,208	181,100	(15,500)	-7.88%
Total Expenses:	13,868,198	17,112,760	3,244,562	15,849,100	(1,263,660)	-7.38%
Revenues:						
Grants/Subsidies	(3,500)	(4,000)	(500)	(3,500)	500	-12.50%
General Recoveries	(2,579,576)	(2,686,090)	(106,514)	(2,731,930)	(45,840)	1.71%
Transfers from Reserves/Reserve Funds	(1,675,037)	(3,692,170)	(2,017,133)	(1,854,080)	1,838,090	-49.78%
Total Revenues:	(4,258,113)	(6,382,260)	(2,124,147)	(4,589,510)	1,792,750	-28.09%
Net Levy	9,610,086	10,730,500	1,120,414	11,259,590	529,090	4.93%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Council & Mayor's Office

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	654,740	646,460	(8,280)	657,620	11,160	1.73%
Materials	43,250	133,450	90,200	129,650	(3,800)	-2.85%
Contracted Services	5,200	76,200	71,000	76,200	-	0.00%
Rents and Financial Expenses	-	36,100	36,100	36,100	-	0.00%
External Transfers	-	80,000	80,000	80,000	-	0.00%
Interfunctional Adjustments	(12,440)	(12,440)	-	(12,690)	(250)	2.01%
Total Expenses:	690,750	959,770	269,020	966,880	7,110	0.74%
Revenues:						
General Recoveries	(400)	(221,000)	(220,600)	(221,000)	-	0.00%
Total Revenues:	(400)	(221,000)	(220,600)	(221,000)	-	0.00%
Net Levy	690,350	738,770	48,420	745,880	7,110	0.96%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Office of the CAO

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	401,620	382,300	(19,320)	396,890	14,590	3.82%
Materials	129,350	100,700	(28,650)	95,900	(4,800)	-4.77%
Rents and Financial Expenses	-	1,500	1,500	1,500	-	0.00%
Interfunctional Adjustments	(9,240)	(9,240)	-	(9,430)	(190)	2.06%
Total Expenses:	521,730	475,260	(46,470)	484,860	9,600	2.02%
Revenues:						
General Recoveries	(3,100)	(3,100)	-	(3,100)	-	0.00%
Total Revenues:	(3,100)	(3,100)	-	(3,100)	-	0.00%
Net Levy	518,630	472,160	(46,470)	481,760	9,600	2.03%



Haldimand County 2022 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 HCU, 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 2022 Tax Supported Operating Budget

Financial & Data Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	271,840	271,840	-	347,920	76,080	27.99%
Materials	8,040	8,040	-	5,690	(2,350)	-29.23%
Contracted Services	3,070	3,070	-	3,070	-	0.00%
Total Expenses:	282,950	282,950	-	356,680	73,730	26.06%
Revenues:						
Transfers from Reserves/Reserve Funds	-	-	-	(69,410)	(69,410)	0.00%
Total Revenues:	-	-	-	(69,410)	(69,410)	0.00%
Net Levy	282,950	282,950	-	287,270	4,320	1.53%

Corporate & Social Services Administration

Function:

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

Services Provided:

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

Service Issues:

- Corporate legal issues and personnel matters
- Monitoring of work plans for each Division in Corporate & Social Services, including priority and goal setting, as well as regular reporting to Council on key business functions
- Administrative support and Senior Management input into major corporate initiatives - Citizen Centred Services and Communications, Business Application Software Replacement, affordable housing, Open Government, Procurement Advancements, Strategic Planning

Service Objectives/Goals:

- Timely, efficient and effective service delivery to internal and external customers
- Compliance with statutory requirements and internal protocols, emphasizing consistency in practice
- Responsible short and long term planning
- Technological and procedural advances which streamline processes and communications
- Qualified, motivated and dedicated staff that enjoy the challenges and rewards of working for the County
- Facilitate the development of a mixed housing project including affordable housing units, in partnership with the Haldimand Norfolk Housing Corporation

Main Budget Drivers:

- A significant contribution to the Haldimand Norfolk Housing Corporation to assist in funding the mixed housing development in Dunnville on Ramsey Drive has been added to the 2022 Operating Budget



Haldimand County 2022 Tax Supported Operating Budget

Corporate & Social Services Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	301,620	281,020	(20,600)	281,510	490	0.17%
Materials	10,200	10,200	-	9,150	(1,050)	-10.29%
Total Expenses:	311,820	291,220	(20,600)	290,660	(560)	-0.19%
Net Levy	311,820	291,220	(20,600)	290,660	(560)	-0.19%



Haldimand County 2022 Tax Supported Operating Budget

Clerks

Function:

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

Services Provided:

- Council Secretariat (agendas, minutes, by-laws, meetings, follow up actions)
- Corporate Records Management (records of Council minutes, by-laws & resolutions, classification of records, secure storage, retrieval & destruction of all corporate records)
- Freedom of Information & Protection of Privacy (coordination of requests for access to records)
- Registrar of Vital Statistics i.e.: deaths, marriages
- Manage the Municipal Election process
- Coordination of Corporate mail & courier service
- Administrative support to Police Services Board

Service Issues:

- Planning for Election using Internet voting for the first time and anticipating potential pandemic restrictions

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 2022 Tax Supported Operating Budget

Clerks

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	495,890	399,630	(96,260)	464,550	64,920	16.25%
Materials	79,350	60,100	(19,250)	102,510	42,410	70.57%
Contracted Services	24,970	24,970	-	139,520	114,550	458.75%
Rents and Financial Expenses	2,800	2,200	(600)	3,350	1,150	52.27%
Transfers to Reserves/Reserve Funds	50,000	50,000	-	50,000	-	0.00%
Interfunctional Adjustments	(30,100)	(30,100)	-	(31,300)	(1,200)	3.99%
Total Expenses:	622,910	506,800	(116,110)	728,630	221,830	43.77%
Revenues:						
General Recoveries	(54,730)	(20,330)	34,400	(29,910)	(9,580)	47.12%
Transfers from Reserves/Reserve Funds	(14,480)	(17,600)	(3,120)	(219,720)	(202,120)	1148.41%
Total Revenues:	(69,210)	(37,930)	31,280	(249,630)	(211,700)	558.13%
Net Levy	553,700	468,870	(84,830)	479,000	10,130	2.16%

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

Service Issues:

- Timely completion of annual audited 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 2022 Tax Supported Operating Budget

Finance

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,238,620	1,372,170	133,550	1,526,360	154,190	11.24%
Materials	65,530	71,790	6,260	48,730	(23,060)	-32.12%
Contracted Services	18,610	-	(18,610)	20,000	20,000	0.00%
Interfunctional Adjustments	(303,560)	(303,560)	-	(309,650)	(6,090)	2.01%
Total Expenses:	1,019,200	1,140,400	121,200	1,285,440	145,040	12.72%
Revenues:						
General Recoveries	(447,760)	(405,280)	42,480	(413,890)	(8,610)	2.12%
Total Revenues:	(447,760)	(405,280)	42,480	(413,890)	(8,610)	2.12%
Net Levy	571,440	735,120	163,680	871,550	136,430	18.56%



Haldimand County 2022 Tax Supported Operating Budget

Customer Experience & Communications

Function:

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Customer Experience & Communications

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	281,400	721,500	440,100	712,790	(8,710)	-1.21%
Materials	6,790	111,950	105,160	114,430	2,480	2.22%
Contracted Services	-	-	-	4,200	4,200	0.00%
Interfunctional Adjustments	(21,770)	(21,770)	-	(21,560)	210	-0.96%
Total Expenses:	266,420	811,680	545,260	809,860	(1,820)	-0.22%
Revenues:						
General Recoveries	(37,500)	(68,780)	(31,280)	(83,780)	(15,000)	21.81%
Total Revenues:	(37,500)	(68,780)	(31,280)	(83,780)	(15,000)	21.81%
Net Levy	228,920	742,900	513,980	726,080	(16,820)	-2.26%



Haldimand County 2022 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 including representation in Small Claims court; and administer legal service requests and invoice reconciliation
- Property and Real Estate Services – management, development and administration of leases and other property-related documentation; management of real property interests on behalf of the County including acquisition, disposal, road closures/conveyances, easements and various license agreements; coordination of real estate consultation, appraisals and surveys; resource with respect to real estate and property related matters
- Intergovernmental Affairs - including shared Health and Social Services with Norfolk County

Service Issues:

- Changes in corporate priorities and work functions due to COVID; impacted abilities to focus on items in work plan
- Claims management including tracking claim progress and related fiscal impacts using Excel which requires manual intervention for reporting
- Uncertainty related to insurance industry and impact to County

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 2022 Tax Supported Operating Budget

Legal & Support Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	715,180	781,450	66,270	793,060	11,610	1.49%
Materials	345,390	385,020	39,630	418,360	33,340	8.66%
Contracted Services	356,860	194,530	(162,330)	194,530	-	0.00%
Transfers to Reserves/Reserve Funds	842,950	597,750	(245,200)	597,750	-	0.00%
Interfunctional Adjustments	(131,030)	(131,030)	-	(133,690)	(2,660)	2.03%
Total Expenses:	2,129,350	1,827,720	(301,630)	1,870,010	42,290	2.31%
Revenues:						
General Recoveries	(500,010)	(277,010)	223,000	(276,010)	1,000	-0.36%
Transfers from Reserves/Reserve Funds	(430,000)	(430,000)	-	(430,000)	-	0.00%
Total Revenues:	(930,010)	(707,010)	223,000	(706,010)	1,000	-0.14%
Net Levy	1,199,340	1,120,710	(78,630)	1,164,000	43,290	3.86%

Human Resources

Function:

To support the Human Resources functions across all Haldimand County employees and Council.

Services Provided:

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

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

Service Issues:

- COVID-19 response and support for staff through Health and Safety protocols, response to rapidly changing guidelines as well as management of absences, staff shortages and vacancies due to Covid-19

Payroll and Human Resource Information Management System in conjunction with new Business Application Software

- Impact of Covid fatigue on occupational and non-occupational claims, staff morale and mental health
- Policy and procedure development and training to ensure compliance in our changing workplace
- Recruitment, retention, and talent management given municipal staffing environment, labour market shortages and ongoing leadership development
- Responding to significant changes in Haldimand County labour relations

Service Objectives/Goals:

- Effective infrastructure and resource support necessary to enable managers and supervisors to lead effectively
- Service delivery that fosters a team-based approach founded on trust and effective working relationships
- Comfortable, safe and enjoyable workplaces
- Human Resource practices that make the County an employer of choice
- Legislative compliance
- Utilized and valued EFAP to best support our employees and their families
- Ongoing management and support for staff related to COVID-19 and other changes in the work environment

Main Budget Drivers:

Full financial recognition of reorganization in HR structure, approved in 2020



Haldimand County 2022 Tax Supported Operating Budget

Human Resources

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	760,690	1,279,530	518,840	1,292,280	12,750	1.00%
Materials	836,876	750,420	(86,456)	812,070	61,650	8.22%
Contracted Services	104,970	91,950	(13,020)	91,950	-	0.00%
Transfers to Reserves/Reserve Funds	1,520,466	1,672,260	151,794	1,672,260	-	0.00%
Interfunctional Adjustments	(545,350)	(545,350)	-	(556,220)	(10,870)	1.99%
Total Expenses:	2,677,652	3,248,810	571,158	3,312,340	63,530	1.96%
Revenues:						
General Recoveries	(1,436,035)	(1,585,060)	(149,025)	(1,585,060)	-	0.00%
Transfers from Reserves/Reserve Funds	(749,907)	(877,500)	(127,593)	(738,400)	139,100	-15.85%
Total Revenues:	(2,185,942)	(2,462,560)	(276,618)	(2,323,460)	139,100	-5.65%
Net Levy	491,710	786,250	294,540	988,880	202,630	25.77%



Haldimand County 2022 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:

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

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Innovation & Technology Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	868,190	1,252,440	384,250	1,221,040	(31,400)	-2.51%
Materials	105,680	108,280	2,600	89,850	(18,430)	-17.02%
Contracted Services	771,860	741,690	(30,170)	881,460	139,770	18.84%
External Transfers	-	1,500,000	1,500,000	-	(1,500,000)	-100.00%
Transfers to Reserves/Reserve Funds	716,360	716,360	-	724,730	8,370	1.17%
Interfunctional Adjustments	(882,790)	(882,790)	-	(900,510)	(17,720)	2.01%
Total Expenses:	1,579,300	3,435,980	1,856,680	2,016,570	(1,419,410)	-41.31%
Revenues:						
Grants/Subsidies	(3,500)	(3,500)	-	(3,500)	-	0.00%
General Recoveries	-	-	-	-	-	0.00%
Transfers from Reserves/Reserve Funds	(77,500)	(1,736,600)	(1,659,100)	(161,500)	1,575,100	-90.70%
Total Revenues:	(81,000)	(1,740,100)	(1,659,100)	(165,000)	1,575,100	-90.52%
Net Levy	1,498,300	1,695,880	197,580	1,851,570	155,690	9.18%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Fleet & Equipment Pool

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,094,452	1,168,010	73,558	1,177,150	9,140	0.78%
Materials	1,650,190	1,847,740	197,550	1,897,100	49,360	2.67%
Utilities	17,250	22,500	5,250	22,500	-	0.00%
Contracted Services	190,279	356,050	165,771	336,050	(20,000)	-5.62%
Rents and Financial Expenses	-	4,000	4,000	4,000	-	0.00%
Transfers to Reserves/Reserve Funds	3,055,440	3,055,640	200	3,723,850	668,210	21.87%
Interfunctional Adjustments	(6,372,290)	(6,443,440)	(71,150)	(7,150,650)	(707,210)	10.98%
Total Expenses:	(364,679)	10,500	375,179	10,000	(500)	-4.76%
Revenues:						
Grants/Subsidies	-	(500)	(500)	-	500	-100.00%
General Recoveries	-	(10,000)	(10,000)	(10,000)	-	0.00%
Total Revenues:	-	(10,500)	(10,500)	(10,000)	500	-4.76%
Net Levy	(364,679)	-	364,679	-	-	0.00%



Haldimand County 2022 Tax Supported Operating Budget

Facilities Capital & Asset Management

Function:

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

Services Provided:

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

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

Technical support to other divisions and departments including:

- Design review

Asset Management:

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

Energy Management:

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



Haldimand County 2022 Tax Supported Operating Budget

Facilities Capital & Asset Management

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	563,630	563,630	-	572,380	8,750	1.55%
Materials	14,850	35,850	21,000	33,200	(2,650)	-7.39%
Contracted Services	15,000	15,000	-	15,000	-	0.00%
Total Expenses:	593,480	614,480	21,000	620,580	6,100	0.99%
Revenues:						
Transfers from Reserves/Reserve Funds	(115,470)	(115,470)	-	(117,910)	(2,440)	2.11%
Total Revenues:	(115,470)	(115,470)	-	(117,910)	(2,440)	2.11%
Net Levy	478,010	499,010	21,000	502,670	3,660	0.73%



Haldimand County 2022 Tax Supported Operating Budget

Corporate Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	467,740	498,330	30,590	110,650	(387,680)	-77.80%
Materials	7,390	7,390	-	6,490	(900)	-12.18%
Contracted Services	-	-	-	-	-	0.00%
Transfers to Reserves/Reserve Funds	206,750	-	(206,750)	-	-	0.00%
Total Expenses:	681,880	505,720	(176,160)	117,140	(388,580)	-76.84%
Revenues:						
Transfers from Reserves/Reserve Funds	(287,680)	(505,720)	(218,040)	(117,140)	388,580	-76.84%
Total Revenues:	(287,680)	(505,720)	(218,040)	(117,140)	388,580	-76.84%
Net Levy	394,200	-	(394,200)	-	-	0.00%



Haldimand County 2022 Tax Supported Operating Budget

Municipal Property Assessment Corporation

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Contracted Services	743,500	743,500	-	752,420	8,920	1.20%
Total Expenses:	743,500	743,500	-	752,420	8,920	1.20%
Net Levy	743,500	743,500	-	752,420	8,920	1.20%



Haldimand County 2022 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.



Haldimand County 2022 Tax Supported Operating Budget

Administration Facilities

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	265,680	285,750	20,070	281,110	(4,640)	-1.62%
Long Term Debt Charges	1,466,706	1,466,710	4	1,440,350	(26,360)	-1.80%
Materials	37,143	50,510	13,367	47,510	(3,000)	-5.94%
Utilities	131,142	174,100	42,958	158,600	(15,500)	-8.90%
Contracted Services	240,231	253,120	12,889	262,420	9,300	3.67%
Rents and Financial Expenses	1,944	420	(1,524)	1,420	1,000	238.10%
Transfers to Reserves/Reserve Funds	7,420	7,420	-	7,420	-	0.00%
Interfunctional Adjustments	(70,400)	(70,400)	-	(62,820)	7,580	-10.77%
Total Expenses:	2,079,866	2,167,630	87,764	2,136,010	(31,620)	-1.46%
Revenues:						
General Recoveries	(100,040)	(95,530)	4,510	(109,180)	(13,650)	14.29%
Transfers from Reserves/Reserve Funds	-	(9,280)	(9,280)	-	9,280	-100.00%
Total Revenues:	(100,040)	(104,810)	(4,770)	(109,180)	(4,370)	4.17%
Net Levy	1,979,825	2,062,820	82,995	2,026,830	(35,990)	-1.74%

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 2022 Tax Supported Operating Budget

Accessibility for Ontarians with Disabilities Act Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	-	52,960	52,960	53,760	800	1.51%
Materials	-	3,430	3,430	3,180	(250)	-7.29%
Contracted Services	-	500	500	500	-	0.00%
Total Expenses:	-	56,890	56,890	57,440	550	0.97%
Net Levy	-	56,890	56,890	57,440	550	0.97%



Haldimand County 2022 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 annual emergency management exercise
- Emergency Response Plan revision to include Incident Management System (IMS) to closer align with provincial protocols



Haldimand County 2022 Tax Supported Operating Budget

Emergency Management

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	564	1,530	966	1,530	-	0.00%
Contracted Services	25,175	25,590	415	25,590	-	0.00%
Interfunctional Adjustments	6,330	6,330	-	6,460	130	2.05%
Total Expenses:	32,070	33,450	1,380	33,580	130	0.39%
Net Levy	32,070	33,450	1,380	33,580	130	0.39%



Haldimand County

Protection Services



Haldimand County 2022 Tax Supported Operating Budget Summary

Protection Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	4,214,843	4,800,340	585,497	4,797,420	(2,920)	-0.06%
Long Term Debt Charges	600,088	600,090	2	588,350	(11,740)	-1.96%
Materials	345,740	383,130	37,390	365,160	(17,970)	-4.69%
Contracted Services	8,966,053	8,703,700	(262,353)	9,033,740	330,040	3.79%
Rents and Financial Expenses	2,322,718	2,327,780	5,062	2,392,290	64,510	2.77%
External Transfers	635,480	673,580	38,100	686,600	13,020	1.93%
Transfers to Reserves/Reserve Funds	1,570,750	210,360	(1,360,390)	211,860	1,500	0.71%
Interfunctional Adjustments	1,799,427	1,797,980	(1,447)	2,264,340	466,360	25.94%
Utilities	98,040	115,670	17,630	107,960	(7,710)	-6.67%
Total Expenses:	20,553,139	19,612,630	(940,509)	20,447,720	835,090	4.26%
Revenues:						
Grants/Subsidies	(222,100)	(175,900)	46,200	(205,900)	(30,000)	17.06%
General Recoveries	(3,522,704)	(2,486,430)	1,036,274	(2,636,700)	(150,270)	6.04%
Development Charges Reserve Funds	(186,487)	(186,490)	(3)	(183,560)	2,930	-1.57%
Transfers from Reserves/Reserve Funds	(387,152)	(336,750)	50,402	(226,880)	109,870	-32.63%
Total Revenues:	(4,318,443)	(3,185,570)	1,132,873	(3,253,040)	(67,470)	2.12%
Net Levy	16,234,696	16,427,060	192,364	17,194,680	767,620	4.67%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Fire Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	2,199,241	2,581,530	382,289	2,574,050	(7,480)	-0.29%
Long Term Debt Charges	600,088	600,090	2	588,350	(11,740)	-1.96%
Materials	158,910	190,950	32,040	191,420	470	0.25%
Utilities	98,040	115,670	17,630	107,960	(7,710)	-6.67%
Contracted Services	264,427	273,530	9,103	286,630	13,100	4.79%
Rents and Financial Expenses	2,317,218	2,322,280	5,062	2,386,790	64,510	2.78%
Transfers to Reserves/Reserve Funds	9,000	9,000	-	9,000	-	0.00%
Interfunctional Adjustments	1,364,860	1,364,860	-	1,815,860	451,000	33.04%
Total Expenses:	7,011,784	7,457,910	446,126	7,960,060	502,150	6.73%
Revenues:						
Grants/Subsidies	(15,800)	-	15,800	-	-	0.00%
General Recoveries	(129,364)	(249,770)	(120,406)	(250,040)	(270)	0.11%
Development Charges Reserve Funds	(186,487)	(186,490)	(3)	(183,560)	2,930	-1.57%
Total Revenues:	(331,651)	(436,260)	(104,609)	(433,600)	2,660	-0.61%
Net Levy	6,680,133	7,021,650	341,517	7,526,460	504,810	7.19%



Haldimand County 2022 Tax Supported Operating Budget

Emergency Measures

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	29,612	6,420	(23,192)	6,590	170	2.65%
Materials	36,770	-	(36,770)	-	-	0.00%
Contracted Services	139,349	-	(139,349)	-	-	0.00%
Transfers to Reserves/Reserve Funds	100,000	100,000	-	100,000	-	0.00%
Interfunctional Adjustments	5,817	4,370	(1,447)	4,460	90	2.06%
Total Expenses:	311,548	110,790	(200,758)	111,050	260	0.23%
Revenues:						
Transfers from Reserves/Reserve Funds	(131,812)	-	131,812	-	-	0.00%
Total Revenues:	(131,812)	-	131,812	-	-	0.00%
Net Levy	179,736	110,790	(68,946)	111,050	260	0.23%



Haldimand County 2022 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) establishes policies and annual strategic policy objectives however do not have an operations oversight function.
- County Staff provide administrative and financial support to the PSB as required.

Service Issues:

- Continued discussions and negotiation with the OPP Contract Policing Bureau and the Haldimand Detachment Commander with respect to police staffing level issues to ensure adequate and effective police services are provided as per the contract and Police Services Act
- Analysis, reporting and reconciliation of the billings with actual/received police services delivered in Haldimand County

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Policing

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	5,300	13,520	8,220	12,320	(1,200)	-8.88%
Materials	8,750	13,900	5,150	12,400	(1,500)	-10.79%
Contracted Services	8,134,500	8,006,070	(128,430)	8,290,810	284,740	3.56%
Rents and Financial Expenses	-	-	-	-	-	0.00%
External Transfers	400	8,250	7,850	750	(7,500)	-90.91%
Transfers to Reserves/Reserve Funds	-	600	600	600	-	0.00%
Interfunctional Adjustments	9,730	9,730	-	9,890	160	1.64%
Total Expenses:	8,158,680	8,052,070	(106,610)	8,326,770	274,700	3.41%
Revenues:						
Grants/Subsidies	(196,000)	(165,600)	30,400	(195,600)	(30,000)	18.12%
General Recoveries	(7,100)	(54,600)	(47,500)	(54,600)	-	0.00%
Total Revenues:	(203,100)	(220,200)	(17,100)	(250,200)	(30,000)	13.62%
Net Levy	7,955,580	7,831,870	(123,710)	8,076,570	244,700	3.12%

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 through external legal firm 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:

- Currently working with OPP to address process changes specific to Part 1 prosecution briefs
- 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 due to a Justice of the Peace availability shortage
- 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
- Establishing protocols to address a new quasi in person / virtual court system

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Provincial Offenses Act

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	135,790	125,420	(10,370)	127,400	1,980	1.58%
Materials	11,500	11,500	-	10,000	(1,500)	-13.04%
Contracted Services	116,590	95,900	(20,690)	120,900	25,000	26.07%
Rents and Financial Expenses	5,500	5,500	-	5,500	-	0.00%
External Transfers	29,750	60,000	30,250	75,000	15,000	25.00%
Interfunctional Adjustments	56,800	56,800	-	57,940	1,140	2.01%
Total Expenses:	355,930	355,120	(810)	396,740	41,620	11.72%
Revenues:						
General Recoveries	(357,610)	(310,000)	47,610	(460,000)	(150,000)	48.39%
Transfers from Reserves/Reserve Funds	(68,390)	(110,000)	(41,610)	-	110,000	-100.00%
Total Revenues:	(426,000)	(420,000)	6,000	(460,000)	(40,000)	9.52%
Net Levy	(70,070)	(64,880)	5,190	(63,260)	1,620	-2.50%



Haldimand County 2022 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,

Services Provided:

-Water quality / quantity monitoring, including source water protection.

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:

-Forest management plan



Haldimand County 2022 Tax Supported Operating Budget

Grand River Conservation Authority

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
External Transfers	175,140	175,140	-	180,060	4,920	2.81%
Total Expenses:	175,140	175,140	-	180,060	4,920	2.81%
Net Levy	175,140	175,140	-	180,060	4,920	2.81%



Haldimand County 2022 Tax Supported Operating Budget

Long Point Conservation Authority

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
External Transfers	293,470	293,470	-	299,670	6,200	2.11%
Total Expenses:	293,470	293,470	-	299,670	6,200	2.11%
Net Levy	293,470	293,470	-	299,670	6,200	2.11%



Haldimand County 2022 Tax Supported Operating Budget

Niagara Peninsula Conservation Authority

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
External Transfers	136,720	136,720	-	131,120	(5,600)	-4.10%
Total Expenses:	136,720	136,720	-	131,120	(5,600)	-4.10%
Net Levy	136,720	136,720	-	131,120	(5,600)	-4.10%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Plans Examination & Inspection

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,432,980	1,646,960	213,980	1,678,870	31,910	1.94%
Materials	53,820	90,790	36,970	75,650	(15,140)	-16.68%
Contracted Services	700	700	-	5,000	4,300	614.29%
Transfers to Reserves/Reserve Funds	1,461,750	100,760	(1,360,990)	102,260	1,500	1.49%
Interfunctional Adjustments	327,170	327,170	-	340,440	13,270	4.06%
Total Expenses:	3,276,420	2,166,380	(1,110,040)	2,202,220	35,840	1.65%
Revenues:						
General Recoveries	(2,893,220)	(1,722,650)	1,170,570	(1,722,650)	-	0.00%
Transfers from Reserves/Reserve Funds	(154,850)	(194,650)	(39,800)	(226,880)	(32,230)	16.56%
Total Revenues:	(3,048,070)	(1,917,300)	1,130,770	(1,949,530)	(32,230)	1.68%
Net Levy	228,350	249,080	20,730	252,690	3,610	1.45%



Haldimand County 2022 Tax Supported Operating Budget

Municipal Enforcement Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	411,920	426,490	14,570	398,190	(28,300)	-6.64%
Materials	14,990	14,990	-	14,690	(300)	-2.00%
Contracted Services	28,787	45,800	17,013	45,600	(200)	-0.44%
Interfunctional Adjustments	35,050	35,050	-	35,750	700	2.00%
Total Expenses:	490,747	522,330	31,583	494,230	(28,100)	-5.38%
Revenues:						
General Recoveries	(63,410)	(77,410)	(14,000)	(77,410)	-	0.00%
Transfers from Reserves/Reserve Funds	(32,100)	(32,100)	-	-	32,100	-100.00%
Total Revenues:	(95,510)	(109,510)	(14,000)	(77,410)	32,100	-29.31%
Net Levy	395,237	412,820	17,583	416,820	4,000	0.97%



Haldimand County 2022 Tax Supported Operating Budget

Animal Control

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	61,000	61,000	-	61,000	-	0.00%
Contracted Services	281,700	281,700	-	284,800	3,100	1.10%
Total Expenses:	342,700	342,700	-	345,800	3,100	0.90%
Revenues:						
Grants/Subsidies	(10,300)	(10,300)	-	(10,300)	-	0.00%
General Recoveries	(72,000)	(72,000)	-	(72,000)	-	0.00%
Total Revenues:	(82,300)	(82,300)	-	(82,300)	-	0.00%
Net Levy	260,400	260,400	-	263,500	3,100	1.19%



Haldimand
County

Transportation Services



Haldimand County 2022 Tax Supported Operating Budget Summary

Transportation Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	5,510,953	5,532,740	21,787	5,690,760	158,020	2.86%
Materials	1,018,506	1,082,010	63,504	1,042,220	(39,790)	-3.68%
Contracted Services	4,657,555	4,626,970	(30,585)	5,147,350	520,380	11.25%
Rents and Financial Expenses	39,311	23,400	(15,911)	23,400	-	0.00%
Transfers to Reserves/Reserve Funds	8,095,460	8,124,560	29,100	8,087,910	(36,650)	-0.45%
Interfunctional Adjustments	2,841,132	3,499,660	658,528	3,632,550	132,890	3.80%
Sand & Salt	1,760,455	1,320,000	(440,455)	1,320,000	-	0.00%
Utilities	496,138	512,010	15,872	512,010	-	0.00%
Total Expenses:	24,419,509	24,721,350	301,841	25,456,200	734,850	2.97%
Revenues:						
Grants/Subsidies	(307,294)	(205,500)	101,794	(262,560)	(57,060)	27.77%
General Recoveries	(432,072)	(143,820)	288,252	(143,820)	-	0.00%
Transfers from Reserves/Reserve Funds	(163,590)	(163,590)	-	(132,850)	30,740	-18.79%
Total Revenues:	(902,956)	(512,910)	390,046	(539,230)	(26,320)	5.13%
Net Levy	23,516,553	24,208,440	691,887	24,916,970	708,530	2.93%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Engineering Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	984,310	947,800	(36,510)	1,044,000	96,200	10.15%
Materials	60,250	84,320	24,070	74,570	(9,750)	-11.56%
Contracted Services	2,710	27,000	24,290	27,000	-	0.00%
Transfers to Reserves/Reserve Funds	8,040,120	8,040,120	-	8,028,600	(11,520)	-0.14%
Interfunctional Adjustments	21,000	21,000	-	24,310	3,310	15.76%
Total Expenses:	9,108,390	9,120,240	11,850	9,198,480	78,240	0.86%
Revenues:						
General Recoveries	(308,869)	(55,600)	253,269	(55,600)	-	0.00%
Transfers from Reserves/Reserve Funds	(131,010)	(131,010)	-	(132,850)	(1,840)	1.40%
Total Revenues:	(439,879)	(186,610)	253,269	(188,450)	(1,840)	0.99%
Net Levy	8,668,511	8,933,630	265,119	9,010,030	76,400	0.86%



Haldimand County 2022 Tax Supported Operating Budget

Municipal Drain Maintenance

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	108,410	108,410	-	110,650	2,240	2.07%
Materials	13,880	13,880	-	12,520	(1,360)	-9.80%
Contracted Services	1,000	1,000	-	1,000	-	0.00%
Transfers to Reserves/Reserve Funds	55,340	55,340	-	59,310	3,970	7.17%
Total Expenses:	178,630	178,630	-	183,480	4,850	2.72%
Revenues:						
Grants/Subsidies	(61,800)	(61,800)	-	(63,060)	(1,260)	2.04%
General Recoveries	(1,050)	(1,050)	-	(1,050)	-	0.00%
Total Revenues:	(62,850)	(62,850)	-	(64,110)	(1,260)	2.00%
Net Levy	115,780	115,780	-	119,370	3,590	3.10%

Roads Summary

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 maximizes the value of the County's investment.

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Roads Summary

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/ (Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	4,418,233	4,476,530	58,297	4,536,110	59,580	1.33%
Materials	944,376	983,810	39,434	955,130	(28,680)	-2.92%
Utilities	496,138	512,010	15,872	512,010	-	0.00%
Contracted Services	4,526,945	4,395,770	(131,175)	4,877,250	481,480	10.95%
Sand & Salt	1,760,455	1,320,000	(440,455)	1,320,000	-	0.00%
Rents and Financial Expenses	39,311	23,400	(15,911)	23,400	-	0.00%
Interfunctional Adjustments	2,820,132	3,478,660	658,528	3,608,240	129,580	3.72%
Total Expenses:	15,005,589	15,190,180	184,591	15,832,140	641,960	4.23%
Revenues:						
Grants/Subsidies	(245,494)	(143,700)	101,794	(199,500)	(55,800)	38.83%
General Recoveries	(122,153)	(87,170)	34,983	(87,170)	-	0.00%
Transfers from Reserves/Reserve Funds	(32,580)	(32,580)	-	-	32,580	-100.00%
Total Revenues:	(400,227)	(263,450)	136,777	(286,670)	(23,220)	8.81%
Net Levy	14,605,362	14,926,730	321,368	15,545,470	618,740	4.15%



Haldimand County 2022 Tax Supported Operating Budget

Roads Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	997,880	1,055,720	57,840	1,052,080	(3,640)	-0.34%
Materials	36,607	89,930	53,323	67,250	(22,680)	-25.22%
Contracted Services	80,614	29,000	(51,614)	194,000	165,000	568.97%
Interfunctional Adjustments	(80,250)	414,290	494,540	422,580	8,290	2.00%
Total Expenses:	1,034,851	1,588,940	554,089	1,735,910	146,970	9.25%
Revenues:						
Grants/Subsidies	(245,494)	(143,700)	101,794	(199,500)	(55,800)	38.83%
General Recoveries	(102,566)	(86,000)	16,566	(86,000)	-	0.00%
Transfers from Reserves/Reserve Funds	(32,580)	(32,580)	-	-	32,580	-100.00%
Total Revenues:	(380,640)	(262,280)	118,360	(285,500)	(23,220)	8.85%
Net Levy	654,211	1,326,660	672,449	1,450,410	123,750	9.33%



Haldimand County 2022 Tax Supported Operating Budget

Roads Facilities

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	165,172	165,630	458	170,130	4,500	2.72%
Materials	40,292	35,700	(4,592)	35,700	-	0.00%
Utilities	55,440	55,440	-	55,440	-	0.00%
Contracted Services	24,880	23,850	(1,030)	21,800	(2,050)	-8.60%
Interfunctional Adjustments	77,730	68,410	(9,320)	69,790	1,380	2.02%
Total Expenses:	363,515	349,030	(14,485)	352,860	3,830	1.10%
Net Levy	363,515	349,030	(14,485)	352,860	3,830	1.10%



Haldimand County 2022 Tax Supported Operating Budget

Roadside Maintenance

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	2,084,410	2,084,410	(0)	2,140,850	56,440	2.71%
Materials	857,852	841,980	(15,872)	835,980	(6,000)	-0.71%
Utilities	440,698	456,570	15,872	456,570	-	0.00%
Contracted Services	2,566,810	2,566,810	0	2,559,600	(7,210)	-0.28%
Rents and Financial Expenses	39,311	23,400	(15,911)	23,400	-	0.00%
Interfunctional Adjustments	1,256,505	1,597,360	340,855	1,633,510	36,150	2.26%
Total Expenses:	7,245,585	7,570,530	324,945	7,649,910	79,380	1.05%
Revenues:						
Grants/Subsidies	-	-	-	-	-	0.00%
General Recoveries	(19,587)	(1,170)	18,417	(1,170)	-	0.00%
Total Revenues:	(19,587)	(1,170)	18,417	(1,170)	-	0.00%
Net Levy	7,225,998	7,569,360	343,362	7,648,740	79,380	1.05%



Haldimand County 2022 Tax Supported Operating Budget

Winter Control

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,170,770	1,170,770	(0)	1,173,050	2,280	0.19%
Materials	9,625	16,200	6,575	16,200	-	0.00%
Sand & Salt	1,760,455	1,320,000	(440,455)	1,320,000	-	0.00%
Contracted Services	1,854,641	1,776,110	(78,531)	2,101,850	325,740	18.34%
Interfunctional Adjustments	1,566,147	1,398,600	(167,547)	1,482,360	83,760	5.99%
Total Expenses:	6,361,638	5,681,680	(679,958)	6,093,460	411,780	7.25%
Net Levy	6,361,638	5,681,680	(679,958)	6,093,460	411,780	7.25%



Haldimand County 2022 Tax Supported Operating Budget

Child Crossing Patrols

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Contracted Services	126,900	203,200	76,300	242,100	38,900	19.14%
Transfers to Reserves/Reserve Funds	-	29,100	29,100	-	(29,100)	-100.00%
Total Expenses:	126,900	232,300	105,400	242,100	9,800	4.22%
Net Levy	126,900	232,300	105,400	242,100	9,800	4.22%



Haldimand **County**

Environmental Services



Haldimand County 2022 Tax Supported Operating Budget Summary

Environmental Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,146,768	1,197,550	50,782	1,121,960	(75,590)	-6.31%
Long Term Debt Charges	-	-	-	61,860	61,860	0.00%
Materials	379,478	430,010	50,532	440,150	10,140	2.36%
Contracted Services	4,083,794	4,194,910	111,116	4,429,160	234,250	5.58%
Rents and Financial Expenses	10,405	7,500	(2,905)	7,500	-	0.00%
Transfers to Reserves/Reserve Funds	573,030	573,030	-	524,330	(48,700)	-8.50%
Interfunctional Adjustments	173,380	192,100	18,720	195,960	3,860	2.01%
Leachate - Treatment, Monitoring & Hauling	2,592,177	2,787,340	195,163	2,506,270	(281,070)	-10.08%
Utilities	29,634	42,060	12,426	42,060	-	0.00%
Total Expenses:	8,988,666	9,424,500	435,834	9,329,250	(95,250)	-1.01%
Revenues:						
Grants/Subsidies	(696,500)	(707,620)	(11,120)	(746,510)	(38,890)	5.50%
General Recoveries	(2,750,981)	(2,555,300)	195,681	(2,473,300)	82,000	-3.21%
Development Charges Reserve Funds	-	-	-	(61,870)	(61,870)	0.00%
Transfers from Reserves/Reserve Funds	(6,740)	(76,700)	(69,960)	(16,740)	59,960	-78.17%
Total Revenues:	(3,454,221)	(3,339,620)	114,601	(3,298,420)	41,200	-1.23%
Net Levy	5,534,446	6,084,880	550,434	6,030,830	(54,050)	-0.89%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Public Works Operations Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	113,600	113,600	-	115,520	1,920	1.69%
Materials	6,250	13,400	7,150	11,800	(1,600)	-11.94%
Contracted Services	24,000	24,000	-	24,500	500	2.08%
Interfunctional Adjustments	(12,000)	(12,000)	-	(12,200)	(200)	1.67%
Total Expenses:	131,850	139,000	7,150	139,620	620	0.45%
Net Levy	131,850	139,000	7,150	139,620	620	0.45%



Haldimand County 2022 Tax Supported Operating Budget

Engineering & Capital Works Administration

Function:

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

Services Provided:

The administrative function of the department provides the following services:

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

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Engineering & Capital Works Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	257,120	280,390	23,270	208,950	(71,440)	-25.48%
Materials	9,350	9,350	-	7,550	(1,800)	-19.25%
Contracted Services	2,500	2,500	-	2,500	-	0.00%
Total Expenses:	268,970	292,240	23,270	219,000	(73,240)	-25.06%
Net Levy	268,970	292,240	23,270	219,000	(73,240)	-25.06%



Haldimand County 2022 Tax Supported Operating Budget

Urban Storm Sewer System

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	106,410	106,410	-	106,600	190	0.18%
Long Term Debt Charges	-	-	-	61,860	61,860	0.00%
Materials	1,610	3,110	1,500	3,010	(100)	-3.22%
Contracted Services	5,600	5,600	-	5,600	-	0.00%
Transfers to Reserves/Reserve Funds	513,070	513,070	-	524,330	11,260	2.19%
Interfunctional Adjustments	24,810	24,810	-	25,310	500	2.02%
Total Expenses:	651,500	653,000	1,500	726,710	73,710	11.29%
Revenues:						
General Recoveries	(34,700)	(35,380)	(680)	(35,380)	-	0.00%
Development Charges Reserve Funds	-	-	-	(61,870)	(61,870)	0.00%
Total Revenues:	(34,700)	(35,380)	(680)	(97,250)	(61,870)	174.87%
Net Levy	616,800	617,620	820	629,460	11,840	1.92%

Solid Waste Summary

Function:

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

Services Provided:

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

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

Service Issues:

- Optimization of the Canborough Waste Management Facility operations;
- Continued preparation for the transition of the Blue Box Program in accordance with Waste Free Ontario Act 2016
- Review and enhance the Divisional contingency and emergency planning procedures;
- Continued investigation into additional waste diversion opportunities;
- Development of a long-term leachate management strategy; and
- Development of a Solid Waste Business Plan/Master Plan.

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Solid Waste Summary

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/ (Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	669,638	697,150	27,512	690,890	(6,260)	-0.90%
Materials	362,268	404,150	41,882	417,790	13,640	3.37%
Contracted Services	4,051,694	4,162,810	111,116	4,396,560	233,750	5.62%
Leachate - Treatment, Monitoring & Hauling	2,592,177	2,787,340	195,163	2,506,270	(281,070)	-10.08%
Rents and Financial Expenses	10,405	7,500	(2,905)	7,500	-	0.00%
Transfers to Reserves/Reserve Funds	59,960	59,960	-	-	(59,960)	-100.00%
Utilities	29,634	42,060	12,426	42,060	-	0.00%
Interfunctional Adjustments	160,570	179,290	18,720	182,850	3,560	1.99%
Total Expenses:	7,936,346	8,340,260	403,914	8,243,920	(96,340)	-1.16%
Revenues:						
Grants/Subsidies	(696,500)	(707,620)	(11,120)	(746,510)	(38,890)	5.50%
General Recoveries	(2,716,281)	(2,519,920)	196,361	(2,437,920)	82,000	-3.25%
Transfers from Reserves/Reserve Funds	(6,740)	(76,700)	(69,960)	(16,740)	59,960	-78.17%
Total Revenues:	(3,419,521)	(3,304,240)	115,281	(3,201,170)	103,070	-3.12%
Net Levy	4,516,826	5,036,020	519,194	5,042,750	6,730	0.13%



Haldimand County 2022 Tax Supported Operating Budget

Solid Waste Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	264,110	290,110	26,000	288,000	(2,110)	-0.73%
Materials	39,277	58,360	19,083	58,240	(120)	-0.21%
Contracted Services	15,344	19,450	4,106	19,450	-	0.00%
Leachate - Treatment, Monitoring & Hauling	751,340	751,340	-	751,340	-	0.00%
Rents and Financial Expenses	10,405	7,500	(2,905)	7,500	-	0.00%
Transfers to Reserves/Reserve Funds	59,960	59,960	-	-	(59,960)	-100.00%
Interfunctional Adjustments	149,660	149,660	-	152,630	2,970	1.98%
Total Expenses:	1,290,096	1,336,380	46,284	1,277,160	(59,220)	-4.43%
Revenues:						
General Recoveries	(1,045,924)	(980,490)	65,434	(1,007,550)	(27,060)	2.76%
Transfers from Reserves/Reserve Funds	-	(69,960)	(69,960)	(10,000)	59,960	-85.71%
Total Revenues:	(1,045,924)	(1,050,450)	(4,526)	(1,017,550)	32,900	-3.13%
Net Levy	244,172	285,930	41,758	259,610	(26,320)	-9.21%



Haldimand County 2022 Tax Supported Operating Budget

Solid Waste Collection

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	35,689	38,950	3,261	38,560	(390)	-1.00%
Materials	11,805	14,330	2,525	13,930	(400)	-2.79%
Contracted Services	1,167,166	1,170,980	3,814	1,267,380	96,400	8.23%
Total Expenses:	1,214,660	1,224,260	9,600	1,319,870	95,610	7.81%
Net Levy	1,214,660	1,224,260	9,600	1,319,870	95,610	7.81%



Haldimand County 2022 Tax Supported Operating Budget

Solid Waste Disposal Sites

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	173,380	171,630	(1,750)	169,870	(1,760)	-1.03%
Materials	44,218	50,640	6,422	51,210	570	1.13%
Utilities	19,880	33,380	13,500	33,380	-	0.00%
Contracted Services	1,494,329	1,588,480	94,151	1,651,580	63,100	3.97%
Leachate - Treatment, Monitoring & Hauling	1,840,837	2,036,000	195,163	1,754,930	(281,070)	-13.81%
Interfunctional Adjustments	1,100	19,820	18,720	20,210	390	1.97%
Total Expenses:	3,573,744	3,899,950	326,206	3,681,180	(218,770)	-5.61%
Revenues:						
General Recoveries	(1,179,533)	(1,362,510)	(182,977)	(1,205,810)	156,700	-11.50%
Transfers from Reserves/Reserve Funds	(6,740)	(6,740)	-	(6,740)	-	0.00%
Total Revenues:	(1,186,273)	(1,369,250)	(182,977)	(1,212,550)	156,700	-11.44%
Net Levy	2,387,471	2,530,700	143,229	2,468,630	(62,070)	-2.45%



Haldimand County 2022 Tax Supported Operating Budget

Solid Waste Reduction

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	196,460	196,460	(0)	194,460	(2,000)	-1.02%
Materials	266,968	280,820	13,852	294,410	13,590	4.84%
Utilities	9,754	8,680	(1,074)	8,680	-	0.00%
Contracted Services	1,374,855	1,383,900	9,045	1,458,150	74,250	5.37%
Interfunctional Adjustments	9,810	9,810	-	10,010	200	2.04%
Total Expenses:	1,857,847	1,879,670	21,823	1,965,710	86,040	4.58%
Revenues:						
Grants/Subsidies	(696,500)	(707,620)	(11,120)	(746,510)	(38,890)	5.50%
General Recoveries	(490,824)	(176,920)	313,904	(224,560)	(47,640)	26.93%
Total Revenues:	(1,187,324)	(884,540)	302,784	(971,070)	(86,530)	9.78%
Net Levy	670,523	995,130	324,607	994,640	(490)	-0.05%



Haldimand **County**

Health Services



Haldimand County 2022 Tax Supported Operating Budget Summary

Health Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	6,160,843	5,889,640	(271,203)	7,150,970	1,261,330	21.42%
Long Term Debt Charges	136,850	136,850	(0)	134,360	(2,490)	-1.82%
Materials	276,047	281,210	5,163	522,220	241,010	85.70%
Contracted Services	2,181,277	2,166,290	(14,987)	1,605,390	(560,900)	-25.89%
Rents and Financial Expenses	-	100	100	100	-	0.00%
External Transfers	-	-	-	-	-	0.00%
Interfunctional Adjustments	903,430	903,430	-	988,770	85,340	9.45%
Utilities	27,338	32,970	5,632	31,350	(1,620)	-4.91%
Total Expenses:	9,685,785	9,410,490	(275,295)	10,433,160	1,022,670	10.87%
Revenues:						
Grants/Subsidies	(3,322,405)	(3,322,400)	5	(4,215,020)	(892,620)	26.87%
General Recoveries	(548,248)	(426,800)	121,448	(932,260)	(505,460)	118.43%
Development Charges Reserve Funds	(19,219)	(19,220)	(1)	(18,870)	350	-1.82%
Transfers from Reserves/Reserve Funds	(875,100)	(875,100)	-	(1,700)	873,400	-99.81%
Total Revenues:	(4,764,972)	(4,643,520)	121,452	(5,167,850)	(524,330)	11.29%
Net Levy	4,920,813	4,766,970	(153,843)	5,265,310	498,340	10.45%

Public Health Services

Function:

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

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Recovery of Health Unit Services including submission of the Health Unit Operational Plan and the MOHs Annual Service Plan and Budget Submission
2. Submit evidence to the MOH demonstrating completion of the remaining 10 recommendations from the Organizational Audit
3. Develop HNHU Strategic Plan
4. The Vaccine Preventable Diseases Team is currently planning to implement "catch up" immunization clinics geared towards Grades 9-10 population in 2022
5. Restart vaccination planning for students in Grades 7-8 to maintain herd immunity rates, decrease the risk of vaccine preventable diseases and maintain the requirements of the Immunization of School Pupils Act during the 2022-2023 school year

Main Budget Drivers:

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

CAI HSS-650-2021-071 Harm Reduction Surveillance Project: Staff report HSS 20-26 was presented to Board of Health on January 5th, 2021 and outlined the initiative. The Health Unit 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 March, 2022 (the position, operating costs and funding have been annualized based on this end date).

Salaries & Benefits: The increase of \$110,600 mainly consists of contract, merit and benefit increases, offset by CAI HSS-650-2021-071.

Materials & Supplies: The decrease of \$41,900 is due to mileage where the new policy as well as project DOMUS has resulted in fewer claims required. Prior year budgets included increases for inspections that may require staff to drive across either county, however with project DOMUS a decrease in large distanced being travelled to complete this work has been realized.

Services: The decrease of \$129,000 is due to the Electronic Medical Records ongoing maintenance costs, where the project has been put on hold until funding can be secured from the Ministry of Health.

Interdepartmental Charges: The increase of \$126,100 is driven by QPAP charges (\$37,900) based on the time spent with each HSS department, IT Computer Replacement costs (\$29,700) due to additional corporate cyber security service requirements allocated through this charge, IT Support Charges (\$14,300) and Insurance (\$9,200).

Federal/Provincial Grants: The decrease of \$63,800 is due to CAI HSS-650-2021-071 and is fully offset within Salaries & Benefits and Materials & Supplies.



Haldimand County 2022 Tax Supported Operating Budget

Public Health Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Contracted Services	1,937,000	1,937,600	600	1,159,300	(778,300)	-40.17%
Total Expenses:	1,937,000	1,937,600	600	1,159,300	(778,300)	-40.17%
Revenues:						
Transfers from Reserves/Reserve Funds	(875,100)	(875,100)	-	(1,700)	873,400	-99.81%
Total Revenues:	(875,100)	(875,100)	-	(1,700)	873,400	-99.81%
Net Levy	1,061,900	1,062,500	600	1,157,600	95,100	8.95%

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 2022 Tax Supported Operating Budget

Paramedic Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	5,975,765	5,698,770	(276,995)	6,956,830	1,258,060	22.08%
Long Term Debt Charges	136,850	136,850	(0)	134,360	(2,490)	-1.82%
Materials	271,981	265,960	(6,021)	508,970	243,010	91.37%
Utilities	24,228	28,240	4,012	26,620	(1,620)	-5.74%
Contracted Services	125,107	109,520	(15,587)	348,420	238,900	218.13%
Interfunctional Adjustments	830,410	830,410	-	914,290	83,880	10.10%
Total Expenses:	7,364,341	7,069,750	(294,591)	8,889,490	1,819,740	25.74%
Revenues:						
Grants/Subsidies	(3,322,405)	(3,322,400)	5	(4,215,020)	(892,620)	26.87%
General Recoveries	(411,514)	(275,910)	135,604	(778,370)	(502,460)	182.11%
Development Charges Reserve Funds	(19,219)	(19,220)	(1)	(18,870)	350	-1.82%
Transfers from Reserves/Reserve Funds	-	-	-	-	-	0.00%
Total Revenues:	(3,753,138)	(3,617,530)	135,608	(5,012,260)	(1,394,730)	38.55%
Net Levy	3,611,203	3,452,220	(158,983)	3,877,230	425,010	12.31%

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 2022 Tax Supported Operating Budget

Cemeteries

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	185,078	190,870	5,792	194,140	3,270	1.71%
Materials	4,066	15,250	11,184	13,250	(2,000)	-13.11%
Utilities	3,110	4,730	1,620	4,730	-	0.00%
Contracted Services	119,170	119,170	(0)	97,670	(21,500)	-18.04%
Rents and Financial Expenses	-	100	100	100	-	0.00%
Interfunctional Adjustments	73,020	73,020	-	74,480	1,460	2.00%
Total Expenses:	384,444	403,140	18,696	384,370	(18,770)	-4.66%
Revenues:						
General Recoveries	(136,734)	(150,890)	(14,156)	(153,890)	(3,000)	1.99%
Total Revenues:	(136,734)	(150,890)	(14,156)	(153,890)	(3,000)	1.99%
Net Levy	247,711	252,250	4,539	230,480	(21,770)	-8.63%



Haldimand
County

Social & Family Services



Haldimand County 2022 Tax Supported Operating Budget Summary

Social & Family Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	8,591,267	8,511,930	(79,337)	9,750,800	1,238,870	14.55%
Long Term Debt Charges	1,298,200	1,298,210	10	1,249,120	(49,090)	-3.78%
Materials	981,369	1,093,580	112,211	1,064,810	(28,770)	-2.63%
Contracted Services	1,847,495	1,719,480	(128,015)	1,498,470	(221,010)	-12.85%
Rents and Financial Expenses	93	900	807	900	-	0.00%
Transfers to Reserves/Reserve Funds	-	-	-	231,900	231,900	0.00%
Interfunctional Adjustments	626,790	626,790	-	639,330	12,540	2.00%
Utilities	361,591	402,480	40,889	371,500	(30,980)	-7.70%
Total Expenses:	13,706,807	13,653,370	(53,437)	14,806,830	1,153,460	8.45%
Revenues:						
Grants/Subsidies	(6,807,676)	(6,269,980)	537,696	(7,490,750)	(1,220,770)	19.47%
General Recoveries	(2,805,931)	(3,399,930)	(593,999)	(3,294,570)	105,360	-3.10%
Transfers from Reserves/Reserve Funds	(29,740)	(29,740)	-	(4,740)	25,000	-84.06%
Total Revenues:	(9,643,347)	(9,699,650)	(56,303)	(10,790,060)	(1,090,410)	11.24%
Net Levy	4,063,459	3,953,720	(109,739)	4,016,770	63,050	1.59%

Social Assistance

Function:

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

Services Provided:

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

Service Issues:

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Continuing to expand service delivery amid COVID recovery
2. Planning for the next steps of the Social Assistance Transformation

Service Objectives/Goals:

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Due to COVID 19, the opening of the Indigenous-led childcare centre located in Hagersville Secondary School was delayed and is expected to open before year-end; a licensed child care centre is schedule to open in Holy Trinity Catholic Secondary School by the end of February 2022
2. For Ontario Works: to access more data on the employment services transformation outcomes to allow better planning and to improve client outcomes
3. Working toward social assistance and transformation and further program integration

Main Budget Drivers:

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

Salaries & Benefits: The decrease of \$540,400 is primarily from the Ontario Works Administration budget option and staff turnover, offset by contract, merit and benefit increases.

Services: The decrease of \$305,500 is driven by the Child Care fee subsidy program (\$299,600) where 100% Ministry of Education funding has decreased by approximately \$100,000 as well as budget being shifted to Transfer Payments/Grants to support centre operations (\$192,700) based on historical actuals.

Transfer Payments/Grants: The increase of \$50,100 is driven by Child Care general operations (\$192,700), where budgets have been shifted from Services based on historical actuals. This is offset by a decrease in Ontario Works client benefits (\$102,000) which is a factor of caseload changes from the Ministry's pilot transition of services, as well as the Ontario Works budget option for Employment Related Expenses (ERE). The ERE decrease is the only levy impact as the other two programs remain funded by their respective Ministries.

Interdepartmental Charges: The increase of \$47,600 is driven by IT Computer Replacement costs (\$15,500) due to additional corporate cyber security service requirements allocated through this charge, IT Support Charges (\$12,100) and the charge from Ontario Works to Child Care for interdepartmentals not directly charged (\$16,500), which is based on the number of FTEs in each area.

Infrastructure Funding: The increase of \$382,800 is due to a transfer to the reserve based on the savings from the Ontario Works Administration budget option. This is included as a Norfolk County transfer and does not affect the Haldimand County cost share.

Federal/Provincial Grants: The decrease of \$174,000 is driven by program reductions described in Services and Transfer Payments/Grants, which were fully funded by the Ministry. For Child Care, this is a total of \$96,100 and for Ontario Works this is an amount of \$77,900.

Other Revenues: The decrease of \$33,600 is driven by Ontario Works Recoveries (\$25,900), which are a direct factor of caseload changes from the Ministry pilot transition of services; these recoveries however are completed on behalf of the Ministry so there is no levy impact.



Haldimand County 2022 Tax Supported Operating Budget

Social Assistance

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Contracted Services	1,027,460	1,031,500	4,040	799,600	(231,900)	-22.48%
Transfers to Reserves/Reserve Funds	-	-	-	231,900	231,900	0.00%
Total Expenses:	1,027,460	1,031,500	4,040	1,031,500	-	0.00%
Net Levy	1,027,460	1,031,500	4,040	1,031,500	-	0.00%



Haldimand County 2022 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 DementiAbility Unit.

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

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

Service Issues:

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

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

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

COVID-19 Containment and Prevention Funding supports for Long Term Care Homes have been confirmed up to March 31, 2022. This funding is intended to offset additional costs associated with the management of COVID-19 infection prevention and control measures and included but is not limited to costs of increased PPE supplies, cleaning supplies, additional frontline staffing and the requirement of legislated new staff positions such as Symptom Screeners and Rapid Antigen Testing staff. As part of the provincial mandate to increase the average hours of direct care per resident in LTC, the MLTC has committed additional funding to homes through the RN, RPN and PSW Staffing Supplement and the Allied Health Professionals Supplement.

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 2022 Tax Supported Operating Budget

Grandview Lodge

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/ (Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	8,591,267	8,511,930	(79,337)	9,750,800	1,238,870	14.55%
Long Term Debt Charges	1,298,200	1,298,210	10	1,249,120	(49,090)	-3.78%
Materials	981,369	1,093,580	112,211	1,064,810	(28,770)	-2.63%
Utilities	361,591	402,480	40,889	371,500	(30,980)	-7.70%
Rents and Financial Expenses	93	900	807	900	-	0.00%
Interfunctional Adjustments	626,790	626,790	-	639,330	12,540	2.00%
Contracted Services	665,535	533,480	(132,055)	535,470	1,990	0.37%
Total Expenses:	12,524,847	12,467,370	(57,477)	13,611,930	1,144,560	9.18%
Revenues:						
Grants/Subsidies	(6,807,676)	(6,269,980)	537,696	(7,490,750)	(1,220,770)	19.47%
General Recoveries	(2,805,931)	(3,399,930)	(593,999)	(3,294,570)	105,360	-3.10%
Transfers from Reserves/Reserve Funds	(29,740)	(29,740)	-	(4,740)	25,000	-84.06%
Total Revenues:	(9,643,347)	(9,699,650)	(56,303)	(10,790,060)	(1,090,410)	11.24%
Net Levy	2,881,499	2,767,720	(113,779)	2,821,870	54,150	1.96%

Child Care

Function:

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

Services Provided:

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

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

Service Issues:

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

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

Service Objectives/Goals:

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Coordination with Brant County Public Health Unit and local agencies to increase resources available for PPD (Post-Partum Depression) support for women in Haldimand-Norfolk
2. HBHC has successfully implemented alternative service delivery models such as virtual and telephone visits to adapt to the COVID-19 pandemic and continue to offer in-person home visits for high-risk clients, the combined service delivery model will continue to be used in the future to reach as many clients as possible and streamline services
3. Return to 100% HBHC program delivery as COVID-19 cases decrease and the COVID-19 team staffing compliment is achieved
4. The Haldimand-Norfolk Health Unit (HNHU) had achieved Baby Friendly Initiative designation by the World Health Organization in 2019; to continue achieving objectives of this designation and support breastfeeding in our community, breastfeeding education will be provided to all HNHU HBHC Public Health Nurses

Main Budget Drivers:

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

Salaries & Benefits: The reduction of \$22,900 consists of contract, merit and benefit increases offset by reorganization of staff within the Haldimand-Norfolk Health Unit.

Materials & Supplies: The decrease of \$5,300 is due to mileage where the new policy and project DOMUS have resulted in a reduced number of claims.

Interdepartmental Charges: The increase of \$6,700 is driven by IT Computer Replacement costs (\$2,000) due to additional corporate cyber security service requirements, Insurance (\$1,800), Health Unit charges (\$1,200) for items charged to the Health Unit and further charged out based on FTEs and IT Support Charges (\$1,100).

Other Revenues: The decrease of \$7,400 is due to recoveries for union leave of absences, which are now budgeted within Ministry of Health programs.



Haldimand County 2022 Tax Supported Operating Budget

Child Care

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Contracted Services	154,500	154,500	-	163,400	8,900	5.76%
Total Expenses:	154,500	154,500	-	163,400	8,900	5.76%
Net Levy	154,500	154,500	-	163,400	8,900	5.76%



Haldimand **County**

Social Housing

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:

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

Service Objectives/Goals:

- Completion and occupancy of Dogwood Suites (the former Norfolk Inn)
- 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:

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

Salaries & Benefits: The reduction of \$1,200 consists of economic, merit and benefit increases offset by staff turnover.

Transfer Payments/Grants: The decrease of \$737,900 is driven by a one-time allocation from the Home for Good program for the redevelopment of the former Norfolk Inn (Dogwood Suites) (\$1,710,000). This is offset by an increase the Social Services Relief Fund (SSRF) one-time funding (\$563,500) and the Canada-Ontario Community Housing Initiative (COCHI) (\$230,100) and are fully offset within Federal/Provincial Grants. The main net levy drivers are the Norfolk Housing Provider payments (\$161,700) which are based on federal indices and a two percent budget increase for the Housing Corporation.

Interdepartmental Charges: The increase of \$45,800 is largely driven by the Social Housing charges where staff time and other operating costs for programs are charged to administration and the programs are then charged based on FTEs or maximum allowable administration funding (\$36,000). As well, there is a new charge for the Dunnville Office building (\$5,700) as Housing Services staff have begun to use the office.

Federal/Provincial Grants: The decrease of \$868,700 is driven by the completion of the Home for Good program (\$1,710,000), offset by the SSRF and COCHI programs (\$793,600) as described and offset within Transfer/Payments Grants.

Interdepartmental Recoveries: The increase of \$42,200 is the amount recoverable from Housing programs as described and offset within Interdepartmental Charges.



Haldimand County 2022 Tax Supported Operating Budget Summary

Social Housing

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Contracted Services	1,023,600	1,023,600	-	1,030,500	6,900	0.67%
Transfers to Reserves/Reserve Funds	80,000	80,000	-	764,400	684,400	855.50%
Total Expenses:	1,103,600	1,103,600	-	1,794,900	691,300	62.64%
Net Levy	1,103,600	1,103,600	-	1,794,900	691,300	62.64%



Haldimand **County**

Recreational & Cultural Services



Haldimand County 2022 Tax Supported Operating Budget Summary

Recreation & Cultural Services

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	5,493,905	6,015,620	521,715	6,136,800	121,180	2.01%
Long Term Debt Charges	2,187,373	2,187,430	57	2,134,050	(53,380)	-2.44%
Materials	337,170	444,720	107,550	455,480	10,760	2.42%
Contracted Services	1,076,021	1,139,180	63,159	1,153,810	14,630	1.28%
Rents and Financial Expenses	93,228	77,430	(15,798)	158,270	80,840	104.40%
External Transfers	322,351	286,860	(35,491)	300,380	13,520	4.71%
Transfers to Reserves/Reserve Funds	742,900	743,900	1,000	691,680	(52,220)	-7.02%
Interfunctional Adjustments	705,770	699,670	(6,100)	803,930	104,260	14.90%
Utilities	658,900	924,020	265,120	927,320	3,300	0.36%
Total Expenses:	11,617,619	12,518,830	901,211	12,761,720	242,890	1.94%
Revenues:						
Grants/Subsidies	(221,521)	(143,050)	78,471	(136,320)	6,730	-4.70%
General Recoveries	(850,268)	(1,117,630)	(267,362)	(1,497,210)	(379,580)	33.96%
Development Charges Reserve Funds	(785,245)	(785,280)	(35)	(766,590)	18,690	-2.38%
Transfers from Reserves/Reserve Funds	(847,390)	(673,730)	173,660	(323,810)	349,920	-51.94%
Total Revenues:	(2,704,423)	(2,719,690)	(15,267)	(2,723,930)	(4,240)	0.16%
Net Levy	8,913,196	9,799,140	885,944	10,037,790	238,650	2.44%

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 and 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 2022 Tax Supported Operating Budget

Facilities, Parks, Cemeteries & Forestry Operations

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	570,966	583,710	12,744	585,940	2,230	0.38%
Materials	38,179	60,260	22,081	54,640	(5,620)	-9.33%
Contracted Services	-	200	200	-	(200)	-100.00%
Interfunctional Adjustments	26,510	26,510	-	14,350	(12,160)	-45.87%
Total Expenses:	635,656	670,680	35,024	654,930	(15,750)	-2.35%
Revenues:						
Transfers from Reserves/Reserve Funds	-	-	-	-	-	0.00%
Total Revenues:	-	-	-	-	-	0.00%
Net Levy	635,656	670,680	35,024	654,930	(15,750)	-2.35%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Parks & Parkettes

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	616,600	616,600	0	627,120	10,520	1.71%
Long Term Debt Charges	140,370	140,370	-	137,580	(2,790)	-1.99%
Materials	31,285	29,870	(1,415)	29,870	-	0.00%
Utilities	39,856	45,520	5,664	45,520	-	0.00%
Contracted Services	202,030	202,030	(0)	202,030	-	0.00%
Rents and Financial Expenses	81,269	71,020	(10,249)	150,960	79,940	112.56%
External Transfers	231,911	228,260	(3,651)	236,560	8,300	3.64%
Interfunctional Adjustments	232,470	232,470	-	338,440	105,970	45.58%
Total Expenses:	1,575,791	1,566,140	(9,651)	1,768,080	201,940	12.89%
Revenues:						
General Recoveries	(5,115)	(27,070)	(21,955)	(27,740)	(670)	2.48%
Transfers from Reserves/Reserve Funds	(140,368)	(140,370)	(2)	(137,580)	2,790	-1.99%
Total Revenues:	(145,482)	(167,440)	(21,958)	(165,320)	2,120	-1.27%
Net Levy	1,430,309	1,398,700	(31,609)	1,602,760	204,060	14.59%



Haldimand County 2022 Tax Supported Operating Budget

Tennis Courts

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	5	-	(5)	-	-	0.00%
Utilities	255	-	(255)	-	-	0.00%
Total Expenses:	260	-	(260)	-	-	0.00%
Net Levy	260	-	(260)	-	-	0.00%



Haldimand County 2022 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 2021 to establish short and long-term needs for these assets
- Maintenance of aging pools and associated facilities in Dunnville & Hagersville will need to be closely monitored

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Arenas

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,321,854	1,600,890	279,036	1,628,780	27,890	1.74%
Long Term Debt Charges	1,487,520	1,487,550	31	1,445,920	(41,630)	-2.80%
Materials	67,927	70,030	2,103	70,030	-	0.00%
Utilities	497,746	722,490	224,744	722,490	-	0.00%
Contracted Services	212,327	221,020	8,693	221,020	-	0.00%
Rents and Financial Expenses	250	1,000	750	1,000	-	0.00%
Interfunctional Adjustments	111,030	100,680	(10,350)	102,700	2,020	2.01%
Total Expenses:	3,698,654	4,203,660	505,006	4,191,940	(11,720)	-0.28%
Revenues:						
General Recoveries	(589,569)	(799,110)	(209,541)	(1,054,440)	(255,330)	31.95%
Development Charges Reserve Funds	(607,194)	(607,210)	(16)	(590,200)	17,010	-2.80%
Transfers from Reserves/Reserve Funds	(451,584)	(270,950)	180,634	(35,030)	235,920	-87.07%
Total Revenues:	(1,648,347)	(1,677,270)	(28,923)	(1,679,670)	(2,400)	0.14%
Net Levy	2,050,307	2,526,390	476,083	2,512,270	(14,120)	-0.56%



Haldimand County 2022 Tax Supported Operating Budget

Community Centres/Halls

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	178	-	(178)	-	-	0.00%
Long Term Debt Charges	184,921	184,930	9	181,550	(3,380)	-1.83%
Materials	972	910	(62)	910	-	0.00%
Contracted Services	-	3,640	3,640	3,640	-	0.00%
Transfers to Reserves/Reserve Funds	275,000	275,000	-	225,000	(50,000)	-18.18%
Total Expenses:	461,072	464,480	3,409	411,100	(53,380)	-11.49%
Net Levy	461,072	464,480	3,409	411,100	(53,380)	-11.49%



Haldimand County 2022 Tax Supported Operating Budget

Pools

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	21,609	39,570	17,961	40,250	680	1.72%
Materials	30,048	30,890	842	30,890	-	0.00%
Utilities	56,578	86,330	29,752	86,330	-	0.00%
Contracted Services	26,139	32,470	6,331	32,470	-	0.00%
Rents and Financial Expenses	569	1,590	1,021	1,590	-	0.00%
Total Expenses:	134,944	190,850	55,906	191,530	680	0.36%
Net Levy	134,944	190,850	55,906	191,530	680	0.36%

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 2022 Tax Supported Operating Budget

Forestry Maintenance

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	164,450	158,210	(6,240)	165,330	7,120	4.50%
Materials	10,781	12,950	2,169	12,450	(500)	-3.86%
Contracted Services	484,881	474,000	(10,881)	474,000	-	0.00%
Interfunctional Adjustments	17,660	17,660	-	18,010	350	1.98%
Total Expenses:	677,771	662,820	(14,951)	669,790	6,970	1.05%
Revenues:						
General Recoveries	(596)	(5,140)	(4,544)	(5,290)	(150)	2.92%
Total Revenues:	(596)	(5,140)	(4,544)	(5,290)	(150)	2.92%
Net Levy	677,175	657,680	(19,495)	664,500	6,820	1.04%

Libraries

Function:

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

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

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

Services Provided:

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

Service Issues:

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

Service Objectives/Goals:

In 2021, we:

- Launched new CloudLibrary and PressReader services in first quarter;
- Launched new, virtual book clubs;
- Developed a welcome package for new members, highlighting library programs and services and promoting its community partnerships;
- Developed alternative collections to meet public interest, including board games, puzzles, Ontario Parks and GRCA day park passes, and other formats;
- Initiated development of a 3-year Library Board Strategic Plan. A situational analysis was undertaken which included a library profile, SWOT analysis and community assessment. New mission and vision statements were adopted by the Board and three strategies (make it easy, make it known, make it diverse) were selected to frame the new plan.
- Provided orientation to new Board member;
- Continued working with other municipal divisions to deliver and enhance community hub services, in person and online;
- Modified front lawn landscaping and garden plants at the Dunnville Branch to decrease maintenance concerns and render it more sustainable;
- Initiated HVAC replacements at Caledonia Branch;
- Implemented new online membership registration process.

In 2022 we will:

- Replace elevator cab at Dunnville Branch;
- Replace failing cedar hedges at Cayuga Branch with sustainable plantings;
- Hire, train and mentor new Branch Coordinator (upper-level manager);
- Begin engineering phase of new Hagersville Library + Active Living Centre project, continue project fundraising efforts and hold additional public consultation session;
- Replace networked photocopier at Jarvis Branch according to 8-year life expectancy cycle;
- Replace exterior book return unit at Jarvis Branch;
- Implement Library Board's 2022-2024 Strategic Plan which includes numerous initiatives: development of Marketing Plan; simplification of program registration process; collection re-codings and re-locations; exploration of new partnerships and service delivery formats; implementation of wireless printing solution for the public; automation of additional circulation procedures (overdue notices emailed, holds notifications emailed); streamlining of loan periods; diversification of collections and modification of collection development policy; catalogue updating including subject heading revisions to reflect cultural sensitivities (e.g. respectful indigenous subject headings as per Xwi7xwa and NIKLA initiatives); development of diverse programmes and annual themed programme plan.



Haldimand County 2022 Tax Supported Operating Budget

Libraries

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/ (Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,278,213	1,497,190	218,977	1,499,850	2,660	0.18%
Long Term Debt Charges	374,563	374,580	17	369,000	(5,580)	-1.49%
Materials	61,946	102,720	40,774	99,070	(3,650)	-3.55%
Utilities	43,307	46,970	3,663	50,270	3,300	7.03%
Contracted Services	128,964	147,890	18,926	150,720	2,830	1.91%
Rents and Financial Expenses	993	1,030	37	1,030	-	0.00%
Transfers to Reserves/Reserve Funds	317,900	318,900	1,000	316,680	(2,220)	-0.70%
Interfunctional Adjustments	305,600	309,850	4,250	316,050	6,200	2.00%
Total Expenses:	2,511,486	2,799,130	287,644	2,802,670	3,540	0.13%
Revenues:						
Grants/Subsidies	(82,845)	(82,560)	285	(82,560)	-	0.00%
General Recoveries	(31,657)	(50,720)	(19,063)	(77,650)	(26,930)	53.10%
Development Charges Reserve Funds	(178,051)	(178,070)	(19)	(176,390)	1,680	-0.94%
Transfers from Reserves/Reserve Funds	(49,450)	(49,450)	-	-	49,450	-100.00%
Total Revenues:	(342,003)	(360,800)	(18,797)	(336,600)	24,200	-6.71%
Net Levy	2,169,483	2,438,330	268,847	2,466,070	27,740	1.14%

Community Development & Partnerships

Function:

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

Services Provided:

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

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

Staff also:

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

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Community Development & Partnerships

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	651,439	685,880	34,441	710,370	24,490	3.57%
Materials	47,649	80,750	33,101	100,700	19,950	24.71%
Contracted Services	8,506	15,520	7,014	15,520	-	0.00%
Rents and Financial Expenses	-	1,500	1,500	1,500	-	0.00%
External Transfers	90,440	58,600	(31,840)	63,820	5,220	8.91%
Interfunctional Adjustments	12,500	12,500	-	14,380	1,880	15.04%
Total Expenses:	810,534	854,750	44,216	906,290	51,540	6.03%
Revenues:						
General Recoveries	-	(2,950)	(2,950)	(3,030)	(80)	2.71%
Total Revenues:	-	(2,950)	(2,950)	(3,030)	(80)	2.71%
Net Levy	810,534	851,800	41,266	903,260	51,460	6.04%

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 2022 Tax Supported Operating Budget

Heritage & Culture Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	2,849	1,800	(1,049)	1,800	-	0.00%
Contracted Services	-	1,850	1,850	1,850	-	0.00%
Rents and Financial Expenses	-	300	300	300	-	0.00%
Total Expenses:	2,849	3,950	1,101	3,950	-	0.00%
Revenues:						
Grants/Subsidies	(37,826)	-	37,826	-	-	0.00%
General Recoveries	-	(2,050)	(2,050)	-	2,050	-100.00%
Transfers from Reserves/Reserve Funds	-	(1,200)	(1,200)	(1,200)	-	0.00%
Total Revenues:	(37,826)	(3,250)	34,576	(1,200)	2,050	-63.08%
Net Levy	(34,977)	700	35,677	2,750	2,050	292.86%



Haldimand County 2022 Tax Supported Operating Budget

Museums

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	346,139	348,570	2,431	360,540	11,970	3.43%
Materials	24,707	30,800	6,093	30,750	(50)	-0.16%
Utilities	21,158	22,710	1,552	22,710	-	0.00%
Contracted Services	11,349	22,890	11,541	29,890	7,000	30.58%
Rents and Financial Expenses	-	430	430	430	-	0.00%
Total Expenses:	403,352	425,400	22,048	444,320	18,920	4.45%
Revenues:						
Grants/Subsidies	(100,850)	(60,490)	40,360	(53,760)	6,730	-11.13%
General Recoveries	(9,259)	(12,170)	(2,911)	(37,020)	(24,850)	204.19%
Transfers from Reserves/Reserve Funds	(15,040)	(15,040)	-	-	15,040	-100.00%
Total Revenues:	(125,149)	(87,700)	37,449	(90,780)	(3,080)	3.51%
Net Levy	278,203	337,700	59,497	353,540	15,840	4.69%



Haldimand County 2022 Tax Supported Operating Budget

Heritage Haldimand

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Materials	1,668	1,950	282	1,900	(50)	-2.56%
Contracted Services	-	120	120	120	-	0.00%
Total Expenses:	1,668	2,070	402	2,020	(50)	-2.42%
Net Levy	1,668	2,070	402	2,020	(50)	-2.42%

Recreation Programs

Function:

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

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

Services Provided:

- Network and liaise with community partners from all relevant sectors (children, youth, seniors, public health, wellness, aquatics);
- Coordinate and schedule reservations at County recreational facilities;
- Delivery of summer programs (camps and aquatics) and March Break camps;
- Provide in-partnership instructional courses to support community group skills;
- Operation of three outdoor pools; and,
- Review and facilitate approval of all festivals and events taking place on County property, including providing associated grants where eligible.

Service Issues:

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

Service Objectives/Goals:

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



Haldimand County 2022 Tax Supported Operating Budget

Recreation Programs

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	522,457	485,000	(37,457)	518,620	33,620	6.93%
Materials	19,153	21,790	2,637	22,470	680	3.12%
Contracted Services	1,825	17,550	15,725	22,550	5,000	28.49%
Rents and Financial Expenses	10,147	560	(9,587)	1,460	900	160.71%
Total Expenses:	553,582	524,900	(28,682)	565,100	40,200	7.66%
Revenues:						
General Recoveries	(214,072)	(218,420)	(4,348)	(292,040)	(73,620)	33.71%
Transfers from Reserves/Reserve Funds	(40,948)	(46,720)	(5,772)	-	46,720	-100.00%
Total Revenues:	(255,020)	(265,140)	(10,120)	(292,040)	(26,900)	10.15%
Net Levy	298,562	259,760	(38,802)	273,060	13,300	5.12%



Haldimand County 2022 Tax Supported Operating Budget

Community Capital Projects

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
Total Expenses:	150,000	150,000	-	150,000	-	0.00%
Revenues:						
Transfers from Reserves/Reserve Funds	(150,000)	(150,000)	-	(150,000)	-	0.00%
Total Revenues:	(150,000)	(150,000)	-	(150,000)	-	0.00%
Net Levy	-	-	-	-	-	0.00%



Haldimand County

Planning & Development



Haldimand County 2022 Tax Supported Operating Budget Summary

Planning and Development

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	2,045,900	2,182,800	136,900	2,294,250	111,450	5.11%
Materials	231,680	275,970	44,290	148,900	(127,070)	-46.04%
Contracted Services	34,970	45,650	10,680	105,650	60,000	131.43%
Rents and Financial Expenses	1,250	1,250	-	1,250	-	0.00%
External Transfers	218,750	488,410	269,660	531,050	42,640	8.73%
Transfers to Reserves/Reserve Funds	210,000	210,000	-	210,000	-	0.00%
Interfunctional Adjustments	(77,780)	(77,780)	-	(79,330)	(1,550)	1.99%
Utilities	4,530	4,530	-	4,530	-	0.00%
Total Expenses:	2,669,300	3,130,830	461,530	3,216,300	85,470	2.73%
Revenues:						
Grants/Subsidies	(186,030)	(170,300)	15,730	(120,980)	49,320	-28.96%
General Recoveries	(770,980)	(551,770)	219,210	(596,980)	(45,210)	8.19%
Miscellaneous Property Charges	(88,900)	(88,900)	-	(89,300)	(400)	0.45%
Transfers from Reserves/Reserve Funds	(111,750)	(363,010)	(251,260)	(386,750)	(23,740)	6.54%
Total Revenues:	(1,157,660)	(1,173,980)	(16,320)	(1,194,010)	(20,030)	1.71%
Net Levy	1,511,640	1,956,850	445,210	2,022,290	65,440	3.34%



Haldimand County 2022 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 2022 Tax Supported Operating Budget

Community & Development Services Administration

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	223,130	228,180	5,050	239,910	11,730	5.14%
Materials	5,830	9,080	3,250	7,430	(1,650)	-18.17%
Interfunctional Adjustments	(27,580)	(27,580)	-	(28,130)	(550)	1.99%
Total Expenses:	201,380	209,680	8,300	219,210	9,530	4.55%
Net Levy	201,380	209,680	8,300	219,210	9,530	4.55%



Haldimand County 2022 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 2022 work program in accordance with Corporate priorities.



Haldimand County 2022 Tax Supported Operating Budget

Planning & Zoning

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	1,238,070	1,400,530	162,460	1,411,570	11,040	0.79%
Materials	38,600	55,540	16,940	46,700	(8,840)	-15.92%
Contracted Services	17,300	17,300	-	77,300	60,000	346.82%
Interfunctional Adjustments	(50,200)	(50,200)	-	(51,200)	(1,000)	1.99%
Total Expenses:	1,243,770	1,423,170	179,400	1,484,370	61,200	4.30%
Revenues:						
General Recoveries	(765,510)	(546,300)	219,210	(590,010)	(43,710)	8.00%
Transfers from Reserves/Reserve Funds	(25,000)	(25,000)	-	-	25,000	-100.00%
Total Revenues:	(790,510)	(571,300)	219,210	(590,010)	(18,710)	3.27%
Net Levy	453,260	851,870	398,610	894,360	42,490	4.99%



Haldimand County 2022 Tax Supported Operating Budget

Markets

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	560	560	-	570	10	1.79%
Utilities	4,530	4,530	-	4,530	-	0.00%
Total Expenses:	5,090	5,090	-	5,100	10	0.20%
Revenues:						
General Recoveries	(3,470)	(3,470)	-	(3,470)	-	0.00%
Total Revenues:	(3,470)	(3,470)	-	(3,470)	-	0.00%
Net Levy	1,620	1,620	-	1,630	10	0.62%

Economic Development & Tourism

Function:

Similar to 2021, Economic Development and Tourism's focus for 2022 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 2022 Tax Supported Operating Budget

Economic Development & Tourism

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
Salaries, Wages & Benefits	584,140	553,530	(30,610)	642,200	88,670	16.02%
Materials	187,250	211,350	24,100	94,770	(116,580)	-55.16%
Contracted Services	17,670	28,350	10,680	28,350	-	0.00%
Rents and Financial Expenses	1,250	1,250	-	1,250	-	0.00%
External Transfers	51,000	63,000	12,000	80,000	17,000	26.98%
Total Expenses:	841,310	857,480	16,170	846,570	(10,910)	-1.27%
Revenues:						
Grants/Subsidies	(186,030)	(170,300)	15,730	(120,980)	49,320	-28.96%
General Recoveries	(2,000)	(2,000)	-	(3,500)	(1,500)	75.00%
Transfers from Reserves/Reserve Funds	(1,500)	(1,500)	-	(25,000)	(23,500)	1566.67%
Total Revenues:	(189,530)	(173,800)	15,730	(149,480)	24,320	-13.99%
Net Levy	651,780	683,680	31,900	697,090	13,410	1.96%



Haldimand County 2022 Tax Supported Operating Budget

Community Improvement Plan

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
External Transfers	35,000	286,260	251,260	281,050	(5,210)	-1.82%
Transfers to Reserves/Reserve Funds	150,000	150,000	-	150,000	-	0.00%
Total Expenses:	185,000	436,260	251,260	431,050	(5,210)	-1.19%
Revenues:						
Transfers from Reserves/Reserve Funds	(35,000)	(286,260)	(251,260)	(281,050)	5,210	-1.82%
Total Revenues:	(35,000)	(286,260)	(251,260)	(281,050)	5,210	-1.82%
Net Levy	150,000	150,000	-	150,000	-	0.00%



Haldimand County 2022 Tax Supported Operating Budget

Community Beautification Program

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
External Transfers	43,850	50,250	6,400	80,700	30,450	60.60%
Transfers to Reserves/Reserve Funds	60,000	60,000	-	60,000	-	0.00%
Total Expenses:	103,850	110,250	6,400	140,700	30,450	27.62%
Revenues:						
Transfers from Reserves/Reserve Funds	(50,250)	(50,250)	-	(80,700)	(30,450)	60.60%
Total Revenues:	(50,250)	(50,250)	-	(80,700)	(30,450)	60.60%
Net Levy	53,600	60,000	6,400	60,000	-	0.00%



Haldimand County 2022 Tax Supported Operating Budget

Business Improvement Areas

	2021 Current Forecast	2021 Revised Budget	2021 Surplus/(Deficit)	2022 Proposed Budget	2022 Budget \$ Incr/(Decr)	2022 Budget % Incr/(Decr)
Expenses:						
External Transfers	88,900	88,900	-	89,300	400	0.45%
Total Expenses:	88,900	88,900	-	89,300	400	0.45%
Revenues:						
Miscellaneous Property Charges	(88,900)	(88,900)	-	(89,300)	(400)	0.45%
Total Revenues:	(88,900)	(88,900)	-	(89,300)	(400)	0.45%
Net Levy	-	-	-	-	-	0.00%



Caledonia BIA

Proposed 2022 Operating Budget

Updated November 4, 2021

Caledonia BIA Income

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

INCOME	2020 Budgeted	2020 <i>Actual</i>	2021 Budgeted	2021 <i>Actual As of Oct 20/21</i>	2022 Proposed Budget Amount
1. Beautification Grant	6,850	6,850	6,850	6,500	6,850
2. Direct Public Support Individual Business Contributions	0	0	0	300.	0
3. Downtown Operating Grant	8,500	8,500	8,500	8,500	8,500
4. HST Rebate	0	0	0	3,334.37	2,000
5. KaBloom!	2,500	4,017.58	2,500	4875.	4,000
6. Christmas in Caledonia	0	1,250	0	140.	1,000
7. LED Sign <i>Footnote #1</i>	0	3,572	0	1,425.	800
8. Marketing Income <i>Footnote #2</i>	15,000	3,980	6,000	4,960.	6,000
9. Bank Interest	25	35.38	25	18.50	25
10. In Memorial Funds	500	2,035.38	1,000	1,600.	1,000
11. Miscellaneous Revenue	0	0	0	105.	0
12.. Projected BIA Levy	(+ 2.5% from 2019) 49,153	49,150	(+2.5% from 2020) 50,382	37,800.	Frozen 2021 Amount 50.382
TOTAL INCOME	80,178	79,390.34	72,907	69,558.87	80,557

Caledonia BIA Expenses

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

EXPENSES	2020 Budget	2020 <i>Actual</i>	2021 Budget	2021 <i>Actual</i> <i>as of Oct</i> <i>20/21</i>	2022 Proposed Budget
1. Casual Labour	400	105	0	71.25	377
2. Conference & Meeting	0	0	0	500.	0
3. Chamber Fees	150	192.51	150	0	0
4. Contract / Accounting Services	500	0	500	0	400
5. Audit Fees	1,300	1,620	1,700	2,160.	2,200
6. Canadian Flags, Cdn Flag Banners	3,800	2,799.28	3,000	2,632.14	3,000
7. Enbridge	1,200	836.37	1,200	434.67	1,200
8. Equipment, Tools	150	188.90	100	137.85	200
9. Flowers and Plants	10,000	9,124.04	9,000	7,491.41	8,000
10. Garbage Containers, Planters, Benches	2,000	2,775	1,000	0	1,000
11. Tractor Fuel	500	147.50	600	413.29	500
12. LED Sign Internet <i>Footnote #3</i>	2,000	1063.32	0	1,127.65	2,000
19. LED Sign Repair	0	237.37	500	575.	500
13. Tractor Maintenance, Repair	600	677.84	500	0	500
14. Fertilizer	0	664.53	400	330.90	400
15. Haldimand Water for BIA	500	809	500	415.58	600
16. Haldimand Water of Oasis Parkette	0	514.72	0	198.04	200
17. HST Expense	4,500	1381.38	1,500	7,277.98	3,500
18. Hydro One	650	520.60	800	350.56	600
19. Postage / PO Box Rental	200	1,157.04	300	211.	446

20. Office Supplies/Equipment	3,000	101.39	57	71.25	100
21. Office Phone Internet	1,300	859.49	1,300	742.47	1,300
22. Printing	700	163.28	600	121.70	1,000
23. Operations- Other	0	115.16	0	0	0
24. Payroll, Expenses Footnote #4	46,000	34,141.46	46,000	30,756.57	35,000
25. Payroll Source Deductions	0	11,307.80	0	7,903.99	11,000
26. Christmas in Caledonia	0	172.14	1,000	1,960.64	3,000
27. Easter	0	58.44	0	0	200
28. Veteran Banners	0	3,819.86	700	735.03	500
29. Projected Expenses - Other	0	25	0	0	0
30. Street / Window Decorating	0	163.70	0	72.78	100
31. Website Hosting	500	190.23	500.	145.	150
32. WSIB	0	156.34	0	40.10	100
33. Bank Charges	30	0	30	0	30
34. Canada Day Parade	300	0	100	0	300
35. Travel Expense/Mileage	600	0	600	0	600
36. Flag, Banner Install, Takedown	1,500	0	0	0	554
37. Soil, Mulch	1,200	0	200	0	200
38. Santa Claus Parade	1,000	0	1,000	0	800
TOTAL EXPENSE	80,178	76,088.49	72,907	66,442.18	80,557

Footnotes

Footnote #1 – Income, Line 7

The LED sign generated income in 2020 and 2021 (and earlier).

Prior to 2022, the LED sign did not have a dedicated line in the income budget. Rather, the LED income was part of the “Other Income” budget line.

Footnote #2 – Income, Line 8

Due to covid and the BIA’s inability to seek sponsorship etc, the Board lowered the budgeted “Other Income” amount.

Footnote #3 - Expense, Line 12

In 2020, Metroloop installed internet cable at the LED sign for the purpose of providing free internet service to the BIA in return for LED signage. The BIA 2021 Budget for LED internet was set as 0.

In or around 2021, Metroloop was sold and agreement between Metroloop and BIA was null and void.

Footnote #4 – Expense, Line 24

In the past, there was an expense line “Payroll, Expense”. This included payroll, WSIB, Payroll Source Deduction expenses.

For 2022 proposed BIA budget, payroll, WSIB and PRSD have been separated so that each have a dedicated budget line.

DUNNVILLE BIA 2022 BUDET PROPOSAL			
	2021	2021	2022
	APPROVED	YTD	PROPOSED
DEPOSITS			
LEVY	24,100	12,050	24,445
GRANT B		4,600	6,000
GRANT O	8,500	8,500	8,500
CPP			
INTEREST			
COC REIMBURSE	10,000		
HST REBATES			
TOTAL REVENUES	42,600	25,150	38,945
EXPENSES			
BANK CHARGES	175	48	100
OFFICE SUPPLIES	275		100
AUDIT FEES MILLARDS	1,100	1,695	2,000
CAPITAL PROJECT RESERVE	3,900		
FOUNTAIN MAINTENANCE	400		500
WATER	600	163	600
METER INSTAL		234	260
MEETING	1,200	125	500
OBIAA FEES (DUES)	220	265	285
ACCOUNTING FEES	2,000		2,000
GENERAL ADMIN	1,200		500
TRUE EXPERIENCE	4,300	4,876	6,000
EGGER TRUCK AND MACHINE	4,800	1,184	2,500
MALLORD FARMS	6,430	4,316	7,000
SNOW REMOVAL	8,500	13,560	11,300
BANNERS UP/DWN	3,000	1,074	3,000
WREATH REMOVAL	2,000	989	2,000
DUNNVILLE HORT SOC		90	300
CAPITAL PROJECTS			
MARKETING EVENTS	2,500		
TOTAL EXPENDITURES	42,600	28,619	38,945
	-	(3,469)	-

Hagersville Business Improvement Area
Proposed Budget and Levy for 2022

	2021 Approved Budget	2021 Actual (some amounts estimated to	2022 Proposed Budget
Revenue			
BIA Levy	\$ 14,400.00	\$ 14,400.00	\$ 14,400.00
Interest Income	\$ 10.00	\$ 6.75	\$ 6.00
HST recovery - current year expenses	\$ 6,511.20	\$ 1,895.16	\$ 2,312.51
HCCPP Grant (Haldimand County) - from 2020	\$ 4,000.00	\$ 4,000.00	\$ -
HCCPP Grant (Haldimand County) - for 2021	\$ 4,000.00	\$ 4,000.00	\$ -
HCCPP Grant (Haldimand County) - for 2022	\$ -	\$ -	\$ 4,000.00
Downtown Operating Grant (Haldimand County)	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00 *
Allocated to Chamber of Commerce - extra flower cos	\$ (2,125.00)	\$ (2,125.00)	\$ (2,125.00)
Allocated to Community Centre - reimburse water exp	\$ (2,125.00)	\$ (2,125.00)	\$ (2,125.00)
A From Prior Year Surplus / Reserves	\$ 37,314.52	\$ 27,341.21	\$ 2,290.49
Total Revenue	\$ 70,485.72	\$ 55,893.12	\$ 27,259.00

Expenditures			
	\$ 264.80	\$ 264.80	\$ 275.00
	\$ 250.00	\$ -	\$ 250.00
	\$ 1,130.00	\$ -	\$ 1,130.00
	\$ 25.00	\$ 10.00	\$ 10.00
	\$ 207.92	\$ 200.00	\$ 200.00
1 Streetscape - Park Benches 4 @ \$1,200 plus HST	\$ 5,424.00	\$ 5,424.00	\$ -
2 Streetscape - concrete pads for bench locations	\$ 4,520.00	\$ -	\$ 4,520.00
3 Streetscape - Trees @ \$1,550 plus HST	\$ 35,030.00	\$ 35,030.00	\$ -
4 Garbage Receptacles - 4 add'l @ \$950 plus HST	\$ 4,294.00	\$ -	\$ 4,294.00
	\$ 2,500.00	\$ 3,512.46	\$ 3,000.00
5 Subcontract labor - weed trimming, garbage, etc	\$ 6,000.00	\$ 2,000.00	\$ 4,000.00 *
6 Banners for Market Square	\$ 1,695.00	\$ -	\$ 1,695.00
	\$ 2,800.00	\$ 2,784.32	\$ 2,800.00 *
	\$ 565.00	\$ -	\$ 1,695.00
	\$ 2,260.00	\$ 1,130.00	\$ 1,695.00
7 Solar LED lighting on entrance signs	\$ 3,390.00	\$ 3,390.00	\$ -
	\$ -	\$ 152.54	\$ -
8 Contribution from sale of existing tractor & water tank	\$ (1,000.00)	\$ (200.00)	\$ -
	\$ 1,130.00	\$ 2,195.00	\$ 1,695.00
Total Expenses	\$ 70,485.72	\$ 55,893.12	\$ 27,259.00

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 planned to be purchased prior to 12/31/2021 to have in 2021 budget and have ready for Spring 2022
 - 2 installation/concrete pads carried over to 2022 - consult with County staff and property owners
 - 3 carried over to 2024 to match County work plans/budget per Adam Chamberlain - funds to be invested do not account for HST rebate on this amount until expenditure in 2024
 - 4 looking at 4 additional for 2021 at park bench locations
 - 5 did not arrange for Summer Employee for 2020 due to COVID-19, definitely need to for 2021
 - 6 carried over to 2022, use new County logo with Farmers market message once developed
 - 7 allowing for 3 signs at \$1,000 each, sign at north entrance already lit by property owner
 - 8 allow for sale of existing tractor/water tank - sold water tank in 2021, keeping old tractor


* these budget items use the Downtown Operating Grant funding



Haldimand **County**

Appendices

2022 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								
Finance Strategic Realignment - Supervisor of Revenue	no	On-going	Permanent Full-Time (1.0 FTE) Supervisor of Revenue (\$129,640)	1.00	129,640		129,640	
Information Systems Re-organization	yes	On-going	Per FDS-04-2020 IS Re-Org. Additional 3 FTEs spread over 2 years. Two FTEs in 2021, with additional position in 2022.	1.00	106,670		106,670	
Plans Examination & Inspection - Senior Building Inspector	no	On-going	Permanent Full-Time (1.0 FTE) Senior Building Inspector - \$127,150 funded from Building Permit Stabilization Reserve and includes capital purchases of \$51,000 (including new vehicle purchase)	1.00	127,150	(127,150)	-	
Paramedic Services - Up-Staff at Cayuga EMS Base	no	On-going	Up-staff of Staff at Cayuga EMS Station - 4.0 FTE \$507,700 - 50% Funded from Contingency funding in 2022 until MOH funding in 2023	4.00	507,700	(253,850)	253,850	
Grandview Lodge - Permanent, Full-time Administrative Assistant	no	On-going	Convert existing Permanent Part-Time Administrative Assistant to Permanent Full-time	0.30	23,310		23,310	
Economic Development & Tourism Student	no	On-going	Eliminate Grants to Cayuga and Dunnville Chambers and add Student (0.25FTE)	0.25	8,000	(8,000)	-	
Museum Students	no	On-going	Move from workshops to three week long camps - requires addition hours for students (0.08 FTE) - 3 weeks - 12 participants per week	0.08	6,920	(9,810)	(2,890)	
Total Permanent Staff Changes				7.63	909,390	(398,810)	510,580	
Temporary Staff Changes								
Financial & Data Services - Temporary Full-time Administrative Assistant	no	One-time	Temporary Full-Time Administrative Assistant (1.0 FTE) - 2 year contract (\$69,410, funded from contingency)	1.00	69,410	(69,410)	-	
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 (\$118,040), with option for extension with Council Approval - funded from Capital	1.00	118,040	(118,040)	-	
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 (\$117,910)	1.00	117,910	(117,910)	-	
Plans Examination & Inspection Digitization Staff	yes	One-time	Per BME-03-2020 Extension of Digitization staff (2.0 FTE) funded from capital (\$99,730 2021 carryforward)	2.00	99,730	(99,730)	-	
Roads Administration Development Opportunity	yes	One-time	Per CAO-M06-2020 Temporary Director, Roads Operations development opportunity offset by decrease in Deputy CAO relief dollars (\$11,050)	-	11,050	(11,050)	-	
Project Manager, Gravel Road Conversion Program	yes	One-time	Four year contract (1.0 FTE) as approved through the Tax Supported Capital Budget funded from capital (\$133,400)	1.00	133,400	(133,400)	-	
Total Temporary Staff Changes				6.00	549,540	(549,540)	-	
COVID-19 Related Staff Changes								
Arenas - additional students	no	One-time	Additional students (4) for arenas - additional COVID protocols (cleaning/screening) to April 2022 (\$35,030) - funded from Safe Restart Funding	0.98	35,030	(35,030)	-	
Total COVID-19 Related Staff Changes				0.98	35,030	(35,030)	-	
Grant Related Staff Changes								
Community Paramedic Program	yes	One-time	Per report EMS-04-2021 Community Paramedic Program Update - 2021 Carryforward \$605,740 funded from HNH B LHIN	2.00	605,740	(605,740)	-	
Community Paramedic Program	yes	One-time	Per report EMS-04-2021 Community Paramedic Program Update - 2022 One-time Funding over three years totaling \$4.3 million. 2022 operating component totaling \$574,600 funded from the Ministry of Health and Long Term Care	4.00	574,600	(574,600)	-	
Grandview Lodge	yes	On-going	Per GVL-06-2021 - Temporary Infection Prevention and Control Coordinator (1.0 FTE) funded from the Ministry of Health (\$98,120)	1.00	98,120	(98,120)	-	

2022 Summary of Staffing Changes				HALDIMAND COUNTY					
(Amounts noted below include all costs associated with the related staffing initiative, such as any travel, cell phone charges, professional development, etc.)									
Tax Supported Operations									
Position Title	Previously Approved by Council	One-time/ On-going	Description	FTEs	Gross Costs	Funding	Net Levy		
Grandview Lodge	yes	On-going	Per GVL-06-2021 - Additional Nursing staff for increase to resident care hours (RN, RPN and PWS Staff), funded from Ministry of Health Home Level Allocation (\$889,200)	11.00	889,200	(889,200)			
Grandview Lodge	yes	On-going	Per GVL-06-2021 - Weekend and Vacation Coverage for Therapeutic Recreationist \$70,690 (0.86 FTE) funded from Ministry of Health	0.86	70,690	(70,690)			
Economic Development & Tourism Digital Service Squad	yes	One-time	Two students fully funded from Digital Service Grant to February, 2022 (\$18,320)	0.30	37,900	(37,900)	-		
Economic Development & Tourism - My Main St Ambassador	yes	One-time	Staffing - 2 student positions fully funded from grant (\$102,660)	2.00	102,660	(102,660)	-		
Total Grant Related Staff Changes				21.16	2,378,910.00	(2,378,910.00)	-		
Total Tax-Supported Operations				<u>35.77</u>	<u>3,872,870</u>	<u>(3,362,290)</u>	<u>510,580</u>		

Total Levy Funded FTEs: 4.30
 Total Funded FTEs: 31.47
Total Additional FTEs 35.77



Draft Tax Rates & Historical Comparison

2022 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:	0.01068024	0.02136047	0.01808057	0.01808057	0.02485718	0.02485718	0.01590714	0.00267006	0.00267006
TOTAL 2022 TAX RATES:	0.01221024	0.02289047	0.02688057	0.02688057	0.03365718	0.03365718	0.02470714	0.00305256	0.00305256
% Increase/(Decrease)	1.58%	1.68%	1.21%	1.21%	1.33%	1.33%	1.16%	1.58%	1.58%

2021 TAX RATES

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

2020 TAX RATES

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



Summary of Contingency Reserve
Actuals for the Years 2012 TO 2021 & 2022 Projection

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance January 1st	6,360,510	7,305,860	10,037,823	9,788,628	9,920,594	10,458,170	11,741,119	12,211,415	11,551,521	15,637,103	19,584,704
Source of Funds:											
Budgeted Contribution											
Surplus/(Deficit) from Operations	1,390,892	886,848	(351,648)	585,045	1,320,630	1,211,510	1,152,519	(534,641)	3,772,881	4,517,698	
Other Contributions from Operations		2,821,587	1,720,622		129,526	318,557	227,438	287,398	291,456	191,280	100,000
COVID-19 Safe Restart Funding Received									2,532,800	1,142,248	0
Total Source of Funds	1,390,892	3,708,435	1,368,974	585,045	1,450,156	1,530,068	1,379,957	(247,243)	6,597,137	5,851,226	100,000
Use of Funds:											
Contribution to Proposed Operation Items	86,355	99,399	69,569	232,137	22,553	82,834	59,346	43,042	218,675	289,740	122,310
Enhanced Sign Program	24,400										
Transition Costs			2,031	3,812	59,945	1,010			195		
Phase in OPP Contract increase	250,000		500,000								
Municipal Drains			119,472								
Hagersville Standpipe Rehabilitation (signage)	64,576										
Front End Financing of Development Study	20,209	9,631	9,287								
Phase in increase in the Fire Protection Charge resulting from the industry standard methodology utilized within the Water and Wastewater Rate Study.		675,000	337,500								
Phase in to reflect Moulton and Byng Fire Hall annualized reductions		192,443	100,912	55,610	58,850	42,010	27,080	18,860			
Manager, Asset Management contract position			130,151								
Hospital Grants using portion of surplus funds generated by the Health and Social Services arbitration process			98,147	161,521	700,000		440,332				
Enhancement to Emergency Medical Services 50% one-time			251,100								
Economic Development Strategic Plan Consulting					71,232						
Standpipe Rehabilitation & Mix System Signage						86	43,175	245			
Business Application System Design & Replacement						121,179	251,348	246,692	173,790		
CAO-03-2017 Award of Request for Proposal Business Application											
Software - funding of one-time items - Operating Maintenance Contracts (2018 carryforward)							88,381	84,900	64,146	57,500	61,500
Economic Development Brand Strategy Consultant (2018 carryforward)								18,910			
Delegated Authority for Payment of Termination Pay and Severance									70,179	75,000	75,000
Costs related to moving to Haldimand County Administration Building									109,022		
Donation to Dunnville Hospital and Healthcare Foundation towards "Every Moment Counts" campaign									150,000		
Community Safety and Well-Being Plan										60,000	
Electronic Speed Warning Signs									58,355	7,645	
FDS-02-2020 Broadband Negotiated Request for Proposal Results											
Plans Examination Digitization Division Support											
2020 Emergency Storm Costs - one-time									300,000		
COVID-19 Safe Restart Costs									1,367,193	1,413,740	35,030
Total Use of Funds	445,541	976,472	1,618,168	453,079	912,580	247,119	909,662	412,650	2,511,555	1,903,625	293,840
Closing Balance December 31st	7,305,860	10,037,823	9,788,628	9,920,594	10,458,170	11,741,119	12,211,415	11,551,521	15,637,103	19,584,704	19,390,864

COVID-19 Safe Restart Funding - Use of Funds

	2020	2021	2022
Opening Balance		1,165,607	894,115
Received	2,532,800	1,142,248	
Spent	(1,367,193)	(1,413,740)	(35,030)
Closing Balance December 31, 2021	1,165,607	894,115	859,085

Note: 2021 Projected year-end balance

Schedule	Division
A	Corporate Administration
B	Licensing
C	Roads Operations
D	Environmental Operations
E	Engineering Services
F	Community Development & Partnerships - Parks
G	Community Development & Partnerships - Facilities
H	Community Development & Partnerships - Arenas
I	Community Development & Partnerships - Aquatics
J	Community Development & Partnerships - Programs/Heritage and Culture
K	Cemetery Services
L	Emergency Services
M	Grandview Lodge
N	Permits
O	By-law Enforcement/Animal Control
P	Community & Development Services
Q	Planning & Development
R	FEES AND CHARGES ESTIMATE FORMULA

Table 1 - Summary of Exceptions**Shaded in blue on user fee schedules*

Schedule	User Fee	Rationale
Schedule A - Corporate Administration & Schedule J - Heritage & Culture	Photocopies	<u>No economic adjustment applied</u> As this fee is small, any increase has a large impact. Given that it is significantly higher than most comparators, this fee is recommended to be kept at the current rate.
Schedule A - Finance Division	Arrears Notice Fees (per property)	<u>No economic adjustment applied</u> Staff propose leaving this fee unchanged for 2022 due to the small nature of the fee and pending impacts as a result of Virtual City Hall (VCH).
Schedule A - Finance Division	Tax Certificates - Paper Copy Surcharge	<u>New Administrative Fee added</u> This fee is not yet active, but will be charges one Virtual City Hall has gone live.
Schedule E - Engineering Services	Engineering Services - Subdivision/Condominium/Site Plan/External Works Agreement	<u>Housekeeping</u> Update to name of user fee to include Site Plans and External Works.
Schedule F - Dunnville Farmer's Market/Waterfront Pavilion	Public Rental - per use	<u>Housekeeping</u> Space has not been rented since opening - reduced fee to reflect similar rentals in the area (from \$150 to \$38).
Schedule G - Cayuga McSorley	Kitchen Rental with Hall	<u>Housekeeping</u> Removal of fee as it is redundant with other hall fees that are currently being charges
Schedule H - Arena Ice (per hour)	Adult/general prime & non-prime	<u>Housekeeping</u> Increased rates by 7.26% to align with local comparators
Schedule I – Community Development & Partnerships - Aquatics	Non-Resident Daily Admission (per person - Caledonia Pool)	<u>No economic adjustment applied</u> Applying the economic adjustment would require updating to three permanent signs, which would not be cost-effective given the minimal amount and newness of the fee.
Schedule K – Cemetery Services	Flat Marker care and maintenance; Upright monument up to 4ft care & maintenance; Upright monument over 4ft care & maintenance	<u>Updated per Provincial Guidelines</u> These fees are set by the Ministry of Government and Consumer Services and cannot be adjusted.
Schedule L - Emergency Services	Fire Vehicle Emergency Response Fees	<u>Updated to reflect MTO rates</u> In order to remain consistent with MTO rates applicable on Provincial Highways.
Schedule O - By-law Enforcement/Animal Control	Dog License Fees	<u>No economic adjustment applied</u> Due to the delay in user fee implementation, dog licensing fees will remain unchanged from 2021.
Schedule P - Community & Development Services	Economic Development & Tourism Sign Maintenance fees	<u>No economic adjustment applied</u> As the signage strategy is not yet completed, Staff recommend leaving the fees at their current rates until the strategy is complete.
Schedule P - Community & Development Services	Sidewalk Patio - First Time/Full Application Fee; Sidewalk Patio - Renewal Fee	The Sidewalk Patio Pilot Program and associated fees were approved through PED-EDT-11-2018 as a two year program. *awaiting details for 2020*
Schedule Q - Planning and Development	Various Planning & Development and Development fees	<u>Housekeeping</u> Updated for clarification of fee purpose as well as consolidation of similar fees

Table 2 - Fees with Annual Increases Greater than 5% or Unchanged from Previous Year

(Higher Impacts Due to Rounding)

**Shaded in orange on user fee schedules*

Schedule	User Fee	2022 Increase	Last Increased
Schedule D - Environmental Operations	Minimum Tipping Fee - Transfer Station	5.56%	2020
Schedule D - Environmental Operations	Wood Chips (per load)	20.00%	2019
Schedule F - Community Development & Partnerships - Parks	Ball Diamonds - Youth- Minor Field (per hr)	0.00%	2020
Schedule J - Community Development & Partnerships - Day Camps	Extended Care - morning or afternoon (per week)	14.29%	2019
Schedule J - Community Development & Partnerships - Heritage & Culture	Education Program - Student (half day and full day)	0.00%	2020
Schedule J - Community Development & Partnerships - Heritage & Culture	Research Fees - Members (per day)	14.29%	2019
Schedule K - Cemeteries Additional Services	Setting Markers (per 6.45 square cm of surface area)	12.50%	2019
Schedule O - By-law Enforcement/Animal Control	Impound Offence Fee - After hours pick up fee	6.25%	2020
Schedule P - Community Development & Tourism - Mapping/Drawing	Various Mapping/Drawing Fees	0.00%	2020

Note: The fees in the above table with a 0% increase will be reviewed for 2023 to ensure appropriate increases are applied.

Schedule A

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Corporate Administration	Description	2022 Initial Charge	2022 Charge	% Increase	TAX Rate
Clerk's Division					
Clerk's Division	Death Registration	\$33.75	\$34.75	2.96%	2
Clerk's Division	Commissioner of Oath Services	\$21.50	\$22.00	2.33%	2
Clerk's Division	Certification of True Copy	\$21.50	\$22.00	2.33%	2
Clerk's Division	Marriage Licence	\$157.00	\$157.00	0.00%	2
Clerk's Division	Retail Business Holidays Act Exemption	\$698.00	\$719.00	3.01%	2
Clerk's Division	Road Side Trapping Permit	\$21.50	\$22.00	2.33%	2
Clerk's Division	Civil Marriages- Administration	\$312.25	\$321.50	2.96%	1
Clerk's Division	Liquor License- Municipal Information Form & Letters for Special Occasion Permits	\$21.50	\$22.00	2.33%	1
Clerk's Division	Photocopies (per page)	\$0.80	\$0.80	0.00%	3
Finance					
Finance Division	Duplicate Receipts/Bill Reprints/Statement of Account (per property/account)	\$7.50	\$7.70	2.67%	2
Finance Division	Income Tax Letters (per property)	\$7.50	\$7.70	2.67%	2
Finance Division	Arrears Notice Fee (per property)	\$5.00	\$5.00	0.00%	2
Finance Division	Tax Certificates	\$65.50	\$67.50	3.05%	2
Finance Division	Tax Certificates - Paper Copy Surcharge	\$0.00	\$10.00	n/a	2
Finance Division	NSF/Returned Payment	\$36.50	\$38.00	4.11%	2
Finance Division	Non Canadian Fund Charge	\$69.00	\$71.00	2.90%	2
Finance Division - Agreement Processing	Subdivision per Lot	\$39.50	\$40.50	2.53%	2
Finance Division - Agreement Processing	Subdivision (minimum)	\$447.00	\$460.00	2.91%	2
Finance Division - Agreement Processing	Site Plan with Servicing	\$447.00	\$460.00	2.91%	2
Finance Division - Agreement Processing	Site Plan without Servicing	\$225.00	\$232.00	3.11%	2
Finance Division - Agreement Processing	Administration for Front End Financing - Residential and Non-Residential	\$5,100.00	\$5,253.00	3.00%	2
Finance Division - Agreement Processing	Front End Financing - Residential and Non-Residential - recovery of consulting, legal and other costs incurred	full cost recovery	full cost recovery	n/a	2
Finance Division - Tax Sale Fee	Advertising	Actual Costs Incurred	Actual Costs Incurred	n/a	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process A - Tax Arrears Certificate; Title Search	\$629.00	\$648.00	3.02%	2

Schedule A

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Corporate Administration	Description	2022 Initial Charge	2022 Charge	% Increase	TAX Rate
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process B - Notification; Statutory Declaration	\$419.00	\$432.00	3.10%	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process C - 280 Day Notification; Statutory Declaration	\$315.00	\$324.00	2.86%	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process D - Tax Arrears Cancellation Certificate	\$375.00	\$386.00	2.93%	2
Finance Division - Tax Sale Fee	Legal Fee Recovery - Process E - Issue and Registration of Tax Deed	\$535.00	\$551.00	2.99%	2
Finance Division - Tax Sale Fee	Administration of Tax sale Process	\$279.00	\$287.00	2.87%	2
Finance Division - Tax Sale Fee	Tax Sale Extension Agreement	\$279.00	\$287.00	2.87%	2
Finance Division - Tax Sale Fee	Administration of Tax Sale Tender	\$139.00	\$143.00	2.88%	2
Finance Division - Tax Account Setup	New Owner Account Maintenance	\$34.00	\$35.00	2.94%	2
Finance Division - Transfer to Taxes	Transfer Arrears to Taxes for Collection	\$34.00	\$35.00	2.94%	2
Legal & Support Services					
Legal & Support Services Division	Subrogation of Insurance Claims Administration Fee	\$126.00	\$130.00	3.17%	2
Legal & Support Services Division	Road Closure- Administration	\$1,207.00	\$1,243.00	2.98%	2
Legal & Support Services Division	Administration Fee - License Agreements, Lease Requests, Easements over County Property and Encroachments	\$235.00	\$242.00	2.98%	2
Legal & Support Services Division	Unsolicited Offers for County Real Estate	\$723.00	\$745.00	3.04%	2
Office of the CAO					
Office of the CAO	Sale of Haldimand County Flags	\$53.30	\$55.00	3.19%	1

Schedule B

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.
Licensing application fees are non-refundable.

Licensing	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Adult Entertainment	Parlour – Owner	\$1,700.00	\$1,751.00	3.00%	2
Adult Entertainment	Parlour – Owner Late Fee	\$851.00	\$877.00	3.06%	2
Adult Entertainment	Parlour – Operator	\$355.00	\$366.00	3.10%	2
Adult Entertainment	Parlour – Operator - Late Fee	\$179.00	\$184.00	2.79%	2
Adult Entertainment	Entertainer	\$142.00	\$146.00	2.82%	2
Adult Entertainment	Entertainer - Late Fee	\$73.00	\$75.00	2.74%	2
Adult Entertainment	Adult Sex Film Parlour – Class A	\$851.00	\$877.00	3.06%	2
Adult Entertainment	Adult Sex Film Parlour – Class A - Late Fee	\$427.00	\$440.00	3.04%	2
Adult Entertainment	Adult Sex Film Parlour – Class B	\$427.00	\$440.00	3.04%	2
Adult Entertainment	Adult Sex Film Parlour – Class B - Late Fee	\$215.00	\$221.00	2.79%	2
Adult Entertainment	Charitable Adult Entertainment Event	\$142.00	\$146.00	2.82%	2
Adult Entertainment	Charitable Adult Entertainment Event - Late Fee	\$73.00	\$75.00	2.74%	2
Mobile Food Premises	Mobile Food Premises	\$427.00	\$440.00	3.04%	2
Mobile Food Premises	Mobile Food Premises - Late Fee	\$73.00	\$75.00	2.74%	2
Motor Vehicle Racing - Formula Track	Initial Application	\$2,838.00	\$2,923.00	3.00%	2
Motor Vehicle Racing - Formula Track	Renewal with changes	\$2,838.00	\$2,923.00	3.00%	2
Motor Vehicle Racing - Formula Track	Renewal with changes - Late Fee	\$603.00	\$621.00	2.99%	2
Motor Vehicle Racing - Straight or Oval Track	Initial Application	\$2,555.00	\$2,632.00	3.01%	2
Motor Vehicle Racing - Straight or Oval Track	Renewal with changes	\$2,555.00	\$2,632.00	3.01%	2
Motor Vehicle Racing - Straight or Oval Track	Renewal with changes - Late Fee	\$603.00	\$621.00	2.99%	2
Motor Vehicle Racing - Business	Renewal with no changes	\$676.00	\$696.00	2.96%	2
Motor Vehicle Racing - Business	Renewal with no changes - Late Fee	\$241.00	\$248.00	2.90%	2
Motor Vehicle Racing - Business	Owner Licence Transfer Fee	\$122.00	\$126.00	3.28%	2
Pawn Broker	Pawn Broker License	\$283.00	\$291.00	2.83%	2
Pawn Broker	Pawn Broker License - Late Fee	\$73.00	\$75.00	2.74%	2
Public Entertainment	Motor Vehicle Racing Event License	\$814.00	\$838.00	2.95%	2

Schedule B

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.
Licensing application fees are non-refundable.

Licensing	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Public Entertainment	Public Entertainment License	\$1,207.00	\$1,243.00	2.98%	2
Public Entertainment	Public Entertainment License - Late Fee	\$462.00	\$476.00	3.03%	2
Salvage Yards	Owner of a Salvage Yard	\$710.00	\$731.00	2.96%	2
Salvage Yards	Owner of a Salvage Yard - Late Fee	\$215.00	\$221.00	2.79%	2
Hired Vehicle	Taxicab Owner (Per Vehicle)	\$219.00	\$226.00	3.20%	2
Hired Vehicle	Taxicab Owner (Per Vehicle) - Late Fee	\$108.00	\$111.00	2.78%	2
Hired Vehicle	Taxicab Driver	\$85.00	\$88.00	3.53%	2
Hired Vehicle	Taxicab Driver - Late Fee	\$43.00	\$44.00	2.33%	2
Hired Vehicle	Taxicab Substitute Vehicle (Per Vehicle)	\$181.00	\$186.00	2.76%	2
Hired Vehicle	Taxicab - Lost, Damaged or Stolen Licences and Plates	\$36.00	\$37.00	2.78%	2
Hired Vehicle	Specialty Vehicle Owner (Per Vehicle)	\$219.00	\$226.00	3.20%	2
Hired Vehicle	Specialty Vehicle Owner (Per Vehicle) - Late Fee	\$108.00	\$111.00	2.78%	2
Hired Vehicle	Specialty Vehicle Driver	\$85.00	\$88.00	3.53%	2
Hired Vehicle	Specialty Vehicle - Late Fee	\$43.00	\$44.00	2.33%	2
Hired Vehicle	Specialty Vehicle - Lost, Damaged or Stolen Licenses and Plates	\$36.00	\$37.00	2.78%	2
Hired Vehicle	Annual Fee - Priority List	\$59.00	\$61.00	3.39%	2
Hired Vehicle	Annual Fee - Priority List - Late Fee	\$12.50	\$13.00	4.00%	2

Schedule C

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Roads Operations	Description	2022 Initial Charge	2022 Charge	% Increase	TAX Rate
Roads Operations	Entrance Permit	\$185.00	\$191.00	3.24%	2
Roads Operations	Excavation/ Occupancy	\$234.00	\$241.00	2.99%	2
Roads Operations	Entrance Permit Open Ditch - Refundable Deposit	\$210.00	\$216.00	2.86%	2
Roads Operations	Entrance Permit Urban Curb & Gutter - Refundable Deposit	\$840.00	\$865.00	2.98%	2
Roads Operations	Entrance Permit Commercial/Industrial - Refundable Deposit	\$2,041.00	\$2,102.00	2.99%	2
Roads Operations	Excavation Open Ditch - Gravel - Refundable Deposit	\$445.00	\$458.00	2.92%	2
Roads Operations	Excavation Open Ditch - Hardtop - Refundable Deposit	\$992.00	\$1,022.00	3.02%	2
Roads Operations	Excavation Urban Curb & Gutter - Refundable Deposit	\$1,816.00	\$1,870.00	2.97%	2
Roads Operations	Excavation Commercial/Industrial - Refundable Deposit	\$2,462.00	\$2,536.00	3.01%	2
Roads Operations	Occupancy - Refundable Deposit	\$112.00	\$115.00	2.68%	2
Roads Operations	Moving/ Oversized load- per trip	\$109.00	\$112.00	2.75%	2
Roads Operations	Moving/ Oversized load- per trip - Refundable Deposit	\$669.00	\$689.00	2.99%	2
Roads Operations	Moving/ Oversized load- annual fee	\$436.00	\$449.00	2.98%	2
Roads Operations	Moving/ Oversized load- annual fee - Refundable Deposit	\$669.00	\$689.00	2.99%	2
Roads Operations	Road Damage Fee	\$111.00	\$114.00	2.70%	2
Roads Operations	Road Damage Deposit	\$681.00	\$701.00	2.94%	2
Roads Operations	Site Alteration Permit	\$234.00	\$241.00	2.99%	2
Roads Operations	Services- Cost Recovered (see below)				2

Cost Recovered Services: The Operation Division also charges the cost for activities/ maintenance required outside of the normal requirements of the Municipality. These include, but are not limited to Motor Vehicle Accidents, Fire (both business and residential), environmental, etc. The Operations Division shall recover all costs to perform the required works in order to return the Municipal property to current standards followed by the Municipality. Recoverable charges Include: wages and benefits, administration (OH), supervision, equipment time, materials, outside resources, consultants, contractors, permits required, etc. as mentioned in Schedule "R".

Schedule D

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Environmental Operations	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Solid Waste Operations	Tipping Fee Rate per tonne	\$132.00	\$136.00	3.03%	2
Solid Waste Operations	Minimum Tipping Fee - Transfer Station	\$18.00	\$19.00	5.56%	2
Solid Waste Operations	Mississaugas of the New Credit residential waste	(per agreement)	(per agreement)	n/a	2
Solid Waste Operations	Sale of Composter	\$33.00	\$34.00	3.03%	3
Solid Waste Operations	Wood Chips (per load)	\$5.00	\$6.00	20.00%	3
Solid Waste Operations	Refrigerant Containing Units (per unit)	\$50.00	\$52.00	4.00%	3
Storm Sewer	Storm Sewer Inspection (per hour)	\$97.00	\$100.00	3.09%	2

Schedule E

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Engineering Services	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Engineering Services - Subdivision/Condominium/ Site Plan/External Works Agreement Review	3% of work to be assumed	3% of actual cost	3% of actual cost	n/a	2
Engineering Services	All other agreements	\$279.00	\$287.00	2.87%	2
Engineering Services	Municipal drain reapportionment agreement	\$210.00	\$216.00	2.86%	2

Schedule F

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Parks	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Park Rentals					
Parks	Pavilion Rentals (per day)	\$60.50	\$62.25	2.89%	1
Parks	Picnic/Bandshell/Gazebo Areas (per day)	\$37.00	\$38.00	2.70%	1
Parks	Lions Park Building (per day - summer only)	\$97.50	\$100.50	3.08%	1
Park Rentals - Events	Day/Evening Rate with alcohol	\$165.75	\$170.75	3.02%	1
Park Rentals - Events	Day/Evening Rate no alcohol	\$105.50	\$108.75	3.08%	1
Park Rentals - Events	Setup/Takedown	\$66.75	\$68.75	3.00%	1
Dunnville Farmers Market/Waterfront Pavilion	Public Rental - per use	\$150.00	\$38.00	-74.67%	1
Park Rentals - Events	Park rentals for County Approved Community Special Events	no charge	no charge	n/a	
Park Rentals - Events	Key Replacement	\$25.00	\$25.00	0.00%	1
Field Rentals					
Ball Diamonds	Adults- Major Field (per hr)	\$22.50	\$23.25	3.33%	1
Ball Diamonds	Adults- Minor Field (per hr)	\$9.50	\$9.75	2.63%	1
Ball Diamonds	Youth- Major Field (per hr)	\$9.50	\$9.75	2.63%	1
Ball Diamonds	Youth- Minor Field (per hr)	\$4.75	\$4.75	0.00%	1
Ball Diamonds	Lights (per evening)	\$25.00	\$25.75	3.00%	1
Ball Diamonds	Youth Practices	no charge	no charge	n/a	
Ball Park Rentals - Events & Tournaments	Day/Evening Rate with alcohol, per Diamond (per day)	\$82.75	\$85.25	3.02%	1
Ball Park Rentals - Events & Tournaments	Day/Evening Rate no alcohol, per Diamond (per day)	\$52.75	\$54.25	2.84%	1
Ball Park Rentals - Events & Tournaments	Setup/Takedown (per day)	\$33.25	\$34.25	3.01%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1

Schedule G

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Facilities	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Hall Rentals					
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Day/evening with alcohol	\$246.00	\$253.00	2.85%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Day/evening without alcohol	\$125.00	\$129.00	3.20%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Hourly with alcohol	\$71.75	\$74.00	3.14%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Hourly without alcohol	\$36.25	\$37.25	2.76%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-profit day/evening with alcohol	\$147.00	\$151.00	2.72%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-profit day/evening without alcohol	\$74.50	\$76.75	3.02%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-Profit Hourly with alcohol	\$44.25	\$45.50	2.82%	1
Hall Rental - HCCC Remax, Hagersville Almas, or Cayuga McSorley	Non-profit hourly without alcohol	\$22.25	\$23.00	3.37%	1
Cayuga-McSorley	Kitchen Rental with Hall	\$37.00	\$38.00	2.70%	4
Sports Event	In conjunction with ice/floor rental, as per Facility Booking and Ice Allocation Policy	no charge	no charge	n/a	
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
Facility Rental	Damage Deposit	\$295.00	\$304.00	3.05%	1
Community Event Trailer Rentals					
Community Event Trailer	Per Non Profit Event - Within Haldimand County	no charge	no charge	n/a	
Community Event Trailer	Per Corporate Event - Within Haldimand County	\$1,025.50	\$1,056.25	3.00%	1
Community Event Trailer	Per Event - Outside Haldimand County	\$2,940.75	\$3,029.00	3.00%	1

Schedule H

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Arenas	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Arena Ice Rentals					
Arena - Ice (per hour)	Adult/general prime	\$184.60	\$198.00	7.26%	1
Arena - Ice (per hour)	Adult/general non-prime	\$92.30	\$99.00	7.26%	1
Arena - Ice (per hour)	Recreational youth - prime	\$133.00	\$137.00	3.01%	1
Arena - Ice (per hour)	Recreational youth - non-prime	\$86.50	\$89.00	2.89%	1
Arena - Ice (per hour)	Youth - prime	\$117.75	\$121.25	2.97%	1
Arena - Ice (per hour)	Youth - non-prime	\$82.50	\$85.00	3.03%	1
Arena - Ice (per hour)	Stat Holiday Premium (applicable prime rate plus stat holiday premium)	\$20.50	\$21.00	2.44%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
Arena Floor Rentals					
Arena - Floor (per hour)	Hourly rate- sports (youth rentals or adults Monday-Friday - no alcohol)	\$47.00	\$48.50	3.19%	1
Arena - Floor (per hour)	Hourly rate- sports (weekends & STAT holidays -no alcohol)	\$94.00	\$97.00	3.19%	1
Arena - Floor (per day)	For Profit Events with admission (per day)	\$1,059.75	\$1,091.50	3.00%	1
Arena - Floor (per day)	Day/evening rate - non sporting events (with alcohol - per day)	\$682.25	\$702.75	3.00%	1
Arena - Floor (per day)	Day/evening rate - non sporting events (with no alcohol - per day)	\$390.75	\$402.50	3.01%	1
Arena - Floor (per day)	Setup/takedown rate	\$152.50	\$157.00	2.95%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
Arena Programs					
Arena Programs	All Arena Programs	no charge	no charge	n/a	
Arena Advertising					
Arena - Advertising	Arena Board Advertisement	\$841.00	\$866.00	2.97%	1
Arena - Advertising	Non-Prime Arena Board Advertising	\$588.00	\$606.00	3.06%	1
Arena - Advertising	Four Prime Arena Boards for the Price of Three	\$2,523.00	\$2,599.00	3.01%	1
Arena - Advertising	Four Non-Prime Arena Boards for the Price of Three	\$1,764.00	\$1,817.00	3.00%	1



Schedule H

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Arenas	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Arena - Advertising	Scoreclock	\$1,681.00	\$1,731.00	2.97%	1
Arena - Advertising	Single Side - Ice Resurfacers	\$841.00	\$866.00	2.97%	1

Schedule I

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Aquatics	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Pool Rentals					
Aquatics	Pool Rentals 2 Guards covers max. 75 kids - per hour	\$93.50	\$96.25	2.94%	1
Aquatics	Pool Rentals (schools only) - per hour	\$47.75	\$49.25	3.14%	1
Aquatics	Pool Rentals- Additional Guards - per hour	\$29.00	\$29.75	2.59%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1
General Admissions					
Aquatics	Recreational swim (public, family. Length): adults	no charge	no charge	n/a	
Aquatics	Recreational swim (public, family. Length): children	no charge	no charge	n/a	
Aquatics	Recreational swim (public, family, length): family rate	no charge	no charge	n/a	
Aquatics	Non-Resident Swim Admission (per person) - Caledonia Pool	\$5.00	\$5.00	0.00%	3
Aquatics	Aquafit	no charge	no charge	n/a	
Registered Programs					
Aquatics	Parent & Tots (levels 1-3) - 10 Classes	\$57.00	\$58.75	3.07%	2
Aquatics	Preschool (levels A-E) - 10 Classes	\$57.00	\$58.75	3.07%	2
Aquatics	Swim Patrol (7 - rookie, 8 - ranger & 9 - star) - 10 Classes	\$64.50	\$66.50	3.10%	3
Aquatics	Swim Team - Season	\$76.50	\$78.75	2.94%	2
Aquatics	Swimmer (levels 1-6) - 10 Classes	\$57.00	\$58.75	3.07%	2
Aquatics	Teen Lessons - 8 Classes	\$57.00	\$58.75	3.07%	2
Aquatics	Adult Lessons - 8 Classes	\$57.00	\$58.75	3.07%	1
Aquatics	Bronze Cross	\$144.00	\$148.25	2.95%	2
Aquatics	Bronze Medallion	\$139.25	\$143.50	3.05%	2
Aquatics	Emergency First Aid	\$37.00	\$38.00	2.70%	2
Aquatics	Bronze Cross/Bronze Medallion- Manual fee	cost recovery	cost recovery	n/a	3
Aquatics	Bronze Star	\$84.50	\$87.00	2.96%	2
Aquatics	Distinction	\$86.50	\$89.00	2.89%	1
Aquatics	Aquatic Supervisor Training (AST)	\$86.50	\$89.00	2.89%	1



Schedule I

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Aquatics	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Aquatics	Junior Lifeguard Club - Season	\$64.50	\$66.50	3.10%	2
Aquatics	Lessons- Private (per hr)	\$40.25	\$41.50	3.11%	2
Aquatics	Lessons- Semi-private (per hr)	\$33.75	\$34.75	2.96%	2
Aquatics	Wading Pool Attendant Course	\$57.50	\$59.25	3.04%	1
Aquatics	NL (National Lifeguard) Recertification	\$82.00	\$84.50	3.05%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1

Schedule J

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Programs/Heritage and Culture	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Programs					
Day Camps	Day Camps (per week)	\$116.00	\$119.50	3.02%	2
Day Camps	Extended Care - morning or afternoon (per week)	\$26.25	\$30.00	14.29%	2
Day Camps	Extended Care - morning or afternoon (per day)	\$5.25	\$5.50	4.76%	2
Day Camps	One Day (full day, non-trip)	\$24.00	\$24.75	3.13%	2
Day Camps	Trip Day	\$43.25	\$44.50	2.89%	2
March Break Camp	Full Day March Break Camp	\$116.00	\$119.50	3.02%	2
Specialty Camps	Specialty Camps (per week)	\$158.50	\$163.25	3.00%	2
Specialty Camps	Leadership Training (per week)	\$158.50	\$163.25	3.00%	2
Instructional	First Aid, CPR, AED	Actual Cost	Actual Cost	n/a	
Community Guide	Advertising	Cost Recovery	Cost Recovery	n/a	
Heritage & Culture					
Annual Museum Membership Fees	Adult/ Senior Membership	\$27.50	\$28.25	2.73%	2
Annual Museum Membership Fees	Student Membership	\$13.50	\$14.00	3.70%	2
Annual Museum Membership Fees	Family Membership	\$41.00	\$42.25	3.05%	2
Annual Museum Membership Fees	Corporate Membership	\$136.25	\$140.25	2.94%	2
Heritage & Culture	Art Sales (solo & juried exhibitions)	30% commission	30% commission	n/a	2
Children's Workshops	Full Day Program	\$27.50	\$28.25	2.73%	2
Children's Workshops	Half Day Program	\$13.50	\$14.00	3.70%	2
Children's Workshops	Day Program - Materials	Cost Recovery	Cost Recovery	n/a	2
Educational Programs	Student (half day)	\$3.75	\$3.75	0.00%	2
Educational Programs	Student (full day)	\$7.50	\$7.50	0.00%	2
Educational Programs	Walking tour	Cost Recovery	Cost Recovery	n/a	2
Educational Programs	Bus tour	Cost Recovery	Cost Recovery	n/a	2
Adult Workshops	Regular Adult Workshops	Cost Recovery	Cost Recovery	n/a	1
Adult Workshops	Series Adult Workshops	Cost Recovery	Cost Recovery	n/a	1
Meeting Room Rental	Monday to Friday 8:30am-4:30pm - per hour (no alcohol)	\$31.75	\$32.75	3.15%	1
Meeting Room Rental	Evenings and weekends - per hour (no alcohol)	\$44.75	\$46.00	2.79%	1
Facility User Insurance Program	Insurance Premium (where applicable)	per approved rates	per approved rates	n/a	1

Schedule J

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community Development & Partnerships - Programs/Heritage and Culture	Description	Effective May 1, 2021 to April 30, 2022	Effective May 1, 2022 to April 30, 2023	% Increase	TAX Rate
Heritage & Culture	Photocopies	\$0.80	\$0.80	0.00%	3
Research Fees	Non-members (per day)	\$10.75	\$11.00	2.33%	2
Research Fees	Members (per day)	\$3.50	\$4.00	14.29%	2
Research Fees	Contracted Research - 2 hr min (per hour)	\$27.00	\$27.75	2.78%	2
Heritage & Culture	Various Speaking Engagements- hourly rate plus mileage & accommodation if required	\$54.00	\$55.50	2.78%	2
Heritage & Culture	Juried Art Show Registration (up to 3 submissions) (per artist)	\$27.00	\$27.75	2.78%	2

Schedule K

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Cemetery Services	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Sold in a row - Land	\$585.00	\$603.00	3.08%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Sold in a row - Care & maintenance)	\$389.00	\$401.00	3.08%	1
	TOTAL Single lot - (1 x 3 m) - Sold in a row including Care & maintenance	\$974.00	\$1,004.00	3.08%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Standard - Land	\$654.00	\$674.00	3.06%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Standard - Care & maintenance)	\$436.00	\$449.00	2.98%	1
	TOTAL Single lot - (1 x 3 m) - Standard including Care & maintenance	\$1,090.00	\$1,123.00	3.03%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Preferred - Land	\$773.00	\$796.00	2.98%	1
Cemetery Services - Interment Rights	Single lot - (1 x 3 m) - Preferred - Care & maintenance)	\$515.00	\$530.00	2.91%	1
	TOTAL Single lot - (1 x 3 m) - Preferred including Care & maintenance	\$1,288.00	\$1,326.00	2.95%	1
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Standard - Land	\$1,349.00	\$1,389.00	2.97%	1
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Standard - Care & maintenance)	\$899.00	\$926.00	3.00%	1
	TOTAL Two lot plots - (2 x 3 m) - Standard including Care & maintenance	\$2,248.00	\$2,315.00	2.98%	1
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Preferred - Land	\$1,502.00	\$1,547.00	3.00%	1
Cemetery Services - Interment Rights	Two lot plots - (2 x 3 m) - Preferred - Care & maintenance)	\$1,002.00	\$1,032.00	2.99%	1
	TOTAL Two lot plots - (2 x 3 m) - Preferred including Care & maintenance	\$2,504.00	\$2,579.00	3.00%	1
Cemetery Services - Interment Rights	Three lot plots - (3 x 3 m) - Standard - Land	\$2,022.00	\$2,083.00	3.02%	1
Cemetery Services - Interment Rights	Three lot plots - (3 x 3 m) - Standard - Care & maintenance)	\$1,349.00	\$1,389.00	2.97%	1
	TOTAL Three lot plots - (3 x 3 m) - Standard including Care & maintenance	\$3,371.00	\$3,472.00	3.00%	1
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Standard - Land	\$2,700.00	\$2,781.00	3.00%	1
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Standard - Care & maintenance)	\$1,800.00	\$1,854.00	3.00%	1
	TOTAL Four lot plots - (4 x 4 m) - Standard including Care & maintenance	\$4,500.00	\$4,635.00	3.00%	1
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Preferred - Land	\$3,007.00	\$3,097.00	2.99%	1
Cemetery Services - Interment Rights	Four lot plots - (4 x 4 m) - Preferred - Care & maintenance)	\$2,004.00	\$2,064.00	2.99%	1
	TOTAL Four lot plots - (4 x 4 m) - Preferred including Care & maintenance	\$5,011.00	\$5,161.00	2.99%	1
Cemetery Services - Interment Rights	Cremation lot - flat marker only - (1 x 1 m) - Land	\$369.00	\$380.00	2.98%	1
Cemetery Services - Interment Rights	Cremation lot - flat marker only - (1 x 1 m) - Care & Maintenance	\$247.00	\$254.00	2.83%	1
	TOTAL Cremation lot - flat marker only - (1 x 1 m) including Care & maintenance	\$616.00	\$634.00	2.92%	1
Cemetery Services - Interment Rights	Infant lot - (.5 x 1 m) - Land	\$331.00	\$341.00	3.02%	1
Cemetery Services - Interment Rights	Infant lot - (.5 x 1 m) - Care & Maintenance	\$223.00	\$230.00	3.14%	1
	TOTAL Infant lot - (.5 x 1 m) including Care & maintenance	\$554.00	\$571.00	3.07%	1

Schedule K

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Cemetery Services	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Cemetery Services - Interment Rights	Columbarium niche - (0.3 x 3 m) - Land	\$298.00	\$307.00	3.02%	1
Cemetery Services - Interment Rights	Columbarium niche - (0.3 x 3 m) - Care & Maintenance	\$198.00	\$204.00	3.03%	1
	TOTAL Columbarium niche - (0.3 x 3 m) including Care & maintenance	\$496.00	\$511.00	3.02%	1
Cemetery Services - Interment Rights	Non-Residents: All interment rights sold to non residents of Haldimand County will be sold at 50% higher than the prices shown above.				
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening Lots under 1.2 m in length	\$300.00	\$309.00	3.00%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening Lots 1.2m to 1.75m in length	\$469.00	\$483.00	2.99%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening Lots over 1.75 m in length	\$877.00	\$903.00	2.96%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening lots for cremated remains including columbarium	\$300.00	\$309.00	3.00%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Opening for Companion Urn	\$447.00	\$460.00	2.91%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Transfer of Interment Rights	\$58.00	\$60.00	3.45%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Saturday, Sunday & Holidays-Full casket interment	\$1,236.00	\$1,273.00	2.99%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Saturday, Sunday & Holidays- Cremation	\$487.00	\$502.00	3.08%	1
Cemetery - Openings & Interments Single Depth 1.52m Openings	Saturday, Sunday & Holidays- Companion urn	\$585.00	\$603.00	3.08%	1
Cemetery - Additional Services	Monument Foundation (layout and inspection charge)	\$125.00	\$129.00	3.20%	1
Cemetery - Additional Services	Setting Markers (per 6.45 square cm of surface area)	\$0.80	\$0.90	12.50%	1
Cemetery - Additional Services	Minimum marker setting charge	\$119.00	\$123.00	3.36%	1
Cemetery - Additional Services	Setting Corner Marker-each	\$40.00	\$41.00	2.50%	1
Cemetery - Additional Services	Flat Marker care and maintenance (Over 173 square inches)	\$50.00	\$100.00	100.00%	1
Cemetery - Additional Services	Upright monument up to 4ft care & maintenance	\$100.00	\$200.00	100.00%	1
Cemetery - Additional Services	Upright monument over 4ft care & maintenance	\$200.00	\$400.00	100.00%	1
Cemetery - Additional Services	Disinterment including reburial at another location in cemetery	\$2,193.00	\$2,259.00	3.01%	1
Cemetery - Additional Services	Disinterment including lowering remains at the same location	\$1,319.00	\$1,359.00	3.03%	1
Cemetery - Additional Services	Disinterment Only	\$1,319.00	\$1,359.00	3.03%	1
Cemetery - Additional Services	Disinterment of cremated remains and/or reburial in same cemetery	\$539.00	\$555.00	2.97%	1
Cemetery - Additional Services	Labour rate (per hour)	\$56.00	\$58.00	3.57%	1

Schedule L

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Emergency Services	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Emergency Services	Copy of fire inspection report/compliance letter	\$69.50	\$71.50	2.88%	2
Emergency Services	Copy of fire response incident report	\$69.50	\$71.50	2.88%	2
Emergency Services	Ambulance Call Report	\$69.50	\$71.50	2.88%	2
Emergency Services	Property file search	\$69.50	\$71.50	2.88%	2
Emergency Services	Liquor license fire inspection letter	\$69.50	\$71.50	2.88%	2
Emergency Services	Ambulance Crew paid duty at special events - Ambulance and 2 paramedics (Hourly rate)	\$176.50	\$182.00	3.12%	2
Emergency Services	Ambulance Crew paid duty at special events - Ambulance and 1 paramedic (Hourly rate)	\$101.00	\$104.00	2.97%	2
Emergency Services - Fire Vehicle Emergency Response	Automatic Aid Agreement Response Fees - first hour per vehicle (minimum)	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Automatic Aid Agreement Response Fees - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Preventable false alarm response (3rd and subsequent offences) - flat fee	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	False alarm response due to failure to notify - flat fee	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Standby charges - first hour per vehicle (minimum)	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Standby charges - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Accident Response - first hour per vehicle (minimum) - max 3 vehicles	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Accident Response - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Fire Response - first hour per vehicle (minimum) - max 2 vehicles	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Motor Vehicle Fire Response - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	MTO billing for vehicle accidents and fires on provincial highways - first hour per vehicle (minimum) - max 3 vehicles	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	MTO billing for vehicle accidents and fires on provincial highways - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Hazardous Materials incident - first hour per vehicle (minimum) - max 3 vehicles	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Hazardous Materials incident - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Natural Gas incident - first hour per vehicle (minimum) - max 3 vehicles	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to a Natural Gas incident - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to Open Air Fire Burning By-law complaints - first hour per vehicle (minimum) - no vehicle maximum	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Fire Department response to Open Air Fire Burning By-law complaints - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2

Schedule L

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Emergency Services	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Emergency Services - Fire Vehicle Emergency Response	Illicit Drug Labs and/or Marijuana Grow Operations (minimum)	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Illicit Drug Labs and/or Marijuana Grow Operations - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Hazardous Materials Spills (minimum)	\$488.40	\$509.89	4.40%	2
Emergency Services - Fire Vehicle Emergency Response	Hazardous Materials Spills - each additional 1/2 hour per vehicle	\$244.20	\$254.95	4.40%	2
Emergency Services	Additional Fire Department Expenses	Actual Cost	Actual Cost	n/a	2
Emergency Services	Open Air Fire Burn Permits	\$25.50	\$26.50	3.92%	2
Emergency Services	Review of Level 1 propane storage risk safety management plan	\$253.00	\$261.00	3.16%	2
Emergency Services	Review of Level 2 propane storage risk safety management plan	\$505.00	\$520.00	2.97%	2
Emergency Services	Fire Extinguisher Training - Group session of up to 20 people	\$168.00	\$173.00	2.98%	2
Emergency Services	Fire Extinguisher Training - additional cost per person	\$11.25	\$11.50	2.22%	2
Emergency Services	Smoke Alarm Recovery Cost	\$22.25	\$23.00	3.37%	2
Emergency Services	Carbon Monoxide Alarm Recovery Cost	\$44.50	\$45.75	2.81%	2
Emergency Services - Fire Code Inspections	Residential-Single Family Dwelling (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Residential-Two Family Dwelling (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Residential-Multiple Family Dwelling of more than 2 units (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Commercial, Industrial and Institutional Occupancies-Less than 5,000 Square Feet (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Commercial, Industrial and Institutional Occupancies-Greater than 5,000 Square Feet (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Hotels & Motels (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Licensed Day Care Centres (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Private Home Day Care Centres (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Foster Care and Group Home (upon request) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Demolition Permit Approval (upon request)	\$69.50	\$71.50	2.88%	2
Emergency Services - Fire Code Inspections	Fireworks Application Approval (upon request)	\$69.50	\$71.50	2.88%	2
Emergency Services - Fire Code Inspections	Licensed marijuana grow operations inspection - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Care occupancy inspections and monitored fire drills (to meet provincial requirements) - one hour minimum	\$69.25	\$71.50	3.25%	2
Emergency Services - Fire Code Inspections	Follow-up fire safety inspection to verify compliance with an inspection order issued as a result of fire code violations - one hour minimum	\$69.25	\$71.50	3.25%	2

Schedule M

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Grandview Lodge	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Grandview Lodge	Monthly Cable Charge- Admin fee	cost recovery + 15%	cost recovery + 15%	n/a	2
Grandview Lodge	Family Overnight Stay (per night)	\$42.75	\$44.00	2.92%	1
Grandview Lodge	Meal Tickets - Guests	\$8.00	\$8.25	3.13%	3
Grandview Lodge	Special Event Meals - staff	cost recovery	cost recovery	n/a	2
Grandview Lodge	Transportation - 15 minute increments	\$18.25	\$18.75	2.74%	3

Schedule N

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Permits	2021 Charge	2022 Charge	% Increase	Tax Rate
Minimum Fee				
Minimum fee for processing and issuance of permits, except where specifically noted otherwise in this By-law	\$256.00	\$267.00	4.30%	2
Group A (Assembly Occupancies) - Service Index (SI) \$/m² unless otherwise indicated				
All Recreation Facilities, Elementary Schools, Daycare Facilities, Libraries, Places of Worship, Restaurants, Theatres, Arenas, Gymnasiums, Indoor Pools, Secondary Schools and all other Group A Buildings	\$16.88	\$17.57	4.09%	2
Portable Classrooms (flat fee)	\$381.00	\$397.00	4.20%	2
Shell only	\$14.65	\$15.25	4.10%	2
Finishing only	\$3.82	\$3.98	4.19%	2
Alterations/Repairs/Additions	\$6.26	\$6.51	3.99%	2
Non-Residential - Outdoor Patio (flat fee)	\$191.00	\$198.00	3.66%	2
Group B (Institutional Occupancies) - Service Index (SI) \$/m² unless otherwise indicated				
Institutional, Hospitals, Medical Care Facilities, Nursing Homes, and other Group B Buildings	\$16.88	\$17.57	4.09%	2
Shell only	\$13.50	\$14.05	4.07%	2
Finishing only	\$3.38	\$3.52	4.14%	2
Alterations/Repairs/Additions	\$6.26	\$6.51	3.99%	2
Group C (Residential Occupancies) - Service Index (SI) \$/m² unless otherwise indicated				
Single Family Dwelling, semi, duplex, row house, townhouse	\$16.22	\$16.88	4.07%	2
Apartment buildings	\$16.09	\$16.75	4.10%	2
Hotels, Motels	\$21.28	\$22.15	4.09%	2
Alterations/Repairs/Additions	\$8.53	\$8.88	4.10%	2
Group D (Business and Personal Services) - Service Index (SI) \$/m² unless otherwise indicated				
Office Buildings (up to 10 storeys) (Shell only)	\$14.60	\$15.20	4.11%	2
Office Buildings (up to 10 storeys) (Finishing only)	\$4.66	\$4.85	4.08%	2
Office Buildings (up to 10 storeys) (Finished)	\$19.25	\$20.03	4.05%	2
Office Buildings (more than 10 storeys) (Shell only)	\$17.66	\$18.39	4.13%	2
Office Buildings (more than 10 storeys) (Finishing only)	\$4.96	\$5.16	4.03%	2
Office Buildings (more than 10 storeys) (Finished)	\$22.62	\$23.54	4.07%	2
Alterations/Repairs/Additions	\$6.26	\$6.51	3.99%	2
Group E (Mercantile) - Service Index (SI) \$/m² unless otherwise indicated				
Retail (Shell only)	\$14.40	\$14.99	4.10%	2
Retail (Finishing only)	\$4.87	\$5.07	4.11%	2
Retail (Finished)	\$19.26	\$20.04	4.05%	2
Alterations/Repairs/Additions	\$6.26	\$6.51	3.99%	2
Group F (Industrial) - Service Index (SI) \$/m² unless otherwise indicated				
Industrial (Shell only)	\$7.47	\$7.77	4.02%	2
Industrial (Finishing only)	\$4.08	\$4.24	3.92%	2
Industrial (Finished)	\$11.56	\$12.04	4.15%	2
Parking Garages	\$6.81	\$7.09	4.11%	2
Gas Stations	\$12.42	\$12.93	4.11%	2
Alterations/Repairs/Additions	\$6.26	\$6.51	3.99%	2
Conditional or Standalone Permits (in addition to the regular permit fee) - Flat Fee unless otherwise indicated				
Footings and Foundation				
Residential under Part 9 of Division B of the Building Code	\$348.00	\$362.00	4.02%	2
Residential/Commercial/Industrial/Institutional under Part 3 of Division B of the Building Code (up to 1,200 m ²)	\$988.00	\$1,029.00	4.15%	2
Residential/Commercial/Industrial/Institutional under Part 3 of Division B of the Building Code (more than 1,200 m ²)	\$2,967.00	\$3,088.00	4.08%	2
New Water Service Existing Building (inspection only) - Flat Fee				
New water service (low density residential only)	\$106.00	\$110.00	3.77%	2
New sewer service (low density residential only)	\$106.00	\$110.00	3.77%	2
Designated Structures - Flat Fee				
Communication Tower	\$459.00	\$478.00	4.14%	2
Crane Runway	\$459.00	\$478.00	4.14%	2
Exterior Storage Tanks - Above and below ground (except for fire fighting water reservoirs)	\$459.00	\$478.00	4.14%	2
Pedestrian Bridge/Walkway	\$459.00	\$478.00	4.14%	2
Retaining Wall	\$459.00	\$478.00	4.14%	2

Schedule N

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Permits	2021 Charge	2022 Charge	% Increase	Tax Rate
Silos	\$459.00	\$478.00	4.14%	2
Outdoor Public Swimming Pool	\$1,497.00	\$1,558.00	4.07%	2
Fire Protection Systems (stand alone - excludes relocation of components for existing system) - Service Index (SI) \$/m² unless otherwise indicated				
Electromagnetic Locks/Electric Strikes	\$161.00 (each) (maximum \$ 642)	\$168.00 (each) (maximum \$ 668)	2.48%	2
Fire Alarm System (flat fee)	\$381.00	\$397.00	4.20%	2
Emergency Lighting/Exit Signs (flat fee)	\$381.00	\$397.00	4.20%	2
Sprinkler System	\$0.62	\$0.64	3.23%	2
Standpipe System (flat fee)	\$381.00	\$397.00	4.20%	2
Combined Sprinkler and Standpipe System (flat fee)	\$482.00	\$502.00	4.15%	2
Mechanical Systems (stand alone)				
Commercial Cooking Exhaust System (flat fee)	\$381.00	\$397.00	4.20%	2
Demolition (complete or partial building - not issued under Demolition Control By-law) - Service Index (SI) \$/m² unless otherwise indicated				
Residential - single/two family dwelling and townhouses	\$1.04	\$1.01	-3.08%	2
Accessory structures to a residential use (flat fee)	\$81.00	\$84.00	3.70%	2
Non-residential and multi residential	\$1.04 (\$889 minimum)	\$2.92 (\$925 minimum)	1.92%	2
Plumbing Devices (stand alone) - Flat Fee				
Residential	\$59.00 (flat fee) + \$9.64 per fixture)	\$61.00 (flat fee) + \$10.03 per fixture)	1.69%	2
Non-Residential	\$74.00 (flat fee) + \$16.98 per fixture)	\$80.00 (flat fee) + \$17.59 per fixture)	2.70%	2
Backflow Preventer:				
For first premise or zone device	\$256.00	\$267.00	4.30%	2
For each additional premise or zone device	\$106.00	\$110.00	3.77%	2
Backwater Valve	\$256.00	\$267.00	4.30%	2
Grease/Oil Interceptor	\$256.00	\$267.00	4.30%	2
Renewable (Green) Energy Systems (Flat Fee)				
Geothermal System for a Single/Two Family Dwelling	\$428.00	\$446.00	4.21%	2
Geothermal System for all other Buildings	\$574.00	\$597.00	4.01%	2
Solar Collector for a Single/Two Family Dwelling	\$238.00	\$247.00	3.78%	2
Solar Collector for all other Buildings	\$428.00	\$446.00	4.21%	2
Wind Turbine	\$428.00	\$446.00	4.21%	2
Sewage Systems (Flat Fee)				
To construct a sewage system pursuant to the provisions of the Act	\$652.00	\$679.00	4.14%	2
To construct a Class 5 sewage systems or to repair a sewage system pursuant to the provisions of the Act	\$392.00	\$408.00	4.08%	2
Sewage System Maintenance Inspection Program	\$331.00	\$345.00	4.23%	2
Other Classifications (not previously listed) - Service Index (SI) \$/m² unless otherwise indicated				
Accessory structures, garage, storage shed, new basement, cold cellar, unenclosed canopies, air supported structures	\$3.74	\$3.90	4.28%	2
Farm Buildings - New	\$2.15	\$2.24	4.19%	2
Farm Buildings - Alterations/Repairs/Additions	\$1.57	\$1.64	4.46%	2
Greenhouses	\$1.71 (Maximum \$5,621)	\$1.78 (Maximum \$5,581)	2.34%	2
Tents (flat fee)	\$81.00	\$84.00	3.70%	2
Tents on Municipal Property (approved as part of a Special Event)	\$0.00	\$0.00	n/a	
Temporary Structures:				
Sales Offices (flat fee)	\$81.00	\$84.00	3.70%	2
Construction Trailers (flat fee)	\$81.00	\$84.00	3.70%	2
Stages (flat fee)	\$81.00	\$84.00	3.70%	2
Other Structures (intended to be used for less than 6 months) (flat fee)	\$81.00	\$84.00	3.70%	2
Residential greenhouses, deck, balcony, open porch, exterior stair, ramp, open carp (flat fee)	\$81.00	\$84.00	3.70%	2
Exterior barrier free access in existing single and two family dwellings	\$0.00	\$0.00	n/a	2
Re-roofing without any structural changes (except for buildings containing less than 4 dwelling units or townhouses)	\$0.31	\$0.33	6.45%	2

Schedule N

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Permits	2021 Charge	2022 Charge	% Increase	Tax Rate
Administrative Fees (Flat Fee)				
Additional Plan Review (Resubmission) Where a non-compliant resubmission is submitted above and beyond the first resubmission	\$165.00 (\$81.00 for each submission beyond the third submission)	\$172.00 (\$84.00 for each submission beyond the third submission)	2.42%	2
Alternative Solution: Application for an Alternative Solution under Section 2.1, of Division C, of the Building Code (up to 4 hours review time)	\$482.00	\$494.00	2.49%	2
For each additional hour, or part thereof, of review time	\$165.00	\$172.00	4.24%	2
Change of Use Permit Change of use Permit with no construction	\$256.00	\$267.00	4.30%	2
Occupancy Permit of an Unfinished Building (per unit) Occupancy inspection prior to completion as per Subsection 1.3.3 of Division C of the Building Code	\$165.00	\$172.00	4.24%	2
Premature/Additional Inspections - Where an inspection request is premature and the inspector must re-attend the site to complete the necessary inspection, or an additional inspection is requested or required				
Single Family Dwelling, semi, duplex, row house, townhouse (per inspection)	\$215.00	\$224.00	4.19%	2
All Others (per inspection)	\$268.00	\$279.00	4.10%	2
Transfer of Permit Where ownership changes on a property and there are no other changes to the project or the professional services required.	\$165.00	\$172.00	4.24%	2
Refund of Permit Fees under Subsection 6.4 of Building By-law				
The permit fees that may be refunded under Subsection 6.4 of the Building by-law are to be a percentage of the permit fees payable as outlined above.				
Work Performed: Administrative Functions only have been performed	80%	80%	n/a	2
Work Performed: Administrative and zoning functions only have been performed	70%	70%	n/a	2
Work Performed: Administrative, zoning and plan examination functions only have been performed	45%	45%	n/a	2
Work Performed: The permit has been issued and no file inspections have been performed subsequent to the permit issuance	35%	35%	n/a	2
Work Performed: The permit has been issued and field inspections have been performed subsequent to the permit issuance	35% reduced by 5% for each field inspection performed	35% reduced by 5% for each field inspection performed	n/a	2
Percentage Increase in applicable Permit Fees for Work Commenced or Completed Without a Permit				
Additional fee is required to be paid as set out below when work is commenced without the required permit. These fees are intended to cover the additional costs associated with the additional administrative and regulatory actions of the County made necessary by the commencement of work without the required permit. The additional fee is calculated as a percentage increase in the permit fee prescribed above, as follows:				
Work Commenced/Completed Prior to Permit Issuance: Footings/foundations or any other work requiring the issuance of a permit is commenced	25%	25%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Structural framing commenced	50%	50%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Structural framing completed	75%	75%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Building or any other work requiring the issuance of a permit is completed	100%	100%	n/a	2
Work Commenced/Completed Prior to Permit Issuance: Demolition or Partial Demolition	100%	100%	n/a	2
Sign Permits				
Permanent Sign - less than 4.0m2	\$93.00	\$95.00	2.15%	2
Permanent Sign - 4.0m2 or greater	\$184.00	\$187.00	1.63%	2
Mobile Sign	\$34.00	\$35.00	2.94%	2
Billboard Sign	\$617.00	\$628.00	1.78%	2

Schedule O

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

By-law Enforcement/Animal Control	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Animal Control					
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered/Microchip/Tattooed - On or before January 1st of applicable year	\$21.00	\$21.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered/Microchip/Tattooed - After January 1st of applicable year (includes \$10 late fee)	\$31.00	\$31.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered - On or before January 1st of applicable year	\$28.00	\$28.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Spayed/Neutered - After January 1st of applicable year (includes \$10 late fee)	\$38.00	\$38.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered/Microchip/Tattooed - On or before January 1st of applicable year	\$39.00	\$39.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered/Microchip/Tattooed - After January 1st of applicable year (includes \$10 late fee)	\$49.00	\$49.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered - On or before January 1st of applicable year	\$43.00	\$43.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Non Spayed/Neutered - After January 1st of applicable year (includes \$10 late fee)	\$53.00	\$53.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Dangerous Dog - On or before January 1st of applicable year	\$116.00	\$116.00	0.00%	2
By-law Enforcement - Animal Control	Dog Licence Fee - Dangerous Dog - After January 1st of applicable year (includes \$10 late fee)	\$126.00	\$126.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Purebred Kennel - On or before January 1st of applicable year	\$116.00	\$116.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Purebred Kennel - After January 1st of applicable year (includes \$10 late fee)	\$126.00	\$126.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Commercial Kennel - On or before January 1st of applicable year	\$116.00	\$116.00	0.00%	2
By-law Enforcement - Animal Control	Kennel Licence Fee - Commercial Kennel - On or after January 1st of applicable year (includes \$10 late fee)	\$126.00	\$126.00	0.00%	2
By-law Enforcement - Animal Control	Dog Tag - Replacement	\$5.00	\$5.00	0.00%	2
By-law Enforcement - Animal Control	Muzzle Order Appeal Fee	\$118.00	\$122.00	2.61%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, First Day	\$32.00	\$33.00	3.23%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, Second Day	\$58.00	\$60.00	1.75%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, Third Day	\$71.00	\$73.00	2.90%	2
By-law Enforcement - Animal Control	Impound Offence Fee - First Offence, Four or more days	\$94.00	\$97.00	2.17%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, First Day	\$37.00	\$38.00	2.78%	2

Schedule O

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

By-law Enforcement/Animal Control	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, Second Day	\$71.00	\$73.00	2.90%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, Third Day	\$94.00	\$97.00	2.17%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Second Offence, Four or more days	\$129.00	\$133.00	2.38%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, First Day	\$71.00	\$73.00	2.90%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, Second Day	\$94.00	\$97.00	2.17%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, Third Day	\$129.00	\$133.00	2.38%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Third Offence, Four or more days	\$141.00	\$145.00	2.17%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, First Day	\$71.00	\$73.00	2.90%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, Second Day	\$94.00	\$97.00	2.17%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, Third Day	\$129.00	\$133.00	2.38%	2
By-law Enforcement - Animal Control	Impound Offence Fee - Four or more Offences, Four or more days	\$141.00	\$145.00	2.17%	2
By-law Enforcement - Animal Control	Impound Offence Fee - After hours pick up fee	\$17.00	\$18.00	6.25%	2
By-law Enforcement - Animal Control	Impound Offence Fee - other costs	cost recovery	cost recovery	n/a	2
By-law Enforcement					
By-law Enforcement	Clean Yard By-law Order - County work/clean-up/cut	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement	Snow Clearing By-law Order - County work	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement	Weed Control Act Order - County work/cut	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement	Boulevard Maintenance By-law Order - County work	\$75.00 plus Cost Recovery	\$75.00 plus Cost Recovery	n/a	2
By-law Enforcement - Property Standards	Property Standards Order - County work/clean-up	\$125.00 plus Cost Recovery	\$125.00 plus Cost Recovery	n/a	2
By-law Enforcement - Property Standards	Property Standards Appeal to Order	\$164.00	\$169.00	2.50%	2
By-law Enforcement - Noise	Application for Noise Exemption	\$129.00	\$133.00	2.38%	2
Building					
By-law Enforcement	Renewable Energy Land Use Certificate/Opinion Fee	\$182.00	\$187.00	2.25%	2
By-law Enforcement	Building Construction Compliance Letter	\$70.00	\$72.00	2.94%	2
By-law Enforcement	Current Zoning of Property & Outstanding Municipal Work Order Letter	\$140.00	\$140.00	2.94%	2

Schedule O

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

By-law Enforcement/Animal Control	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
By-law Enforcement	Liquor Licence Letter	\$70.00	\$72.00	2.94%	2
By-law Enforcement	Vehicle Sales Letter	\$70.00	\$72.00	2.94%	2
Forest Conservation					
By-law Enforcement - Forest Conservation	Minor Exception Permit (less than one (1) hectare)	\$368.00	\$379.00	2.22%	2
By-law Enforcement - Forest Conservation	Minor Exception Permit (greater than one (1) hectare)	\$2,102.00	\$2,165.00	2.29%	2
By-law Enforcement - Forest Conservation	Reforestation (one (1) hectare of woodlands)	\$4,583.00	\$4,720.00	2.30%	2
By-law Enforcement - Forest Conservation	Good Forestry Practices Permit	\$25.50	\$26.50	2.00%	2

Schedule P

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community & Development Services	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Economic Development & Tourism					
Economic Development & Tourism	Filming Fee - per day on County property	Cost Recovery	Cost Recovery	n/a	2
Economic Development & Tourism	Filming Fee - use of Municipal Resources	Cost Recovery	Cost Recovery	n/a	2
Economic Development & Tourism	Type 1 Gateway Sign (cost recovery)	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Type 1 Gateway Sign - Maintenance	\$297.00	\$297.00	0.00%	1
Economic Development & Tourism	Type 2 Way-finding Sign (cost recovery)	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Type 2 Way-finding Sign - Maintenance	\$297.00	\$297.00	0.00%	1
Economic Development & Tourism	Type 3 Urban Directional Sign (cost recovery)	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Type 3 Urban Directional Sign - Maintenance	\$297.00	\$297.00	0.00%	1
Economic Development & Tourism	Advertising within Guides, Maps, Etc.	Cost Recovery	Cost Recovery	n/a	1
Economic Development & Tourism	Sidewalk Patio - First Time/Full Application Fee	\$294.00	\$303.00	3.06%	1
Economic Development & Tourism	Sidewalk Patio - Renewal Fee	\$104.00	\$107.00	2.88%	1
Mapping/Drawings					
Mapping	Digital Aerial Photography - Spring 2010 - per 1km tile (on cd) Colour	\$111.50	\$114.75	2.91%	1
Mapping	Digital Aerial Photography - Spring 2006 - per 1km tile (on cd) Colour	\$111.50	\$114.75	2.91%	1
Mapping	Digital Aerial Photography - April 2000 - per 6.6km (on cd) B&W	\$111.50	\$114.75	2.91%	1
Mapping	911 Map Booklet - Full booklet (11"x17")	\$13.75	\$14.25	3.64%	1
Mapping	911 Map Booklet - Single sheet (11"x17") - B&W	\$1.75	\$1.75	0.00%	1
Mapping	911 Map Booklet - Single sheet (11"x17") - Colour	\$7.25	\$7.50	3.45%	1
Mapping	County Map Colour - Small (8.5"x11")	\$2.75	\$2.75	0.00%	1
Mapping	County Map Colour - Medium (11"x17")	\$7.25	\$7.50	3.45%	1
Mapping	County Map Colour - Large (2' x 3')	\$13.75	\$14.25	3.64%	1
Mapping	County Map B&W - Small (8.5"x11")	\$1.75	\$1.75	0.00%	1
Mapping	County Map B&W - Medium (11"x17")	\$3.00	\$3.00	0.00%	1
Mapping	County Map B&W - Large (2' x 3')	\$6.25	\$6.50	4.00%	1
Mapping	OCE Copier (wide bed) - Black & White per foot	\$1.75	\$1.75	0.00%	1

Schedule P

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Community & Development Services	Description	2021 Charge	2022 Charge	% Increase	TAX Rate
Mapping	Official Plan Schedules - Small (8.5"x11")	\$3.00	\$3.00	0.00%	1
Mapping	Official Plan Schedules - Medium (11"x17")	\$7.25	\$7.50	3.45%	1
Mapping	Zoning Schedules (11"x17")	\$3.00	\$3.00	0.00%	1
Mapping	Plots --Aerial Photo (8.5"x11") - B&W or Colour	\$42.00	\$43.25	2.98%	1
Mapping	Plots - Aerial Photo (11"x17") - B&W or Colour	\$56.25	\$58.00	3.11%	1
Mapping	Plots - Aerial Photo (2' x 3') - B&W or Colour	\$70.00	\$72.00	2.86%	1
Mapping	Custom Work per hour including Electronic Copy	\$87.00	\$89.50	2.87%	1
Drawings	Documentations/Publications Design Criteria - Full Booklet - (8.5"x11") - B&W	\$66.50	\$68.50	3.01%	1
Drawings	Documentations/Publications Design Criteria - Electronic Copy	\$13.25	\$13.75	3.77%	1
Drawings	Documentations/Publications Master Servicing Plan - Full Booklet - B&W	\$400.00	\$412.00	3.00%	1
Drawings	Documentations/Publications Master Servicing Plan - Electronic Copy	\$39.75	\$41.00	3.14%	1
Drawings	Copy of Engineering Drawings, Maps, Plans, Plan/Profile etc. 22"x34" - B&W	\$15.50	\$16.00	3.23%	1
Drawings	Copy of Engineering Drawings, Maps, Plans, Plan/Profile etc. 22"x34" - colour	\$39.75	\$41.00	3.14%	1
Drawings	Copy of Engineering Drawings, Maps, Per Square Foot - B&W	\$2.75	\$2.75	0.00%	1
Drawings	Copy of Engineering Drawings, Maps, Per Square Foot - colour	\$7.00	\$7.25	3.57%	1

Schedule Q

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Planning & Development	Description	2022 Initial Charge*	2022 Charge	% Increase	TAX Rate
Planning and Development - Consent	Major	\$3,351.00	\$3,452.00	3.01%	2
Planning and Development - Consent	Minor	\$2,317.00	\$2,387.00	3.02%	2
Planning and Development - Consent	Deed stamping	\$313.00	\$322.00	2.88%	2
Planning and Development - Consent	Application indicated changes to conditions after approval by Committee of Adjustments- no recirculation required	\$463.00	\$477.00	3.02%	2
Planning and Development - Consent	Application indicated changes after approval by committee of Adjustments - recirculation required	\$488.00	\$503.00	3.07%	2
Planning and Development - Minor Variance	Minor variance deferral - applicant's request	\$176.00	\$181.00	2.84%	2
Planning and Development - Minor Variance	Complex	\$2,403.00	\$2,475.00	3.00%	2
Planning and Development - Minor Variance	Standard	\$1,598.00	\$1,646.00	3.00%	2
Planning and Development - Sign Variance	Standard - no sign erected	\$265.00	\$273.00	3.02%	2
Planning and Development - Sign Variance	Complex - sign already erected	\$526.00	\$542.00	3.04%	2
Planning and Development - Official Plan Amendment	Official plan amendment- regular	\$4,703.00	\$4,844.00	3.00%	2
Planning and Development - Official Plan Amendment	Official plan amendment- major	\$7,979.00	\$8,218.00	3.00%	2
Planning and Development - Official Plan Amendment	Combined official plan and zoning amendment-regular	\$7,098.00	\$7,311.00	3.00%	2
Planning and Development - Official Plan Amendment	Combined official plan and zoning amendment-major	\$11,028.00	\$11,359.00	3.00%	2
Planning and Development - Zoning Amendment	Major	\$7,436.00	\$7,659.00	3.00%	2
Planning and Development - Zoning Amendment	Regular	\$3,953.00	\$4,072.00	3.01%	2
Planning and Development - Zoning Amendment	Condition of Severance	\$2,095.00	\$2,158.00	3.01%	2
Planning and Development - Zoning Amendment	Removal of Holding Provision	\$841.00	\$866.00	2.97%	2
Planning and Development - Subdivision/Condominium	Minimum Fee	\$5,430.00	\$5,593.00	3.00%	2
Planning and Development - Subdivision/Condominium	Each Additional Lot/Unit	\$70.00	\$72.00	2.86%	2
Planning and Development - Subdivision/Condominium	Minor Red Line revision to Draft Plan	\$1,261.00	\$1,299.00	3.01%	2
Planning and Development - Subdivision/Condominium	Major Red Line revision to Draft Plan	\$2,095.00	\$2,158.00	3.01%	2
Planning and Development - Subdivision/Condominium	Extension to draft plan approval	\$1,261.00	\$1,299.00	3.01%	2
Planning and Development - Subdivision/Condominium	Exemption from draft plan (condo)	\$1,355.00	\$1,396.00	3.03%	2
Planning and Development - Subdivision/Condominium	Final approval of plan of subdivision/condominium	\$1,399.00	\$1,441.00	3.00%	2
Planning and Development - Subdivision/Condominium	Clearance of Conditions for Final Plan Approval	\$1,117.00	\$1,151.00	3.04%	2

Schedule Q

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Planning & Development	Description	2022 Initial Charge*	2022 Charge	% Increase	TAX Rate
Planning and Development - Subdivision/Condominium	File Maintenance Fee	\$295.00	\$304.00	3.05%	2
Planning and Development - Subdivision/Condominium	Condominium Conversion	\$4,197.00	\$4,323.00	3.00%	2
Planning and Development - Site Plan	Site plan amendment - minor	\$1,785.00	\$1,839.00	3.03%	2
Planning and Development - Site Plan	Site plan amendment - major	\$3,724.00	\$3,836.00	3.01%	2
Planning and Development - Site Plan	Site plan approval	\$7,824.00	\$8,059.00	3.00%	2
Planning and Development - Site Plan	Waiving Site Plan Control	\$697.00	\$718.00	3.01%	2
Planning and Development - Site Plan	Part lot control	\$3,394.00	\$3,496.00	3.01%	2
Planning and Development - Site Plan	Part lot control extension	\$1,050.00	\$1,082.00	3.05%	2
Planning and Development - Consent	Validation of title	\$1,618.00	\$1,667.00	3.03%	2
Planning and Development - Site Plan	Deeming By-law	\$930.00	\$958.00	3.01%	2
Planning and Development	Temporary use extension - major	\$3,427.00	\$3,530.00	3.01%	2
Planning and Development	Temporary Use Extension	\$1,399.00	\$1,441.00	3.00%	2
Planning and Development	Application deferral at applicant's request	\$283.00	\$291.00	2.83%	2
Planning and Development	OLT LTAP Appeal	\$2,429.00	\$2,502.00	3.01%	2
Planning and Development	Preparation of OLT LTAP Appeal record	\$209.00	\$215.00	2.87%	2
Planning and Development	Recirculation of Public Notice	\$488.00	\$503.00	3.07%	2
Planning and Development	Application recirculation	\$167.00	\$172.00	2.99%	2
Planning and Development - Agreements	Subdivision/Condo minimum Agreement preparation - with preservicing agreement	\$8,679.00	\$8,939.00	3.00%	2
Planning and Development - Agreements	Subdivision/Condo Agreement review - for third and subsequent reviews, each review	\$1,539.00	\$1,585.00	2.99%	2
Planning and Development - Agreements	Subdivision/Condo minimum Agreement preparation - without preservicing agreement	\$7,633.00	\$7,862.00	3.00%	2
Planning and Development - Agreements	Subdivision/Condo administration fee	\$841.00	\$866.00	2.97%	2
Planning and Development - Agreements	Street naming for subdivisions	\$736.00	\$758.00	2.99%	2
Planning and Development - Agreements	Development - no services	\$1,399.00	\$1,441.00	3.00%	2
Planning and Development - Agreements	Development - with or without services	\$1,399.00	\$1,441.00	3.00%	2
Planning and Development - Agreements	Site plan agreement preparation (first two revisions)	\$5,111.00	\$5,264.00	2.99%	2
Planning and Development - Agreements	Site Plan Review - Agreement & Drawings (each additional revision)	\$1,153.00	\$1,188.00	3.04%	2
Planning and Development - Agreements	Site plan agreement administration fee	\$841.00	\$866.00	2.97%	2
Planning and Development - Agreements	Discharge of a registered agreement	\$1,050.00	\$1,082.00	3.05%	2

Schedule Q

Schedules should be read in conjunction with the By-Law for all applicable terms and conditions.

Planning & Development	Description	2022 Initial Charge*	2022 Charge	% Increase	TAX Rate
Planning and Development - Agreements	Amendments after registration	\$1,399.00	\$1,441.00	3.00%	2
Planning and Development - Agreements	Subdivision or Development Assumption By-law	\$2,798.00	\$2,882.00	3.00%	2
Planning and Development - Agreements	All other agreements	\$1,707.00	\$1,758.00	2.99%	2
Planning and Development	Civic address signs (purchase of signs)	\$99.00	\$102.00	3.03%	1
Planning and Development	Green Energy proposal review	\$1,050.00	\$1,082.00	3.05%	2
Planning and Development	Communications Tower review/assistance	\$1,050.00	\$1,082.00	3.05%	2
Planning and Development	Mapping Fees per hour	\$99.00	\$102.00	3.03%	2
Planning and Development	Property status letter	\$99.00	\$102.00	3.03%	2
Planning and Development	Official Plan Opinion Letter	\$138.00	\$142.00	2.90%	2
Planning and Development	Zoning Books and Official Plan	\$66.00	\$68.00	3.03%	1
Planning and Development	Official Plan Books - Colour	\$95.00	\$98.00	3.16%	1
Planning and Development	Servicing Allocation Administration Fee - Minor	\$62.00	\$64.00	3.23%	2
Planning and Development	Servicing Allocation Administration Fee - Standard	\$191.00	\$197.00	3.14%	2
Planning and Development	Servicing Allocation Administration Fee - Major	\$512.00	\$527.00	2.93%	2
Development Review	Lot Grading Fee	\$164.00	\$169.00	3.05%	2
Development Review	Consent-Additional engineering required	\$153.00	\$158.00	3.27%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Minimum	\$1,539.00	\$1,585.00	2.99%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Maximum	\$4,620.00	\$4,759.00	3.01%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Peer review costs	Cost Recovery	Cost Recovery	n/a	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review - Fee per lot- first 10 lots/units	\$77.00	\$79.00	2.60%	2
Development Review - Subdivision/Condominium Development	Draft Plan and Functional Servicing Review -Each additional lot/unit	\$30.00	\$31.00	3.33%	2
Development Review	Minor revision to Draft Plan - no public notice	\$308.00	\$317.00	2.92%	2
Development Review	Major revision to Draft Plan - public notice	\$617.00	\$636.00	3.08%	2
Development Review	Development pre-consultation	\$330.00	\$340.00	3.03%	2

SCHEDULE R

FEES AND CHARGES ESTIMATE FORMULA

Service/Activity to be calculated:

Description of Service/Activity:

Appendix D

Input required in yellow cells only.

The only items requiring input on this tab are those highlighted in yellow. This sheet is a summary tab of all of the input completed on the subsequent tabs and is used to calculate the final costs for the fee to be charged. There are hyperlinks in the title of each section below which will bring you directly to the tab where the input is required.

Please insert the name of the user fee under **Service/Activity to be calculated** along with a description of the fee under **Description of Service/Activity**.

If the fee is to be offset by a revenue source (i.e. Subsidized by levy, grant funding, etc), enter the percentage or the dollar value of the reduction under **Ancillary Revenues** on this tab.

Once all information has been input, the total fee will be calculated in cell **G59**. If you plan on adjusting the fee (i.e. Rounding, or changing for any other purpose), please input the adjust amount, or duplicate the amount in cell G59 in cell **G60**. Ensure you document why the value is different in the Comment section.

Finally, please select from the drop down beside **Applicable Taxes**. If you are unsure what applies here, please contact your financial analyst for assistance.

COSTS:	DESCRIPTION OF COSTS/SERVICES:	HOURS/UNITS:	ESTIMATED COSTS:
DIRECT COSTS:			
WAGES & BENEFITS:			
Staffing Costs:	Hours x Hourly Rate	0.00	\$0.00
Staffing Benefit Costs:	County Average Benefit Percentage	48%	\$0.00
Supervisor Costs:	Hours x Hourly Rate	0.00	\$0.00
Supervisor Benefit Costs:	County Average Benefit Percentage	48%	\$0.00
VEHICLE COSTS:			
	Vehicles Used:	# of Vehicles Used:	Operating Hours:
		0	
			\$0.00
			\$0.00
			\$0.00
ADMINISTRATIVE COSTS:			
Inspection Costs:	Number of Staff x Hours x Hourly Rate	0.00	\$0.00
Benefits:	County Average Benefit Percentage	48%	\$0.00
Photocopying	Cost of Photocopying & Paper		\$0.00
Mailing	Cost for Regular Mail		\$0.00
Filing	Copying & Filing Internal Copies		\$0.00
OTHER COSTS:			
	Description:	Cost Per Unit:	Units:
		\$0.00	0
		\$0.00	0
		\$0.00	0
TOTAL DIRECT COSTS:			\$0.00
INDIRECT COSTS:			
Department Overhead Allocation	Allocation to Department of Allocation (%)		\$0.00
County General Admin Overhead	Council, CAO, Finance, Clerk's & General Overhead (%)		\$0.00
TOTAL INDIRECT COSTS:			\$0.00
TOTAL COSTS:			\$0.00
Less: Ancillary Revenues:	Grants & Offsetting Revenues	Percentage:	\$0.00
		\$ Amount:	\$0.00
CALCULATED USER FEE			\$0.00
ADJUSTED USER FEE APPROVED BY COUNCIL			\$0.00

Applicable Taxes

Final User Fee Including Taxes

Comments:



Glossary of Terms

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



Glossary of Terms

COMMUNITY VIBRANCY FUND	<ul style="list-style-type: none"> ◆ an agreement to support community initiatives and partnerships which would otherwise not be financially feasible without the green energy companies undertaking wind and solar projects in Haldimand County
COMPLEMENT – ANNUALIZED	<ul style="list-style-type: none"> ◆ full year’s impact in full-time equivalent (FTE) position of adding or deleting staff positions. There is an annualized effect only if the term for which the staffing is being added or deleted carries over to the following year. Note: the annualized effect of position(s) that are approved via reports to Council subsequent to the budget exercise are not indicated in this document since they become part of the following year’s current level budget
COMPLEMENT – APPROVED	<ul style="list-style-type: none"> ◆ number of full-time equivalent (FTE) positions for which the department has received approval to employ, either through a previous budget exercise or subsequent report to Council. The departments’ approved complement is noted on its respective page only if it is different from what is budgeted. These positions may not be budgeted due to gapping, vacancies, decreased work load, etc
COMPLEMENT – BUDGETED	<ul style="list-style-type: none"> ◆ equates the dollars identified in the budget for employee wages to the number of full-time equivalent (FTE) positions which that expenditure will support in the given year. This may be less than the approved complement that a department historically has employed due to unbudgeted positions, gapping, vacancies, etc
COMPLEMENT – OTHER	<ul style="list-style-type: none"> ◆ represents temporary staff in full-time equivalent (FTE) positions such as students, secondments and contracts that are hired for a specific period of time only. “Other” complement can be a type of “Annualized”, “Approved” and/or “Budgeted” complement
COMPLEMENT – REGULAR	<ul style="list-style-type: none"> ◆ represents full and part-time positions that are ongoing and therefore considered to be “Permanent”. “Regular” complement can be a type of “Annualized”, “Approved” and/or “Budgeted” complement
CONTINGENCY	<ul style="list-style-type: none"> ◆ an appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenues, emergency expenditures and similar eventualities
CURRENT VALUE ASSESSMENT (CVA)	<ul style="list-style-type: none"> ◆ the estimate of property values for various classes of land and buildings according to use based on the amount of money a property would realize if sold at arm’s length by a willing seller to a willing buyer. This is the current basis for levying property taxes. Assessments are currently based on property values measured at 2016 market value. Property classes include farmland, residential, commercial, industrial, multi-residential, pipelines, managed forests and exempt properties.
DEBENTURE	<ul style="list-style-type: none"> ◆ a contractual obligation (investment security) to pay a specified sum of money (called the principal amount) at a specified date or dates in the future (called the maturity date), together with periodic interest payments at a specified rate. Debentures are issued to the public as a form of investment when the County requires money to fund capital projects



Glossary of Terms

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



Glossary of Terms

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



Glossary of Terms

OPERATING BUDGET	◆ 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



Glossary of Terms

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



FIR Function Categories

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

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

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

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

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

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

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

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

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

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



FIR Object Categories

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



FIR Object Categories

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

Expenditures:

1. **Salaries, Wages & Benefits:** Includes expenses incurred for the following purposes: full-time, part-time and temporary salaries and wages including, regular, overtime, shift premiums and other remuneration to employees. Benefits include employer's contribution payments to Canada Pension Plan (CPP), Ontario Municipal Employee Retirement System (OMERS), Employer's Health Tax, Employment Insurance (EI), Workplace Safety and Insurance Board (WSIB) and any other insurance plans, such as supplementary health and dental.
2. **Materials:** Materials purchased by a municipality for its own use and/or disposal or resale, including materials purchased by the municipality which are subsequently provided to a third party. Materials also included the purchase of hydro services and utilities including cell phone services. All other expenses not reported in other areas are also recorded here. For example: expenses for insurance, travel, reimbursement of mileage and photocopying.
3. **Contracted Services:** Includes payments to an arms length service provider for a contracted out service delivery. This includes expenses paid to a Consolidated Municipal Service Manager (CMSM) for services provided (i.e. Norfolk County for Health and Social Services). Other examples of these services include: communications planning and research activities, consulting, data processing services, legal services, snow removal service, solid waste collection and disposal, MPAC services.
4. **Rents and Financial Expenses:** Rent includes the rental of buildings, land, machinery, equipment, and engineering structures. Financial expenses include short-term borrowing costs, bank and credit card service charges, annual payments associated with financing leases not deemed to be capital tangible lease and any other financial costs from external sources.
5. **External Transfers:** Includes transfers to charitable organizations, colleges, cultural or recreation organizations, hospitals, universities, conservation authorities, etc. Examples include: field management groups, visitor information centres, downtown operating grants, community improvement plan, BIA's, major festival grants, and donations to charities through the Mayor's Gala.
6. **Interfunctional Adjustments:** Includes interfunctional adjustments between divisions such as fleet charges, and support charges from Finance, Clerks, Human Resources, Information Systems, and net charges to Water and Wastewater Operations.



FIR Object Categories

- 7. Long Term Debt Charges:** Includes principal repayments and interest incurred on long term debt liabilities
- 8. Transfers to Reserves/Reserve Funds:** Includes transfers to reserves and reserve funds for the Capital Levy, as well as Election, Insurance, Community Improvement Plan, Social Housing, Building permit cost stabilization. Contributions to Federal Gas Tax Reserve Fund, Community Vibrancy, and Ontario Community Infrastructure Reserve are based on amounts received.

Revenues:

- 9. Grants/Subsidies:** Includes Ontario and Canada conditional and unconditional grants such as Federal Gas Tax Funding, Police Court Security and Prisoner Transportation, Libraries, Aggregate, Land Ambulance and Grandview Lodge funding, Ontario Community Infrastructure, Waste diversion, and Ontario Municipal Partnership fund.
- 10. General Recoveries:** Includes user fees and service charges, licences, permits and rents. Examples include planning and engineering fees, transfer to taxes and ownership maintenance fees, building permits, program and pool registrations, arena rentals, tipping fees, and Grandview Lodge resident payments. Also includes recoveries from Norfolk County for shared waste management operations, facilities, and information systems. As well, from other municipalities for land ambulance cross border billings, and from New Credit for fire services. Fines and penalties, investment income, community vibrancy payments, blue box revenues and WSIB premiums also fall under General Recoveries
- 11. Development Charges Reserve Funds:** Includes funding from Development Charges to offset growth related debt payments
- 12. Miscellaneous Property Charges:** Includes taxation revenues related to Supplementary billings, and Payment-In-Lieu of Taxes.
- 13. Transfers from Reserves/Reserve Funds:** Includes funding from Community Vibrancy Reserve Fund for the Community Partnership Program, funding from Workers Compensation Reserve Fund for preventative costs and claims management, Community Improvement Plan funding to offset expenses, and the Insurance reserve to offset deductibles.