

MULTI-YEAR  
**BUDGET**  
2024-2027

Investing in today.  
Empowering tomorrow.



2024-2027 Draft Budget



## Acknowledgement

The land that is known as Chatham-Kent today was established as part of Treaty #2, the McKee Purchase Treaty of 1790. At that time the land was also inhabited by the Three Fires Confederacy: the Odawa, Potawatomi and Ojibwe. The Lunaapeew also lived in the area at the time, stewarding the land. The People of the Three Fire Confederacy, also known as the Anishinaabeg, and Lunaapeew Peoples agreed to the mutual sharing of the land, with obligations and responsibilities to the environment. Today, Chatham-Kent neighbours the Lunaapeew at Eelūnaapèewi Lahkèewiit which is part of the McKee Purchase Treaty, as well as the unceded territory of the Bkejwanong Walpole Island First Nation. Chatham-Kent continues to be home to diverse First Nations, Métis, and Inuit Peoples. As beneficiaries of the treaty, we recognize all Peoples have responsibilities including collective responsibilities to the land and water.

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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Corporation of the Municipality of Chatham-Kent, Ontario**, for its Annual Budget for the fiscal year beginning **January 01, 2023**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## Chatham-Kent at a Glance

Located in Southwestern Ontario between the banks of Lake Erie and Lake St. Clair, Chatham-Kent is home to over 23 unique communities with a total population of over 104,000.

Chatham-Kent covers a large geographic area of 2,500 square kilometers and offers access to both a rural lifestyle and urban amenities. Beaches, fishing, bird-watching, hiking trails and conservation areas make destinations like Eriean and Mitchell's Bay popular vacation spots in the region.



Chatham-Kent is a location of choice for people to live and do business, and promotes a high quality of life and work-life balance. We are situated along the Highway 401 corridor providing only an hour commute to the USA border, Windsor and London and 2.5 hours to Toronto.



### Property Values

The average household assessment value used to calculate property taxes sits at **\$176,194**.



### Workforce

The working age group (15-64) represents over **57%** of Chatham-Kent's population.



### Diversity

Chatham-Kent's population has been steadily increasing and diversifying, with **55 languages** spoken within the community.

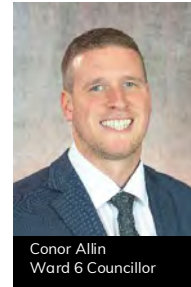
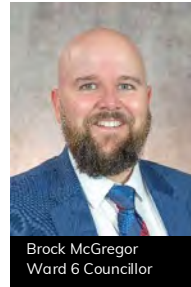
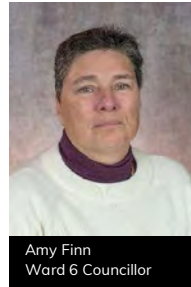
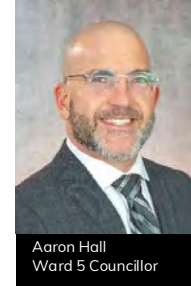
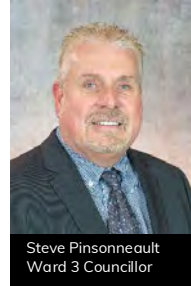


### Rich Cultural History

Chatham-Kent was home to some of the most successful Black settlements in Canadian History. Today, **three sites** contribute to the Chatham-Kent Underground Railroad story.

The Municipality of Chatham-Kent is governed by a Mayor and seventeen elected officials representing six wards. Together, they are responsible for developing a vision for the community, which is identified within the CK Plan 2035 and Council Term Priorities. Council supports the Municipality by establishing policies that affect the overall operation of the community while ensuring the public and the Municipality's well-being and interests are maintained. To ensure these policies are adhered to and the entire Municipality receives equitable service, Council appoints a Chief Administrative Officer who is directly responsible for the Municipality's administration.







## CKPLAN2035



**Vision:** A welcoming, healthy, prosperous community that is culturally rich and naturally innovative.

CK Plan 2035 is Chatham-Kent’s community strategic plan. It identifies the top priorities for the community and outlines the objectives and actions necessary to reach those goals.

Where the community strategic plan leaves off, is where the business planning begins at the business unit level.

This, in turn, drives the budget process and provides critical insight and information into how achievable the recommended objectives are, what resources are required to act on them and how they will be accomplished. The seamless integration of business unit business plans provides a tangible way of effectively implementing the community strategic plan.

## CKPLAN2035

### Areas of Strategic Focus



### Guiding Principles



This community strategic plan (“the plan”) is focused on four key strategic areas: Economic Prosperity, A Healthy and Safe Community, People and Culture, and Environmental Sustainability. In addition, the Municipality of Chatham-Kent has committed to three critical success factors: Financial Sustainability, Open, Transparent and Effective Governance and Resiliency.

In order to ensure the plan is successful, everyone in the community – from current residents and businesses to corporate partners and community leaders – is working together to make CK Plan 2035 a reality.

CK Plan 2035 is the community’s guide for long-term growth and sustainability in our region. It is, therefore, imperative that we align decision-making, business planning and budgeting processes to the plan and to the implementation of the priorities of Council and citizens.



## Economic Prosperity

Within one generation, our community will be a leader in educational opportunities and be recognized as a destination of choice in Ontario for investment.



## People & Culture

Within one generation, our community will be recognized as the best place to live in Ontario and a destination of choice to experience arts and culture.



## Healthy & Safe Community

Within one generation, our community will be a leader in healthy public policies and one of the healthiest and safest in Ontario.



## Environmental Sustainability

Within one generation, Chatham-Kent will be recognized as a provincial leader in the management of natural and built resources and energy conservation.



## Financial Sustainability

The Corporation of Chatham-Kent is financially responsible and sustainable.



## Open & Transparent Government

The Corporation of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership.



## Resiliency

Resiliency is the foundation of each area of strategic focus, responding to emerging strategic priorities, adapting to change and recovery, and taking advantage of new opportunities.



## Council Term Priorities

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### Deliver Excellent Service

We will deliver excellent service by creating a capable, sustainable, and efficient administration that is connected to the community and our government partners.

- Invest in staff
- Foster a culture of continuous improvement
- Improve communication and civic engagement
- Strategize intergovernmental advocacy
- Maintain financial sustainability

### Grow Our Community

We will grow our community with a focus on housing, infrastructure, services, workforce, and business expansion we need to thrive.

- Reduce barriers for affordability and attainability of housing supply
- Ensure an ample supply of available serviced land and strategic investments related to infrastructure maintenance, renewal and expansion
- Strategic investments to diversify, rationalize assets and level of services
- Implement strategies to attract, retain and expand business and skilled workforce across all sectors
- Plan and advance Downtown Renewal Projects

## Council Term Priorities

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### Promote Community Safety & Well-Being

We will promote inclusion and the quality of life for “all ages and stages” in our community with investments and programming in arts, heritage, recreation, social and health services.

- Collaborate and invest in arts, culture and heritage
- Provide supports for vulnerable community members and emergency preparedness
- Coordinate emergency and health services for delivery of community safety programming / services
- Develop policies to create an “all ages all abilities” community
- Advance Diversity, Equity, Inclusive & Justice and Truth & Reconciliation
- Explore new and enhance existing recreational opportunities

### Ensure Environmental Sustainability

We will ensure the environmental sustainability of C-K by preserving the natural environment, reducing our carbon footprint, and increasing the resilience to climate change impacts.

- Lead by example to reduce climate footprint and increase resiliency of Municipal operations
- Enhance community resiliency to climate change impacts
- Promote community transition to a cleaner energy future
- Preserve natural heritage
- Improve sustainable mobility

For a detailed version of the Council Term Priorities, visit [www.chatham-kent.ca/plans](http://www.chatham-kent.ca/plans)

# Chatham-Kent Administrative Structure

The Executive Management Team (EMT), led by the Chief Administrative Officer, exercise general oversight and management of municipal affairs for the purpose of ensuring efficient and effective operation of the municipality.

The Executive Management Team recommends organizational plans and policies for Council consideration and approval in order to meet strategic goals and objectives.

Mayor & Council



**Michael Duben**  
Chief Administrative Officer

**Chief Administrative Office**

Corporate Initiatives & Communications / Legal Services / Community Culture & Connections



**Bruce McAllister**  
General Manager

**Development Services**

- Building Development
- Economic Development & Tourism
- Planning Services



**April Rietdyk**  
General Manager  
CEO Public Health

**Health & Human Services**

- Child Care, Early Years & Recreation Services
- Employment & Social Services
- Housing Services
- Public Health
- Seniors Services



**Gord Quinton**  
General Manager  
Chief Financial Officer / Treasurer

**Finance, Budget, Information Technology & Transformation**

- Budget & Performance Services
- Financial Services
- Information Technology & Transformation



**Cathy Hoffman**  
General Manager  
Chief Human Resource Officer

**Corporate Services**

- Human Resource & Organizational Development
- Customer Services
- Municipal Governance



**Edward Soldo**  
General Manager

**Infrastructure & Engineering Services**

- Public Works
- Engineering
- Parks, Fleet & Facilities
- Asset & Quality Management



**Chris Case**  
Fire Chief

**Fire & Emergency Services**

- Operations
- Logistics
- Prevention
- Training & Safety
- Medical Advisor
- EMS (Medavie)

## Message from the Chief Administrative Officer

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A budget is not just a financial document. It is a guide to help move our community in the right direction.

Our 2024–2027 multi-year budget represents the reality of where Chatham-Kent is now and enables Council to implement a multi-year vision that focuses on achieving longer term plans. Through discussions with elected Council and residents, it is clear that we want to build a community that reflects the ideals of those who call Chatham-Kent home.

As part of Council's Strategic Plan, we're committed to delivering excellent service by ensuring administration is connected to our community and government partners. The pandemic accelerated our use of technology and increased the ways residents can obtain public information, feedback and interaction.

All Ontario municipalities are facing similar challenges of social and housing issues being funded through property taxes, rather than through upper level income taxes and consumption taxes (HST). We urge the

Federal and Provincial governments in their review of property taxes and asset management plans to revisit funding mechanisms to provide future relief to the Ontario property taxpayer.

As with anyone running a household, our expenses have increased, and this has required us to make choices about our priorities and how we achieve them. Our staff continue to look for efficiencies and innovation in their work. That effort and attitude are as important as anything else we do.

Much like households have “must pay” expenses such as rent, mortgages, and utilities, the Municipality has legislated responsibilities we must fulfill. The Municipality also has to deal with the same economic factors that affect households, including higher interest rates and construction costs, and price increases due to inflation.

We continue to face significant infrastructure and asset management issues related to our geographical size



## Message from the Chief Administrative Officer



(nearly 2,500 square kilometers and population density less than 50 persons per square kilometer).

Despite the dual battles of high-interest rates and inflationary pressures, we are maintaining a robust economic climate with more than 1,000 building permits valued at approximately \$290 million.

Our community's economic and human capital will assist us in developing budgets that allow us to reach our potential.

Michael Duben  
Chief Administrative Officer

## Message from the Chief Financial Officer

For the first time as a Municipality, we're entering into a Multi-Year Budget beginning with the four-year period of 2024 through 2027. Not only does multi-year budgeting allow for longer term planning, better strategic use of staff time and the increased focus of continuous improvement and implementation, it provides our residents more certainty about the direction of local government services, finances and tax levels. The implementation of a multi-year budget is not a one-time exercise, but one that must be reviewed and adopted annually through annual budget updates.

More than ever before, we're hearing of the challenges residents in our community are facing. Whether that be access to affordable housing, rising consumer costs or increased crime, our 2024–2027 budget addresses the need for funding towards Chatham-Kent's affordable housing market, emergency services and many other important needs that benefit our community and taxpayers.



## Message from the Chief Financial Officer

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Administration is presenting a draft 2024–2027 Multi-Year Budget with an average annual increase of 7.82% for Council's consideration. The breakdown of this increase includes significant investments in Chatham-Kent's infrastructure, with a proposed tax increase of 2.95% directed towards our Asset Management Plan; this increase is comprised of the 1.5% capital levy and inflation on our infrastructure budgets. To address the growing needs of policing in the municipality, Chatham-Kent Police Services are requesting an average annual increase of 1.20%. Strategic investments in our reserves



along with a projected decrease in our Ontario Municipal Partnership Funding is adding an additional 0.72% average annual increase to the draft budget. Municipal departments were able to find efficiencies to partially offset increases in operational inflation and staffing costs, resulting in an annual draft budget increase of 2.17%. The remaining 0.78% recommended increase pertains to business cases related to staffing and service level changes for Council's consideration.

As a Municipality, our goals are your goals. Earlier this year, Chatham-Kent's elected officials finalized their Council Term Priorities, and to clearly demonstrate our goals as a Municipality, we have presented our 2024–2027 budget in alignment with these priorities. Our final budget represents resident input, Council direction and staff recommendations on how best to accomplish Chatham-Kent's objectives.

The feedback of our residents remains top priority, and our annual budget survey and public consultation

## Message from the Chief Financial Officer

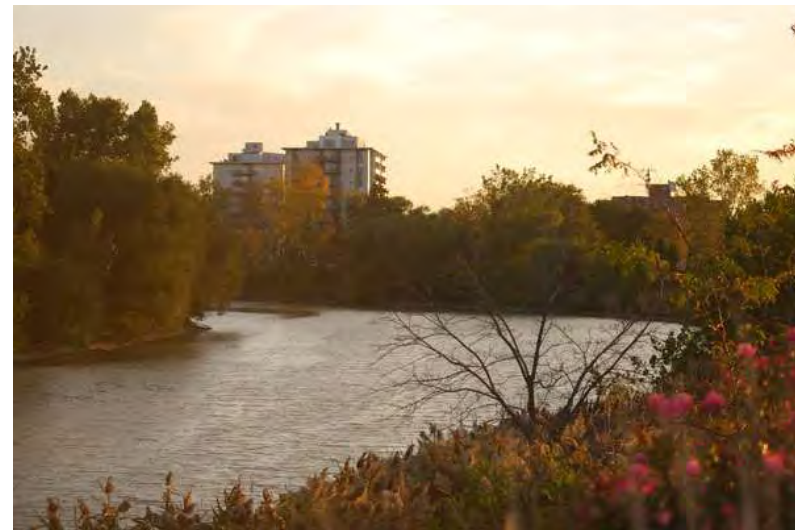
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provides the opportunity to determine the public's priorities. This year, two budget surveys seeking public feedback were launched. The first survey, which garnered 251 responses, sought feedback on what services residents deemed important and areas where residents would like to see further investments made. The second survey, which obtained 344 responses, sought input on potential changes that may be included in the 2024–2027 Multi-Year Budget. These surveys, coupled with the budget public consultations scheduled for November 22<sup>nd</sup> and 23<sup>rd</sup>, 2023, will assist Council in determining the public's wants and needs leading up to Budget Committee deliberations starting on November 28<sup>th</sup>, 2023, where residents are welcome to provide feedback through deputation to the Budget Committee. Thank you to all residents who have contributed to the budget process thus far.

Finally, I would like to acknowledge the work of our Budget & Performance Services team who, this past year, received the Distinguished Budget Presentation

Award by the Government Finance Officers Association (GFOA). The award recognizes the Municipality's commitment to upholding the highest standards of governmental budgeting, and highlights our ongoing commitment to transparent and effective budgeting practices. Their hard work continues this year as we move towards the multi-year budget and prepare the draft budget for debate.

Gord Quinton  
Chief Financial Officer



## Public Engagement

Chatham-Kent's annual budget survey is an informative way for staff and Council to learn about the community's priorities for spending and which services they identify as most important. Staff and Council carefully consider the thoughts and opinions expressed through the budget surveys and the draft budget consultations, and use them to inform the 2024–2027 multi-year budget decisions.

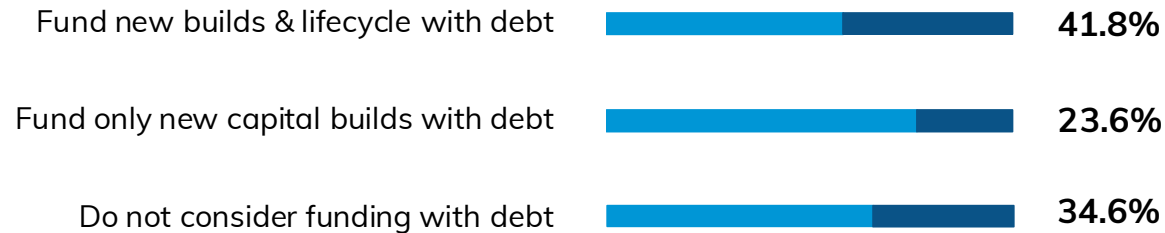


This year, two budget surveys were launched through [Let's Talk Chatham-Kent Budget 2024–2027](#). The first survey sought feedback on what services residents deemed important and areas to see further investments be made. The second survey sought input on potential changes that may be included in the multi-year budget. A total of 595 responses were received across the two surveys, and full results for both surveys are available for review on the [Chatham-Kent municipal budget webpage](#).

## Highlights of the Budget Surveys

### Long Term Debt

65.4% of respondents agree with the use of long term debt to fund projects in some degree.

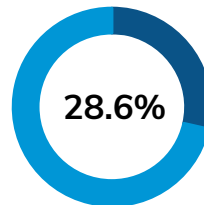


### Community Feedback

The following topics were asked about in the public survey and **did not** receive support from the majority of respondents.

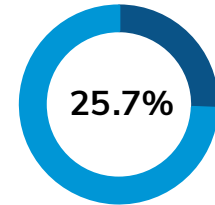
#### Library Fines

Only 28.6% of respondents are in favour of eliminating overdue fines at the Chatham-Kent Public Library.



#### Emergency Shelter

Only 25.7% of respondents are comfortable with an increase in taxes to support the ongoing operation of the emergency shelter.

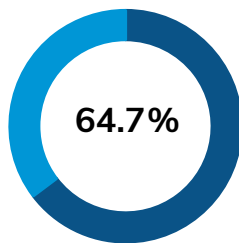


## Community Support

The following topics were asked about in the public surveys and **did** receive support from the majority of respondents.

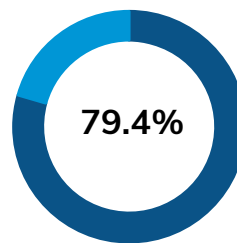
### Affordable Rental Housing

64.7% of respondents are supportive of using underutilized municipal land parcels and buildings to develop affordable rental housing.



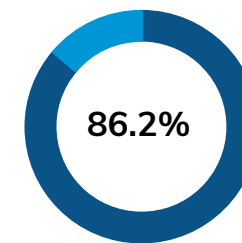
### Summer Day Camps

79.4% of respondents would support an increase in summer camp fees if subsidies are available to support families in financial need.



### Chatham-Kent EMS

86.2% of respondents support the continued increase in staffing to support EMS while working with the Province to alleviate system constraints.



According to the Bank of Canada's Monetary Policy Report from July 2023, inflation has continued to come down from the 8.1% high reached in the summer of 2022, reaching 3.4% in May 2023; however, the downward momentum in inflation is slowing as demand continues to outpace supply. Household spending has been robust, supported by strong demand for labour, population growth and accumulated household savings.

In Canada, Gross Domestic Product (GDP) growth is projected to slow, averaging 1% in the second half of 2023 and the first half of 2024. This implies GDP growth of 1.8% in 2023 and 1.2% in 2024. GDP growth is projected to gradually pick up starting in the second half of 2024, reaching 2.4% in 2025.

Inflation is now projected to remain around 3% over the next year. As excess demand dissipates and labour market conditions ease, inflation gradually returns to

the 2% target in the middle of 2025. This is about two quarters later than was previously projected.

A considerable amount of uncertainty surrounds the CPI forecast, particularly into 2024 and 2025. Three-month rates of core inflation have stayed in the 3.5-4% range for some time. While near-term inflation expectations are easing, they remain high. And excess demand has been more persistent than expected. All this suggests increased risk that the progress towards price stability could stall.

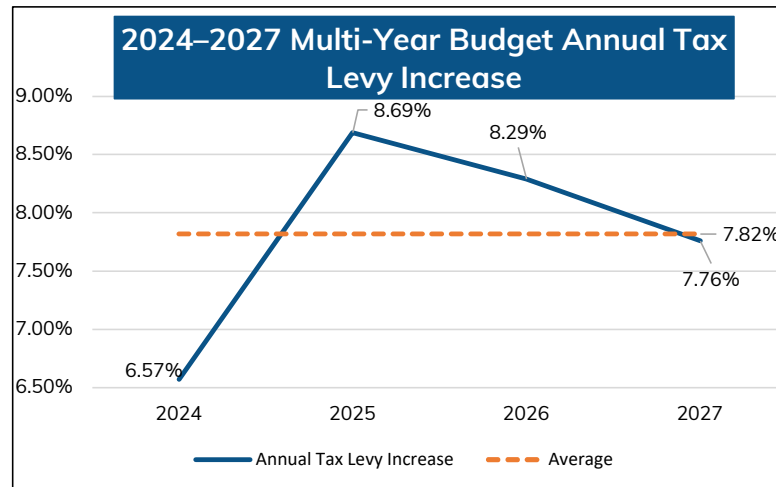
The Bank of Canada expects inflation to return to 2% in the middle of 2025, although the timing is uncertain given the gradual movement of inflation toward the target in the outlook. The delayed return to target largely reflects the greater persistence of excess demand in 2023. Inflation is projected to be 3.7% in 2023, 2.5% in 2024 and 2.1% in 2025; however, with the ongoing uncertainty, this contains both upside and downside risks.



## Budget at a Glance

The 2024–2027 draft Multi-Year Budget has been prepared based on Council direction through the [2024–2027 Multi-Year Budget Directions Report to Council](#) in April 2023. The budget is broken down into seven categories: capital, maintain existing services, Ontario Municipal Partnership funding changes, Investments in Strategic Reserves and the Tax Rate Stabilization Reserve, business cases and the Police Services Operational Review implementation.

The capital budget covers expenses related to the Municipality’s infrastructure needs such as bridge



rehabilitation, road resurfacing, storm sewer replacements, etc. Maintain existing services encompasses items such as inflation on operating materials and supplies, salaries, utilities, etc. The budget includes estimated expenditures and revenues needed to deliver current service levels approved by Council.

Trending economic pressures have added to the budget; Consumer Price Index above the Bank of Canada target, fuel and natural gas costs, WSIB legislation changes, and increasing pressures within winter control due to the changing climate, to name a few. Upper-level government funding has also added pressures to the budget, while Chatham-Kent received additional funding in its 2024 Ontario Municipal Partnership Funding from the Province it is anticipated that this funding will be reduced in each of the remaining three years of the budget. In 2023, Chatham-Kent Police Services underwent an operational review conducted by Deloitte, and the implementation of the recommendations is included in this multi-year budget. Continuing on with the

## Budget at a Glance

10-year phase in of making investments in Chatham-Kent strategic reserves with full 1% funding being accomplished by 2027 and with a 0.5% investment in the Tax Rate Stabilization Reserve which has been identified as a best practice for municipalities who have undertaken multi-year budgeting.

Finally, business cases for either enhanced services, staffing, or service level changes which are being presented to Council for its consideration. The business cases all work towards addressing the Council Term Priorities. The tax-supported operating budget covers the daily costs of running municipal services, excluding water and sewer services.

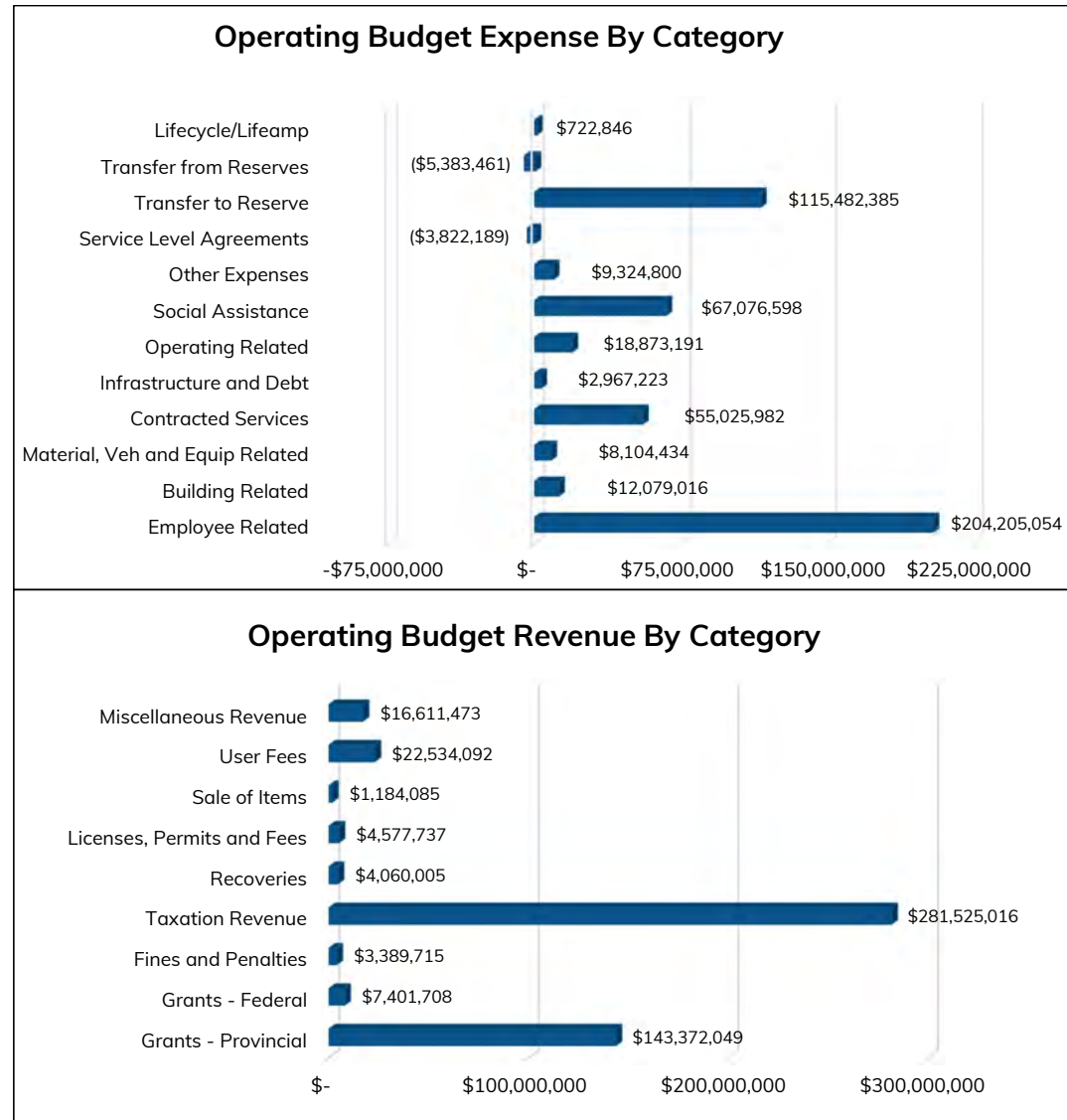
Impact to Taxpayers	2023 Approved Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	Average Annual Increase
Average Assessed Residential Property Value; \$176,194						
Maintain Existing Services		\$43	\$109	\$98	\$76	\$82
Police Services Operational Review Implementation		\$38	\$41	\$50	\$51	\$45
Investments in Strategic Reserves		\$5	\$6	\$7	\$24	\$10
Investments in Tax Rate Stabilization Reserve		\$0	\$18	\$19	\$21	\$14
Ontario Municipal Partnership Funding Changes		(\$3)	\$5	\$5	\$5	\$3
Capital - Asset Management Plan		\$109	\$104	\$109	\$119	\$111
Business Cases Recommended to Council		\$28	\$27	\$32	\$30	\$29
<b>Total Additional Impact</b>		<b>\$220</b>	<b>\$310</b>	<b>\$321</b>	<b>\$326</b>	<b>\$294</b>
<b>Total Cost of Municipal Services</b>	<b>\$3,348</b>	<b>\$3,568</b>	<b>\$3,878</b>	<b>\$4,199</b>	<b>\$4,525</b>	<b>\$4,042</b>
<b>Total Budget Increase</b>		<b>6.57%</b>	<b>8.69%</b>	<b>8.29%</b>	<b>7.76%</b>	<b>7.82%</b>

## Budget at a Glance

The 2024–2027 draft operating budget includes total gross expenditures of \$484.7 million by 2027 resulting in an average annual proposed tax rate increase of 7.82%. This equates to an average annual increase of \$294 for the average household with an assessment value of \$176,194, or \$167 per \$100,000 of residential assessment value.

The 2024-2027 draft operating budget includes total revenue of \$484.7 million by 2027.

Under the Municipal Act, 2001, the Municipality is required to prepare a balanced budget where revenues equal expenses.



## Capital Budget

The 2024–2027 capital budget includes \$277 million of capital investment toward the maintenance, renewal, and replacement of existing infrastructure, as well as new and upgraded assets that address community needs to meet infrastructure and environmental challenges, or to meet strategic priorities of the Municipality. These investments span the services the Municipality provides and have been informed by many sources, including the community strategic plan, Asset Management Plan, regulation requirements, and Storm Water Master Plan.

Capital Investment	2024	2025	2026	2027	Total
Bridges	\$25.4	\$20.5	\$14.2	\$12.6	\$72.6
Engineering	\$16.5	\$24.7	\$21.1	\$22.3	\$84.6
Environment	\$0.1	\$0.3	\$0.0	\$0.0	\$0.4
General Government	\$5.1	\$3.7	\$0.0	\$0.0	\$8.8
Operations & Fleet	\$0.4	\$0.3	\$0.0	\$0.0	\$0.6
Recreation & Parks	\$4.4	\$4.6	\$4.7	\$4.7	\$18.5
Roads	\$23.1	\$20.2	\$19.4	\$20.2	\$83.0
Social Housing	\$1.2	\$1.4	\$0.8	\$0.6	\$4.0
Transportation – Other	\$1.3	\$1.2	\$0.8	\$1.2	\$4.5
<b>Total</b>	<b>\$77.4</b>	<b>\$76.9</b>	<b>\$60.9</b>	<b>\$61.7</b>	<b>\$277.0</b>

\*Values are in millions

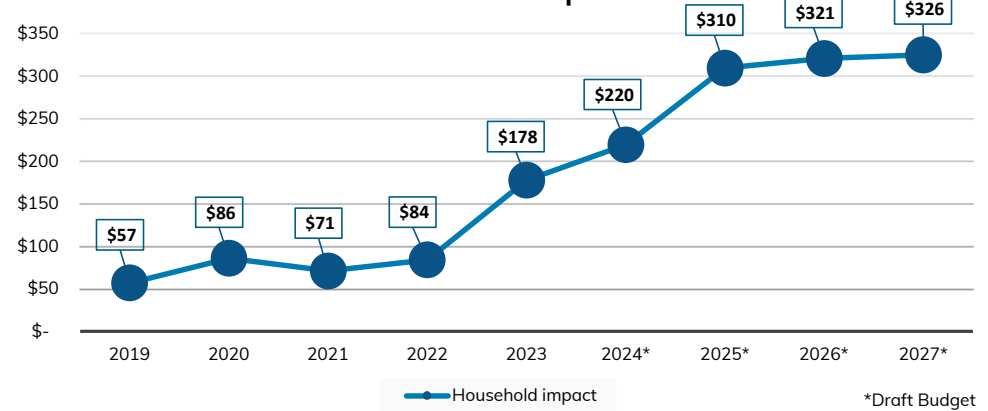
# Budget at a Glance

## Total Household Impact

The Municipality’s draft 2024–2027 Multi-Year Budget has an average annual impact for the average household of \$294, based on an assessment value of \$176,194.

The overall operating budget increase for the Municipality of Chatham-Kent has traditionally been in line with the Bank of Canada rate of inflation (CPI), plus the capital levy to fund the Municipality’s infrastructure gap. The Municipality has continued to face increases beyond the rate of inflation for many items within the Asset Management Plan and as a result is requesting the inflation on the plan to include an additional 2.3% over the regular rate of inflation to address the continued price increases.

Household Impact



	2024–2027 Annual Average Rate Impact %	Average Annual Household Impact
Maintain Existing Services	2.17%	\$82
Police Services Operational Review Implementation	1.20%	\$45
Investments in Strategic Reserves	0.27%	\$10
Investments in Tax Rate Stabilization Reserve	0.38%	\$14
Ontario Municipal Partnership Funding Changes	0.07%	\$3
Capital - Asset Management Plan	2.95%	\$111
Business Cases Recommended to Council	0.78%	\$29
<b>Recommended 2024–2027 Average Annual Budget</b>	<b>7.82%</b>	<b>\$294</b>

## Budget at a Glance

In the 2023 budget, the capital levy on the Municipality’s infrastructure was increased from 1% to 1.5%, plus an additional amount for inflation on the infrastructure budgets. In the draft 2024–2027 Multi-Year Budget, funding on the Municipality’s infrastructure accounts for an average 2.95% of the total 7.82% recommended increase.

Operating Budget	2023 Approved Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2024-2027 Average % Increase
Expenditure Budget	\$394,073,275	\$421,264,870	\$439,798,996	\$462,428,158	\$484,655,880	
Net Budget (Tax Levy)	\$195,974,541	\$213,868,248	\$234,959,188	\$258,908,658	\$281,525,016	
<b>Tax Levy % Increase from Rates</b>		<b>6.57%</b>	<b>8.69%</b>	<b>8.29%</b>	<b>7.76%</b>	<b>7.82%</b>



## Financial Position

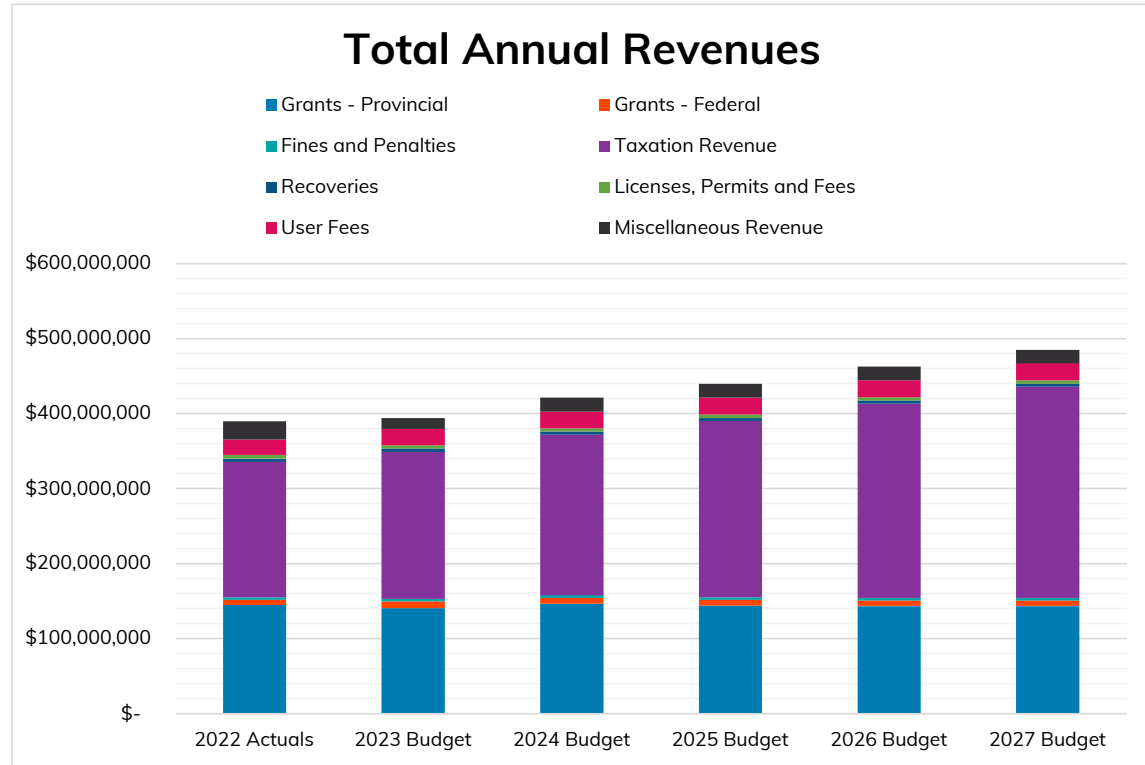
### Revenues

Revenues are used to provide and maintain existing service levels and sustain infrastructure.

The most significant revenue source for most municipalities is property tax, which accounts for 58% of the draft 2024–2027 Multi-Year Budget by 2027. Revenue is also generated from user fees for services such as:

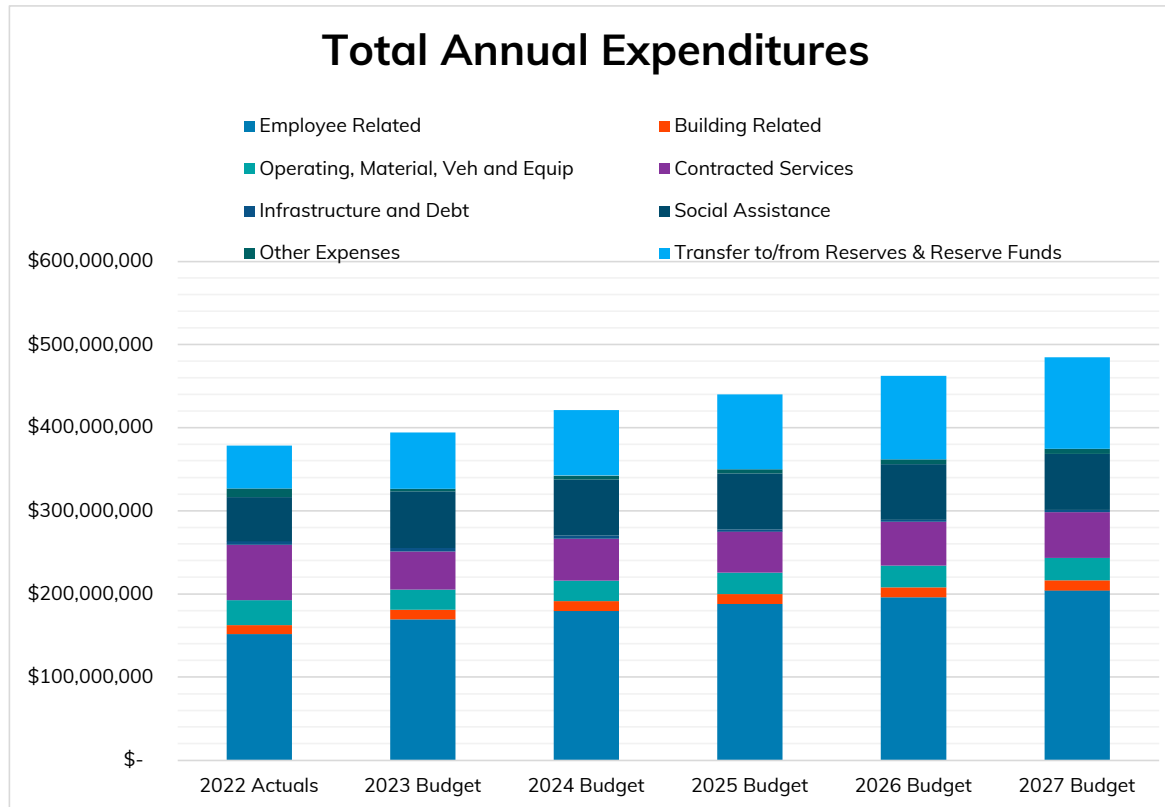
- Transit Fares
- Recreation Programs
- Cemetery Services

Chatham-Kent receives other revenue from numerous sources such as transfers from upper levels of government, investment income, Provincial Offenses Court fees and licenses and permits, to name a few.



## Expenditures

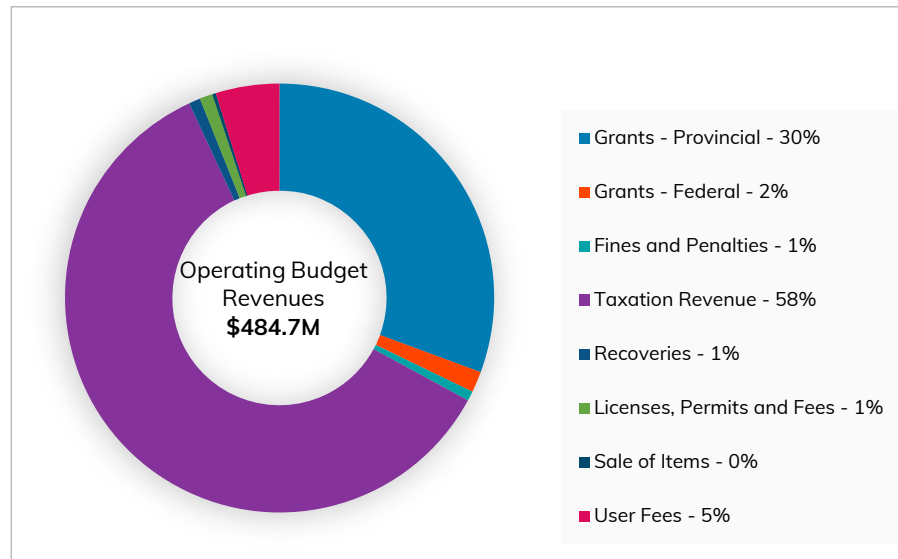
The Municipality's expenditures have increased during the past several years and continue into the Multi-Year Budget to maintain existing service levels, to implement new or enhanced services levels, and to address Chatham-Kent's underfunded Asset Management Plan. Similar to other Ontario municipalities, the largest expenditure that Chatham-Kent has is related to employee salaries and benefits at 42% of expenses.



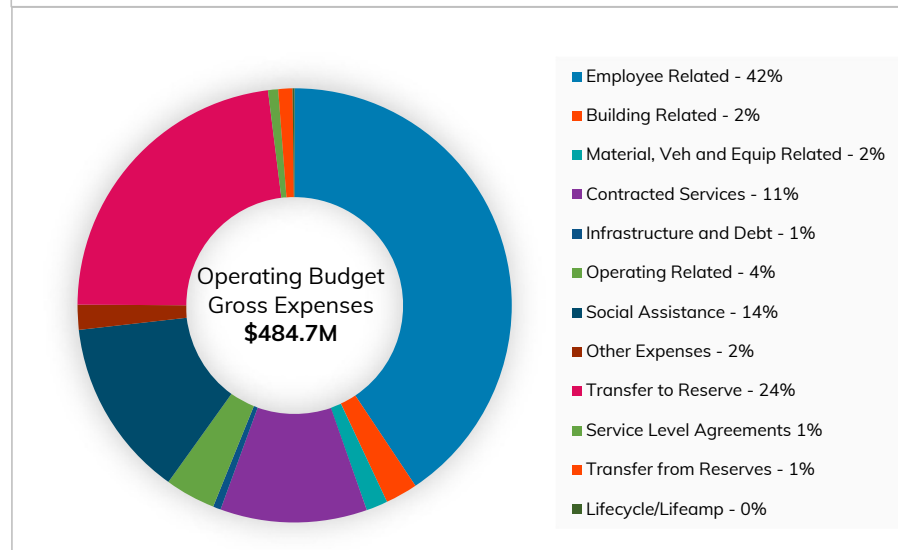


## Budget at a Glance

Total revenues by 2027 in the 2024–2027 Multi-Year Budget are \$484.7 million. As shown in the chart, the largest source of revenue is property tax which accounts for 58% of total revenues.



The allocation of 2024–2027 Multi-Year Budget operating expenditures by expense in 2027 is shown in the chart. As with most businesses, the largest portion of the Municipality’s operating budget is Employee Related at 42% of total expenses.



## Budget at a Glance

The average property taxes and water utility bills remain competitive within Southwestern Ontario and the Province, as shown in the table below. The chart compares similar types of property across the list of standardized comparators, as calculated by BMA Management Consulting Inc. in their 2022 Municipal Study.

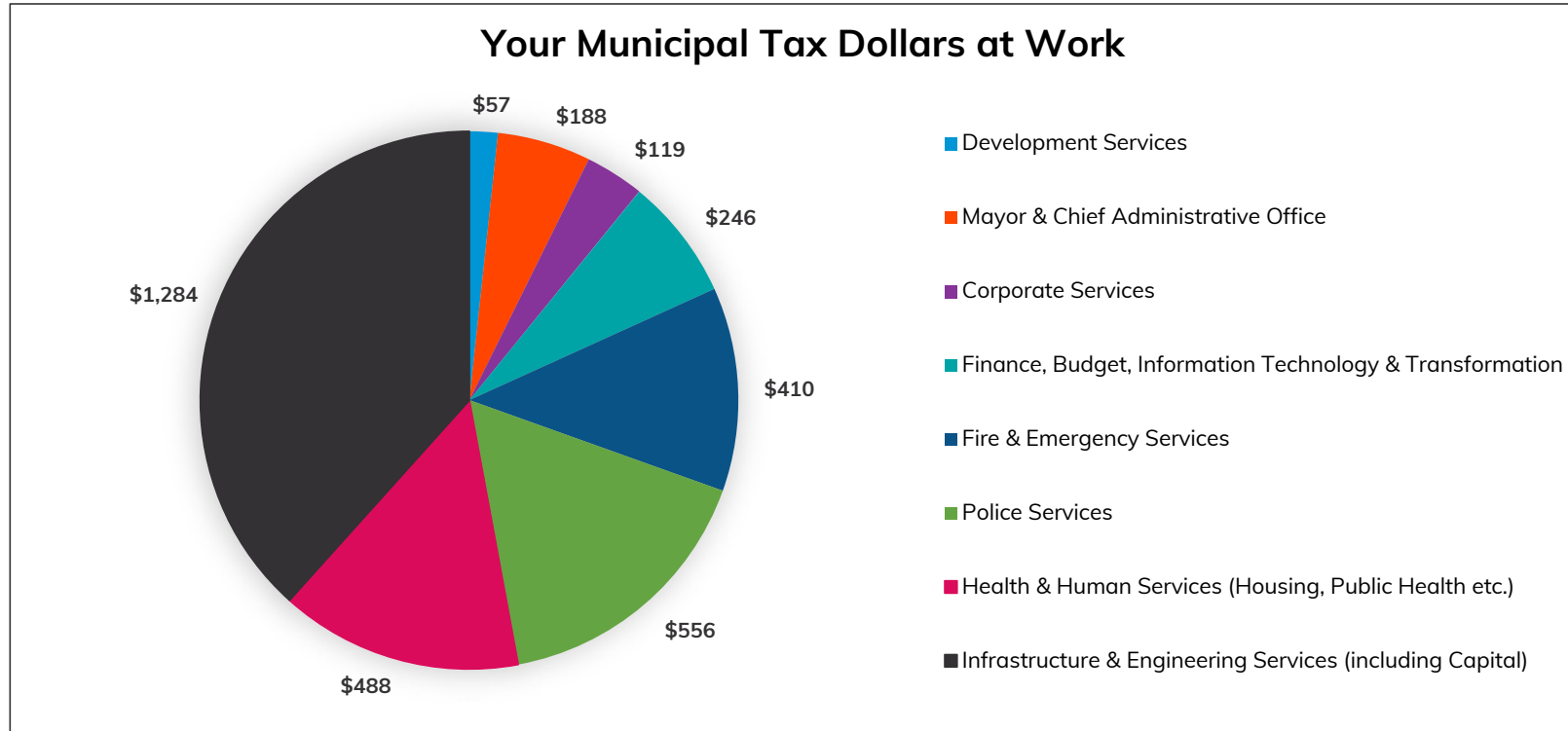
While water utility rates are not included in Chatham-Kent's operating budget, they are included in the table below to highlight the overall burden faced by both the ratepayers and taxpayers. Chatham-Kent's average residential taxes are below most of our comparators and significantly below the average of all Ontario municipalities who participate in the BMA Study.

Municipality	2022 Est. Avg. Household Income	2022 Average Residential Taxes	2022 Property Taxes As A % Of Household Income	2022 Average Residential Water Bill (200M3)	2022 Water Bill As A % Of Household Income
Chatham-Kent	\$81,651	\$3,253	4.0%	\$1,216	1.5%
Windsor	\$78,125	\$3,198	4.1%	\$1,334	1.7%
Sarnia	\$103,263	\$3,468	3.4%	\$1,065	1.0%
London	\$92,922	\$3,442	3.7%	\$967	1.0%
Sault Ste. Marie	\$90,180	\$3,479	3.9%	\$957	1.1%
Sudbury	\$105,587	\$4,257	4.0%	\$1,470	1.4%
Brantford	\$87,781	\$3,661	4.2%	\$981	1.1%
<b>Average of all Ontario Municipalities</b>	<b>\$110,000</b>	<b>\$4,190</b>	<b>3.8%</b>	<b>\$1,223</b>	<b>1.1%</b>
<b>Median of all Ontario Municipalities</b>	<b>\$103,889</b>	<b>\$4,031</b>	<b>3.9%</b>	<b>\$1,150</b>	<b>1.1%</b>

Source: BMA Management Consulting Inc. 2022 Municipal Study.

## How Are Property Taxes Used

Property taxes are used to support local municipal services provided by Chatham-Kent. In 2023, the average residential property was assessed at \$176,200 based on the last Municipal Property Assessment Corporation (MPAC) assessment completed in 2016. This average property paid \$3,348 in municipal taxes, allowing the Municipality to provide services that our community needs. In 2023, 37% of the Municipality's expenses were funded from both the Federal and Provincial governments, leaving 63% to be funded through a mixture of taxes, user fees and miscellaneous revenues. Below is a chart highlighting where the taxes go on an average residential property.



## Multi-Year Budget Process

On August 10, 2020, Chatham-Kent Council approved the implementation of a Multi-Year Budget process. This resulted in Chatham-Kent producing its first multi-year budget in 2023 covering the 2024–2027 period. The development of the 2024–2027 Multi-Year Budget started April 2023 and is linked to the Council Term Priorities.

This budget document is a financial roadmap to identify the resources required to achieve Council’s priorities over the four-year term. In addition, the budget document will assist in drawing a connection between services delivered by the Municipality of Chatham-Kent and the cost of new municipal investments while balancing the Municipality’s financial resources in a fiscally prudent manner.

### Advantages of a Multi-Year Budget

- Alignment of longer-term goals and objectives with longer-term funding plans
- Greater certainty to taxpayers and residents about the future direction of taxes
- Improved accountability and transparency over spending plan changes through an annual update process
- Flexible allocation of resources over time to accomplish goals and objectives
- Municipal budgeting best practice

### Annual Update Process

Can changes be made after the budget is approved?

Yes, changes can be made after the Multi-Year Budget is approved. An important element of the Multi-Year Budget is the annual update process. Commencing in 2025 and in each subsequent year of the Multi-Year



## Multi-Year Budget Process

Budget, Council is required by the *Municipal Act, 2001* to review and readopt the budget for that year. Any changes that are required to make the budget compliant with the provisions of the *Municipal Act, 2001* will be completed at such time. Annual updates will also provide Council the opportunity to adjust the budget to provide flexibility for events or circumstances that may require funding and resource adjustments.

Multi-Year Budget updates will be categorized into the following three categories:

### 1. New Council Direction

New Council priorities impacting municipal services that require amendments to business plans and budgets after the approval of the Multi-Year Budget

### 2. Cost Driver

A corporate budget shortfall or surplus as a result of unanticipated changes in economic conditions

### 3. New or Changed Regulation

A new or changed legislation or regulation with a financial impact to the municipality

Budget amendments are required when the budget request is material in nature and cannot be absorbed within the divisional or corporate budget.

## Multi-Year Budget Process

Proposed changes to future years' operating budgets are only brought forward and approved once per year, during the annual update period, to ensure that all requests are considered together.

### Multi-Year Budget Process



## Budget Process

Chatham-Kent’s multi-year budget takes into consideration Council’s term priorities and community feedback. The 2024-27 budget process began in April 2023 when Council provided direction to present the budget with a base budget tax increase in line with inflation, plus an additional Asset Management Plan Capital levy of 1.5% and a 0.5% increase in allocation to the rate stabilization reserve. At that time, The Bank of Canada was forecasting a four year average of inflation between 2.5% and 3% in the January monetary policy report. After the budget is approved, the budget is reviewed throughout the year through variance analysis to review actual trending versus budget. The variance analysis identifies potential year end surpluses or deficits. The variance analysis monitors multi-year trends for surpluses or deficits that may require adjustments in the upcoming budget process.

April 2023	May 2023	June & October 2023	June – October 2023	November 2023	November 2023	November - December 2023
Direction	Preparation	Survey	Internal Staff Review	Draft Budget Presentation	Public Consultation	Budget Committee Deliberations
Budget direction is received from Council.	The budget is prepared taking into consideration Council's direction and term priorities.	Budget surveys are made available online to gather public opinion on the services that matter most to the residents of Chatham-Kent and to gather input on potential service changes highlighted in the budget.	The budget is reviewed by the executive management team ensuring the budget aligns with Council's priorities and analyzed against ongoing trends, comparators and bench markers for effective planning and decision making.	The draft budget is presented to Council and the public and is published on Chatham-Kent's website.	Administration consults with the public to ensure residents have an opportunity to ask questions and provide feedback on the draft multi-year budget.	Taking into consideration feedback gathered through public consultations, the draft multi-year budget is debated at Budget Committee and alterations are made where necessary. Once Budget Committee has approved the budget it is then referred to Council for final approval.

### Basis of Budgeting

The Municipality of Chatham-Kent prepares the annual budget using cash basis.

Except as otherwise provided in this policy, Council has the sole authority to approve funding to operating programs and capital projects.

All decisions involving amendment of approved budgets require the approval of Council, following public notice as prescribed by the *Municipal Act, 2001*.

*Municipal Act, 2001, Section 291:*

*(1) Before adopting all or part of a budget under section 289 or 290, or amending such a budget, a municipality shall give public notice of its intention to adopt or amend the budget at a council meeting specified in the notice.*

The Municipality of Chatham-Kent prepares all financial information on an accrual basis in accordance with Generally Accepted Accounting Principles (GAAP) as approved by the CPA Canadian Public Sector Accounting Handbook (PSA). This means that the transactions and events are recognized in the period in which the transactions and events occur.

The Municipality does not include a budget for amortization or post-employment benefits expenses which is permitted under the Ontario Regulation 284/09 made under the *Municipal Act, 2001*.



The Municipality is required by provincial law to balance its operating budget each year. To balance the budget, the municipality can either: Increase its revenue stream through increased property taxes and fees; or manage expenses through adapting or reducing the cost of programs and services.

### Fund Accounting

Financial information is prepared in accordance with a fund structure which consists of an Operating Fund, Capital Fund and Reserve Funds.

A fund is defined as a segregation of assets and related liabilities that is administered as a separate accounting entity. Each fund has its own assets and debts and raises or is granted its own money for its own purposes and records its own expenditures.

Separate fund accounting provides an increased measure of control over the assets of the fund by ensuring the assets are not inadvertently utilized by another fund.

Capital Fund is used to record all capital expenditures as well as all financing of these capital expenditures; including long term borrowing, grant funding, development charges and reserve funds.

Operating Fund is used to record all revenues and resources that are not otherwise accounted for in another fund. Unrestricted revenues such as property taxes are recorded in the Operating Fund.

Reserves and Reserve Funds are established to record assets that have been segregated for a specific purpose.

### Preparation of Financial Statements

The Public Sector Accounting Board (PSAB) Handbook Sections PS1200 and PS3150 require that financial statements, including budgeted amounts on the statements, are presented using the full accrual basis. Chatham-Kent is in full compliance with the requirements set forth by the PSAB of the Chartered Professional Accountants Canada (CPA) regarding the presentation of financial statements.



### Financial Information Return (FIR)

The Ministry of Municipal Affairs and Housing is responsible for establishing requirements for municipal accounting, financial reporting, municipal auditing and other matters related to the financial health of municipalities as set out in section 3 of the *Municipal Affairs Act*. Section 294(1) of the *Municipal Act* specifically states that each municipality will annually report on its financial affairs, accounts and transactions. This takes the form of the annual FIR.

### Budget Reconciliation for PSAB Adjustments

The PSAB Handbook requires that budget numbers be included in the statements using the same Basis of Accounting that is used for actual results. The issue facing municipalities is that municipal budgets have typically been prepared on a cash basis with the main focus being the determination of the tax levy required.

The requirements of O.Reg. 284/09 force reconciliation between the typical cash budget and the statements for those expenses noted above.

As a municipality, Chatham-Kent is required to follow the accounting standards established by the PSAB. With the introduction of tangible capital asset accounting in 2009, the new accounting standards do not require budgets to be prepared on a fully accrued basis. The Municipality continues to prepare budgets on a modified accrual basis. This tax rate is based on annual cash requirements and therefore does not include the PSAB requirements around accrual accounting and accounting for “non-financial assets and liabilities.”

O.Reg. 284/09 requires that the municipality report on the impact of these excluded costs:

1. Amortization expense
2. Post-employment benefits expenses
3. Solid waste landfill closure and post-closure expenses

Before adopting a budget for the year that excludes any of the expenses listed above, Council must adopt the report by resolution.

## Differences between the Budget and Financial Statements

Description	Cash Accounting Treatment	Full Accrual Account Treatment
Tangible capital assets (TCA) and amortization of tangible capital assets	Tangible capital assets and amortization are not included in the budget. All capital expenditures are expensed in the year it occurred.	Tangible capital assets are included in the statement of Financial Position (Balance Sheet) at the net book value (NBV), (NBV = Historical cost less accumulated amortization). Annual amortization is expensed under the Statement of Operations (Income Statement).
Accumulated surplus/(deficit) from operations	The Statement of Financial Position does not contain the Accumulated Surplus/ (Deficit) from operations but includes only the Fund Balances such as operating fund, capital fund and reserve fund.	Statement of Financial Position shows an accumulated surplus/(deficit) consisting of all fund balances at a consolidated level. Funds include reserves, boards, and TCA's.
Revenue recognition	Revenue is recognized when received.	Revenue is recognized when earned.
Revenue/expenditures	Statement of Operations shows revenues/expenditures for capital, operating and reserves.	Revenue and expenditures shown on the Statement of Operations and capital expenditures are shown on the Statement of Financial Position as assets.

The property taxes for a particular property are determined by the following five factors, of which only the first two are controlled by the Municipality:

1. Council-approved tax levy
2. Council-approved tax policy
3. Education tax policy (Provincial)
4. Change in assessed value of the property (determined by MPAC – an independent not-for-profit corporation), and
5. Provincial legislation

## Council-Approved Tax Levy

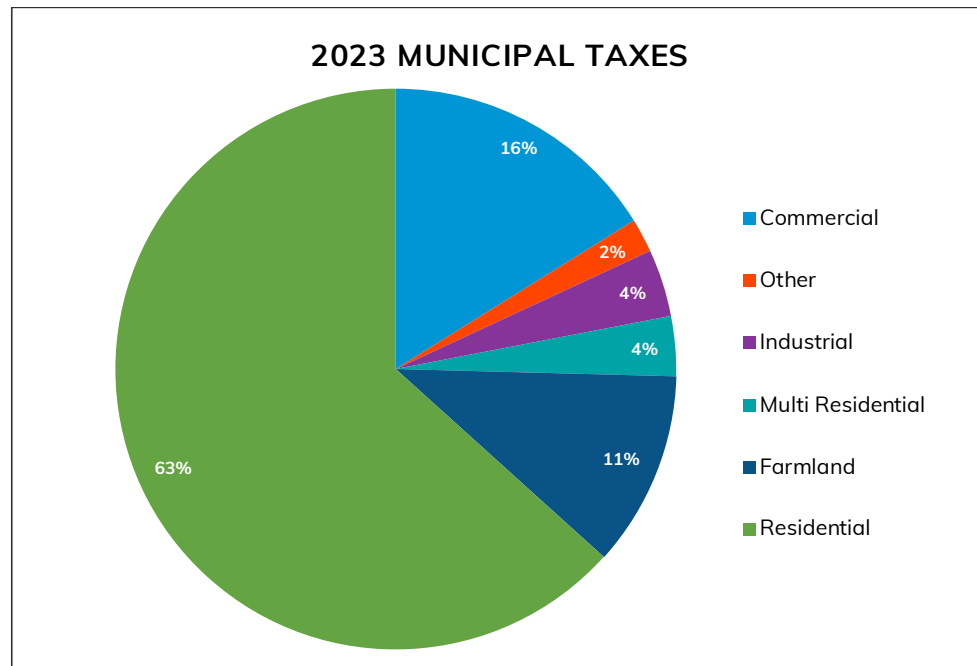
The Council-approved budget identifies the amount of revenue to be raised from municipal property taxes, the tax levy. The change in tax levy is the first factor affecting property tax changes. The tax levy is what is necessary to support the overall approved budget required by the entire corporation. The tax increases for the previous four years and the projected average annual 2024–2027 Multi-Year Budget increase are as follows:

	2020	2021	2022	2023	2024 - 2027
Overall Tax Levy Increase (as determined by Budget)	2.97%	2.40%	2.79%	5.64%	7.82%

Using an analogy, the Council approved tax levy can be thought of as determining “how big the pie will be.”

## Tax Policy








The overall tax levy is supported by all property classes (residential, industrial, commercial, farm, etc.). The level of support from each property class is best represented by the pie chart below reflecting the distribution for 2023.



The percentage of the “pie” that is supported by each property class is determined by **tax policy** and the relative size of the property class based on market value. In other words, tax policy affects “how the pie is sliced.” Tax policy is approved annually by Council separately after the budget is approved, typically in April of each year.

## Change In Assessed Value

Tax rates are applied to the current value assessment of each property as determined by the Municipal Property Assessment Corporation (MPAC), which is an independent body formed by the Provincial government and funded by municipalities. The municipality does **not** receive any additional tax revenue when the existing properties in the municipality experience an increase in assessed value as highlighted in the “Myths” below:

Common Myths and Misconceptions (#1)	Common Myths and Misconceptions (#2)
<p><b>✗ Myth</b></p> <p>Reassessment generates higher revenue for municipalities.</p>	<p><b>✗ Myth</b></p> <p>An increase in a property's value will result in an increase in that property's taxes.</p>
<p><b>✓ Fact</b></p> <p>The overall tax revenue within a municipality does not change as a result of a reassessment.</p> <p>Municipalities are required to reset their tax rates to offset the average change in property values as a result of reassessment.</p> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 10px;"> <p>Reassessment Increases</p>  </div> <div style="text-align: center; margin-left: 10px;"> <p>Tax Rate Decreases</p>  </div> </div>	<p><b>✓ Fact</b></p> <p>An increase in an individual property's assessed value does not necessarily result in higher taxes for that property.</p> <p>The most important factor determining a property's tax change due to reassessment is how much the property's assessed value changed relative to the average change of the class in the community.</p> <div style="display: flex; justify-content: center; gap: 20px;">    </div>
	

On an individual level, the impact on the amount of property tax after a change in assessed value of the property is relative to how much the property's assessed value changed compared to average change in assessed value of all other properties in the municipality.

Most residential property owners will experience a tax change either above or below the average municipal property tax increase. The following general rules can be used:

- If the increase in assessed value of your property is greater than the average increase in assessed value of all other properties in your property class, then you will likely experience an increase in your property taxes greater than the average municipal property tax change in your property tax class.
- If the increase in assessed value of your property is relatively close to the average increase in the assessed value of all other properties in your property class, then the increase in your property tax will be relatively close to the average municipal property tax change in your property class.

### Provincial Legislation

Tax policy will also be affected by changes in Provincial legislation. For example, requirements for capping of tax increases, introduction of new classes (e.g. new multi-residential classes, farm commercial class), claw back rules, and restrictions in setting tax ratios.



### What is Assessment Growth?

Property development results in assessment growth. As the Municipality prospers with new homes and businesses, the potential for an increase in property tax revenue base occurs. Assessment growth generally refers to the net increase in assessment attributable to new construction. These new homes and businesses expect to receive the same municipal services that existing taxpayers receive. Assessment growth funds the additional volume of municipal services such as police, fire, ambulance, garbage collection, snow removal, roads, bridges, transit, parks, recreation facilities and programs, libraries, and many others, resulting primarily from the new homes and businesses. The current value assessment of each property within a municipality is determined by the Municipal Property Assessment Corporation (MPAC).



## Assessment Growth

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### Allocation of Assessment Growth Tax Revenue

Revenue from assessment growth is applied to the budget using Chatham-Kent's Assessment Growth Policy. The policy outlines the guiding principals for allocating assessment growth funding as follows:

#### 1. Business Cases

- Municipal departments that incur costs to provide existing core services to new growth areas are required to submit business cases to the Treasurer or designate.
- The first available assessment growth funds, in the amount of 1.0% of taxes, are applied to the operating budget in the year following the growth.
- The next available assessment growth funds, if any, are applied to the business cases approved by the Executive Management Team during budget compilation.

#### 2. Excess Funding

**If assessment growth funding exceeds the growth costs** in any one budget year, the balance will be applied in that year as follows:

- 100% to the Capital Infrastructure Reserve Fund on a permanent basis to mitigate growth in the infrastructure gap.

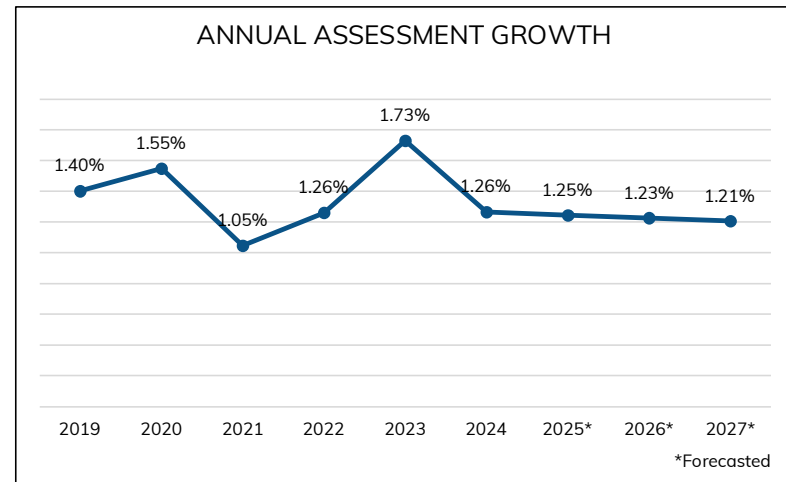
### 3. Excess Growth Costs

If growth costs exceed available assessment growth funding then approved business cases will be allocated funding according to the following priority order:

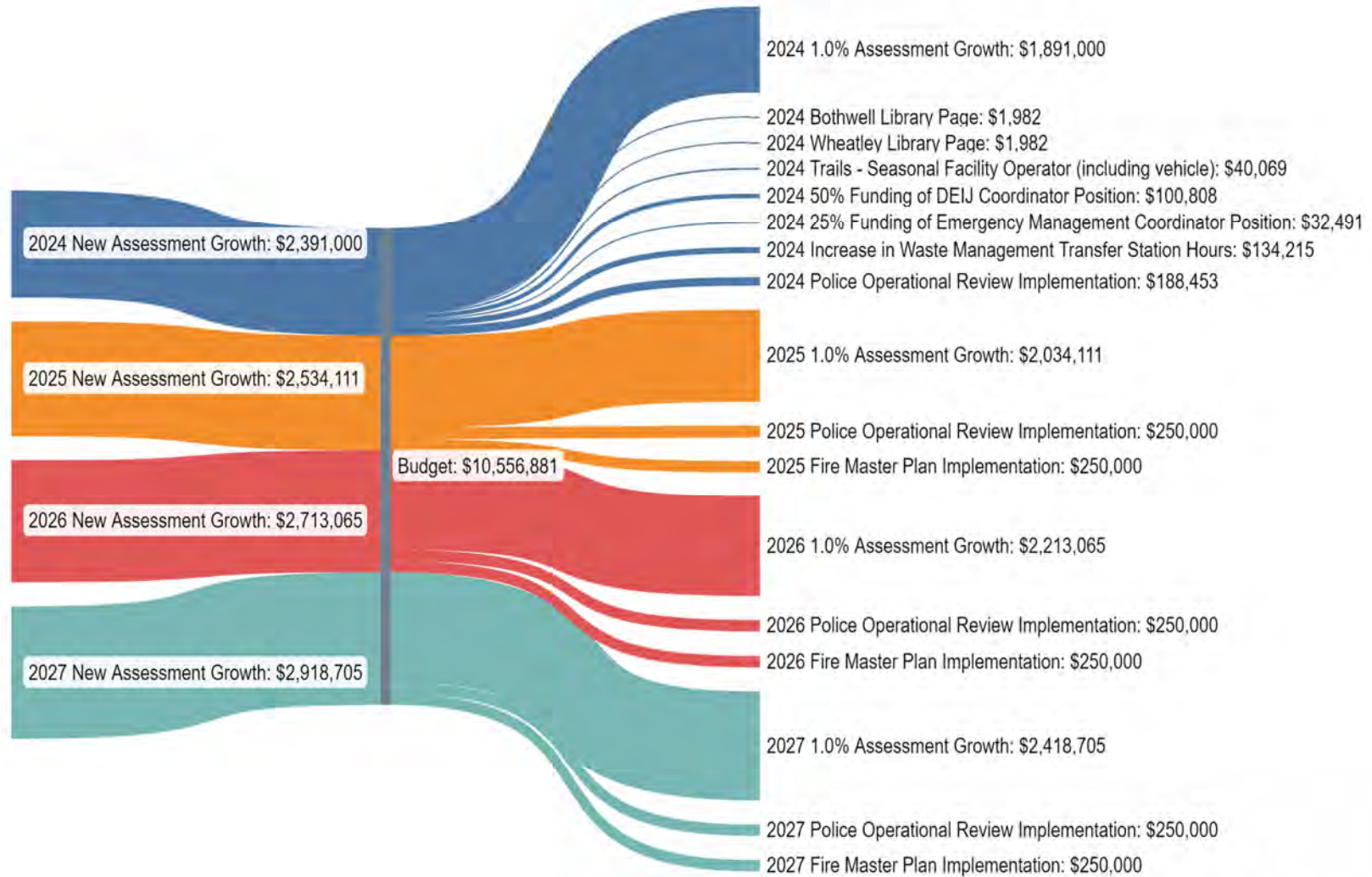
- Unfunded business cases approved from assessment growth in the prior year where full funding was not available.
- Business cases will be evaluated as to whether the service and/or funding could be deferred to the following year and whether significant service disruptions would occur if the service did not receive the current year growth funding.

Unfunded business cases will be resubmitted for consideration in the following year.

In the 2024–2027 Multi-Year Budget, there were a number of growth business cases that were submitted during the budget process. The Executive Management Team discussed each business case and below are the items that are recommended to be funded from assessment growth. The total assessment growth that is estimated and included in the 2024–27 multi-year budget amounts to \$10.56 million. All of the business cases highlighted below are contained within each department’s budget request with a detailed description.



# Assessment Growth



## Consumer Price Index

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An important measure within the Canadian economy is the Consumer Price Index (CPI). The CPI measure is used to determine the annual percentage increase or decrease (inflation/deflation) in the prices of goods and services used by average Canadian consumers. Increasing inflation means that every unit of currency buys a smaller amount of goods and services over a period of time. In other words, a reduction in purchasing power. In the Bank of Canada's October Monetary Report, it is forecast that 2023 inflation will be 3.9%, dropping to 3.0% in 2024 and nearing its long-term 2.0% target in 2025 with inflation projected to be 2.2%.

While CPI is the most commonly used measure of inflation, its use within municipal budgeting must be tempered as it does not capture inflationary impacts that municipal governments face. To illustrate this fact, the following diagram compares the "basket of goods" used to calculate the CPI, versus the "basket of goods" that is required to provide services at the Municipality of Chatham-Kent (also known as a Municipal Price Index [MPI]). Although the CPI is a valuable measure, it must not be the only consideration when evaluating inflation for Chatham-Kent's purposes.



**Goods and Services within the CPI:** Food, Shelter, Transportation, Machinery and Equipment, Clothing and Footwear, Health and Personal Care, Household Operations and Furnishings, Recreation Education and Reading, Alcoholic Beverages and Tobacco, Chemicals and Chemical Products



**Goods and Services within the MPI:** Labour, Contracted Services, Social Assistance Costs and Transfers, Building Maintenance and Rent, Equipment Purchases and Leases and Maintenance, Financial Costs (write-offs, debt, interest and carrying costs), Specialized Supplies (salt, asphalt, chemicals), Construction Services

## Operating Budget Summary

The tax-supported operating budget covers the daily costs of running municipal services, excluding water and sewer services. In April 2023, Council directed staff to prepare the 2024–2027 Multi-Year operating budget and capital budget with a target base budget increase no greater than the Consumer Price Index inflation rate, an additional 1.5% capital levy per the Municipality’s approved Asset Management Plan (AMP) and a 0.5% annual allocation to the tax rate stabilization reserve.

The draft 2024–2027 Multi-Year budget includes an average annual tax rate increase of 7.82%. This equates to an average annual tax increase of \$294 for the average household with an assessment value of \$176,194.

	2024–2027 Annual Average Rate Impact %	Average Annual Household Impact	Average Annual Impact per \$100,000 of Assessment
Maintain Existing Services	2.17%	\$82	\$46
Police Services Operational Review Enhancements	1.20%	\$45	\$26
Investments in Strategic Reserves	0.27%	\$10	\$6
Investments in Tax Rate Stabilization Reserve	0.38%	\$14	\$8
Ontario Municipal Partnership Funding Reduction	0.07%	\$3	\$1
Capital - Asset Management Plan	2.95%	\$111	\$63
Business Cases Recommended to Council	0.78%	\$29	\$17
<b>Recommended 2024–2027 Average Annual Budget</b>	<b>7.82%</b>	<b>\$294</b>	<b>\$167</b>

The budget includes the costs of maintaining existing services, providing for continued funding towards the Municipality’s infrastructure, implementation of the Police Services Operational Review, incorporates business cases which invest towards the Municipality’s Council Term Priorities, investments in strategic reserves and projected reductions in Chatham-Kent’s Ontario Municipal Partnership Funding.



When building the draft 2024–2027 Multi-Year budget, municipal staff identify requirements needed to maintain existing services, commonly referred to as the base budget, and separately identify any enhancements or additions to existing services and programs, referred to as business cases.

Organizing the tax-supported operating and capital budgets into these categories clarifies what makes up the tax rate increase as shown on the above table. A more detailed breakdown by department is included below, and further details by division can be found in the budget by division/manager section which also includes a summary table of each business case requesting funding along with the detailed business case highlighting such items as the description, risk of not proceeding and link to strategic focus.



# Operating Budget Summary

Department	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
<b>Expenses</b>						
Mayor & Council	\$1,230,857	\$1,406,485	\$1,404,530	\$1,412,528	\$1,420,099	\$1,427,730
Chief Administrative Office	\$11,184,424	\$12,150,211	\$13,135,485	\$14,130,393	\$14,614,816	\$15,097,799
Development Services	\$12,047,563	\$6,864,729	\$6,551,540	\$6,568,680	\$6,572,506	\$6,573,305
Health & Human Services	\$136,816,624	\$141,569,521	\$147,170,035	\$143,709,303	\$142,406,122	\$142,770,040
Corporate Services	\$9,703,625	\$11,188,921	\$11,798,782	\$11,754,887	\$11,751,115	\$11,966,860
Finance, Budget, Information Technology & Transformation	\$16,041,963	\$16,222,211	\$16,953,078	\$17,392,505	\$18,637,372	\$19,898,489
Fire & Emergency Services	\$34,365,939	\$33,391,784	\$34,062,278	\$34,754,932	\$35,378,173	\$35,912,491
Infrastructure & Engineering Services	\$109,155,369	\$111,571,901	\$115,127,793	\$116,949,822	\$119,914,727	\$120,516,869
Non Departmental	\$13,668,850	\$22,142,044	\$35,330,064	\$51,423,303	\$68,537,791	\$86,472,998
Police Services	\$34,023,876	\$37,565,468	\$39,731,284	\$41,702,643	\$43,195,435	\$44,019,299
<b>Total Expenses</b>	<b>\$378,239,089</b>	<b>\$394,073,275</b>	<b>\$421,264,870</b>	<b>\$439,798,996</b>	<b>\$462,428,158</b>	<b>\$484,655,880</b>
<b>Revenues</b>						
Mayor & Council	(\$26,145)	(\$17,371)	(\$17,371)	(\$17,371)	(\$17,371)	(\$17,371)
Chief Administrative Office	(\$1,391,939)	(\$1,678,253)	(\$1,633,051)	(\$1,738,978)	(\$1,735,180)	(\$1,735,435)
Development Services	(\$8,800,005)	(\$3,011,663)	(\$3,188,979)	(\$3,200,592)	(\$3,210,623)	(\$3,220,869)
Health & Human Services	(\$110,706,359)	(\$113,322,642)	(\$118,649,448)	(\$116,091,459)	(\$115,815,795)	(\$116,336,965)
Corporate Services	(\$3,146,933)	(\$3,591,754)	(\$3,717,376)	(\$3,691,977)	(\$3,710,957)	(\$3,723,375)
Finance, Budget, Information Technology & Transformation	(\$1,467,563)	(\$909,561)	(\$865,345)	(\$865,345)	(\$865,345)	(\$865,345)
Fire & Emergency Services	(\$8,849,746)	(\$8,204,366)	(\$8,329,988)	(\$8,436,271)	(\$8,457,258)	(\$8,463,735)
Infrastructure & Engineering Services	(\$25,475,008)	(\$31,909,458)	(\$31,374,690)	(\$31,152,441)	(\$31,011,596)	(\$30,872,395)

# Operating Budget Summary

Department	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
Non Departmental	(\$227,422,435)	(\$228,976,048)	(\$251,036,463)	(\$272,152,403)	(\$295,151,873)	(\$316,968,231)
Police Services	(\$2,429,182)	(\$2,452,159)	(\$2,452,159)	(\$2,452,159)	(\$2,452,159)	(\$2,452,159)
<b>Total Revenues</b>	<b>(\$389,715,314)</b>	<b>(\$394,073,275)</b>	<b>(\$421,264,870)</b>	<b>(\$439,798,996)</b>	<b>(\$462,428,158)</b>	<b>(\$484,655,880)</b>

## Operating Budget Summary

The draft 2024–2027 Multi Year budget is categorized into several distinct categories: Capital, Maintain Existing Services, Ontario Municipal Partnership Funding Changes, Police Services, Strategic Investments in Reserves and Business Cases. Further into the document, the business cases including strategic investments into reserves, Ontario Municipal Partnership funding changes, Police Services and capital are all discussed in detail within the respective department where the budget request resides; however, maintain existing services, the costs to maintain the existing services at the level Council has determined, has not been. The maintain existing services category results in an average draft 2024–2027 Multi-Year budget impact of 2.16% and each item is detailed in the table below.



## Operating Budget Summary

One-Time - Maintain Existing Service	2024	2025	2026	2027	Funding from Reserve
Ontario Police College Secondment	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	\$0
CPI Increase on Columbaria Projections	\$0	\$0	\$0	\$0	\$0
Waste Management Promotion and Education Initiatives	\$0	\$0	\$0	\$0	(\$320,000)
COCHI and OPHI Funding	\$0	\$0	\$0	\$0	\$0
Canada-Ontario Social Housing Untargeted Funding	\$0	\$0	\$0	\$0	\$0
Intensive Case Management (ICM) Rent Supplement Program with CMHA (One-Time)	\$0	\$0	\$0	\$0	(\$116,156)
Inflationary Increase of Software and Hardware Fees	\$0	\$0	\$0	\$0	(\$254)
WSIB Schedule 2 Chronic Care Expenses	\$0	\$0	\$0	\$0	(\$520,362)
Tax Revenues	(\$400,000)	(\$300,000)	(\$200,000)	(\$100,000)	\$0
Chatham-Kent Health Alliance - Wallaceburg Re-Build	\$0	\$0	\$0	\$0	(\$3,600,000)
Investment Income	(\$3,000,000)	(\$3,000,000)	(\$2,500,000)	(\$2,000,000)	\$0
Transfers from Reserve for recreational opportunities	\$0	\$0	\$0	\$0	(\$80,000)
Entegrus Dividends Budget True-up	(\$150,000)	(\$150,000)	\$0	\$0	\$0
Closed Session labour contracts	\$0	\$0	\$0	\$0	(\$38,384)

# Operating Budget Summary

Base - Maintain Existing Service	2024	2025	2026	2027
Summer Vehicle for Chatham Parks	\$7,066	\$0	\$0	\$0
Increased Costs for Garbage Disposal for Rural Facilities and Parks	\$16,025	\$724	\$624	\$636
Increased Costs for Garbage Collection for Cemeteries	\$2,662	\$154	\$132	\$135
CPI Increase on Rental Revenues for Rural Parks	(\$881)	(\$616)	(\$529)	(\$541)
New Waste Collection Contract and Inflationary Increases	\$2,554,242	\$63,859	\$54,980	\$56,132
Affordable Housing Reserve Transfer	\$45,511	\$31,888	\$27,456	\$28,032
Waste Disposal Inflationary Increases	\$71,636	\$50,192	\$43,217	\$44,125
CPI Increase on Operating Expenses for Arenas and Rural Parks	\$13,273	\$15,125	\$13,022	\$13,300
CPI Increase on Operating Expenses for Chatham Area Parks	\$8,854	\$6,204	\$5,342	\$5,454
CPI Increase on Operating Expenses for Cemeteries	\$8,909	\$6,243	\$5,375	\$5,488
CPI Increase on Rental Revenues for Chatham Parks	(\$1,397)	(\$979)	(\$843)	(\$860)
CPI Increase on Cemetery Revenues	(\$26,962)	(\$18,893)	(\$16,265)	(\$16,606)
Election Reserve CPI	\$4,504	\$3,156	\$2,718	\$2,775
Council Chambers Equipment RES Lifecycle ITT Corp Tec	\$971	\$681	\$586	\$598
Council Catering CPI increase	\$538	\$377	\$325	\$332
Council Conference & Seminars CPI	\$937	\$657	\$565	\$577
Inflationary Increase of Operational Expenses	\$81,031	\$81,031	\$81,031	\$0
Council Catering Increase Base	\$6,000	\$150	\$129	\$132
CPI Animal Control Contract	\$31,376	\$21,985	\$18,929	\$19,326
Private Non-Profit (PNP)	\$129,764	\$143,458	(\$199,817)	(\$161,877)
Decrease to Federal Funding for Public Housing Commercial Rent Supplement	\$403	\$2,016	\$0	\$2,464

## Operating Budget Summary

Base - Maintain Existing Service	2024	2025	2026	2027
Public Housing Debentures	(\$4,187)	(\$30,984)	(\$5,927)	(\$11,192)
Consolidated Business License Base Revenue Increase	(\$36,466)	\$0	\$0	\$0
Taxi License CPI Increase	(\$197)	(\$138)	(\$119)	(\$122)
Annual Commercial Lease Rent Increase	(\$1,074)	(\$541)	(\$390)	(\$344)
Council Conference & Seminar Expenses - Increase to Base Budget Lines for Individual Councillors	\$17,935	\$1,088	\$927	\$952
Inflationary Increase of Software and Hardware Fees	\$3,424	\$388	\$335	\$342
Bluebeam License cost changes	\$3,537	\$237	\$246	\$256
Increase on audit fees as per contract and increase in actuarial costs	(\$1,476)	\$3,634	\$3,045	\$7,746
Business License Revenue CPI Increase	(\$7,631)	(\$5,350)	(\$4,604)	(\$4,702)
Annual Market Rent Increase (Public Housing)	(\$19,962)	(\$21,390)	(\$21,992)	(\$22,217)
Annual Market Rent Increase (Affordable Housing)	(\$672)	(\$672)	(\$718)	(\$720)
User Fee Increase	(\$10,629)	(\$7,551)	(\$6,093)	(\$8,267)
Dog Tag Revenue CPI Increase	(\$11,904)	(\$8,341)	(\$7,182)	(\$7,332)
Employee Assistance Program - Inflation Request	\$4,183	\$2,931	\$2,524	\$2,577
CPI Adjustment - Clothing Allowance	\$258	\$181	\$156	\$159
Inflationary Increase for conservation authorities	\$53,504	\$62,657	\$40,334	\$41,444
Grants - Tax Relief Inflationary Adjustment	\$17,911	\$12,549	\$10,805	\$11,033
Seniors Grants Inflationary Adjustment	\$3,379	\$2,365	\$2,038	\$2,083
Tax Revenues	(\$50,000)	(\$50,000)	(\$50,000)	(\$50,000)
John D Bradley Convention Centre - Annual Management Fee Increase	\$3,070	\$3,105	\$3,182	\$3,262
Conventional Transit contractual increase	\$40,684	\$32,718	\$33,860	\$30,450

# Operating Budget Summary

Base - Maintain Existing Service	2024	2025	2026	2027
Chatham Accessible Operator Contractual Increase	\$16,882	\$13,514	\$13,986	\$12,577
Wallaceburg Accessible Transit Contractual Increase	(\$75,416)	\$8,535	\$8,833	\$7,943
Inter-Urban Operator Contractual Increase	\$27,357	\$16,359	\$16,930	\$15,225
Conventional Transit Fuel Increase	\$0	\$2,691	\$2,316	\$2,366
Chatham Accessible Fuel Increase	\$0	\$1,086	\$935	\$954
CPI Increase - Maintenance - Equipment	\$139	\$97	\$84	\$85
CPI Increase - Tools & Supplies	\$703	\$493	\$424	\$433
Adjustment - Fuel Budget	\$78,888	\$81,254	\$69,743	\$57,189
Transfer to Bloomfield Business Park	\$26,474	\$0	\$0	\$0
Increase in budget for tax write offs	\$0	\$0	\$150,000	\$150,000
CPI Increase - Materials for Fleet Services	\$70,045	\$49,079	\$42,257	\$43,145
Enhanced E-mail Protection	\$15,525	\$388	\$334	\$341
Wallaceburg Accessible Fuel Increase	\$0	\$919	\$791	\$808
Inter-Urban Fuel Increase	\$0	\$1,271	\$1,094	\$1,117
Fare Systems Smart Card	\$1,463	\$1,025	\$883	\$901
Ambulance Fleet Reserve	\$100,000	\$0	\$0	\$0
Transit Conventional Fare Increase	(\$10,795)	(\$12,271)	(\$12,503)	(\$12,406)
Inter-Urban Revenue Forecast Fare Increase	(\$1,195)	(\$1,359)	(\$1,385)	(\$1,373)
Transit Advertising Revenue increase	(\$41,267)	(\$5,000)	(\$4,500)	(\$4,500)
Property Taxation Fee Revenue Adjustments	(\$5,784)	\$0	\$0	\$0
CPI Increase - Radio Airtime (Data)	\$3,145	\$2,204	\$1,897	\$1,937
Ministry Of Health Base Funding Increase As Per Schedule - A	(\$448,872)	\$26,014	\$26,274	\$0
Increase Membership/Affiliation costs	\$10,000	\$5,000	\$5,000	\$5,000

# Operating Budget Summary

Base - Maintain Existing Service	2024	2025	2026	2027
Ontario Senior Dental Care Program - Base Increase	\$0	\$0	\$0	\$0
Privileged Identity Management	\$15,525	\$388	\$334	\$341
Maintenance cost increase for current ClearRisk software	\$0	\$0	\$0	\$0
Investment Income	(\$3,294,000)	\$0	\$0	\$0
Maintenance Increase to Conference & Training Costs	\$1,000	\$0	\$0	\$0
Reduction to Legal Revenue Line-Notary Services Not Provided for Many Years	\$6,000	\$0	\$0	\$0
Casino Revenue	(\$50,000)	(\$50,000)	(\$50,000)	(\$50,000)
CPI Increase on Application Fees	(\$15,407)	(\$10,796)	(\$9,293)	(\$9,489)
Increase in taxes receivable late payment charges	(\$100,000)	\$0	\$0	\$0
Campfire Permits - Volume Related Budget Change	\$32,000	\$0	\$0	\$0
Bulk Highway Salt Contract Inflation	\$103,009	\$109,189	\$101,602	\$19,262
Roads Share of Municipal Drainage Projects (OPRD)	\$200,000	\$200,000	\$200,000	\$200,000
Airport Management Fee Contract Inflation	\$5,940	\$6,089	\$6,390	\$6,850
Riverview Gardens Budget True Up Adjustments	\$55,226	\$26	\$22	\$124
Committee of Adjustment Per Diem Allowance	\$5,250	\$0	\$0	\$0
Weather Forecasting Contract	\$492	\$345	\$297	\$303
Dust Suppressant Contract	\$662,711	\$34,106	\$29,365	\$29,983
Sign Reflectivity Contract	\$1,850	\$1,296	\$1,116	\$1,140
Airport Snow Removal Contract	\$1,850	\$1,296	\$1,116	\$1,140
Traffic Signal Maintenance Program Increase	\$80,237	\$2,006	\$1,727	\$1,763
Private Lot Grass Cutting Contract	\$1,057	\$742	\$638	\$649
Snow Removal Contracts (tandem and cul-de-sac)	\$10,369	\$7,263	\$6,254	\$6,386
Sidewalk Snow Removal Contracts	\$2,911	\$2,039	\$1,756	\$1,793



# Operating Budget Summary

Base - Maintain Existing Service	2024	2025	2026	2027
Sidewalk Joint Deflection Contract	\$5,127	\$3,593	\$3,093	\$3,157
Roadside Spraying Contract	\$5,454	\$3,821	\$3,290	\$3,361
Clothing Allowance	\$3,208	\$2,248	\$1,935	\$1,976
4 Hours of Care Funding -Yearly Increment	\$0	\$0	\$0	\$0
Smartcard License Fees (Spare)	\$32,603	\$815	\$702	\$717
Entegrus SLA Increase	\$3,200	\$3,263	\$4,993	\$3,600
Chatham-Kent Tax Incentive CIP Grants	\$0	\$0	\$0	\$0
CK Public Health Inflation Adjustments	\$0	\$0	\$0	\$0
Corporate Provision - Assessment Growth	(\$1,891,000)	(\$2,034,111)	(\$2,213,065)	(\$2,418,705)
HR Strategy and Workplace Culture	\$9,450	\$121	\$112	\$115
Corporate Tuition Refund Program	\$28,583	\$1,108	\$953	\$972
Corporate Provision - Increase Workstation Lifecycle to Updated Rates	\$81,379	\$11,351	\$9,773	\$9,979
Talent Acquisition and Development Divisional Annual CPI Increases	\$286	\$201	\$173	\$176
Total Rewards Divisional Annual CPI Increases	\$249	\$174	\$150	\$153
Labour Relations Divisional Annual CPI Increases	\$1,744	\$1,223	\$1,052	\$1,074
Human Resources Administration Divisional Annual CPI Increases	\$1,627	\$1,139	\$980	\$1,000
Customer Services Divisional Annual CPI Increases	\$665	\$466	\$400	\$409
Correction to Budget Deficit for Garbage Collection for Chatham Parks	\$11,035	\$276	\$237	\$242
Public Health CPI adjustments	\$0	\$0	\$0	\$0
Riverview Gardens - RVG Contractual Increases	\$256,887	\$0	\$0	\$0
Inflationary Increase on Goods and Services	\$18,058	\$58,497	\$50,365	\$51,423

## Operating Budget Summary

Base - Maintain Existing Service	2024	2025	2026	2027
Annual Revenue Increase - Funding and Room Rate	(\$938,216)	(\$333,979)	(\$328,988)	(\$354,073)
2024-2027 Fixed Corporate Software Increases	\$180,226	\$180,465	\$196,490	\$213,404
Market Rate Review - Year 3 thru 5	\$800,000	\$800,000	\$800,000	\$0
Library CPI increase	\$33,097	\$23,190	\$19,966	\$20,387
Fixed Contractual Increase for Library Budget	\$4,990	\$343	\$987	\$277
2024 - 2027 Corporate Provisions - Benefit	\$940,415	\$792,196	\$1,200,172	\$974,888
Arts and Culture Base Budget True Up	(\$7,147)	\$0	\$0	\$0
Lifecycle Budget Increase for Work from Home Equipment	\$21,000	\$525	\$452	\$462
Winter Control Funding Phase-In	\$100,000	\$100,000	\$100,000	\$100,000
Asset Management Building Related Base Budget True-Up	\$76,750	\$23,750	\$23,750	\$23,750
Asset Management Building Related CPI Increases	\$76,470	\$53,579	\$46,132	\$47,101
2024-2027 Variable Corporate Software Increases	\$25,362	\$20,463	\$17,616	\$17,988
Strategic Community Issues True-up Current 0.6%	\$0	\$0	\$0	\$517,623
New Building Issues True-up Current 0.6%	\$0	\$0	\$0	\$517,623
Budget True-up for Increase in Engineering and PUC SLA	(\$8,478)	\$0	\$0	\$0
Increase in Engineering and PUC SLA	(\$12,861)	(\$9,012)	(\$7,759)	(\$7,922)
Grass Cutting Expense Increases	\$80,000	\$80,000	\$80,000	\$80,000
Zoom Webinar Subscription	\$1,800	\$45	\$39	\$40
Land Ambulance Inflation and Contract Increases	\$157,621	\$41,300	\$20,980	\$6,471
Divestment of the Blenheim Heritage House	\$0	\$0	\$0	\$0
2024-2027 Corporate Provisions - Hydro	(\$1,100,000)	\$163,607	\$170,151	\$176,957
2024-2027 Corporate Provisions - Gas	\$103,976	\$112,294	\$121,277	\$130,979
2024-2027 Corporate Provisions - Water	\$15,137	\$15,187	\$15,330	\$15,471

## Operating Budget Summary

Base - Maintain Existing Service	2024	2025	2026	2027
Entegrus Dividends Budget True-up	(\$500,000)	\$0	\$0	\$0
Payment In Lieu of Taxes Increase	(\$199,994)	(\$209,993)	(\$220,492)	(\$231,516)
Economic Development Efficiency Savings	(\$70,000)	\$0	\$0	\$0
Closed Session labour contracts	\$4,626,704	\$4,817,919	\$5,607,920	\$6,069,707

# Operating Budget Summary

## Full-Time Equivalent (FTE) Requests

The 2024–2027 Multi-Year draft budget contains business cases seeking an increase of 76.83 base FTE's over the four year budget. 55% (43) of the FTE's are being requested by Chatham-Kent Police Services to implement the Deloitte Operations review recommendations. In addition, the Four Hours of Care implementation results in an FTE increase at Riverview Gardens of 33.13 FTE, or 43% of the net FTE proposed increase. The Four Hours of Care staffing increase is funded by the Province with minimal impact on the property taxpayer. There have also been a number of staff reductions proposed in the Multi-Year Budget due to service level changes, primarily in Health and Human Services which are Provincially funded and do not impact the proposed budget increase. Of the 76.83 base FTE being requested in the Multi-Year draft budget, 4.58 FTE are requested to be funded from taxes.

Base FTE Position Description	2024	2025	2026	2027
Library Page - Non Union Part Time Grade 1	0.06			
Library Page - Non Union Part Time Grade 1	0.06			
Reading Support Workers - Non Union Student Grade 1	0.26			
Special Events Coordinator - Non Union Grade 7	0.50			
Planning Technician - Non Union Grade 6	1.00			
Planner 1 - Non Union Grade 9	1.00			
Leaders - Non-union Student Grade 2	1.92			
Public Health Bachelor of Science Nurse - ONA	(1.00)			
Nutrition Coordinator - Non Union Part time	(0.80)			
Dietician - CUPE 12.3			(0.55)	
Outreach Worker - Non Union Part time			(0.35)	

## Operating Budget Summary

Base FTE Position Description	2024	2025	2026	2027
Financial Analyst I - Non Union Grade 8 MAG	1.00			
Dental assistant - CUPE 12.3	(0.70)			
Program Assistant - CUPE 12.3	(1.00)			
Program Manager - Non Union Grade 10	(1.00)			
Housing Services Assistant - Non Union Grade 5		1.00		
Tenant Relations Analyst - Non Union Grade 6		1.00		
Clerical Assistant Housing - Non Union Student Grade 2	0.29			
Housing Benefits Analyst - Non Union Grade 7			1.00	
Case Managers - Non Union Grade 8	0.00			
Project Manager, Workforce Plan Board - Non Union Grade 10	(1.00)			
Employment Resource Advisor - Non Union Grade 5	(4.00)			
Case Worker - Non Union Grade 8	(3.00)			
Employment Resource Worker - Non Union Grade 8	(3.00)			
Employment Training Coach - Non Union Grade 8	(1.00)			
Personnel Support Workers (PSW) - UNIFOR After 24 months Grade	34.03			
Registered Practical Nurse (RPN) - UNIFOR After 24 Months Grade	(0.90)			
Recruitment and Retention Coordinator - Non Union Grade 9	1.00			
Grounds Maintenance - Non union Student Grade 1	0.31			
Clerical Assistant - Non union Student Grade 2	0.62			
RAI Coordinator/Rehabilitation Lead – Non Union Grade 8	1.00			
Restorative aides 24 Month	(1.50)			
Coordinator, DEIJ - Non Union Grade 9	1.00			
Coordinator, Mental Health & Wellbeing - Non Union Grade 9				1.00

# Operating Budget Summary

Base FTE Position Description	2024	2025	2026	2027
Council Assistant - Non Union Grade 3	(0.60)			
Emergency Management Coordinator - Non Union Grade 9	1.00			
Seasonal Facility Operator CUPE 12.1	0.50			
Project Manager, Facilities - Non Union Grade 9	0.50			
Seasonal Facility Operator CUPE 12.1	0.50			
Auto Service Technician CUPE 12.1	1.00			
Parks Maintenance Student, Non Union Student Grade 1	0.11			
Parks Maintenance Student, Non Union Student Grade 1			0.11	
Facility Operator Non Union Part Time Grade 4	0.26			
Operations Supervisor - Non Union Grade 9	1.00			
Waste Diversion Technologist - Non Union Grade 9	1.00			
Transfer Station Operator - Lead - Non Union Part time	1.20			
Administrative Assistant II – Non Union Grade 5			(1.00)	
Administrative Clerk - Civilian Grade 6		3.00		
Training/Recruitment Staff - Civilian Grade 6	2.00			
Analyst - Civilian Grade 7			2.00	1.00
Special Constable - Civilian Grade 7		8.00	2.00	3.00
Emergency Communications Operator - Civilian Grade 7b	5.00			
Project Manager - Civilian Grade 8				1.00
Constable	4.00	5.00	2.00	
Sergeant	4.00			
Inspector	1.00			

## Operating Budget Summary

The 2024–2027 Multi-Year draft budget also includes business cases seeking an increase of 51.79 one-time FTE over four years, which are FTE that are short-term in nature and are **not** permanently added to Chatham-Kent’s budget. All but two of the positions requested have been funded from other sources, mainly reserves, and do not have an impact on the tax increase being requested. The two largest one-time FTE request are related to the ongoing need to provide staffing and services to Chatham-Kent’s Emergency Rapid Rehousing Program and the continuation of Chatham-Kent providing the Service Ontario service in both Chatham and Dresden as the FTE associated with the service were not included in the budget.

Contained within the draft Multi-Year Budget are two tax funded one-time part time (0.68FTE) positions which are for the implementation of the organics diversion program which assist Chatham-Kent on its path to complying with the Food & Organic Waste provincial Policy.

As the need continues to keep the Municipality’s information technology up to date to ensure smooth, uninterrupted operations, the one-time FTE requests from Information Technology and Transformation (ITT) are funded from Chatham-Kent’s ITT reserves which have been specifically set up for this purpose. The chart below highlights the one-time FTE requests included in the 2024–2027 Multi-Year draft budget.



# Operating Budget Summary

One-Time FTE Position Description	Start Date	End Date	2024	2025	2026	2027
Project Assistant - Non-Union Grade 5	2024-Jan	2027-Dec	1.00			
Research Lead - Non-union Grade 5	2025-Oct	2027-Dec		1.00		
Project Coordinator - Non-Union Grade 7	2024-Jan	2027-Dec	1.00			
Tourism Assistant - Non Union Student Grade 2	2024-May	2027-Aug	0.54			
Leaders - Non-union Student Grade 2	2024-Jan	2027-Dec	0.19			
Team Leader - Non Union Student Grade 3	2024-Jan	2027-Dec	0.20			
Shelter Support Worker - Non Union Grade 5	2024-Jan	2025-May	10.00			
Shelter Lead - Non Union Grade 8	2024-Jan	2025-May	5.00			
Shelter Lead Non Union Grade 8	2024-Jan	2025-May	1.00			
Scheduling Assistant - Non-Union Part Time Grade 3	2025-Jun	2027-Dec		2.40		
Administrative Assistant II - Non Union Grade 5	2024-Jan	2025-Dec	1.00			
HR Generalist/Policy Analyst - Non Union Grade 7	2024-Jan	2024-Dec	1.00			
Business Solutions Analyst - Non Union Grade 8	2024-Jan	2024-Dec	0.40			
Indigenous Lead - Non-union Grade 8	2025-Jan	2026-Dec		0.50		
Data Architect - Non Union Grade 9 MAG	2024-Jan	2024-Dec	0.20			
New Grad Intern - Non-union Grade 9	2026-Jan	2027-Dec			2.00	
Development Coordinator - non-union Grade 7	2024-Jan	2025-Dec	1.00			
Leadership Development Intern -Non-union Grade 12	2026-Jan	2027-Dec			1.00	
Coordinator, Mental Health & Wellbeing - Non Union Grade 9	2024-Jan	2026-Dec	1.00			
Payroll Administrator - Non Union Grade 7	2024-Jan	2025-Dec	1.00			
Digital Education Trainer - Non Union Grade 7	2024-Jan	2026-Dec	1.00			
Business Analyst - Non Union Grade 8	2026-Jan	2026-Dec			0.50	
Business solutions Analyst - Non Union Grade 8	2026-Jan	2026-Dec			0.25	



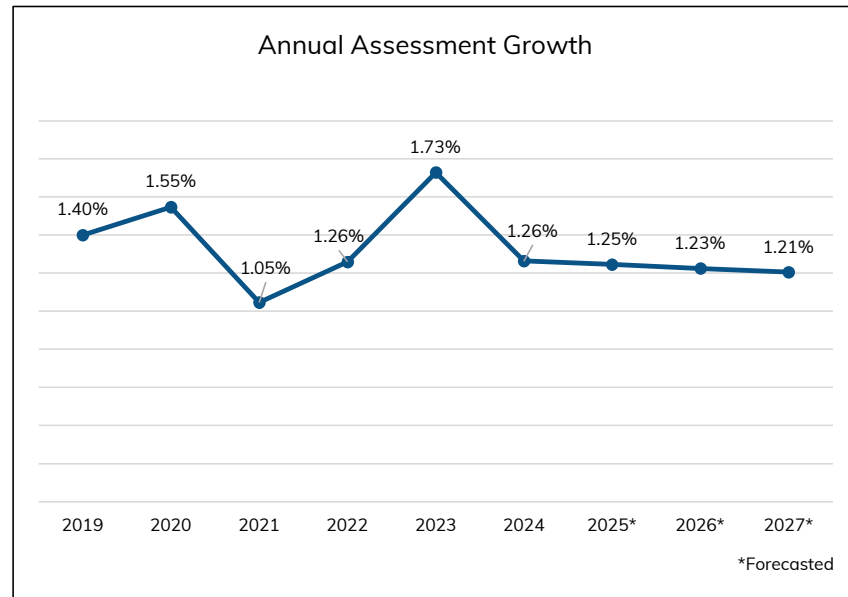
# Operating Budget Summary

One-Time FTE Position Description	Start Date	End Date	2024	2025	2026	2027
Application Administrator - Non Union Grade 8 MAG	2026-Jan	2026-Dec			0.25	
Business Solutions Analyst (CAM) - Non Union Grade 8	2027-Jan	2027-Dec				0.25
Application Administrator - Non Union Grade 8 MAG	2027-Jan	2027-Dec				1.00
Project Manager - Non Union Grade 9	2027-Jan	2027-Dec				0.50
Business Solutions Analyst - Non Union Grade 8	2027-Jan	2027-Dec				0.50
Business Analyst - Non Union Grade 8	2027-Jan	2027-Dec				0.50
Application Administrator - Non Union Grade 8 MAG	2027-Jan	2027-Dec				0.25
Digital Literacy Trainer - Non Union Grade 5	2024-Jan	2025-Dec	1.00			
Data Engineer - Non Union Grade 9 MAG	2024-Jan	2025-Dec	1.00			
Cloud & Systems Administrator - Non Union Grade 8 MAG	2024-Jan	2025-Dec	1.00			
Network Administrator - Non Union Grade 8 MAG	2024-Jan	2025-Dec	1.00			
Service Analyst - Non Union Grade 7	2024-Jul	2025-Dec	0.50			
Systems Analyst - Non Union Grade 7	2025-Jan	2025-Dec		0.50		
Project Manager - - Non Union Grade 9	2025-Jan	2025-Dec		0.50		
Service Technician - Non Union Grade 6	2024-Jan	2024-Dec	1.00			
Service Analyst - Non Union Grade 7	2024-Jan	2024-Dec	1.00			
Transfer Station Operator - Lead - Non Union Part time	2025-Jan	2025-Dec		0.68		
Transfer Station Operator - Lead - Non Union Part time	2026-Jan	2027-Dec			0.68	
Customer Service Representative - Chatham Service Ontario - Non Union Grade 6	2024-Jan	2027-Dec	4.50			
Customer Service Representative - Dresden Service Ontario - Non Union Grade 6	2024-Jan	2027-Dec	1.00			
Team Lead, Customer Services - Chatham Service Ontario - Non Union Grade 7	2024-Jan	2027-Dec	1.00			

## Assessment Growth

The 2024-2027 Multi-Year draft budget includes projected assessment growth of \$10.56 million over the four year budget, which offsets tax rate increases. As per the Council approved assessment growth policy, the first 1.0% of total assessment (\$1.89M – 2024, \$2.03M – 2025, \$2.21M – 2026 and \$2.42M – 2027) goes directly towards lowering the tax rate. The assessment growth over 1.0% of total assessment is allocated toward business cases submitted by departments which have increased costs as a result of

that assessment growth, such as increased kilometres of paved roads. The assessment growth included in the 2024–2027 Multi-Year draft budget is lower than the Municipality had seen in 2023 due to an increase in interest rates which have slowed new growth, however, is still projected to be within the average growth seen over the last five years.





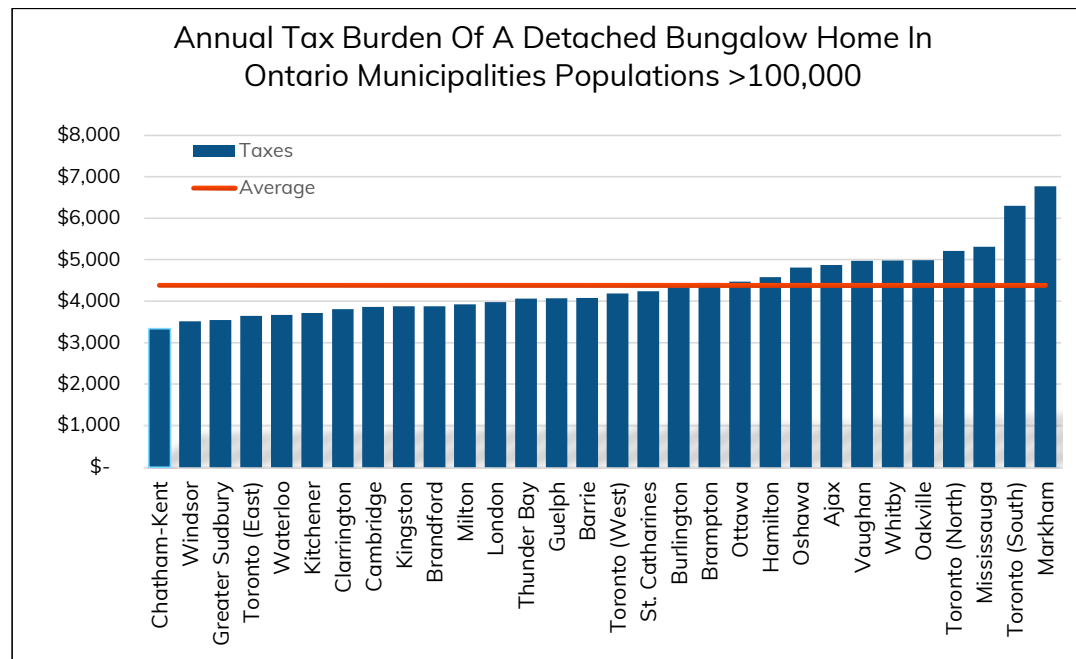
Assessment growth is the sum of all the changes that happen to the Municipality's tax base during a year, including new construction, major renovations, demolitions, and property value appeals. It does not include changes in value from market reassessment. Assessment growth is essentially the increased tax base of the Municipality. The Municipality receives a variety of planning applications; however, the time between the completion of the development project and the increase in

assessment determined by MPAC can take between 12 and 18 months before it is reflected in the Municipality's assessment records.

As the Municipality grows and more properties are developed, the increased value of the developed properties are captured in the Municipality's property tax assessment base and provide incremental tax revenue to help pay a portion of the increased need for service that results from growth.

## Comparison to Other Municipalities

The estimated total average tax bill for Chatham-Kent residents (including the education portion) was below the provincial average for large municipalities in 2022. This is comparing a similar type of property across the municipalities as calculated by BMA Management Consulting Inc. in their 2022 Municipal Study.



Source: BMA Management Consulting Inc. 2022 Municipal Study.

## Operating Budget Summary

The ability to pay is estimated using average household income and may vary for each community. This is an important check in determining the affordability of property taxes. BMA Management Consulting Inc. also computes this affordability check in their 2022 Municipal Study. For the average household in Chatham-Kent, property taxes represented 4.0% of estimated income, which is in line with the provincial average and Chatham-Kent's comparator municipalities.

Municipality	2022 Est. Avg. Household Income	2022 Average Residential Taxes	2022 Property Taxes As A % Of Household Income
Sarnia	\$103,263	\$3,468	3.4%
London	\$92,922	\$3,442	3.7%
Sault Ste. Marie	\$90,180	\$3,479	3.9%
Chatham-Kent	\$81,651	\$3,253	4.0%
Sudbury	\$105,587	\$4,257	4.0%
Windsor	\$78,125	\$3,198	4.1%
Brantford	\$87,781	\$3,661	4.2%
<b>Average of all Ontario Municipalities</b>	<b>\$110,000</b>	<b>\$4,190</b>	<b>3.8%</b>
<b>Median of all Ontario Municipalities</b>	<b>\$103,889</b>	<b>\$4,031</b>	<b>3.9%</b>

Source: BMA Management Consulting Inc. 2022 Municipal Study.

### Debt

As a municipality we can only incur debt to pay for large capital acquisitions – our day-to-day operations must be fully funded.

Borrowing is a way to finance capital projects and maintain major infrastructure over the longer term. Like most businesses, municipalities may borrow a portion of their capital requirements and pay it back over the life of the project being financed.

The Annual Repayment Limit (ARL) as prescribed by the Province of Ontario is 25% of own source revenue as described below. Our Municipal Debt Policy is more conservative, allowing us to carry debt in amounts up to 17% of own source revenues.

Our borrowing as a percentage of own source revenue is presently at 4.3%. Overall, debt repayments account for 2.5% of the operating budget in 2024.

The Annual Repayment Limit (ARL) calculation is prescribed by O. Reg. 403/02 under the Municipal Act, 200. It sets out the maximum amount that a municipality can pay in principal and interest payments in the year for new long-term debt (and in annual payments for other financial commitments). The ARL is established through a two-step process:

- The Ministry of Municipal Affairs determines each municipality's limit annually using a formula in the regulation based on the financial information supplied to the ministry by the municipality through a Financial Information Return (FIR). For most municipalities, the ARL is set at 25% of their annual "own-source" revenues

## Operating Budget Summary

(a ministry-determined amount which includes property taxes, user fees, and investment income) less their annual long-term debt servicing costs and annual payments for other long-term financial obligations.

- The ARL is updated by a municipality for each proposed borrowing. In greater detail, when a municipality proposes to undertake long-term borrowing (or other long-term financial obligation), the municipal treasurer is responsible for updating the limit issued by the ministry and for determining whether there is capacity for the proposed additional annual debt carrying costs within the municipality’s ARL to undertake the planned borrowing.

The additional long-term borrowing which Chatham-Kent could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is show below at both a 5% and 7% annual interest rate. This assumes reaching the full 25% ARL limit.

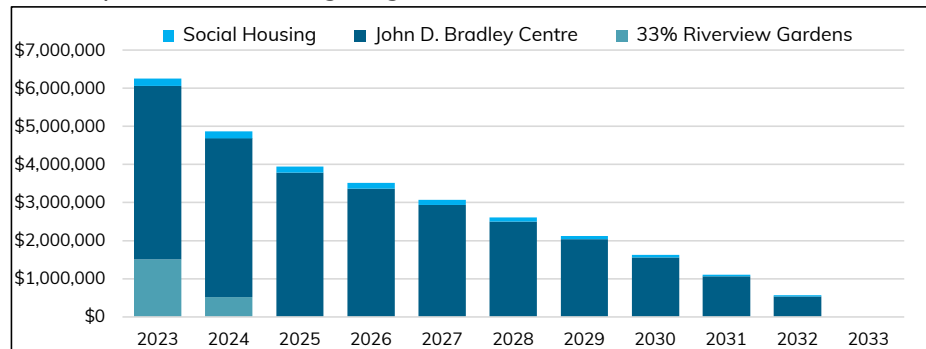
5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	685,375,371
(a)	15 years @ 5% p.a.	\$	570,842,715
(a)	10 years @ 5% p.a.	\$	424,666,797
(a)	5 years @ 5% p.a.	\$	238,105,168
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	582,631,511
(a)	15 years @ 7% p.a.	\$	500,901,507
(a)	10 years @ 7% p.a.	\$	386,270,948
(a)	5 years @ 7% p.a.	\$	225,495,660

## Debt Outstanding

The Municipality has continued to make significant progress in lowering its debt outstanding. In 2010, Chatham-Kent’s debt reached a high of \$161.2 million; however, since that time, Chatham-Kent has made significant progress and by 2027, the end of the Multi-Year Budget, assuming no new debt is issued, the outstanding balance will be \$7.9 million including the Public Utilities Commission, of which \$3.1 million is tax funded.

While there are times when issuing debt to pay for infrastructure makes financial sense, the Municipality has adopted a pay-as-you-go philosophy towards its Asset Management Plan and the upkeep and rehabilitation of any existing infrastructure within its fleet. New initiatives that help support our strategic directions should be the areas that we consider issuing new debt for. These assets generally will have a long lifespan and follow the principle that the expenses for these will be paid out over a period of time (the term of the debt) and this allocates the expenses to the users in our community over the life of that asset.

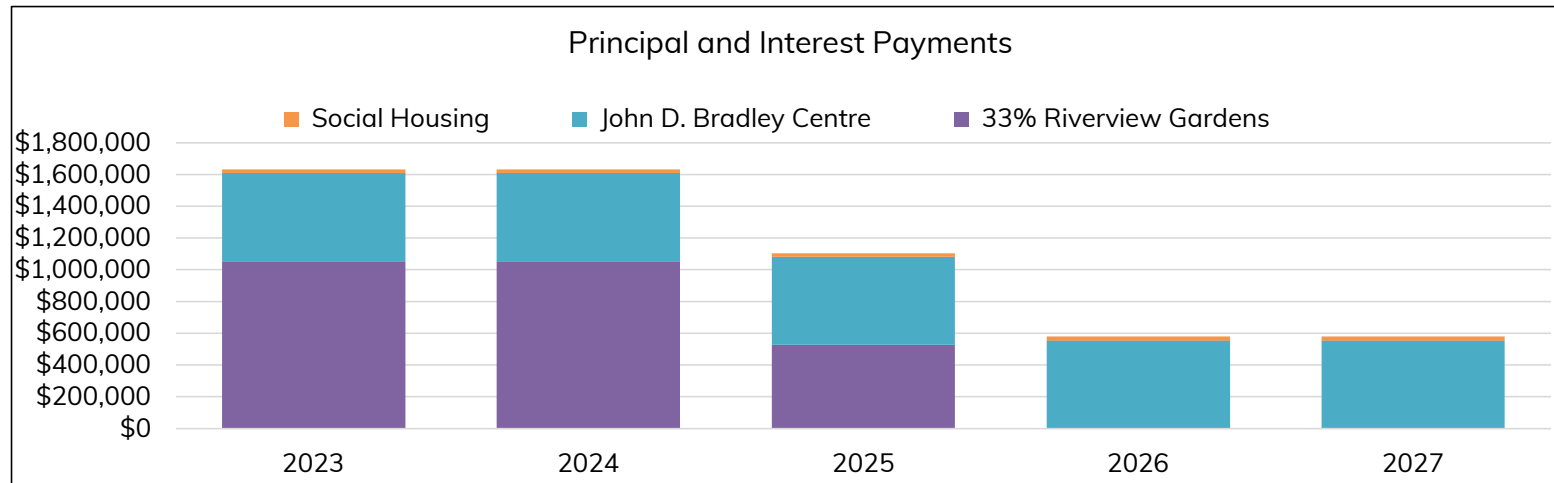
Debt financing is best used to smooth the impact on the tax rate of “spikes” in capital spending. Debt spreads the cost of unusually high asset purchases over a number of periods, avoiding large short-term tax increases and matching the cost to the benefit received which, presumably, will last for a number of years over the life of the asset. As highlighted on the chart, if Chatham-Kent does not issue any new debt, all debt outstanding will be paid in full by 2033.





## Debt Principal and Interest

Each year, the Municipality makes payments towards its debt that covers both principal and interest. The chart below shows how much for each debt type is paid. For example, in 2024, 33% Riverview Gardens has interest payments of \$62,000 and principal payments of \$992,000 for a total payment of \$1,054,000. John D. Bradley Centre and Social Housing have interest payments of \$174,000 and \$8,000 and principal payments of \$380,000 and \$17,000 respectively.



### KPMG Service Delivery Review

In 2021, Chatham-Kent retained the services of KPMG to perform an independent base budget service delivery review. The review was intended to ensure that municipal services provide the best value to the community, to identify services that are redundant and/or no longer provide public value, to apply best practices to cost effective service delivery, and direct valuable, limited resources to the delivery of valued programs and services. The full report can be found at [The Municipality of Chatham-Kent Core Services Base Budget Efficiency Review](#).

### Project Objectives

KPMG was engaged by the Municipality to perform a service delivery review and efficiency comparison with similar municipalities. The overall objective of this engagement was to conduct an inclusive, collaborative, and detailed review of current service delivery models with members of Senior Management and staff.

The project also had two secondary objectives:

1. Examine the relationship between service standards (municipal and legislated), effectiveness and costs. Make recommendations to incorporate efficiencies and opportunities for cost savings where applicable.
2. Review, analyze and make recommendations on the current organizational structure and department staffing levels.

### Project Principles

- The knowledge and expertise of stakeholders was fully engaged and built upon, to arrive at recommended actions through a transparent, participative, and inclusive process facilitated by KPMG.
- The service delivery review was conducted in a way that engages Municipal stakeholders (Councillors, residents, unions, and employees). Our consultation approach demonstrated trust, professionalism, and transparency.
- The aim was to, wherever possible, transfer knowledge and necessary “tools” to staff to enable them to better develop their own solutions to financial and process issues and challenges over time.
- The service delivery model and approach was based on leading practices from municipal or other levels of government experience and/or private sector.
- Lastly, this was not an audit nor a deep-dive operational review. This was a review to identify opportunities to improve the core services base budget and current service delivery models.

### Summary of Findings

- Council recognizes the challenge of balancing strategic service priorities with resource limitations while also trying to meet citizen expectations. Better public education is needed regarding how service levels are set to cover the large geography of Chatham-Kent.

## Operating Budget Summary

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- A strong discretionary reserve position allows for greater flexibility in financing options for new infrastructure and applying strategic approaches to fund services and address emergency situations.
- For citizen-facing services, there should be a balance between online versus in-person services.
- Additional attention is needed on maintaining infrastructure; however, different perspectives exist in terms of divesting, consolidating, reconfiguring, or repurposing assets.
- Buildings, both public facing and non-public facing, could be used more effectively.
- Chatham-Kent deploys a lean resourcing model with lower levels of full-time staffing positions observed in general, and particularly for service areas of Public Works, Parks and Recreation, and Planning.
- The Municipality has a large portfolio of buildings, totaling 341 structures, delivering various types of services. There are environmental benefits to drive towards climate change adaptation and reduce energy usage and GHG emission, which Chatham-Kent is higher than the Ontario average.
- Chatham-Kent manages over 3,569 kilometers of paved roads, 3,920 kilometers of unpaved roads, 864 bridges (greater than 3 meters), and 16,604 culverts (less than 3 meters). Out of the total 864 bridges, 67% are rated “Good” to “Very Good”, and one-third (or 289 bridges) need investment. This figure is significant considering the highest number of total bridges amongst the comparator group was 256 bridges.

### Conclusion

KPMG observed the Municipality of Chatham-Kent to be an overall lean and efficient single-tier municipal organization managing and delivering a wide variety of services across a large and disperse geographical area.

### Top Three Opportunity Themes

1. Advance the Asset Management Plan by rationalizing the number of roads and bridges the Municipality maintains.
2. Balance the financial costs of operating facilities and improving services by repurposing and consolidating facilities.
3. Implement a “citizen centric” approach to delivering services.

It is expected that the top three opportunities would achieve the following:

1. Balance the needs of the communities within the Municipality for fiscal responsibility and service delivery.
2. Reduce back office corporate costs through technology-enabled operations and a reinvestment in online client facing services.
3. Realize savings in infrastructure and engineering services delivered.

## Summary

The Municipality's capital budget is the capital investment plan for our community. It includes repairs, rehabilitation and replacement of existing infrastructure to meet current levels of service, but also to build new assets to provide service enhancements or to meet strategic priorities. It addresses community needs to meet infrastructure and environmental challenges due to the impact of climate change and integrates these with the Municipality's Asset Management Plan (AMP) to deliver reliable and efficient services and enhance community resilience to mitigate the risk of service disruptions when faced with extreme weather events.

The capital planning process recommends a multi-year plan to address the Municipality's highest priority investment needs. This is based on planning for both Capital Lifecycle investments and New Capital funding through the capital reserves. The process considers an organizational-wide review of Council priorities, service priorities, infrastructure needs, spending choices, risk, and financing options. Capital budget priorities (both lifecycle and new capital) reflect the best available and still evolving data about asset conditions, service performance, financing choices, and Council's strategic priorities. The result is a Capital plan which is scoped based on appropriate resources needed to complete projects.

To achieve this objective, staff developed criteria in alignment with the principles in the Strategic Asset Management Policy.

These include:

1. Legislative requirements and risk – Assessing capital projects for risk, such as legislative requirements, health and safety, and probability and consequences of failure.
2. External funding – prioritizing projects that are likely to receive and/or have received external funding to leverage these opportunities (such as Disaster Mitigation Adaptation Funding (DMAF), Ontario Community Infrastructure Fund (OCIF), Canada Community-Building Fund (CCBF), Development Charges (DC)s, and rate funding).
3. Asset needs – informed by the Municipal’s Strategic Asset Management Policy and Detailed Asset Management Plans, considering asset renewal/restoration needs, including lifecycle costs, environmental return, environmental sustainability and climate impacts.
4. Strategic priorities – pursuing priorities linked to Council’s strategic priorities, approved Master Plans, system integration and the qualitative return on investment.

Recommendations are then formalized into a list of projects and a financing plan which is reviewed by the Executive Management Team (EMT), considering internal capacity/resourcing requirements to deliver on the capital plan, and funding through the Capital Reserve and associated Lifecycle Reserves. The project list and financing plans are finalized and form the basis for the Capital Budget presented to Council for consideration.

The 2024–2027 capital investment plan includes 404 projects with a total budget of \$277 million and are grouped by three project types: Capital – AMP, Capital – New, and Maintenance / Operations. The majority of the funding covering the capital investment comes from the municipal tax funded capital and lifecycle reserves (70.9%), followed

## Capital Budget Summary

by grants and subsidies from upper levels of Government (20.4%), followed by funding from PUC reserves (8.5%), with the remainder coming from service recovery fees. Approximately 85.8% of the investment is related to Capital – AMP to replace vehicles and equipment, and to rehabilitate various capital assets to help the Municipality maintain its aging infrastructure. Another 12.1% is invested in Capital – New to address



multiple projects including Main St. East Reconstruction, Next Generation 9-1-1 system and Regional Park Along Bear Line Road. The remaining 2.1% is allocated to Maintenance / Operations to repair and maintain various lifecycle categories including, building assets, cemeteries, and parks. These projects are consistent with needs identified within the community strategic plan, AMP, and Storm Water Master Plan.

The public infrastructure owned and operated by the Municipality is inextricably linked to the economic, social, and environmental advancement of the community. The Municipality has developed the AMP which contains a



## Capital Budget Summary

framework of policies for the management of existing assets and the planning of new assets. This framework enables the Municipality to meet Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure, maximize benefits, secure federal and provincial infrastructure grants, reduce risks, and provide expected levels of service to our community in a sustainable manner. The updated AMP was approved by Council in June 2022 to cover the current condition of assets, quantify the current replacement value, and provide a 10-year forecast of lifecycle activities and costs to maintain current service levels for all core infrastructure assets, including road networks, bridges and culverts, storm networks, water, and wastewater.

A full list of the Municipality’s 2024–2027 capital budget is presented below. Capital project detailed information sheets are available in the [2024–2027 Chatham-Kent Capital Budget Book](#).

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
<b>Capital - AMP</b>						
<b>110 Engineering</b>						
13176 Magnavilla Ln Slope Stabilization	\$1,660,000		\$664,000	\$996,000		
14275 Norton Ln Slope Stabilization	\$1,625,000		\$650,000	\$975,000		
14815 Longwoods Rd Slope Stabilization	\$150,000		\$60,000	\$90,000		
2 Structures on Gray Line - CA	\$76,320			\$76,320		
2 Structures on Malott Drain - CA	\$40,704			\$40,704		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
2 Structures on Talbot Trail - CA	\$67,538			\$67,538		
2024 Load Posting Review	\$50,880			\$50,880		
2024 Parking Equip. Maintenance Program	\$60,000			\$60,000		
2024 SWM Facility Remediation Program	\$1,650,000			\$1,650,000		
2024 Traffic Signal Improvement Program	\$1,150,000			\$1,150,000		
2024 Traffic Signal Opticom Program	\$32,000			\$32,000		
3 Structures over Thames & Sydenham - CA	\$162,816			\$162,816		
3rd Concession Line over Two Creeks	\$952,474			\$952,474		
4 Structures over Clear Creek - CA	\$67,538			\$67,538		
4 Structures over Little Bear Creek - CA	\$152,640			\$152,640		
449 Sydenham St Slope Stabilization	\$2,750,000		\$1,100,000	\$1,650,000		
4th Concession Line over Two Creeks	\$1,054,234			\$1,054,234		
4th Concession over Campbell Sideroad	\$494,554			\$494,554		
5th Concession Line over Two Creeks	\$1,629,178			\$1,629,178		
Access Platform for Bridge Inspections	\$361,614			\$361,614		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Active Transportation Education/Promo	\$122,112			\$122,112		
AD Shadd Road over Carter Drain	\$662,458			\$662,458		
Ann Street over Cornwall Creek	\$153,658			\$153,658		
Arnold Road over Skinner Drain	\$815,098			\$815,098		
Baldoon Road over Maxwell Creek	\$77,338			\$77,338		
Base Line over 18th Concession Drain	\$840,538			\$840,538		
Bear Creek Road over Little Bear (North)	\$570,874			\$570,874		
Beechwood Line over Scafe Drain	\$469,114			\$469,114		
Belle Rose Line over Rivard Drain	\$1,060,716			\$1,060,716		
Big Point Road over Gowrie Drain	\$305,280			\$305,280		
Big Pointe Road over Myers Drain	\$458,938			\$458,938		
Bluewater Line Bridge Monitoring	\$61,056			\$61,056		
Booth Road Over Otter Creek Drain	\$77,338			\$77,338		
Braemore Line over Grant Drain	\$535,258			\$535,258		
Caledonia Road over Big Creek Drain	\$1,629,178			\$1,629,178		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Campbell Road over Government Drain #4	\$68,556			\$68,556		
Cathcart St Storm & WM Replacement	\$1,200,000			\$840,000		\$360,000
Cedar Hedge Line over Big Creek Drain	\$1,222,138			\$1,222,138		
Centennial Cres. Reconstruction	\$1,730,000			\$1,038,000		\$692,000
Centre Road over Ashton Drain	\$341,914			\$341,914		
Charing Cross Road over Locke Drain	\$76,320			\$76,320		
Claymore Line over Miller and Leak Drain	\$341,914			\$341,914		
Cofell Line over Rushton Drain	\$611,578			\$611,578		
Colborne/Prince/Murray Sewer Separation	\$5,360,000			\$2,680,000		\$2,680,000
Cold In-Place Recycling	\$14,246,400		\$4,000,000	\$10,246,400		
Communication Road over Lucas Drain	\$77,338			\$77,338		
Communication Road over Whetherford	\$77,338			\$77,338		
Countryview Line over Big Creek Drain	\$204,538			\$204,538		
Countryview Line over Danforth - CA	\$40,704			\$40,704		
Cox Ave & Faircourt Ave Sewer Separation	\$3,000,000			\$1,500,000		\$1,500,000

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Creek Road over McGregor Creek	\$1,086,156			\$1,086,156		
Creek Road over McGregor Creek - CA	\$61,056			\$61,056		
Croton Line over Mollys Creek	\$68,556			\$68,556		
Croton Line over Mollys Creek - CA	\$76,320			\$76,320		
Curb Replacement	\$7,000,000		\$4,500,000	\$2,500,000		
Dawn Mills Road over Longs Creek	\$1,730,938			\$1,730,938		
Dover Centre Line over Dyer Drain	\$474,202			\$474,202		
Drake Road over 6th & 7th Sideroad Drain	\$15,264			\$15,264		
Drake Road over Carter Drain (North)	\$331,738			\$331,738		
Drury Line over Lewis Drain	\$280,858			\$280,858		
ECO Counter	\$20,352			\$20,352		
Edward Street over Harrison Drain	\$280,858			\$280,858		
Eighth Line over Waddick Drain - CA	\$50,880			\$50,880		
Elgin St Reconstruction Ph. 2	\$3,280,000			\$1,640,000		\$1,640,000
Elizabeth & Lisgar Reconstruction	\$2,600,000			\$910,000	\$780,000	\$910,000
Ella St S over Malott Diversion Drain	\$77,338			\$77,338		
Erie Street North over Harrison Drain	\$443,674			\$443,674		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Erie Street South over Two Creeks (West)	\$1,832,698			\$1,832,698		
Erieau Road over McGregor Holdaway (N)	\$479,290			\$479,290		
Erieau Road over McGregor Holdaway (S)	\$479,290			\$479,290		
Excess Soils Testing (Consultant)	\$270,152			\$270,152		
Excess Soils Testing (In House)	\$270,152			\$270,152		
Fibre Reinforced Surface Treatment	\$3,200,000		\$3,200,000			
Fifth Line over Government Drain #2	\$984,396			\$984,396		
Fifth Line over Government Drain #2 - CA	\$67,538			\$67,538		
Four Rod Road over Simmons	\$255,418			\$255,418		
Geotechnical Investigations	\$203,520			\$203,520		
Geotechnical Investigations (Consultant)	\$270,152			\$270,152		
Geotechnical Investigations (In House)	\$270,152			\$270,152		
Glasgow & Short Ln Slope Stabilization	\$6,200,000		\$2,480,000	\$3,720,000		
Grand Ave W Sewer Separation Ph. 1	\$9,700,000			\$4,656,000		\$5,044,000
Guiderail Replacements	\$2,136,960			\$2,136,960		
Harwich Road over Downie Drain	\$306,298			\$306,298		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Henderson Line over Duffus Drain	\$280,858			\$280,858		
Horton Line over Lucas Drain	\$1,629,178			\$1,629,178		
Hot-Mix Resurfacing	\$30,528,000		\$30,528,000			
Huron/Gillard Storm and WM Replacement	\$2,710,000			\$1,897,000		\$813,000
Hydraulic Analysis	\$270,152			\$270,152		
Hydro Excavation of Utilities	\$203,520			\$203,520		
Jacob Road over Thames River - CA	\$76,320			\$76,320		
Jane Road over Dankey Creek Drain	\$519,994			\$519,994		
Jeannettes Creek Rd over Forbes - CA	\$40,704			\$40,704		
Kenesserie Road over Grant Drain	\$255,418			\$255,418		
Kent Line Over Otter Creek Drain	\$76,320			\$76,320		
King St W Reconstruction	\$6,000,000			\$1,800,000		\$4,200,000
Klondyke Road over Two Creeks Drain	\$952,474			\$952,474		
Knights Line over Baird Drain	\$280,858			\$280,858		
Knights Line over McPhail Drain	\$433,498			\$433,498		
Line Painting	\$671,616			\$671,616		
Lord Selkirk Bridge Joint Repair	\$508,800			\$508,800		
Lord Selkirk Bridge Motor Repair	\$152,640			\$152,640		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Mallard Line over 11th Con Pump Works	\$494,554			\$494,554		
Maple Leaf Road over McGregor Creek (N)	\$179,098			\$179,098		
Maple Leaf Road over McGregor Creek (S)	\$179,098			\$179,098		
Margaret Ave Slope Stabilization	\$900,000		\$360,000	\$540,000		
McCreary Line over Fauser Drain	\$628,236			\$628,236		
McLarty Line over Campbell Drain	\$570,874			\$570,874		
Meadowvale Line over Maxwell Creek	\$77,338			\$77,338		
Meadowvale Line over Townline Drain - CA	\$40,704			\$40,704		
Middle Line over 18 & 19 Sideroad Drain	\$76,320			\$76,320		
Middle Line over Brady Drain	\$76,320			\$76,320		
Middle Line over Dillon Road Drain 12-13	\$76,320			\$76,320		
Middle Line over Eight Creek Drain	\$76,320			\$76,320		
Middle Line over Flook & Hinton	\$76,320			\$76,320		
Middle Line over Government Drain #1	\$76,320			\$76,320		
Middle Line over Government Drain #2 & 3	\$76,320			\$76,320		
Middle Line over Moore Drain	\$76,320			\$76,320		



# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Middle Line over Simmons Drain	\$76,320			\$76,320		
Mint Line over 6th & 7th Sideroad Drain	\$1,060,716			\$1,060,716		
Mint Line over Malott Diversion Drain	\$77,338			\$77,338		
Municipal 511 Software	\$50,880			\$50,880		
Nelson Street Bridge Monitoring	\$76,320			\$76,320		
Ninth Line over Finn and Cooper Drain	\$657,370			\$657,370		
Ninth Line over Kershey Drain	\$672,634			\$672,634		
Oakdale Road over Little Bear Creek	\$443,674			\$443,674		
Paincourt Line Over McFarlane	\$1,831,680			\$1,831,680		
Park Ave East over McGregor Creek	\$831,756			\$831,756		
Parking Lot Condition Assessment	\$101,760			\$101,760		
Parking Lot Improvements	\$3,800,000			\$3,800,000		
Pathway Rehabilitation	\$1,343,232			\$1,343,232		
Pavement Crack Sealing	\$1,400,000		\$1,400,000			
Pavement Marking Maintenance	\$4,070,400		\$4,070,400			
Pioneer Line Base Stabilization	\$1,017,600			\$1,017,600		
Pollard Line over McDougall Drain (West)	\$68,556			\$68,556		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Prince Albert Road over Big Creek Drain	\$1,629,178			\$1,629,178		
Prince Albert Road over Maxwell - CA	\$40,704			\$40,704		
Queen Street over Gregory Drain - CA	\$76,320			\$76,320		
Queens Line over Gov #2 & 3 (Baptiste)	\$127,200			\$127,200		
Queens Line over Government Drain #2	\$127,200			\$127,200		
Queens Line over Malott Diversion Drain	\$891,418			\$891,418		
Queens Line over McDougall Drain	\$127,200			\$127,200		
Rivard Line over Toulouse Pumping Works	\$519,994			\$519,994		
River Line over McCargon Drain #1	\$68,556			\$68,556		
River Line over McCargon Drain #1 - CA	\$76,320			\$76,320		
Rogers St over Malott Diversion Drain	\$77,338			\$77,338		
Rosedale Line over King & Whittle Drain	\$662,458			\$662,458		
Selkirk St Sewer Separation Ph. 2	\$2,760,000			\$1,380,000		\$1,380,000
Selkirk St Sewer Separation Ph.1	\$1,700,000			\$1,190,000		\$510,000
Selton Line over McKay Drain	\$738,778			\$738,778		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Seventh Line West over Flook & Hinton	\$111,936			\$111,936		
Sewer Flushing and CCTV Investigation...	\$120,000			\$60,000		\$60,000
Sewer Flushing and CCTV Investigations	\$120,000			\$60,000		\$60,000
Sidewalk Replacement	\$3,225,000			\$3,225,000		
Sinclair Line over Clendenning Drain (E)	\$357,178			\$357,178		
Sixth Line West over Finn & Cooper	\$87,514			\$87,514		
Sixth Line West over Finn & Cooper - CA	\$76,320			\$76,320		
Sixth Line West over Government #2 Drain	\$306,298			\$306,298		
St. Philippes Line over Boyle Drain	\$831,756			\$831,756		
Stewart Line over Skinner Drain	\$815,098			\$815,098		
Surface Treatment	\$2,400,000		\$2,400,000			
Sydenham Line Slope Stabilization	\$500,000		\$200,000	\$499,995		
Talbot Trail over Archie Campbell Drain	\$87,514			\$87,514		
Talbot Trail over Gladstone Drain	\$87,514			\$87,514		
Talbot Trail over Hebblewithe Drain	\$87,514			\$87,514		
Talbot Trail over Irvine Drain	\$87,514			\$87,514		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Talbot Trail over Leverton Drain	\$87,514			\$87,514		
Talbot Trail over McArthur East Drain	\$87,514			\$87,514		
Talbot Trail over Rowe Drain	\$87,514			\$87,514		
Thames St Slope Stabilization	\$2,300,000		\$920,000	\$1,380,000		
Thamesville Walking Bridge	\$602,796			\$602,796		
Third Line over Deary Drain	\$1,272,000			\$1,272,000		
Thirteenth Line over Miller Drain	\$432,480			\$432,480		
Tiffany/West St Reconstruction	\$3,610,000			\$2,527,000		\$1,083,000
Trail Assets	\$88,531			\$88,531		
Trail Booklets and Maps	\$89,549			\$89,549		
Trail Maintenance	\$895,488			\$895,488		
Trail Signage	\$447,744			\$447,744		
Tupperville Bridge - CA	\$50,880			\$50,880		
Tupperville Bridge over Sydenham River	\$407,040			\$407,040		
Tupperville Road over Miller Drain	\$178,080			\$178,080		
Tupperville Road over Pike Creek Drain	\$494,554			\$494,554		
Union Line over Sylvester Drain	\$437,568			\$437,568		
Utility Relocations	\$1,221,120			\$1,221,120		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
West St Storm Outlet Replacement	\$860,000			\$860,000		
West Street over Brady Drain	\$458,938			\$458,938		
Wheeler Line over Malott Diversion Drain	\$586,138			\$586,138		
Winter Line over McFarlane Relief Drain	\$76,320			\$76,320		
Winter Line Road Over Hind Relief Drain	\$76,320			\$76,320		
Wyandott St Reconstruction	\$2,500,000			\$1,250,000		\$1,250,000
Zion Road over Two Creeks Drain	\$407,040			\$407,040		
Zion Road over Yellow Creek Drain	\$671,616			\$671,616		
Zone 2 Road over Dankey Creek Drain	\$306,298			\$306,298		
Rehabilitation Dufferin / Running Creek	\$1,628,160			\$1,628,160		
Town Ln Rd Bridge over McFarlane Drain	\$1,831,680			\$1,831,680		
William Street Bridge Rehabilitation	\$2,544,000			\$2,544,000		
Pollard Line over King & Whittle	\$1,628,160			\$1,628,160		
Queens Line over King & Whittle	\$1,628,160			\$1,628,160		
Croton Bridge Rehabilitation	\$457,920			\$457,920		
Longwoods Rd Culvert Rehabilitation	\$2,645,760			\$2,645,760		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Campbell Side Rd Culvert Replacement	\$661,440			\$661,440		
Travis Drain Culvert Replacement	\$508,800			\$508,800		
Dashwheel Rd Bridge Over Forbe	\$1,424,640			\$1,424,640		
Miscellaneous Road Projects	\$1,017,600			\$1,017,600		
Miscellaneous Sidewalk Projects	\$407,040			\$407,040		
Miscellaneous Storm Sewer Projects	\$1,017,600			\$1,017,600		
Miscellaneous Parking Lot Projects	\$407,040			\$407,040		
Miscellaneous Guiderail Projects	\$407,040			\$407,040		
Miscellaneous Traffic Projects	\$203,520			\$203,520		
<b>110 Parks, Fleet &amp; Facilities</b>						
100 Poplar Chatham Window Replacement	\$15,200			\$15,200		
100 Poplar Parking Lot Replacement	\$45,000			\$45,000		
109 Park Replace Fire Alarm Devices	\$19,222			\$19,222		
109 Park St - Window Replacement	\$157,020			\$157,020		
13 Oak Tilbury Fire panel	\$75,820			\$75,820		
13 Oak Tilbury Windows	\$48,000			\$48,000		
175 Erie Wheatley-Fire Panel Upgrade	\$86,575			\$86,575		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
200 Westcourt - Storm Sewer Line	\$110,000			\$110,000		
200 Westcourt - Vinyl Siding Replacement	\$631,283			\$631,283		
200 Westcourt- Parking Lot Replacement	\$97,231			\$97,231		
2025 Building Lifecycle requirement	\$2,500,000			\$2,500,000		
287 Talbot Fire Panel Upgrade	\$80,915			\$80,915		
29 Thomas - Replace Fire Alarm Devices	\$94,966			\$94,966		
29 Thomas - Make Up Air Unit Replacement	\$22,500			\$22,500		
29 Thomas - Parking Lot Replacement	\$40,711			\$40,711		
32 Thomas - Replace Fire Alarm Devices	\$112,509			\$112,509		
32 Thomas - Make Up Air Unit Replacement	\$43,898			\$43,898		
32 Thomas - Parking Lot Replacement	\$56,345			\$56,345		
32 Thomas - Secured Entry Doors	\$16,018			\$16,018		
370 Walnut -Hot Water Heater Replacement	\$18,673			\$18,673		
370 Walnut-Replace Domestic Water Piping	\$28,009			\$28,009		
459 Murray - Roof Replacement	\$146,575			\$146,575		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
459 Murray- Parking Lot Replacement	\$78,194			\$78,194		
459 Murray- Roof Replacement	\$146,575			\$146,575		
459 Murray St - Vinyl Siding Replacement	\$101,183			\$101,183		
500 Albert - Roof Replacement	\$293,150			\$293,150		
500 Albert St - Storm Sewer Line	\$49,290			\$49,290		
655 Holden- Replace Fire Alarm Devices	\$20,595			\$20,595		
655 Holden -Hot Water Heater Replacement	\$21,721			\$21,721		
655 Holden St - Parking Lot Replacement	\$69,995			\$69,995		
655 Holden-Replace Domestic Water Piping	\$62,242			\$62,242		
82 Talbot Parking Lot Construction	\$80,000			\$80,000		
85 Pine Chatham Fire Panel Upgrade	\$230,358			\$230,358		
99 McNaughton Fire Panel Upgrade	\$148,247			\$148,247		
99 McNaughton- windows and doors	\$700,000			\$700,000		
Blenheim Library Accessible Washroom	\$40,000			\$40,000		
Blenheim Library Lighting Upgrade	\$15,000			\$15,000		



# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Blenheim Playground Unit Replacement	\$150,000			\$150,000		
Bothwell Arena Chiller Replacement	\$50,000			\$50,000		
Bradley Centre Drainage Repairs	\$200,000			\$200,000		
Bradley Centre Lighting Upgrades	\$50,000			\$50,000		
Capitol Theatre Exterior Upgrades	\$120,000			\$120,000		
Capitol Theatre Lighting Upgrade	\$50,000			\$50,000		
Capitol Theatre Lounge Repairs	\$75,000			\$75,000		
Capitol Theatre Server/Bar Upgrades	\$25,000			\$25,000		
Chatham Fire #1 Boiler Replacement	\$60,000			\$60,000		
Chatham Fire #1 Building Upgrades	\$45,000			\$45,000		
Chatham Library Air Conditioning	\$140,000			\$140,000		
Chatham Library Flooring Repairs	\$30,000			\$30,000		
Chatham Parks Sport Field Netting	\$55,000			\$55,000		
Chatham Playground Unit Replacement	\$1,750,000			\$1,750,000		
Contingency for Arena Repairs	\$750,000			\$750,000		

## Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Contingency for Indoor Pool Repairs	\$60,000			\$60,000		
Contingency for Play Unit Replacement	\$650,000			\$650,000		
Cultural Centre Exterior Repairs	\$50,000			\$50,000		
Cultural Centre Lighting Upgrade	\$15,000			\$15,000		
Cultural Centre Office Entrance Repairs	\$15,000			\$15,000		
Cultural Centre Roof Replacement	\$120,000			\$120,000		
Dresden Arena Low E-Ceiling Replacement	\$40,000			\$40,000		
Gable Rees Rotary Pool Filtration System	\$80,000			\$80,000		
Generators For Two Selected Buildings	\$150,000			\$150,000		
HFS Building HVAC Controls	\$50,000			\$50,000		
Highgate Fire Parking Lot Upgrades	\$80,000			\$80,000		
Kingston Park Splash Pad Play Features	\$100,000			\$100,000		
Maynard Fire Lighting Upgrades	\$10,000			\$10,000		
Milner House Basement Leak Repair	\$20,000			\$20,000		
Pain Court Tennis Court Resurfacing	\$100,000			\$100,000		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
PW Chatham Township Fence Replacement	\$75,000			\$75,000		
PW Dover Garage Building Upgrades	\$80,000			\$80,000		
PW Dover Garage Fence Replacement	\$75,000			\$75,000		
PW Kent Centre Garage Repairs	\$80,000			\$80,000		
PW Wallaceburg Garage Fence Replacement	\$75,000			\$75,000		
PW Wallaceburg Garage Interior Upgrades	\$45,000			\$45,000		
Ridgetown Arena Condenser Replacement	\$60,000			\$60,000		
Ridgetown Youth Centre HVAC	\$15,000			\$15,000		
RVG Cooling Tower Upgrades	\$80,000			\$80,000		
RVG Elevator Upgrades	\$75,000			\$75,000		
RVG Exterior Light Replacements	\$40,000			\$40,000		
RVG Hot Water Tanks Replacement	\$60,000			\$60,000		
RVG HVAC Pump Replacement	\$75,000			\$75,000		
Sunset PI Windows	\$45,000			\$45,000		
Sydenham Pool Decking	\$300,000			\$300,000		
Sydenham Pool Filtration System	\$75,000			\$75,000		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Thames Campus Arena Boards & Glass	\$100,000			\$100,000		
Thamesville Fire Roof Replacement	\$50,000			\$50,000		
The Cultural Centre HVAC Controls	\$50,000			\$50,000		
Tilbury Arena HVAC Replacement 2025	\$40,000			\$40,000		
Tilbury Arena HVAC Replacement 2027	\$40,000			\$40,000		
Tilbury Arena Rooms HVAC Replacement	\$40,000			\$40,000		
Tilbury Heritage House Roof Replacement	\$15,000			\$15,000		
Tilbury Playground Unit Replacement	\$127,000			\$127,000		
Wallaceburg ACC Floor Replacement	\$90,000			\$90,000		
Wallaceburg Arena Boards & Glass	\$30,000			\$30,000		
Wallaceburg Arena Brine Pump Replacement	\$20,000			\$20,000		
Wallaceburg Arena HVAC Replacement	\$20,000			\$20,000		
Wallaceburg Arena Maintenance	\$60,000			\$60,000		
Wallaceburg Playground Unit Replacement	\$246,000			\$246,000		
WISH Centre HVAC Units Replacement	\$60,000			\$60,000		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Bothwell Municipal Bld. Roof Replacement	\$50,000			\$50,000		
Maintenance Shop Roof Replacement	\$40,000			\$40,000		
2024 Emergency Projects Arising Yearly	\$2,400,000			\$2,400,000		
<b>110 Public Works</b>						
Public Works Roads Maintenance & Repairs	\$800,000			\$800,000		
Public Works Small Culvert Maintenance	\$1,000,000			\$1,000,000		
Public Works Storm Maintenance & Repairs	\$1,200,000			\$1,200,000		
<b>Capital - NEW</b>						
<b>110 Engineering</b>						
2024 New Curb and Sidewalk	\$1,750,000	\$1,750,000				
2024 New Guiderail	\$1,350,000	\$1,350,000				
2024 Pedestrian Crossings	\$1,600,000	\$1,600,000				
2025 Gravel Road Conversion Program	\$2,000,000	\$2,000,000				
2026 Traffic Calming Implementations	\$200,000	\$200,000				
Active Transportation Project Implements	\$650,000	\$650,000				
Adelaide and King Intersection Improvs	\$525,000	\$525,000				
Chatham Hydro One Trail Corridor	\$700,000	\$700,000				

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Complete Streets Design Standards	\$100,000	\$100,000				
Disaster Mitigation Adaptation Fund		\$4,000,000		-\$4,000,000		
Downtown Wallaceburg Boardwalk Review	\$150,000	\$150,000				
Lacroix/Tweedsmuir Intersection Upgrades	\$77,000	\$77,000				
Main St East Reconstruction	\$5,360,000	\$1,876,000		\$2,144,000		\$1,340,000
Mitchell's Bay Trail	\$350,000	\$350,000				
Park Ave E/Creek Rd Intersection Upgrade	\$88,000	\$88,000				
Park Ave W Upgrades	\$1,100,000	\$1,100,000				
Queens Line and Merlin Road Improvements	\$3,124,560	\$870,000		\$2,254,560		
Shrewsbury Drainage Improvements	\$1,000,000	\$200,000		\$800,000		
Tilbury East Pond & PS	\$994,923	\$994,923				
Trail Connections - Chatham	\$500,000	\$500,000				
Transportation Mobility Master Plan	\$300,000	\$300,000				
<b>110 Information Technology &amp; Transformation</b>						
Next Generation 9-1-1	\$1,464,355	\$1,464,355				
<b>110 Parks, Fleet &amp; Facilities</b>						
Erieau Beach Parking Lot	\$175,000	\$175,000				
Erieau Parking Lot for Aqua City	\$30,000	\$30,000				

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Erieau Water Launch Upgrades	\$255,000	\$255,000				
Maple Leaf Cemetery Expansion	\$800,000	\$800,000				
Mitchell's Bay Marine Park Extension	\$100,000	\$100,000				
Park Av Business Centre Improvements	\$600,000	\$600,000				
Parkland Development in New Subdivisions	\$600,000	\$600,000				
Parks and Recreation Master Plan	\$300,000	\$300,000				
Regional Park Along Bear Line Road	\$5,000,000	\$5,000,000				
Solvay Baseball Diamond	\$400,000	\$400,000				
Tree and Nursery Program - Greenhouse	\$375,000	\$375,000				
<b>110 Public Works</b>						
Chatham Storage Yard Relocation	\$400,000	\$400,000				
Long Term Solid Waste Mgmt Master Plan	\$200,000	\$200,000				
Public Works Gas Generator Backup	\$280,000	\$280,000				
PW and WM Operational Yards	\$450,000	\$450,000				
Three Stream Waste Composition Study	\$70,000	\$70,000				
<b>Maintenance / Operations</b>						

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
<b>110 Parks, Fleet &amp; Facilities</b>						
AED Replacements in Arenas	\$9,375			\$9,375		
Blenheim Arena Maintenance	\$40,000			\$40,000		
Bothwell Arena Maintenance	\$40,000			\$40,000		
Cemetery Bench Replacements	\$10,000			\$10,000		
Cemetery Garbage Can Replacements	\$15,000			\$15,000		
Cemetery Lot Surveying	\$20,000			\$20,000		
Cemetery Monument Repairs	\$40,000			\$40,000		
Cemetery Road Repairs	\$20,000			\$20,000		
Cemetery Tree Removal & Cleanup	\$40,000			\$40,000		
Cemetery Water System Maintenance	\$15,000			\$15,000		
Chatham Memorial Arena Maintenance	\$100,000			\$100,000		
Chatham Parks Building Maintenance	\$60,000			\$60,000		
Chatham Parks Sport Field Lighting	\$800,000			\$800,000		
Chatham Sport Fields Fence Replacement	\$100,000			\$100,000		
Clearville Park Lifecycle Projects	\$90,000			\$90,000		
Community Halls Maintenance	\$165,000			\$165,000		
Contingency for Parks Repairs	\$400,000			\$400,000		



# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Dresden Arena Maintenance	\$125,000			\$125,000		
Dresden Cemetery Building Maintenance	\$20,000			\$20,000		
Evergreen Cemetery Building Maintenance	\$8,500			\$8,500		
Evergreen Cemetery Fence Repair	\$10,000			\$10,000		
Gable Rees Rotary Pool Maintenance	\$30,000			\$30,000		
Glen Mickle Park Sport Field Lighting	\$450,000			\$450,000		
Kinsmen Park (WB) Sport Field Lighting	\$450,000			\$450,000		
Maple Leaf Cemetery Building Maintenance	\$23,500			\$23,500		
Maple Leaf Cemetery Daprato Statue	\$2,000			\$2,000		
Maple Leaf Cemetery Lift Maintenance	\$5,000			\$5,000		
Outdoor Pool Projects 2024-2027	\$308,000			\$308,000		
Park Fencing Replacement	\$105,000			\$105,000		
Parks Parking Lot Gravel	\$10,000			\$10,000		
Parks Tree Removal and Replacement	\$20,000			\$20,000		
Playground Maintenance 2025	\$120,000			\$120,000		
Playground Safety Base Maintenance	\$85,500			\$85,500		

# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Ridgetown Arena Maintenance	\$40,000			\$40,000		
Riverview Cemetery Building Maintenance	\$18,000			\$18,000		
Splash Pad Maintenance	\$270,000			\$270,000		
Sport Field Surface Maintenance	\$248,000			\$248,000		
Sydenham Pool Maintenance	\$90,000			\$90,000		
Thames Campus Arena Maintenance	\$40,000			\$40,000		
Thamesville Ferguson Park Building	\$10,000			\$10,000		
Tilbury Arena Maintenance	\$150,000			\$150,000		
Tilbury Arena Roof Replacement	\$450,000			\$450,000		
Tilbury Government Dock Repairs	\$15,000			\$15,000		
Tilbury Kirkham Park Washroom	\$5,000			\$5,000		
Tilbury Memorial Park Courts	\$50,000			\$50,000		
W.K. Erickson Arena Maintenance	\$90,000			\$90,000		
Wallaceburg Civic Park Building Roof	\$20,000			\$20,000		
West Bothwell Cemetery Building	\$10,000			\$10,000		
West Bothwell Cemetery Fence Repair	\$10,000			\$10,000		

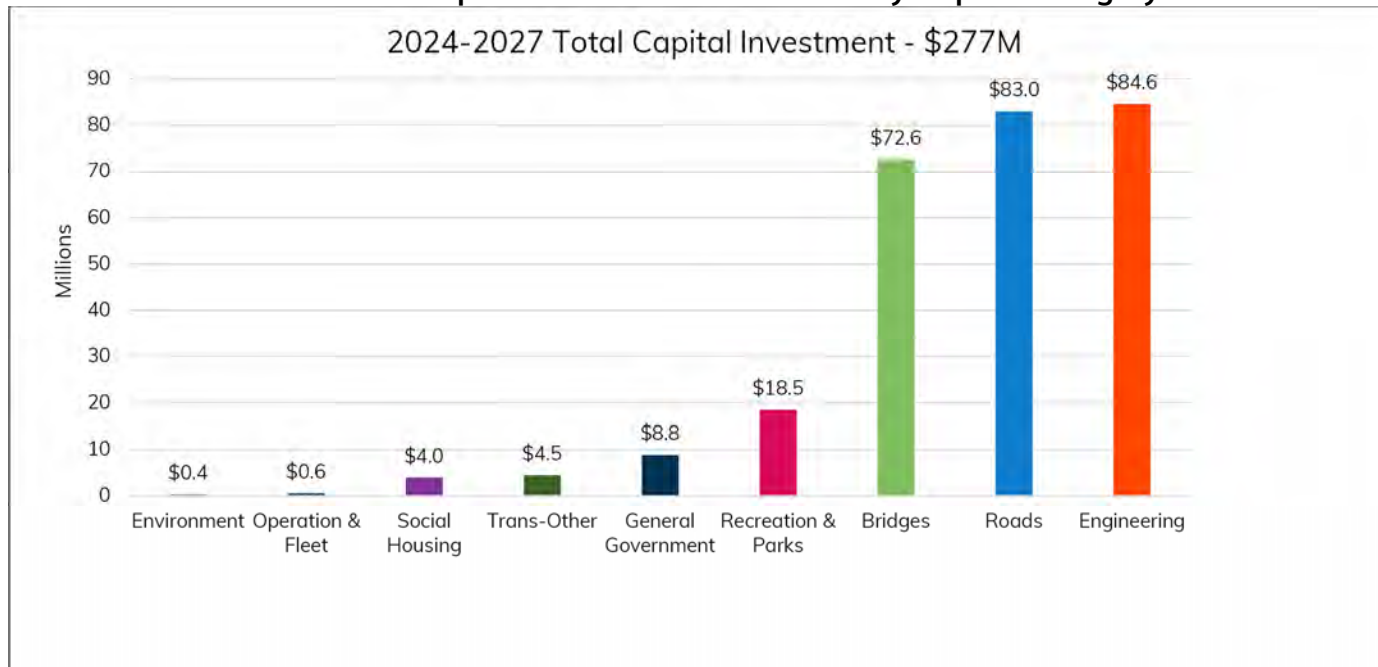
# Capital Budget Summary

Project	2024-2027 Budget Total Cost	Capital Reserve	Grants / Subsidies	Lifecycle Reserves	Others	PUC Reserves
Wheatley Area Complex Courts	\$50,000			\$50,000		
Wheatley Arena Boards & Glass	\$150,000			\$150,000		
Wheatley Arena Maintenance	\$135,000			\$135,000		
Wheatley Arena Roof Replacement	\$275,000			\$275,000		
Wheatley Sports Complex Bleachers	\$10,000			\$10,000		
<b>Total</b>	<b>\$276,973,562</b>	<b>\$30,880,278</b>	<b>\$56,532,400</b>	<b>\$165,458,879</b>	<b>\$780,000</b>	<b>\$23,522,000</b>
<b>The individual funding source as a percentage of total funding source.</b>		11.1%	20.4%	59.7%	0.3%	8.5%

# Capital Budget Summary

The graph below provides a detailed breakdown of the 2024–2027 capital budget by the AMP categories. The 2024–2027 capital budget invests significant amounts toward engineering capital projects which represents 30.5% or \$84.6 million, road network infrastructure which represents 30.0% or \$83.0 million of the total. These includes road reconstruction, rehabilitation and resurfacing, sidewalk and curb replacement, and parking lot and traffic signal repairs projects. The funding source for these projects is a combination of Canada Community Building Fund (CCBF), Ontario Community Infrastructure Fund (OCIF), Disaster Mitigation Adaptation Funding (DMAF) and the municipal capital and lifecycle reserves.

**2024–2027 Capital Investment Breakdown by Capital Category**



# Capital Budget Summary

## Capital Items within the Operating Budget

When new capital requests are added to the budget, the operating impacts to the new capital item needs to be included in the budget. For example, a purchase of a new vehicle, the annual lifecycle costs to replace the vehicle at the end of its useful life needs to be added to the operating budget along with the annual fuel costs, annual maintenance costs, and other operating related expenses. In the operating section of the budget document there are new capital requests that have an operating impact. Below is a summary of the capital purchases that are being requested and its base operating related impacts plus future year base increases.

	2024	2025	2026	2027
<b>New Laptop Purchases for Various New Positions</b>				
One-Time Purchase Costs	\$25,384	\$8,676	\$2,215	
Base Operating Impact *	\$5,818	\$3,409	\$741	\$216
One-Time Operating Impact	\$528	\$541	\$552	\$564
<b>Provincial Offenses Court Room Equipment</b>				
One-Time Purchase Costs	\$45,000			
Base Operating Impact *	\$10,000			
<b>Affordable Housing Build - 36 McGeorge St. Blenheim **</b>				
Base Operating Impact *		\$65,093		
<b>Erieau Beach Buoy System</b>				
One-Time Purchase Costs	\$15,000			
Base Operating Impact *	\$1,500			

# Capital Budget Summary

	2024	2025	2026	2027
<b>Multi-Purpose Heavy Rescue Vehicle</b>				
One-Time Purchase Costs			\$304,000	
Base Operating Impact *			\$26,112	

\* Budget year costs were added to the base operating budget

\*\* Capital building costs were approved outside of the budget process. Operating costs are added in the budget process for the year the build is expected to be completed.

## Reserves and Reserve Funds

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### What are Reserves & Reserve Funds?

Reserves and reserve funds are a major part of the Municipality's fund balance. They are monies set aside for a specific purpose. Some must be set aside because of legislation, while others are set aside at the discretion of Council. Reserve and reserve funds are a critical component of the Municipality's long-term financial plan. They provide tax rate and cash flow stability. The Municipality holds reserves and reserve funds for the following purposes:

- For contingency, stabilization, and risk management: to fund future obligations and to mitigate unforeseen events or one-time unanticipated revenue losses and expenses.
- For capital asset lifecycle, growth, special projects, and new initiatives: to fund future planned or unanticipated projects and for the repair and maintenance of existing municipal assets to ensure municipally owned assets do not deteriorate over time.
- For obligatory reasons: funds that must be held in reserve as per legislation. For example, Parkland Reserve fund – under Section 42 of the Planning Act it allows the Municipality to require all new development or redevelopment to contribute to the expansion and enhancement of parks and open space systems. Funds collected under this legislation must be held in a separate reserve until used for the intended purpose.

### Types of Reserves and Reserve Funds Maintained by the Municipality

- Obligatory – A reserve or reserve fund created when a senior government statute and/or agreement requires that revenue received for special purposes be segregated from the general revenues of the municipality.
- Discretionary – A reserve or reserve fund created by Council to set aside revenue (including tax funded budget) and/or cost savings to finance a future expenditure for which Council has the authority to spend money.





## Reserves and Reserve Funds

### 2024–2027 Budget Impact

The following section shows the 2024 to 2027 budget impacts to the Municipality’s reserves and reserve funds. The reserve and reserve funds with a 2024–2027 budget impact of 10% or greater is noted with an explanation.

### Obligatory Reserves and Reserve Funds

The obligatory reserve funds must be used for the purposes defined by the legislation or agreements that govern them. Council is not authorized to use the funds for any other purpose. The impact of the 2024–2027 budget on these reserves and reserve funds is as follows:

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024–2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
<b>Reserves &amp; Reserve Funds - Obligatory</b>						
<b>Reserve Funds</b>						
DS	Building Code Act Reserve Fund	\$6,742,217			\$6,742,217	
DS	Development Charges (D.C.) Reserve Fund	\$324,314			\$324,314	
DS	Parkland Reserve Fund *	\$348,452			\$348,452	
IES	Canada Community-Building Fund (CCBF) Reserve Fund *	\$10,839,870	\$6,727,826	(\$4,000,000)	\$33,751,174	Reduction in reserve for capital related projects.

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024–2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
IES	Provincial Gas Tax Reserve Fund *	\$2,040,352			\$2,040,352	
<b>Reserves</b>						
HHS	CS Mitigation Grant	\$4,042,905			\$4,042,905	
HHS	Housing Services Ministry Finance Plan-Wallace	\$416,089		(\$116,156)	\$299,933	Reduction to reserve to fund 7 additional ICM rent supplement units for 2024 - 2027. Program years 8 to 11.
IES	Transit	\$1,663,860			\$1,663,860	
IES	OCIF (Ontario Community Infrastructure Fund) *	\$1,657,841	\$10,000,000	(\$46,098,400)	(\$4,440,559)	Reduction in reserve for capital related projects.
NON	Municipal Leadership-Brownsfield	\$688,257	\$52,250		\$897,257	
POL	Police Service Board	\$9,334	(\$1,967)		\$1,466	
<b>Total</b>		<b>\$28,773,491</b>	<b>\$16,778,109</b>	<b>(\$50,214,556)</b>	<b>\$45,671,371</b>	

\* Capital Reserve/Reserve Fund

### Operational Discretionary Reserve

Operational discretionary reserves and reserve funds have been set up for various intended uses to support the operating budget by using funds set aside for such things as future obligations, mitigating unforeseen events or one-time unanticipated revenue losses and expenses. The impact of the 2024–2027 budget on these reserves and reserve funds is as follows:

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
Reserves & Reserve Funds - Operational Discretionary						
Reserve Funds						
IES	Parking Reserve Fund	\$267,766	(\$850)		\$264,366	
Reserves						
CAO	Lifecycle Customer Service Survey	\$60,000	\$15,000		\$120,000	
CAO	Lifecycle Strategic Planning	\$7,500	\$7,500		\$37,500	
CAO	Insurance Risk	\$4,014,986	\$594,359	(\$392,860)	\$5,999,562	Reduction in reserve for one-time funds of \$400,000 in 2024 to help offset the impact of increased insurance costs.
DS	Tourism	\$369,461		(\$159,734)	\$209,727	Reduction in reserve to fund tourism budget requests for 2024 to 2027.
DS	Community Improvement Plan	\$1,025,274			\$1,025,274	
DS	Planning Applications	\$457,452			\$457,452	
HHS	Capitol Improvement Fund	\$188,596			\$188,596	
HHS	Kiwanis Theatre Improvement Fund	\$6,065			\$6,065	
HHS	Public Art	\$33,407			\$33,407	
HHS	Inclusive Recreation	\$119,505		(\$57,320)	\$62,185	Reduction to reserve to fund two inclusive recreation summer students for 2024 to 2027.
HHS	Recreation Community Programs	\$112,753		(\$80,000)	\$32,753	Reduction in reserve to fund inclusive recreation initiatives and community program initiatives for 2024 to 2027.

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024–2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
HHS	ESS Corporate Initiatives	\$1,197,822		(\$960,066)	\$237,756	Reduction in reserve to offset CK Renovates program in 2024 and 2025. Plus, reduction in reserve to fund the Private Non-Profit Case Management Support for Service Agreements for 2024 to 2026.
HHS	ESS Future Economic Downturn	\$4,612,955		(\$2,879,922)	\$1,733,033	Reduction in reserve to fund the Emergency Rapid Rehousing Program in 2024 and until May 2025.
HHS	CK Affordable Housing Reserve	\$0	\$1,148,870	\$1,045,270	\$5,640,750	Increase to reserve for one-time federal untargeted funding received for 2024 to 2027 for housing services and one-time Ministry of Municipal Affairs and Housing funding for 2024. Plus, a base increase of annual reserve transfer of CPI in 2024 to 2027 to be used for Affordable Housing.
HHS	Housing Services Operations	\$150,374	\$13,695	(\$99,651)	\$105,503	Reduction in reserve to fund one-time costs related to new Housing Services positions for 2025 and 2026. Reduction in reserve for one-time funding of video surveillance system for Housing Services for 2024 to 2026.
HHS	Municipal CHS	\$186,553			\$186,553	
HHS	Senior Services Operational	\$5,263,406		(\$363,815)	\$4,899,591	
HHS	Senior Services WSIB	\$1,010,102			\$1,010,102	

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
CS	Workers Compensation Municipal	\$474,330		(\$320,362)	\$153,968	Net reduction in reserve to fund WSIB Schedule 2 Chronic Care expenses in 2024 to 2027. Offset by \$100,000 of funds transferred to reserve in both 2026 and 2027 to replenish the reserve.
CS	Animal Shelter Facility Maintenance	\$120,636			\$120,636	
CS	Lifeamp Election	\$361,789	\$117,364	\$34,412	\$865,657	Increase in reserve to add CPI to current base transfer to reserve.
FBITT	Property Disposition	\$1,228,711			\$1,228,711	
FBITT	ERP Project Delta	(\$168,958)			(\$168,958)	
FBITT	ITT Strategic Plan	\$51,154	\$100,000	(\$438,779)	\$12,375	Reduction in reserve to fund the corporate technology research support and strategic plan.
FES	AMB Operations CK/Prov.	\$0			\$0	
FES	Ambulance General	\$270,106			\$270,106	
IES	Recycling WDO	\$1,127,521		(\$320,000)	\$807,521	Reduction in reserve to fund Waste Management Promotion and Education Initiatives.
IES	Road Side Assessment	\$307,733			\$307,733	
IES	CASO Rail Trail	\$83,854	\$100,800		\$487,054	
IES	Clearville Park	\$380,471	\$62,360	(\$90,000)	\$539,911	Reduction in reserve for capital related projects.
IES	Columbaria	\$441,164	\$40,297	\$173,003	\$775,355	Increase in reserve as a result of CPI increases for columbaria projections for 2024 to 2027.
IES	Fuel Price Fluctuation	\$656,847			\$656,847	

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
IES	Haul Route Road Mtce	\$305,408	\$13,098		\$357,800	
IES	PW Dust Suppressant	(\$60,887)			(\$60,887)	
IES	PW Operational	(\$132,261)			(\$132,261)	
Mayor and Council	Mayor End Of Service	\$15,000	\$2,500		\$25,000	
NON	Assessment Growth	\$0			\$0	
NON	Encumbrances	\$0			\$0	
NON	Energy Price Fluctuation	\$903,904			\$903,904	
NON	Green Energy Initiatives	\$486,801			\$486,801	
NON	Growth Plan	\$495,396	\$200,000	\$400,000	\$1,695,396	Base increase in transfer to reserve in 2024. This increases the base transfer to reserve to help fund future projects related to growth.
NON	Investment Fluctuation	\$0			\$0	
NON	Employment & Labour Relations - various property, litigation & labour items	\$20,283,864	\$1,098,555	(\$4,180,218)	\$20,497,866	Reduction in reserve to fund closed session related items and multiple new position requests in 2024 to 2027.
NON	Strategic Development	\$5,126,143	\$933,600	(\$1,032,053)	\$7,828,490	Net reduction to reserve to fund the remaining years for the CKHA Wallaceburg site redevelopment and fund the multi-year budget with prior year surplus. Offset by an increase in the base transfer to reserve for strategic community issues.

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
NON	Tax Rate Stabilization	\$3,500,000		\$3,473,585	\$6,973,585	Base increase in transfer to reserve for 2025 to 2027 for tax rate stabilization offset by one-time transfer from reserve in 2024 to 2027 for prior year surplus.
NON	Hydro One Community Benefit	\$445,322		\$1,770,000	\$2,215,322	Net increase in reserve due to Hydro One funds received per the Community Support agreement, reduced by funding the Council Ward Funding Program.
NON	Hydro One Safe Communities	\$60,000		\$120,000	\$180,000	Increase in reserve due to Hydro One funds received per the Community Support agreement.
NON	Naming Rights	\$83,718	\$83,718		\$418,590	
NON	Community Partnerships	\$149,641			\$149,641	
NON	Seniors Centre Contingency	\$79,069			\$79,069	
NON	Together CK	\$692,964	\$25,000		\$792,964	
POL	Pol 911 Evolution Network	\$0			\$0	
POL	Police Business Plan	(\$109,431)			(\$109,431)	
POL	Police Communication Centre	\$71,608			\$71,608	
POL	Police Health Benefits	\$320,000	\$80,000		\$640,000	
POL	Police Issues	\$744,656			\$744,656	
POL	Police Litigation	\$752,470	\$108,000		\$1,184,470	
POL	Police Mandatory Issues	(\$7,148)			(\$7,148)	
POL	Police QM Lifecycle	\$247,424			\$247,424	
<b>Total</b>		<b>\$58,872,996</b>	<b>\$4,743,866</b>	<b>(\$4,358,510)</b>	<b>\$73,489,950</b>	

## Reserves and Reserve Funds

### Capital Discretionary Reserve

The Municipality is committed to maintaining its aging infrastructure in a good state of repair by regular maintenance, rehabilitation and replacement of existing infrastructure to meet current levels of service, and by building new assets to provide service enhancements or to meet strategic priorities. The impact of the 2024–2027 budget on these reserves is as follows:

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024–2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
<b>Reserves &amp; Reserve Funds - Capital Discretionary</b>						
<b>Reserves</b>						
CAO	Corporate Website Lifecycle	\$133,336	\$33,334		\$266,672	
HHS	Lifeamp ESS Computers	\$938,975	\$19,757		\$1,018,003	
HHS	Lifeamp RVG Equipment	\$656,993	\$450,000		\$2,456,993	
HHS	Lifeamp Senior Services Capital Homes	\$1,404,134	\$231,930		\$2,331,854	
HHS	Lifecycle Senior Services IT	\$0		\$150,000	\$150,000	Establish a base transfer to reserve for ITT for Senior Services.
FBITT	ITT CK Lifeamp Workstations	\$1,308,523	\$372,990	\$422,397	\$3,222,882	Increase in reserve in base transfer to reserve to maintain existing and new lifecycle workstations. Offset by one-time reduction in reserve to fund End User Device Upgrade project.
FBITT	ITT Lifeamp Computer Network	\$4,960,333	\$523,803	(\$476,293)	\$6,579,252	Reduction in reserve to fund network and systems lifecycle.



## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
FBITT	ITT Lifeamp Computer Software	\$5,980,554	\$430,906	(\$1,751,828)	\$5,952,350	Reduction in reserve to fund various Information and Technology projects, including system upgrades and assessments.
FBITT	ITT Lifeamp Copy/Printing Equipment	\$567,618	\$64,802	(\$96,385)	\$730,441	Reduction in reserve to fund managed print services renewal.
FBITT	ITT Lifeamp GIS Data	\$58,484	\$6,517	(\$100,000)	(\$15,448)	Reduction in reserve to fund a portion of GIS infrastructure, software and database lifecycle upgrade in 2027.
FBITT	ITT Lifeamp GIS Systems	\$24,694	\$20,696	(\$100,000)	\$7,478	Reduction in reserve to fund a portion of GIS infrastructure, software and database lifecycle upgrade in 2027.
FBITT	ITT Lifeamp Server/Storage	\$3,079,023	\$357,038	(\$476,293)	\$4,030,882	Reduction in reserve to fund a portion of network and systems lifecycle.
FBITT	ITT PUC Lifecycle Workstations	\$85,380	(\$673)		\$82,688	
FBITT	ITT Telecommunications	\$810,666	\$450,000		\$2,610,666	
FBITT	ITT Web	\$4,254			\$4,254	
FBITT	Lifeamp ITT Applications	\$163,669	\$163,448	(\$250,000)	\$567,461	Reduction in reserve to fund the public website assessment and upgrade.
FBITT	Convention Centre	\$326,034	\$88,374		\$679,530	
FES	Ambulances Fleet	\$569,152	\$98,222	\$400,000	\$1,362,040	Increase in base transfer to reserve for ambulance fleet lifecycle.
FES	Lifeamp Fire Equipment	\$655,193	\$200,000		\$1,455,193	
FES	Lifecycle Ambulance Equipment	\$396,142	\$213,948		\$1,251,934	

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
FES	Lifecycle Ambulance Stations	\$555,815	\$55,888		\$779,367	
IES	AMP Operational	\$56,141	\$300,000		\$1,256,141	
IES	DMAF (Disaster Mitigation and Adaptation Fund)	\$11,471,462		(\$5,651,000)	\$5,820,462	Reduction in reserve for capital related projects offset by funding from capital reserve.
IES	Lifeamp Traffic Parking Equipment	\$100,000	\$25,000	(\$60,000)	\$140,000	Reduction in reserve for capital related projects.
IES	Lifeamp Transit Assets	\$95,000	\$17,000		\$163,000	
IES	Transit Fleet	\$1,073,733	\$444,664		\$2,852,389	
IES	Lifeamp Active Transportation	\$747,265	\$172,727	(\$903,629)	\$534,545	Reduction in reserve for capital related projects.
IES	Lifeamp Arenas	\$743,753	\$904,014	(\$2,894,375)	\$1,465,434	Reduction in reserve for capital related projects.
IES	Lifeamp Arenas (Replacement)	\$1,108,622	\$335,802		\$2,451,830	
IES	Lifeamp Buildings	\$9,364,377	\$3,725,931	(\$7,384,450)	\$16,883,651	Reduction in reserve for capital related projects.
IES	Lifeamp Cemetery	\$746,061	\$155,520	(\$267,000)	\$1,101,141	Reduction in reserve for capital related projects.
IES	Lifeamp Community Halls	\$238,599	\$19,329	(\$180,000)	\$135,915	Reduction in reserve for capital related projects.
IES	Lifeamp Fleet Shop Equipment	\$409,912	\$34,486		\$547,856	
IES	Lifeamp Halls - Recreation Facilities	\$177,118	\$27,853		\$288,530	
IES	Lifeamp Housing Services Buildings	\$3,791,561	\$1,655,302	(\$3,797,741)	\$6,615,028	Reduction in reserve for capital related projects offset by base lifecycle transfer for new build.

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
IES	Lifeamp Indoor Pools	\$297,274	\$254,550	(\$635,000)	\$680,474	Reduction in reserve for capital related projects.
IES	Lifeamp Outdoor Pools	\$213,457	\$113,027	(\$308,000)	\$357,565	Reduction in reserve for capital related projects.
IES	Lifeamp Parks	\$4,194,584	\$1,731,581	(\$6,450,500)	\$4,670,408	Reduction in reserve for capital related projects.
IES	Lifeamp Pools Building Replacement	\$150,000	\$30,000		\$270,000	
IES	Lifeamp Wish Centre	\$1,312,856	\$92,759		\$1,683,892	
IES	Lifecycle Arena (New Build)	\$1,790,000	\$460,000		\$3,630,000	
IES	Lifecycle Reforestation	\$704,192	\$85,648	(\$331,094)	\$715,690	Reduction in reserve to fund the Chatham-Kent native plant and tree nursery and remove current base transfer to reserve.
IES	Municipal Fleet	\$2,066,080	\$4,991,939	\$304,000	\$22,337,836	Increase in reserve to purchase a multi-purpose heavy rescue vehicle.
IES	Police Fleet	\$1,807,365	\$605,549		\$4,229,561	
IES	EV Charging Infrastructure Lifecycle	\$24,988	\$24,988		\$124,940	
IES	Lifeamp Airport	(\$67,139)	\$129,431		\$450,585	
IES	Lifeamp Bridges	\$21,918,521	\$14,052,494	(\$74,599,669)	\$3,528,828	Reduction in reserve for capital related projects.
IES	Lifeamp Mitchell Bay Marine	\$700,000	\$200,000		\$1,500,000	
IES	Lifeamp Parking Lots	\$476,838	\$958,900	(\$4,308,800)	\$3,638	Reduction in reserve for capital related projects.
IES	Lifeamp Public Work Equipment	\$0			\$0	

## Reserves and Reserve Funds

Dept.		Forecasted Available Dec 2023 Balance	Current Annual Base Transfer	2024-2027 Budget Impact	Forecasted Dec 2027 Ending Balance	Explanation for Impacts of 10% or Greater
IES	Lifeamp ROW Infrastructure	\$7,047,243	\$12,343,840	(\$31,732,291)	\$24,690,312	Reduction in reserve for capital related projects.
IES	Lifeamp Storm Water	\$6,874,196	\$5,625,304	(\$26,054,600)	\$3,320,812	Reduction in reserve for capital related projects.
IES	Lifecycle Wind Farms	\$447,003	\$50,000		\$647,003	
Mayor and Council	Lifeamp ITT Corporate Technology Business	\$211,242	\$26,250	\$47,697	\$363,939	Increase in reserve for base increase in transfer to reserve for lifecycle for the Court room and Council cambers equipment.
NON	Lifecycle Capital Budget	\$1,180,777	\$8,268,000	(\$30,880,278)	\$3,372,499	Reduction in reserve for capital related projects and transfer to DMAF reserve.
NON	Facility Replacement	\$2,869,000	\$933,600	\$2,744,947	\$9,348,347	Base increase in transfer to reserve for new building issues.
POL	Lifeamp Police Equipment	\$0			\$0	
POL	Police IT Lifecycle	\$640,099	\$18,000		\$712,099	
	Various Lifecycle and Lifeamp Reserves	\$0	\$0	\$73,066,497	\$73,066,497	Net increase in various lifecycle and lifeamp reserves to increase the base transfer to reserve for lifecycle items. Offset by reduction in reserves to fund facilities position and radio communication network.
<b>Total</b>		<b>\$107,661,150</b>	<b>\$62,594,468</b>	<b>(\$122,553,689)</b>	<b>\$235,485,334</b>	

## Business Planning

### Business Planning and Budgeting

Divisional Business Plans are a key linkage between the Council Term Priorities and the Multi-Year Budget. The business plans highlight divisional strategies to meet Council’s priorities as well as key performance indicators to track outcomes over the term of the Multi-Year Budget.

The business plans, which accompany the Multi-Year Budget, provide a high level overview of the division, what the division does, and how much it costs to provide services to the residents of Chatham-Kent.

The business plans also provide service highlights and any known or anticipated risks or challenges that may be experienced in achieving outcomes. These plans are updated annually to reflect any changes in resources, strategies, or risks and challenges, along with updates to the divisional key performance indicators.



## Business Planning

### [Link to the Council Term Priorities](#)

On September 11, 2023, Council approved their strategic plan for their four-year term. This is a foundational document that sets the vision and focus for decision making. It identifies Council's Vision, Mission, Values and Term Priorities which include the following:



Linking the Council Term Priorities to the budget provides accountability between what is achieved and the cost to the taxpayer.

[See Business Plans for more details.](#)

## Key Performance Indicators

To understand how the Municipality is doing in terms of corporate performance and delivery of services, it uses Key Performance Indicators (KPI's). These are quantifiable measures that can be used to analyze the Municipality's performance and gauge progress on its objectives. Several measures have been developed by each department that are unique to their goals and functions.

It is important to review historical values of KPI's to identify increasing or decreasing trends in performance. This allows the Municipality to recognize its strengths and weaknesses so that well informed decisions can be made. Trends may indicate a need for change in the financial or human resources of departments. Reviewing historical values also provides direct insight into the progress being made towards the Municipality's community strategic plan, as well as Council's Term Priorities.

The tracking of KPI's enables the Municipality to project performance forecasts into the future. By looking at past trends, the Municipality can determine what levels of performance are attainable in the future. Quantifiable goals can be set for departments to achieve on an ongoing basis.

Including KPI's with budget planning allows for better alignment of resources and provides critical information for decision making and service improvement opportunities.



## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Measures for Chief Administrative Office</b>					
<b>Arts &amp; Culture</b>					
Complete POS upgrades at Arts and Culture venues	In Progress	Completed			
Implement annual Arts and Culture survey in addition to those specific to each venue	In Progress	Completed			
Collect patron feedback via email blast rating requests after each visit/event (audience satisfaction survey)	In Progress	Completed			
Completion of Public Art Master Plan, with key projects defined for 2024-2027	In Progress	Completed			
Provide opportunities for arts presenter skills development (speaker series, grant writing workshops)	In Progress	Completed			
Establish annual training opportunities for digital and theatre arts (ie. filmmaking, podcasts, stage design, sound and lighting design)	In Progress	Completed (Summer program pilot)			
Develop a means by which local arts organizations can share attendance and other key statistics to track growth	In Progress	Completed			
Implement new Culture Plan by October 2024	In Progress	Completed			



## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Audience survey once per year, monitoring viewers/listeners for each medium as a percentage of total population		1	1	1	1
Incorporate presentations/programs that reach out to underserved segments of the population and specific demographics	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Expand partnership with the school boards to bring Indigenous cultural programming to schools (English and French)	1	2	2	2	2
<b>Community Attraction &amp; Promotion</b>					
Population of immigrants and growth by next Census				10,000	
Population of 15-39 y/o and growth by next Census				30,000	
% of new immigrants feeling welcomed within 3 years of arrival (CK Immigration Survey)	69% (2020)	--	--	85%	--
% of young people who want to stay in CK (CKY survey)	82% (2022)	--	--	--	90%
Sense of Belonging from Canadian Community Health Survey	76.8% (2017/18)	78%	80%	80%	80%
# ChathamKentJobs.com users / jobs featured / employers featured	30,000 / 12,000 / 2,000	30,000 / 12,000 / 2,000	30,000 / 12,000 / 2,000	30,000 / 12,000 / 2,000	30,000 / 12,000 / 2,000
# people reached through marketing	2.7 million	3 million	3 million	3 million	3 million

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
# Marketing activities targeted to attracting talent	10	10	10	10	10
LivingCK New Resident Guide downloads	300	400	500	500	500
# Diverse Events/Engagement Initiatives	15	15	15	15	15
# LivingCK Stories	15	15	15	15	15
# of community-wide DEI events supported by special events	0	2	2	2	2
Outreach activities to ethno-cultural groups	5	6	10	10	10
# special event information sessions	4	6	6	6	6
Special Event Process - digitalization	----	Implement	Complete	-----	----
% of digital event applications	0	25%	60%	75%	90%
<b>Corporate Communications</b>					
Develop new communications strategy	N/A	Underway	Complete		
Community Feedback Sessions to learn preferred communications methods	N/A	1/year	1/year	1/year	1/year
Implement new centralized communications division	Underway	Completed			
# of times per year report on strategic plan	4	4	4	4	4
% of action items completed	15%	25%	45%	65%	85%
Conduct marketing campaigns to attract residents, visitors and businesses	N/A	2	2	2	2
Increase reach of our current communications tactics	10,000	15,000	20,000	30,000	40,000

## Key Performance Indicators

METRIC	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Emergency Communications Community Reach	0	5,000	10,000	15,000	20,000
Community Engagement Sessions re: Emergency Communications	1	1	1	1	1
Continuous Improvement Reviews	1	1	1	1	1
Community Reach for Business and Skilled Workforce Communications	50,000	70,000	90,000	100,000	110,000
Public Engagements on transitioning to clean energy	1	2	2	2	2
<b>Legal Services</b>					
Clients' assessment of high-quality legal work product	97.10%	95%	95%	95%	95%
Number of real estate transactions completed supporting growth in Chatham-Kent	38	25	25	25	25
<b>Library Services</b>					
Reduce/eliminate overdue fines	Plan	Implement	Implement	Implement	Complete
Increase number of library card holders 1.5% yearly	31,000	31,465	31,937	32,416	32,902
Promote collections through increased communication through email newsletters 1.5%	3,140	3,187	3,236	3,285	3,332
Increase Teen outreach - more library card holders 1.5% yearly	1,081	1,097	1,113	1,130	1,147

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Increase teen engagement with system wide programming and more participants – 5% over each year	20 programs 1,500 participants	21 1,575	22 1,650	23 1,725	24 1,800
Engage more patrons in CK Reads 5% over each year	350	368	386	405	425
Increase email subscribers across CKPL – to receive library notifications of holds arrived; items coming due and important service notifications	75%	80%	82%	84%	86%
Increase Children’s summer reading participants by 5% each year	3,053	3,205	3,365	3,533	3,710
Increase the Diversity, Equity, Inclusion & Justice of CKPL’s physical collections to 15%	12%	12.75%	13.50%	14.25%	15%
Support CK residents with the volunteer driven Low Income Tax program. 2022 value of completed returns \$445,042 (244 returns completed) 1.5% yearly increase	451	458	465	472	480
Achieve Accreditation through the Ontario Public Library Association	Complete fall 2023	--	--	--	--
Continuous training for staff: - Staff training days – in service for staff -Webinars – safety; programming; reader’s advisory -Mental Health 1 <sup>st</sup> Aid; safe talk -Customer Service -Technology Training -Truth & Reconciliation	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Co-location with other municipal facilities - include space for the Library as well as a bookable community room that could also be used for library programming	--	Investigate	Investigate/ Plan	Plan	Plan / Deliver
<b>Mayor's Office</b>					
Review processes annually	Completed	Completed	Completed	Completed	Completed
# of non-profit organization meetings	50	100	150	150	150
# of for-profit organization meetings	50	100	150	150	150
# of Municipalities, Universities, Schools, and Hospitals (MUSH) sector meetings	5	5	5	5	5
# of Councillor ward meetings (per ward)	2	2	2	2	2
# of times Chatham-Kent policy and advocacy priorities reflected in municipal association submissions to government	2	2	5	5	5
# of advocacy engagements with other levels of government	5	5	10	10	10
# of non-profit (art, culture, heritage) organization meetings	10	25	25	25	25
# of for-profit (art, culture, heritage) organization meetings	10	25	25	25	25
# of Municipalities, Universities, Schools, and Hospitals (MUSH) sector meetings	5	5	5	5	5

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
# of Councillor ward meetings (per ward)	2	2	2	2	2
# of art projects completed annually	5	10	15	20	25
Creation and launch of an art grant	0	1	0	0	0
\$ of funds distributed annually	\$0	\$30,000	\$30,000	\$50,000	\$50,000
# projects completed annually	0	10	15	25	30
# projects completed annually – theme DEIJ	0	2	3	5	6
# partnership/sponsorship	2/\$1,000	2/\$1,000	2/\$1,000	2/\$1,000	2/\$1,000
\$ of funds sponsored for recreation	\$0	\$5,000	\$10,000	\$20,000	\$30,000
\$ of funds awarded from grant (etc.) for recreation	\$0	\$5,000	\$10,000	\$20,000	\$30,000
# partnership/sponsorship	2/\$1,000	2/\$1,000	2/\$1,000	2/\$1,000	2/\$1,000
<b>Special Initiatives</b>					
Develop continuous improvement program	N/A	Completed	N/A	N/A	N/A
# of continuous improvement reviews / \$ savings	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000
# of continuous improvement “info sessions” with all business units	10/year	10/year	10/year	10/year	10/year
Implement Project Management to organization (omit ITS, Engineering)	N/A	Completed	N/A	N/A	N/A
\$ in grants and/or sponsorships	\$5,000	\$20,000	\$50,000	\$75,000	\$100,000
# of visits with stakeholders	50	100	150	150	150
# of new partnerships established	2	5	5	5	5

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
# of times per year report on strategic plan	2	2	2	2	2
% of action items completed	15%	25%	45%	65%	85%
Grants: #/\$ of grants obtained	2/\$10,000	2/\$10,000	2/\$10,000	2/\$10,000	2/\$10,000
Sponsorship: #/\$ of donations/sponsorship obtained	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000
Continuous Improvement: # of reviews/\$ savings	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000
Grants: #/\$ of grants obtained	2/\$10,000	2/\$10,000	2/\$10,000	2/\$10,000	2/\$10,000
Sponsorship: #/\$ of donations/sponsorship obtained	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000
Grants: #/\$ of grants obtained	2/\$10,000	2/\$10,000	2/\$10,000	2/\$10,000	2/\$10,000
Sponsorship: #/\$ of donations/sponsorship obtained	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000	2/\$25,000
<b>Measures for Corporate Services</b>					
<b>Customer Services</b>					
Enhance the number of online services offered by making additional services (that are currently only available in-person) available online from baseline	Additional 10% of all services to be available online	Additional 2% of all services to be available online	Additional 2% of all services to be available online	Additional 2% of all services to be available online	Additional 2% of all services to be available online
Reduce call wait times through technological efficiencies	N/A	10% reduction	15% reduction	20% reduction	25% reduction
Increase customer service satisfaction survey score from baseline	N/A	Initial survey	2% increase	4% increase	6% increase

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Human Resources &amp; Organization Development</b>					
# of innovative workspace options	1	2	3	4	5
# of employees approved - flexible location/schedule	360	370	380	390	400
% of HR Strategy implemented	10%	25%	50%	75%	100%
# of Leadership Development Program participants	180	190	200	210	220
# of employees trained on DEIJ and Truth & Reconciliation topics	50	300	750	1,400	2,000
# of community groups/partners participating in DEIJ event	N/A	5	6	7	8
<b>Municipal Governance</b>					
% paper records managed according to TOMRMS (corporate by-law)	90%	100%	100%	100%	100%
% electronic records managed according to TOMRMS (corporate by-law)	40%	50%	80%	100%	100%
% of required staff trained annually on Access to Information and Protection of Privacy	50%	75%	80%	90%	95%
% new services and technology that have a completed privacy impact assessment	80%	100%	100%	100%	100%
# of privacy breaches (reduced through increased awareness and security measures)	25	30	25	20	15



## Key Performance Indicators

METRIC	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
% of Freedom of Information requests completed under 30 days	80%	85%	90%	95%	95%
% of electronic records moved from shared drives to SharePoint Online (EDRMS)	5%	50%	75%	80%	90%
% of ROT (redundant, obsolete/outdated, trivial) data on shared drives	80%	60%	40%	20%	0%
% of stand alone applications (separate from EDRMS) that have a completed annual retention audit	0%	50%	80%	100%	100%
Increase # of committee members to fill vacancies (%)	95%	96%	98%	100%	100%
# of projects supported throughout the communities by Ward Councillor funding	15	50	50	50	50
<b>Measures for Development Services</b>					
<b>Building Development</b>					
% of building permit applications reviewed and issued through e-permitting	0%	25%	50%	75%	100%
% of building permit applications reviewed within legislative timelines	100%	100%	100%	100%	100%
# of bylaws to be reviewed and improved	0	3	3	3	3

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Economic Development</b>					
# of corporate visits	450	475	500	525	550
# of consultations with local entrepreneurs through the Small Business Centre	750	775	800	825	850
Report to Council with investigative findings and recommendations on whether or not to pursue the film and television industry sector	N/A	1	N/A	N/A	N/A
Establishment of an Agricultural Advisory Committee		1			
Engagement through seminars, workshops and events hosted/partnered with	12	14	16	18	20
Engagement and advocacy with provincial/federal ministries and government agencies	6	8	10	12	14
Number of impressions and engagements on social media	175,000	183,750	192,937	202,584	212,713
Engagement with local BIAs and Chambers of Commerce (attendance at meetings, events, business excellence awards)	35	40	45	50	55
Investigation and research with recommendations to EMT and Council on the potential establishment of a newly developed industrial business park		1			

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Planning Services</b>					
Completion of fee review and implementation	0%	0%	75%	100%	N/A
Complete new Official Plan	0%	25%	75%	100%	N/A
Consider Official Plan Amendment(s) concerning strategic lands near Hwy 401	0%	100%	N/A	N/A	N/A
Complete Community Improvement Plan study	0%	75%	100%	N/A	N/A
Complete Public Art Official Plan Policies	0%	25%	100%	N/A	N/A
Complete Built Heritage Preservation Project	10%	50%	90%	100%	N/A
Complete Heat Island Map	60%	100%	N/A	N/A	N/A
Complete Climate Change Official Plan Policies	0%	75%	100%	N/A	N/A
Complete Natural Heritage Official Plan Policies	0%	25%	75%	100%	N/A
<b>Tourism</b>					
# of engagements with tourism related organizations (TIAO, SWOTC, TIAC, Destination Ontario, Destination Canada)	12	14	16	18	20
# of impressions and engagements on social media	150,000	157,500	163,375	173,600	182,325
# of corporate visits with tourism related operators and businesses	50	55	60	65	70

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Measures for Finance, Budget, Information Technology &amp; Transformation</b>					
<b>Budget &amp; Performance</b>					
# of internal service reviews completed	0	4	8	8	2
# of responses received from residents who participated in each online budget survey	223	300	300	300	500
Recipient of Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
# of site visits to online budget interactive tool (Open Book).	N/A	500	600	600	800
Variance between subsequent budget required tax levy compared to approved Multi-Year Budget expected tax levy	N/A	0%	0%	0%	0%
% of reserve and reserve fund target levels established and monitored	N/A	33%	66%	100%	100%
<b>Financial Services</b>					
% of residents registered for self-service tax portal	0%	5%	15%	20%	25%
% of tax bills delivered electronically	0%	5%	10%	15%	20%
% of property tax accounts paid by pre-authorized payment	34%	36%	38%	39%	40%

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
% of active vendors registered for Electronic Funds Transfer (EFT)	81%	82%	83%	84%	85%
# of financial process improvements	2	2	2	2	2
Present financial statements to Council in July	No	Yes	Yes	Yes	Yes
Present BMA Study to Council in January	Yes	Yes	Yes	Yes	Yes
# of internal control compliance audits completed	8	8	8	8	8
Investment decisions align with Chatham-Kent Investment Policy	Yes	Yes	Yes	Yes	Yes
Properties are presented for consideration to the Municipal Housing Development division	Yes	Yes	Yes	Yes	Yes
25% of net proceeds of municipal property dispositions are allocated to CK Affordable Housing Reserve	Yes	Yes	Yes	Yes	Yes
<b>Information Technology &amp; Transformation</b>					
IT Service Desk satisfaction rate	95%	95%	95%	95%	95%
New technology screenings	47	50	52	52	52
Open Datasets: number of structured data types freely shared in a machine-readable format without restrictions	20	30	33	35	38
Financial management software upgrades	0	2	0	0	2

## Key Performance Indicators

METRIC	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
% of end of life desktop and laptop equipment donated to non-profit sector	95%	95%	95%	95%	95%
Review Disaster Recovery and Incident Response Plan annually	1	1	1	1	1
Recreation Program and Facilities Booking Assessment				1	
<b>Measures for Fire &amp; Emergency Services</b>					
Additional metrics to be determined through the development and approval of the Fire Master Plan (2023)	N/A	TBD	TBD	TBD	TBD
<b>Measures for Health &amp; Human Services</b>					
<b>Child Care and Early Years</b>					
Maintaining the number of professional development opportunities that target the Four Foundations of How does Learning Happen?	25	25	25	25	25
Early Years Strategy Specialists will connect with/reach out to students quarterly to inform them of ECE related events and supports within the community.	4/yr	4/yr	4/yr	4/yr	4/yr

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Increase of number of meetings for Child Care and Early Years staff to engage with Special Needs Resourcing team to collaborate and support best practices	4	6	8	10	10
A 10% increase of visitors to the ckheartwork.com website (featuring recruitment and attraction of ECE's to Chatham-Kent)	200	220	242	266	293
Revisit and revise ongoing campaign to attract and retain ECE workforce through at least 2 campaign strategy meetings per year	2	2	2	2	2
Maintaining the number of professional development opportunities that support DEIB (Diversity, Equity, Inclusion and Belonging) issues and topics	4	4	4	4	4
Decrease in number of days that families on special needs waitlist are contacted by support services	90	90	60	45	30
<b>Employment &amp; Social Services</b>					
Ontario Works adults and ODSP non-disabled adults with participation requirements have an Action Plan.	N/A	97%	98%	99%	100%
Ontario Works adults and ODSP non-disabled adults with participation requirements are referred to Employment Ontario.	N/A	37%	38%	39%	40%
% of caseload with employment earnings	12%	13%	14%	15%	16%

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
% of Ontario Works cases (individual or family units) exiting to employment	1.75%	1.75%	1.75%	1.75%	1.75%
Online applications (cases) processed as a percent of all applications processed	60%	64%	68%	72%	76%
% of monthly payments issued by DBD	80%	81%	82%	83%	84%
% of cases registered for MyBenefits	27%	29%	31%	33%	35%
Maintain an average of 300 Housing placements of homeless or at risk households per year	300	300	300	300	300
80% Housing retention rate at 6 months post move-in	>80%	>80%	>80%	>80%	>80%
Increase new partnerships to deliver supportive housing services to priority populations (youth, release from publicly funded institution, Indigenous)	1	2	0	0	0
# of households receiving Homeless Prevention Programming	700	800	850	850	850
Maintain Homeless Prevention Paralegal (external)	1FTE	1FTE	1FTE	1FTE	1FTE
# of unique households accessing shelter	350	300	250	250	250
Increase number of service agencies participating in CK CARES (coordinated access)	7	8	9	9	9
Maintain weekly data posts on social media	52 posts	52 posts	52 posts	52 posts	52 posts
Maintain social media on drivers to homelessness	12 posts	12 posts	12 posts	12 posts	12 posts



## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Maintain number of posts on community specific drivers to homelessness (poverty levels, inflation, average market rent)	6 posts	6 posts	6 posts	6 posts	6 posts
<b>Housing Services</b>					
# of additional rent supplements or portable housing benefits (PHB)	25	25	25	50	50
% of PHB on offer within 30 days of availability	80%	85%	90%	90%	90%
% of rent supplement units to receive two referrals from the waitlist within 30 days of notice of the unit availability	80%	85%	90%	90%	90%
% of municipally-owned Rent Geared to Income units to be offered within 30 days of units readiness	80%	85%	90%	90%	90%
% of Service Level Standards met	91%	92%	93%	94%	95%
# of service agreements executed	0	4	0	3	0
% of tenants in arrears that are successfully resolved without an eviction notice	60%	65%	70%	75%	75%
% of single application to the Landlord and Tenant Board that are mutually resolved through a consent order	65%	65%	70%	70%	70%
% of tenants in arrears, only filed with Landlord and Tenant Board without behaviour issues, that enter into mutually agreed payment plans	60%	65%	70%	70%	70%

## Key Performance Indicators

METRIC	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
% of municipally-owned apartment buildings that have surveillance systems to improve safety	70%	80%	90%	100%	100%
# of FTE case managers to provide tenant relations supports to Private Non-Profit housing providers	0	3	3	3	3
Increase the number of tenants feeling safe and secure in their home by 10%	70%	72.50%	75%	77.50%	80%
<b>Public Health</b>					
Decreased opioid poisoning related calls to CK EMS	Baseline to be determined	≤ 2023	≤ 2024	≤ 2025	≤ 2026
Decreased opioid poisoning related emergency department visits	Baseline to be determined	≤ 2023	≤ 2024	≤ 2025	≤ 2026
Decreased confirmed opioid poisoning deaths	Baseline to be determined	≤ 2023	≤ 2024	≤ 2025	≤ 2026
% staff who have completed San'yas Anti-Racism Indigenous Cultural Safety Training	70	90	90	90	90
% staff who have completed Francophone & Cultural & Linguistic Sensitive Care Course	80	90	90	90	90
% adverse water quality incidents responded to within 24 hours	100%	100%	100%	100%	100%
<b>Recreation Services</b>					
Continue to offer the same amount of opportunities for free summer recreation programming (free recreation swims)	850	850	850	850	850

## Key Performance Indicators

METRIC	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Continued annual targeted outreach campaigns to engage specific communities	1	1	1	1	1
Flexible work plan is developed, implemented, and reviewed annually	0	1	1	1	1
Quarterly meetings with staff to discuss customer feedback and review/evaluate programs and service delivery	4	4	4	4	4
Develop campaign to attract and retain lifeguards through at least two campaign strategy meetings per year	2	2	2	2	2
<b>Seniors Services</b>					
All departments will have new rotations launched by 2026	25%	50%	75%	100%	100%
Increase the number of RVG360 events/educational communications annually	12	24	36	48	60
Launch mentorship program and have 100% of new nursing hires connected with a mentor by 2025	10%	75%	100%	100%	100%
Increase activities by 2% each year, for a 10% increase in activities by 2027, with a focus on evenings and weekends	2%	4%	6%	8%	10%

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
<b>Measures for Infrastructure &amp; Engineering Services</b>					
<b>Asset &amp; Quality Management</b>					
% of Detailed Asset Management Plans for services completed to current level of service to meet O.Reg 588/17		100%			
% of Detailed Asset Management Plans for services completed to defined level of service to meet O.Reg 588/17		25%	100%		100%
Annual legislative AM Program update presented to Council			Yes	Yes	Yes
Report Bi-annual DAMP report card to Council (50% of services in 2026 – remaining 50% in 2027)				Yes	Yes
% of Completed planned engagement programs with the public for Detailed Asset Management Plans			100%	50%	100%
% of Corporate AM Maturity Targets Achieved		10%	20%	30%	40%
# of Continuous Improvement Initiatives Initiated		TBD	TBD	TBD	TBD
# of Continuous Improvement Initiatives Completed		TBD	TBD	TBD	TBD
Annual Continuous Improvement report to Council completed			100%	100%	100%
# of Quality Management Initiatives Started		TBD	TBD	TBD	TBD

## Key Performance Indicators

METRIC	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
# of Quality Management Initiatives Completed		TBD	TBD	TBD	TBD
% of Long-Term Financial Plan completed				25%	50%
Data Quality of Infrastructure Gap			Poor	Fair	Fair
Annual Infrastructure Gap reported to Council			Yes	Yes	Yes
Climate Related Projects initiated			TBD	TBD	TBD
Climate Related Projects completed			TBD	TBD	TBD
Report on Climate Action Progress			100%	100%	100%
Annual and Ongoing Cost Savings report to Council for completed climate initiatives				100%	100%
<b>Drainage</b>					
12 kilometers of buffer strips implemented along municipal drains	0	0	2	5	5
# of projects incorporating green infrastructure strategies into planning and implementation of improvements	2	2	2	4	6
# of drainage improvement projects reflecting increased stormwater management/control requirements	0	1	5	10	20
<b>Engineering</b>					
18,000 meters of sidewalks reconstructed	3,000	3,000	3,000	4,000	5,000
375 lane kilometers of paved roads rehabilitated	75	75	75	75	75

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
50 structures rehabilitated	10	10	10	10	10
1,500 meters of watermain infrastructure relined	0	300	300	400	500
Completion of the Southwest Chatham Servicing Study	60%	100%			
2,300 meters of combined sewers reconstructed/separated	200	200	300	1,000	600
<b>Facilities</b>					
Condition Assessments	1	2	2	2	2
Municipal facilities with accessibility upgrades	3	2	2	2	2
Number of municipal facilities with new generators	4	3	3	3	3
Number of municipal facilities with lighting upgrades	2	2	2	2	2
Lifecycle projects at municipal facilities	70	70	70	70	70
<b>Fleet</b>					
Fleet Service Review		100%			
Undertake study for Green Initiatives		50%	50%		
<b>Parks, Recreation and Cemeteries</b>					
Parks & Recreation Master Plan		100%			
Bear Line Park Development		25%	50%	75%	100%
Fergie Baseball Diamond Upgrades – IBL Team	50%	100%			
Extended Splash Pad Season		100%			

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Erieau Buoy System – Swim Area		100%			
<b>Public Works</b>					
Complete a Public Works Service Review	N/A	Start	Finalize	N/A	N/A
Meet Minimum Maintenance Standard requirements for pothole repair to reduce customer service requests	100%	100%	100%	100%	100%
Meet Minimum Maintenance Standard requirements for road patrols to reduce customer service requests	100%	100%	100%	100%	100%
Complete a review and update of Salt Management Plan		100%			
Complete installation of Thamesville and Wallaceburg street light poles	Start	Finalize	N/A	N/A	N/A
<b>Transportation</b>					
100% completion of Downtown Transit Terminal improvements	0%	10%	25%	75%	100%
100% completion of a study to review RideCK Fleet electrification	50%	100%	N/A	N/A	N/A
Completion of Road Safety Plan	100%	N/A	N/A	N/A	N/A
# of new or upgraded controlled pedestrian crossings	0	6	7	3	4
Completion of Sustainable Mobility Master Plan	10%	90%	100%	N/A	N/A
Completion of Complete Streets Guideline	10%	100%	N/A	N/A	N/A

## Key Performance Indicators

M E T R I C	2023 Estimate	2024 Plan	2025 Plan	2026 Plan	2027 Plan
Completion of transit supportive standards and guidelines, incorporated into Development Standards Manual	0%	80%	100%	N/A	N/A
Completion of study to explore expansion of RideCK Conventional Service	0%	0%	50%	100%	N/A
<b>Waste Management</b>					
100% completion of Long-Term Waste Management Master Plan	0%	50%	100%	0%	0%
100% completion of Waste Management Facility Engineering and Operations Assessments	0%	100%	N/A	N/A	N/A
100% completion of the Organics Diversion Program Feasibility Study	10%	90%	100%	N/A	N/A
Completion of a waste composition study which will include public communication and engagement	20%	100%	N/A	N/A	N/A



## 2024 - 2027 FTE Count

Department	2022 Approved Budget	2023 Approved Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
<b>Chief Administrative Office</b>						
Chief Administrative Office	6.00	7.17	11.00	10.50	10.00	10.00
Community, Culture & Connections	73.75	78.20	76.02	77.02	77.02	77.02
Legal Services	6.00	6.00	6.00	6.00	6.00	6.00
<b>Total Chief Administrative Office</b>	<b>85.75</b>	<b>91.37</b>	<b>93.02</b>	<b>93.52</b>	<b>93.02</b>	<b>93.02</b>
<b>Corporate Services</b>						
Customer Services	23.31	23.31	29.81	29.81	29.81	29.81
Human Resources & Organization Development	20.00	20.00	26.60	25.50	25.50	25.00
Municipal Governance - Administration	16.96	16.96	16.96	16.96	16.96	16.96
<b>Total Corporate Service</b>	<b>60.27</b>	<b>60.27</b>	<b>73.37</b>	<b>72.27</b>	<b>72.27</b>	<b>71.77</b>
<b>Development Services</b>						
Building Development Services	14.62	14.62	14.62	14.62	14.62	14.62
Development Services - Administration	2.00	2.00	2.00	2.00	2.00	2.00
Economic Development Services	11.54	10.83	10.54	10.54	10.54	10.54
Planning Services	8.11	11.11	10.11	10.11	10.11	10.11
<b>Total Development Services</b>	<b>36.27</b>	<b>38.56</b>	<b>37.27</b>	<b>37.27</b>	<b>37.27</b>	<b>37.27</b>
<b>Finance, Budget, Information Technology &amp; Transformation</b>						
Budget & Performance Services	5.50	5.50	5.50	5.50	5.50	5.50
Finance, Budget, Information Technology & Transformation - Administration	2.00	2.00	2.00	2.00	2.00	2.00
Financial Services	28.12	28.12	28.12	28.12	28.12	28.12
Information Technology & Transformation	36.62	48.99	48.12	47.62	42.62	43.62
<b>Total Finance, Budget Information Technology &amp; Transformation</b>	<b>72.24</b>	<b>84.61</b>	<b>83.74</b>	<b>83.24</b>	<b>78.24</b>	<b>79.24</b>
<b>Fire &amp; Emergency Services</b>						

## 2024 - 2027 FTE Count

Department	2022 Approved Budget	2023 Approved Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
Fire & Emergency Services	433.38	433.38	434.38	434.38	434.38	434.38
<b>Total Fire &amp; Emergency Services</b>	<b>433.38</b>	<b>433.38</b>	<b>434.38</b>	<b>434.38</b>	<b>434.38</b>	<b>434.38</b>
<b>Health &amp; Human Services</b>						
Child Care, Early Years & Recreation Services	56.30	60.13	61.61	61.61	61.61	61.61
Employment & Social Services	102.00	115.00	100.00	90.67	84.00	84.00
Health & Human Services - Administration	2.00	2.00	2.00	2.00	2.00	2.00
Housing Services	15.41	20.70	19.70	21.70	22.70	22.70
Public Health	81.15	80.15	76.65	76.65	75.75	76.45
Seniors Services	309.20	342.97	365.48	366.68	367.88	367.88
<b>Total Health &amp; Human Services</b>	<b>566.06</b>	<b>620.95</b>	<b>625.44</b>	<b>619.31</b>	<b>613.94</b>	<b>614.64</b>
<b>Infrastructure &amp; Engineering Services</b>						
Asset & Quality Management	0.00	6.00	6.00	6.00	6.00	6.00
Engineering	39.22	36.55	36.22	36.22	36.22	36.22
Infrastructure & Engineering Services - Administration	4.00	2.00	2.00	2.00	2.00	2.00
Parks, Fleet & Facilities	110.24	113.78	116.42	116.42	116.53	116.53
Public Works	141.87	149.20	146.65	147.75	147.75	147.87
<b>Total Infrastructure &amp; Engineering Services</b>	<b>295.33</b>	<b>307.53</b>	<b>307.29</b>	<b>308.39</b>	<b>308.50</b>	<b>308.62</b>
<b>Mayor, Council &amp; Administrative Support</b>						
Council & Council Support	18.60	18.60	18.00	18.00	18.00	18.00
Office of the Mayor/ Council	2.00	2.00	2.00	2.00	2.00	2.00
<b>Total Mayor, Council &amp; Administrative Support</b>	<b>20.60</b>	<b>20.60</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>
<b>Police</b>						
Police	234.73	234.73	248.23	262.73	272.73	277.73
<b>Total Police</b>	<b>234.73</b>	<b>234.73</b>	<b>248.23</b>	<b>262.73</b>	<b>272.73</b>	<b>277.73</b>

## 2024 - 2027 FTE Count

Department	2022 Approved Budget	2023 Approved Budget	2024 Proposed Budget	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget
<b>Non Departmental</b>						
Non Departmental	0.00	0.00	0.00	0.00	-1.00	-1.00
<b>Total Non Departmental</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-1.00</b>	<b>-1.00</b>
<b>Total</b>	<b>1804.63</b>	<b>1892.00</b>	<b>1922.74</b>	<b>1931.11</b>	<b>1929.35</b>	<b>1935.67</b>

## Business Case Summary

Business Case Summary	Base Net Tax Impact	One-Time Net Tax Impact	Base FTE	One-Time FTE	Page Number
Special Events	\$0	\$0	0.50	-	<a href="#">186</a>
Local Immigration Partnership	\$0	\$0	-	3.00	<a href="#">189</a>
Security - Chatham Library	\$45,430	\$0	-	-	<a href="#">200</a>
Bothwell Page - Increase in Hours	\$0	\$0	0.06	-	<a href="#">202</a>
Wheatley Page - Increase in Hours	\$0	\$0	0.06	-	<a href="#">205</a>
CKPL Summer Student (Summer Reading Support Worker)	\$0	\$0	0.26	-	<a href="#">208</a>
Increase in Library Equipment Funded by Trust Fund Interest Revenue	\$0	\$0	-	-	<a href="#">211</a>
Insurance Increase	\$2,223,765	(\$400,000)	-	-	<a href="#">217</a>
Council Ward Funding Program	\$0	\$0	-	-	<a href="#">224</a>
Staff Reduction - Council Administration	(\$40,136)	\$0	(0.60)	-	<a href="#">226</a>
Tourism - Funding for Updating of Highway 401 Gateway Signs	\$0	\$0	-	-	<a href="#">240</a>
Tourism - Funding for Printing and Shipment of CK Insider Guides	\$0	\$0	-	-	<a href="#">242</a>
Tourism - Funding for Hiring of 2 Summer Tourism Students	\$0	\$0	-	0.54	<a href="#">245</a>
Planning Technician	\$0	\$0	1.00	-	<a href="#">252</a>
Planner I	\$0	\$0	1.00	-	<a href="#">255</a>
Canada Wide Early Learning and Child Care System	\$0	\$0	-	-	<a href="#">267</a>
ELCC Increase for 2023 Allocation	\$0	\$0	-	-	<a href="#">269</a>
Family Support Planning	\$0	\$0	-	-	<a href="#">271</a>
Aquatic Lifeguard Recruitment	\$0	\$0	-	-	<a href="#">274</a>
Inclusive Recreation Summer Team Leader & Leader	\$0	\$0	-	0.39	<a href="#">277</a>
CKRecreation Summer Camp	(\$167,388)	\$0	1.92	-	<a href="#">280</a>
Emergency Rapid Rehousing Program (Homeless Shelter)	\$0	\$0	-	16.00	<a href="#">287</a>
Employment Services Transformation Funding and Service Reduction	\$0	\$0	(12.00)	-	<a href="#">293</a>
CK Renovates Program Funding	\$300,000	\$0	-	-	<a href="#">303</a>
Housing Services Assistant	\$0	\$0	1.00	-	<a href="#">308</a>
Tenant Relations Analyst Housing Services	\$0	\$0	1.00	-	<a href="#">312</a>
Additional Summer Student - Clerical Assistant	\$0	\$0	0.29	-	<a href="#">317</a>
Installation of Video Surveillance Systems	\$0	\$0	-	-	<a href="#">320</a>
Municipal Portable Housing Benefits	\$199,200	\$0	-	-	<a href="#">323</a>

## Business Case Summary

Business Case Summary	Base Net Tax Impact	One-Time Net Tax Impact	Base FTE	One-Time FTE	Page Number
Municipal Portable Housing Benefits and Housing Benefits Analyst	\$495,173	\$0	1.00	-	<a href="#">327</a>
Affordable Housing Building - 36 McGeorge St. Blenheim	\$0	\$0	-	-	<a href="#">332</a>
Private Non-Profit Case Management Support for Service Agreements	\$170,244	(\$510,066)	-	-	<a href="#">335</a>
Healthy Babies Healthy Children (HBHC) Service Level	\$0	\$0	(1.00)	-	<a href="#">344</a>
VON Funding Discontinued	\$0	\$0	(0.80)	-	<a href="#">347</a>
Canada Prenatal Nutrition Program - Prenatal Funding	\$0	\$0	(0.90)	-	<a href="#">349</a>
Financial Analyst I - Public Health	\$0	\$7,022	1.00	-	<a href="#">352</a>
Public Health Unit Service Level Adjustment	\$0	\$0	(2.70)	-	<a href="#">355</a>
Riverview Gardens - Information and Technology Upgrade	\$100,000	\$0	-	-	<a href="#">361</a>
Personal Support Worker- (PSW) \$3 Permanent Wage Enhancement	\$0	\$0	-	-	<a href="#">365</a>
4 Hours of Care Funding - 2024 Funding	\$4,000	\$0	33.13	-	<a href="#">367</a>
Recruitment and Retention Coordinator	\$0	\$2,116	1.00	-	<a href="#">372</a>
Scheduling Clerical Assistants - 2.4 FTEs Permanent	\$0	\$0	-	2.40	<a href="#">377</a>
Summer Students - Administration and Building Maintenance	\$0	\$0	0.93	-	<a href="#">382</a>
Resident Health and Well-Being Program - RHWB	\$0	\$0	-	-	<a href="#">386</a>
Preceptor Backfilling Funding	\$0	\$0	-	-	<a href="#">389</a>
Dental Clinic Office Rental	(\$5,000)	\$0	-	-	<a href="#">391</a>
RAI/Restorative Coordinator	\$0	\$0	(0.50)	-	<a href="#">393</a>
Allied Health Professionals Staffing Supplement- AHPSS Funding	\$0	\$0	-	-	<a href="#">396</a>
Service Ontario - Chatham and Dresden	\$0	\$0	-	6.50	<a href="#">405</a>
Administrative Assistant II	\$0	\$0	-	1.00	<a href="#">412</a>
Innovative Workspaces and Workplace Policies	\$0	\$0	-	-	<a href="#">416</a>
Municipal Diversity, Equity, Inclusion and Justice Initiatives	\$100,913	\$7,837	1.00	2.10	<a href="#">418</a>
New Grad Internship Program	\$0	\$0	-	2.00	<a href="#">424</a>
Development Coordinator	\$0	\$0	-	1.00	<a href="#">427</a>
Corporate Leadership Development Internship Program	\$0	\$0	-	1.00	<a href="#">430</a>
Corporate Leadership Development Program	\$0	\$0	-	-	<a href="#">433</a>
Corporate Media Training	\$0	\$0	-	-	<a href="#">436</a>
Coordinator, Mental Health and Wellbeing	\$136,071	(\$22,514)	1.00	1.00	<a href="#">438</a>

## Business Case Summary

Business Case Summary	Base Net Tax Impact	One-Time Net Tax Impact	Base FTE	One-Time FTE	Page Number
Payroll Administrator	\$0	\$0	-	1.00	<a href="#">443</a>
Corporate Mental Health and Wellbeing Initiatives	\$0	\$0	-	-	<a href="#">446</a>
Lottery Licence Software	\$0	\$46,000	-	-	<a href="#">453</a>
Civil Marriage Ceremonies Revenue	(\$12,021)	\$0	-	-	<a href="#">456</a>
Electronic Discovery Document Review Software	\$26,713	\$0	-	-	<a href="#">458</a>
Provincial Offenses Court Room Equipment and Lifecycle Reserve	\$10,000	\$45,000	-	-	<a href="#">460</a>
Digital Education Trainer	\$0	\$0	-	1.00	<a href="#">480</a>
PerfectMind Assessment	\$0	\$0	-	1.00	<a href="#">483</a>
JDE E1 Tools and Infrastructure Lifecycle Upgrade	\$0	\$0	-	1.75	<a href="#">486</a>
CityView Application Assessment	\$0	\$0	-	1.25	<a href="#">489</a>
Security Software Licensing	\$117,305	\$0	-	-	<a href="#">492</a>
Digital Citizen Services Single Log-In Credential	\$0	\$0	-	-	<a href="#">494</a>
Enterprise Disaster Recovery Implementation	\$213,700	\$0	-	-	<a href="#">496</a>
Public Website Assessment and Upgrade	\$0	\$0	-	-	<a href="#">498</a>
GIS Infrastructure, Software & Database Lifecycle Upgrade	\$0	\$0	-	-	<a href="#">500</a>
Data Warehouse & Business Intelligence Solution	\$0	\$0	-	2.00	<a href="#">502</a>
Network and Systems Lifecycle	\$0	\$0	-	2.00	<a href="#">505</a>
Information Technology Service Management System Replacement	\$0	\$0	-	1.50	<a href="#">508</a>
End User Device Upgrade	\$0	\$0	-	1.00	<a href="#">511</a>
Managed Print Services Renewal	\$0	\$0	-	1.00	<a href="#">514</a>
Scanman Software Upgrade	\$0	\$0	-	-	<a href="#">517</a>
NG911 Implementation	\$228,017	\$0	-	-	<a href="#">519</a>
Corporate Internet Service for Municipal Locations	\$40,000	\$0	-	-	<a href="#">521</a>
Multi-purpose Heavy Rescue Vehicle	\$26,660	\$0	-	-	<a href="#">533</a>
Increased Fire Services 2024-2027	\$750,000	\$0	-	-	<a href="#">536</a>
Emergency Management Coordinator	\$32,567	\$2,116	1.00	-	<a href="#">538</a>
Drainage File Digitization	\$2,500	\$0	-	-	<a href="#">558</a>
Urban Drainage - Adjustment for upcoming Storm Water Master Plan Projects	\$400,000	\$0	-	-	<a href="#">562</a>
Bus Shelter Maintenance Contract	\$28,485	\$0	-	-	<a href="#">571</a>

## Business Case Summary

Business Case Summary	Base Net Tax Impact	One-Time Net Tax Impact	Base FTE	One-Time FTE	Page Number
Bus Shelter Snow Removal	\$4,135	\$0	-	-	<a href="#">576</a>
Bus Shelter Maintenance - Equipment contractual increase	\$230	\$0	-	-	<a href="#">580</a>
Project Manager, Facilities	\$0	\$0	0.50	-	<a href="#">587</a>
Affordable Housing Building - 36 McGeorge St. Blenheim	\$0	\$0	-	-	<a href="#">590</a>
New Auto Service Technician Position	\$0	\$0	1.00	-	<a href="#">597</a>
Radio Airtime (Data) Increase	\$6,954	\$0	-	-	<a href="#">599</a>
Seasonal Facility Operator with Vehicle to Maintain Trails	\$0	\$0	0.50	-	<a href="#">605</a>
Bear Line Park Lot Maintenance and Operating Expenses	\$88,795	\$0	-	-	<a href="#">608</a>
Intercounty Baseball League (IBL) Operating and Lifecycle	\$58,963	\$0	0.50	-	<a href="#">611</a>
Increased Costs for Garbage Collection for Chatham Parks	\$47,071	\$0	-	-	<a href="#">614</a>
Management of Invasive Species - Erieau	\$11,000	\$0	-	-	<a href="#">616</a>
Erieau Beach Buoy System	\$14,134	\$0	0.26	-	<a href="#">618</a>
Volume Adjustment - Decline in Arena Usage	\$450,000	\$0	-	-	<a href="#">621</a>
Chatham-Kent Native Plant & Tree Nursery	\$0	\$0	0.22	-	<a href="#">623</a>
Tree Planting Program (Public Works)	\$53,321	\$0	-	-	<a href="#">630</a>
Salt Materials 4 Year Phase-In Base Budget Increase (Year 4)	\$62,500	\$0	-	-	<a href="#">632</a>
Operations Supervisor, Waste Management	\$0	\$0	1.00	-	<a href="#">638</a>
Waste Diversion Technologist, Waste Management	\$0	(\$51,647)	1.00	-	<a href="#">643</a>
Blue Box Transition	(\$778,457)	\$0	-	-	<a href="#">647</a>
Increase in WM Transfer Stations Operating Hours	\$9,193	\$0	1.20	-	<a href="#">650</a>
Organics Diversion Program - Area rated	\$2,042,000	\$1,312,259	-	1.36	<a href="#">653</a>
Growth Plan (Year 3 of 3)	\$0	\$0	-	-	<a href="#">661</a>
Prior Year Base Deficit	\$5,686,912	\$0	-	-	<a href="#">663</a>
0.5% Tax Rate Stabilization Reserve	\$3,332,941	\$0	-	-	<a href="#">665</a>
Strategic Community Issues - Year 7 to 10 of 10	\$967,483	\$0	-	-	<a href="#">667</a>
New Building Issues - Year 7 to 10 of 10	\$967,483	\$0	-	-	<a href="#">669</a>
Prior Year Surplus	\$0	(\$3,000,000)	-	-	<a href="#">672</a>
Community Support Agreement with Hydro One Networks	\$0	\$0	-	-	<a href="#">674</a>
Housing Pledge and Targets - Building Faster Fund	(\$325,000)	\$0	-	-	<a href="#">676</a>

## Business Case Summary

Business Case Summary	Base Net Tax Impact	One-Time Net Tax Impact	Base FTE	One-Time FTE	Page Number
Establish Base Budget for Museums	\$120,940	\$0	-	-	<a href="#">679</a>
Change in the Ontario Municipal Partnership Fund (OMPF)	\$920,100	\$0	-	-	<a href="#">682</a>
Radio Communications Network	\$0	\$0	-	-	<a href="#">684</a>
Market Rate Maintenance	\$200,000	\$0	-	-	<a href="#">686</a>
Mayor and Council Honorarium - Inflationary Increase	\$52,165	\$0	-	-	<a href="#">688</a>
Mental Health Wellness	\$85,390	(\$78,330)	-	-	<a href="#">690</a>
Market Rate Review - Non-union Part-time and Non-union Student	\$60,000	\$0	-	-	<a href="#">693</a>
Market Rate Review - Labour Strategy (Various Unions)	\$0	\$0	-	-	<a href="#">695</a>
Operations Resource Review	\$4,217,912	\$0	43.00	-	<a href="#">701</a>
Construction Index Inflation on Capital/Lifecycle	\$16,254,238	\$0	-	-	<a href="#">706</a>
Lifecycle - Asset Management Plan	\$12,835,322	\$0	-	-	<a href="#">708</a>
Debenture CK 2005-01 expires mid 2025	\$0	\$0	-	-	<a href="#">710</a>



## Chief Administrative Office

The Chief Administrative Office provides the overall support and direction for the Municipality. As principal advisor and liaison to Council, the CAO is responsible for the strategic leadership, development, and fiscal management of the Corporation of the Municipality of Chatham-Kent. Key responsibilities include, but are not limited to, directing the administration of the Municipality; leading the Executive and Senior Management Teams; strategic and long-range business planning; issues management; communicating and facilitating implementation of Council decisions; representing the Municipality with external organizations on behalf of Council as required; monitoring the activities of local boards, agencies and service partners of the Corporation, liaising and advocating with other levels of government on behalf of the Municipality; ensuring legislative compliance and sound stewardship of the municipal assets; fostering a workplace culture of 'service excellence', innovation, and teamwork, and positioning Chatham-Kent as an employer of choice; facilitating economic growth, and promoting Chatham-Kent as a preferred place to locate and invest; and facilitating and championing the vision, strategic direction, and policies, programs and priorities of Council.



# Chief Administrative Office

	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>					
Chief Administrative Office - Admin	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Community Attraction and Promotion	323,757	177,231	283,158	279,360	279,615
Arts and Culture	1,039,479	1,146,803	1,146,803	1,146,803	1,146,803
CK Public Library	305,017	305,017	305,017	305,017	305,017
Legal Services	8,000	2,000	2,000	2,000	2,000
<b>Total Revenue</b>	<b>1,678,253</b>	<b>1,633,051</b>	<b>1,738,978</b>	<b>1,735,180</b>	<b>1,735,435</b>
<b>Expense</b>					
Chief Administrative Office - Admin	1,006,511	1,320,616	1,326,153	1,331,917	1,337,936
Community Culture & Connections Admin	369,024	296,649	296,649	296,649	296,649
Community Attraction and Promotion	760,281	659,699	765,626	761,828	762,083
Arts and Culture	2,799,128	2,830,186	2,830,186	2,830,186	2,830,186
CK Public Library	5,118,401	5,230,125	5,262,093	5,283,994	5,305,627
Legal Services	2,096,866	2,798,211	3,649,685	4,110,242	4,565,317
<b>Total Expense</b>	<b>12,150,211</b>	<b>13,135,486</b>	<b>14,130,392</b>	<b>14,614,816</b>	<b>15,097,798</b>
<b>Net</b>	<b>\$ 10,471,958</b>	<b>\$ 11,502,435</b>	<b>\$ 12,391,414</b>	<b>\$ 12,879,636</b>	<b>\$ 13,362,363</b>

## Chief Administrative Office - Admin

The Chief Administrative Officer provides overall support and direction to the entire Corporation. The Chief Administrative Officer is supported by the Executive Management Team which is comprised of all department heads. The Executive Management Team exercises general oversight and management of municipal affairs for the purpose of ensuring efficient and effective operation of the Municipality, and recommends organizational plans and policies for Council consideration and approval in order to meet strategic goals and objectives.

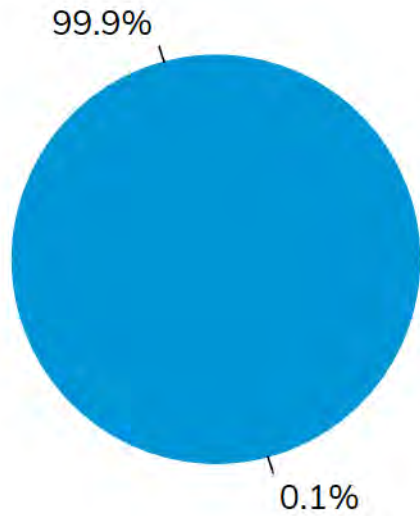
The CAO's office specifically oversees the following business units:

- Community Culture and Connections (includes CK Public Library)
- Corporate Communications
- Legal Services
- Special Initiatives
- Municipal Housing Development



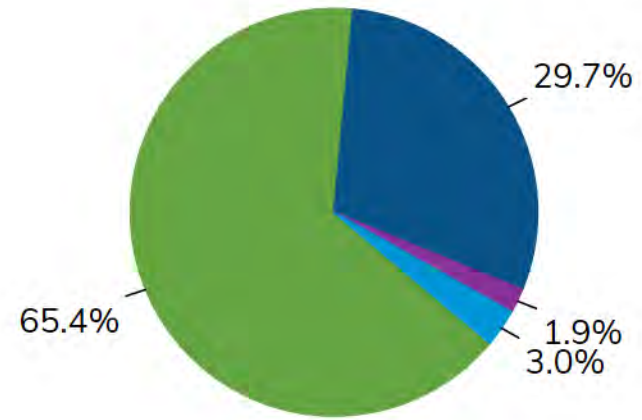
**Revenue  
2027**

- Other \*
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Contracted Services
- Other \*
- Transfer to Reserves



## Chief Administrative Office - Admin

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Miscellaneous Revenue	\$ 11,876	\$ 22,636	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Total Revenue</b>	<b>11,876</b>	<b>22,636</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Expense</b>							
Employee Related	1,334,553	1,234,301	1,070,181	1,493,540	1,394,020	1,291,630	1,297,649
Contracted Services	202,538	194,912	589,175	589,175	589,175	589,175	589,175
Material, Veh and Equip Related *	-	2,083	1,000	1,000	1,000	1,000	1,000
Operating Related	66,224	63,219	37,465	37,465	37,465	37,465	37,465
Other Expenses *	9,761	-	-	-	-	-	-
Transfer to Reserves	51,474	58,974	58,974	58,974	58,974	58,974	58,974
Transfer from Reserves *	(277,022)	(479,085)	(653,957)	(763,211)	(658,154)	(550,000)	(550,000)
Service Level Agreements *	(38,826)	(38,826)	(38,826)	(38,826)	(38,826)	(38,826)	(38,826)
Internal Allocations *	(56,019)	(49,686)	(57,501)	(57,501)	(57,501)	(57,501)	(57,501)
<b>Total Expense</b>	<b>1,292,683</b>	<b>985,892</b>	<b>1,006,511</b>	<b>1,320,616</b>	<b>1,326,153</b>	<b>1,331,917</b>	<b>1,337,936</b>
<b>Total Tax Funded</b>	<b>\$ 1,280,807</b>	<b>\$ 963,256</b>	<b>\$ 1,004,511</b>	<b>\$ 1,318,616</b>	<b>\$ 1,324,153</b>	<b>\$ 1,329,917</b>	<b>\$ 1,335,936</b>

## Community Attraction and Promotion

Community Attraction & Promotion is responsible for supporting a welcoming community through the marketing and promotion of Chatham-Kent.

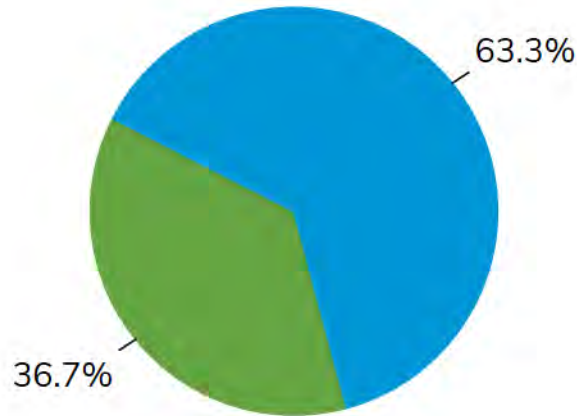
Some of the division's key objectives include:

- Supporting activities that enhance Chatham-Kent welcomeability
- Pursuing opportunities to promote CK in external and internal markets
- Furthering community partnerships
- Pursuing immigration initiatives supporting talent attraction



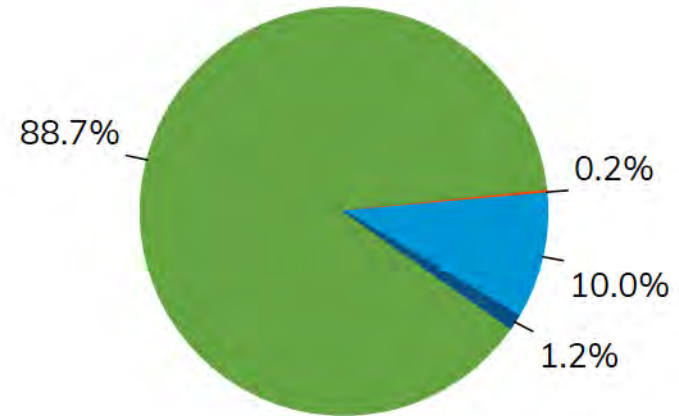
### Revenue 2027

- Grants - Federal
- Total Tax Funded



### Expense 2027

- Employee Related
- Other \*
- Operating Related
- Contracted Services



## Community Attraction and Promotion

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Federal	\$ 146,382	\$ 257,456	\$ 173,757	\$ 177,231	\$ 283,158	\$ 279,360	\$ 279,615
Grants - Provincial *	-	150,000	150,000	-	-	-	-
Miscellaneous Revenue *	500	200	-	-	-	-	-
<b>Total Revenue</b>	<b>146,882</b>	<b>407,656</b>	<b>323,757</b>	<b>177,231</b>	<b>283,158</b>	<b>279,360</b>	<b>279,615</b>
<b>Expense</b>							
Employee Related	388,058	647,201	579,997	594,398	672,993	675,792	675,792
Contracted Services *	17,859	74,354	23,195	2,500	8,809	8,809	8,809
Material, Veh and Equip Related *	971	2,302	2,922	620	7,526	620	620
Operating Related	56,174	195,260	217,800	61,308	75,425	75,734	75,988
Transfer to Reserves *	20,245	873	873	873	873	873	873
Transfer from Reserves *	(45,153)	(39,877)	(20,505)	-	-	-	-
Internal Allocations *	6,458	(40,774)	(44,000)	-	-	-	-
<b>Total Expense</b>	<b>444,612</b>	<b>839,339</b>	<b>760,282</b>	<b>659,699</b>	<b>765,626</b>	<b>761,828</b>	<b>762,082</b>
<b>Total Tax Funded</b>	<b>\$ 297,730</b>	<b>\$ 431,683</b>	<b>\$ 436,525</b>	<b>\$ 482,468</b>	<b>\$ 482,468</b>	<b>\$ 482,468</b>	<b>\$ 482,467</b>



## Community Attraction and Promotion

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Special Events	-	-	-
Local Immigration Partnership	1,019,364	1,019,364	-
Total	1,019,364	1,019,364	-

## Special Events

---

Department: Chief Administrative Office  
 Division: Community, Culture and Connections  
 Manager: Community Attraction and Promotion

Organizations and volunteer groups across Chatham-Kent deliver events that enrich community culture and connections as well as generate economic impact. Special events are therefore an important contributor to quality of life and the economy in Chatham-Kent.

The municipal Special Events area aims to provide a responsive service that supports these efforts by ensuring that event organizers understand all requirements and can confidently move through the application submission to deliver safe, successful and impactful events while coordinating the necessary internal municipal responses and notifications and ensuring that permits are issued in a timely manner.

A Special Event Coordinator will be tasked with:

- \* Providing fulltime leadership to Special Event application processes through a peer-managed internal cross-department partnership
- \* Special Event application approval processing and coordination in collaboration with an internal cross-departmental team
- \* Ensuring that special events held on municipal property comply with provincial and other requirements by supporting event organizers to achieve these requirements
- \* Assisting or leading the planning and delivery of events that are municipally organized
- \* Supporting growth in special events – community and municipally organized
- \* Identifying ways to raise the profile and impact of Special Events across Chatham-Kent
- \* Developing an effective and efficient means of tracking special event attendance in order to help organizers accurately assess economic impact

Link to Strategic Plan: Special Events support the goal of growing Chatham-Kent and enhancing quality of life. Strategic investments to support growth in Special Events and to ensure a high level of customer service are key to ensuring that event applications and special events organized in the community or by the Municipality proceed successfully and with all criteria in place.

Consequences/Risks of Not Proceeding: Delays in the processing and management of special events could result in event cancellations or events proceeding without the correct requirements in place. This presents risks to the Municipality and to event organizers

Council Priority: Grow - Strategic investments to diversify, rationalize assets and level of services



# Special Events

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Special Events Coordinator - Non Union Grade 7	January, 2024		0.50
	<b>Total FTE</b>			<b>0.50</b>

## Local Immigration Partnership

---

Department: Chief Administrative Office  
 Division: Community, Culture and Connections  
 Manager: Community Attraction and Promotion

The Chatham-Kent Local Immigration Partnership is 100% funded by the Federal government through Immigration and Refugees and Citizenship Canada. The CKLIP is part of the Community Attraction & Promotion division and helps to build community culture & connections.

The LIP has been in existence since 2010 and is a community collaborative that works to support immigrant settlement in Chatham-Kent. The CKLIP does not provide direct service or specifically engage in immigrant attraction, but is focused on working with community organizations to help advance integration outcomes.

The LIP project supports the Chatham-Kent's strategic goals of building a welcoming community and supporting diversity.

The Budget entered here is the final year of the current 5-year contract (Phase 6, Year 5) as well as projections for ongoing funding for a planned Phase 7 (from April 2025 onwards).

The 2024 budget includes funding for two FTEs - Project Coordinator and a Project Assistant as well as an operational budget.

A Call For Proposals is expected to be released in Q4 2023 and the Community Attraction and Promotion divisions will respond to this Call when it is released. The proposal submitted will include a request for funding for three FTEs - a Project Coordinator, Project Assistant (Research & Engagement focus), and a Project Assistant - (Admin & Communications focus). All hiring is contingent on funding being secured.

Link to Strategic Plan: The CKLIP is funded by the Federal government to support and enhance settlement and integration outcomes for immigrants.

The CKLIP's work within the Community Attraction & Promotion division strategically helps to build Community Culture & Connections by supporting;

- \* Growth (talent and workforce)
- \* Community (advance diversity).

Consequences/Risks of Not Proceeding: Immigrant newcomers to Chatham-Kent are not retained in the community which impacts community growth.

## Local Immigration Partnership

Council Priority: Community - Advance Diversity, Equity, Inclusion and Justice (DEIJ) & Truth and Reconciliation  
Strategic Focus: People

### One-Time Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
Grants - Federal	\$ 177,231	\$ 283,158	\$ 279,360	\$ 279,615
<b>Total Revenue</b>	<b>177,231</b>	<b>283,158</b>	<b>279,360</b>	<b>279,615</b>
<b>Expense</b>				
Employee Related	162,499	241,094	243,893	243,893
Contracted Services	-	6,309	6,309	6,309
Material, Veh and Equip Related	-	6,906	-	-
Operating Related	14,732	28,849	29,158	29,413
<b>Total Expense</b>	<b>177,231</b>	<b>283,158</b>	<b>279,360</b>	<b>279,615</b>
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Local Immigration Partnership

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Project Assistant - Non-Union Grade 5	January, 2024	December, 2027	1.00
One-Time	Research Lead - Non-union Grade 5	October, 2025	December, 2027	1.00
One-Time	Project Coordinator - Non-Union Grade 7	January, 2024	December, 2027	1.00
<b>Total FTE</b>				<b>3.00</b>

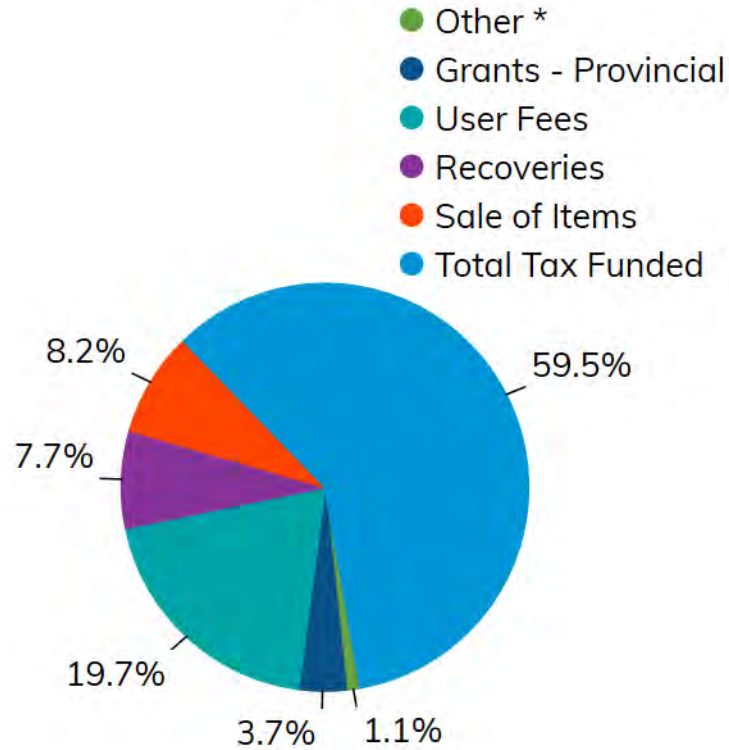
## Arts and Culture

Arts & Culture Services support cultural sector growth in Chatham-Kent. The division supports key initiatives and provides arts programming to build a stronger connection and awareness of arts and culture. This includes the establishment of a public arts and culture policy, growing the reputation of municipal arts and culture venues, and maintenance of arts and culture facilities. Space rentals and event management are provided across all arts and culture venues.

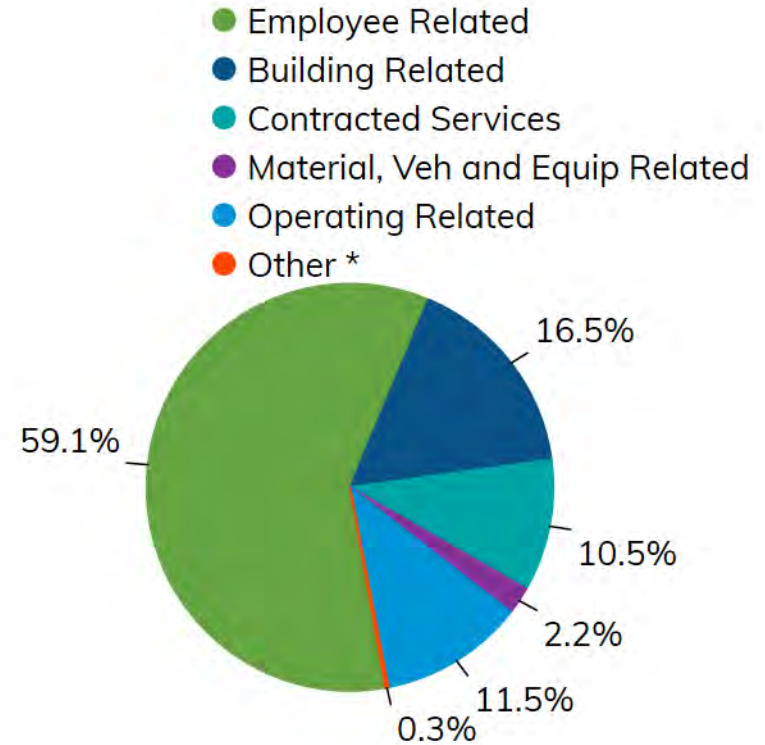




**Revenue  
2027**



**Expense  
2027**



## Arts and Culture

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Federal *	\$ 70,806	\$ 102,899	\$ 5,496	\$ 5,496	\$ 5,496	\$ 5,496	\$ 5,496
Grants - Provincial	122,090	115,090	106,061	106,061	106,061	106,061	106,061
User Fees	384,146	370,959	535,966	557,259	557,259	557,259	557,259
Miscellaneous Revenue	17,606	27,671	25,728	25,728	25,728	25,728	25,728
Recoveries	136,416	24,269	178,507	218,947	218,947	218,947	218,947
Sale of Items	133,717	205,493	187,721	233,312	233,312	233,312	233,312
<b>Total Revenue</b>	<b>864,781</b>	<b>846,381</b>	<b>1,039,479</b>	<b>1,146,803</b>	<b>1,146,803</b>	<b>1,146,803</b>	<b>1,146,803</b>
<b>Expense</b>							
Employee Related	1,590,667	1,686,718	1,741,163	1,672,044	1,672,044	1,672,044	1,672,044
Building Related	289,708	470,856	463,992	467,492	467,492	467,492	467,492
Contracted Services	219,770	144,291	228,842	296,664	296,664	296,664	296,664
Material, Veh and Equip Related	128,533	47,062	55,119	61,859	61,859	61,859	61,859
Operating Related	271,486	309,120	302,827	324,942	324,942	324,942	324,942
Transfer to Reserves *	68,214	7,185	7,185	7,185	7,185	7,185	7,185
Transfer from Reserves *	(80,545)	(6,405)	-	-	-	-	-
Internal Allocations *	(18,044)	(20,933)	-	-	-	-	-
<b>Total Expense</b>	<b>2,469,789</b>	<b>2,637,894</b>	<b>2,799,128</b>	<b>2,830,186</b>	<b>2,830,186</b>	<b>2,830,186</b>	<b>2,830,186</b>

## Arts and Culture

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 1,605,008	\$ 1,791,513	\$ 1,759,649	\$ 1,683,383	\$ 1,683,383	\$ 1,683,383	\$ 1,683,383

## CK Public Library

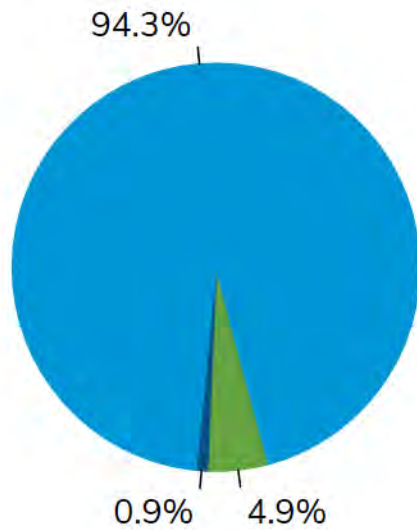
Chatham-Kent Public Library (CKPL) provides residents of Chatham-Kent with culture, community, and learning by connecting our communities and citizens with information and inspiration. CKPL provides a number of services, including circulation and information services, to the community as well as topical, timely, and literacy based programming across generations. Library services are delivered through 11 branch locations, the virtual library, and efficient delivery of library materials via the Library Services Courier.

Staff reach out to the community and with community partners to connect residents to both physical and digital collections to promote literacy and individual learning. Added value services provided by library staff include specialized professional assistance with research, including local history and genealogy, and curated reading selections for Home Bound patrons.



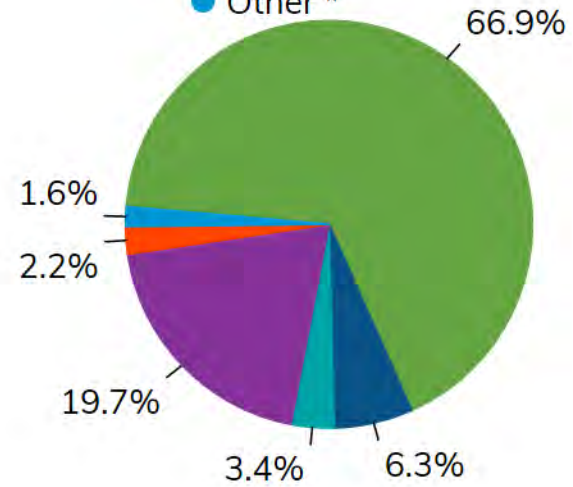
**Revenue**  
**2027**

- Grants - Provincial
- Other \*
- Total Tax Funded



**Expense**  
**2027**

- Employee Related
- Building Related
- Contracted Services
- Material, Veh and Equip Related
- Operating Related
- Other \*



	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Federal *	\$ 2,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants - Provincial	257,618	257,616	257,616	257,616	257,616	257,616	257,616
User Fees *	3,028	3,225	2,552	2,552	2,552	2,552	2,552
Fines and Penalties	16,938	15,000	24,000	24,000	24,000	24,000	24,000
Miscellaneous Revenue *	64,215	89,365	1,957	1,957	1,957	1,957	1,957
Recoveries *	4,958	4,320	5,492	5,492	5,492	5,492	5,492
Sale of Items	16,925	14,902	13,400	13,400	13,400	13,400	13,400
<b>Total Revenue</b>	<b>365,707</b>	<b>384,428</b>	<b>305,017</b>	<b>305,017</b>	<b>305,017</b>	<b>305,017</b>	<b>305,017</b>
<b>Expense</b>							
Employee Related	3,295,614	3,499,722	3,528,981	3,561,353	3,568,726	3,568,759	3,568,793
Building Related	332,111	334,302	334,302	334,302	334,302	334,302	334,302
Contracted Services	113,312	142,080	174,046	177,403	178,679	179,808	180,957
Material, Veh and Equip Related	945,717	1,161,142	983,321	984,896	1,007,526	1,027,671	1,047,513
Operating Related	130,461	146,000	112,586	113,572	114,262	114,856	115,464
Other Expenses *	(27,098)	(25,699)	-	(25,000)	(25,000)	(25,000)	(25,000)
Transfer to Reserves *	149,462	63,641	63,641	63,641	63,641	63,641	63,641
Transfer from Reserves *	(150,616)	(205,945)	(98,434)	-	-	-	-
Internal Allocations *	18,709	19,957	19,957	19,957	19,957	19,957	19,957

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	4,807,672	5,135,200	5,118,400	5,230,124	5,262,093	5,283,994	5,305,627
<b>Total Tax Funded</b>	\$ 4,441,965	\$ 4,750,772	\$ 4,813,383	\$ 4,925,107	\$ 4,957,076	\$ 4,978,977	\$ 5,000,610

2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Security - Chatham Library	45,430	-	45,430
Bothwell Page - Increase in Hours	1,982	1,982	-
Wheatley Page - Increase in Hours	1,982	1,982	-
CKPL Summer Student (Summer Reading Support Worker)	-	-	-
Increase in Library Equipment Funded by Trust Fund Interest Revenue	-	-	-
<b>Total</b>	<b>49,394</b>	<b>3,964</b>	<b>45,430</b>

## Security - Chatham Library

---

Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

Providing a safe, open and welcoming environment for staff and patrons is a priority. Having security in an urban busy, large main branch is integral to ensure that safety issues are dealt with proactively so that no one is hurt while at the library. Without security, staffing will need to be increased so that staff have the ability to be more vigilant and monitor the library.

Prior to CKPL's closure due to the pandemic, the Chatham branch had increased numbers of homeless individuals using the library. There were five instances where substance usage was witnessed by staff including one poisoning where EMS was called to revive the individual. After that particular incident, police services were called again to review the safety of the space. As a result, many security mirrors were installed, lighting was brightened in all corners and washrooms were locked in the evening on the 2nd floor. As well, staff were instructed to write up every incident so that administration could evaluate the types of incidents and the number of times EMS or Police services were called to assist. Post pandemic society has not improved and the number of incidents in Chatham have not declined.

In the first quarter of 2023, January to April, there have been 28 separate incidents in Chatham. Five required a Police presence. Three required calling EMS. In addition, we have had three public disturbances, one suspected substance usage, seven violations of library policy and many other incidents. Several incidents involved people who had been permanently banned from the library but ignored the ban and entered the library anyway.

In 2022 from Jan - Nov. Chatham branch had 85 incidents ranging from public disturbance, violation of library policy, vandalism and substance usage. Of the 85 incidents 14 had resulted in calls to the Police and eight individuals have been banned due to the severity of the incidents. In the month of October 2022, staff and managers have cleaned up needles, garbage and personal belongings in the front alcove of the library and behind the library as homeless individuals use the space to shelter overnight.

Having security on site doesn't prevent incidents from happening but it assists staff in handling issues and provides extra support to staff in the evenings and weekends when staffing is much lighter, and management is not in the building.

Link to Strategic Plan: Promote Community Safety & Well-Being - supports for staff, library patrons and for the vulnerable populations in our community. The Chatham branch has minimal staff on duty in the evenings, Fridays and Saturdays. It is difficult for four staff to remain situationally aware of all 20,000 sq ft over two floors and the people using the space.



## Security - Chatham Library

Consequences/Risks of Not Proceeding: Having security on site doesn't prevent incidents from happening but it assists staff in handling the issue and provides extra support to staff in the evenings and weekends when staffing is much lighter. If the space is not safe, staff do not want to work; if patrons do not feel welcome and safe using our space they will not return.

Council Priority: Community - Coordinate delivery of community safety programming/services

Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 42,517	\$ 1,063	\$ 915	\$ 935
<b>Total Expense</b>	42,517	1,063	915	935
<b>Net Base Impact</b>	\$ 42,517	\$ 1,063	\$ 915	\$ 935
<b>Total Tax Impact</b>	\$ 42,517	\$ 1,063	\$ 915	\$ 935

## Bothwell Page - Increase in Hours

---

Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

This is a current contract position for 2023 that we would like to make permanent.

The Bothwell branch has steadily increased circulation over the last few years. Even with the impact of COVID the branch has been in the top three small branches circulating per month. Administration is requesting a Page for six hours per week for the Bothwell branch, for 2024 and beyond.

The small branch is open 16 hrs/wk.

Having a Page available to shelve most of the material means that higher paid staff can concentrate their time on ensuring patrons receive excellent customer service. To connecting the patron to the resource they need whether in the library or in the community.

The primary duties of Pages are to return all materials to their correct place on the shelves. This ensures patrons and staff can find materials quickly in order to fulfil a request at another branch location or for a customer in the library at that moment. Pages will also assist staff in the winter in ensuring that outside sidewalks and entrances are cleared of snow and ice in between visits from the snow contractor.

With the assistance of the Page, library staff in small branches, will be able to provide stay and play activities. These activities which are designed to be self directed are aimed at younger children. They are designed to promote skills beneficial for children heading into the junior years of school. For example, crafts utilizing scissors, glue sticks, crayons, shapes and colours. In the smaller communities' services to families are not as robust as in the secondary or urban centres. Families utilize the public library as a space to visit, a space to select reading materials and participate in an activity, as well as a space to meet other families and young children. Having a Page on site will mean that small branches can provide some passive programming that is always available at larger branch locations throughout Chatham-Kent. The supplementary budget request has been approved for 2023. CKPL is asking for funding as a permanent BASE item beginning in 2024.

Link to Strategic Plan: Promote Community Safety & Well-Being. In single staffed locations having a Page to maintain sidewalks in the winter ensures safe access to the library for patrons. Pages ensure that library materials are shelved in the proper location which means staff and patrons can quickly access the resources they need. The page will save staff time and allow them to connect CK residents in Bothwell with both library and community resources.

## Bothwell Page - Increase in Hours

Consequences/Risks of Not Proceeding: Communities are well aware of services offered in other branch locations and often ask why programs cannot be offered in small locations. Small branches, while busy for one person, are not yet busy enough to have two staff members so that programs can be offered. Having a Page to help with shelving, craft prep, etc. means that the staff person can take time to provide more in-depth customer service, prepare for class visits to the branch, work on ideas for displays, and future stay and play programs for special events such as PA days, March Break, and holidays. Not having a Page in the Bothwell Branch will result in a decline in satisfaction with CKPL's small branch locations. There is increased pressure to offer more in those locations where only one staff member works, and that one person has to do all the daily duties to keep the library running beyond connecting people to the correct resource they request.

Council Priority: Community - Collaborate and invest in arts, culture, and heritage  
Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Taxation Revenue	\$ 1,982	\$ -	\$ -	\$ -
<b>Total Revenue</b>	1,982	-	-	-
<b>Expense</b>				
Employee Related	1,982	-	-	-
<b>Total Expense</b>	1,982	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

## Bothwell Page - Increase in Hours

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Page - Non Union Part Time Grade 1	January, 2024		0.06
	<b>Total FTE</b>			<b>0.06</b>

## Wheatley Page - Increase in Hours

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Department: Chief Administrative Office  
 Division: Community, Culture and Connections  
 Manager: CK Public Library

This is a current 2023 contract position which we would like to make permanent.

Wheatley is a very busy small branch, open 16 hrs/wk. CKPL is requesting that a base increase of two hr/wk for the Page in Wheatley be maintained after 2023. Wheatley is consistently the highest circulating small branch among the five locations. Prior to COVID Wheatley has always been either the top or the second highest circulating branch along with Thamesville. On average, the circulation was over 16,000 per year. Even operating out of the depot, for most of 2022, Wheatley demonstrated and maintained high circulation. With its return to the regular branch usage has increased.

Having a Page available to shelve most of the material means that higher paid staff can concentrate their time on ensuring patrons receive excellent customer service. They can connect the patron to the resource they need whether in the library or in the community.

The primary duties of Pages are to return all materials to their correct place on the shelves. This ensures patrons and staff can find materials quickly in order to fulfil a request at another branch location or for a customer in the library at that moment. Pages will also assist staff in the winter in ensuring that outside sidewalks and entrances are cleared of snow and ice in between visits from the snow contractor.

With the assistance of the Page, library staff in small branches, will be able to provide stay and play activities. These activities which are designed to be self directed are aimed at younger children. They are designed to promote skills beneficial for children heading into the junior years of school. For example, crafts utilizing scissors, glue sticks, crayons, shapes and colours. In the smaller communities' services to families are not as robust as in the secondary or urban centres. Families utilize the public library as a space to visit, a space to select reading materials and participate in an activity, as well as a space to meet other families and young children. Having a Page on site will mean that small branches can provide some passive programming that is always available at larger branch locations throughout Chatham-Kent. CKPL has supplementary budget for this through the end of 2023 but is asking for this to be a BASE item beginning in 2024.

Link to Strategic Plan: Promote Community Safety & Well-Being. In single staffed locations having a Page to maintain sidewalks in the winter ensures safe access to the library for patrons. Pages ensure that library materials are shelved in the proper location which means staff and patrons can quickly access the resources they need. The Page will save staff time and allow them to connect CK residents in Wheatley with both library and community resources.

## Wheatley Page - Increase in Hours

Consequences/Risks of Not Proceeding: Communities are well aware of services offered in other branch locations and often ask why programs can not be offered in small locations. Small branches, while busy for one person, are not yet busy enough to have two staff members so that programs can be offered. Having a Page to help with shelving, craft prep, etc. means that the staff person can take time to provide more in-depth customer service, prepare for class visits to the branch, work on ideas for displays, and future stay and play programs for special events such as PA days, March Break, and holidays. Not having the additional two hours in Wheatley will result in a decline in satisfaction with CKPL's small branch locations. There is increased pressure to offer more in those locations where only one staff member works. That staff member has to do all the daily duties to keep the library running beyond connecting people to the correct resource they request.

Council Priority: Community - Collaborate and invest in arts, culture, and heritage  
Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Taxation Revenue	\$ 1,982	\$ -	\$ -	\$ -
<b>Total Revenue</b>	1,982	-	-	-
<b>Expense</b>				
Employee Related	1,982	-	-	-
<b>Total Expense</b>	1,982	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

# Wheatley Page - Increase in Hours

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Page - Non Union Part Time Grade 1	January, 2024		0.06
<b>Total FTE</b>				<b>0.06</b>

## CKPL Summer Student (Summer Reading Support Worker)

Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

CKPL applies annually for a Federal Grant for two Summer Students to assist with the Children's Summer Reading Program (SRC). SRC is an eight week long programming extravaganza at CKPL the goal of which is to encourage children to continue reading through out the summer break so that they do not lose any of their literacy skills, this is often called the summer slide. The students assist library staff with registering children for the program, distributing promotional materials, preparing the stay and play activities for all 11 locations, as well as assisting with in branch programs, outreach events in the community such as storywalks, story times in the park and end of summer large scale events. July and August are the two busiest months of the year for people thru our doors, programming and attendance as well as circulation.

If approved, the Federal Grant pays for 1/2 of the cost per approved student. Due to the federal grant not being guaranteed, we are not adding a budget for the federal grant. Therefore, we are funding 100% from the interest revenue from the Library Trust Fund. A significant portion of the library's bequest is from former Chief Librarian Louis Shryver. In it she specifically states interest from the fund can be used towards the employment of students.

When CKPL does receive the federal grant, revenue from the trust would them be used to purchase new equipment.

Link to Strategic Plan: Promote Community Safety & Well-Being - 2023 was a banner year for CKPL's children's summer reading program we had 3,053 students participate. The summer reading program links directly to the library's strategic goal to connect and Involve CK residents. The summer reading program is a staff intensive eight week free program offered in all branch locations. With specific programs, reading goals and prizes all aimed to keep young readers engaged and motivated to read all summer long.

Consequences/Risks of Not Proceeding: The risk would be CKPL would not have the additional staffing assistance that is needed across CKPL to ensure that the Summer Reading club is a success. Consequences of not having the students to assist are declining enrollment in the program, extra staffing hours required to prepare and distribute the stay and play activities. Less students reached through outreach events equates to less children reading and literacy rates sliding.

Council Priority: Community - Collaborate and invest in arts, culture, and heritage



# CKPL Summer Student (Summer Reading Support Worker)

Strategic Focus: People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 8,686	\$ -	\$ -	\$ -
Other Expenses	(8,686)	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

# CKPL Summer Student (Summer Reading Support Worker)

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Reading Support Workers - Non Union Student Grade 1	January, 2024		0.26
	<b>Total FTE</b>			<b>0.26</b>

## Increase in Library Equipment Funded by Trust Fund Interest Revenue

Department: Chief Administrative Office  
 Division: Community, Culture and Connections  
 Manager: CK Public Library

CKPL established a trust fund in 2004 with an original amount of \$70,000 in bequest funding. In 2018, a bequest of \$790,000 was added to this trust. Interest from this Trust Fund has been traditionally used to offset the purchase of new equipment and to offset the payment of summer students. In some cases, there are restrictions on how the interest is to be used/spent.

Link to Strategic Plan: Promote Community Safety & Well-Being  
 Consequences/Risks of Not Proceeding: We are placing a budget for both the interest earned and the related expense. If this item is not approved and budget is not given to both the revenue and expense lines, then these lines will continue to run a surplus and deficit to the corresponding lines.  
 Council Priority: Community - Collaborate and invest in arts, culture, and heritage  
 Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 16,314	\$ -	\$ -	\$ -
Other Expenses	(16,314)	-	-	-

## Increase in Library Equipment Funded by Trust Fund Interest Revenue

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Net Base Impact	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

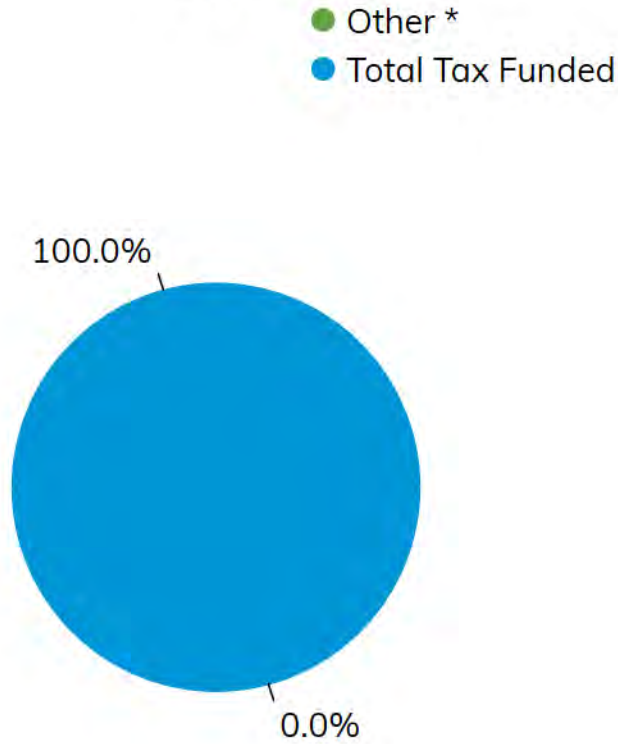
## Legal Services

The Municipality's Legal Services division provides risk management, litigation support, administers claims, performs real estate transactions, drafts and reviews contracts, and provides legal advice to Council, the administration and the Municipality's business units.

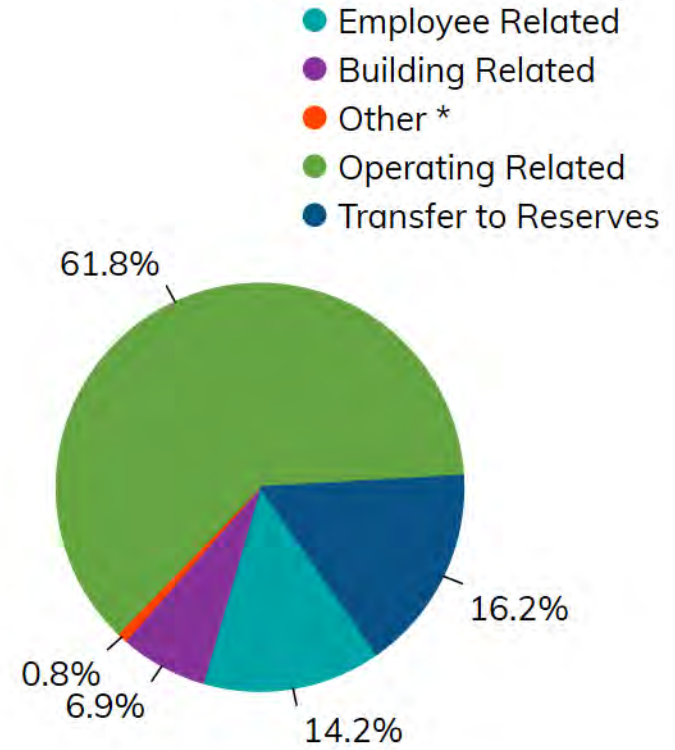
In addition, the division provides legal support to the Provincial Offences Court prosecutors and associated court hearings and cases.



**Revenue  
2027**



**Expense  
2027**



## Legal Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Licenses, Permits and Fees	\$ 2,693	\$ 2,548	\$ 8,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Recoveries *	-	3,750	-	-	-	-	-
<b>Total Revenue</b>	<b>2,693</b>	<b>6,298</b>	<b>8,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Expense</b>							
Employee Related	811,692	872,402	865,354	881,565	887,999	894,668	894,668
Building Related	448,344	145,477	436,430	436,430	436,430	436,430	436,430
Contracted Services *	20,420	31,084	31,084	21,205	31,953	31,996	32,042
Material, Veh and Equip Related *	18,197	6,338	18,197	18,197	18,197	18,197	18,197
Operating Related	1,974,269	2,055,334	2,143,006	2,530,098	2,974,865	3,428,335	3,883,109
Transfer to Reserves	1,017,524	1,017,524	1,017,524	1,017,524	1,017,524	1,017,524	1,017,524
Transfer from Reserves *	(1,303,830)	(1,642,190)	(1,105,382)	(811,841)	(422,589)	(422,632)	(422,678)
Service Level Agreements *	(43,128)	(43,390)	(43,390)	(43,122)	(42,849)	(42,431)	(42,130)
Internal Allocations *	(1,087,459)	(338,042)	(1,265,956)	(1,251,845)	(1,251,845)	(1,251,845)	(1,251,845)
<b>Total Expense</b>	<b>1,856,029</b>	<b>2,104,537</b>	<b>2,096,867</b>	<b>2,798,211</b>	<b>3,649,685</b>	<b>4,110,242</b>	<b>4,565,317</b>
<b>Total Tax Funded</b>	<b>\$ 1,853,336</b>	<b>\$ 2,098,239</b>	<b>\$ 2,088,867</b>	<b>\$ 2,796,211</b>	<b>\$ 3,647,685</b>	<b>\$ 4,108,242</b>	<b>\$ 4,563,317</b>

# Legal Services

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Insurance Increase	1,823,765	-	1,823,765
Total	1,823,765	-	1,823,765



## Insurance Increase

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Department: Chief Administrative Office  
 Division: Legal Services  
 Manager: Insurance

Due to the significant increase in the municipal insurance premium of 33.1% in 2023, part of the increase will be funded one-time from the municipal insurance reserve to reduce the impact to the tax base. This will lessen the impact to the tax base for 2023, but unless reduced insurance premiums can be obtained for 2024, this additional premium cost will become a 2024 budget impact.

The insurance premium currently allocates a 15% rate increase per year over the next four years, but market conditions and future insurance claims may impact this projection. This 15% increase estimate is based on information received from both the current insurance company and the municipality's insurance broker.

Link to Strategic Plan: Deliver- Excellent Customer Service- Maintain Financial Stability

\* Ensuring appropriate insurance coverage mitigates risk to the financial resources of the organization.

Consequences/Risks of Not Proceeding: The Municipality would not have any insurance coverage in place.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: Health

## Insurance Increase

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Operating Related	\$ 870,754	\$ 444,767	\$ 453,470	\$ 454,774
<b>Total Expense</b>	870,754	444,767	453,470	454,774
<b>Net Base Impact</b>	\$ 870,754	\$ 444,767	\$ 453,470	\$ 454,774

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer from Reserves	\$ (400,000)	\$ -	\$ -	\$ -
<b>Total Expense</b>	(400,000)	-	-	-
<b>Net One-Time Impact</b>	\$ (400,000)	\$ -	\$ -	\$ -

## Insurance Increase

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	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 470,754	\$ 444,767	\$ 453,470	\$ 454,774

## Mayor, Council & Admin Support

Council is an elected body that conducts regular meetings to address issues facing the Municipality; representing the public and considering the well-being and interests of the Municipality, including:

- Strategic direction of operations and services provided by the Municipality
- Developing and evaluating the policies and programs of the Municipality
- Maintaining the financial integrity of the Municipality

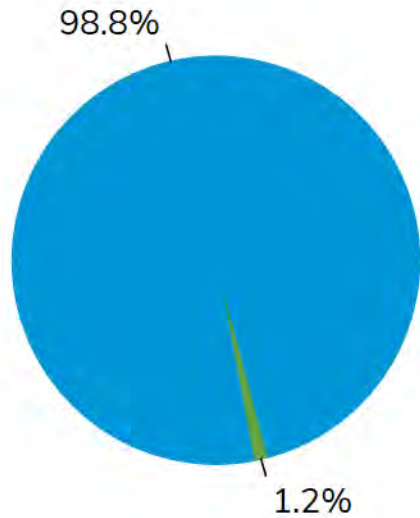
The Municipality of Chatham-Kent is currently governed by the Mayor and seventeen Councillors, who represent six wards.

Council has established their term priorities and approved a community strategic plan which includes objectives to grow the Municipality to 2035.



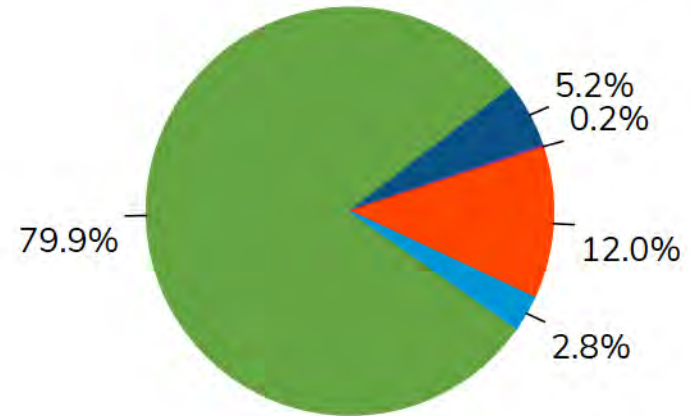
**Revenue  
2027**

- Recoveries
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Contracted Services
- Other \*
- Operating Related
- Transfer to Reserves



# Mayor, Council & Admin Support

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial *	\$ 25,874	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue *	271	-	-	-	-	-	-
Recoveries	-	1,438	17,371	17,371	17,371	17,371	17,371
<b>Total Revenue</b>	<b>26,145</b>	<b>1,438</b>	<b>17,371</b>	<b>17,371</b>	<b>17,371</b>	<b>17,371</b>	<b>17,371</b>
<b>Expense</b>							
Employee Related	1,012,640	1,095,851	1,162,113	1,141,872	1,143,617	1,145,109	1,146,638
Contracted Services	65,173	62,615	72,500	73,805	73,850	73,889	73,929
Material, Veh and Equip Related *	970	1,489	2,944	2,944	2,944	2,944	2,944
Operating Related	122,378	155,439	139,233	155,771	161,298	166,752	172,216
Transfer to Reserves	37,295	37,295	37,295	37,738	38,419	39,005	39,603
Internal Allocations *	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)
<b>Total Expense</b>	<b>1,230,856</b>	<b>1,345,089</b>	<b>1,406,485</b>	<b>1,404,530</b>	<b>1,412,528</b>	<b>1,420,099</b>	<b>1,427,730</b>
<b>Total Tax Funded</b>	<b>\$ 1,204,711</b>	<b>\$ 1,343,651</b>	<b>\$ 1,389,114</b>	<b>\$ 1,387,159</b>	<b>\$ 1,395,157</b>	<b>\$ 1,402,728</b>	<b>\$ 1,410,359</b>

# Mayor, Council & Admin Support

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Council Ward Funding Program	-	-	-
Staff Reduction - Council Administration	(40,136)	-	(40,136)
<b>Total</b>	<b>(40,136)</b>	<b>-</b>	<b>(40,136)</b>

## Council Ward Funding Program

Department: Chief Administrative Office  
 Division: Council and Council Support  
 Manager: Council and Council Support

On May 8th Council approved the revised Councillor Ward Funding Policy. The Council Ward Funding Program would provide annual funding in the amount of \$25,000 for each Councillor and \$125,000 for the Mayor. This funding will be applied to projects the Councillor or Mayor believes are priorities within their ward, or in the case of the Mayor, throughout Chatham-Kent.

For further information, please view the [Councillor Ward Funding Program-Update Report to Council](#).

Link to Strategic Plan: This recommendation provides more opportunities for partnerships with local organizations and enhance services within communities that may have not been available previously.

Consequences/Risks of Not Proceeding: Not supporting an improved quality of life.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: Health

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000



# Council Ward Funding Program

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Transfer from Reserves	(550,000)	(550,000)	(550,000)	(550,000)
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Staff Reduction - Council Administration

Department: Mayor, Council & Administrative Support  
 Division: Council and Council Support  
 Manager: Council and Council Support

This recommendation is for the permanent removal of the Council Assistant position. This is a 0.60 FTE reduction, Grade 3 of the non-union compensation plan. With the implementation of eScribe there has been a reduction in administrative workloads moving from a manual to an on-line process for the preparation of Council agendas, reports to Council, meeting minutes, and by-laws.

Link to Strategic Plan: The recommendation to remove the Council Assistant position (0.60 FTE - Grade) is fiscally responsible that recognizes cost savings by utilizing new technology that assists administration with preparing Council agendas, reports to Council, meeting minutes, and by-laws.

Consequences/Risks of Not Proceeding: If this recommendation is not approved, a surplus of wage expense will remain in the Council Administration business unit that could potentially be used to off-set other corporate expenditures.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ (39,113)	\$ -	\$ -	\$ -

## Staff Reduction - Council Administration

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Contracted Services	(495)	-	-	-
Transfer to Reserves	(528)	-	-	-
<b>Total Expense</b>	<b>(40,136)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Base Impact</b>	<b>\$ (40,136)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ (40,136)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Council Assistant - Non Union Grade 3	January, 2024		(0.60)
	<b>Total FTE</b>			<b>(0.60)</b>

## Development Services

The Development Services department provides the overall strategic planning, management and delivery of the community growth related services. The General Manager of Development Services is supported by three directors who lead the divisions of Building Development, Economic Development & Tourism, and Planning Services.



## Development Services

	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>					
Building Development Services	\$ 2,294,366	\$ 2,324,165	\$ 2,324,982	\$ 2,325,720	\$ 2,326,477
Economic Development Services	181,650	181,650	181,650	181,650	181,650
Planning Services	535,647	683,164	693,960	703,253	712,742
<b>Total Revenue</b>	<b>3,011,663</b>	<b>3,188,979</b>	<b>3,200,592</b>	<b>3,210,623</b>	<b>3,220,869</b>
<b>Expense</b>					
Building Development Services	2,517,081	2,565,120	2,568,075	2,571,901	2,572,700
Economic Development Services	1,808,961	1,674,449	1,674,449	1,674,449	1,674,449
Planning Services	2,218,326	1,981,004	1,995,188	1,995,188	1,995,188
Development Services - Administration	320,360	330,968	330,968	330,968	330,968
<b>Total Expense</b>	<b>6,864,728</b>	<b>6,551,541</b>	<b>6,568,680</b>	<b>6,572,506</b>	<b>6,573,305</b>
<b>Net</b>	<b>\$ 3,853,065</b>	<b>\$ 3,362,562</b>	<b>\$ 3,368,088</b>	<b>\$ 3,361,883</b>	<b>\$ 3,352,436</b>

## Development Services - Admin

Development Services provides the overall strategic planning, management and delivery of the community growth related services.

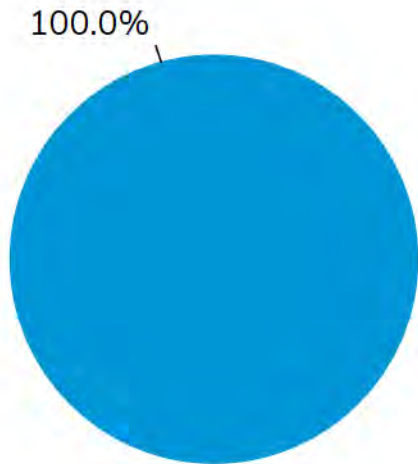
The General Manager is supported by three directors who lead the divisions of Economic Development & Tourism, Planning Services and Building Development.



# Development Services - Admin

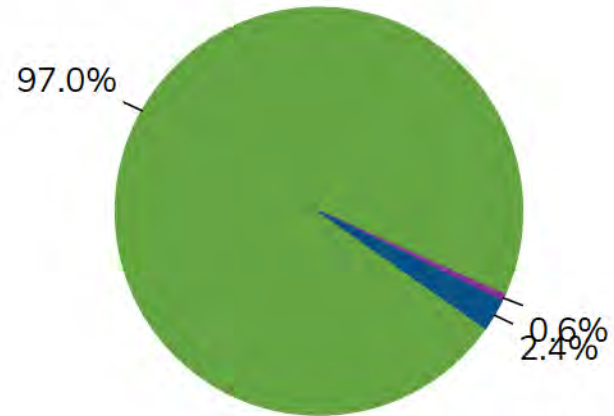
**Revenue**  
2027

● Total Tax Funded



**Expense**  
2027

● Employee Related  
● Other \*  
● Operating Related



## Development Services - Admin

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Licenses, Permits and Fees *	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expense</b>							
Employee Related	345,802	376,772	394,642	405,250	405,250	405,250	405,250
Contracted Services *	48,133	3,051	918	918	918	918	918
Operating Related	2,382	7,449	10,225	10,225	10,225	10,225	10,225
Transfer to Reserves *	1,430	1,430	1,430	1,430	1,430	1,430	1,430
Internal Allocations *	(48,228)	(86,855)	(86,855)	(86,855)	(86,855)	(86,855)	(86,855)
<b>Total Expense</b>	<b>349,519</b>	<b>301,847</b>	<b>320,360</b>	<b>330,968</b>	<b>330,968</b>	<b>330,968</b>	<b>330,968</b>
<b>Total Tax Funded</b>	<b>\$ 348,519</b>	<b>\$ 301,847</b>	<b>\$ 320,360</b>	<b>\$ 330,968</b>	<b>\$ 330,968</b>	<b>\$ 330,968</b>	<b>\$ 330,968</b>



## Building Development Services

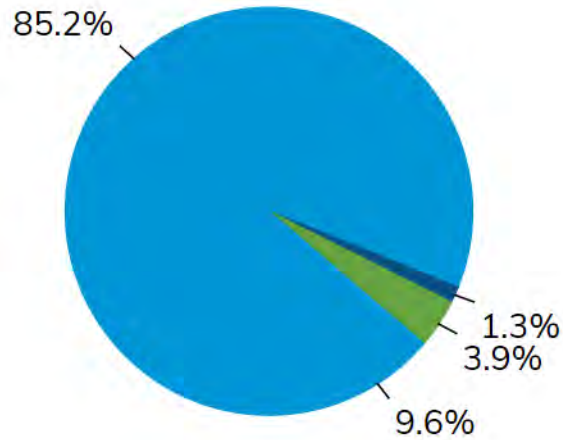
Building Development Services is responsible for the issuance and inspection of building permits, by-law enforcement, zoning administration, and ensuring built structures are compliant to the Ontario Building Code Act, Municipal Act and Planning Act.

Building Development Services also works with developers on permit processing and approval and educates the public about the Building Code.



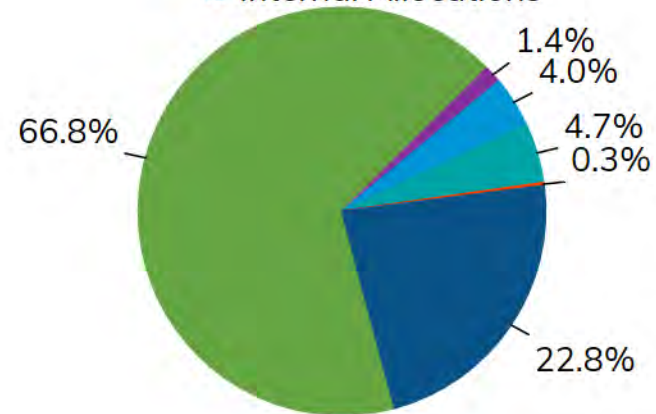
## Revenue 2027

- Licenses, Permits and Fees
- Miscellaneous Revenue
- Recoveries
- Total Tax Funded



## Expense 2027

- Employee Related
- Contracted Services
- Material, Veh and Equip Related
- Operating Related
- Other \*
- Internal Allocations



# Building Development Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Licenses, Permits and Fees	\$ 3,081,008	\$ 2,176,469	\$ 2,161,066	\$ 2,190,865	\$ 2,191,682	\$ 2,192,420	\$ 2,193,177
Miscellaneous Revenue *	16,802	46,528	33,300	33,300	33,300	33,300	33,300
Recoveries	66,161	151,711	100,000	100,000	100,000	100,000	100,000
<b>Total Revenue</b>	<b>3,163,971</b>	<b>2,374,708</b>	<b>2,294,366</b>	<b>2,324,165</b>	<b>2,324,982</b>	<b>2,325,720</b>	<b>2,326,477</b>
<b>Expense</b>							
Employee Related	1,519,071	1,691,933	1,695,949	1,713,206	1,715,310	1,718,364	1,718,370
Contracted Services *	65,267	32,929	35,105	36,005	36,005	36,005	36,005
Material, Veh and Equip Related	79,725	97,553	103,313	103,313	103,313	103,313	103,313
Operating Related	154,261	178,577	121,679	121,679	121,679	121,679	121,679
Transfer to Reserves *	6,456	6,456	6,456	6,456	6,456	6,456	6,456
Transfer to Reserve Funds *	1,337,461	20,203	-	-	-	-	-
Transfer from Reserve Funds *	(245,679)	-	-	(765)	(765)	(765)	(765)
Transfer from Reserves *	(15,466)	-	-	-	-	-	-
Internal Allocations	447,087	554,580	554,580	585,226	586,077	586,850	587,643
<b>Total Expense</b>	<b>3,348,183</b>	<b>2,582,231</b>	<b>2,517,082</b>	<b>2,565,120</b>	<b>2,568,075</b>	<b>2,571,902</b>	<b>2,572,701</b>
<b>Total Tax Funded</b>	<b>\$ 184,212</b>	<b>\$ 207,523</b>	<b>\$ 222,716</b>	<b>\$ 240,955</b>	<b>\$ 243,093</b>	<b>\$ 246,182</b>	<b>\$ 246,224</b>

## Economic Development Services

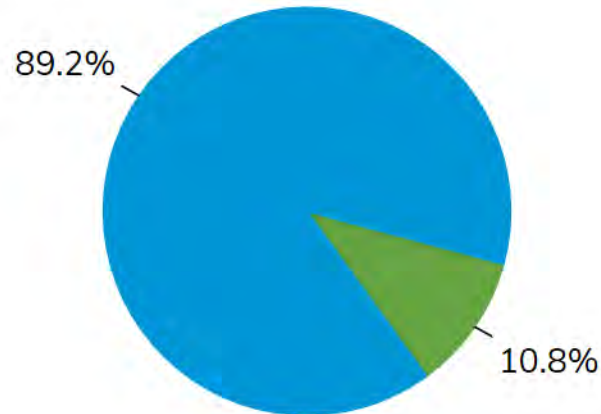
Economic Development serves the interests of local businesses by building relationships between businesses and the local government. Key activities include:

- Educating and engaging local businesses on subject matter relevant to their objectives
- Involvement with Strategic Economic Development Projects
- Obtaining governmental grants and programs on behalf of business owners and the Municipality
- Investment and attraction initiatives
- Managing and developing Chatham-Kent owned business centres
- Operating the Small Business Centre in partnership with the Province of Ontario
- Administering municipal programs that benefit local business owners
- Creating and developing partnership opportunities
- Conducting research on the local economy
- Tourism



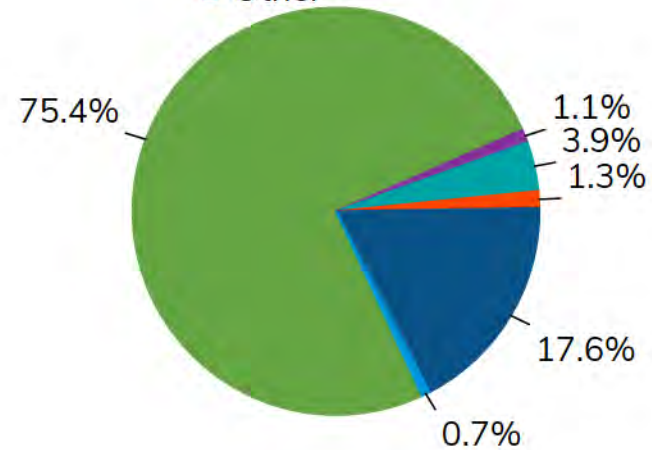
**Revenue  
2027**

- Grants - Provincial
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Contracted Services
- Material, Veh and Equip Related
- Operating Related
- Other \*



## Economic Development Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 4,869,102	\$ 2,418,438	\$ 181,650	\$ 181,650	\$ 181,650	\$ 181,650	\$ 181,650
Miscellaneous Revenue *	325	58,500	-	-	-	-	-
<b>Total Revenue</b>	<b>4,869,427</b>	<b>2,476,938</b>	<b>181,650</b>	<b>181,650</b>	<b>181,650</b>	<b>181,650</b>	<b>181,650</b>
<b>Expense</b>							
Employee Related	1,375,272	1,484,791	1,383,522	1,291,226	1,291,226	1,291,226	1,291,226
Building Related	18,000	18,534	18,000	18,000	18,000	18,000	18,000
Contracted Services	117,603	114,865	89,996	66,996	66,996	66,996	66,996
Material, Veh and Equip Related	28,870	22,767	22,629	29,129	22,629	22,629	22,629
Operating Related	278,854	273,397	283,830	302,282	302,282	302,282	302,282
Other Expenses *	4,656,089	2,170,533	-	-	-	-	-
Transfer to Reserves *	268,238	9,480	9,480	9,480	9,480	9,480	9,480
Transfer from Reserves *	(332,338)	(9,854)	-	(44,809)	(38,309)	(38,309)	(38,309)
Internal Allocations *	13,208	648	1,504	2,144	2,144	2,144	2,144
<b>Total Expense</b>	<b>6,423,796</b>	<b>4,085,161</b>	<b>1,808,961</b>	<b>1,674,448</b>	<b>1,674,448</b>	<b>1,674,448</b>	<b>1,674,448</b>
<b>Total Tax Funded</b>	<b>\$ 1,554,369</b>	<b>\$ 1,608,223</b>	<b>\$ 1,627,311</b>	<b>\$ 1,492,798</b>	<b>\$ 1,492,798</b>	<b>\$ 1,492,798</b>	<b>\$ 1,492,798</b>

# Economic Development Services

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Tourism - Funding for Updating of Highway 401 Gateway Signs	-	-	-
Tourism - Funding for Printing & Shipment of CK Insider Guides	-	-	-
Tourism - Funding for Hiring of 2 Summer Tourism Students	-	-	-
<b>Total</b>	-	-	-

# Tourism - Funding for Updating of Highway 401 Gateway Signs

Department: Development Services  
Division: Economic Development Services  
Manager: Tourism Development

Gateway signs at the entrances to the Municipality at the Tilbury Exchange #56 Highway 2 and Highgate Exchange #117 Orford Road were originally erected in 2015. In the past 8 years, no improvements or aesthetic changes have been made to enhance or modernize the creative look and feel of the gateway signs. Gateway signs are intended to be unique signs that reflect the individuality of the community/Municipality. These signs create a sense of place for cities/municipalities where first impressions are essential. When motorists first see the sign, they are going to initially judge the community by what they see around it. Gateway signs create pride of ownership and show why citizens are proud to live there. These signs grab your attention as you drive by and conveys the community as a high-quality place to live as well as helping the community stand out from others. A creative update to the current signs is overdue. Funding from tourism reserves will allow for fresher images and updated welcome signage into Chatham-Kent.

Link to Strategic Plan: Delivering Excellent Service by fostering a culture of continuous improvement, one of the indicators that show community progress is a sense of community belonging. Attractive gateway signs also assist in cultivating business, attract visitors and residents and grow population. A strong aesthetic foundation is critically important to building a healthy and sustainable economy. Investment by the Municipality itself is crucial in instilling a sense of community pride and promoting a positive welcoming experience for the traveler/visitor.

Consequences/Risks of Not Proceeding: Failure to update and modernize the gateway signs to our community will show passing motorists, potential investors and visitors the lack of progress and investment in the Municipality. Businesses and residents place considerable importance on community characteristics that go far beyond a vibrant economy.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: Econ/Jobs



## Tourism - Funding for Updating of Highway 401 Gateway Signs

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 6,500	\$ -	\$ -	\$ -
Transfer from Reserves	(6,500)	-	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Tourism - Funding for Printing & Shipment of CK Insider Guides

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Department: Development Services  
 Division: Economic Development Services  
 Manager: Tourism Development

In 2021-2022, the Office of the Mayor created and produced a publication called the "CK Insider". This publication includes information on a variety of businesses, information on must see and do things in Chatham-Kent year-round and is a guide that serves both the resident and visitor within Chatham-Kent.

In 2022, a total of 12,000 guides were printed with only a small portion of budget funds (\$5,000) for the project stemming from the tourism budget. The remainder of the project was paid by the Mayor's Office. Project costs with quotes were done at the time by the Manager of Communications and Special Initiatives, with the lowest bid stemming from M&T Printing in Guelph. This vendor even though outside of Chatham-Kent, submitted the lowest bid even with shipping costs.

In 2023, this project was downloaded to the tourism department without the funds required to make it come to fruition. Also at this time, tourism budget dollars were reduced to create a more robust Special Events portfolio (\$56,715.89).

In April of 2023, a total of 15,000 guides were printed, and by June, another 5,000 were needed to be ordered due to demand from both the Mayor's office and for more and more businesses across the Municipality requesting the publication. At least another 5,000 guides will be required in the fall to last until a new print run for the 2023-24 season is completed. This cost annually has already more than tripled tourism's initial assistance of \$5,000.

It is estimated that to continue this very successful project going forward, \$18,000 will be required annually to ensure demands and expectations are met.

Using funds from the tourism reserve for the four-year budgeting period would result in being able to meet the demands and quantities to have this guide printed and distributed and not require additional tax dollars or further decrease an already reduced tourism budget.

Link to Strategic Plan: With the creation, printing and distribution of the CK Insider communication piece, this project will improve communications with not only the traveler looking for community information, as well as things to see and do, places to stay, shop and dine but will also assist local citizens in letting them know what amenities there is in their own backyard. This hardcopy piece also allows those without technology/internet access to navigate the Municipality and its offerings while visiting.

## Tourism - Funding for Printing & Shipment of CK Insider Guides

Consequences/Risks of Not Proceeding: Without these funds being able to be utilized from the current tourism reserve, the Tourism Department will have to consider eliminating even more current projects to accomplish and fund this initiative or cancel the publication of the CK Insider altogether. Currently, this CK Insider guide is the only comprehensive printed tourism guide to attract visitors, assist visitors when visiting the Municipality and aid citizens looking for tourism and business information. Further to note is that a local graphic design firm has discontinued their printing of a CK Travel Guide that they created on a pay-to-play basis for several years.

Council Priority: Service - Improve communications and civic engagement

Strategic Focus: Econ/Jobs

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Operating Related	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Transfer from Reserves	(18,000)	(18,000)	(18,000)	(18,000)
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

## Tourism - Funding for Printing & Shipment of CK Insider Guides

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Tourism - Funding for Hiring of 2 Summer Tourism Students

Department: Development Services  
 Division: Economic Development Services  
 Manager: Tourism Development

Between the months of May to August, Chatham-Kent welcomes not only the arrival of thousands of visitors to the area as the traditional tourism season gets underway, but also sees an influx of events. Almost every weekend from the long weekend in May to Labour Day, there is something for visitors and residents to attend.

This is also the time of year that the tourism department's demands and workloads increase significantly. Having two summer students assisting with tourism duties between this time period is crucial to meeting those increased demands.

The students assist with duties that the permanent tourism staff members would not otherwise be able to manage in addition to regular duties and requirements. Duties include assisting with the influx of phone calls to the tourism toll -free information line, stocking 23 tourism racks across the Municipality with brochures, ensuring businesses have tourism information and attending events on the weekends, social media reels and posts while onsite at events, answering questions about tourism and directing residents and visitors at events with tourism related questions. These students also assist with CK tourism operator visits.

While Tourism does apply for grants to cover the two students, government funding continues to decline and for the past four years, grant funding for not even half of one portion has been approved. A total of 14 weeks is needed for each student.

Using funds from the current tourism reserve for the length of the four-year budget period would result in being able to meet the demands of the additional workload while at the same time, not increasing the base budget, therefore not creating an impact on the taxpayers

Link to Strategic Plan: One of Council's Strategic Plan's mandates is to improve communications and civic engagement while at the same time cultivating business. All of Chatham-Kent's tourism operators require a strong tourism attraction and retention strategic effort to remain viable. After the recent pandemic shutdown of the majority of tourism related businesses, operators continue to feel the struggle of elevating themselves back to pre-pandemic levels. It is critical for the Municipality to invest in the tourism sector to grow and retain this much needed economic driver. Also, several of these tourism operators and events are part of CK's creative economy. Our community continues to fuel this driver and promotes for value of the arts throughout Chatham-Kent.

## Tourism - Funding for Hiring of 2 Summer Tourism Students

Consequences/Risks of Not Proceeding: Without the ability to utilize the funds from the current tourism reserve, the Tourism Department would have to consider eliminating most event appearances and/or creating additional overtime for the two full-time staff members in this portfolio in order to meet the additional demands of the tourism season. Having a physical and visible presence within the Municipality to represent VisitCK is vital in increasing the tourism portfolio not only with visitors but residents as well.

Council Priority: Service - Improve communications and civic engagement

Strategic Focus: Econ/Jobs

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 19,217	\$ 19,217	\$ 19,217	\$ 19,217
Operating Related	452	452	452	452
Transfer from Reserves	(20,309)	(20,309)	(20,309)	(20,309)
Internal Allocations	640	640	640	640
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Tourism - Funding for Hiring of 2 Summer Tourism Students

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Tourism Assistant - Non Union Student Grade 2	May, 2024	August, 2027	0.54
	<b>Total FTE</b>			<b>0.54</b>

## Planning Services

Planning Services are responsible for the planning and coordination of growth within the community. This includes land use planning policy and regulations review, climate change planning, heritage planning, community improvement plans (CIP), and all other development under the Planning Act.

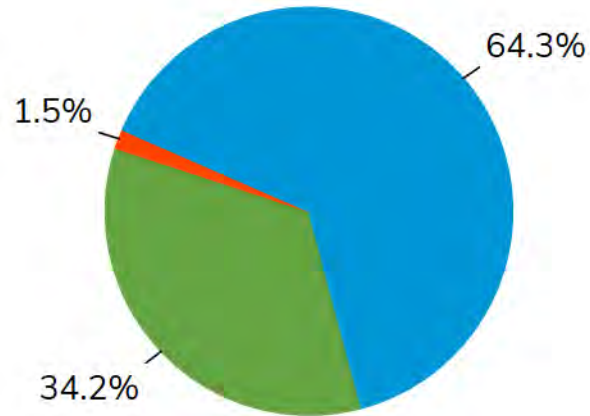
The Chatham-Kent Official Plan sets out the objective and policies to guide the short and long term physical development of lands within the Municipality.





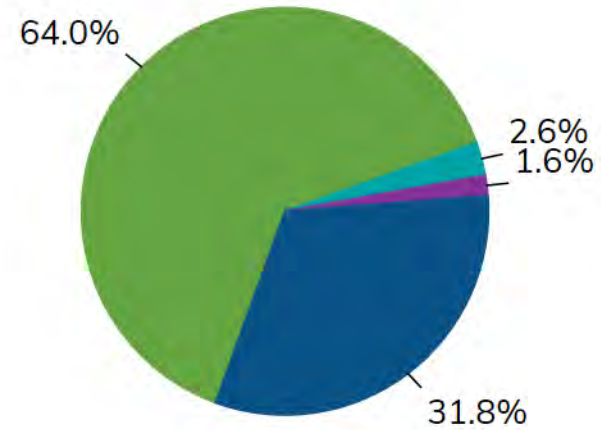
## Revenue 2027

- Licenses, Permits and Fees
- Recoveries
- Total Tax Funded



## Expense 2027

- Employee Related
- Contracted Services
- Other \*
- Other Expenses



# Planning Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Licenses, Permits and Fees	\$ 677,180	\$ 626,961	\$ 505,389	\$ 652,906	\$ 663,702	\$ 672,995	\$ 682,484
Miscellaneous Revenue *	78,695	55,650	-	-	-	-	-
Recoveries	9,732	5,924	30,258	30,258	30,258	30,258	30,258
<b>Total Revenue</b>	<b>765,607</b>	<b>688,535</b>	<b>535,647</b>	<b>683,164</b>	<b>693,960</b>	<b>703,253</b>	<b>712,742</b>
<b>Expense</b>							
Employee Related	976,679	1,241,886	1,402,389	1,262,105	1,276,289	1,276,289	1,276,289
Contracted Services	190,706	155,876	52,746	52,746	52,746	52,746	52,746
Material, Veh and Equip Related *	-	-	630	630	630	630	630
Operating Related *	13,977	26,676	26,671	26,671	26,671	26,671	26,671
Other Expenses	493,751	569,657	734,000	634,000	634,000	634,000	634,000
Transfer to Reserves *	1,067,148	162,475	3,045	3,045	3,045	3,045	3,045
Transfer from Reserves *	(818,002)	157,961	(6,382)	-	-	-	-
Internal Allocations *	1,807	5,227	5,227	1,807	1,807	1,807	1,807
<b>Total Expense</b>	<b>1,926,066</b>	<b>2,319,758</b>	<b>2,218,326</b>	<b>1,981,004</b>	<b>1,995,188</b>	<b>1,995,188</b>	<b>1,995,188</b>
<b>Total Tax Funded</b>	<b>\$ 1,160,459</b>	<b>\$ 1,631,223</b>	<b>\$ 1,682,679</b>	<b>\$ 1,297,840</b>	<b>\$ 1,301,228</b>	<b>\$ 1,291,935</b>	<b>\$ 1,282,446</b>

# Planning Services

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Planning Technician	86,827	86,827	-
Planner I	128,243	128,243	-
Total	215,070	215,070	-

## Planning Technician

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Department: Development Services  
 Division: Planning Services  
 Manager: Operations

The Planning Technician position supports other members of the planning team, assisting in the implementation of the development approval process, incentive based programs, and strategic planning initiatives. The position is responsible for application processing, developing and maintaining data management and planning information systems, mapping, and administrative duties.

Planning Technician – 1 FTE (Grade 6.6) was funded in 2021, 2022 & 2023 as a one-time item. This position continues to be absolutely necessary to provide support to the strategic growth and development priorities of the Municipality identified through Council’s Strategic Priorities.

This contract position was originally justified based on Planning Act application volumes of 237 and 250 in 2018 and 2019 respectively. However, given the increased growth and development over the past several years the Planning Technician should become a full-time FTE. Application volumes have continued to rise in 2020, 2021 and 2022 with 308, 346 and 300+ being received in these years and anticipated to continue at these levels for several years. In addition to the higher application volumes, several long range or strategic initiatives require the support of a planning technician, being various master plans, secondary land use plans, policy updates, and regulatory changes.

In the November 2021, Core Services Base Budget Efficiency Review undertaken by KPMG, it was noted as a Theme and Opportunity that the Municipality should “Re-evaluate the resourcing model for Planning Services in order to support the volume and complexity of development applications as part of economic growth” and that the current staffing levels are significantly less than other comparator municipalities. The current Planning Services staffing levels were based on a time when the economic conditions were slow and the volume of development applications were significantly less than what has been witnessed over the past several years. In addition, the Provincial Government has introduced numerous legislative changes over the past couple of years in order to stimulate further economic growth and to get housing built much faster across the Province. Additional Planning resources will be necessary in order to achieve this, which is also consistent with Council’s Strategic Priorities. Based on this, Chatham-Kent is also in competition with other municipalities in being able to retain and attract planning professionals.

Link to Strategic Plan: This position supports all areas of strategic focus, including growth in population, employment, and property assessment.

# Planning Technician

Consequences/Risks of Not Proceeding: Reduced service levels in Planning Services are necessary without proceeding with this position, including misallocation of Planning Services resources. Other positions will be required to perform tasks outside of their job descriptions, most notably the Planner II position. Without the Planning Technician, other planners will be required to divert their efforts from planning work to support technical and administrative work necessary to continue regular business. Employee growth and retention are a concern in this scenario.

Council Priority: Grow - Plan and advance Downtown Renewal Projects

Strategic Focus: People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Licenses, Permits and Fees	\$ 86,827	\$ -	\$ -	\$ -
<b>Total Revenue</b>	86,827	-	-	-
<b>Expense</b>				
Employee Related	86,827	-	-	-
<b>Total Expense</b>	86,827	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

# Planning Technician

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Planning Technician - Non Union Grade 6	January, 2024		1.00
	<b>Total FTE</b>			<b>1.00</b>

# Planner I

Department: Development Services  
Division: Planning Services  
Manager: Operations

The Planner 1 position will support the Corporation, specifically Planning Services, but other Departments as well, in the development and implementation of master plans and strategic planning initiatives. These plans include, but not limited to, the development of the new Chatham-Kent Official Plan, implementation of Climate Change Action Plan, implementation of various secondary land use plans, municipal housing development, and community improvement planning. These planning initiatives are critical over the next several years in order to achieve Council's strategic priorities related to growth and prosperity for Chatham-Kent.

In the November 2021, Core Services Base Budget Efficiency Review undertaken by KPMG, it was noted as a Theme and Opportunity that the Municipality should "Re-evaluate the resourcing model for Planning Services in order to support the volume and complexity of development applications as part of economic growth" and that the current staffing levels are significantly less than other comparator municipalities. The current Planning Services staffing levels were based on a time when the economic conditions were slow and the volume of development applications were significantly less than what has been witnessed over the past several years. In addition, the Provincial Government has introduced numerous legislative changes over the past couple of years in order to stimulate further economic growth and to get housing built much faster across the Province. Additional Planning resources will be necessary in order to achieve this, which is also consistent with Council's Strategic Priorities. Based on this, Chatham-Kent is also in competition with other municipalities in being able to retain and attract planning professionals.

Link to Strategic Plan: This position will support to all areas of strategic focus, most notable by providing support throughout the development of the new Chatham-Kent Official Plan.

Consequences/Risks of Not Proceeding: To proceed with the new Official Plan and implementation of other master plans and land use plans, resources will be diverted away from the development review services of processing Planning Act applications, which will result in a service level reduction in the development review area.

Council Priority: Grow - Ensure an ample supply of available serviced land

Strategic Focus: People

Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Licenses, Permits and Fees	\$ 128,243	\$ -	\$ -	\$ -
<b>Total Revenue</b>	128,243	-	-	-
<b>Expense</b>				
Employee Related	128,243	-	-	-
<b>Total Expense</b>	128,243	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -



# Planner I

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## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Planner 1 - Non Union Grade 9	January, 2024		<u>1.00</u>
	<b>Total FTE</b>			<b><u><u>1.00</u></u></b>

## Health & Human Services

The Health & Human Services department is supported by a senior leadership team who oversee the overall strategic planning, system management, and delivery of Child Care, Early Years & Recreation Services; Seniors Services; Public Health; Employment and Social Services; and Housing Services. The General Manager of Health & Human Services also serves as Chatham-Kent's CEO of Public Health. The department aims to better the lives of all Chatham-Kent residents.



# Health & Human Services

	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>					
Child Care, Early Years and Recreation Services	\$ 29,551,684	\$ 29,491,684	\$ 29,508,803	\$ 29,520,526	\$ 29,538,059
Employment and Social Services	40,398,310	38,832,210	38,832,210	38,832,210	38,832,210
Housing Services	4,304,563	6,602,351	3,623,383	3,555,895	3,623,000
Public Health	9,544,449	9,709,640	9,787,683	9,803,589	9,782,616
Seniors Services	29,523,636	34,013,563	34,339,380	34,103,575	34,561,080
<b>Total Revenue</b>	<b>113,322,642</b>	<b>118,649,448</b>	<b>116,091,459</b>	<b>115,815,795</b>	<b>116,336,965</b>
<b>Expense</b>					
Health & Human Services - Administration	218,927	218,927	218,927	218,927	218,927
Child Care, Early Years and Recreation Services	33,988,471	33,721,069	33,725,003	33,722,562	33,723,402
Employment and Social Services	45,785,981	44,081,890	44,097,089	44,097,270	44,267,541
Housing Services	13,093,300	15,837,044	13,262,865	13,446,194	13,558,427
Public Health	11,679,643	12,585,297	12,687,110	12,729,290	12,708,317
Seniors Services	36,803,199	40,725,808	39,718,309	38,191,878	38,293,425
<b>Total Expense</b>	<b>141,569,521</b>	<b>147,170,035</b>	<b>143,709,303</b>	<b>142,406,121</b>	<b>142,770,039</b>
<b>Net</b>	<b>\$ 28,246,879</b>	<b>\$ 28,520,587</b>	<b>\$ 27,617,844</b>	<b>\$ 26,590,326</b>	<b>\$ 26,433,074</b>

## Health & Human Services - Admin

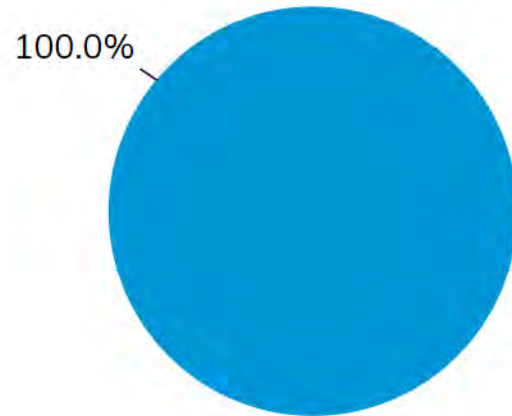
Health & Human Services provides the overall strategic planning, system management, and delivery of recreation programming, child care, seniors services, public health, social services, and housing services.

The General Manager serves as Chatham-Kent's CEO of Public Health and is supported by five directors.



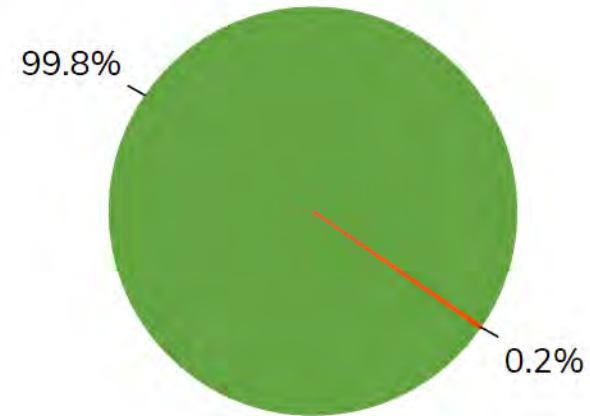
**Revenue**  
2027

● Total Tax Funded



**Expense**  
2027

● Employee Related  
● Other \*



## Health & Human Services - Admin

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
<b>Expense</b>							
Employee Related	\$ 386,373	\$ 396,344	\$ 396,344	\$ 396,344	\$ 396,344	\$ 396,344	\$ 396,344
Contracted Services *	-	1,927	-	-	-	-	-
Operating Related *	5,247	-	-	-	-	-	-
Transfer to Reserves *	105,623	870	870	870	870	870	870
Transfer from Reserves *	(110,000)	(1,927)	-	-	-	-	-
Internal Allocations *	(178,287)	(178,287)	(178,287)	(178,287)	(178,287)	(178,287)	(178,287)
<b>Total Expense</b>	<b>208,956</b>	<b>218,927</b>	<b>218,927</b>	<b>218,927</b>	<b>218,927</b>	<b>218,927</b>	<b>218,927</b>
<b>Total Tax Funded</b>	<b>\$ 208,956</b>	<b>\$ 218,927</b>	<b>\$ 218,927</b>	<b>\$ 218,927</b>	<b>\$ 218,927</b>	<b>\$ 218,927</b>	<b>\$ 218,927</b>

## Child Care, Early Years & Recreation Services

The Child Care, Early Years & Recreation Services division is responsible for planning and managing early years services at the local level. All early years services are managed through a service planning process that reflects current child care legislation, regulations and directives. In addition, the division includes the management of recreation, community engagement, and aquatic services.

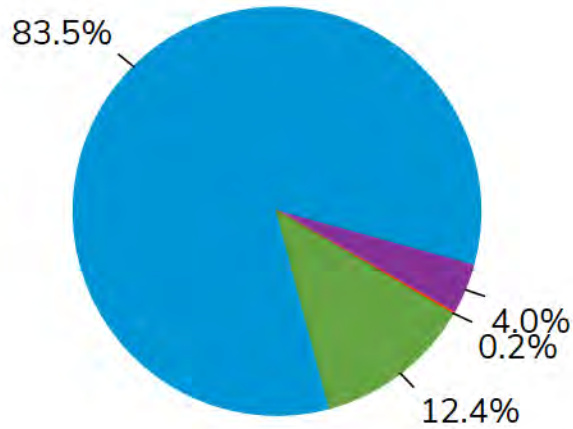
Key responsibilities include:

- Directly operating EarlyON Child and Family Centres
- Child care subsidy/registry
- Active engagement of Indigenous and Francophone partners in planning and delivering programs and services
- Financial support for child care centres
- Early Years system management
- Special Needs Resourcing
- Overall management and direction of aquatics and recreation programming and planning for all ages year-round
- Recreation programs and camps provide inclusive opportunities for engagement, social development, increased physical activity, practical skill development, and enhanced self and health awareness



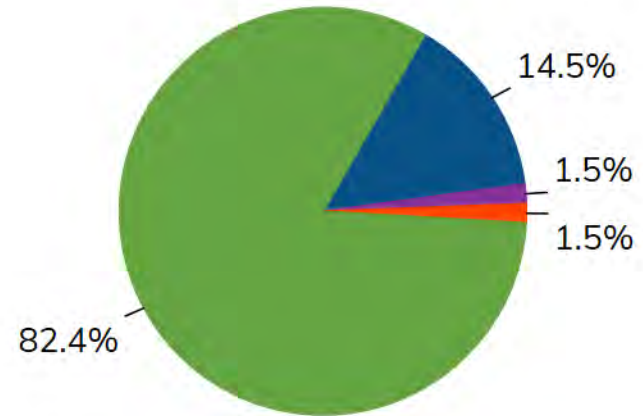
**Revenue  
2027**

- Grants - Provincial
- User Fees
- Other \*
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Other \*
- Social Assistance





# Child Care, Early Years & Recreation Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 22,448,074	\$ 31,161,437	\$ 28,433,598	\$ 28,170,301	\$ 28,170,301	\$ 28,144,726	\$ 28,144,726
User Fees	1,035,103	891,748	1,066,354	1,268,906	1,285,503	1,322,352	1,339,426
Miscellaneous Revenue *	138,884	49,559	31,602	31,602	31,602	31,602	31,602
Recoveries *	11,807	9,392	-	-	-	-	-
Sale of Items *	21,113	29,318	20,130	20,875	21,397	21,846	22,305
<b>Total Revenue</b>	<b>23,654,981</b>	<b>32,141,454</b>	<b>29,551,684</b>	<b>29,491,684</b>	<b>29,508,803</b>	<b>29,520,526</b>	<b>29,538,059</b>
<b>Expense</b>							
Employee Related	4,250,160	4,831,876	4,863,024	4,895,914	4,901,064	4,904,155	4,904,200
Building Related	532,151	521,335	522,724	522,724	522,724	522,724	522,724
Contracted Services *	32,235	36,821	55,638	66,992	66,995	66,997	66,999
Material, Veh and Equip Related *	168,165	67,329	65,189	62,035	62,035	62,035	62,035
Operating Related *	710,932	804,158	264,348	278,216	276,997	274,719	275,512
Social Assistance	21,095,774	29,608,715	28,092,376	27,848,014	27,848,014	27,822,439	27,822,439
Other Expenses *	100,000	-	-	-	-	-	-
Transfer to Reserves *	59,284	21,918	20,952	20,952	20,952	20,952	20,952
Transfer from Reserves *	(825)	(4,565)	-	(56,648)	(56,648)	(34,330)	(34,330)
Internal Allocations *	44,742	29,502	104,220	82,870	82,870	82,870	82,870
<b>Total Expense</b>	<b>26,992,618</b>	<b>35,917,089</b>	<b>33,988,471</b>	<b>33,721,069</b>	<b>33,725,003</b>	<b>33,722,561</b>	<b>33,723,401</b>

## Child Care, Early Years & Recreation Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 3,337,637	\$ 3,775,635	\$ 4,436,787	\$ 4,229,385	\$ 4,216,200	\$ 4,202,035	\$ 4,185,342

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Canada Wide Early Learning and Child Care System	6,988,682	6,988,682	-
ELCC Increase for 2023 Allocation	129,987	129,987	-
Family Support Planning	60,102	60,102	-
Aquatic Lifeguard Recruitment	(44,636)	(44,636)	-
Inclusive Recreation Summer Team Leader & Leader	-	-	-
CKRecreation Summer Camp	71,880	239,268	(167,388)
<b>Total</b>	<b>7,206,015</b>	<b>7,373,403</b>	<b>(167,388)</b>

# Canada Wide Early Learning and Child Care System

Department: Health & Human Services  
Division: Child Care, Early Years and Recreation Services  
Manager: Child Care & Early Years

The Government of Canada has identified child care as a national priority to enhance early learning and childhood development, support workforce participation and contribute to economic recovery. Through its 2021 Budget, the federal government committed to investing in a national child care system with all provinces and territories, as well as Indigenous organizations. As part of this agreement, Ontario will receive \$13.2 billion over six years beginning in 2021-22. Funding under the Canada-Wide Early Learning and Child Care (CWELCC) Agreement will be used to build and leverage the success of Ontario's existing early learning and child care system by increasing quality, accessibility, affordability, and inclusivity in early learning and child care, towards achieving the objectives of: fee reduction, additional spaces and workforce attraction.

For 2023, the Municipality of Chatham-Kent was allocated an increased funding amount to support the CWELCC program, totaling \$11,143,741, with an administration portion of \$234,242. This change request is accounting for this increased funding allocation in addition to the associated expenditures as this area is entirely ministry funded.

Link to Strategic Plan: The objective of the Canada-Wide Early Learning and Child Care system is to lower child care fees across the Province so that child care is more affordable for all. This will enhance existing opportunities as mandated by the Ministry of Education.

Consequences/Risks of Not Proceeding: As the Transfer Payment Agreement between the Municipality of Chatham-Kent and the Ministry of Education was not finalized until after the completion of the 2023 budget, this increased CWELCC funding was not able to be input as a base entry at that time, and thus, it is being recorded as a base entry for 2024 to be reflected on a go forward basis.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

# Canada Wide Early Learning and Child Care System

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 6,988,682	\$ -	\$ -	\$ -
<b>Total Revenue</b>	6,988,682	-	-	-
<b>Expense</b>				
Employee Related	2,059	2,098	3,047	-
Operating Related	45,567	(2,098)	(3,047)	-
Social Assistance	6,941,056	-	-	-
<b>Total Expense</b>	6,988,682	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## ELCC Increase for 2023 Allocation

Department: Health & Human Services  
 Division: Child Care, Early Years and Recreation Services  
 Manager: Child Care & Early Years

The Early Learning and Child Care (ELCC) Agreement supports parents, families, and communities across Canada in their efforts to ensure the best possible future for their children. Ontario's Action Plan under the ELCC supports a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care to increase quality, accessibility, affordability, flexibility, and inclusivity, with prioritization for children aged 0-6 years old. In August 2021, the ELCC agreement was renewed for four additional years and ends on March 31, 2025. Under the renewed agreement Ontario will receive a total of \$764.5 million in federal funding over four years and includes terms and conditions that are generally consistent with the previous agreement. Consolidated Municipal Service Managers and District Social Services Administration Boards saw an increase in their 2023 child care ELCC allocations compared to 2022 based on additional ELCC funding being provided as part of this renewed agreement.

The municipality received additional ELCC funding in comparison to the prior year and this change request is accounting for that increased funding amount in addition to the associated expenses that this increased funding is expected to be utilized towards.

Link to Strategic Plan: Enhance existing opportunities as mandated by the Ministry of Education.

Consequences/Risks of Not Proceeding: As the Transfer Payment Agreement between the Municipality of Chatham-Kent and the Ministry of Education was not finalized until after the completion of the 2023 budget, this increased ELCC funding was not able to be input as a base entry at that time, and thus, it is being recorded as a base entry for 2024 to be reflected on a go forward basis.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People



## Family Support Planning

Department: Health & Human Services  
 Division: Child Care, Early Years and Recreation Services  
 Manager: Child Care & Early Years

To reallocate the budgeted amounts within the Family Support Planning area to account for year over year changes (ministry funding, additional rent, etc.)

Link to Strategic Plan: Enhance existing opportunities as mandated by the Ministry of Education.  
 Consequences/Risks of Not Proceeding: As the Transfer Payment Agreement between the Municipality of Chatham-Kent and the Ministry of Education was not finalized until after the completion of the 2023 budget, this increased Family Support Planning funding was not able to be input as a base entry at that time, and thus, it is being recorded as a base entry for 2024 to be reflected on a go forward basis.  
 Council Priority: Service - Maintain financial sustainability  
 Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 8,952	\$ -	\$ -	\$ -
<b>Total Revenue</b>	8,952	-	-	-

# Family Support Planning

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Expense</b>				
Employee Related	3,543	-	-	-
Material, Veh and Equip Related	(619)	-	-	-
Operating Related	(1,558)	-	-	-
Social Assistance	7,586	-	-	-
<b>Total Expense</b>	<b>8,952</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 25,575	\$ 25,575	\$ -	\$ -
<b>Total Revenue</b>	<b>25,575</b>	<b>25,575</b>	<b>-</b>	<b>-</b>
<b>Expense</b>				
Social Assistance	25,575	25,575	-	-



# Family Support Planning

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Expense	25,575	25,575	-	-
Net One-Time Impact	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

# Aquatic Lifeguard Recruitment

Department: Health & Human Services  
Division: Child Care, Early Years and Recreation Services  
Manager: Recreation Services

The aquatics sector has long faced issues with recruitment and retention of qualified lifeguards and swim instructors who deliver programming. This challenge was exacerbated during the pandemic as pool closures and public health mandates meant that our pools were unable to host aquatic leadership training programs and unable to deliver swim instruction for almost two years. As a result, since 2020, Ontario and Chatham-Kent have seen unparalleled shortages in lifeguards and swim instructors, especially daytime lifeguards, that have had a significant impact on our aquatic services. We have seen many aquatic facilities modifying their offerings or closing their pools due to this shortage. Chatham-Kent's trend started in 2016 and impacted the communities of Dresden, Thamesville and Chatham. These outdoor pool operations were reduced from 7 days a week to 6 days a week due to the shortage of lifeguards.

In 2019, all 7 outdoor pools in our community were impacted and operated 6 days a week for the summer season.

In 2022, our indoor pools in Wallaceburg and Blenheim and our outdoor pools saw a reduction in swim lessons offered and an increase in unexpected closures and cancellations due to staffing shortages. This has affected our ability to reach our revenue targets and provide our community with necessary lifesaving swim instruction.

One of the largest barriers to lifeguard recruitment is the financial burden to become certified. In 2023, it costs approximately \$1500 to become a fully certified lifeguard and swim instructor. Beginning at the age of 13, individuals can begin their journey towards becoming a certified lifeguard and at the age of 15 individuals are eligible to write their National Lifeguard Certification. There are four certifications they need to become fully certified taking approximately two years to complete. By eliminating the fees associated with obtaining these certifications, we can remove this barrier for aspiring lifeguards in our Chatham-Kent community and empower them to acquire the necessary skills without financial limitations. Many municipalities (Brampton, Caledon, Cambridge, Orangeville etc.) have removed this financial barrier and have shown success in increasing the number of new lifeguards hired to support their operations.

The importance of water safety cannot be underestimated as we are surrounded by water throughout our Chatham-Kent community. By removing this barrier, we can create a win-win for our community: ensuring public safety while also offering opportunities for personal growth and employment.

By recruiting more lifeguards, we will be able to continue to offer sought after swim lessons and recreational swimming such as aquafit, senior swims, and family swims for our Chatham-Kent community.

# Aquatic Lifeguard Recruitment

Link to Strategic Plan: 4.c. Support measures for talent attraction and retention, including immigrants needed to maintain existing offerings.

Consequences/Risks of Not Proceeding: Learning to swim is a critical life skill for residents of Chatham-Kent, if we do not proceed with this business case, we will continue to see unexpected cancelations of programming and service level reductions possibly even closures. This will impede our ability to teach the valuable life skill of swimming as well as meet our revenue targets.

Council Priority: Grow - Attract, retain and expand business and skilled workforce

Strategic Focus: People

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ (22,318)	\$ (22,318)	\$ -	\$ -
<b>Total Revenue</b>	(22,318)	(22,318)	-	-
<b>Expense</b>				
Transfer from Reserves	(22,318)	(22,318)	-	-
<b>Total Expense</b>	(22,318)	(22,318)	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

# Aquatic Lifeguard Recruitment

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

## Inclusive Recreation Summer Team Leader & Leader

Department: Health & Human Services  
 Division: Child Care, Early Years and Recreation Services  
 Manager: Recreation Services

Inclusive Recreation provides unique day camp program opportunities designed for anyone with a physical, intellectual, or cognitive disability within our community aged 10 years and older.

Our inclusive recreation day camp program need has been identified over the previous year. The staffing budget case will allow the program to be sustainable for Chatham Kent residents. In previous years, these positions were funded through provincial subsidies and fundraised dollars. In 2022 and 2023, we received no provincial subsidies.

There is a showcased need for these programs and the community should not have to fundraise to ensure they can continue to be offered.

Link to Strategic Plan: 6.b. Expand and improve program and infrastructure delivery

Consequences/Risks of Not Proceeding: If we do not proceed with this business case, the inclusive recreation day camp program will only occur if fundraised dollars (reserve funds) or provincial subsidies are available. This will not allow this critical program to be sustainable in Chatham Kent for individuals with intellectual, physical, and cognitive disabilities.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: People

## Inclusive Recreation Summer Team Leader & Leader

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 14,330	\$ 14,330	\$ 14,330	\$ 14,330
Transfer from Reserves	(14,330)	(14,330)	(14,330)	(14,330)
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Inclusive Recreation Summer Team Leader & Leader

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Leaders - Non-union Student Grade 2	January, 2024	December, 2027	0.19
One-Time	Team Leader - Non Union Student Grade 3	January, 2024	December, 2027	0.20
	<b>Total FTE</b>			<b>0.39</b>

## CKRecreation Summer Camp

Department: Health & Human Services  
Division: Child Care, Early Years and Recreation Services  
Manager: Recreation Services

Summer day camp programs have been an integral service for many years in the communities of Blenheim, Chatham, Dresden, Ridgetown, Thamesville, Tilbury, Wallaceburg and Wheatley. These programs offer a fun, interactive, and safe environment for children aged 4-12 years to continue to be active during the summer months, as well as an alternate solution to childcare needs.

Post pandemic we have identified a growing need for day camp programs across Chatham-Kent.

In 2022, as part of the COVID-19 recreation recovery strategy, adaptations to the operating models of some of the programs were made, we responded to community need to offer this service to as many CK families possible, servicing over 2900 youth.

In 2023, currently our budget allows staffing to accommodate 2000 participants across Chatham Kent, we currently have a need for over 4000 spaces in day camp programs based on waitlist data. This year's registration saw programs filled within an average of 30 minutes and all programs were 100% full within 9 hours. This demonstrates the need to increase staffing resources to meet the needs of the community.

Link to Strategic Plan: 6. Expand and improve program and infrastructure delivery  
Adding the extra staff to expand our summer camp programs to help us meet the demands of our community members in each of our summer camp offerings.

Consequences/Risks of Not Proceeding: If we do not proceed with this business case, we will continue to be able to accommodate 2000 participants through out the summer but will not be able to respond to the community need.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: People



# CKRecreation Summer Camp

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ 213,808	\$ 8,740	\$ 8,180	\$ 8,540
<b>Total Revenue</b>	213,808	8,740	8,180	8,540
<b>Expense</b>				
Employee Related	67,403	-	-	-
Operating Related	4,149	105	109	114
<b>Total Expense</b>	71,552	105	109	114
<b>Net Base Impact</b>	\$ (142,256)	\$ (8,635)	\$ (8,071)	\$ (8,426)

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ (142,256)	\$ (8,635)	\$ (8,071)	\$ (8,426)

## CKRecreation Summer Camp

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Leaders - Non-union Student Grade 2	January, 2024		1.92
	<b>Total FTE</b>			<b>1.92</b>

## Employment and Social Services

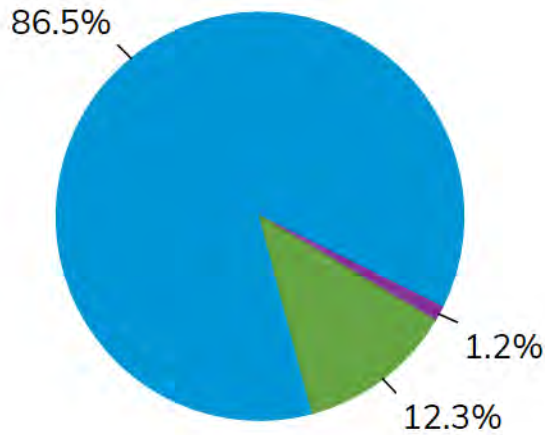
Employment & Social Services is the service manager for the following programs:

- Ontario Works Assistance
- Homes for Youth Program
- Wallaceburg and Chatham Employment Resource Centers
- Homemaker's Program
- Community Homelessness Prevention Initiative
- Survivors of Domestic Violence – Portable Housing Program



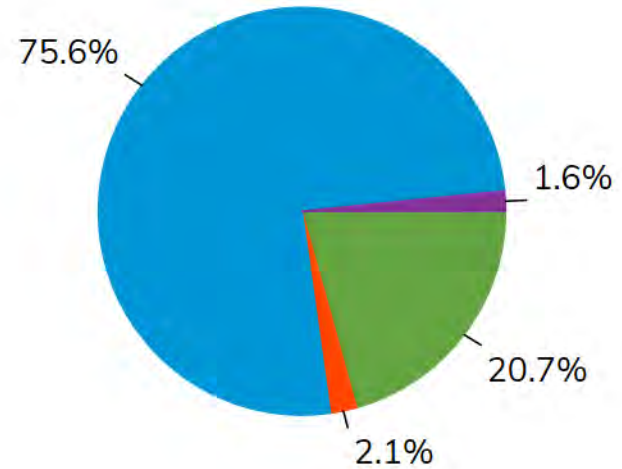
### Revenue 2027

- Grants - Provincial
- Recoveries
- Total Tax Funded



### Expense 2027

- Employee Related
- Other \*
- Social Assistance
- Internal Allocations



## Employment and Social Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 34,012,991	\$ 40,128,553	\$ 39,868,310	\$ 38,302,210	\$ 38,302,210	\$ 38,302,210	\$ 38,302,210
Miscellaneous Revenue *	20,359	9,985	-	-	-	-	-
Recoveries	378,492	530,000	530,000	530,000	530,000	530,000	530,000
<b>Total Revenue</b>	<b>34,411,842</b>	<b>40,668,538</b>	<b>40,398,310</b>	<b>38,832,210</b>	<b>38,832,210</b>	<b>38,832,210</b>	<b>38,832,210</b>
<b>Expense</b>							
Employee Related	10,786,802	11,390,945	12,042,643	10,580,604	9,762,861	9,161,451	9,161,451
Building Related	886,514	484,270	487,400	483,400	407,085	270,000	270,000
Contracted Services *	615,151	943,991	380,696	357,788	340,877	309,216	309,429
Material, Veh and Equip Related *	143,508	116,135	108,101	108,421	107,171	92,920	92,920
Operating Related	418,224	417,582	476,178	462,448	336,428	232,828	232,828
Social Assistance	25,850,892	34,218,181	33,721,570	33,502,834	33,502,834	33,477,834	33,477,834
Other Expenses *	544,010	-	-	-	-	-	-
Transfer to Reserves *	2,245,725	609,391	19,757	19,757	19,757	19,757	19,757
Transfer from Reserve Funds *	(13,585)	-	-	-	-	-	-
Transfer from Reserves *	(2,626,711)	(2,796,451)	(2,014,877)	(2,136,684)	(1,083,246)	(170,058)	-
Internal Allocations	877,419	673,767	564,512	703,323	703,323	703,323	703,323
<b>Total Expense</b>	<b>39,727,949</b>	<b>46,057,811</b>	<b>45,785,980</b>	<b>44,081,891</b>	<b>44,097,090</b>	<b>44,097,271</b>	<b>44,267,542</b>

# Employment and Social Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 5,316,107	\$ 5,389,273	\$ 5,387,670	\$ 5,249,681	\$ 5,264,880	\$ 5,265,061	\$ 5,435,332

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Emergency Rapid Rehousing Program (Homeless Shelter)	-	-	-
Employment Services Transformation Funding and Service Reduction	(1,566,100)	(1,566,100)	-
<b>Total</b>	<b>(1,566,100)</b>	<b>(1,566,100)</b>	<b>-</b>

## Emergency Rapid Rehousing Program (Homeless Shelter)

---

Department: Health & Human Services  
Division: Employment and Social Services  
Manager: Homelessness Prevention Programs

Employment and Social Services (ESS) has been operating emergency housing since the onset of the pandemic. Throughout the last three years, staff and community partners have dealt with a variety of changing needs and emergencies. Programming has pivoted from focusing on Public Health priorities to Housing priorities and back again depending on the year. The Social Services Relief Fund (SSRF) funded this critical community programming and although this funding has ceased, the need across Ontario has grown.

In May 2022, the Municipality's lease agreement with the Travelodge ended and emergency housing services were transferred to a new location in the former Victoria Park School Chatham, as per council approval on March 21, 2022.

Victoria Park Place (VPP) Emergency Housing has been operated and staffed by ESS, operating twenty-four (24) hours a day, seven (7) days a week. Since opening 1 year ago, the program has provided emergency accommodations to 343 households while assisting 89 of them with securing housing directly from VPP. An additional 212 Chatham-Kent households were housed during this time. They may have stayed temporarily at VPP before accessing other forms of short-term housing and then eventually securing something long term. Every person or family who seeks an admission goes through "diversion" prior to program acceptance to see if they can stay elsewhere temporarily (and still receive housing placement services). This ensure that VPP is used as a last resort.

Our goal has and continues to be to house enough people to no longer need a large emergency shelter. Although our housing placements are stronger then the last two years we are not seeing the same outcomes as 2019. There are multiple factors in this but one glaring factor is the cost of rent. Rent in Chatham-Kent has more then doubled while incomes have largely remained the same. There are lengthy waitlists for the limited rent supplement programs available in the community. The waitlist to access an affordable 1-bedroom unit in Chatham-Kent is now more than 5 years while even room rentals in the community are quickly outpacing income. The total monthly income of a single adult on Ontario Works is the same today as it was in 2018 at \$733 a month and there are approximately 1400 CK households trying to survive on this monthly income.

## Emergency Rapid Rehousing Program (Homeless Shelter)

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Although there has been positive announcements on new affordable builds like Indwell, these builds are months if not years away and the amount of units proposed are not enough to cover the current let alone growing need. Simply put, Chatham-Kent like many communities continues to see rents rise year over year while the income of those on the lowest end remain frozen. Based on this factor alone, homelessness will continue to grow along with the need for emergency housing. Additionally, there are not enough vacant units in the community to meet the need regardless of the price.

To complicate matters further, On January 27, 2023, the Ontario Superior Court of Justice ruled against the Regional Municipality of Waterloo, preventing them from dismantling a large encampment that was on municipal property that was slated for future construction. In the decision it was determined that removing the encampment was a breach of the encampment's residents chartered rights. This specific encampment remains and is costing that Municipality approximately \$80,000 a month (\$960,000 a year) in security costs. This ruling has complicated our approach to responding encampments which result in significant number of complaints from the community. The simplified summary of this is that without an emergency housing, Chatham-Kent will have even less tools to respond to encampments making it nearly impossible to remove them from public grounds without the risk of significant legal repercussions. This will lead to discussions around community safety and increased costs to multiple departments that are forced to respond to these matters.

Historically Chatham-Kent has relied on Motel rooms and a 24/7 phone line for emergency housing. There are not enough rooms available for the current need, which has at a minimum doubled. Currently Motels are reserved primarily for families, which historically was something we didn't see very often in CK. In 2022, 30 Families with 53 children required emergency housing. Although a motel system would cost substantially less than our current model, far less households could be assisted and again, encampments will grow. It is important to note that regardless of whether or not Chatham-Kent has an emergency shelter, with current projections we expect encampments to continue to grow as the need is already far past the available resources. Maintaining a shelter will however provide an important and safe option for those wishing to engage in services and supports to improve their situation. It will also provide staff a tool and option to encourage encampment dwellers to vacate their encampment. Currently we are seeing approximately 70 people a month access VPP and without it, they would be forced directly into an encampment.



## Emergency Rapid Rehousing Program (Homeless Shelter)

Victoria Park Place is having an impact and many people are receiving services to change their situation. In 2022, VPP has provided the following services:

- 356 nights operating
- 13290 bed nights used
- 89 households moved directly from VPP back to housing
- 343 unique households served
- 30 families and 53 children received emergency housing
- 1505 households were diverted to alternative forms of housing

These outcomes are positive but it is important to note that new people fall into homelessness every week. More than 54% of VPP users in 2022 accessed emergency housing for the first time in their lives. The number of households accessing our prevention programming has steadily increased and the cost to deliver that program has doubled since 2019 while the funding to provide this program has not. Closing CK's only emergency shelter in a positive way is dependent on numerous policy changes that the Municipality has no control over. The timeline on this will be dependent on other levels of government addressing affordable housing, social assistance rates, mental health and addictions supports, long-term care wait times, and increasing supports for those with developmental and cognitive disabilities.

Link to Strategic Plan:	<p>Provide supports for vulnerable community members &amp; emergency preparedness.</p> <p>a. Invest in strategies identified in the 3 pillars of the Community Safety and Well-Being Plan (Community Awareness and Integration, Mental Health and Substance Use, Housing and Homelessness).</p> <p>i. People know where to get the services they need and when they need them.</p> <p>ii. People can access local mental health and substance use supports and services.</p> <p>iii. People have a safe place to call home.</p>
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## Emergency Rapid Rehousing Program (Homeless Shelter)

Consequences/Risks of Not Proceeding:	<p>The consequences of not continuing with funding of the operation of the Victoria Park Place up to May 2025 as previously approved by Council would be:</p> <ul style="list-style-type: none"> <li>* Significant impact to the health, safety and wellbeing of individuals and families experiencing homelessness</li> <li>* Larger encampments create additional costs to Police, Fire, Health care, Public Works and Parks departments</li> <li>* More calls to Police, 911, EMS and the municipality due to issues with people sleeping rough and in encampments on public and private property</li> <li>* Reduced housing placements as more unhoused individuals become disconnected from services and supports and their ability to participate successfully decreases</li> <li>* Lack of value for money for repairs completed to open Victoria Park Homeless Shelter if only used for a year</li> <li>* Provincial HPP funding is not sufficient to fund both homeless prevention and the shelter</li> </ul> <p>ESS is reviewing other potential models to find further efficiencies; however, the current site is rent-free, available for this purpose and most of the costs are staffing related and not expected to decrease significantly. Without significant upstream changes (increased social assistance and minimum wages as well as increases in affordable housing) homelessness is expected to slowly increase.</p>
Council Priority:	Community - Support for vulnerable community members & emergency preparedness
Strategic Focus:	Health

# Emergency Rapid Rehousing Program (Homeless Shelter)

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 1,434,180	\$ 601,409	\$ -	\$ -
Building Related	213,400	137,085	-	-
Contracted Services	49,000	31,875	-	-
Material, Veh and Equip Related	15,501	14,251	-	-
Operating Related	229,620	103,600	-	-
Social Assistance	25,000	25,000	-	-
Transfer from Reserves	(1,966,701)	(913,220)	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Emergency Rapid Rehousing Program (Homeless Shelter)

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Shelter Support Worker - Non Union Grade 5	January, 2024	May, 2025	10.00
One-Time	Shelter Lead - Non Union Grade 8	January, 2024	May, 2025	5.00
One-Time	Shelter Lead Non Union Grade 8	January, 2024	May, 2025	1.00
<b>Total FTE</b>				<b>16.00</b>

## Employment Services Transformation Funding and Service Reduction

Department: Health & Human Services  
Division: Employment and Social Services  
Manager: Service contract - Ontario Works

On February 12, 2019, the province of Ontario announced a plan to transform the provincial delivery of employment services. The vision was to reduce fragmentation and duplication between provincial employment systems to improve client service, increase accountability, and achieve better outcomes for all job seekers and employers.

As part of the transformation, a new service delivery model was introduced that would integrate Ontario Works Employment Assistance provided under the Ministry of Children, Community and Social Services (MCCSS), into Employment Ontario, provided under the Ministry of Labour, Immigration, Training and Skills Development (MLITSD).

The Province introduced a new model to manage the employment service system through the creation of 15 catchment areas. Each catchment area would be administered by a service system manager (SSM). The SSM would be responsible for the planning, design, and delivery of local employment services. The Municipality of Chatham-Kent was placed within the “Windsor-Sarnia” catchment area.

On February 9, 2023, MLITSD announced the phase two SSMs and declared the City of Windsor as SSM for the Windsor-Sarnia catchment area. The City of Windsor leads a consortium that includes the Workforce Development Board Windsor Essex (Workforce WindsorEssex). The City of Windsor currently holds contracts to deliver both Employment Ontario and Ontario Works programming, while also actively partnering with the Ontario Disability Support Program office. This change will impact both funding received by and employment services delivered by ESS once fully implemented. Employment and Social Services will continue to deliver employment programming to Ontario Works recipients for the remainder of 2023.

## Employment Services Transformation Funding and Service Reduction

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Employment and Social Services will explore service delivery options with The City of Windsor during the transition period. Historically, ESS has delivered strong employment outcomes for job seekers and employers in Chatham-Kent. Employment and Social Services has successfully co-delivered employment programming with both The City of Windsor and Lambton County in the past, including the recent Health Support Worker-Personal Support Worker (HSW-PSW) Skills Development Fund program in which 59 PSWs received training.

Employment and Social Services is undertaking a strategic review of operations to prepare for and address the impact these changes will have on the delivery of services. Proposed changes will be reflected in budget planning as programming is adjusted to increasingly focus on delivering stability supports for social assistance recipients.

As part of this strategic review, the following options may be considered, with every effort made to minimize the impact on recipients and valued team members:

- Deliver local employment programming via a contract through the City of Windsor thereby maintaining some employment related Ontario Works program funding;
- Eliminate currently vacant Ontario Works program positions;
- Reduce Ontario Works full time equivalent positions that are vacated through natural attrition;
- Identify discretionary municipal programs currently delivered through Ontario Works program delivery funding and make recommendations to Council proposing changes to programs, requesting municipal delivery funding, or as a last resort, recommending termination of program delivery. Examples of these programs include the Community Navigator program, All For Kids program, and Funerals and Burials for deceased residents who do not have enough money in their estate to cover these costs;
- Identify areas of demand related to the provision of stability supports within the Ontario Works program and where appropriate make a recommendation to Council requesting the reallocation of the 50% municipal share associated with the funding reduction; and
- If necessary, reduce Ontario Works program positions and seek redeployment opportunities within the Municipality of Chatham-Kent for impacted staff.

Employment and Social Services is prepared to successfully adjust to the new service delivery model. Team members are cross-trained and currently experienced with the delivery of stability supports. Our team members will continue to deliver exceptional services to the community after the transition is complete within the scope of the program funding.

## Employment Services Transformation Funding and Service Reduction

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Link to Strategic Plan:

1.5 Maintain Financial Sustainability - c. Consider new revenue and funding sources

Employment and Social Services will work with The City of Windsor to find ways to mitigate these impacts as well as support recipients with navigating the system changes as well as undertaking a strategic review of operations to prepare for and address the impact these changes will have on the delivery of services. Employment and Social Services is prepared to successfully adjust to the new service delivery model. Team members are cross-trained and experienced with the delivery of stability supports. Our team members will continue to deliver exceptional services to the community after the transition is complete within the scope of the program funding.

## Employment Services Transformation Funding and Service Reduction

Consequences/Risks of Not Proceeding:	<p>The Ontario Works program delivery funding will be reduced by \$1,566,100 to reflect the shift of responsibilities for employment assistance to Employment Ontario starting on January 1, 2024. There is surging demand for stability supports provided by municipalities due to factors like an increase in precarious employment, unaffordable housing, and rising inflation. However, delivering these supports to some of the provinces most vulnerable is increasingly challenging when program spending is reduced, as this results in fewer Case Managers, and those remaining with much higher caseloads. Some of the financial pressures facing municipalities include:</p> <ul style="list-style-type: none"><li>* Ontario Works (OW) program delivery funding has not increased since 2018;</li><li>* OW recipients including those with disabilities have had rates frozen since 2018;</li><li>* OW caseloads forecasted to increase by 22% from 2022-24, an increase of 461 cases (total caseload of 2557 cases);</li><li>* Elimination of SSRF funding utilized to support various initiatives including food programs, homeless shelter staff and residents;</li></ul> <p>Ultimately, these pressures impact the community's most vulnerable. Where municipalities are unable to provide support, these challenges will be pushed onto benevolent organizations who are increasingly stretched, if available to provide support at all. Employment and Social Services will work with The City of Windsor to find ways to mitigate these impacts as well as support recipients with navigating the system changes as well as undertaking a strategic review of operations to prepare for and address the impact these changes will have on the delivery of services. Employment and Social Services is prepared to successfully adjust to the new service delivery model. Team members are cross-trained and experienced with the delivery of stability supports. Our team members will continue to deliver exceptional services to the community after the transition is complete within the scope of the program funding.</p>
Council Priority:	Service - Maintain financial sustainability
Strategic Focus:	Serv Red



# Employment Services Transformation Funding and Service Reduction

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ (1,566,100)	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>(1,566,100)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expense</b>				
Employee Related	(1,218,552)	-	-	-
Social Assistance	(347,548)	-	-	-
<b>Total Expense</b>	<b>(1,566,100)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Employment Services Transformation Funding and Service Reduction

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Project Manager, Workforce Plan Board - Non Union Grade 10	January, 2024		(1.00)
Base	Employment Resource Advisor - Non Union Grade 5	January, 2024		(4.00)
Base	Case Worker - Non Union Grade 8	January, 2024		(3.00)
Base	Employment Resource Worker - Non Union Grade 8	January, 2024		(3.00)
Base	Employment Training Coach - Non Union Grade 8	January, 2024		(1.00)
	<b>Total FTE</b>			<b>(12.00)</b>

## Housing Services

Housing Services is responsible for the administration and funding of private non-profit (PNP) housing providers and community housing programs. The division also manages and operates 753 public housing units of which 44 are currently in development, and partners with community agencies to provide housing services.

The division also looks to establish new affordable housing programs and participate in new funded programs when available. Currently, the Municipality administers the following affordable housing programs:

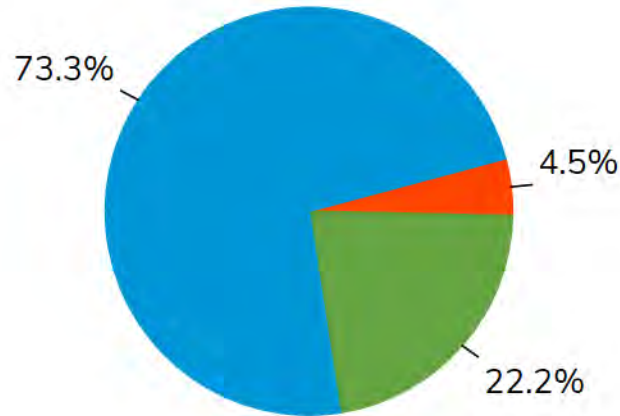
- Home Ownership Program
- Portable Housing Benefits
- Rent Supplement
- New rental Build or Conversions
- Home Repairs and/or Renovations

In addition, the division is responsible for the implementation of the 10 Year Community Housing & Homelessness Plan and CK Directives and Social Housing Policies and Procedures.



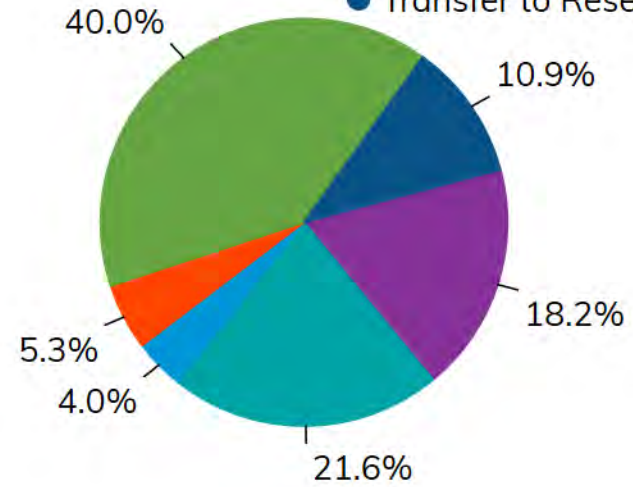
**Revenue  
2027**

- Other \*
- User Fees
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Other \*
- Lifecycle/Lifeamp
- Social Assistance
- Transfer to Reserves



# Housing Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Federal	\$ 5,366,263	\$ 2,648,021	\$ 1,294,423	\$ 765,003	\$ 435,535	\$ 344,947	\$ 388,771
Grants - Provincial	833,996	383,722	203,851	3,009,351	203,851	203,851	203,851
User Fees	2,808,979	2,835,165	2,788,245	2,809,953	2,965,103	2,988,203	3,011,484
Fines and Penalties *	1,936	360	1,500	1,500	1,500	1,500	1,500
Miscellaneous Revenue *	20,481	1,116	1,091	1,091	1,191	1,191	1,191
Recoveries *	143,807	108,996	15,453	15,453	16,203	16,203	16,203
<b>Total Revenue</b>	<b>9,175,462</b>	<b>5,977,380</b>	<b>4,304,563</b>	<b>6,602,351</b>	<b>3,623,383</b>	<b>3,555,895</b>	<b>3,623,000</b>
<b>Expense</b>							
Employee Related	1,633,008	2,041,230	2,241,375	2,255,554	2,398,016	2,493,678	2,493,678
Building Related	3,085,396	2,845,761	2,822,586	2,822,586	2,950,372	2,950,372	2,950,372
Contracted Services	8,050,481	4,394,977	570,326	3,130,677	491,080	481,687	456,838
Material, Veh and Equip Related *	8,183	10,439	11,535	11,693	9,474	7,390	5,215
Lifecycle/Lifeamp	601,494	590,513	865,628	865,628	723,020	722,984	722,846
Operating Related *	141,566	39,227	82,514	84,614	87,650	87,650	87,650
Social Assistance	5,263,020	4,989,478	5,597,448	5,448,461	5,477,252	5,439,865	5,469,018
Other Expenses *	2,330	-	-	-	-	-	-
Transfer to Reserves	6,712,115	11,427,316	1,618,734	1,669,005	1,435,087	1,409,356	1,491,942
Transfer from Reserves *	(8,319,061)	(11,493,467)	(871,275)	(442,231)	(300,143)	(137,844)	(110,189)

# Housing Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Internal Allocations *	236,723	(51,997)	154,428	(8,943)	(8,943)	(8,943)	(8,943)
<b>Total Expense</b>	17,415,255	14,793,477	13,093,299	15,837,044	13,262,865	13,446,195	13,558,427
<b>Total Tax Funded</b>	\$ 8,239,793	\$ 8,816,097	\$ 8,788,736	\$ 9,234,693	\$ 9,639,482	\$ 9,890,300	\$ 9,935,427

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
CK Renovates Program Funding	300,000	-	300,000
Housing Services Assistant	-	-	-
Tenant Relations Analyst Housing Services	-	-	-
Additional Summer Student - Clerical Assistant	-	-	-
Installation of Video Surveillance Systems	-	-	-
Municipal Portable Housing Benefits	199,200	-	199,200
Municipal Portable Housing Benefits and Housing Benefits Analyst	495,173	-	495,173
Affordable Housing Building - 36 McGeorge St. Blenheim	133,397	133,397	-
Private Non-Profit Case Management Support for Service Agreements	(339,822)	-	(339,822)
<b>Total</b>	<b>787,948</b>	<b>133,397</b>	<b>654,551</b>

## CK Renovates Program Funding

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Department: Health & Human Services  
Division: Housing Services  
Manager: Affordable Housing Programs

Request to increase funding from prior year amount of \$100,000 to \$300,000, partly funded from base with remaining funding from “OW – Corporate Initiative Reserves” to sustain “CK Renovates” program delivery.

It is recommended that the \$300,000 of funding is phased into the base budget in the amount of \$150,000 in 2025 and 2026 to have a total base budget of \$300,000 by 2026. The remaining balance each year will be funded from reserve to ensure there is a total of \$300,000 in funding each year. Therefore, \$300,000 will be funded from the OW – Corporate Initiative Reserves in 2024, \$150,000 in 2025, \$0 in 2026 and \$0 in 2027.

Since 2012, Chatham-Kent Housing Services has delivered a highly successful “CK Renovates” program that provides forgivable loans and grants to low to middle income homeowners seeking emergency repairs or accessibility improvements to their homes. Initially the program was delivered using provincial funding. Demand for the program increased beyond the capacity of the provincial funding so from 2017-2020, \$300,000 from the “OW-Corporate Initiatives Reserves” was allocated to increase program capacity. This amount was reduced to \$100,000 in 2021 – 2023 due to pandemic safety precautions that limited construction.

In 2017 the program had 35 participants and a total spending of \$624,112.

In 2018 the program had 39 participants and a total spending of \$572,301.

In 2019 the program had 35 participants and a total spending of \$423,318.

In 2020 the program had 12 participants and a total spending of \$189,148.

In 2021 the program had 10 participants and a total spending of \$135,036.

In 2022 the program had 8 participants and a total spending of \$97,813.

In 2023 the program has a projected 26 participants and a projected total spending of \$800,000.

Interest in “CK Renovates” programming has rebounded in 2023 and conservative forecasts predict 26 households will use all but \$100,000 of current funding available in 2023. Current funding consists of reserve contributions and Revolving Loan Funds dedicated to “Renovates” programs. In order to sustain average program service levels (24 participants and \$406,000), a \$300,000 yearly allocation should be reinstated for this program.

Impact: Meet John

## CK Renovates Program Funding

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John is 66 years old and purchased his Wallaceburg home with his late wife in 2000. John's physical health was deteriorating because of the condition of his home. Although John could afford his accommodations, he couldn't afford to fix his leaking roof and over time this leak progressed and created other health hazards. His breathing and overall health was strongly affected by the insulation draping down from the ceiling throughout his home, mold and unbalanced flooring due to the water damage. He was living with water running into pots and buckets on the floor of his kitchen and bedroom, having to monitor the levels throughout a storm and/or heavy rain, and often times had to use a shop vac and mop to clean up the water damage that rose to the top of his baseboards. The state of the home and the thought of having nowhere to move was impacting his mental health. John's home was quickly becoming a safety hazard and without repairs homelessness was a possibility.

With the help of municipal staff, John was able to complete a CK renovates application and was approved for the necessary repairs. Local companies were contracted to complete all repairs and John is able to retain his affordable housing. With secure and stable housing, John is able to take a proactive approach to his health.

Impact: Meet Tammy and Michelle

Tammy and Michelle are a mother and daughter who own their home and have lived together most of their lives. Tammy is 90 and Michelle is 72. They contacted Housing staff when their furnace broke down suddenly and they did not have the means to repair it. During the application process it was discovered that the home was not accessible which meant that Tammy was largely trapped in one small section of the home. This was considered in the application and approval was granted to both fix the furnace and make minor accessibility upgrades to the home giving Tammy the ability to once again access her kitchen and the other parts of the home that were previously inaccessible.

Link to Strategic Plan:

This change request is directly linked to Priority: Promote Community Safety & Well-Being point 2 "Provide supports for vulnerable community members & emergency preparedness". This programming directly assists in ensuring there is affordable and suitable housing for everyone. It supports Chatham-Kent's senior's ability to "age in place" both improving their overall well-being and reducing the greater costs in assisting them to procure accessible or community housing. This program is also directly linked to Priority: Ensure Environmental Sustainability point 3 "Promote community transition to a cleaner energy future" as the program energy efficiency requirement contributes to reducing costs and environmental impact of energy usage.



## CK Renovates Program Funding

Consequences/Risks of Not Proceeding: Programming would be reduced to 4-6 households a year (a 75% reduction in service from the current 8-year average). Homeowners unable to access assistance with accessibility modifications or energy efficiency repairs (includes essential repairs like new HVAC, roofs, windows, septic) may be required to move from the home and seek more costly and less appropriate housing solutions such as assisted living or subsidized community housing which is already in historically high demand.

Many of the households who are assisted by this program are seniors and are in need of accessible housing. Employment & Social Services has completed analysis of the local direct cost of homelessness (shelter bed, average length of stay in shelter, case management, startup costs at new unit) and has determined that the average cost of homelessness for an individual is \$9,489.13 per incident. Due to the drastically limited supply of accessible housing, it is safe to assume that the cost of homelessness will be significantly higher for seniors and those who require accessible housing. That is because it will take even longer to find appropriate housing. It is often more cost-effective to assist with the repairs to maintain housing versus assisting during a homeless emergency.

Council Priority: Community - Support for vulnerable community members & emergency preparedness  
Strategic Focus: Health

### Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ -	\$ 150,000	\$ 150,000	\$ -

## CK Renovates Program Funding

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	-	150,000	150,000	-
<b>Net Base Impact</b>	\$ -	\$ 150,000	\$ 150,000	\$ -

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 300,000	\$ 150,000	\$ -	\$ -
Transfer from Reserves	(300,000)	(150,000)	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

## CK Renovates Program Funding

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 150,000	\$ 150,000	\$ -

# Housing Services Assistant

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Department: Health & Human Services  
Division: Housing Services  
Manager: Public Housing (stage1)

1 Full-Time Non-Union (FTNU) permanent Housing Services Assistant (Grade 5.6). During the 2023 budget process this position was approved as a two year contract which ends in 2025. Therefore, this request is for the position to become a permanent position beginning in 2025 when the current contract comes to an end.

As the number of affordable housing units developed in the community increases, the Housing Services team will need additional resources to help support new tenants and maintain service levels. The Housing Services team is working to provide more Rent Geared to Income (RGI) and affordable housing units across Chatham-Kent. The most recent of which is a 17 multi-bedroom family affordable housing apartment building in Blenheim.

The recent increase in rental income that is possible due to the shortage of housing has resulted in private rent supplement landlords becoming reluctant to increase or maintain rent supplement units. As a result, these landlords are withdrawing from the Rent Supplement program. Housing Services continues to reach out to landlords that may consider participating in the program. Marketing to new landlords and efforts to retain existing landlords is paramount in preserving these housing opportunities with private landlords. This Housing Services Assistant will assist with marketing, retention, and communication to landlords.

Currently the Tenant Relations Manager oversees a team of 17 Building Attendants and six internal team members. The anticipated growth in publicly owned housing will result in additional numbers to this team. The Housing Services Assistant position can assist with communication to Building Attendants and preparation of training and resource material.

Accountability and reporting continue to drive the work within Housing Services. Additional reports on vacancy, arrears and Rent Supplement are required to be developed, monitored, circulated, and utilized to set goals and drive improvement process.

Increased communication to the growing population of tenants in public housing is required to provide information around supports and to meet the requirements within the Housing and Homelessness Plan to engage with tenants. The bi-annual tenant engagement survey measures areas of success and those in which can be improved upon meeting the diverse needs of tenants residing within public housing. The Housing Services Assistant will assist in preparing and circulating communication to tenants. The position will be responsible for circulating and compiling the results of tenant engagement inclusive of reports that benchmark service expectations and explore opportunities for improvement.

# Housing Services Assistant

A significant rise has been noted around Internal Appeals. As housing becomes more and more difficult to obtain, the wait lists grows and individuals exercise their right to appeal decisions on urgent housing requirements. Housing Services accommodates all appeal requests and is in need or support for minute taking, meeting arrangements and communication with applicants.

**Link to Strategic Plan:** This change request is directly linked to Priority: Promote Community Safety & Well-Being “Provide supports for vulnerable community members & emergency preparedness”. This Housing Services Assistant will help the Housing Services department support and increase the quality of life of our current and future tenants.

**Consequences/Risks of Not Proceeding:** Tenants may experience a reduction in services and/or experience decreased quality of service.

Landlords not recognized for their participation in the Rent Supplement Program may choose to exit the program decreasing housing opportunities and jeopardizing funding received from the Ministry for this specific program. The Private Landlord is an important piece to ending homelessness and the community benefits from these housing options, housing individuals without the cost of building operations. Without proper support, marketing and recognition efforts we risk the loss of Private Landlords offering affordable housing increasing the need for additional public housing and possibly increases in the need for larger shelters.

As teams increase in size, a commitment to supports that will ensure the team is connected, supported, and have access to necessary training tools and information is vital to continue a safe and valued service to tenants and stakeholders.

Tenant satisfaction and service could decrease if staff are unable to commit to reviewing benchmarks based on tenant feedback due to time constraints with other position priorities and increased workload.

The Internal Appeal process has a requirement to meet deadlines to ensure the process is not delayed. Without support for these meetings there is risk that deadlines may not be met, and the service standard not achieved.

**Council Priority:** Community - Support for vulnerable community members & emergency preparedness  
**Strategic Focus:** Health

# Housing Services Assistant

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ 79,075	\$ -	\$ -
Contracted Services	-	-	7	57
Lifecycle/Lifeamp	-	(54,420)	(18)	(69)
Other Expenses	-	(26,015)	-	-
Transfer to Reserves	-	543	11	12
<b>Total Expense</b>	-	(817)	-	-
<b>Net Base Impact</b>	\$ -	\$ (817)	\$ -	\$ -

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ -	\$ 2,169	\$ -	\$ -

# Housing Services Assistant

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Transfer from Reserves	-	(2,169)	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Housing Services Assistant - Non Union Grade 5	January, 2025		1.00
	<b>Total FTE</b>			<b>1.00</b>

## Tenant Relations Analyst Housing Services

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Department: Health & Human Services  
Division: Housing Services  
Manager: Public Housing (stage1)

1 Full-Time Non-Union (FTNU) permanent Tenant Relations Analyst (Grade 6.6). During the 2023 budget process this position was approved as a two year contract which ends in 2025. Therefore, this request is for the position to become a permanent position beginning in 2025 when the current contract comes to an end.

As the number of affordable housing units, which are owned and operated by the Municipality of Chatham-Kent increases, the Housing Services team will need additional resources to continue to build new affordable housing units and to help maintain service levels. The Chatham-Kent Housing Services (CKHS) team is working to provide more Rent Geared to Income (RGI) and affordable housing units across Chatham-Kent. The most recent of which is a 17 multi-bedroom family affordable housing apartment building in Blenheim with plans to build other affordable housing projects throughout the community of Chatham-Kent.

Housing Services created a Portable Housing Benefit (PHB) in 2020 originally offering 22 benefits to applicants on the centralized wait list in Chatham-Kent. This additional workload was added to an already very busy position. The number of these PHBs increased in 2021 and again in 2022, which increases the ability for individuals to remain or become housed through private landlords. Housing Services plans to continue to grow this program until capacity is reached. This is a permanent benefit for individuals requiring annual review and management throughout the year to ensure the guidelines of RGI and the requirements of the benefit are adhered to. Tenants receiving this benefit require support and are required to provide documentation on a regular basis.

The recent increase in rental income that is possible due to the shortage of housing has resulted in private rent supplement landlords becoming reluctant to increase or maintain rent supplement units. As a result, these landlords are withdrawing from the Rent Supplement program. Housing Services continues to reach out to landlords that may consider participating in the program. The on-boarding of new landlords and termination of exiting landlords requires documentation and input into the property management system as well as on-going tracking for provincial reporting.

In the past five years, CKHS has experienced an increase in filing with the Landlord Tenant Board (LTB) from 1-3 cases annually, to 2-3 cases monthly seeing a 108% increase in the number of applications. The cases are much more complex requiring preparation of evidence, surveillance footage, affidavits, case notes, proof of supports provided, and organization of witnesses. Additionally, efforts have been increased to collaboratively work with stakeholders in on-going effort to enter into agreeable and reasonable payment plans and consent orders.



## Tenant Relations Analyst Housing Services

Across the province, Municipal Housing Services are recruiting Paralegal professionals and/or dedicated staff to assist with this urgent workload. In the past three years, CKHS have worked with support agencies, Employment & Social Services, and the Chatham-Kent Legal Clinic, to achieve mediated consent orders that will assist in tenants maintaining their housing while improving their tenancy to ensure a safe environment for other tenants while decreasing and removing arrears. In 2022, 37 applications were submitted to the LTB, 5 of these applications resulted in mediated consent orders allowing for tenants to retain their tenancy agreeing to supports and changes to improve tenancy and reduce the risk of safety and disturbance of other tenants. Consent orders require consistent review for a one-year period. All information collected and utilized in tribunal applications/orders are stored in a provincial portal as well as the property management software. The new provincial LTB portal requires consistent oversight to ensure all evidence, notices, certificates of service, and ledgers are input in prescribed periods of time. LTB communication on case status is now communicated through a portal system. In 2023, there are currently 37 applications that have been submitted to the LTB as of May 31, 2023 and 3 applications have been withdrawn as a result of continued efforts to work with the tenant to re-pay arrears prior to the hearing date and one hearing adjourned as community resources work to provide supports to reach a consent order maintaining tenancy.

New legislation from the Ministry of Housing will require the review of assets to determine initial and on-going RGI eligibility. Meeting these legislative requirements will require a review of over 700 public housing files, 150 PHB files and approximately 100 Rent Supplement files. The position of Tenant Relations Analyst will assist in contacting tenants and reviewing information requested and received to ensure on-going eligibility under the guidelines.

Link to Strategic Plan:

This change request is directly linked to Priority: Promote Community Safety & Well-Being “Provide supports for vulnerable community members & emergency preparedness”. This Tenant Relations Analyst will help the Housing Services department support and increase the quality of life of our current and future tenants.

## Tenant Relations Analyst Housing Services

Consequences/Risks of Not Proceeding: Tenants may experience a reduction in services and or experience decreased quality of service. There is a risk that applicants on the Centralized Wait List who are currently housed with a private landlord may lose their current housing without the assistance of the Portable Housing Benefit (PHB). Tenants have declared at the time of approval of their PHB that they were one to two months away from losing their current accommodations. This benefit was created without staff support and managed by existing team members adding to the current busy caseload. To mitigate the risk of work overload and ensure accurate timely implementation of this growing benefit additional support is required.

A delay in preparation and submission of applications to hearings results in risk to other tenants and their right to an enjoyable safe place to live. Hostile Unit Takeovers (HUTS) are becoming an urgent issue across the province resulting in illegal drug activity, weapons, and in some cases accidental death. Unit turnover is experiencing increased costs for damages, and delays in vacancy rate due to the extensive repairs required. Delays in hearings in which a HUT has occurred has resulted in relapse of recovered individuals who were in good standing with tenancy, as well as long time tenants evacuating their units to couch surf or stay with other families out of fear and escalated disturbances. A delay in preparation of submissions results in increased arrears for the tenant, and ultimately bad debt write offs. Management of consent orders is critical in meeting legal requirements under the Residential Tenancy Act to protect the rights of all tenants.

There is a risk that current staff will not be able to complete the file reviews for compliance within the Ministry mandated period to meet the requirement for Rent Geared to Income asset level limits.

Council Priority:

Community - Support for vulnerable community members & emergency preparedness

Strategic Focus:

Health

# Tenant Relations Analyst Housing Services

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ 86,827	\$ -	\$ -
Contracted Services	-	818	7	57
Lifecycle/Lifeamp	-	(88,188)	(18)	(69)
Transfer to Reserves	-	543	11	12
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ -	\$ 2,169	\$ -	\$ -
Transfer from Reserves	-	(2,169)	-	-

# Tenant Relations Analyst Housing Services

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Net One-Time Impact	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Tenant Relations Analyst - Non Union Grade 6	January, 2025		1.00
<b>Total FTE</b>				<b>1.00</b>

## Additional Summer Student - Clerical Assistant

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Department: Health & Human Services  
 Division: Housing Services  
 Manager: Public Housing (stage1)

Chatham-Kent Housing Services (CKHS) has a base budget that provides one summer student to be shared for our applications team, tenant relations team and general program administration. Housing Services has had a second summer student funded through the Social Housing operations reserve for the previous three years (2021, 2022 and 2023). Having two students allowed both the applications and tenant relations teams to have their own summer student for their community housing services. This has led to excellent results to the services we provide as the summer students time is not split between the two teams. Our summer students have been instrumental in our community engagement events such as the Indigenous Peoples Day Celebration, Blenheim Seniors Fair, and other community engagement sessions. Summer students are able to assist in organizing and participating in community events hosted on site at several public housing locations. This experience exposes students to an array of community agencies as we collaborate to bring education and services through outreach to various locations. The students have also contributed in grant funding application processes by doing research and providing information to bolster our applications' needs assessments.

Most housing services staff wish to use their vacation time during the summer months when their children and grandchildren are not in school. Having a second summer student to help cover their work provides greater opportunity for senior staff to be granted their vacation requests without compromising the excellent customer service standards of the division. In general, granting staff vacation requests reduces the liability of "unused vacation time" banks and improves job satisfaction and team morale. Having coverage via summer students also maximizes the chances for new staff to enjoy vacation time during peak periods.

Link to Strategic Plan: This change request is directly linked to Priority: Promote Community Safety & Well-Being "Provide supports for vulnerable community members & emergency preparedness" and Priority: Grow our Community point 1.C "Reduce barriers for affordability and supply". This summer student will help the Housing Services department support and increase the quality of life of our tenants through various initiatives as well as grant funding opportunities.

In addition this request is linked to Priority: Deliver Excellent Service. The opportunity for summer students to experience a rewarding workplace experience in Housing Services increases the likelihood of attraction or retention of this individual into the future employment needs of the department.

## Additional Summer Student - Clerical Assistant

Consequences/Risks of Not Proceeding: The applications and tenant relations teams have significant workload as an on-going issue. It has been shown that having a summer student dedicated to each team has alleviated some of the additional workload pressures encountered due to additional workload and staff summer vacations being taken. Without this additional summer student employees could become overworked, increased levels of job dissatisfaction, difficulties in earned vacation scheduling and/or employee burn out experience. There could be a potential a lack of resources to pursue and complete potential grant funding opportunities without student resources. Community and tenant engagement events could potentially not be as successful without sufficient resources that students provide. Housing Service staff include professionals in social work, accounting and project management yet Community Housing applications are rarely part of the curriculum in any of these disciplines. As a result, new graduates rarely target a career in the Community Housing sector as an area of interest. Without opportunities to introduce students to the Community Housing sector, future recruiting efforts for Housing Services positions will experience a reduced pool of interested applicants. These opportunities allow applicants to learn more about the various roles in Housing Services that provide service to the communities in the Municipality of Chatham-Kent as a whole.

Council Priority: Community - Support for vulnerable community members & emergency preparedness  
Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 10,181	\$ -	\$ -	\$ -

## Additional Summer Student - Clerical Assistant

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Other Expenses	(10,561)	-	-	-
Internal Allocations	380	-	-	-
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Clerical Assistant Housing - Non Union Student Grade 2	January, 2024		0.29
	<b>Total FTE</b>			<b>0.29</b>

## Installation of Video Surveillance Systems

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Department: Health & Human Services  
Division: Housing Services  
Manager: Public Housing (stage1)

Video security surveillance systems are a resource used by Chatham-Kent Housing Services (CKHS) at selected sites within the management jurisdiction of CKHS for the purpose of increasing the safety and security of tenants, staff, and members of the public. These systems protect corporate assets and property as well as assisting to detect and deter criminal activity and vandalism. CKHS has installed surveillance cameras at several other complexes in Chatham-Kent all of which have seen a decrease in concerns following their installation.

The video captured by surveillance cameras is deemed to constitute personal information. The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) permits the collection of personal information so long as the conditions in section 28(2) and Regulation 823 are met.

CKHS has developed and implemented policy and procedures to ensure compliance with Section 3 of Regulation 823 of Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Reasonable measures are in place to safeguard video surveillance footage in the custody and control of the Division.

The timeline for video surveillance system installation is outlined below:

In 2024 – 23 unit complex at 18 Canal Street and 10 unit complex at 370 Walnut Street

In 2025 – 20 unit complex at 175 Erie Street and 35 unit complex at 109 Park Street

In 2026 – 50 unit complex at 100 Poplar Street

The municipally owned apartment complexes listed above have experienced an increase in police calls due to complaints of theft, damages, and vandalism. These complexes currently provide residency to 138 tenants. A video surveillance security threat assessment will be completed to justify and support the need for surveillance at these locations. Other methods have been attempted by CKHS to mitigate the concerns experienced at the addresses, but the issues persist. Given the success experienced with the installation of surveillance cameras at other CKHS locations and the requirement of the Landlord under the Residential Tenancy Act to provide a safe enjoyable place to live to all tenants, the surveillance systems are considered necessary. This will help to ensure CKHS complies with its obligations as a landlord and provide additional safety to the property and persons at the locations. Furthermore, with restrictions and delays around the eviction process, additional evidence is often required to be considered for urgent/prioritized tribunals. These surveillance systems will help CKHS gather the additional required evidence.



## Installation of Video Surveillance Systems

Link to Strategic Plan:	This change request is directly linked to Priority: Promote Community Safety & Well-Being “Provide supports for vulnerable community members & emergency preparedness”. These video surveillance systems will help to provide safe and affordable rental housing to the community.
Consequences/Risks of Not Proceeding:	The Municipality could see further increases to theft, damages, and vandalism which can result in high costly repairs and renovations. This could also lead to tenants residing in municipal public housing units feeling unsafe in their homes. These video surveillance systems will help mitigate the risk of these large costs and create a greater feeling of safety for the tenants. Without these surveillance systems the Municipality of Chatham-Kent, as the landlord of these public housing buildings, could not comply with its obligation to provide tenants with a safe enjoyable place to live. Finally, with restrictions and delays around the eviction process, additional evidence is often required to be considered for urgent/prioritized tribunals. Without this additional required evidence from the surveillance systems further delays regarding tribunals could be realized.
Council Priority:	Community - Support for vulnerable community members & emergency preparedness
Strategic Focus:	Health

### One-Time Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 25,440	\$ 35,616	\$ 25,440	\$ -
Transfer from Reserves	(25,440)	(35,616)	(25,440)	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Installation of Video Surveillance Systems

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

## Municipal Portable Housing Benefits

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Department: Health & Human Services  
Division: Housing Services  
Manager: Public Housing (stage1)

This change request includes an increase in the base budget to add additional municipal portable housing benefits (PHBs) in the years 2024 and 2025. Whereas change request 2024 - 0110 Municipal Portable Housing Benefits and Housing Benefits Analyst addresses years 2026 and 2027.

Below is a summary timeline with some additional information:

2024 – 25 PHBs added (21 single and 4 family) at a budget of \$99,600

2025 – 25 PHBs added (21 single and 4 family) at a budget of \$99,600

For 2024 and 2025, Housing Services would add 25 new PHBs each year. These 50 PHBs would help reduce the demand of the centralized waitlist and recover some units from the anticipated loss of rent geared to income (RGI) units since some private non-profit (PNP) housing providers are planning to exit and not enter into service agreements. PHBs are added each year as a phased in approach as it will take time to offer and fill the PHBs. By the end of 2027 Housing Services would have a total of 300 PHBs, if change request 2024 – 0110 is also approved. Currently there is 331 applicants on the PHB waitlist without any marketing of this program.

Homelessness continues to grow in Chatham-Kent as the cost of housing continues to outpace incomes. Over 300 Chatham-Kent households experienced homelessness in the last year and nearly all of which are in need of financial assistance that is not currently available to secure housing. Adding these PHBs will help many households in Chatham-Kent who otherwise are not able to afford the current market rent in the community. In addition, these PHB's will aid the Municipality in meeting the Ministry mandated service level standards.

Building new affordable housing in Chatham-Kent is needed but this will take time and is very costly. A balance of new builds along with programs that are targeted at priority populations that make housing more affordable will help reduce the number of households at-risk-of (or) experiencing homelessness. The estimated cost to build a new unit ranges from \$340,000 for a 1-bedroom unit to \$690,000 for a 4-bedroom unit.

Impact: Meet Steve

Steve has been supported by Ontario Works for several years and fell into homelessness in 2020 when he lost his home to a fire. His total monthly income is below \$800 a month making it nearly impossible to find housing on his own. The average market rent for a 1-bedroom unit is now well over \$1,250 per month.

## Municipal Portable Housing Benefits

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Without a stable home Steve was unable to find work. Without an increased income Steve was unable to find a home. In 2021 Steve qualified for an Intensive Case Management program that matched Housing Case-management supports with a Municipal PHB. It took time but with the help from his case manager and the financial support of a PHB, Steve secured housing and moved into this unit in 2022. While housed work was done to connect Steve with a family doctor who was able to assist Steve with qualifying for the Ontario Disability Support Program. This program meant that Steve's income nearly doubled making him one step closer to self-sufficiency. Steve is now focused on addressing his health holistically and with affordable housing he has a realistic opportunity for a better life.

Steve's situation has become more common due to the significant increases in rent compared to the stagnant and frozen social assistance rates. Had Steve not received a PHB he would have never been able to afford rent and would likely still be residing in a shelter or worst outdoors.

Link to Strategic Plan:

This change request is directly linked to Priority:

- Grow our Community point 1.C "Reduce barriers for affordability and supply" and
- Priority: Promote Community Safety & Well-Being point 2 "Provide supports for vulnerable community members & emergency preparedness".

These Portable Housing Benefits (PHBs) provide increased access to affordable housing to vulnerable and at-risk households in Chatham-Kent.

# Municipal Portable Housing Benefits

Consequences/Risks of Not Proceeding: If these additional municipal PHBs are not approved, many Households in Chatham-Kent will have to continue to wait to receive a benefit. These households will continue to live in financial hardship. Some households are currently experiencing the risk of losing their current housing or remaining homeless. Households receiving this benefit have provided feedback that the benefit has allowed them to pursue employment opportunities due to the portability of this benefit within Chatham-Kent.

Employment & Social Services has completed analysis of the local direct cost of homelessness (shelter bed, average length of stay in shelter, case management, startup costs at new unit) and has determined that the average cost of homelessness for an individual is \$9,489.13 per incident. This is more than double the cost of a PHB that would keep the household housed. It's important to note that this cost does not include the additional indirect cost of homelessness on other community services. In 2017, a study involving three of Canada's largest cities discovered that health, social and judicial services for homeless people with mental illness cost society more than \$55,000 per person per year, on average.

Without these additional PHBs, the waitlist for the benefits will likely continue to increase and as a result households will be spending an increased amount of time on the waitlist and may need to access alternative community resources such as the shelter. Finally, without the additional PHBs the Municipality may not meet the Ministry mandated service level standards.

Council Priority:

Community - Support for vulnerable community members & emergency preparedness

Strategic Focus:

Health



# Municipal Portable Housing Benefits and Housing Benefits Analyst

Department: Health & Human Services  
Division: Housing Services  
Manager: Public Housing (stage1)

This change request includes an increase in the base budget to add 1 Full-Time Non-Union Housing Benefits Analyst in the year 2026 and additional municipal portable housing benefits (PHBs) in years 2026 and 2027. Whereas change request 2024 - 0387 - Municipal Portable Housing Benefit addresses years 2024 and 2025 and does not include 1 Full Time Equivalent (FTE).

Below is a summary timeline with additional information:

2026 – 1 Full-Time Non-Union Housing Benefits Analyst  
2026 – 50 PHBs added (42 single and 8 family) at a budget of \$199,200  
2027 – 50 PHBs added (42 single and 8 family) at a budget of \$199,200

The PHBs are tied directly to the Full-Time Non-Union Housing Benefits Analyst request. The Full-Time Non-Union Housing Benefits Analyst request is required to administer these additional benefits as the current staffing level does not have capacity to support additional workload. Therefore, without the Full-Time Non-Union Housing Benefits Analyst, the additional benefits could not be administered.

For 2026 and 2027, Housing Services would add 50 new PHBs each year. These 100 PHBs would help reduce the demand of the centralized waitlist and recover some units from the anticipated loss of rent geared to income (RGI) units since some private non-profit (PNP) housing providers are planning to exit and not enter into service agreements. PHBs are added each year as a phased in approach as it will take time to offer and fill the PHBs. By the end of 2027 Housing Services would have a total of 300 PHBs, if change request 2024 – 0387 is also approved. Currently there is 331 applicants on the PHB waitlist without any marketing of this program. Therefore, Housing Service has the option to market this program to households in Chatham-Kent to ensure all PHBs are filled. Adding these PHBs will help many households in Chatham-Kent as well as aid the Municipality in meet the Ministry mandated service level standards.

Management of this caseload of over 300 Portable Housing Benefits requires the collection of verification for eligibility both initially, and on-going as change in family status, rental location, and income occur. Annual reviews of each benefit are also required. Additionally, the Housing Benefits Analyst is responsible for providing referrals to supports that individuals may need to maintain their housing. As a result of Applicants successfully increasing their income and no longer requiring the benefit, there is turnover of benefits throughout the year. Data input and tracking is required for annual submission to the Ministry of Housing as part of the Service Level Standards.

Impact: Meet Henry

## Municipal Portable Housing Benefits and Housing Benefits Analyst

Henry was new to homelessness in 2020 after losing his long-term employment and being unable to afford his living expenses. After sleeping outdoors, he called the Homeless Response Line and was admitted to emergency shelter. While at the shelter it became apparent that Henry was heavily using alcohol and was often intoxicated. Staff had to restrict Henry for short durations multiple times due to inappropriate behaviour. Over the course of a few months, and with continuous conversation about resources, staff were able to connect him with supports through CMHA and made referrals to a local detox program. This work continued for about a year until Henry was ready to attend detox and make a plan for himself that included sober living. As Henry became engaged in services, a referral was made for him to the Intensive Case Management program that matched housing case management supports with a municipal PHB. Henry successfully completed treatment but knew that in order for him to maintain his sobriety, he needed housing. Henry and his ICM began applying to units and he was eventually accepted into an apartment, which was only affordable with his PHB. Once housed, Henry and his ICM began the process of securing a family doctor and applying for ODSP. Henry was granted ODSP making his living arrangements a bit more affordable, all the while maintaining his sobriety. After a year of successful tenancy, Henry was able to apply for an affordable housing unit within the Municipality and was successful. He is now living independently, paying his own living costs, and maintaining his sobriety. The PHB that he once relied on is now assisting another CK household.

Without the PHB to assist Henry in securing accommodations, he would have returned to shelter and likely alcoholism. Henry would not have been successful in obtaining the necessary health care resources to support his ODSP application, and he would not be living independently at this time.

### Link to Strategic Plan:

This change request is directly linked to Priority: Grow our Community point 1.C “Reduce barriers for affordability and supply” and Priority: Promote Community Safety & Well-Being point 2 “Provide supports for vulnerable community members & emergency preparedness”. These Portable Housing Benefits (PHBs) provide increased access to affordable housing to vulnerable and at-risk households in Chatham-Kent.



## Municipal Portable Housing Benefits and Housing Benefits Analyst

Consequences/Risks of Not Proceeding: If these additional municipal PHBs are not approved, many Households in Chatham-Kent will have to continue to wait to receive a benefit. These households will continue to live in financial hardship. Some households are currently experiencing the risk of losing their current housing or remaining homeless. Households receiving this benefit have provided feedback that the benefit has allowed them to pursue employment opportunities due to the portability of this benefit within Chatham-Kent.

Employment & Social Services has completed analysis of the local direct cost of homelessness (shelter bed, average length of stay in shelter, case management, startup costs at new unit) and has determined that the average cost of homelessness for an individual is \$9,489.13 per incident. This is more than double the cost of a PHB that would keep the household housed. It's important to note that this cost does not include the additional indirect cost of homelessness on other community services. In 2017, a study involving three of Canada's largest cities discovered that health, social and judicial services for homeless people with mental illness cost society more than \$55,000 per person per year, on average.

Without these additional PHBs, the waitlist for the benefits will likely continue to increase and as a result households will be spending an increased amount of time on the waitlist and may need to access alternative community resources such as the shelter. Finally, without the additional PHBs the Municipality may not meet the Ministry mandated service level standards.

The Full-Time Non-Union Housing Benefits Analyst request is required to administer these additional benefits as the current staffing level does not have capacity to support additional workload. Therefore, without the Full-Time Non-Union Housing Benefits Analyst, the additional benefits could not be administered.

Council Priority:  
Strategic Focus:

Community - Support for vulnerable community members & emergency preparedness  
Health

# Municipal Portable Housing Benefits and Housing Benefits Analyst

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ -	\$ 95,662	\$ -
Contracted Services	-	-	495	50
Social Assistance	-	-	199,200	199,200
Transfer to Reserves	-	-	554	12
<b>Total Expense</b>	-	-	295,911	199,262
<b>Net Base Impact</b>	\$ -	\$ -	\$ 295,911	\$ 199,262

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ -	\$ -	\$ 2,215	\$ -

# Municipal Portable Housing Benefits and Housing Benefits Analyst

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Transfer from Reserves	-	-	(2,215)	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 295,911</b>	<b>\$ 199,262</b>

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Housing Benefits Analyst - Non Union Grade 7	January, 2026		1.00
	<b>Total FTE</b>			<b>1.00</b>

## Affordable Housing Building - 36 McGeorge St. Blenheim

Department: Health & Human Services  
Division: Housing Services  
Manager: Public Housing (stage1)

The need for affordable housing in Chatham-Kent has significantly increased in recent years. On January 1, 2023, Chatham-Kent Housing Services (CKHS) had a total 876 active households on its Rent Geared to Income (RGI) Centralized Waitlist. Of these, 28% (245) were families. On average, families on Chatham-Kent's centralized waitlist wait in excess of 5 years for an offer of a suitably sized unit. While Blenheim offers employment, public transport, school, childcare and health infrastructure, there are currently no Community Housing units to house families who wish to live and work in the community. On December 20, 2021, Council authorized CKHS to issue an RFP for an affordable municipally owned family unit development at 82 Talbot Road East Blenheim. This vacant land infill build will be funded through a combination of planned Canada-Ontario Community Housing Initiative (\$544,512), Ontario Priorities Housing Initiative (\$417,900) Year 4 funding, Canada Mortgage and Housing Corporation Co-Investment funding (\$849,999) and municipal reserves. 36 McGeorge Street is a 17-unit apartment building that will be placed on a land parcel severed from 82 Talbot Street East in Blenheim. This building will contain 3-bedroom and 4-bedroom units intended to house low to mid income families in Blenheim. This building is scheduled to be occupied in the winter of 2025. Since Chatham-Kent will own this building, it will be operated as Community Housing and tenant rents will be subsidized or affordable for perpetuity. A financial feasibility assessment confirms that the project's operations are self-sustaining from rental revenues even though they will be set at 80% of Chatham-Kent's average market rents.

Link to Strategic Plan: This change request is directly linked to Priority:  
- Grow our Community point 1.C "Reduce barriers for affordability and supply" and  
- Priority: Promote Community Safety & Well-Being point 2 "Provide supports for vulnerable community members & emergency preparedness".  
This new affordable housing building links with these strategic focus' by ensuring there is a variety of affordable housing options to help meet the community's needs.

## Affordable Housing Building - 36 McGeorge St. Blenheim

Consequences/Risks of Not Proceeding: The unprecedented increase in resale home price and market rents have caused increased demand for rental housing units further down the housing continuum. As such, average market rents increased to \$1,441 for family sized units during 2022. Given affordable housing costs less than 30% of a household's gross monthly income, the average household would need an income of \$57,000 per annum to meet affordability for rent alone. Given there are no Community Housing options in Blenheim, without proceeding, Chatham-Kent risks having no attainable housing for low to middle income Blenheim families.

Council Priority: Grow - Reduce barriers for affordability and attainability of housing supply

Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ -	\$ 132,547	\$ -	\$ -
Miscellaneous Revenue	-	100	-	-
Recoveries	-	750	-	-
<b>Total Revenue</b>	-	133,397	-	-
<b>Expense</b>				
Employee Related	-	2,575	-	-
Building Related	-	127,786	-	-
Operating Related	-	3,036	-	-

# Affordable Housing Building - 36 McGeorge St. Blenheim

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	-	133,397	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Private Non-Profit Case Management Support for Service Agreements

Department: Health & Human Services  
Division: Housing Services  
Manager: Public Housing (stage1)

Three Full-Time Non-Union (FTNU) permanent Community Relations Workers (Grade 8.6) to provide case management support to the 13 Private Non-Profit (PNP) housing providers as an incentive for them to enter into service agreements in 2024 and beyond. The PNP's have expressed a growing need for case management support and in preliminary discussions have acknowledged that it is crucial to include this support in the new service agreements.

Employment and Social Services (ESS) currently has three Full Time Equivalents (FTEs) for Community Relations Workers (CRW) that work with individuals and families at risk of homelessness. The program works largely with seniors and have shown strong outcomes with increasing their income and support services through community referrals as well as preventing homelessness through tenant relations. For example, in 2022 this program assisted 140 households in completing their tax returns resulting in \$391,770.78 being returned to CK households. This funding helped many tenants catch up on housing arrears while also putting them into a position to afford their future obligations.

This program is funded through a 50/50 cost share of \$158,811 from the Ontario Works Program and \$158,811 from the Homeless Prevention Program (HPP). With changes to the Ontario Works Program, the CRW program will be ending due to financial constraints. Despite the outcomes, the work that the CRWs complete are no longer aligned to the Ontario Works mandate and as such will no longer be funded in 2024 if additional funding cannot be secured.

Therefore, it is proposed that the three FTEs for the CRWs be reallocated, and their workload restructured to continue assisting some low-income seniors at high risk of homelessness in the community while also providing homeless prevention services to the 13 Private Non-Profit housing providers. ESS is in support of committing the \$158,811 in HPP funding to aid in funding these positions assuming Housing Services is successful in the request for base budget for the remaining balance during the 2024-2027 budget process. These positions would be added to base budget in 2024 and funded from reserve for the years 2024-2026.

Over the years, there has been increasing emphasis on working with tenants to stabilize their tenancy versus simply strictly enforcing leases. In the past couple of years, it has become increasingly more complex to support the very-hard to house, individuals struggling with addictions and mental health while still ensuring the rights of other tenants are maintained (e.g. the right to a safe and enjoyable place to live). The PNP's have echoed these issues in their buildings however they currently do not have any case management support. Providing these three CRW's to help the PNP's will result in an increase of successful tenancies and provide a great incentive for the PNP's to enter into Service Agreements.

## Private Non-Profit Case Management Support for Service Agreements

The 13 PNP housing providers are responsible for providing a total of 774 units (of which 572 are RGI units) to individuals who reside in Chatham-Kent. In comparison, Housing Services currently operates and serves 682 units, plus 27 affordable housing units, for a total of 709 units and currently has three Case Managers working to maintain tenancies and prevent homelessness.

Between 2021 and 2031 all 13 Private Non-Profit (PNP) housing providers which are in operating agreements with the Municipality of Chatham-Kent will reach their end of mortgage and operating agreements. The Ministry of Municipal Affairs and Housing (MMAH) has released legislation outlining the transition from the previous operating agreements to either a service or exit agreement. Each PNP will be required to enter into a service or exit agreement. If a service agreement is entered, the Municipality of Chatham-Kent would provide funding to the PNP in exchange for the PNP to continue to provide Rent Geared to Income (RGI) housing to the community. Alternately, if the PNP enters into an exit agreement the Municipality would lose access to the RGI housing units as the PNP would no longer be required to fill vacant units with applicants from the centralized waitlist.

The PNPs are responsible for providing 572 RGI units (774 total units) across Chatham-Kent which include one-, two-, three- and four-bedroom units. The estimated per unit cost ranges from \$340,000 for a 1-bedroom unit to \$690,000 for a 4-bedroom unit. If Housing Services were to lose these units and replace them by constructing equivalent types and an equivalent number of units, it is estimated to cost approximately \$261,000,000. The estimated capital cost of \$261,000,000 is before land costs and soft development costs which would further increase the one-time capital cost of this project. In addition to the one-time capital costs an estimated yearly base budget of \$6,750,000 (3.57% of taxes) would be required to operate these units. This base budget would include the addition of 14 new FTEs which would be required to operate and maintain the units and tenants.

Link to Strategic Plan:

This change request is directly linked to Priority: Grow our Community point 1.C “Reduce barriers for affordability and supply” and Priority: Promote Community Safety & Well-Being point 2 “Provide supports for vulnerable community members & emergency preparedness”. These Case Managers will help the Housing Services department support and increase the quality of life of the Private Non-Profit (PNP) tenants as well as increase the amount of successful tenancies. These positions will also help secure the current Rent Geared to Income (RGI) housing stock provided by the PNPs within the Municipality of Chatham-Kent, helping more individuals in Chatham-Kent gain access to RGI housing.



## Private Non-Profit Case Management Support for Service Agreements

Consequences/Risks of Not Proceeding: Without the CRWs the PNPs will continue to operate without case management support resulting in failed tenancies, higher turnover costs, financial hardship and additional subsidy requests from the Municipality.

As this program will no longer be fully funded the work that they do in the community to prevent homelessness will also cease resulting in further dependence on expensive emergency shelters.

The 13 PNPs are responsible for providing 774 total units (of which 572 are RGI units) throughout the Municipality of Chatham-Kent. If this incentive is not offered to the PNPs during the service agreement negotiations, there is a much higher likelihood that PNPs will opt for exit agreements. This would lead to the loss of extremely valuable RGI units and cause further increases to wait times for units.

This would also affect the Municipality's ability to achieve the service level targets as there will be no recalculation of service level targets if any PNPs decide to exit.

ESS has completed analysis of the local direct cost of homelessness (shelter bed, average length of stay in shelter, case management, startup costs at new unit) and has determined that the average cost of homelessness for an individual is \$9,489.13 per incident. So far in 2023, the program has prevented 18 households from falling into homelessness. Had these households lost their housing the direct cost to Municipal services would equate to approximately \$170,804.34. It is important to note that this cost does not include the additional indirect cost of homelessness on other community services. In 2017, a study involving three of Canada's largest cities discovered that health, social and judicial services for homeless people with mental illness cost society more than \$55,000 per person per year, on average. Funding this program will assist the Municipality in limiting the number of emergency beds that are needed in the community as well as Municipal costs that come with emergency services.

Council Priority: Community - Support for vulnerable community members & emergency preparedness  
Strategic Focus: Health

# Private Non-Profit Case Management Support for Service Agreements

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 6,000	\$ -	\$ -	\$ -
Contracted Services	1,485	-	-	150
Operating Related	2,100	-	-	-
Social Assistance	158,811	-	-	-
Transfer to Reserves	1,587	42	33	36
<b>Total Expense</b>	<b>169,983</b>	<b>42</b>	<b>33</b>	<b>186</b>
<b>Net Base Impact</b>	<b>\$ 169,983</b>	<b>\$ 42</b>	<b>\$ 33</b>	<b>\$ 186</b>

# Private Non-Profit Case Management Support for Service Agreements

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 6,348	\$ -	\$ -	\$ -
Transfer from Reserves	(176,331)	(170,025)	(170,058)	-
<b>Total Expense</b>	(169,983)	(170,025)	(170,058)	-
<b>Net One-Time Impact</b>	\$ (169,983)	\$ (170,025)	\$ (170,058)	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ (169,983)	\$ (170,025)	\$ 186

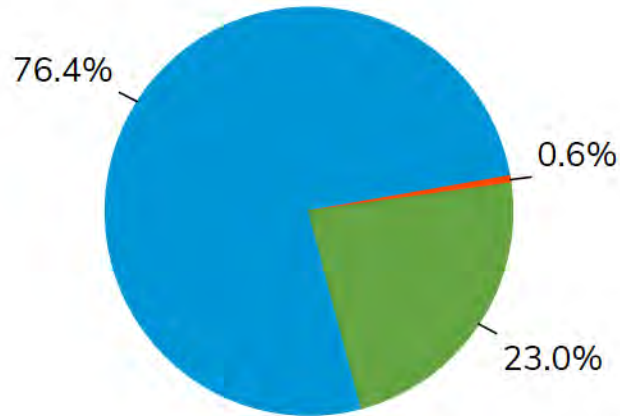
## Public Health

The Chatham-Kent Public Health unit's mission is to work together to deliver evidence-informed, equity focused programs and services to protect and promote health and advocate for positive social change within the Municipality. To achieve this mission, CK Public Health provides programs and services to the residents of Chatham-Kent in accordance with the Ontario Public Health standards.



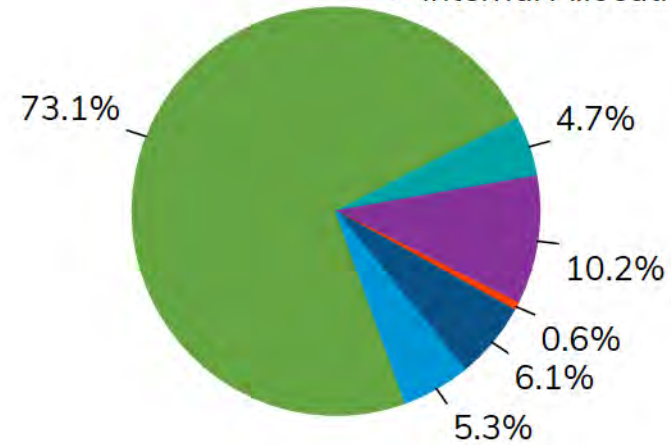
**Revenue  
2027**

- Grants - Provincial
- Other \*
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Contracted Services
- Other \*
- Operating Related
- Internal Allocations



# Public Health

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Federal *	\$ 90,095	\$ 83,890	\$ 83,890	\$ 83,890	\$ 83,890	\$ 20,973	\$ -
Grants - Provincial	11,220,440	10,242,436	9,341,691	9,552,729	9,630,772	9,709,595	9,709,595
User Fees *	33,030	7,100	42,350	-	-	-	-
Licenses, Permits and Fees *	670	1,313	500	500	500	500	500
Miscellaneous Revenue *	151,300	102,618	25,018	21,521	21,521	21,521	21,521
Recoveries *	600	6,230	13,000	13,000	13,000	13,000	13,000
Sale of Items *	9,886	6,757	38,000	38,000	38,000	38,000	38,000
<b>Total Revenue</b>	<b>11,506,021</b>	<b>10,450,344</b>	<b>9,544,449</b>	<b>9,709,640</b>	<b>9,787,683</b>	<b>9,803,589</b>	<b>9,782,616</b>
<b>Expense</b>							
Employee Related	10,179,452	9,381,606	9,613,187	9,332,782	9,358,780	9,302,380	9,284,669
Building Related	737,714	605,644	602,622	602,622	602,622	602,622	602,622
Contracted Services	910,485	690,816	421,571	1,110,894	1,192,286	1,296,141	1,295,259
Material, Veh and Equip Related *	8,681	43,620	15,592	22,614	15,592	15,592	15,592
Operating Related	443,021	427,986	648,871	779,803	781,233	775,947	773,941
Other Expenses *	234,299	590,105	-	-	-	-	-
Transfer to Reserves *	144,751	63,179	63,179	63,345	63,360	63,371	62,997
Transfer from Reserves *	-	(199,689)	(358,616)	-	-	-	-
Internal Allocations	828,700	731,416	673,237	673,237	673,237	673,237	673,237

## Public Health

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	13,487,103	12,334,683	11,679,643	12,585,297	12,687,110	12,729,290	12,708,317
<b>Total Tax Funded</b>	\$ 1,981,082	\$ 1,884,339	\$ 2,135,194	\$ 2,875,657	\$ 2,899,427	\$ 2,925,701	\$ 2,925,701

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Healthy Babies Healthy Children (HBHC) Service Level	-	-	-
VON Funding Discontinued	(45,847)	(45,847)	-
Canada Prenatal Nutrition Program - Prenatal Funding	(83,890)	(83,890)	-
Financial Analyst I - Public Health	7,022	-	7,022
Public Health Unit Service Level Adjustment	-	-	-
<b>Total</b>	<b>(122,715)</b>	<b>(129,737)</b>	<b>7,022</b>

## Healthy Babies Healthy Children (HBHC) Service Level

Department: Health & Human Services  
Division: Public Health  
Manager: 100% Funded

The Healthy Babies Healthy Children (HBHC) program is a 100% provincially funded program. Since 2009, the funding for this program has remained constant while costs have increased annually. HBHC program has experienced decreases in service levels and changes to its service delivery model in order to manage within its funding envelope. To keep up with the increased costs, a reduction in service/ FTE is required.

Link to Strategic Plan: The HBHC program provides home visiting services to pregnant individuals, and families with children from birth up to their transition to school, who are experiencing risks which may impact healthy child development and parenting, and who may benefit from additional support. This program supports Council's priority to promote community safety and well being. This program provides support for vulnerable community members.

Consequences/Risks of Not Proceeding: If Council does not proceed with the elimination of the staff position, Council would need to assume 100% of the funding which exceeds the provincial funding level.

Council Priority: Community - Support for vulnerable community members & emergency preparedness

Strategic Focus: Health



# Healthy Babies Healthy Children (HBHC) Service Level

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ (126,681)	\$ -	\$ -	\$ -
Contracted Services	(495)	-	-	-
Operating Related	127,538	-	-	-
Transfer to Reserves	(362)	-	-	-
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Healthy Babies Healthy Children (HBHC) Service Level



## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Public Health Bachelor of Science Nurse - ONA	January, 2024		<u>(1.00)</u>
	<b>Total FTE</b>			<b><u><u>(1.00)</u></u></b>

## VON Funding Discontinued

Department: Health & Human Services  
 Division: Public Health  
 Manager: 100% Funded

Historically CK Public Health was contracted by VON to provide coordination of the student nutrition program. CK Public Health was notified that when the coordinator position became vacant, VON would assume coordination of the program. The funding was discontinued in 2023. All costs associated with the student nutrition program, including the FTE are required to be removed.

Link to Strategic Plan: The student nutrition program supported Council's priority to promote community safety and well being. It provided support to vulnerable community members.

Consequences/Risks of Not Proceeding: These programs were 100% funded by VON. There are no risks to not proceeding with this removal as the VON has assumed coordination of the program.

Council Priority: Community - Support for vulnerable community members & emergency preparedness

Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ (42,350)	\$ -	\$ -	\$ -
Miscellaneous Revenue	(3,497)	-	-	-
<b>Total Revenue</b>	<b>(45,847)</b>	<b>-</b>	<b>-</b>	<b>-</b>

# VON Funding Discontinued

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Expense</b>				
Employee Related	(45,501)	-	-	-
Operating Related	(346)	-	-	-
<b>Total Expense</b>	(45,847)	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Nutrition Coordinator - Non Union Part time	January, 2024		(0.80)
	<b>Total FTE</b>			<b>(0.80)</b>

# Canada Prenatal Nutrition Program - Prenatal Funding

Department: Health & Human Services  
 Division: Public Health  
 Manager: 100% Funded

CK Public Health is funded by the Public Health Agency of Canada (PHAC) to deliver the Canada Prenatal Nutrition Program (CPNP). This program is 100% funded by PHAC. As per notification received from PHAC, the CPNP funding will end on March 31, 2026. PHAC will be soliciting proposals for new funding arrangements for the renewed program to start April 1, 2026. CK Public Health will apply for renewed program funding, when there is an opportunity.

**Link to Strategic Plan:** The goals of this program are to increase the number of babies who are born at a healthy weight and to promote and support breastfeeding. This program supports individuals who face challenges that put their health at risk. This program supports Council's priority to promote community safety and well being. This program provides support for vulnerable community members.

**Consequences/Risks of Not Proceeding:** If Council does not proceed with the elimination of the program in 2026, Council would need to assume 100% of the funding.

**Council Priority:** Community - Support for vulnerable community members & emergency preparedness

**Strategic Focus:** Health

## Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
Grants - Federal	\$ -	\$ -	\$ (62,917)	\$ (20,973)

## Canada Prenatal Nutrition Program - Prenatal Funding

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Revenue</b>	-	-	(62,917)	(20,973)
<b>Expense</b>				
Employee Related	-	-	(56,400)	(17,712)
Contracted Services	-	-	-	386
Operating Related	-	-	(6,517)	(3,261)
Transfer to Reserves	-	-	-	(386)
<b>Total Expense</b>	-	-	(62,917)	(20,973)
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

# Canada Prenatal Nutrition Program - Prenatal Funding

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Dietician - CUPE 12.3	April, 2026		(0.55)
Base	Outreach Worker - Non Union Part time	April, 2026		(0.35)
	<b>Total FTE</b>			<b>(0.90)</b>

## Financial Analyst I - Public Health

Department: Health & Human Services  
 Division: Public Health  
 Manager: Mandatory

CK Public Health has relied on shared services with the Senior Services department for its financial record keeping, record tracking and reporting. Which includes financial planning, service plan preparation, accounting, budgeting, variance preparation and liaising with auditor. To meet increased reporting requirements from multiple ministries, to consistently meet reporting deadlines and support informed financial decision-making CK Public Health requests the addition of this position.

Link to Strategic Plan: The addition of this position supports Council's priority to deliver excellent service. This request supports maintaining financial sustainability.

Consequences/Risks of Not Proceeding: The risks to not proceeding with this request include not meeting mandatory ministry reporting timelines and uninformed decision making due to lack of financial management expertise.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 117,072	\$ -	\$ -	\$ -



## Financial Analyst I - Public Health

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Contracted Services	(117,600)	(15)	(11)	(12)
Transfer to Reserves	528	15	11	12
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 7,022	\$ -	\$ -	\$ -
<b>Total Expense</b>	<b>7,022</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net One-Time Impact</b>	<b>\$ 7,022</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Financial Analyst I - Public Health

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 7,022	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Financial Analyst I - Non Union Grade 8 MAG	January, 2024		1.00
<b>Total FTE</b>				<b>1.00</b>

## Public Health Unit Service Level Adjustment

Department: Health & Human Services  
 Division: Public Health  
 Manager: Mandatory

The Ministry of Health (MOH) has increased CK Public Health's base funding as per Schedule - A of its Accountability Agreement. The funding changes are as follows: 1 % year over year increment to CK Public Health's mandatory cost-shared base funding for the period of 2024-2026. Effective Jan 1, 2024, the MOH will change the mandatory cost- shared ratio from 70-30 to 75-25, 75 % being funded by the MOH. This increase in funding does not fully support cost of living increases or inflationary pressures. To remain financially stable a reduction in service levels and FTEs is required. The following positions are impacted: 1.0 FTE Program Manager, 1.0 FTE Program Assistant and 0.7 FTE Dental Assistant.

Link to Strategic Plan: This request supports Council's priority to deliver excellent service by maintaining financial sustainability.  
 Consequences/Risks of Not Proceeding: If these positions are not eliminated, spending will exceed the budgeted amount.  
 Council Priority: Service - Maintain financial sustainability  
 Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ (293,355)	\$ -	\$ -	\$ -
Contracted Services	293,355	-	-	-

# Public Health Unit Service Level Adjustment

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Dental assistant - CUPE 12.3	January, 2024		(0.70)
Base	Program Assistant - CUPE 12.3	January, 2024		(1.00)
Base	Program Manager - Non Union Grade 10	January, 2024		(1.00)
	<b>Total FTE</b>			<b>(2.70)</b>

## Seniors Services

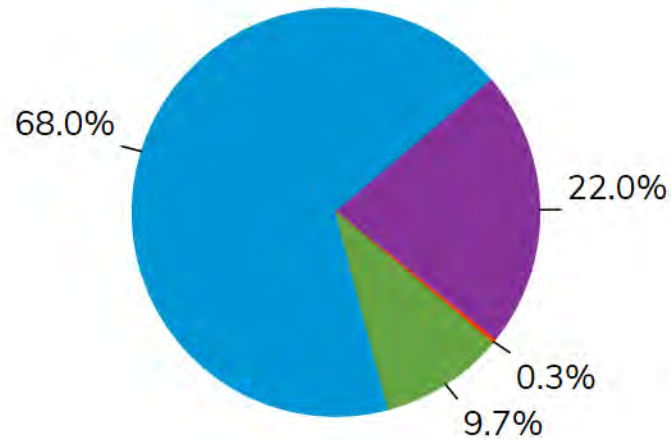
Seniors Services operates a 320 bed long term care home that provides a variety of services and programs to meet residents' needs. This includes nursing and personal care, as well as emotional and spiritual needs. The home offers 24 hour nursing care as well as support from Riverview Garden's physician, the Medical Director.

Riverview Gardens offers a number of services including medical services, pastoral care, housekeeping, restorative care, laundry, recreation and social activities and building maintenance services. The home also contracts services including food and dietitian services, physiotherapy, occupational therapy, speech therapy, pharmacy services, hairdressing, and nail care and manicures.



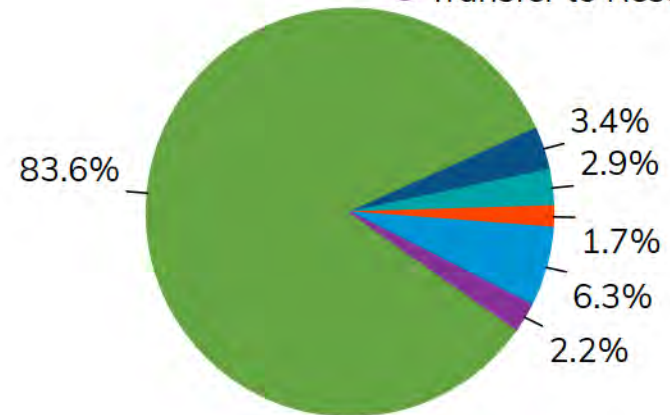
**Revenue  
2027**

- Grants - Provincial
- User Fees
- Other \*
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Contracted Services
- Other \*
- Operating Related
- Transfer to Reserves



## Seniors Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 24,220,993	\$ 23,997,175	\$ 21,430,531	\$ 25,788,831	\$ 26,016,225	\$ 25,680,520	\$ 26,036,627
User Fees	7,517,897	7,995,336	7,979,736	8,111,363	8,209,786	8,309,686	8,411,084
Miscellaneous Revenue *	76,856	16,450	-	-	-	-	-
Recoveries *	142,354	104,902	106,069	106,069	106,069	106,069	106,069
Sale of Items *	(48)	97	7,300	7,300	7,300	7,300	7,300
<b>Total Revenue</b>	<b>31,958,052</b>	<b>32,113,960</b>	<b>29,523,636</b>	<b>34,013,563</b>	<b>34,339,380</b>	<b>34,103,575</b>	<b>34,561,080</b>
<b>Expense</b>							
Employee Related	24,743,787	26,082,820	28,249,481	31,273,678	32,030,892	32,128,654	32,128,592
Building Related	1,445,319	1,541,858	1,292,874	1,297,954	1,299,075	1,300,040	1,301,026
Contracted Services	2,130,871	2,021,474	1,010,368	1,096,506	1,088,770	1,091,182	1,099,613
Material, Veh and Equip Related *	338,514	239,469	280,328	293,744	291,628	291,628	291,628
Operating Related	2,882,167	2,602,327	2,010,564	2,309,826	2,350,913	2,386,289	2,422,407
Infrastructure and Debt	3,194,600	3,194,600	3,194,600	3,194,600	1,597,300	-	-
Social Assistance *	265,475	264,960	265,060	280,652	283,158	287,647	293,685
Other Expenses *	625	254,915	-	-	-	-	-
Transfer to Reserves	4,619,485	3,429,231	740,388	752,573	752,613	802,646	852,682
Transfer from Reserves *	(659,469)	(268,628)	(301,339)	-	(92,049)	(157,083)	(157,083)
Internal Allocations *	23,369	30,499	60,875	226,275	116,008	60,875	60,875

# Seniors Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	38,984,743	39,393,525	36,803,199	40,725,808	39,718,308	38,191,878	38,293,425
<b>Total Tax Funded</b>	\$ 7,026,691	\$ 7,279,565	\$ 7,279,563	\$ 6,712,245	\$ 5,378,928	\$ 4,088,303	\$ 3,732,345

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Riverview Gardens - Information and Technology Upgrade	100,000	-	100,000
Personal Support Worker- (PSW) \$3 Permanent Wage Enhancement	1,246,000	1,246,000	-
4 Hours of Care Funding - 2024 Funding	2,515,860	2,511,860	4,000
Recruitment and Retention Coordinator	2,116	-	2,116
Scheduling Clerical Assistants - 2.4 FTEs Permanent	-	-	-
Summer Students - Administration and Building Maintenance	-	-	-
Resident Health and Well-Being Program - RHWB	36,065	36,065	-
Preceptor Backfilling Funding	220,533	220,533	-
Dental Clinic Office Rental	10,600	15,600	(5,000)
RAI/Restorative Coordinator	-	-	-
Allied Health Professionals Staffing Supplement- AHPSS Funding	113,481	113,481	-
<b>Total</b>	<b>4,244,655</b>	<b>4,143,539</b>	<b>101,116</b>



## Riverview Gardens - Information and Technology Upgrade

Department: Health & Human Services  
 Division: Seniors Services  
 Manager: Riverview Gardens

Funds were approved in the 2022 budget for Riverview Gardens (RVG) and Information Technology and Transformation (ITT) to complete an IT Strategic Plan. A consultant was hired, and a recommendation is anticipated early fall 2023, which will be presented to Council. These funds are to prepare to implement changes and to create a technology reserves lifecycle account. The plan will provide a look at best practices in health care/Long Term Care related to technology and help to provide Riverview Gardens with clear direction in the future.

Riverview Gardens was built in 2006, and has been slowly working to improve technology.

Some goals:

- \* Plan for upgrades and have funding set aside
- \* Reduce duplication of work
- \* Reduce work effort and inefficiencies
- \* Improve resident experiences
- \* Track and analyze data

Riverview Gardens has one Local System Support (LSS) staff and while this role does exist, the work being done is focused almost exclusively in a Systems Administrator or Expert User Role for the various software systems. As a result, LSS staff, Service Technicians, Systems Analysts and other IT staff from the municipal pool respond to the majority of requests for IT support or service. IT staff have responded to the following requests through the IT Help Desk:

Incident Requests:

2019	150
2000	346
2001	486
2022	450
2023 (As of May 24, 2023)	119

## Riverview Gardens - Information and Technology Upgrade

Communication is important to residents, families, visitors and employees. Opportunities to use technology to enhance communication can help simplify and improve what we do. Communication for residents and families will include important updates but could also include easier access to daily schedules, menus and things that are important for them to be aware of. Finding better ways to communicate with employees, most who do not have email addresses, is important, as is finding the best solution to either replace or upgrade the aging Spectra-Link devices. This tool connects the RNS with the phone system, as well as other employees carrying the Spectra-Link. It also connects to the fire alarm.

Resident meal service is currently largely paper based. One recommendation anticipated is to move to a technology-based Bridge system, to reduce work effort, expedite meal service and increase resident safety, related to allergies and food textures.

Going forward technology will continue to evolve and provide new ways to care for our residents and communicate with residents, families, and staff.

### Request

At this time, the approximate cost being requested will depend on the final recommendations in the IT Strategic Plan. We are requesting a base budget of \$50,000 for 2026 and \$100,000 for 2027.

### Link to Strategic Plan:

#### 1. Deliver Excellent Service

Technology can improve service delivery and streamline workload. It can provide data for decision making, better tools, improved communication, and life cycled equipment, leading to a culture of continuous improvement. Leveraging technology for resident supports (activities, mobility, enhanced clinical documentation) also promotes continuous improvement. Technology is a key communication tool, and this initiative includes looking for opportunities to streamline and improve communication and tools used. Having equipment that is replaced on a lifecycle plan is critical to providing excellent service.

#### 2. Community Safety and Wellbeing

Technology is used to promote both safety and well being for staff and residents alike. This can include the proper data and reports, using software to keep residents safe, and having tools that improve physical health through streamlining of workload or resident activities.

#### 3. Maintain financial sustainability

Having an IT Lifecycle budget will allow planning for items to be replaced prior to end of life or breakdown. Funds will be set aside through the lifecycle reserve account for the upgrades to occur.

## Riverview Gardens - Information and Technology Upgrade

Consequences/Risks of Not Proceeding:	<p>The consequence for not having a Technology Strategic Plan and implementing some of consultant recommendations includes:</p> <ol style="list-style-type: none"><li>1. A risk of having existing technology reach end of life and stop performing, interrupting service in a 24/7 facility. Time and funding may not be set aside for an unplanned interruption in service. This was witnessed in 2020 when the scheduling software, Telestaff, started to lose features such as an ability for staff to see schedules from home, as the company began to decommission it. This system has since been upgraded. As technology reaches end of life, parts can be difficult to obtain.</li><li>2. Not having sufficient time to upgrade technology appropriately and taking short cuts to avoid losing service. For example, all available options may not be thoroughly explored if insufficient time to vet all options.</li><li>3. Lost opportunity on employee time-saving technology- there may be recommended features that decrease manual effort for staff leveraging technology</li><li>4. Lost opportunity to improve the quality of life for residents.</li><li>5. Having insufficient staff supports to maintain technology resulting in added lieu and overtime</li><li>6. Not acquiring necessary data and dashboards to make informed decisions. This leads to decisions being made not based on data, and decreases efficiency and increases unexpected issues arising.</li></ol>
Council Priority:	Community - Support for vulnerable community members & emergency preparedness
Strategic Focus:	Health

# Riverview Gardens - Information and Technology Upgrade

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer to Reserves	\$ -	\$ -	\$ 50,000	\$ 50,000
<b>Total Expense</b>	-	-	50,000	50,000
<b>Net Base Impact</b>	\$ -	\$ -	\$ 50,000	\$ 50,000

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ 50,000	\$ 50,000

## Personal Support Worker- (PSW) \$3 Permanent Wage Enhancement

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Department: Health & Human Services  
 Division: Seniors Services  
 Manager: Riverview Gardens

Personal Support Workers (PSWs) \$3.00 per hours wage enhancement is legislated and 100% provincially funded.

On April 14, 2022, the Government of Ontario announced it was fulfilling its commitment as part of "A Plan to Stay Open" to bolster the health care workforce, releasing the "Long-Term Care PSW Permanent Wage Enhancement Funding Policy", making the \$3 per hour wage increase permanent for publicly funded PSWs working within long-term care (LTC) homes. This permanent wage enhancement (PWE) consists of: A permanent wage enhancement for hourly pay of an additional \$3.00 per hour for all hours paid and B, reimbursement to LTC any mandatory statutory benefit cost, in addition to \$3.00 per hour.

The Wage enhancement will continue to support long-term care homes in recruiting and retaining PSWs, as the province advance the plan to fix Long Term Care.

PWE - funding is 100% provincially funded and paid to all employee who work as PSW's. It is a mandatory under the province's Fixing Long-Term Care PSW Permanent Wage Enhancement Funding Policy.

For further information, please view [the attached documents](#).

Link to Strategic Plan:	Deliver Excellent Service This payment fits the strategic priority of delivering excellent service and is focused on supporting and investing in staff. This financial benefit supports the front-line PSW employees.
Consequences/Risks of Not Proceeding:	This is a legislated requirement under the Fixing Long Term Care Act. The consequence of not following through is the Ministry of Long Term Care may determine the home non-compliant, with the home facing both a Ministry Order and monetary penalties. If the order is not followed the Ministry of Long Term Care could order a management company into a home at the expense of the Municipality. The \$3.00 PSW permanent wage enhancement is fully funded by the province and any funds not used for this purpose are returned to the province. It can not be used elsewhere.
Council Priority:	Community - Support for vulnerable community members & emergency preparedness

# Personal Support Worker- (PSW) \$3 Permanent Wage Enhancement

Strategic Focus: Health

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 1,246,000	\$ -	\$ -	\$ -
<b>Total Revenue</b>	1,246,000	-	-	-
<b>Expense</b>				
Employee Related	1,246,000	-	-	-
<b>Total Expense</b>	1,246,000	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## 4 Hours of Care Funding - 2024 Funding

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Department: Health & Human Services  
Division: Seniors Services  
Manager: Riverview Gardens

This request is 100% funded by the province and is being used to help achieve the 4 hours of care per resident per day by March 2025 legislated requirement.

This request is also to complete a minor reconciliation in the approved 2023 FTE positions under the same funding.

This request is fully funded by the province and can only be used for nursing employees providing direct care (Personal Support Worker- PSW; Registered Practical Nurse -RPN; Registered Nurse- RN) . Any funds not used for this purpose are returned to the province. The program started in November 2021, with annual incremental base funding up to and including 2024 in order to hire direct care nursing employees. In 2025, the funding will be fixed with annual inflationary increments.

1.The recommendation is to add 33 PSW FTEs in 2024. These are 100% provincially-funded, to help achieve the mandated target of 4 hours of care per resident per day by March 2025.

2.The minor adjustment in FTES is due to the cost difference between an RPN FTE and a PSW FTE. 17.53 RPN FTEs were approved in the 2023 budget using the 4 hours of care funding. It is recommended to transfer 0.9 of the 17.53 approved RPN FTEs to increase the PSW FTEs by 1.03. A portion of the RPN FTE was used for PSWs when the new PSW rotations were created in order to optimize the rotations.

### Additional Background:

The Fixing Long-Term Care Act, 2021, S.O. 2021, c. 39, Sched. 1, Section 8 mandates 4 hours of care per resident per day by 2025, with annual milestones to achieve this target. The Ministry of Long-Term Care has provided funding for this commitment. The program started in November 2021, with annual incremental base funding up to and including 2024 in order to hire direct care nursing employees. In 2025, the funding will be fixed with annual inflationary increments. The calculation is based on the nursing working hours in the home.

For further information, please view [the attached documents](#).

## 4 Hours of Care Funding - 2024 Funding

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Link to Strategic Plan:

1) Promote Community Safety & Wellbeing

The four hours of care per resident per day by March 2025 invests in resident health and wellbeing by providing additional direct nursing care supports in the home. It also fits the priority of providing a safe place for residents to call home.

2) Deliver Excellent Service

It develops a commitment to continuous improvement and innovation as new opportunities to further provide care to residents are explored.



## 4 Hours of Care Funding - 2024 Funding

- Consequences/Risks of Not Proceeding:
1. 2024 Budget Request - Addition of 33 PSW FTEs
    - a) Riverview Gardens would not meet the legislated 4 hours of care mandate and potentially could be subject to a Ministry of Long-Term Care Order and subsequent Administrative Monetary Penalties (AMPs). All homes must have a plan to achieve 4 hours of care per resident per day by March 2025 which is calculated based on employees' working hours in the home.
    - b) Funding issued for this purpose by the province is returned. It cannot be saved or used for other purposes. Riverview Gardens will have a loss of provincial dollars to achieve the hours of care requirement.
    - c) Loss of provincial dollars coming into Chatham-Kent in the form of employee wages.
    - d) Residents will not benefit from the added staff supports. The province has clearly stated that pre-COVID19 staffing levels are not appropriate in the future for quality resident care.
    - e) A lost opportunity to improve workload and workplace conditions for employees. More employees to support residents will decrease workload, workplace injury, absenteeism and improve employee wellness
  2. 2024 Budget Request: Adjustment to 2023 approved RPN FTEs to increase the PSW FTEs:

\*Note: there is no budget impact.

    - a) Not providing would mean hiring 0.9 RPN FTE instead of 1.03 PSW FTE resulting in a nominal loss of hours towards the 4 hours of care mandate.
    - b) Operationally, the 1.03 W FTE creates the best PSW rotations for resident support. if not approved, 1 PSW rotation would need to be ended and the FTE would go back to .9 RPN.
- Council Priority: Community - Support for vulnerable community members & emergency preparedness
- Strategic Focus: Health

## 4 Hours of Care Funding - 2024 Funding

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 1,883,895	\$ 627,965	\$ -	\$ -
<b>Total Revenue</b>	1,883,895	627,965	-	-
<b>Expense</b>				
Employee Related	1,883,895	627,965	-	-
Contracted Services	4,000	-	-	-
<b>Total Expense</b>	1,887,895	627,965	-	-
<b>Net Base Impact</b>	\$ 4,000	\$ -	\$ -	\$ -
<b>Total Tax Impact</b>	\$ 4,000	\$ -	\$ -	\$ -

## 4 Hours of Care Funding - 2024 Funding

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Personnel Support Workers (PSW) - UNIFOR After 24 months Grade	April, 2024		34.03
Base	Registered Practical Nurse (RPN) - UNIFOR After 24 Months Grade	January, 2024		(0.90)
	<b>Total FTE</b>			<b>33.13</b>

## Recruitment and Retention Coordinator

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Department: Health & Human Services  
 Division: Seniors Services  
 Manager: Riverview Gardens

The current Recruitment and Retention Coordinator is a two year contract position ending in April 2024 supporting recruitment and retention at Riverview Gardens Long Term Care Home. Riverview Gardens is recommending the position become permanent. It is a Grade 9 on the non-union full time compensation plan and assists with both recruitment and retention.

Additional expenses related to Recruitment in addition to the 1 FTE request:

\* postings, job fairs, mileage, recruitment venues \$ 5,000

It is recommended this position become permanent to help Riverview Gardens achieve and maintain a full staffing complement. It has become increasingly difficult to attract, recruit and retain employees in a competitive health care sector post-COVID19 pandemic. The province has mandated 4 hours of nursing care per resident per day by March 2025, as well as mandated 36 minutes of Allied Health Professional care per resident per day. Riverview Gardens must hire more employees to meet this target, and Long Term Care homes across Ontario are doing the same, making it increasingly competitive and challenging to hire new employees. Expediting the interview process and conducting almost instant job interviews and offers are critical, making it important to have someone dedicated to this duty. Attracting people to health care through promotions including connecting with high schools will be part of this role, which will benefit not only Riverview Gardens but other long term care and retirement homes in the community.

Retaining employees is essential. From May 2022 to May 2023, Riverview Gardens had 83 employees leave which is 18.4% of the workforce in one year. Riverview Gardens can and must find ways to decrease this percentage. Many leave within the first 2 years. The Recruitment and Retention Coordinator will oversee a robust mentorship program, which connects new hires to other employees, building in check in points, providing an opportunity for new hires to have peer support. Training both existing employees and new hires on the mentorship program will be part of this role. There must be a focus on retaining existing employees as well, which will require gathering feedback and contributing to solutions. Conducting exit interviews and tracking the feedback to report to managers will be part of this position to guide decisions for improvement. The position will support initiatives that promote a healthy workplace. Riverview Gardens has "RVG 360" an employee wellness committee. This includes activities and information sharing to support mental health wellness, team cohesiveness and various aspects of employee wellness. It will also be a lead for Diversity Equity Inclusion and Justice and find ways to live these priorities at Riverview Gardens.

Once the legislated four hours of care minimums are in place by March 2025, Riverview Gardens will have approximately 550 employees. Turnover is inevitable: retirements, illness, promotion and other employment opportunities. A full time recruiter is needed to maintain the home at optimal staffing levels and free managers to work on other priorities.

## Recruitment and Retention Coordinator

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### Key Points

- \* 281 candidates interviewed at 30 minutes per interview = 140.5 hours saved among Directors and Managers of Long-Term Care
- \* Reduced AA 1 recruitment time: 145 new hires at 30 minutes per interview (checking references and making offers) = 72.5 hours can now be focused elsewhere
- \* A full complement of employees reduces overtime expenses.

The Recruitment and Retention Coordinator will assume the following duties:

- \* Running the mentorship program for new hires
- \* Gathering feedback from employees and supporting the management team on solutions to identified concerns including a feedback loop to employees
- \* Posting vacancies
- \* Track current staffing levels
- \* Collaborate with manager on vacancies
- \* Coordinate orientation schedules for staff and liaise with scheduling team for shifts and trainers
- \* Attend floor meetings, providing updates and soliciting trainers and mentors
- \* Raising profile of RVG in the community, promoting job opportunities in the community, networking with community partners
- \* Outreach to community – high schools, colleges and universities, job fairs
- \* Media releases, staffing announcements, exit interviews
- \* Support staff appreciation opportunities

### Link to Strategic Plan:

#### 1. Deliver Excellent Service

This fosters a culture of continuous improvement providing dedicated staff resources to these important duties.

#### 2. Grow our Community

This supports Riverview Gardens in implementing a strategy to attract, retain and expand a skilled workforce, having a dedicated role to support. Riverview Gardens is an extra large long term care come, and this position will help attract, retain and expand the number of health care workers in a competitive market.

#### 3. Promote Community Safety and Well Being

As part of the retention role, this position will advance diversity, equity, inclusion and justice (DEIJ) and Truth and Reconciliation.

## Recruitment and Retention Coordinator

Consequences/Risks of Not Proceeding: A risk is Increased vacancies, workplace injuries, and overtime, and an increased risk of not meeting legislated minimum hours of care. The work would be done by other managers and would detract from other critical work for the health and safety of residents and to meet the Fixing Long Term Care Act legislated requirements. The management ratio for Nurse Managers is 1:50. The Environmental Services supervisor has a management to staff ratio of 1:50. These positions support staff in a home operating 24 hours a day, 7 days a week, 365 days a year. Riverview Gardens is an extra large home with 320 beds, and has one Director of Nursing, 2 Managers of Long Term Care, and 1 Administrator that support these staff as well. Primary tasks are ensuring Ministry compliance, inspections, infection prevention and control, and ongoing human resources and scheduling as well as labour relations support. Recruitment would continue however would detract from the critical work of taking care of staff and residents. Lieu and overtime may increase, and may reduce work life balance for these managers, and hinder ability to disconnect from work. Retention including work place wellness and diversity equity and inclusion would be a lesser priority to resident care and legislated requirements. Not having a recruiter to recruit and hire in a competitive environment puts legislated requirements in jeopardy. Riverview Gardens may not meet mandated 4 hours of care per resident per day under the Fixing Long Term Care Act, which must be achieved by March 2025. Delays in recruitment result in candidates accepting elsewhere. A robust mentorship and retention program would be at risk as there would not be a dedicated individual to do this work.

Council Priority: Grow - Attract, retain and expand business and skilled workforce

Strategic Focus: Health

# Recruitment and Retention Coordinator

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 128,243	\$ -	\$ -	\$ -
Contracted Services	595	-	-	50
Operating Related	700	-	-	-
Other Expenses	(130,067)	(14)	(11)	(62)
Transfer to Reserves	529	14	11	12
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 2,116	\$ -	\$ -	\$ -

# Recruitment and Retention Coordinator

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Expense	2,116	-	-	-
Net One-Time Impact	\$ 2,116	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ 2,116	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Recruitment and Retention Coordinator - Non Union Grade 9	January, 2024		1.00
<b>Total FTE</b>				<b>1.00</b>



## Scheduling Clerical Assistants - 2.4 FTEs Permanent

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Department: Health & Human Services  
Division: Seniors Services  
Manager: Riverview Gardens

Scheduling Clerical Assistants are contract positions that were approved during the budget process for 2 years, May 2023 to May 2025, to be paid from Riverview Gardens' reserves. This budget request is for them to become permanent base budget funded positions.

Prior to the above positions, the work was done by a .4 FTE call- in clerk (2 days per week) and 2 Medical Secretaries. When scheduled in the scheduling office these positions would take employee call- ins and would call out vacant shifts. The scheduling office is open 7 days per week, excluding statutory holidays, in a home that operates 24 hours per day, seven days a week, 365 days per year.

Scheduling Office hours prior to Scheduling Clerical Assistants:

Monday to Friday: 5:30 am to 6:00 pm

Saturday and Sunday: 5:30 am to 1:30 pm

Scheduling Office Hours with Scheduling Clerical Assistants:

Monday to Sunday: 5:30 am to 9:30 pm

Having extended hours in the Scheduling Office is essential to remove the scheduling function from the Registered Nurses (RNs). The RNs are otherwise taking calls, calling out shifts, and equalizing the building with appropriate staffing throughout the units when the office is closed. This is necessary to ensure shifts that become vacant through a call in are filled as best possible. Riverview Gardens is better served to have RNs supporting the nursing team, managing the building after office hours, and providing nursing care and medications to residents. Having extended scheduling office hours will remove almost all scheduling requirements from the RNs. RNs find themselves stepping in to fill unfilled vacancies in the home themselves at times that are not otherwise filled. Post pandemic Riverview Gardens continues to experience increased vacancies compared to pre-pandemic. The RNs are responsible to take care of the residents and the nursing team, and the recommendation is they are removed from scheduling as best possible.

The COVID19 pandemic has worsened the pre-pandemic health care staffing shortages. The Scheduling Clerical Assistants have last-minute call-in shortages, and frequently hand-call or walk the building in an effort to fill last minute shifts. All positions must be backfilled in order for employees to not be working short.

Prior to the Scheduling Clerical Assistants, Riverview Gardens' two medical secretaries and one call in Clerk (0.4 FTE, 2 days per week) worked in the Scheduling Office.

## Scheduling Clerical Assistants - 2.4 FTEs Permanent

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Two full time medical secretaries are needed in a 320 bed home to remove some administrative tasks from the Registered Nurses, whose time is better served providing health care services and supporting other nursing staff. Having the two Medical Secretaries in the scheduling office takes away from their duties supporting registered nursing staff, the Medical Director, the Nurse Managers and Director of Care, as well as the 320 residents and their families as it relates to administrative duties. The one call in clerk employee covers 2 shifts per week and can continue to fill this position.

Staffing shortages and filling shifts has become more challenging post-pandemic. With the 4 hours of care per resident per day requirements, this is not anticipated to get easier.

Riverview Gardens currently has approximately 450 employees. There are about 220 employees working per day. Prior to the minimum hours per resident per day funding, Riverview Gardens had 113-7.5-hour nursing shifts per day (PSW, RPN and RN). With the minimum 4 hours of care per resident per day by 2025, this will increase to about 171 nursing shifts per day, an increase of potentially 58 shifts per day.

Currently there are an average of 16 call ins per day, or 7% employees. These are primarily last-minute call ins needing immediately filling. In addition, this position also attempts to fill all future vacancies.

Riverview Gardens hired Workforce Edge Consulting to review employee rotations and the scheduling service, a company with 30 years' experience in scheduling for health care facilities. The report recommended Riverview Gardens have 2.8 FTEs for Scheduling Clerical Assistants, offering service from 5:30 am to 9:30 pm, seven days a week. This would allow extended office hours beyond 6 PM Monday to Friday, extending to 9:30 pm on weekdays, and from 1:30 pm to 9:30 pm on Saturday's and Sundays. When the scheduling office is closed, call ins become the RNS' responsibility who take calls, outbound shifts, and then equalize the building for staffing levels. The consultant recommendation is to remove scheduling from the RNs to give them more time for resident facing care, and to support nursing staff on the floors. In the 2023 budget, 2.4 FTE's were approved as temporary contract positions for 2 years, to add to the existing .4 FTE position, bringing the FTE count to 2.8. This allows the scheduling department to operate 7 days a week, from 5:30 am to 9:30 pm. It does not cover vacation or sick time coverage; however, this can be managed through current staffing complements.

Scheduling Clerical Assistants will also support the Administration team with clerical duties. With an increase in the number of employees, there is increased administrative work. These positions will support the Director of Nursing, the Managers of Long-Term Care, the Director of Seniors Services and others on the team with administrative duties including policy work, preparing letters and completion of forms. The Fixing Long Term Care Act has added responsibilities to Long Term Care that having Administration supports will be beneficial: new Committee of Management meetings, testing of all emergency policies through exercising, new policies to create and increased IPAC requirements. Managers will benefit from administrative supports for these added responsibilities.

## Scheduling Clerical Assistants - 2.4 FTEs Permanent

Link to Strategic Plan:	<p>This request links to the strategic priority "Deliver Excellent Service".</p> <p>These positions invests in staff by having the scheduling office open longer hours, providing scheduling support to the Registered Nurses which allows them focus on residents and floors. It fosters a culture of continuous improvement, following the scheduling consultant recommendations to further improve the staffing and scheduling process in a 24/7 operation. Having a dedicated team to manage this function improves consistency and streamlines the process.</p>
Consequences/Risks of Not Proceeding:	<p>Without having these positions, this work will return to the one .4 FTE Scheduling Clerical Assistant, and the two Medical Secretaries. The hours will revert to prior hours, with the scheduling office closing at 6:00 pm during the week, and 1:30 on weekends. The RNs will then take back the scheduling function when the scheduling office is closed.</p> <p>Medical secretaries would have fewer hours to support the RNs/RPNs, Director of Nursing, Medical Director and families' needs in a 320 bed operation. For the RNs, they would lose time supporting the nursing team, families and resident's health care needs. RNs are already responsible for managing the building after regular office hours, handling escalated issues, calling for maintenance support, administering medications for RPN vacancies. With the nursing shortages at Riverview Gardens and across Ontario, RNs are often working overtime and these duties add to their workload increasing the risk of not providing quality care to residents.</p> <p>Without this team, the increased workload would be added to existing team members including managers, resulting in increased work hours, lieu time and decreased work life balance.</p>
Council Priority:	Community - Support for vulnerable community members & emergency preparedness
Strategic Focus:	Health

## Scheduling Clerical Assistants - 2.4 FTEs Permanent

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ 91,749	\$ 156,783	\$ 156,783
Contracted Services	-	300	300	300
Transfer from Reserves	-	(92,049)	(157,083)	(157,083)
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Scheduling Clerical Assistants - 2.4 FTEs Permanent

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Scheduling Assistant - Non-Union Part Time Grade 3	June, 2025	December, 2027	2.40
<b>Total FTE</b>				<b>2.40</b>

## Summer Students - Administration and Building Maintenance

Department: Health & Human Services  
Division: Seniors Services  
Manager: Riverview Gardens

Budget Request - Summer students (Administration and Building Maintenance - 0.93 FTE)

Administration Summer Student (0.62 FTE; 16 weeks from May to August) - With the addition of the Fixing Long Term Care Act requirements and to support staff summer vacations, it is recommended that 2 administration summer students be approved. The students would support annual archiving, filing and purging projects, as well as support reception, covering vacations, and other administrative duties. Archiving and purging is an annual project that would benefit with the assistance from summer students.

Building/Maintenance Summer Student (0.31 FTE; 16 weeks from May to August) - This position would support summer vacations in Inventory Control by completing deliveries to the nursing units, as well as outside landscape maintenance in the courtyard and grounds. There is a need for a position to maintain gardens, flowers and landscaping maintenance during the summer months. Currently there are no dedicated employees to do grounds maintenance beyond the municipally contracted lawn service.

One of Riverview Gardens recruitment strategies that has gained success is the recruiting of past Riverview Gardens summer students into permanent full-time jobs. Hiring summer students gives valuable exposure to working in Long Term Care and Riverview Gardens as an employer. It also provides valuable job experience and resume building for youth in the community.

Link to Strategic Plan: [Delivering Excellent Service](#)  
This fosters a culture of continuous improvement as Riverview Gardens looks to provide grounds keeping support in the summer months for the courtyard and surrounding landscape. The administration summer students will help cover some duties while staff are on vacation and an annual filing and archiving project.

## Summer Students - Administration and Building Maintenance

Consequences/Risks of Not Proceeding:	<p><b>Administration Summer Student</b></p> <p>The administration team would have an increased workload as well as their own duties, plus covering vacations during the summer months adding to overtime. There are currently no dedicated resources to complete archiving and purging projects and with a home the size of Riverview Gardens, there needs to be a file management system in place that is managed in a timely manner.</p> <p><b>Building/Maintenance Summer Student</b></p> <p>There are no positions at Riverview Gardens that weed and take care of the grounds and courtyard. Currently, a municipally contracted lawn services sprays twice per year and does some maintenance. This does not provide for consistency including necessary weeding and other landscaping. The courtyard is used frequently by residents and visitors, as well, it is used for programming and musical performances. Without dedicated staff there are visitor and community complaints due to overgrown plants and weeds, etc. There are some volunteers that assist on occasion and the activation team plants flowers in the courtyard, however, Riverview Gardens is not able to reliably depend on finding volunteers for weeding and gardening. The state of the home on the outside can give a negative perception of the general care of the home.</p>
Council Priority:	Community - Support for vulnerable community members & emergency preparedness
Strategic Focus:	Health





## Summer Students - Administration and Building Maintenance

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Grounds Maintenance - Non union Student Grade 1	January, 2024		0.31
Base	Clerical Assistant - Non union Student Grade 2	January, 2024		0.62
	<b>Total FTE</b>			<b>0.93</b>

## Resident Health and Well-Being Program - RHWB

Department: Health & Human Services  
Division: Seniors Services  
Manager: Riverview Gardens

The well-being of long-term care (LTC) residents was significantly impacted by the COVID-19 pandemic and general visitors were barred or limited during most waves due to transmission and protective measures.

The Resident Health and Well-Being (RHWB) Program, launched by the Ministry of Long-Term Care (MOLTC)'s letter dated December 16, 2022, which was accompanied by the 2022-23 Resident Health and Well-Being Program Funding Policy ("2022-23 Policy"), is intended to enhance resident access to social support services provided by Registered Social Workers (RSWs), Social Service Workers (SSWs) and other Allied Health Professionals (AHPs) to increase overall health, well-being and quality of life in LTC homes.

To support this program, the Ministry is providing up to \$19,963,600 over three years to LTC homes across the province to provide health and well-being social support services to LTC residents and/or their families/caregivers by expanding access to RSWs, SSWs and other eligible AHPs.

The purpose: This Policy outlines the terms and conditions of the funding provided to LTC home licensees to continue enhancing resident health and well-being via increasing access to social support services effective April 1, 2023, to the end of this fiscal year (March 31, 2024). LTC home licensees will enhance access to social support services provided by RSWs, SSWs and other AHPs, working towards a best practice minimum of 30 minutes of care per resident every four weeks.

RHWB funding is 100% provincial funding and is available to March 31, 2025, it is \$7.42 per bed per month.

Link to Strategic Plan:

- 1) Promote Community Safety & Wellbeing  
This invests in resident health and wellbeing by providing additional social supports in the home. It also fits the priority of providing a safe place for residents to call home.
- 2) Deliver Excellent Service  
It develops a commitment to continuous improvement and innovation.

Consequences/Risks of Not Proceeding: Funding issued by the province is returned reducing revenue and reducing opportunity to provide additional social supports in the home.

Council Priority: Community - Support for vulnerable community members & emergency preparedness

# Resident Health and Well-Being Program - RHWB

Strategic Focus: Health

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 28,942	\$ 7,123	\$ -	\$ -
<b>Total Revenue</b>	28,942	7,123	-	-
<b>Expense</b>				
Contracted Services	23,154	5,698	-	-
Social Assistance	5,788	1,425	-	-
<b>Total Expense</b>	28,942	7,123	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

# Resident Health and Well-Being Program - RHWB

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Preceptor Backfilling Funding

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Department: Health & Human Services  
 Division: Seniors Services  
 Manager: Riverview Gardens

Preceptor backfilling funding (PRECEPTOR program) is 100% provincial grant revenue to support training of nursing students in Long Term Care. There is growing need of Personal Support Workers (PSWS) and other care workers in Long-Term Care across Ontario. In April 2022 the Ministry of Long-Term announced Preceptor funding in association with Care Ontario Centers for Learning, Research, and Innovation in Long-Term Care (CLRI) In order to support nursing student training in home. This program will support wages for preceptors to be backfilled. In April 2022, three years preceptor program funding was announced, \$165,400 for 2022/2023, and it is anticipated the same amount will be granted for the 3-year period up to and including March 31, 2025.

It is requested to approve onetime \$165,400, 100% provincial revenue, for the period up to March 31 2025.

Link to Strategic Plan: Grow our Community  
 This fits with the strategic priority to attract, retain and expand business and skilled workforce across all sectors. The purpose is to support training of new health care workers and have an opportunity to retain them after training.

Consequences/Risks of Not Proceeding: A consequence of not proceeding is reduced funding for Riverview Gardens while continuing to have an expense with training students. The funding supports RVG's long term staffing strategy. The preceptor program is crucial for attracting and recruiting new nursing staff as students who once placed at home are more likely to be retained by home. The program helps to identify ideal candidates that fit with RVG's culture and values, while giving a good opportunity to the students to learn more about home before they get hired. Not utilizing provincial fund will cause staffing related issue like shortage, higher recruitment cost, and potentially increased staff turn over.

Council Priority: Grow - Attract, retain and expand business and skilled workforce  
 Strategic Focus: People

# Preceptor Backfilling Funding

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 165,400	\$ 55,133	\$ -	\$ -
<b>Total Revenue</b>	165,400	55,133	-	-
<b>Expense</b>				
Internal Allocations	165,400	55,133	-	-
<b>Total Expense</b>	165,400	55,133	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Dental Clinic Office Rental

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Department: Health & Human Services  
 Division: Seniors Services  
 Manager: Riverview Gardens

Riverview Gardens' rental space at 519 King St. West has been leased to Chatham-Kent Public Health to operate the Ontario Seniors Dental Care Program and Healthy Smiles Ontario. This space is in the same complex as the long term care home and will be an excellent partnership, allowing eligible Riverview Gardens residents easier access to dental services while supporting another municipally-operated service. Renting the space generates revenue for Riverview Gardens.

A Chatham-Kent Public Health news release was issued on June 13, 2023 announcing the opening.

Link to Strategic Plan: Delivering Excellent Service  
 This fosters a culture of continuous improvement as Riverview Gardens looks to improve dental services for qualifying residents.

Consequences/Risks of Not Proceeding: Chatham-Kent Public Health retrofitted the space to accommodate the Ontario Seniors Dental Care Program and Healthy Smiles Ontario, including designated dentist offices. The rental of this space is a revenue generator for Riverview Gardens. This budget request is to reflect the increased revenue.

The consequences of not proceeding with this request include CK Public Health having to find and build another location for their services and Riverview Gardens needing to find another tenant for this location. Eligible residents would not have the benefit of this easy access to the seniors dental program.

Council Priority: Community - Support for vulnerable community members & emergency preparedness  
 Strategic Focus: Health





## RAI/Restorative Coordinator

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Department: Health & Human Services  
Division: Seniors Services  
Manager: Riverview Gardens

The request is to make a minor adjustment to the FTEs approved in the 2023 budget under Allied Health Professional funding. The budget approval is needed due to the cost difference between the positions. The recommendation is to move 1.5 Recreation/Restorative Aide FTE to 1.0 RAI/ Restorative Coordinator FTE based on operational needs. The new position has the opportunity to improve Riverview Gardens' revenue by supporting these two 2 revenue-generating programs, RAI and Restorative Care.

As a result of the COVID19 pandemic the province introduced mandatory hours of care per resident per day. The Fixing Long Term Care Act 2021 mandates 36 minutes of direct care per resident per day with Allied Health Professionals and has provided funds for this purpose. In the 2023 budget, 6 FTEs were approved to maximize this provincial funding: 2 Social Workers and 4 Recreation/Restorative Aides. The 2024 request will reduce the 4 Recreation/Restorative Aides by 1.5 FTEs moving to one RAI/Restorative Coordinator.

The RAI/Restorative Coordinator will support RAI and Restorative Care programs both which generate revenue. The RAI team conducts complex resident assessments, and the information is used by the province to determine a home's Case Mix Index (CMI). The CMI determines a home's provincial revenue. A 1% change in CMI equates to approximately \$100,000. Currently there is a team of 5 RAI RPNS that do the assessments, with a manager who has taken on coordinator duties.

Riverview Gardens can also receive additional funding for a restorative care program, which the home does not currently have. For every 15 minutes an employee spends with a qualifying resident, there is an opportunity for additional provincial funding. This work also improves residents' health and quality of life. Personal Support Workers would do the restorative care program work, while the lead facilitates the program.

## RAI/Restorative Coordinator

Link to Strategic Plan:	<p>This position supports two strategic priorities.</p> <p>1)Promote Community Safety &amp; Wellbeing</p> <p>This position will coordinate assessments that not only provide a thorough review of a resident's health, the information has potential to increase provincial funding, which in turn is used in the home to support resident health, safety and wellbeing.</p> <p>The Rehabilitation Program is a new initiative that will invest in resident health and wellbeing by encouraging one on one activities that can improve independence and mobility.</p> <p>2)Deliver Excellent Service</p> <p>This position will strengthen the RAI team by providing a dedicated coordinator to support duties and prepare assignments. This invests in staff and fosters a culture of continuous improvement by providing important dedicated support for the program.</p> <p>The Restorative program strives to maintain and improve resident mobility and in launching, fosters a culture of continuous improvement for both staff and the residents.</p> <p>Both the RAI and the Restorative programs are revenue-generating and fit the strategic objective of "maintain financial sustainability".</p>
Consequences/Risks of Not Proceeding:	<p>This request is adjusting already approved FTEs in 2023 to a different role based on operational needs. In not proceeding with this recommendation, we would fill the previously approved Recreation/Restorative Aide positions putting an added 1.5 FTE Recreation/ Restorative Aides in the home and we would not creating the RAI/Restorative Coordinator. A Nurse Manager would continue to act as a RAI Coordinator, along with other management duties which include oversight of a floor, supporting employees, residents and families. This means it would not give this revenue-generating program dedicated resources. In 2023, Riverview Gardens' CMI decreased by 1%, resulting in an approximate \$100,000 decrease in provincial revenue. It could mean a furthering decrease in CMI. The goal is to increase the CMI and gain this revenue back. Not having this position means the Restorative Program may not launch without the resources to run it, with a lost opportunity for funding.</p>
Council Priority:	<p>Community - Support for vulnerable community members &amp; emergency preparedness</p>

# RAI/Restorative Coordinator

Strategic Focus: Health

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	RAI Coordinator/Rehabilitation Lead - Non-Union grade 8	January, 2024		1.00
Base	Restorative aides 24 Month	January, 2024		(1.50)
	<b>Total FTE</b>			<b>(0.50)</b>

# Allied Health Professionals Staffing Supplement- AHPSS Funding

Department: Health & Human Services  
Division: Seniors Services  
Manager: Riverview Gardens

The Government of Ontario released “A better place to live, a better place to work: Ontario’s long-term care staffing plan” in December 2020 with commitments to improve Ontario’s long-term care (LTC) sector by increasing staffing levels. The new funding shall be restricted for the purpose of retaining Allied Health Professionals to accomplish the increase in “direct resident care” time outlined in the Staffing Plan.

The province set a target of 36 minutes of allied health professional care per resident per day to be achieved by March 2025 and has issued funds to help meet this target. Allied Health Professionals are certified positions and include positions such as recreation employees, dietitians, social workers.

This budget request is to add a provincial revenue top up amount provided for Allied Health Professional funding.

The recommendation is to use the added top up amount to fund the equivalent of a .4 FTE to cover the expenses of a dietician hired through Compass, Riverview Gardens’ contracted food services provider. Adding this .4 FTE equivalent dietician provides a total of 1.4 FTE equivalent dietitians for 320 residents. This position is critical to have sufficient coverage for vacation and sick time.

The balance of revenue remaining from this top up will be used towards cost of living wage increases for employees.

The funding is permanent 100% funded by Ministry of Long Term Care.

For further information, please view [the attached documents](#).

Link to Strategic Plan:

- 1)Promote Community Safety & Wellbeing  
The 36 minutes per resident per day of Allied Health Professional services invests in resident health and wellbeing by providing additional supports in the home. It also fits the priority of providing a safe place for residents to call home.
- 2)Deliver Excellent Service  
It develops a commitment to continuous improvement and innovation as new opportunities to further provide care to residents are explored.

# Allied Health Professionals Staffing Supplement- AHPSS Funding

Consequences/Risks of Not Proceeding: The 36 minutes of Allied Health Professional Care per resident per day is legislated under the Fixing Long Term Care Act. Not meeting the 36 minutes of Allied Professional Care per day per resident mandate, could result in Non-compliance with Fixing Long-Term Care Act. Noncompliance could include monetary penalties.

Council Priority: Community - Support for vulnerable community members & emergency preparedness

Strategic Focus: Health

## Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
Grants - Provincial	\$ 113,087	\$ 130	\$ 131	\$ 133
<b>Total Revenue</b>	<b>113,087</b>	<b>130</b>	<b>131</b>	<b>133</b>
<b>Expense</b>				
Employee Related	54,717	130	131	133
Contracted Services	58,370	-	-	-
<b>Total Expense</b>	<b>113,087</b>	<b>130</b>	<b>131</b>	<b>133</b>
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Allied Health Professionals Staffing Supplement- AHPSS Funding

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Corporate Services

The Corporate Services department provides the overall strategic planning, management and delivery of the Municipality's Human Resources, Organizational Development, Municipal Governance, and Customer Services. The General Manager of Corporate Services also serves as Chief Human Resource Officer.



## Corporate Services

	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>					
Customer Services	\$ 667,572	\$ 785,370	\$ 744,505	\$ 746,105	\$ 747,852
Human Resources and Organization Development	158,794	99,170	100,525	105,758	104,026
Municipal Governance Administration	2,765,388	2,832,836	2,846,947	2,859,094	2,871,497
<b>Total Revenue</b>	<b>3,591,754</b>	<b>3,717,376</b>	<b>3,691,977</b>	<b>3,710,957</b>	<b>3,723,375</b>
<b>Expense</b>					
Customer Services	2,980,804	3,108,991	3,071,974	3,074,324	3,076,733
Human Resources and Organization Development	4,542,674	4,897,710	4,858,040	4,875,723	5,066,397
Municipal Governance Administration	3,665,443	3,792,080	3,824,873	3,801,069	3,823,731
<b>Total Expense</b>	<b>11,188,921</b>	<b>11,798,781</b>	<b>11,754,887</b>	<b>11,751,116</b>	<b>11,966,861</b>
<b>Net</b>	<b>\$ 7,597,167</b>	<b>\$ 8,081,405</b>	<b>\$ 8,062,910</b>	<b>\$ 8,040,159</b>	<b>\$ 8,243,486</b>



## Customer Services

The Customer Service division is the citizen-facing customer services areas for the Municipality of Chatham-Kent. Customer Service areas are present in six municipal centres (Blenheim, Chatham, Dresden, Ridgetown, Tilbury, Wallaceburg) and three municipal information desks (Bothwell, Thamesville, Wheatley). The Municipality also operates a virtual call centre/CK311 number. Customer service areas provide citizens with the ability to make payments, apply for permits, program registration, obtain licenses, dispute parking infractions, and request services/information.

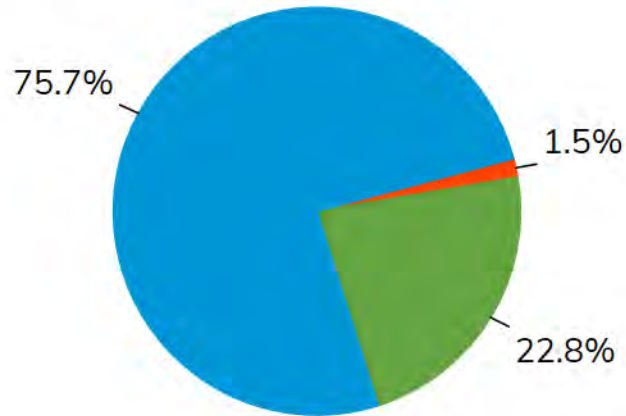
The Customer Service Division is also responsible for the administration of parking enforcement and the municipal parking lot permit program.

The division also operates/manages two private issuing offices for ServiceOntario (Chatham and Dresden). Services offered at these offices include Ontario Health Cards, Driver and Vehicle Licensing, and Ontario Photo Identification.



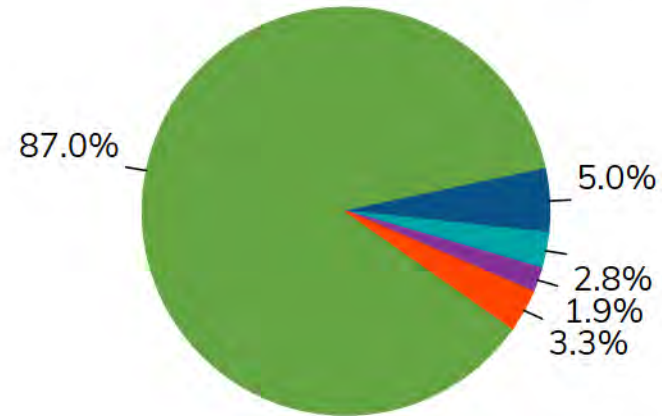
**Revenue  
2027**

- Other \*
- Recoveries
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Contracted Services
- Other \*
- Internal Allocations



## Customer Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Miscellaneous Revenue *	\$ 19,570	\$ 95,211	\$ 3,895	\$ 7,895	\$ 7,895	\$ 7,895	\$ 7,895
Recoveries	484,862	620,900	620,900	739,549	698,684	700,284	702,031
Sale of Items	42,330	9,845	42,777	37,926	37,926	37,926	37,926
<b>Total Revenue</b>	<b>546,762</b>	<b>725,956</b>	<b>667,572</b>	<b>785,370</b>	<b>744,505</b>	<b>746,105</b>	<b>747,852</b>
<b>Expense</b>							
Employee Related	2,309,100	2,591,294	2,623,209	2,681,874	2,685,196	2,685,341	2,685,489
Building Related	181,931	169,446	169,446	178,567	154,118	154,592	155,077
Contracted Services	66,811	131,159	82,984	86,670	86,750	86,818	86,988
Material, Veh and Equip Related *	2,800	14,386	5,758	18,982	5,758	5,758	5,758
Operating Related *	24,639	28,261	23,890	24,534	21,937	22,283	22,636
Transfer to Reserves *	30,462	30,462	30,462	31,518	31,544	31,566	31,590
Service Level Agreements *	(338,751)	(12,745)	(12,725)	(12,501)	(12,272)	(11,922)	(11,669)
Internal Allocations	57,140	57,780	57,780	99,347	98,943	99,888	100,864
<b>Total Expense</b>	<b>2,334,132</b>	<b>3,010,043</b>	<b>2,980,804</b>	<b>3,108,991</b>	<b>3,071,974</b>	<b>3,074,324</b>	<b>3,076,733</b>
<b>Total Tax Funded</b>	<b>\$ 1,787,370</b>	<b>\$ 2,284,087</b>	<b>\$ 2,313,232</b>	<b>\$ 2,323,621</b>	<b>\$ 2,327,469</b>	<b>\$ 2,328,219</b>	<b>\$ 2,328,881</b>

## Customer Services

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Service Ontario - Chatham and Dresden	2,864,748	2,864,748	-
Total	2,864,748	2,864,748	-

## Service Ontario - Chatham and Dresden

Department: Corporate Services  
Division: Customer Services  
Manager: CK Municipal Centres

The Municipality of Chatham-Kent (Municipality) has been in partnership with the Province of Ontario (Province) since 2003, when Council supported a private issuer ServiceOntario office in the Dresden Municipal office. On October 1, 2019, the Municipality entered into partnership for the delivery of services to the citizens of Chatham-Kent and surrounding areas through the Chatham ServiceOntario location. In 2022 a business costing analysis was completed and the Municipality renegotiated compensation for the term of the current agreement with the Province. This recommendation creates stability for the continuation of the services at the Chatham and Dresden ServiceOntario locations with a zero net impact to the tax base.

**Link to Strategic Plan:** This recommendation partners with the Province of Ontario for the provision of ServiceOntario services from offices in Chatham and Dresden. These enhanced customer services offered (driver's license and health card renewals, accessible parking permits, license plates) are a direct benefit to the citizens of Chatham-Kent while still maintaining fiscal sustainability with a net zero impact to the tax base.

**Consequences/Risks of Not Proceeding:** Contract proposals with the Province aim to continue to see all aspects of Service Ontario services in both Chatham and Dresden fully funded by the Province with a zero net impact to the tax base. This recommendation is a benefit to the citizens of Chatham-Kent and surrounding areas and eliminates the need for them to travel to other major cities for provincial services (e.g., driver's license and health card renewals).

**Council Priority:** Service - Foster a culture of continuous improvement

**Strategic Focus:** People

## Service Ontario - Chatham and Dresden

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Miscellaneous Revenue	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Recoveries	739,549	698,684	700,284	702,031
Sale of Items	2,050	2,050	2,050	2,050
<b>Total Revenue</b>	<b>745,599</b>	<b>704,734</b>	<b>706,334</b>	<b>708,081</b>
<b>Expense</b>				
Employee Related	570,117	570,130	570,141	570,152
Building Related	47,044	22,595	23,069	23,554
Contracted Services	4,186	4,266	4,334	4,504
Material, Veh and Equip Related	13,224	-	-	-
Operating Related	7,400	4,493	4,573	4,654
Transfer to Reserves	1,056	1,082	1,104	1,128
Internal Allocations	102,572	102,168	103,113	104,089
<b>Total Expense</b>	<b>745,599</b>	<b>704,734</b>	<b>706,334</b>	<b>708,081</b>
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Service Ontario - Chatham and Dresden

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Customer Service Representative - Chatham Service Ontario - Non Union Grade 6	January, 2024	December, 2027	4.50
One-Time	Customer Service Representative - Dresden Service Ontario - Non Union Grade 6	January, 2024	December, 2027	1.00
One-Time	Team Lead, Customer Services - Chatham Service Ontario - Non Union Grade 7	January, 2024	December, 2027	1.00
	<b>Total FTE</b>			<b>6.50</b>

## Human Resources & Organizational Development

Human Resources provides strategic and operational human resource management programs and services to support Chatham-Kent's workforce and enable the Municipality to meet its business objectives and regulatory requirements.

Overall, the division is responsible for the following services:

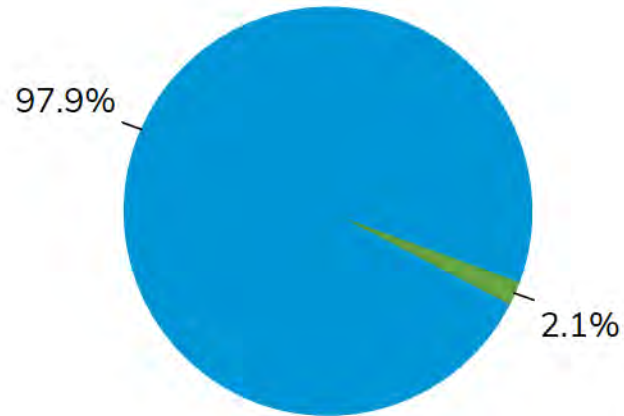
- Occupational health, safety and wellness
- Employee and labour relations
- Talent acquisition and development
- Total rewards (compensation, benefits and other rewards)
- Human resources strategy and workplace culture
- Payroll and human resource information systems
- Diversity, Equity, Inclusion and Justice





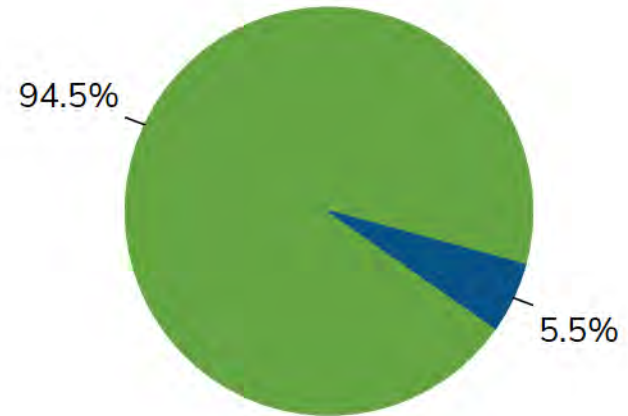
### Revenue 2027

- Recoveries
- Total Tax Funded



### Expense 2027

- Employee Related
- Other \*



# Human Resources & Organizational Development

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial *	\$ 960	\$ 28,188	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue *	(7,153)	88,005	-	-	-	-	-
Recoveries	524	160,419	158,794	99,170	100,525	105,758	104,026
<b>Total Revenue</b>	<b>(5,669)</b>	<b>276,612</b>	<b>158,794</b>	<b>99,170</b>	<b>100,525</b>	<b>105,758</b>	<b>104,026</b>
<b>Expense</b>							
Employee Related	4,626,559	5,653,655	4,569,265	5,469,857	5,327,911	5,518,819	5,530,749
Contracted Services	420,429	807,374	135,695	183,113	159,757	156,125	157,519
Material, Veh and Equip Related *	19,102	21,051	16,645	41,514	9,200	9,200	9,200
Operating Related *	47,627	26,716	51,777	127,233	127,523	125,251	126,053
Other Expenses *	625	-	-	-	-	-	-
Transfer to Reserves *	226,532	109,165	25,163	26,221	26,249	26,271	26,295
Transfer from Reserves *	(879,633)	(1,699,217)	(125,802)	(837,545)	(678,105)	(843,819)	(667,783)
Service Level Agreements *	(84,380)	(84,951)	(119,957)	(119,523)	(119,081)	(118,404)	(117,916)
Internal Allocations *	(160,806)	(159,286)	(10,112)	6,840	4,586	2,280	2,280
<b>Total Expense</b>	<b>4,216,055</b>	<b>4,674,507</b>	<b>4,542,674</b>	<b>4,897,710</b>	<b>4,858,040</b>	<b>4,875,723</b>	<b>5,066,397</b>
<b>Total Tax Funded</b>	<b>\$ 4,221,724</b>	<b>\$ 4,397,895</b>	<b>\$ 4,383,880</b>	<b>\$ 4,798,540</b>	<b>\$ 4,757,515</b>	<b>\$ 4,769,965</b>	<b>\$ 4,962,371</b>

# Human Resources & Organizational Development

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Administrative Assistant II	-	-	-
Innovative Workspaces and Workplace Policies	-	-	-
Municipal Diversity, Equity, Inclusion and Justice Initiatives	209,558	100,808	108,750
New Grad Internship Program	-	-	-
Development Coordinator	-	-	-
Corporate Leadership Development Internship Program	-	-	-
Corporate Leadership Development Program	-	-	-
Corporate Media Training	-	-	-
Coordinator, Mental Health and Wellbeing	113,556	-	113,556
Payroll Administrator	-	-	-
Corporate Mental Health and Wellbeing Initiatives	-	-	-
Total	323,114	100,808	222,306

## Administrative Assistant II

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Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Human Resources -Administration

The department of Corporate Services is a service business partner to internal departments and external customers comprised of Corporate Services Administration, Customer Services, Human Resources and Organizational Development (HROD), and Municipal Governance. Divisional directors and managers report to the General Manager/Chief Human Resources Officer (GM/CHRO). Administratively there is one Executive Assistant with Corporate Services Admin and two Administrative Assistant I, one with Customer Services and the second with Municipal Governance.

HROD is comprised of seven business units (noted below) with extensive portfolios contributing to the achievement of organizational objectives through innovative, creative and leading edge strategies, and facilitation of ongoing development of employees within our organization. Administratively there is no support for these business units.

1. Diversity, Equity, Inclusion, and Justice
2. Health, Safety, and Wellness
3. HR Strategy and Workplace Culture
4. Labour Relations
5. Payroll and HRIS
6. Talent Acquisition and Development
7. Total Rewards

In the absence of administrative support in HROD, the Executive Assistant to the GM/CHRO is currently providing the following services to the managers and additional staff as necessary:

## Administrative Assistant II

- Preparing/reviewing various communications, letters, memos, presentations, reports to Council, reports to the Executive Management Team and ensuring formatting is compliant with the Accessibility for Ontarians with Disabilities Act.
- Completing registered letters.
- Completing payroll, recruitment, and information technology and transformation forms for new staff and exiting staff.
- Registering HROD managers/staff for conferences, webinars, and training sessions.
- Scheduling meetings on behalf of HROD managers.
- Attendance management for all HROD staff (20 employees at present) including Info:HR data entry, monthly and annual year end balancing and reporting.
- Invoice processing; creating and tracking purchase orders in JDE.
- Responding to Employee Self-service inquiries on behalf or payroll as necessary.
- Assisting with recruitment processes as necessary.

The recommendation for the addition of a two-year contract full-time Administrative Assistant II (AAll), funded through reserves would provide the HROD management team with direct administrative support that is consistent corporately with other departments. The AAll will also work closely with HROD managers in the development of corporate strategies and initiatives currently underway (Human Resources Strategy, Diversity, Equity, Inclusion, and Justice Strategy and the Mental Health & Wellbeing Strategy).

The addition of an AAll would allow the Executive Assistant, Corporate Services to prioritize, perform, and oversee a number of administrative tasks to achieve outcomes required by the GM/CHRO, as well as provide project support for directors, managers, and staff members.

At the conclusion of the two-year contract administration anticipates being able to permanently fill the AAll position internally through efficiencies identified with the implementation of the Human Resources Integrated System.

Link to Strategic Plan:

This recommendation provides for administrative support within the Human Resources and Organizational Development (HROD) division working closely with HROD managers in the development of corporate strategies and initiatives currently underway (Human Resources Strategy, Diversity, Equity, Inclusion, and Justice Strategy and the Mental Health & Wellbeing Strategy). Additionally, the Administrative Assistant II will be part of a team that strives to deliver excellent customer service (internally and externally), maintains existing services levels, fosters a culture of continuous improvement and an environment of professional management.

## Administrative Assistant II

Consequences/Risks of Not Proceeding: By not proceeding with this recommendation workload would continue to be an issue for the Executive Assistant to the GM/CHRO resulting in departmental administration needs at the GM level competing with priorities at the HROD level. There is a risk of employee burnout. And HROD service backlogs are a concern when the Executive Assistant is on vacation and the HR Consultant has to cover these duties on top of regular services to internal customers.

Council Priority: Service - Invest in staff

Strategic Focus: People

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 81,075	\$ 81,110	\$ -	\$ -
Contracted Services	1,613	1,678	-	-
Material, Veh and Equip Related	7,334	-	-	-
Operating Related	1,500	1,512	-	-
Transfer from Reserves	(92,662)	(85,440)	-	-
Internal Allocations	1,140	1,140	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Administrative Assistant II

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Administrative Assistant II - Non Union Grade 5	January, 2024	December, 2025	1.00
<b>Total FTE</b>				<b>1.00</b>

## Innovative Workspaces and Workplace Policies

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Department: Corporate Services  
 Division: Human Resources and Organization Development  
 Manager: Human Resources -Administration

Innovative workspaces and workplace policies are a critical part of the HR Strategy for Chatham-Kent to be recognized as a top employer, aiding efforts to attract and retain a diverse workforce. The goal is to support teams in delivering excellent service through the development of collaborative and innovating workspaces, as well as enhancing workplace culture through innovative and flexible work policies. The recommendation is for \$250 per worksite (\$25,000) in each of the years 2024, 2025, 2026, and 2027.

Link to Strategic Plan: We are committed to delivering excellent service through this investment in staff. This recommendation will support our comprehensive HR Strategy to create innovative workspace options, advance flexible work policies, and enhance workplace culture.

Consequences/Risks of Not Proceeding: Investing in staff and enhancing workplace culture through innovative workspaces and workplace policies is critical for successfully competing with other organizations for talent and is a significant component of the overall HR Strategy for attracting and retaining a diverse workforce. Without this investment, we are at risk of losing high potential talent to other organizations who do demonstrate this investment. Chatham-Kent has an opportunity through this HR Strategy component to showcase our commitment to employees, which will minimize costs and effort associated with turnover, and minimize the risks of reduced service to the community resulting from vacant positions.

Council Priority: Service - Invest in staff  
 Strategic Focus: People



# Innovative Workspaces and Workplace Policies

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Transfer from Reserves	(25,000)	(25,000)	(25,000)	(25,000)
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Municipal Diversity, Equity, Inclusion and Justice Initiatives

Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Human Resources -Administration

At the April 26, 2021 Council meeting, a Mitigating the Human and Social Impacts of COVID-19 report (Appendix A) was presented to Council, recommending that the Municipality of Chatham-Kent (Municipality) establish and implement a Municipal Diversity, Equity, and Inclusion (now called a Diversity, Equity, Inclusion, and Justice or DEIJ Strategy). Council approved the recommendation and two-years of funding from Ontario Works Corporate Initiatives Reserve to develop and begin to implement the Strategy. The funding provided for a dedicated Diversity, Equity, Inclusion, and Justice Coordinator for two years, housed within Corporate Services, and supported early efforts to implement the corporate Strategy.

The DEIJ Strategy includes actions to promote diversity, equity, inclusion, and justice in our workplace, public policies, services, and on Council and Committees of Council. The Strategy also aims to develop a coordinated municipal approach to reconciliation.

The Strategy has started to be implemented, with actions over the first two years to coordinate corporate training, coaching, adapting supportive resources, a review of key HROD policies and processes, and supporting updates to internal and external policies, processes, and services.

Current funding for the Coordinator, Diversity, Equity, Inclusion, and Justice ends in December 2023. One Full Time staff DEIJ Coordinator (1.0 FTE) is being recommended to coordinate the implementation and on-going support of the Strategy and act as a resource to municipal staff.

Temporary support staff will support key deliverables for the first year of Strategy implementation. A 1.0 FTE HR Generalist will gather and analyze information related to DEIJ in HROD and support the roll-out of DEIJ education across the organization. A Data Architect (0.20 FTE) and Business Analyst (0.40 FTE) will support the development of solutions for Municipal staff to gather and/or use equity-related data to inform decision-making. In 2025 the Indigenous Lead (0.50 FTE) position would be introduced corporately and will be responsible for supporting a coordinated approach to reconciliation and building relationships with local First Nations and Urban Indigenous communities through to the end of 2026.

Base budget requests will support ongoing education in the organization, honorariums, and partner relations.

The Diversity, Equity, Inclusion and Justice Strategy has identified the need for Chatham-Kent to continue to implement plans to ensure equity and inclusion is promoted across all departments and within our community. This business case is directly linked to the success of this strategy as well as the following that administration has recommended be implemented over the 2024 – 2027 budget cycle:

2024-0101 – Workplace Culture Initiatives (this recommendation would be directly impacted if the Municipal Diversity, Equity, Inclusion and Injustice Initiatives is not approved)

## Municipal Diversity, Equity, Inclusion and Justice Initiatives

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For further information, please view [the attached documents](#).

Link to Strategic Plan:

This recommendation is related to the Diversity, Equity, Inclusion, and Justice (DEIJ) Strategy and will support a coordinated, intentional approach to advancing DEIJ in the Municipality. This work will enable us to meet our legislated duties under Human Rights legislation, act on appropriate Calls to Action through the Truth and Reconciliation Commission and attract and retain employees and residents as we grow and diversify as a community.

# Municipal Diversity, Equity, Inclusion and Justice Initiatives

Consequences/Risks of Not Proceeding: Diversity, Equity, Inclusion, and Justice

This recommendation will work to promote DEIJ supports that the Municipality will need to meet our legislated duties to:

- protect specific groups from discrimination,
- prevent direct or indirect exclusion, and/or preference of a specific group
- provide substantive equality of treatment in employment and services.

Investing in DEIJ will ensure we can support the growing diversity in our community, compete with other employers, and communities.

Dedicated staff drive deliverables, coordinate efforts, act as a resource for colleagues, and connect communities. Failing to fund dedicated positions could mean that the work does not progress or is not done in a coordinated or effective way.

## Reconciliation and Justice

Reconciliation involves working with sovereign Indigenous Nations and understanding protected and diverse traditional knowledge and practices. It requires familiarity with appropriate Treaties, Calls to Action and Justice, the United Nations Declaration on the Rights of Indigenous Peoples and the Municipality's responsibilities related to them. Resourcing an Indigenous Lead will support the Municipality to meet our responsibilities and contribute to healing across communities.

4.5 percent of Chatham-Kent's population identify as Indigenous, higher than the provincial average (2021 Census). Indigenous populations are growing at twice the rate as non-Indigenous communities. Chatham-Kent neighbours Eelūnaapèewi Lahkèewiit and Bkejwanong Territory and both communities access services in Chatham-Kent, whether they are supposed to or not. Currently, we hear that these services aren't culturally safe or trauma-informed.

Increasingly, federal and provincial funding is dependent on effective partnerships and consultation with First Nations. Failing to resource work to promote Indigenous relationships could prevent the Municipality from accessing future funding.

# Municipal Diversity, Equity, Inclusion and Justice Initiatives

Council Priority: Community - Advance Diversity, Equity, Inclusion and Justice (DEIJ) & Truth and Reconciliation  
Strategic Focus: People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Taxation Revenue	\$ 100,808	\$ -	\$ -	\$ -
<b>Total Revenue</b>	100,808	-	-	-
<b>Expense</b>				
Employee Related	181,493	-	-	-
Contracted Services	11,145	-	-	-
Operating Related	8,450	35	32	-
Transfer to Reserves	529	14	11	12
<b>Total Expense</b>	201,617	49	43	12
<b>Net Base Impact</b>	\$ 100,809	\$ 49	\$ 43	\$ 12

# Municipal Diversity, Equity, Inclusion and Justice Initiatives

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 165,936	\$ 52,812	\$ 52,812	\$ -
Material, Veh and Equip Related	7,836	-	-	-
Transfer from Reserves	(169,356)	(53,952)	(53,952)	-
Internal Allocations	3,420	1,140	1,140	-
<b>Total Expense</b>	7,836	-	-	-
<b>Net One-Time Impact</b>	\$ 7,836	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 108,645	\$ 49	\$ 43	\$ 12

# Municipal Diversity, Equity, Inclusion and Justice Initiatives

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Coordinator, DEIJ - Non Union Grade 9	January, 2024		1.00
One-Time	HR Generalist/Policy Analyst - Non Union Grade 7	January, 2024	December, 2024	1.00
One-Time	Business Solutions Analyst - Non Union Grade 8	January, 2024	December, 2024	0.40
One-Time	Indigenous Lead - Non-union Grade 8	January, 2025	December, 2026	0.50
One-Time	Data Architect - Non Union Grade 9 MAG	January, 2024	December, 2024	0.20
<b>Total FTE</b>				<b>3.10</b>

## New Grad Internship Program

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Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Learning & Organization Development

The HR Strategy has identified the need for Chatham-Kent to successfully compete for talent, as talented employees need to be attracted, retained, and developed in order to grow community. Part of this strategy includes the Corporate New Grad Internship Program. The New Grad Internship Program was successfully piloted over the last 5 years through supplemental reserve funding. Of the 8 New Grad Interns who started with our organization since 2018:

- \* 4 (50%) continue to work here today in a permanent, temporary, or internship capacity
- \* 4 (50%) were promoted at least once prior to the end of their one-year internship contract
- \* 3 (38%) have been promoted at least three times since their internship into hard-to-fill positions, where one is now a permanent manager in our organization and has taken on an acting director role
- \* 2 (25%) would have had the potential for promotion, but voluntarily exited for opportunities at other organizations prior to securing more permanent positions with Chatham-Kent – Appendix A, slide 1, provides a visual of the successes of this program.

In order for this program to continue this recommendation is for two new grad interns for one-year contracts targeting positions prioritized for succession. One new grad (1 FTE – Grade 9) plus administrative costs is requested in each year of 2026 and 2027.

This business case is directly linked to the success of the HR Strategy as well as the following that administration has recommended be implemented over the 2024 – 2027 budget cycle:

2024-0338 – Development Coordinator (this recommendation would be directly impacted if the New Grad Internship is not approved)

2024-0339 – Corporate Leadership Development Internship Program

2024-0340 – Corporate Tuition Refund Program

2024-0341 – Corporate Leadership Development Program (this recommendation would be directly impacted if the New Grad Internship is not approved)

For further information, please view [the attached documents](#).



## New Grad Internship Program

Link to Strategic Plan:	This recommendation provides opportunity for the Municipality to attract recently graduated candidates into positions that have been historically hard to fill, or that have depleted talent pools. By attracting new employees with this initiative we are able to give them valuable work experience while investing in their skills and abilities. Attracting these candidates will grow community as we develop them into leaders within the Municipality and address future vacancies through strategic succession planning.
Consequences/Risks of Not Proceeding:	If this recommendation is not approved, we lose the opportunity to prepare for future talent needs by expanding talent pools and pipelines for prioritized positions and ensuring equitable employee development opportunities across the organization are promoted and maintained. The New Grad Internship Program would end in 2025 as existing funding will be depleted.
Council Priority:	Grow - Attract, retain and expand business and skilled workforce
Strategic Focus:	People

### One-Time Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ -	\$ 257,505	\$ 258,526
Operating Related	-	-	500	1,090
Transfer from Reserves	-	-	(259,145)	(261,896)
Internal Allocations	-	-	1,140	2,280
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# New Grad Internship Program

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	New Grad Intern - Non-union Grade 9	January, 2026	December, 2027	2.00
<b>Total FTE</b>				<b>2.00</b>

## Development Coordinator

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Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Learning & Organization Development

The HR Strategy has identified the need for Chatham-Kent to successfully compete for talent, as talented employees need to be attracted, retained, and developed in order to grow community. This recommendation is for a temporary full-time Development Coordinator (2-year contract) to take the lead in expanding talent pools and pipelines and implement policy changes to ensure equitable developmental opportunities across the organization targeting prioritized positions. Efficiencies gained through implementation of the Human Resources Information System (HRIS) is anticipated to allow the programs to be sustained through existing base HROD resources starting in 2026.

This business case is directly linked to the success of the HR Strategy as well as the following that administration has recommended be implemented over the 2024 – 2027 budget cycle:

- 2024-0337 – New Grad Internship Program
- 2024-0339 – Corporate Leadership Development Internship Program
- 2024-0340 – Corporate Tuition Refund Program
- 2024-0341 – Corporate Leadership Development Program

All of the above recommendations would be directly impacted if this recommendation is not approved.

Link to Strategic Plan: This recommendation provides for coordination of strategically targeted expansion of talent pipelines and pools, while ensuring equitable development of employees to target prioritized positions. The Development Coordinator will work with HROD managers to attract, retain, and invest in staff by developing policies and practices that ensure focused developmental opportunities and learning that will address future organizational needs. The Development Coordinator will work with employees to target developmental up-skilling that addresses organizational needs, increasing attraction and retention through learning.

## Development Coordinator

Consequences/Risks of Not Proceeding: This recommendation supports investment in employee attraction and development which is critical for successfully competing with other organizations for talent. Expanding talent pools and pipelines for prioritized positions and ensuring equitable employee development opportunities across the organization is one critical component of the overall HR Strategy for attracting, retaining, and developing talent. Without this investment in employees, we are at risk of losing high potential talent to other organizations who do demonstrate this investment. Chatham-Kent has an opportunity through this HR Strategy component to showcase our commitment to employees, which will minimize costs and effort associated with turnover, and minimize the risks of reduced service to the community resulting from vacant positions.

Council Priority: Grow - Attract, retain and expand business and skilled workforce

Strategic Focus: People

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 96,745	\$ 96,745	\$ -	\$ -
Contracted Services	1,095	1,095	-	-
Material, Veh and Equip Related	360	-	-	-
Operating Related	1,500	1,500	-	-
Transfer from Reserves	(100,840)	(100,506)	-	-
Internal Allocations	1,140	1,166	-	-

# Development Coordinator

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Net One-Time Impact	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Development Coordinator - non-union Grade 7	January, 2024	December, 2025	1.00
<b>Total FTE</b>				<b>1.00</b>

## Corporate Leadership Development Internship Program

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Department: Corporate Services  
 Division: Human Resources and Organization Development  
 Manager: Learning & Organization Development

The Corporate Leadership Development Internship Program was successfully piloted over the last 6 years through supplemental reserve funding. In order for this program to continue providing internal employees with 6-month experiential learning secondments targeting positions prioritized for succession, this recommendation is for one LDP intern (1 FTE) plus administrative costs requested in each year of 2026 and 2027.

The Human Resources Strategy has identified the need for Chatham-Kent to successfully compete for talent, as talented employees need to be attracted, retained, and developed to grow community. This business case is directly linked to the success of this strategy as well as the following that administration has recommended be implemented over the 2024 – 2027 budget cycle:

2024-0337 – New Grad Internship Program

2024-0338 – Development Coordinator (this recommendation would be directly impacted if the Corporate Leadership Development Internship Program is not approved)

2024-0340 – Corporate Tuition Refund Program (this recommendation would be directly impacted if the Corporate Leadership Development Internship Program is not approved)

2024-0341 – Corporate Leadership Development Program (this recommendation would be directly impacted if the Corporate Leadership Development Internship Program is not approved)

Link to Strategic Plan: This recommendation provides opportunity for the Municipality to develop existing staff for prioritized positions through experiential learning and development. By leveraging these secondments, the Municipality is able to enhance the existing talent pool and employee competencies to prepare for future vacancies in specialized position, enhance the skill of our workforce and retain employees.

# Corporate Leadership Development Internship Program

Consequences/Risks of Not Proceeding: Investing in internal employee development is critical for successfully competing with other organizations for talent. Expanding talent pools and pipelines for prioritized positions and ensuring equitable employee development opportunities across the organization is one critical component of the overall HR Strategy for attracting, retaining, and developing talent. Without this investment in employees, we are at risk of losing high potential talent to other organizations who do demonstrate this investment. Chatham-Kent has an opportunity through this HR Strategy component to showcase our commitment to employees, which will minimize costs and effort associated with turnover, and minimize the risks of reduced service to the community resulting from vacant positions.

Council Priority: Grow - Attract, retain and expand business and skilled workforce

Strategic Focus: People

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ -	\$ 194,017	\$ 194,017
Transfer from Reserves	-	-	(194,017)	(194,017)
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

# Corporate Leadership Development Internship Program

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Leadership Development Intern -Non-union Grade 12	January, 2026	December, 2027	1.00
<b>Total FTE</b>				<b>1.00</b>



# Corporate Leadership Development Program

Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Learning & Organization Development

The Corporate Leadership Development Program (LDP) was established in 2012 for 12 LDP participants with approved base budget funding of \$5,000. Funding has not kept pace with inflation or the growth in the # of LDP participants (200 LDP participants projected by 2024), allotting only \$25 to each of the 200 LDP participants to put towards learning and development opportunities. The recommendation will provide additional funding to help sustain this initiative. Appendix A is an analysis of the development funds available to participants from 2012 to 2023.

The Human Resources Strategy has identified the need for Chatham-Kent to successfully compete for talent, as talented employees need to be attracted, retained, and developed to grow community. This business case is directly linked to the success of this strategy as well as the following that administration has recommended be implemented over the 2024 – 2027 budget cycle:

2024-0337 – New Grad Internship Program

2024-0338 – Development Coordinator (this recommendation would be directly impacted if the Corporate Leadership Development Program is not approved)

2024-0339 – Corporate Leadership Development Internship Program (this recommendation would be directly impacted if the Corporate Leadership Development Program is not approved)

2024-0340 – Corporate Tuition Refund Program

For further information, please view [the attached documents](#).

Link to Strategic Plan: The leadership development program has expanded significantly since its inception in 2012. By investing in our leadership development cohort with funding for continuous development and learning, we will retain high performing employees through a culture of learning. These funds will allow for professional growth and building essential competencies to prepare internal employees to compete for prioritized leadership positions.

Deliver Excellent Service - invest in staff; foster a culture of continuous improvement  
Grow our Community - implement strategies to attract, retain and expand skilled workforce

# Corporate Leadership Development Program

Consequences/Risks of Not Proceeding: Investing in internal employee development is critical for successfully competing with other organizations for talent. Expanding talent pools and pipelines for prioritized positions and ensuring equitable employee development opportunities across the organization is one critical component of the overall HR Strategy for attracting, retaining, and developing talent. Without this investment in employees, we are at risk of losing high potential talent to other organizations who do demonstrate this investment. Chatham-Kent has an opportunity through this HR Strategy component to showcase our commitment to employees, which will minimize costs and effort associated with turnover, and minimize the risks of reduced service to the community resulting from vacant positions.

Council Priority: Service - Invest in staff

Strategic Focus: People

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 48,750	\$ 48,750	\$ 48,750	\$ 48,750
Transfer from Reserves	(48,750)	(48,750)	(48,750)	(48,750)
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

# Corporate Leadership Development Program

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Corporate Media Training

Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Learning & Organization Development

This recommendation provides for media training in 2024 that is essential to the Municipality of Chatham-Kent (Municipality) to help ensure that the Mayor and Members of Council, the Executive Management Team (EMT), Senior Management Team (SMT), and identified media spokespeople are prepared to communicate and engage with the media in a professional manner during any situation. Media training will help them develop their public speaking, communication, and interviewing skills while representing the Municipality. This training will also help the Municipality stay relevant in the changing media landscape.

Link to Strategic Plan: Providing corporate media training to Mayor and Members of Council, the EMT, SMT, and identified media spokespeople will enhance our communication efforts to the community. This training will prepare identified staff to professionally engage with media outlets and improve communication and civic engagement with citizens of the Municipality.

Consequences/Risks of Not Proceeding: It is critical that the Mayor and Members of Council, the EMT, SMT and media spokespeople are properly trained to represent the Municipality in a professional manner when dealing with media outlets and participating in either scheduled or impromptu interviews. By not providing this training, there is the risk that comments and/or information shared with the media will be conveyed in an unprofessional manner, misinterpreted, or taken out of context.

Council Priority: Service - Improve communications and civic engagement

Strategic Focus: People

# Corporate Media Training

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 25,000	\$ -	\$ -	\$ -
Transfer from Reserves	(25,000)	-	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Coordinator, Mental Health and Wellbeing

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Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Occupational Safety

As an inclusive leader who demonstrates integrity and client focus, the Coordinator, Mental Health and Wellbeing (Coordinator) will execute the Mental Health and Wellbeing (MHW) strategy to position the Municipality of Chatham-Kent as an inclusive workplace. Additionally, the Coordinator will be accountable for the program management of the MHW Strategy based on emerging trends in the workforce to facilitate a cultural shift in the organization.

The four objectives of the MHW strategy include:

1. Work-life Balance
2. Promote Psychological & Social Support
3. Protection & Physical Safety
4. Psychological Demands & Protection

Each objective has a series of goals and tasks.

43% of Long-Term Disability (LTD) Claims have a primary diagnosis of mental health and/or nervous disorder resulting in increased costs associated with paid LTD claims since January 2020. In 2023, LTD premiums increased by +35%.

The top Common Indications of the drugs paid which represents the most frequently prescribed drugs in the 2021-2022 Policy Year was Depression. This Common Indication represented approximately 11% (or 4,224 claims amounting to \$183,872) of the total number of drug claims in the 2021-2022 Policy Year.

General Mental Health Disorders ranked number 10 amounting to \$56,669.

## Coordinator, Mental Health and Wellbeing

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Additionally:

- \* Mental health is Chatham-Kent's new biggest cost driver on absenteeism.
- \* First-of-its-kind research from Deloitte Canada quantifies the return on investment (ROI) for Canadian firms that invest in mental health programming.
- \* After just one year, says the study, the median annual ROI is \$1.62 for every dollar invested.
- \* Chatham-Kent Projection: based on the 2023 Grade 9 Step 6 \$98,158, the ROI would be \$159,016 (plus inflation).
- \* After just three years, says the study, the median annual ROI is more than doubles to \$2.18 for every dollar invested.
- \* Chatham-Kent Projection: based on the 2023 Grade 9 Step 6 \$98,158, the ROI would be \$ 213,984 (plus inflation)

"This research from a leading auditing and consulting firm supports the findings of Canada's mental health community that investing in workers mental well-being helps companies' bottom line," says Krista Schmid, WSPS Consultant, Workplace Mental Health.

This recommendation is for one-time funding for years 2024 through 2026 and base funding in 2027 for wages and administrative costs for a permanent Coordinator, Mental Health and Wellbeing.

The Mental Health and Wellbeing Strategy has identified the need for Chatham-Kent to position itself as an inclusive employer that supports the mental health and wellbeing of all employees. This business case is directly linked to the success of this strategy as well as the following that administration has recommended be implemented over the 2024 – 2027 budget cycle:

2024-0404 – Mental Health Wellness

2024-0405 – Executive Wellness

2024-0109 – Corporate, Mental Health & Wellbeing Initiatives

If this recommendation is not approved there will be a direct impact to all of the new business cases listed above.

Link to Strategic Plan:

This recommendation is related to the Corporate Mental Health and Wellbeing Strategy. This position will allow Health, Safety and Wellness to deliver enhanced customer services and communication with our employees with respect to Mental Health and Wellbeing. By providing resources and supports for employees on mental health and managing the MHW Strategy tasks, this position will ensure growth in our community by focusing on the level of services we are providing to our employees which in turn will support strategies for attracting and retaining our employees.

## Coordinator, Mental Health and Wellbeing

Consequences/Risks of Not Proceeding: By not proceeding with this recommendation, we limit the Municipality of Chatham-Kent's ability to promote Mental Health and Wellbeing support mechanisms for employees and meet legislated duties to protect specific groups from discrimination, whether direct or indirect, and/or preference of a specific group of people as outlined in the Ontario Human Rights Code (OHRC). We will continue to see an increase in mental health absences, long-term disability claims, and increased drug costs for the treatment of depression, post traumatic distress disorder, and other general mental health disorders. Costs that are associated with short-term and long-term disability claims and with mental health and nervous disorders will continue to increase. Drug costs that are associated with mental health disorders will continue to increase. We may reduce our ability to attract and retain employees. Chatham-Kent is growing – investing in MHW will help us to keep up with the growing diversity in our community and compete with other employers, and communities. We will be unable to drive key deliverables, coordinate efforts, communicate progress, act as a resource for colleagues, share information, review materials or approaches, and connect staff with appropriate resources. Failing to fund a dedicated position could mean that the work does not progress or is not done in a coordinated or effective way.

Council Priority:

Service - Invest in staff

Strategic Focus:

People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 2,000	\$ 38	\$ 32	\$ 128,276
Contracted Services	2,636	78	78	132



## Coordinator, Mental Health and Wellbeing

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Operating Related	2,200	13	11	11
Transfer to Reserves	529	14	11	12
<b>Total Expense</b>	<b>7,365</b>	<b>143</b>	<b>132</b>	<b>128,431</b>
<b>Net Base Impact</b>	<b>\$ 7,365</b>	<b>\$ 143</b>	<b>\$ 132</b>	<b>\$ 128,431</b>

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 128,253	\$ 128,253	\$ 128,253	\$ -
Material, Veh and Equip Related	9,450	-	-	-
Transfer from Reserves	(145,068)	(135,761)	(135,893)	-
<b>Total Expense</b>	<b>(7,365)</b>	<b>(7,508)</b>	<b>(7,640)</b>	<b>-</b>
<b>Net One-Time Impact</b>	<b>\$ (7,365)</b>	<b>\$ (7,508)</b>	<b>\$ (7,640)</b>	<b>\$ -</b>

## Coordinator, Mental Health and Wellbeing

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ (7,365)	\$ (7,508)	\$ 128,431

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Coordinator, Mental Health & Wellbeing - Non Union Grade 9	January, 2027		1.00
One-Time	Coordinator, Mental Health & Wellbeing - Non Union Grade 9	January, 2024	December, 2026	1.00
	<b>Total FTE</b>			<b>2.00</b>

## Payroll Administrator

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Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Payroll

Payroll provides a vital function to our internal customers and is one of the drivers of employee satisfaction.

Payroll is busier than ever with an increasing number of retirees, new hires, and employee movements amongst other tasks which has resulted in a consistently high workload. This has led to increased overtime as well as difficulties in maintaining employee wellness.

We're also anticipating additional work involved with the transition to a new Human Resource Information System (HRIS) which will be implemented in 2024.

Further, over the next two years two of the three Payroll administrators are expected to retire which will create a large void of knowledge and experience. The learning curve for a Payroll Administrator is long and this position will assist with future succession planning.

This recommendation is for one-time request for 2024 (\$105,827) and 2025 (\$98,558) totaling \$204,385 for wages and administrative costs associated with the recruitment of a temporary full-time Payroll Administrator to assist with the increased workloads anticipated over the next two years.

Link to Strategic Plan: This recommendation will allow Payroll/HROD to deliver enhanced customer service and communication to our employees who will in turn be inspired to deliver enhanced customer service to our external customers. Our Payroll administration services will be more sustainable in the short term and more efficient in the long term. We will be able to create innovation as a method of continuous improvement to further enhance the Payroll/HROD services we offer to our employees. Further, this recommendation supports the following strategic initiatives:

- Priority: Deliver Excellent Service
- Invest in staff
  - Foster a culture of continuous improvement
  - Improve Communication

# Payroll Administrator

Consequences/Risks of Not Proceeding: By not proceeding with this recommendation the Payroll Administrators will continue to accumulate overtime in order to ensure that Payroll administration needs are being met. This may also eventually lead to employee burnout and a decrease in employee wellness which may result in a decrease in Payroll accuracy.

There may be service delivery issues for our employees and partners should both the retirement-eligible Payroll Administrators opt to retire at the same time. This could take the form of payment delays, missed payments, inaccurate payments, missed government remittance deadlines as well as OMERS pension administration delays. Financial penalties would be incurred should any governmental remittance deadlines be missed.

Council Priority: Service - Invest in staff  
Strategic Focus: People

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 95,245	\$ 95,245	\$ -	\$ -
Contracted Services	2,108	2,173	-	-
Material, Veh and Equip Related	7,334	-	-	-
Transfer from Reserves	(105,827)	(98,558)	-	-
Internal Allocations	1,140	1,140	-	-

# Payroll Administrator

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Net One-Time Impact	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Payroll Administrator - Non Union Grade 7	January, 2024	December, 2025	1.00
<b>Total FTE</b>				<b>1.00</b>

## Corporate Mental Health and Wellbeing Initiatives

Department: Corporate Services  
Division: Human Resources and Organization Development  
Manager: Occupational Safety

Human Resources & Organization Development is currently working on three corporate strategies, one being the Mental Health & Wellbeing (MHW) Strategy. The MHW Strategy Committee identified four main corporate objectives along with goals and tasks that will require base budget funding:

1. Work-life Balance – No direct costs as exploring and expanding upon work-life-balance opportunities for employees is an initiative that would fall under the Coordinator, Mental Health & Wellbeing's portfolio if approved through the budget process. Refer to New Business Case 2024-0104.
2. Psychological Demands & Protection – No direct costs as exploring and expanding upon work-life-balance opportunities for employees is an initiative that would fall under the Coordinator, Mental Health & Wellbeing's portfolio if approved through the budget process. Refer to New Business Case 2024-0104.
3. Promote Psychological & Social Support through the following corporate initiatives:
  - a. Mandatory Interactive Conference and Supervisor/Manager Training to be scheduled at three-year intervals. One-time funding is requested in 2024 (\$50,000) and in 2027 (\$50, 000) for a total of \$100, 000 during this budget cycle. This initiative will promote mental health and wellbeing awareness by implementing an in-person mandatory mental health and wellbeing interactive conference.
  - b. Mandatory Mental Health First Aid Training. Base budget funding request recommendation starting in 2024 (\$10,000)  
Annually review hazard assessments and identify job-specific mandatory Mental Health First Aid training for front-line employees.
4. Promotion of Protection & Physical Safety through the following corporate Initiatives:
  - a. WSIB Excellence Program – Municipal and Riverview Gardens (Base funding recommendation starting in 2024: \$3,400)  
WSIB's Health and Safety Excellence program helps make workplaces safer, while earning rebates on WSIB premiums based on level of participation. Through their program, the Municipality will benefit from:
    - i.) reduced risk of injuries and illnesses in our workplace and a stronger health and safety culture, and
    - ii.) recognition to show our commitment to health and safety to our employees, customers, and community.
  - b. Health, Safety, and Wellness Initiatives (Base funding recommendation starting in 2024 \$50,000)  
Implement MHW initiatives through the year which includes Health, Safety and Wellbeing Fairs (Municipal and at Riverview Gardens), Mental Health Awareness Month, Wellness Week, and Day of Mourning Month).

## Corporate Mental Health and Wellbeing Initiatives

The Mental Health and Wellbeing Strategy has identified the need for Chatham-Kent to position itself as an inclusive employer that supports the mental health and wellbeing of all employees. This business case is directly linked to the success of this strategy as well as the following that administration has recommended be implemented over the 2024 – 2027 budget cycle:

2024-0404 – Mental Health Wellness

2024-0405 – Executive Wellness

2024-0104 – Coordinator, Mental Health and Wellbeing

If this recommendation is not approved there will be a direct impact to all of the new business cases listed above.

Link to Strategic Plan:	This investment in staff through the Mental Health and Wellbeing Strategy provides a coordinated, intentional approach to supporting the mental health and wellbeing of our employees. The work will support our four main MHW Strategy objectives, help reduce the risk of injury and illness in the workplace, and foster a culture of continuous improvement.
Consequences/Risks of Not Proceeding:	<p>Not approving the Corporate Mental Health &amp; Wellbeing Initiatives could result in:</p> <ul style="list-style-type: none"> <li>*MHW Strategy objectives, goals, and tasks will not be achieved</li> <li>*Increased direct and indirect costs associated with MHW (e.g., employee absenteeism, Long Term Disability cases, frustration of contracts, drug costs, WSIB injuries, etc.)</li> <li>*Delayed timing for employee early and safe return to work activities</li> <li>*Not having adequate support for MHW which leads to recruitment and retention issues</li> <li>*Reactive culture rather than proactive culture</li> </ul>
Council Priority:	Service - Invest in staff
Strategic Focus:	Health

# Corporate Mental Health and Wellbeing Initiatives

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ (53,400)	\$ (85)	\$ (73)	\$ (75)
Operating Related	53,400	85	73	75
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -



## Municipal Governance

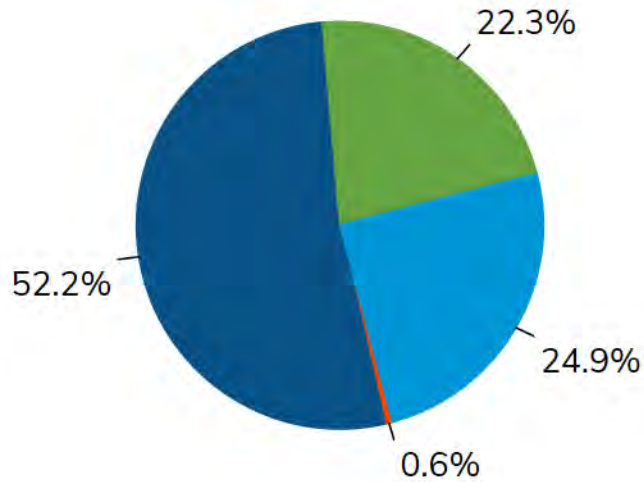
The Municipal Governance division provides support to Municipal Council and Committees of Council. The Clerk also serves as the Municipality's privacy officer. Key activities include the following:

- Municipal Clerk
- Council administration (agenda, minutes, by-laws) and support for 17 elected officials
- Integrity Commissioner
- Licensing services (business, lottery, marriage)
- Animal control and licensing
- Records management
- Elections
- Freedom of information
- Civil marriage ceremonies
- Prosecutorial and court support as prescribed under the Provincial Offenses Act



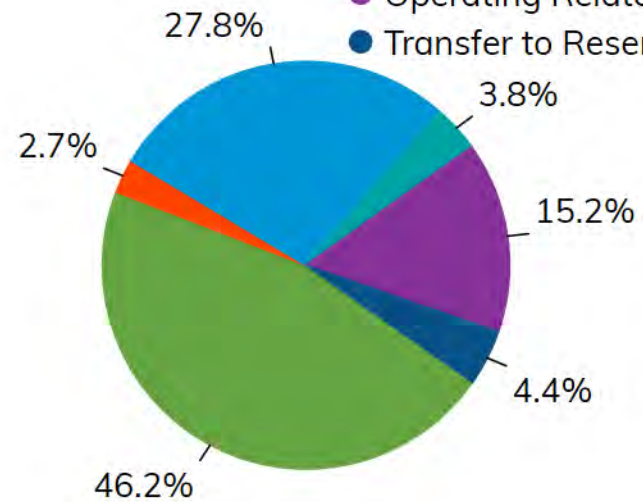
**Revenue  
2027**

- Other \*
- Fines and Penalties
- Licenses, Permits and Fees
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Contracted Services
- Other \*
- Operating Related
- Transfer to Reserves



# Municipal Governance

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial *	\$ 2,932	\$ 3,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Fines and Penalties	1,663,239	2,163,613	1,995,913	1,995,913	1,995,913	1,995,913	1,995,913
Licenses, Permits and Fees	870,765	909,712	746,683	814,131	828,242	840,389	852,792
Miscellaneous Revenue *	65,594	20,864	20,792	20,792	20,792	20,792	20,792
Recoveries *	3,310	1,775	500	500	500	500	500
<b>Total Revenue</b>	<b>2,605,840</b>	<b>3,098,964</b>	<b>2,765,388</b>	<b>2,832,836</b>	<b>2,846,947</b>	<b>2,859,094</b>	<b>2,871,497</b>
<b>Expense</b>							
Employee Related	1,607,222	1,565,022	1,750,230	1,759,007	1,765,034	1,765,045	1,765,056
Building Related	118,466	105,937	103,170	103,170	103,170	103,170	103,170
Contracted Services	886,942	1,010,640	967,663	1,001,181	1,023,279	1,042,306	1,061,732
Material, Veh and Equip Related	6,855	20,978	17,505	112,505	114,755	69,831	70,930
Operating Related	656,986	623,820	580,731	580,731	580,731	580,731	580,731
Other Expenses *	27,310	-	-	-	-	-	-
Transfer to Reserves	292,539	142,097	145,937	160,279	163,322	165,942	168,617
Transfer from Reserves *	(544,600)	-	-	-	-	-	-
Internal Allocations *	101,720	99,258	100,207	75,207	74,582	74,044	73,495
<b>Total Expense</b>	<b>3,153,440</b>	<b>3,567,752</b>	<b>3,665,443</b>	<b>3,792,080</b>	<b>3,824,873</b>	<b>3,801,069</b>	<b>3,823,731</b>

# Municipal Governance

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 547,600	\$ 468,788	\$ 900,055	\$ 959,244	\$ 977,926	\$ 941,975	\$ 952,234

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Lottery Licence Software	46,000	-	46,000
Civil Marriage Ceremonies Revenue	-	12,021	(12,021)
Electronic Discovery Document Review Software	53,425	26,712	26,713
Provincial Offenses Court Room Equipment and Lifecycle Reserve	55,000	-	55,000
<b>Total</b>	<b>154,425</b>	<b>38,733</b>	<b>115,692</b>

## Lottery Licence Software

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Department: Corporate Services  
Division: Municipal Governance Administration  
Manager: Licensing

This recommendation is for specialized software required for tracking all lottery licences issued and reports received. Assisting with tracking eligibility of charities, charity information (mandates, board, etc.), issuance of licences, lottery reports, and annual financial information. This would allow for organizations to submit reports online, and update information remotely. It is part of life cycle and would update regularly, with changes being made and development continual during the use of the program. All of licensing tasks would be central to one program, reducing the need for additional software that is not included in life cycle and is not updated as it is a manually built software program. This would change current procedures from manual, to automated and allows for computer tracked notifications and communication with organizations to ensure efficiency of reporting by organizations. It results in less manual work by Licensing Assistants as processes for report submitting and tracking become automated. The use of excel spreadsheets would be reduced if not eliminated and the tracking would be stored in one location. The information is kept together and reduces duplication of reporting and information that may occur when manually processed. Lottery organizations who partake in Bingo Licensing through a Pooling Bingo Hall (i.e., Riverview Gaming Center) are required to report monthly on the use of funds. All other organizations who conduct lotteries (raffles, blanket raffles, break open ticket) are required to report within 30 days of the completion of the lottery licence. This software program would help ensure compliance with records retention and reduce the need to maintain paper copies, as well as the use of manually saving the files in a shared drive.

Link to Strategic Plan: This recommendation is to acquire software that assists with the lottery licensing process for charities and not for profit organizations. It allows staff to improve processes to serve these organizations in an efficient manner ensuring compliance with legislation.

# Lottery Licence Software

Consequences/Risks of Not Proceeding: Process is currently being done partly with an in-house developed program (Lottery Licence Tracker), and the balance is done manually with excel spreadsheets. This process takes time and does not allow for the information to be kept together. Manually monitoring eligibility, issuance, reporting, year-end, etc. The current lottery licensing software that is used, was generated in house, and does not have plans to be updated or developed further. To keep in line with privacy, and electronic records retention it would not meet the current needs of the organization. In order to store reports and documentation from organizations, it would be more beneficial to use specialized software that is already developed. All record retention would occur on share point and can have rules and regulations adjusted to the Municipalities discretion. There is ongoing support which allows us to adjust and make changes as necessary.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ -	\$ 46,000	\$ -	\$ -
<b>Total Expense</b>	-	46,000	-	-
<b>Net One-Time Impact</b>	\$ -	\$ 46,000	\$ -	\$ -

## Lottery Licence Software

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 46,000	\$ -	\$ -

## Civil Marriage Ceremonies Revenue

Department: Corporate Services  
 Division: Municipal Governance Administration  
 Manager: Municipal Governance Administration

Council approved the Civil Marriage Ceremonies report to Council RTC on May 29, 2023. As of the end of July 2023, ten (10) Civil marriages have been performed. It is anticipated that forty-five (45) marriages could be performed at \$250 each for a total of \$11,250 new revenue annually.

For further information, please view [the attached documents](#).

Link to Strategic Plan: This recommendation maintains financial sustainability by accurately reflecting the new revenue that this service provides.

Consequences/Risks of Not Proceeding: Civic weddings in lieu of larger, more traditional events for the purposes of creating more intimate and non-religious celebrations are becoming increasingly more popular and continues to spark interest within the community. If this recommendation is not approved, we will no longer be able to offer this service resulting in a loss of revenue.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Licenses, Permits and Fees	\$ 11,250	\$ 282	\$ 242	\$ 247





# Electronic Discovery Document Review Software

Department: Corporate Services  
Division: Municipal Governance Administration  
Manager: Municipal Governance Administration

e-Discovery and document review software helps an organization quickly and cost-efficiently retrieve information from a variety of sources (email, network folders, etc.) for legal cases/litigation, Freedom of Information (FOI) requests and Information & Privacy Commissioner appeals, internal investigations and other compliance processes.

The sheer volume of electronic information (emails, documents, databases etc.) that is potentially relevant for discovery purposes is enormous and growing. The recommendation for this software program would help manage large volumes of discoverable data more quickly. It would organize, index, and dedupe files, detect similar documents, identify email-threading to allow for entire email threads to be viewed/processed at once rather than individually. The software program also has redaction capabilities to protect personally identifiable information etc.

Link to Strategic Plan: This recommendation is in efforts to continue to be transparent and efficient, this software allows for quicker turnaround times for requests from internal and external customers.

Consequences/Risks of Not Proceeding: The primary benefit of this recommendation would be to reduce the overall costs of e-discovery processing, i.e., the staff time required to collect, review, and produce large volumes of electronic data for litigation, FOIs etc. This impact would benefit the “owners” of the information who are required to search and provide responsive records as well as staff in Municipal Governance, Legal Services, and potentially HROD who often are required to review, organize, and produce information.

### Potential Synergies

Microsoft Purview eDiscovery is part of the Microsoft 365 E5 Compliance suite. Currently, the Municipality is licensed at the E3 level. We will be meeting with Microsoft for more information on its compliance suite related to Records Management and can ask about the eDiscovery tool to see if it has capabilities in deduping, email-threading etc. ITT is investigating the potential costs and benefits of moving to E5 licensing.

Council Priority: Service - Improve communications and civic engagement  
Strategic Focus: People



# Provincial Offences Court Room Equipment and Lifecycle Reserve

Department: Corporate Services  
Division: Municipal Governance Administration  
Manager: Provincial Offences Court

In March 2020, the Ministry of the Attorney General (MAG) closed all Provincial Offences Courts and only permitted non-trial matters to proceed via Zoom commencing September 2020. In order to commence processing matters the courtroom was equipped with very basic equipment including a small camera, large television and an additional computer. A very basic approach was taken so that it could be done in-house so as to expedite installation, keep costs to a minimum, yet be sufficient to support the court to be operated remotely. It worked sufficiently for pleas and first appearances but now that we are back to in-person attendance there are an increasing number of hybrid proceedings. The equipment is limited in its capability to adequately capture multiple people in the courtroom and those on screen. This recommendation provides for additional and higher quality monitors, cameras and microphones installed throughout the courtroom in order to be effective for hybrid matters. This is especially important with remote interpretation in a hybrid proceeding.

Link to Strategic Plan: This recommendation is to maintain continuous improvement and innovation for court participation by ensuring the court room is equipped with up to date technology to enhance customer services for those requiring this option.

Consequences/Risks of Not Proceeding: It is critical that proceedings, be it in-person, remote, or hybrid, be able to be recorded on the existing court recording equipment for purposes of completing the record in accordance with legislative requirements. The recordings need to be clear enough in order for proceedings to be transcribed by a court transcriptionist well after the proceeding. The recording equipment is designed for in-person proceedings as the existing microphones feed directly into the recording equipment/software. Remote proceedings come through the polycom and is not a direct feed into the recording equipment. Upgrading the existing equipment will allow for this direct connection which will minimize distortion, confusion as to who is speaking, and fluctuating volumes.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# Provincial Offenses Court Room Equipment and Lifecycle Reserve

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer to Reserves	\$ 10,000	\$ -	\$ -	\$ -
<b>Total Expense</b>	10,000	-	-	-
<b>Net Base Impact</b>	\$ 10,000	\$ -	\$ -	\$ -

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 45,000	\$ -	\$ -	\$ -
<b>Total Expense</b>	45,000	-	-	-
<b>Net One-Time Impact</b>	\$ 45,000	\$ -	\$ -	\$ -

# Provincial Offenses Court Room Equipment and Lifecycle Reserve

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 55,000	\$ -	\$ -	\$ -

## Finance, Budget, Information Tech & Transformation

The Finance, Budget, Information Technology and Transformation department provides the overall support and direction for the Municipality's financial and technological business units, including strategic planning, management of business processes, and delivery of services. The Department provides operational overview of the John D. Bradley Convention Centre in conjunction with a contracted management group. The General Manager, who is also Chatham-Kent's CFO and Treasurer, is supported by three directors who lead the divisions of Budget & Performance Services, Financial Services, and Information Technology & Transformation.



	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>					
Financial Services	\$ 900,561	\$ 856,345	\$ 856,345	\$ 856,345	\$ 856,345
Information Technology & Transformation	9,000	9,000	9,000	9,000	9,000
<b>Total Revenue</b>	<b>909,561</b>	<b>865,345</b>	<b>865,345</b>	<b>865,345</b>	<b>865,345</b>
<b>Expense</b>					
FBITT - Admin	420,588	424,575	424,614	424,647	424,681
Budget and Performance Services	759,333	773,537	773,602	773,658	773,715
Financial Services	3,343,565	3,361,222	3,383,543	3,386,889	3,394,819
Information Technology & Transformation	10,670,105	11,362,053	11,775,950	13,014,200	14,264,034
John D Bradley Convention Centre	1,028,621	1,031,691	1,034,796	1,037,978	1,041,240
<b>Total Expense</b>	<b>16,222,212</b>	<b>16,953,078</b>	<b>17,392,505</b>	<b>18,637,372</b>	<b>19,898,489</b>
<b>Net</b>	<b>\$ 15,312,651</b>	<b>\$ 16,087,733</b>	<b>\$ 16,527,160</b>	<b>\$ 17,772,027</b>	<b>\$ 19,033,144</b>



## FBITT - Admin

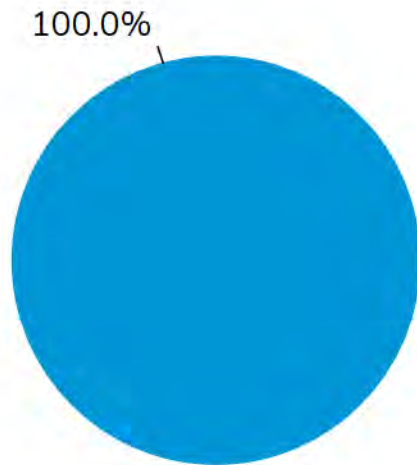
Provides the overall support and direction for the Municipality's finance, budget, and information technology & transformation business units, including strategic planning, management of business processes, and delivery of services.

The General Manager of FBITT, who is also Chatham-Kent's CFO and Treasurer, is supported by three directors leading the three divisions of Budget & Performance Services, Financial Services, and Information Technology & Transformation.



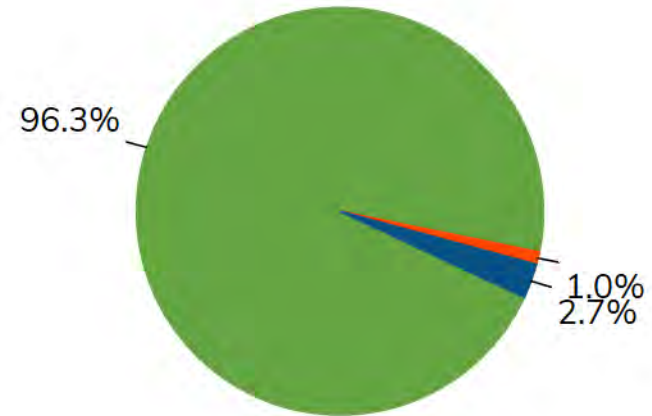
**Revenue  
2027**

- Total Tax Funded



**Expense  
2027**

- Employee Related
- Other \*
- Operating Related



## FBITT - Admin

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
<b>Expense</b>							
Employee Related	\$ 375,310	\$ 399,803	\$ 404,720	\$ 408,707	\$ 408,746	\$ 408,779	\$ 408,813
Contracted Services *	2,348,372	771,755	-	-	-	-	-
Material, Veh and Equip Related *	-	-	2,770	2,770	2,770	2,770	2,770
Operating Related	5,376	3,478	11,668	11,668	11,668	11,668	11,668
Transfer to Reserves *	1,430	1,430	1,430	1,430	1,430	1,430	1,430
<b>Total Expense</b>	<b>2,730,488</b>	<b>1,176,466</b>	<b>420,588</b>	<b>424,575</b>	<b>424,614</b>	<b>424,647</b>	<b>424,681</b>
<b>Total Tax Funded</b>	<b>\$ 2,730,488</b>	<b>\$ 1,176,466</b>	<b>\$ 420,588</b>	<b>\$ 424,575</b>	<b>\$ 424,614</b>	<b>\$ 424,647</b>	<b>\$ 424,681</b>

## Budget and Performance Services

The Budget and Performance Services division is responsible for providing operating budget development and monitoring services along with performance measurement and overall financial planning leadership for the Corporation and Council.

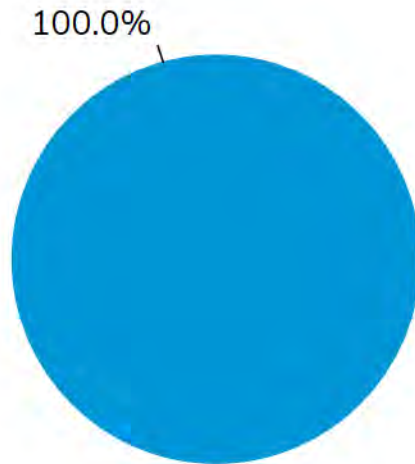
In addition, the division assists the development of budgetary policies and the preparation of operating budget drafts and other reports for Senior Management and Council.

The division also supports the Municipality's business units with developing financial models for business cases and business plans to meet corporate goals and objectives and provides financial guidance and support during labour negotiations.



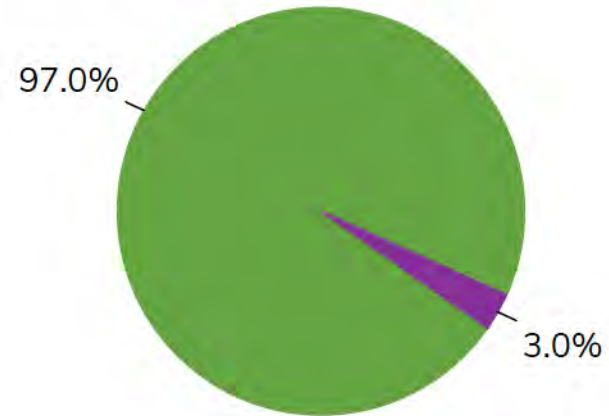
### Revenue 2027

● Total Tax Funded



### Expense 2027

● Employee Related  
● Other \*



# Budget and Performance Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial *	\$ 54,037	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expense</b>							
Employee Related	801,519	867,348	787,279	787,372	787,437	787,493	787,550
Contracted Services *	914	-	10,219	10,219	10,219	10,219	10,219
Material, Veh and Equip Related *	-	9,000	566	566	566	566	566
Operating Related *	7,724	11,294	10,770	10,770	10,770	10,770	10,770
Transfer to Reserves *	56,647	2,610	2,610	2,610	2,610	2,610	2,610
Transfer from Reserves *	(15,000)	-	-	-	-	-	-
Internal Allocations *	(52,111)	(52,111)	(52,111)	(38,000)	(38,000)	(38,000)	(38,000)
<b>Total Expense</b>	<b>799,693</b>	<b>838,141</b>	<b>759,333</b>	<b>773,537</b>	<b>773,602</b>	<b>773,658</b>	<b>773,715</b>
<b>Total Tax Funded</b>	<b>\$ 745,656</b>	<b>\$ 818,141</b>	<b>\$ 759,333</b>	<b>\$ 773,537</b>	<b>\$ 773,602</b>	<b>\$ 773,658</b>	<b>\$ 773,715</b>

## Financial Services

Financial Services ensures that the Municipality's finances are managed in accordance with legislative and contractual requirements, and provides strategic fiscal advice to Council, and internal businesses.

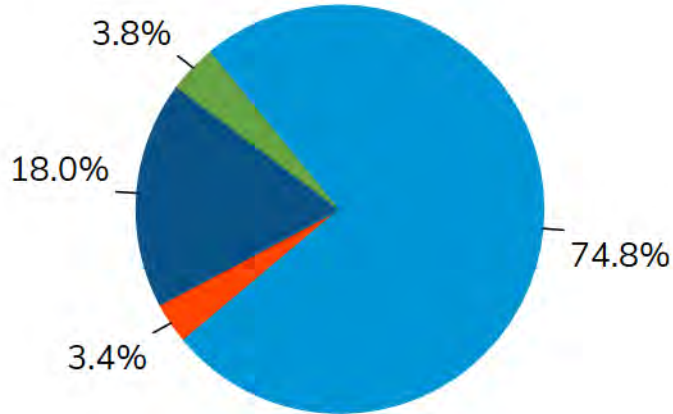
The Financial Services division is responsible for the following activities:

- Accounts payable
- Accounts receivable
- Taxes and collections
- Cash flow management
- Purchasing
- Property management and disposition
- Financial analysis
- Accounting operations
- Financial Statements



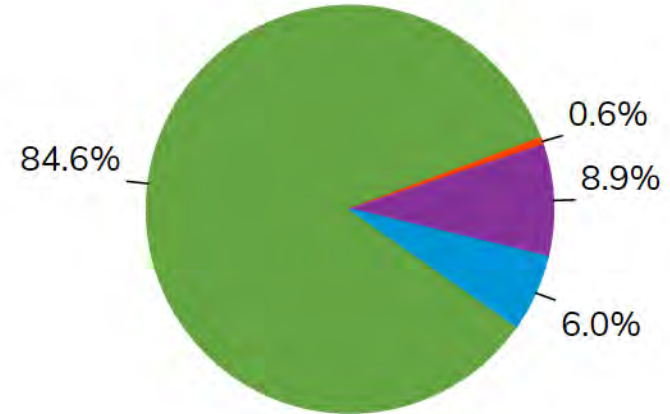
**Revenue  
2027**

- Other \*
- Licenses, Permits and Fees
- Miscellaneous Revenue
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Other \*
- Contracted Services
- Operating Related





# Financial Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
User Fees *	\$ 28,450	\$ 32,341	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Fines and Penalties *	14,922	13,461	14,113	14,897	14,897	14,897	14,897
Licenses, Permits and Fees	769,064	748,154	666,447	611,447	611,447	611,447	611,447
Miscellaneous Revenue	145,169	110,721	120,540	130,540	130,540	130,540	130,540
Recoveries	14,484	16,000	25,461	25,461	25,461	25,461	25,461
Sale of Items	364,410	162,378	67,000	67,000	67,000	67,000	67,000
<b>Total Revenue</b>	<b>1,336,499</b>	<b>1,083,055</b>	<b>900,561</b>	<b>856,345</b>	<b>856,345</b>	<b>856,345</b>	<b>856,345</b>
<b>Expense</b>							
Employee Related	2,626,926	2,915,295	3,002,368	3,023,490	3,042,113	3,042,202	3,042,293
Building Related *	40,850	79,764	7,497	7,497	7,497	7,497	7,497
Contracted Services	486,193	459,998	308,255	304,517	307,937	310,768	318,301
Material, Veh and Equip Related *	4,825	10,998	9,687	2,792	2,792	2,792	2,792
Operating Related	205,192	233,043	214,915	214,915	214,915	214,915	214,915
Other Expenses *	625	-	-	-	-	-	-
Transfer to Reserves *	571,154	225,216	10,791	10,791	10,791	10,791	10,791
Transfer from Reserves *	(378,350)	(381,328)	(6,895)	-	-	-	-
Service Level Agreements *	(202,786)	(203,053)	(203,053)	(202,780)	(202,502)	(202,076)	(201,770)
<b>Total Expense</b>	<b>3,354,629</b>	<b>3,339,933</b>	<b>3,343,565</b>	<b>3,361,222</b>	<b>3,383,543</b>	<b>3,386,889</b>	<b>3,394,819</b>

## Financial Services

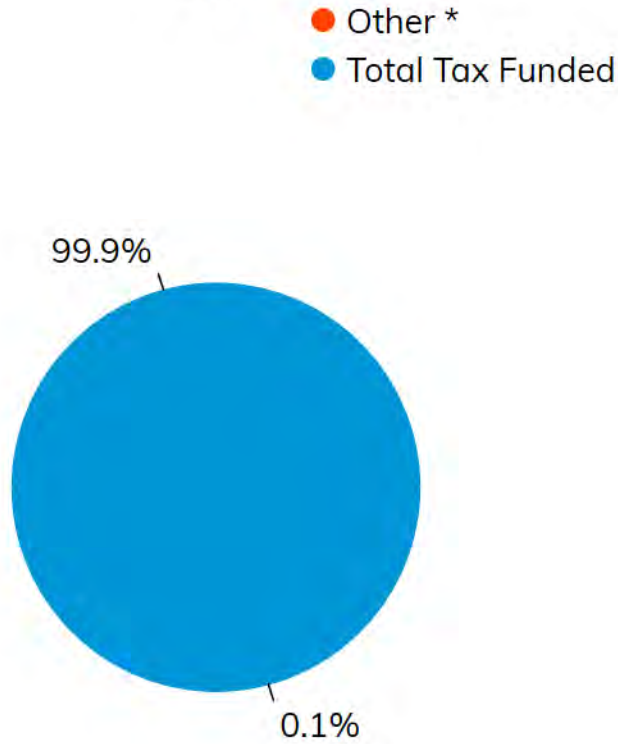
	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 2,018,130	\$ 2,256,878	\$ 2,443,004	\$ 2,504,877	\$ 2,527,198	\$ 2,530,544	\$ 2,538,474

## Information Technology & Transformation

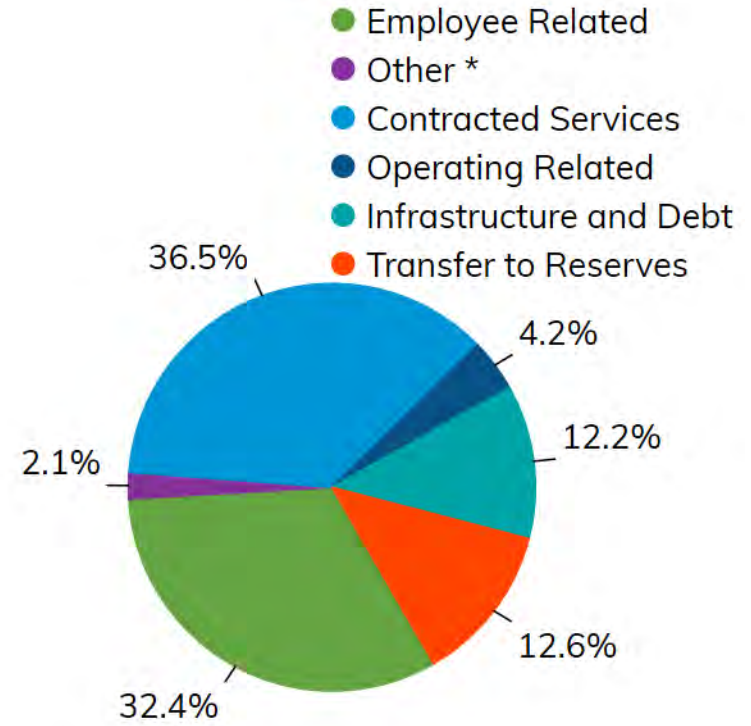
Responsible for providing innovative, reliable and secure solutions that align business process and technology for the Municipality and its customers. Long range planning of technical infrastructure; stewardship of corporate level strategies and priorities involving Information Technology. The Division provides support and consulting services to over 32 different business units over 109 locations throughout Chatham-Kent including IT project management and business analysis services. In addition, the division monitors, manages, and maintains information, applications, technical infrastructure, geographic information and communication systems.



### Revenue 2027



### Expense 2027



# Information Technology & Transformation

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial *	\$ 50,875	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
User Fees	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Miscellaneous Revenue *	400	-	-	-	-	-	-
Recoveries *	15,272	413,694	-	-	-	-	-
<b>Total Revenue</b>	<b>75,547</b>	<b>422,694</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>Expense</b>							
Employee Related	4,509,786	5,563,035	5,769,386	5,650,206	5,648,231	5,114,843	5,262,672
Building Related *	50,502	130,147	40,541	40,541	40,541	40,541	40,541
Contracted Services	2,743,008	4,531,120	4,135,596	4,764,836	5,258,694	5,281,705	5,922,819
Material, Veh and Equip Related	400,291	859,178	389,662	520,822	520,822	280,822	280,822
Operating Related	488,983	543,823	642,088	650,278	660,278	670,278	680,278
Infrastructure and Debt *	-	-	-	-	-	989,352	1,978,704
Other Expenses *	189,727	18,147	18,147	(46,580)	18,147	18,147	18,147
Transfer to Reserves	3,631,888	2,391,631	2,059,973	2,046,673	2,046,673	2,046,673	2,046,673
Transfer from Reserves *	(2,818,002)	(1,692,389)	(1,028,910)	(1,152,234)	(1,306,146)	(314,012)	(854,951)
Service Level Agreements *	(743,062)	(825,673)	(890,327)	(683,422)	(681,426)	(678,351)	(676,769)
Internal Allocations *	(478,760)	(468,867)	(466,052)	(429,067)	(429,863)	(435,798)	(434,902)
<b>Total Expense</b>	<b>7,974,361</b>	<b>11,050,152</b>	<b>10,670,104</b>	<b>11,362,053</b>	<b>11,775,951</b>	<b>13,014,200</b>	<b>14,264,034</b>

# Information Technology & Transformation

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 7,898,814	\$ 10,627,458	\$ 10,661,104	\$ 11,353,053	\$ 11,766,951	\$ 13,005,200	\$ 14,255,034

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Digital Education Trainer	-	-	-
PerfectMind Assessment	-	-	-
JDE E1 Tools and Infrastructure Lifecycle Upgrade	-	-	-
CityView Application Assessment	-	-	-
Security Software Licensing	117,305	-	117,305
Digital Citizen Services Single Log-In Credential	-	-	-
Enterprise Disaster Recovery Implementation	213,700	-	213,700
Public Website Assessment and Upgrade	-	-	-
GIS Infrastructure, Software & Database Lifecycle Upgrade	-	-	-
Data Warehouse & Business Intelligence Solution	-	-	-
Network and Systems Lifecycle	-	-	-
Information Technology Service Management System Replacement	-	-	-
End User Device Upgrade	-	-	-

# Information Technology & Transformation

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Managed Print Services Renewal	-	-	-
Scanman Software Upgrade	-	-	-
NG911 Implementation	228,017	-	228,017
Corporate Internet Service for Municipal Locations	40,000	-	40,000
Total	599,022	-	599,022

## Digital Education Trainer

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Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: Information Technology - Administration

Technical training has been identified as an important investment by the Corporate Technology Strategic Plan, KPMG Efficiency Report and Time and Attendance Assessment. Investing in the digital skills of employees will improve the citizen experience through improved efficiency and effectiveness and a focus on continuous improvement. Investing in staff training will also improve the efficiency, effectiveness and job satisfaction of employees as they are trained to use the technology in the most effective ways to support delivering service.

Identified as an Essential service within the municipality, technology and information management are critical for effective and efficient delivery of municipal services. Information Technology & Transformation (ITT) assists the corporation in selecting, implementing, sustaining, and continuously improving technology, information management and business processes to support best practice service delivery. This represents an investment in staff by providing training to increase their skills and competencies to utilize business applications and technology provided by the Municipality in their everyday job responsibilities.

The Municipality of Chatham-Kent has made technology-related investments across the organization within most business units. To maximize the return on investments, continuous training is required to educate staff on the capabilities and functionality of the technology provided in alignment with business requirements. Training would be provided using multiple modes: synchronous and a-synchronous e-learning; classroom; embedded in applications during use, etc.

Link to Strategic Plan: A technical trainer will ensure staff know how to use technical tools effectively in the delivery of municipal services. Strong understanding of how to use technology in the execution of business processes also facilitates continuous improvement opportunities.



## Digital Education Trainer

Consequences/Risks of Not Proceeding: The Corporate Technology Strategic Plan identified Insufficient training may result in low adoption, and staff continue to use manual processes.  
Not investing in digital skills for employees results in a lack of resilience to change and loss of opportunity due to accommodations for legacy processes.

As identified in the Time & Attendance Report, the train the trainer program in place for many business units already results in inefficiencies and loss of knowledge.

Council Priority: Service - Invest in staff

Strategic Focus: People

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 95,245	\$ 95,245	\$ 95,245	\$ -
Transfer from Reserves	(96,385)	(96,385)	(96,385)	-
Internal Allocations	1,140	1,140	1,140	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Digital Education Trainer

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Digital Education Trainer - Non Union Grade 7	January, 2024	December, 2026	1.00
<b>Total FTE</b>				<b>1.00</b>

## PerfectMind Assessment

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

PerfectMind (XplorRecreation) is a software as a service provider that Chatham-Kent currently leverages for online facing services which allow the public to book spots in programs (swimming classes, ice times etc) and facility use (meeting rooms at arenas for example). This platform is also used in conjunction with other platforms to provide us a compliant Point of Sale (POS) integration with those platforms.

This initiative would be used to assess the current PerfectMind deployment and determine if we are going to continue using them as a solution or go to market for new solutions. This is based on feedback from Council during our contract renewal with PerfectMind in July 2022. This assessment will help determine the direction the corporation would like to take for Point of Sale services, booking municipal programs and facilities.

Link to Strategic Plan: This assessment links to the delivery of recreation programs and facilities as well as delivering excellent service through a one-stop payment processing platform across all municipal systems that accept payment (taxes, utilities, permits, programs, etc). This assessment supports a continuous improvement assessment of the technology used for payment processing as well as recreation program registration and facility bookings. The assessment will determine if the existing product is meeting customer requirements and delivering value or if the corporation should go to market for a new solution. If a new solution is required, this is an estimated 12-18 month implementation effort, especially due to the integrated point of sale component. Administration would return to Council if a new solution for these services is recommended.

Consequences/Risks of Not Proceeding: The Municipality would continue to renew the contract with the existing service provider and not conduct a market scan to determine if there is a business case to change systems for point of sale, recreation and facilities booking systems.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: People

# PerfectMind Assessment

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ -	\$ 114,161	\$ -
Contracted Services	-	-	50,000	-
Transfer from Reserves	-	-	(165,301)	-
Internal Allocations	-	-	1,140	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## PerfectMind Assessment

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Business Analyst - Non Union Grade 8	January, 2026	December, 2026	0.50
One-Time	Business solutions Analyst - Non Union Grade 8	January, 2026	December, 2026	0.25
One-Time	Application Administrator - Non Union Grade 8 MAG	January, 2026	December, 2026	0.25
<b>Total FTE</b>				<b>1.00</b>

# JDE E1 Tools and Infrastructure Lifecycle Upgrade

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

JD Edwards is Chatham-Kents ERP (Enterprise Resource Planning) platform. This platform is currently leveraged for financial and procurement management, asset lifecycle and payroll, and is extended through a variety of integrations to other Chatham-Kent enterprise solutions (eg. Questica, PerfectMind, ESRI/GIS).

JD Edwards Enterprise 1 (JDE E1) tools and infrastructure upgrade is due for lifecycle. We would engage contracted services to help us with planning and executing on this project. This will help us to stay current and provide a stable and secure environment while upgrading the software to the latest release, potentially with new features and efficiencies.

Link to Strategic Plan: Maintaining a supported version of the software ensures the municipality is using a supported and secure version of the software for the management of financial data and processes. In addition, upgrading the technology may include new features and enhancements to support continuous improvement initiatives.

Consequences/Risks of Not Proceeding: The Municipality will fall into an extended support scenario with the infrastructure which incurs additional costs. It also puts us at risk if we are not able to apply the most recent updates for security based exploit patching.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

# JDE E1 Tools and Infrastructure Lifecycle Upgrade

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ -	\$ -	\$ 207,539
Contracted Services	-	-	-	200,000
Transfer from Reserves	-	-	-	(409,534)
Internal Allocations	-	-	-	1,995
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## JDE E1 Tools and Infrastructure Lifecycle Upgrade

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Business Solutions Analyst (CAM) - Non Union Grade 8	January, 2027	December, 2027	0.25
One-Time	Application Administrator - Non Union Grade 8 MAG	January, 2027	December, 2027	1.00
One-Time	Project Manager - Non Union Grade 9	January, 2027	December, 2027	0.50
	<b>Total FTE</b>			<b>1.75</b>



# CityView Application Assessment

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

Currently CityView is Chatham-Kent's e-gov solution. This platform helps the public and staff to apply for an issue a variety of licensing and permits. This platform was originally deployed in 2015 and has been subsequently updated in 2023 to extend its functionality to online services to the public.

This assessment would determine if the Municipality should go to market to review competing e-gov solutions or move forward with upgrading our Cityview environment to the current version of the technology. Digital citizen service delivery platforms are evolving rapidly. This assessment will require the engagement of various departmental Subject Matter Experts across all Municipal departments and citizen consultation.

Link to Strategic Plan: This assessment links to the delivery of planning applications, building permits and many other municipal permits, licenses and applications. This assessment supports a continuous improvement assessment of the technology used for government specific business processes and service delivery. The assessment will determine if the existing product is meeting customer requirements and delivering value or if the corporation should go to market for a new solution. If a new solution is required, this is an estimated 12-18 month implementation effort, especially due to the complexity of government specific business processes and integration with payment processes and citizen self service applications.

Consequences/Risks of Not Proceeding: The Municipality would continue to move forward with our current CityView platform, and begin the process to upgrade both the application and the infrastructure.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# CityView Application Assessment

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ -	\$ -	\$ 140,567
Contracted Services	-	-	-	50,000
Transfer from Reserves	-	-	-	(191,992)
Internal Allocations	-	-	-	1,425
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# CityView Application Assessment

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Business Solutions Analyst - Non Union Grade 8	January, 2027	December, 2027	0.50
One-Time	Business Analyst - Non Union Grade 8	January, 2027	December, 2027	0.50
One-Time	Application Administrator - Non Union Grade 8 MAG	January, 2027	December, 2027	0.25
<b>Total FTE</b>				<b>1.25</b>

# Security Software Licensing

Department: Finance, Budget, Information Technology & Transformation  
 Division: Information Technology & Transformation  
 Manager: ITT Corporate Programs

Additional licensing for security related software functionality.

Link to Strategic Plan: This change request aligns with the delivery of excellent service. The ability of municipal employees to securely access and use municipal electronic resources is essential to all municipal service delivery.

Consequences/Risks of Not Proceeding: Not proceeding with this change would impact the security of municipal electronic resources.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 62,100	\$ 50,430	\$ 2,363	\$ 2,412
<b>Total Expense</b>	62,100	50,430	2,363	2,412
<b>Net Base Impact</b>	\$ 62,100	\$ 50,430	\$ 2,363	\$ 2,412

## Security Software Licensing

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 62,100	\$ 50,430	\$ 2,363	\$ 2,412

## Digital Citizen Services Single Log-In Credential

Department: Finance, Budget, Information Technology & Transformation  
 Division: Information Technology & Transformation  
 Manager: ITT Corporate Programs

The launch of ck311.ca for Citizen Service Requests introduced a Citizen Single Log-In Credential functionality for Digital Citizen Services. Adding additional services to this single log-in credential model will provide a seamless log-in experience for citizens, eliminating the requirement for citizens to maintain multiple log-in usernames and passwords for different digital services.

This budget will support the integration of existing and new digital citizen services to the Citizen Single Log-In Credential platform. In alignment with industry standard, multi-factor authentication will be implemented for the ck311.ca Citizen Single Log-In Credential.

There may be instances where vendors require additional funds to meet the Chatham-Kent single sign-on functionality or additional internal investment is required, especially for existing systems already in use. Going forward, alignment with citizen single sign-on will be a requirement for new technology procurement however, this may require investment in integrations with new technologies or additional technology modules.

Link to Strategic Plan: A seamless log-in experience for citizens supports the extension of digital strategies by creating a 'one-stop-shop' for all municipal services and citizen engagement activities.

Seamless and integrated Digital Citizen Service Delivery aligns with the delivery of services across all four strategic areas of the Strategic Plan. In addition, eliminating log-in barriers for citizens accessing all Digital Citizen Services will provide access to all government services through a secure, resilient platform.

Consequences/Risks of Not Proceeding: Digital services for citizens will require multiple log-in processes with various levels of security. Citizens will be required to maintain multiple log-in usernames and passwords, resulting in inconvenience for citizens, increased barriers to service and a less secure experience overall.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# Digital Citizen Services Single Log-In Credential

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 50,000	\$ 51,250	\$ 52,326	\$ 53,425
Transfer from Reserves	(50,000)	(51,250)	(52,326)	(53,425)
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

# Enterprise Disaster Recovery Implementation

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

The Corporate Technology Strategic Plan recommended the organization invest in disaster recovery, based on the recovery point objectives of the business units. A Disaster Recovery Plan implementation is the technology components required to restore systems due to a major system failure. Driven by the requirements of Business Continuity Planning by the organization, the disaster recovery plan implements the procedures and infrastructure required to restore business technology.

**Link to Strategic Plan:** A disaster recovery plan implementation improves the Municipality's ability to rapidly recover operations following a disruption or major incident. Improved resiliency is likely to minimize operational disruption and financial impact. A disaster recovery plan implementation provides a plan to mitigate and respond against risks.

**Consequences/Risks of Not Proceeding:** In the event of a major system disruption, extensive time and resources would be required to rebuild the technology environment. This could disrupt business function for extensive periods. The municipality could be unable to accept revenue, process payments or communicate with citizens across multiple electronic platforms. A recent example: the 2020 ransomware attack at the City of Saint John cost the city \$2.9 million, mostly covered by insurance, with a \$400,000 cost to taxpayers.

**Council Priority:** Service - Foster a culture of continuous improvement

**Strategic Focus:** People





# Public Website Assessment and Upgrade

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

The Municipal Public Website is the hub for all online digital communications and service delivery for the municipality. As part of maintenance of the service, this assessment and upgrade will determine the functionality required by the organization and upgrade or replace the technology supporting the website to maintain a modern and secure platform.

Link to Strategic Plan: The Municipal Public Website is the hub for all online digital communications and service delivery for the municipality. Assessing the functionality and use of the public website for citizen service delivery and engagement and implementing different technology to support municipal communication would lead to improvement in citizen digital service delivery and engagement.

Consequences/Risks of Not Proceeding: Maintaining the technology and functionality of the public website is essential to digital service delivery across all municipal departments. A planned five-year refresh cycle ensures the organization stays current with communication, digital service delivery and technology trends. The timing of the assessment and upgrade in 2025 also aligns with the Communications Section availability.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# Public Website Assessment and Upgrade

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ -	\$ 250,000	\$ -	\$ -
Transfer from Reserves	-	(250,000)	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

# GIS Infrastructure, Software & Database Lifecycle Upgrade

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

Planned major upgrade of the Geographic Information System (GIS) infrastructure, software and database. Includes evaluation of new opportunities to provide improved services to the organization of the Municipality of Chatham-Kent and citizens.

GIS is used throughout the organization, including key functions such as managing assets in conjunction with JD Edwards (JDE), 911 & Next Generation 911 (NG911) addressing and dispatching, along with mapping and analyzing data for programs and service delivery.

Link to Strategic Plan: Maintaining a supported version of the software ensures the municipality is using a supported and secure version of the software for the management of municipal data and processes. In addition, upgrading the technology may include new features and enhancements to support continuous improvement initiatives.

Consequences/Risks of Not Proceeding: This is a major upgrade through a planned lifecycle project for GIS infrastructure, software and database. These major upgrades ensure that we are working with actively supported versions of technology. As a result, staff have access to the most current version of tools and functionality, while ensuring that our environment is supported and has access to the latest security patches.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# GIS Infrastructure, Software & Database Lifecycle Upgrade

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ -	\$ -	\$ -	\$ 200,000
Transfer from Reserves	-	-	-	(200,000)
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

# Data Warehouse & Business Intelligence Solution

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

Planning, design and implementation of Data Warehouse & Business Intelligence solution. This is a recommended strategic initiative within the Corporate Technology Strategic Plan (CTSP). The data warehouse will securely store, handle and transform data including raw, unstructured and structured data. The data warehouse will support business intelligence and analytics tools for use by staff and across all Municipal departments and divisions.

The CTSP identified opportunities for The Municipality of Chatham-Kent to implement tools and technology to support data-driven decision-making using business intelligence software. The Municipality's data assets are vast, and this is an opportunity to implement the tools and technologies that will allow the organization and community to utilize those data assets to ensure we are developing programs and services that meet the needs of our community, monitor our obligations and provide insight into our performance.

Link to Strategic Plan: Effective program evaluation frameworks, digital strategies and enhancing customer service all depend on accurate and reliable data and data analytics tools for use by staff and accessible to the public where applicable. This initiative creates a framework for dashboards, analytics and data that can be used by the entire corporation.

Consequences/Risks of Not Proceeding: Departments and divisions are increasingly required to provide reports and analysis to support their work. The volume of data and the complexity of reporting are both increasing, while needing to adhere to the principles of open and transparent government. This is an opportunity to provide all departments and divisions with the ability to conduct self-service reporting by accessing operational data in a cohesive and secure manner.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# Data Warehouse & Business Intelligence Solution

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 220,664	\$ 220,664	\$ -	\$ -
Transfer from Reserves	(222,944)	(222,944)	-	-
Internal Allocations	2,280	2,280	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Data Warehouse & Business Intelligence Solution

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Digital Literacy Trainer - Non Union Grade 5	January, 2024	December, 2025	1.00
One-Time	Data Engineer - Non Union Grade 9 MAG	January, 2024	December, 2025	1.00
<b>Total FTE</b>				<b>2.00</b>



## Network and Systems Lifecycle

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Department: Finance, Budget, Information Technology & Transformation  
 Division: Information Technology & Transformation  
 Manager: ITT Corporate Programs

Some of the Municipality's core network infrastructure are approaching their end of life and needs to be replaced, updated and upgraded. These Lifecycle projects will ensure these core Information Technology (IT) services remain functional, available, and reliable for use. Maintaining network infrastructure and enterprise sustainability is Initiative 14 of the Corporate Technology Strategic Plan. For additional information, please view [the Corporate Technology Strategic Plan](#).

Link to Strategic Plan: The ability for all municipal employees to connect to their applications and data is essential to all service delivery. In addition, our network enables access to any digital public services. This is a core infrastructure that underlies all digital service delivery. This is planned infrastructure replacement as part of the municipal network continuous improvement program of work.

Consequences/Risks of Not Proceeding: Network infrastructure when not kept up to date can cause performance degradation, exposure to security vulnerabilities, reduced capability, lack of vendor support and increase cost of maintenance. It is therefore important to regularly carry out replacement of solutions that have reached end of life in addition to software upgrades to mitigate risk and ensure an operational and reliable network is used for business.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# Network and Systems Lifecycle

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 234,013	\$ 234,013	\$ -	\$ -
Material, Veh and Equip Related	240,000	240,000	-	-
Transfer from Reserves	(476,293)	(476,293)	-	-
Internal Allocations	2,280	2,280	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Network and Systems Lifecycle

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Cloud & Systems Administrator - Non Union Grade 8 MAG	January, 2024	December, 2025	1.00
One-Time	Network Administrator - Non Union Grade 8 MAG	January, 2024	December, 2025	1.00
<b>Total FTE</b>				<b>2.00</b>

# Information Technology Service Management System Replacement

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

Continuous delivery of information technology services to the Municipality with high levels of customer satisfaction including advice and day to day support are the primary objectives of the Information Technology & Transformation (ITT) Service Management team. Initiative 16 of the Corporate Technology Strategic Plan aims to enhance ITT processes and controls, in the areas of service design, service transition and service operations. An investment in the Information Technology Service Management (ITSM) toolkit is essential to the proper functioning of the ITT division. It is the front end ticketing system that users interact with every day and is an important workload management tool for the ITT division. It is estimated that the project will require the dedicated involvement of one (1) IT Service Analyst role to evaluate the use of the existing system and work with the vendor to configure and migrate to a new system, half (0.5) of a Systems Analyst to assist with technical configurations in our environment (such as integrations with active directory, Microsoft System Centre, email exchange, etc), and half (0.5) of a Project Manager to assist with coordinating the plan and related activities.

For additional information, please view the Corporate Technology Strategic Plan.:

Link to Strategic Plan: The Service Management System is the primary digital solution for delivering customer service to employees requesting new technology or assistance with existing hardware and software tools. An effective service management software will support employees by improving the management of employee requests and ensuring the ITT division is meeting service delivery evaluation metrics through effective Key Performance Indicator measurement.

Consequences/Risks of Not Proceeding: A continued use of aging technology will result in costly workarounds as the system becomes more outdated. The existing system has stability issues which causes the environment to crash, affecting the productivity of the ITT division. Workflows and dashboard development to further improve information technology service management are not available. Technicians use large lists of tickets to know what to work on next. Current reporting to the business is limited based on the architecture of the system. Limited asset management reporting is available due to technical issues between systems.

Council Priority: Service - Foster a culture of continuous improvement

# Information Technology Service Management System Replacement

Strategic Focus:

People

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 46,995	\$ 206,994	\$ -	\$ -
Contracted Services	65,000	-	-	-
Other Expenses	(64,727)	-	-	-
Transfer from Reserves	(47,838)	(209,274)	-	-
Internal Allocations	570	2,280	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Information Technology Service Management System Replacement

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Service Analyst - Non Union Grade 7	July, 2024	December, 2025	0.50
One-Time	Systems Analyst - Non Union Grade 7	January, 2025	December, 2025	0.50
One-Time	Project Manager - Non Union Grade 9	January, 2025	December, 2025	0.50
<b>Total FTE</b>				<b>1.50</b>

# End User Device Upgrade

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

The end user device platform is supported and maintained operationally by the service management team which ensures services remain available, secure, and properly suited for the organization. The Microsoft Windows 10 operating system reaches end of support in October 2025. A dedicated and focused initiative to implement the Windows 11 operating system will be the focus of this initiative. The request is for one full time IT Service Technician for a period of one year dedicated to proactively upgrade 1,200 computers in use at the municipality from Windows 10 to Windows 11. The task will be accomplished through a variety of automated and manual processes depending on the circumstances and options available with each computer.

Link to Strategic Plan: The ability for all municipal employees to have supported, secure and maintained computers is essential to all service delivery. This upgrade will ensure that employees are using the most effective technology to conduct their work. This is a planned upgrade as part of the municipal end user device continuous improvement program of work.

Consequences/Risks of Not Proceeding: Microsoft Windows 10 reaches end of support on October 14, 2025. Any active computers still running Windows 10 will cease to receive security updates and support from Microsoft after that date. It is highly recommended that the municipality remain on a supported platform to ensure that security updates are available to protect our information and assets. In addition, compatibility issues with software and other systems will arise if we continue to operate Windows 10 beyond that date as third party vendors will work to migrate their technology onto a supported platform.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

## End User Device Upgrade

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 86,249	\$ -	\$ -	\$ -
Transfer from Reserves	(87,389)	-	-	-
Internal Allocations	1,140	-	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# End User Device Upgrade

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Service Technician - Non Union Grade 6	January, 2024	December, 2024	1.00
<b>Total FTE</b>				<b>1.00</b>

## Managed Print Services Renewal

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Department: Finance, Budget, Information Technology & Transformation  
 Division: Information Technology & Transformation  
 Manager: ITT Corporate Programs

The existing Managed Print Services contract expires in June 2024. An overall print management assessment is being performed in 2023, and upon reviewing those options and recommendations, a project to renew the existing managed corporate print services contract in early 2024 will be anticipated. This could result in some or all of the print devices being replaced depending on decisions made from the 2023 assessment. This technology renewal will also include the replacement of the print management services system which enables the swipe card tap functionality on devices. It is anticipated that one IT Service Analyst for the period of one year will be required for this implementation.

Link to Strategic Plan: While many services have been converted to fully digital, access to on-premise printing, off-site bulk printing, and mailing services is essential to municipal service delivery. Maintained and secure print equipment is required by many business units. This is planned implementation in support of print needs across the organization.

In parallel, the municipality continues to investigate solutions that eliminate the requirement for printed documents and storage.

Consequences/Risks of Not Proceeding: The managed print services contract will expire in 2024 and the existing contract is not approved for renewal. If the contract expires, any printers owned or leased will not be serviced, and leased devices will not be available for use. Print, Copy, Scan and Fax functionality would no longer be available to municipal employees.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# Managed Print Services Renewal

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 95,245	\$ -	\$ -	\$ -
Transfer from Reserves	(96,385)	-	-	-
Internal Allocations	1,140	-	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Managed Print Services Renewal

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Service Analyst - Non Union Grade 7	January, 2024	December, 2024	1.00
<b>Total FTE</b>				<b>1.00</b>

## Scanman Software Upgrade

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Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

Scanman is an extension to Chatham-Kent's Enterprise Resource Planning solution which allows staff to be able to review and either approve or reject Purchase Orders issued by the Accounts Payable department. This system allows our business units to streamline this process and reduce the time it takes for Chatham-Kent to review, correct and pay invoices to our vendors.

Link to Strategic Plan: Maintaining a supported version of the software ensures the municipality is using a supported and secure version of the software for the management of financial data and processes. In addition, upgrading the technology may include new features and enhancements to support continuous improvement initiatives.

Consequences/Risks of Not Proceeding: Not upgrading this application will erode the timely and secure connection to our Enterprise Resource Planning solution. There is also a wealth of improvements to the application which will allow our teams to leverage in their day to day activities.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

# Scanman Software Upgrade

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 75,000	\$ -	\$ -	\$ -
Transfer from Reserves	(75,000)	-	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## NG911 Implementation

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

Chatham-Kent is on track to have a functioning Emergency Communications Centre (ECC) for the legislated March 4, 2025 date. The Next Generation 9-1-1 (NG9-1-1) system will significantly enhance public safety communications and requires fundamental change to the operations and responsibilities of local Public Safety Answering Points (PSAP) and municipalities who are the authoritative source for location data. On October 3, 2022, Council approved the funding for Next Generation 9-1-1 implementation and sustainment for Chatham-Kent. The funding included the requirement for a secondary site for the Emergency Communications Centre.

On February 6, 2023, Council approved the ergonomic and functional requirements for Bramic desks for the Emergency Communication Centre and the updated operating base budget required for the Next Generation 9-1-1 ECC.

This budget change request is part of the phased in approach to building the annual budget to sustain the NG9-1-1 system in Chatham-Kent. In 2022, a \$125,000 annual operating budget was approved. In 2023, a \$475,000 annual operating budget was approved. This request aligns the annual operating budget to the required total amount of \$828,017 as received by Council on February 6, 2023.

Link to Strategic Plan: A functioning Next Generation 9-1-1 system is essential for the delivery of coordinated emergency services for the Municipality. This phased approach to budget implementation sustains the migration to a secure and modern 9-1-1 system.

Consequences/Risks of Not Proceeding: Chatham-Kent will not be able to sustain the legislated requirement for a Next Generation 9-1-1 Emergency Communications Centre.

Council Priority: Community - Coordinate delivery of community safety programming/services

Strategic Focus: People





## Corporate Internet Service for Municipal Locations

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Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: ITT Corporate Programs

Approximately 16 Municipal locations (Firehalls, Arenas, Garages, Offices, etc.) do not have sufficient internet capacity and business service availability from existing Internet Service Providers. These locations have significant business requirements for internet connectivity, and they are increasingly relying on technology for many business processes and efficiencies. Improved internet access is required to be able to audio or video conference, share presentations, meet online, work together, conduct and take remote training, and connect systems together for remote business functions. These municipal locations cannot successfully and reliably: communicate, work online, collaborate, or conduct their business in the interconnected environment of today.

Significant investment through programs such as Southwestern Integrated Fibre Technology (SWIFT), Federal Universal Broadband Fund, Ontario's Broadband and Cellular Action Plan and the Municipality's support of local internet service providers have fostered increased investment in internet access in Chatham-Kent.

A \$500,000 capital investment and \$50,000 annual investment in Corporate Internet Service for Municipal Locations was approved in the 2022 budget. This investment has enabled the organization to install or upgrade to business ready internet in 23 municipal locations. Work on enabling these locations continues as internet service providers complete their internet infrastructure implementations.

The support of federal and provincial grants has significantly decreased the capital investment required by Chatham-Kent to connect our municipal locations however, our remaining 16 locations are still underserved. Chatham-Kent will continue to leverage the remaining 2022 capital budget to partner with internet service providers in these areas. The annual budget proposed is required to pay the monthly internet subscription fee once internet is available at these locations.

The 16 locations are: Chatham Fire Station 12, Chatham Fire Station 15, Raleigh Garage, Dover Garage, Ridgetown Garage, Dresden Garage, Dresden Water Pollution Control Plant, Chatham-Kent Police Services Children's Services Office, Ridgehouse Museum, Chatham Social Housing - McNaughton, Chatham Social Housing - Pine, Chatham ArtSpace, Dresden Social Housing, Tilbury Social Housing, Wallaceburg Social Housing, Kingston Park.

# Corporate Internet Service for Municipal Locations

Link to Strategic Plan: Limited internet access prevents employees from delivering digital services at these locations. In addition, limited internet access prevents employees from participating in training, accessing online resources, and accessing essential service delivery information. Improving internet connectivity at these locations opens up opportunity for enhanced program delivery as employees will be able to access the digital tools required to conduct their work.

Consequences/Risks of Not Proceeding: 16 municipal locations will continue to be underserved or not serviced with internet access, limiting the business functionality of these locations.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Operating Related	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>Total Expense</b>	10,000	10,000	10,000	10,000
<b>Net Base Impact</b>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

## Corporate Internet Service for Municipal Locations

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

## John D Bradley Convention Centre

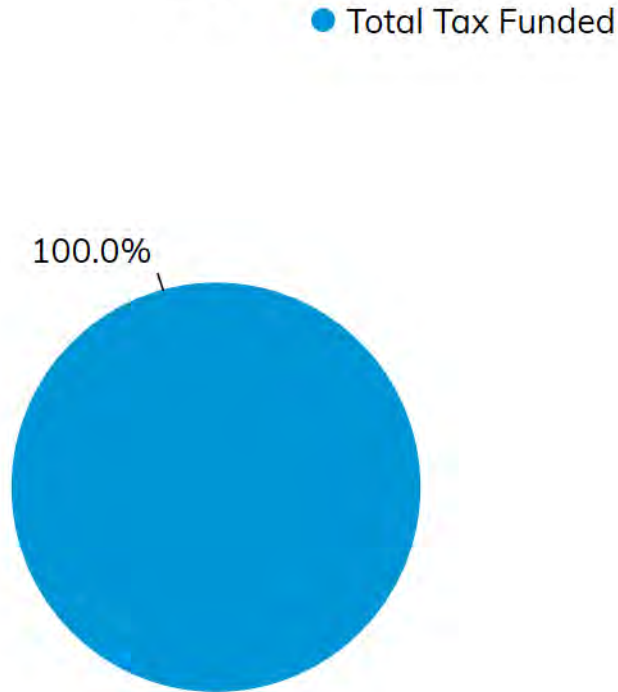
At 40,000 square feet, the Chatham-Kent John D. Bradley Convention Centre is an ideal location for conventions, conferences, tradeshow and special events in Southwestern Ontario. The centre offers breakout rooms, a carpeted ballroom and a 25,000 square foot pillar-free Expo Centre featuring a drive-in entrance for large vehicles.

The centre is managed by Compass Group Canada and provides access to the latest in audio-visual equipment and teleconferencing, as well as chef-inspired cuisine. With rooms that accommodate from 10 to 1,800 people, guests enjoy a safe, high-quality facility on one level allowing easy access, setup and dismantling of events.

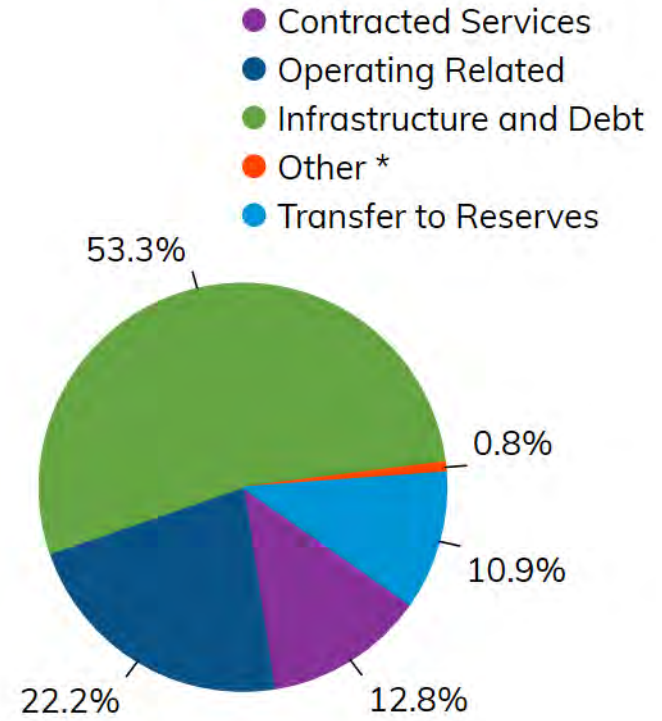
Chatham-Kent is situated along the 401 corridor making the centre easily accessible for any out-of-town guests, and provides a broad range of nearby accommodations for overnight stays.



**Revenue**  
**2027**



**Expense**  
**2027**



# John D Bradley Convention Centre

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Miscellaneous Revenue *	\$ 1,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	1,480	-	-	-	-	-	-
<b>Expense</b>							
Contracted Services	9,103	137,911	121,123	124,193	127,298	130,480	133,742
Operating Related	501,481	445,728	231,212	231,212	231,212	231,212	231,212
Infrastructure and Debt	554,536	554,536	554,536	554,536	554,536	554,536	554,536
Other Expenses *	4,299	563	8,376	8,376	8,376	8,376	8,376
Transfer to Reserves	113,374	113,374	113,374	113,374	113,374	113,374	113,374
<b>Total Expense</b>	1,182,793	1,252,112	1,028,621	1,031,691	1,034,796	1,037,978	1,041,240
<b>Total Tax Funded</b>	\$ 1,181,313	\$ 1,252,112	\$ 1,028,621	\$ 1,031,691	\$ 1,034,796	\$ 1,037,978	\$ 1,041,240

## Fire and Emergency Services

The Fire and Emergency Service provides the overall leadership and management of the Municipality's Fire and Emergency Services, coordinating all aspects of service delivery, including fire prevention, fire suppression, technical rescues, fire investigations, public education, emergency medical services, emergency response and emergency management. The Fire Chief is a visible partner in the community and workplace and a champion of community engagement, development and sustainability.



# Fire and Emergency Services

	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>					
Fire and Emergency Management	\$ 362,436	\$ 330,436	\$ 330,436	\$ 330,436	\$ 330,436
Land Ambulance	7,841,930	7,999,552	8,105,835	8,126,822	8,133,299
<b>Total Revenue</b>	<b>8,204,366</b>	<b>8,329,988</b>	<b>8,436,271</b>	<b>8,457,258</b>	<b>8,463,735</b>
<b>Expense</b>					
Fire and Emergency Management	17,773,845	17,997,013	18,609,169	19,190,439	19,711,753
Land Ambulance	15,617,939	16,065,265	16,145,763	16,187,734	16,200,738
<b>Total Expense</b>	<b>33,391,784</b>	<b>34,062,278</b>	<b>34,754,932</b>	<b>35,378,173</b>	<b>35,912,491</b>
<b>Net</b>	<b>\$ 25,187,418</b>	<b>\$ 25,732,290</b>	<b>\$ 26,318,661</b>	<b>\$ 26,920,915</b>	<b>\$ 27,448,756</b>



## Fire and Emergency Management

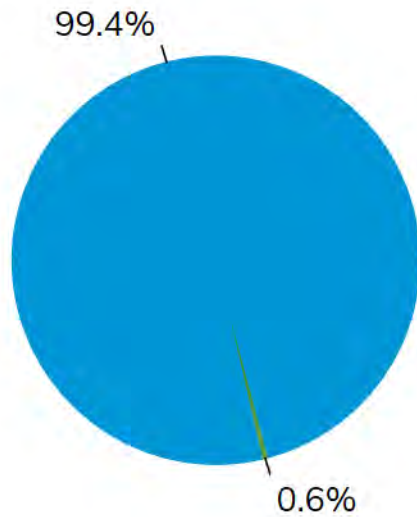
The Municipality's Fire & Emergency Services is an all-hazards community safety department responsible for fire prevention, fire suppression, technical rescues, fire investigations, public education, emergency medical services, emergency response and emergency management. Services are delivered as per the Fire Prevention and Protection Act (F.P.P.A), Ambulance Act of Ontario and other relevant legislation.



# Fire and Emergency Management

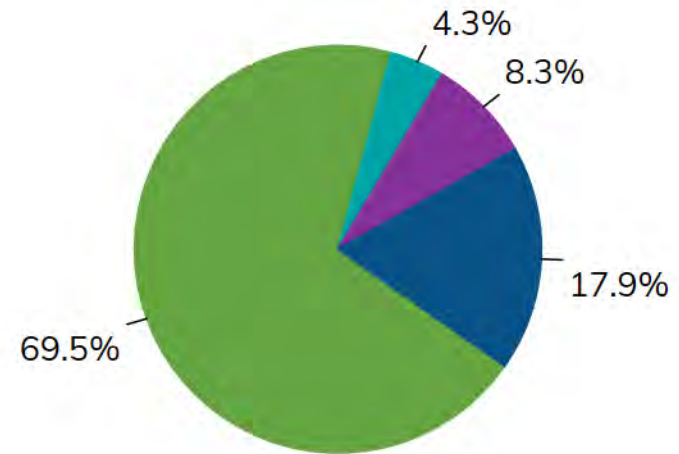
**Revenue  
2027**

- Other \*
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Other \*
- Contracted Services
- Material, Veh and Equip Related



# Fire and Emergency Management

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial *	\$ 6,322	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
User Fees *	-	(780)	-	-	-	-	-
Licenses, Permits and Fees	10,014	8,993	16,920	16,920	16,920	16,920	16,920
Miscellaneous Revenue *	23,412	23,604	600	600	600	600	600
Recoveries	53,719	217,587	124,916	92,916	92,916	92,916	92,916
<b>Total Revenue</b>	<b>93,467</b>	<b>249,404</b>	<b>142,436</b>	<b>110,436</b>	<b>110,436</b>	<b>110,436</b>	<b>110,436</b>
<b>Expense</b>							
Employee Related	14,004,092	12,863,609	13,153,922	13,365,828	13,475,169	13,527,511	13,545,460
Building Related *	347,150	354,557	354,887	354,887	354,887	354,887	354,887
Contracted Services *	81,539	65,074	108,933	108,933	608,933	1,108,933	1,608,933
Material, Veh and Equip Related	3,474,418	3,753,879	3,465,368	3,465,368	3,465,368	3,339,480	3,492,028
Operating Related *	91,027	108,966	75,788	75,788	75,788	75,788	75,788
Other Expenses *	3,648	-	-	-	-	-	-
Transfer to Reserves *	285,393	269,824	269,824	281,087	283,902	590,718	289,534
Transfer from Reserves *	(68,535)	-	-	-	-	(152,000)	-
Internal Allocations *	110,711	133,877	125,123	125,123	125,123	125,123	125,123
<b>Total Expense</b>	<b>18,329,443</b>	<b>17,549,786</b>	<b>17,553,845</b>	<b>17,777,014</b>	<b>18,389,170</b>	<b>18,970,440</b>	<b>19,491,753</b>

# Fire and Emergency Management

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 18,235,976	\$ 17,300,382	\$ 17,411,409	\$ 17,666,578	\$ 18,278,734	\$ 18,860,004	\$ 19,381,317

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Multi-purpose Heavy Rescue Vehicle	26,660	-	26,660
Increased Fire Services 2024-2027	1,500,000	750,000	750,000
Emergency Management Coordinator	132,170	97,487	34,683
<b>Total</b>	<b>1,658,830</b>	<b>847,487</b>	<b>811,343</b>

## Multi-purpose Heavy Rescue Vehicle

Department: Fire and Emergency Services  
 Division: Fire and Emergency Services  
 Manager: Fire Services

Previous emergencies and national trends indicate an increase in the risk of flooding in our Municipality, which has a significant water risk as indicated by the Community Risk Assessment. Adverse weather events of all types are the highest ranked concern in our emergency management risk assessment, debriefs from previous emergencies (Erie Shore Drive 2020, Christmas Snowstorm 2022) have demonstrated a need for vehicles that can drive in deep water, snow and off road to support ambulance operations, rescue of persons, delivery of supplies and equipment as well as supporting operations to restore power supplies. Reviewing other Municipalities plans across North America, the need to enhance our vehicle fleet with an off-road capability is demonstrated. The vehicle will be available to all departments and partner agencies to provide life safety and operational support in times when normal vehicles cannot access locations.

Link to Strategic Plan: Environmental Sustainability - Promote growth while protecting the environment

Consequences/Risks of Not Proceeding: The need to enhance our vehicle fleet with an off-road capability is needed to provide life safety and operational support in times when normal vehicles cannot access locations. Without this vehicle, emergencies of this nature will continue to be a challenge for first responders.

Council Priority: Environmental - Enhance community resiliency to climate change impacts

Strategic Focus: Enviro

# Multi-purpose Heavy Rescue Vehicle

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ -	\$ -	\$ 26,112	\$ 548
<b>Total Expense</b>	-	-	26,112	548
<b>Net Base Impact</b>	\$ -	\$ -	\$ 26,112	\$ 548

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ -	\$ -	\$ (152,000)	\$ -
Transfer to Reserves	-	-	304,000	-
Transfer from Reserves	-	-	(152,000)	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

# Multi-purpose Heavy Rescue Vehicle

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ 26,112	\$ 548

## Increased Fire Services 2024-2027

Department: Fire and Emergency Services  
 Division: Fire and Emergency Services  
 Manager: Fire and Emergency Services

As part of Council’s Strategic Plan, four priorities were identified; Deliver Excellent Service, Grow our Community, Promote Community Safety & Well-Being, and Ensure Environmental Sustainability. Part of Growing our community includes strategic investments to diversify, rationalize assets and levels of services. Council have identified the need to deliver the Master Fire Plan and develop an implementation plan. The Budget Business Case outlined below highlights the potential increase in budget costs associated with the implementation of the Master Fire Plan.

Link to Strategic Plan: Community - Coordinate delivery of community safety programming/services.  
 Consequences/Risks of Not Proceeding: The implementation of the Master Fire Plan will rely on the approval of Council.  
 Council Priority: Community - Coordinate delivery of community safety programming/services  
 Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Taxation Revenue	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
<b>Total Revenue</b>	-	250,000	250,000	250,000
<b>Expense</b>				



## Increased Fire Services 2024-2027

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Contracted Services	-	500,000	500,000	500,000
<b>Total Expense</b>	-	500,000	500,000	500,000
<b>Net Base Impact</b>	\$ -	\$ 250,000	\$ 250,000	\$ 250,000

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 250,000	\$ 250,000	\$ 250,000

# Emergency Management Coordinator

Department: Fire and Emergency Services  
Division: Fire and Emergency Services  
Manager: Emergency Management Administration

The Emergency Management Coordinator administers the Emergency Management Program for the Municipality of Chatham-Kent required under the Ontario Emergency Management and Civil Protection Act. Each municipality must develop and implement an emergency management program to protect the lives and property of its citizens. This dedicated position will coordinate the program and implement training so that employees are prepared and know the roles and responsibilities required of them in an emergency. This position will ensure that the municipality has a strategic and coordinated response that aligns with the province and other emergency management partners during local and provincial emergencies and natural disasters. In all plans and activities, they ensure the well-being of residents, the community, and neighbouring communities.

Link to Strategic Plan: Community - Support for vulnerable community members & emergency preparedness.  
Consequences/Risks of Not Proceeding: The Emergency Management Coordinator role works to ensure the annual compliance is completed as well as works towards advancing the program to support the community. The Municipality of Chatham-Kent continues to be involved in a growing number of emergencies, ranging from local and provincial emergencies to natural disasters  
Council Priority: Community - Support for vulnerable community members & emergency preparedness  
Strategic Focus: Enviro

# Emergency Management Coordinator

## Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
Taxation Revenue	\$ 32,491	\$ -	\$ -	\$ -
Grants - Provincial	-	64,983	7	6
<b>Total Revenue</b>	<b>32,491</b>	<b>64,983</b>	<b>7</b>	<b>6</b>
<b>Expense</b>				
Employee Related	128,243	-	-	-
Contracted Services	495	-	-	50
Operating Related	700	-	-	-
Transfer to Reserves	529	14	11	12
<b>Total Expense</b>	<b>129,967</b>	<b>14</b>	<b>11</b>	<b>62</b>
<b>Net Base Impact</b>	<b>\$ 97,476</b>	<b>\$ (64,969)</b>	<b>\$ 4</b>	<b>\$ 56</b>

# Emergency Management Coordinator

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 2,116	\$ -	\$ -	\$ -
<b>Total Expense</b>	2,116	-	-	-
<b>Net One-Time Impact</b>	\$ 2,116	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 99,592	\$ (64,969)	\$ 4	\$ 56

# Emergency Management Coordinator

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Emergency Management Coordinator - Non Union Grade 9	January, 2024		1.00
<b>Total FTE</b>				<b>1.00</b>

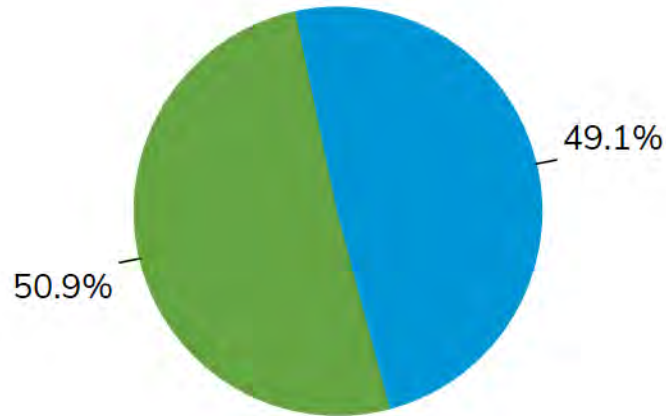
## Land Ambulance

Chatham-Kent EMS provides ambulance services and Mobile Integrated Health/Community Paramedicine programs. Chatham-Kent EMS maintains a strong working relationship with all our stakeholders and provides a high level of patient care and service delivery to the public of Chatham-Kent.



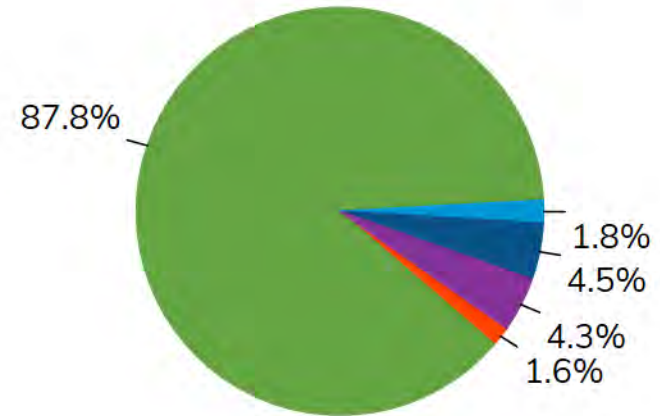
## Revenue 2027

- Grants - Provincial
- Total Tax Funded



## Expense 2027

- Other \*
- Contracted Services
- Material, Veh and Equip Related
- Transfer to Reserves
- Internal Allocations



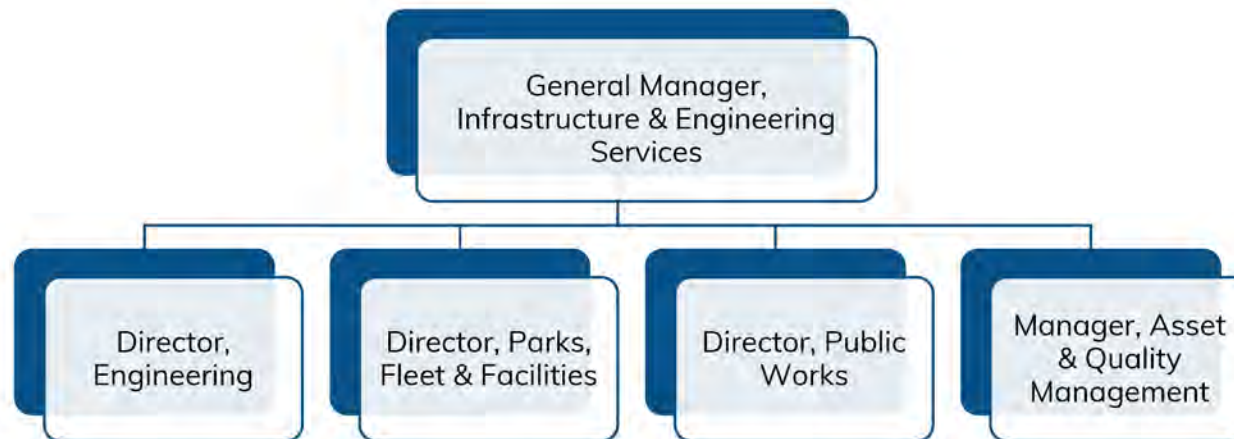
# Land Ambulance

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 8,756,279	\$ 9,440,427	\$ 8,061,930	\$ 8,219,552	\$ 8,325,835	\$ 8,346,822	\$ 8,353,299
<b>Expense</b>							
Employee Related *	-	-	-	128,243	128,243	128,243	128,243
Building Related *	104,767	119,194	119,194	123,604	122,284	121,855	121,910
Contracted Services	13,084,659	15,623,713	14,223,978	14,513,246	14,603,769	14,648,306	14,660,964
Material, Veh and Equip Related	38,822	398,206	301,512	303,628	301,512	301,512	301,512
Operating Related *	24,279	14,000	14,000	14,700	14,700	14,700	14,700
Transfer to Reserves	2,399,914	744,711	744,711	749,112	747,967	747,601	747,662
Transfer from Reserves *	(311,124)	(376,108)	(272,000)	(272,000)	(272,000)	(272,000)	(272,000)
Internal Allocations	695,181	675,202	706,544	724,732	719,288	717,517	717,747
<b>Total Expense</b>	<b>16,036,498</b>	<b>17,198,918</b>	<b>15,837,939</b>	<b>16,285,265</b>	<b>16,365,763</b>	<b>16,407,734</b>	<b>16,420,738</b>
<b>Total Tax Funded</b>	<b>\$ 7,280,219</b>	<b>\$ 7,758,491</b>	<b>\$ 7,776,009</b>	<b>\$ 8,065,713</b>	<b>\$ 8,039,928</b>	<b>\$ 8,060,912</b>	<b>\$ 8,067,439</b>



## Infrastructure & Engineering Services

The Infrastructure and Engineering Services Department provides the overall strategic planning, maintenance and management of the Municipality's infrastructure assets, including roads, sidewalks, traffic signals, bridges and culverts, watermains, sewer and wastewater lines, recreational facilities, municipal buildings, parks, trees, trails, cemeteries, fleet, municipal drains, leaf and yard depots, public housing assets, and the Chatham-Kent Airport. The department is also responsible for managing the delivery of services related to transit (urban and inter-urban), curb side garbage collection and climate change. The General Manager of Infrastructure and Engineering Services is supported by three directors who lead the Engineering & Transportation; Public Works; Parks, Fleet and Facilities divisions and one Manager responsible for the Asset and Quality Management section.



# Infrastructure & Engineering Services

	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>					
Drainage	\$ 638,359	\$ 638,359	\$ 638,359	\$ 638,359	\$ 638,359
Engineering Services	15,000	15,000	15,000	15,000	15,000
Transportation	1,722,199	1,775,456	1,794,086	1,812,474	1,830,753
Facilities	1,847,853	1,691,844	1,654,209	1,622,710	1,592,391
Fleet Services	900	10,900	10,900	10,900	10,900
Parks, Recreation & Cemeteries	4,583,517	4,669,134	4,540,806	4,409,462	4,278,510
Public Works	18,017,346	18,017,346	18,017,346	18,017,346	18,017,346
Waste Management	5,084,284	4,556,651	4,481,735	4,485,345	4,489,136
<b>Total Revenue</b>	<b>31,909,458</b>	<b>31,374,690</b>	<b>31,152,441</b>	<b>31,011,596</b>	<b>30,872,395</b>
<b>Expense</b>					
Infrastructure, Engineering Services - Admin	302,007	312,187	322,795	322,795	322,795
Asset & Quality Management	1,048,694	1,059,061	1,063,814	1,063,814	1,063,814
Drainage	1,867,140	1,973,809	2,076,309	2,176,309	2,276,309
Engineering Services	2,058,151	2,015,093	2,014,154	2,009,937	2,002,015
Transportation	5,291,152	5,440,032	5,527,192	5,611,996	5,689,622
Facilities	8,632,080	8,850,921	8,942,514	9,056,079	9,085,551
Fleet Services	174,126	455,491	603,875	720,124	825,161

## Infrastructure & Engineering Services

	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Parks, Recreation & Cemeteries	13,578,971	14,108,206	14,253,848	14,387,250	14,517,146
Public Works	69,028,251	69,930,807	70,433,992	70,891,918	71,269,015
Waste Management	7,485,292	8,897,678	9,635,572	11,614,440	11,413,300
Engineering, Transportation Services Admin	308,872	308,872	308,872	308,872	308,872
Parks, Fleet & Facilities Administration	1,797,165	1,775,636	1,766,885	1,751,194	1,743,269
<b>Total Expense</b>	<b>111,571,901</b>	<b>115,127,793</b>	<b>116,949,822</b>	<b>119,914,728</b>	<b>120,516,869</b>
<b>Net</b>	<b>\$ 79,662,443</b>	<b>\$ 83,753,103</b>	<b>\$ 85,797,381</b>	<b>\$ 88,903,132</b>	<b>\$ 89,644,474</b>

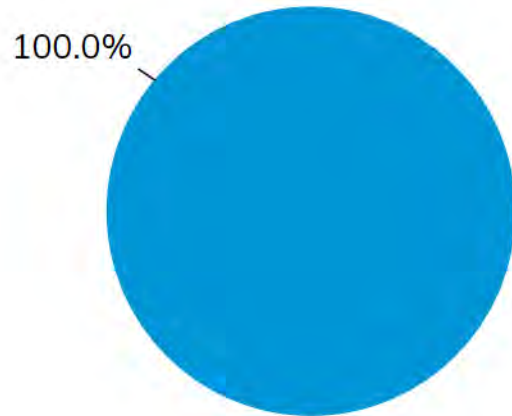
## Infrastructure and Engineering Services - Admin

The Infrastructure and Engineering Services Department provides the overall strategic planning, maintenance and management of the Municipality's infrastructure assets, including roads, sidewalks, traffic signals, bridges and culverts, watermains, sewer and wastewater lines, recreational facilities, municipal buildings, parks, trees, trails, cemeteries, fleet, municipal drains, leaf and yard depots, public housing assets, and the Chatham-Kent Airport. The department is also responsible for managing the delivery of services related to transit (urban and inter-urban), curb side garbage collection and climate change. The General Manager of Infrastructure and Engineering Services is supported by three directors who lead the Engineering & Transportation; Public Works; Parks, Fleet and Facilities divisions and one Manager responsible for the Asset and Quality Management section.



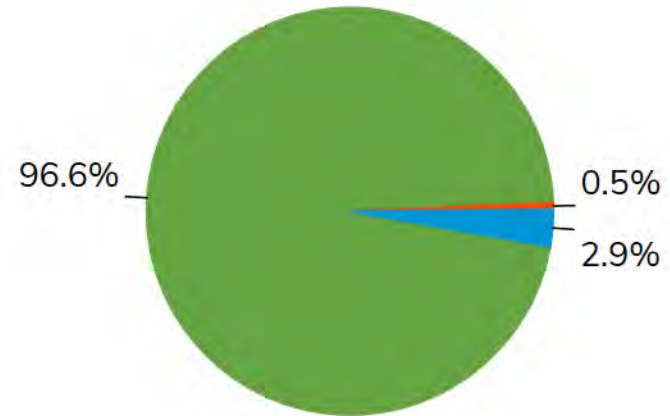
### Revenue 2027

- Total Tax Funded



### Expense 2027

- Employee Related
- Other \*
- Operating Related



# Infrastructure and Engineering Services - Admin

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
<b>Expense</b>							
Employee Related	\$ 294,911	\$ 414,975	\$ 381,056	\$ 391,236	\$ 401,844	\$ 401,844	\$ 401,844
Material, Veh and Equip Related *	515	208	500	500	500	500	500
Operating Related	7,468	17,478	12,237	12,237	12,237	12,237	12,237
Other Expenses *	625	-	-	-	-	-	-
Transfer to Reserves *	1,585	1,585	1,585	1,585	1,585	1,585	1,585
Internal Allocations *	(93,371)	(93,371)	(93,371)	(93,371)	(93,371)	(93,371)	(93,371)
<b>Total Expense</b>	<b>211,733</b>	<b>340,875</b>	<b>302,007</b>	<b>312,187</b>	<b>322,795</b>	<b>322,795</b>	<b>322,795</b>
<b>Total Tax Funded</b>	<b>\$ 211,733</b>	<b>\$ 340,875</b>	<b>\$ 302,007</b>	<b>\$ 312,187</b>	<b>\$ 322,795</b>	<b>\$ 322,795</b>	<b>\$ 322,795</b>

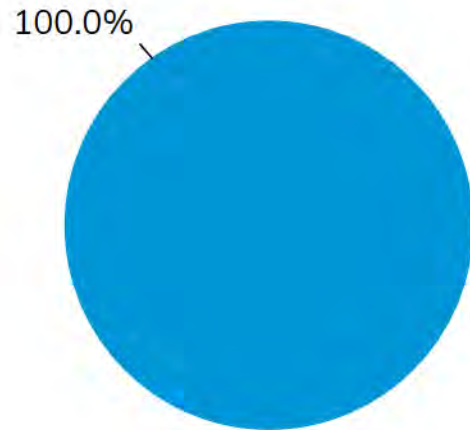
## Asset & Quality Management

The Asset and Quality Management section is responsible for implementing an integrated business approach to corporate asset management across the Municipality as required by Ontario asset management regulation O.Reg 588/17. The section supports corporate asset owners and Council by providing information and tools for optimized decision making as it pertains to the Municipality's infrastructure. The section undertakes activities necessary to identify, monitor and plan for the management of the Municipalities Asset Management Plan. The section supports optimized investment decisions by assessing lifecycle costs, risks, performance/asset condition required to deliver approved levels of service. The section manages the Infrastructure and Engineering Services departmental Quality Management program to implement and maintain a departmental continuous improvement and performance measurement program, with the objective of enhancing public services. Working jointly with the Planning department, the section plans for, implements and monitors climate change initiatives.



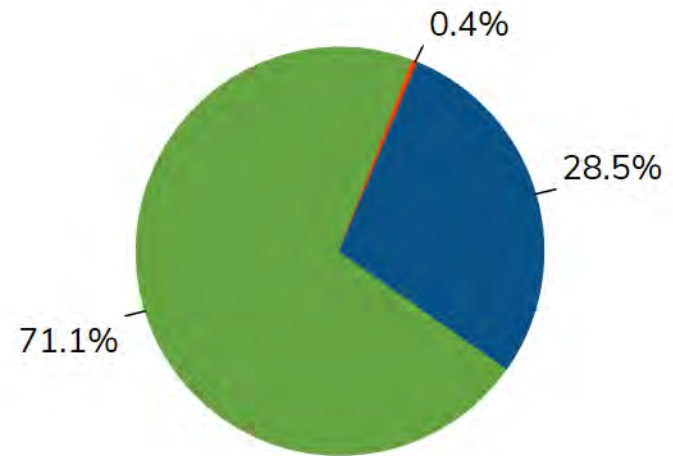
**Revenue**  
2027

● Total Tax Funded



**Expense**  
2027

● Employee Related  
● Other \*  
● Transfer to Reserves





# Asset & Quality Management

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
<b>Expense</b>							
Employee Related	\$ -	\$ 402,466	\$ 742,645	\$ 751,483	\$ 756,235	\$ 756,235	\$ 756,235
Contracted Services *	-	-	-	1,530	1,530	1,530	1,530
Material, Veh and Equip Related *	-	958	2,875	-	-	-	-
Operating Related *	-	7,622	2,875	2,875	2,875	2,875	2,875
Transfer to Reserves	-	3,174	303,174	303,174	303,174	303,174	303,174
Transfer from Reserves *	-	(2,875)	(2,875)	-	-	-	-
<b>Total Expense</b>	-	411,345	1,048,694	1,059,062	1,063,814	1,063,814	1,063,814
<b>Total Tax Funded</b>	\$ -	\$ 411,345	\$ 1,048,694	\$ 1,059,062	\$ 1,063,814	\$ 1,063,814	\$ 1,063,814

## Drainage

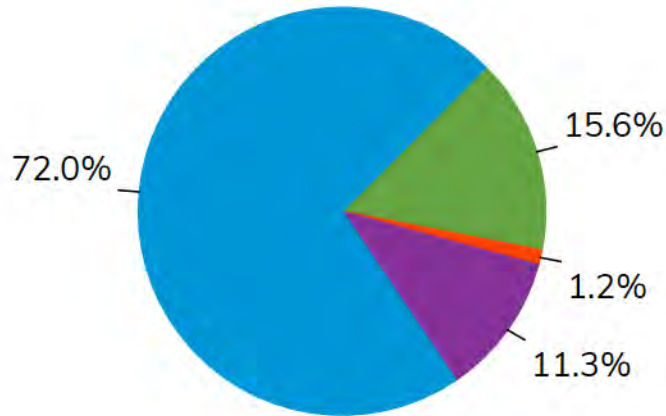
The Drainage Services division is responsible for maintaining all municipal drains and pumping stations, which support both urban and rural communities as well as industrial and agricultural businesses in Chatham-Kent. The division works with agricultural property owners to apply for funding through the Ontario Ministry of Agriculture, Food and Rural Affairs and acts as a liaison between agricultural property owners and government entities.

Drainage services are provided in accordance with the Tile Drainage Act, Agricultural Drainage Installation Act and the Drainage Act.



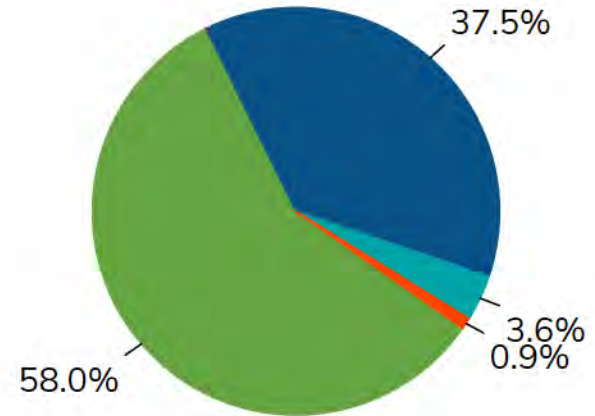
**Revenue  
2027**

- Grants - Provincial
- Other \*
- Recoveries
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Contracted Services
- Material, Veh and Equip Related
- Other \*



# Drainage

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 339,855	\$ 354,313	\$ 354,313	\$ 354,313	\$ 354,313	\$ 354,313	\$ 354,313
User Fees	11,939	15,288	16,848	16,848	16,848	16,848	16,848
Miscellaneous Revenue	12,314	-	9,698	9,698	9,698	9,698	9,698
Recoveries	146,119	150,806	257,500	257,500	257,500	257,500	257,500
<b>Total Revenue</b>	<b>510,227</b>	<b>520,407</b>	<b>638,359</b>	<b>638,359</b>	<b>638,359</b>	<b>638,359</b>	<b>638,359</b>
<b>Expense</b>							
Employee Related	1,539,187	1,203,017	1,313,545	1,320,214	1,320,214	1,320,214	1,320,214
Contracted Services	402,494	453,044	450,571	800,571	653,071	753,071	853,071
Material, Veh and Equip Related	74,559	66,852	82,782	82,782	82,782	82,782	82,782
Operating Related *	16,960	12,402	16,697	16,697	16,697	16,697	16,697
Other Expenses *	753	57,197	-	-	-	-	-
Transfer to Reserves *	45,885	3,545	3,545	3,545	3,545	3,545	3,545
Transfer from Reserves *	(54,275)	-	-	(250,000)	-	-	-
<b>Total Expense</b>	<b>2,025,563</b>	<b>1,796,057</b>	<b>1,867,140</b>	<b>1,973,809</b>	<b>2,076,309</b>	<b>2,176,309</b>	<b>2,276,309</b>
<b>Total Tax Funded</b>	<b>\$ 1,515,336</b>	<b>\$ 1,275,650</b>	<b>\$ 1,228,781</b>	<b>\$ 1,335,450</b>	<b>\$ 1,437,950</b>	<b>\$ 1,537,950</b>	<b>\$ 1,637,950</b>

# Drainage

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Drainage File Digitization	2,500	-	2,500
Urban Drainage - Adjustment for upcoming Storm Water Master Plan Projects	400,000	-	400,000
Total	402,500	-	402,500

# Drainage File Digitization

Department: Infrastructure and Engineering Services  
Division: Engineering  
Manager: Drainage

## Purpose of Drainage Files

Chatham-Kent manages the largest network of municipal drains in the Province of Ontario, completing between 400 and 600 projects each year. The drainage network consists of approximately 3000 open drains, 1500 closed drains, 167 pump stations and 300 kilometres of dike.

Each drain has been constructed and improved under engineered drainage reports. These reports are passed into by-law and serve as an instruction manual for all management functions of each drain moving forward. The Drainage Act mandates to conduct drainage work in accordance with these reports. Contents include assessment instructions, identification of working corridors, construction specifications, drain capacity, and any other relevant information. These reports are valid indefinitely or until a newer report supersedes a previous report's contents. File folders are also full of backup documentation, which can be important to understand why projects were completed a certain way.

## Current State of Files

These files and reports have been gathering since the late 1800's. New documents are created and filed in an electronic format. However, there is still a vast amount of valid reports from previous eras the drainage team reference. Many have been scanned over the years but most remain in paper format only. Documents within the files are an array of sizes, type, and vintage. Some have become extremely brittle due to their age. The files amount to approximately 400 to 450 'banker' boxes worth of paper.

## Proposal

The Municipality of Chatham-Kent currently has a contract in place with Xerox to complete digitization of files. Xerox has advanced scanning abilities to accommodate large and complex digitization projects. The proposal is to take advantage of the contract to digitize all of the existing drainage documents to be accessible by Chatham-Kent network drives.

## Return of Investment - File Protection

The value to replace the drainage reports is approximately \$40M. In the case of a fire or water damage, the reports would be lost and require immediate replacement. CK would retain consultants to complete the work and the time to replace them all would be measured in decades. The inability to maintain drains could cause flooding concerns.

## Return of Investment - Efficiency

## Drainage File Digitization

Once all documents are accessible on the network drives, there will be increases in efficiency. Currently, Drainage Superintendents have to drive back to the office to pull information needed in the field. This information will be readily available with existing IT equipment. Drainage Analysts will have more efficiency in accessing the files electronically versus physically pulling files and flipping through paper documents. Hours saved by a digitized file system will be reallocated to focus on existing duties to maintain expected service moving forward

### Conclusion

Cost for this investment is a one-time base of \$250,000 with subsequent cost of \$2,500 per year. This investment protects a large value asset of \$40M and lends to general efficiency within the division. Time saved will contribute toward project advancement providing improved service in Drainage.

Link to Strategic Plan:	Economic Prosperity - Will improve service levels and efficiency in the Engineering Drainage Division.
Consequences/Risks of Not Proceeding:	Proposal protects \$40M worth of asset. Operational efficiencies and cost avoidance in the event of damage to the documents would not be recognized if proposal did not proceed.
Council Priority:	Grow - Strategic investments to diversify, rationalize assets and level of services
Strategic Focus:	Econ/Jobs

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ -	\$ 2,500	\$ -	\$ -

## Drainage File Digitization

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	-	2,500	-	-
<b>Net Base Impact</b>	\$ -	\$ 2,500	\$ -	\$ -

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 250,000	\$ -	\$ -	\$ -
Transfer from Reserves	(250,000)	-	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -



## Drainage File Digitization

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 2,500	\$ -	\$ -

## Urban Drainage - Adjustment for upcoming Storm Water Master Plan Projects

Department: Infrastructure and Engineering Services  
Division: Engineering  
Manager: Drainage

The Tilbury Stormwater Master Plan was finalized in the summer of 2021. The Master Plan identified 4 projects to be completed through the Drainage Act, which will need to be partially funded by the Urban Drainage Account. The total estimated cost for these projects is \$5,000,000 to be prioritized and funded over the next 20 years.

The Ridgetown Stormwater Master Plan is anticipated to be finalized in the fall of 2023. The draft Master Plan has identified 3 projects to be completed through the Drainage Act, which will need to be partially funded by the Urban Drainage Account. The total estimated cost for these projects is approximately \$3,000,000 to be prioritized over the next 15 years.

The combined expected expenditure in the next 10 years is anticipated to be approximately \$6,000,000. An addition of \$100,000 in 2024, 2025, 2026 and 2027 is recommended to recover these one-time expenses in a reasonable time period. This base will be re-evaluated in future budget deliberations.

Link to Strategic Plan: Economic prosperity – These adjustments will provide appropriate funds to meet the anticipated project work required under the Storm Water Master Plan. These increases are intended to make gradual adjustments to ensure the account remains in acceptable range of deficit and surplus while these large upgrade projects are completed.

Consequences/Risks of Not Proceeding: Budget Line would end up with a deficit indefinitely unless request is approved.

Council Priority: Grow - Strategic investments to diversify, rationalize assets and level of services

Strategic Focus: Enviro

# Urban Drainage - Adjustment for upcoming Storm Water Master Plan Projects

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>Total Expense</b>	100,000	100,000	100,000	100,000
<b>Net Base Impact</b>	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

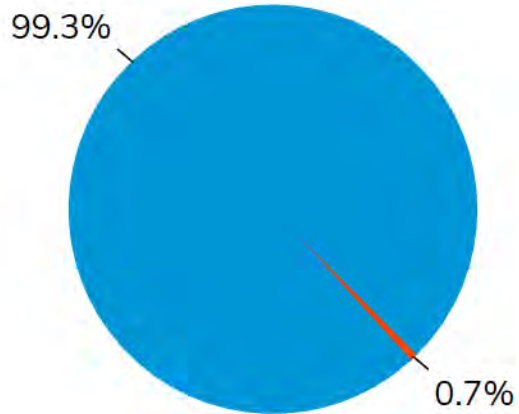
## Engineering Services

The Engineering division is responsible for the delivery of municipal infrastructure projects that serve both existing communities, and future residential and commercial / industrial development. The division is responsible for providing the overall strategic planning, replacement, rehabilitation, and management of the Municipality's core assets including roads, bridges, culverts, sidewalks, parking lots, and underground infrastructure, such as storm sewers.



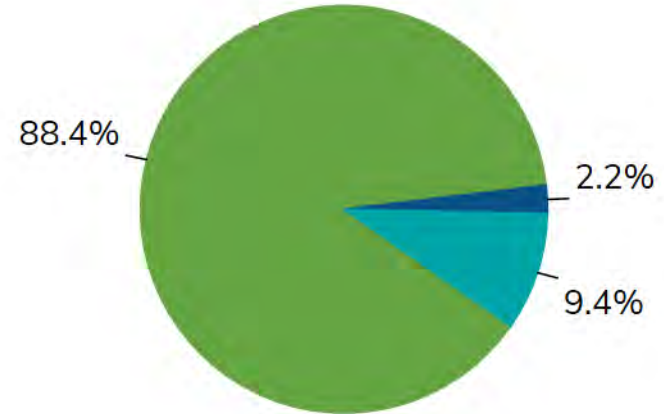
### Revenue 2027

- Other \*
- Total Tax Funded



### Expense 2027

- Employee Related
- Other \*
- Material, Veh and Equip Related



# Engineering Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Miscellaneous Revenue	\$ 35,429	\$ 122	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
<b>Total Revenue</b>	<b>35,429</b>	<b>122</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Expense</b>							
Employee Related	2,427,994	2,192,463	2,120,149	2,098,429	2,106,502	2,110,045	2,110,045
Contracted Services *	18,734	8,300	8,300	8,300	8,300	8,300	8,300
Material, Veh and Equip Related	171,583	318,332	234,796	223,796	223,796	223,796	223,796
Operating Related	15,351	20,813	22,473	22,473	22,473	22,473	22,473
Transfer to Reserves	331,153	20,760	20,760	20,760	20,760	20,760	20,760
Transfer from Reserves *	(559,570)	(293,087)	(11,000)	-	-	-	-
Service Level Agreements *	(339,127)	(339,127)	(339,127)	(360,466)	(369,478)	(377,237)	(385,159)
Internal Allocations *	1,800	1,350	1,800	1,800	1,800	1,800	1,800
<b>Total Expense</b>	<b>2,067,918</b>	<b>1,929,804</b>	<b>2,058,151</b>	<b>2,015,092</b>	<b>2,014,153</b>	<b>2,009,937</b>	<b>2,002,015</b>
<b>Total Tax Funded</b>	<b>\$ 2,032,489</b>	<b>\$ 1,929,682</b>	<b>\$ 2,043,151</b>	<b>\$ 2,000,092</b>	<b>\$ 1,999,153</b>	<b>\$ 1,994,937</b>	<b>\$ 1,987,015</b>

## Transportation

Transportation manages the planning, design, renewal, growth, and improvement of the Municipalities transportation network.

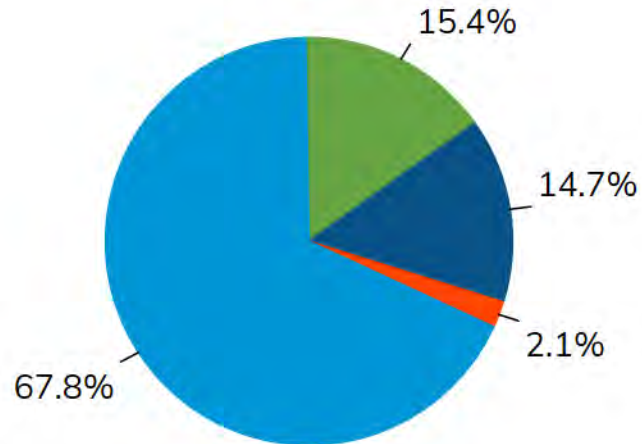
Responsible for providing overall strategic planning, replacement, rehabilitation, and management of Chatham-Kent's Assets including traffic signals, pedestrian crossings, transit shelters, terminals, trail networks, and cycling facilities.

- Provides pedestrian and vehicular traffic control, signage, and pavement markings.
- Provide conventional and specialized transit services within Chatham-Kent that contributes to urban density and growth, strong economic conditions, environmental sustainability, and healthier residents.
- Manage projects related to traffic control and contributing to the safe and effective mobility needs of drivers and pedestrians.
- Plan, design and deliver road capital projects in a cost-effective manner that contributes towards effective transportation by providing long-term planning of the municipal road network.
- Recreational trail development, renewal, and expansion.



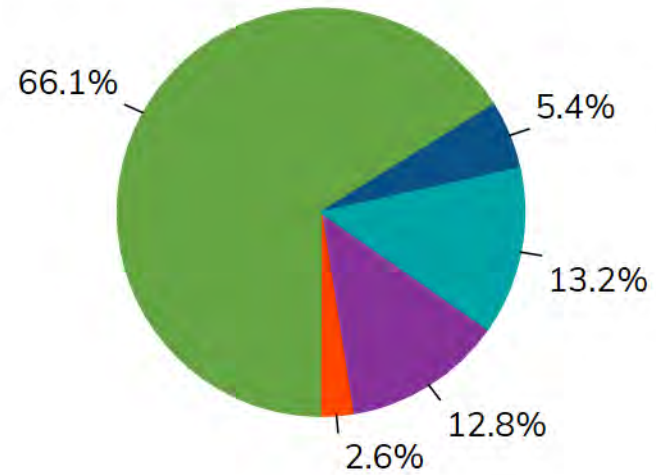
**Revenue  
2027**

- Grants - Provincial
- User Fees
- Other \*
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Other \*
- Contracted Services
- Material, Veh and Equip Related
- Transfer to Reserves





# Transportation

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 928,509	\$ 642,516	\$ 878,618	\$ 878,618	\$ 878,618	\$ 878,618	\$ 878,618
User Fees	513,403	517,719	780,581	792,571	806,201	820,089	833,868
Recoveries *	31,264	194,879	28,000	28,000	28,000	28,000	28,000
Sale of Items	40,234	6,483	35,000	76,267	81,267	85,767	90,267
<b>Total Revenue</b>	<b>1,513,410</b>	<b>1,361,597</b>	<b>1,722,199</b>	<b>1,775,456</b>	<b>1,794,086</b>	<b>1,812,474</b>	<b>1,830,753</b>
<b>Expense</b>							
Employee Related	557,825	459,567	724,099	727,642	727,642	727,642	727,642
Building Related *	102,692	99,769	131,391	131,391	131,391	131,391	131,391
Contracted Services	2,967,780	3,208,649	3,381,564	3,526,901	3,607,977	3,687,589	3,759,913
Material, Veh and Equip Related	193,979	133,801	290,873	290,873	296,957	302,149	307,451
Operating Related *	26,010	24,586	13,824	13,824	13,824	13,824	13,824
Other Expenses *	-	35,109	-	-	-	-	-
Transfer to Reserves	736,407	749,401	749,401	749,401	749,401	749,401	749,401
Transfer from Reserves *	(226,570)	(34,731)	-	-	-	-	-
<b>Total Expense</b>	<b>4,358,123</b>	<b>4,676,151</b>	<b>5,291,152</b>	<b>5,440,032</b>	<b>5,527,192</b>	<b>5,611,996</b>	<b>5,689,622</b>
<b>Total Tax Funded</b>	<b>\$ 2,844,713</b>	<b>\$ 3,314,554</b>	<b>\$ 3,568,953</b>	<b>\$ 3,664,576</b>	<b>\$ 3,733,106</b>	<b>\$ 3,799,522</b>	<b>\$ 3,858,869</b>

# Transportation

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Bus Shelter Maintenance Contract	28,485	-	28,485
Bus Shelter Snow Removal	4,135	-	4,135
Bus Shelter Maintenance - Equipment contractual increase	230	-	230
Total	32,850	-	32,850

## Bus Shelter Maintenance Contract

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Department: Infrastructure and Engineering Services  
Division: Engineering  
Manager: Transit

In October 2022, Engineering and Transportation Division released a tender for the routine maintenance and cleaning of transit shelters in the Community of Chatham, Dresden, Ridgetown and Wallaceburg.

Contract T22-322 is a three (3) year contract beginning January 1, 2023 and ending December 21, 2025. There is a provision in the contract to allow for two, 1 year extensions for this contract. The extension periods may be initiated by administration or the contractor by written request, must be mutually agreed to, and are subject to all terms and conditions of the contract. The contractor shall be required to update bonding, insurance and a WSIB clearance certificate for each extension period, which will form part of an agreement that shall be completed and signed by both parties prior to commencing each contract extension period.

The contract extension periods shall be defined as follows:

- January 1, 2026, to December 31, 2026
- January 1, 2027, to December 31, 2027

Under this contract, the following routine maintenance will be established for each year of the contract:

## Bus Shelter Maintenance Contract

---

### Maintenance - Routine (Weekly)

- Regular inspection of all bus shelters in the system.
- Maintain and keep all transit shelters clean, in good repair and in safe condition to the satisfaction of the Municipality.
- Removal and proper disposal of litter and debris from within each bus shelter and within a five (5) metre radius of all shelters. This includes all loose litter and debris as well as the contents of all trash receptacles et cetera.
- Washing of all surfaces inside and outside of all bus shelters (monthly).
- Repair and replacement of all broken, worn out or defective structural and decorative members, components and appurtenances associated with all bus shelters.
- Removal of all graffiti as well as unapproved, defaced and/or worn-out posters, stickers et cetera at each bus shelter site.
- Replacement of any area of all bus shelters that is defaced.
- Necessary repairs to all shelters, including the replacement of glass, parts replacements, appurtenance replacements et cetera.

### Maintenance - Annual Spring (to take place in April)

- Incorporate a thorough power washing of each bus shelter in the system into the weekly routine maintenance schedule.

### Maintenance - Annual Summer (to take place in July)

- Incorporate a thorough power washing of each bus shelter in the system into the weekly routine maintenance schedule.

### Maintenance - Annual Autumn (to take place in October)

- Incorporate a thorough power washing of each bus shelter in the system into the weekly routine maintenance schedule.

### Maintenance - Spring through Fall

- Incorporate weed trimming at each shelter and within a five (5) metre radius of each shelter on a weekly event basis so as to consistently meet the minimum maintenance standards of the Municipality.

## Bus Shelter Maintenance Contract

---

### Maintenance - Annual Winter

- Incorporate snow removal from within each shelter and within a five (5) metre radius of each shelter on a daily or snowfall event basis so as to consistently meet the minimum maintenance standards of the Municipality.
- Incorporate the application of de-icing salts upon completion of snow removal effort to ensure ice-free surfaces.

The tender has a provision for emergency maintenance call outs, based on an hourly rate. Typical emergency call outs for this contract include issues such as broken glass or damage to the structure caused by vehicle collisions and emergency winter maintenance. Any emergency work requested by the municipality outside of standard working hours will be subject to the hourly rates submitted in the tender and will be an additional cost. Costs associated with emergency repairs due to vehicle collisions are recovered through insurance. Costs associated with emergency winter maintenance are funded through the Transit snow removal base budget account.

This request is for contractual increases in 2024 and 2025 as outlined in the Mountain Shelter Solutions contract and the subsequent report, which was approved by Council. Please refer to attached Report to Council for additional details.

This request also includes a CPI increase in 2026 and 2027 as the contract is set to expire in 2025.

For further information, please view [the attached documents](#).

Link to Strategic Plan: [Improve infrastructure in order to maintain and grow our economy.](#)

## Bus Shelter Maintenance Contract

- Consequences/Risks of Not Proceeding: Regular Routine Weekly and Annual Maintenance is essential to keep the transit system running efficiently and safety for residents.
- Examples of Maintenance include:
- Regular inspection of all bus shelters in the system.
  - Maintain and keep all transit shelters clean, in good repair and in safe condition to the satisfaction of the Municipality.
  - Removal and proper disposal of litter and debris from within each bus shelter and within a five (5) metre radius of all shelters. This includes all loose litter and debris as well as the contents of all trash receptacles et cetera.
  - Washing of all surfaces inside and outside of all bus shelters (monthly).
  - Repair and replacement of all broken, worn out or defective structural and decorative members, components and appurtenances associated with all bus shelters.
  - Removal of all graffiti as well as unapproved, defaced and/or worn-out posters, stickers et cetera at each bus shelter site.
  - Replacement of any area of all bus shelters that is defaced.
  - Necessary repairs to all shelters, including the replacement of glass, parts replacements, appurtenance replacements et cetera.
  - Incorporate weed trimming at each shelter and within a five (5) metre radius of each shelter on a weekly event basis so as to consistently meet the minimum maintenance standards of the Municipality.
  - Incorporate snow removal from within each shelter and within a five (5) metre radius of each shelter on a daily or snowfall event basis so as to consistently meet the minimum maintenance standards of the Municipality.
  - Incorporate the application of de-icing salts upon completion of snow removal effort to ensure ice-free

# Bus Shelter Maintenance Contract

surfaces.

Council Priority:

Grow - Strategic investments to diversify, rationalize assets and level of services

Strategic Focus:

People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 18,345	\$ 5,362	\$ 2,364	\$ 2,414
<b>Total Expense</b>	18,345	5,362	2,364	2,414
<b>Net Base Impact</b>	\$ 18,345	\$ 5,362	\$ 2,364	\$ 2,414
<b>Total Tax Impact</b>	\$ 18,345	\$ 5,362	\$ 2,364	\$ 2,414

## Bus Shelter Snow Removal

---

Department: Infrastructure and Engineering Services  
Division: Engineering  
Manager: Transit

In October 2022, Engineering and Transportation Division released a tender for the routine maintenance and cleaning of transit shelters in the Community of Chatham, Dresden, Ridgeway and Wallaceburg.

Contract T22-322 is a three (3) year contract beginning January 1, 2023 and ending December 31, 2025. There is a provision in the contract to allow for two, 1 year extensions for this contract. The extension periods may be initiated by administration or the contractor by written request, must be mutually agreed to, and are subject to all terms and conditions of the contract. The contractor shall be required to update bonding, insurance and a WSIB clearance certificate for each extension period, which will form part of an agreement that shall be completed and signed by both parties prior to commencing each contract extension period.

The contract extension periods shall be defined as follows:

- January 1, 2026, to December 31, 2026
- January 1, 2027, to December 31, 2027

Under this contract, the following routine maintenance will be established for each year of the contract:



## Bus Shelter Snow Removal

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### Maintenance - Routine (Weekly)

- Regular inspection of all bus shelters in the system.
- Maintain and keep all transit shelters clean, in good repair and in safe condition to the satisfaction of the Municipality.
- Removal and proper disposal of litter and debris from within each bus shelter and within a five (5) metre radius of all shelters. This includes all loose litter and debris as well as the contents of all trash receptacles et cetera.
- Washing of all surfaces inside and outside of all bus shelters (monthly).
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- Replacement of any area of all bus shelters that is defaced.
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### Maintenance - Annual Spring (to take place in April)

- Incorporate a thorough power washing of each bus shelter in the system into the weekly routine maintenance schedule.

### Maintenance - Annual Summer (to take place in July)

- Incorporate a thorough power washing of each bus shelter in the system into the weekly routine maintenance schedule.

### Maintenance - Annual Autumn (to take place in October)

- Incorporate a thorough power washing of each bus shelter in the system into the weekly routine maintenance schedule.

### Maintenance - Spring through Fall

- Incorporate weed trimming at each shelter and within a five (5) metre radius of each shelter on a weekly event basis so as to consistently meet the minimum maintenance standards of the Municipality.

## Bus Shelter Snow Removal

### Maintenance - Annual Winter

- Incorporate snow removal from within each shelter and within a five (5) metre radius of each shelter on a daily or snowfall event basis so as to consistently meet the minimum maintenance standards of the Municipality.
- Incorporate the application of de-icing salts upon completion of snow removal effort to ensure ice-free surfaces.

The tender has a provision for emergency maintenance call outs, based on an hourly rate. Typical emergency call outs for this contract include issues such as broken glass or damage to the structure caused by vehicle collisions and emergency winter maintenance. Any emergency work requested by the municipality outside of standard working hours will be subject to the hourly rates submitted in the tender and will be an additional cost. Costs associated with emergency repairs due to vehicle collisions are recovered through insurance. Costs associated with emergency winter maintenance are funded through the Transit snow removal base budget account.

This request is for contractual increases in 2024 and 2025 as outlined in the Mountain Shelter Solutions contract and the subsequent report, which was approved by Council. Please refer to attached Report to Council for additional details.

This request also includes a CPI increase in 2026 and 2027 as the contract is set to expire in 2025.

For further information, please view [the attached documents](#).

Link to Strategic Plan:	Improve infrastructure in order to maintain and grow our economy
Consequences/Risks of Not Proceeding:	<p>Annual Winter Maintenance is essentially to keep the transit system operating smoothly and safely for all residents.</p> <p>This includes:</p> <ul style="list-style-type: none"> <li>- Incorporate snow removal from within each shelter and within a five (5) metre radius of each shelter on a daily or snowfall event basis so as to consistently meet the minimum maintenance standards of the Municipality.</li> <li>- Incorporate the application of de-icing salts upon completion of snow removal effort to ensure ice-free surfaces.</li> </ul>
Council Priority:	Grow - Strategic investments to diversify, rationalize assets and level of services
Strategic Focus:	People



## Bus Shelter Maintenance - Equipment contractual increase

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Department: Infrastructure and Engineering Services  
Division: Engineering  
Manager: Transit

In October 2022, Engineering and Transportation Division released a tender for the routine maintenance and cleaning of transit shelters in the Community of Chatham, Dresden, Ridgeway and Wallaceburg.

Contract T22-322 is a three (3) year contract beginning January 1, 2023 and ending December 31, 2025. There is a provision in the contract to allow for two, 1 year extensions for this contract. The extension periods may be initiated by administration or the contractor by written request, must be mutually agreed to, and are subject to all terms and conditions of the contract. The contractor shall be required to update bonding, insurance and a WSIB clearance certificate for each extension period, which will form part of an agreement that shall be completed and signed by both parties prior to commencing each contract extension period.

The contract extension periods shall be defined as follows:

- January 1, 2026, to December 31, 2026
- January 1, 2027, to December 31, 2027

The tender has a provision for emergency maintenance call outs, based on an hourly rate. Typical emergency call outs for this contract include issues such as broken glass or damage to the structure caused by vehicle collisions and emergency winter maintenance. Any emergency work requested by the municipality outside of standard working hours will be subject to the hourly rates submitted in the tender and will be an additional cost. Costs associated with emergency repairs due to vehicle collisions are recovered through insurance. Costs associated with emergency winter maintenance are funded through the Transit snow removal base budget account.

This request is for contractual increases in 2024 and 2025 as outlined in the Mountain Shelter Solutions contract and the subsequent report, which was approved by Council. Please refer to attached Report to Council for additional details.

This request also includes a CPI increase in 2026 and 2027 as the contract is set to expire in 2025.

For further information, please view [the attached documents](#).

Link to Strategic Plan: Improve infrastructure in order to maintain and grow our economy

## Bus Shelter Maintenance - Equipment contractual increase

- Consequences/Risks of Not Proceeding: Regular Routine Weekly and Annual Maintenance is essential to keep the transit system running efficiently and safety for residents.  
Examples of Maintenance include:
- Regular inspection of all bus shelters in the system.
  - Maintain and keep all transit shelters clean, in good repair and in safe condition to the satisfaction of the Municipality.
  - Removal and proper disposal of litter and debris from within each bus shelter and within a five (5) metre radius of all shelters. This includes all loose litter and debris as well as the contents of all trash receptacles et cetera.
  - Washing of all surfaces inside and outside of all bus shelters (monthly).
  - Repair and replacement of all broken, worn out or defective structural and decorative members, components and appurtenances associated with all bus shelters.
  - Removal of all graffiti as well as unapproved, defaced and/or worn-out posters, stickers et cetera at each bus shelter site.
  - Replacement of any area of all bus shelters that is defaced.
  - Necessary repairs to all shelters, including the replacement of glass, parts replacements, appurtenance replacements et cetera.
  - Incorporate weed trimming at each shelter and within a five (5) metre radius of each shelter on a weekly event basis so as to consistently meet the minimum maintenance standards of the Municipality.
  - Incorporate snow removal from within each shelter and within a five (5) metre radius of each shelter on a daily or snowfall event basis so as to consistently meet the minimum maintenance standards of the Municipality.
  - Incorporate the application of de-icing salts upon completion of snow removal effort to ensure ice-free

# Bus Shelter Maintenance - Equipment contractual increase

surfaces.

Council Priority:

Grow - Strategic investments to diversify, rationalize assets and level of services

Strategic Focus:

People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ -	\$ 117	\$ 56	\$ 57
<b>Total Expense</b>	-	117	56	57
<b>Net Base Impact</b>	\$ -	\$ 117	\$ 56	\$ 57
<b>Total Tax Impact</b>	\$ -	\$ 117	\$ 56	\$ 57

## Facilities

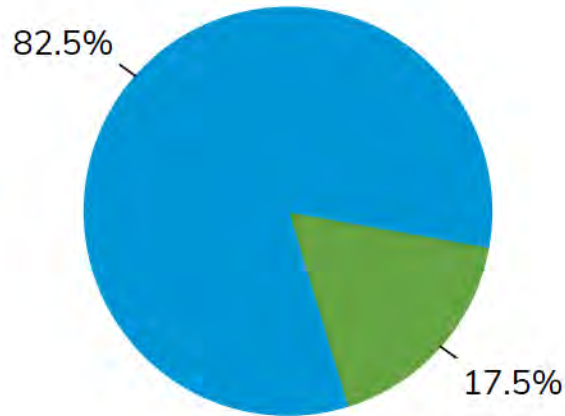
The Facilities division is responsible for the maintenance, renovations, new additions and new builds of municipal-owned facilities, ensuring all compliance requirements and occupants' needs are met and delivered in a timely manner. The division coordinates building related lifecycle and capital projects, provides day to day building maintenance for existing facilities, manages lease agreements with tenants, prepares and facilities long term contracts such as elevator safety monitoring, electrical safety inspections, HVAC maintenance, grass cutting, snow removal, and oversees legislated requirements such as the asbestos management program.

The Housing Assets section of the Facilities division provides maintenance / lifecycle planning, construction project management for municipal owned public housing and technical resources for not-for-profit housing providers, while ensuring public housing is available, safe and affordable. The section manages 753 units of which 44 are currently in development including day to day maintenance, contracted services, unit turnover process, lifecycle projects and major capital projects. The section acts as technical resource to assist with capital projects and perform operational reviews of buildings and properties for an additional 774 units owned by not-for-profit groups. The section also assists with development of new affordable social housing through the Municipality.



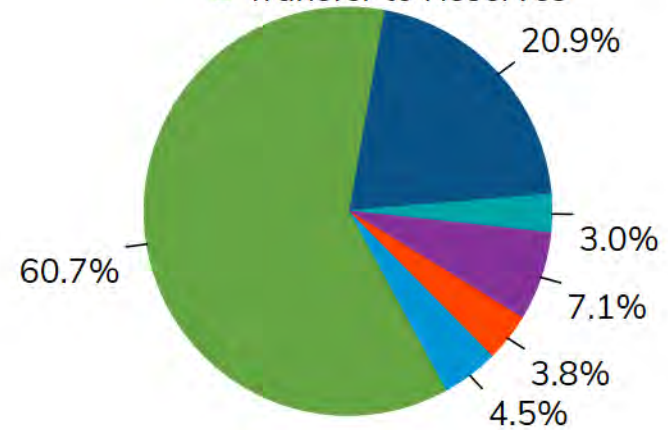
**Revenue  
2027**

- User Fees
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Other \*
- Contracted Services
- Material, Veh and Equip Related
- Infrastructure and Debt
- Transfer to Reserves





## Facilities

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Federal	\$ 431,432	\$ 250,089	\$ 250,089	\$ 103,876	\$ 61,818	\$ 30,319	\$ -
User Fees	1,992,408	1,676,948	1,597,764	1,587,968	1,592,391	1,592,391	1,592,391
Recoveries *	24,918	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,448,758</b>	<b>1,927,037</b>	<b>1,847,853</b>	<b>1,691,844</b>	<b>1,654,209</b>	<b>1,622,710</b>	<b>1,592,391</b>
<b>Expense</b>							
Employee Related	1,614,464	1,675,503	1,759,921	1,902,848	1,906,550	1,908,478	1,908,478
Building Related *	(891,812)	(450,035)	(401,614)	(208,749)	(165,994)	(50,405)	20,446
Contracted Services	877,631	843,277	587,736	602,416	629,680	643,103	643,223
Material, Veh and Equip Related	281,843	335,586	293,471	318,762	329,010	347,351	347,351
Operating Related *	65,637	59,492	54,098	56,497	59,297	60,996	60,996
Infrastructure and Debt	409,828	409,828	409,828	409,828	409,828	409,828	409,828
Social Assistance	487,853	326,533	340,156	189,756	116,714	79,288	37,777
Other Expenses *	717,276	(18,114)	(18,114)	(18,114)	(18,114)	(18,114)	(18,114)
Transfer to Reserves	5,165,950	5,502,038	5,470,585	5,471,114	5,536,221	5,536,232	5,536,244
Transfer from Reserves *	(36,182)	(19,992)	-	(9,450)	-	-	-
Service Level Agreements *	(21,785)	(21,205)	(16,537)	(16,537)	(16,537)	(16,537)	(16,537)
Internal Allocations *	(218,876)	220,584	152,550	152,550	155,860	155,860	155,860
<b>Total Expense</b>	<b>8,451,827</b>	<b>8,863,495</b>	<b>8,632,080</b>	<b>8,850,921</b>	<b>8,942,515</b>	<b>9,056,080</b>	<b>9,085,552</b>

## Facilities

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 6,003,069	\$ 6,936,458	\$ 6,784,227	\$ 7,159,077	\$ 7,288,306	\$ 7,433,370	\$ 7,493,161

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Project Manager, Facilities	-	-	-
Affordable Housing Building - 36 McGeorge St. Blenheim	4,423	4,423	-
<b>Total</b>	<b>4,423</b>	<b>4,423</b>	<b>-</b>

## Project Manager, Facilities

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Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Facilities

A full-time Project Manager, Facilities within the Parks, Fleet & Facilities division will work with architects and all other building professionals to manage Capital and Capital Asset Management Plan (AMP) projects as well as large and medium building renovation type projects for municipal facilities throughout Chatham-Kent.

The municipality operates 115 municipal buildings plus 22 social housing complexes and numerous recreation facilities, that provide a variety of services to the public that need repairs, annual maintenance, lifecycle improvements, and at times, new facilities are replaced to replace aging facilities or to meet the needs of new or growing services.

The Project Manager will oversee these major infrastructure projects along with managing external contractors with duties including but not limited to preparing designs, initiate construction, oversight of projects, and ensuring completed projects meet current legislative requirements. This position will also be responsible for initiatives related to the Facilities Asset Management Program via data collection, asset evaluation, database maintenance and strategy planning for all building assets.

The current department, consisting of a department's manager, 1 building maintenance supervisor and 1 project/compliance coordinator for the 115 Municipal buildings and 2 project managers for the 22 large Social Housing facilities. The Project Manager would complete current building renovations and ensure they meet building requirements and will lead initiatives for consolidating facilities and/or building consolidations, new builds and increasing demands due to the aging infrastructure.

With yearly requirements to complete projects comprising of medium/large lifecycle projects and large capital initiatives, some projects may be delayed due to the current capacity and/or increased expenses will be spent on external contractors to manage projects that need to be completed.

Link to Strategic Plan: The request for this position supports the Strategic Plan areas of:

- Deliver Excellent Service (2. a) by ensuring that infrastructure projects meet the needs of the community and legislated requirements
- Grow Our Community (1. a. and 3. a.) through building consolidations where applicable and initiatives identified in the Facilities Asset Management Program

## Project Manager, Facilities

Consequences/Risks of Not Proceeding: There would be a limitation on the amount of projects that would be handled internally by facility staff and possibly increase external costs for medium-large renovation projects and new construction/building consolidation projects.

Council Priority: Grow - Strategic investments to diversify, rationalize assets and level of services

Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 128,243	\$ -	\$ -	\$ -
Contracted Services	2,108	65	67	120
Operating Related	700	-	-	-
Transfer to Reserves	(131,051)	(65)	(67)	(120)
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Project Manager, Facilities

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 9,450	\$ -	\$ -	\$ -
Transfer from Reserves	(9,450)	-	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Project Manager, Facilities - Non Union Grade 9	January, 2024		0.50
	<b>Total FTE</b>			<b>0.50</b>

## Affordable Housing Building - 36 McGeorge St. Blenheim

Department: Infrastructure and Engineering Services  
Division: Parks, Fleet & Facilities  
Manager: Facilities

The need for affordable housing in Chatham-Kent has significantly increased in recent years. On January 1, 2023, Chatham-Kent Housing Services (CKHS) had a total 876 active households on its Rent Geared to Income (RGI) Centralized Waitlist. Of these, 28% (245) were families. On average, families on Chatham-Kent's centralized waitlist wait in excess of 5 years for an offer of a suitably sized unit. While Blenheim offers employment, public transport, school, childcare and health infrastructure, there are currently no Community Housing units to house families who wish to live and work in the community. On December 20, 2021, Council authorized CKHS to issue an RFP for an affordable municipally owned family unit development at 82 Talbot Road East Blenheim. This vacant land infill build will be funded through a combination of planned Canada-Ontario Community Housing Initiative (\$544,512), Ontario Priorities Housing Initiative (\$417,900) Year 4 funding, Canada Mortgage and Housing Corporation Co-Investment funding (\$849,999) and municipal reserves. 36 McGeorge Street is a 17-unit apartment building that will be placed on a land parcel severed from 82 Talbot Street East in Blenheim. This building will contain 3-bedroom and 4-bedroom units intended to house low to mid income families in Blenheim. This building is scheduled to be occupied in the winter of 2025. Since Chatham-Kent will own this building, it will be operated as Community Housing and tenant rents will be subsidized or affordable for perpetuity. A financial feasibility assessment confirms that the project's operations are self-sustaining from rental revenues even though they will be set at 80% of Chatham-Kent's average market rents.

Link to Strategic Plan: This change request is directly linked to Priority: Grow our Community point 1.C "Reduce barriers for affordability and supply" and Priority: Promote Community Safety & Well-Being point 2 "Provide supports for vulnerable community members & emergency preparedness". This new affordable housing building links with these strategic focus' by ensuring there is a variety of affordable housing options to help meet the community's needs.

# Affordable Housing Building - 36 McGeorge St. Blenheim

Consequences/Risks of Not Proceeding: The unprecedented increase in resale home price and market rents have caused increased demand for rental housing units further down the housing continuum. As such, average market rents increased to \$1,441 for family sized units during 2022. Given affordable housing costs less than 30% of a household's gross monthly income, the average household would need an income of \$57,000 per annum to meet affordability for rent alone. Given there are no Community Housing options in Blenheim, without proceeding, Chatham-Kent risks having no attainable housing for low to middle income Blenheim families.

Council Priority: Grow - Reduce barriers for affordability and attainability of housing supply  
Strategic Focus: Health

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ -	\$ 4,423	\$ -	\$ -
<b>Total Revenue</b>	-	4,423	-	-
<b>Expense</b>				
Building Related	-	(80,281)	-	-
Contracted Services	-	13,843	-	-
Material, Veh and Equip Related	-	1,357	-	-
Operating Related	-	1,101	-	-
Transfer to Reserves	-	65,093	-	-

# Affordable Housing Building - 36 McGeorge St. Blenheim

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Internal Allocations	-	3,310	-	-
<b>Total Expense</b>	-	4,423	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -



## Fleet Services

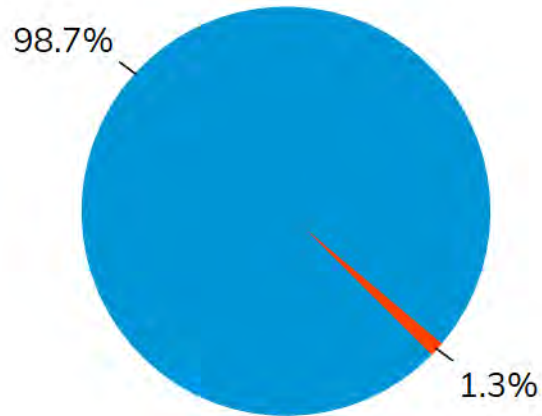
Fleet Services is responsible for the procurement and management of municipal vehicles (i.e., fire trucks, police vehicles, public works vehicles, engineering vehicles, etc.) and fuel sites including forecasting lifecycle costing and maintenance for all municipal vehicles.

Fleet Services is also responsible for training and compliance of equipment operations and monitoring the fleet Automated Vehicles Locator (AVL) Systems.



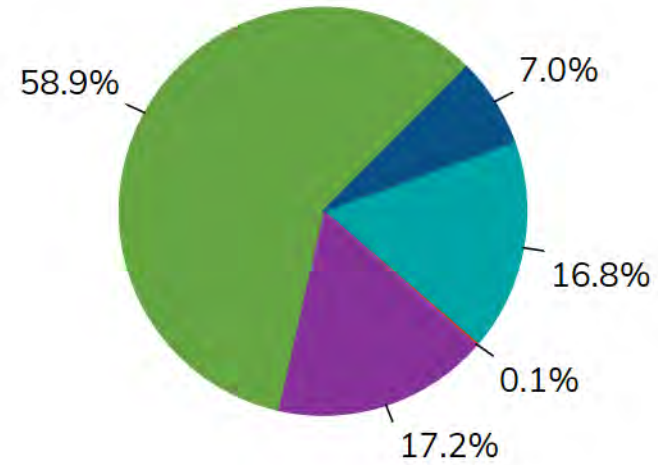
**Revenue**  
**2027**

- Miscellaneous Revenue
- Total Tax Funded



**Expense**  
**2027**

- Employee Related
- Other \*
- Operating Related
- Transfer to Reserves
- Internal Allocations



# Fleet Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Miscellaneous Revenue	\$ -	\$ 10,000	\$ 900	\$ 10,900	\$ 10,900	\$ 10,900	\$ 10,900
Recoveries *	4,468	3,993	-	-	-	-	-
Sale of Items *	7,820	2,706	-	-	-	-	-
<b>Total Revenue</b>	<b>12,288</b>	<b>16,699</b>	<b>900</b>	<b>10,900</b>	<b>10,900</b>	<b>10,900</b>	<b>10,900</b>
<b>Expense</b>							
Employee Related	2,201,025	1,452,874	1,569,115	1,679,249	1,692,881	1,693,037	1,693,196
Contracted Services	9,492	11,707	11,700	11,700	11,700	11,700	11,700
Material, Veh and Equip Related *	(3,430,490)	(2,878,734)	(9,440,900)	(9,449,714)	(9,364,041)	(9,290,205)	(9,228,472)
Operating Related	1,807,557	1,807,894	1,523,530	1,593,575	1,642,654	1,684,911	1,728,056
Other Expenses *	65,083	-	-	-	-	-	-
Transfer to Reserves	5,454,441	6,050,740	5,810,004	5,920,004	5,920,004	5,920,004	5,920,004
Transfer from Reserves *	(6,640,068)	(7,398,337)	-	-	-	-	-
Internal Allocations	550,766	640,677	700,677	700,677	700,677	700,677	700,677
<b>Total Expense</b>	<b>17,806</b>	<b>(313,179)</b>	<b>174,126</b>	<b>455,491</b>	<b>603,875</b>	<b>720,124</b>	<b>825,161</b>
<b>Total Tax Funded</b>	<b>\$ 5,518</b>	<b>\$ (329,878)</b>	<b>\$ 173,226</b>	<b>\$ 444,591</b>	<b>\$ 592,975</b>	<b>\$ 709,224</b>	<b>\$ 814,261</b>

# Fleet Services

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
New Auto Service Technician Position	-	-	-
Radio Airtime (Data) Increase	6,954	-	6,954
Total	6,954	-	6,954

## New Auto Service Technician Position

---

Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Fleet Services

The employee is responsible for performing maintenance work at the Fleet Garage and perform mobile service.

The Municipality is currently growing and is expected to continue growth into the future. An additional Auto Service Technician will allow Fleet Services to keep up the current service level during the current growth.

Auto Service Technicians have been in short supply within the automotive industry and this will ensure Fleet Services has adequate staffing during staff turnover to maintain the current service level. This initiative will save approximately \$100,000 of external contractor expenses by bringing work internally. The savings would be transferred to pay for the new Auto Service Technician resulting in a zero percent tax impact. Moreover, this will reduce vehicle and equipment downtime for maintenance.

Link to Strategic Plan: Economic Prosperity.

Consequences/Risks of Not Proceeding: There is a possibility of a lack of Auto Service Technicians as there is a low supply of individuals with this certification. The outsourcing of work will stay the same or increase based on future Auto Service Technician recruitment and growth of the Municipality Fleet.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: Econ/Jobs



## Radio Airtime (Data) Increase

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Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Fleet Services

A portion of Municipal vehicles utilize a system called Automated Vehicle Locating (AVL) System that results in an expense for data usage and data creation to track vehicle locations and retrieve usage reports to determine the wear and tear on vehicles. This system also is utilized for the winter control snowplow tracker.

There is a current demand to increase the amount of vehicles utilizing this system including requests for the entire Public Utilities Commission fleet.

There has been an increase number of municipal vehicles that are now utilizing the AVL systems and this is expected to continue from additional requests from departments and future due to growth of Chatham-Kent.

By 2027 AVL will be getting utilized by additional 21 Municipal Fleet Vehicles and 35 PUC vehicles at a current cost of \$25/month for each vehicle.

Link to Strategic Plan:	The Automated Vehicle Location Systems is used to maintain our fleet assets and assist with better fleet management.
Consequences/Risks of Not Proceeding:	Not having AVL on vehicles would lead to inefficiencies as fleet will not be able to generate reports pertaining to milage, fuel consumption and maintenance schedules resulting in difficulty optimizing operations.
Council Priority:	Service - Foster a culture of continuous improvement
Strategic Focus:	Econ/Jobs

## Radio Airtime (Data) Increase

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 1,552	\$ 1,625	\$ 1,688	\$ 2,089
<b>Total Expense</b>	1,552	1,625	1,688	2,089
<b>Net Base Impact</b>	\$ 1,552	\$ 1,625	\$ 1,688	\$ 2,089

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 1,552	\$ 1,625	\$ 1,688	\$ 2,089



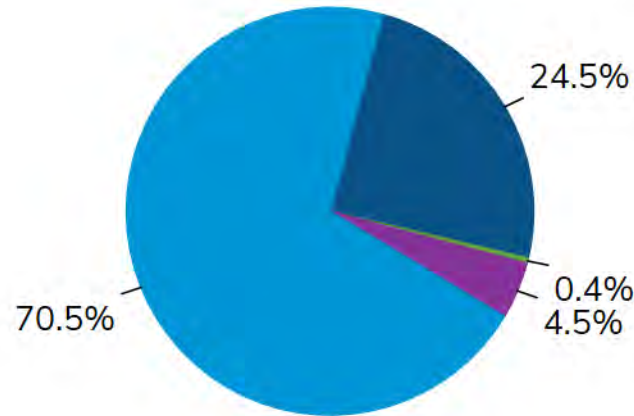
## Parks, Recreation & Cemeteries

The Parks, Recreation & Cemeteries division provides overall management and planning direction for parks, recreation and cemetery assets. The division is responsible for the maintenance and operation of arenas, community centres, beaches, docks, boat launches, waterfront areas, cemeteries, parks, playgrounds, shelters, pools, splash pads, sports fields and woodlots. Day-to-day services include maintenance, inspections, renewal and replacement projects, beautification and customer service. The division is also responsible for the sale of cemetery plots, burial services, facility rentals and the allocation of ice time and sports fields for user groups.



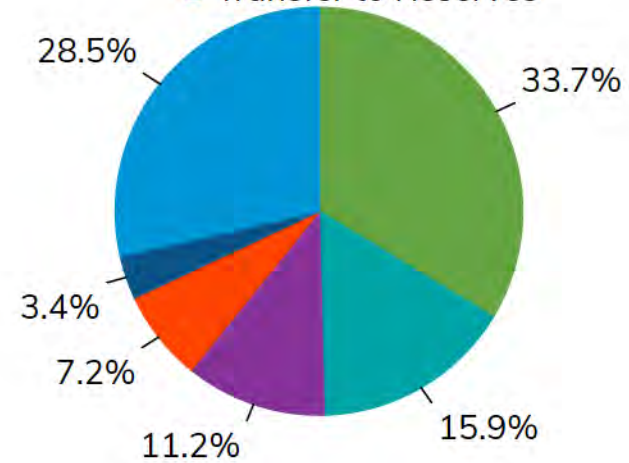
**Revenue  
2027**

- User Fees
- Other \*
- Sale of Items
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Building Related
- Contracted Services
- Material, Veh and Equip Related
- Operating Related
- Transfer to Reserves



## Parks, Recreation & Cemeteries

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Federal *	\$ -	\$ 675,000	\$ -	\$ -	\$ -	\$ -	\$ -
User Fees	3,110,195	3,565,295	3,932,652	3,967,957	3,834,003	3,697,816	3,561,918
Miscellaneous Revenue	265,314	98,405	53,324	53,324	53,324	53,324	53,324
Recoveries *	-	-	9,593	9,593	9,593	9,593	9,593
Sale of Items	597,851	710,705	587,948	638,260	643,886	648,729	653,675
<b>Total Revenue</b>	<b>3,973,360</b>	<b>5,049,405</b>	<b>4,583,517</b>	<b>4,669,134</b>	<b>4,540,806</b>	<b>4,409,462</b>	<b>4,278,510</b>
<b>Expense</b>							
Employee Related	4,524,337	4,779,596	4,786,779	4,909,588	4,922,767	4,926,629	4,926,629
Building Related	1,615,586	1,919,986	2,297,233	2,311,168	2,317,465	2,322,883	2,328,420
Contracted Services	1,408,033	1,353,288	1,077,394	1,349,318	1,439,753	1,538,939	1,638,257
Material, Veh and Equip Related	1,047,448	1,022,876	1,005,955	1,052,603	1,050,985	1,053,897	1,056,872
Operating Related	355,248	417,003	401,642	453,897	460,202	481,327	502,475
Other Expenses *	157,424	605,503	(75,320)	(75,320)	(75,320)	(75,320)	(75,320)
Transfer to Reserves	3,583,645	4,072,671	4,126,583	4,169,871	4,170,916	4,171,815	4,172,733
Transfer from Reserve Funds *	(100,800)	-	-	-	-	-	-
Transfer from Reserves *	(336,698)	(20,000)	(28,375)	(50,000)	(20,000)	(20,000)	(20,000)
Service Level Agreements *	-	27,960	27,960	27,960	27,960	27,960	27,960
Internal Allocations *	86,920	23,577	(40,880)	(40,880)	(40,880)	(40,880)	(40,880)

## Parks, Recreation & Cemeteries

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	12,341,143	14,202,460	13,578,971	14,108,205	14,253,848	14,387,250	14,517,146
<b>Total Tax Funded</b>	\$ 8,367,783	\$ 9,153,055	\$ 8,995,454	\$ 9,439,071	\$ 9,713,042	\$ 9,977,788	\$ 10,238,636

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Seasonal Facility Operator with Vehicle to Maintain Trails	40,069	40,069	-
Bear Line Park Lot Maintenance and Operating Expenses	88,795	-	88,795
Intercounty Baseball League (IBL) Operating and Lifecycle	67,963	9,000	58,963
Increased Costs for Garbage Collection for Chatham Parks	47,071	-	47,071
Management of Invasive Species - Erieau	11,000	-	11,000
Erieau Beach Buoy System	14,134	-	14,134
Volume Adjustment - Decline in Arena Usage	-	(450,000)	450,000
Chatham-Kent Native Plant & Tree Nursery	-	-	-
<b>Total</b>	<b>269,032</b>	<b>(400,931)</b>	<b>669,963</b>

## Seasonal Facility Operator with Vehicle to Maintain Trails

Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Parks, Recreation & Cemeteries

The Municipality of Chatham-Kent maintains over 226 km of recreational trails and pathways ranging in length from 100 m to 32 km. The trails have been constructed with a variety of surfaces to appeal to walkers, runners and cyclists.

In late 2021 municipal staff started a count initiative on trails. With the ability to have 5 long-term count studies underway and to have as many as 8 rotating short-term count studies running simultaneously, it has allowed staff to capture data sets from these count sites.

Data from the counters from October 2020-April 2022:

- 503,034 trail walks/cycling trips took place throughout CK at the 22 test sites
- 15,575 cycling trips crossed paths with a count site

A significant increase in the use of trails since 2020 has resulted in the need for a seasonal employee to perform regular maintenance and to groom trails to ensure an acceptable level of quality is maintained in our trails.

Link to Strategic Plan:	Offering well maintained trails and pathways allows residents to explore recreational opportunities including walking, running and cycling throughout Chatham-Kent.
Consequences/Risks of Not Proceeding:	Maintaining the level of quality and sanitary conditions on trails will be difficult to do without adequate staffing and equipment. The benefits of an active lifestyle may be impacted if the public's use of trails declines as a result of the inability to maintain trail areas.
Council Priority:	Community - Explore new and enhance existing recreational opportunities
Strategic Focus:	Health

# Seasonal Facility Operator with Vehicle to Maintain Trails

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Taxation Revenue	\$ 40,069	\$ -	\$ -	\$ -
<b>Total Revenue</b>	40,069	-	-	-
<b>Expense</b>				
Employee Related	33,003	-	-	-
Material, Veh and Equip Related	7,066	-	-	-
<b>Total Expense</b>	40,069	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

# Seasonal Facility Operator with Vehicle to Maintain Trails

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Seasonal Facility Operator CUPE 12.1	January, 2024		0.50
	<b>Total FTE</b>			<b>0.50</b>

## Bear Line Park Lot Maintenance and Operating Expenses

Department: Infrastructure and Engineering Services  
Division: Parks, Fleet & Facilities  
Manager: Parks, Recreation & Cemeteries

On May 29th, 2023, Council approved administration's recommendation that an agreement be executed to allow for the donation of property from St. Clair College, located off Bear Line in Chatham. The St. Clair College of Applied Arts and Technology has agreed to transfer approximately 19.5 acres of land to the Municipality. It's the intent of the donation that the land be developed into a regional park.

These expenses relate to the new land acquisition and include garbage pickup and disposal, grass cutting, signage and snow removal.

For further information, please view [the attached documents](#).

Link to Strategic Plan: Development of the regional park for recreational purposes will give residents of all ages the opportunity to participate in various types of physical activity. This initiative supports the strategic plan to explore new and enhance existing recreational opportunities.

Consequences/Risks of Not Proceeding: The new land under municipal ownership will not be maintained. If the development of the park does not proceed within 3 years of the transfer of the land, or if the donated land is not being actively used for recreational purposes, the land would be returned to St. Clair College.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: Health



## Bear Line Park Lot Maintenance and Operating Expenses

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Building Related	\$ 10,900	\$ -	\$ -	\$ -
Contracted Services	66,884	1,538	2,841	2,632
Material, Veh and Equip Related	4,000	-	-	-
<b>Total Expense</b>	<b>81,784</b>	<b>1,538</b>	<b>2,841</b>	<b>2,632</b>
<b>Net Base Impact</b>	<b>\$ 81,784</b>	<b>\$ 1,538</b>	<b>\$ 2,841</b>	<b>\$ 2,632</b>

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ 10,000	\$ -	\$ -	\$ -
Material, Veh and Equip Related	5,000	-	-	-

## Bear Line Park Lot Maintenance and Operating Expenses

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Transfer from Reserves	(15,000)	-	-	-
<b>Net One-Time Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<b>\$ 81,784</b>	<b>\$ 1,538</b>	<b>\$ 2,841</b>	<b>\$ 2,632</b>

# Intercounty Baseball League (IBL) Operating and Lifecycle

Department: Infrastructure and Engineering Services  
Division: Parks, Fleet & Facilities  
Manager: Parks, Recreation & Cemeteries

On June 20, 2022, Council authorized negotiations of a multi-year agreement with an Intercounty Baseball League team to play out of Fergie Jenkins Field in Chatham. On November 21, 2022, the five-year agreement was approved by Council.

This request is for funding of net operating and lifecycle costs related to the IBL team utilizing facilities as approved by Council on November 21, 2022. Lifecycle costs have been adjusted to reflect actual life expectancy of the capital items.

For further information, please view [the attached documents](#).

Link to Strategic Plan: The competitive level of play that the Intercounty Baseball League will allow residents to explore new recreational opportunities. Benefits of the Intercounty Baseball League team may include:

- Create a sense of identity for the community by giving the residents a team to support
- Allow for more social activities when attending the games and events
- Creates a positive influence on young sports players and youth in the community
- Positive economic impact with teams and fans coming to Chatham-Kent

Consequences/Risks of Not Proceeding: There would be no additional funds to service the additional services required for the IBL team resulting in a lower service level for other areas to recover the costs.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: Health



# Intercounty Baseball League (IBL) Operating and Lifecycle

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Seasonal Facility Operator CUPE 12.1	January, 2024		0.50
	<b>Total FTE</b>			<b>0.50</b>

## Increased Costs for Garbage Collection for Chatham Parks

Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Parks, Recreation & Cemeteries

Since the start of the COVID-19 pandemic, Chatham area parks and trails have seen a significant increase in usage. This low-cost physical activity has a positive influence on mental health but there has been no adjustment to base operating funding in relation to this change in demand of parks.

Two of the main attractions within the Chatham area is the Mitchell's Bay area and Kingston Park. Both areas have seen a significant increase in usage as they provide a low-cost family friendly option for outdoor activities.

Currently, there are a total of 56 inground garbage containers and over 150 garbage barrels located throughout our Chatham district parks system. Each inground unit holds approximately 6 cubic yards of garbage and containers are pulled based on historical use of the park. Some parks are pulled once per week due to demand and use while others are based on as needed.

In 2019, there were 269 inground lifts to remove garbage compared to 487 in 2022. There was supplementary funding in the 2022 budget to address the 80% increase in lifts.

Additionally, in areas where garbage pails are used, there has been increased carbon tax recovery and fuel surcharges under the municipal contract.

Link to Strategic Plan: Ensuring adequate management of garbage in park areas will allow residents to enjoy existing recreational opportunities in a clean environment.

Consequences/Risks of Not Proceeding: There would be excessive garbage in park areas as there would be less frequent pickups. It would be difficult to maintain sanitary conditions.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: Health



## Management of Invasive Species - Erieau

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Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Parks, Recreation & Cemeteries

Laverne Kelly Memorial Park and Erieau Beach is home to several invasive species whose presence impacts native vegetation. As recommended in the Erieau Beach Management Plan (2017) an expert vendor will be hired to provide annual services to manage these invasive species and protect the local habitat. Services include:

- Identification of native vegetation and invasive species
- Hand removal of invasive species while respecting the sensitive habitat of native species
- Herbicide application by a licenced practitioner under appropriate conditions
- Replanting of native species

Link to Strategic Plan: Erieau Beach has been identified in the Erieau Beach Management Plan as home to several Species at Risk (SAR). Invasive species are primarily not native to the area and can grow and spread rapidly. Management of these invasive species will aid in preserving the natural heritage of the area.

Consequences/Risks of Not Proceeding: Inability to properly manage invasive species risks harm to the local vegetation and the habitat for other species at risk. Parks and recreation staff will be unable to properly contain this invasive species at Laverne Kelly Memorial Park.

Council Priority: Environmental - Preserve natural heritage

Strategic Focus: Enviro





## Erieau Beach Buoy System

Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Parks, Recreation & Cemeteries

As directed by Council on May 29, 2023, administration has investigated the purchase of a buoy system for the purpose of separating watercraft from swimmers at Erieau Beach.

Ongoing operating costs include the procurement of barge services for seasonal deployment of the system as well as in-season adjustments as required. Costs also include regular inspections, maintenance, and lifecycle allotment. FTE impact is due to having a minimum of two staff members seasonally deploy the buoys and provide regular inspections and maintenance.

For further information, please view [the attached documents](#).

Link to Strategic Plan: The buoy system provides a visual deterrent to separate watercraft from swimmers, potentially resulting in a safer and enhanced recreational opportunity for swimmers.  
 Consequences/Risks of Not Proceeding: A buoy system will not be acquired or deployed at Erieau Beach.  
 Council Priority: Community - Explore new and enhance existing recreational opportunities  
 Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 12,634	\$ -	\$ -	\$ -

## Erieau Beach Buoy System

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Transfer to Reserves	1,500	-	-	-
<b>Total Expense</b>	14,134	-	-	-
<b>Net Base Impact</b>	\$ 14,134	\$ -	\$ -	\$ -

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Operating Related	\$ 15,000	\$ -	\$ -	\$ -
Transfer from Reserves	(15,000)	-	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

# Erieau Beach Buoy System

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 14,134	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Facility Operator Non-union Part Time Grade 4	January, 2024		0.26
	<b>Total FTE</b>			<b>0.26</b>

## Volume Adjustment - Decline in Arena Usage

Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Parks, Recreation & Cemeteries

In January , 2019 Council was informed of a steady decline in usage of Chatham-Kent arenas. A trial period for a reduction in rates did not result in an overall increase in usage. A \$450,000 reduction in base revenue expectations is requested to be phased in over three years between 2025 – 2027 in order to align with current revenue generating expectations.

For further information, please view [the attached documents](#).

Link to Strategic Plan: This volume adjustment will maintain the financial sustainability of operations delivered at municipal arenas.

Consequences/Risks of Not Proceeding: This volume adjustment is a result of a long-term decline in arena rentals outlined to Council in a January 21, 2019 report. Administration will not be able to meet current revenue targets across all Chatham-Kent arenas if this volume adjustment is not approved.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: Health

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ -	\$ (150,000)	\$ (150,000)	\$ (150,000)

## Volume Adjustment - Decline in Arena Usage

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Revenue</b>	-	(150,000)	(150,000)	(150,000)
<b>Expense</b>				
<b>Net Base Impact</b>	\$ -	\$ 150,000	\$ 150,000	\$ 150,000
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 150,000	\$ 150,000	\$ 150,000

# Chatham-Kent Native Plant & Tree Nursery

Department: Infrastructure and Engineering Services  
Division: Parks, Fleet & Facilities  
Manager: Parks, Recreation & Cemeteries

A municipally operated outdoor native plant and tree nursery to provide seed-sourced plant stock for municipal planting programs. In a 40'x40' fenced space, we will grow 1,000 trees/shrubs and 5,000 native perennial plants. Following each growing season, first year trees will be re-potted and grown out for future street tree planting.

The majority of the establishment costs are for hard goods such as fencing, landscape fabric, pots, and plywood. Operational costs include potting soil, soil amendments (fertilizer, mulch), and seeds for plants we can't find sources to collect from locally.

Council has given administration direction to increase overall tree coverage, increase the number of streets, improve the naturalization of trails, and increase trees in parks. This project would assist in addressing these motions by Council.

This request is for each year from 2024 through 2027 and will allow for the establishment of two new nursery sites per year.

Link to Strategic Plan: Establishment of tree nursery locations for the planting of native trees and shrubs will allow for naturalization of recreational and street areas. This initiative will aid in the preservation of natural heritage.

Consequences/Risks of Not Proceeding: There would be a low number of projects related to trees and shrubs that could be complete related to Council motions such as overall tree coverage, street trees, naturalization of trails, increased trees in parks, and other initiatives.

The risks of not proceeding include:

- Loss of biodiversity: native plants and trees play a crucial role in supporting local ecosystems and promoting biodiversity
- Loss of aesthetic and recreational value: native plants and trees can enhance the visual appeal of streets, trails, and parks
- Increased costs: higher material costs for street tree planting and naturalization of trails as this would need to be acquired by the private sector

Council Priority: Environmental - Preserve natural heritage  
Strategic Focus: Enviro

# Chatham-Kent Native Plant & Tree Nursery

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 3,862	\$ -	\$ 3,862	\$ -
Operating Related	30,000	20,000	20,000	20,000
Other Expenses	-	-	-	(12,075)
Transfer to Reserves	(33,862)	(20,000)	(23,862)	(7,925)
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Operating Related	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Transfer from Reserves	(20,000)	(20,000)	(20,000)	(20,000)



# Chatham-Kent Native Plant & Tree Nursery

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Net One-Time Impact	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ -	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Parks Maintenance Student, Grade 1	January, 2024		0.11
Base	Parks Maintenance Student, Grade 1,	January, 2026		0.11
	<b>Total FTE</b>			<b>0.22</b>

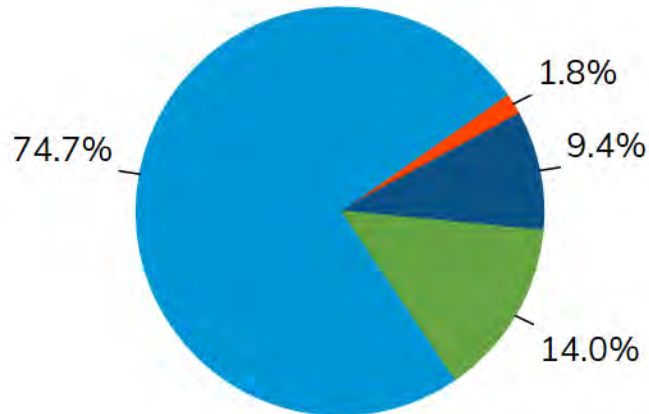
## Public Works

The Public Works division is responsible for maintenance activities on rights-of-way. The right of way includes the road as well as roadside ditches, sidewalks and underground storm sewers. Maintenance activities include winter control, street sweeping, pothole patching, utility cut repairs, curb and sidewalk concrete repairs, road grading and dust suppressant. The Chatham-Kent Municipal Airport also operates under the Public Works division.



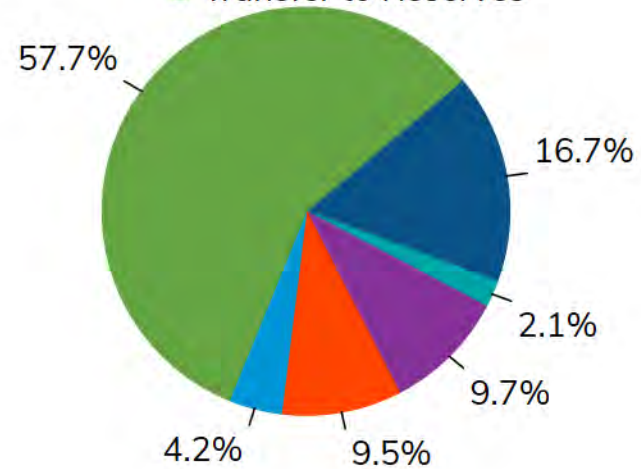
**Revenue  
2027**

- Other \*
- Grants - Federal
- Grants - Provincial
- Total Tax Funded



**Expense  
2027**

- Employee Related
- Other \*
- Contracted Services
- Material, Veh and Equip Related
- Operating Related
- Transfer to Reserves



## Public Works

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Taxation Revenue	\$ 554,567	\$ 554,567	\$ 554,567	\$ 554,567	\$ 554,567	\$ 554,567	\$ 554,567
Grants - Federal	-	6,727,826	6,727,826	6,727,826	6,727,826	6,727,826	6,727,826
Grants - Provincial	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
User Fees *	182,608	244,616	269,149	269,149	269,149	269,149	269,149
Fines and Penalties *	37,685	43,370	33,405	33,405	33,405	33,405	33,405
Licenses, Permits and Fees *	33,272	24,133	83,417	83,417	83,417	83,417	83,417
Miscellaneous Revenue *	366	-	-	-	-	-	-
Recoveries *	290,292	247,538	330,082	330,082	330,082	330,082	330,082
Sale of Items *	25,859	18,025	18,900	18,900	18,900	18,900	18,900
<b>Total Revenue</b>	<b>11,124,649</b>	<b>17,860,075</b>	<b>18,017,346</b>	<b>18,017,346</b>	<b>18,017,346</b>	<b>18,017,346</b>	<b>18,017,346</b>
<b>Expense</b>							
Employee Related	10,093,616	10,262,682	12,171,171	12,259,315	12,291,570	12,293,505	12,295,481
Building Related	1,133,732	1,309,316	1,465,029	1,465,029	1,465,029	1,465,029	1,465,029
Contracted Services	18,451,531	13,638,385	7,883,290	6,084,658	6,445,248	6,798,563	7,153,325
Material, Veh and Equip Related	6,767,162	7,767,490	7,535,409	7,004,115	7,004,115	7,004,115	7,004,115
Operating Related	2,994,974	3,318,461	2,650,484	2,865,443	2,975,782	3,078,458	3,098,817
Other Expenses *	31,034	12,600	12,600	12,600	12,600	12,600	12,600
Transfer to Reserves	33,860,336	42,454,515	42,454,515	42,504,516	42,504,516	42,504,516	42,504,516

## Public Works

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Transfer to Reserve Funds *	8,450	8,450	8,450	8,450	8,450	8,450	8,450
Transfer from Reserve Funds *	(900)	-	(9,300)	(9,300)	(9,300)	(9,300)	(9,300)
Transfer from Reserves *	(5,911,510)	(5,083,581)	(2,879,378)	-	-	-	-
Service Level Agreements *	(126,657)	(1,017,463)	(2,359,373)	(2,359,373)	(2,359,373)	(2,359,373)	(2,359,373)
Internal Allocations *	95,635	74,971	95,355	95,355	95,355	95,355	95,355
<b>Total Expense</b>	<b>67,397,403</b>	<b>72,745,826</b>	<b>69,028,252</b>	<b>69,930,808</b>	<b>70,433,992</b>	<b>70,891,918</b>	<b>71,269,015</b>
<b>Total Tax Funded</b>	<b>\$ 56,272,754</b>	<b>\$ 54,885,751</b>	<b>\$ 51,010,906</b>	<b>\$ 51,913,462</b>	<b>\$ 52,416,646</b>	<b>\$ 52,874,572</b>	<b>\$ 53,251,669</b>

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Tree Planting Program (Public Works)	53,321	-	53,321
Salt Materials 4 Year Phase-In Base Budget Increase (Year 4)	62,500	-	62,500
<b>Total</b>	<b>115,821</b>	<b>-</b>	<b>115,821</b>

## Tree Planting Program (Public Works)

Department: Infrastructure and Engineering Services  
 Division: Public Works  
 Manager: Public Works

The Municipality is committed to planting trees for the enhancement of our urban forest. Public Works is taking a proactive approach to the identification of tree planting opportunities on a municipally wide basis.

Under the Tree Planting Program, Public Works will work with community members to identify appropriate locations for replacement of municipal trees that have been removed due to damage, disease or other safety issues. Every year, municipal trees that have been removed will be identified and scheduled for replacement in areas currently without tree cover, generally within two years. Anticipated cost is \$50k per year.

Link to Strategic Plan: 4 (c) - Fund a permanent municipal street tree replacement and enhancement program.  
 Consequences/Risks of Not Proceeding: If this funding is not implemented, Public Works will not be able to purchase the materials associated with the tree planting program.  
 Council Priority: Environmental - Preserve natural heritage  
 Strategic Focus: Enviro

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Operating Related	\$ 50,000	\$ 1,150	\$ 1,074	\$ 1,097

## Tree Planting Program (Public Works)

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	50,000	1,150	1,074	1,097
<b>Net Base Impact</b>	\$ 50,000	\$ 1,150	\$ 1,074	\$ 1,097

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 50,000	\$ 1,150	\$ 1,074	\$ 1,097

## Salt Materials 4 Year Phase-In Base Budget Increase (Year 4)

Department: Infrastructure and Engineering Services  
Division: Public Works  
Manager: Public Works

This request is year 4 of 4 of an extended phase-in approach approved in 2021 as a result of Council's decision during the 2013 budget process to cut \$500,000 from the winter control budget. Council originally approved \$125,000 per year for 4 years for a total of \$500,000 by 2022, and in 2021 reduced the annual amount to \$62,500 extending the phase in to the 2024 budget.

The winter control budget has been historically underfunded in relation to Ontario Minimum Maintenance Standards.

Link to Strategic Plan: 5 (a) - Optimize 4-year budgets and business planning.

Consequences/Risks of Not Proceeding: Ontario's Municipal Act, Reg. 239/02: Minimum Maintenance Standards for Municipal Highways (MMS) sets out minimum standards for road, highway and sidewalk maintenance for all municipalities. If MMS are not met, the municipality may be held liable for injuries or damages resulting from accidents due to unsafe road conditions. If this budget line is not increased, Public Works will have to variance costs through another base budget area, which will potentially impact service levels for the variances area.

Council Priority: Service - Maintain financial sustainability

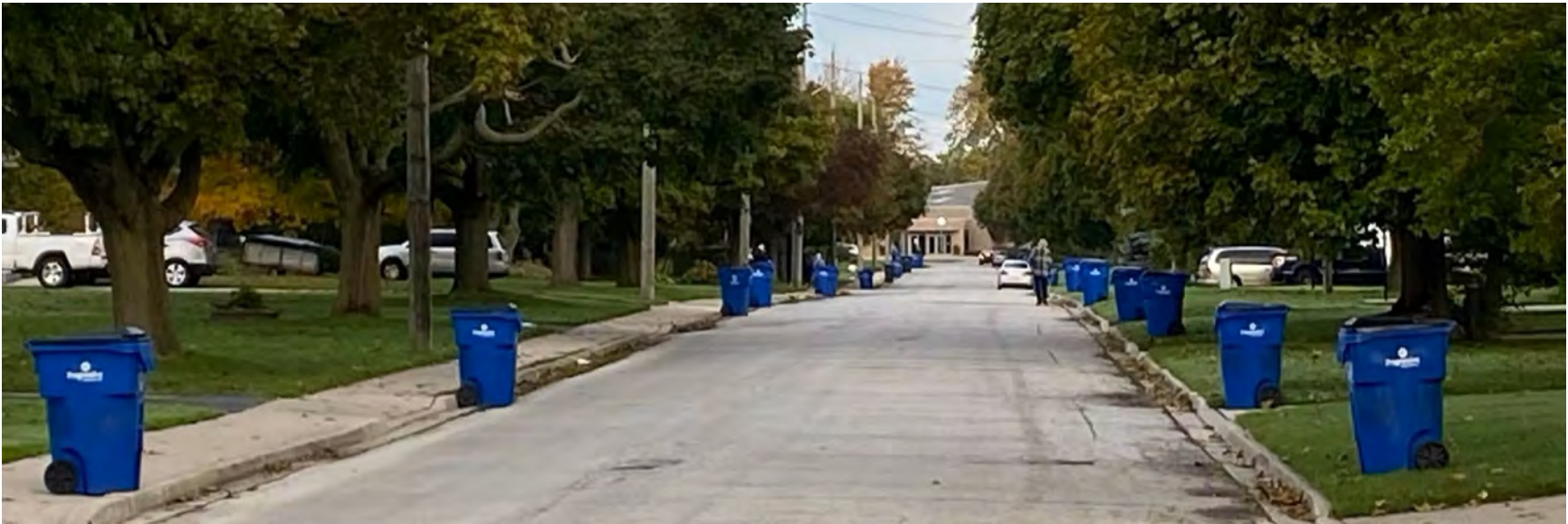
Strategic Focus: Health





## Waste Management

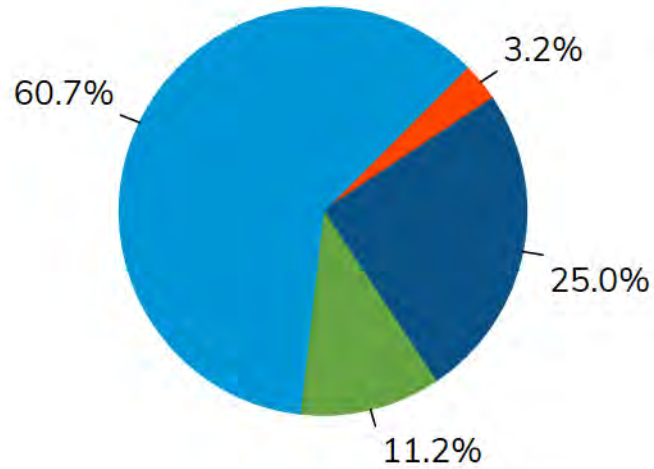
The Waste Management division provides weekly curbside garbage and bi-weekly recycling collection in 20 communities for approximately 40,000 households, operation of 8 transfer stations for approximately 8,000 households, and operation of 9 leaf and yard depots throughout Chatham-Kent. The division also provides free waste diversion options for scrap metal, refrigerant units, white goods, used tires, electronic waste, used oil/antifreeze, empty oil jugs/pails, oil filters, empty propane cylinders, batteries, and leaf and yard waste to residents of Chatham-Kent. The division manages the active landfill agreements and provides long-term oversight of closed waste disposal sites.



# Waste Management

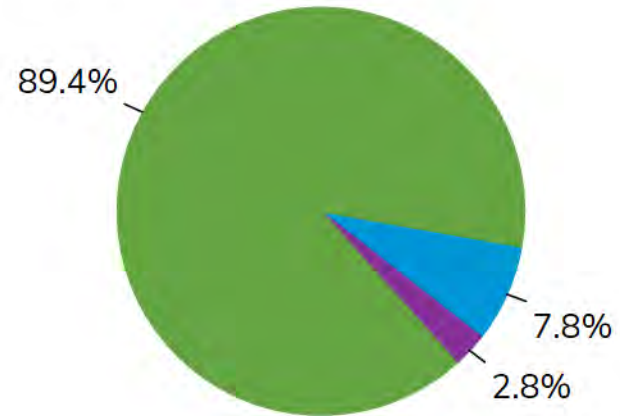
### Revenue 2027

- Other \*
- User Fees
- Recoveries
- Total Tax Funded



### Expense 2027

- Employee Related
- Other \*
- Contracted Services



# Waste Management

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Taxation Revenue	\$ 273,754	\$ 273,754	\$ 273,754	\$ 170,946	\$ 170,946	\$ 170,946	\$ 170,946
Grants - Federal	628,125	466,839	466,839	132,547	-	-	-
Grants - Provincial	45,512	-	-	125,058	127,733	130,232	132,783
User Fees	2,699,931	2,436,680	2,515,167	2,796,406	2,851,362	2,852,473	2,853,713
Miscellaneous Revenue	121,413	92,317	55,749	55,749	55,749	55,749	55,749
Recoveries	1,872,242	1,495,987	1,771,775	1,273,945	1,273,945	1,273,945	1,273,945
Sale of Items *	1,062	5,463	1,000	2,000	2,000	2,000	2,000
<b>Total Revenue</b>	<b>5,642,039</b>	<b>4,771,040</b>	<b>5,084,284</b>	<b>4,556,651</b>	<b>4,481,735</b>	<b>4,485,345</b>	<b>4,489,136</b>
<b>Expense</b>							
Employee Related	756,877	747,928	1,086,776	786,118	891,240	897,909	897,909
Building Related *	52,827	28,988	33,883	33,883	33,883	33,883	33,883
Contracted Services	6,680,366	6,490,379	6,696,903	7,796,570	7,960,215	10,132,391	10,281,227
Material, Veh and Equip Related	425,151	288,332	165,116	226,691	695,791	495,791	145,791
Operating Related	31,841	22,047	64,970	98,430	98,430	98,430	98,430
Transfer to Reserves *	483,379	13,968	38,956	40,014	40,042	40,064	40,088
Transfer to Reserve Funds *	2,327,463	2,027,182	-	-	-	-	-
Transfer from Reserves *	(457,821)	(229,006)	(602,984)	(80,000)	(80,000)	(80,000)	(80,000)
Internal Allocations *	(3,337)	1,370	1,672	(4,028)	(4,028)	(4,028)	(4,028)

# Waste Management

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	10,296,746	9,391,188	7,485,292	8,897,678	9,635,573	11,614,440	11,413,300
<b>Total Tax Funded</b>	\$ 4,654,707	\$ 4,620,148	\$ 2,401,008	\$ 4,341,027	\$ 5,153,838	\$ 7,129,095	\$ 6,924,164

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Operations Supervisor, Waste Management	212,098	212,098	-
Waste Diversion Technologist, Waste Management	140,619	192,266	(51,647)
Blue Box Transition	(1,712,151)	(933,694)	(778,457)
Increase in WM Transfer Stations Operating Hours	270,137	260,944	9,193
Organics Diversion Program	3,354,260	-	3,354,260
<b>Total</b>	<b>2,264,963</b>	<b>(268,386)</b>	<b>2,533,349</b>

# Operations Supervisor, Waste Management

Department: Infrastructure and Engineering Services  
Division: Public Works  
Manager: Waste Management

This position was one of the recommendations resulting from the 2022 Waste Management Service Review presented to Council in August 2022. It was approved by Council to be referred to the 2023 budget and was approved as a one-year contract. This request is to make it a permanent full-time position.

Waste Management (WM) is responsible for a suite of programs and contract administration ranging from curbside garbage and recycling collection in 17 communities; the operation of 8 transfer stations, 9 leaf and yard depots; waste disposal and special waste events such as Household Hazardous Waste days.

The Operations Supervisor role is necessary to address the following service gaps/inefficiencies:

1. The supervision of 20+ part-time operators, including scheduling and training. The time commitment alone to complete the weekly scheduling and day-to-day supervision of part-time staff is in excess of 35% of the Managers role in 2022 and before.
2. CK's transfer stations were built by former townships to provide service to non-curbside residents. The design capacity, lack of lifecycle budget and increased utilization of these sites have contributed to new and ongoing operational challenges. These include a variety of Health & Safety issues not only for operators but for residents using the sites. Numerous locations lack adequate shelter for operators from inclement weather, and the unpaved grounds and inaccessible disposal bins make it difficult for residents to dispose of waste safely.

In an average week, 5,000+ vehicles utilize these sites to dispose of garbage, blue box recyclables and a variety of other materials. The logistical issues alone of overseeing eight transfer stations and nine leaf & yard depots sporadically spread throughout CK are a challenge to address adequately. This role will lead the resolution of logistical issues at Chatham-Kent's waste management facilities, include maintenance and repairs.

3. Over the last several years vandalism and property damage at transfer stations have increased, creating a myriad of expensive and time-consuming repairs. In addition, improper drainage systems, inadequate disposal capacity as well as problematic traffic flow and/or lack of traffic control have contributed to service interruptions and unsustainable band-aid solutions.

This role will take part in liaising with operators and other stakeholders to develop long-term solutions to these issues.

## Operations Supervisor, Waste Management

4. There have been many changes in the waste management sector caused by new and updated provincial legislation. This has created unprecedented need to review Chatham-Kent's program, update and create new ones, and formalize operational processes. This includes the 2022 Council-approved development of a by-law to standardize the operations and policies at transfer stations as well as a study on the capital investments required to improve accessibility and safety at these sites. This role will take part in developing and implementing these programs, operationally.

For further information, please view [the attached documents](#).

Link to Strategic Plan:	The role of operations supervisor is considered an investment in enhancing current levels of service of waste management programs and an opportunity to improve these levels in the future.
Consequences/Risks of Not Proceeding:	<p>If the Operations Supervisor position does not become permanent full-time all of the above responsibilities will fall back on the Manager of Waste Management. With all eight transfer stations open every Saturday, the Manager would essentially be working six days a week to address operational issues, equipment failures and resident complaints, which inevitably occur each weekend. The Operations Supervisor would work Tuesday to Saturday to provide a Supervisory level during the weekend.</p> <p>In addition, standardizing the operational policies and procedure for all transfer stations through a by-law, coordinating the development of the WM Facility Improvement Plan approved by Council in August 2022 and examining the gaps for operational and infrastructure accessibility will be greatly delayed or not completed at all due to lack of staffing.</p>
Council Priority:	Grow - Strategic investments to diversify, rationalize assets and level of services
Strategic Focus:	Enviro

# Operations Supervisor, Waste Management

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ 86,670	\$ 53,768	\$ 78	\$ 132
<b>Total Revenue</b>	86,670	53,768	78	132
<b>Expense</b>				
Employee Related	74,554	53,689	-	-
Contracted Services	2,108	65	67	120
Material, Veh and Equip Related	8,779	-	-	-
Operating Related	700	-	-	-
Transfer to Reserves	529	14	11	12
<b>Total Expense</b>	86,670	53,768	78	132
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -



# Operations Supervisor, Waste Management

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Federal	\$ 71,450	\$ -	\$ -	\$ -
<b>Total Revenue</b>	71,450	-	-	-
<b>Expense</b>				
Material, Veh and Equip Related	71,450	-	-	-
<b>Total Expense</b>	71,450	-	-	-
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

# Operations Supervisor, Waste Management

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Operations Supervisor - Non Union Grade 9	June, 2024		1.00
	<b>Total FTE</b>			<b>1.00</b>

## Waste Diversion Technologist, Waste Management

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Department: Infrastructure and Engineering Services  
Division: Public Works  
Manager: Waste Management

This business case is for a new position for a Waste Diversion Technologist (WDT) reporting to the Manager, Waste Management requested to be recommended in 2024. The WDT would be responsible for all Chatham-Kent's diversion programs, including improving upon existing programs and/or implementing new ones. The WDT would also be responsible for assisting with overseeing and implementing a Long-Term Integrated Waste Management Strategy (2024-0055), if approved by Council.

Previously, the Climate Change Technologist was responsible for assisting with waste diversion initiatives. With the re-organization of Infrastructure and Engineering Services in 2023, the Climate Change Technologist role is now reporting to the Manager, Quality & Asset Management to focus on community and corporate climate change initiatives. There is no other FTE within Waste Management to whom these duties can be distributed.

Responsibilities of the WDT would include but would not be limited to:

- \* Coordinating the Blue Box program post-transition
- \* Overseeing the day-to-day tasks associated with organics diversion program, if approved by Council, and the Leaf and Yard waste diversion program
- \* Supporting waste diversion programs at the Transfer Stations
- \* Analyzing and reporting on waste diversion trends, responsible for making recommendations to the Manager to enhance/improve programs
- \* Developing, coordinating, and administering P&E campaigns
- \* Assisting in the development and implementation of a Long-Term Integrated Waste Management Strategy for Chatham-Kent

With the Blue Box Transition occurring in January 2024, the current annual Blue Box funding will come to an end. The final payment will be received in March 2024 and will offset the majority of the cost for the WDT in 2024. It is recommended to fund the first year of the WDT position using the final Blue Box fund payment in 2024. The base portion of this request is to be funded by increases in host community fees associated with the Ridge Landfill.

## Waste Diversion Technologist, Waste Management

Link to Strategic Plan:	Waste diversion is significant way for the community and the corporation to reduce their carbon footprint and increase resiliency. Waste diversion efforts are currently meager due to lack of resources. The Waste Diversion Technologist will enable the WM team to evaluate current efforts, identify opportunities, and strategize implementation of waste diversion initiatives.
Consequences/Risks of Not Proceeding:	Without a dedicated WDT position all of the above responsibilities will fall back on the Manager of Waste Management. There are limited resources available within Waste Management to improve upon existing diversion programs or to expand and implement new diversion programs. If the position is not approved there will not be a permanent FTE to dedicate to day-to-day responsibilities needed for a new organics' diversion program, to oversee and coordinate necessary actions required from the Blue Box transition, expand efforts towards P&E, and support the Transfer Station Supervisor (2024-0029) with diversion program efforts at the Transfer Stations and Leaf and Yard Depots. This would largely inhibit the Manager from performing many of the strategic and corporate duties appropriate to the position.
Council Priority:	Environmental - Reduce climate footprint & increase resiliency of Municipal operations
Strategic Focus:	Enviro

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ 130,880	\$ 79	\$ 78	\$ 132
<b>Total Revenue</b>	130,880	79	78	132
<b>Expense</b>				
Employee Related	128,243	-	-	-

## Waste Diversion Technologist, Waste Management

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Contracted Services	2,108	65	67	120
Transfer to Reserves	529	14	11	12
<b>Total Expense</b>	130,880	79	78	132
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Federal	\$ 61,097	\$ -	\$ -	\$ -
<b>Total Revenue</b>	61,097	-	-	-
<b>Expense</b>				
Material, Veh and Equip Related	9,450	-	-	-
<b>Total Expense</b>	9,450	-	-	-
<b>Net One-Time Impact</b>	\$ (51,647)	\$ -	\$ -	\$ -

# Waste Diversion Technologist, Waste Management

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ (51,647)	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Waste Diversion Technologist - Non Union Grade 9	January, 2024		1.00
<b>Total FTE</b>				<b>1.00</b>

## Blue Box Transition

Department: Infrastructure and Engineering Services  
Division: Public Works  
Manager: Waste Management

On January 1, 2024, Chatham-Kent transitions the Blue Box Program to an Extended Producer Responsibility (EPR) model under the new Blue Box Regulation (O.Reg. 391/21). The new regulation requires producers to be fully accountable for establishing and operating systems for the collection, recycling, and reuse of blue box materials. The new regulation also allows for producer responsibility organizations (PRO) to contract with producers to help them meet their regulatory obligations under the new Blue Box Regulation.

As of January 1, 2024, curbside collection, transfer and hauling, and processing of recyclable materials will be the responsibility of the PRO. In addition, as a result of the Blue Box Transition the annual Blue Box funding will be discontinued in 2024.

This request closes the gap in the 2023 base budget and the resulting changes in financial responsibility for the services in 2024.

Link to Strategic Plan: As the PROs will be responsible for the delivery of the Blue Box Program in 2024 and beyond, Chatham-Kent is doing its best to coordinate with the PROs to make this transition of service ownership and delivery as smooth as possible with little to no interruption of service. The transition comes with savings to be realized by the Municipality, which is returned to the base tax levy through this budget item.

Consequences/Risks of Not Proceeding: All municipalities in Ontario are required to transition their Blue Box Program to an EPR model under the new Blue Box Regulation (O.Reg. 391/21) between July 1, 2023, and December 31, 2025. Chatham-Kent transitions on January 1, 2024, under the new regulation wherein curbside recycling collection, hauling and transfer of recyclable materials, and processing of recyclable materials will be the responsibility of the PRO.

Council Priority: Community - Coordinate delivery of community safety programming/services

Strategic Focus:

# Blue Box Transition

## Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
Taxation Revenue	\$ (102,808)	\$ -	\$ -	\$ -
Grants - Federal	(466,839)	-	-	-
Grants - Provincial	125,058	2,675	2,499	2,551
Recoveries	(497,830)	-	-	-
Sale of Items	1,000	-	-	-
<b>Total Revenue</b>	<b>(941,419)</b>	<b>2,675</b>	<b>2,499</b>	<b>2,551</b>
<b>Expense</b>				
Contracted Services	(1,702,151)	-	-	-
Material, Veh and Equip Related	(10,000)	-	-	-
<b>Total Expense</b>	<b>(1,712,151)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Base Impact</b>	<b>\$ (770,732)</b>	<b>\$ (2,675)</b>	<b>\$ (2,499)</b>	<b>\$ (2,551)</b>



## Blue Box Transition

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<u>\$ (770,732)</u>	<u>\$ (2,675)</u>	<u>\$ (2,499)</u>	<u>\$ (2,551)</u>

## Increase in WM Transfer Stations Operating Hours

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Department: Infrastructure and Engineering Services  
 Division: Public Works  
 Manager: Waste Management

There are eight (8) transfer stations throughout Chatham-Kent primarily servicing residents that do not receive curbside collection. In an average week, 5,000+ vehicles utilize these sites to dispose of garbage, blue box recyclables and a variety of other materials.

The Harwich and Wallaceburg Transfer Stations are the only two sites within Chatham-Kent that accept excess curbside garbage. Harwich, Dover and Chatham Township Transfer Stations serve the highest number of residents per week, whereas Harwich, Wallaceburg and Dover are the three busiest sites.

Based on an analysis of each site, operator consultations, and resident feedback obtained through a public consultation survey, Council approved the increase of hours in operation at the Harwich, Wallaceburg, and Dover Transfer Stations by five (5), four (4), and eight (8) hours per week, respectively, starting 2024 through the 2022 Waste Management Service Review.

This request breaks down the additional costs associated with the increase in hours of operation at these sites.

The resulting changes to revenue, disposal, and number of lifts were estimated for each site individually based on historical demand and the increase in operating hours. All estimates were calculated using the new garbage transfer and disposal rates taking effect in 2024. The base costs are to be funded from the HCA fees associated with the local landfill.

For further information, please view [the attached documents](#).

Link to Strategic Plan:	Increasing the hours of operations at some of Chatham-Kent's drop-off depots/transfer stations will enhance the levels of service to match the current demand. This item represents an investment in Chatham-Kent waste drop-off depots and will allow for strategic improvement to the service provided to the public.
Consequences/Risks of Not Proceeding:	With over 5,000 vehicles visiting CK's transfer stations each week these sites are extremely busy and chaotic at times. Increasing the hours of operation at the three busiest sites will reduce wait times for residents delivering waste, provide more hours for residents to deliver their waste and create safer working conditions for staff with traffic spread throughout more hours.

## Increase in WM Transfer Stations Operating Hours

Council Priority: Grow - Strategic investments to diversify, rationalize assets and level of services  
Strategic Focus: Enviro

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Taxation Revenue	\$ 134,215	\$ -	\$ -	\$ -
User Fees	123,689	1,109	955	976
<b>Total Revenue</b>	<b>257,904</b>	<b>1,109</b>	<b>955</b>	<b>976</b>
<b>Expense</b>				
Employee Related	79,321	-	-	-
Contracted Services	178,583	4,464	3,845	3,924
<b>Total Expense</b>	<b>257,904</b>	<b>4,464</b>	<b>3,845</b>	<b>3,924</b>
<b>Net Base Impact</b>	<b>\$ -</b>	<b>\$ 3,355</b>	<b>\$ 2,890</b>	<b>\$ 2,948</b>

## Increase in WM Transfer Stations Operating Hours

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 3,355	\$ 2,890	\$ 2,948

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Transfer Station Operator - Lead - Non Union Part time	January, 2024		<u>1.20</u>
	<b>Total FTE</b>			<u><u>1.20</u></u>

# Organics Diversion Program

Department: Infrastructure and Engineering Services  
Division: Public Works  
Manager: Waste Management

In August 2022, Council directed Administration to initiate an organics diversion program by approving a temporary Organics Diversion Project Manager position, who will implement a feasibility study, engage with the public, and develop a recommendation to Council on an organics diversion program design, implementation, and monitoring. This effort is vital in order to draw a path for Chatham-Kent to comply with the Food & Organic Waste Provincial Policy which sets a target of 50% organic waste reduction by 2025 in Chatham-Kent's urban settlements.

Though the study has not yet been completed, it is forecasted that the following elements will be included in the organics diversion program:

1. A back-yard composter program
2. Organics Drop-Off Hubs at Chatham-Kent's transfer stations. The tentative plan is to run a pilot study at Harwich and expand the initiative to all transfer stations if the pilot is successful.
3. A curbside green bin program

The funds requested here are rough estimates only. A full report on the study, recommended design elements, and detailed costs of the organics diversion program will be presented to Council in Q4 2025 for approval prior to implementation.

Link to Strategic Plan: Waste diversion is directly linked to reducing greenhouse gas emissions and, therefore, to reducing the corporate and community carbon footprint. Separating household organic waste and processing it in a manner that will allow for multiple practical end uses, such as compost and/or renewable fuel, will allow the Municipality to integrate environmental sustainability in its operations in a meaningful manner.

Consequences/Risks of Not Proceeding: The Food and Organic Waste Policy Statement (2021) requires communities like Chatham-Kent to collect food and organic waste in urban settlement areas with a target of reducing food and organic waste by 50% by 2025. This initiative will demonstrate Chatham-Kent's continued efforts in this regard.

If an organics diversion program is not initiated, Chatham-Kent risks not meeting the targets set out in the Food and Organics Waste Policy Statement and will continue to dispose of food and organic waste in landfill.

# Organics Diversion Program

Council Priority: Environmental - Reduce climate footprint & increase resiliency of Municipal operations  
Strategic Focus: Enviro

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ -	\$ -	\$ 2,000,000	\$ 42,000
<b>Total Expense</b>	-	-	2,000,000	42,000
<b>Net Base Impact</b>	\$ -	\$ -	\$ 2,000,000	\$ 42,000

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ 44,948	\$ 44,948	\$ 44,948

# Organics Diversion Program

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Contracted Services	-	45,000	115,000	117,415
Material, Veh and Equip Related	-	550,000	350,000	-
<b>Total Expense</b>	-	639,948	509,948	162,363
<b>Net One-Time Impact</b>	\$ -	\$ 639,948	\$ 509,948	\$ 162,363

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 639,948	\$ 2,509,948	\$ 204,363

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
One-Time	Transfer Station Operator - Lead - Non Union Part time	January, 2025	December, 2025	0.68
One-Time	Transfer Station Operator - Lead - Non Union Part time	January, 2026	December, 2027	0.68
<b>Total FTE</b>				<b>1.36</b>

## Non Departmental

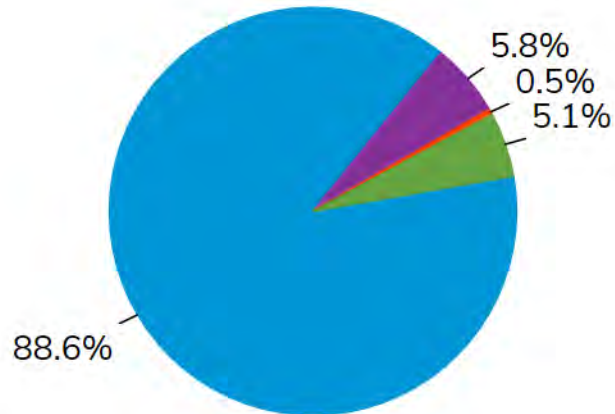
The Non-Departmental area of the budget includes corporate revenues and expenses that cannot be allocated to a specific department. Revenues include items as property taxation, OMPF funding, casino revenue, dividends from Entegrus, investment and interest income. Expenses include items such as grants, transfers to strategic reserves, debt payments and contracted MPAC costs.





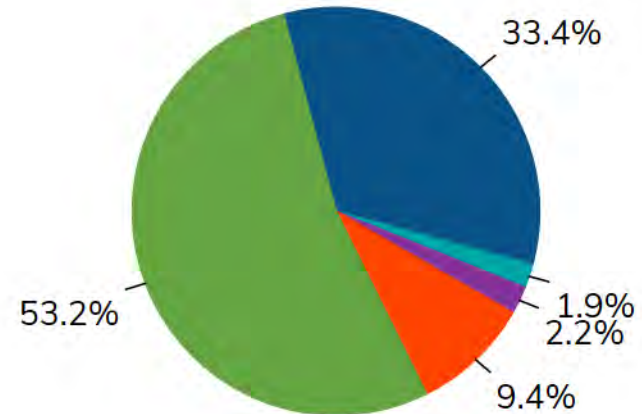
**Revenue**  
**2027**

- Taxation Revenue
- Grants - Provincial
- Other \*
- Miscellaneous Revenue



**Expense**  
**2027**

- Employee Related
- Other \*
- Operating Related
- Other Expenses
- Transfer to Reserves



## Non Departmental

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Taxation Revenue	\$ 179,774,130	\$ 193,248,814	\$ 195,146,220	\$ 213,139,839	\$ 234,229,303	\$ 258,176,887	\$ 280,790,972
Grants - Provincial	24,239,161	27,254,609	19,126,600	19,256,500	19,231,500	18,881,500	18,531,500
User Fees *	81,600	91,137	68,400	68,400	68,400	68,400	68,400
Fines and Penalties *	1,641,680	1,691,606	1,220,000	1,320,000	1,320,000	1,320,000	1,320,000
Miscellaneous Revenue	21,638,618	15,541,984	13,338,176	17,172,176	17,222,176	16,622,176	16,172,176
Recoveries *	47,246	54,842	76,652	76,652	76,652	76,652	76,652
Sale of Items *	-	9,440	-	-	-	-	-
<b>Total Revenue</b>	<b>227,422,435</b>	<b>237,892,432</b>	<b>228,976,048</b>	<b>251,033,567</b>	<b>272,148,031</b>	<b>295,145,615</b>	<b>316,959,700</b>
<b>Expense</b>							
Employee Related	29,209,055	5,234,714	4,094,446	9,404,887	15,318,982	22,763,171	30,080,467
Contracted Services	1,780,771	1,787,074	1,642,331	1,642,331	1,642,331	1,642,331	1,642,331
Material, Veh and Equip Related *	(143)	(842)	-	-	-	-	-
Operating Related	437,964	1,157,945	1,740,141	759,254	1,050,342	1,507,100	1,980,507
Infrastructure and Debt *	214,030	214,029	24,155	24,155	24,155	24,155	24,155
Social Assistance *	-	-	(24,155)	(24,155)	(24,155)	(24,155)	(24,155)
System *	(29,463,411)	-	-	-	-	-	-
Other Expenses	4,106,460	4,843,312	5,287,812	6,764,274	7,341,845	7,895,022	8,437,507
Transfer to Reserves	16,064,219	12,463,076	12,031,491	20,007,968	29,344,900	38,154,832	47,870,938

## Non Departmental

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Transfer to Reserve Funds *	1,391,599	1,391,599	-	-	-	-	-
Transfer from Reserve Funds *	(8,039,286)	(7,652,286)	-	-	-	-	-
Transfer from Reserves *	(1,403,210)	(1,891,462)	(1,275,000)	(1,868,370)	(1,896,292)	(2,047,747)	(2,164,106)
Internal Allocations *	(629,199)	(1,624,087)	(1,379,177)	(1,383,177)	(1,383,177)	(1,383,177)	(1,383,177)
<b>Total Expense</b>	<b>13,668,849</b>	<b>15,923,072</b>	<b>22,142,044</b>	<b>35,327,167</b>	<b>51,418,931</b>	<b>68,531,532</b>	<b>86,464,467</b>
<b>Total Tax Funded</b>	<b>\$ (213,753,586)</b>	<b>\$ (221,969,360)</b>	<b>\$ (206,834,004)</b>	<b>\$ (215,706,400)</b>	<b>\$ (220,729,100)</b>	<b>\$ (226,614,083)</b>	<b>\$ (230,495,233)</b>

## 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Growth Plan (Year 3 of 3)	-	-	-
Prior Year Base Deficit	5,686,912	-	5,686,912
0.5% Tax Rate Stabilization Reserve	3,332,941	-	3,332,941
Strategic Community Issues - Year 7 to 10 of 10	967,483	-	967,483
New Building Issues - Year 7 to 10 of 10	967,483	-	967,483
Prior Year Surplus	(3,000,000)	-	(3,000,000)
Community Support Agreement with Hydro One Networks	4,120,000	4,120,000	-
Housing Pledge and Targets - Building Faster Fund	-	325,000	(325,000)

## Non Departmental

### 2024 - 2027 Budget Highlights

Description	Total Expenses \$	Total Revenues \$	Net Impact \$
Establish Base Budget for Museums	120,940	-	120,940
Change in the Ontario Municipal Partnership Fund (OMPF)	-	(920,100)	920,100
Radio Communications Network	-	-	-
Market Rate Maintenance	200,000	-	200,000
Mayor and Council Honorarium - Inflationary Increase	52,165	-	52,165
Mental Health Wellness	7,060	-	7,060
Market Rate Review - Non-union Part-time and Non-union Student	60,000	-	60,000
Market Rate Review - Labour Strategy (Various Unions)	-	-	-
<b>Total</b>	<b>12,514,984</b>	<b>3,524,900</b>	<b>8,990,084</b>

## Growth Plan (Year 3 of 3)

Department: Non Departmental  
Division: General Administration  
Manager: General Administration

In 2020, Council approved an ambitious growth plan that set in motion the Community Improvement Plan (CIP), Development Charges and the base funding in place for future growth related studies and capital expenditures. Over the next five years, it is estimated that \$50 million of funding will be required to support projects related to growth.

Reports will be brought to Council when appropriate to fund growth items. The most recent reports were the approval of the Servicing Studies for Chatham Southwest and Wheatley South areas that are nearing completion.

This is year 3 of 3 of this Council approved plan to have \$300,000 of Base funding available to fund future projects that will continue to lead Chatham-Kent to greater future growth and a more sustainable tax base. This funding is being offset by reallocating current base budget from the Planning CIP base budget.

Link to Strategic Plan: This budget request aligns with the Council Strategic Plan through "Grow Our Community", by setting aside funds into the Growth Plan reserve for future use to support growth related projects.

Consequences/Risks of Not Proceeding: If this request is not approved, year three of three of the growth plan will be outstanding. Only \$200,000 of base funding will be available to fund future projects instead of \$300,000 base funding.

Council Priority: Grow - Strategic investments to diversify, rationalize assets and level of services

Strategic Focus: People

## Growth Plan (Year 3 of 3)

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Other Expenses	\$ (100,000)	\$ -	\$ -	\$ -
Transfer to Reserves	100,000	-	-	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Prior Year Base Deficit

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Department: Non Departmental  
 Division: General Administration  
 Manager: General Administration

Prior Year Base Deficit exists from the 2023 Budget approved by the previous Council. A Base deficit exists when the budget was balanced using one-time sources of revenue or reserve funds. The most significant sources of one-time revenues in the 2023 budget was the Health Unit mitigation funding, investment income, and one-time transfers from reserves.

This tax impact cannot be avoided and now needs Base funding in the 2023 budget.

The following are major deficit items:

1. 2023 Public Health - Mitigation Funding \$968,000
2. 2023 Non-Department - One-Time Investment Interest Income \$2,850,000
3. 2023 Non-Departmental - One-Time adjustment for increase in tax supplementaries \$850,000

Link to Strategic Plan: This request links to the Council Strategic Plan by ensuring financial accuracy is maintained.

Consequences/Risks of Not Proceeding: If this request is not approved then the budget will be unbalanced, and base funds will need to be added in future years.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: Econ/Jobs





## 0.5% Tax Rate Stabilization Reserve

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Department: Non Departmental  
 Division: General Administration  
 Manager: General Administration

The uncertainty of economic and world issues has highlighted the need for increased flexibility and the development of the Tax Rate Stabilization Reserve will mitigate potential risks to tax requests and funding in times of risk.

The reserve shall only be used to offset a potential tax rate increase due to temporary economic conditions or other circumstances/events, that would require an excessive tax rate increase to continue the delivery of existing services.

Link to Strategic Plan: To align with the Council priority, deliver excellent service, contributing 0.5% of taxes to a tax rate stabilization reserve for use on unforeseen tax funded costs helps to maintain financial stability.

Consequences/Risks of Not Proceeding: If this request is not approved then there will not be any designated funds to help offset a potential tax rate increase due to temporary economic conditions or other circumstances/events in the budget cycle's update years.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: Econ/Jobs



## Strategic Community Issues - Year 7 to 10 of 10

Department: Non Departmental  
Division: General Administration  
Manager: General Administration

This item is to fund a policy previously approved by Council to a reserve for new initiatives in the community. Often the community comes to Council for items that benefit the community as a whole. This will provide a source of funding on an ongoing and sustainable basis to fund new projects that create a vibrancy and excitement in the community, while also enhancing many of our strategic goals. These new initiatives would contribute to promoting new jobs, attracting both tourism and new residents, and promoting health. By funding this through pay-as-you go funding, it eliminates the increase in debt costs, which reduces the overall cost of the project and provides Council with the financial flexibility it needs to match with any senior level government programs or contribute to any community, not-for-profit or business initiatives. It also allows Council to plan and forecast when these projects would be ready to be funded and help build these into long-term master plans for the various departments.

This reserve provides Council with the means to ensure long-term vision is deployed and executed with critical decisions regarding community enhancements and making Chatham-Kent a more desirable community to live in.

This policy previously approved by Council provides a 0.1% tax increase to the Strategic Development Reserve for ten years, accumulating to a 1% contribution to this reserve each year. The 1% ongoing contribution to this reserve will provide Council with the resources to help the community flourish with exciting opportunities and supports their strategic goals. 2024 to 2027 is years seven to ten of the ten year phase in.

The five year commitment of funds to the Chatham-Kent Health Alliance Wallaceburg site of a total of \$4.5 million (\$900,000 each year for five years) is funded from this reserve. See relating change request 2024-0179.

Link to Strategic Plan: Following a previously approved Council policy to add 0.1% of taxes each year for ten years to reach a 1% of taxes to be placed in the Strategic Community Issues reserve for future use on new initiatives in the community aligns with the Council Priority of maintain financial sustainability. By setting aside funds each year into the Strategic Community Issues reserve it allows for the financial impact of new community issues to impact the tax base over time versus all at once.

## Strategic Community Issues - Year 7 to 10 of 10

Consequences/Risks of Not Proceeding: If this request is not approved then only the current approved budget of 0.6% of taxes will be placed into the Strategic Development reserve instead of the goal of 1% of taxes. Meaning less resources will be available to help the community flourish with exciting opportunities and support Council's strategic goals.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer to Reserves	\$ 189,100	\$ 217,722	\$ 257,097	\$ 303,564
<b>Total Expense</b>	189,100	217,722	257,097	303,564
<b>Net Base Impact</b>	\$ 189,100	\$ 217,722	\$ 257,097	\$ 303,564
<b>Total Tax Impact</b>	\$ 189,100	\$ 217,722	\$ 257,097	\$ 303,564

## New Building Issues - Year 7 to 10 of 10

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Department: Non Departmental  
Division: General Administration  
Manager: General Administration

Chatham-Kent has over 110 facilities, including 19 fire stations, ten arenas, 12 community halls, two indoor pools, seven outdoor pools, two campgrounds and two boat dock facilities. Many of these facilities are over 50 years old. Our lifecycle budget has been developed around refurbishing, repairing and maintaining these facilities; however, there is not a specific budget for replacement of these assets. This transfer to the Facilities Replacement Reserve provides Council with the means to ensure long-term vision is deployed and executed with critical decisions regarding the community.

Certainly, consideration should always be given to whether we need to replace the asset, or whether we can divest of it.

However, in those instances when Council believes a replacement is required, a phased-in approach of creating a sustainable reserve for facility replacement would ease the burden of one-time large expenses and provide the Municipality with the financial flexibility and decision making ability to determine when is the right time to replace a facility, rather than try to band-aid the solution.

The policy previously approved by Council is to place a 0.1% tax increase on the tax rate each year for ten years, accumulating to a 1% contribution to this reserve each year, providing the Municipality with the flexibility to react to the needs of the community and facilities, the ability to react to any senior government grant opportunities and reduce the overall cost, by eliminating a portion of debt financing related to the replacement. 2024-2027 is years seven to 10 of the ten year phase in.

Link to Strategic Plan: Following a previously approved Council policy to add 0.1% of taxes each year for ten years to reach 1% of taxes to be set aside each year for new building issues. These funds are set aside for future use on new buildings and therefore aligns with the Council priority of maintain financial sustainability. By setting aside funds each year into the Facility Replacement reserve it allows for the financial impact of new facilities to impact the tax base over time versus all at once.

## New Building Issues - Year 7 to 10 of 10

Consequences/Risks of Not Proceeding: If this request is not approved then only the current approved budget of 0.6% of taxes will be placed into the reserve for new buildings instead of the goal of 1% of taxes. Meaning less resources will be available to help the Municipality with the flexibility to react to the needs of the community and facilities, the ability to react to any senior government grant opportunities and reduce the overall cost, by eliminating a portion of debt financing related to the replacement.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer to Reserves	\$ 189,100	\$ 217,722	\$ 257,097	\$ 303,564
<b>Total Expense</b>	189,100	217,722	257,097	303,564
<b>Net Base Impact</b>	\$ 189,100	\$ 217,722	\$ 257,097	\$ 303,564

## New Building Issues - Year 7 to 10 of 10

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 189,100	\$ 217,722	\$ 257,097	\$ 303,564

## Prior Year Surplus

Department: Non Departmental  
 Division: General Administration  
 Manager: General Administration

To use \$3,000,000 of the 2022 year's surplus to offset future year's budget.  
 For further information, please view the 2022 Final Operations Variance Report To Council.

Link to Strategic Plan: This links to Council's Strategic Plan by ensuring financial sustainability is maintained by using surplus from the prior year to help offset the tax budget requests of future years.

Consequences/Risks of Not Proceeding: If this does not proceed then there is the risk that the total tax funded budget will increase.

Council Priority: Service - Maintain financial sustainability

Strategic Focus: Econ/Jobs

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer from Reserves	\$ (750,000)	\$ (750,000)	\$ (750,000)	\$ (750,000)
<b>Total Expense</b>	(750,000)	(750,000)	(750,000)	(750,000)



## Prior Year Surplus

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	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Net One-Time Impact	\$ (750,000)	\$ (750,000)	\$ (750,000)	\$ (750,000)

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ (750,000)	\$ (750,000)	\$ (750,000)	\$ (750,000)

# Community Support Agreement with Hydro One Networks

Department: Non Departmental  
Division: General Administration  
Manager: General Administration

Chatham-Kent Council approved entering into a Community Support Agreement with Hydro One Networks Inc. on the Priority Transmission Projects in Southwestern Ontario at the September 26, 2022 Council meeting.

Hydro One agreed to pay Chatham-Kent one million dollars (\$1,000,000) per year for ten years, referred to as the "Community Benefit Contribution". This Community Benefit Contribution is provided for recreational and cultural purposes within Chatham-Kent, to be allocated and distributed by Chatham-Kent. Where appropriate, Hydro One will receive recognition for the Community Benefit Contribution and benefits will be made available to Hydro One. This amount will increase with inflation based on the Consumer Price Index (CPI).

To support building safe communities, Hydro One agrees to donate to the Municipality a further thirty thousand dollars (\$30,000) per year for ten years, with the first payment due upon execution of the Agreement and subsequent payments due on each anniversary of the Effective Date (the "Donation"). Hydro One and the Municipality will cooperate with identifying organizations to fund with the Donation, with the goal of ensuring that the Donation is distributed equally across the Municipality of Chatham-Kent.

The 2024-27 multi-year budget covers years two through five of the agreement.

For additional information, please view the [Community Support Agreement with Hydro One Networks Inc.](#) on the Priority Transmission Projects in Southwestern Ontario report to Council from the September 26, 2022 Council Meeting.

Link to Strategic Plan: Chatham-Kent's Community Support Agreement with Hydro One Networks Inc. on the Priority Transmission Projects in Southwestern Ontario is for the purpose of a "Community Benefit Contribution" and supporting building safe communities aligns with the Council Strategic Plan priority "Promote Community Safety & Well Being".

Consequences/Risks of Not Proceeding: The use of the funds must be consistent with the terms of the Community Support Agreement from Hydro One. The use and amount of the funds is subject to annual approval by Council through regular budget deliberations.

Council Priority: Community - Collaborate and invest in arts, culture, and heritage

# Community Support Agreement with Hydro One Networks

Strategic Focus: People

## One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Miscellaneous Revenue	\$ 1,030,000	\$ 1,030,000	\$ 1,030,000	\$ 1,030,000
<b>Total Revenue</b>	1,030,000	1,030,000	1,030,000	1,030,000
<b>Expense</b>				
Transfer to Reserves	1,030,000	1,030,000	1,030,000	1,030,000
<b>Total Expense</b>	1,030,000	1,030,000	1,030,000	1,030,000
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Housing Pledge and Targets - Building Faster Fund

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Department: Non Departmental  
Division: General Administration  
Manager: General Administration

The three-year, \$1.2 billion fund will provide up to \$400 million per year to municipalities that have committed in writing to achieve their overall 2031 housing target. Ten per cent of the overall funding will be reserved for small, rural and northern communities that have not yet been assigned a housing target by the province to support unique needs and circumstances.

For municipalities with targets, each municipality's portion of the \$400 million annually will be determined based on their share of the greater provincial housing supply goal, as well as their performance compared to their annual assigned targets. For example, if a municipality's target represents ten per cent of the province-wide target, that municipality will be eligible for ten percent of funding through the Building Faster Fund.

Performance will be evaluated by comparing the municipality's number of housing starts and additional residential units created in a given calendar year against the annual target. Municipalities that are achieving 80 percent or more of their annual target will be able to access a portion of their allocation. Those that exceed their target will be eligible to receive additional funding. Municipalities that are not achieving at least 80 percent of their annual target will receive no funding.

If a municipality has a total housing target of 150,000 homes by 2031, this represents ten percent of Ontario's target of 1.5 million homes and makes them eligible for \$40 million in annual funding, plus bonus. The Building Faster Fund provides double the funding for every one per cent above 100 percent of a municipality's target.

Link to Strategic Plan: An increase in the housing units available creates housing opportunities for all.

## Housing Pledge and Targets - Building Faster Fund

Consequences/Risks of Not Proceeding: At the September 25, 2023 Council meeting, Council agreed to the housing target and the Mayor declined Strong Mayor Powers. The Mayor responded in writing to the Province as required by the October 15, 2023 deadline. Administration assumes that the Municipality remains eligible for the Building Faster Fund.

It is anticipated that based on the funding formula provided to date, it is estimated that Chatham-Kent would receive \$300,000-\$350,000 per year over the next three years, if the Municipality achieves 80-110% of the annual target and \$325,000 was used for budget purposes. If this does not proceed then there is the risk that the total tax funded budget will increase.

Council Priority: Grow - Reduce barriers for affordability and attainability of housing supply  
Strategic Focus: People

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ -	\$ 325,000	\$ -	\$ -
<b>Total Revenue</b>	-	325,000	-	-
<b>Expense</b>				
<b>Net Base Impact</b>	\$ -	\$ (325,000)	\$ -	\$ -

## Housing Pledge and Targets - Building Faster Fund

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ (325,000)	\$ -	\$ -

## Establish Base Budget for Museums

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Department: Non Departmental  
Division: Grants and Requisitions  
Manager: Council Directed

Buxton National Historic Site & Museum, Chatham-Kent Black Historical Society – Black Mecca Museum and the Wallaceburg & District Museum preserve important parts of Chatham-Kent’s history and educate visitors on unique components of community culture, including Black History, the Underground Railroad, and the settlement and development of industry and the community of Wallaceburg. All three sites attract patrons from within Chatham-Kent through various programming and camp activities, while also serving as a draw for national and international tourists from outside CK’s boundaries. The two Black History museums are a vital part of Chatham-Kent’s Black History and Underground Railroad heritage and are highly respected and valued on national and international stages. The Wallaceburg Museum celebrates and preserves Wallaceburg’s strong glass-making heritage.

On March 7, 2022, Council approved new funding rules for the Together CK Core Grant. Funding Limits were introduced specifying that: “Applicants can request 50% of a project expense up to a maximum of \$25,000”. As a result of these new funding rules, grant reductions and caps were introduced, commencing in the 2022-2025 funding cycle. The change to the granted amounts for the 2022-2025 Together CK Core Grant funding cycle with a \$17,500 annual cap presents financial implications for the museums.

The museums are a vital contributor to building CK’s community culture and connections.

Therefore, it is requested that base budget is added to fund all three Museums at 2021 funding levels for a total of \$173,440. The base budget request will be partially offset by reallocating current base budget from the Together CK Core Grants to help fund the Museums for a total of \$52,500.

For further information, please view the [Museum Funding – 2023 Extension](#) report to Council from the August 14, 2023 Council meeting.

Link to Strategic Plan: Achieving the Council term priority “Collaborate and invest in arts, culture and heritage” is closely aligned with the work of the three museums. In telling the CK story from our history of the Underground Railroad to the settling of all of Chatham-Kent and as community services and focal points, the museums support ongoing initiatives in the areas of arts + culture and heritage. As community builders and economic drivers, the museums keep tangible and intangible heritage alive and ensure that the collections and stories of our history are available to the public.

# Establish Base Budget for Museums

Consequences/Risks of Not Proceeding: The museums have variously described the impact of Together CK Core Grant funding cuts as “drastic” and “catastrophic”.

The Together CK Core Grant funds have primarily been used to pay staff to administer each location’s programs and operations. The potential risks associated with not funding the three museums include:

- \* Staff cuts
- \* Reduced staffing and opening hours
- \* Closure

Reduced museum hours/closure will likely have following impacts, at minimum:

- \* Direct community impact through closure of/more dark hours at local buildings and community focal points
- \* Negative impact on the community, community groups/boards that works to maintain operations
- \* Visitor impact through a reduction in opening hours and staff availability to provide tours
- \* Reputational damage to Chatham-Kent’s Black History/Underground Railroad story

Council Priority: Community - Collaborate and invest in arts, culture, and heritage

Strategic Focus: People

## Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
<b>Expense</b>				
Other Expenses	\$ 120,940	\$ -	\$ -	\$ -



## Establish Base Budget for Museums

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Expense</b>	120,940	-	-	-
<b>Net Base Impact</b>	\$ 120,940	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 120,940	\$ -	\$ -	\$ -

## Change in the Ontario Municipal Partnership Fund (OMPF)

Department: Non Departmental  
Division: Provincial Downloading Services  
Manager: Provincial Downloading Services

The Ontario Municipal Partnership Fund (OMPF) is a Provincial program to provide assistance to municipalities. It primarily supports northern and rural municipalities and its objectives are to 1) recognize the challenges of northern and rural municipalities, while targeting funding to those with more challenging fiscal circumstances; 2) support areas with limited property assessment; and 3) assist municipalities that are adjusting to year-over-year funding changes.

The calculation used to allocate this funding relies on hundreds of data points from Statistics Canada and the Financial Information Returns of the municipalities and in many of these measures Chatham-Kent has performed better than average. This has resulted in a year-over-year decrease in the funding allocation being provided to Chatham-Kent.

The historical trend of OMPF funding shows a decline in funding each year with the exception of 2022. Recently announced we will be receiving an increase for 2024 of \$129,900. However for the proceeding three years we are expecting reductions in OMPF funding due to historical trends and increase growth.

2018 - \$20,860,000  
2019 - \$20,423,900  
2020 - \$20,038,300  
2021 - \$19,696,900  
2022 - \$20,019,000  
2023 - \$19,126,600

Link to Strategic Plan: Budgeting for a reduction in OMPF funding in the multi-year budget helps maintain financial stability, as it allows the Municipality to be better prepared for potential loss in funding and knowing what is required to increase tax base funding by.

Consequences/Risks of Not Proceeding: The projected reduction in 2025 - 2027 for this funding envelope has not been announced by the Province yet however, we are expecting this reduction due to Chatham-Kent's increasing assessment growth. If this budget request is not approved there will be a surplus of funds in 2024 due to the increased OMPF funding but we risk a deficit in the proceeding 3 years due to potential reductions.

## Change in the Ontario Municipal Partnership Fund (OMPF)

Council Priority: Service - Maintain financial sustainability  
Strategic Focus: Econ/Jobs

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ 129,900	\$ (350,000)	\$ (350,000)	\$ (350,000)
<b>Total Revenue</b>	129,900	(350,000)	(350,000)	(350,000)
<b>Expense</b>				
<b>Net Base Impact</b>	\$ (129,900)	\$ 350,000	\$ 350,000	\$ 350,000
<b>Total Tax Impact</b>	\$ (129,900)	\$ 350,000	\$ 350,000	\$ 350,000

## Radio Communications Network

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Department: Non Departmental  
 Division: Information Technology & Transformation  
 Manager: ITT Corporate Programs

The Municipality of Chatham-Kent (MCK) has radio communications equipment that has been in service for over twenty-five years. The technology in place is beyond end of life and needs to be replaced. Increased reliance on radios and the usage of radios has created a need to review the current radio environment including both end user hardware and the radio network infrastructure. The purchase of a Radio Communication Network is being requested and to be funded from the 1.5% tax increase for the AMP (Asset Management Plan) that is currently being requested within this budget.

In 2018, as an interim measure, used radio equipment was purchased through Thames Communications as part of a P25 Radio Network Upgrade. This used equipment provided the unique benefit of being able to be configured to work in both the existing Thames Communications end of life EDAC radio system and the new Thames Communications P25 Radio System.

The used equipment purchase, as well as the radio network, are part of an operating agreement executed by Thames Communications. The Municipality of Chatham-Kent owns the user radio equipment in Municipal vehicles and carried by personnel, while Thames Communications owns and operates the radio network. This agreement was formalized in 2019, however has been in place since amalgamation. The operating agreement with Thames Communications expires September 30, 2024 and can be renewed annually.

Most critically, is the complete communications failures experienced by both Fire and Emergency Services and Chatham-Kent Police Services on many occasions, posing a significant risk and liability issue for both our front-line responders as well as the citizens of Chatham-Kent.

Two leading expert consultants have delivered comprehensive reports outlining options to upgrade the existing infrastructure but also to consider emerging technologies and future proofing this significant investment.

Link to Strategic Plan: Radio communication is essential for the coordination of emergency response for both fire and emergency services. In addition, Public Works uses the radio system for both operational service delivery and when environmental emergencies occur such as floods and storms.

Consequences/Risks of Not Proceeding: A report was presented to Council on November 21, 2023 outlining the essential nature of the radio communications network and the importance of investing in a municipally owned network, with a contracted service provider for operations.

# Radio Communications Network

Council Priority: Community - Coordinate delivery of community safety programming/services  
Strategic Focus: People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Infrastructure and Debt	\$ -	\$ -	\$ 989,352	\$ 989,352
Transfer to Reserves	-	-	(989,352)	(989,352)
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -

## Market Rate Maintenance

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Department: Non Departmental  
 Division: Human Resources and Organization Development  
 Manager: Compensation & Benefits

This recommendation is for base funding in 2027 for on-going non-union market rate maintenance to ensure that the Municipality of Chatham-Kent (Municipality) continues to remain competitive with the market. A detailed presentation will be reviewed in Closed Session per the Municipal Act, s.239(2)(d).

Link to Strategic Plan: This recommendation will promote the delivery of excellent service by creating a capable, sustainable, and efficient administration. Talented employees need to be attracted, retained, and developed to grow our community. By conducting and applying a market rate review for our non-union full-time compensation plan, our goal is to successfully compete with other employers for talent.

Consequences/Risks of Not Proceeding: It is critical that the Municipality remain on course and continue to review the Full-time Non-union salaries to ensure they remain competitive with the current market. If the recommendation for \$200,000 base funding for on-going market rate maintenance is not approved the Municipality risks:

1. losing existing talent pools to competitive markets,
2. attracting and retaining suitable replacements to fill vacancies through normal attrition and retirements,
3. the prospect of increased union drives, and
4. maintaining current service levels and implementing key projects such as:
  - a. Infrastructure Projects
  - b. Economic Growth
  - c. Building Development
  - d. Community Health
  - e. Resident Attraction

Council Priority: Service - Invest in staff  
 Strategic Focus: People

## Market Rate Maintenance

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ -	\$ -	\$ -	\$ 200,000
<b>Total Expense</b>	-	-	-	200,000
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ 200,000

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ 200,000

## Mayor and Council Honorarium - Inflationary Increase

Department: Non Departmental  
Division: Human Resources and Organization Development  
Manager: Human Resources -Administration

In July 2016, Council approved the formation of a Citizen Review Committee (the 'Committee') to review annual compensation and inflationary increases for Council during their term of office.

On February 7, 2022, (during the term of 2022-2026) the Committee recommended that honorariums in each of the remaining years of the term of Council be held to the Canadian annual rate of inflation determined on December 31st of the previous year. Council approved this recommendation..

For further information, please view [the attached documents](#).

Link to Strategic Plan: This recommendation will promote the delivery of excellent service by attracting and retaining a capable, sustainable, and efficient Council that is connected to the community and our government partners.

Consequences/Risks of Not Proceeding: The risk of not proceeding with this recommendation may impact our ability to attract a diverse and civilly minded pool of individuals for a position in public office. Even taking a temporary pause on the implementation of this strategy will further erode the market position of council compensation to its municipal comparators.

Council Priority: Service - Improve communications and civic engagement

Strategic Focus: People



# Mayor and Council Honorarium - Inflationary Increase

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 22,770	\$ 11,990	\$ 8,477	\$ 8,928
<b>Total Expense</b>	22,770	11,990	8,477	8,928
<b>Net Base Impact</b>	\$ 22,770	\$ 11,990	\$ 8,477	\$ 8,928
<b>Total Tax Impact</b>	\$ 22,770	\$ 11,990	\$ 8,477	\$ 8,928

## Mental Health Wellness

Department: Non Departmental  
Division: Human Resources and Organization Development  
Manager: Compensation & Benefits

This recommendation is for a provision to increase mental health benefits per calendar year for designated bargaining units subject to the labour relations/negotiations process. Further discussions will be reviewed in Closed Session per the Municipal Act, s.239(2)(d).

Link to Strategic Plan: This recommendation is linked to the Strategic Plan based on the following:

1. Our priority is to deliver excellent service by investing in staff. Our goal is to implement a comprehensive HR Strategy which overlaps with our Mental Health and Wellbeing (MHW) strategy. One of our MHW pillars is to promote psychological and social supports by enhancing access to mental health and wellbeing supports within our Manulife Group Benefit entitlements.
2. Our priority is to promote community safety and wellbeing by providing supports for vulnerable community members. As an employer we aim to support staff that are impacted by Mental Health and Substance Use by providing access to local mental health and substance use supports and services.

Consequences/Risks of Not Proceeding: If the recommendation for base funding for the mental health entitlement increases is not approved the Municipality of Chatham-Kent risks:

- increasing cognitive short-term disability claim costs
- increase cognitive long-term disability claim costs
- attracting and retaining employees by not providing an adequate mental health benefits
- maintaining current service levels and implementing key projects

Council Priority: Service - Invest in staff  
Strategic Focus: People

## Mental Health Wellness

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 78,330	\$ 2,349	\$ 2,322	\$ 2,389
<b>Total Expense</b>	78,330	2,349	2,322	2,389
<b>Net Base Impact</b>	\$ 78,330	\$ 2,349	\$ 2,322	\$ 2,389

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer from Reserves	\$ (78,330)	\$ -	\$ -	\$ -
<b>Total Expense</b>	(78,330)	-	-	-
<b>Net One-Time Impact</b>	\$ (78,330)	\$ -	\$ -	\$ -

# Mental Health Wellness

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 2,349	\$ 2,322	\$ 2,389

## Market Rate Review - Non-union Part-time and Non-union Student

Department: Non Departmental  
 Division: Human Resources and Organization Development  
 Manager: Compensation & Benefits

This recommendation is for the application of a Market Rate Review for the Non-union Part-time and Non-union Student compensation plans to bring grids closer to the competitive market as a result of exponential increases to minimum wage over the past five years. A detailed presentation will be reviewed in Closed Session per the Municipal Act, s.239(2)(d).

Link to Strategic Plan: This recommendation will promote the delivery of excellent service by creating a capable, sustainable, and efficient administration. Talented employees need to be attracted, retained, and developed to grow our community. By conducting and applying a market rate review for our non-union part-time and student compensation plans, our goal is to successfully compete with other employers for talent.

Consequences/Risks of Not Proceeding: It is critical that the Municipality of Chatham-Kent's (Municipality) Non-union Part-time and Non-union Student compensation plans remain competitive with the current market. If the recommendation for base funding for on-going adjustments is not approved the Municipality risks:

1. losing existing talent pools to competitive markets
2. attracting and retaining suitable replacements to fill vacancies
3. attracting student and/or part-time employees into full-time vacancies
4. maintaining current service levels and implementing key projects such as:
  - a. Infrastructure Projects
  - b. Recreation programming
  - c. Resident Attraction

Council Priority: Service - Invest in staff  
 Strategic Focus: People



## Market Rate Review - Labour Strategy (Various Unions)

Department: Non Departmental  
Division: Human Resources and Organization Development  
Manager: Compensation & Benefits

For the 2024 to 2027 budget, it is recommended that administration implement a four (4) year Market Rate Review - Labour Strategy (MRR-LS) for the various unions. A detailed presentation will be reviewed in Closed Session per the Municipal Act, s.239(2)(d).

Link to Strategic Plan: This recommendation will promote the delivery of excellent service by creating a capable, sustainable, and efficient administration. Talented employees need to be attracted, retained, and developed to grow our community. By conducting and applying a market rate review for our bargaining units, our goal is to successfully compete with other employers for talent.

Consequences/Risks of Not Proceeding: It is critical that the Municipality of Chatham-Kent's (Municipality) MRR-LS remains competitive with the current market. If the recommendation for base funding for on-going adjustments are not approved the Municipality risks:

1. losing existing talent pools to competitive markets,
2. attracting and retaining suitable replacements to fill vacancies through normal attrition and retirements,
3. the prospect of increased grievances, arbitration, and/or labour disruptions, and
4. maintaining current service levels and implementing key projects such as:
  - a. Infrastructure Projects
  - b. Economic Growth
  - c. Building Development
  - d. Community Health
  - e. Resident Attraction

Council Priority: Service - Invest in staff  
Strategic Focus: People

## Market Rate Review - Labour Strategy (Various Unions)

### One-Time Budget Impact

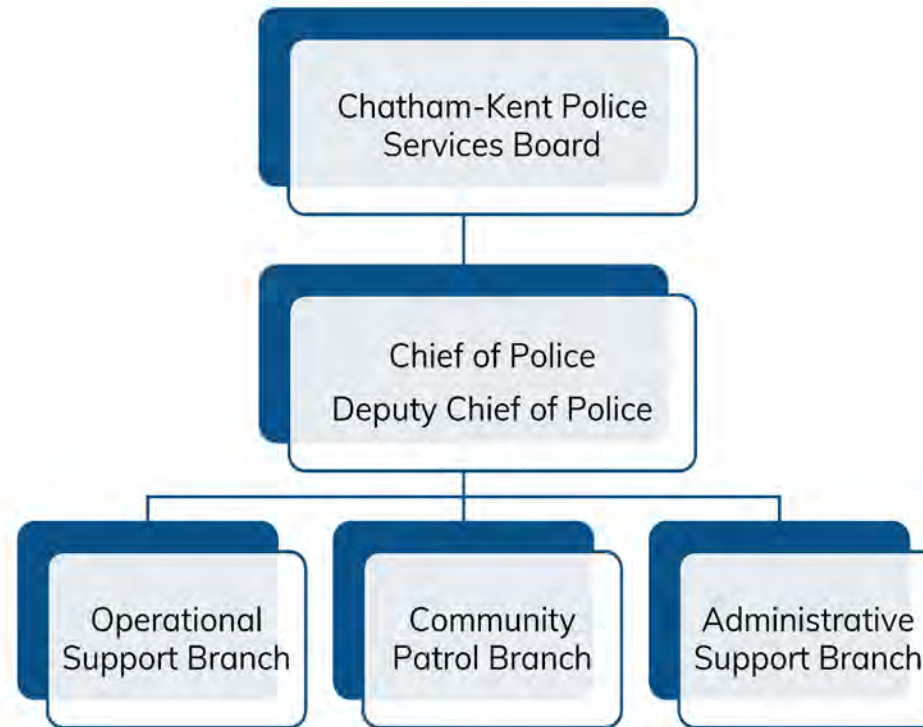
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 121,416	\$ 246,292	\$ 377,987	\$ 514,106
Transfer from Reserves	(121,416)	(246,292)	(377,987)	(514,106)
<b>Net One-Time Impact</b>	\$ -	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -



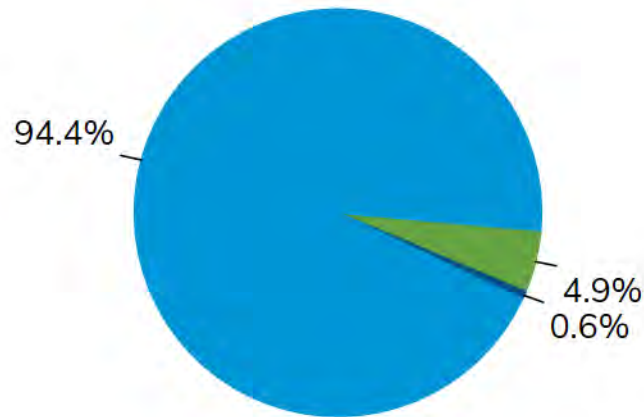
## Police Services

The Chatham-Kent Police Service is responsible for ensuring the safety and well-being of the community. The police service includes 174 sworn officers, and 85 civilian staff that deliver services to the public through its three branches: operational support, community patrol, and administrative support.



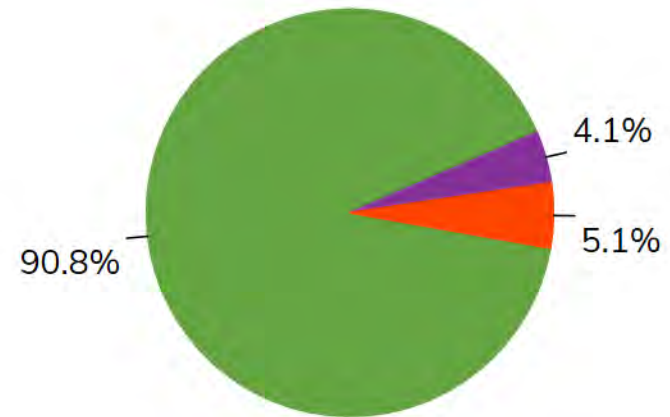
### Revenue 2027

- Grants - Provincial
- Other \*
- Total Tax Funded



### Expense 2027

- Employee Related
- Other \*
- Material, Veh and Equip Related



## Police Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>							
Grants - Provincial	\$ 2,116,018	\$ 4,048,718	\$ 2,177,700	\$ 2,177,700	\$ 2,177,700	\$ 2,177,700	\$ 2,177,700
User Fees *	4,500	4,500	-	-	-	-	-
Licenses, Permits and Fees	-	-	135,000	135,000	135,000	135,000	135,000
Miscellaneous Revenue *	71,482	15,665	17,500	17,500	17,500	17,500	17,500
Recoveries	237,182	235,153	121,959	121,959	121,959	121,959	121,959
<b>Total Revenue</b>	<b>2,429,182</b>	<b>4,304,036</b>	<b>2,452,159</b>	<b>2,452,159</b>	<b>2,452,159</b>	<b>2,452,159</b>	<b>2,452,159</b>
<b>Expense</b>							
Employee Related	31,169,918	32,409,613	33,714,566	35,856,349	37,817,000	39,308,998	40,123,979
Building Related *	294,977	380,095	385,362	385,362	385,362	385,362	385,362
Contracted Services *	1,257,008	1,516,374	487,953	487,953	487,953	487,953	487,953
Material, Veh and Equip Related	2,177,884	2,255,623	2,265,622	2,265,622	2,265,622	2,265,622	2,265,622
Operating Related *	655,969	727,303	486,635	486,635	486,635	486,635	486,635
Other Expenses *	41,455	900,485	-	-	-	-	-
Transfer to Reserves *	447,708	414,361	414,361	438,394	449,102	449,896	458,779
Transfer from Reserves *	(907,379)	(51,967)	(1,967)	(1,967)	(1,967)	(1,967)	(1,967)
Internal Allocations *	(1,113,664)	(187,064)	(187,064)	(187,064)	(187,064)	(187,064)	(187,064)
<b>Total Expense</b>	<b>34,023,876</b>	<b>38,364,823</b>	<b>37,565,468</b>	<b>39,731,284</b>	<b>41,702,643</b>	<b>43,195,435</b>	<b>44,019,299</b>

## Police Services

	2022 Actuals	2023 Forecasted Actuals	2023 Approved Budget	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Funded</b>	\$ 31,594,694	\$ 34,060,787	\$ 35,113,309	\$ 37,279,125	\$ 39,250,484	\$ 40,743,276	\$ 41,567,140

## Police Budget Overview

POLICE BUDGET 2024	Budget	Tax Impact	% Budget
Opening Base Budget	\$34,175,184		
<b>Direct Cost Provision for Police Services</b>			
Facilities - Utilities, building related cost increases	\$0		0.00%
Fleet - replacement, fuel, license, repairs	\$46,967		0.14%
Insurance - Police specific	\$33,463		0.10%
Corporate Provisions	\$260,694		0.76%
Medical premium increases	\$0		0.00%
Benefit increases due to changes in collective agreement	\$9,439		0.03%
Total			1.03%
<b>Other Police Services Items</b>			
Personal matters about an identifiable individual, including municipal or local board employees and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board in regard to a litigation matter. Detailed presentation in closed session per the Municipal Act, s239(2)(b), (e) & (f)	\$612,861		1.79%
Funding from OPC - Secondments	(\$300,000)		(0.88%)
BWC/ICC/ALPR - Project - Funded from Police Reserves	\$0		0.00%
Operations Resource Review	\$1,486,028		4.35%
<b>Police Services Budget Requirements</b>	\$2,149,451	1.14%	6.29%
Budget Requirements (As per Police Board Submission)	\$36,324,635		
Police Board's Recommendation to Council	\$36,324,635	1.14%	6.29%

# Police Budget Overview

POLICE BUDGET 2025	Budget	Tax Impact	% Budget
<b>Direct Cost Provision for Police Services</b>			
Facilities - Utilities, building related cost increases	\$0		0.00%
Fleet - replacement, fuel, license, repairs	\$51,222		0.14%
Insurance - Police specific	\$38,482		0.11%
Corporate Provisions	\$458,388		1.27%
Medical premium increases	\$0		0.00%
Benefit increases due to changes in collective agreement	\$9,439		0.03%
Total			1.55%
<b>Other Police Services Items</b>			
Personal matters about an identifiable individual, including municipal or local board employees and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board in regard to a litigation matter. Detailed presentation in closed session per the Municipal Act, s239(2)(b), (e) & (f)	\$790,879		2.20%
Funding from OPC - Secondments	(\$300,000)		(0.83%)
BWC/ICC/ALPR - Project - Funded from Police Reserves			0.00%
Operations Resource Review	\$1,303,884		3.62%
<b>Police Services Budget Requirements</b>	\$2,352,294	1.15%	6.54%
Budget Requirements (As per Police Board Submission)	\$38,326,367		
Police Board's Recommendation to Council	\$38,326,367	1.15%	6.54%

## Police Budget Overview

POLICE BUDGET 2026	Budget	Tax Impact	% Budget
<b>Direct Cost Provision for Police Services</b>			
Facilities - Utilities, building related cost increases	\$0		0.00%
Fleet - replacement, fuel, license, repairs	\$41,434		0.11%
Insurance - Police specific	\$44,255		0.12%
Corporate Provisions	\$496,768		1.32%
Medical premium increases	\$176,250		0.47%
Benefit increases due to changes in collective agreement	\$9,439		0.02%
Total			2.04%
<b>Other Police Services Items</b>			
Personal matters about an identifiable individual, including municipal or local board employees and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board in regard to a litigation matter. Detailed presentation in closed session per the Municipal Act, s239(2)(b), (e) & (f)	\$1,442,286		3.82%
Funding from OPC - Secondments	(\$300,000)		(0.79%)
BWC/ICC/ALPR - Project - Funded from Police Reserves			0.00%
Operations Resource Review	\$941,627		2.49%
<b>Police Services Budget Requirements</b>	\$2,852,058	1.29%	7.55%
Budget Requirements (As per Police Board Submission)	\$40,620,894		
Police Board's Recommendation to Council	\$40,620,894	1.29%	7.55%

## Police Budget Overview

POLICE BUDGET 2027	Budget	Tax Impact	% Budget
<b>Direct Cost Provision for Police Services</b>			
Facilities - Utilities, building related cost increases	\$0		0.00%
Fleet - replacement, fuel, license, repairs	\$44,407		0.11%
Insurance - Police specific	\$50,893		0.13%
Corporate Provisions	\$759,859		1.91%
Medical premium increases	\$352,500		0.88%
Benefit increases due to changes in collective agreement	\$9,439		0.02%
Total			3.05%
<b>Other Police Services Items</b>			
Personal matters about an identifiable individual, including municipal or local board employees and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board in regard to a litigation matter. Detailed presentation in closed session per the Municipal Act, s239(2)(b), (e) & (f)	\$1,525,622		3.83%
Funding from OPC - Secondments	(\$300,000)		(0.75%)
BWC/ICC/ALPR - Project - Funded from Police Reserves			0.00%
Operations Resource Review	\$486,373		1.22%
<b>Police Services Budget Requirements</b>	\$2,929,092	1.21%	7.35%
Budget Requirements (As per Police Board Submission)	\$42,781,841		
Police Board's Recommendation to Council	\$42,781,841	1.21%	7.35%





## Construction Index Inflation on Capital/Lifecycle

Department: Non Departmental  
 Division: Capital - Administration  
 Manager: Capital - Administration

The 2017 AMP report suggested a full indexation to the capital inflation index for each year's budgets. Unfortunately, the recommendation approved by Council did not reflect these recommendations. Instead, Council directed a 1% increase to tax revenues each year and left the decision-making on inflation to the annual budget process. This was increased to 1.5% in 2023. While there has been a great increase in annual funding since 2017, in reality the infrastructure gap has still risen, that is, Chatham-Kent still has at least 20–30 years of tax increases to become fully funded.

We are recommending a increase of 6% for 2024, 4.8% for 2025, 4.4% for 2026, and 4.4% for 2027.

For further information, please view [the attached documents](#).

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Transfer to Reserves	\$ 4,354,312	\$ 3,828,608	\$ 3,855,954	\$ 4,215,364
<b>Total Expense</b>	4,354,312	3,828,608	3,855,954	4,215,364
<b>Net Base Impact</b>	\$ 4,354,312	\$ 3,828,608	\$ 3,855,954	\$ 4,215,364

## Construction Index Inflation on Capital/Lifecycle

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<u>\$ 4,354,312</u>	<u>\$ 3,828,608</u>	<u>\$ 3,855,954</u>	<u>\$ 4,215,364</u>

# Lifecycle - Asset Management Plan

Department: Non Departmental  
 Division: Capital - Administration  
 Manager: Capital - Administration

The 2017 AMP report suggested a 20-year phase in to full funding, a 1.4% of tax revenues increase each year for each year’s budgets. Unfortunately, the recommendation approved by Council did not reflect these recommendations. Instead, Council directed a 1% increase to tax revenues each year and left 0.4% to be achieved through divestments. This was increased to 1.5% increase to tax revenues annually in 2023. While there has been a great increase in annual funding since 2017, in reality the infrastructure gap has still risen, that is, Chatham-Kent still has at least 20–30 years of tax increases to become fully funded.

We are recommending a base budget increase for infrastructure of 1.5% of tax revenues.

For further information, please view [the attached documents](#).

## Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
<b>Expense</b>				
Transfer to Reserves	\$ 2,836,500	\$ 3,051,167	\$ 3,319,597	\$ 3,628,058
<b>Total Expense</b>	<b>2,836,500</b>	<b>3,051,167</b>	<b>3,319,597</b>	<b>3,628,058</b>
<b>Net Base Impact</b>	<b>\$ 2,836,500</b>	<b>\$ 3,051,167</b>	<b>\$ 3,319,597</b>	<b>\$ 3,628,058</b>

## Lifecycle - Asset Management Plan

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	<u>\$ 2,836,500</u>	<u>\$ 3,051,167</u>	<u>\$ 3,319,597</u>	<u>\$ 3,628,058</u>

## Debenture CK 2005-01 expires mid 2025

Department: Non Departmental  
Division: Capital - Administration  
Manager: Capital - Administration

The Riverview Gardens debenture (debenture CK2005-01) is expiring mid 2025. The debt payments were partially funded by the tax base, total tax base funding of \$1,985,720, with the remaining covered by the Ministry of Long-Term Care. Per the direction of the Asset Management Plan (AMP) any base budget tax dollars for expired debt are to be redirected to the AMP lifecycle reserves. Since the debt expires mid 2025, half of the tax base portion of the debt payment (\$992,860) will become available in 2025 and redirected to the AMP lifecycle reserves and the remaining half will become available in 2026 and redirected to the AMP lifecycle reserves.

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
Grants - Provincial	\$ -	\$ (604,440)	\$ (604,440)	\$ -
<b>Total Revenue</b>	-	(604,440)	(604,440)	-
<b>Expense</b>				
Infrastructure and Debt	-	(1,597,300)	(1,597,300)	-
Transfer to Reserves	-	992,860	992,860	-
<b>Total Expense</b>	-	(604,440)	(604,440)	-
<b>Net Base Impact</b>	\$ -	\$ -	\$ -	\$ -

## Debenture CK 2005-01 expires mid 2025

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ -	\$ -



While the following business cases were deemed important to present to Council and the community, based on fiscal constraints they have not been included in the 2024–2027 Multi-Year draft budget increase. They are provided here for the consideration of Council.



## Continuous Improvement Program

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Department: Chief Administrative Office  
 Division: Chief Administrative Officer  
 Manager: Chief Administrative Officer

This program would be for business units to conduct third party assessments on business process improvements and technology changes that result in more efficient and effective service delivery. Many technology platforms have budget for lifecycle replacement, however there is no budget available for continuous improvement of existing systems.

This program would be to expand or enhance solutions to make service delivery mechanisms more efficient and/or effective.

Opportunities would be assessed based on return on investment for improvement to citizen experience and funds prioritized across all technology in use at the municipality.

Link to Strategic Plan: Given that service reviews will be a high priority item over the next few years and as a result of these reviews, it may be determined that in order for a division or business unit to be more efficient and/or effective that processes may need improvement.

Consequences/Risks of Not Proceeding: We would not be exploring opportunities for increased efficiencies and effectiveness in the discovery of services. Opportunities for innovation, shared services would be either overlooked or deferred.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: Econ/Jobs

# Continuous Improvement Program

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ -	\$ 50,000	\$ 25,000	\$ 25,000
<b>Total Expense</b>	-	50,000	25,000	25,000
<b>Net Base Impact</b>	\$ -	\$ 50,000	\$ 25,000	\$ 25,000

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ 50,000	\$ 25,000	\$ 25,000

## Fines Revenue Reduction

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Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

For the last few years, CKPL has been able to eliminate fines; first, on Children's Materials in 2021 and second, on Teen Materials in 2023. These are significant steps in reducing barriers to access Library Services. Currently the Library is still required to collect \$24,000 in fines in the base budget.

Digital materials are not charged overdue fines and CKPL has already noticed a sharp decline in revenue. As well, CKPL has instituted an automatic renewal system which renews materials up to two, three-week periods, unless someone is waiting for the material. Staff have heard repeatedly how much patrons enjoy this service and how it removes a great deal of stress both personally and financially. This service has also had an impact on the revenue line.

For the next two budget years CKPL is requesting to eliminate the remaining base budget number of \$24,000.

Charging overdue fines was a traditional way to ensure that materials were returned to the Library. Fines increase barriers to access and exclude members of the Chatham-Kent community who are low income, have no income and are our most vulnerable people in the community.

One of CKPL's primary strategic objectives over the next few years is to improve access to the library, access to facilities, information, recreation and internet.

2018 was the first summer that CKPL was able to offer fines free summer reading for Children through the assistance of Employment and Social Services. CKPL had 2,837 registered children system wide. Over 400 more students registered than the year previously and 710 more students then registered in 2016.

Post pandemic and now with children's materials fines free all year round, CKPL has seen an increase in children's cards created. In 2022, there were 4,126 juvenile card holders, an increase of 600 cards, 23,565 adult card holders, an increase of 2,230 cards. CKPL attributes this to the elimination of fines combined with excellent children's service provided system wide.

From 2021 – 2022 CKPL had an 18% increase in library cards. With more outreach and promotion CKPL is predicting another increase of 15% for Children's and 10% for Teens.

Elimination of fines for all residents and with significant promotion ie radio, newspaper and social media, CKPL, expects to see an overall increase across all card types of 10% or 3,500 library cards by 2027.

# Fines Revenue Reduction

**Link to Strategic Plan:** Promote Community Safety & Well-Being provide supports for vulnerable community members. Eliminating fines reduces barriers and ensures that the libraries collections are available to all in the community. No longer will the fear of owing money to the library be a detriment to accessing the services. The Library Strategic direction is to increase access in all of its forms, including access to services, collections and resources. Eliminating fines long term will ensure continued access for all CK residents.

**Consequences/Risks of Not Proceeding:** Increased customer satisfaction with the elimination of fines. CKPL has already witnessed increased customer satisfaction with the implementation of automatic renewals. Many libraries bordering on Chatham-Kent have eliminated fines ie., Oxford County; Elgin County; London Public Library. Being surrounded by neighbouring systems that many of our citizens can also use due to their proximity will result in loss of users, lower circulation and reduced viability of some branches in particular outlying East CK branches.

**Council Priority:** Community - Collaborate and invest in arts, culture, and heritage

**Strategic Focus:** People

## Base Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
Fines and Penalties	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ -
<b>Total Revenue</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>-</b>
<b>Expense</b>				

## Fines Revenue Reduction

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Net Base Impact	\$ 8,000	\$ 8,000	\$ 8,000	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Total Tax Impact	\$ 8,000	\$ 8,000	\$ 8,000	\$ -

## Marketing - Increase Library Marketing Budget

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Department: Chief Administrative Office  
 Division: Community, Culture and Connections  
 Manager: CK Public Library

CKPL currently has a marketing budget of \$8,000. In 2008 after the Library Master Plan was released Council gave CKPL a base budget of \$2,000 to market an 11 branch library system. Through savings found in other library finance lines over a number of years CKPL was able to increase the budget line to \$8,000.

Costs, however, have risen significantly. With the current funding CKPL is able to update and print brochures, promote the library at key times in the year such as holiday messaging on the radio and utilizing the Summer Road Crew to promote summer reading to all ages. Social media ads are boosted and items used for promotion at outreach events are purchased. They can include anything from USB sticks, mouse pads, pencils and pens.

As part of the libraries strategic plan to involve and engage as well as inspire and connect CKPL staff have to meet people where they are to promote services. More outreach must be done as well as more marketing using multiple platforms for the widest reach. The budget currently sits at \$8,000. CKPL is asking for \$4,000 per year to get the base budget to \$20,000. Meets the CKPL Strategic Goals of: OFFER ACCESS and ENGAGE and INSPIRE and CONNECT and INVOLVE.

Link to Strategic Plan:	Promote Community Safety & Well-Being. Supports CKPL strategic direction to increase access to collections and services. More awareness in the community with direct and targeted marketing will increase the number of new patrons through the door. Combine this with more opportunities to reach into the community where people are gathering and CKPL will have more CK residents using the library.
Consequences/Risks of Not Proceeding:	Maintaining and increasing CK residents using the library increases our overall efficiency. The more people who check out materials lowers the cost per usage. With limited dollars to market our reach into the community is restricted. With so many new people and families coming to Chatham-Kent it is important to have a consistent and constant marketing presence through multiple media channels. The consequence of not promoting/marketing the library is that CKPL will not thrive and grow. Communities will lose a valuable community hub.
Council Priority:	Community - Collaborate and invest in arts, culture, and heritage

# Marketing - Increase Library Marketing Budget

Strategic Focus: People

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Operating Related	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
<b>Total Expense</b>	3,000	3,000	3,000	3,000
<b>Net Base Impact</b>	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
<b>Total Tax Impact</b>	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000

## Blenheim Branch - Increase in Programming

Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

Programming connects users of the library with specific resources both within library walls and outside. Programming fulfils an important strategic goal for CKPL

- Connect & Involve
- Engage & Inspire
- Offer Access

Library programs are free and open to all. Programs give CK residents an opportunity to pursue a passion for lifelong learning by introducing them to a new skill, whether it is technologically based, (how to use the 3D printer or the cricut), or arts and crafts based.

Programming for children inspires a love of reading and develops lifelong literacy skills. CKPL focuses a lot of energy on March Break and Summer Reading Club programs. All programming is designed to foster a love of the library and reading. Successful programs ensure that students in our community do not experience the summer slide and return to school with the same literacy rates.

Programming that inspires also enriches the quality of life for patrons. Working with community partners, CKPL in the past, has provided Adult specific programming on nutrition, how to use iPads and Naloxone training.

Library staff currently do as much as they can within their regular operating hours of services. The provision of additional hours outside of their regularly scheduled open hours would mean that branch staff could offer programs when the library is closed.

Outreach is equally as important as programming because not everyone thinks to visit the library. When staff reach out to the community to showcase services and resources, CKPL has the ability to market directly to potential audiences. Staff take advantage of attending senior and agricultural fairs, literacy nights, EarlyON and school visits.

Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach. Leaving the library fully staffed during its open hours to provide excellent customer service. **BLenheim BRANCH:** Increase of 0.12 FTE (4 hours per week).



## Blenheim Branch - Increase in Programming

Link to Strategic Plan:	<p>Promote Community Safety &amp; Well-Being - increase outreach to the community across Chatham-Kent is critical to the long-term success of CKPL.</p> <p>Outreach is an important component of the library's work. Staff need to meet people where they live, work and play. Once we connect residents to the library then we can directly market our services and resources. When CKPL staff connect with residents at events such as the water festival, seniors fairs, literacy nights at schools, we can we can also find out what it is what the community wants from the library. This is an integral part of what we do to ensure that we are meeting community needs; and that we are the community resources in the smaller communities that have nothing else.</p> <p>Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. This provides welcoming spaces and community spaces that are safe for both staff and patrons, ensuring that staff are able to be situationally aware of what is going on in the library. With increased societal issues this has become increasingly important. More vulnerable populations are utilizing the library as they are increasingly referred to our spaces as free, welcoming and safe spaces.</p> <p>These extra hours will enable the library to have more robust program offerings in secondary urban communities such as Blenheim, Dresden, Ridgetown and Tilbury. We continue to see comments on our social media sites indicating a demand for programs available in Chatham.</p> <p>Investment in our secondary urban community libraries is important.</p>
Consequences/Risks of Not Proceeding:	<p>CKPL currently has a very minimal marketing budget, and, very few extra hours to provide staff for outreach opportunities. The Library requires the additional hours in order to take advantage of in person promotional and partnership opportunities. Without these hours, the consequence is diminished visibility in the community, less library card holders and a struggle to remain viable and relevant in Chatham-Kent</p>
Council Priority:	<p>Community - Collaborate and invest in arts, culture, and heritage</p>
Strategic Focus:	<p>People</p>

## Blenheim Branch - Increase in Programming

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 9,677	\$ -	\$ -	\$ -
<b>Total Expense</b>	9,677	-	-	-
<b>Net Base Impact</b>	\$ 9,677	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 9,677	\$ -	\$ -	\$ -

# Blenheim Branch - Increase in Programming

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Library Branch Head - CUPE 12.2 Grade 6	January, 2024		<u>0.11</u>
	<b>Total FTE</b>			<u><u>0.11</u></u>

## Dresden Branch - Increase Programming Hours

Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

Programming connects users of the library with specific resources both within library walls and outside. Programming fulfils an important strategic goal for CKPL

- Connect & Involve
- Engage & Inspire
- Offer Access

Library programs are free and open to all. Programs give CK residents an opportunity to pursue a passion for lifelong learning by introducing them to a new skill, whether it is technologically based, (how to use the 3D printer or the cricut), or arts and crafts based.

Programming for children inspires a love of reading and develops lifelong literacy skills. CKPL focuses a lot of energy on March Break and Summer Reading Club programs. All programming is designed to foster a love of the library and reading. Successful programs ensure that students in our community do not experience the summer slide and return to school with the same literacy rates.

Programming that inspires also enriches the quality of life for patrons. Working with community partners, CKPL in the past, has provided Adult specific programming on nutrition, how to use iPads and Naloxone training.

Library staff currently do as much as they can within their regular operating hours of services. The provision of additional hours outside of their regularly scheduled open hours would mean that branch staff could offer programs when the library is closed.

Outreach is equally as important as programming because not everyone thinks to visit the library. When staff reach out to the community to showcase services and resources, CKPL has the ability to market directly to potential audiences. Staff take advantage of attending senior and agricultural fairs, literacy nights, EarlyON and school visits.

Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. DRESDEN: Increase in FTE = 0.12 FTE (4 hours per week)

## Dresden Branch - Increase Programming Hours

Link to Strategic Plan:	<p>Promote Community Safety &amp; Well-Being - increase outreach to the community across Chatham-Kent is critical to the long-term success of CKPL.</p> <p>Outreach is an important component of the library's work. Staff need to meet people where they live, work and play. Once we connect residents to the library then we can directly market our services and resources. When CKPL staff connect with residents at events such as the water festival, seniors fairs, literacy nights at schools, we can we can also find out what it is the community wants from the library. This is an integral part of what we do to ensure that we are meeting community needs, that we are the community resources in the smaller communities that have nothing else.</p> <p>Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. This provides welcoming spaces and community spaces that are safe for both staff and patrons, ensuring that staff are able to be situationally aware of what is going on in the library. With increased societal issues this has become increasingly important. More vulnerable populations are utilizing the library as they are increasingly referred to our spaces as free, welcoming and safe spaces.</p> <p>These extra hours will enable the library to have more robust program offerings in secondary urban communities such as Blenheim, Dresden, Ridgetown and Tilbury. We continue to see comments on our social media sites indicating a demand for programs available in Chatham.</p> <p>Investment in our secondary urban community libraries is important.</p>
Consequences/Risks of Not Proceeding:	<p>CKPL currently has a very minimal marketing budget, and very few extra hours to provide staff for outreach opportunities. The Library requires the additional hours in order to take advantage of in person promotional and partnership opportunities. Without these hours, the consequence is diminished visibility in the community, less library card holders and a struggle to remain viable and relevant in Chatham-Kent</p>
Council Priority:	<p>Community - Collaborate and invest in arts, culture, and heritage</p>
Strategic Focus:	<p>People</p>

## Dresden Branch - Increase Programming Hours

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 9,677	\$ -	\$ -	\$ -
<b>Total Expense</b>	9,677	-	-	-
<b>Net Base Impact</b>	\$ 9,677	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 9,677	\$ -	\$ -	\$ -

### Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Library Branch Head - CUPE 12.2 Grade 6	January, 2024		0.11
	<b>Total FTE</b>			<b>0.11</b>

## Ridgetown Branch - Increase in Programming Hours

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Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

Programming connects users of the library with specific resources both within library walls and outside. Programming fulfils an important strategic goal for CKPL

- Connect & Involve
- Engage & Inspire
- Offer Access

Library programs are free and open to all. Programs give CK residents an opportunity to pursue a passion for lifelong learning by introducing them to a new skill, whether it is technologically based, (how to use the 3D printer or the cricut), or arts and crafts based.

Programming for children inspires a love of reading and develops lifelong literacy skills. CKPL focuses a lot of energy on March Break and Summer Reading Club programs. All programming is designed to foster a love of the library and reading. Successful programs ensure that students in our community do not experience the summer slide and return to school with the same literacy rates.

Programming that inspires also enriches the quality of life for patrons. Working with community partners, CKPL in the past, has provided Adult specific programming on nutrition, how to use iPads and Naloxone training.

Library staff currently do as much as they can within their regular operating hours of services. The provision of additional hours outside of their regularly scheduled open hours would mean that branch staff could offer programs when the library is closed.

Outreach is equally as important as programming because not everyone thinks to visit the library. When staff reach out to the community to showcase services and resources, CKPL has the ability to market directly to potential audiences. Staff take advantage of attending senior and agricultural fairs, literacy nights, EarlyON and school visits.

Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. RIDGETOWN BRANCH: increase to FTE = 0.12 FTE (4 hours per week)

## Ridgetown Branch - Increase in Programming Hours

Link to Strategic Plan:	<p>Promote Community Safety &amp; Well-Being - increase outreach to the community across Chatham-Kent is critical to the long-term success of CKPL.</p> <p>Outreach is an important component of the library's work. Staff need to meet people where they live, work and play. Once we connect residents to the library then we can directly market our services and resources. When CKPL staff connect with residents at events such as the water festival, seniors fairs, literacy nights at schools we can we can also find out what it is what the community wants from the library. This is an integral part of what we do to ensure that we are meeting community needs, that we are the community resources in the smaller communities that have nothing else.</p> <p>Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. This provides welcoming spaces and community spaces that are safe for both staff and patrons, ensuring that staff are able to be situationally aware of what is going on in the library. With increased societal issues this has become increasingly important. More vulnerable populations are utilizing the library as they are increasingly referred to our spaces as free, welcoming and safe spaces.</p> <p>These extra hours will enable the library to have more robust program offerings in secondary urban communities such as Blenheim, Dresden, Ridgetown and Tilbury. We continue to see comments on our social media sites indicating a demand for programs available in Chatham.</p> <p>Investment in our secondary urban community libraries is important.</p>
Consequences/Risks of Not Proceeding:	<p>CKPL currently has a very minimal marketing budget, and very few extra hours to provide staff for outreach opportunities. The Library requires the additional hours in order to take advantage of in person promotional and partnership opportunities. Without these hours, the consequence is diminished visibility in the community, less library card holders and a struggle to remain viable and relevant in Chatham-Kent</p>
Council Priority:	<p>Community - Collaborate and invest in arts, culture, and heritage</p>
Strategic Focus:	<p>People</p>





## Tilbury Branch - Increase in Programming Hours

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Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

Programming connects users of the library with specific resources both within library walls and outside. Programming fulfils an important strategic goal for CKPL

- Connect & Involve
- Engage & Inspire
- Offer Access

Library programs are free and open to all. Programs give CK residents an opportunity to pursue a passion for lifelong learning by introducing them to a new skill, whether it is technologically based, (how to use the 3D printer or the cricut), or arts and crafts based.

Programming for children inspires a love of reading and develops lifelong literacy skills. CKPL focuses a lot of energy on March Break and Summer Reading Club programs. All programming is designed to foster a love of the library and reading. Successful programs ensure that students in our community do not experience the summer slide and return to school with the same literacy rates.

Programming that inspires also enriches the quality of life for patrons. Working with community partners, CKPL in the past, has provided Adult specific programming on nutrition, how to use iPads and Naloxone training.

Library staff currently do as much as they can within their regular operating hours of services. The provision of additional hours outside of their regularly scheduled open hours would mean that branch staff could offer programs when the library is closed.

Outreach is equally as important as programming because not everyone thinks to visit the library. When staff reach out to the community to showcase services and resources, CKPL has the ability to market directly to potential audiences. Staff take advantage of attending senior and agricultural fairs, literacy nights, EarlyON and school visits.

Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach. Leaving the library fully staffed during its open hours to provide excellent customer service. TILBURY BRANCH:

Change in FTE = 0.12 FTE (4 hours per week)

## Tilbury Branch - Increase in Programming Hours

Link to Strategic Plan:	<p>Promote Community Safety &amp; Well-Being - increase outreach to the community across Chatham-Kent is critical to the long-term success of CKPL.</p> <p>Outreach is an important component of the library's work. Staff need to meet people where they live, work and play. Once we connect residents to the library then we can directly market our services and resources. When CKPL staff connect with residents at events such as the water festival, seniors' fairs, literacy nights at schools, we can we can also find out what it is the community wants from the library. This is an integral part of what we do to ensure that we are meeting community needs, that we are the community resources in the smaller communities.</p> <p>Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. This provides welcoming spaces and community spaces that are safe for both staff and patrons, ensuring that staff are able to be situationally aware of what is going on in the library. With increased societal issues this has become increasingly important. More vulnerable populations are utilizing the library as they are increasingly referred to our spaces as free, welcoming and safe spaces.</p> <p>These extra hours will enable the library to have more robust program offerings in secondary urban communities such as Blenheim, Dresden, Ridgetown and Tilbury. We continue to see comments on our social media sites indicating a demand for programs available in Chatham.</p> <p>Investment in our secondary urban community libraries is important.</p>
Consequences/Risks of Not Proceeding:	<p>CKPL currently has a very minimal marketing budget, and, very few extra hours to provide staff for outreach opportunities. The Library requires the additional hours in order to take advantage of in person promotional and partnership opportunities. Without these hours, the consequence is diminished visibility in the community, less library card holders and a struggle to remain viable and relevant in Chatham-Kent</p>
Council Priority:	<p>Community - Collaborate and invest in arts, culture, and heritage</p>
Strategic Focus:	<p>People</p>



## Chatham Branch - Increase in Programming Hours

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Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

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- Engage & Inspire
- Offer Access

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Programming for children inspires a love of reading and develops lifelong literacy skills. CKPL focuses a lot of energy on March Break and Summer Reading Club programs. All programming is designed to foster a love of the library and reading. Successful programs ensure that students in our community do not experience the summer slide and return to school with the same literacy rates.

Programming that inspires also enriches the quality of life for patrons. Working with community partners, CKPL in the past, has provided Adult specific programming on nutrition, how to use iPads and Naloxone training.

Library staff currently do as much as they can within their regular operating hours of services. The provision of additional hours outside of their regularly scheduled open hours would mean that branch staff could offer programs when the library is closed.

Outreach is equally as important as programming because not everyone thinks to visit the library. When staff reach out to the community to showcase services and resources, CKPL has the ability to market directly to potential audiences. Staff take advantage of attending senior and agricultural fairs, literacy nights, EarlyON and school visits.

Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach. Leaving the library fully staffed during its open hours to provide excellent customer service. CHATHAM BRANCH: Library Technicians increase in FTE by 0.12 (4 hours per week total - 2 hours per week per position) For Chatham these are FT positions currently working at 28.00 hours per week.

## Chatham Branch - Increase in Programming Hours

Link to Strategic Plan:	<p>Promote Community Safety &amp; Well-Being - increase outreach to the community across Chatham-Kent is critical to the long-term success of CKPL.</p> <p>Outreach is an important component of the library's work. Staff need to meet people where they live, work and play. Once we connect residents to the library then we can directly market our services and resources. When CKPL staff connect with residents at events such as water festival, seniors' fairs, literacy nights at schools we can we can also find out what it is the community wants from the library. This is an integral part of what we do to ensure that we are meeting community needs, that we are the community resources in the smaller communities.</p> <p>Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. This provides welcoming spaces and community spaces that are safe for both staff and patrons, ensuring that staff are able to be situationally aware of what is going on in the library. With increased societal issues this has become increasingly important. More vulnerable populations are utilizing the library as they are increasingly referred to our spaces as free, welcoming and safe spaces. Chatham Branch in particular experiences more incidents which require staff to be constantly vigilant. They cannot provide programming, cover service desks and keep an eye on all areas of the library.</p>
Consequences/Risks of Not Proceeding:	<p>CKPL currently has a very minimal marketing budget, and very few extra hours to provide staff for outreach opportunities. The Library requires the additional hours in order to take advantage of in person promotional and partnership opportunities. Without these hours, the consequence is diminished visibility in the community, less library card holders and a struggle to remain viable and relevant in Chatham-Kent</p>
Council Priority:	<p>Community - Collaborate and invest in arts, culture, and heritage</p>
Strategic Focus:	<p>People</p>



## Wallaceburg Branch - Increase in Programming Hours

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Department: Chief Administrative Office  
Division: Community, Culture and Connections  
Manager: CK Public Library

Programming connects users of the library with specific resources both within library walls and outside. Programming fulfils an important strategic goal for CKPL

- Connect & Involve
- Engage & Inspire
- Offer Access

Library programs are free and open to all. Programs give CK residents an opportunity to pursue a passion for lifelong learning by introducing them to a new skill, whether it is technologically based, (how to use the 3D printer or the cricut), or arts and crafts based.

Programming for children inspires a love of reading and develops lifelong literacy skills. CKPL focuses a lot of energy on March Break and Summer Reading Club programs. All programming is designed to foster a love of the library and reading. Successful programs ensure that students in our community do not experience the summer slide and return to school with the same literacy rates.

Programming that inspires also enriches the quality of life for patrons. Working with community partners, CKPL in the past, has provided Adult specific programming on nutrition, how to use iPads and Naloxone training.

Library staff currently do as much as they can within their regular operating hours of services. The provision of additional hours outside of their regularly scheduled open hours would mean that branch staff could offer programs when the library is closed.

Outreach is equally as important as programming because not everyone thinks to visit the library. When staff reach out to the community to showcase services and resources, CKPL has the ability to market directly to potential audiences. Staff take advantage of attending senior and agricultural fairs, literacy nights, EarlyON and school visits.

Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. WALLACEBURG LIBRARY: increase in FTE by 0.12 (4 hours per week. 2 hours per week for each of the part-time staff)



## Wallaceburg Branch - Increase in Programming Hours

Link to Strategic Plan:	<p>Promote Community Safety &amp; Well-Being - increase outreach to the community across Chatham-Kent is critical to the long-term success of CKPL.</p> <p>Outreach is an important component of the library's work. Staff need to meet people where they live, work and play. Once we connect residents to the library then we can directly market our services and resources. When CKPL staff connect with residents at events such as the water festival, seniors' fairs, literacy nights at schools we can we can also find out what it is the community wants from the library. This is an integral part of what we do to ensure we are meeting community needs. That we are the community resources in the smaller communities.</p> <p>Having extra hours to draw on means that staff can be fully supported while the library is open but still have an opportunity to plan and execute both programs and outreach, leaving the library fully staffed during its open hours to provide excellent customer service. This provides welcoming spaces and community spaces that are safe for both staff and patrons, ensuring that staff are able to be situationally aware of what is going on in the library. With increased societal issues this has become increasingly important. More vulnerable populations are utilizing the library as they are increasingly referred to our spaces as free, welcoming and safe spaces.</p> <p>These extra hours will enable the library to have more robust program offerings in secondary urban communities such as Blenheim, Dresden, Ridgetown and Tilbury. We continue to see comments on our social media sites indicating a demand for programs available in Chatham.</p> <p>Investment in our secondary urban community libraries is important.</p>
Consequences/Risks of Not Proceeding:	<p>CKPL currently has a very minimal marketing budget, and very few extra hours to provide staff for outreach opportunities. The Library requires the additional hours in order to take advantage of in person promotional and partnership opportunities. Without these hours, the consequence is diminished visibility in the community, less library card holders and a struggle to remain viable and relevant in Chatham-Kent.</p>
Council Priority:	Community - Collaborate and invest in arts, culture, and heritage
Strategic Focus:	People



## Neighbourhood Managed Outdoor Ice Rinks

Department: Infrastructure and Engineering Services  
Division: Parks, Fleet & Facilities  
Manager: Parks, Recreation & Cemeteries

Costs to implement six or more neighbourhood-managed outdoor ice rinks in public parks across Chatham-Kent including training, inspections, tools, signage, and discretionary park utilities. The program was referred to the 2024 budget process by Council on December 12, 2022. The FTE impact is due to staff time spent training volunteers and conducting regular inspections of the premises.

For further information, please view [the attached documents](#).

Link to Strategic Plan: This initiative promotes community safety and well-being by offering enhanced outdoor skating opportunities for residents. Participation in this type of activity may result in improved health within the community.

Consequences/Risks of Not Proceeding: Administration will not have the resources to train and assist community groups and members in the installation of outdoor skating rinks. No formalized program to promote outdoor ice rinks in Chatham-Kent parks will be implemented.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: Health

# Neighbourhood Managed Outdoor Ice Rinks

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Employee Related	\$ 2,916	\$ -	\$ -	\$ -
Building Related	35,000	-	-	-
<b>Total Expense</b>	37,916	-	-	-
<b>Net Base Impact</b>	\$ 37,916	\$ -	\$ -	\$ -
	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 37,916	\$ -	\$ -	\$ -

## Position Summary

Position	Description	Start Date	End Date	Effective FTE
Base	Facility Operator Non-union Part Time Grade 4	January, 2024		0.06
	<b>Total FTE</b>			<b>0.06</b>

# Private Non-Profit Property Tax Grant for Service Agreements

Department: Health & Human Services  
Division: Housing Services  
Manager: Private Non-Profit and co-op(stage2)

Between 2021 and 2031 all 13 Private Non-Profit (PNP) housing providers which are in operating agreements with the Municipality of Chatham-Kent will reach their end of mortgage and operating agreements. The Ministry of Municipal Affairs and Housing (MMAH) has released legislation outlining the transition from the previous operating agreements to either a service or exit agreement. Each PNP will be required to enter into a service or exit agreement. If a service agreement is entered, the Municipality of Chatham-Kent would provide funding to the PNP in exchange for the PNP to continue to provide Rent Geared to Income (RGI) housing to the community. Alternately, if the PNP enters into an exit agreement the Municipality would lose access to the RGI housing units as the PNP would no longer be required to fill vacant units with applicants from the centralized waitlist.

As the PNPs reach the end of their mortgages, Housing Services is requesting funds to provide the PNPs with a property tax grant which can be used as an incentive to have the PNPs sign service agreements. The property tax grant that the PNPs receive would be in proportion to the amount of RGI units they provide under the new service agreement relative to the overall amount of units. For example, if a PNP had a total of 50 units and under the new service agreement was providing 30 RGI units they would receive 60% (30/50) of their final property tax bill as a grant. This will help maintain the RGI housing stock and ensure that the Municipality is only providing the property tax grant on RGI units and not market units. This could further incentivise PNPs to provide more RGI units than under the previous operating agreement, also helping to recuperate units which are lost to exit agreements.

The PNPs are responsible for providing 572 RGI units (774 total units) across Chatham-Kent which include one-, two-, three- and four-bedroom units. The estimated per unit cost ranges from \$340,000 for a 1-bedroom unit to \$690,000 for a 4-bedroom unit. If Housing Services were to lose these units and replace them by constructing equivalent types and an equivalent number of units, it is estimated to cost approximately \$261,000,000. The estimated capital cost of \$261,000,000 is before land costs and soft development costs which would further increase the one-time capital cost of this project. In addition to the one-time capital costs an estimated yearly base budget of \$6,750,000 would be required to operate these units. This base budget would include the addition of 14 new Full Time Equivalent (FTEs) which would be required to operate and maintain the units and tenants.

As an example, one private non-profit currently provides 36 RGI units in Chatham. It would cost \$18,900,000 in Capital costs to replace these units and an additional \$370,000 per year in new operating costs. This will equate to approximately \$3,700,000 over the next 10 years (\$370,000 x 10 years) versus the estimated \$543,926 in property tax grant funding that the private non-profit would receive over the next 10 years.

## Private Non-Profit Property Tax Grant for Service Agreements

Base budget for the property tax grant has been requested based on when each PNP reaches the end of their mortgage and will be required to enter into the service or exit agreement. The property tax grant base budget amount is based on 2022 property taxes grossed up by the 2023 property tax increase and then the provided CPI for years 2024-2027. The corresponding percentage of RGI units is then applied to get the final grant amount.

Below is a timeline of PNP mortgage maturity dates:

June 01, 2021 - Chatham Evangel Senior Citizens Villa Community Incorporated  
 June 01, 2021 - Wallaceburg Kinsmen Court Non-Profit Housing Corporation  
 September 01, 2022 - Clairvue Housing Co-Operative Inc.  
 September 01, 2022 - Columbus Estates of Chatham Inc.  
 May 01, 2023 - Columbus Estates of Chatham Inc.  
 December 01, 2022 - Chatham Hope Non-Profit Housing Inc.  
 December 01, 2023 - Chatham Hope Non-Profit Housing Inc.  
 March 01, 2023 - Christian Senior Citizens Home of Chatham  
 January 01, 2025 - Chatham Hope Non-Profit Housing Inc.  
 December 01, 2025 - Corporal Harry Minor V.C. (Ont. 185) Senior Citizens Corporation  
 October 01, 2025 - Ridge Marsh Manor Inc.  
 November 01, 2025 - New Beginnings Housing Project of Chatham  
 January 01, 2027 - Columbus Estates of Chatham Inc.  
 February 01, 2027 - Chatham Hope Non-Profit Housing Inc.  
 October 01, 2027 - Ridgetown Community Estates (Non-Profit) Inc.  
 November 01, 2027 - Labourview Co-Operative Homes Inc.  
 September 01, 2028 - Riverway Non-Profit Housing Corporation  
 February 01, 2029 - Park St. United Church (Chatham) Non-Profit Housing Corporation  
 December 01, 2031 - Chatham Hope Non-Profit Housing Inc.

# Private Non-Profit Property Tax Grant for Service Agreements

Link to Strategic Plan:	This change request is directly linked to Priority: Grow our Community point 1.C “Reduce barriers for affordability and supply” and Priority: Promote Community Safety & Well-Being point 2 “Provide supports for vulnerable community members & emergency preparedness”. This funding will help secure the current Rent Geared to Income (RGI) housing stock provided by the PNPs within the Municipality of Chatham-Kent, helping more individuals in Chatham-Kent gain access to RGI housing.
Consequences/Risks of Not Proceeding:	<p>The 13 PNPs are responsible for providing 774 total units (of which 572 are RGI units) throughout the Municipality of Chatham-Kent. Unfortunately, two PNPs responsible for a total of 102 units (of which 37 are RGI units) have already expressed interest to sign exit agreements. If this incentive is not offered to the PNPs during the service agreement negotiations, there is a much higher likelihood that additional PNPs will opt for exit agreements. This would lead to the loss of extremely valuable RGI units and cause further increases to wait times for units.</p> <p>This would also affect the Municipality’s ability to achieve the provincial service level targets as there will be no recalculation of service level targets if any PNPs decide to exit.</p> <p>The potential loss of 572 RGI units will result in significantly longer wait times for affordable housing which will result in further dependence on expensive emergency shelters as it will take longer for people to exit homelessness.</p> <p>ESS has completed analysis of the local direct cost of homelessness (shelter bed, average length of stay in shelter, case management, startup costs at new unit) and has determined that the average cost of homelessness for an individual is \$9,489.13 per incident. So far in 2023, the program has prevented 18 households from falling into homelessness. Had these households lost their housing the direct cost to Municipal services would equate to approximately \$170,804.34. It is important to note that this cost does not include the additional indirect cost of homelessness on other community services. In 2017, a study involving three of Canada’s largest cities discovered that health, social and judicial services for homeless people with mental illness cost society more than \$55,000 per person per year, on average. Funding this program will assist the Municipality in limiting the number of emergency beds that are needed in the community as well as Municipal costs that come with emergency services.</p>
Council Priority:	Community - Support for vulnerable community members & emergency preparedness

# Private Non-Profit Property Tax Grant for Service Agreements

Strategic Focus: Health

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Other Expenses	\$ 389,583	\$ 222,992	\$ 12,863	\$ 229,317
<b>Total Expense</b>	389,583	222,992	12,863	229,317
<b>Net Base Impact</b>	\$ 389,583	\$ 222,992	\$ 12,863	\$ 229,317
<b>Total Tax Impact</b>	\$ 389,583	\$ 222,992	\$ 12,863	\$ 229,317



## 2025 Corporate Technology Strategic Plan Anticipated Recommendations

Department: Finance, Budget, Information Technology & Transformation  
Division: Information Technology & Transformation  
Manager: Information Technology - Administration

In 2025, the organization will conduct a Corporate Technology Strategic Planning exercise to align information technology services with the needs of the organization. Increased demand and complexity of integrated technology solutions may result in recommendations for additional resources, technology, managed services or full time employees.

The 2025 Corporate Technology Strategic Plan will identify priority requirements, positions and expertise areas in alignment with corporate needs.

Link to Strategic Plan: The Corporate Technology Strategic Plan prioritizes technology related initiatives across the corporation, ensuring resources are allocated to new and continuous improvement initiatives that deliver the greatest value to the corporation and the community. This aligns with all initiatives to deliver excellent service as well as supports all other areas of the strategic plan by providing staff with the right tools to support exceptional service delivery to the community.

Consequences/Risks of Not Proceeding: Misalignment of technical expertise with the requirements of the organization could result in the inability of the organization to efficiently and effectively support the needs of the community. Under resourcing in the ITT division will result in a lack of maintenance of existing systems and inability to remain current with technology and enterprise risks.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

# 2025 Corporate Technology Strategic Plan Anticipated Recommendations

## Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Contracted Services	\$ -	\$ -	\$ 200,000	\$ 200,000
<b>Total Expense</b>	-	-	200,000	200,000
<b>Net Base Impact</b>	\$ -	\$ -	\$ 200,000	\$ 200,000

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ -	\$ -	\$ 200,000	\$ 200,000

## Route Expansion Transit Service Level Increase

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Department: Infrastructure and Engineering Services  
Division: Engineering  
Manager: Transit

### Background

On September 12, 2022, Council approved the following Notice of Motion:

“That whereas the Ride CK public transit service identifies itself as safe, affordable, reliable, and accessible; Whereas this Council has implemented several actions identified in Driving Forward Transit Strategy in order to meet these objectives; Whereas ridership continues to report urban transit deficiencies impacting the reliability and accessibility of services provided; Whereas administration was directed to prepare report by October 2022 with recommendations to improve transit service for rural Chatham-Kent residents; Be it resolved administration prepare a report for early in the next Council term outlining recent actions taken to improve the reliability and accessibility of Ride CK services, existing deficiencies, and recommendations to further improve the reliability and accessibility of urban conventional and specialized transit services with consideration to these deficiencies and the need to prepare for new urban developments and ridership growth. Recommendations should be considered for the 2023 budget and future years.”

At the October 16, 2023 Council Meeting, administration provided an Information Report related to Improving the Reliability and Accessibility of Ride CK Urban Services.

System design, operations, policy, education, and infrastructure all impact the reliability and accessibility of a transit system. Currently, four of Chatham’s scheduled 30-minute fixed routes do not meet its minimum 27-minute runtime. Three of the fixed routes exceed the 30-minute round trip time on average. Additionally, fourteen percent (14%) of residents within the transit taxation boundary are not within walking distance of a bus stop and new developments along some four-lane arterials – primarily Grand Avenue and Park Avenue – are on the opposite side of the one-way transit route.

Current route design (with several local road detours and frequent stop placement) has attempted to maximize accessibility by reducing walking distances and closing coverage gaps, however, this has impacted schedule reliability. RideCK has not factored into its system design the time expenditures necessary to meet its community’s accessibility needs, including its longer boarding times, as well as other common delay events as they may be anticipated. Staff are reviewing opportunities to improve schedule reliability including consolidation of closely spaced stops, signal timing adjustments, and route adjustments to avoid turning movements with significant delay. Progress on these opportunities will be presented to Council in future reports.

## Route Expansion Transit Service Level Increase

Staff have identified that service levels on Chatham’s specialized service reliably meet demand. Continued education of riders will take place to ensure planned trips are booked in advance, however performance metrics indicate adequate system flexibility is in place to meet same-day or ASAP requests. It is important to note the exceptional service performance metrics of Chatham Accessible, compared to the conventional service, are partially responsible for oversubscription. Ride CK specialized services cost six times more on a per rider basis. Improvement of conventional services can benefit its riders but also better ensure costly specialized service is reserved for those with disabilities most in need.

### Recommendation

Staff have identified a range of considerations for improvements to service levels specific to conventional transit service operations, and the associated impacts on schedule, coverage, and cost. Introducing changes to any one service element can have corresponding impacts on other elements of the operation. While it is anticipated that increasing frequency and coverage of the conventional service would improve accessibility and transit service levels overall, it is anticipated that this would be a notable cost and the implementation would require further review. As such, it is recommended to not proceed with the implementation of service level increases.

Apart from service level increases, staff have identified opportunities to explore measures that will result in moderate schedule performance improvements at current service levels, such as signal timing adjustments, consolidation of closely spaced stops, and minor route adjustments. Additionally, upcoming capital projects involving sidewalk expansion and installation of pedestrian crossovers on transit routes may provide additional opportunities to adjust routes to improve schedule performance and improve pedestrian connectivity and access to transit, in addition to their primary goal of improving neighbourhood walkability. These measures will be considered as part of the 2024-2027 capital budget.

Link to Strategic Plan:	Improve Infrastructure in order to maintain and grow or economy
Consequences/Risks of Not Proceeding:	Continued route delays, and coverage gaps.Further oversubscription of the more costly specialized service.
Council Priority:	Grow - Strategic investments to diversify, rationalize assets and level of services
Strategic Focus:	People

## Route Expansion Transit Service Level Increase

### Base Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
User Fees	\$ -	\$ -	\$ 75,000	\$ 1,575
<b>Total Revenue</b>	-	-	75,000	1,575
<b>Expense</b>				
Contracted Services	-	-	580,000	12,180
Material, Veh and Equip Related	-	-	48,559	1,020
Transfer to Reserves	-	-	65,000	-
<b>Total Expense</b>	-	-	693,559	13,200
<b>Net Base Impact</b>	\$ -	\$ -	\$ 618,559	\$ 11,625



## Extension of Trial Period for Reduced Ice Rates

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Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Parks, Recreation & Cemeteries

Reduction in ice rental revenue expectations is necessary to continue with the prime, non-prime, minor, and last-minute reduced ice rates. These rates were temporarily reduced through Council motion on August 12, 2019 and subsequently extended until the end of the 2022-2023 season. The reduction in rates resulted in no gain in rental hours across Chatham-Kent arenas and an overall net loss in revenues.

On July 10, 2023 Council approved referring the trial period extension to the 2024-2027 multi-year budget deliberations.

For further information, please view [the attached documents](#).

Link to Strategic Plan: This activity is aligned with Council's direction to promote inclusion with investments and programming in arts, heritage, recreation, social and health services.

Consequences/Risks of Not Proceeding: Administration is not expected to meet its ice rental revenue expectations. Last-minute ice rates will continue to be available as they did not negatively contribute to overall revenue targets.

Council Priority: Community - Explore new and enhance existing recreational opportunities

Strategic Focus: Health

## Extension of Trial Period for Reduced Ice Rates

### One-Time Budget Impact

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Revenue</b>				
User Fees	\$ (267,586)	\$ (267,586)	\$ (267,586)	\$ (267,586)
<b>Total Revenue</b>	<u>(267,586)</u>	<u>(267,586)</u>	<u>(267,586)</u>	<u>(267,586)</u>
<b>Expense</b>				
<b>Net One-Time Impact</b>	<u>\$ 267,586</u>	<u>\$ 267,586</u>	<u>\$ 267,586</u>	<u>\$ 267,586</u>

	<b>2024 Draft Budget</b>	<b>2025 Draft Budget</b>	<b>2026 Draft Budget</b>	<b>2027 Draft Budget</b>
<b>Total Tax Impact</b>	<u>\$ 267,586</u>	<u>\$ 267,586</u>	<u>\$ 267,586</u>	<u>\$ 267,586</u>



## Purchase of Mini-Excavators for Use in Cemeteries

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Department: Infrastructure and Engineering Services  
Division: Parks, Fleet & Facilities  
Manager: Parks, Recreation & Cemeteries

On May 29, 2023, Council approved a pilot project for a mini excavator to be utilized by Cemeteries operations in order to undertake an assessment of its benefits prior to an investment in purchasing the equipment.

Administration provided Council at its October 30, 2023 meeting with an Information Report that outlined the results of the Mini Excavator Pilot Project to date.

Administration received the rental 3-ton mini excavator on June 26th, 2023 and it was stored at Riverview Cemetery in Wallaceburg. From June 26th to September 11th the mini excavator was utilized on 12 occasions for cemetery operations for burials and 1 time by Public Works in Wallaceburg for a total of 26 hours of operation over 11 weeks. The 5-ton mini excavator was delivered to the Wallaceburg cemetery on September 11th and has been utilized 4 times until October 15th by Cemetery operations and twice by Public Works, for a total of 9 hours. Certain tasks that staff are required to conduct may be done partially by a mini excavator but to complete the task a backhoe is required. This means that both a backhoe and mini excavator would need to be on site. To ensure an efficient response to maintenance staff utilize equipment that will allow them to complete the entire task without going to get additional equipment as this requires staff time to transport the additional equipment to and from the job site.

The backhoe has been noted to be more versatile during the pilot project to complete tasks while the mini excavator is a more precise piece of equipment, but it is not able to complete all tasks. Along with the transportation required to retrieve and return the mini-excavator has resulted in the utilization of the mini-excavator in the pilot project so far.

Staff reviewed the usage of the 3-ton mini-excavator and determined that a larger five-ton mini excavator may be more sufficient for Public Works tasks. Staff received the 5-ton unit on September 11th, 2023. Starting November 1st, 2023, the mini excavator will be relocated to Maple Leaf Cemetery in Chatham to examine if there is more usage in Chatham compared to Wallaceburg.

As per the Council motion, a business case to purchase two 5-ton mini excavators has been added to the 2024-2027 Budget process for deliberation. Based on the results of the pilot program, the mini excavator has not proven to be as versatile as a backhoe and the utilization of the equipment does not provide value to the operations at the cemetery or to public works. It is the recommendation of administration to not proceed with the purchase of the equipment.

For further information, please view [the attached documents](#).

Link to Strategic Plan: This activity is aligned with the Council direction to Deliver Excellent Service.

## Purchase of Mini-Excavators for Use in Cemeteries

Consequences/Risks of Not Proceeding: Administration will continue the existing practice of utilizing heavier equipment to perform cemetery burial services.

Council Priority: Service - Foster a culture of continuous improvement

Strategic Focus: People

### One-Time Budget Impact

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Revenue</b>				
<b>Expense</b>				
Material, Veh and Equip Related	\$ 260,000	\$ -	\$ -	\$ -
<b>Total Expense</b>	260,000	-	-	-
<b>Net One-Time Impact</b>	\$ 260,000	\$ -	\$ -	\$ -

	2024 Draft Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
<b>Total Tax Impact</b>	\$ 302,200	\$ -	\$ -	\$ -

## Extended Operating Season for Splash Pads

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Department: Infrastructure and Engineering Services  
 Division: Parks, Fleet & Facilities  
 Manager: Parks, Recreation & Cemeteries

On April 3rd, 2023 Council directed administration to review the opening and closing dates of all splash pads in Chatham-Kent, with the goal of maximizing seasonal usage and that these changes be made as soon as possible.

At the August 14, 2023 meeting, Council approved a sixteen-week operating season for splash pads in Chatham-Kent.

Currently, splash pad operations range from 13 to 16 weeks in the various communities. With the approved changes to the operating season, splash pads in the communities of Bothwell, Chatham, Mitchell's Bay, Tilbury, Wallaceburg and Wheatley will see an increase of 2 to 3 weeks. There will be expenses related to opening splash pads earlier and extending the season to later in September.

For further information, please view [the attached documents](#).

Link to Strategic Plan:	Increasing access to the splash pads allows for a safe and fun way for kids to cool down as well as offering opportunities for increased physical activity and the potential for improved social skills.
Consequences/Risks of Not Proceeding:	There would be no additional funds to operate the splash pads for the extended season which could result in complaints from the general public. Maximum use of the assets would not be achieved.
Council Priority:	Community - Explore new and enhance existing recreational opportunities
Strategic Focus:	Health



# Appendices

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## Glossary of Terms

TERM	DEFINITION
<b>Account</b>	A classification of expenditures or revenue within a departmental budget to which an estimated budget value or actual expense/revenue amount is assigned.
<b>Accrual Basis of Accounting/Budgeting</b>	An accounting method where revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred (sometimes referred to as “full accrual”, to distinguish it from modified accrual basis accounting).
<b>Actual</b>	Actual revenue and expenditures incurred, as opposed to budgeted revenues or expenditures for the fiscal year indicated.
<b>Amortization</b>	Accounting process of allocating cost less residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use; “depreciation accounting” is another commonly used term.
<b>Assessment</b>	An estimate of property value that is established for real property as a basis for property taxes. The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario.
<b>Assessment Growth</b>	The increase in assessment value during the year as the result of new properties and improvements to existing properties in the Municipality.
<b>Assessment Value</b>	Value of property as determined by the Municipal Property Assessment Corporation (MPAC). It is provided (or “returned”) to municipalities in December as the basis for property taxation in the following year.

## Glossary of Terms

TERM	DEFINITION
<b>Asset Management Plan (AMP)</b>	Documented information that specifies the activities, resources and timelines required for an individual asset or group of assets, to achieve the Municipality's asset management objectives.
<b>Assets</b>	Resources owned or held by the Municipality which have monetary value and includes such things as roads (road surface, sidewalks, curbs, bridges, culverts), water distribution system (pipes, valves, hydrants, services), sanitary collection system (pipes, pumping stations, manholes), storm water management system (pipes, ponds, manholes, catch basins), urban forestry, parks, sport fields, trails, computerized business systems, facilities, vehicles, machinery and equipment.
<b>Balanced Budget</b>	As required for Ontario municipalities under the Municipal Act, a budget that shows estimated revenues are equal to estimated spending.
<b>Base Budget</b>	Covers services already approved in previous budgets, adjusted for inflation, wage increases, user fee increases, general revenue and financing (e.g. increased reserve transfers).
<b>Budget</b>	A financial plan for a given fiscal year that estimates all planned revenues and expenditures for various municipal services.
<b>Budget Committee</b>	Standing Committee of Council established to deliberate on the budget of the Municipality.
<b>Building Related</b>	This category consists of building related costs such as utilities, repairs, maintenance, insurance, etc.

## Glossary of Terms

TERM	DEFINITION
<b>Business Unit</b>	An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.
<b>By-Law</b>	Municipal, local or corporate rule or regulation.
<b>Canada Community-Building Fund (CCBF)</b>	A permanent source of federal funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities.
<b>Capital</b>	The word “capital” has a specific meaning in the municipal context: it is used to describe the capital fund transactions, including both long-term expenditures and long-term financing.
<b>Capital Asset</b>	An asset with a long-term nature.
<b>Capital Budget</b>	The expenditures and financing sources to acquire or construct municipal assets.
<b>Capital Expenditure</b>	An appropriation of funds for a capital improvement project or asset. These are non-operating expenditures to acquire assets which will have a useful life greater than one year.
<b>Capital Forecast</b>	The expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.



## Glossary of Terms

TERM	DEFINITION
<b>Capital Project</b>	Means any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefit lasting beyond one year and results in the acquisition of, or extends the life of, a fixed asset.
<b>Community Improvement Plan (CIP)</b>	Encourages rehabilitation initiatives and/or stimulates new development. CIP programs are designed to help make it easy for investors and businesses to launch new development projects across the Municipality.
<b>Consumer Price Index (CPI)</b>	An estimate published by Statistics Canada that measures changes in the price level of consumer goods and services purchased by a typical household. Also known as inflation.
<b>Contingency</b>	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year.
<b>Contracted Services</b>	This category consists of costs relating to services which have been purchased on a contract basis such as road maintenance and snow removal, and consulting services such as auditors and architects.
<b>Council</b>	The governing body for the Municipality of Chatham-Kent comprised of the Mayor and 17 Councillors.
<b>Council Term Priorities</b>	The specific areas of focus and priorities within the community strategic plan that the current Council has agreed to focus on during their term of office to reach the goals of CKPlan2035.

## Glossary of Terms

TERM	DEFINITION
<b>Debenture (or Debt)</b>	A debt instrument promising to pay back borrowed money by a specified date, normally with periodic payments of principal and interest. A debenture is typically issued against the general ability of the borrower to repay, as opposed to being secured by specific assets.
<b>Debt Servicing</b>	The payment of debt interest and principal over a given period of time. Provincial regulation does not allow the Municipality to issue debt which would result in it exceeding its legislated Annual Repayment Limit (ARL) without approval from the Province. The 2023 ARL is based on the Municipality's 2021 Financial Information Return (FIR).
<b>Department</b>	A business unit of the Municipality that has overall management responsibility for operations within certain functional areas. Departments are further subdivided into divisions.
<b>Depreciation</b>	An accounting and finance term for the method of attributing the cost of an asset across the useful life of the asset in order to match expenses with revenues.
<b>Development Charges (DC's)</b>	A fee charged to new development, under the Development Charges Act, to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs.
<b>Discretionary Reserve and/or Reserve Funds</b>	A reserve fund created at Council's discretion, e.g. lifecycle.
<b>Division</b>	A unit within a department that has overall management responsibility of a functional area.

## Glossary of Terms

TERM	DEFINITION
<b>Employee Related Expenses</b>	This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, and applicable allowances.
<b>Environmental Assessment (EA)</b>	A process to predict the effects of proposed initiatives on the environment.
<b>Executive Management Team (EMT)</b>	Led by the Chief Administrative Officer, this team is the body of administration where corporate priorities are set and new corporate initiatives are developed.
<b>Expenditure</b>	The disbursement of appropriated funds to purchase goods and/or services.
<b>External Funding</b>	Financing from sources external to the Municipality such as provincial or federal funding and grant subsidies.
<b>Fines, Penalties &amp; Interest</b>	Revenues that are used to lower the property taxes raised on the tax-supported operating budget.
<b>Fiscal Year</b>	A 12 month period (January 1 through December 31) in which the annual operating budget applies and at the end of which an assessment is made of the Municipality's financial condition and performance of operations.
<b>Fleet</b>	A collective group of vehicles owned and operated by the Municipality.
<b>Forecast</b>	The projection of revenues and expenditures for future years.
<b>Full-time Equivalent (FTE)</b>	A measure of staffing equivalent to that produced by one person working full time for one year.

## Glossary of Terms

TERM	DEFINITION
<b>Fund</b>	A sum of money set aside for a specified purpose.
<b>Transfers to/from Reserves &amp; Reserve Funds</b>	Contributions to/from reserves, reserve funds, and capital for various projects.
<b>Gas Tax</b>	Share of provincial gas tax that is transferred to municipalities to fund local infrastructure.
<b>Grant</b>	A financial contribution to or from governments to support a particular function, service, or program.
<b>Grants – Federal</b>	Funding received from the Federal government to support municipal programs or projects.
<b>Grants – Provincial</b>	Funding received from the Provincial government to support municipal programs or projects.
<b>Gross Domestic Product (GDP)</b>	The measure of all the goods and services produced by the economy.
<b>Gross Expenditures</b>	Total expenditures of the Municipality prior to the netting of any external revenues and/or recoveries.
<b>Inflation</b>	See Consumer Price Index.

## Glossary of Terms

TERM	DEFINITION
<b>Infrastructure</b>	The system of public works in the Municipality, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, trails and facilities).
<b>Infrastructure &amp; Debt</b>	This category consists of the amount of principal and interest payment on borrowed funds for infrastructure.
<b>Infrastructure Gap</b>	The difference between capital investment needs and current infrastructure funding available.
<b>Infrastructure Levy</b>	A portion of property taxes collected for the purpose of funding repair and replacement of municipal assets.
<b>Internal Allocations</b>	Amounts recovered by one department from another. Internal recoveries appear as revenue for the departments providing support and are equal to the internal charges to the departments receiving the service.
<b>Investment Income</b>	Interest received on bank balances and investments.
<b>Key Performance Indicators (KPIs)</b>	Refers to a set of quantifiable measurements used to gauge the Municipality's overall long-term performance. KPIs specifically help determine a company's strategic, financial, and operational achievements and can be used to compare to other municipalities.
<b>Levels of Service</b>	Parameters or a combination of parameters, which reflect social, political, environmental and economic outcomes that an organization delivers from their assets.

## Glossary of Terms

TERM	DEFINITION
<b>Licenses, Permits &amp; Fees</b>	This category includes things such as business licenses, building permits, special events fees, etc.
<b>Material, Vehicle &amp; Equipment Related</b>	This category is for maintenance-related costs for equipment, vehicles and rental of equipment.
<b>Miscellaneous Revenues</b>	This category is for general investment income, slot machine revenue, landfill sponsorship revenues, donations, etc.
<b>Municipal Act</b>	Provincial legislation that sets out rules for Ontario municipalities and recognizes them as a responsible and accountable level of government. The Act gives municipalities broad powers to pass by-laws and govern within their jurisdiction.
<b>Municipality</b>	Refers to the Municipality of Chatham-Kent.
<b>Net Expenditure</b>	The portion of the operating budget that must be paid by the tax levy after all other funding sources, including grants and user fees, are taken into account.
<b>Obligatory Reserve Funds</b>	Created by legislation or agreements to accumulate funds to be used for a designated purpose.
<b>Official Plan</b>	A policy document which sets out the goals, objectives and direction for long-term growth and development in the Municipality; required by the provincial Planning Act.
<b>One-Time Budget</b>	Reflects one-time costs or revenues approved by Council during the budget process or during the year.

## Glossary of Terms

TERM	DEFINITION
<b>Ontario Community Infrastructure Fund (OCIF)</b>	Provincial funding that provides for small, rural and northern communities to develop and renew their infrastructure.
<b>Ontario Connecting Links Funding (OCLF)</b>	Provincial funding that provides to eligible municipalities up to 90% of eligible project costs to a maximum of \$3 million for road projects and \$5 million for bridges.
<b>Operating Budget</b>	The Municipality's financial plan which outlines proposed expenditures for the upcoming fiscal year and estimated revenues which will be used to finance them.
<b>Operating Related</b>	This category consists of costs relating to office and operating materials and supplies.
<b>Operating Impact from Capital</b>	Identifies additional operating costs, including compensation, resulting from new or expanded assets such as facilities, vehicles, trails or parks being put into service during the budget year.
<b>Other Expenses</b>	This category is for funding granted by the Municipality to external organizations.
<b>Own Source Revenues</b>	Revenue that a municipal government raises through its own sources, including property taxes and user fees, but excluding grants or government funding.
<b>Payment-in-Lieu of Taxes</b>	Compensation from the federal or provincial governments in recognition of lost property tax revenue. Federally and provincially owned land are exempt from taxation, however, they often compensate the Municipality with 'payment-in-lieu of taxes'.

## Glossary of Terms

TERM	DEFINITION
<b>Public Sector Accounting Board (PSAB)</b>	The Public Sector Accounting Board (PSAB) serves the public interest by setting standards and providing guidance for financial and other performance information reported by the public sector.
<b>Recoveries</b>	This category is for amounts recovered from external sources.
<b>Rehabilitation</b>	A process of restoring infrastructure to a better condition, thereby extending the useful life of the asset.
<b>Replacement Cost</b>	The cost to replace an asset on the basis of current prices (cost); unrelated to the original asset cost.
<b>Reserve</b>	An appropriation from net revenue and/or cost savings at the discretion of Council, after the provision for all known expenditures. Council may set up reserves for any purpose for which they have the authority to spend money.
<b>Reserve Fund</b>	Funds that have been set aside either by a by-law of the Municipality or by a requirement of senior government statute or agreement to meet a future event. As a result, reserve funds are either “discretionary” being those set up by Council, or “obligatory” being those set up by virtue of a requirement of senior government statute or agreement.
<b>Revenue</b>	Income received by the Municipality for the fiscal year; includes tax revenues, user fees, transfers from reserves, and interest income.



## Glossary of Terms

TERM	DEFINITION
<b>Sale of Items</b>	This category includes things such as sale of cemetery plots, publications, food and beverage at canteens, etc.
<b>Senior Management Team (SMT)</b>	The body of the administration responsible for implementing corporate priorities and initiatives and providing input on same to the Executive Management Team to whom it is accountable.
<b>Service Level Agreement (SLA)</b>	A commitment between a service provider and a customer. Particular aspects of the service (quality, availability, responsibilities) are agreed on between the parties.
<b>Social Assistance</b>	This category consists of costs related to delivering and administering social programs.
<b>Strategic Plan</b>	CK Plan 2035 is the name of the Municipality’s community strategic plan, which identifies the top priorities for the community and outlines the objectives and actions necessary to reach those goals. It includes areas of strategic focus and guiding principles.
<b>Supplementary Taxes</b>	Based on the supplementary and omitted assessments issued by the Municipal Property Assessment Corporation (MPAC) for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus two years.
<b>Surplus</b>	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at year end must be approved according to the Council-approved Surplus & Deficit Policy.

## Glossary of Terms

TERM	DEFINITION
<b>Tax Levy</b>	The amount of property tax, in dollars, which must be raised by the Municipality's taxpayers.
<b>Tax Rate</b>	A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.
<b>User Fees</b>	Fees paid by individuals or organizations to the Municipality for the use of municipal facilities or for the provision of municipal services (e.g. recreation fees, cultural venue ticket sales).
<b>Variances</b>	Differences between actual revenues and expenditures from those items targeted in the annual budget.

## Abbreviations

AA	Administrative Assistant
AHPSS	Allied Health Professionals Staffing Supplement
ALPR	Automated License Plate Recognition
AMO	Association of Municipalities of Ontario
AMP	Asset Management Plan
AODA	Accessibility for Ontarians with Disabilities Act
AVL	Automated Vehicle Locator
ARL	Annual Repayment Limit
BCA	Building Condition Assessment
BCPI	Building Construction Price Index
BIA	Business Improvement Area
BWC	Body-Worn Cameras
CAO	Chief Administrative Officer
CCAP	Corporate Climate Action Plan
CCBF	Canada Community Building Fund
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIP	Community Improvement Fund
CIREAM	Cold In-Place Recycling with Expanded Asphalt Mix
CK	Chatham-Kent
CKHS	Chatham-Kent Housing Services
CKLAG	Chatham-Kent Lambton Administrators Group
CKLIP	Chatham-Kent Local Immigration Partnership
CKPL	Chatham-Kent Public Library
CMA	Census Metropolitan Area
CMHA	Canadian Mental Health Association
CMHC	Canada Mortgage and Housing Corporation

## Abbreviations

COCHI	Canada-Ontario Community Housing Initiative
COHB	Canada Ontario Housing Benefit
CPI	Consumer Price Index
CPP	Canada Pension Plan
CRM	Customer Relationship Management
CRTC	Canadian Radio-television and Telecommunications Commission
CS	Corporate Services
CSA	Canadian Safety Authority
CUPE	Canadian Union of Public Employees
CVA	Current Value Assessment
CWL	Centralized Wait List
DC	Development Charge
DMAF	Disaster Mitigation Adaptation Fund
DS	Development Services
EA	Environmental Assessment
EMS	Emergency Medical Services
EMT	Executive Management Team
EPR	Extended Producer Responsibility
ERP	Enterprise Resource Planning
ESS	Employment & Social Services
EV	Electric Vehicle
FBITT	Finance, Budget, Information Technology & Transformation
FES	Fire and Emergency Services
FIR	Financial Information Return
FOI	Freedom of Information
FPPA	Fire Prevention and Protection Act
FTE	Full Time Equivalent

## Abbreviations

FTNU	Full-time Non Union
GDP	Gross Domestic Product
GHG	Green House Gas
GIS	Guaranteed Income Supplement
GIS	Geographic Information System
HCSA	Health Care Spending Account
HHS	Health and Human Services
HPPA	Health Protection and Promotion Act
HROD	Human Resources and Organizational Development
HSW	Health, Safety and Wellness
HUTS	Hostile Unit Takeovers
HVAC	Heating, Ventilation and Air Conditioning
IBL	Intercounty Baseball League
ICC	In-Car Cameras
ICI/IC&I	Industrial, Commercial and Institutional
ICIP	Investing in Canada Infrastructure Program
ICM	Intensive Case Management
IES	Infrastructure and Engineering Services
ILS	Integrated Library System
IPAC	Infection Prevention and Control
IRCC	Immigration, Refugees and Citizenship Canada
ITS	Information Technology Services
ITT	Information Technology & Transformation
KPI	Key Performance Indicators
LTB	Landlord Tenant Board
LTVCA	Lower Thames Valley Conservation Authority
MECP	Ministry of Environment, Conservation and Parks

## Abbreviations

MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MMAH	Ministry of Municipal Affairs and Housing
MMS	Minimum Maintenance Standards (for Municipal Highways)
MPAC	Municipal Property Assessment Corporation
MPI	Municipal Price Index
NG911	Next Generation 911
NON	Non-Departmental
OAS	Old Age Security
OCIF	Ontario Community Infrastructure Fund
OCLF	Ontario Connecting Links Funding
OHC	Ontario Housing Corporation
OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs
OMPF	Ontario Municipal Partnership Fund
ONA	Ontario Nurses Association
OPC	Ontario Police College
OPHI	Ontario Priorities Housing Initiative
OSIM	Ontario Structure Inspection Manual
OW	Ontario Works
P&E	Promotion & Education
PCI	Pavement Condition Index
PH	Public Health
PHB	Portable Housing Benefit
PIL	Payment-in-Lieu
PNP	Private Non-Profit (Housing Providers)
POL	Police Services
PRO	Producer Responsibility Organization
PSAP	Public Safety Answering Points

## Abbreviations

PSW	Personal Support Worker
PUC	Public Utilities Commission
RECE	Registered Early Childhood Educators
RED	Rural Economic Development
RFID	Radio-Frequency Identification
RFP	Request for Proposal
RGI	Rent Geared to Income
RHI	Rapid Housing Initiative
RN	Registered Nurse
RPN	Registered Practical Nurse
RRCEA	Resource Recovery and Circular Economy Act
RTC	Report to Council
RVG	Riverview Gardens
SHA	Social Housing Agreement
SLA	Service Level Agreement
SLS	Service Level Standards
SMT	Senior Management Team
SWIFT	Southwestern Integrated Fibre Technology
TCA	Tangible Capital Assets
WDO	Waste Diversion Ontario
WM	Waste Management
WRCC	Waste, Recycling and Climate Change

## Financial Policies and Principles

The following financial policies establish the framework for the overall fiscal planning and management of the Municipality of Chatham-Kent. Below are excerpts from the main sections of each policy along with hyperlinks to the full policies:

Policy	Key Principles & Objectives
<p><a href="#">Assessment Growth Policy</a></p> <p>To establish a priority framework for the allocation of assessment growth.</p>	<p>Growth pays for growth. For forecast purposes, assessment growth revenue will be assumed to be allocated with the first 1.0% of total assessment to the operating budget with the remaining to growth related business cases.</p> <p>If assessment growth revenue exceeds accumulated growth costs, the balance will be applied to the Capital Infrastructure Reserve to mitigate growth in the infrastructure gap.</p>
<p><a href="#">Asset Management Policy</a></p> <p>To establish consistent standards and guidelines for management of the Municipality’s assets.</p>	<p>Adopt a sustainable approach to asset management, ensuring that the asset base is not increased without considering the impact on the ability of the Municipality to fund future maintenance and rehabilitation. Consider present and future needs of users and the services expected from the assets by leveraging the lowest total lifecycle costs of ownership with regard to the service levels that best meet the needs of the community.</p>



## Financial Policies and Principles

Policy	Key Principles & Objectives
<p><a href="#">Multi-Year Budget Policy</a></p> <p>A policy providing the framework for overall fiscal planning and management.</p>	<p>Provides details on budgeting objectives, establishing a sustainable base budget and fair market user fees for services, maximizes leverage, staffing, strategic planning, service review sustainability process and departmental business plans.</p>
<p><a href="#">Debt Management Strategy</a></p> <p>To establish objectives and strategies for managing debt.</p>	<p>Using a mix of pay-as-you-go funding, reserve financing and debt financing to fulfil the requirements of both existing infrastructure requirements, but also any new initiatives to support the strategic direction that each Council sets as goals for their term. Consideration should always be given to funding any project from existing funds, whether from an existing budget or from an existing reserve to minimize the additional debt servicing costs associated in issuing debt to pay for our assets.</p>
<p><a href="#">Reserves and Reserves Fund Policy</a></p> <p>To establish guidelines for managing such funds.</p>	<p>Provides details on guiding principles, primary objectives, key management and administration responsibilities, and standards of care for reserves and reserve funds managed by the Municipality.</p>
<p><a href="#">Surplus and Deficit Policy</a></p> <p>To establish a priority framework for the</p>	<p>All surpluses and deficits should be treated as one-time in nature. Surpluses represent one-time savings and should only be considered a funding source for one-time expenditures. A property tax budget surplus shall be allocated as follows:</p>

Policy	Key Principles & Objectives
allocation of surpluses and funding for deficits.	<ol style="list-style-type: none"> <li>1. Reserve for Roadside Drainage to offset current year expenses</li> <li>2. Bloomfield Business Park Unfunded Capital – Up to \$500,000 to reduce the business parks unfunded capital</li> <li>3. Disaster Mitigation and Adaptation Grant – Up to \$1,000,000 to cover the municipal share of the Disaster Mitigation and Adaptation Fund (DMAF) grant</li> <li>4. Operating Budget Contingency Reserve – An amount not to exceed the reserve target for future unplanned expenses</li> <li>5. Strategic Development Reserve – Any remaining funds be allocated the Strategic Development Reserve to address future needs of Council</li> </ol>
<u>Other Key Financial Principles for Consideration</u>	<p>Other effective financial principles that have historically been employed in previous budget cycles include:</p> <ol style="list-style-type: none"> <li>1. View tax levy requirements on a long-term basis rather than focusing solely on a short-term annual basis.</li> <li>2. Use one-time money for one-time expenses.</li> <li>3. Ensure Reserves and Reserve Funds are kept at an adequate level to ensure the Municipality:                             <ol style="list-style-type: none"> <li>3.1. Has sufficient cash to pay the bills (working capital).</li> <li>3.2. Can replace and rehabilitate capital infrastructure as required.</li> </ol> </li> </ol>

## Financial Policies and Principles

Policy	Key Principles & Objectives
	<p>3.3. Has a buffer for significant unanticipated expenditures or loss of revenues beyond the control of the Municipality.</p> <p>4. When approving new initiatives, consider the total cost of the project, operating costs after the initial completion of capital requirements, and benefits to the community.</p> <p>5. Council should avoid taking on services and programs where there is pressure to “fill in” for services and programs that have been reduced or discontinued by other levels of government.</p>





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