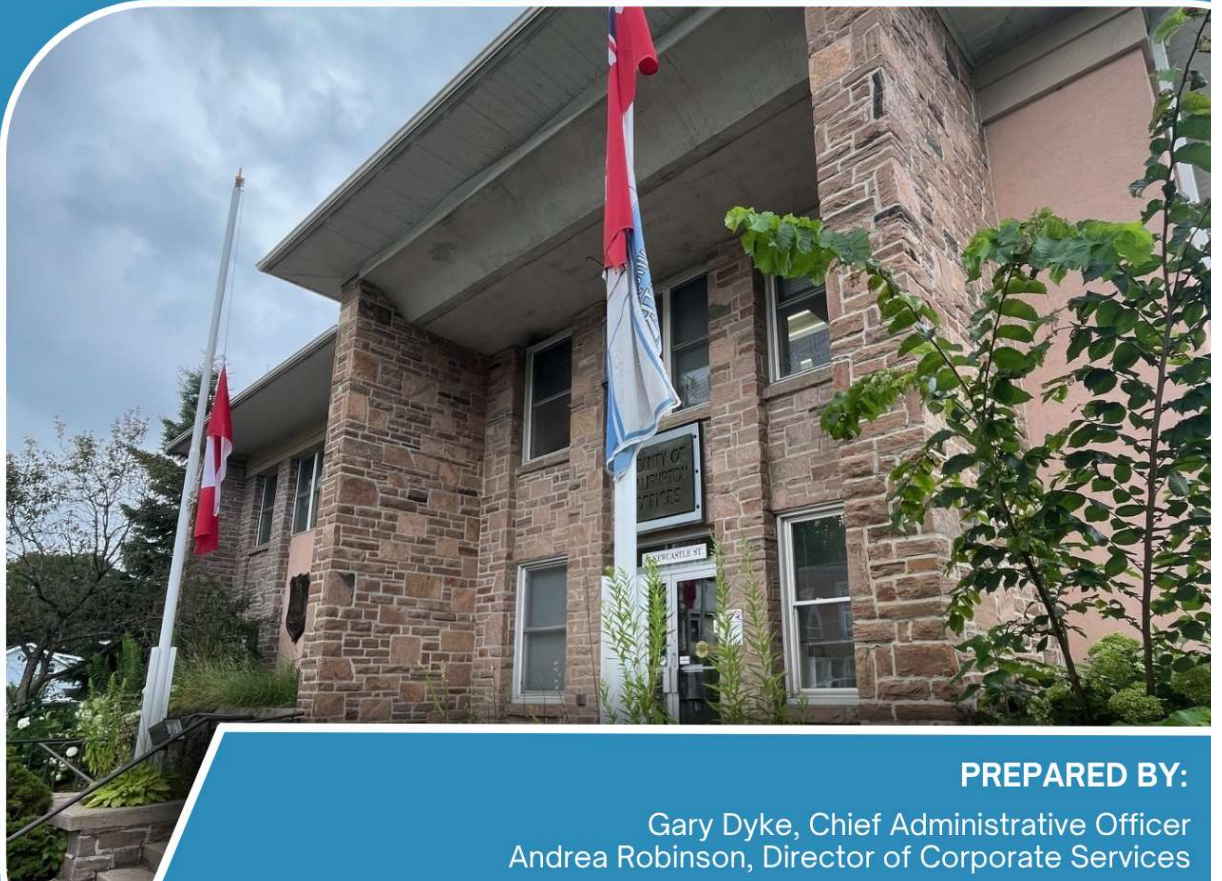# Haliburton
HIGHLANDS

2026
Budget
Summary
Report

PREPARED BY:

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2026 Budget Summary Report

The Haliburton County 2026 Budget was first presented to Council on November 26, 2025 with updates provided December 10, 2025. County Council passed the 2026 budget on December 10, 2025.
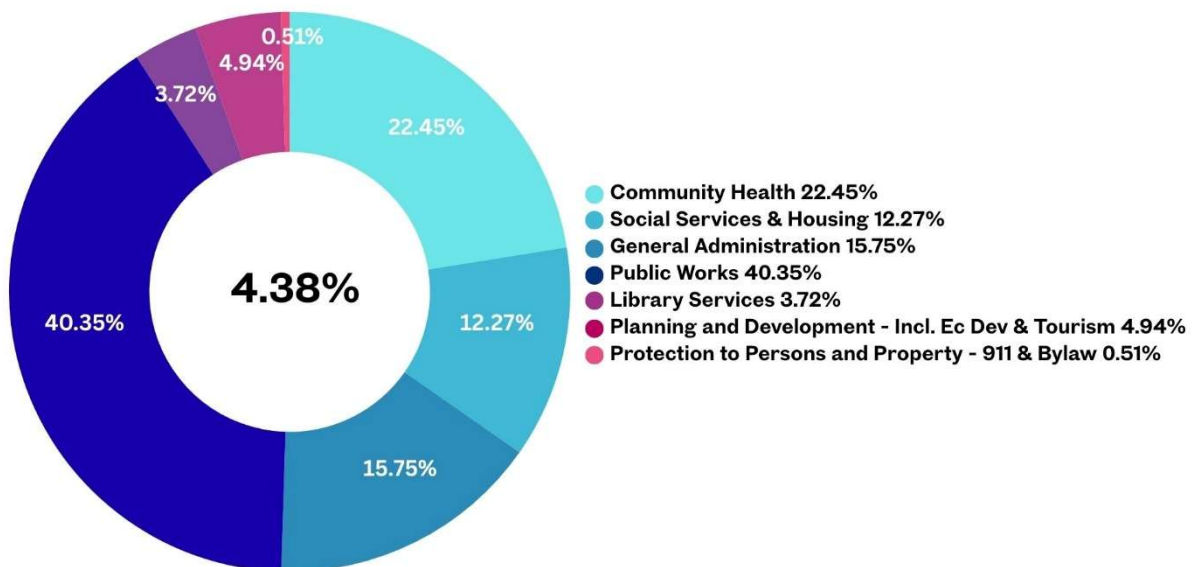
This Summary Report is a supplement document to the 2026 detailed budget. The main budget document contains detailed budget information at the departmental level for the operating and capital budgets and can be found as an attachment following this document.

The 2026 budget has been prepared with operating budget information including base service adjustments, inflationary impacts, one-time adjustments, pre-approvals and growth items. The purpose of this document is to provide Council and our rate payers with a summary of major impacts on the 2026 budget and to highlight potential budget pressures or challenges through to 2027 and beyond.

The economic and fiscal impacts from various external sources continue to have significant operating budget pressures in 2026. These impacts have been highlighted in this report.

As service delivery costs continue to increase each year there is a continued concern that overall County service levels may be impacted to accommodate these increases. For this reason, areas of significant cost increases have been highlighted throughout this document where possible to provide Council with a better understanding of the impact that these costs have on the overall annual tax rate.

A summary of County services, including cost per household and percentage of tax levy is included in this document. The total levy required to maintain County services in 2026 is $26,846,055 which represents an increase of $11.78 per $100,000 of assessment or a 4.38% tax rate increase.

- Community Health 22.45%
- Social Services & Housing 12.27%
- General Administration 15.75%
- Public Works 40.35%
- Library Services 3.72%
- Planning and Development - Incl. Ec Dev & Tourism 4.94%
- Protection to Persons and Property - 911 & Bylaw 0.51%

2026 Budget Summary Report

Table of Contents

1.0 – Introduction

The 2026 budget has been prepared by staff based on Council's identified projects and priorities. The budget reflects staff's understanding of Council's expectations combined with the departmental planning documents.

County Departments were directed to develop the 2026 budget using four categories: Base Adjustments (including inflation requirements), Preapprovals of Council, "Catch up" or Loss of Funding and Growth. Items required to maintain existing services are defined as base services and have been included in the "Base Budget" of the operating budget. Growth items are defined as any costs or revenues that have been added above previous years' service levels and have been included in the "Growth" category. All Growth items included within the budget have had detailed Budget Inclusion Forms submitted outlining the need, benefit, cost, and if any funding is being allocated. These forms provide the necessary detail to Council for their review and consideration. All Budget Inclusion Forms can be found starting on page 32.

The Senior Management Team have worked diligently to develop a fiscally responsible budget that lays the groundwork for long-term growth and resilience by investing in vital projects and services while maintaining transparency and accountability for our ratepayers.

This budget serves as both a financial plan and guiding framework for the County outlining how resources will be allocated to best support our residents.

The 2026 tax rate increase of 4.38% equates to a household impact of an increase of $11.78 per $100,000 of assessment per year. The tax rate increases are due to a number of factors detailed in the various sections within this report.
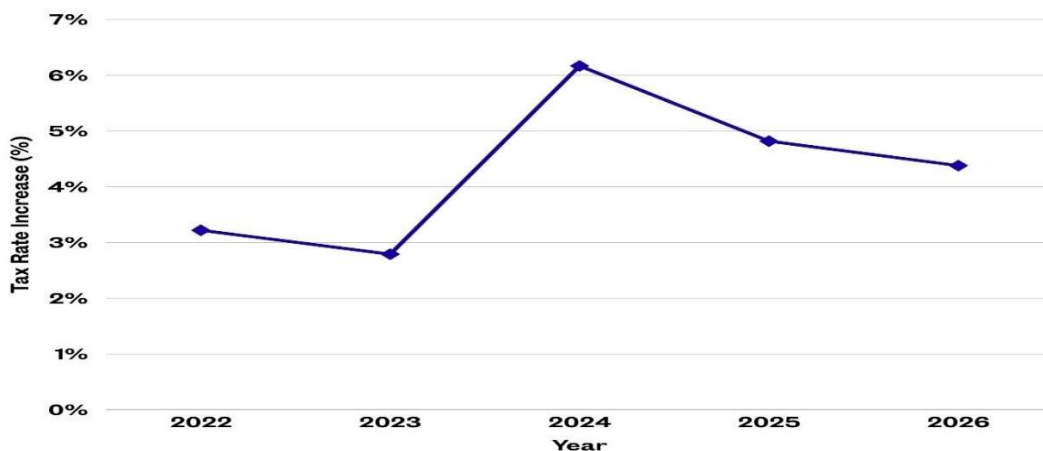
2026 Budget Summary Report

1.1 – Council Liaisons to the Finance Department

Haliburton County Council changed its advisory committee structure in 2020, at which time they appointed by-law Council Liaisons to various County Departments. As such, the Liaisons are consulted by staff during the creation of draft budget. The Finance Department's Council Liaisons for 2026 are Councillor Carter, Councillor Fearrey and Warden Burton.

The County CAO & Director of Corporate Services presented the staff's draft 2026 budget to the Liaisons on October 27th with a follow up meeting on November 3rd. Throughout this document you will find the Council Liaisons' Recommendations highlighted for all of Council's consideration.

Council Liaisons total recommendations resulted in a levy decrease of $792,558 from the first draft presented November 26th. These Council approved recommendations were:

- Reduce the sustainable roads infrastructure program by $500,000
- Reduce the Haliburton County Public Library levy contribution by $336,258
- Fully fund the new Cybersecurity Analyst from the County levy, budget increase of $62,687
- Reduce the new GIS Technology from a permanent full time position to a 7 month contract , budget decrease of $18,987

1.2 – Inflation

The 2026 budget was developed using industry pricing/estimates provided by our vendors and best practices for inflationary considerations. The County inflationary increase accounts for the different costs of municipal governance such as operating materials and capital construction. Inflation increases account for $491,025 of the 2026 levy requirement, this is approximately 18% of the total requested 2026 levy increase. This increase is made up of the following:

i. Operating Budget - $317,945
   a) IT Software Licensing - $57,000
   b) Audit & Legal - $21,745
   c) Winter Materials (Public Works) - $177,600
   d) Vehicle Maintenance & Fuel - $30,000
   e) Insurance - $22,000
   f) Advertising - $3,000
   g) Heating costs - $6,600
ii. Capital Budget - $173,080
   a) Public Works Infrastructure program - $111,000
   b) Fleet - $34,000
   c) IT Hardware/Software - $28,080

Capital 35.2%

Inflation Increase $491,025

Operating 64.8%
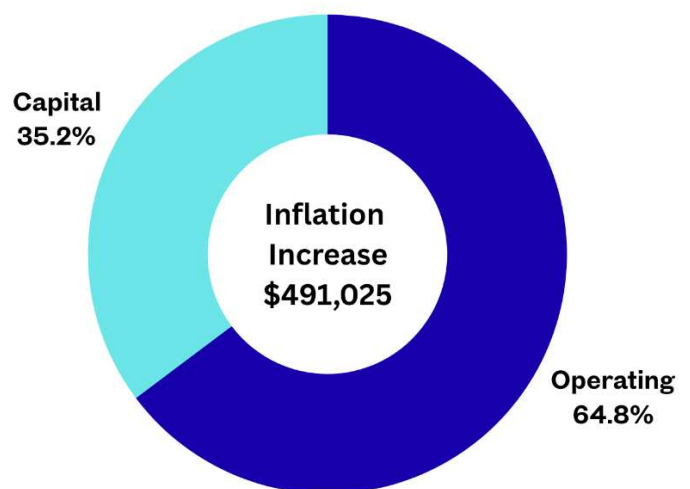
Note the information above is only the inflationary impacts of the identified areas and may not reflect the total budget increase for those areas.

2026 Budget Summary Report

The chart below provides a breakdown of the total County levy increase for 2026.

- Community Health $742,392
- Social Services & Housing $642,937
- General Administration $694,503
- Public Works -$56,637
- Library Services -$218,079
- Planning and Development - Incl. Ec Dev & Tourism $50,750
- Protection to Persons and Property - 911 & Bylaw $4,446

Levy Increase $1,860,312
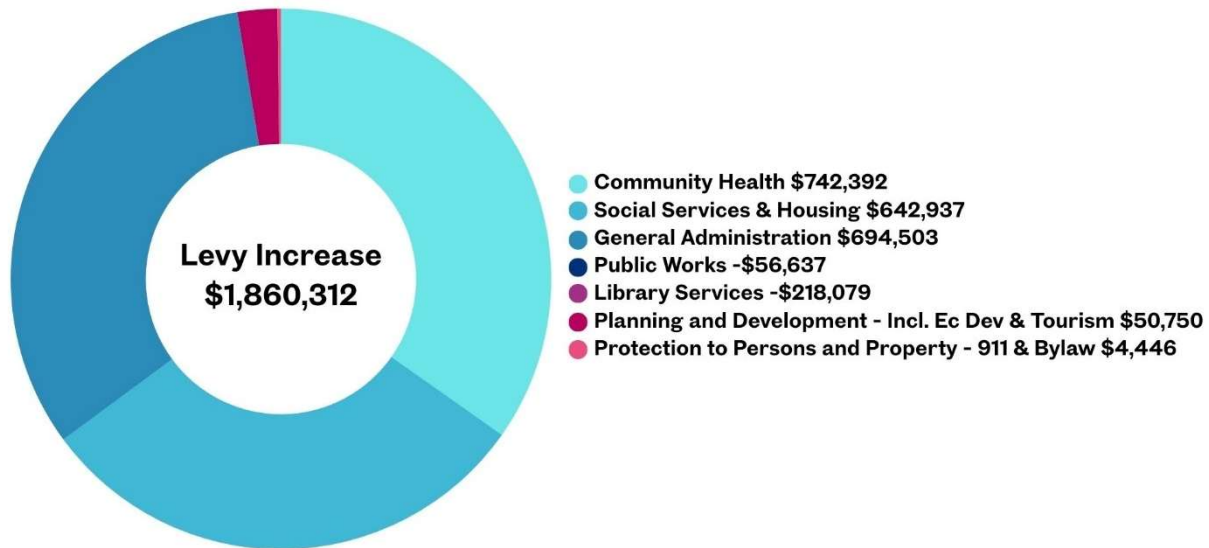
1.3 – Tax Rate Increase and Assessment Comparison

In comparison to other Counties within the Eastern Ontario Wardens' Caucus (EOWC), the County's residential tax rate continues to be the second lowest tax rate.
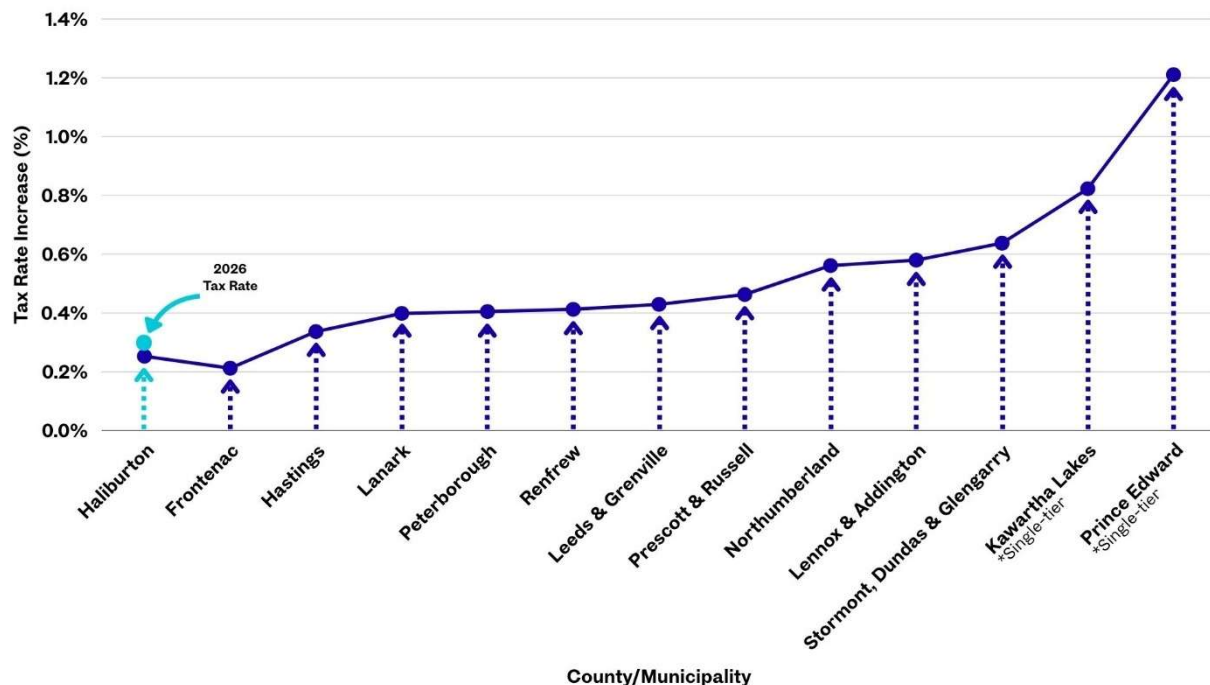
The 2026 budget includes 1.48% of assessment growth which equates to $142,344,109. This is based on analysis of supplementary tax billings issued in 2025 and closed roll assessment information provided by Municipal Property and Assessment Corporation (MPAC) at the end of the year. MPAC determines the valuation of property within the County and additional assessment growth

can be related to new development, change in property class information, change in market valuations, and other factors. The average assessment growth (excluding exempt) over the past 5 years (2021-2025) was 1.19%.
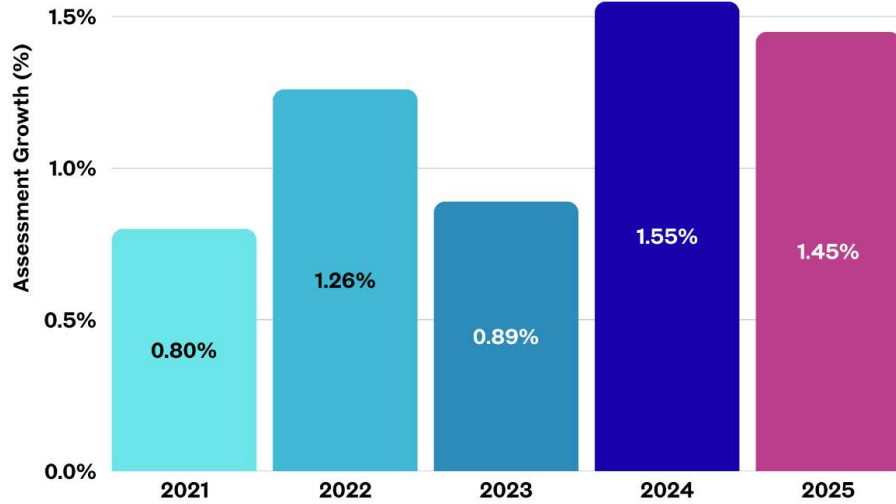
Based on the 2024 Financial Information Return data for EOWC member municipalities, the County is positioned near the middle of the group. The County experienced solid assessment growth of 1.55% in 2024, an improvement over the 0.89% growth recorded in 2023.
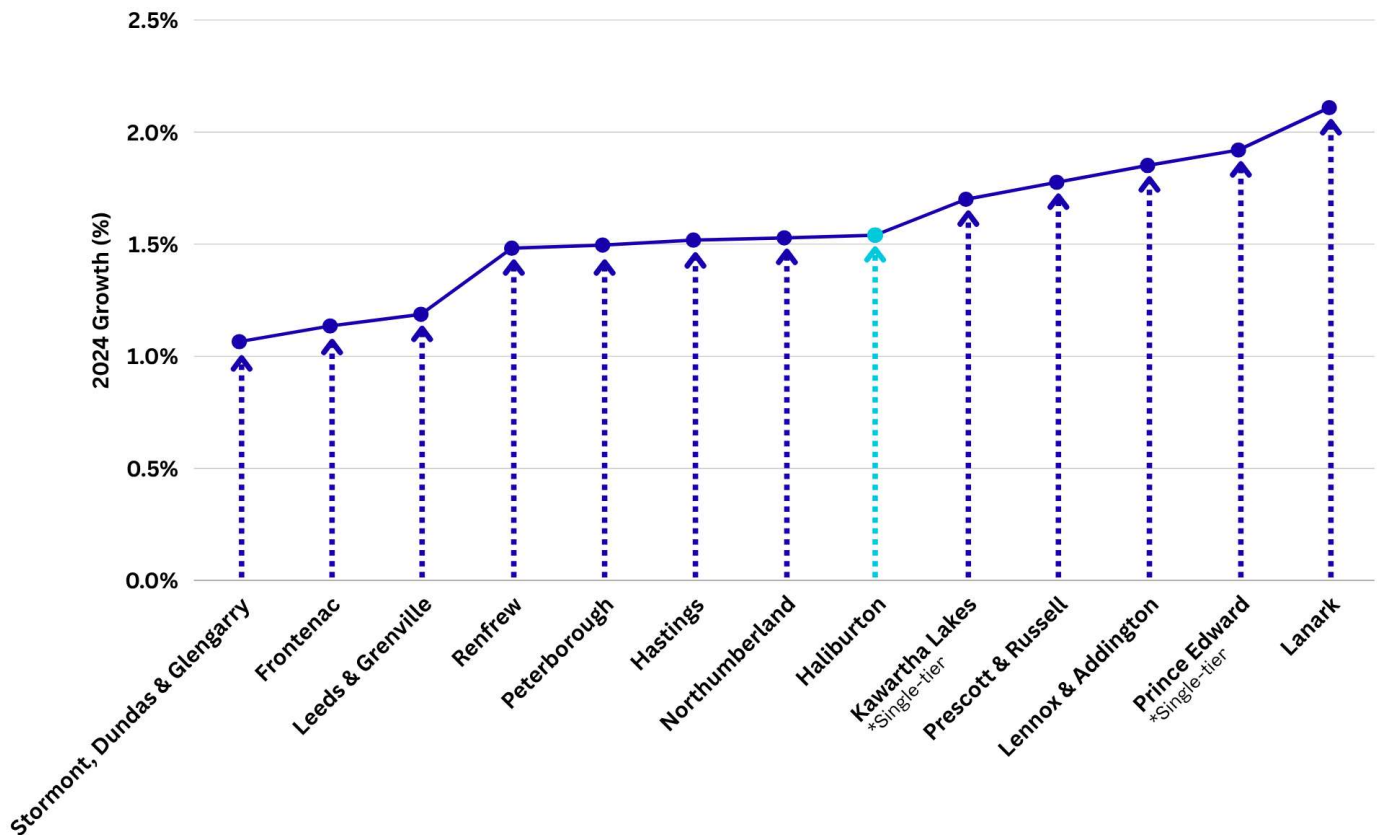
2.0 – Capital Budget

2.1 – Contribution to Capital

The capital budget represents projects or initiatives that are one-time or time specific in nature. The capital budget may include items such as capital improvements to roads, facilities and/or fleet purchases.

Prior to 2024 the County did not have a dedicated infrastructure levy, however with the 2024 budget deliberations, Council approved the implementation of a 1% dedicated capital levy to begin to address the over $14+ million dollar infrastructure funding gap identified over the next 10 years as outlined in the County's adopted Asset Management Plan (AMP).

To continue our efforts to address this shortfall, Council increased this dedicated levy to 1.5% with the 2025 budget. Staff are recommending maintaining the 1.5% dedicated levy for 2026.

As identified in the chart below, a dedicated levy of 1.5% in 2026 and beyond would increase the capital reserve to approximately $6.7 million by 2036.

Legend: ● Capital Levy   ● Interest   ● Annual Total

Year	Capital Levy → Annual Total
2026	$385,500 → $1,011,979.69
2027	$397,065 → $1,451,316.03
2028	$408,976.95 → $1,916,101.77
2029	$421,246.26 → $2,407,468.47
2030	$433,883.65 → $2,926,592.68
2031	$446,900.16 → $3,474,697.62
2032	$460,307.16 → $4,053,054.92
2033	$474,116.38 → $4,662,986.43
2034	$488,339.87 → $5,305,866.09
2035	$502,990.06 → $5,983,121.84
2036	$518,079.76 → $6,696,237.65

2027 & Beyond - 3% increase of prev. year
*assumed 3% interest after 2025 compounded annually

The dedicated capital fund contribution will ensure a greater level of flexibility and consistency in medium and long-term fiscal planning for the County.

The details of this year's capital projects can be found in section 11, starting on page 32.

2.2 – Sustainable Capital Program

A Sustainable Capital Program is a long-term plan that helps the County look after its roads, structures, fleet and other assets in a responsible, affordable and predictable way, now and into the future. This program helps the County plan ahead and incorporate into the annual base budget, so we are able to replace or repair assets at the right time and not in a crisis. This program also ensures that future taxpayers are not left with large repair bills because the County did not invest enough today.

When determining which roads need resurfacing in any given budget year, staff use the 5-year plan as a starting platform for initial evaluation, where the Performance Condition Index (PCI) numbers and surface type are used for short listing road selection. Identified roads are then inspected for condition and type of surface required for determining a draft list of roads. As well, consultation with various Public Works staff occurs to review the draft list and any other road sections that may be prematurely deteriorating are identified and assessed to create a final draft list for budget inclusion. Through this process the AMP is used as a guiding document.

County roads are assessed bi-annually to determine their PCI number. The PCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section of road. A visual survey which identifies the number of areas and their severity of distress is then calculated to obtain a PCI index number. The index number of 100 represents the best possible condition and 0 represents the worst possible condition.

The County's structure program for budgeting purposes works similarly to the roads resurfacing program mentioned above with the difference being the need to follow the Ontario Structure Inspection Manual (OSIM) report that is completed on a biennial basis.

The County's fleet replacement schedule is managed through the AMP. Vehicles are amortized over 5 to 10 years depending on the type of vehicle (ambulance vs pick up truck) and are budgeted for replacement at the end of their useful life if warranted after physical inspection.

As of 2025 the County has a fully sustainable capital program for:

- Roads Infrastructure - $3,465,950
- Public Works Fleet & Equipment - $646,080
- Rail Trail - $41,000
- Paramedic Services Fleet & Equipment - $448,500
- IT Hardware/Software - $81,200

And a partial sustainable capital program for:

- Roads Structures Program - $112,900 + $219,193 included in 2026 budget – $1M goal
- Public Works Patrol Yards - $81,000
- Community Paramedicine - $40,000

Therefore, 2025 included a Sustainable Capital Program totalling $4,916,630. With inflation and the continuation of building our roads structures program as noted above the 2026 Sustainable Capital Program would have been $5,308,892. However, due to high budget pressures within the area of

Social Housing and Services the Council Liaisons' recommended reducing the Sustainable Roads Infrastructure program by $500,000. It is their assumption that the pressures will not be as high in 2027 and these monies can be added back at that time.

2.3 – Pre-Approved Capital Projects

At Councils regular scheduled meeting of August 27, 2025, they passed Motion #R163-2025 approving Public Works report PWS-14-25. This motion was the approval to proceed with the renovation project at both the Administration building located at 11 Newcastle St. Minden and the vacant building across the road at 12 Newcastle St.

This project has been approved with a budget of $2,435,155 with the tender being awarded October 22, 2025, in the amount of $1,967,478 before tax.

As this project has started and has had some expenses in 2025, there is a total of $1,900,135 included in the 2026 capital budget, an increase of $278,798 from the 2025 proposed project budget.

The County has received a $100,000 grant to assist with the AODA compliance of this project and the remainder of the cost will be funded by debt for a total of $1,800,135. The total budgeted debt is an increase in revenue of $600,135 from the 2025 proposed project budget.

2.4 – Capital Growth

There is a total of eight new growth items included in the capital budget totaling $295,396:

- Signal light project – Gelert Rd & Independent - $150,000
- M365 backup storage migration - $6,500
- Emergency Management equipment - $22,326
- Tool shed repairs – Patrol Yard 1 - $15,000
- Small vehicle four post lift - $60,000
- Total Survey Station - $30,000
- Patrol Yard paving, balance not covered by sustainable budget - $11,570

These growth items are offset by transfers from reserves with the exception of the $6,500 M365 project.

3.0 – Funding to External Organizations

The County provides approximately $6.29 million in funding annually to the following external organizations:
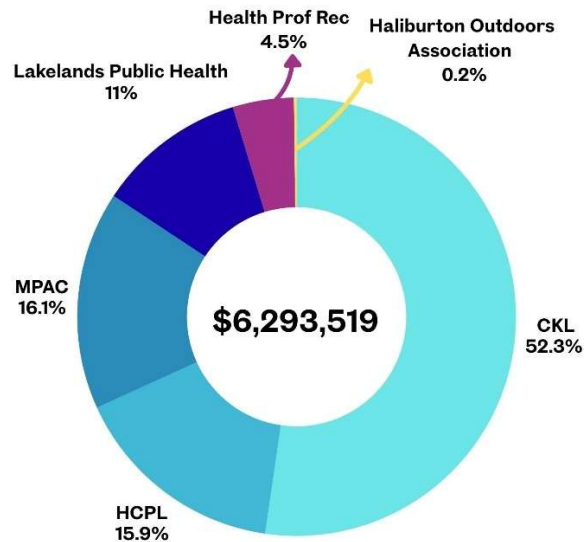
3.1 – City of Kawartha Lakes

In 1999 the City of Kawartha Lakes (CKL) was Provincially appointed as the Consolidated Municipal Service Manager for the County of Haliburton. They are mandated to conduct system-wide planning and service delivery for:

Early Learning and Child Care under the Ministry of Education which promotes and supports access to high quality early learning and childcare services in partnership with the community to develop a coordinated system to meet the needs of children. The vision is realized through licensed programs in centers and homes, professional development for early childhood educators and initiatives guided by principles of accessibility and affordability.

- 218 licensed child care spaces + 2026 expansion
- 4 EarlyON Child and Family Programs
- 30 professional learning events for educators
- Support for children with special needs from Point in Time
- 7.3 FTEs performing system planning, customer service, contract management, data analysis, and financial coordination
- Central administration support from CKL (IT, human resources, corporate)

Ontario Works under the Ministry of Children, Community and Social Services which provides stability supports, financial assistance and social supports by offering a range of programs. The vision for Ontario Works is to create an efficient, responsive and people-focused social services system that helps individuals in temporary financial need find sustainable employment and achieve self-sufficiency through tailored services and supports. Ontario Works provides stability supports, financial assistance, and social supports by offering a range of programs and services to clients.

- 300 benefit units in receipt of basic social assistance, health. dental and vision benefits
- Housing stabilization funds, emergency food provisions, and virtual counselling services for program recipients
- 4 FTEs in the Haliburton office providing direct client support
- Centralized program support from a supervisory team, program integrity coordinators, data coordinator, and finance coordinator
- Building operations including rent, alarm system, cleaning
- Central administration support from CKL (IT, human resources, legal)

Housing Services under the Ministry of Municipal Affairs and Housing which is responsible for administration and funding of community housing, affordable housing, and homelessness programs. Housing Services focuses on a client centred, locally tailored approach to prevent and reduce homelessness, increase affordable housing, and promote stable housing.

- 236 units of rent-geared-to-income and affordable market rent units – non profit housing providers
  39 rent supplements, supporting households within new affordable housing builds or with community partners
- Home repairs for low income residents, community housing waiting list administration, rent supplement program administration, Ministry reporting, funding agreements and administration
- Housing Provider policy, legislative compliance, subsidy calculation and reconciliation, capital asset planning, training and other program oversight/accountability monitoring, and operational reviews
- Direct property management functions (2 FTEs) for 124 rental units, including new project development, calculation of rent-geared-to-income calculations and ongoing eligibility review – KLH Housing Corp.
- Centralized program support from a supervisory team, program coordinators, data coordinator, and finance coordinator
- Central administration support from CKL (IT, human resources, legal)

Homelessness Prevention under the Ministry of Municipal Affairs and Housing these services are dedicated to respecting the dignity and human rights of every individual experiencing homelessness in our community. Prevention supports are delivered through an approach that prioritizes community

outreach and coordinated access with resources and appropriate housing options, including funding support for emergency shelter, and supportive and transitional housing.

Regional access to emergency shelter, transitional housing, trustee program and supportive housing

Service provider agreement administration, reporting, quality assurance monitoring, Ministry funding compliance and reporting, training and other program oversight/accountability

2.5 FTEs in the Haliburton office providing direct client support, including street outreach and encampment response support

Centralized program support from a supervisory team, system coordinators, data coordinator, and finance coordinator

Administration of coordinated access system, including the by-name list of individuals and families experiencing homelessness, including community partner training, regular case conferencing coordination

Central administration support from CKL (IT, human resources, legal)

CKL's 2026 budget request for Haliburton's services is an increase of $642,937 or a 24% increase over 2025. This increase is equivalent to a 2.5% tax rate increase and reflects the following:

- Ontario Works caseload with the County of Haliburton – 17% average
- Stagnant and/or declining grant funding
- Staff wages – 19%
- Children's Services - 15% of total administration costs
- Fully funding the six new positions introduced in the 2025 budget – Admin Assistant, Program Supervisor x2, Community Safety Officer, Affordable Housing Coordinator, and Outreach and Housing Worker
- Rent control guideline increases
- Homelessness Prevention – new position to focus on intensive homelessness prevention
- Increase in move out and unit renovations costs

3.2 – Haliburton County Public Library Operations

The Haliburton County Public Library (HCPL) Board is a Board of the County of Haliburton as defined under the *Public Library Board Act*. Under the Act the County is the primary funder of HCPL operations and capital expenditures. The 2026 Library Board approved budget expenditures, net of revenues, is a total of $1,336,258, this is a 9.7% increase over 2025.

With 8 branches across the County, HCPL offers free public access to collections, spaces, programs and services to meet the lifelong learning and literacy needs of Haliburton County residents. HCPL plays a critical role in maintaining strong and healthy communities, for example by offering free computer and internet access to all community members (including those who cannot afford their own devices and/or pay for internet access at home). The library's Wi-Fi, computers, printing and scanning services are used by those accessing online government application forms, creating resumes, submitting job applications, and doing online learning. Library staff offer literacy programming to

people of all ages, backgrounds, abilities, and interests throughout the County. HCPL offers diverse opportunities for people to learn, explore, collaborate, and have fun together in situations where they are not required to pay to participate.

Due to year over year surplus' and a large established reserve the Council Liasions' recommended a contribution from the County for 2026 of no more than $1,000,000. This recommendation was approved by County Council.

3.3 – Municipal Property Assessment Corporation

The Municipal Property Assessment Corporation (MPAC) is responsible for delivering property values, insights and services to taxpayers, municipalities, governments and businesses. This year we are estimating a 3% increase in our service fees for a total budget of $1,014,003.

3.4 – Lakelands Public Health

Lakelands Public Health provides important public health programs and services to the residents of Haliburton County. This year we have been notified to estimate a potential 5% increase in our service fees for a total budget of $693,050.

3.5 – Health Professional Incentive Program

The County of Haliburton offers a return of service incentive program for health care professionals and nurse practitioners. Physicians can receive $25,000 per year for a minimum commitment of two years of full-time practice, payable up to a total of 6 years of commitment. Nurse practitioners can receive a one-time payment of $10,000 for a two-year commitment.

County Council currently has agreements with six full-time and two part-time physicians along with one nurse practitioner for 2026. These commitments total $208,000 in incentive payments for 2026.

The proposed budget has increased the incentive program by $170,500 -- of that $120,500 is already committed to physician incentive payments in 2026.

Total Increase of $647,069

- CKL - Housing $438,155
- CKL - Social Services $204,782
- HCPL -$218,079
- MPAC $25,096
- Lakelands Public Health $26,615
- Health Prof Rec $170,500
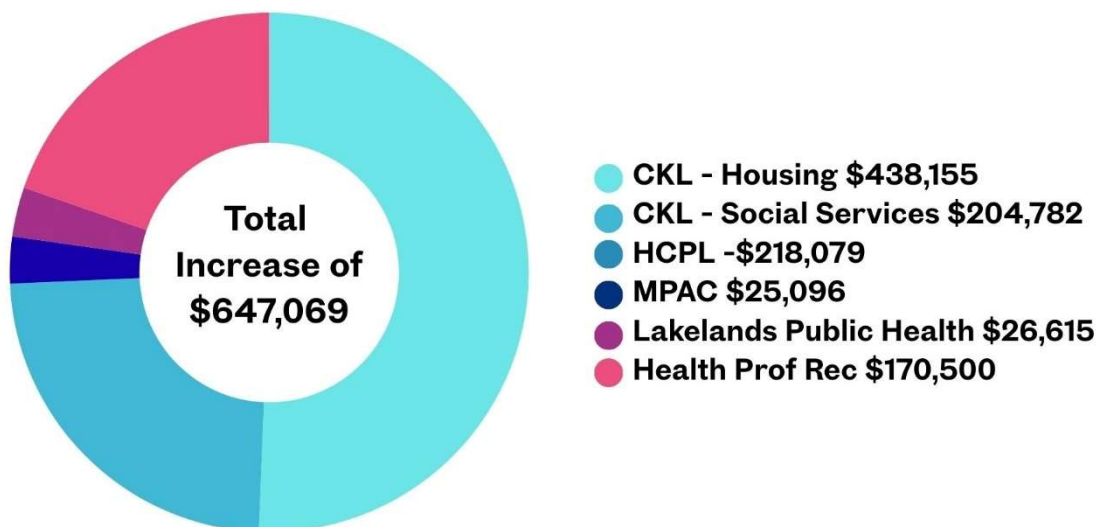
4.0 – Operating Budget

4.1 – Summary of Expenditures

Major components of the operating budget can be summarized by the following expenditure categories:
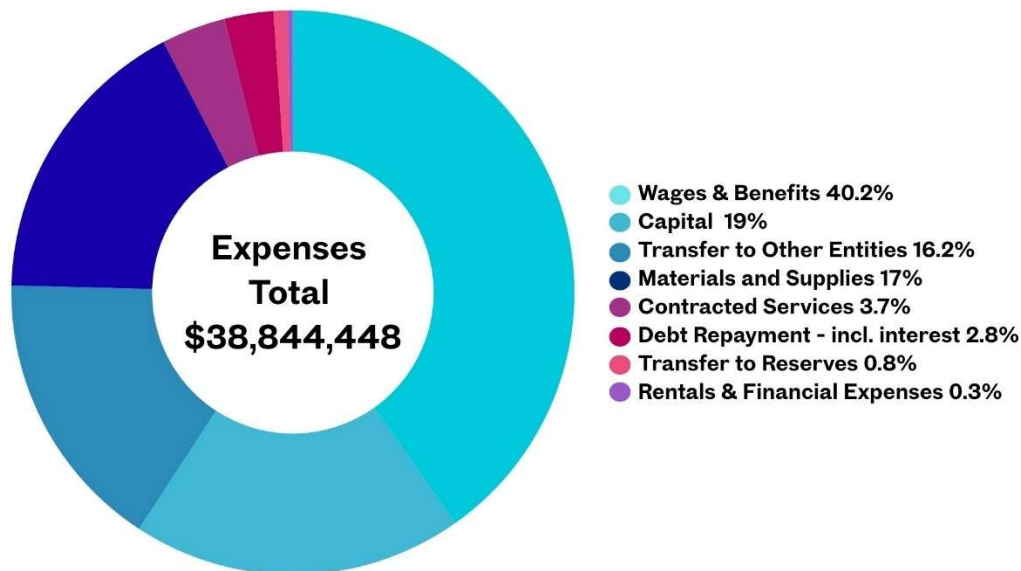
Additional information is provided below for the above categories identifying changes from 2025.

4.1.1 – Wages and Benefits
The base wages and benefit budget is an increase of $438,433 and is represented by the following groups:

- CUPE 1960 – Inside/Outside Workers
- CUPE 4435 – Paramedic Services
- Non-Union /Management Staff

The wage increases in 2026 include 4-year collective bargaining agreements with CUPE Local 4435 and Local 1960. Non-Union and Management staff for the County receive the same compensation increases as those of CUPE Local 1960.

The 2026 budget includes an estimated overall 5% Manulife benefit premium increase. Manulife provides full-time employees with health and extended health benefits, dental, vision, short and long-term disability as well as life insurance. In addition, all full & part-time staff receive access to an Employee Assistance Program. The County's benefits renew annually on February 1st; further details will be provided to Council on renewal costs in January.

The County's payroll liabilities are also included within the wages and benefits budget; the following changes have been made for 2026:
- Canadian Pension Plan (CPP) – The maximum pensionable earnings have increased to $74,600 from $71,300 and the second CPP limit has increased to $85,000. Pensionable

earnings between $74,600 and $85,000 are subject to CPP2 contributions to a maximum of $416, up from $396 in 2025.
- Employment Insurance (EI) – Rates for full-time staff have decreased from 1.173 in 2025 to 1.167 in 2026, rates for part-time staff have remained the same. Maximum insurable earnings increased to $68,900 from $65,700 which results in an increase for employers of approximately $46.74 per full-time employee and $63.83 per part-time employee.
- Ontario Municipal Employees Retirement System (OMERS) – Rates have not changed; however, thresholds have changed from 71,300 in 2025 to $74,600 in 2026. All earnings below $74,601 are charged a contribution rate of 9% and all earnings above, a rate of 14.6%.
- Employer Health Tax (EHT) – Rates remain the same for 2026.
- Workplace Safety & Insurance Board (WSIB) – 2026 rates have decreased from 2.44% to 2.35% in 2026.

4.1.2 – Program / Supplies / Materials

Program, supplies and/or material related costs have been reviewed and adjusted by the Departments based on actuals of the prior year, service requirements and using appropriate inflation where required based on vendor information and/or industry standards. There has been an overall increase of approximately $656,362 or 10.9% from 2025.

Almost $300,000 of the identified increase in materials and supplies is due to inflation, as outlined in Section 1.2.

The IT Department alone has seen an 88% or $292,160 increase in their base software licensing budget from 2025. This is partially offset by an additional $40,145 in municipal recoveries, leaving an actual increase of $252,015. The overall rise reflects several key factors, including budgeting for half of the new ERP project ($187,500), implementation of a new agenda management solution ($16,706), acquisition of FME software to support GIS and NG911 readiness ($15,000), licensing for a secure AI search platform ($15,000), and an increase in Microsoft 365 and backup licensing costs ($8000). In addition, general vendor price increases and growth in the number of licensed staff accounts have contributed to the overall upward trend.

Due to higher call volumes and new medications, Paramedic Services has increased their medical supplies and equipment line by $55,000.

4.1.3 – Contract Services

The County spends approximately $1,451,000 on operating contracted services. Contracted services that fall under this category include legal, accounting and consultant services, roads maintenance contractors, such as roadside mowing or line painting, as well as other contracts related to deliver various programs within the County. This is an overall increase of $156,453 or 12% from 2025.

The increase (offset with savings in other departments) within this category is primarily due to four one-time projects, all being fully funded with a net zero impact on the levy:

- Non-Union job evaluation, pay equity & market review - $50,000
- NG9-1-1 GIS Ground-Truthing Program - $50,832
- Business Continuity and Disaster Recovery Planning Project - $50,000
- Official Plan Review - $150,000

Details of these projects can be found with the operating budget growth items starting on page 62.

4.1.4 – Debt Costs

The County's Debt Policy states the County shall only enter into Long-term Debt if the following conditions are met:

a. Long-term Debt will only be issued for acquisition of tangible capital assets and will not be used to finance operating costs.
b. Long-term Debt will be managed in a manner consistent with other long-term planning, financial and management objectives, with consideration given to the impact on future taxpayers.
c. The timing, type and term of Long-term Debt will be determined with a view of minimizing long-term costs to the extent possible.
d. The term of Long-term Debt will not exceed the useful life of the particular asset, but no greater than 40 years, with the exception of loans for housing where a 50-year term may be acceptable.
e. A category of Lease and Financing Agreements may be relied upon for non-material or operational leases where the agreements will not result in a Material Impact for the Municipality.

The County's maximum Annual Repayment Limit set within the Debt Policy is 15% of the County's net revenues. Based on the County's 2025 budgeted revenue numbers, this equates to $3,922,589.

The total debt repayment included in the 2026 operating budget is $856,460 which includes nine months of new debt payments for the approved building renovation project identified in section 2.3.

The County's current debt is comprised of the following projects:
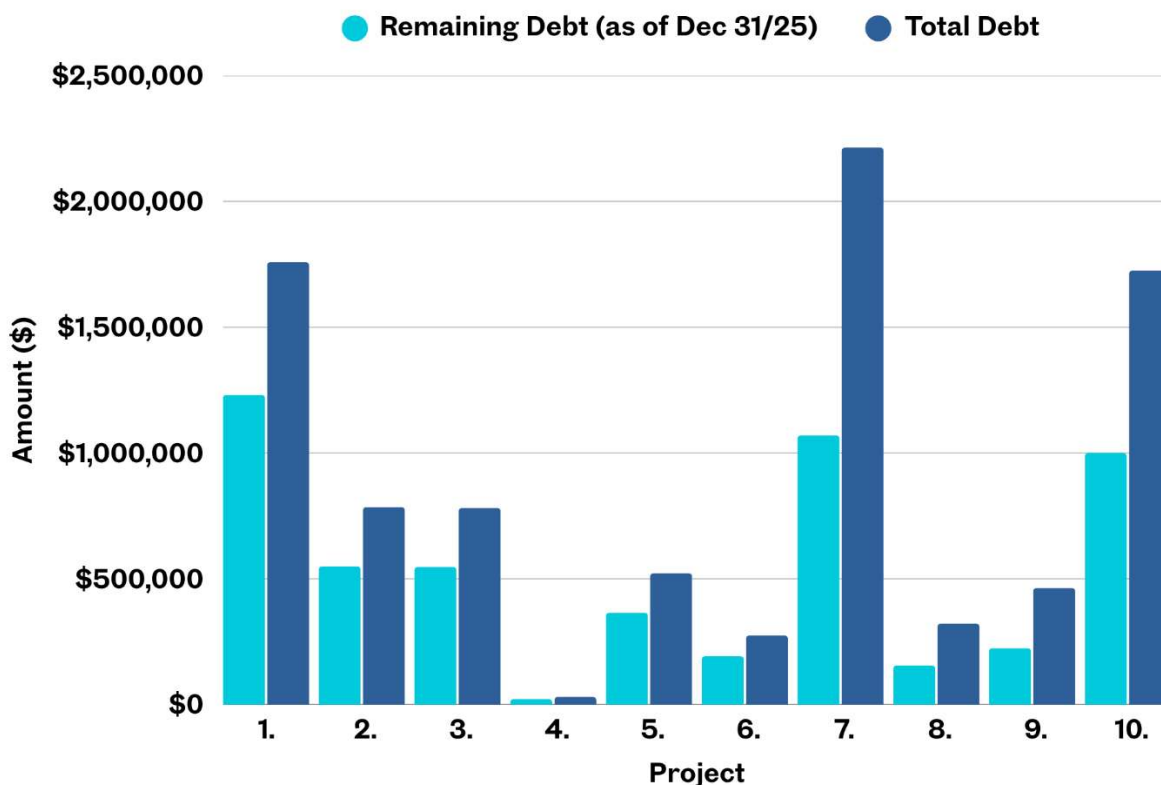
Project	Total Debt	Remaining Debt	Retirement
1. Drag River Bridge	$1,758,696	$1,231,087	Aug 2, 2032
2. York River Bridge	$785,087	$549,561	Aug 2, 2032
3. Dark Lake Bridge	$781,515	$547,060	Aug 2, 2032
4. Gooderham Bridge	$30,732	$21,512	Aug 2, 2032
5. Lower Cup Lake Culvert	$521,981	$365,387	Aug 2, 2032
6. CR 16 Culverts	$274,920	$192,444	Aug 2, 2032
7. CR 1 Gelert Rd.	$2,213,814	$1,070,010	Oct 1, 2030
8. CR 4 Essonville Line	$322,368	$155,811	Oct 2, 2030
9. CR 10 Elephant Lake Rd.	$463,819	$224,179	Oct 1, 2030
10. EMS Base - Minden	$1,725,000	$999,924	Oct 1, 2035

4.2 – Summary of Revenue

The County has limited sources of revenue beyond the property tax; these sources of revenue include provincial and federal grants, supplementary tax revenue, user fees and investment income.

Under the Municipal Act, 2001, the County is required to prepare a balanced budget where revenues equal expenses. Total revenue to match the $38,844,448 in spending is summarized as follows:

Total Revenue $38,844,448

- Tax Levy $26,846,055
- Provincial Funding $5,823,908
- Transfer from Reserve $1,137,270
- Proceeds from Debt $1,800,135
- Offset to Materials & Supplies Expense re Equipment $931,725
- Federal Funding $673,703
- Municipal Funding $596,978
- User Charges $356,500
- Tax Supplementaries & Write-Offs $239,848
- Investment Income $200,000
- Rental Revenue $45,301
- Gain (Loss) on Sale $40,000
- Other Revenue $152,875
- Donations & Other $150
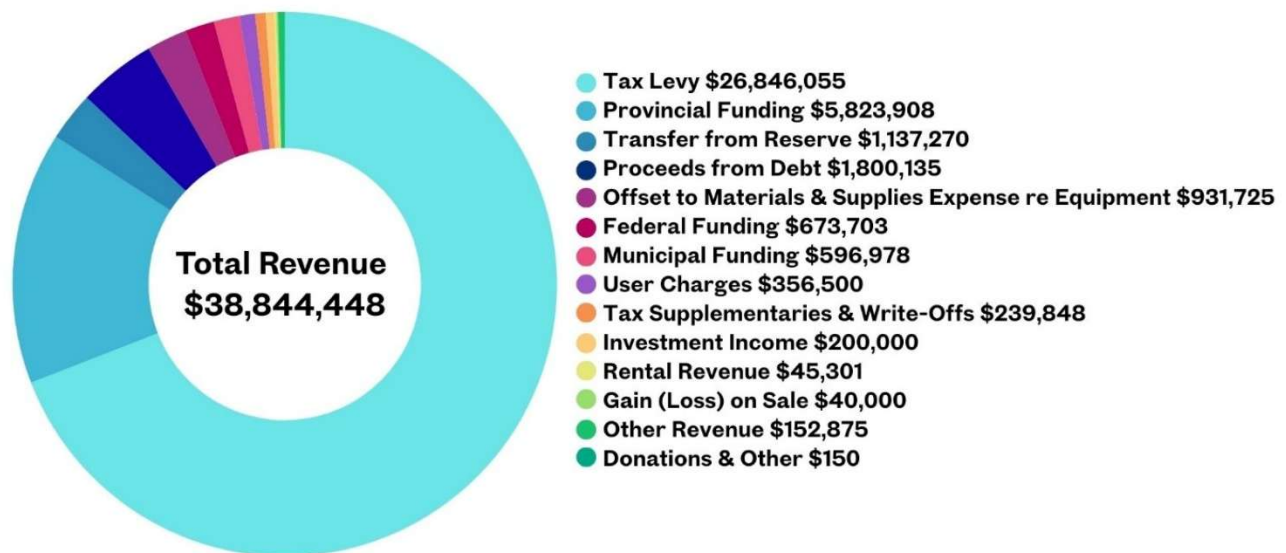
4.2.1 – Property Taxes

Property taxes are the most significant source of funding for the County. Taxation revenue for the County in 2026 will total $26,846,055.

The billing and collection of taxes for the County, along with that of the school board(s), is undertaken by the local municipalities. The local municipalities remit tax payments to the County in four payments throughout the year, March 31st, June 30th, September 30th and December 15th.

The County's portion of a $500,000 annual residential tax bill is represented as follows:

Legend:
- Public Works $565.97
- Community Health $314.92
- General Administration $220.97
- Social Services & Housing $172.06
- Library Services $52.24
- Planning and Development - incl. Ec Dev & Tourism $69.24
- Protection to Persons and Property - 911 & Bylaw $7.14

*for a $500,000 property

Property Tax Revenue $1,402.54

Pie percentages: 40.4%, 22.5%, 15.8%, 12.3%, 3.7%, 4.9%, 0.5%
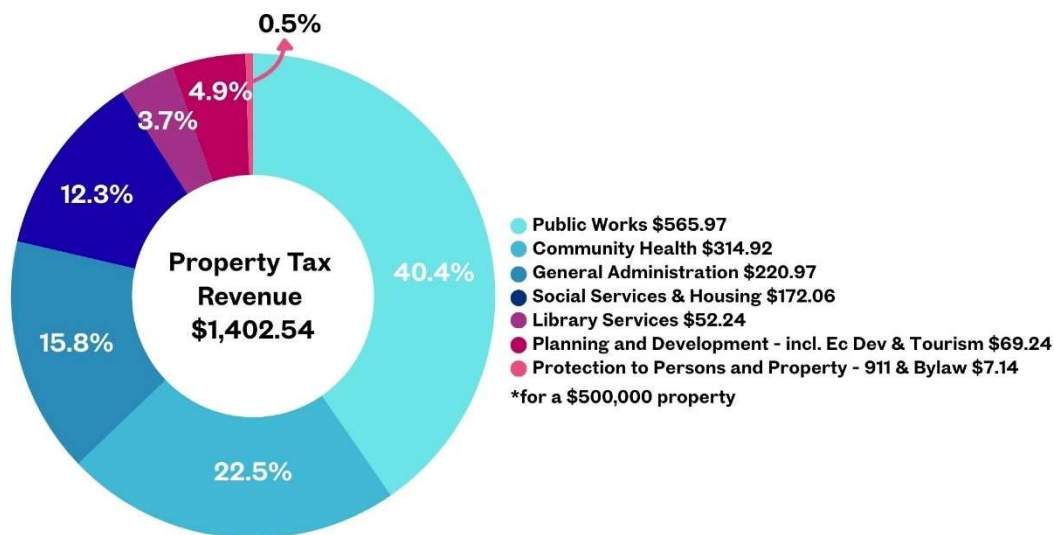
4.2.2 – Provincial and Federal Grants

In 2025 the County received a total of $6,347,306 in grant funding from the federal and provincial levels of government. For 2026, the level of grant funding has increased by $150,304 from 2025. Even with this slight increase in the provincial funding we have also received notice of decreases for 2025 along with no changes in funding.

    i.   Ministry of Health (Land Ambulance) – estimated increase of $133,074 based on 50% of 2025 budget adjusted for PSAB
    ii.   Ontario Community Infrastructure Funding (OCIF) – increased by $38,710 (10%)
    iii.   Canada Community Building Fund (CCBF aka Gas Tax) – no change from 2025
    iv.   Ontario Municipal Partnership Funding (OMPF) – decreased by $21,480 (20%)

OMPF funding continues to be decreased year over year, receiving $174,600 in 2022 to $85,920 in 2026 to $0 by 2030.

Staff continue to apply for new funding opportunities as they become available.

4.2.3 – User Fees

The County charges user fees for various services that it provides that are outlined and approved by Council in the Tariff of Fees Bylaw.
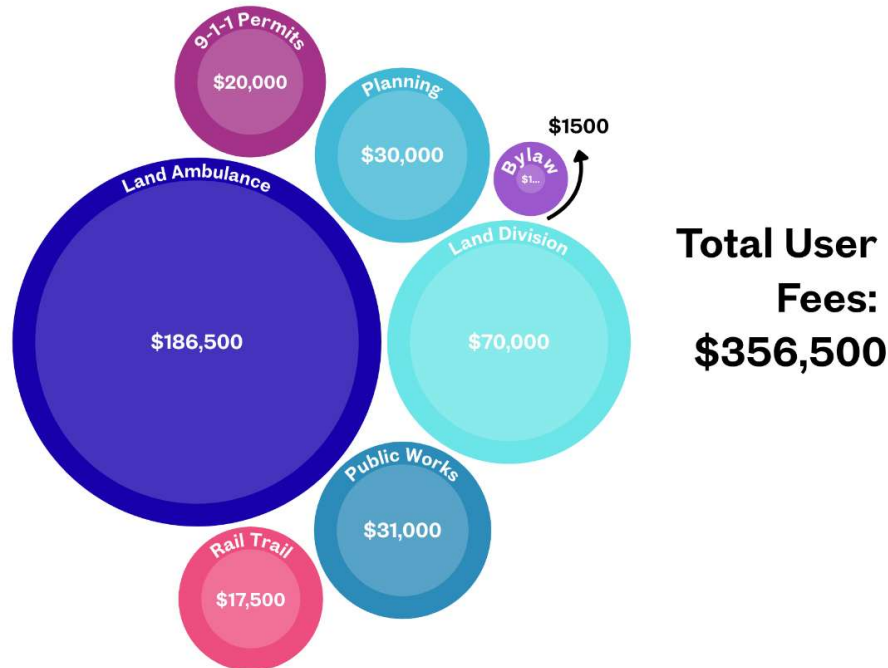
A review of user fees is conducted annually as part of the budget process. Inflationary adjustments are made to fees directly linked to specific program costs that operate on a full cost recovery basis. Other fee increases are determined after comparing rates to those charged by other municipalities with similar operations and services.

4.3 – Growth Items

Staff have identified any enhanced service levels, new programs, or funding required due to growth. The total amount included in the 2026 operating budget for growth items is $1,571,930 which is offset by increased funding, investment revenue, transfers from reserves and municipal recoveries of $1,196,168 for a net levy impact of $375,762.

4.3.1 – Revenue Growth

Revenue growth includes all increased funding as outlined in section 4.2.2 along with increased investment revenues, municipal recoveries, and miscellaneous revenues. Total growth revenue included in the 2026 operating budget is $651,550.

4.3.2 – Expenditure Growth

The following expenditures by department make up most of the operating expenditure growth:

Administration:

- Non-Union job evaluation, pay equity & market review

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IT:

- IT software licenses, subscriptions & support
- Business Continuity & Disaster Recovery Project
- Enterprise Resource Planning (ERP) system modernization & replacement initiative
- NG9-1-1 GIS Ground-Truthing Program
- Secure Generative AI Platform for Government Use
- Emergency management connectivity upgrades

Public Works:

- Tire changing & balancing machine
- Sand dome & shed inspections

Paramedic Services

- Medical supplies & equipment

Community Safety & Well-being

- General programming
- U-Links data portal/Community vital signs project
- Police Services Detachment Board legal fees

Planning:

- Comprehensive official plan review – single official plan for the County
- U-Links water testing program

New Positions:

Included with the operating growth items are the addition of six new staff with a total levy impact of $390,382.

Cybersecurity Analyst
(12 months budgeted)

Municipalities are increasingly targeted by ransomware, phishing and AI-enabled threats. Insurers are tightening requirements and denying claims for missing controls. Ontario's EDSTA and MFIPPA demand stronger governance of data and AI. Our shared IT environment spans 5 organizations, 400 users and 35+ sites with no dedicated cyber staff.

This position will proactively identify and coordinate remediation of security vulnerabilities. Help keep our M365 system secure by managing things like login protections, antivirus, and device security settings. Maintain and exercise incident response plans to improve cyber readiness. Lead cyber security awareness training and phishing simulation campaigns. Support the development upkeep of security policies, risk registers, and vendor reviews. Ensure we meet evolving insurance, regulatory and audit expectations.

This position was included in Draft #1 with 50% being funded by the County levy and 50% being funded by the four local municipalities, at $15,625 each. Council Liaisons' recommended this new position be fully funded by the County levy, this was supported by Council.

GIS Technologist
(7 months budgeted)

NG9-1-1 makes GIS essential to 9-1-1 call routing, replacing static tables with live map data. County GIS must now meet national public safety standards for accuracy, completeness and 72-hour updates. Requires formal QA/QC processes, documented workflows and participation in working groups (PSAP, TIFF, telecom providers). Failure to comply could misroute emergency calls, impacting response times and public safety. Demand for GIS support, training and custom mapping is growing across all five organizations. Current GIS staffing will struggle to meet both NG9-1-1 compliance and internal service expectations.

This position was included in Draft #1 as a full-time permanent position with 50% being funded by the County levy and 50% being funded by Algonquin Highlands, Minden Hills and Highlands East, at $17,500 each. Council Liaisons' recommended this be a temporary contract position, this was supported by Council.

Grant Writer/Procurement Specialist
(12 months budgeted)

A dedicated grant writer will increase the County's ability to secure funding by crafting well-researched and compelling proposals. Professional grant writers have a proven track record of improving funding success rates by aligning proposals with funders' priorities and demonstrating the organization's capacity to manage and utilize funds effectively. Securing consistent funding through successful grant proposals is beneficial for the County. A dedicated grant writer will build relationships with funders, monitor funding trends, research new and available funding and ensure timely reporting, all of which contribute to sustained financial support.

An additional procurement resource will position the County to provide an improved service to the County and local municipalities for issuing competitive procurements, managing vendor relationships, and ensuring all procurements are completed within the business timelines while maintaining compliance with procurement standards.

The "Other Revenue" budget line has been increased equal to the cost of implementing this position. It is assumed in year one that would be the minimum grants sourced by this position although after speaking with counterparts this position could easily increase grant revenue by $450,000 or more annually.

Advanced Care Paramedics (ACP) x 3
(12 months budgeted)

The addition of three Advanced Care Paramedics will provide support for the increasing healthcare demands within the County.

These positions would complement the growing demands on the CP program with a wider scope of practice and enhanced training programs. They can provide a response to both high acuity and low

acuity calls. For high acuity there is the potential to reduce response times. Low acuity calls can be dealt with to avoid transport to hospital as well as to maintain transporting units. Experienced ACP's will provide mentorship to current Primary Care Paramedic staff providing increased job satisfaction and an opportunity for Paramedics to enhance their knowledge base.

These three positions have a total cost of $463,935 and a 2026 budget impact of $231,968. The Land Ambulance program is 50% funded by the Province based on the previous year. For the 2026 budget year staff have included a 50% transfer from reserve to cover the 50% funding that will be received from the Province for these positions starting in 2027.

Details of all operating growth items can be found starting on page 62.

5.0 – Catch up or One-Time Items

Catch up items are items such as loss of funding, the result of phasing in of new positions or programs, utilizing reserves to cover annual or operational items.

There is a total of $180,916 included in the 2026 operating budget for "catch up" or one-time items, these include:

- Loss of OMPF funding - $21,480
- Budget full 12 months for 2 Paramedic Commanders - $120,087
- Council 2025 wage increase not included in 2025 budget - $39,349

6.0 – Department/Service Summary

The County's budget is prepared on a departmental basis. The net expenditures by division that are funded from the Tax Levy are presented below followed by a summary for each department/cost centre.

Net Total $26,846,055

- Community Health $6,027,843
- Social Services & Housing $3,293,466
- General Administration $4,229,556
- Public Works $10,833,221
- Library Services $1,000,000
- Planning & Development - incl. Ec Dev & Tourism $1,325,245
- Protection to Persons & Property - 911 & Bylaw $136,725
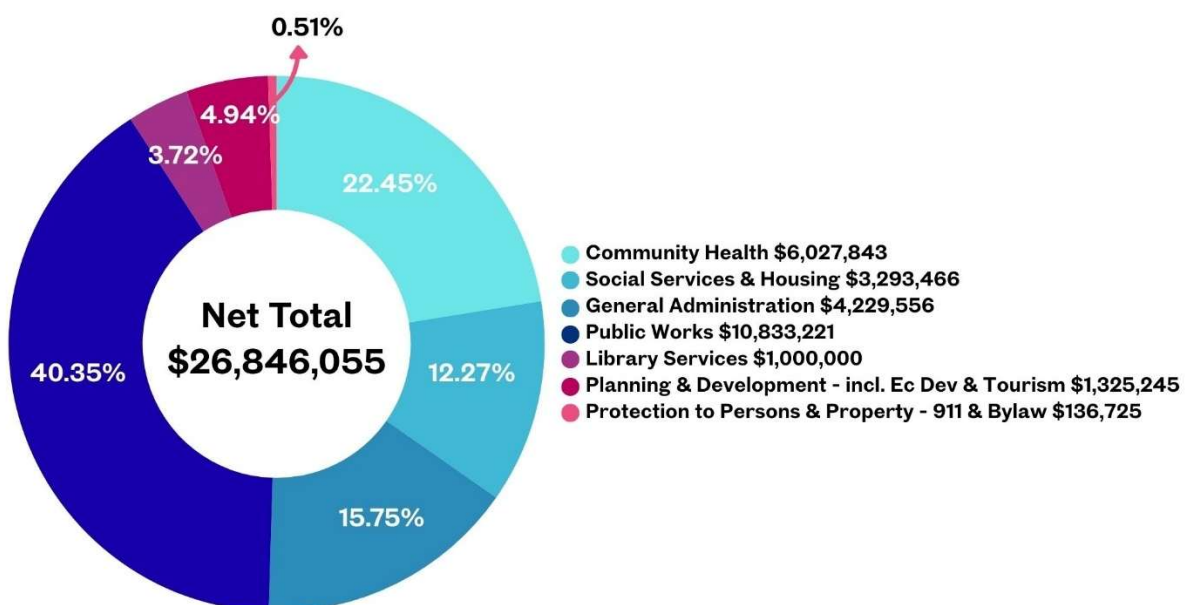
2026 Budget Summary Report

Division 010 - General Government				
Cost Centre	**Revenue**	**Reserve Tfrs**	**Expenses**	**Net**
ADMINISTRATION	-670,629	-50,000	1,206,320	485,691
COMPUTERS/IT	-289,382	-41,144	1,932,912	1,602,386
11 NEWCASTLE BLDG	-1,094,485	-100,000	1,389,905	195,420
12 NEWCASTLE BLDG	-755,000		765,918	10,918
MINDEN DAYCARE BLDG	-1,301		1,340	39
HALIBURTON DAYCARE BLDG	-36,000		6,695	-29,305
COUNCIL		200,000	348,651	548,651
CAO/CLERK'S DEPT			388,703	388,703
ACCESSIBILITY COMMITTEE			13,050	13,050
MUN PROPERTY ASESS CORP			1,014,003	1,014,003
Total	**-2,846,797**	**8,856**	**7,067,497**	**4,229,556**

Division 020 - Protection to Persons & Property				
Cost Centre	**Revenue**	**Reserve Tfrs**	**Expenses**	**Net**
911	-20,000		89,731	69,731
SHORELINE BYLAW	-124,942		124,942	0
DYS BYLAW ENFORCEMENT	-12,200		12,200	0
TREE PRESERVATION BYLAW			66,994	66,994
Total	**-157,142**	**0**	**293,867**	**136,725**

Division 030 - Public Works				
Cost Centre	**Revenue**	**Reserve Tfrs**	**Expenses**	**Net**
RAIL TRAIL	-17,500		131,120	113,620
GENERAL ROADS MTCE	-67,500		5,107,557	5,040,057
ROADS CAPITAL PROGRAM	-673,703	-150,000	3,297,424	2,473,721
STRUCTURES CAPITAL PROG	-425,814		800,000	374,186
PATROL YARDS		-41,570	280,404	238,834
PW FLEET/EQUIPMENT	-922,375	-65,500	1,758,638	770,763
ENGINEERING		-30,000	367,888	337,888
PW OVERHEAD	-38,500		1,522,651	1,484,151
Total	**-2,145,392**	**-287,070**	**13,265,682**	**10,833,220**

Division 050 - Community Health				
Cost Centre	**Revenue**	**Reserve Tfrs**	**Expenses**	**Net**
LAND AMBULANCE	-4,217,027	-275,668	9,085,979	4,593,284
COM PARAMEDICINE	-1,267,595		1,267,595	0
HEALTH PROF RECRUITMENT	-8,000		427,126	419,126
COM SAFETY WELL-BEING		-30,000	251,493	221,493
EMERGENCY MANAGEMENT		-22,326	44,097	21,771
POLICE SERVICES BOARD			79,119	79,119
HEALTH UNIT			693,050	693,050
Total	**-5,492,622**	**-327,994**	**11,848,459**	**6,027,843**

Division 060 - Social Services & Housing				
Cost Centre	**Revenue**	**Reserve Tfrs**	**Expenses**	**Net**
SOCIAL/AFFORD HOUSING			2,449,781	2,449,781
SOCIAL SERVICES			843,685	843,685
Total	**0**	**0**	**3,293,466**	**3,293,466**

Division 080 - Planning & Development				
Cost Centre	**Revenue**	**Reserve Tfrs**	**Expenses**	**Net**
PLANNING/CLIMATE	-85,000	-137,500	784,589	562,089
BROADBAND	-44,170		136,000	91,830
LAND DIVISION	-70,000		13,900	-56,100
PLANNING PEER REVIEWS	-20,000		20,000	0
ECDEVE & TOURISM			727,426	727,426
COMMUNITY TRANSPORTATION		-100,000	100,000	0
Total	**-219,170**	**-237,500**	**1,781,915**	**1,325,245**

7.0 – Reserves

Reserves and reserve funds are funds that have been set aside to meet future funding requirements, established by Council, legislation or agreement. Reserves and reserve funds are a critical financial tool for increasing sustainability and flexibility while reducing vulnerability. They provide options to respond to unexpected issues, phase-in funding impacts over time as well as reduce reliance on debt.

With the transfers to and from reserves included within the 2026 budget it is anticipated, at this time, that the County's 2026 balance will be approximately $10,719,347 in reserves. Of that, $4,818,078 has been committed for identified projects and/or sustainability purposes.
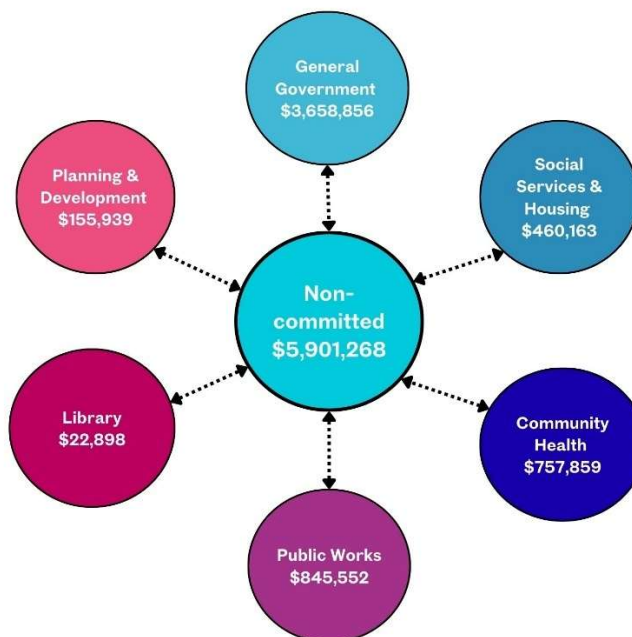
8.0 – Community Health Levy

Establishing a dedicated "Community Health & Wellbeing" reserve in the County of Haliburton's annual budget would provide a predictable, flexible funding source to respond to non-jurisdictional but essential community needs. By setting aside funds specifically for programs and supports, the reserve would improve fiscal stability, enable timely responses to emerging social determinants of health and wellbeing, and reduce the need for ad hoc reallocations or emergency measures.

The development of a Community Health and Wellbeing levy is similar to that of a dedicated capital infrastructure levy. The lack of a dedicated capital levy until 2023 resulted in significant financial and administrative challenges for our county. Without a targeted funding mechanism, we were forced to rely on unpredictable allocations or additional burdens to the general tax levy, which often lead to strains our budgeting process.

By developing a **Community Health and Wellbeing levy** we will provide a strategic and sustainable solution, especially as indications point toward rising healthcare commitments in the coming years. A dedicated levy would enable us to incorporate effective forecasting and scenario planning into our budgets. By monitoring regional, provincial, and national health trends and engaging stakeholders, we can better anticipate future demands on our community. This proactive planning allows for setting aside contingency funds within the levy, ensuring our community remains resilient in the face of external health crises or non-jurisdictional challenges.

Furthermore, establishing a health and wellbeing levy promotes **accountability and transparency** through clear allocation and reporting mechanisms. This fosters public trust and community support for health initiatives, making it easier to justify and sustain funding over time.

Most importantly, investing proactively in community health can lead to **long-term cost savings** through sustained investment in community health services, avoiding the current reactive approach.

In summary, adopting a community health and wellbeing levy exemplifies a forward-thinking, sustainable approach. It ensures that much needed community health needs are met proactively, transparently, and resiliently aligning our financial strategies with the realities of rising commitments and external pressures.

Specifically, building a Community Health and Wellbeing levy into the annual budget for the County of Haliburton offers several benefits:

1. **Enhanced Funding Stability**: Establishing a dedicated levy provides a predictable revenue stream to support ongoing health and wellbeing initiatives, ensuring continuity regardless of annual budget fluctuations.

2. **Targeted Investment in Community Wellbeing**: Allocating specific funds facilitates prioritization of programs such as mental health services, recreational facilities, and social support networks, leading to healthier, more resilient communities.

3. **Promotes Collaboration and Equity**: A dedicated levy encourages partnerships with health organizations, nonprofits, and other jurisdictions, fostering a collaborative approach that can address diverse community needs and reduce health disparities.

4. **Effective Forecasting and Planning**: While some items—like non-jurisdictional health issues—may be outside the municipality's direct control, a levy can incorporate forecasting models that consider regional, provincial, and national trends. This helps in anticipating future demands and adjusting budgets proactively.

5. **Addressing Non-Jurisdictional Items**: For items like external health crises or funding for provincial programs, effective forecasting involves:

   o Monitoring regional and provincial health data.

   o Engaging with stakeholders to understand external pressures.

   o Setting aside contingency funds within the levy.

   o Using scenario planning to prepare for unpredictable or non-jurisdictional items, ensuring the community remains resilient despite external factors.

6. **Accountability and Transparency**: A dedicated levy, with clear allocation and reporting, enhances transparency, builds public trust, and encourages community support for health initiatives.

7. **Long-term Cost Savings**: Investing proactively in community health can reduce future healthcare costs by preventing illnesses and promoting healthier lifestyles, which benefits both residents and the local health infrastructure.

Overall, integrating a Community Health and Wellbeing levy into municipal budgets allows for strategic, transparent, and adaptable funding, capable of addressing both internal priorities and external challenges through effective forecasting and planning.

Potential Program Supports

Under the new funding program, the County would not transition into a program provider, but would facilitate and support initiatives by other service providers and groups. Potential program supports and initiatives will vary by year and in duration. Levy funds could support expanding existing programs, supplement programs and respond to urgent community or organization and agency needs.

Program supports could include a lending library for medical equipment; emergency pet shelter; seniors assistance home maintenance programs; emergency transportation needs; volunteer efforts and a community-wide volunteer database; vulnerable resident grants and relief programs; community hubs; vulnerable person registries; a local community healthcare forum; community grant programs; training and education programs for business owners, service providers, caregivers and the general public, and other needs and initiatives as identified by collaborative committees and groups including the Haliburton County Joint Accessibility Committee; Haliburton, Kawartha Lakes, Northumberland Drug Strategy; Haliburton County Service Providers Network, and the Haliburton Highlands Human Services and Justice Coordinating Committee.
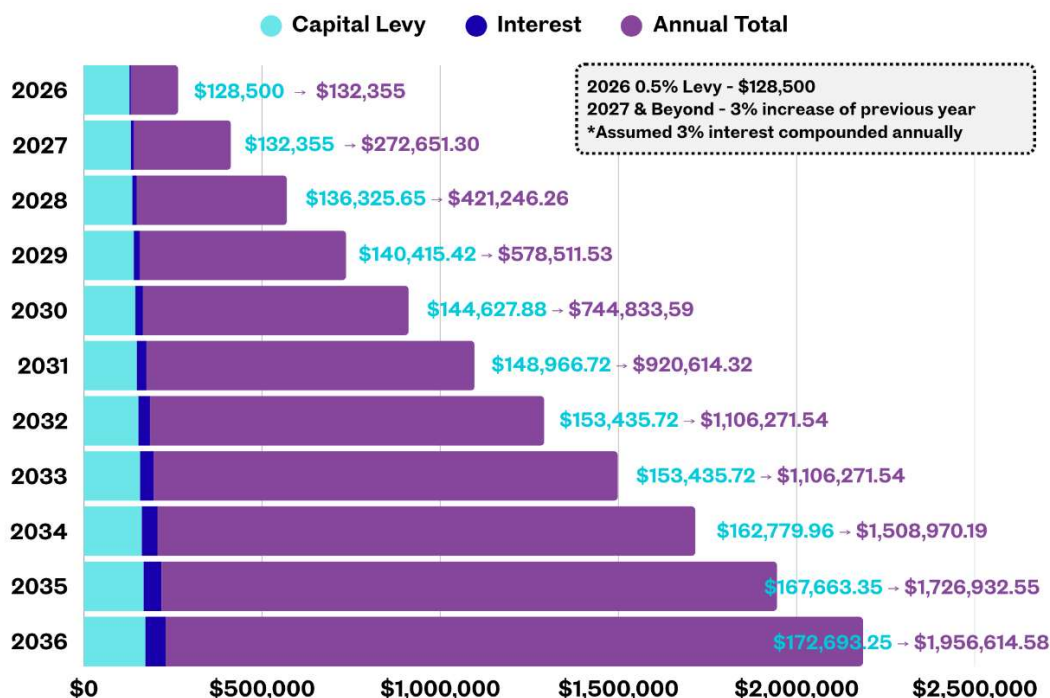
The program would also be used to support other community health initiatives including areas such as healthcare professional recruitment, community paramedicine, harm reduction, substance abuse and addition and active recreation.

Program Structure

Upon approval, a specific policy will be developed for Council approval identifying the parameters for the use of funds and reporting requirements for the new Community Health fund.

Staff are recommending a 0.5% Community Health levy with the 2026 budget.

Legend: ● Capital Levy ● Interest ● Annual Total

Year	Capital Levy → Annual Total
2026	$128,500 → $132,355
2027	$132,355 → $272,651.30
2028	$136,325.65 → $421,246.26
2029	$140,415.42 → $578,511.53
2030	$144,627.88 → $744,833,59
2031	$148,966.72 → $920,614.32
2032	$153,435.72 → $1,106,271.54
2033	$153,435.72 → $1,106,271.54
2034	$162,779.96 → $1,508,970.19
2035	$167,663.35 → $1,726,932.55
2036	$172,693.25 → $1,956,614.58

2026 0.5% Levy - $128,500
2027 & Beyond - 3% increase of previous year
*Assumed 3% interest compounded annually

9.0 – 2027 and Beyond

It is important to recognize how the decisions made within the 2026 budget process impact the following years. Known items that should be brought to Council's attention for potential impacts in 2027 include:

- New debt payments in 2026 only budgeted for 9 months, will be 12 months in 2027 – difference of approx. $20,000
- Structure program – prior to 2025 there were no monies included in the base budget for the structure program. The 2025 & 2026 budgets have built $374,186 into the sustainable program. This will continue to be an impact on the levy until we reach our sustainable goal of one million dollars for this program.
- OMPF Funding will continue to decrease by 15-20% until it is completely phased out
- Deeply Affordable and Supportive Housing Strategy
- Sustainable Roads program – returning the $500,000 that was cut in the 2026 budget cycle
- HCPL contribution due to the cut in the 2026 budget cycle

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Further potential levy impacts that are not currently included in the base or sustainable capital levy are identified below by Directors for 2027 and beyond:

Public Works				
	2027	**2028**	**2029**	**2030**
Capital Structures				
CR9	901,000	875,500		
CR18	200,000			
CR503		53,045	901,765	
CR10			54,636	928,818
Rail Trail				56,275
CR39				
Totals	1,101,000	928,545	956,401	985,093
Capital Facilities - PW & Administration				
Patrol Yard 1	3,600,000	35,000		52,000
Patrol Yard 3		111,000		12,000
Patrol Yard 2			103,000	52,000
11 Newcastle St.				
Totals	3,600,000	146,000	103,000	116,000
Grand Total	**4,701,000**	**1,074,545**	**1,059,401**	**1,101,093**

Planning, Bylaw, Economic Development & Tourism				
	2027	**2028**	**2029**	**2030**
Economic Development & Tourism				
My Haliburton Highlands Tourism website update	20,000			
Destination Management Plan update		20,000		
Development of County wide Community Improvement Plan(s)(CIP) focusing on urban villages across the Cty			60,000	
Implementation of CIP (county portion)				25,000
Totals	20,000	20,000	60,000	25,000
Planning				
Natural Heritage Capital Inventory	50,000			
TOR For Technical Studies	20,000			
Totals	70,000	-	-	-
Bylaw				
New FTE: Bylaw Officer	92,000			
Totals	92,000	-	-	-
Grand Total - Planning, Bylaw Economic Development & T	**182,000**	**20,000**	**60,000**	**25,000**

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Corporate Services & IT

	2027	2028	2029	2030
Corporate Services				
Moneris - payment solution for customers	2,000			
Bids & Tenders - more licenses required	4,300	4,500		
Visa receipt submissions app	1,000			
Human Resources support staff		122,000		
Totals	7,300	126,500	-	-
IT				
Help Desk support staff		105,000		
Totals	-	105,000	-	-
Grand Total - Corporate Services & IT	**7,300**	**231,500**	**-**	**-**

As services expand in other departments, new support staff will be required in Corporate Services & IT

Community Health

	2027	2028	2029	2030
Land Ambulance				
Advanced Care Paramedics x3	477,853			
Additional Commanders	177,778	183,111		
Additional 24hr Paramedic Transport Unit 8FT medics				1,231,776
Additional Ambulance				350,000
Adjust Ambulance cost to $350K from $260K	90,000			
Cardiac monitor/Defibrillator replacement	450,000			
Additional mechanical CPR devices	180,000	180,000		
Powerloads for remaining vehicles	120,000			
Haliburton base - major renovations required	140,000	110,000	140,000	350,000
Tory Hill base	22,000	45,000	18,000	75,000
Totals	1,657,631	518,111	158,000	2,006,776

Other items to note:

1. A plan needs to be devised for the state of the Haliburton base and recommended investment of close to $1M o
the next 6 years
2. Specialty Team - reviewing in 2026 what this may look like
3. Review & update of ambulance and emergency response vehicles replacement plan is needed
4. New base in Algonquin Highlands
5. Mobile satellite communications - hoping to obtain funding

	2027	2028	2029	2030
Community Safety & Well-being				
Department Vehicle	40,000			
Research Data Program		10,000	10,300	10,600
Community Grant Program			10,000	10,000
Totals	40,000	10,000	20,300	20,600
Physician Recruitment				
Support for potential Incentive payments	100,000	50,000	50,000	50,000
Totals	100,000	50,000	50,000	50,000
Grand Total - Community Health	**1,797,631**	**578,111**	**228,300**	**2,077,376**

10.0 – Concluding Remarks

This budget reflects the dedication and collaborative efforts of County staff to deliver high-quality services while maintaining fiscal responsibility and transparency to the residents of Haliburton County. Through careful analysis and planning, we have developed a financial plan that supports Council's priorities and meets the evolving needs of our community.

The preparation of this document involved contributions from every department, each committed to ensuring that resources are allocated effectively and responsibly. Our focus remains on delivering essential programs and services, maintaining critical infrastructure, and investing in the long-term sustainability of our County.

Together, we look forward to another year of progress, accountability, and shared success.

Budget Inclusion Forms

Sustainable Capital Program Items

Budget Inclusion Request Form (v.4)

This template is designed to provide a comprehensive framework for submitting new budget requests for departmental staff or programs. It ensures that all relevant aspects, such as financial impact, resource requirements, and organizational benefits, are thoroughly considered and documented.

Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management
Cost Center & Object Code:	91-Road Infrastructure-1600761
Name of Program or Project:	Cold Mixed Asphalt Resurfacing
Total Project Cost:	$1,636,000 – Reduced to $1,292,930 in budget deliberations
Funding/recovery:	$1,292,930 Roads Infrastructure sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Funding for cold mixed asphalt resurfacing of CR507 in accordance with the Public Works Department's management of resurfacing roads and AMP. Cold mix open graded asphalt is a type of pavement material that is produced and laid at ambient temperatures, making it an environmentally friendly and cost-effective option for road construction and maintenance. This asphalt mix consists of a blend of graded aggregates and a bituminous binder, which can be emulsified or gelled. Additionally, cold mix asphalt is flexible and resistant to cracking, making it ideal for use in areas with fluctuating temperatures. The specifications for cold mix open graded asphalt are outlined in OPSS.MUNI 309, which covers the requirements for production, placement, and quality assurance of the mix.

Given the traffic volume exceeding 1200 Average Daily Traffic (ADT) on CR507, upgrading the surface treatment to cold mix asphalt is essential. High traffic volumes can lead to accelerated wear and tear on road surfaces, increasing the frequency of maintenance and repair needs. Cold mix asphalt, with its excellent drainage properties and flexibility, is well-suited to handle the stresses of heavy traffic and may be applied over existing surface. Additionally, the flexibility of cold mix asphalt helps it resist cracking and deformation under the weight of constant traffic, ensuring a smoother and safer driving experience for motorists. By upgrading to cold mix asphalt, the county can enhance the durability and performance of CR507, ultimately reducing long-term maintenance costs and improving road safety for all users.

In identifying roads for resurfacing, staff use the 5-year plan as a starting platform for initial evaluation, where the Performance Condition Index (PCI) numbers and surface type are used for short listing road selection. Selected roads are inspected for condition and type of surface required for determining a draft list of roads. As well, a discussion with various Public Works staff to review the draft list and any other road sections that may be prematurely deteriorating are identified and assessed to create a final draft list for budget inclusion. Through this process the Asset Management Plan is used as a guiding document.

County roads are assessed by-annually to determine their Performance Condition Index (PCI) number. The PCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section of road. A visual survey identifying number and severity of distress is then calculated to obtain a PCI index number. The index number of 100 represents the best possible condition and 0 represents the worst possible condition.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Maintain the department's responsibilities for capital plans and workflow, ensuring that the infrastructure remains in good condition.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Using cold mix asphalt offers several benefits for the county. Firstly, it is a cost-effective solution for road construction and maintenance, as it can be produced and laid at ambient temperatures, reducing the need for expensive heating equipment and energy consumption. This not only lowers the overall project costs but also minimizes the environmental impact. Furthermore, cold mix asphalt is flexible and resistant to cracking, making it ideal for use in our region with fluctuating temperatures. This durability ensures a longer lifespan for the pavement, reducing the need for frequent repairs and maintenance, ultimately saving the county time and resources. Overall, the use of cold mix asphalt aligns with the county's goals of sustainability, cost-efficiency, and improved road safety.

Financial Impact:

Cost Breakdown

$1,292,930– CR507

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

Part of sustainable capital program

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Collaborative tendering & inspection with local municipalities.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

June to end of September 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Completed and approved new surface expected service life of 15 to 20 years providing long-term durability and reliability.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

If not approved, Increased maintenance cost, increased liability (claims). Approving will be keeping with AMP

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Cold mix asphalt is produced and laid at ambient temperatures, reducing the need for expensive heating equipment reducing energy consumption as well as minimize road maintenance lowering environmental impacts.

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management
Cost Center & Object Code:	91-Road Infrastructure-1600761
Name of Program or Project:	Hot Mix Resurfacing
Total Project Cost:	$1,646,000
Funding/recovery:	$1,646,000 Roads Infrastructure sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Funding for hot mix resurfacing of CR3 (Glamorgan Rd.) in accordance with Department's asset management of hot mix roads.

In identifying roads for resurfacing, staff use the 5-year plan as a starting platform for initial evaluation, where the Performance Condition Index (PCI) numbers and surface type are used for short listing road selection. Selected roads are inspected for condition and type of surface required for determining a draft list of roads. As well, a discussion with various Public Works staff to review the draft list and any other road sections that may be prematurely deteriorating are identified and assessed to create a final draft list for budget inclusion. Through this process the Asset Management Plan is used as a guiding document.
County roads are assessed by-annually to determine their Performance Condition Index (PCI) number. The PCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section of road. A visual survey identifying number and severity of distress is then calculated to obtain a PCI index number. The index number of 100 represents the best possible condition and 0 represents the worst possible condition.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Maintain the department's responsibilities for capital plans and workflow, ensuring that the infrastructure remains in good condition.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

This approach aligns with the organization's strategic goals by keeping county roads in an adequate state of repair through sustainable funding and optimized asset management schedules. Additionally, hot mix asphalt resurfacing reduces county liability and maintenance costs, as it minimizes the need for frequent repairs and lowers the risk of claims.

Financial Impact:

Cost Breakdown

$1,646,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

Part of sustainable capital levy

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
Collaborative tendering

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
June to end of September 2026
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
Completed and approved new surface expected service life of 20 years providing long-term durability and reliability.
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Increase maintenance cost, increase liability (claims), keeping with AMP
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
Minimizing maintenance needs lowering GHG.

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management
Cost Center & Object Code:	91-Road Infrastructure-1600761
Name of Program or Project:	Preservation Rejuvenation
Total Project Cost:	$91,000
Funding/recovery:	$91,000 Roads Infrastructure sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Funding for preservation rejuvenation of surfaces of CR648 (Ojibway Rd south to CR5) and CR3 (3km north of CR503 north to Alsop Rd) as a preventative maintenance tool in accordance with the Department's asset management of hot mix roads.

In identifying roads for resurfacing, staff use the 5-year plan as a starting platform for initial evaluation, where the Performance Condition Index (PCI) numbers and surface type are used for short listing road selection. Selected roads are inspected for condition and type of surface required for determining a draft list of roads. As well, a discussion with various Public Works staff to review the draft list and any other road sections that may be prematurely deteriorating are identified and assessed to create a final draft list for budget inclusion. Through this process the Asset Management Plan is used as a guiding document.

County roads are assessed by-annually to determine their Performance Condition Index (PCI) number. The PCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section of road. A visual survey identifying number and severity of distress is then calculated to obtain a PCI index number. The index number of 100 represents the best possible condition and 0 represents the worst possible condition.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Maintain the department's responsibilities for capital plans and workflow.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Keep County roads in an adequate state of repair trough sustainable funding and scheduling optimizing asset management. Prolonging life cycle of hot mix roads and reducing maintenance costs.

Financial Impact:

Cost Breakdown

$51,050 CR3 & $39,950 CR648

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

Part of sustainable capital levy

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Collaborative tendering

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

June to end of September 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

The increased service life of hot mix roads by 3 to 4 years.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Increase maintenance cost, increase liability (claims), keeping with AMP

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Minimizing maintenance needs lowering GHG.

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management
Cost Center & Object Code:	91-Road Infrastructure-1600761
Name of Program or Project:	Preservation Crack Sealing
Total Project Cost:	$40,000
Funding/recovery:	$40,000 Roads Infrastructure sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Funding for preservation crack sealing of hot mix surface of CR121 (HWY35 south to CR1) as a preventative maintenance tool in accordance with the Department's asset management of hot mix roads.
In identifying roads for resurfacing, staff use the 5-year plan as a starting platform for initial evaluation, where the Performance Condition Index (PCI) numbers and surface type are used for short listing road selection. Selected roads are inspected for condition and type of surface required for determining a draft list of roads. As well, a discussion with various Public Works staff to review the draft list and any other road sections that may be prematurely deteriorating are identified and assessed to create a final draft list for budget inclusion. Through this process the Asset Management Plan is used as a guiding document.
County roads are assessed by-annually to determine their Performance Condition Index (PCI) number. The PCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section of road. A visual survey identifying number and severity of distress is then calculated to obtain a PCI index number. The index number of 100 represents the best possible condition and 0 represents the worst possible condition.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Maintain the department's responsibilities for capital plans and workflow.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Keep County roads in an adequate state of repair through sustainable funding and schedule optimizing asset management. Prolonging the life cycle of hot mix roads and reducing maintenance costs.

Financial Impact:

Cost Breakdown

$40,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

Part of sustainable capital program

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
Procurement for tendering process, Finance for accounts payable
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
Collaborative tendering

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
June to end of September 2026
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
The increase service life of hot mix roads by 3 to 4 years.
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Not benefiting of increase service life for reducing long-term maintenance costs, liability (claims), keeping with AMP.
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
Minimizing maintenance activities reducing GHG.

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Legislative Requirement (Salt Management Program)
Cost Center & Object Code:	93-Works Yard-1600201
Name of Program or Project:	Patrol Yard 2 Yard Paving
Total Project Cost:	$95,000
Funding/recovery:	$83,430 Patrol Yard sustainable capital program + $11,570 from Patrol Yard reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*
To apply hot mix pavement to the surface of PAT2 (Eagle Lake) yard for salt management plan compliance. This project will be combined with the 2026 hot mix paving program for economy of scale savings. The preparation for base surface will be completed by County forces.
Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*
Paving the surface of the PAT2 (Eagle Lake) yard to comply with salt management requirements offers several significant benefits to the Public Works department. Firstly, it enhances the department's performance by

providing a more stable and durable surface, which reduces maintenance costs and increases the longevity of the yard. Secondly, a paved surface ensures better compliance with salt management regulations, thereby reducing the risk of liability and claims related to salt runoff and contamination

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Overall, this initiative aligns with the County's strategic goals of improving efficiency, service delivery, and environmental sustainability.

Financial Impact:

Cost Breakdown

$95,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program + Patrol Yard Reserve

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Collaborative tendering

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

June to end of September 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Completed and approved new surface expected service life of 20 years.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Complying with County Salt Management Plan and reducing environmental impacts.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

This improvement also minimizes the environmental impact by lowering greenhouse gas emissions associated with frequent repairs and maintenance.

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management
Cost Center & Object Code:	94-Equipment-1600421
Name of Program or Project:	Vehicle and Equipment replacement program
Total Project Cost:	$661,000
Funding/recovery:	$661,000 Public Works Fleet sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Replacement of County Roads vehicles and equipment in accordance with department's asset (equipment) replacement program. This year the program has identified a tandem plow truck, 2 pickup trucks and 1 tag-a-long float.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Replacing equipment offers numerous benefits that can significantly enhance the efficiency and effectiveness of the Public Works department. By ensuring that staff have access to modern and reliable equipment. The department can maintain its responsibilities more effectively and streamline its workflow. New equipment reduces the likelihood of breakdowns and maintenance issues, which in turn minimizes downtime and increases productivity.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Updated equipment can lead to improved service delivery and better alignment with the organization's strategic goals, such as increased efficiency and dependability. Overall, investing in new equipment is a proactive measure that supports the organization's long-term success and operational excellence.

Financial Impact:

Cost Breakdown

$457,000 Tandem plow truck, $144,000 2 pickup trucks, $60,000 tag-a-long trailer

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Collaborative tendering

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Upon delivery

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

The equipment to perform within it's expected service life.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Decrease maintenance cost, increase reliability, keeping with replacement plan.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
New and well-maintained equipment will lower GHG.

Approvals:	
Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Paramedic Services
Requestor:	Mike Slatter, Director of Paramedic Services, Chief
Category:	Risk Management/Asset Management
Cost Center & Object Code:	AMB000-1600421
Name of Program or Project:	Replacement Ambulance
Total Project Cost:	$260,000
Funding/recovery:	$260,000 Paramedic Services sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Replacement of an Ambulance in accordance with department's asset (equipment) replacement program. This year the program has identified an Ambulance requiring replacement.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Replacing Ambulances ensures that Paramedics can respond to calls for service when 911 is called. The department can maintain its responsibilities and mandate. New equipment reduces the likelihood of breakdowns and maintenance issues, which in turn minimizes downtime.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

As the service delivery agent, the County meets its legislative requirements for responding to calls for service. Alignment with the organization's strategic goals, such as increased efficiency and dependability. Overall, investing in new equipment is a proactive measure that supports the organization's long-term success and operational excellence.

Financial Impact:

Cost Breakdown

$260,000 for a new Ambulance.

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process. Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Upon delivery.

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

The equipment to perform within it's expected service life.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

New and well-maintained equipment will lower GHG.

Approvals:

Department Head:	**Mike Slatter, Director of Paramedic Services/Chief**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Paramedic Services
Requestor:	Mike Slatter, Director of Paramedic Services/Chief
Category:	Risk Management/Asset Management
Cost Center & Object Code:	AMB000-1600301
Name of Program or Project:	Power Load and Replacement Power Stretcher
Total Project Cost:	$80,000
Funding/recovery:	$80,000 Paramedic Services sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Continue to add power load systems to the fleet. Replacement of an end-of-life power stretcher in accordance with department's asset (equipment) replacement program. This year the program has identified a power stretcher requiring replacement.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Power load and power stretcher systems have been proven to reduce lifting injuries for Paramedics. Injuries to Paramedics severely impacts operations of the Paramedic service. Injuries also impact the employee both

physically and mentally. Providing equipment that reduces injuries is supportive and helps maintain staffing levels.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*
Reduced WSIB costs. Staffing remains sufficient to meet service mandate.

Financial Impact:

Cost Breakdown
Power Load - $40,000; Power Stretcher $40,000
Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*
NA
Funding Source *(Indicate the proposed funding source(s) for this request)*
Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*
Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
Procurement for tendering process. Finance for accounts payable
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
Upon delivery.
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
The equipment to perform within it's expected service life.
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Approvals:

Department Head:	**Mike Slatter, Director of Paramedic Services/Chief**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Paramedic Services
Requestor:	Mike Slatter, Director of Paramedic Services/Chief

Category:	Risk Management/Asset Management
Cost Center & Object Code:	AMB000-1600301
Name of Program or Project:	Public Access Defibrillator – PAD Program
Total Project Cost:	$10,000
Funding/recovery:	$10,000 Paramedic Services sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request (Briefly describe the new program or staff position and its primary objectives)

Maintenance and replacement of Haliburton County PADs that are cared for through the program.

Benefit to Department (Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)

Ensuring confidence for the Paramedic Service that PADs are accessible and useable during an emergency.

Benefit to County (Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)

Residents and visitors in Haliburton County have immediate access to lifesaving equipment during an emergency. Compliance with **Bill 141, Defibrillator Registration and Public Access Act, 2020,** to maintain a registry with the AED Foundation of Ontario who is responsible for ensuring AEDs are accurately registered, located, and accessible.

Financial Impact:

Cost Breakdown

$10,000 replacement AEDs.

Total Annual Cost (Provide the total estimated annual operating cost for the new program or staff position)

NA

Funding Source (Indicate the proposed funding source(s) for this request)

Sustainable Capital Program

Resource Requirements:

IT (Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)

Other Departments (Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)

Finance for accounts payable

Local Municipalities (Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)

Operational Considerations:

Implementation Timeline (Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)

Continuation of the program.

Performance Metrics (Define how success will be measured for the new program or staff position.)

The equipment to perform within it's expected service life.

Risk Assessment (Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)

Environmental Impacts/Considerations (identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)

Approvals:

Department Head:	**Mike Slatter, Director of Paramedic Services/Chief**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

This template is designed to provide a comprehensive framework for submitting new budget requests for departmental staff or programs. It ensures that all relevant aspects, such as financial impact, resource requirements, and organizational benefits, are thoroughly considered and documented.

Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Paramedic Services
Requestor:	Mike Slatter, Director of Paramedic Services/Chief
Category:	Risk Management/Asset Management
Cost Center & Object Code:	AMB000-1600311 AMB000-1600321 AMB000-1600341
Name of Program or Project:	Equipment replacement program
Total Project Cost:	$35,509.85
Funding/recovery:	$35,509.85 Paramedic Services sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Replacement of IT equipment in accordance with department's asset (equipment) replacement program. This includes updates for security and replacement laptops.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Replacing IT equipment and improving security offers numerous benefits that can significantly enhance the efficiency and effectiveness of the Paramedic Services department. By ensuring that staff have access to modern and reliable equipment. The department can maintain its responsibilities more effectively and streamline its workflow. New equipment protects the work and reduces liability of security breaches within the department reduces the likelihood of breakdowns and maintenance issues, which in turn minimizes downtime and increases productivity.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Updated equipment can lead to improved service delivery and better alignment with the organization's strategic goals, such as increased efficiency and dependability. Overall, investing in new equipment is a proactive measure that supports the organization's long-term success and operational excellence.

Financial Impact:

Cost Breakdown

$17,600 laptop replacement; $6000 copier; $11,909.85 security

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Replacement recommendations in consult with the IT Department.

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Operational Considerations:	
Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*	
Upon delivery	
Performance Metrics *(Define how success will be measured for the new program or staff position.)*	
The equipment to perform within it's expected service life.	
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*	
Decrease maintenance cost, increase reliability, keeping with replacement plan.	
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*	

Approvals:	
Department Head:	**Mike Slatter, Director of Paramedic Services/Chief**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:	
Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Asset Management
Cost Center & Object Code:	COMP00-4201600
Name of Program or Project:	IT Capital Asset Expense
Total Project Cost:	$83,627
Funding/recovery:	$83,627 IT sustainable capital program
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

The Information Technology Department is requesting capital funding in 2026 to support the planned replacement of several critical technology and security assets. These include:

- Twelve staff workstations that have reached the end of their five-year replacement cycle;
- Three IT management computers that are now seven years old and no longer meet current security and performance standards;
- The County's core datacentre firewall, which is nearing the end of its useful life;
- The County Administration Office key fob system, which is no longer supported by the vendor; and
- The Council Chambers microphone system, which is at vendor end of life and parts are becoming harder to source.
- Microsoft Office licensing

These capital replacements are part of the County's ongoing technology lifecycle management program and are critical to ensuring the reliability, security, and performance of IT infrastructure.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

- Reduces downtime and IT maintenance associated with aging hardware.
- Ensures we have reliable, modern equipment that is supported by the manufacturer.
- Ensures we have fit-for-purpose technology

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

See above

Financial Impact:

Cost Breakdown

$74,770 capital expenditures + 8,856.90 net transfers to IT sustainable capital reserve

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

Sustainable Capital Program

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Resourcing required for implementation

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Minor time commitments for workstation replacements

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

3rd quarter 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- Number of workstations deployed on schedule
- User satisfaction rate with new technology
- Decrease in tickets due to aging hardware

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Delaying replacement increases future costs due to hardware failures, emergency purchases, and vendor price escalations. Deferred replacements also lead to productivity losses, reduced streaming quality (in the case of the Council microphone system) and higher maintenance time for IT staff,

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Forms

Capital - Council Approved

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management Public Safety/Well-being
Cost Center & Object Code:	91-CR0021-1600301
Name of Program or Project:	CR21 & CR1 and CR21 & Independent Signalization Improvements
Total Project Cost:	$150,000
Funding/recovery:	$150,000 Roads Infrastructure Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Funding for the modernization of traffic signals at the intersection of CR21 & CR1 and the intersection of CR21 & Independent.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Maintain the department's responsibilities for capital plans and workflow.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

The benefits of intersection improvements, signal modernization and the installation of new traffic signals:

1. **Intersection Improvements: The improvements will provide appropriate pedestrian crossing, timing for efficient traffic movements and user safety.**
2. **Improved Traffic Flow**: The modernized traffic signals will help manage the flow of vehicles more efficiently, reducing congestion and wait times at the intersections.
3. **Enhanced Safety**: The modernization of traffic signals will improve safety for both drivers and pedestrians by providing clear signals and reducing the likelihood of accidents.
4. **Energy Efficiency: Modern traffic signals use energy-efficient LED lights, which consume less power and have a longer lifespan compared to traditional incandescent bulbs. This will lead to significant energy savings and reduced maintenance costs.**
5. **Support for Pedestrian Activity**: The project includes the installation of standardised pedestrian signal heads and curb mounts, which will aid in the safe crossing of County Road 21 and encourage more pedestrian activity in the area.
6. **Adaptive Signal Control**: Advanced traffic signal systems can adapt to changing traffic patterns and respond to real-time data. This flexibility ensures that traffic signals are always operating at optimal efficiency, regardless of the time of day or traffic conditions.
7. **Integration Technologies**: Modern traffic signals can be integrated with other technologies, such as intelligent transportation systems. This integration can enhance overall traffic management and provide valuable data for future planning and improvements.
8. **Compliance with Transportation Standards**: The traffic signals are warranted based on the Transportation of Canada warrant criteria standards.

Financial Impact:	
Cost Breakdown	
Total project cost $150,000 – modernization of CR21 & CR1 and CR21 & Independent signals	
Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*	
$7,000 for the traffic signals annual and biannual inspections.	
Funding Source *(Indicate the proposed funding source(s) for this request)*	
Roads Infrastructure Reserve	

Resource Requirements:
IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*
For support
Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
Procurement for tendering process, Finance for accounts payable
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Operational Considerations:
Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
May to end of September 2026
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
Manage the flow of vehicles more efficiently, reducing congestion and wait times at the intersections.
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Improve safety for drivers, pedestrians and other users by providing clear signals and movements reducing the likelihood of accidents.
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
By improving traffic flow and reducing congestion, the project will help lower vehicle emissions, contributing to lowering GHG.

Approvals:	
Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:	
Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management
Cost Center & Object Code:	92-Structure Infrastructure-1600721
Name of Program or Project:	West Guildford (CR7) Bridge Rehabilitations

Total Project Cost:	$800,000
Funding/recovery:	$116,283 Structures sustainable capital program & $425,814 OCIF Funding
Total **New** Levy Impact:	$257,903

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Funding for structures rehabilitation of the West Guilford Bridge (CR7) in accordance with the Department's asset management of structures (bridges).

In identifying structure projects, staff use the bridge & large culvert biennial inspection report and 5-year plan as a starting platform for initial evaluation, where the Bridge Condition Index (BCI) numbers and structure type are used for short listing structure selection. Selected structures are inspected for condition and type of structure to determining a draft list of structures. As well, a discussion with various Public Works staff to review the draft list and any other structures that may be prematurely deteriorating are identified and assessed to create a final draft list for budget inclusion. Through this process the Asset Management Plan is used as a guiding document.

The bridge and large culvert biennial inspection assessment follows the Ontario Structure Inspection Manual (OSIM) for obtaining the final report. The BCI is a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section of road. A visual survey identifying number and severity of distress is then calculated to obtain a PCI index number. The index number of 100 represents the best possible condition and 0 represents the worst possible condition.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Maintain the department's responsibilities for capital plans and workflow.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Rehabilitated bridges ensure the safety of motorists, pedestrians, and cyclists by addressing structural deficiencies and preventing potential accidents. This is crucial for maintaining public trust and reducing liability for the county. Rehabilitation will significantly extend the lifespan of a bridge, often by several decades. This postpones the need for complete replacement, which is typically more costly and disruptive.

Financial Impact:

Cost Breakdown

$800,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

Working towards building a sustainable capital structures levy, this will bring the sustainable capital levy amount to a total of $374,186 with the approval of the 2026 budget.

Funding Source *(Indicate the proposed funding source(s) for this request)*

Partial Sustainable Capital Program + Tax Levy + OCIF Funding

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Collaborative tendering

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

June to end of September 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Extend the structure's expected service life of 40 to 50 years.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Structure replacement is extremely costly while rehabilitation is more cost effective reducing liability and keeping with AMP.
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
Minimizing maintenance activities reducing GHG.

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Health & Safety
Cost Center & Object Code:	94-Equipment-1600301
Name of Program or Project:	Small Vehicle Four Post Lift
Total Project Cost:	$60,000
Funding/recovery:	$60,000 from General Capital Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*
Purchase of a replacement small vehicle four post lift (hoist).
Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*
The existing lift is approximately 19 years old requiring approximately $25,000 plus in repairs. The lift is at the end of its useful life with significant repairs in the last 6 years. The repairs will be required for the next certification inspection in May 2026. In addition to ensuring safety and reliability, replacing an old lift with a new one can offer several benefits. A new lift comes with improved safety features, reduced downtime due to maintenance issues, increasing reliability and leading to more efficient operations.
Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*
This replacement will provide efficient, safe and reliable tool for mechanical staff conducting work.

Financial Impact:

Cost Breakdown
$60,000
Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*
NA
Funding Source *(Indicate the proposed funding source(s) for this request)*
General Capital Reserve

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

NA	
Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*	
Procurement and Finance for accounts payable	
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*	
NA	

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
Once delivered and installation
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
Decreasing maintenance cost and increase reliability
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Safe and reliable tool.
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
NA

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Risk Management/Asset Management
Cost Center & Object Code:	PAT010-1600201
Name of Program or Project:	PAT1 Tool Storage Shed Roof Replacement & Siding Repairs
Total Project Cost:	$15,000
Funding/recovery:	$15,000 Patrol Yard Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*
Funding to replace the metal roof and metal siding repairs of the tool storage shed
Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*
To ensure structure (shed) is in good state of repair and safe for equipment storage and staff use
Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*
In keeping County assets in good state of repair and extending the asset service life

Financial Impact:	
Cost Breakdown	
$15,000 one time cost	
Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*	
$0	
Funding Source *(Indicate the proposed funding source(s) for this request)*	
Patrol Yard Reserve	

Resource Requirements:
IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*
NA
Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
Procurement for tendering process, Finance for accounts payable
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
NA

Operational Considerations:
Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
Work to be scheduled for summer of 2026
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
Replacement will improve and extend expected service life of 25 years
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Continuous degradation to building and damage contents contained within
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
NA

Approvals:	
Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:	
Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Asset Management
Cost Center & Object Code:	ENG000-1600301
Name of Program or Project:	Survey Total Station
Total Project Cost:	$30,000
Funding/recovery:	$30,000 General Capital Reserve

Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Replacement a surveying total station unit.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Replacing the obsolete surveying total station with a new, more advanced unit will significantly enhance the efficiency and accuracy of the Engineering Department's tasks. The new total station will facilitate staff's surveying activities by providing more precise measurement and improved functionality, which will streamline the workflow and reduce the time required for data collection and analysis. This upgrade will not only improve the overall productivity of the department but also ensure that staff can deliver higher quality results in their projects. Additionally, having a reliable and up-to-date surveying tool will minimize the risk of errors and rework, ultimately leading to cost savings and better resource management.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

This improvement will lead to faster data collection and analysis, ultimately boosting the overall productivity of the organization. Additionally, the reliability of the updated equipment will reduce the likelihood of errors and rework, resulting in cost savings and better resource management. By investing in modern surveying technology, the organization will be better equipped to deliver high-quality results in its projects, ensuring continued success and growth. The County will be better positioned to provide services to the municipalities.

Financial Impact:

Cost Breakdown

$30,000 one time cost

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$0

Funding Source *(Indicate the proposed funding source(s) for this request)*

General Capital Reserve

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Initial set up of software and support

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

May lead into collaborative projects with local municipalities.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

The unit will be operational once received and set up.

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Capturing accurate field data leading to better resource management.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Minimize the risk of errors and rework.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**

Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Corporate Development
Cost Center & Object Code:	COMP00-1600321
Name of Program or Project:	M365 Backup Storage Migration to Low-Cost NAS
Total Project Cost:	$6,500
Funding/recovery:	NA
Total **New** Levy Impact:	$6,500

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

As part of our 2025 migration strategy, the County and its member municipalities are moving the majority of email and file storage from on-premises servers to Microsoft 365. Microsoft's shared responsibility model means that long-term backups of Exchange Online, OneDrive, Teams, and SharePoint are not provided, so we have implemented third-party backup tools to retain copies of this data.

Currently, these backups reside on our primary server storage infrastructure, which is designed for high-performance workloads. This is not an ideal or sustainable location for backup data, as storage costs are high and capacity is running low. To improve efficiency and reduce costs, we are requesting funding to purchase a dedicated low-cost Network Attached Storage (NAS) device to serve as the target for all Microsoft 365 backup data.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

- Frees up high-cost, high-performance storage for production workloads.
- Reduces risk of backup failures due to low storage availability.
- Provides a scalable and cost-effective platform specifically suited for backup and archival data.
- Simplifies backup storage management by separating production and backup workloads.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- Reduces ongoing storage costs by aligning backup storage with lower-cost infrastructure.
- Maintains a strong disaster recovery posture by ensuring Microsoft 365 data is securely retained.
- Supports our cloud-first strategy while ensuring compliance with data protection and retention requirements.
- Avoids the need for costly server storage expansion in the short term.

Financial Impact:

Cost Breakdown	
$6,500	
Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*	
NA (replacement not until 2031)	
Funding Source *(Indicate the proposed funding source(s) for this request)*	
Tax Levy	

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Minor time commitments to move backups to new storage

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

None

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

None

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

First quarter 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Storage system installed
% of successful backups and restores

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

- Risk of backup job failures will increase if current storage trends continue.
- Relying on premium storage for long-term backup is not sustainable or cost-effective.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Extra hardware will eventually have to be decommissioned. Will e-recycle to minimize impact.

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Emergency Management (Information Technology)
Requestor:	Mike March, Director of IT
Category:	Risk Management
Cost Center & Object Code:	Multiple Cost Centres and Codes
Name of Program or Project:	Emergency Management Equipment & Connectivity Upgrades
Total Project Cost:	$33,346.75

Funding/recovery:	$22,326.14 from Ambulance Reserve
Total **New** Levy Impact:	$11,020.61

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Funding is requested for critical emergency management equipment and connectivity upgrades, identified as necessary during the April 2025 ice storm. The goal is to ensure continuity of operations and reliable communications during future prolonged power or internet outages.

Item	Qty	Purpose
Redundant Starlink for County Admin Office	1	Backup connectivity for critical systems during extended fiber outages
Starlink Mobile Kit	1	Field-deployable backup internet (e.g., for EOC, warming centres, command posts)
Secondary SIMs (eSIMs) for Staff Phones	14	Ensure cellular failover during provider outages (multi-carrier coverage)
Wireless Printer for EOC	1	Printing capability independent of wired network or infrastructure
UPS for hot site	1	UPS replacement at County hot site (Dysart admin office)
Portable Battery Packs for Phones	14	Enable staff to charge phones when grid power is unavailable
iPhone Chargers (USB-C cables + adapters)	14	Provide reliable phone charging capability in EOC and field conditions
Spare Laptops	5	Pre-configured laptops for emergency deployments, volunteer support, or rapid remote work
Satellite Phones	2	Backup communications when mobile networks are unavailable

Fourteen Users = Warden, CAO, Executive Assistant to the CAO, Chief of Paramedic Services, Dpt Chief of Operations, Dpt Chief of Quality Assurance, Director of IT, Director of Public Works, Director of Corporate Services, Director of Planning, Director of Community Outreach, Director of Economic Development, Public Works Operations Manager, Service Desk Supervisor.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

- **Reduced IT Strain During Crises**: By having pre-configured, ready-to-deploy devices and systems, IT staff can focus on maintaining critical infrastructure rather than scrambling to respond with ad hoc solutions.
- **Faster Deployment of EOC Services**: Wireless printing, Starlink kits, and spare laptops allow the EOC to be rapidly operational with minimal setup and no dependency on existing office infrastructure.
- **Supports Field Staff and Mobile Command**: Satellite phones, eSIMs, and mobile Starlink improve communications with deployed personnel, even in remote areas or during major outages.
- **Better Resource Control**: Pre-positioned chargers, batteries, and laptops reduce reliance on staff personal devices, minimizing compatibility issues and data security risks.
- **Increased Readiness for Diverse Emergency Scenarios**: Whether responding to weather events, cyberattacks, or infrastructure failures, the department will be better prepared with diverse, flexible, and redundant equipment.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- **Improved Operational Resilience**: The equipment will significantly enhance the County's ability to maintain core operations and essential services during extended outages caused by severe weather, cyber incidents, or infrastructure failures.
- **Continuity of Governance**: Enables municipal leadership to coordinate emergency response and maintain public communications even when traditional connectivity or equipment is disrupted.
- **Preparedness and Compliance**: Aligns with best practices and provincial expectations for municipal emergency preparedness, business continuity, and incident response.
- **Supports Multi-Jurisdictional Coordination**: Ensures that the County can maintain communication with lower-tier municipalities, emergency services, and provincial agencies regardless of local outages.
- **Public Trust and Confidence**: A visible, prepared response supported by effective tools builds community trust in the County's ability to handle emergencies.
- **Reduces Downtime During Activation**: Pre-staged laptops, chargers, printers, and backup connectivity reduce the time to activate and operate the Emergency Operations Centre (EOC), resulting in faster decision-making and resource deployment.

Financial Impact:

Cost Breakdown

$22,326.14 = one-time costs. $11,020.61 = annual costs.

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$11,020.61

Funding Source *(Indicate the proposed funding source(s) for this request)*

$22,326.14 Ambulance Reserve + $11,020.61 Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

- One-time configuration of laptops, SIMs, and devices.
- Occasional maintenance testing (Starlink, batteries, laptops).
- Coordination with mobile provider for eSIM setup and plan monitoring.

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

NA

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

First quarter 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

- **Operational Paralysis During Crises**: Without backup internet and communications tools, critical decision-makers may be unable to coordinate responses or access information during a major incident.
- **Delayed Emergency Response**: Without spare equipment and mobile kits, setup of the EOC or field command posts may be significantly delayed, reducing the effectiveness of the County's response efforts.
- **Communication Blackouts**: Relying solely on one cellular provider or internet service exposes the County to single points of failure, particularly in rural or geographically dispersed locations.

- **Reduced Staff Effectiveness in the Field**: Inability to charge phones, access data, or print documents in real time hinders staff and partner agency performance during activations.
- **Public Safety Risks**: Slower or poorly coordinated emergency response efforts may compromise public safety and increase the impact of the event on residents and infrastructure.
- **Loss of Public Confidence**: Inadequate emergency preparedness, especially after prior incidents like the April 2025 ice storm, could lead to reputational harm and a perception of poor governance.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Forms

Operating – Council Approved

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Legislative Requirement (Salt Management Program)
Cost Center & Object Code:	93-Works Yard-4201002
Name of Program or Project:	Sand Dome & Sheds Inspections
Total Project Cost:	$15,000
Funding/recovery:	$15,000 from Patrol Yard reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

To have structural inspections of the PAT1 & PAT3 sand shed and PAT2 sand dome conducted in 2026. The structures were last inspected in 2014 where recommended repairs were completed in 2025.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

These inspections align with the department's strategic goals of maintaining infrastructure and ensuring safety.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Conducting structural inspections of the two sand sheds and one sand dome offers several significant benefits. These inspections ensure the safety and integrity of the structures, identifying any potential issues before they become critical problems. This proactive approach helps in maintaining the structures in a state of good repair, thereby extending their lifespan and preventing costly emergency repair.

Financial Impact:

Cost Breakdown

$15,000 total ($5,000 per yard)

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

Patrol Yard Reserve

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Collaborative tendering

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

May to August 2026	
Performance Metrics *(Define how success will be measured for the new program or staff position.)*	
Obtaining the final inspection report.	
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*	
Keeping the structure in a state of repair reducing emergency repairs.	
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*	

Approvals:	
Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:	
Department:	Public Works
Requestor:	Sylvin Cloutier, Director of Public Works
Category:	Corporate Development
Cost Center & Object Code:	94-Equipment-4202004
Name of Program or Project:	Tire Changing and Balancing Machine
Total Project Cost:	$10,000
Funding/recovery:	$10,000 from the General Capital Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:
Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*
Purchase of a new tire changing and balancing machines for in-house services.
Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*
Investing in a new tire changing machine and tire balancing machine for in-house service can offer numerous benefits. Firstly, it enhances operational efficiency by reducing the time and effort required to change and balance tires, allowing for quicker turnaround times. This can lead to increased productivity and the ability to handle a higher volume of work. Secondly, having these machines in-house can significantly reduce costs associated with outsourcing tire services, such as transportation and service fees. Additionally, it provides greater control over scheduling and costs. Lastly, it offers the flexibility to perform tire services as needed, without relying on external schedules, which can be particularly beneficial during peak seasons or emergencies. Overall, the investment in these machines can lead to long-term savings, improved service quality, and enhanced operational efficiency, rather than outsourcing these services.
Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*
Providing services efficiently and responsively.
Financial Impact:
Cost Breakdown

$5,500 tire changing machine, $4,500 tire balancing machine	

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

General Capital Reserve

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Procurement for tendering process, Finance for accounts payable

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Collaborative services

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Upon delivery and installation

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Decreasing dependency and lowering costs.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Not realizing efficiencies.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Minimizing travel outsourcing lowering GHG.

Approvals:

Department Head:	**Sylvin Cloutier, Director of Public Works**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Paramedic Services
Requestor:	Mike Slatter, Chief/Director of Paramedic Services
Category:	Community Growth/Sustainability
Cost Center & Object Code:	AMB000-4100101
Name of Program or Project:	New FTE x3 – Advanced Care Paramedic (ACP)
Total Project Cost:	$463,935
Funding/recovery:	50% funding from reserve year 1, 50% funding from Ministry of Health in year 2
Total **New** Levy Impact:	$231,967.50

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

The addition of Advanced Care Paramedics to provide support for the increasing healthcare demands within the County.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Complement the growing demands on the CP program with a wider scope of practice and enhanced training programs. Can provide a response to both high acuity and low acuity calls. For high acuity there is the potential to reduce response times. Low acuity calls can be dealt with to avoid transport to hospital as well as to maintain transporting units. Brings experienced ACPs to provide mentorship to current PCP staff providing increased job satisfaction and an opportunity for Paramedics to enhance their knowledge base.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

There is a lack of health equity within the County of Haliburton. The County of Haliburton is the only Municipality in Eastern Ontario who does not provide this level of care for both 911 calls and for Community Paramedic patients. Builds community trust that the County is supporting the needs of the community through the means that there is some control over.

Financial Impact:

Cost Breakdown

$154,645 total wage & benefit per ACP

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$463,935 with applicable negotiated CUPE L4435 increases

Funding Source *(Indicate the proposed funding source(s) for this request)*

Year 1 – 50% Tax Levy + 50% Reserve, Year 2 & beyond – 50% funding from the Ministry of Health

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Email, cell phone availability.

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

NA

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

NA

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Late January to early March start date.

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Performance will be monitored as per MOH requirements.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Not providing equitable health care increases liability for the County.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike Slatter, Chief/Director of Paramedic Services**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Corporate Development
Cost Center & Object Code:	COMP00-4100101
Name of Program or Project:	New FTE – GIS Technologist
Total Project Cost:	$105,000 -Reduced to $66,829 in budget deliberations (7mth contract)
Funding/recovery:	$33,414 from 3 local municipalities
Total **New** Levy Impact:	$33,414

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request seeks funding for the addition of a second full-time GIS Technologist. This new position will address increasing demands from the County and its four lower-tier municipalities and ensure the IT department has the capacity to meet both current and emerging GIS-related needs.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

The GIS function is critical to the County's IT operations, supporting strategic initiatives, daily operations, and regulatory compliance. With only one GIS Technologist currently in place, the department is at capacity and unable to meet the rising demands of internal and municipal stakeholders. The addition of a second GIS Technologist will allow the department to:

- **Increase Capacity for Service Delivery:**
    - Handle a higher volume of GIS support tickets and project requests.
    - Support day-to-day operational needs, such as map creation, data updates, and technical troubleshooting.
- **Support Training and Skill Development:**
    - Deliver formal and informal GIS training sessions to municipal staff as GIS tools are deployed more broadly.
    - Offer just-in-time learning and coaching to increase confidence and reduce errors among new users.
- **Accelerate Web Mapping and Dashboard Development:**
    - Build and maintain web applications to support planning, enforcement, short-term rental monitoring, and public engagement.
    - Ensure consistency in branding, accessibility, and usability across platforms.
- **Improve System Integration and Automation:**
    - Assist with integrating GIS into third-party tools such as asset management, permitting, and analytics platforms.
    - Support automation and data synchronization efforts using tools like FME Form.
- **Strengthen Data Governance and QA/QC:**
    - Develop policies and workflows for quality control, metadata, and standardized symbology.
    - Improve data reliability and trust across all stakeholder groups.
- **Build Resilience:**
    - Provide backup coverage during vacations, sick days, or periods of high workload.
    - Reduce reliance on a single individual for institutional knowledge and technical support.
- **Promote Innovation and Continuous Improvement:**

o Create time and space for GIS staff to research new tools, attend training, and stay current with emerging best practices.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

The County's GIS services are vital to the operations of its four member municipalities and are increasingly viewed as a core enabler of public service modernization, regulatory compliance, and decision-making. Adding a second GIS Technologist will directly benefit the County and its partners in the following ways:

- **NG911 Readiness and Sustainability:**
  - Close the gap on the NG911 "gold standard" data update interval (every 72 hours), which are essential to ensure the accuracy and reliability of emergency response data.
  - Expand quality assurance and quality control (QA/QC) procedures to meet provincial and PSAP expectations.
  - Support the County's growing role in internal and external working groups (e.g., PSAP coordination, TIFF standardization, and jurisdictional collaboration).
- **Expanded Support for Municipal Operations:**
  - Assist lower-tier municipalities with building and customizing web maps and dashboards tailored to local needs.
  - Provide one-on-one and group training to expand internal GIS capacity and reduce dependency on external consultants.
  - Support data collection and field operations, including LiDAR ground-truthing and asset inventory.
- **Emergency Management Integration:**
  - Enable integration of GIS tools into emergency management planning, incident response, and resource coordination.
  - Provide support for situational awareness mapping and real-time information sharing during emergencies.
- **Digital Strategy Alignment:**
  - Respond directly to findings from the joint IT Digital Strategy, which identified GIS as an under-resourced service area needing investment.
  - Enable progress on digital transformation goals such as self-service dashboards, spatial analytics, and cross-departmental data sharing.
- **Improved Responsiveness and Service Quality:**
  - Reduce turnaround times for GIS projects and requests from municipal partners.
  - Provide more consistent, predictable service levels to all member municipalities, regardless of size or existing capacity.
- **Future-Proofing and Scalability:**
  - Build a GIS foundation that can scale with growing demands from planning, building, public works, tourism, and other departments.
  - Establish the staffing and knowledge base needed to support the next generation of GIS tools, including 3D mapping, predictive modeling, and real-time IoT integration.

Financial Impact:

Cost Breakdown

$99,580 = staff salary and benefits. The remaining $5420 will be used to cover equipment and licensing

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$105,000

Funding Source *(Indicate the proposed funding source(s) for this request)*

50% Tax Levy + 50% from 3 local municipalities

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Time required for onboarding and training

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

First quarter of 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- # of municipal GIS users supported and trained
- # of web maps and dashboards created or maintained
- # Time to resolve GIS support requests
- # GIS integration projects completed annually
- % improvement in the updating of GIS datasets

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Without additional GIS staffing, the County faces several risks:
- Inability to meet NG911 data standards and update timelines
- Delayed support for municipal staff and projects
- Overreliance on a single staff member, increasing vulnerability to absences
- Missed opportunities to integrate GIS into high-priority areas like emergency management
- Inability to fully deliver on strategic goals outlined in the Digital Strategy

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Risk Management
Cost Center & Object Code:	COMP00-4201600
Name of Program or Project:	Extension of SolarWinds Service Desk to GIS Department and Upgrade to Premier Tier
Total Project Cost:	$6,354
Funding/recovery:	$0

Total **New** Levy Impact:	$6,354

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request proposes two related enhancements to the County's SolarWinds Service Desk (SWSD) platform:

1. **Expansion of SWSD to the GIS division of IT**, including onboarding of two existing GIS staff and one additional position planned for 2026. Also includes addition of an extra license for the County shared administrative assistant.
2. **Upgrade of the entire SWSD platform from the Advanced to Premier license tier**, unlocking advanced capabilities including artificial intelligence (AI)-driven ticket management, service level tracking, change management workflows, and enhanced reporting.

These enhancements will improve operational efficiency, support team scalability, and deliver measurable benefits across IT service areas, including GIS.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Structured Intake of GIS Requests – Standardized forms improve intake accuracy for map requests, spatial data access, or GIS application support, eliminating informal and fragmented processes.

Workload Management and Transparency – GIS and IT staff can visualize and manage their queue, track trends, and allocate resources more effectively based on real data.

Service Level Targeting and Accountability – Premier enables the configuration and monitoring of service level targets for different types of GIS and IT requests, supporting consistent and measurable service delivery.

Change Management and Risk Tracking – Enables formal change tracking for updates to GIS systems, schema changes, or new application rollouts, with approval flows and risk assessments.

Enhanced Automation – Premier's workflow engine allows advanced automation, such as routing tickets by request type, sending reminders, or triggering updates when dependent tasks are completed.

Custom Dashboards and Analytics – Staff can build dashboards to visualize performance data and identify areas for improvement across GIS and broader IT services.

Supports Team Growth and Transition – As the GIS team expands, the structured environment fosters knowledge transfer, training consistency, and scalable workflows.

Reduces Technician Workload via AI – AI-powered triage, article suggestions, and virtual agent interactions reduce repetitive tasks and increase technician focus on higher-value work.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Expanded Use of Existing ITSM Platform – Reinforces the County's investment in SolarWinds Service Desk by aligning more IT functions, including GIS, under a unified service management and support structure.

Improved Request Intake and Transparency – Standardized service catalog forms ensure consistent GIS request intake (e.g., data access, mapping products, technical support), enhancing internal communication and prioritization.

AI-Driven Efficiencies and User Experience –
Upgrading to the Premier tier unlocks SolarWinds' AI capabilities, enabling:

- **Automatic ticket classification and prioritization** based on historical trends, improving speed and accuracy of triage.
- A **Virtual Agent** to guide users through resolution steps or knowledge content before engaging a technician.
- **Smart article recommendations** during ticket creation and resolution, reducing time to resolution and promoting self-service.
- **Conversational ticketing through Microsoft Teams**, making it easier for staff to report issues in their preferred platform.
- **AI-enhanced search functionality** that improves knowledge base usability across departments.

Streamlined IT Workflows Across Divisions – Aligns GIS-related onboarding, data maintenance, and software support processes with existing IT workflows, improving internal coordination and consistency.
Centralized Knowledge and Support Content – Empowers GIS staff to publish reference materials, standards, and FAQs, reducing support overhead and increasing organizational self-sufficiency.
Integrated Contract and License Oversight – GIS vendor agreements and licensing information can be tracked and monitored using the existing contract management module in SWSD.
Supports Broader IT Governance and Reporting – Incorporating GIS into the Service Desk enables more comprehensive IT reporting, better workload forecasting, and improved service-level compliance tracking.

Financial Impact:

Cost Breakdown

Currently have $7200 budgeted for this platform ($6k in IT budget, $1.2k in HCPS budget). Requesting an additional $6354 for this upgrade ($5284.67 IT, $1069.33 HCPS)

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$13,554

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Minimal

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

First quarter 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- Number and type of GIS-related tickets submitted and resolved
- SLA compliance for GIS and broader IT requests
- Usage and feedback on knowledge base content
- Automation efficiency gains (e.g., auto-routed, auto-closed, or AI-classified tickets)
- GIS service demand trends across departments
- Staff satisfaction with GIS and IT support services

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Without this expansion and upgrade:
- GIS requests will continue to be submitted informally via email or ad hoc methods, resulting in poor tracking and inconsistent prioritization.
- The County will miss opportunities to leverage AI-driven efficiency tools already included in the Premier tier.
- IT will lack structured change management and SLA tracking for an increasingly complex GIS environment.
- Data-driven planning for IT and GIS resource allocation will remain limited.
- Knowledge content and documentation for GIS will remain decentralized and inconsistently maintained.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*	
ANY INFO FOR HERE	
Approvals:	
Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

This template is designed to provide a comprehensive framework for submitting new budget requests for departmental staff or programs. It ensures that all relevant aspects, such as financial impact, resource requirements, and organizational benefits, are thoroughly considered and documented.

Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Corporate Development
Cost Center & Object Code:	COMP00-4201600
Name of Program or Project:	Secure Generative AI Platform for Government Use
Total Project Cost:	$15,000
Funding/recovery:	NA
Total **New** Levy Impact:	$15,000

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request is for a site-wide license for a secure and government-focused AI tool that allows staff to safely use artificial intelligence for everyday work. The goal is to give employees a reliable, compliant way to summarize documents, ask complex questions, draft content, and explore ideas, without turning to public tools that may not meet government privacy standards.

Staff are already starting to explore generative AI on their own, which brings risks like data exposure and lack of oversight. A secure generative AI platform addresses this by offering strong protections for sensitive information, including proactive PII scanning, audit trails, configurable usage policies, and secure data storage that meets public sector requirements. While such a platform may store user data, it will do so in a secure and transparent manner, never training AI models on County content.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Here are the benefits for all departments (not just IT):

- **Saves time on writing and research**: Staff can use this platform to quickly draft reports, summarize long documents, and explore unfamiliar topics.
- **AI Assistants tailored to our needs**: Departments can create their own AI assistants with built-in prompts to help with tasks like searching across multiple policies and procedures.

- **Smarter questions, better answers**: Secure AI platforms helps users set context (e.g., "I'm an IT professional in a small rural municipality in Eastern Ontario") which improves the relevance and accuracy of the responses.
- **Built-in guidance and training**: Smart prompts, templates, and usage tips help staff get the most out of the tool, especially those who are new to AI.
- **Encourages source checking and accountability**: On-screen reminders and easy-to-follow source links help staff review answers critically and verify information before using it in their work.
- **Reduces bias and errors:** Secure AI assistants improve accuracy by drawing from our own internal documents like policies, bylaws, and procedures, so responses are based on trusted, local information. This helps reduce the risk of AI "hallucinations" (made-up or misleading answers) and keeps results grounded in the real context of our organization
- **Lowers the load on support teams**: Staff can handle more tasks on their own without needing to turn to IT, Communications, or HR for formatting, writing, or technical questions.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- **Provides a safe, government-ready AI tool**: A secure AI platform will include safeguards like PII detection, configurable policies, access controls, and detailed audit logs, allowing us to roll out AI securely.
- **Prevents shadow AI use**: With a trusted tool in place, staff are less likely to use public AI platforms that come with legal and privacy risks (public AI platforms can also be blocked by our internal tools).
- **Supports responsible AI use**: The platform includes tools to guide staff behavior, such as built-in acceptable use policies, dashboards, and usage alerts.
- **Boosts productivity across the organization**: By speeding up writing, research, and brainstorming, departments can get more done with the resources they already have.
- **Fits our long-term digital goals**: As the County invests in modernization and digital services, a secure AI platform will provide a way to introduce AI safely while helping staff build new skills.

Financial Impact:

Cost Breakdown

$15,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$15,000

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Some resourcing required in roll-out (i.e. staff training)

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

First quarter 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- Number of users onboarded in first 90 days
- % of prompts by use-case area

- Compliance indicators (e.g., blocked PII attempts, policy alerts)

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Risks Addressed:
- Staff using free AI tools with unclear data handling practices
- Accidental exposure of sensitive or personal information
- Unverified or misleading AI responses
- No visibility into how AI is used or what's being asked

How a secure AI platform mitigates those risks:
- PII detection and blocking for both prompts and uploaded files
- Secure, encrypted storage with strict access controls
- Policy and usage oversight through administrator dashboards
- Guidance built into the tool to encourage double-checking sources
- Configurable settings for data retention, auditability, and acceptable use

Residual Risks and Mitigation:
- **Low adoption**: Mitigated through onboarding, live training, and easy-to-use prompts
- **Staff confusion or misuse**: Mitigated through built-in context guidance, smart suggestions, and on-screen education
- **Ongoing support needs**: Mitigated by vendor support team and training materials

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Corporate Development
Cost Center & Object Code:	COMP00-4201600
Name of Program or Project:	Safe Software FME Form and FME Flow Licensing
Total Project Cost:	$15,000
Funding/recovery:	$0
Total **New** Levy Impact:	$15,000

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

FME Form and **FME Flow**, are no-code data integration and automation platforms developed by Safe Software. This software will significantly enhance the County's ability to automate spatial and non-spatial

data workflows, reduce manual processing time, and improve the quality, consistency, and reliability of datasets. The license will be centrally managed by the County, with benefits extending across multiple departments and municipalities.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

FME will directly benefit the GIS department by giving staff the tools they need to improve data quality, reduce manual work, and support more departments with greater efficiency and confidence.

a. Strengthens NG9-1-1 Readiness

The GIS team is responsible for maintaining the spatial data that underpins NG9-1-1. FME will allow us to automatically check this data against NENA standards—flagging missing information, formatting issues, or inconsistencies without having to do line-by-line reviews. This means fewer surprises, less rework, and stronger assurance that we're submitting compliant datasets.

b. Reduces Time Spent on Manual, Repetitive Tasks

Currently, staff spend considerable time performing tasks like parcel updates, quality checks, and preparing data for internal or external use. With FME, many of these workflows can be automated, saving hours of staff time every week. This allows the department to focus on more strategic work while keeping routine tasks running in the background.

c. Improves Consistency and Reliability of Our Work

Manual processes can vary from one staff member to another. FME allows us to build repeatable workflows that run the same way every time. This improves the quality and consistency of our outputs, and reduces the risk of missed steps or human error.

d. Increases Our Capacity to Support Other Departments

As more departments rely on GIS for data and decision-making, the demand for custom maps, reports, and data preparation has grown. FME gives us the ability to respond more quickly, automate repeat requests, and deliver more value without requiring additional staff.

e. Enables In-House Solutions Without Custom Development

FME's no-code interface empowers our GIS staff to create and maintain their own data tools, workflows, and automations without needing programming skills or third party.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

The County is increasingly dependent on accurate, up-to-date GIS data to support a wide range of services and regulatory requirements. Safe Software's FME platform will help ensure the quality and reliability of this data while reducing the manual workload on staff.

a. Supports NG9-1-1 Compliance through Reliable Data Validation

As the County prepares for NG9-1-1, we face strict requirements for GIS data accuracy, completeness, and consistency. FME will give us the ability to regularly run automated quality checks (QA/QC) on our data—helping us catch and correct issues before they become problems. This will improve our readiness and reduce the risk of delays or rework when submitting data to provincial or national authorities.

b. Ensures GIS Data is Fit for Purpose Across the Organization

County and municipal departments are increasing their use of GIS and integrating it with more and more applications. FME will help us ensure that the GIS data these systems rely on is accurate, standardized, and up to date.

c. Automates Repetitive Tasks and Improves Efficiency

Staff currently spend a significant amount of time doing manual data updates and validations. FME will allow us to automate many of these tasks, including updating parcel data, validating addresses, and generating reports. This will free up staff time for more important work while reducing the risk of human error.

d. Scalable to Other County Needs

While this request is being led by GIS, FME has long-term potential to support other County functions, such as automating report generation, updating other datasets. It is an investment in a shared tool that multiple departments may potentially benefit from over time.

Financial Impact:

Cost Breakdown
The annual cost for an unlimited license subscription for FME Form and Flow is **$15000**
Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*
$15,000
Funding Source *(Indicate the proposed funding source(s) for this request)*
Tax Levy

Resource Requirements:
IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*
Significant training time required for GIS staff to complete training and learn the products
Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
NA
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
See benefits section

Operational Considerations:
Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
2nd quarter of 2026
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
The following KPIs will be used to evaluate project success: - Number of automated workflows developed and implemented   - Reduction in manual processing time for key GIS tasks (e.g., parcel updates, data validation)   - Estimated time saved on NG9-1-1 data compliance tasks and QA cycles
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
Failing to invest in automated QA\QC tools puts the County at significant risk of falling short of the data quality standards required for NG9-1-1 compliance. NG9-1-1 relies heavily on accurate, complete, and consistently maintained GIS data—particularly for address points, road centerlines, and emergency service boundaries. Without the automation and validation tools provided by FME, we risk the following: **a. Increased Likelihood of Data Errors** Manual data checks are time-consuming and prone to human error. Missing address points, incorrect attributes, or mismatched geometries can lead to delays in data submission, failed validations, or—worse—misrouting of emergency calls once NG9-1-1 is live. **b. Rework and Inefficiencies** Without FME, GIS staff must continue to manually review large datasets for every submission cycle. This increases the workload, raises the risk of missed deadlines, and diverts staff time away from other critical projects or departmental support. **c. Loss of Confidence in GIS Data** Departments such as Planning, Public Works, and Bylaw are increasingly relying on GIS to inform service delivery. If errors in our NG9-1-1 datasets are discovered late—or only during formal reviews—it may undermine confidence in GIS as a reliable source of truth across the organization. **d. Missed Opportunity for Long-Term Sustainability** FME is a scalable platform that positions the County to manage NG9-1-1 data in an efficient, sustainable way going forward. Without it, we risk building a patchwork of manual processes that are difficult to maintain, hard to scale, and dependent on specific individuals.
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
NA

Approvals:	
Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Community Growth
Cost Center & Object Code:	Multiple Cost Centres and codes
Name of Program or Project:	NG9-1-1 GIS Ground-Truthing Program
Total Project Cost:	$50,832
Funding/recovery:	$0
Total **New** Levy Impact:	$50,832

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request is to fund a one-time summer fieldwork program in 2026 to verify and correct the County's civic address point data in support of the national rollout of Next Generation 9-1-1 (NG9-1-1). Two GIS students will be hired for a 17-week term to physically inspect and validate address point locations and signage across the County's 3,391 km road network. Using mobile GIS tools, they will confirm 911 address accuracy, and suggest updates or removals where applicable. The estimated total cost of the program is **$50,832.**

Note: A detailed project plan is currently being developed and may affect the cost of this project.
Note: If all properties are not completed in 2026, this project will need to be continued in 2027, and 2027 costs will need to be defined based on a review of the 2026 project.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

- **Data Quality Improvement**: The GIS/IT team will gain a verified and corrected civic address point dataset, aligned with field conditions. This reduces errors in internal systems and mapping applications.
- **Regulatory Readiness**: Supports compliance with NENA NG9-1-1 standards for public safety-grade GIS data — a key responsibility of the County as the 9-1-1 authority.
- **Workflow Development**: The project will result in tested, repeatable workflows for future QA/QC cycles, including field mapping templates, dashboards, and signage issue reporting tools.
- **Capacity Building**: Enables hands-on mentoring of students in municipal GIS processes, while also helping staff evaluate future resourcing needs (e.g., ongoing address maintenance).
- **Interoperability**: Provides clean, standardized address data that can be used across systems including permitting, dispatch, and emergency services mapping platforms.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- **NG9-1-1 Preparedness**: This project is a key milestone in the County's NG9-1-1 readiness efforts. Verified GIS data is required for geospatial call routing and integration with PSAP systems.
- **Cost Avoidance**: Proactively identifying and correcting address or signage errors now helps avoid more costly remediation or delays during NG9-1-1 system cutovers.
- **Transparency and Public Confidence**: A strong communications plan and clearly identified field staff help build community trust and reduce the risk of complaints or misunderstandings.
- **Stronger Collaboration**: Townships benefit directly from signage reporting and will be looped into follow-up and correction workflows — strengthening service integration across tiers.

Financial Impact:

Cost Breakdown

$50,832 includes student wages (17 weeks\40hrs\$22hr); Safety Equipment and clothing; field technology; Software licensing; 20% contingency.

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$0 – one time cost

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

- **GIS Team**: Responsible for configuring Field Maps, dashboards, and conducting data QA/QC.
- **IT Support**: Minor involvement for provisioning and maintaining County tablets or devices.
- **Software**: Uses existing ArcGIS Online environment; no new platforms required.
- **Storage**: Data hosted in County's GIS environment with daily synchronization; minimal server impact.

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Public Works resourcing may be required

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

None

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Spring\Summer 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

The success of the program will be assessed based on several key indicators. These include the proportion of address points successfully verified in the field, and the completeness and consistency of data submitted for NG9-1-1 compliance. The program will also be evaluated on how effectively it adheres to timelines and budget, how well safety protocols are followed, and whether students receive adequate support and supervision throughout the project. Finally, the quality of the data collected will be reviewed through regular QA/QC checks performed by the County's GIS staff.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Failing to move forward with the NG9-1-1 GIS Ground-Truthing Program in 2026 presents several significant risks to the County of Haliburton:

- **Non-Compliance with NG9-1-1 Standards**: As the local 9-1-1 authority, the County is responsible for ensuring its GIS data meets the NENA NG9-1-1 standards for accuracy, completeness, and attribution. Delaying the field verification process puts the County at risk of falling behind regulatory timelines, which may affect PSAP onboarding readiness or future funding eligibility.

- **Impaired Emergency Response**: Inaccurate address point data can directly impact call routing and emergency response times. First responders may be delayed reaching properties if address locations are misrepresented or signage is missing—especially in rural or seasonal areas.
- **Increased Liability and Public Safety Risk**: Outdated or incorrect GIS data could contribute to a situation where emergency services are unable to locate an address in a timely manner. This presents legal, reputational, and ethical risks for the County if avoidable harm occurs due to data deficiencies.
- **Missed Opportunity for Cost-Effective Data Collection**: Conducting this work with students in a structured summer program provides a cost-effective model for data validation. Delaying may result in higher costs later on if more senior staff or consultants are required under tighter timelines.
- **Loss of Momentum and Readiness Planning**: The County has already invested time and planning into NG9-1-1 readiness efforts. Postponing field validation could slow broader progress, create bottlenecks for other system updates, and defer improvements in GIS governance and QA/QC workflows.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
GHG emissions due to inter-County travel

Approvals:	
Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT & Pam Weiss, Executive Assistant
Category:	Corporate Development
Cost Center & Object Code:	COMP00-4201600
Name of Program or Project:	Implementation of new Agenda and Meeting Management Solution
Total Project Cost:	$33,000
Funding/recovery:	$16,296 from sustainable agenda budget
Total **New** Levy Impact:	$16,704

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

The County currently uses iCompass to manage its Council and committee agendas, reports, minutes, and associated workflows. While the system has been in place for several years, a recent internal survey identified a number of pain points, most notably around ease of use, workflow inefficiencies, and vendor responsiveness. This proposal recommends replacing iCompass with a modern, cloud-based agenda management platform purpose-built for municipal governments. The transition is expected to modernize the County's legislative workflow, improve usability, and enhance transparency and public engagement.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

The transition to a new platform is expected to provide substantial operational benefits for the Clerk's Office and the IT department:

- Improved staff experience through a cleaner, more intuitive interface and customizable workflows.
- Seamless Microsoft 365 integration, including SharePoint, Word, and Outlook, reducing redundancy and simplifying collaboration.
- Secure Single Sign-On (SSO) with Microsoft Active Directory, allowing staff to log in with their existing credentials while enabling Multi-Factor Authentication (MFA), a critical cybersecurity capability missing in the current system.
- Flexible report and agenda templating, enabling staff to make layout or content changes internally without incurring additional vendor costs.
- Electronic voting and real-time speaker queue management, improving efficiency and transparency during meetings.
- Public-facing speaker queue display, helping attendees follow proceedings in a more organized, equitable fashion.
- Support for separate agenda environments, such as a standalone Police Detachment Board portal, while maintaining centralized control and oversight.
- Embedded agenda and minute viewing, allowing documents to be hosted directly within the County's website, eliminating reliance on a separate iCompass-branded site.
- Built-in task management tools to assign and track follow-up actions from Council resolutions.
- Workflow automation for tasks such as report approvals, agenda assembly, and publishing, reducing manual handling.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- Enhancing transparency and accessibility through a WCAG-compliant public portal, closed captioning, and integrated livestreaming with auto-timestamping linked to agenda items.
- Supporting public participation, including subscription capabilities for residents to receive notifications about new agendas, meetings, and content.
- Enabling public commenting on agenda items where appropriate, giving citizens a more direct voice in local government.
- Modernizing public-facing communications, offering branded, mobile-friendly access to agendas, videos, and supporting materials in one place.
- Increasing operational efficiency, with less reliance on manual processes, fewer staff workarounds, and reduced administrative overhead.
- Improving legislative governance, ensuring decisions are followed up on and recorded with traceability and accountability.
- Preparing for future collaboration, by selecting a platform that can support other municipalities should they consider transitioning in future years.

Financial Impact:

Cost Breakdown

The potential cost breakdown for a new system is in the chart below. Also shown in the chart is the cost allocation between IT (7/8th) and HCPS (1/8th).

Item	Cost	IT Budget	HCPS Budget
iCompass	**$16,296.00**	$14,259.00	$2,037.00
Total Annual Cost	**$16,296.00**	$14,259.00	$2,037.00

Item	Cost	IT Budget	HCPS Budget
New agenda management platform	**$25,000.00**	$21,875.00	$3,125.00
Implementation	**$8,000.00**	$7,000.00	$1,000.00

Year 1 Total	**$33,000.00**	$28,875.00	$4,125.00
Year 2 onwards	**$25,000.00**	$21,875.00	$3,125.00
Year 1 budget Increase	**$16,704.00**	$14,616.00	$2,088.00
Year 2 onwards budget increase	**$8,704.00**	$7,616.00	$1,088.00

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

Year 1 cost = $33,000 which represents a $16,704 increase over what is currently paid for iCompass. Year 2 onwards = $25,000 which represents a $8,704 increase over what is currently paid for iCompass .

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Minimal

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Training will be required for staff on how to navigate the new system, publish agendas and reports, etc

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

TBD

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- Staff and Council satisfaction (pre- and post-transition)
- Time reduction in agenda and minute preparation

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

If the County continues with iCompass:
- Workflow inefficiencies and usability challenges will persist, affecting staff productivity.
- Security and access limitations will remain, including the absence of SSO and MFA support.
- Public engagement will continue to be limited, with no livestream timestamping, public commenting, or easy subscription options.
- Staff will incur ongoing costs to make even minor changes to report templates.
- The County will remain tethered to a separate iCompass portal, weakening branding and user experience.
- In-meeting tools like voting and speaker queue management will be unavailable, continuing reliance on manual processes and spreadsheets.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Risk Management
Cost Center & Object Code:	COMP00-4201600
Name of Program or Project:	Upgrade Microsoft 365 Licenses from Business Standard to Business Premium
Total Project Cost:	$5,208.95
Funding/recovery:	NA
Total **New** Levy Impact:	$5,208.95

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request is to upgrade our current Microsoft 365 Business Standard licenses to Microsoft 365 Business Premium for all knowledge workers across the County and its member municipalities. This upgrade introduces enhanced cybersecurity, device management, and compliance capabilities that are necessary to support the County's cyber maturity goals, improve endpoint protection, and ensure proper licensing compliance.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

- Enables centralized mobile device and laptop management through Microsoft Intune, including the ability to remotely wipe lost or stolen devices — a key gap identified in our cybersecurity maturity assessment.
- Replaces existing third-party tools — specifically IBM Maas360 for mobile device management, DNSFilter for web-filtering, and Trend Micro antivirus — with integrated Microsoft solutions, simplifying support and reducing software sprawl.
- Provides full access to Microsoft Defender for Endpoint (Plan 1), delivering advanced antivirus, real-time threat detection, and response capabilities across County-managed devices.
- Introduces Data Loss Prevention (DLP) across Exchange Online, Teams, SharePoint, and OneDrive — allowing IT to create and manage policies that prevent unauthorized sharing of sensitive information such as SINs, health data, or financial records.
- Allows secure deployment of email and Microsoft 365 access on personal mobile devices (BYOD) using app protection policies — a commonly requested feature from paramedic staff.
- Enables future capabilities such as Windows Autopilot and Endpoint Analytics for improved deployment and operational insight.
- Improves alignment with Microsoft's security and compliance tools, reducing administrative overhead and streamlining policy enforcement.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- Improves the County's overall cybersecurity posture, directly addressing several gaps and recommendations from the cyber maturity assessment.
- Reduces risk from data breaches or unauthorized data sharing through DLP enforcement, improving compliance with privacy and legislative obligations.

- Enhances the County's ability to support mobile and frontline workers securely, including paramedics and inspectors, by enabling safe use of personal mobile devices for County communications.
- Promotes greater operational efficiency by consolidating toolsets, reducing support complexity, and aligning device and user policies across departments.
- Ensures the County is fully licensed and compliant with Microsoft requirements for Conditional Access, MFA, and other identity security features.
- Positions the organization to retire costly third-party tools, reducing licensing costs and improving integration with the broader Microsoft 365 ecosystem.
- Note: Frontline staff who are not privy to sensitive data will remain on Microsoft 365 F3 licenses and will not have DLP policies applied. This allows for cost control while maintaining appropriate levels of security.

Financial Impact:

Cost Breakdown

$5208.95 total cost increase (IT Budget = $3758.94; HCPS = $1450.01). The move to Business premium (and the removal of the current costs for Trend, Maas360, and DNSFilter) will increase the IT Licensing cost centre by $8747.12. However $3538.17 will be recovered from the municipalities.

If this request is approved, I recommend the Treasurer work with the Director of IT to ensure the replaced products are removed from both the IT and HCPS budgets, and the recoveries line is updated to reflect the changes.

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$5,208.95

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Implementation will be handled by existing IT staff over approx. 4–6 weeks. Key tasks include configuring Intune, deploying Defender for Endpoint, setting DLP and Conditional Access policies, and supporting a phased rollout. No additional staffing is required.

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

NA

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits sections

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Second quarter 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

100% of targeted devices enrolled in Intune within 90 days of rollout
Replacement of Trend Micro and Maas360 completed within 90 days
All Business Premium users covered by DLP and Conditional Access policies within 30 days of license activation

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Failure to proceed with this upgrade will result in:
- Continued use of unlicensed Microsoft features, putting the organization at risk of non-compliance.

- Missed opportunity to reduce cybersecurity risk through better endpoint protection, mobile device management, and DLP enforcement.
- Continued reliance on disconnected third-party tools, adding complexity and inefficiency to IT operations.
- Lack of control over data leakage from cloud services such as email and Teams, which has been identified as a key concern in our cybersecurity maturity assessment.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Business Continuity/Corporate Development
Cost Center & Object Code:	COMP00-4201600 ($250,000) and COMP00-100101 ($125,000)
Name of Program or Project:	Enterprise Resource Planning (ERP) System Modernization and Replacement Initiative
Total Project Cost:	$375,000 (split over 2 years)
Funding/recovery:	$0
Total **New** Levy Impact:	$187,500

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request proposes a major modernization initiative to replace our current Enterprise Resource Planning (ERP) system, **Microsoft Dynamics GP**, which is now reaching end-of-life and will no longer receive critical updates or full support. Dynamics GP has served as the backbone for core municipal operations such as accounting, budgeting, payroll, procurement, and HR since its implementation in 2020. However, the system has become increasingly outdated, with limited support for cloud-based workflows, automation, or modern integration.

In response, the County of Haliburton has initiated a collaborative ERP replacement project in partnership with its member municipalities. This provides a unique opportunity to modernize core functions using a **shared cloud-based ERP solution** that enhances efficiency, reduces risk, improves public service delivery, and aligns with the region's digital transformation strategy.

Without timely replacement, continued reliance on Dynamics GP exposes the municipality to escalating support costs, operational inefficiencies, and increased risk of system failure.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Finance Department
- Modernizes and automates budgeting, accounts payable/receivable, and financial reporting workflows.
- Enhances internal controls with built-in audit trails, role-based permissions, and real-time monitoring.
- Reduces turnaround time for approvals and payments, improving vendor relationships and compliance.
- Simplifies year-end processes and increases reporting agility for Council and auditors.

Human Resources Department
- Digitizes employee records, leave tracking, and personnel change workflows.
- Provides self-service access for employees to view pay stubs, request time off, and update personal information.
- Reduces data entry errors and HR processing time.
- Centralizes HR analytics and workforce planning tools.

Information Technology Department
- Eliminates on-premises ERP maintenance responsibilities (hardware, patching, backups).
- Supports M365 integration (Power BI, Teams, SharePoint, Outlook) for seamless user experiences.
- Reduces long-term infrastructure costs and technical support demands.
- Strengthens cybersecurity posture through cloud-based authentication and compliance updates.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- **Mitigation of End-of-Life Risk:** Replaces Microsoft Dynamics GP before it becomes unsupported and unstable.
- **Modernization of Core Functions:** Improves payroll, budgeting, procurement, HR, and financial reporting through integrated digital workflows.
- **Cloud-Based Platform:** Reduces reliance on local infrastructure, improves system availability, and simplifies disaster recovery and patch management.
- **Improved Transparency and Oversight:** Provides real-time dashboards, scenario-based forecasting, and data visualizations for better financial decision-making.
- **Regional Collaboration:** Aligns with the Joint IT Digital Strategy and creates a foundation for shared services, consistent workflows, and peer support.
- **Cost Avoidance:** Leverages County procurement efforts, consultant engagement, and vendor negotiations to reduce long-term costs compared to a solo implementation.

Financial Impact:

Cost Breakdown

$250,000 for ERP implementation & licensing + $125,000 for a Business Analyst.

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$70,000 licensing and support

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Information Technology Department
- **Technical Integration:** Oversee Microsoft 365 and identity management integration (e.g., Azure AD).
- **Vendor Coordination:** Participate in infrastructure planning and security assessments.
- **Data Migration Support:** Assist with extraction, cleansing, and testing of legacy datasets.
- **Ongoing Support Transition:** Define IT's future role in supporting a cloud-based ERP and post-go-live support plans.

Temporary Business Analysts (2 FTEs – Through 2027)
Due to limited internal capacity across County and municipal teams, two temporary Business Analysts will be hired to provide dedicated, cross-functional project support:

- **Process Documentation and Alignment:** Capture and analyze existing workflows across all municipalities to identify shared practices and future-state processes.
- **Implementation Support:** Coordinate configuration decisions, data gathering, testing, and vendor communications.
- **Training & Change Management:** Develop documentation, facilitate training, and lead user adoption efforts.
- **Project Coordination:** Support task scheduling, milestone tracking, and communication between project teams.

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Finance Department
The Finance team will play a central role in ensuring successful ERP adoption and operational alignment:

- **Process Mapping & Redesign**
  Staff will document and assess current processes (e.g., budgeting, accounts payable, reporting) and participate in workshops to align with standardized, digital workflows.
- **Data Review and Cleansing**
  Finance will be responsible for validating, cleansing, and preparing key data sets such as general ledger accounts, vendor lists, historical budgets, and transactional records for migration.
- **Testing and Validation**
  Finance staff will test financial modules (GL, AP, AR, Budgeting, Reporting) to ensure correct configuration, compliance, and performance prior to go-live.
- **Training and User Adoption**
  Time will be needed to attend training sessions and to familiarize staff with the new interface, reporting tools, and workflows.
- **Policy and Control Alignment**
  Finance leadership will update or create financial policies and internal controls that reflect system capabilities (e.g., delegated approvals, audit logging, etc.).

Human Resources Department
The HR team will be engaged in shaping and validating people-related modules and workflows:

- **Process Review and Standardization**
  Document and refine HR workflows for onboarding, benefits, leave tracking, performance reviews, and employee changes.
- **Data Preparation and Verification**
  Clean and verify employee records, job classifications, compensation structures, and leave balances for migration.
- **Self-Service Configuration**
  Provide input on employee self-service tools for time off requests, pay stub viewing, and personal data updates.
- **Training and Communication**
  Develop communication materials and assist in training end users on new HR self-service features.
- **Compliance and Policy Alignment**
  Ensure that HR policies are aligned with digital workflows (e.g., digital signatures, leave request approval chains).

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Project start date expected to begin in the 2nd qtr 2026. Project expected to take approx. 12 to 14 months

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- Successful decommissioning of Dynamics GP by project target date
- Reduction in manual processing time for finance and HR functions
- Improved reporting through enhanced tracking and reporting tools
- User satisfaction post-implementation (staff and public)
- Timely integration with Microsoft 365 services and Power BI
- Shared process alignment achieved with County and partner municipalities

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

- System failure or critical bugs without vendor support
- Rising maintenance costs and shrinking vendor expertise pool
- Inefficiencies and data duplication due to manual processes
- Missed opportunity to participate in a shared ERP environment and reduce future costs
- Reduced transparency and slow responsiveness to public and Council demands

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Business Continuity Risk Management
Cost Center & Object Code:	COMP-4201002
Name of Program or Project:	Business Continuity and disaster Recovery Planning Project
Total Project Cost:	$50,000
Funding/recovery:	$50,000 from Information Technology Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

The IT Department is requesting approval to initiate a project to develop an updated Business Continuity Plan (BCP) and to revise and align the existing Disaster Recovery (DR) Plan accordingly. The project will engage a

qualified third-party consultant to guide plan development, and ensure alignment with modern risk and resilience standards.

The Director of IT will discuss potential collaboration with one or more of the lower tiers, which may result in cost savings.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

- **Improved clarity on IT recovery priorities**, ensuring the DR plan is driven by critical business needs.
- **Structured input from departments** allows IT to make better-informed decisions about technology restoration sequencing and service levels.
- **Enhanced confidence in incident response**, especially in the face of cybersecurity incidents or infrastructure failures.
- **Facilitates alignment with cybersecurity frameworks**, enabling IT to demonstrate mature risk management practices.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

A comprehensive and up-to-date Business Continuity Plan (BCP) is a critical element of good governance and organizational resilience. This joint initiative will provide significant value to the County in the following ways:

a. Ensures Continuity of Essential Services

The project will identify essential services and define clear, actionable strategies for continuing operations during disruptions. This includes events such as cyber attacks, power outages, infrastructure failures, pandemics, severe weather, or other emergencies. With a strong BCP, each organization will be better equipped to deliver services that residents rely on in emergency situations.

b. Aligns Disaster Recovery with Business Priorities

Currently, while the County has a DR plan in place, it has not been fully aligned with the broader organizational priorities and operational realities of all departments. This project ensures that technology recovery strategies support business needs and are sequenced based on organizational impact.

c. Enhances Public Confidence and Reputation

An updated BCP provides assurance that the County has prepared for a wide range of contingencies and can respond effectively. This helps protect the organization's credibility, particularly in high-visibility incidents.

d. Promotes Organizational Learning and Risk Awareness

The process of developing the BCP will involve input from all departments and promote a culture of preparedness. Through business impact analysis and continuity planning exercises, departments will gain a better understanding of their interdependencies, risks, and areas where service delivery is vulnerable. This can also inform future investment decisions.

e. Future-Proofs the Organization

Business continuity planning is not just about reacting to threats - it's about building resilience. This project will result in frameworks and procedures that can be reviewed and updated regularly, allowing the County to adapt to changing risks, technologies, and community expectations over time.

Financial Impact:

Cost Breakdown

$50,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

NA

Funding Source *(Indicate the proposed funding source(s) for this request)*

100% Information Technology Reserve

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Resource requirements unknown at this time but a significant time expenditure is expected for the Director of IT and senior management teams

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

All County departments will need to:
- **Identify essential services and recovery priorities**
- **Participate in workshops**
- **Review and validate continuity and recovery procedures**

Time expenditure unknown at this time

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

If they choose to participate, they can realize the same benefits as listed above

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

By end of year 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

The success of the project will be measured by:
- Delivery of a finalized and council-endorsed BCP and aligned DR Plan
- Completion of departmental business impact analyses
- Adoption of shared templates and protocols
- A measurable improvement in disaster recovery time objectives (RTOs) and business continuity preparedness scores
- Feedback from a tabletop exercise conducted post-implementation

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

- **Outdated or missing continuity plans** expose the organization to serious operational disruptions during emergencies.
- **Misalignment between business and IT recovery priorities** can lead to inefficient or delayed service restoration.
- **Reputational and legal risks** if critical services cannot be maintained during a crisis.
- **Non-compliance with expectations** from cyber insurers or emergency management authorities, which may jeopardize coverage or funding.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Risk Management
Cost Center & Object Code:	COMP-4201002
Name of Program or Project:	EOITC Shared Cybersecurity Initiatives
Total Project Cost:	$2,500
Funding/recovery:	NA
Total **New** Levy Impact:	$2,500

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request is for a $2,500 contribution to support collaborative cybersecurity projects led through the Eastern Ontario IT Collaborative (EOITC). These joint initiatives aim to strengthen cybersecurity posture across participating municipalities by pooling resources, knowledge, and expertise.

The funds will be used to support the following shared cybersecurity deliverables:
- Development of an AI policy and governance framework tailored to municipal contexts.
- Creation and standardization of security policies aligned with municipal operations and provincial expectations.
- Enhancement of incident response playbooks to improve clarity, consistency, and alignment with the Emergency Management IMS framework.
- Design of a cybersecurity evaluation framework for assessing third-party products and vendors, helping to inform procurement decisions.
- Other cybersecurity projects that the EOITC identifies as a high value initiative.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

The IT department will benefit from:
- Reduced internal workload and duplicated efforts by leveraging shared documentation and frameworks.
- Access to peer-reviewed materials and expert facilitation through EOITC.
- Tools and templates that can be immediately applied to strengthen cybersecurity posture.
- Greater alignment with strategic goals around digital transformation, cyber risk mitigation, and governance.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

Participating in these collaborative initiatives will enable the County to:
- Access high-quality cybersecurity resources at a fraction of the individual cost.
- Accelerate policy development and alignment with best practices and cyber insurance requirements.
- Ensure consistent and effective incident response across member organizations.
- Improve procurement decision-making by applying shared evaluation frameworks for third-party tools and services.

Financial Impact:

Cost Breakdown

$2,500

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$2,500

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy	

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

TBD

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Throughout 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- Number of EOITC-developed frameworks/templates adopted locally.
- Reduction in staff time required for policy development.
- Improved incident response readiness (as measured through tabletop exercises).
- Cyber maturity score improvements year over year.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Without participation, the County risks:
- Falling behind in meeting modern cybersecurity standards and insurance expectations.
- Spending more time and money developing the same deliverables in isolation.
- Missing out on opportunities for regional alignment and shared efficiencies.
- Having inconsistent or underdeveloped incident response and business continuity capabilities.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Information Technology
Requestor:	Mike March, Director of IT
Category:	Risk Management
	Corporate Development

Cost Center & Object Code:	COMP00-4100101
Name of Program or Project:	New FTE – Cybersecurity Analyst
Total Project Cost:	$125,000
Funding/recovery:	$0
Total **New** Levy Impact:	$125,000

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

This request is to add a full-time Cybersecurity Analyst position to the IT Department to enhance cybersecurity maturity, risk management, policy compliance, and Microsoft 365 security across the County and its four member municipalities. The position would report to the Director of IT, and would be mainly a remote position (with onsite visits required for cybersecurity training.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

- **Frees Up Strategic Leadership Time**: The Director of IT currently holds all cybersecurity responsibilities. This role provides capacity for day-to-day tasks such as triaging MDR alerts, updating documentation, and coordinating training campaigns.
- **Improves Service Responsiveness**: Supports faster response to alerts and incidents, and ensures regular follow-up on remediation and reporting—functions that are currently deprioritized due to workload.
- **Delivers Specialized Skill Sets**: This role brings focused expertise in cybersecurity best practices, especially in Microsoft 365, which existing staff are still scaling into. The analyst can serve as the technical lead for security projects and assessments.
- **Supports Multi-Org Coordination**: With five organizations relying on the IT department, a cybersecurity analyst provides a central point for security-related tasks across municipalities.
- **Builds Internal Capability**: A dedicated staff member allows knowledge and process documentation to be built and maintained internally, reducing over-reliance on external consultants and one-time reviews.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

- **Strengthens County-Wide Cyber Resilience**: With cyber threats becoming more frequent and sophisticated, this role will help the County and its four member municipalities proactively identify, assess, and remediate risks before they impact public services or compromise data.
- **Enables Proactive Vulnerability Management**: A dedicated analyst will coordinate regular vulnerability scans, ensure timely remediation across 350+ workstations and 50+ servers, and maintain documentation required for audit or insurance.
- **Maximizes M365 and Intune Investments**: The analyst will ensure secure configurations of Microsoft 365 services (Entra ID, Defender, DLP, Purview), assist with Conditional Access enforcement, manage compliance score tracking, and support endpoint security through Intune.
- **Improves Cyber Maturity and Incident Readiness**: Supports structured implementation of frameworks such as NIST CSF. Will maintain incident response playbooks and participate in tabletop exercises, a known gap for the County.
- **Reduces Organizational Risk Exposure**: A dedicated cybersecurity role enables a more structured approach to third-party risk management, including vendor security reviews and contract language compliance.
- **Supports Emergency Services and Public Safety**: NG911 readiness, data integrity, and reliable digital infrastructure all depend on a well-governed cyber environment. This role supports the secure use of GIS, web mapping, and emergency communication tools.
- **Improves Policy and Compliance Management**: Ensures cybersecurity policies are updated regularly, tracked, and enforced across all five organizations. Will also monitor new requirements under provincial and federal legislation (e.g., Bill 194, MFIPPA).

- **Enhances Public Confidence and Transparency**: Demonstrating commitment to cybersecurity reinforces public trust in County operations and ensures transparency in how personal data and digital systems are protected.

Financial Impact:

Cost Breakdown

$120,000 = staff salary and benefits. The remaining $5000 will be used to cover equipment and licensing

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$125,000

Funding Source *(Indicate the proposed funding source(s) for this request)*

50% Tax Levy + 50% from 4 local municipalities

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

Staff time required for onboarding, training and mentoring

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

See benefits section. No resourcing required.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

First quarter of 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

- % of high-risk vulnerabilities remediated within SLA
- County-wide Secure Score benchmark improvement
- Completion rate of cybersecurity awareness training
- Number of tabletop exercises executed annually
- Number of policies reviewed and updated per year
- Reduction in time to respond to MDR/XDR alerts
- % of vendors with up-to-date cyber risk assessments

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

- **Persistent Vulnerability Gaps**: Without this position, current vulnerability scans are inconsistently followed up, leaving the County and member municipalities open to exploitation from known weaknesses.
- **Increased Incident Impact**: Delays in incident detection and response due to lack of dedicated staffing could result in data loss, service outages, reputational damage, or regulatory penalties.
- **Inability to Meet Cyber Insurance Requirements**: As cyber insurers tighten requirements (e.g., policy updates, DLP, training, patching cadence), failure to show continuous improvement could result in denied coverage or increased premiums.
- **Compliance Risks**: The County may fall out of compliance with privacy legislation or new AI governance laws (e.g., Bill 194), especially as digital services and data usage continue to expand.
- **Overburdened IT Staff**: Existing staff are already managing core services, infrastructure, M365 rollout, GIS expansion, and support across 35 sites. Adding or maintaining cybersecurity responsibilities without new capacity increases the risk of burnout or missed critical items.

- **Stagnation of Cyber Maturity Efforts**: The County has made significant progress in cybersecurity over the past few years (e.g., MDR implementation, conditional access, cyber maturity assessments). Without a dedicated analyst, momentum will be lost, and maturity could regress.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Mike March, Director of IT**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Corporate Services
Requestor:	Sarah Hume, Human Resources Manager
Category:	Legislative Requirement Business Continuity/Corporate Development
Cost Center & Object Code:	ADM000-4201101
Name of Program or Project:	Non Union Job Evaluation, Pay Equity, Market Analysis
Total Project Cost:	$50,000
Funding/recovery:	$50,000 from HR Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Every five years the County conducts a job evaluation and pay equity review to inform and confirm its compensation framework. Concurrently, a market analysis is conducted to analyze current compensation trends in the broader external job market. This regular process ensures the County maintains a competitive, fair, and strategically aligned compensation framework. By ensuring our compensation model aligns with internal job value and external market rates, the organization reduces legal and reputational risk, retains critical talent, and optimizes return on payroll investment by ensuring payroll resources are allocated efficiently and in compliance with legal requirements.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

This process ensures existing staff are retained while controlling payroll spending. It preserves and confirms internal equity with a transparent, consistent pay structure that strengths team morale and reduces the risk of losing skilled staff to competitors. Ensuring roles are fairly compensated relative to responsibilities and market benchmarks serves to retain high performers, attract specialized talent more effectively, and avoid costly turnover disruptions to current work. The job evaluation process also helps provide clear role definitions to optimize workload distribution.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

A fair, competitive compensation framework strengthens the Employers brand, attracts talent, and reduces turnover. Retaining talent preserves the institutional knowledge of County business and operational practices

ensuring high quality, professional service delivery for residents. Job evaluation review helps support succession planning and ensures payroll resources are efficiently directed toward the positions that deliver the greatest operational value.

Financial Impact:

Cost Breakdown

$50,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$0, 5 year cycle

Funding Source *(Indicate the proposed funding source(s) for this request)*

Human Resources Reserve

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

NA

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

HR will commence this process internally with a thorough review of existing job descriptions to ensure they are current. Directors will be asked to provide comment about any changes required. HR will otherwise provide updates to job descriptions/evaluations as required and provide all required documentation to the external consultant conducting the project.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

NA

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

This project can begin as early as January 2026 as data from 2025 is already available. It will begin internally with a review of all non-union job descriptions to ensure they are current and accurate. HR will ensure current job descriptions and compensation information is provided to the consultant and HR will maintain contact with the consultant to ensure adherence to agreed upon timelines and budget. The consultant will evaluate positions in line with the County's existing job evaluation tool for internal consistency, and survey market comparators to provide a detailed report about how the County's current compensation framework compares to neighbouring comparators. It is anticipated this project could take 3-6 months in total.

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Job evaluation results will confirm the County's pay structure is consistent and fair. It will identify any misalignments and allow for accurate budget forecasting and planning. It will ensure that we continue to attract specialized talent and boost retention rates among skilled staff.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

It is possible that this review will identify payroll inequities which could require retroactive payment. This risk is low, however, because the framework has been reviewed consistently on a five-year basis (last completed in 2021). There are risks associated with delaying or not regularly reviewing and updating the organization's compensation framework including financial, operational, and reputational risks. Inaccurate job valuation can lead to risks of pay misalignment such as overpaying lower-impact roles or under paying critical roles. Unaddressed pay inequities can also lead to costly legal claims or penalties, and the increased likelihood of losing top talent to competitors. Turnover disrupts our service delivery and increases recruitment and training costs. Over time, failure to adequately maintain the compensation system may lead to an erosion of employee trust and a weakened competitive position in the external market.

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Approvals:

Department Head:	**Andrea Robinson, Director of Corporate Services**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Corporate Services
Requestor:	Tanya Rosenberg, Deputy Treasurer
Category:	Business Continuity/Corporate Development
Cost Center & Object Code:	ADM000-4201101
Name of Program or Project:	New FTE – Grant Writer/Procurement Specialist
Total Project Cost:	$120,375
Funding/recovery:	Increased grant opportunities leveraged
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

The purpose of this position will enhance the County's capacity to secure funding, manage vendor relationships, and ensure all procurements are completed within the businesses timeline while maintaining compliance with procurement standards, I am proposing the establishment of a full-time position dedicated to grant writing and procurement. This role will be pivotal in identifying and securing funding opportunities, crafting compelling grant proposals, managing reporting obligations, and issuing Tenders and Proposals for the County and Member Municipalities.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

1. Increased Access to Funding Opportunities
   - Proactive Sourcing: A dedicated staff member continuously monitors provincial, federal, and private grant opportunities relevant to the municipality.
   - Timely Applications: Ensures applications are submitted on time and in accordance with each funder's unique criteria, increasing the chances of success.

2. Higher Success Rates for Applications
   - Professional Expertise: A grant specialist knows how to craft persuasive proposals, tailor them to funder priorities, and avoid common application errors.
   - Strategic Alignment: Ensures grant applications align with County priorities, strategic plans, and community needs.

3. Maximized Financial Returns
   - ROI on Salary: The cost of a full-time staff member is often recouped many times over through successful grants.
   - Expanded Budgets: Secured funding can supplement the County budget for infrastructure, recreation, environment, culture, and economic development.

4. Improved Project Planning and Readiness

- Grant-Ready Projects: Maintains a list of shovel-ready projects, with documentation and justifications prepared in advance.
- Cross-Department Coordination: Works with departments to develop funding strategies that align with current and future needs.

5. Enhanced Intergovernmental and Community Relationships
- Stronger Networks: Builds relationships with government funders, agencies, and community partners.
- Collaboration Opportunities: Identifies joint funding opportunities with nonprofits, businesses, and other municipalities.

6. Capacity Building and Knowledge Retention
- Internal Training: Educates staff and council on funding trends and application best practices.
- Institutional Memory: Maintains records of applications, deadlines, reporting requirements, and funder feedback for future improvement.

7. Better Reporting and Compliance
- Grant Management: Ensures that all reporting, tracking, and compliance tasks are completed accurately and on time.
- Risk Reduction: Reduces the risk of clawbacks or penalties from mismanaged funds.

8. Strategic Growth and Innovation
- Seed Funding for Innovation: Identifies funding for pilot programs and innovation that would otherwise be unaffordable.
- Leverage for Additional Funds: Uses small grants as leverage to secure larger or matching funds.

💰 Estimated Annual Cost (Example)

Expense	Amount (CAD)
Salary (mid-range for Ontario)	$92,500
Benefits (30% approx.)	$27,875
Total Annual Investment	$120,375

💵 Estimated Annual Financial Benefit

Funding Source	Example Projects	Estimated Grant Value
Provincial Programs (OMAFRA, MMAH)	Downtown revitalization, planning studies	$150,000
Federal Programs (FCM, ICIP, CWWF)	Green infrastructure, broadband expansion	$250,000
Private Foundations / Other	Community programming, heritage, arts	$50,000
Total Estimated Annual Grant Intake		$450,000

📈 Net Benefit
Grant Funding Secured – Annual Investment
= $450,000 – $120,375 = $329,625 net benefit per year
That's a return on investment of 273.9% – for every $1 spent, the municipality receives $2.74 in grant revenue.

The Procurement function plays a critical role in ensuring that all acquisitions are conducted in a fair, transparent, and compliant manner while achieving best value for the County. Currently, core procurement responsibilities—including competitive bid development, contract administration, compliance monitoring, vendor-of-record management, and reporting—are concentrated with one Procurement Coordinator. This creates a single-point-of-failure risk, where planned or unplanned absences (e.g., vacations, illness, turnover, or emergencies) can cause delays, service interruptions, or non-compliance with legislative timelines and procurement by-laws.

The addition of an extra procurement resource will serve two essential functions:
1. Backup Coverage
    o Provide reliable coverage for critical procurement activities during staff absences to ensure continuity of service.
    o Mitigate risks associated with compliance lapses, bid delays, or incomplete documentation that can occur when capacity is constrained.
    o Support business continuity planning and maintain uninterrupted support to departments.
2. Workload Management
    o Distribute procurement responsibilities more effectively to manage increasing bid volumes, reporting obligations, and vendor inquiries.
    o Allow for more thorough review, strategic planning, and proactive vendor engagement, improving the overall quality and efficiency of procurement processes.
    o Enable capacity to support value-added initiatives such as inter-municipal collaboration, vendor-of-record programs, procurement training, and policy modernization.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

1. Enhanced Funding Success
A dedicated grant writer will increase the County's ability to secure funding by crafting well-researched and compelling proposals. Professional grant writers have a proven track record of improving funding success rates by aligning proposals with funders' priorities and demonstrating the organization's capacity to manage and utilize funds effectively.

2. Improved Efficiency and Compliance
By centralizing grant writing and procurement functions, the County can streamline processes, reduce duplication of efforts, and ensure consistent adherence to compliance standards. This approach minimizes the risk of errors and ensures that all activities align with organizational policies and funder expectations for reporting and fund allocations.

3. Strategic Resource Allocation
With a dedicated professional handling grant writing and issuing and completing procurements, department managers and leadership can focus on program delivery and strategic planning. This division of labor ensures that resources are allocated efficiently and that each function receives the attention it requires.

4. Long-Term Sustainability
Securing consistent funding through successful grant proposals is beneficial for the County. A dedicated grant writer will build relationships with funders, monitor funding trends, research new and available funding and ensure timely reporting, all of which contribute to sustained financial support. An additional procurement resource will position the County to provide an improved service to County and Municipal departments for issuing competitive procurements. Investing in a grant writer/procurement position is a proactive and strategic

measure that will enhance organizational resilience, reduce risk exposure, and support timely and compliant procurement operations. It ensures the County can sustain current service levels and adapt to evolving legislative and operational requirements without compromising accountability, transparency, or service delivery timelines.

Financial Impact:

Cost Breakdown

$120,375 wages & benefits

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$120,375 + COLA

Funding Source *(Indicate the proposed funding source(s) for this request)*

Funding applied for and secured by this position will pay for the wage as detailed in the above example

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

This position would require a laptop and the financial system license with MS licenses

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

The impact would be positive as other departments will have a dedicated resource for funding.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Another positive impact as this position will work with Municipalities on competitive procurements and possible funding options

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Hire first quarter of 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Seek training mentorship with participating County (similar to procurement coordinator position, if required) Funding dollars secured over and above a typical year and additional Municipal procurements would be a performance metrics

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Lost funding opportunities or continuing to out source to third party. Process for competitive procurements issued by the current procurement coordinator will need to be redefined and developing a better working relationship with member municipalities will not be attainable if resources are left at current levels

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

Approvals:

Department Head:	**Andrea Robinson, Director of Corporate Services**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Request Overview:

Department:	Community Safety & Well-being
Requestor:	Sue Tiffin, Director of Community Outreach
Category:	Community Growth/Sustainability Business Continuity/Corporate Development
Cost Center & Object Code:	CSWB00-4201002
Name of Program or Project:	U-Links Data Portal/Community Vital Signs Project
Total Project Cost:	$30,000
Funding/recovery:	$30,000 Working Fund Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

A partnership with U-Links to create a community datashare and data portal program.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

All CSWB Plans rely on comprehensive, reliable and locally relevant data to identify community priorities, address risk factors and monitor progress. Progress has been made with proactive measures to tackle issues with a focus on equitable access to services and community safety, however, our County's Plan is lacking both in initial localized data used by consultants to form the CSWB Plan, and in tracking data and trends over time to enable the Advisory Table and community partners to make informed decisions, track outcomes and foster a safer and healthier community for all residents. A data portal would provide a robust platform for monitoring the effectiveness of service levels and delivery methodologies specifically tailored to community safety and well-being initiatives in Haliburton County. By collecting, integrating, and visualizing real-time data from various agencies and service providers, the portal would enable stakeholders to assess performance indicators, identify emerging trends, and evaluate outcomes against established benchmarks. This capability would support evidence-based decision-making and continuous improvement, ensuring that service delivery remains responsive to the unique needs of the community. Furthermore, the portal would foster transparency and accountability by making key metrics accessible to both decision-makers and the public, ultimately strengthening collaborative efforts to enhance safety and well-being throughout Haliburton County.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

A community datashare program fosters collaboration among local organizations, agencies and stakeholders by creating a centralized platform for sharing data. The County is in a strong position to partner with police services, the health unit, the school board, social service providers and community organizations to collect and pool data. This approach supports a holistic understanding of community needs, reduces duplication of effort, and ensures data accuracy and timeliness. A datashare program and data portal would enable community groups and organizations to share and access data needed to make timely decisions, apply for grant funding with reliable data, and create effective, data-driven programs. By leveraging verifiable data to guide resource allocation, we ensure that investment and support are directed to areas of greatest need, thereby maximizing the impact of our programs and initiatives. Improved transparency and accountability in both internal and external reporting—specifically on the effectiveness of our support programming and the adequacy of support levels—enable all stakeholders to clearly understand how resources are utilized and results achieved. This commitment to openness fosters trust, encourages ongoing dialogue, and demonstrates our dedication to continuous improvement. As a result, we are well-positioned to maintain and enhance broad community support for our efforts, reinforcing the shared value and collective investment in the well-being of our community.

Financial Impact:

Cost Breakdown

$30,000 one-time cost

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*	
Future costs regarding maintaining the currency of the data collected would be determined through the course of the first phase of the project and will be reported back as part of the mandatory project review process.	
Funding Source *(Indicate the proposed funding source(s) for this request)*	
Working Fund Reserve	

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*	
Possible support services.	
Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*	
NA	
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*	
NA	

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*	
Calendar year 2026	
Performance Metrics *(Define how success will be measured for the new program or staff position.)*	
A comprehensive set of data will be collected by the end of 2026 and all deliverables will be achieved as set out in a contract to be signed between the County and U-Links.	
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*	
Approving – TBD in consultation with U-Links, with discussion around ensuring accuracy and confidentiality of data as required. Not approving – Lack of central data portal for use by municipal staff, community organizations and agencies and public.	
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*	
NA	

Approvals:

Department Head:	**Sue Tiffin, Director of Community Outreach**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Community Safety & Well-Being
Requestor:	Sue Tiffin, Director of Community Outreach
Category:	Corporate Development
Cost Center & Object Code:	CSWB00-4200760
Name of Program or Project:	General Programming

Total Project Cost:	$20,000
Funding/recovery:	$0
Total **New** Levy Impact:	$20,000

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

The Community Safety and Well-Being Advisory [CSWB] Table has brought forward a new request of $20,000 for 2026 programming.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

The Community Safety and Well-Being Advisory Table will enhance the department's performance and productivity through funding programs and projects that align with the CSWB Plan's priorities. The CSWB is undergoing a legislated review in 2026, and increased funding will enable the Advisory Table to further implement programs that support community safety and well-being throughout the County. These projects and programs support the overall goal of community safety and well-being planning; to achieve sustainable communities where everyone is safe, has a sense of belonging, opportunities to participate and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

CSWB plans aim to identify community-specific challenges related to safety, health, and social wellbeing, and to develop coordinated strategies involving various organizations and sectors—such as law enforcement, health services, social services, and community groups—to improve community resilience and overall quality of life. Haliburton County's Community Safety and Well-Being Plan is an integral part of the County's broader efforts to ensure that our communities have a voice.

Financial Impact:

Cost Breakdown

$20,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$20,000

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

To be determined

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Potential coordination or collaboration with other departments where needed.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

Local municipalities are partners in collaborating and coordinating on the County's Community Safety and Well-Being Plan. CSWB efforts serve residents County-wide.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

For projects and programs taking place in 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

To be determined

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

NA

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
NA

Approvals:	
Department Head:	**Sue Tiffin, Director of Community Outreach**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Request Overview:

Department:	Police Services Detachment Board
Requestor:	Sue Tiffin, Director of Community Outreach on behalf of the Board
Category:	Risk Management
Cost Center & Object Code:	POLICE-4201001
Name of Program or Project:	Legal & Professional fees
Total Project Cost:	$5,000
Funding/recovery:	$0
Total **New** Levy Impact:	$5,000

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

The Police Detachment Board has prepared an estimate of operational expenses for 2026, including new provisions for legal fees.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

OPP Detachment Boards can require professional support requiring funding including legal advice, assistance or review, or potential litigation.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

The Haliburton Highlands OPP Detachment Board has been established under authority of Section 67 of the *Community Safety and Policing Act*, *2019* and its supporting regulations. The Haliburton Highlands OPP Detachment Board is not related to a Strategic Goal or Objective but is required by legislation.

Financial Impact:

Cost Breakdown

$5,000

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$5,000

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

NA

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
NA
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*
Funding for the administration of the Police Detachment Board is the responsibility of the municipalities. The cost of the administration of the Board is shared by the municipalities.

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
NA
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
NA
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
To be determined
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
NA

Approvals:

Department Head:	**Sue Tiffin, Director of Community Outreach**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

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Request Overview:

Department:	Health Professional Recruitment
Requestor:	Scott Ovell, Director of Economic Development & Tourism
Category:	Public Safety/Well-being
Cost Center & Object Code:	DR0000-4300200
Name of Program or Project:	Physician Recruitment
Total Project Cost:	$283,000
Funding/recovery:	$112,500 Part of sustainable budget
Total **New** Levy Impact:	$170,500

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*
The budget request is to increase the amount being contributed to the physician recruitment/incentive reserve, currently the County has $208,000.00 committed, to incentive payments for 2026. Staff are recommending we add an additional $75,000.00 to this budget commitment to support future physician recruitment opportunities. In 2025 the County recruited 3 new physicians, with one physician opting to take their full incentive payment in one payout, depleting the reserve. By the end January 2026 without any additional investment the Physician recruitment reserve will be approximately $3,500.00
Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

This increase in funding would allow the physician recruitment coordinator to continue recruitment efforts and without the requiring the County to use working reserves the fund recruitment opportunities as was the case in 2025.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

This increase in funding would allow the County to continue to work towards securing physicians particularly family physicians for the residents of Haliburton County, there are still approximately 9000 residents of Haliburton County without a family physician

Financial Impact:

Cost Breakdown

$208,000 in preapproved incentive payments + $75,000 for potential new incentive payments in 2026

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

As physicians sign up for our incentive program and agreements with our physicians end, the annual cost is unknown. Any unspent budget will be transferred to the Physician Recruitment Reserve which has been depleted in 2025.

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

None

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

The finance department is impacted through this request as it supports the physician recruitment coordinator in coordinating payments to physicians who we have entered into agreements with.

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

None

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

If supported staff would continue with existing recruitment efforts

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

Success will be measured in the following ways:
- Physicians who enter into agreements with the County
- Community visits hosted

Residents removed from the family physician waitlist

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

If this request is not approved the county would not have any money in the reserve account to support additional incentive payments to physicians without having to access working capital reserves

Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*

NA

Approvals:

Department Head:	**Scott Ovell, Director of Economic Development & Tourism**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

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Please complete all sections of this form.

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Request Overview:

Department:	Planning
Requestor:	Elizabeth Purcell, Director of Planning
Category:	Legislative Requirement
Cost Center & Object Code:	PLA000-4201002
Name of Program or Project:	Comprehensive Official Plan Review – Single Official Plan for the County
Total Project Cost:	$150,000
Funding/recovery:	$75,000 from 4 local municipalities + $75,000 from Working Fund Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

A comprehensive review of both the County's Official Plan and all four Local Municipal Official Plans is proposed, with the finished product to be one singular official plan to be used by all five municipal governments.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Staff have identified numerous components of the existing Plan that could be improved/are not implementable. The new Plan would also conform with current legislation, and emerging trends and threats.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

The County's Official Plan will be nine (9) years old in 2025, with the exiting Plan receiving MMAH approval in October 2017. While the 2017 Plan was approved as a new plan, placing it in the ten (10) year review stream, the plan is significantly out of date as compared to provincial policy, and contains a considerable amount of policies that are not effectively implementable.

The four Local Municipal Official Plans vary in age, as well as policies. In many instances there are conflicting policies between the County Official Plan and the Local Municipal Official Plans.

Given that the Plan is nearing its nearing its legislated time to be reviewed, financial consideration of this required process is recommended to be considered in the 2026 budget. The proposal for a single official plan, that incorporates both the County and Local Municipal plans, has been endorsed by all five Councils, and is both a time and financial savings, while also removing conflicts between plans.

Financial Impact:

Cost Breakdown

$150,000 estimate for a consultant to undertake a comprehensive Official Plan review including public consultation and the drafting of a new official plan. It is recommended that a consultant that specializes in the creation of official plans and has knowledge of the area of the province be sought for this endeavour. Creating a new official plan in-house is not feasible as the process is a significant time and resource draw, and it is a specialized skill to effectively write official plan policy at this magnitude.

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

$0

Funding Source *(Indicate the proposed funding source(s) for this request)*

$75,000 from 4 local municipalities + $75,000 from Working Fund Reserve

Resource Requirements:	
IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*	
None	
Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*	
Will be consulted throughout the project	
Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*	
Staff will be part of project team and more broadly consulted throughout project	

Operational Considerations:
Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*
Q1 2026:
- Kick-Off Special Council Meeting (staff-led) in accordance with Planning Act requirements.
- Release of RFP for consulting services
Q2 2026: consultant retained
Q2 2026 – Q1 2026: public information centres, draft OP(s) for review and public comment, statutory public meeting, consultation with agencies and stakeholder groups, production of final draft for Council's consideration
Q2 2027: adoption of new County of Haliburton Official Plan and submission to Province for approval
Performance Metrics *(Define how success will be measured for the new program or staff position.)*
- Procurement of a consultant within budget that also meets the criteria of the RFP
- Anticipated timeline is met
- Council is satisfied with direction of policies
- The public is adequately consulted to help inform the new plan
Staff buy-in of policies to ensure seamless implementation
Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*
None
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*
Positive environmental impacts due to the implementation of most up to date standards of practice, policies, and mapping.

Approvals:	
Department Head:	**Elizabeth Purcell, Director of Planning**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**

Budget Inclusion Request Form (v.4)

This template is designed to provide a comprehensive framework for submitting new budget requests for departmental staff or programs. It ensures that all relevant aspects, such as financial impact, resource requirements, and organizational benefits, are thoroughly considered and documented.

Please complete all sections of this form.

Submit the completed form and all attachments to arobinson@haliburtoncounty.ca by **July 28, 2025**

Request Overview:

Department:	Planning
Requestor:	Elizabeth Purcell, Director of Planning
Category:	Public Safety/Well-being
Cost Center & Object Code:	PLA000-4200760
Name of Program or Project:	U-Links Water Testing Program
Total Project Cost:	$62,500
Funding/recovery:	$62,500 Working Fund Reserve
Total **New** Levy Impact:	$0

Purpose & Justification:

Summary of Request *(Briefly describe the new program or staff position and its primary objectives)*

Request is to allocate $62,500 to extend the U-Links water quality testing and lake association liaising program that has been ongoing since 2023.

Benefit to Department *(Explain how this new program or staff position will enhance the department's performance, productivity, and outcomes; Provide specific examples or metrics that demonstrate the anticipated benefits)*

Lake system health is a relevant and important topic however the Planning Department does not possess the technical expertise nor the manpower to facilitate this program in-house.

Benefit to County *(Discuss how the new program or staff position aligns with the organization's strategic goals and objectives; Highlight any long-term benefits, such as increased efficiency, improved service delivery, or enhanced innovation)*

The health of the County's waterbodies is essential for its economy and resident experience. Collecting data on the County's waterbodies is essential to paint a comprehensive picture of trends and issues in order to pursue any preventative or remedial programs in the future should issues be identified. It is also very beneficial to undertake a stakeholder component such as that occurring with various lake associations to establish buy-in on measures that can positively impact the County's lakes.

Financial Impact:

Cost Breakdown

$62,500

Total Annual Cost *(Provide the total estimated annual operating cost for the new program or staff position)*

If approved, an additional $62,500 would be required in 2027

Funding Source *(Indicate the proposed funding source(s) for this request)*

Tax Levy

Resource Requirements:

IT *(Detail any additional IT resources required, such as hardware, software, and support services; Discuss potential impacts on existing IT infrastructure and any necessary upgrades.)*

None

Other Departments *(Identify other departments that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

None

Local Municipalities *(Identify any local municipalities that will be affected by this request; Explain the nature of these impacts and any required coordination or collaboration)*

None

Operational Considerations:

Implementation Timeline *(Provide a proposed timeline for hiring or program implementation; Outline key milestones and deadlines)*

Calander year 2026

Performance Metrics *(Define how success will be measured for the new program or staff position.)*

A comprehensive set of data will be collected by the end of 2026 and all deliverables will be achieved as set out in the contract to be signed between the County and U-Links.

Risk Assessment *(Identify potential risks associated with this request, or, with not approving the project; Proposed mitigation strategies to address these risks where applicable.)*

Approving – continued reliance on a third party to act on behalf of the County with little oversight.

Not Approving – an end to data collection and the active link with a number of lake associations across the County.	
Environmental Impacts/Considerations *(identify potential impacts to the environment either immediate or future considerations and how to minimize or benefit from them)*	
Positive – gaining a technical understanding of the health of the County's waterbodies for future action if necessary from a policy/program perspective.	
Approvals:	
Department Head:	**Elizabeth Purcell, Director of Planning**
Finance Department:	**Andrea Robinson, Director of Corporate Services**
Chief Administrative Officer:	**Gary Dyke**