

# 2026 MAYORAL BUDGET

BUILDING A STRONGER FUTURE  
TOGETHER



**Hanover**  
Ontario, Canada

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# LETTER FROM THE MAYOR

I am pleased to present the Town of Hanover's 2026 Draft Budget.

This budget reflects our steadfast commitment to delivering the high-quality municipal services our residents rely on every day, while continuing to plan responsibly for Hanover's long-term growth, infrastructure renewal, and community well-being.

Developing a municipal budget is always a careful balancing act that requires weighing immediate needs against long-term priorities, and affordability against sustainability.

As we continue to navigate difficult economic conditions and growing service demands, we remain dedicated to making thoughtful and strategic decisions that balance fiscal responsibility with the long-term needs of our residents and businesses.

The 2026 Budget includes an overall increase of 8.5%. This represents a significant adjustment, but one that is necessary to maintain our services, invest in critical infrastructure, and position Hanover for continued growth and success.

I understand that these are challenging financial times for many residents and businesses. Council and staff share those concerns and have worked diligently to ensure that this budget strikes the right balance between affordability and long-term vision. Every dollar in this budget has been carefully considered. We have deferred all capital projects that can responsibly be postponed, streamlined operations, and continued to find efficiencies across departments. Even as we become leaner, we remain focused on maintaining the quality and reliability of the services that our residents depend on every day.



**Mayor Sue Paterson**



# LETTER FROM THE MAYOR

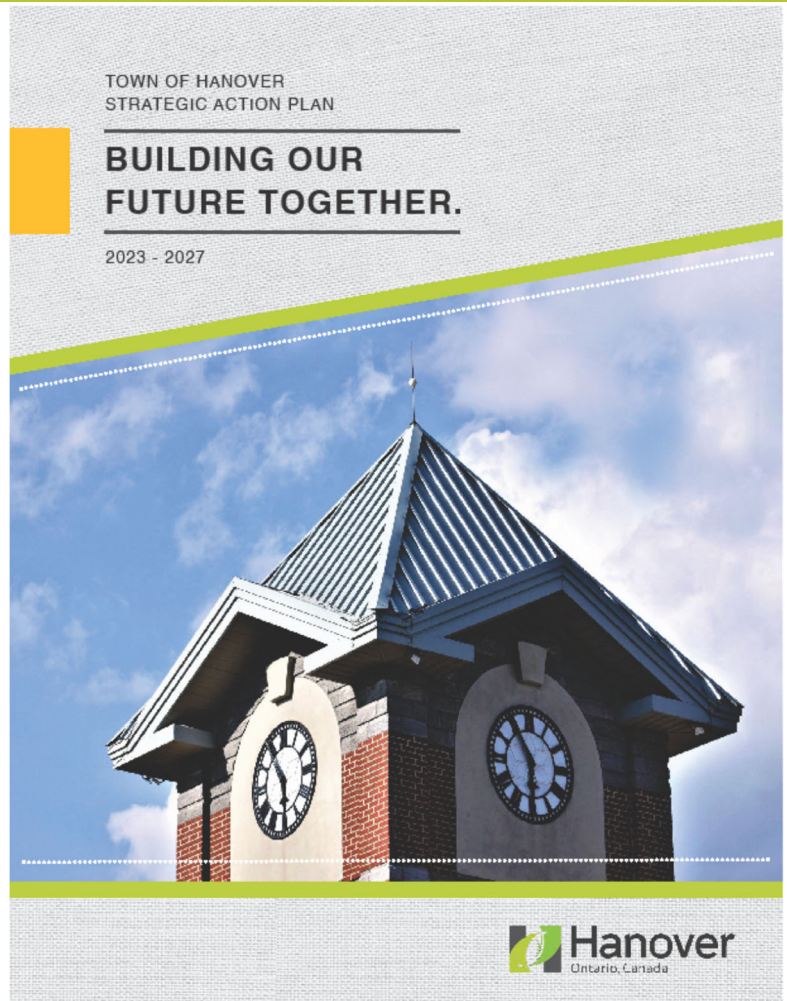
The 2026 Budget is guided by Hanover's Strategic Plan – Building Our Future Together, which emphasizes the following priorities:

- **Safe and Reliable Infrastructure:** Build, maintain, and continuously improve municipally owned properties, buildings, and equipment.
- **Healthy and Welcoming Community:** Protect our natural environment and foster a high quality of life for everyone who calls Hanover home.
- **Strong and Vibrant Economy:** Continue the revitalization of Downtown Hanover, while attracting investment and creating opportunities for local employment.
- **Balanced Growth:** Plan thoughtfully to ensure new development enhances our community's character and sustainability.
- **Open and Responsible Government:** Deliver services in a friendly, efficient, and effective manner, supported by a professional and dedicated municipal team.

The 2026 Budget takes a balanced approach, addressing today's operational needs while investing in the people, places, and infrastructure that will sustain Hanover's success for generations to come. Together, with thoughtful planning and strong community partnerships, we are continuing to build a prosperous and resilient Hanover.

Thank you for your ongoing support and engagement as we work together to build our future.

Warm regards,  
**Sue Paterson**  
Mayor, Town of Hanover



# SECTION 1

# INTRODUCTION



# TOWN OF HANOVER

## Our Community

The Town of Hanover is a growing, connected, and vibrant community. With a population of approximately 8,500 residents, we are proud to serve not only those who live here but also the surrounding region of over 45,000 people who rely on Hanover as a hub for healthcare, recreation, education, shopping, and cultural experiences.

## Our Vision

We are a progressive community where residents of all ages enjoy safe, healthy lifestyles, meaningful employment, excellent services, and personal fulfillment. We support growth while respecting and celebrating our heritage; enhancing our downtown; protecting our natural resources; and welcoming all to a friendly, caring, inclusive and supportive community. Our community is committed to good government, effective and efficient management and maintenance of municipal services, productive partnerships and collaborating with our local businesses and municipal neighbours to build local economies and community services for our mutual benefit.

## History

*"It is good for us to be here."*

It was in the year 1849 that our first pioneer, Abraham Buck, stood on the banks of the Saugeen River and looked about him to behold the thick forest – good hardwood timber - the realm of the deer, the bear and the wolf. The sky was filled with wild pigeons and the streams teemed with fish. It was at this moment that he expressed the famous words "It is good for us to be here."



Hanover is a community built on deep roots and forward-thinking values. Settled in 1849 by Abraham Buck, the area that became Hanover was originally called "Buck's Crossing", and officially incorporated as a village in 1899 and a town in 1904.

Many of the early settlers in Hanover were German and of German origin. Farming, sawmills, grist mills, furniture manufacturing (especially the Knechtel Furniture Company) were central to the town's early growth.

# BUDGET CONTEXT

## The Budget Context: Challenges and Opportunities

The Town of Hanover's budget is shaped by a combination of local realities and larger economic trends. Understanding these forces helps explain the financial decisions council makes and the pressures and possibilities the Town faces as it plans for the future

### Local Economy

The Town continues to play a vital role as a commercial, employment, and service hub for Grey and Bruce Counties. With a trade area population exceeding 45,000, the Town supports a diverse economy that includes light industry, healthcare, retail, hospitality, and agri-business. This diversity has long supported the Town's resilience, but the broader economic climate presents growing challenges as we move into 2026.

Ontario's economic climate remains uncertain. The provincial unemployment rate reached 7.9% in September 2025, while youth unemployment climbed to 17.1%, the highest level seen in youth unemployment since 2009. The average time young people spend searching for work has nearly doubled since 2019, underscoring the growing difficulty for youth entering the labour market.

For Hanover, these conditions directly shape budget priorities. The Town must ensure that municipal operations remain affordable and sustainable, while continuing to support youth employment and local business resilience.

A significant local development shaping the 2025 Budget is the dissolution of the Launch Pad Skills Training & Technology Centre. Launch Pad provided critical youth programming, including career readiness, trades-based learning, and engagement opportunities, that directly supported Hanover's workforce development goals. Its closure underscores the vulnerability of community organizations that deliver essential services under tight fiscal constraints, particularly in smaller municipalities. Moving forward, the Town must consider balancing ambition with sustainability. Any new or enhanced programs or services introduced in 2026 should be supported by stable revenue streams to manage volatility.



# BUDGET CONTEXT

## Investing in Hanover's Economic Future

Beyond workforce development, Hanover remains committed to fostering a thriving, competitive local economy. The Town continues to invest in:

- Downtown revitalization through façade and building improvement grants;
- Business retention and expansion efforts to support existing employers; and
- Strategic development of employment lands to attract new investment and jobs.

While rising costs, limited municipal capacity, and evolving market dynamics have at times constrained the scale of these initiatives, Hanover's proactive approach continues to yield results. In 2025, the Town launched a Business Retention & Expansion (BR&E) Study to engage directly with local businesses about their challenges, opportunities, and plans for growth. The insights gathered from this study will inform the Town's economic development strategy through 2026 and beyond, ensuring our efforts remain data-driven, responsive, and focused on long-term prosperity.

## Population Mobility, Retention & Attraction

Smaller towns increasingly compete for young families, creative professionals, and remote workers. Amenities, housing options, and quality-of-life indicators are critical in attracting and retaining population.

Retention of graduates, youth, and skilled workers requires not just jobs but culture, recreation, connectivity, and a sense of place.

Hanover's strategy must continue aiming to offer cultural programming, livability, pedestrian-friendly streets, and downtown vibrancy to remain competitive. In 2026, budget support for downtown placemaking, cultural grants, event marketing, and streetscape improvements is viewed as strategic investment.



# BUDGET CONTEXT

## Population and Demographics

Hanover's population is growing slowly but steadily. However, the most significant demographic trend is aging. Over 27% of residents are now aged 65 or older, compared to just 18% province-wide. Youth and working-age populations are declining as a share of the total.

This demographic shift is reshaping community needs, increasing demand for health services, accessible infrastructure, seniors programming, and transit, and impacting the municipal tax base and workforce planning.

## Growth and Affordability

For many years, Hanover's ability to grow was limited by its municipal boundaries. Without room to expand, new residential and commercial development was constrained, and the number of taxpayers remained relatively unchanged. As a result, the increasing costs of maintaining and renewing infrastructure, and the rising price of delivering essential services, have been carried by the same tax base year after year.

This reality has placed pressure on affordability for residents and businesses alike. Growth is not only a matter of opportunity—it is a matter of financial sustainability. Expanding our population and employment base helps distribute municipal costs more equitably and creates the scale needed to sustain local services in the long term.

In 2025, the Town took an important step toward addressing this challenge through the proposed boundary adjustment with the Municipality of West Grey. The additional developable land has the potential to support new residential, commercial, and industrial growth, broadening our tax base and reducing the burden on existing ratepayers over time.

Hanover's path forward is clear: thoughtful, well-managed growth will be the key to maintaining affordability, supporting infrastructure renewal, and ensuring that the Town remains a strong, vibrant, and inclusive community for years to come.



# ASSET MANAGEMENT

**The Town of Hanover manages over \$416 million in assets.** Our facilities are valued at approximately \$147 million, our water and wastewater infrastructure makes up another \$169 million, and our roads and sidewalks are valued at \$57 million. The remaining assets are comprised of our stormwater management system, fleet, and equipment.

Asset management is the systematic process the Town uses to understand the condition, performance, and long-term needs of its infrastructure. Every municipal asset, whether a road, watermain, facility, or vehicle, has a finite service life. The Asset Management Plan (AMP) provides a structured approach to evaluating when assets should be maintained, rehabilitated, or replaced, and what level of investment is required to do so responsibly. By aligning long-term capital needs with fiscal planning, the AMP helps ensure that Hanover can deliver reliable services while avoiding the higher costs and risks associated with deferred maintenance.



**Our 2025 Asset Management Plan shows that over the next ten years, the Town will need to spend \$73 million in capital expenditures to fund required replacement and rehabilitation of our existing tax-funded assets**, including transportation, stormwater, facilities, fleet, machinery and equipment, and land improvements. Capital expenditures for tax-funded assets will be financed by a combination of Ontario Community Infrastructure Fund (OCIF) contributions, Canada Community-Building Fund (CCBF) contributions, reserves and reserve funds, and proceeds for external debt financing. The asset management plan recommends additional debt financing of \$49.4 million over the ten-year horizon of the plan.

The tax levy impact of this strategy is significant. **According to the Asset Management Plan, to fund the recommended asset management strategy, the tax levy would need to increase by 4.16% annually, from 2026 to 2035**, increasing from approximately \$9.8 million in 2025 to \$14.7 million by 2035. This would see the tax bill of the average single family home increase from approximately \$2,476 in 2025 to \$3,324 by 2035.

# ASSET MANAGEMENT

For rate-supported assets, including water and wastewater systems, the plan shows that current water and wastewater rates are insufficient to fund lifecycle requirements over the long term. Without adjustments, the Town risks falling behind on significant renewal work, which could lead to service disruptions or abrupt rate increases.

Over the ten-year timeframe of the Plan, capital expenditures are expected to total \$91.2 million. When inflation is taken into account, the total capital expenditures for water and wastewater are expected to exceed \$115 million, or an average of \$11.5 million annually. The bulk of this expenditure is related to the planned upgrades to the wastewater control plant to address treatment capacity constraints, which is anticipated to be funded through development charges.

**To achieve sustainable funding, the AMP indicates the Town will need to increase water and wastewater rates by 5.7% annually from 2026 to 2035.** These increases are not only intended to meet annual operating requirements but also to grow reserve balances so that Hanover has the capacity to manage major capital renewals in the future without sudden spikes in user rates.

Looking ahead, the Town must balance the need for sustainable infrastructure investment with resident affordability. Raising taxes and rates too quickly may strain households, while insufficient investment heightens the risk of asset deterioration, increased maintenance costs, or service disruptions. The AMP serves as a long-term roadmap to manage these risks, and the Town's strategic plan emphasizes aligning annual budgets with AMP recommendations. By integrating the AMP into our long-term capital plan, Hanover aims to make gradual, predictable financial decisions that support sustainable service delivery, responsible asset stewardship, and long-term fiscal health.



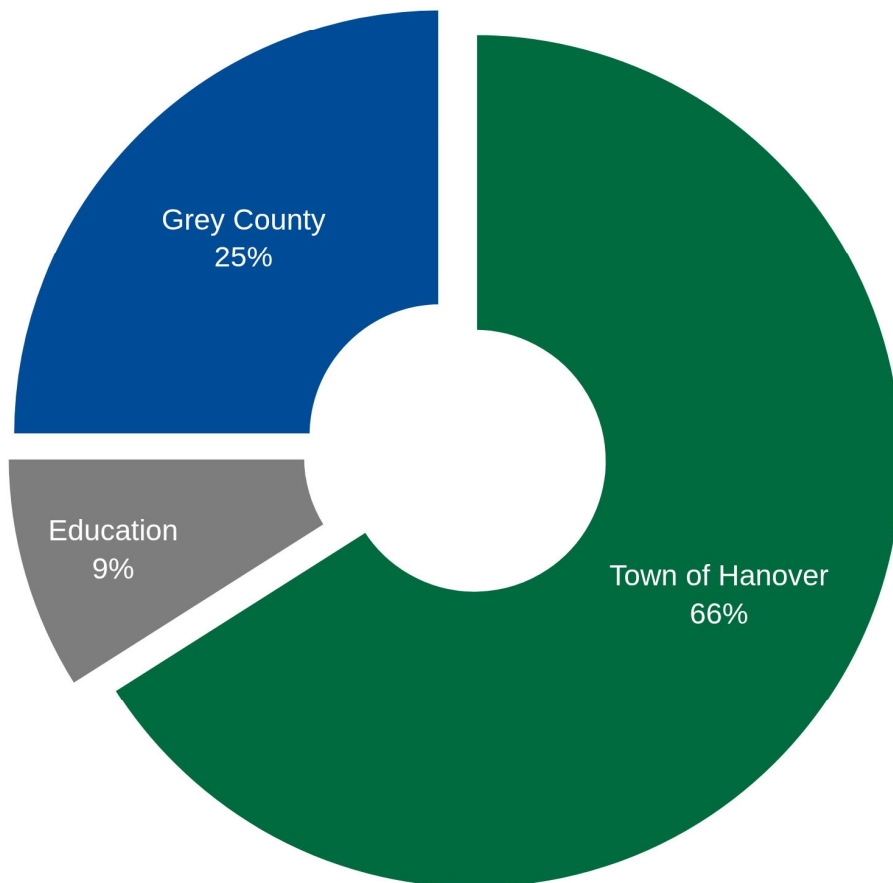
# BUDGET OVERVIEW: PROPERTY TAX

Property taxes remain the primary revenue source for municipalities across Ontario. In Hanover, they fund roughly half of the Town's operating and capital activities, with the remaining costs covered through user fees, water and wastewater rates, and various grant programs.

A typical household tax bill in Hanover includes three components: the Provincial education levy, the Grey County levy, and the local municipal levy. While the Town administers the billing and collection of all three, only the municipal portion is retained by Hanover. The Town's services are therefore funded solely through its share of the tax levy, with the County and Provincial portions passed directly to their respective governments.

In 2025, for every dollar of property tax collected, the Town was entitled to 66 cents. The rest was remitted to the Province (9 cents) and Grey County (25 cents).

## Property Tax Allocation (2025)



# BUDGET OVERVIEW: PROPERTY TAX

## How Property Taxes Are Calculated in Hanover

Every year, the Town of Hanover develops a budget that outlines the full cost of providing the services our community relies on. This includes everything from road maintenance and snow clearing to recreation programs, fire services, and long-term infrastructure renewal.

### Step 1: Determining the Tax Levy

To begin the budget process, each Town department reviews its needs for the upcoming year. This includes:

- Infrastructure planning: reviewing our Asset Management Plan to identify which roads, buildings, and equipment need repair, replacement, or major upgrades.
- Supporting a growing community: examining population and development trends to determine service needs.
- Anticipating cost changes: considering expected price changes for materials and supplies such as winter salt, fuel, and utilities.

Once the full cost of running the Town is understood, we subtract all non-tax revenues, such as grants from other levels of government, user fees, interest income, and other miscellaneous revenues.

The remaining amount is the tax levy. This levy represents the total dollars the Town must collect from property owners to balance the budget for the year.

# BUDGET OVERVIEW: PROPERTY TAX

## Step 2: Dividing the Tax Levy Among Properties

After the total levy is set, it must be fairly distributed among all properties in Hanover. Three key factors determine how much each property pays:

1. The total tax levy
2. The property class
3. The property's assessed value

## Property Classes and Tax Ratios

Not all properties use municipal services in the same way. For example, an industrial facility typically places more demand on infrastructure and municipal services than a single-family home. To reflect these differences, each property is assigned a tax class, such as residential, commercial, industrial, or farmland.

Each tax class is assigned a tax ratio, which determines how its taxes compare to a residential property with the same assessed value. The residential tax class has a ratio of 1.0, and all other classes are set relative to that. Classes with ratios above 1.0, such as industrial and commercial, pay more tax per dollar of assessment to reflect their higher service demands. Classes with ratios below 1.0, such as farmland, pay less. Grey County sets the tax ratios for the Town of Hanover.

## Property Assessment

The Municipal Property Assessment Corporation (MPAC) determines the assessed value of every property in Ontario. Assessment represents a property's value and is used as the basis for calculating taxes. The amount a property pays is proportional to its assessment. For example, a home assessed at \$1,000,000 will pay more than a home assessed at \$300,000, even though both are in the residential class. This creates an equitable system: each property owner contributes based on both the value of their property and the way it uses municipal services

## CALCULATING PROPERTY TAX



# BUDGET OVERVIEW: PROPERTY TAX

## The Importance of Growth and a Balanced Assessment Base

Growth plays a critical role in helping the Town manage rising costs and maintain service levels. As prices increase for materials, labour, and infrastructure renewal, new development adds assessment value that helps spread these costs over a larger number of properties. Without growth, a greater portion of the tax burden would fall solely on existing homeowners.

Equally important is having a balanced assessment base that includes a healthy mix of residential, commercial, industrial, institutional, and other property types. Different kinds of development contribute differently to the municipal revenue mix and place different demands on services. Commercial and industrial growth, for example, typically generates more tax revenue relative to the cost of servicing those properties. This helps offset the costs associated with residential growth and reduces the pressure on residential tax rates over time.

A diverse and balanced assessment base strengthens the Town's financial resilience, supports long-term sustainability, and helps ensure that Hanover can continue to provide high-quality services without placing an undue burden on any single group of taxpayers.

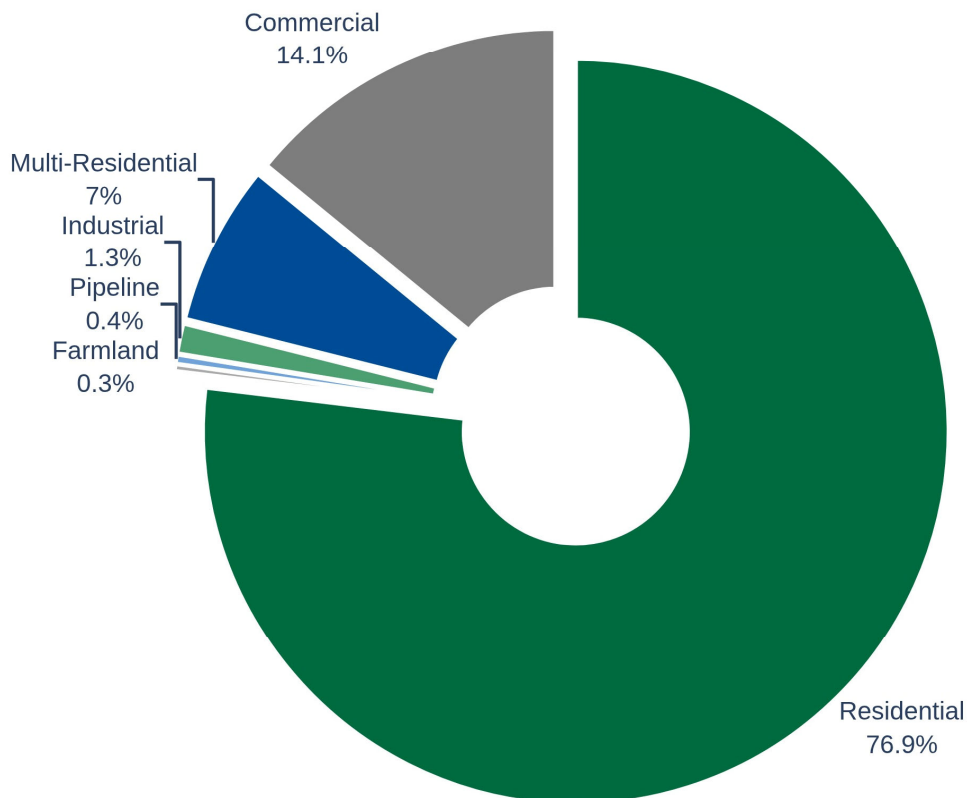


# BUDGET OVERVIEW: PROPERTY TAX

Hanover’s total property assessment increased by 1.05% over the past year, reflecting modest but steady growth in the community. The most notable trends include a decline in farmland assessment and continued increases in both residential and multi-residential properties, as well as commercial and industrial properties. While current assessment growth remains relatively slow, it is expected to strengthen in the coming years as industrial land-servicing initiatives advance and broader economic conditions improve, creating a more supportive environment for new development and industrial investment.

	2026 Assessment	% of Total	2025 Assessment	% of Total	% Change
Residential	640,276,121	76.90%	633,552,383	76.89%	1.06%
Multi-Residential	58,207,100	6.99%	57,997,100	7.04%	0.36%
Commercial	117,383,605	14.10%	115,619,143	14.03%	1.53%
Industrial	11,140,774	1.34%	10,934,274	1.33%	1.89%
Farmland	2,651,600	0.32%	3,105,800	0.38%	-14.62%
Pipeline	2,990,000	0.36%	2,798,000	0.34%	6.86%

Property Assessment Distribution (2026)



# SECTION 2

# BUDGET SUMMARY



# BUDGET SUMMARY

The total non-tax revenues budgeted to be received by the Town are \$9.57 million. The total expenditures budgeted for 2026 are \$20.12 million. The tax levy is the difference between the two values, at \$10.61 million.

	2026 Revenue	2026 Expenditure	Net
General Government	(5,417,400)	3,519,300	(2,258,100)
Protective Services	(573,700)	6,752,800	6,179,100
Transportation	(1,035,300)	3,638,000	2,602,700
Environmental Services	(220,500)	466,100	245,600
Health Services	(473,300)	531,800	58,500
Recreation and Cultural Services	(1,571,600)	3,410,400	3,410,400
Planning and Development	(281,900)	658,500	376,600
<b>Total Town of Hanover</b>	<b>(9,573,700)</b>	<b>20,188,500</b>	<b>10,614,800</b>

The levy requirement of \$10,614,800 represents an 8.3% increase from the prior year tax levy of \$9,801,100.

	2025 Net Budget	2026 Net Budget	% Change
General Government	(2,146,600)	(2,258,100)	5%
Protective Services	5,585,000	6,179,100	11%
Transportation	2,290,800	2,602,700	14%
Environmental Services	224,000	245,600	10%
Health Services	194,800	58,500	-70%
Recreation and Cultural Services	3,200,400	3,410,400	7%
Planning and Development	452,600	376,600	-17%
<b>Total Town of Hanover</b>	<b>9,801,000</b>	<b>10,614,800</b>	<b>8.30%</b>

# BUDGET SUMMARY

The following is a more detailed breakdown of the budget for each of the service areas:

	2026 Revenue	2026 Expenditure	Net
<b>General Government</b>			
Revenue	(5,117,600)	-	(5,117,600)
Council	-	395,200	395,200
Elections	(34,800)	34,800	-
Administration	(29,500)	2,318,700	2,289,200
Civic Property	(235,500)	410,600	175,100
<b>Total General Government</b>	<b>(5,417,400)</b>	<b>3,519,300</b>	<b>(2,258,100)</b>
<b>Protective Services</b>			
Police Services	-	4,531,900	4,531,900
Fire	(295,800)	1,471,800	1,176,000
Fire Vehicles and Equipment	-	131,700	131,700
Emergency Measures	-	5,400	5,400
Saugeen Valley Cons. Authority	-	188,200	188,200
Building	(268,000)	294,800	26,800
Bylaw Enforcement	(9,900)	129,000	119,100
<b>Total Protective Services</b>	<b>(573,700)</b>	<b>6,752,800</b>	<b>6,179,100</b>

Table continued on following page.

# BUDGET SUMMARY

The following is a more detailed breakdown of the budget for each of the service areas:

	2026 Revenue	2026 Expenditure	Net
<b>Transportation</b>			
Sidewalk and Road Maintenance	(8,300)	239,400	231,100
Paved Road Resurfacing	-	109,200	109,200
Winter Control	(19,000)	232,500	213,500
Streetlights and Traffic Lights	(14,300)	136,300	122,000
Catchbasins / Storm Sewers	-	51,500	51,500
Machinery and Equipment	(260,600)	191,400	(62,900)
Flower Planters	(16,600)	16,700	100
Road Construction Projects	(709,400)	1,847,000	1,137,600
Roads—General Administration	(7,100)	384,900	377,800
Roads—Workshop	-	177,100	177,100
Parking Maintenance	-	37,500	37,500
Saugeen Municipal Airport	-	58,000	58,000
SMART Transit	-	156,500	156,500
<b>Total Transportation</b>	<b>(1,035,300)</b>	<b>3,638,000</b>	<b>2,602,700</b>
<b>Environmental Services</b>			
Garbage Collection	(220,000)	132,400	(87,600)
Recycling—Blue Box Collection	(500)	1,000	500
Transfer to Landfill	-	332,700	332,700
<b>Total Environmental Services</b>	<b>(220,500)</b>	<b>466,100</b>	<b>245,600</b>

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# BUDGET SUMMARY

The following is a more detailed breakdown of the budget for each of the service areas:

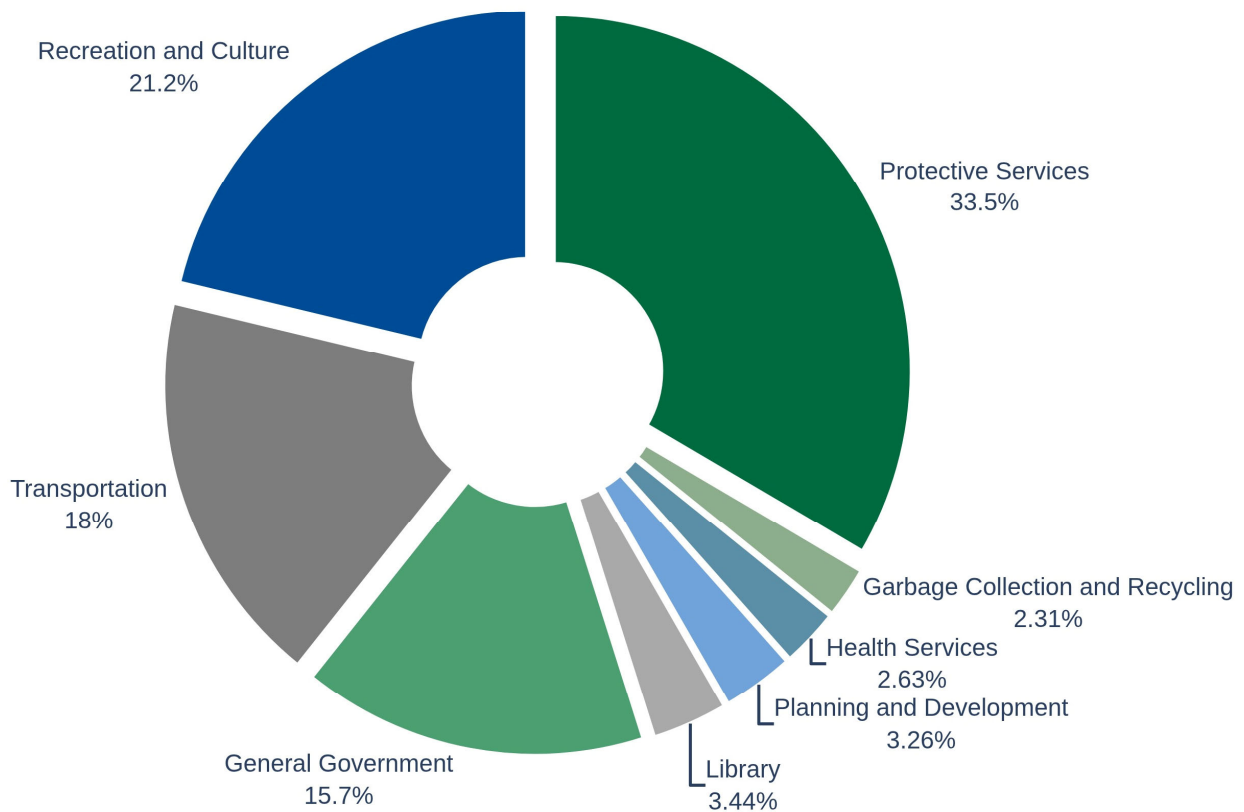
	2026 Revenue	2026 Expenditure	Net
<b>Health Services</b>			
Hanover Cemetery	(130,400)	206,500	76,100
Medical Clinic	(342,900)	325,300	(17,600)
<b>Total Health Services</b>	<b>(473,300)</b>	<b>531,800</b>	<b>58,500</b>
<b>Recreation and Cultural Services</b>			
Parks & Outdoor Facilities	(112,600)	787,900	675,300
Splashpad	-	103,600	103,600
Machinery and Equipment	(45,900)	71,300	25,400
Aquatic Facilities	(20,800)	488,000	467,200
Aquatic Programs	(440,500)	731,500	291,000
Recreation Administration	(10,900)	295,300	284,400
Recreation Programs	(207,000)	253,800	46,800
Facilities—Administration	(410,300)	659,400	249,100
Facilities	(273,400)	768,000	494,600
Transfer to Library	-	693,500	693,500
Hanover Civic Theatre	(32,200)	106,900	74,700
Community Hall	(18,000)	22,800	4,800
<b>Total Recreation and Cultural Services</b>	<b>(1,571,600)</b>	<b>3,410,400</b>	<b>3,410,400</b>
<b>Planning and Development</b>			
Planning & Development	(154,500)	255,700	101,200
Economic Development	(41,900)	323,300	281,400
612 10th Street	(72,500)	78,000	5,500
Industrial Park	(13,000)	1,500	(11,500)
<b>Total Planning and Development</b>	<b>(281,900)</b>	<b>658,500</b>	<b>376,600</b>
<b>Total Town of Hanover</b>	<b>(9,573,700)</b>	<b>20,188,500</b>	<b>10,614,800</b>

# EXPENDITURES

The following is a breakdown of expenditures by service area, as a proportion of the total expenditures by the Town. This includes both operating and capital expenditures, and does not include the water/wastewater services. Over 50% of the Town's total expenditures are attributed to two service areas: Protective Services, and Recreation and Culture.

	Total Expenditures	% of Total
Protective Services	6,752,800	33.45%
Recreation and Culture	4,288,500	21.24%
Transportation	3,638,000	18.02%
General Government	3,159,300	15.65%
Library	693,500	3.44%
Planning and Development	658,500	3.26%
Health Services	531,800	2.63%
Garbage Collection and Recycling	466,100	2.31%
<b>Total Town of Hanover</b>	<b>20,188,500</b>	

Expenditures by Service Area, 2026



# WATER / WASTEWATER

The Water / Wastewater gross budget is \$8,401,700, which includes \$1,902,500 for capital projects. The remaining \$6,499,200 is allocated to operating costs. All water and wastewater expenses are separate from the tax rate calculations. All funding requirements for water/wastewater operating and capital expenses is generated by water and sewer user fees.

	2026 Revenue	2026 Expenditure	Net
<b>Environmental Services</b>			
Waterworks Revenue	(2,868,900)	-	(2,868,900)
Pumping Stations	-	43,500	43,500
Deep Wells 1 & 2	-	53,300	53,300
Water Towers	-	7,700	7,700
Machinery and Equipment	-	57,900	57,900
Waterworks Distribution	(2,137,800)	3,363,400	1,225,600
Waterworks Administration	-	312,700	312,700
Water Meters	-	37,700	37,700
Water Treatment Plant	-	1,130,500	1,130,500
Waste Water Treatment Plant	(3,395,000)	1,695,800	(1,699,200)
Machinery and Equipment	-	19,800	19,800
Waste Water Treatment Admin.	-	303,800	303,800
Sanitary Sewers Maintenance	-	1,371,300	1,371,300
Sanitary Sewers Pumphouse	-	4,300	4,300
<b>Total Environmental Services</b>	<b>(8,401,700)</b>	<b>8,401,700</b>	<b>-</b>

## CAPITAL BUDGETS 2026 vs 2025

Dept.	Attributable to Revenue Fund			Attributable to Water/Sewer Rates			Attributable to Reserves			Attributable to Grants/Other			TOTAL		
	2026	2025	% Incr.	2026	2025	% Incr.	2026	2025	% Incr.	2026	2025	% Incr.	2026	2025	% Incr.
Fire							59,000			25,000	198,000		84,000	198,000	
Emergency Mgmt.													-	-	
Police Bldg	387,800	125,600											387,800	125,600	
Cemetery							30,000						30,000	-	
Medical Clinic		150,000						630,000					-	780,000	
<b>Sub-Total Protection &amp; Health Services</b>	<b>387,800</b>	<b>275,600</b>	<b>41%</b>	<b>-</b>	<b>-</b>		<b>89,000</b>	<b>630,000</b>	<b>-86%</b>	<b>25,000</b>	<b>198,000</b>		<b>501,800</b>	<b>1,103,600</b>	<b>-55%</b>
Water Works				925,500	648,000		2,075,000	2,934,000			3,666,000		3,000,500	7,248,000	
Sewage System				977,000	1,366,600					219,000	1,487,400		1,196,000	2,854,000	
<b>Sub-Total Environment</b>	<b>-</b>	<b>-</b>		<b>1,902,500</b>	<b>2,014,600</b>	<b>-6%</b>	<b>2,075,000</b>	<b>2,934,000</b>	<b>-29%</b>	<b>219,000</b>	<b>5,153,400</b>		<b>4,196,500</b>	<b>10,102,000</b>	<b>-58%</b>
Road Work	1,062,600	119,400					220,000			489,400	1,865,500		1,772,000	1,984,900	
Sidewalks		72,000									330,000		-	402,000	
Transportation Equip.		50,000						150,000			180,000		-	380,000	
Storm Sewers		558,000											-	558,000	
Street Lights		-											-	-	
<b>Sub-Total Transportation</b>	<b>1,062,600</b>	<b>799,400</b>	<b>33%</b>	<b>-</b>	<b>-</b>		<b>220,000</b>	<b>150,000</b>	<b>47%</b>	<b>489,400</b>	<b>2,375,500</b>	<b>-79%</b>	<b>1,772,000</b>	<b>3,324,900</b>	<b>-47%</b>
Parks & Outdoor Facilities	82,500	29,000					114,000	148,000		78,000	811,800		274,500	988,800	
Regional Aquatic Centre								23,500					-	23,500	
Recr. Admin													-	-	
P & H Centre		62,000					410,000	160,000			160,000		410,000	382,000	
Civic Theatre													-	-	
<b>Sub-Total Recreation &amp; Culture</b>	<b>82,500</b>	<b>91,000</b>	<b>-9%</b>	<b>-</b>	<b>-</b>		<b>524,000</b>	<b>331,500</b>	<b>58%</b>	<b>78,000</b>	<b>971,800</b>		<b>684,500</b>	<b>1,394,300</b>	<b>-51%</b>
<b>TOTAL TOWN CAPITAL</b>	<b>1,532,900</b>	<b>1,166,000</b>	<b>31.47%</b>	<b>1,902,500</b>	<b>2,014,600</b>	<b>-5.56%</b>	<b>2,908,000</b>	<b>4,045,500</b>	<b>-28.12%</b>	<b>811,400</b>	<b>8,698,700</b>	<b>-90.67%</b>	<b>7,154,800</b>	<b>15,924,800</b>	<b>-55.07%</b>
	<u>1,532,900</u>	<u>1,166,000</u>		<u>1,902,500</u>	<u>2,014,600</u>		<u>2,908,000</u>	<u>4,045,500</u>		<u>811,400</u>	<u>8,698,700</u>		<u>7,154,800</u>	<u>15,924,800</u>	
		366,900		-	112,100		-	1,137,500		-	7,887,300		-	8,770,000	



## Capital Budget Forecast Summary

Capital Projects

	Priority Rating	Total	Tsfr from Revenue (Taxes)	Water	Sewer	Reserves	Reserve	Grants	Other	Total Financing
<b>Protection Services</b>										
1 2000C001 New Police Services Building	A	387,800	-387,800							-387,800
2 2100C009 Replacement of Rescue Pumper	A	20,000							-20,000	-20,000
3 2100C017 Rescue Boat Replacement	A	50,000				-50,000				-50,000
4 2100C018 Drone Replacement	A	14,000				-9,000			-5,000	-14,000
<b>Total Protection Services</b>		<b>471,800</b>	<b>(387,800)</b>	<b>-</b>	<b>-</b>	<b>(59,000)</b>	<b>-</b>	<b>-</b>	<b>(25,000)</b>	<b>(471,800)</b>
<b>Health Services</b>										
5 5200C002 Cemetery Roadway Paving	C	30,000				-30,000				-30,000
<b>Total Health Services</b>		<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(30,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(30,000)</b>
<b>Transportation Services</b>										
6 3300C013 2nd St. from 14th Ave to 18th Ave	A	87,000	-87,000							-87,000
7 3300C033 6th St A from 13th to 15th Ave / 14th Ave from 7th to 6th St Reconstruction	A	1,998,000	-615,600	-370,000	-303,000			-489,400	-220,000	-1,998,000
8 3300C041 13th Ave from 7th St to 6th St A	A	540,000	-360,000	-100,000	-80,000					-540,000
<b>Total Transportation Services</b>		<b>2,625,000</b>	<b>(1,062,600)</b>	<b>(470,000)</b>	<b>(383,000)</b>	<b>-</b>	<b>-</b>	<b>(489,400)</b>	<b>(220,000)</b>	<b>(2,625,000)</b>
<b>Environment Services</b>										
9 4400C004 7th Avenue Water Tower Replacement	A	1,575,000				-500,000	-1,075,000			-1,575,000
10 4400C008 Deep Well #2 - Offset Well Replacement	A	800,000		-300,000		-250,000	-250,000			-800,000
11 4430C006 Equipment Upgrades PLC and VFD	A	155,500		-155,500						-155,500
12 4620C005 Wastewater Treatment Plant Upgrade	A	323,000			-323,000					-323,000
13 4620C006 Interim Plant Upgrades	A	300,000			-81,000			-219,000		-300,000
14 4640C002 Former JDSS Sewer Rehabilitation	A	140,000			-140,000					-140,000
15 4640C004 Industrial Lands Sanitary Servicing	A	50,000			-50,000					-50,000
<b>Total Environment Services</b>		<b>3,343,500</b>	<b>-</b>	<b>(455,500)</b>	<b>(594,000)</b>	<b>(750,000)</b>	<b>(1,325,000)</b>	<b>(219,000)</b>	<b>-</b>	<b>(3,343,500)</b>
<b>Parks, Recreation &amp; Culture</b>										
16 7100C012 Trails System East Loop Development (24th Ave/14th St)	B	159,500	-60,000				-24,000	-47,800	-27,700	-159,500
17 7100C014 Kinsmen Ball Park Pavillion	C	80,000					-80,000			-80,000
18 7100C015 RailLands - Fencing & Field Upgrades	D	10,000					-10,000			-10,000
19 7100C033 Zero Turn Mower Replacement	B	25,000	-22,500						-2,500	-25,000
20 7410C013 P&H Centre Refrigeration Plant Equipment	C	65,000				-65,000				-65,000
21 7410C014 P&H Centre Roof Replacement	B	320,000					-320,000			-320,000
22 7410C016 P&H Centre Digital Sign	E	25,000				-25,000				-25,000
<b>Total Parks, Recreation &amp; Culture</b>		<b>684,500</b>	<b>(82,500)</b>	<b>-</b>	<b>-</b>	<b>(90,000)</b>	<b>(434,000)</b>	<b>(47,800)</b>	<b>(30,200)</b>	<b>(684,500)</b>
<b>Grand Total</b>		<b>7,154,800</b>	<b>(1,532,900)</b>	<b>(925,500)</b>	<b>(977,000)</b>	<b>(929,000)</b>	<b>(1,759,000)</b>	<b>(756,200)</b>	<b>(275,200)</b>	<b>(7,154,800)</b>



## Capital 5 Yr Budget Forecast Summary

### Capital Projects

	2026	2027	2028	2029	2030	TOTAL
<b>Protection Services</b>						
2000C001 New Police Services Building	387,800	8,375,400				8,763,200
2100C009 Replacement of Rescue Pumper	20,000	456,000				476,000
2100C011 SCBA Replacement					500,000	500,000
2100C016 Replacement of Aerial Apparatus				2,000,000		2,000,000
2100C017 Rescue Boat Replacement	50,000					50,000
2100C018 Drone Replacement	14,000					14,000
<b>Total Protection Services</b>	<b>471,800</b>	<b>8,831,400</b>		<b>2,000,000</b>	<b>500,000</b>	<b>11,803,200</b>
<b>Health Services</b>						
5200C002 Cemetery Roadway Paving	30,000					30,000
5200C003 Replacement of Steiner Mower			45,000			45,000
<b>Total Health Services</b>	<b>30,000</b>		<b>45,000</b>			<b>75,000</b>
<b>Transportation Services</b>						
3300C013 2nd St. from 14th Ave to 18th Ave	87,000	1,921,000				2,008,000
3300C016 9th Ave from 14th to 16th St/16th St. from 8th to 9th A			20,400	1,659,600		1,680,000
3300C025 18th Avenue extension, South of 1st Street		468,000				468,000
3300C033 6th St A from 13th to 15th Ave / 14th Ave from 7th to 6	1,998,000					1,998,000
3300C034 15th Ave from 6th St 'A' to 4th St Reconstruction		30,500	2,339,500			2,370,000
3300C035 4th St from 12th to 15th Ave Reconstruction				30,500	2,549,500	2,580,000
3300C036 6th St from 12th Ave to 15th Ave Reconstruction					30,500	30,500
3300C037 2007 Trackless Replacement				218,000		218,000
3300C038 2017 Backhoe Replacement			290,000			290,000
3300C039 8th St/10th Ave Storm Water Channel Rehabilitation		590,000				590,000
3300C040 14th Avenue and 1st Street Repaving - Business Park		216,000				216,000
3300C041 13th Ave from 7th St to 6th St A	540,000					540,000
3300C042 2018 MacLean Sidewalk Machine Replacement		218,000				218,000
<b>Total Transportation Services</b>	<b>2,625,000</b>	<b>3,443,500</b>	<b>2,649,900</b>	<b>1,908,100</b>	<b>2,580,000</b>	<b>13,206,500</b>
<b>Environment Services</b>						
4400C004 7th Avenue Water Tower Replacement	1,575,000					1,575,000



## Capital 5 Yr Budget Forecast Summary

### Capital Projects

	2026	2027	2028	2029	2030	TOTAL
4400C005 14th Street Water Tower Interior/Exterior Painting		23,000	1,825,000			1,848,000
4400C008 Deep Well #2 - Offset Well Replacement	800,000					800,000
4400C009 Deep Well #1 - Offset Well Replacement		800,000				800,000
4400C010 Water Meter Equipment Transition		200,000	875,000			1,075,000
4430C006 Equipment Upgrades PLC and VFD	155,500					155,500
4620C003 Wastewater Treatment Plant Digester Upgrades		153,000	3,977,000			4,130,000
4620C005 Wastewater Treatment Plant Upgrade	323,000	323,000	29,460,500	29,460,500		59,567,000
4620C006 Interim Plant Upgrades	300,000					300,000
4640C002 Former JDSS Sewer Rehabilitation	140,000					140,000
4640C004 Industrial Lands Sanitary Servicing	50,000		3,750,000			3,800,000
4640C005 Sanitary Sewer Jetter			15,000			15,000
<b>Total Environment Services</b>	<b>3,343,500</b>	<b>1,499,000</b>	<b>39,902,500</b>	<b>29,460,500</b>		<b>74,205,500</b>
<b>Parks, Recreation &amp; Culture</b>						
7100C006 Hardball Diamond Refurbishment			250,000			250,000
7100C010 Main Tractor Replacement & Loader				120,000		120,000
7100C012 Trails System East Loop Development (24th Ave/14th	159,500					159,500
7100C013 Heritage Square - Security Cameras		25,000				25,000
7100C014 Kinsmen Ball Park Pavillion	80,000	870,000				950,000
7100C015 RailLands - Fencing & Field Upgrades	10,000					10,000
7100C025 Centre of Excellence Park		605,000		736,800		1,341,800
7100C029 Downtown Washroom		95,000				95,000
7100C030 Parking Lot Paving Commerative Grove/ Wilken Park			50,000			50,000
7100C031 Ball Diamond LED Lighting		375,000		245,000		620,000
7100C032 UTV		20,000				20,000
7100C033 Zero Turn Mower Replacement	25,000					25,000
7100C034 Compact Tractor		35,000				35,000
7100C035 Triplex Mower Replacement			32,000			32,000
7100C036 Soccer Pavillion			600,000			600,000
7100C037 The Deck Facility Basement Remediation Project		43,000				43,000
7210C002 Chemical Feed Systems		20,000				20,000
7210C008 Circulation Pump (Main Pool Pump)					50,000	50,000



## Capital 5 Yr Budget Forecast Summary

### Capital Projects

	2026	2027	2028	2029	2030	TOTAL
7300C001 Program Equipment Replacement & Upgrade		10,000				10,000
7410C004 Boom Lift		50,000				50,000
7410C007 P & H Centre Generator Upgrade		27,000	315,000			342,000
7410C011 P&H Centre Barrier Free Bottle Filling Stations		15,000				15,000
7410C013 P&H Centre Refrigeration Plant Equipment	65,000	7,000	110,000	85,000	150,000	417,000
7410C014 P&H Centre Roof Replacement	320,000					320,000
7410C015 P&H Centre North Fence Replacement		12,000				12,000
7410C016 P&H Centre Digital Sign	25,000					25,000
7410C018 20" Floor Scrubber Replacement		20,000				20,000
7410C019 Concession Equipment Fryer			18,000			18,000
<b>Total Parks, Recreation &amp; Culture</b>	<b>684,500</b>	<b>2,229,000</b>	<b>1,375,000</b>	<b>1,186,800</b>	<b>200,000</b>	<b>5,675,300</b>
<b>Grand Total</b>	<b>7,154,800</b>	<b>16,002,900</b>	<b>43,972,400</b>	<b>34,555,400</b>	<b>3,280,000</b>	<b>104,965,500</b>

# LEVY IMPACT

While the expenses vary by service area, some expenses are funded through grants and other sources of revenue and therefore do not have a direct impact on the Town levy. The following table shows the tax levy impact of the expenses for each service area, as a percentage of the total \$10.61 million levy.

	Budgeted Expenditures (Revenues)	% of Levy
<b>General Government</b>		
Council	395,200	3.72%
Administration	1,024,600	9.65%
OMPF / OLG Funding	(3,853,000)	-36.30%
Civic Facilities	175,100	1.65%
<b>Total General Government</b>	<b>(2,258,100)</b>	<b>-21.27%</b>
<b>Parks, Recreation and Culture</b>		
Parks	804,300	7.58%
Aquatics	758,200	7.14%
P&H Facility	743,700	7.01%
Administration	284,400	2.68%
Programs	46,800	0.44%
Theatre / Community Hall	79,500	0.75%
<b>Total Parks, Recreation and Culture</b>	<b>2,716,900</b>	<b>25.60%</b>
<b>Transportation</b>		
Public Works	2,350,700	22.15%
Parking	37,500	0.35%
<b>Total Transportation</b>	<b>2,388,200</b>	<b>22.50%</b>

Table continued on following page.

# LEVY IMPACT

	Budgeted Expenditures (Revenues)	% of Levy
<b>Protective Services—Town</b>		
Fire	1,313,100	12.37%
Building	26,800	0.25%
By-Law Enforcement	119,100	1.12%
New Police Building	262,200	3.65%
<b>Total Protective Services—Town</b>	<b>1,846,800</b>	<b>17.40%</b>
<b>Planning and Development</b>		
Planning	101,200	0.95%
Economic Development	286,900	2.70%
Industrial Park	-11,500	-0.11%
<b>Total Planning and Development</b>	<b>376,600</b>	<b>3.55%</b>
<b>Total Waste Management</b>	<b>245,600</b>	<b>2.31%</b>
<b>Health Services</b>		
Cemetery	76,100	0.72%
Medical Clinic	-17,600	-0.17%
<b>Total Health Services</b>	<b>58,500</b>	<b>0.55%</b>
<b>Total Town Services</b>	<b>5,374,500</b>	<b>50.63%</b>

The service costs also include costs for local boards and external organizations, which make up the following impacts on the tax levy:

	Budgeted Expenditures (Revenues)	% of Levy
Police Board	4,144,100	39.04%
Library Board	693,500	6.53%
Saugeen Valley Conservation Authority	188,200	1.77%
SMART	156,500	1.47%
Saugeen Municipal Airport	58,000	0.55%
<b>Total External Organizations</b>	<b>5,240,300</b>	<b>49.37%</b>

# LEVY IMPACT

In effect, the Town directly impacts just over 50% of the tax levy required to provide services. The remainder of the levy is dictated by local boards and external organizations.

## Cost for Services (2026)

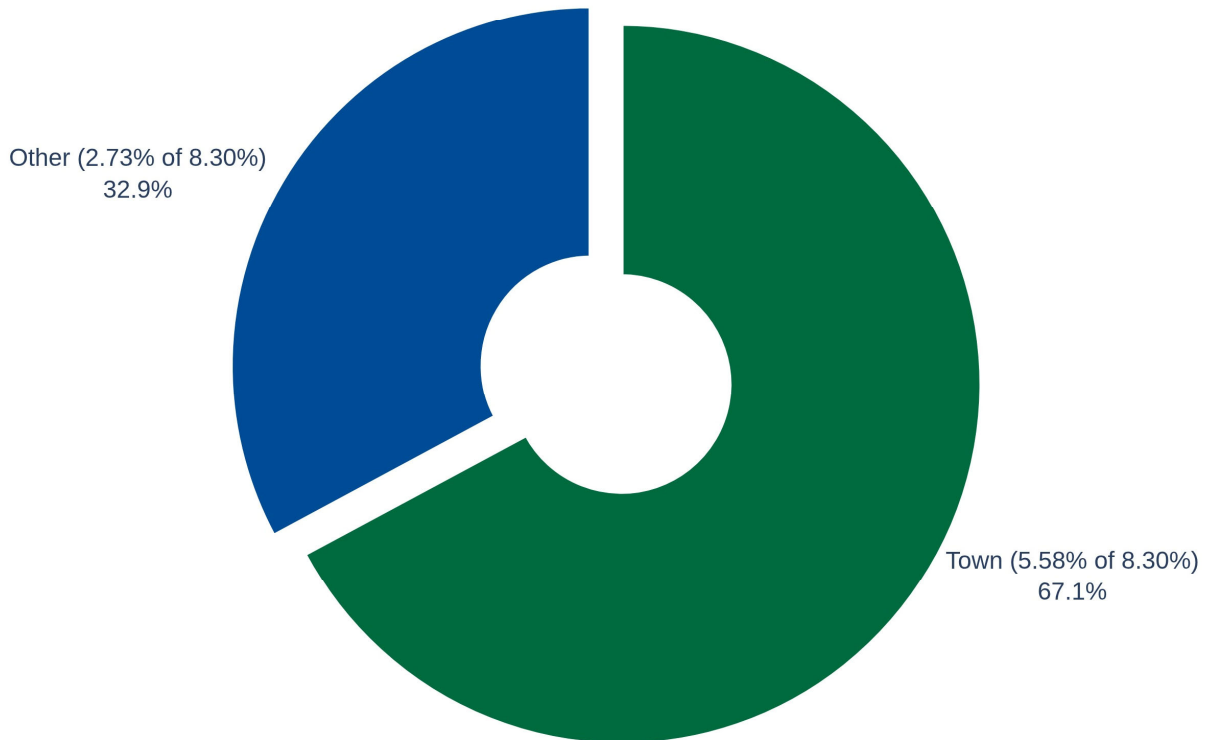


# LEVY IMPACT

The tax levy increase of 8.30% is comprised of the following sources:

	Levy Increase	% of Total Increase
Town of Hanover	5.58%	67.1%
Local Boards and External Organizations	2.73%	32.9%
<b>Total</b>	<b>8.30%</b>	

## Tax Levy Increase (2026)



The following is a breakdown of the Town's 5.58% increase to the levy:

	Levy Increase
Council Directives—Asset Management Plan, Police Station	4.00%
All Other Town Departments—Operating and Capital	1.58%
<b>Total</b>	<b>5.58%</b>

# SECTION 3

# FINANCIAL POSITION



# RESERVES AND RESERVE FUNDS

Strong reserves and reserve funds are essential to the Town of Hanover's long-term financial stability. They act as the municipality's savings accounts, set aside to manage risk, support capital investment, and plan responsibly for the future.

Reserves and reserve funds help the Town:

- Stabilize finances in response to factors outside municipal control, such as changes in growth rates, interest rates, or government funding.
- Avoid sudden tax increases by providing a source of funding for one-time or short-term needs, reducing the need for long-term debt.
- Maintain and replace capital infrastructure, ensuring roads, facilities, water systems, and equipment can be renewed when needed.
- Manage debt levels, providing flexibility to fund projects without over-reliance on borrowing.
- Plan for future liabilities that arise today but must be paid in later years.

## **Reserves vs. Reserve Funds**

Although often grouped together, reserves and reserve funds serve different purposes:

Reserves are internal designations of equity. They are set aside by Council and held within the Town's general funds. Council can redirect reserves if priorities change, giving flexibility to address emerging needs.

Reserve Funds are separate, externally reported accounts where money is set aside for specific purposes.

Discretionary reserve funds are created by Council and can be used for any municipal purpose with Council approval.

Obligatory reserve funds are required by provincial or federal legislation. Money received for a specific purpose must be placed in an obligatory reserve fund, and may only be used for that legislated purpose.

The Town of Hanover manages all reserves and reserve funds in accordance with Policy FIN-015 Reserve and Reserve Fund Management Policy.

# RESERVES AND RESERVE FUNDS

## Discretionary Reserve Funds

The Town currently maintains the following discretionary reserve funds:

1. **Tangible Capital Asset (TCA) Reserve Fund:** Used to maintain and replace existing capital assets, and support the implementation of the Asset Management Plan.
2. **Investing in Hanover Fund:** Supports new development, special projects, and community improvement initiatives.
3. **Water Reserve Fund:** Funded through user fees to support replacement or rehabilitation of water infrastructure.
4. **Wastewater Reserve Fund:** Funded through user fees to support replacement or rehabilitation of wastewater infrastructure.
5. **Parking – Cash in Lieu Reserve Fund:** Holds payments from developers in place of providing parking. Funds are used to acquire land or develop public parking facilities.

## Obligatory Reserve Funds

Obligatory reserve funds are created when legislation requires that specific revenues be segregated from general municipal funds. Hanover's obligatory reserve funds include:

1. **Canada Community-Building Fund (CCBF):** Supports capital asset replacement, primarily transportation infrastructure. The Town expects to receive approximately \$260,900 in 2026, and \$271,300 in each of 2027 and 2028.
2. **Provincial Gas Tax:** As the host municipality for Saugeen Mobility and Regional Transit (SMART), Hanover receives these funds and must allocate them entirely to SMART operations and capital.
3. **Development Charges Reserve Fund:** Required under the Development Charges Act. These funds support funding of growth-related capital projects.

The 2026 budget includes financing of \$4,201,100 from various reserves/reserve funds for both operating and capital expenditures. The decreases in the reserves and reserve funds are offset by the continued transfers to these for water/sewer purposes, Investing in Hanover and infrastructure levies as per annual budget.

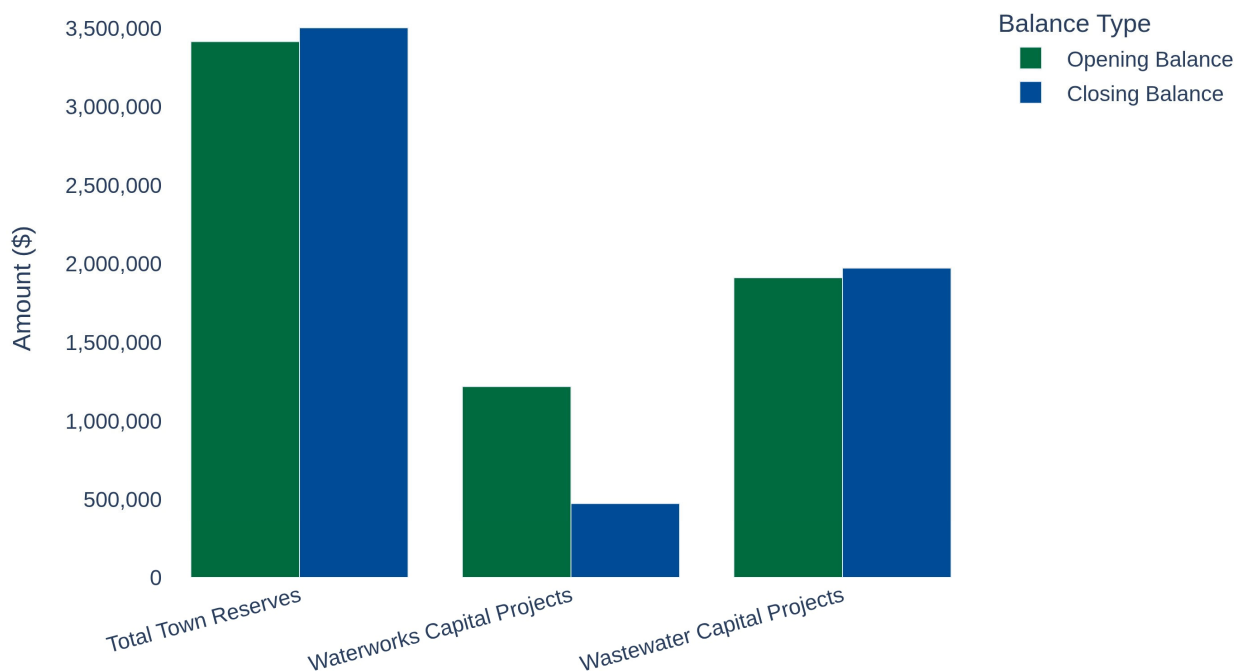
In 2026, the net change to reserves is an estimated decrease of \$442,500. In the reserve funds, 2026 will see a decrease of \$707,000. An overall decrease in these reserves/reserve funds of \$1,149,500.

# RESERVES—2026 BUDGET

The following table shows the opening balances of each of the Town’s reserves, any budgeted contributions and withdrawals, and the budgeted closing balance for 2026.

Reserve	Opening Balance	Budgeted Additions	Budgeted Withdrawals	Budgeted Closing Balance
Council Directives / Insurance / WSIB	815,300	32,000	33,400	813,900
Working Funds	457,500	-	-	457,400
WSIB Future Claims	113,400	-	-	113,400
Cemetery Prepaid Burials	3,300	-	-	3,300
Cemetery Columbarium	43,300	7,200	-	50,500
Cash in Lieu of Parkland	45,300	-	-	45,300
Town General Reserves	1,936,000	364,200	281,900	2,018,300
<b>Total Town Reserves</b>	<b>3,414,000</b>	<b>403,400</b>	<b>315,300</b>	<b>3,502,100</b>
Waterworks Capital Projects	1,218,900	68,200	812,800	474,300
Wastewater Capital Projects	1,911,900	61,300	-	1,973,200
<b>Total Water / Wastewater Reserves</b>	<b>3,130,800</b>	<b>129,500</b>	<b>812,800</b>	<b>2,227,500</b>

Reserve Balances (2026)

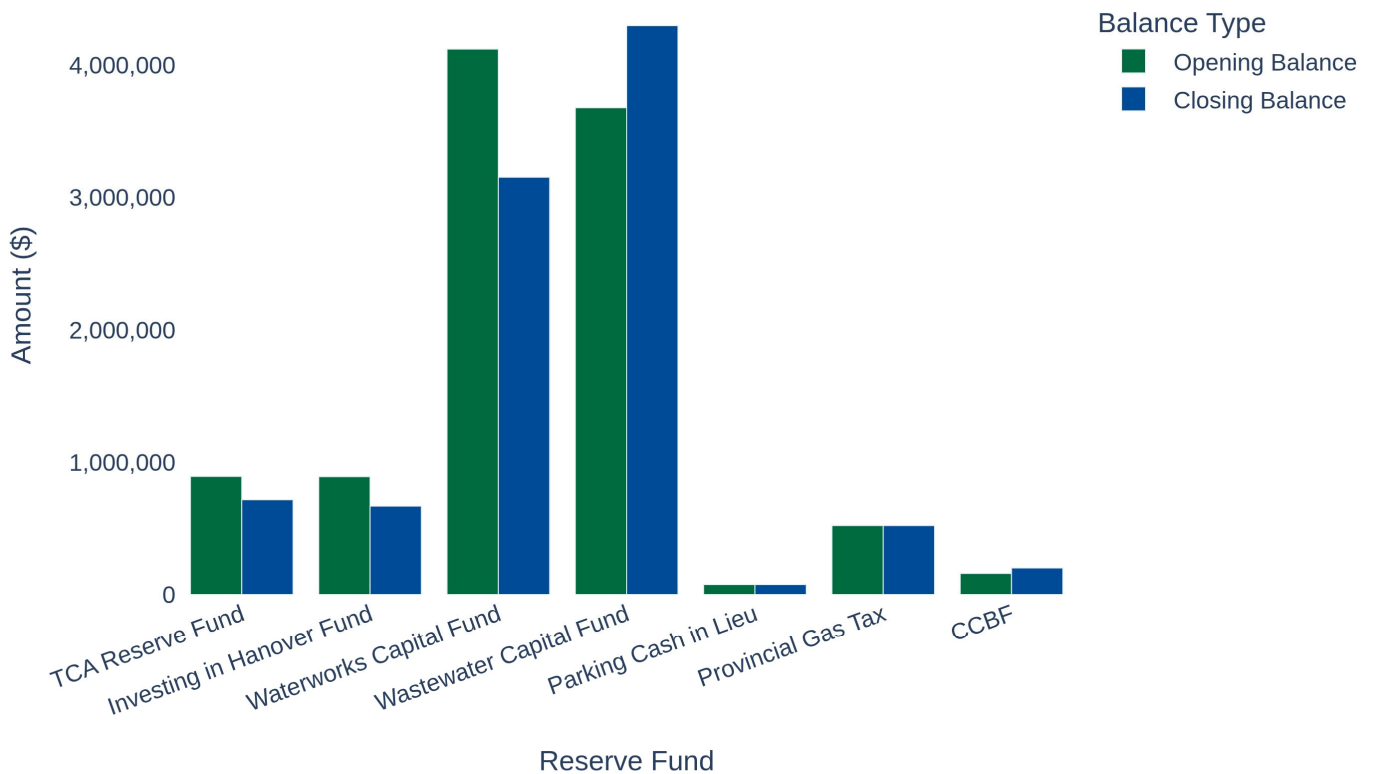


# RESERVE FUNDS—2026 BUDGET

The following table shows the opening balances of each of the Town’s reserve funds, any budgeted contributions and withdrawals, and the budgeted closing balance for 2026.

Reserve Fund	Opening Balance	Budgeted Additions	Budgeted Withdrawals	Budgeted Closing Balance
TCA Reserve Fund	893,200	288,000	465,000	716,200
Investing in Hanover Fund	891,200	79,000	302,000	668,200
Waterworks Capital Fund	4,122,300	357,000	1,325,000	3,154,300
Wastewater Capital Fund	3,679,700	620,100	-	4,299,800
Parking Cash in Lieu	75,100	-	-	75,100
<b>Total Town Reserve Funds</b>	<b>9,661,500</b>	<b>1,344,100</b>	<b>2,092,000</b>	<b>8,913,600</b>
Provincial Gas Tax	521,800	720,000	720,000	521,800
CCBF	159,600	260,900	220,000	200,500
<b>Total Reserve Funds</b>	<b>13,099,600</b>	<b>2,325,000</b>	<b>3,032,000</b>	<b>12,392,600</b>

Town Reserve Funds (2026)



# DEBT

Municipalities have limited tools for raising revenue to fund their programs, services, and infrastructure. Property taxes, user fees, transfers from senior governments, and reserves are the primary sources. As infrastructure ages and service demands grow, municipalities across Ontario, including the Town of Hanover, are facing increasing capital backlogs, widening funding gaps, and escalating pressures in asset management.

In this environment, responsible use of debt becomes an important financial tool.

Debt allows municipalities to:

- Build major capital projects sooner rather than delaying them until sufficient cash or reserves are saved.
- Distribute the cost of long-lived infrastructure (such as roads, water systems, facilities, or fire equipment) over the generations of taxpayers who will benefit from it.
- Take advantage of senior government funding programs, many of which require municipal cost-sharing and often reward communities that can provide their matching funds quickly.
- Spread out the financial impact of large capital investments to avoid sudden tax increases in a single year.

Debt works best when combined with strong reserves, predictable annual contributions to capital, and long-term asset management plans. Together, they ensure that:

- Hanover can build and maintain infrastructure in a timely, sustainable way.
- Costs are fairly distributed across generations.
- Financial stability and flexibility are preserved.

# DEBT

Borrowing is often a prudent and efficient financial strategy; however, it is not without limits. Debt requires long-term repayment of both principal and interest, which impacts future operating budgets.

To ensure municipalities do not take on an unsustainable level of debt, the Province of Ontario regulates municipal borrowing through the Ministry of Municipal Affairs and Housing. A municipality cannot commit more than 25% of its own-source revenues to debt servicing (principal + interest) in any year. Own-source revenues include municipal taxation, user fees, and other local revenues, and exclude grants from other levels of government.

If the Town were ever to reach this 25% limit, its operating budget would face severe pressure:

- Taxes and fees may need to increase significantly.
- Financial flexibility would be greatly reduced.
- The ability to address emergencies or maintain service levels could be compromised.

This provincial limit ensures long-term financial sustainability across all municipalities.

Hanover takes an even more cautious approach than the Province. The Town's Debt Management Policy (FIN-013) states that municipal debt servicing, including internal borrowing, will not exceed 10% of own-source revenues.

This conservative limit is less than half of the provincial maximum and is designed to preserve financial flexibility. By limiting borrowing to 10%, Hanover reserves up to 15% additional capacity (between 10% and the 25% provincial limit) that could be used if absolutely necessary for situations like:

- A major emergency requiring immediate capital investment.
- A temporary peak in asset management needs,
- A time-sensitive opportunity involving senior government grants or matching funds,
- Strategic investments to support economic development,

This approach ensures the Town can meet future challenges while protecting its long-term financial health.

# DEBT

The following is a summary of all internal and external borrowing within the Town:

Purpose	Principal	Remaining Principal	Repayment Date	Debt Servicing Cost, 2026
<b>Internal Borrowing</b>				
Fire Pumper Truck	407,000	217,070	2029	33,240
Theatre Renovations	360,000	201,800	2033	45,270
New Loader	150,000	74,890	2029	40,700
Splashpad	450,000	393,750	2033	74,250
Fire Rescue Pumper Temp. Internal	254,400	484,390	2027	19,380
<b>Total Internal Borrowing</b>	<b>2,167,070</b>	<b>1,371,900</b>		<b>212,840</b>
<b>External Borrowing</b>				
Fire Hall FCM	5,362,350	5,200,890	2045	426,500
Trail Bridges	1,000,000	898,070	2035	124,300
Landfill Expansion Cell 2	500,000	449,040	2035	62,150
<b>Total External Borrowing</b>	<b>6,862,350</b>	<b>6,548,000</b>		<b>612,950</b>
<b>Total Debt Servicing Cost</b>				<b>825,790</b>

The Town's annual repayment limit (ARL), as defined by the Province, is \$4,852,903. The Town remains well below the annual repayment limit, and well within the Town's internal debt servicing limit.

# **SECTION 4**

# **EXTERNAL BUDGETS**



## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
OTHER	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>2300 Saugeen Valley Conservation Authority</b>					
01-2300-6120 TRANSFER TO S.V.C.A.	179,200	179,832	188,200	9,000	5
<b>Total 2300 Saugeen Valley Conservation Authority</b>	179,200	179,832	188,200	9,000	5
<b>3850 Saugeen Municipal Airport</b>					
01-3850-5213 TRANSFER TO RESERVE	3,000	3,000	3,000	-	-
01-3850-5216 SMA-AIRPORT-(HANOVER-31.19%)	54,300	53,500	55,000	700	1
<b>Total 3850 Saugeen Municipal Airport</b>	57,300	56,500	58,000	700	1
<b>3900 SMART Transit</b>					
01-3900-5218 TRANS.TO SMART (Transit Corp)	150,500	150,525	156,500	6,000	4
<b>Total 3900 SMART Transit</b>	150,500	150,525	156,500	6,000	4
<b>3910 SMART Transit - Provincial Gas Tax</b>					
01-3910-0521 ONTARIO CONDITIONAL GRANTS	(740,800)	(1,768,456)	-	740,800	-100
01-3910-5218 TRANS.TO SMART TRANSIT CORP.	740,800	1,768,456	-	-740,800	-100
<b>Total 3910 SMART Transit - Provincial Gas Tax</b>				-	
<b>Total Other</b>	<b>387,000</b>	<b>386,857</b>	<b>402,700</b>	<b>15,700</b>	<b>4</b>

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
DIA	Approved	Actuals	Proposed	CHANGE	CHANGE
				\$	%
21-8300-0112 DIA BUSINESS TAXATION	(51,000)	(51,000)	(52,500)	(1,500)	3
21-8300-0115 DIA-SUPP TAX/WRITE-OFFS				-	
21-8300-0518 DONATIONS	-	(50)	-	-	
21-8300-0579 MISC INCOME	-	(45)	-		
21-8300-0922 MONTHLY BANK INTEREST	(8,500)	(4,737)	(5,500)	3,000	(35)
21-8300-0934 TRANSFER FROM RESERVE	-	-	(5,000)	(5,000)	
21-8300-0945 TRANSFER FROM TOWN OF HANOVER	(6,000)	(6,000)	(5,600)	400	(7)
21-8300-1111 PART-TIME SALARIES	1,900	2,255	1,900	-	-
21-8300-1510 EMPLOYEE BENEFITS	100	182	100	-	-
21-8300-1516 WSIB	-	63	-		
21-8300-3143 MEETING & OFFICE EXPENSE	1,500	22	1,500	-	-
21-8300-3223 PROMOTIONAL ADVERTISING	20,500	9,255	18,000	(2,500)	(12)
21-8300-3233 MARKET EXPENSES					
21-8300-3310 AUDIT SERVICE	2,000	-	2,100	100	5
21-8300-3439 FLOWER BOX-MAINTENANCE/REPAIRS	19,000	2,010	16,000	(3,000)	(16)
21-8300-3615 MUNICIPAL OFFICE COMPUTER FEES	2,000	2,000	2,000	-	-
21-8300-3627 DOWNTOWN REVITALIZATION	3,000	-	13,000	10,000	333
21-8300-4126 ADMINISTRATION	14,000	8,959	14,000	-	-
21-8300-5213 TRANSFERS TO RESERVE	1,500	-	-	(1,500)	(100)
	-	(37,086)	-		
<b>Total Downtown Improvement Area (DIA)</b>	<b>-</b>	<b>(37,086)</b>	<b>-</b>	<b>-</b>	

# Hanover DIA Promotion - 2026 Budget

Item	Winter	Spring	Summer	Fall	Christmas	Christmas	Canada	Canada	Special	Summer	Banners	Banners	Banners	TOTAL
	Promo	Promo	Promo	Promo	Promo	Lighting	Flags	Day	Events	Radio	Spring	Summer	Winter	
<b>Banners</b>														
Installation														0
Removal														0
New Flags & Banners														0
Hanover Rotary - parade					1,000									1,000
Radio - summer with EDC										2,000				2,000
Winter Event	2000													2,000
Summer Event									1000					1,000
Christmas - S&W-Radio-Print-Prizes D/C					1,600									1,600
Social Media Promo(s) - prizes		200	200	200	200									800
Social Media Promo(s) -face Book Admin		900	900	900	900									3,600
Canada Flag cost share D/C							1,000							1,000
Trick Or Treat Trail				300										300
Corn Stalks				300										300
Spring S&W Radio & Prizes		1,600												1,600
Fall Market				100										100
Chamber of Commerce cost share						1,000								1,000
Christmas Market					100									100
Music in Square			1,000											1,000
Christmas with Santa					600									600
<b>TOTAL</b>	<b>2,000</b>	<b>2,700</b>	<b>2,100</b>	<b>1,800</b>	<b>4,400</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,000</b>

Canada Flag Sharing Costs DIA 36% Chamber 64%

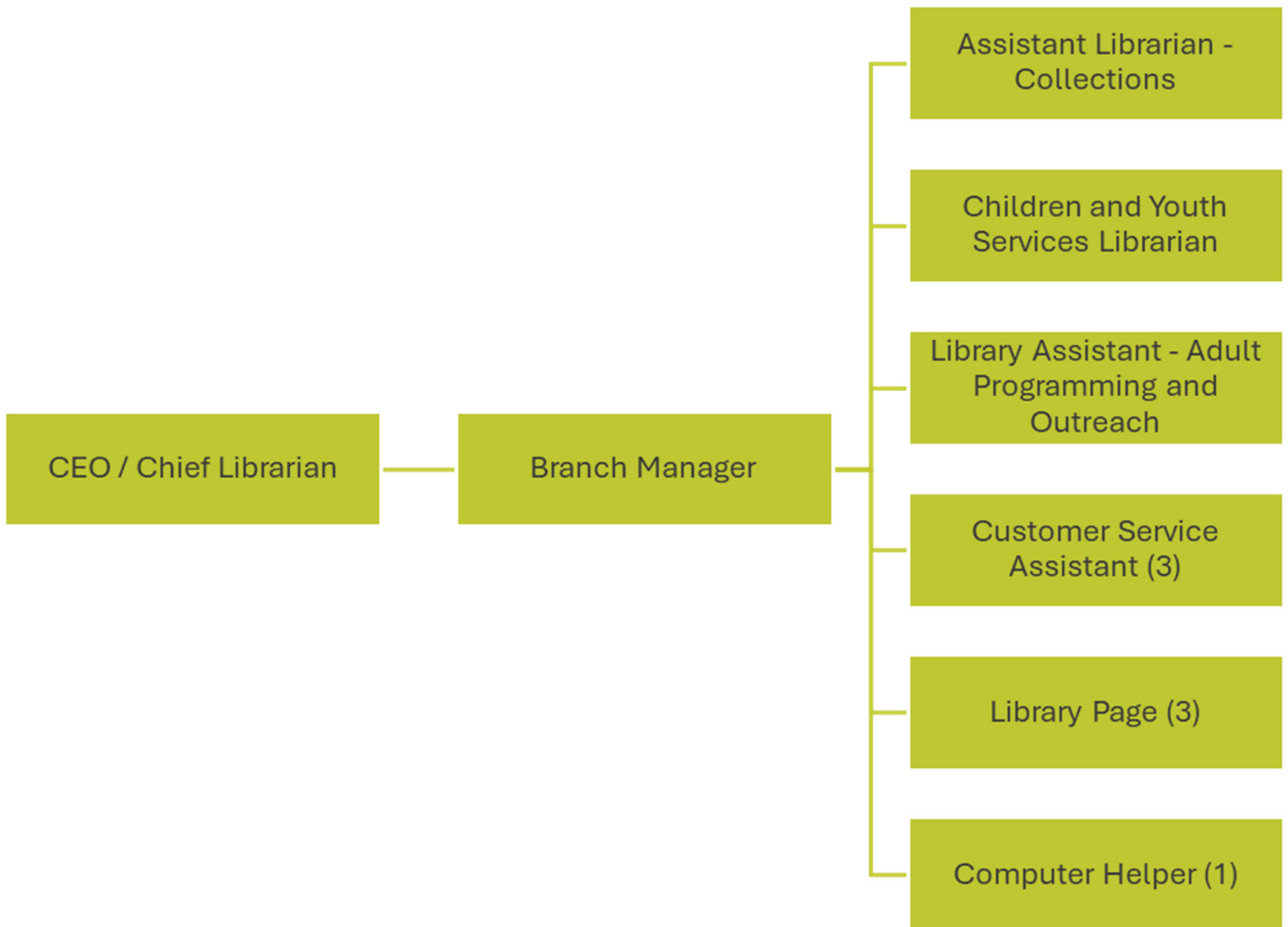
Christmas Decorations shared equally between DIA, Chamber and Town

Christmas & Spring Shop & /Win shared equally between DIA and Chamber Of Commerce

# LIBRARY



# WHO WE ARE



We are a public library directed, at arm's length, by a Board of Directors.

Operationally, we are directed by the Chief Librarian / Chief Executive Officer.

You can find us at 451 10th Avenue, located within the Hanover Civic Centre. The Library also houses the Town of Hanover Tourism Information Centre and Newcomer Resource Centre.

**Our Vision:** Your library, your destination to discover and uncover life's possibilities.

**Our Mission:** To be a welcoming upbeat community hub, enhancing the quality of life for all, empowering everyone to reach their potential through access to resources and activities for relaxation and lifelong learning.

# WHAT WE DO

We offer a number of **services**, including:

- Online resources: free online tutoring, language learning, book recommendations
- Free computer use, free wi-fi and loanable wi-fi, faxing, printing
- Interlibrary loans
- Home-bound delivery to patrons and designated delivery dates to retirement complexes in town
- Newcomer packages and newcomer information, tourist information
- Public reference, research, information and obituary requests
- Local history room and collection. We house the complete archives of the Hanover Post, as of 1897
- Book preservation
- Exam proctoring
- Community support services, including a partnership with St. Matthew's Church for the Good Food Box, and socks for residents in need
- Little Free Library

We also support **programming** for the entire community, including:

- Dedicated technology help
- Weekly story time and baby time
- Reading with the dogs
- Seniors series programming
- Biweekly craft and fiber arts
- Adult, teen and children programming
- Community requested programs concerning clean and green living
- Annual literary open mic events



# WHAT WE DO

We also offer an extensive collection of books and materials, including:

- Fiction and non-fiction books
- Audiobooks
- DVDs
- DAISY assisted listening devices including audiodiscs
- Loanable kids learning tablets
- Wonderbooks
- Board games and outdoor games, including Disc Golf, Snowshoes, and Pickle Ball
- Seed library
- Physical and digital magazines
- Newspapers



# PROGRAM HIGHLIGHTS—2025

In 2025 we focused on expanding programming to accommodate the needs of our entire community.

**Free HelpNow Tutoring:** 2025 was our first year offering free tutoring up to university level. We hosted 159 tutoring sessions up to the end of Q2.

**Volunteer Expo with Parks and Recreation:** As part of both the Town of Hanover Strategic Plan and the Hanover Public Library Strategic Plan we assisted in hosting a volunteer expo, bringing together residents and local not-for-profits and service clubs.

**Ontario Public Libraries Week:** We hosted our annual Open Mic night, expanding to include any written word presentation, a cultural event that brings an audience from Owen Sound and Saugeen Shores. We also hosted the Local Author Showcase, providing a full day in the spotlight to our local authors.

We hosted a **record-breaking 80 programs for children** over the summer and had **attendance of over 1,630** at our events! Over 80 children participated in the summer reading challenge, and read a total of **70,326 minutes** (1,172 hours, or just shy of 49 days' worth of reading!).

**Seed Library:** We offered over 4,000 free seed packets to community members to combat food insecurity in Hanover.

**Income Tax Help:** We partnered with the United Way to provide income tax return preparation support at the library. Together we helped residents get over \$120,500 in returns. Due to the success of this program we have been asked to provide this as a regular service to residents. We continue to partner with the United Way year-round for this service through the SOS program.



# PROGRAM HIGHLIGHTS—2025

**Finance Series:** We held a successful series of Finance how-to's, increasing financial literacy for the community during a tough economic climate.

**Community Connects:** We provided a space for civic engagement where residents could speak with every Town department and all of Council.



**Grey Root Partnership:** We loaned our Local history Room to Grey Roots Museum for a photo collection day, to gather local history about Hanover.

**Outreach and Partnership:** Worked with 52 (and counting) community groups and businesses, attended multiple outreach events including Family day, Canada Day, earth Day pickup, Hanover Fair, Family Movie Night at the Drive-in, Lion's Duck Race, Safety Village.

**Fundraisers:** We partnered with Canadian Tire for the highest-revenue hanging basket sale to date, town-wide partnerships for "Loonies for the Library" including donations to local schools, introduction of a paperback pop-up book sale, as well as the annual book sale.

**Working with the Service Clubs:** We worked with the Rotary Club to provide a new collection of Phonics books for early readers, and a portion of our "LaunchPad" learning tablet collection, and worked with the Lion's Club to promote their duck race and create a Duck Cosplay event that will continue into the future.

**Computer Upgrade:** We upgraded all of the public use computers to run much more efficiently.

# OUR GOALS FOR 2026

Our goals for the 2026 fiscal year are to:

1. Utilize grant funding to update all staff computers, to align with our Strategic Plan to complete a Technology Inventory.
2. Expand our collaboration with JDSS to have co-op students each semester.
3. Expand our teen programming to reach Hanover's youth.
4. Update our website as part of our Strategic Plan.
5. Refresh our non-fiction section and expand our large print section to better serve Hanover's older adult demographic.
6. Expand our Library of Things collection, providing non-traditional library items to meet the trend of libraries expanding their offerings to meet the needs of our community in a variety of ways.

## Looking Ahead

We are planning a formal ask of Town Council regarding library space needs, to secure our future in a growing community.

We are seeking to approve a formal Cybersecurity and Technology plan, to make sure that we are operating efficiently, effectively, and securely.

We will be launching a new logo in 2026, so stay tuned!

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
HANOVER PUBLIC LIBRARY	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>7910 Hanover Public Library</b>					
11-7910-0511 CANADA CONDITIONAL GRANTS	-	(14,825)	-	0	
11-7910-0516 FINES & FEES	(8,000)	(7,628)	(7,500)	500	-6
11-7910-0518 DONATIONS	(11,000)	(9,852)	(8,500)	2,500	-23
11-7910-0521 ONTARIO CONDITIONAL GRANTS	(16,500)	(9,266)	(26,500)	-10,000	61
11-7910-0551 OTHER GRANTS	-	-	(10,000)	-10,000	
11-7910-0559 BAG TAGS	(400)	(400)	(400)	-9,600	2,400
11-7910-0579 FEES/MISC. CHARGES	-	(2,063)	(500)	-400	
11-7910-0591 FUNDRAISERS	(20,000)	(16,477)	(18,800)	19,500	-98
11-7910-0641 DUPLICATING SERVICES	(4,000)	(4,320)	(5,000)	-14,800	370
11-7910-0643 EQUIPMENT RENTAL CHARGES	-	(491)	-		
11-7910-0690 PROGRAM ACTIVITIES	(3,000)	(2,231)	(3,000)	0	
11-7910-0922 MONTHLY BANK INTEREST	(6,600)	(9,759)	(9,000)	-2,400	36
11-7910-0934 TRANSFER FROM RESERVES	(400)	-	(18,000)	-17,600	4,400
11-7910-0945 TRANSFER FROM TOWN OF HANOVER	(669,400)	(557,832)	(693,500)	-24,100	4
11-7910-0957 SALE OF SOUVENIERS(BOOKS-MUGS)	-	(18)	-		
11-7910-0999 PROCEEDS ON TCA DISPOSALS	-	(141)	-		
11-7910-1110 REGULAR SALARIES	204,300	171,554	215,900	11,600	6
11-7910-1111 PART-TIME SALARIES	184,900	158,586	193,300	8,400	5
11-7910-1112 OVERTIME (TIME & HALF)	-	1,198	-		
11-7910-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(12,655)	-		
11-7910-1510 EMPLOYEE BENEFITS	95,800	77,029	99,600	3,800	4
11-7910-1516 WSIB	1,500	1,299	1,600	100	7
11-7910-1519 EMPLOYEE ASSISTANCE PROGRAM (EAP)	-	107	-		
11-7910-2110 OFFICE EQUIPMENT PURCHASE	1,200	1,085	14,200	13,000	1,083
11-7910-2233 GENERAL SUPPLIES & EQUIPMENT	1,300	891	1,300		
11-7910-2234 FUNDRAISERS	4,000	2,206	5,500	1,500	38
11-7910-2236 ELECTRONIC RESOURCES/SUBSCRIPTIONS	6,200	6,743	6,000	-200	-3
11-7910-2237 MISC. LENDING MATERIALS	600	604	1,700	1,100	183
11-7910-2238 PERIODICALS	1,800	1,623	1,500	-300	-17
11-7910-2250 MATERIAL SUPPLIES & EQUIPMENT	4,500	3,115	5,300	800	18
11-7910-2251 MICROFORM	300	-	300	0	
11-7910-2252 PHOTOCOPIER SUPPLIES	400	324	600	200	50
11-7910-2253 COMP-HD/ST ONLINE/SUPPLY	3,700	4,552	5,900	2,200	59
11-7910-3110 PROF.DEV/TRAINING/TRAVEL	5,500	6,681	6,300	800	15
11-7910-3128 SUBSCRIPTIONS & MEMBERSHIPS	600	908	1,000	400	67
11-7910-3210 POSTAGE & FAX	2,200	329	1,500	-700	-32
11-7910-3212 TELEPHONE	2,100	1,696	2,100	0	
11-7910-3214 PAPER & FORMS	400	-	600	200	50
11-7910-3215 PRINTING & ADVERTISING	1,600	237	1,500	-100	-6
11-7910-3220 INTERNET SERVICE PROVIDER	3,300	1,880	2,500	-800	-24
11-7910-3310 AUDIT SERVICE	2,100	-	2,700	600	29
11-7910-3316 ILS SUPPORT & UPGRADES	5,200	4,612	5,000	-200	-4
11-7910-3413 GENERAL EQUIPMENT MTCE/REPAIRS	400	44	500	100	25
11-7910-3513 PHOTOCOPIER RENT/MTCE CONTRACT	3,200	2,985	3,200		
11-7910-3529 PROGRAM ACTIVITIES	5,000	5,747	6,500	1,500	30
11-7910-3615 MUNICIPAL OFFICE COMPUTER FEES	3,900	3,574	3,500	-400	-10

	2025	2025	2026	BUDGET	BUDGET
HANOVER PUBLIC LIBRARY	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
11-7910-3627 CONSULTING SERVICES	2,000	211	1,500	-500	-25
11-7910-3710 INSURANCE (GENERAL)	2,600	2,941	3,100	500	19
11-7910-3721 LEASE OF LIBRARY SPACE	135,600	113,000	138,400	2,800	2
11-7910-3825 STRATEGIC INITIATIVES	-	9,584	14,000		
11-7910-3880 DONOR WALL SIGNAGE	400	-	1,400	1,000	250
11-7910-4121 VISA/MASTERCARD/INTRAC FEES	500	401	500		
11-7910-4410 CASHIER OVER/SHORT	-	1	-		
11-7910-5211 BOOKS	43,000	37,939	44,000	1,000	2
11-7910-5212 AUDIO	3,500	2,330	3,200	-300	-9
11-7910-5213 TRANSFER TO RESERVES	-	1,604	-	0	
11-7910-5214 DVD's	5,700	3,835	5,000	-700	-12
11-7910-6000 AMORTIZATION EXPENSE - TCA	41,200	-	38,800	-2,400	-6
11-7910-6100 CHANGE IN INVESTMENT IN CAPITAL ASSE	(41,200)	-	(38,800)	2,400	-6
<b>Total 7910 Hanover Public Library</b>	-	<b>(16,503)</b>	-	-	

# POLICE



# WHO WE ARE

The Hanover Police Service provides 24/7 police service in accordance with the Community Safety and Policing Act and Ministry standards ensuring that our residents and visitors remain safe and secure.

Our Service has civilian oversight in the form of the Hanover Police Service Board that is heavily regulated under provincial law. Along with the Police Service Board, the Service has many other provincial oversight bodies at the provincial level. These include the Special Investigations Unit, the Inspector General, Law Enforcement Complaints Agency, Privacy Commissioner, Human Rights Tribunal and the Solicitor General of Ontario.

The Hanover Police Service is comprised of 16 full-time sworn police officers. The 16 full-time positions include the Chief, Deputy Chief, Sergeant, and 13 full-time Police Constables. The Service also has 4 part-time Police Constables, 2 full-time and 1 part-time Special Constable, 2 Auxiliary Constables and 6 part-time casual prisoner cell monitors.



# PROGRAM HIGHLIGHTS—2025

In 2025, our calls for service and our volume of prisoners have leveled out year to date in comparison to 2024.

Our community and the surrounding communities continue to grow in population, as our regional hub status becomes more significant; so, does our policing workloads and needs.

Our Service continues to process a significant number of criminal charges per officer and routinely is in the top five amongst the municipal police services in Ontario. Along with high volumes, we have some of the best clearance rates in the province and in all of Canada. Our excellent clearance rates are a testament to the support and willingness of our community members to work hand and hand with their police service. We also enjoy strong relationships with our community safety and well-being partners and other stakeholders.

Our social media account “X” has been a great success that provides our Service an opportunity to engage with many people, resulting in many successful investigations, warrant apprehensions and positive public interactions.

Our Service continues to benefit from the recruitment of several new officers in recent years, who have brought a renewed energy and a great team culture.

The Hanover Police Service celebrates a 5-year partnership with Canadian Mental Health Association having MMHART (Mobile Mental Health and Addictions Response Team) co-work with our police officers responding to calls for service involving people in mental health crisis. In April 2024, because of the success and demonstrated need in Hanover, we now have a dedicated MMHART member assigned to focus on our community. This initiative has been a great success that will continue into 2026.

# PROGRAM HIGHLIGHTS—2025

Year-to-date our police service has responded to 220 mental health calls. Many of those people involved in those calls have since been helped by MMHART. This has resulted in the majority of those people being assessed by the mental health clinicians in the community, diverting an estimated 70 percent of those people away from the local emergency department.

Our Service continues to utilize DEMS – Digital Evidence Management system which is a system to collect, store, retrieve and disclose digital evidence in an effective and efficient way that will meet the tests of courtroom scrutiny.

In 2023, our Service joined Camsafe.ca to encourage residents and business owners to register their security cameras on that website so that police investigators can quickly contact camera owners to solve a crime, find missing persons or identify other investigative leads. We continue to build on this database as more citizens register their cameras on the website.

Our Service has partnered with a company to make an online solution for those residents seeking police background checks without every stepping foot into the police station. This new process started in early October, and it's estimated about 70 percent of the background checks have since been completed online.

Finally, we have a police station committee working with our Architectural Design team at +VG to design a new police station in the downtown core that will meet our policing needs well into the future. Our police station has been operational since 1980, but over the years we have outgrown the facility, and it no longer meets our community's needs. We remain hopeful that our new facility will be operational in the Fall of 2027. By that time, 203 10th Street would have been home to the Hanover Police Service for over 47 years.

# KEY BUDGET IMPACTS

Our Service continually looks for efficiencies in all areas of our organization that include processes and workflow to streamline our work while providing quality services.

In the 2026 budget process, our Police Board approved a 5.8 percent overall increase resulting in a council ask of \$4,144,100. This dollar amount is the overall combination of the Police Service's Administration, Operations, Board and Capital budgets for 2026 and was scrutinized line by line by our Board members prior to their approval.



It should be noted that most of these increases are attributed to salary and benefits with pay raises for our members, along with promotions of officers through their Constable ranks and the hiring of our 17th police officer that is slated for later in 2026.

As mentioned above, we are increasing our staffing to reflect our growing workloads and demands for police service in our community. We did build a 17th officer into the 2025 budget slated to be hired in November of this year but have decided to delay this hire into 2026 to ease budget increases for next year.

Our Police Service is slowly moving forward with additional staffing as we balance the increasing workloads against the increases to budget. As an example, the Smith Falls Police Service in eastern Ontario is a good comparator for us. They have a slightly higher population than the Town of Hanover with almost identical crime severity index numbers according to Stats Canada. The Smith Falls Police Service has 25 full-time police officers compared to our now budgeted 17 full-time police officers in 2026.

# OUR GOALS FOR 2026

1. Design and start construction of a new police station in the Downtown core, targeting demolition / construction start dates of the Spring of 2026.
2. Continue to build our profile of the Hanover Police Service by increasing our community engagement with community members, community partners and stakeholders.
3. Continue to hold those accountable for their criminal conduct to ensure that our community remains safer and more secure by properly managing our criminal element while providing a meaningful deterrent to others to prevent crime from occurring.
4. Continue to build on our social media presence with a user-friendly website that has on-line police reporting capabilities.
5. Continue to build and strengthen community relationships with other police services, community safety partners, stakeholders and community members.
6. Continued efforts to develop and train our members in all aspects of policing that include, criminal investigations, drug investigations, traffic related investigations, other provincial statutes investigations and other social disorder calls for service.
7. Continue to meet our budgetary goals while building our future reserve accounts that will provide ongoing sustainability in a mostly unpredictable environment.
8. Ensure compliance with the new policing legislation introduced in April 2024, known as the Community Safety and Policing Act.

**POLICE SUMMARY**

**2 0 2 6 INCREASE/DECREASE OVER 2 0 2 5**

(MUNICIPALITIES SHARE ONLY)

**TOTAL**

BUDGET	2025	2026	NET	INC./DEC.
<b>POLICE SERVICES</b>	<b>\$3,916,600</b>	<b>\$4,144,100</b>	<b>\$227,500</b>	<b>5.81%</b>
Police-Admin	\$757,300	\$790,200	\$32,900	4.34%
Police-Patrol	\$3,069,100	\$3,285,100	\$216,000	7.04%
Police Board	\$90,200	\$68,800	(\$21,400)	-23.73%
<b>Amount Required from Town</b>	<b>\$3,916,600</b>	<b>\$4,144,100</b>	<b>\$227,500</b>	<b>5.81%</b>

**2 0 2 6 INCREASE/DECREASE OVER 2 0 2 5**

(MUNICIPALITIES SHARE ONLY)

**OPERATING**

BUDGET	2025	2026	NET	INC./DEC.
<b>POLICE SERVICES</b>	<b>\$3,916,600</b>	<b>\$4,144,100</b>	<b>\$227,500</b>	<b>5.81%</b>
Police-Admin	\$757,300	\$790,200	\$32,900	4.34%
Police-Patrol	\$3,069,100	\$3,285,100	\$216,000	7.04%
Police Board	\$90,200	\$68,800	(\$21,400)	-23.73%
	\$3,916,600	\$4,144,100	\$227,500	5.81%

\$227,500

**2 0 2 6 INCREASE/DECREASE OVER 2 0 2 5**

(MUNICIPALITIES SHARE ONLY)

**CAPITAL**

BUDGET	2025	2026	NET	INC./DEC.
<b>POLICE SERVICES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Police-Admin	\$0	\$0	\$0	0.00%
Police-Patrol	\$0	\$0	\$0	
Police Board	\$0	\$0	\$0	0.00%
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
HANOVER POLICE SERVICES	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>2220 Police Services - Administration</b>					
51-2220-1110 REGULAR SALARIES	451,500	423,735	548,900	97,400	22
51-2220-1111 PART-TIME SALARIES	133,500	90,041	81,000	(52,500)	(39)
51-2220-1112 OVERTIME (TIME & HALF)	14,000	14,825	13,000	(1,000)	(7)
51-2220-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(37,665)	-	-	-
51-2220-1510 EMPLOYEE BENEFITS	134,700	118,073	122,000	(12,700)	(9)
51-2220-1516 WSIB	14,200	12,134	14,000	(200)	(1)
51-2220-1519 EMPLOYEE ASSISTANCE PROGRAM	100	107	-	(100)	(100)
51-2220-3110 PROF.DEV./TRAINING/TRAVEL	8,000	9,162	8,500	500	6
51-2220-3128 SUBSCRIPTIONS & MEMBERSHIPS	300	-	300	-	-
51-2220-3425 CLOTHING ALLOWANCE	1,000	2,922	2,500	1,500	150
<b>Total 2220 Police Services - Administration</b>	<b>757,300</b>	<b>633,334</b>	<b>790,200</b>	<b>32,900</b>	<b>4</b>
<b>2230 Police Services - Patrol</b>					
51-2230-0518 DONATIONS	-	-	-	-	-
51-2230-0521 ONTARIO CONDITIONAL GRANTS	(28,000)	(18,846)	(28,000)	-	-
51-2230-0522 ONTARIO GRANTS - RIDE	(8,700)	(9,750)	(9,000)	(300)	3
51-2230-0537 MISC.REV,REPORTS,C.R. CHECKS	(15,000)	(11,021)	(15,000)	-	-
51-2230-0549 PROBATION/PAROLE	(2,000)	(2,100)	(2,000)	-	-
51-2230-0579 FEES/MISC. CHARGES	(5,000)	(67,455)	(5,000)	-	-
51-2230-0934 TRANSFER FROM RESERVES	-	-	(18,000)	(18,000)	-
<b>51-2230-0935 TRANSFER FROM TOWN OF HANOVER</b>	<b>(3,916,600)</b>	<b>(3,916,600)</b>	<b>(4,144,100)</b>	<b>(227,500)</b>	<b>5.81</b>
51-2230-1110 REGULAR SALARIES	1,624,800	1,159,403	1,681,200	56,400	3
51-2230-1111 PART-TIME SALARIES	209,100	143,964	244,200	35,100	17
51-2230-1112 OVERTIME (TIME & HALF)	95,000	77,903	105,000	10,000	11
51-2230-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(79,752)	-	-	-
51-2230-1510 EMPLOYEE BENEFITS	565,800	422,079	603,300	37,500	7
51-2230-1516 WSIB	54,200	39,017	52,400	(1,800)	(3)
51-2230-1519 EMPLOYEE ASSISTANCE PROGRAM	-	1,281	1,500	1,500	-
51-2230-2130 GENERAL STATIONERY SUPPLIES	5,500	1,471	5,500	-	-
51-2230-2214 UNIFORMS & CLOTHING	16,000	6,867	16,000	-	-
51-2230-2247 HEALTH AND SAFETY	800	-	800	-	-
51-2230-2415 PATROL SUPPLIES	8,000	16,610	10,000	2,000	25
51-2230-2577 CIVILIAN PRINTS - RCMP COSTS	1,000	400	800	(200)	(20)
51-2230-3008 LICENCES/LEASES/AGREEMENTS	41,800	37,509	46,000	4,200	10
51-2230-3110 PROF.DEV./TRAINING/TRAVEL	17,000	30,199	25,800	8,800	52
51-2230-3126 PRISONER MEALS & EXPENSES	2,000	635	2,000	-	-
51-2230-3128 SUBSCRIPTIONS & MEMBERSHIPS	1,800	600	1,800	-	-
51-2230-3132 ACKNOWLEDGMENTS/PROMOTION	1,200	226	1,200	-	-
51-2230-3210 POSTAGE & COURIER	1,200	905	1,200	-	-
51-2230-3212 TELEPHONE & FAX	11,100	10,346	11,100	-	-
51-2230-3215 PRINTING & ADVERTISING	1,000	3,740	1,500	500	50
51-2230-3218 POLICE DISPATCHING SERVICE	137,700	127,058	163,000	25,300	18
51-2230-3219 CPIC/FOI REPORTS	10,000	-	10,000	-	-
51-2230-3325 COMPUTER SERVICES/SUPPLIES	42,000	22,178	42,000	-	-
51-2230-3410 BUILDINGS/GROUNDS/PROPERTY-MTCE/R	12,000	15,252	30,000	18,000	150
51-2230-3413 GENERAL EQUIPMENT MTCE/REPAIRS	7,500	3,589	7,500	-	-
51-2230-3427 BIKE PATROL	3,000	-	2,500	(500)	(17)
51-2230-3428 CRIMINAL/DRUG INVESTIGATIONS	8,000	5,165	8,000	-	-
51-2230-3517 CLEANING/JANITORIAL CONTRACT	14,000	9,085	18,000	4,000	29
51-2230-3538 RADIO OPERATIONS	2,000	837	2,000	-	-
51-2230-3620 COURT OFFICER CONTRACT-SHARED	38,800	32,500	39,800	1,000	3
51-2230-3623 MACHINERY RENTAL-"TOWN EQUIPMENT	-	43	-	-	-
51-2230-3710 INSURANCE (GENERAL)	44,200	41,535	42,800	(1,400)	(3)
51-2230-3712 WATER/SEWAGE	1,000	1,583	1,400	400	40
51-2230-3713 GAS (HEATING)	4,100	1,626	4,100	-	-
51-2230-3716 HYDRO (GENERAL SERVICE ) #1	8,500	5,550	8,500	-	-
51-2230-4110 BANK SERVICE CHARGES	100	334	100	-	-
51-2230-5210 TCA PURCHASES	-	-	-	-	-
51-2230-5213 TRANSFER TO RESERVE	5,000	5,000	5,000	-	-
51-2230-6000 AMORTIZATION EXPENSE - TCA	88,600	-	74,000	(14,600)	(16)

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
HANOVER POLICE SERVICES				\$	%
51-2230-6100 CHANGE IN INVESTMENT IN CAPITAL ASSE	(88,600)	-	(74,000)	14,600	(16)
<b>Total 2230 Police Services - Patrol</b>	(980,100)	(1,881,034)	(1,025,100)	(45,000)	5
<b>2232 2025 Dodge Durango (former Ford Explorer #18-01)</b>					
51-2232-2410 FUEL/OPERATIONS	45,100	23,702	44,600	(500)	(1)
<b>Total 2232 2025 Dodge Durango (former Ford Explorer</b>	45,100	23,702	44,600	(500)	(1)
<b>2233 2022 Dodge Durango (939)</b>					
51-2233-2410 FUEL/OPERATIONS	21,900	14,718	24,000	2,100	10
<b>Total 2233 2022 Dodge Durango (939)</b>	21,900	14,718	24,000	2,100	10
<b>2234 2023 Dodge Durango (363)</b>					
51-2234-2410 FUEL/OPERATIONS	23,300	17,711	23,400	100	0
<b>Total 2234 2023 Dodge Durango (363)</b>	23,300	17,711	23,400	100	0
<b>2235 2026 Dodge Enforcer (former 2021 Dodge Charger)</b>					
51-2235-2410 FUEL/OPERATIONS	21,000	22,942	52,600	31,600	
<b>Total 2235 2026 Dodge Enforcer (former 2021 Dodge C</b>	21,000	22,942	52,600	31,600	
<b>2236 2020 Chev Silverado Truck #20-02</b>					
51-2236-2410 FUEL/OPERATIONS	21,300	14,965	21,500	200	1
<b>Total 2236 2020 Chev Silverado Truck #20-02</b>	21,300	14,965	21,500	200	1
<b>2237 2020 Ford Explorer Truck #20-01 with ALPR</b>					
51-2237-2410 FUEL/OPERATIONS	-	13,205	-	-	#DIV/0!
<b>Total 2237 2020 Ford Explorer Truck #20-01 with ALPR</b>	-	13,205	-	-	#DIV/0!
<b>2240 Police Services Board</b>					
51-2240-0934 TRANSFER FROM RESERVES				-	
51-2240-1120 PER DIEMS	1,000	460	1,000	-	-
51-2240-1122 STIPENDS-BOARDS,COMMISS,COMM.	22,700	16,153	25,200	2,500	11
51-2240-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)					
51-2240-1510 EMPLOYEE BENEFITS	-	508	-	-	
51-2240-1516 WSIB	-	13	-	-	
51-2240-3110 PROF.DEV/TRAINING/TRAVEL	4,800	658	4,800	-	-
51-2240-3128 SUBSCRIPTIONS & MEMBERSHIPS	1,000	4,853	1,000	-	-
51-2240-3132 ACKNOWLEDGMENTS/PROMOTION	500	262	500	-	-
51-2240-3143 MEETING & OFFICE EXPENSE	1,000	1,021	1,000	-	-
51-2240-3310 AUDIT SERVICE	4,200	-	5,300	1,100	26
51-2240-3311 LEGAL SERVICE	45,000	-	20,000	(25,000)	(56)
51-2240-3316 CONSULTANT FEES	10,000	3,402	10,000	-	-
<b>Total 2240 Police Services Board</b>	90,200	27,330	68,800	(21,400)	(24)
<b>Total Hanover Police Services</b>	-	<b>(1,113,127.00)</b>	-	-	



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	2000C001 New Police Services Building		
<b>Department</b>	Police Services Bldg		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>As per Police Services Building Review presentation on June 17, 2024 regarding three scenarios with the recommendation for a 2 - storey, 12,000 square foot building. Report CAO 11-24 provided a more detailed Committee Report indicating the 3 scenarios with costings ranging from \$8,589,924 to \$9,669,924. Council requested further financial information that was presented at the July 15, 2024 Council meeting as per Report CAO 14-24.</p> <p>At this July 15, 2024 meeting, it was Council's decision to proceed with this new police building with a 3 year levy phase-in.</p> <p>2025 Phase 1 - Design Phase and hire of architect/engineer - 1st year of additional levy required (approx. 1.38% levy increase) - \$125,600</p> <p>2026 Phase 2 - Tender documents and awarding of the construction contract with possible construction starting. 2nd year of additional levy required (approx. 2.88% levy increase) \$387,800 (\$125,600 + \$262,200)</p> <p>2027 Phase 3 - Construction completed - 3rd year of additional levy required (approx. 2.88% levy increase). \$650,000 (\$387,800 + \$262,200)</p> <p>2028 - Operations - all long term debt repayments would be part of operations. Monies shown as tax \$ under capital in 2025 - 2027 will now be used for operational purposes.</p>

Risk of Not Proceeding
<p>Deficiencies with current location, limited insulation, lower level accessibility and upgrades required. Prisoner sally port does not meet the requirements of a Police Services Building.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Downtown Location
Tax Levy Impact (Funding Available)	0	Long Term Borrowing to undertake this new build required
Efficiency/Time Resources Savings	1	Downtown Location
Strategic Plan Value	2	Safe & Reliable Infrastructure; Open & Responsible Government
AMP Priority	1	Replacement of existing Police Station. Existing station to be repurposed for municipal needs and/or sold.
<b>Total Weight</b>	<b>86</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	787,800	387,800	400,000					
CONTRACT	7,975,400		7,975,400					
<b>Expenditures Total</b>	<b>8,763,200</b>	<b>387,800</b>	<b>8,375,400</b>					
<b>Funding</b>								
TAXES	1,037,800	387,800	650,000					
MISC OTHER REVENUE	7,225,400		7,225,400					
RESERVES	500,000		500,000					
<b>Funding Total</b>	<b>8,763,200</b>	<b>387,800</b>	<b>8,375,400</b>					

Attributes		
Attribute	Value	Comment



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	2000C001 New Police Services Building		
<b>Department</b>	Police Services Bldg		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Department	Police Services Bldg	Town Owned Building for Police Services Use.
Function	Protection & Health Services	
Location	10th Avenue	former firehall location, beside existing Municipal Civic Centre
Type of Project	New Asset	replaces existing building located at 203 10th Street
Project Asset Classification	Buildings	
Strategic Plan	Safe and Reliable Infrastructure	
Approval Status	In Budget	As per report CAO 14-24 approved by Council
Priority Rating	A Priority Weighting Between 80-100%	

# SECTION 5

# TOWN DEPARTMENTAL

# BUDGETS



# COUNCIL



# WHO WE ARE | WHAT WE DO



L to R - Harold Fleet, Carol Hudson, Warren Dickert, Sue Paterson, Brandon Koebel, Susan Sakal, Dave Hocking

Residents of Hanover elected the current Town Council, consisting of a Mayor, Deputy Mayor and five Councillors, to a four-year governance term (November 15, 2022, to November 14, 2026). The Mayor and Deputy Mayor also represent Hanover on Grey County Council.

Working closely with the Chief Administrative Officer and Department Heads, council's priorities are the implementation of the Strategic Plan objectives, quality leadership, community vision and sustainability and local government that Hanover citizens can trust and feel confident in. Together, we are well positioned to address current and future challenges, while embracing change and opportunities.

# OUR PRIORITIES

## Strategic Plan 2023-2027: Building Our Future Together

Our Strategic Plan outlines a vision for the future, and sets a clear path forward for council and staff over the 2023-2027 term. Built on the values of progress, inclusiveness, and accountability, the Plan helps guide our decisions about services, infrastructure, programs, and investments.

The plan reflects community feedback, local expertise, and Hanover's ongoing commitment to being a connected and vibrant hub for residents, businesses, and visitors.

Our Strategic Plan is built around five key goals:

1. **Safe and Reliable Infrastructure:** We are investing in infrastructure that residents can rely on every day.
2. **Healthy and Welcoming Community:** We want Hanover to be a place where people of all ages, abilities, and backgrounds feel at home. We are dedicated to expanding parks, green space, and recreation programming, promoting accessibility and inclusion, supporting local health and wellness services, and creating welcoming supports for newcomers and families.
3. **Strong and Vibrant Economy:** Hanover continues to support businesses, innovation, and jobs through downtown revitalization, supporting entrepreneurship and local employers, enhancing tourism, culture, and destination branding, and investing in infrastructure that supports businesses.



# OUR PRIORITIES—CONTINUED

1. **Balanced Growth:** We aim to grow in a way that respects our values and natural environment, with a focus on smart land use and housing development, protecting greenspace and natural areas, coordinated infrastructure to match population and economic growth, and collaboration with developers and surrounding municipalities.
2. **Open and Responsible Government:** We are committed to clear communication, fiscal responsibility, and transparency. We are focused on making informed decisions with data and community input, ensuring accountability and public trust, maintaining a positive and productive workplace, and delivering high-quality services efficiently.

This budget is one of the main tools for delivering on the strategic plan. Many of the priorities involve:

- Major capital investment (water infrastructure, fire services, downtown revitalization)
- Ongoing operational funding (recreation programs, planning, communications)
- Future planning, to ensure sustainable, long-term service delivery

Each budget decision is an opportunity to move the strategic plan forward, making Hanover stronger, more resilient, and more future-ready.



# PROGRAM HIGHLIGHTS—2025

- To date, council has heard 10 delegations to council, and approved 37 by-laws and 25 agreements.
- We have reviewed 129 staff reports to council:
  - Administration 51  
CAO (23), Clerks (9), Economic Development (12), Human Resources (7)
  - Corporate Services 21
  - Development & Infrastructure 40  
Building / Planning (19), Public Works (21)
  - Parks, Recreation & Culture 12
  - Fire 5
- 2 joint Ministry delegations – Rural Ontario Municipal Association (ROMA) and AMO.
- Boundary Adjustment In Principle Agreement and direction to proceed to Public Meeting (scheduled for November 19, 2025).
- Strong Mayor Powers legislation embraced and direction provided to delegate authority for noted responsibilities to council and CAO.
- Strategic plan implementation progress continued with 93% (52 of 56) of recommendations initiated in various stages of process or completed. 17 recommendations completed including but not limited to splash pad completion, continued progress with police station design, growth discussions, hosted inaugural Community Connects session and volunteer appreciation initiatives and Asset Management Plan update approved.
- Procedural By-law was updated considerably resulting in a new council approved by-law.
- Represented the municipality at numerous community initiatives. Council is very engaged and their presence in our community is appreciated.
- Provided input to appointed committees and boards.

# STRONG MAYOR POWERS

Strong Mayor powers were first introduced by the Province in 2022 to accelerate the advancement of provincial priorities through streamlining decision-making processes particularly with respect to housing and infrastructure. The legislation amended the Municipal Act, 2001 adding a new “Part VI.1 - Special Powers and Duties of the Head of Council” which are defined in Ontario Regulation 530/22.

Effective May 1, 2025, the Province of Ontario extended Strong Mayor Powers to an additional 169 municipalities, including the Town of Hanover.

## Impact of Strong Mayor Powers on Budget

The budget process is significantly changed under Strong Mayor legislation:

1. **Mayor Proposes the Budget:** The Mayor is required to prepare and present the annual budget by February 1 of each year.
2. **Council Amendment Period:** After the budget is proposed, council has up to 30 days to review and pass resolutions to amend the proposed budget.
3. **Veto by the Mayor:** Once council makes amendments, the Mayor has up to 10 days after the end of the review period to veto councillor amendments.
4. **Override by Council:** If the Mayor vetoes amendments, council may override that veto. However, that requires a two-thirds majority vote, and must be done within 15 days after the veto period.
5. **Deemed Adoption:** If none of the amendment resolution, veto, or override steps happen or if council doesn't amend, the budget is “deemed adopted” after the applicable timeline passes.
6. **In-Year Amendments:** The Mayor has power to initiate in-year budget amendments under a defined process.

As we work toward incorporating the procedural changes of Strong Mayor legislation, we are taking a broader look at our budget development process to ensure that we are able to incorporate public engagement, staff review, and best practices for council information and presentation.

# OUR GOALS FOR 2026

- Maintain doctor recruitment funding at \$90,000.
- Evaluate potential financial commitment to Saugeen Hospice, pending Grey County contribution decision.
- Commitment to continue necessary steps to confirm boundary adjustment agreement, complete necessary document updates and consider infrastructure servicing plan to activate the lands.

## LOOKING AHEAD

As a council we will:

- Continue transparent and meaningful discussions with West Grey and Grey County to move the in principle boundary adjustment agreement forward. Engage with the Province when direction is determined.
- Continue to nurture respectful respect and transparent relationships with our neighbours.



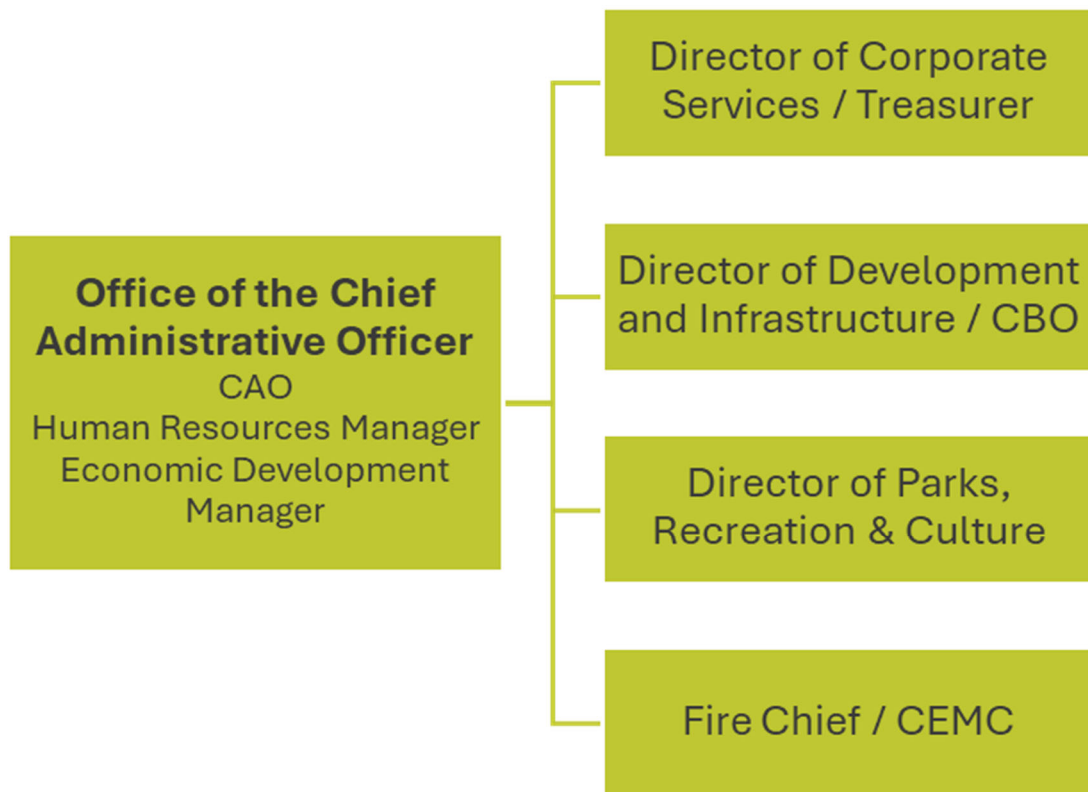
## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
COUNCIL	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>1100 Council</b>					
REGULAR SALARIES	158,600	118,982	161,500	2,900	2
PER DIEMS	-	3,490	2,500	2,500	
EMPLOYEE BENEFITS	10,100	7,867	10,300	200	2
PROF DEV/TRAVEL-PATERSON	1,800	600	1,800	-	-
PROF DEV/TRAVEL-SAKAL	1,800	1,335	1,800	-	-
PROF DEV/TRAVEL-HUDSON	1,800	1,323	1,800	-	-
PROF DEV/TRAVEL-FLEET	1,800	1,453	1,800	-	-
PROF DEV/TRAVEL-DICKERT	1,800	1,663	1,800	-	-
PROF DEV/TRAVEL-KOEBEL	1,800	645	1,800	-	-
PROF DEV/TRAVEL-HOCKING	600	14	600	-	-
SUBSCRIPTIONS & MEMBERSHIPS	3,900	3,944	3,900	-	-
EMPLOYEE SERVICE AWARDS	4,100	1,991	4,900	800	20
ANNUAL STAFF APPRECIATION	11,500	9,842	13,000	1,500	13
ACKNOWLEDGMENTS/PROMOTION	13,100	16,645	14,100	1,000	8
PRINTING & ADVERTISING	1,000	3	500	(500)	(50)
INTEGRITY COMMISSIONER	3,100	1,711	3,100	-	-
INSURANCE	62,600	60,201	62,000	(600)	(1)
GRANTS TO ORGANIZATIONS	10,000	8,350	10,000	-	-
PHYSICIAN RETENTION DONATION	90,000	90,000	90,000	-	-
TRANSFER TO RESERVES	6,000	6,000	8,000	2,000	33
<b>Total 1100 Council</b>	<b>385,400</b>	<b>336,059</b>	<b>395,200</b>	<b>9,800</b>	<b>3</b>

# ADMINISTRATION



# WHO WE ARE



Administration is comprised of the Chief Administrative Officer, Human Resources Manager and Economic Development Manager. The CAO directs and coordinates the general and administrative management and business of the Town. The four departmental directors report to the CAO.



# WHAT WE DO

Administration oversees the following areas:

**Human Resources:** employee/volunteer recruitment; labour/employee relations, negotiations and contract administration; training development and performance management; compensation administration; development and implementation of corporate human resources policies and procedures; development and recommendation of plans, policies and strategies to address human resources and organizational objectives; health and safety requirements; providing advice to departments, staff and council; and ensuring employment and legislative compliance.

**Legislative:** compliance with all Federal and Provincial legislation that impacts the Town; liaison with all levels of government, local boards, community groups and organizations.

**Policy:** development and administration of policies in accordance with legislative requirements; provide guidance and advice to both council and staff.

**Strategic Plan Implementation:** implementation and oversight of the strategic priorities and action objectives as approved by council.

**Organizational Structure:** As delegated by the Mayor, the Organization Structure is the responsibility of the CAO to ensure the Town business operates effectively. Implementation of the council approved Organization Review recommendations (2024) is managed by the CAO, in collaboration with departmental directors and managers.



# PROGRAM HIGHLIGHTS—2025

- Strategic plan implementation progress continued with 93% (52 of 56) of recommendations initiated in various stages of process or completed. 17 recommendations completed including but not limited to splash pad completion, continued progress with police station design, growth discussions, hosted inaugural Community Connects session and volunteer appreciation initiatives and Asset Management Plan update approved.
- Organization review phase 1 recommendations implemented within 2025 budget parameters. This organizational structure revisions included the implementation of a 4 department structure (Corporate Services; Parks, Recreation & Culture (PRC), Development & Infrastructure; Fire & Emergency Management), transition of bylaw to Legislative Services and prepared for transition of civic facilities to PRC.
- Assist and support new Procedural By-law.
- Mutual Prosperity Boundary Adjustment progress included multiple Working Group, Staff Working Group and internal Hanover staff / appointed reps discussions and meetings. In principle Mutual Prosperity Boundary Adjustment agreement terms have been supported by both Hanover and West Grey councils. Public meeting held on November 19th. Continued work to bring Boundary Adjustment agreement for council's consideration prior to end of year 2025 and pending approval, complete submission to the Minister of Municipal Affairs and Housing.
- Supported and assisted with development of Youth Retention Plan. Implementation is in process.



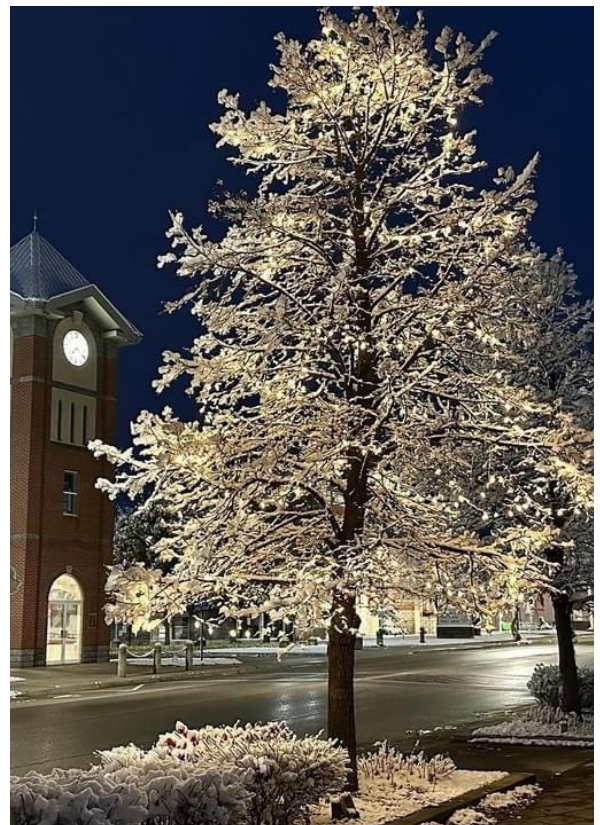
# PROGRAM HIGHLIGHTS—2025

- Discussions with respect to potential development in the Entertainment District.
- Supported new Police Station design discussions and progress.
- Administration summer student role continued. This position supported moving key work tasks forward within Administration, Economic Development and Building and Planning.
- Monthly Staff Connections Newsletter continued and each month it is a key communication tool with an abundance of information for staff.
- Implementation of 'subscribe' option for public members to received notices, news / updates and career posting.
- Evaluation and implementation of a new Citizen Request Portal that was developed by our staff with their input.
- Developed new and/or updated HR and health and safety policies, guidelines and related documents.
- Comprehensive update to the Confined Space Entry Program and development of a Hearing Conservation Program.



# PROGRAM HIGHLIGHTS—2025

- Continued TEAM initiatives including our ‘Taco about awesome’ staff lunch and our third annual (and best to date) town-wide professional development day; and facilitation of many trainings including fire extinguisher and first aid / CPR.
- Expanded recruitment outreach with successful recruitment for over 30 postings for over 50 position vacancies.
- Completion of non-union Compensation Market Survey.
- Continued process improvements including enhanced HR record retention processes, use of tracking mechanisms, and legal review and update of employment agreement documents.
- Diversity, equity and inclusion training modules completed by council, managers and supervisors.
- Commenced collective bargaining with CUPE Local 255.09.
- Enhanced oversight on health and safety training needs for more accurate budget planning and ensuring compliance.
- Completed Dayforce Learning Module platform upgrade.



# OUR GOALS FOR 2026

- Pending Mutual Prosperity Boundary Adjustment Agreement and Minister's approval, next steps will include required planning document updates (Official Plan, Zoning By-law), establishing an internal staff transition team, planning for infrastructure build out and establishing connections with Provincial funding contacts (ie. Invest Ontario).
- Council (2026 – 2030 term) orientation planning and implementation.
- New police station construction to commence.
- Organizational review phase 2 implementation, pending council approval. This includes adding 2 new necessary positions to support our operations. A Communications Coordinator is proposed to begin in March 2026 and an Asset Management Coordinator / Financial Analyst is proposed to begin in May 2026. Transition of Legislative Services to Corporate Services and Civic Facilities to Parks, Recreation & Culture will occur. Renaming PRC as Community Services will be considered.
- Continued Strategic Plan 2023 to 2027 actions implementation.
- Continued development and/or update of human resources and health & safety policies, procedures and processes, with focus on the implementation of new and updated program provisions.
- Continue to implement Dayforce Learning Module within live environment.
- Council remuneration survey.
- Development of updated Multi-Year Accessibility Plan.



**Business Case | Revised / Amended or New Staff Positions**

<b>Department</b>	Administration
<b>Date</b>	November 24, 2025

<b>1. Staff Position</b>
Communications & Community Engagement Coordinator
<b>2. Revised / Amended or New Position</b>
New position
<b>3. Summary of Staff Position / Role   Main Duties</b>
<p>The Communications &amp; Community Engagement Coordinator will be responsible for supporting the municipality’s brand, public relations and outreach efforts by developing and distributing clear, consistent, and engaging communications across various internal and external platforms. This includes internal and external communications, websites, social media, and other corporate publications, ensuring consistency of the corporate brand and image, as well as planning and implementing various community engagement initiatives and events.</p> <p>Specific role responsibilities will include:</p> <ol style="list-style-type: none"> <li>1. Responsible for the corporate visual identity and brand and to increase the brand identity and trust.</li> <li>2. Develop communication strategies and materials that align with corporate goals to engage the public and audiences across traditional and new media. This includes: <ul style="list-style-type: none"> <li>• Print, radio, direct (e)mail, web, signage.</li> <li>• Maintains positive relationships with media contacts.</li> <li>• Prepares and maintains the corporate communications plan and schedule, ensuring proactive messaging is integrated throughout (i.e., information sharing and education of municipal functions and services).</li> <li>• Maintains and coordinates corporate website in compliance with AODA standards and social media channels, including analysing the effectiveness of platforms and developing social media content (images, copy and promotions).</li> <li>• Prepares and designs all corporate and departmental marketing and information including but not limited to presentations, posters, flyers, publications, reports, plans, templates, advertisements, newsletters, bookmarks, certificates, surveys etc. for publication, public notice, survey or mail delivery.</li> <li>• Prepares and reviews content for speeches, articles, annual report documents and media releases, as well as acquiring the relevant background information.</li> <li>• or creates corporate videography and photography.</li> <li>• Assists with the distribution of emergency information to the public through various media platforms.</li> <li>• Works with a wide range of project consultants, in any corporate department, to understand communications opportunities and project communications and public consultations to reflect the corporate and</li> </ul> </li> </ol>

community brand, vision, and values (example – public notices and public information centres for Environmental Assessment process).

3. Maintains the corporate intranet site.

4. Research, analysis and communications leadership.

- Performs regular media scans, identifies and advises supervisor and CAO of emerging issues.
- Seeks, monitors, evaluates and analyses communications statistical data and the effectiveness of communications activities.
- Assists with creating communications standards and providing training, support and coaching to members of council and staff.
- Supports research and preparation of grant applications and a variety of written reports and documents.
- Assists with and provides input to the development of communications related policies and procedures.

5. Community engagement.

- Plans and implements community engagement, sponsorship initiatives and special events including but not limited to Music in the Square, Mayor's Breakfast for Business, display booths, and Community Connections. Assists with large corporate led community events such as Culture Days, Canada Day, Earth Day, Family Day, Homecoming, etc.
- Assists with corporate economic development initiatives and regional partnerships.

#### **4. Current Status**

Communications responsibilities are currently dispersed across multiple Town departments—including Economic Development, Clerks, Fire, Development and Infrastructure, and Parks, Recreation and Culture. Without a centralized communications function or dedicated leadership, the Town lacks a coordinated, strategic approach to public information and engagement. As a result, communications efforts often have an unbalanced approach and operate independently, leading to inconsistencies in messaging, reduced effectiveness, and missed opportunities to communicate proactively with residents.

At present, many department directors, managers, and supervisors are required to develop communications materials—such as media releases, presentations, promotional content (e.g., splash pad fundraising materials), and major corporate documents (e.g., the annual budget package). This work pulls them away from their core responsibilities and priority functions, creating inefficiencies while still producing uneven quality and inconsistent branding.

Mayor Paterson currently prepares her own public messages and speaking notes, with staff conducting reviews and offering revisions. While this arrangement has functioned to date, it is not a sustainable long-term expectation. Future mayors may not possess the same level of communications skill or capacity, and the

municipality should not rely on elected officials to independently produce professional-grade communications.

Over the past several years, council has identified multiple opportunities to enhance communications, including:

- Proactive messaging campaigns on topics such as by-law enforcement, winter maintenance, and service changes.
- Broader public input processes, including budget surveys and other consultation tools.
- A monthly resident newsletter.
- Regular pre- and post-council meeting highlights or media releases.
- Increased use of the Town's subscriber lists to distribute timely community information.

Staff agree that these suggestions have significant merit, and many additional opportunities exist to strengthen and modernize corporate communications. However, existing staff capacity is fully utilized, and no department has the dedicated time or expertise required to expand communications efforts without compromising other high-priority work.

To address this gap, the Communications & Community Engagement Coordinator would report directly to the Economic Development (ED) Manager. Beginning in 2026, the ED Manager's role is expected to expand to include broader strategic initiatives that support the implementation of Hanover Council's strategic priorities and anticipated community growth. Establishing this new Coordinator position is essential to ensure the ED Manager has the capacity to lead these strategic responsibilities while providing the organization with the centralized communications leadership it currently lacks.

## **5. Proposed Recommended Direction**

The addition of a Communications & Community Engagement staff role was identified in the Organizational Review approved by council in December 2024. This position is a Phase 2 (2026) recommendation. Council approved the Organizational Review and the implementation of Phase 1 recommendations with Phase 2 and 3 recommendations subject to budget approval.

The approved Organization Review report included the following support for this recommendation:

- The 2023-2027 Strategic Action Plan provided direction to create a dedicated position responsible for communication. The Strategic Action Plan also recommended a Communications Plan and website improvements.
- Contribute achieving strategic priorities by adding capacity to achieve several communication and community engagement-related strategic plan actions.

- Cluster functions based on their strongest synergies by merging economic development, communications, community engagement and strategic initiatives.
- Contribute to citizen-focused service delivery by adding capacity to enhance external communications and community engagement.
- Demonstrate that people are valued by addressing current workload issues of the Manager, Economic Development.

The Communications & Community Engagement Coordinator will play a critical role in strengthening the municipality's public presence, supporting transparent and accessible communication, and enhancing engagement with residents, partners, and stakeholders. This position will develop, coordinate, and distribute clear, consistent, and compelling communications across all internal and external platforms. By ensuring accurate, proactive and timely, and engaging information sharing, this role enhances public trust, improves service accessibility, and promotes the municipality's programs, services, strategic priorities, and corporate identity. This role shall also enhance community communications by promoting current initiatives and events for our stakeholders, for increased awareness amongst residents and visitors.

Adding a Communications & Community Engagement Coordinator will:

- Ensure there is a lead staff role concentrated on corporate communications that supports the professionalism and trust of our visual brand and identity.
- Enhance and strengthen our communications strategies to provide proactive messaging to our community and stakeholders.
- Consider new communication opportunities and plan for their effective implementation (such as monthly resident newsletter, regular subscriber messages, annual budget survey).
- Support departmental communications that will in turn provide capacity for staff to assume other responsibilities as per our organizational review transition.
- Provide the Economic Development Manager with needed assistance to assume strategic initiatives and growth tasks responsibilities capacity.
- Enhance inter-departmental collaboration by providing communications expertise for projects, initiatives, events and publications.
- Strengthen the Town's visual identify ability supported by consistent and high-quality communications material.
- Improve the Town's readiness to respond to community and emergency instances.

The proposed direction is to centralize most Town communications within the Communications & Community Engagement staff role. As detailed in Section 3 above, this includes internal staff and external communications strategies. This will ensure clear brand responsibility while strengthening our communications capacity. The addition of a Communications & Community Engagement will provide the necessary support to advance the Town's communications with a focus on proactive messaging.

<p>The Economic Development Manager will oversee this position, ensuring that communications strategy, brand identity and trust are consistently applied and implemented, while leading the implementation of strategic initiatives that position the Town to grow.</p>
<p><b>6. Effective Date Proposed</b></p>
<p>March 1, 2026</p>
<p><b>7. How does this meet current / future Department requirements and succession planning?</b></p>
<p>The proposed Communications &amp; Community Engagement Coordinator position directly supports both the Town’s current operational needs and its long-term workforce sustainability. At present, communications responsibilities are distributed across numerous staff and departments, limiting advancement and efficiency due to the reliance on departments to self-identify communication priorities, which competes with their operational tasks and pulls employees away from their core duties. Centralizing these tasks within a dedicated position will allow staff to redirect their time and expertise to priority functions and to new responsibilities emerging from the organizational review. Examples of functions that require renewed staff focus include cemetery record management, records management modernization, and theatre operations.</p> <p>Establishing this role also reinforces the Town’s capacity to support future growth, increased service complexity, and heightened expectations for public transparency and engagement. With a growing community and evolving strategic priorities, the need for professional, consistent, and proactive communications will continue to expand.</p> <p>From a succession planning perspective, this position provides a valuable development pipeline within the Economic Development department. The coordinator will support economic development initiatives, gain exposure to strategic projects, and develop skills that align with future departmental needs. With appropriate mentorship and training, the role could evolve into an economic development or strategic initiatives capacity over time, creating a clear progression pathway that strengthens talent retention and enhances internal career growth.</p> <p>Overall, the creation of this position ensures that communications responsibilities are sustainably managed today while building the foundation for future staffing needs and leadership development within the organization.</p>
<p><b>8. What is the risk if this position is not implemented?</b></p>
<p>If the Communications &amp; Community Engagement Coordinator position is not created, the Town of Hanover will continue operating under the current fragmented communications model. This will limit the Town’s ability to deliver consistent, clear, and proactive messaging, and will maintain the existing challenges related to brand identity, communication quality, and organizational responsiveness.</p> <p>Without dedicated communications leadership, the Town’s capacity to plan, manage, and execute communications effectively—particularly as the community</p>

grows—will remain compromised. The current structure does not provide the time, expertise, or coordination required to meet modern municipal communication expectations.

Internal and external communication expectations have increased significantly in recent years, especially in response to local media coverage resources being rescinded. Residents are seeking more timely updates, greater transparency, and improved access to information, while council has expressed a desire for proactive campaigns, accessible budget engagement, and regular public communications. Without a dedicated role to develop and implement these initiatives, the Town will remain primarily reactive, responding to issues as they arise rather than strategically guiding public understanding and engagement.

The absence of this position also creates operational risk. Other staff will continue to divide their attention between communications tasks and their primary responsibilities, reducing efficiency and increasing the likelihood of inconsistent messaging, errors, or delays. Additionally, the organizational review implantation of recommendations and planned transitions of responsibilities may be jeopardized without increased communications capacity.

In summary, not moving forward with this position will limit the Town’s ability to modernize its communications, meet public expectations, support Hanover Council’s strategic priorities, and effectively manage the growing demands of a developing community in a proactive and coordinated approach that builds brand awareness and trust while ensuring we are putting our communication resources into the appropriate platforms and outlets.

**9. Financial Implications (include year in description)**

The 2026 estimated cost for this position (salary, benefits, and training) is approximately \$71,800, based on a March 1<sup>st</sup> start date. This role has been evaluated to be Grade 9 with an annual wage range of \$55,800 to \$64,900.

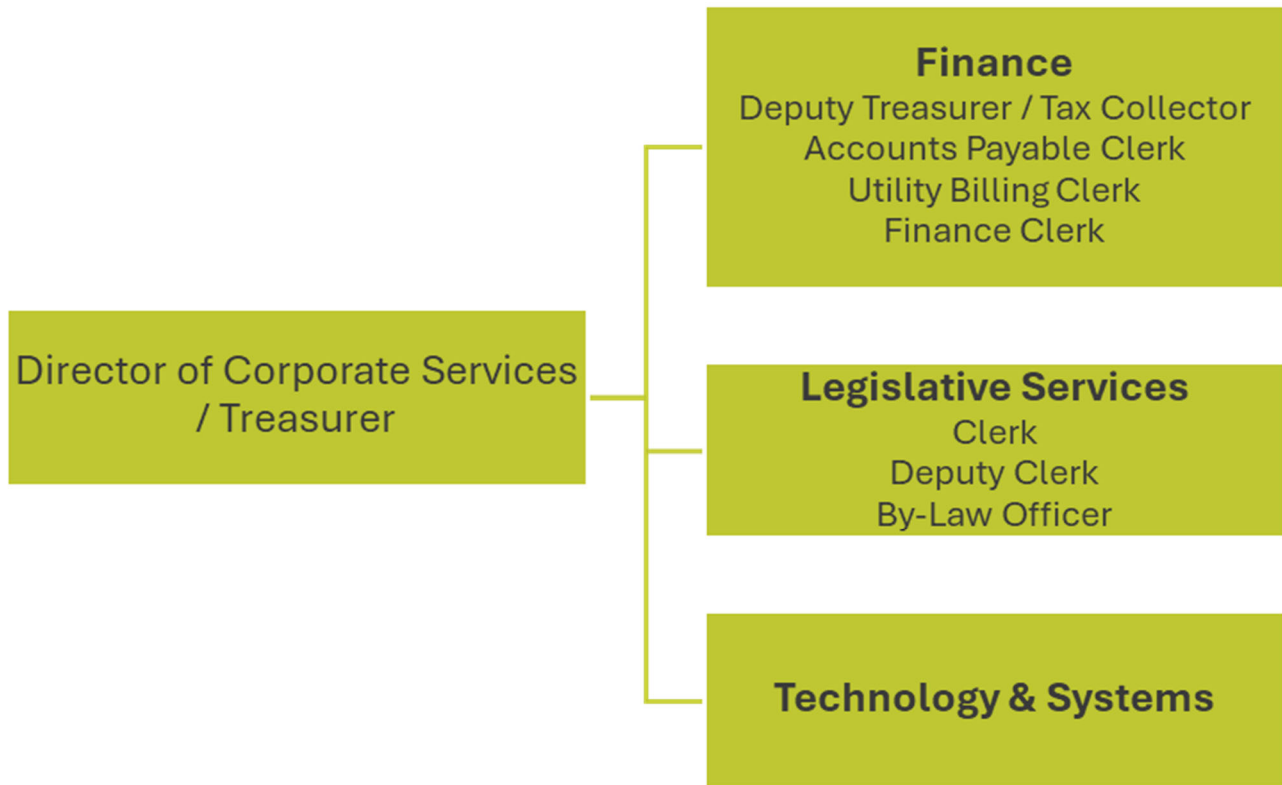
**10. Other notes (if applicable)**

No other applicable notes.

# CORPORATE SERVICES



# WHO WE ARE



The Corporate Services Department provides central administrative, financial, legislative, and technological support to the Town of Hanover. The department oversees all municipal financial functions, including budgeting, accounting, taxation, water and sewer billing, financial reporting, investments, debt, reserves, and asset management. It ensures strong financial stewardship and compliance with municipal legislation while providing analysis and guidance to council and staff to support informed decision-making.

# WHAT WE DO

Corporate Services also leads the Town's legislative services, supporting effective governance through the management of by-laws, council and committee processes, public meetings, statutory responsibilities, and transparency requirements. Working closely with the Clerk's division, the department helps ensure that the municipality meets all legal and procedural obligations under the Municipal Act and related legislation.

In addition, the department is responsible for the Town's information technology (IT) systems. This includes managing the municipal network, hardware and software, cybersecurity, data integrity, and technical support for all departments. Corporate Services maintains IT policies and ensures that technology infrastructure is reliable, secure, and capable of supporting efficient municipal operations.



# PROGRAM HIGHLIGHTS—2025

- **Leadership Transition:** Successfully hired and onboarded the new Director of Corporate Services/Treasurer, ensuring a smooth and well-supported transition following the retirement of the previous incumbent. We sincerely thank Christine Walker for her dedication and service to the Town, and wish her a long, relaxing retirement free of spreadsheets.
- **Asset Management Plan Completion:** Finalized and received Council approval for the Town’s Asset Management Plan, providing a clear framework to guide long-term financial and infrastructure sustainability.
- **Integration of Asset Management into 2026 Budget:** Incorporated asset management requirements into the 2026 budget process by updating the water and wastewater rate study and strengthening the structure of the capital budget.
- **Implementation of Strong Mayor Budget Requirements:** Supported the development of the Town’s budget under Strong Mayor Powers, including staff engagement and adaptation to new legislative requirements.
- **Support for Fire Hall Long-Term Borrowing:** Provided financial analysis and administrative support for securing long-term borrowing for the new fire hall.
- **Strategic Project Support:** Contributed financial, analytical, and risk-based expertise to a range of strategic initiatives led by the Office of the CAO and other departments, enabling evidence-based decision-making across the organization.

# OUR GOALS FOR 2026

1. **Advance Boundary Adjustment Analysis:** Conduct financial, service, and infrastructure impact assessments related to the proposed boundary adjustment and assist in planning next steps should the proposal receive approval.
2. **Strengthen Asset Management Practices:** Establish an interdepartmental asset management working group to improve data quality, refine lifecycle information, and enhance the integration of asset needs into future budgets.
3. **Develop Long-Term Financial Forecasts:** Build comprehensive long-range operating and capital budget forecasts to guide future planning, reserve strategies, and infrastructure investment decisions.
4. **Expand Use of Collaborative Tools:** Increase organizational adoption of digital collaboration platforms by improving training, optimizing workflows, and aligning tools with corporate efficiency objectives.
5. **Enhance AI Governance and Practices:** Develop a corporate AI policy and expand the Town's AI framework to ensure responsible, secure, and effective use of emerging technologies.
6. **Create a Long-Term Financial Sustainability Strategy:** Develop a multi-year financial sustainability plan that addresses revenue stability, expenditure pressures, asset renewal, and future service delivery requirements.



**Business Case | Revised / Amended or New Staff Positions**

<b>Department</b>	Administration
<b>Date</b>	November 24, 2025

<b>1. Staff Position</b>
Asset Management and Financial Analyst
<b>2. Revised / Amended or New Position</b>
New position
<b>3. Summary of Staff Position / Role   Main Duties</b>
<p><b>1. Managing Growth and Future Funding Needs</b>  Hanover’s ongoing growth requires more sophisticated financial modelling to plan for service expansion, infrastructure investment, and sustainable taxation. The Asset Management and Financial Analyst would:</p> <ul style="list-style-type: none"> <li>• Develop and maintain long-term financial models linking growth forecasts to operating and capital impacts.</li> <li>• Analyse growth-related revenues (taxation, user fees, development charges) and forecast associated expenditures.</li> <li>• Support policy and strategy development to ensure financial sustainability as the Town grows.</li> <li>• Support the Planning department in the completion and updates of the Housing Needs Assessment, which is a critical component of grant applications.</li> </ul> <p><b>2. Debt Management and Forecasting</b>  The Town’s debt levels will continue to increase to support key infrastructure investments. As borrowing becomes a more significant part of the financial strategy, there is a need for:</p> <ul style="list-style-type: none"> <li>• Enhanced debt forecasting and long-term debt service analysis.</li> <li>• Development of debt capacity models and strategies to optimize timing of borrowing and repayment.</li> <li>• Preparation of detailed debt reporting for Council, the public, and regulatory bodies to ensure transparency and compliance with debt limits and policies.</li> </ul> <p><b>3. Development Charges Administration</b>  With development pressures rising and potential new Development Charges (DC) By-laws on the horizon, this position will:</p> <ul style="list-style-type: none"> <li>• Assist in the administration and tracking of DC collections.</li> <li>• Support the Treasurer in DC by-law updates, background studies, and growth-related capital planning.</li> <li>• Assist the Treasurer with the completion of the Annual Treasurer’s Statement.</li> <li>• Ensure compliance with the Development Charges Act and linkage of DC revenues to capital asset management planning.</li> <li>• Monitor legislative updates with respect to DCs.</li> </ul>

#### **4. Asset Management and Capital Planning**

As asset management regulations continue to evolve and the Town continues to integrate the asset management plan with the long-term financial plan, the Asset Management and Financial Analyst will:

- Support the preparation of the annual asset management report to Council.
- Support integration of asset condition and life-cycle cost data into the Town's long-term financial plan.
- Assist departments in prioritizing capital projects based on risk, condition, and affordability.
- Develop funding models and performance metrics linking asset management needs to financial capacity.
- Enhance the infrastructure investment models to better reflect risk.

#### **5. Revenue Strategy, Grant Applications, and External Funding**

The Asset Management and Financial Analyst will provide analytical and coordination support to strengthen the Town's revenue strategy by:

- Researching and preparing financial components of grant applications and ensuring alignment with program eligibility.
- Assisting other departments in the preparation of business cases and financial projections for funding applications.
- Identifying and tracking potential provincial/federal funding opportunities, ensuring submissions are data-driven and competitive.
- Supporting negotiation and financial review of lease agreements, user-fee schedules, and service contracts to ensure fair market value and cost recovery.
- Support ongoing evaluations of vendor contracts to ensure optimal prices are achieved.

#### **6. Enhanced Financial Communication and Transparency**

The Asset Management and Financial will assist in preparing clear and accessible financial materials for Council, management, and the public by:

- Developing financial dashboards and visualizations (e.g., capital project tracking, reserve trends, debt service analysis).
- Preparing analytical reports that translate financial data into actionable insights for strategic decision-making.
- Enhancing variance reporting to better reflect key challenges and opportunities.

#### **4. Current Status**

The Finance Department at the Town of Hanover is currently operating at full capacity, with staff primarily focused on the transactional and administrative functions required to maintain statutory compliance and support day-to-day operations. Core responsibilities, including tax billing and collection, payroll, accounts payable and receivable, water and wastewater billing, and financial reporting, consume the majority of available staff time.

These demands have continued to grow due to expanding legislative and reporting requirements, such as annual Development Charges (DC) statements, ongoing Asset Management Plan updates, and enhanced cemetery management and financial tracking obligations. As a result, the department's capacity to engage in

strategic financial planning, long-term forecasting, and in-depth data analysis has been significantly constrained.

To address workload pressures, the Town has relied on external consultants to perform several functions that a Asset Management and Financial Analyst position would typically support. These include development charge study support, asset management planning (with annual legislated reporting requirements), and housing needs assessments, at significant cost.

The Treasurer is responsible for ensuring compliance with all legislative requirements, and while all mandatory tasks are being completed, there is limited opportunity to conduct deeper analysis of strategic alternatives, risks, and opportunities. The Treasurer is currently performing a substantial amount of administrative work, including month-end account reconciliations, capital project tracking, high-level variance reporting, and asset inventory and condition updates. While these activities are essential, they consume considerable time, leaving little opportunity to focus on higher-level financial strategy, long-term forecasting, and strengthening financial communication with Council and the public.

In addition to these responsibilities, the role of the Director of Corporate Services / Treasurer is being revised to encompass the oversight of legislative function. This revised portfolio brings increased accountability for legislative compliance, information governance, and technology management across the organization.

As emerging technologies, particularly artificial intelligence (AI), continue to transform municipal operations, the oversight of digital systems and the mitigation of related organizational risks require significant time and strategic focus. The evolution of this role demands attention not only to financial management but also to cybersecurity, data protection, and the integration of technology-driven process improvements.

Given these revised responsibilities, the Director of Corporate Services / Treasurer has limited capacity to sustain the same volume of administrative work that has historically been required. To modernize and streamline operations, dedicated time must be allocated for the Director of Corporate Services / Treasurer to plan, implement, and monitor process improvements. These efforts are critical to enhancing efficiency, ensuring compliance, and positioning the Town to adapt effectively to the rapidly changing technological and regulatory landscape.

#### **5. Proposed Recommended Direction**

The addition of an Asset Management staff role was identified in the Organizational Review approved by Council in December 2024. This position is a Phase 2 (2026) recommendation. Council approved the Organizational Review and the implementation of Phase 1 recommendations with Phase 2 and 3 recommendations subject to budget approval.

The approved Organization Review report included the following support for this recommendation:

- Addresses the need for additional asset management capacity/skillset to offload day-to-day asset management activities from the Director, Corporate Services / Treasurer.

- This new position is required to ensure the Town meets Provincial asset management timelines and requirements.
- Contributes to achieving strategic priorities by adding staff capacity to achieve an objective in the 2023-2027 Strategic Action Plan to demonstrate financial accountability with long-term financial plans that are aligned to an asset management plan.
- Strengthens the alignment between long-term financial planning, budgeting and asset management within the same business unit.

Adding an Asset Management and Financial Analyst will:

- Provide the Director of Corporate Services / Treasurer and Deputy Treasurer with needed analytical and reporting capacity.
- Allow clerical staff to remain focused on critical transactional and compliance functions.
- Enhance inter-departmental collaboration by providing financial expertise for capital planning, grants, and policy initiatives.
- Strengthen Council's ability to make evidence-based financial decisions supported by high-quality data and analysis.
- Improve the Town's readiness for external audit, provincial reporting, and legislative compliance.

The proposed direction for the Finance Department is to maintain a clear division of responsibilities while strengthening its strategic and analytical capacity. The finance clerks will continue to focus on core administrative and transactional functions, including accounts payable and receivable, water and wastewater billing, and related compliance activities, while continuing to identify process efficiencies and improvements. The Deputy Treasurer will remain responsible for tax administration, payroll, and related financial operations, ensuring accuracy, timeliness, and adherence to regulatory standards. The addition of an Asset Management and Financial Analyst will provide the necessary support to advance the Town's long-term financial sustainability objectives, through the development of financial models, data analysis, and policy recommendations that support evidence-based decision-making. The Director of Corporate Services / Treasurer will oversee this structure, ensuring that financial policies and procedures are regularly reviewed, updated, and consistently applied, while leading the implementation of strategic financial plans and initiatives that position the Town to manage growth and maintain fiscal stability into the future.

**6. Effective Date Proposed**

May 1, 2026

**7. How does this meet current / future Department requirements and succession planning?**

This proposed restructuring also aligns with the Town's current and future departmental needs, while proactively addressing succession planning and workforce sustainability within the Finance Department. With anticipated retirements in the near term in both the clerks and finance areas, the department currently lacks internal capacity and qualified staff ready to step into these key positions. The introduction of the Asset Management and Financial Analyst role will not only address immediate analytical and strategic needs but also serve as a developmental bridge within the department's succession plan. Over time, it is anticipated that the Analyst will gain the experience and organizational knowledge necessary to potentially transition into other supervisory finance roles, while one of

the finance clerks, through mentorship and training, could potentially advance into the Analyst position. This creates a clear career progression pathway for staff, supporting retention and professional growth.

**8. What is the risk if this position is not implemented?**

If this position is not implemented, the Town of Hanover faces significant risk in its ability to effectively plan for and manage the financial demands of a rapidly growing community. Currently, the Town does not have the internal capacity to produce comprehensive long-term financial forecasts, yet faces millions of dollars in required infrastructure investments, including wastewater treatment plant upgrades, road and facility renewal, and the servicing of new growth areas. Operating within an increasingly challenging economic climate, with rising construction costs, interest rate pressures, and evolving legislative requirements, the Town must be able to model future financial scenarios and develop strategies that ensure reserves remain strong, debt is managed prudently, and budgets reflect long-term priorities. Without a dedicated Analyst to focus on these critical functions, the Town will remain reactive rather than proactive, responding to challenges as they arise instead of strategically planning for sustainable growth and financial stability.

Without this additional analytical support, the development of a comprehensive long-term financial sustainability strategy will be delayed, and the Town's ability to manage growth-related pressures and legislative requirements will remain constrained. In short, failing to add this position will hinder the Town's ability to plan ahead, protect its financial stability, and ensure that future decisions are informed, sustainable, and aligned with Council's long-term vision.

**9. Financial Implications (include year in description)**

The estimated cost for this position (salary, benefits, and training) is approximately \$60,200-70,000 annually. This role is tentatively assigned at a Grade 10 within the Town pay grid, pending review of a finalized job description.

**10. Other notes (if applicable)**

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
ADMINISTRATION/CORPORATE SERVICES/FINANCE				\$	%
<b>1 General Government</b>					
<b>0510 Taxes for Own Use</b>					
01-0510-0111 GENERAL TAX LEVY	-	(9,801,003)	(164,000)	(164,000)	
01-0510-0122 SHARE/HOSPITAL- P.I.L.	(5,400)	(5,470)	(5,500)	(100)	2
01-0510-0123 HYDRO/WESTARIO P.I.L.	(12,000)	(12,060)	(12,100)	(100)	1
01-0510-0211 GENERAL TAX LEVY - SUPPS	(60,000)	(105,427)	(60,000)	-	-
01-0510-0251 SHARE/TOWN PROPERTY-P.I.L.	(18,500)	(19,942)	(20,000)	(1,500)	8
01-0510-0252 UTILITY TRANSMISSION CORRIDOR	(1,400)	(1,449)	(1,500)	(100)	7
01-0510-0936 TRANSFER FROM RESERVE FUND	-	-	(287,000)		
01-0510-4510 REBATES - CHARITIES/OTHER	800	1,367	-	(800)	(100)
01-0510-4600 LAND EXPANSION	-	-	500,000		
<b>Total 0510 Taxes for Own Use</b>	(96,500)	(9,943,984)	(50,100)	46,400	(48)
0620 Provincial Funding					
01-0620-0310 ONT.MUN.PARTNERSHIP FUND ALLOC	(2,241,500)	(2,241,500)	(2,526,900)	(285,400)	13
<b>Total 0620 Provincial Funding</b>	(2,241,500)	(2,241,500)	(2,526,900)	(285,400)	13
<b>0690 Unassigned Revenue</b>					
01-0690-0570 OLGIC PROVINCIAL FUNDING	(1,313,000)	(974,907)	(1,326,100)	(13,100)	1
01-0690-0815 MARRIAGE/LOTTERY/MISC LICENCES	(10,000)	(13,175)	(14,000)	(4,000)	40
01-0690-0820 TAXI LICENCES	(2,000)	(3,500)	(3,500)	(1,500)	75
01-0690-0881 FEES & MISC. CHARGES	(28,500)	(34,334)	(25,900)	2,600	(9)
01-0690-0883 D.I.A. ADMINISTRATION FEE	(2,000)	(2,000)	(2,000)	-	-
01-0690-0884 WATER/SEWAGE DEPT.-ADMIN.FEE	(92,400)	(92,400)	(94,400)	(2,000)	2
01-0690-0885 LIBRARY COMPUTER SERVICE FEE	(3,200)	(3,200)	(3,300)	(100)	3
01-0690-0886 WATER/SEWAGE COMPUTER SER.FEES	(14,200)	(14,200)	(14,600)	(400)	3
01-0690-0890 LANDFILL ADMIN. FEE(INTERNAL)	(77,300)	(77,300)	(78,900)	(1,600)	2
01-0690-0911 PENALTY & INTEREST : CURRENT	(80,000)	(92,497)	(90,000)	(10,000)	13
01-0690-0915 WATER/SEWER PENALTIES	(25,000)	(27,182)	(29,000)	(4,000)	16
01-0690-0922 MONTHLY BANK INTEREST	(216,000)	(141,167)	(180,000)	36,000	(17)
01-0690-0924 INTEREST-INTERNAL-OWN FUNDS	(38,500)	(29,171)	(58,300)	(19,800)	51
01-0690-0928 WESTARIO DIVIDEND ON SHARES	(120,000)	(120,719)	(120,000)	-	-
01-0690-0972 NSF CHEQUE SERVICE CHARGE	(400)	(1,040)	(600)	(200)	50
<b>Total 0690 Unassigned Revenue</b>	(2,022,500)	(1,626,792)	(2,040,600)	(18,100)	1

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
ADMINISTRATION/CORPORATE SERVICES/FINANCE				\$	%
<b>1200 Administration</b>					
01-1200-0579 MISC REVENUE	-	(45,060)	-	-	
01-1200-0934 TRANSFER FROM RESERVES	(50,000)	(42,853)	(29,500)	20,500	(41)
01-1200-1110 REGULAR SALARIES	695,100	583,538	747,700	52,600	8
01-1200-1111 PART-TIME SALARIES	8,500	12,533	8,700	200	2
01-1200-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(27,476)	-	-	
01-1200-1510 EMPLOYEE BENEFITS	204,100	173,590	234,700	30,600	15
01-1200-1516 WSIB	19,300	16,056	19,900	600	3
01-1200-1519 EMPLOYEE ASSISTANCE PROGRAM	-	107	-	-	
01-1200-2130 OFFICE & STATIONERY SUPPLIES	12,300	11,040	15,900	3,600	29
01-1200-2131 HEALTH & SAFETY/CORPORATE TRAINING E	14,800	7,746	14,300	(500)	(3)
01-1200-2410 FUEL/OPERATIONS-2026 Chev Traverse	-	-	17,300		
01-1200-3110 PROF.DEV./TRAINING/TRAVEL	14,000	13,102	16,000	2,000	14
01-1200-3128 SUBSCRIPTIONS & MEMBERSHIPS	6,500	6,015	6,700	200	3
01-1200-3210 POSTAGE	17,200	23,278	18,400	1,200	7
01-1200-3212 TELEPHONE & FAX	7,000	6,616	10,100	3,100	44
01-1200-3215 PRINTING & ADVERTISING	1,500	451	1,500	-	-
01-1200-3310 AUDIT SERVICE	8,500	-	10,700	2,200	26
01-1200-3311 LEGAL SERVICE	20,000	27,335	24,500	4,500	23
01-1200-3316 CONSULTANTS FEES	102,700	92,129	49,600	(53,100)	(52)
01-1200-3325 COMPUTER SERVICES/SUPPLIES	145,900	135,665	164,900	19,000	13
01-1200-3513 PHOTOCOPIER RENT/MTCE CONTRACT	2,200	1,883	2,200	-	-
01-1200-3710 INSURANCE (GENERAL)	61,600	59,271	61,000	(600)	(1)
01-1200-4110 BANK SERVICE CHARGES	4,600	4,056	4,600	-	-
01-1200-4410 CASHIERS OVER/SHORT	-	9	-		
01-1200-5212 TRANSFER TO RESERVE FUND	310,200	310,200	337,000	26,800	9
01-1200-5213 TRANSFER TO RESERVE	45,500	45,500	53,000	7,500	16
01-1200-6000 AMORTIZATION EXPENSE - TCA	19,200	-	22,500	3,300	17
01-1200-6100 CHANGE IN INVESTMENT IN CAPITAL ASSETS	(19,200)	-	(22,500)	(3,300)	17
<b>Total 1200 Administration</b>	<b>1,651,500</b>	<b>1,414,731</b>	<b>1,789,200</b>	<b>137,700</b>	<b>8</b>
<b>TOTAL ADMIN/CORP SERV/FINANCE</b>	<b>(2,709,000)</b>	<b>(12,397,545)</b>	<b>(2,828,400)</b>	<b>(119,400)</b>	<b>4</b>
<b>OUTSIDE BOARD - TOWN REQUIREMENTS</b>					
<b>2000 Transfers to Police</b>					
01-2000-5210 TCA PURCHASES	125,600	15,985	387,800	262,200	209
01-2000-5214 TRANSFER TO POLICE SERVICES	3,916,600	3,916,600	4,144,100	227,500	6
<b>Total 2000 Transfers to Police</b>	<b>4,042,200</b>	<b>3,932,585</b>	<b>4,531,900</b>	<b>489,700</b>	<b>12</b>
<b>7820 Transfers to Library</b>					
01-7820-5214 TCA PURCHASES	669,400	557,832	693,500	24,100	4
<b>Total 7820 Transfer to Library</b>	<b>669,400</b>	<b>557,832</b>	<b>693,500</b>	<b>24,100</b>	<b>4</b>
<b>TOTAL ADMIN/CORP SERV/FINANCE</b>	<b>4,711,600</b>	<b>4,490,417</b>	<b>5,225,400</b>	<b>513,800</b>	<b>11</b>

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
ADMINISTRATION	Approved	Actuals	Proposed	CHANGE	CHANGE
				\$	%
<b>1150 Elections</b>					
01-1150-0579 MISC REVENUE				-	
01-1150-0881 ELECTIONS-NOMINATION FILING FEE			-1,400	(1,400)	
01-1150-0934 TRANSFER FROM RESERVES			-33,400	(33,400)	
01-1150-2130 ELECTIONS-STATIONARY/MATERIALS/PAPER/FORMS			3,500	3,500	
01-1150-3110 ELECTIONS-TRAVEL/CONVENTIONS-DEPT HEADS			1,600	1,600	
01-1150-3145 ELECTIONS-ELECTION ASSISTANTS			3,000	3,000	
01-1150-3210 ELECTIONS-POSTAGE			7,800	7,800	
01-1150-3215 ELECTIONS-PRINTING & ADVERTISING			2,000	2,000	
01-1150-3621 ELECTIONS-VOTING SERVICE (prev. Tabulators(2))			16,900	16,900	
<b>Total 1150 Elections</b>	<b>0</b>	<b>0</b>	<b>0</b>	-	

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
BYLAW ENFORCEMENT	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>2420 By-law Enforcement</b>					
01-2420-0579 MISC REVENUE	-	(890)	-	-	
01-2420-0810 CAT LICENSE	(200)	(330)	200	400	(200)
01-2420-0813 DOG LICENSE	(9,500)	(10,118)	9,700	19,200	(202)
01-2420-1110 REGULAR SALARIES	-	31,248	69,900	69,900	
01-2420-1510 EMPLOYEE BENEFITS	-	10,742	24,400	24,400	
01-2420-1516 WSIB	-	881	2,000	2,000	
01-2420-2214 UNIFORM & CLOTHING	-	205	1,000	1,000	
01-2420-2233 GENERAL SUPPLIES & EQUIPMENT	-	-	500		
01-2420-2241 DOG TAGS/LICENCES	500	-	300	(200)	(40)
01-2420-2410 FUEL / OPERATIONS	-	2,583	9,800	9,800	
01-2420-3110 PROF DEF./TRAINING/TRAVEL	-	-	3,000		
01-2420-3212 TELEPHONE	-	35	300	300	
01-2420-3525 BYLAW PROSECUTION	-	-	300	300	
01-2420-3545 ANIMAL CONTROL CONTRACT	16,800	14,880	17,500	700	4
<b>Total 2420 Canine Control</b>	<b>7,600</b>	<b>50,126</b>	<b>138,900</b>	<b>131,300</b>	<b>1,728</b>
<b>Total Animal Control</b>	<b>7,600</b>	<b>50,126</b>	<b>138,900</b>	<b>131,300</b>	<b>1,728</b>

# CIVIC FACILITIES



# WHO WE ARE | WHAT WE DO



Division of the Development and Infrastructure Department, tasked with maintaining the Civic Facilities.

Under the direction of the Director of Development and Infrastructure/CBO, this department oversees Civic Facilities (Civic Centre and 140 7th Ave (under general government), Theatre (under culture), and Medical Clinic (under health).

- **Civic Facilities:** Leasing agreements, customer service, custodial and maintenance/capital upgrades of all civic facilities.
- **Civic Centre-341 10th Street:** Downtown Cultural Area and Meeting Rooms, Municipal Offices, Library, Community Hall and Theatre Facility.
- **140 7th Avenue:** Grey County EMS Building, Physiotherapy Tenant, garage area town storage; PRC offsite storage area.
- **Medical Clinic:** Leases with downstairs tenants - Pharmacy, LifeLabs, ActivEars Hearing and Saugeen Vision businesses and locum facilities; Upstairs tenants with Hanover Medical Associates (HMA) doctor leases.

# PROGRAM HIGHLIGHTS—2025

**Medical Clinic** – continued day-to-day maintenance, updated Hanover Medical Associates lease within the building for another 5 years as well as the replacement roofing membrane and 13 rooftop units approved within the 2025 capital budget. Revised minimum night rentals in effort to increase locum usage.

**Civic Centre** – Kept the building fully operational in 2025. Significant work involved with vibration isolation on chiller unit was completed to mitigate on-going maintenance issues. Updated and repaired three fancoil units.

**Theatre/Community Hall** – Added minor upgrades within theatre for audio and video purposes. General maintenance was completed to keep the Theatre and Community Hall operating efficiently. Continued to support many community events and SOS outreach.

**140 7<sup>th</sup> Avenue** – Continued with general maintenance and repairs throughout space. Relocation of town equipment and materials in rear of property to accommodate additional parking for tenants with expanded needs.

## OUR GOALS FOR 2026

1. Transition of Civic Facilities oversight from Development and Infrastructure to Director of Parks, Recreation and Culture.
2. Interior painting of basement level of Medical Clinic.
3. Minor redevelopment of parking areas at 140 7th Ave upon removal of decommissioned water tower.
4. On-going replacement of fancoil units at the Civic Centre, a project that will continue to cover multiple years.
5. On-going operational changes as new Police Station construction begins.
6. Undertaking basement level custodial operations with in-house personnel at medical clinic (currently 3rd party contract).

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
CIVIC FACILITIES	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>1300 Property - Civic Centre</b>					
01-1300-0579 MISC REVENUE	-	(5,191)	-	-	
01-1300-0937 TRANSFER FROM LIBRARY	(135,600)	(113,000)	(138,400)	(2,800)	2
01-1300-1110 REGULAR SALARIES	55,500	45,279	58,200	2,700	5
01-1300-1111 PART-TIME SALARIES	74,000	64,643	73,900	(100)	(0)
01-1300-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(4,845)	-	-	
01-1300-1510 EMPLOYEE BENEFITS	27,700	21,861	28,300	600	2
01-1300-1516 WSIB	3,900	3,082	3,700	(200)	(5)
01-1300-1519 EMPLOYEE ASSISTANCE PROGRAM	-	134	-	-	
01-1300-2214 UNIFORMS & CLOTHING	700	517	700	-	-
01-1300-2410 2021 CHEV SILVERADO TRUCK (PREV 2009)	2,800	2,636	5,800	3,000	107
01-1300-3110 PROF.DEV./TRAINING/HEALTH&SAFETY	1,200	100	2,300	1,100	92
01-1300-3128 SUBSCRIPTIONS & MEMBERSHIPS	200	-	200	-	-
01-1300-3212 TELEPHONE	800	354	800	-	-
01-1300-3400 SHARED BUILDING/PROP.MTCE.	36,100	39,344	49,100	13,000	36
01-1300-3402 CHILLER SERVICE/MTCE.CONTRACT	6,300	16,518	6,300	-	-
01-1300-3411 GENERATOR SERV/MNTC CONTRACT	6,700	4,128	6,700	-	-
01-1300-3544 ELEVATOR SERVICE CONTRACT	5,200	4,227	5,200	-	-
01-1300-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	-	125	-	-	#DIV/0!
01-1300-3710 INSURANCE (GENERAL)	15,100	20,753	21,400	6,300	42
01-1300-3712 WATER/SEWAGE	3,900	4,082	4,100	200	5
01-1300-3713 GAS (HEATING)	15,400	13,402	14,900	(500)	(3)
01-1300-3716 HYDRO (GENERAL SERVICE ) #1	54,300	35,097	55,000	700	1
01-1300-5210 TCA PURCHASES				-	
01-1300-5213 TRANSFER TO RESERVE	20,000	20,000	20,000	-	-
01-1300-6000 AMORTIZATION EXPENSE - TCA	54,800	-	61,100	6,300	11
01-1300-6100 CHANGE IN INVESTMENT IN CAPITAL ASSETS	(54,800)	-	(61,100)	(6,300)	11
<b>Total 1300 Property - Civic Centre</b>	<b>194,200</b>	<b>173,246</b>	<b>218,200</b>	<b>24,000</b>	<b>12</b>
<b>1301 Property - Saugeen Room</b>					
01-1301-0614 SAUGEEN ROOM RENTALS	(5,400)	(5,824)	(5,700)	(300)	6
01-1301-1110 REGULAR SALARIES	2,900	2,462	3,000	100	3
01-1301-1111 PART-TIME SALARIES	2,400	1,016	2,400	-	-
01-1301-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(118)	-	-	
01-1301-1510 EMPLOYEE BENEFITS	1,200	845	1,200	-	-
01-1301-1516 WSIB	200	98	200	-	-
01-1301-3400 SHARED BUILDING EXPENSES	700	-	700	-	-
<b>Total 1301 Property - Saugeen Room</b>	<b>2,000</b>	<b>(1,521)</b>	<b>1,800</b>	<b>(200)</b>	<b>(10)</b>

	2025	2025	2026	BUDGET	BUDGET
CIVIC FACILITIES	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>1360 Property - 140 7th Avenue</b>					
01-1360-0579 MISC FEES/CHARGES	-	(321)	-		
01-1360-0833 LEASE-GREY COUNTY/OWEN SOUND	(41,000)	(36,863)	(42,200)	(1,200)	3
01-1360-0834 LEASE SUITE #2	(48,000)	(44,031)	(49,200)	(1,200)	3
01-1360-1110 REGULAR SALARIES	4,700	4,279	5,100	400	9
01-1360-1111 PART-TIME SALARIES	2,300	1,633	2,300	-	-
01-1360-1112 OVERTIME (TIME & HALF)	-	383	-	-	
01-1360-1113 OVERTIME (DOUBLE)	-	97	-		
01-1360-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(300)	-	-	
01-1360-1510 EMPLOYEE BENEFITS	1,800	1,655	1,900	100	6
01-1360-1516 WSIB	200	179	200	-	-
01-1360-3410 BUILDINGS MTCE/REPAIRS	14,800	8,936	11,500	(3,300)	(22)
01-1360-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	600	879	900	300	50
01-1360-3710 INSURANCE (GENERAL)	2,500	2,519	2,600	100	4
01-1360-3711 COUNTY SHARE - UTILITIES (HYDRO/WATER)	2,900	2,902	3,100	200	7
01-1360-3712 WATER/SEWAGE	1,300	1,085	1,300	-	-
01-1360-3713 GAS (HEATING)	3,900	1,949	3,900	-	-
01-1360-3716 HYDRO (GENERAL SERVICE ) #1	4,200	4,305	4,200	-	-
01-1360-3726 TAXES - P.I.L	6,200	3,415	6,300	100	2
01-1360-5213 TRANSFER TO RESERVES	24,400	22,352	3,200		
<b>Total 1360 Property - 140 7th Avenue</b>	<b>(19,200)</b>	<b>(24,947)</b>	<b>(44,900)</b>	<b>(25,700)</b>	<b>134</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
CIVIC FACILITIES				\$	%
<b>5300 Medical Clinic</b>					
01-5300-0350 LEASE-DOCTORS	(146,600)	(122,543)	(149,600)	(3,000)	2
01-5300-0351 LEASE-PHARMASAVE & HOME HEALTH CAR	(79,400)	(72,744)	(81,000)	(1,600)	2
01-5300-0352 LEASE-LIFELABS	(22,800)	(20,887)	(23,200)	(400)	2
01-5300-0744 LEASE-ACTIVEARS HEARING CENTRE INC	(16,700)	(15,296)	(17,000)	(300)	2
01-5300-0745 LEASE-SAUGEEN OPTOMETRIC CENTRE	(54,600)	(49,912)	(55,600)	(1,000)	2
01-5300-0881 MISC. FEES/CHARGES	-	(954)	-		
01-5300-0934 TRANSFER FROM RESERVES	(630,000)	-	(12,000)		
01-5300-1110 REGULAR SALARIES	14,200	11,460	14,000	(200)	(1)
01-5300-1111 PART-TIME SALARIES	3,400	1,705	3,400	-	-
01-5300-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(586)	-	-	
01-5300-1510 EMPLOYEE BENEFITS	5,100	3,959	5,000	(100)	(2)
01-5300-1516 WSIB	500	371	500	-	-
01-5300-2410 CIVIC CENTRE TRUCK ALLOCATED EXPENSES	2,800	2,637	2,800	-	-
01-5300-3212 TELEPHONE	2,600	1,607	2,600	-	-
01-5300-3325 COMPUTER SERVICES/SUPPLIES	1,700	1,703	1,700	-	-
01-5300-3402 AC/HEAT SERVICE/MTCE CONTRACT	5,400	1,962	2,500	(2,900)	(54)
01-5300-3410 PROPERTY MAINTENANCE/PURCHASES	39,600	19,871	50,500	10,900	28
01-5300-3525 CONTRACTED STAFF	125,800	96,088	126,100	300	0
01-5300-3710 INSURANCE (GENERAL)	11,100	10,639	11,000	(100)	(1)
01-5300-3712 WATER/SEWAGE	4,900	4,137	4,900	-	-
01-5300-3713 GAS (HEATING)	8,600	4,725	7,500	(1,100)	(13)
01-5300-3716 HYDRO (GENERAL SERVICE ) #1	30,000	18,850	30,000	-	-
01-5300-5210 TCA PURCHASES	780,000	-	-		
01-5300-5213 TRANSFER TO RESERVE	50,000	50,000	60,000	10,000	20
01-5300-6000 AMORTIZATION EXPENSE - TCA	60,700	-	60,300	(400)	(1)
01-5300-6100 CHANGE IN INVESTMENT IN CAPITAL ASSET	(60,700)	-	(60,300)	400	(1)
<b>Total 5300 Medical Clinic</b>	<b>135,600</b>	<b>(53,208)</b>	<b>(15,900)</b>	<b>(151,500)</b>	<b>(112)</b>
5301 Medical Clinic - Locums					
01-5301-0746 LOCUM RESIDENCES	(4,200)	(2,875)	(4,500)	(300)	7
01-5301-1110 REGULAR SALARIES	700	603	800	100	14
01-5301-1111 PART-TIME SALARIES	800	683	800	-	-
01-5301-1510 EMPLOYEE BENEFITS	400	296	400	-	-
01-5301-1516 WSIB	-	36	-	-	
01-5301-3410 PROPERTY MTCE/EQUIPMENT	1,200	9	800	(400)	(33)
<b>Total 5301 Medical Clinic - Locums</b>	<b>(1,100)</b>	<b>(1,248)</b>	<b>(1,700)</b>	<b>(600)</b>	<b>55</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
CIVIC FACILITIES				\$	%
<b>7830 Hanover Civic Theatre</b>					
01-7830-0579 MISC REVENUE	-	(2,584)	-		
01-7830-0614 RENTAL FEES	(31,200)	(24,870)	(32,200)	-1,000	3
01-7830-1110 REGULAR SALARIES	5,000	3,796	11,400	6,400	128
01-7830-1111 PART-TIME SALARIES	19,100	9,764	15,500	-3,600	(19)
01-7830-1112 OVERTIME (TIME & HALF)	-	4	-		
01-7830-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(1,485)	-		
01-7830-1510 EMPLOYEE BENEFITS	3,300	2,369	4,700	1,400	42
01-7830-1516 WSIB	700	392	800	100	14
01-7830-2410 CIVIC CENTRE TRUCK ALLOCATED EXPENSES	400	293	400	0	-
01-7830-3400 SHARED BUILDING/PROP MTCE.	4,300	2,243	4,200	-100	(2)
01-7830-3402 CHILLER SERVICE/MTCE.CONTRACT	400	3,112	400		-
01-7830-3410 PROPERTY MAINTENANCE/PURCHASES	3,150	981	3,100	-50	(2)
01-7830-3411 GENERATOR SERV/MNTC CONTRACT	400	229	400	0	-
01-7830-3525 CONTRACTED STAFF	950	-	500	-450	
01-7830-3544 ELEVATOR SERVICE CONTRACT	4,300	1,041	4,300	0	-
01-7830-3710 INSURANCE (GENERAL)	4,900	6,757	7,000	2,100	43
01-7830-3712 WATER/SEWAGE	200	227	200		-
01-7830-3713 GAS (HEATING)	5,100	1,675	1,800	-3,300	(65)
01-7830-3716 HYDRO (GENERAL SERVICE ) #1	6,800	4,387	6,900	100	1
01-7830-4127 INTERNAL INTEREST EXPENSE	11,100	10,678	9,300	-1,800	(16)
01-7830-5213 TRANSFER TO RESERVE	36,000	36,000	36,000	0	
01-7830-6000 AMORTIZATION EXPENSE - TCA	97,300	-	97,400	100	0
01-7830-6100 CHANGE IN INVESTMENT IN CAPITAL ASSETS	(97,300)	-	(97,400)	-100	0
<b>Total 7830 Hanover Civic Theatre</b>	<b>74,900</b>	<b>55,009</b>	<b>74,700</b>	<b>-200</b>	<b>(0)</b>
<b>7831 Community Hall</b>					
01-7831-0614 COMMUNITY HALL RENTALS	(11,000)	(16,948)	(18,000)	-7,000	64
01-7831-1110 REGULAR SALARIES	2,200	1,630	2,300	100	5
01-7831-1111 PART-TIME SALARIES	2,500	2,651	2,500	0	-
01-7831-1112 OVERTIME (TIME & HALF)	-	2	-		
01-7831-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(144)	-		
01-7831-1510 EMPLOYEE BENEFITS	1,000	909	1,000	0	-
01-7831-1516 WSIB	100	125	100	0	-
01-7831-2410 CIVIC CENTRE TRUCK ALLOCATED EXPENSES	400	293	400	0	-
01-7831-3400 SHARED BLDG/COMM HALL MAINTENANCE	3,100	2,243	3,100	0	-
01-7831-3402 CHILLER SERVICE/MTCE.CONTRACT	400	3,112	3,100	2,700	675
01-7831-3411 GENERATOR SERV/MNTC CONTRACT	400	229	400	0	-
01-7831-3544 ELEVATOR SERVICE CONTRACT	1,100	1,041	1,100	0	-
01-7831-3712 WATER/SEWAGE	200	227	200		-
01-7831-3713 GAS (HEATING)	5,400	1,675	1,800	-3,600	(67)
01-7831-3716 HYDRO (GENERAL SERVICE ) #1	6,800	4,387	6,800	0	-
<b>Total 7831 Community Hall</b>	<b>12,600</b>	<b>1,432</b>	<b>4,800</b>	<b>-7,800</b>	<b>(62)</b>
<b>TOTAL CIVIC FACILITIES</b>	<b>399,000</b>	<b>148,763</b>	<b>237,000</b>	<b>(162,000)</b>	<b>(41)</b>

# HEALTH SERVICES: CEMETERY



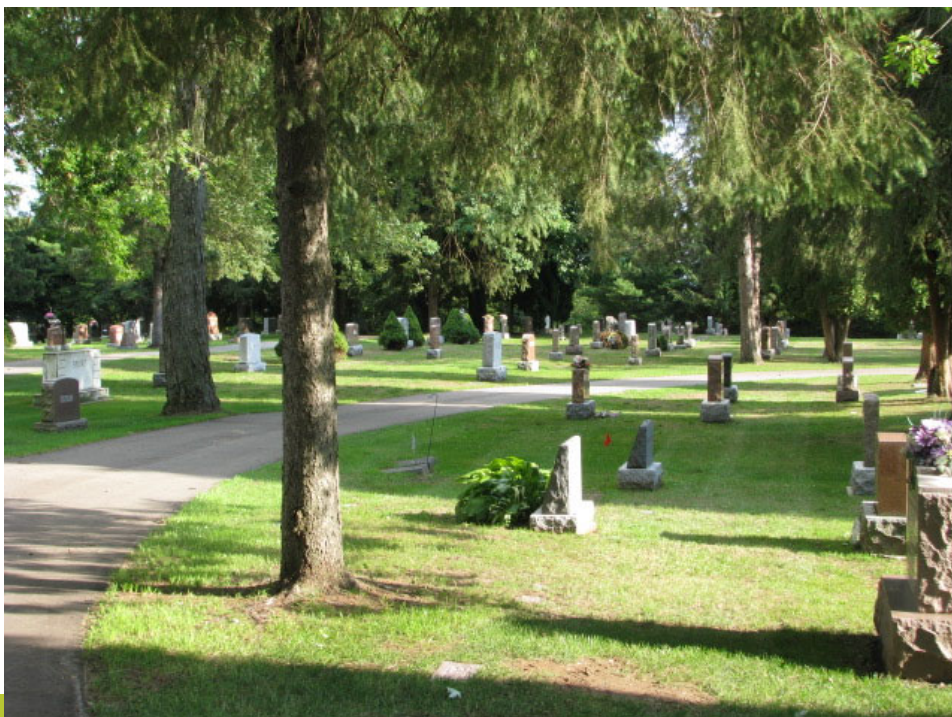
# WHO WE ARE

The Hanover Clerk's department, in conjunction with the Development and Infrastructure Department, Public Works Division, manage the Cemetery, providing day-to-day maintenance of grounds and a respectful environment during burial and interment activities. Staff provide a high level of professionalism, managing the sale of interment rights, interment requests, and maintaining records while also ensuring long-term financial stability and compliance with regulatory requirements.

To achieve this, we focus on the following key areas:

- Landscaping and green space maintenance
- Managing the sale of interment rights and interment requests
- Documentation as required by legislation and municipal by-laws

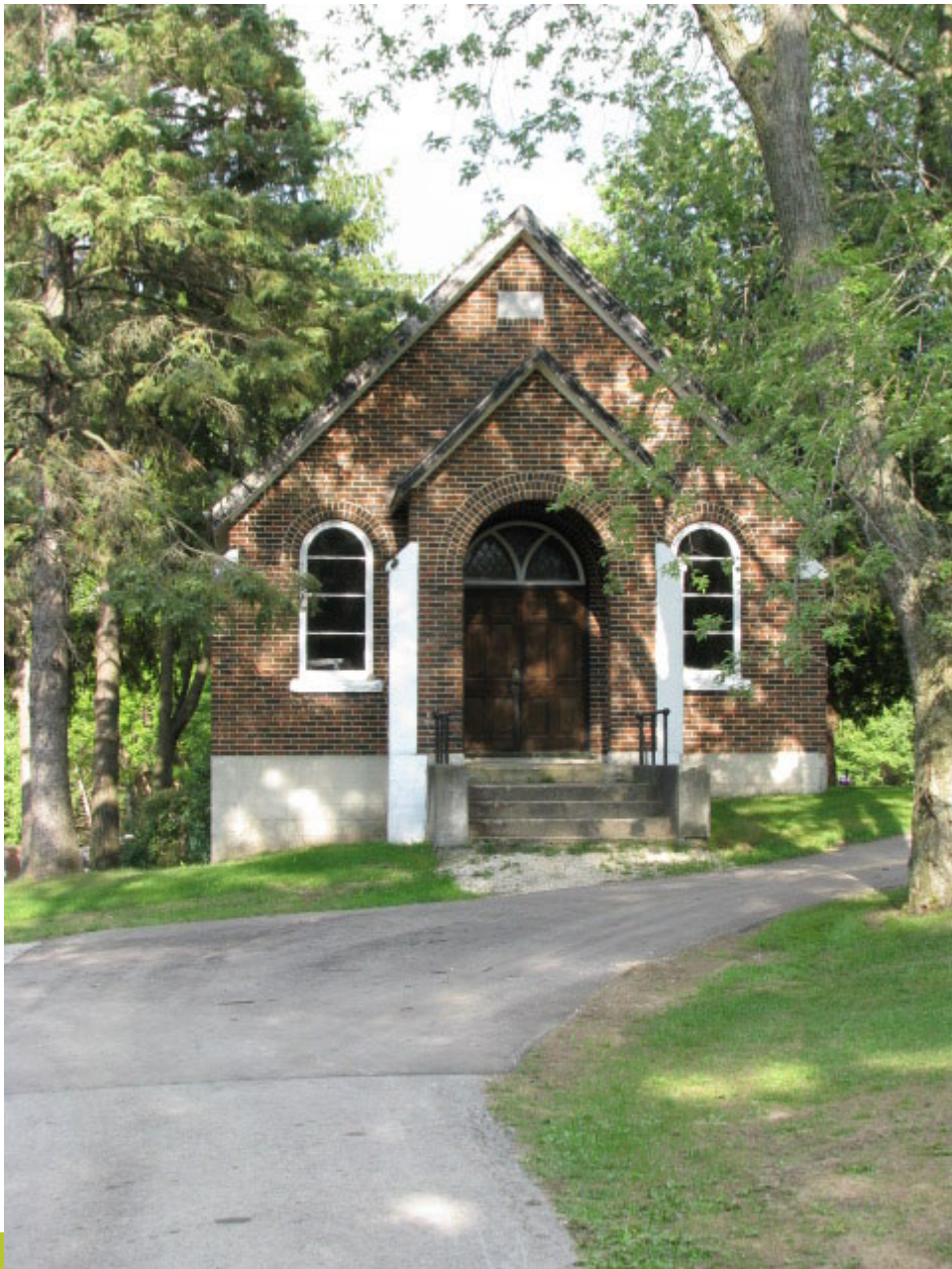
These operations are governed by specific rules, by-laws, and regulations that cover everything from visitor conduct and monument installation to fee payments and the transfer of interment rights. We ensure compliance with all relevant local municipal by-laws, and Provincial regulations such as those from the Bereavement Authority of Ontario.



# WHAT WE DO

Staff complete landscaping tasks such as mowing, gardening, tree trimming, and snow removal, alongside more sensitive duties such as managing interments and grave rehabilitation. These operations are governed by specific rules, by-laws, and regulations that cover everything from visitor conduct and monument installation to fee payments and the transfer of interment rights.

Staff must handle public inquiries and complaints while maintaining a professional and compassionate demeanor. Caretaking of the grounds involves leveling graves due to settling, cleaning headstones, and general upkeep of memorial sites. Maintenance also extends to cemetery furniture and other structures.



# PROGRAM HIGHLIGHTS—2025

In 2025, our notable accomplishments include:

- Installation of the new forty-eight (48) niche Columbarium.
- Landscaping, installation of new furniture and paving of the new Columbarium area.
- Implementation of new cemetery management software program for digital tracking.

## OUR GOALS FOR 2026

1. Continuation of plot and niche sales as per regulations within cemetery lands.
2. Replacement of mowers and equipment to adequately provide cemetery maintenance.
3. Planting of trees throughout the cemetery to replace trees that have been removed.
4. Full implementation of new Cemetery Software and data integration for mapping for increased ease for the public.



## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
CEMETERY	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>5200 Hanover Cemetery</b>					
01-5200-0579 FEES/MISC. CHARGES	(8,500)	(17,516)	(8,500)	-	-
01-5200-0647 GRAVE OPENINGS-CURRENT	(29,000)	(32,475)	(29,900)	(900)	3
01-5200-0648 GRAVE OPENINGS- PREPAID	(11,000)	(1,058)	(11,000)	-	-
01-5200-0649 STORAGE VAULT CHARGES	(700)	(705)	(700)	-	-
01-5200-0666 CEMETERY PLOTS	(16,200)	(11,152)	(16,200)	-	-
01-5200-0668 COLUMBARIUM-NICHE SALE	(24,100)	(35,946)	(24,100)	-	-
01-5200-0934 TRANSFER FROM RESERVES	-	-	(30,000)	(30,000)	
01-5200-0935 TRANSFER FROM TRUST FUND	(10,000)	(5,770)	(10,000)	-	-
01-5200-0999 PROCEEDS ON TCA DISPOSALS				-	
01-5200-1110 REGULAR SALARIES	17,300	19,221	23,800	6,500	38
01-5200-1111 PART-TIME SALARIES	55,400	47,559	57,900	2,500	5
01-5200-1112 OVERTIME (TIME & HALF)	-	32	-	-	
01-5200-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(1,722)	-	-	
01-5200-1510 EMPLOYEE BENEFITS	16,100	15,086	18,400	2,300	14
01-5200-1516 WSIB	2,200	1,869	2,300	100	5
01-5200-1519 EMPLOYEE ASSISTANCE PROGRAM	-	27	-	-	
01-5200-2214 UNIFORMS & CLOTHING	500	517	500	-	-
01-5200-2223 MACHINERY GAS,OIL,REPAIRS	7,300	6,963	7,400	100	1
01-5200-2427 LICENSE (BASED ON BURIALS)	2,700	2,844	2,700	-	-
01-5200-3110 PROF.DEV/TRAINING/TRAVEL/MEMBERSHIP	2,000	410	4,200	2,200	110
01-5200-3212 TELEPHONE	200	112	200	-	-
01-5200-3325 COMPUTER SERVICES/SUPPLIES	200	36,101	2,300	2,100	1,050
01-5200-3408 NICHE ENGRAVING	5,000	9,114	5,000	-	-
01-5200-3409 MARKER/MONUMENT MAINTENANCE	12,000	7,150	12,000	-	-
01-5200-3410 PROPERTY MAINTENANCE/PURCHASES	8,600	8,478	8,700	100	1
01-5200-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	11,600	6,052	11,600	-	-
01-5200-3710 INSURANCE (GENERAL)	2,800	2,765	2,800	-	-
01-5200-3716 HYDRO (GENERAL SERVICE ) #1	1,500	982	1,500	-	-
01-5200-3830 REPURCHASE/PRE-NEED REFUND	2,200	4,955	3,000	800	36
01-5200-5210 TCA PURCHASES	-	28,601	30,000	30,000	
01-5200-5213 TRANSFER TO RESERVE	12,200	18,200	12,200	-	-
01-5200-6000 AMORTIZATION EXPENSE - TCA	5,800	-	9,800	4,000	69
01-5200-6100 CHANGE IN INVESTMENT IN CAPITAL ASSETS	(5,800)	-	(9,800)	(4,000)	69
<b>Total 5200 Hanover Cemetery</b>	<b>60,300</b>	<b>110,694</b>	<b>76,100</b>	<b>15,800</b>	<b>26</b>



**Town of Hanover  
Capital Projects**

<b>Project</b>	5200C002 Cemetery Roadway Paving		
<b>Department</b>	Hanover Cemetery		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>The northerly entrance roadway from the 1972 plot survey remains a surface treated roadway with wheel rutting and deterioration of the surface. The most easterly roadway adjacent to the north access road has not yet been constructed. The budget estimate for road paving is \$30,000.</p> <p>Approved in 2020 and then deferred to 2021.</p> <p>Has been deferred each year thereafter - deferred again in 2025 to 2026.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	1	Safety of patrons visiting northerly section of cemetery
Tax Levy Impact (Funding Available)	0	
Efficiency/Time Resources Savings	1	Less Maintenance
Strategic Plan Value	1	Safe & Reliable Infrastructure
AMP Priority	1	Paving not currently on assets, only land.
<b>Total Weight</b>	<b>63</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONTRACT	30,000	30,000						
	30,000	30,000						
<b>Expenditures Total</b>	<b>30,000</b>	<b>30,000</b>						
<b>Funding</b>								
RESERVES	30,000	30,000						
	30,000	30,000						
<b>Funding Total</b>	<b>30,000</b>	<b>30,000</b>						

Attributes		
Attribute	Value	Comment
Department	Hanover Cemetery	
Function	Transportation Services	
Location	Hanover Cemetery	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Roads	
Strategic Plan	N/A	
Approval Status	In Budget	
Priority Rating	C Priority Weighting Between 60 - 69%	Was originally approved in 2020 (due to COVID, deferred to a later year) and has been deferred since then.



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	5200C002 Cemetery Roadway Paving		
<b>Department</b>	Hanover Cemetery		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

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**Town of Hanover**  
**Capital Projects**

<b>Project</b>	5200C002 Cemetery Roadway Paving		
<b>Department</b>	Hanover Cemetery		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

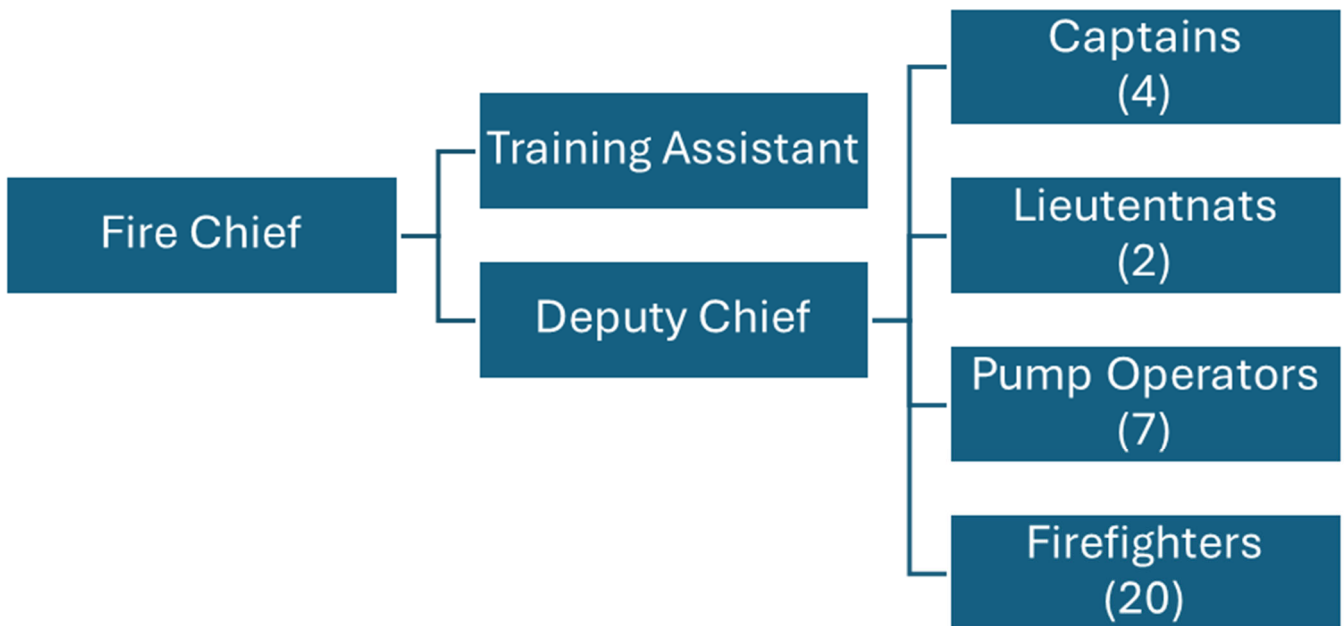
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# FIRE & RESCUE



# WHO WE ARE



The Hanover Fire Department provides fire and life safety protection to residents and their property.

To accomplish this task, we use the three lines of defense:

1. **Education**
2. **Prevention**
3. **Suppression**

The department enforces the Fire Protection and Prevention Act as well as implementing applicable statutes of the Ontario Fire Code.



# WHAT WE DO

We provide a range of emergency services including:

- EMS Medical Support, CPR, Defibrillation
- Structural Firefighting (offensive and defensive)
- Proximity Firefighting (vehicle fires, shed fires, grass fires, brush fires)
- Ice Water Rescue
- Surface Water Rescue
- Swift Water Rescue
- High Angle Rescue
- Auto Extrication Rescue
- Drone Operations
- General Rescue Operations

To October 2025, we responded to **176** emergency calls, and used over **2,300** personnel hours on-scene for emergency responses.

We invested over **4,700** staff hours in training the public, and completed the Ice Water Rescue and Static Water Rescue certification testing **ahead of the 2028 deadline** set by the Ontario Fire Marshall's Office. We participated in **104 fire prevention events** with an estimated reach of **3200 individuals**.



# PROGRAM HIGHLIGHTS—2025

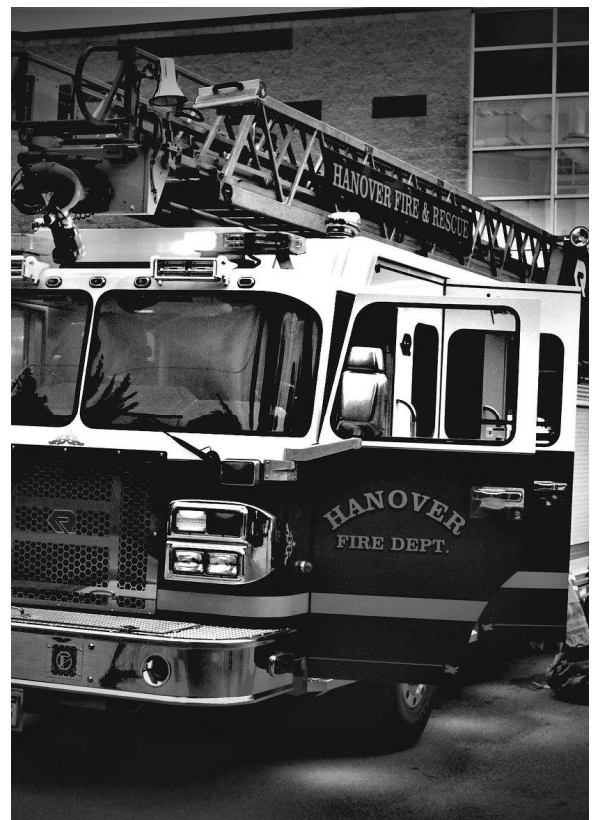
Our big accomplishment was the completion and grand opening for the **new Net Zero Fire Station** in 2025.

We also:

- Started NFPA 1006 Swiftwater Rescue certification testing ahead of the 2028 deadline set by the Ontario Fire Marshals Office
- Successfully passed a Ministry of Labour Inspection regarding decontamination procedures and processes.
- Completed live fire training with 2024 and 2025 recruits.
- Continued with specialty training for 6 areas of specialty services; high angle rescue, swift water rescue, ice water rescue, aerial operations, auto extrication, drone operations.
- Obtained certification for 4 individuals for NFPA 1001 Firefighter Level I.
- Completion of NFPA courses for Officer Level I and Level II, Safety Officer, Fire Instructor I, Pump Operations, and Auto Extrication Operations and Technician.

We hired a dedicated drone pilot on contract to assist with emergency preparedness, and continued our involvement with local and regional associations to build relationships and support fire safety across the region. We continue to use social media to promote safety awareness, and provide fire safety instructions at local schools.

We continue to visit homes and businesses to ensure fire safety compliance. In 2025, **41 homes were visited** from January 1 to October 5 for Alarmed for life, and a total of **89 fire safety inspections** of commercial and industrial properties were completed by October 5.



# OUR GOALS FOR 2026

Our goals for the 2026 fiscal year are to:

1. Begin medical oversight training and process implementation.
2. Continue marketing of on-line burn permit program.
3. Update water rescue equipment that has exceeded its useful life.
4. Complete annual inspections of equipment, apparatus and soft goods, and 3rd party audit of surface water rescue training and response.
5. Conduct Firefighter Level I and II and Hazardous Materials Awareness and Operations training.
6. Increase the number of personnel completing Pump Operator, Fire Officer Level I, and Fire Instructor Level I training.
7. Enhance the department's capabilities for underwater search and recovery operations.
8. Explore and evaluate future options for dispatching services.
9. Expand the number of dedicated drone pilots from one to two, and continue with ongoing training for pilots.
10. Continue to improve decontamination procedures.
11. Complete live fire training with recruits and experienced firefighters.
12. Complete provincial certification testing for swift water rescue, and begin certification for rope rescue.
13. Continue work with vulnerable occupancies and schools to ensure timely and efficient evacuations are maintained.
14. Update Town of Hanover emergency management plan and prepare for 2026 Emergency Management training and mock.
15. Continue meeting with the Critical Incident Stress Team and ensure that additional training is offered to team members.

# LOOKING AHEAD

As part of our commitment to net-zero, the new fire station must be reviewed after one year of operation to confirm that the building is performing as designed, meeting energy efficiency targets, and remaining compliant with sustainability requirements.

In 2026 we will also:

1. Complete the training and testing of 4 new recruits who will start in January 2026.
2. Initiate required changes to technical rescue protocols to ensure continued compliance with NFPA standards.

We are committed to:

1. Maintaining training programs for firefighters to work towards certification;
2. Continuing with the co-operative education partnerships we have developed with local schools;
3. Continuing to prioritize succession planning to ensure that trained staff are available at all times; and
4. Continuing to support our community in developing emergency management programs and protocols.



## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
FIRE & EMERGENCY MEASURES	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>2100 Fire</b>					
01-2100-0511 CANADA CONDITIONAL GRANTS	-	(515,516)	-	-	
01-2100-0518 DONATIONS	(1,500)	(12,950)	(11,500)	(10,000)	667
01-2100-0521 PROVINCIAL GRANTS	-	(141,365)	(4,000)		
01-2100-0541 TOWNSHIP OF WEST GREY	(68,400)	(68,400)	(70,500)	(2,100)	3
01-2100-0542 MUNICIPALITY OF BROCKTON	(76,600)	(76,600)	(78,900)	(2,300)	3
01-2100-0551 OTHER GRANTS	(3,000)	-	(3,000)	-	-
01-2100-0579 FEES/MISC.CHARGES	(235,500)	(55,402)	(62,900)	172,600	(73)
01-2100-0593 SOLAR ENERGY	-	-	(5,000)	(5,000)	
01-2100-0614 ROOM RENTALS	-	(225)	(1,000)	(1,000)	
01-2100-0930 PROCEEDS FROM ISSUE OF DEBT	-	(5,362,350)	-	-	
01-2100-0934 TRANSFER FROM RESERVES	-	(229,994)	(59,000)	(59,000)	
01-2100-1110 REGULAR SALARIES	271,800	233,372	284,400	12,600	5
01-2100-1111 PART-TIME SALARIES	266,700	268,123	276,500	9,800	4
01-2100-1112 OVERTIME (TIME & HALF)	-	442	-	-	
01-2100-1113 OVERTIME (DOUBLE) SNOW REMOVAL	-	97	-	-	
01-2100-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(39,232)	-	-	
01-2100-1510 EMPLOYEE BENEFITS	90,800	78,670	94,400	3,600	4
01-2100-1516 WSIB	19,800	15,634	21,200	1,400	7
01-2100-1519 EMPLOYEE ASSISTANCE PROGRAM	-	1,299	-	-	
01-2100-2214 UNIFORMS & CLOTHING	10,200	11,216	8,100	(2,100)	(21)
01-2100-2217 PAGERS/RADIOS/LICENCE	14,400	3,675	18,500	4,100	28
01-2100-2233 GENERAL SUPPLIES & EQUIPMENT	59,500	80,428	60,000	500	1
01-2100-2254 SELF CONTAINED BREATHING APP.	7,900	8,081	8,100	200	3
01-2100-2255 FIRE PREVENTION/PUBLIC RELATIONS	1,800	1,913	1,500	(300)	(17)
01-2100-3110 PROF.DEV./TRAINING/TRAVEL	16,200	19,048	23,100	6,900	43
01-2100-3128 SUBSCRIPTIONS & MEMBERSHIPS	2,700	900	2,100	(600)	(22)
01-2100-3212 TELEPHONE	1,500	1,435	1,500	-	-
01-2100-3218 FIRE DISPATCH SERVICE	32,300	23,423	32,300	-	-
01-2100-3325 COMPUTER SERVICES/SUPPLIES	17,200	14,371	14,200	(3,000)	(17)
01-2100-3410 BUILDINGS MTCE/REPAIRS	9,500	10,193	11,300	1,800	19
01-2100-3413 GENERAL EQUIPMENT MTCE/REPAIRS	3,900	1,394	3,900	-	-
01-2100-3414 NEW FIREHALL EQUIPMENT-not Capital	-	1,647	-	-	
01-2100-3425 BUNKER GEAR CLEANING/REPAIR	4,500	6,770	4,500	-	-
01-2100-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	-	1,534	-	-	
01-2100-3710 INSURANCE (GENERAL)	17,900	21,379	22,000	4,100	23
01-2100-3712 WATER/SEWAGE	500	1,344	1,500	1,000	200
01-2100-3716 HYDRO (GENERAL SERVICE ) #1	-	29,473	5,000	5,000	
01-2100-4127 INTERNAL INTEREST EXPENSE	24,900	18,493	25,000	100	0
01-2100-4220 EXTERNAL INTEREST EXPENSE	236,800	144,681	265,000	28,200	
01-2100-5210 TCA PURCHASES	198,000	544,184	84,000	(114,000)	(58)
01-2100-5213 TRANSFER TO RESERVE	42,200	44,633	42,200	-	-
01-2100-5230 PRINCIPAL PAYMENTS ON LOAN	183,000	5,800,000	161,500	(21,500)	
01-2100-6000 AMORTIZATION EXPENSE - TCA	110,700	-	260,500	149,800	135
01-2100-6100 CHANGE IN INVESTMENT IN CAPITAL ASSET	(110,700)	-	(260,500)	(149,800)	135
<b>Total 2100 Fire</b>	<b>1,149,000</b>	<b>885,818</b>	<b>1,176,000</b>	<b>27,000</b>	<b>2</b>
2110 1937 Chev Fire Truck					
01-2110-2410 FUEL/OPERATIONS	700	580	700	-	-

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
FIRE & EMERGENCY MEASURES				\$	%
<b>Total 2110 1937 Chev Fire Truck</b>	700	580	700	-	-
2112 1999 Pumper Rescue Truck					
01-2112-2410 FUEL/OPERATIONS	17,100	15,584	17,700	600	4
<b>Total 2112 1999 Pumper Rescue Truck</b>	17,100	15,584	17,700	600	4
2113 2024 Ford F250 @ Spacecap (prev 2002 Chev Rescue 1)					
01-2113-2410 FUEL/OPERATIONS	40,500	34,083	40,700	200	0
<b>Total 2113 2024 Ford F250 @ Spacecap (prev 2002 Chev</b>	40,500	34,083	40,700	200	0
2114 Boat and Trailer					
01-2114-2410 FUEL/OPERATIONS	2,300	3,152	2,400	100	4
<b>Total 2114 Boat and Trailer</b>	2,300	3,152	2,400	100	4
2115 2010 Ladder Truck					
01-2115-2410 FUEL/OPERATIONS	20,900	16,433	21,400	500	2
<b>Total 2115 2010 Ladder Truck</b>	20,900	16,433	21,400	500	2
2116 2021 Chev Silverado 4X4					
01-2116-2410 FUEL/OPERATIONS	5,500	6,479	5,600	100	2
<b>Total 2116 2021 Chev Silverado 4X4</b>	5,500	6,479	5,600	100	2
2117 2020 Engine Truck					
01-2117-2410 FUEL/OPERATIONS	12,300	22,519	13,800	1,500	12
<b>Total 2117 2020 Engine Truck</b>	12,300	22,519	13,800	1,500	12
2118 2025 GMC Sierra 2500 (Fire Squad Truck #905)					
01-2118-2410 FUEL/OPERATIONS	29,500	21,929	29,400		
<b>Total 2118 2025 GMC Sierra 2500 (Fire Squad Truck #905</b>	29,500	21,929	29,400		
<b>2130 Emergency Measures</b>					
01-2130-0579 MISC REVENUE	-	(1,106)	-	-	
01-2130-2233 GENERAL SUPPLIES & EQUIPMENT	7,300	5,748	5,400	(1,900)	(26)
01-2130-3212 TELEPHONE	-	53	-	-	
<b>Total 2130 Emergency Measures</b>	7,300	5,801	5,400	(1,900)	(26)
<b>TOTAL FIRE &amp; EMERGENCY MEASURES</b>	<b>1,285,100</b>	<b>1,012,378</b>	<b>1,313,100</b>	<b>28,000</b>	<b>2</b>



# Town of Hanover

## Capital Projects

<b>Project</b>	2100C009 Replacement of Rescue Pumper		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>Replacement of 1999 Rescue Pumper to house all rescue, firefighting, technical rescue equipment.</p> <p>Presently this apparatus is the most used in the fire department fleet. It is first to respond to rescues, carbon monoxide calls and out of town fire emergencies. It is second out of station to in town fire emergencies and other issues that require rescue tools. In 2025, the apparatus will be 26 years old. Wiring issues, engine/air brake issues, and body decomposition have plagued the apparatus in recent years. The firefighters and repair staff have attempted to keep the unit in service but there are water discharges that are no longer operational and many of the lights on the pump panel no longer operate.</p> <p>The present apparatus is a custom build, and hold 8 personnel. Fire Department staff have spent considerable time discussing options that would best serve the municipality, as well as overall cost effectiveness.</p> <p>At this time we are suggesting the purchase of a commercial rescue/pump that will carry 5 personnel to the scene, as well as a 1/2 tonne pickup truck that will carry 4 personnel to the scene, to replace the custom cab rescue/pump. Based on the high cost of the custom apparatus, this move will save the municipality an expected \$150,000 to \$200,000, while providing the department with more seating, more flexibility of operations, response time reduction, reduced repair costs compared to a custom cab design, as well as many other efficiencies.</p> <p>A new apparatus takes over a year to build. As a result the chassis and cab will be purchased in 2024, and provide fire department staff to build the cabinets and pump with the manufacturer, prior to the 2025 delivery.</p> <p>Once delivered, this apparatus will be used as the first due fire apparatus at all fire emergencies, placing Engine 910 as the second. This is advantageous as 910 is a pumper/tanker and can be used more efficiently and effectively as the second due apparatus.</p>

Risk of Not Proceeding
<p>This apparatus performs dual duty as a suppression truck as well as a rescue apparatus. The apparatus is costing more and more each year and is having electrical issues that are difficult to source and repair. Should the truck not be repairable at some point in the future, rescue equipment will not be transported to scene and structural firefighting operations will be compromised without a pump apparatus such as this to supply water to interior crews. In addition, if not replaced, the Town of Hanover will not be meeting the FUS requirements and residents will see an increase to insurance rates as a result.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Required as part of the structural firefighting equipment as well as transporting rescue equipment to scenes. New apparatus is environmentally friendlier due to less pollutants and potential for electric power. A front line pump apparatus has to be newer than 15 years and back up 20 years old or newer to maintain Fire Underwriters survey credit as a 2nd line apparatus FUS standards indicate when a fire apparatus must be replaced based on the population per square km
Tax Levy Impact (Funding Available)	0	
Efficiency/Time Resources Savings	1	New apparatus will have less emissions and be more fuel efficient. It will also ensure that the fire department can continue to respond to emergencies in the municipality without concern for breakdown or repair. Repairs on a commercial chassis will be more economical and parts are less expensive than the custom cab alternative. This apparatus is a necessary part of Hanover Fire response to a number of responses, including fires and rescues. If it does not operate, necessary equipment and personnel are not transported to the scene.
Strategic Plan Value	2	Safe and Reliable Infrastructure, Healthy and Welcoming Community, Open and
<b>Total Weight</b>	<b>86</b>	



**Town of Hanover  
Capital Projects**

<b>Project</b>	2100C009 Replacement of Rescue Pumper		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Priority		
Category	Priority	Comment
AMP Priority	1	Responsible Government; This apparatus is required to maintain a safe community. This apparatus was received in 1999, and thus has had a 26 year operation. Costs of maintaining the apparatus in ready status has been increasing. Replacement of TCA #167
<b>Total Weight</b>	<b>86</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032

<b>Expenditures</b>								
VEHICLE PURCHASE	476,000	20,000	456,000					
	476,000	20,000	456,000					
<b>Expenditures Total</b>	<b>476,000</b>	<b>20,000</b>	<b>456,000</b>					

<b>Funding</b>								
MISC OTHER REVENUE	476,000	20,000	456,000					
	476,000	20,000	456,000					
<b>Funding Total</b>	<b>476,000</b>	<b>20,000</b>	<b>456,000</b>					

Attributes		
Attribute	Value	Comment
Department	Fire	
Function	Protection & Health Services	
Location	Fire Station	
Type of Project	New Asset	
Project Asset Classification	Vehicles	
Strategic Plan	N/A	
Approval Status	In Budget	2024 Draft Budget
Priority Rating	A Priority Weighting Between 80-100%	



# Town of Hanover Capital Projects

<b>Project</b>	2100C009 Replacement of Rescue Pumper		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

## Gallery

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# Town of Hanover

## Capital Projects

<b>Project</b>	2100C017 Rescue Boat Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

### Description

This capital expense request is for the replacement of the Fire Department’s rescue boat, motor, and trailer, which have been in service since 2007. The new rescue vessel will be used for swiftwater, open water, and ice water rescue operations. The boat is a vital piece of emergency response equipment, directly supporting the department’s ability to provide life-saving services in aquatic environments.

Operational Necessity: Our fire department responds to a wide variety of water-related emergencies, including:

1. Swiftwater rescues during seasonal flooding, unexpected weather events, or water flowing at >1 knot.
2. Open water rescues for boating, tubing, motor vehicle, or swimming incidents.
3. Ice water rescues during winter months, when ice conditions pose hazards to the public.

Without a safe and reliable rescue vessel, our department cannot effectively or safely conduct these missions, placing both rescuers and victims at greater risk.

Alignment with Community Risk and Hazard Assessments: The municipality’s Community Risk Assessment (CRA) identifies water rescues as a key service requirement, based on our proximity to rivers, recreational use of waterways, and the presence of a low-head dam. Similarly, the municipality’s Hazard Identification and Risk Assessment (HIRA) lists water-related emergencies including flooding, ice conditions, and recreational incidents as priority hazards. These documents clearly identify the need for specialized water rescue capabilities and resources. The rescue boat is a primary asset in this mitigation strategy, ensuring the municipality has the operational ability to respond effectively to these recognized risks.

Regional Service Delivery: In addition to serving our own residents, the Hanover Fire Department provides water rescue services to five surrounding municipalities through service agreements. These partnerships extend the benefit of specialized water rescue capabilities across the region, ensuring consistent and professional emergency response on waterways outside Hanover. Importantly, these agreements also generate revenue for the Fire Department, offsetting operational costs and reducing the financial burden on local taxpayers. A safe, modern rescue vessel is essential to maintaining this regional service delivery and the revenue streams it supports.

Improved Capabilities of the Replacement Vessel: The new vessel will offer enhanced engine power for quicker deployment, improved hull design for better maneuverability in swiftwater and ice conditions, improved skid plating on the bottom to improve longevity in shallow water environments, increased durability and lighter weight for situations where the boat must be carried, specific housing for the gas tank and battery in a water-tight compartment, a 4-stroke motor that produces more power, is more environmentally friendly, and is easier to maintain, and new lighting equipment to replace the outdated strobe system.

The rescue boat is an essential tool for delivering water-based emergency response in our municipality and across our regional partners. The current vessel is no longer safe to operate, creating a direct health and safety issue for our responders. Replacing it will ensure the Fire Department can continue to respond quickly, effectively, and safely in high-risk environments. This investment directly addresses risks identified in both the Community Risk Assessment and the Hazard Identification and Risk Assessment, while also maintaining regional service delivery agreements that generate revenue for the department. It demonstrates the municipality’s ongoing commitment to public safety, risk mitigation, and the well-being of its first responders.

A donation of \$2,500 has already been received from the Power Workers Union to help offset some of the add-on costs associated with the lighting of the boat.



**Town of Hanover  
Capital Projects**

<b>Project</b>	2100C017 Rescue Boat Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Description**

**Risk of Not Proceeding**

Failure to replace the aging rescue boat exposes the municipality to several significant risks:

**Delayed or Ineffective Emergency Response**  
A mechanical failure or unavailability of the current boat during an emergency could lead to delayed rescue efforts, increasing the risk of fatalities or injuries for both victims and first responders.

**Increased Liability Exposure**  
Should the municipality knowingly continue to operate outdated and potentially unreliable equipment, it may face legal liability in the event of an incident where equipment failure contributes to loss of life or injury.

**Non-Compliance with Risk Management Standards**  
The absence of a functional, modern rescue boat runs contrary to the risk mitigation strategies identified in the Community Risk Profile. This could be viewed as non-compliance with community safety planning standards and best practices.

**Erosion of Public Trust**  
The public expects that emergency services are equipped to respond effectively. A visible failure to invest in critical rescue infrastructure may undermine confidence in public safety services.

**Priority**

Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	The proposed expenditure aligns with the municipality's Community Risk Profile and Hazard Identification and Risk Assessment (HIRA), ensuring continued protection of residents and visitors in and around our waterways.
Tax Levy Impact (Funding Available)	2	No tax impact, fully funded from Fire Reserve.
Efficiency/Time Resources Savings	1	Ensuring the safety of responders is a core responsibility of the municipality, and replacing the vessel is essential to fulfilling this obligation.
Strategic Plan Value	2	Safe and Reliable Infrastructure, Open and Responsible Government, Healthy and Welcoming Community
AMP Priority	1	A recent third-party assessment has confirmed that the current rescue boat has reached the end of its service life. The structure is significantly compromised, and the vessel is no longer safe to use. Continuing to deploy it for rescue operations would expose fire department personnel to unacceptable levels of risk, particularly during high-hazard evolutions in swiftwater, open water, and ice conditions. This is no longer simply an issue of equipment reliability; it has become a health and safety concern for our staff AMP condition rated as "Very Poor", fully amortized in 2026 (TCA 107).
<b>Total Weight</b>	<b>100</b>	

**Budget**

	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
EQUIPMENT PURCHASE	50,000	50,000						
	50,000	50,000						
<b>Expenditures Total</b>	<b>50,000</b>	<b>50,000</b>						
<b>Funding</b>								
RESERVES	50,000	50,000						
	50,000	50,000						
<b>Funding Total</b>	<b>50,000</b>	<b>50,000</b>						



**Town of Hanover  
Capital Projects**

<b>Project</b>	2100C017 Rescue Boat Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Department	Fire	Fire Department Rescue Boat Replacement
Function	Protection & Health Services	Protection of residents and visitors to the municipality, as well as safe equipment for our staff
Location	Hanover Fire Station	
Type of Project	New Asset	New equipment, replacement of 2007 rescue boat/motor/trailer
Project Asset Classification	Vehicles	
Strategic Plan	Safe and Reliable Infrastructure	Safe and reliable infrastructure, healthy and welcoming community, open and responsible government
Approval Status	In Budget	
Priority Rating	A Priority Weighting Between 80-100%	The present rescue boat has structural cracks in the fiberglass and the PVC seals are leaking for the pontoons

**Gallery**

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Town of Hanover  
Capital Projects

Project	2100C017 Rescue Boat Replacement		
Department	Fire		
Version	4 Council Review	Year	2026

Gallery

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Town of Hanover  
Capital Projects

Project	2100C017 Rescue Boat Replacement		
Department	Fire		
Version	4 Council Review	Year	2026

Gallery

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Town of Hanover  
Capital Projects

Project	2100C017 Rescue Boat Replacement		
Department	Fire		
Version	4 Council Review	Year	2026

Gallery

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Town of Hanover  
Capital Projects

<b>Project</b>	2100C017 Rescue Boat Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

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**Town of Hanover**  
**Capital Projects**

<b>Project</b>	2100C018 Drone Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Description**

The Hanover Fire Department has relied on the DJI Mavic 2 Enterprise Dual for several years as part of its drone operations. While the Mavic served the department well, it is now outdated, no longer supported by DJI, and increasingly difficult to maintain due to limited parts and firmware compatibility. To ensure reliability and performance in mission-critical situations, the department is recommending a replacement with the DJI Matrice 4TD, an advanced, all-weather public safety drone purpose-built for modern fire and rescue operations. The Matrice 4TD offers substantial upgrades, including an IP55-rated weather-resistant design, extended flight endurance (up to 54 minutes), and intelligent battery heating for year-round use. Its high-resolution thermal sensor (640 × 512 native, up to 1280 × 1024 super-resolution) and powerful 48MP zoom camera enable precise detection of heat signatures, victims, or hazards through smoke, darkness, or difficult terrain. With features like a laser rangefinder, RTK-level positioning, and AI-enhanced target tracking, it is ideally suited for complex operations such as structure fires, technical rescues, hazardous material incidents, and large-scale search and rescue missions.

In addition to the Matrice 4TD, the department also operates the DJI M30T, a high-performance drone that complements the 4TD by offering rapid deployment and versatile capabilities. The M30T’s integrated zoom and thermal cameras make it the ideal tool for initial incident size-ups, fast-moving scenes, and live aerial overwatch. It’s the go-to asset when time is critical and immediate aerial intelligence is needed. Together, these two drones form a robust and complementary aerial response capability. The M30T ensures fast, flexible deployment for early scene intelligence and tactical awareness, while the Matrice 4TD delivers long-duration flights, superior imaging, and advanced mission tools for sustained operations and detailed situational analysis. Operating both platforms allows the Hanover Fire Department to maintain operational readiness for a wide range of emergency scenarios, thus improving safety, coordination, and effectiveness in every response.

**Risk of Not Proceeding**

Failing to proceed with the purchase of the DJI Matrice 4TD poses several operational, safety, and strategic risks to the Hanover Fire Department. The current drone, a DJI Mavic 2 Enterprise Dual, is aging and no longer supported by the manufacturer. This lack of support means that critical firmware updates, repairs, and replacement parts are no longer guaranteed, increasing the likelihood of unexpected failure during an emergency. Continued reliance on this outdated equipment limits the department’s ability to maintain a reliable and effective drone program.

Operationally, the Mavic lacks the capabilities required to meet the demands of modern fire service incidents. It is not weather-resistant and cannot be safely deployed in rain, snow, strong winds, or extreme temperatures. These limitations make it unsuitable for the Canadian climate and restrict its use during many critical incidents. Additionally, the Mavic’s thermal and visual imaging capabilities are significantly outdated. The reduced resolution and range compromise the department’s ability to identify heat signatures, locate victims, or detect structural hazards, especially in smoky, dark, or otherwise low-visibility environments.

The Mavic’s limited battery life also presents a challenge, reducing effective flight time and requiring more frequent landings for battery changes. This can result in gaps in aerial monitoring during prolonged incidents like wildland fires or complex technical rescues. Without the extended endurance and advanced imaging tools offered by the Matrice 4TD, the department risks missing key information that supports real-time decision-making and firefighter safety.

From a safety and liability perspective, the inability to reliably gather aerial intelligence increases the risk to crews operating on the ground. A modern drone like the Matrice 4TD can identify hidden hazards, structural concerns, or trapped individuals from a safe distance capabilities that directly enhance firefighter safety and public protection. Without this level of situational awareness, responders may be exposed to unnecessary danger.

Finally, maintaining outdated technology could impact public confidence and the department’s reputation.



**Town of Hanover  
Capital Projects**

<b>Project</b>	2100C018 Drone Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Description**

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	
Tax Levy Impact (Funding Available)	0	
Efficiency/Time Resources Savings	1	
Strategic Plan Value	2	
AMP Priority	1	
<b>Total Weight</b>	<b>86</b>	

**Budget**

	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
EQUIPMENT PURCHASE	14,000	14,000						
	14,000	14,000						
<b>Expenditures Total</b>	<b>14,000</b>	<b>14,000</b>						
<b>Funding</b>								
DONATIONS	5,000	5,000						
RESERVES	9,000	9,000						
	14,000	14,000						
<b>Funding Total</b>	<b>14,000</b>	<b>14,000</b>						

**Attributes**

Attribute	Value	Comment
Department	Fire	
Function	General Government	
Location	Fire	
Type of Project	New Asset	Replacement of DJI Enterprise Dual Drone
Project Asset Classification	Equipment/Machinery	Drone Equipment
Strategic Plan	Safe and Reliable Infrastructure	
Approval Status	In Budget	
Priority Rating	A Priority Weighting Between 80-100%	



Town of Hanover  
Capital Projects

Project	2100C018 Drone Replacement		
Department	Fire		
Version	4 Council Review	Year	2026

Gallery

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Town of Hanover  
Capital Projects

<b>Project</b>	2100C018 Drone Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

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Town of Hanover  
Capital Projects

<b>Project</b>	2100C018 Drone Replacement		
<b>Department</b>	Fire		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

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# WASTE MANAGEMENT



# WHO WE ARE

The Hanover Development and Infrastructure Department, Public Works Waste Management division, provides solid waste disposal and various diversion programs for Hanover and Walkerton residents in an environmentally conscious manner while keeping the landfill site sustainable for future years to come.

To achieve this, we focus on the following key areas:

- Diversion programs for material and products
- Compost and green initiatives
- Curbside waste collection and municipal landfill

Solid waste collection in Hanover operates on a user-pay basis, with fees collected from residents and businesses. Revenues are expected to increase due to growth and reflect the inflationary adjustment to fees and reduction of expenses to maintain alignment with budget allowances. In addition, transition to fully End Producer Responsibility for residential Blue Box collection has taken place.



# WHAT WE DO

Landfill operations include the daily management of waste disposal, such as accepting approved waste, compacting it, and maintaining the site to meet environmental regulations and minimize pollution.

Staff are also responsible for environmental monitoring and control, including collecting and treating leachate (contaminated water) and testing groundwater for contamination via environmental consultants.

Diversion programs for various materials are overseen by staff which include blue box material, bulky items such as mattresses, tires, and construction and demolition waste. Other diversion programs like the household hazardous waste events, Styrofoam and film plastic, brush, leaf and yard waste are also provided to residents



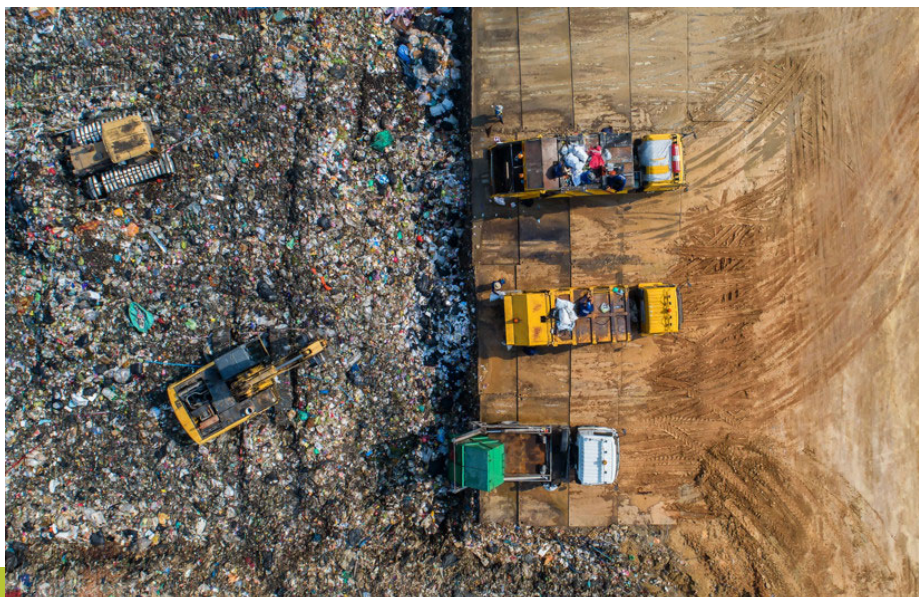
# PROGRAM HIGHLIGHTS—2025

In 2025, our notable accomplishments include:

- Completion of construction of Cell 3 at the landfill to extend the collection of waste until past 2040.
- Processing over 5,000 tonnes of waste.
- Diversion of 600 tonnes of recycling.
- Hauling of over 300 loads of leachate.

## OUR GOALS FOR 2026

1. Continuing to review operations and programs to increase site life.
2. Working with Marl Lake and Lake Rosalind Rate Payers' Association with assistance from Abell Pest Control to reduce the presence of seagulls in the area.
3. Finalization of the Municipal Class Environmental Assessment (EA) to review alternative methods to manage the leachate from the Hanover/Walkerton landfill site.



## 2026 BUDGET vs 2025 BUDGET

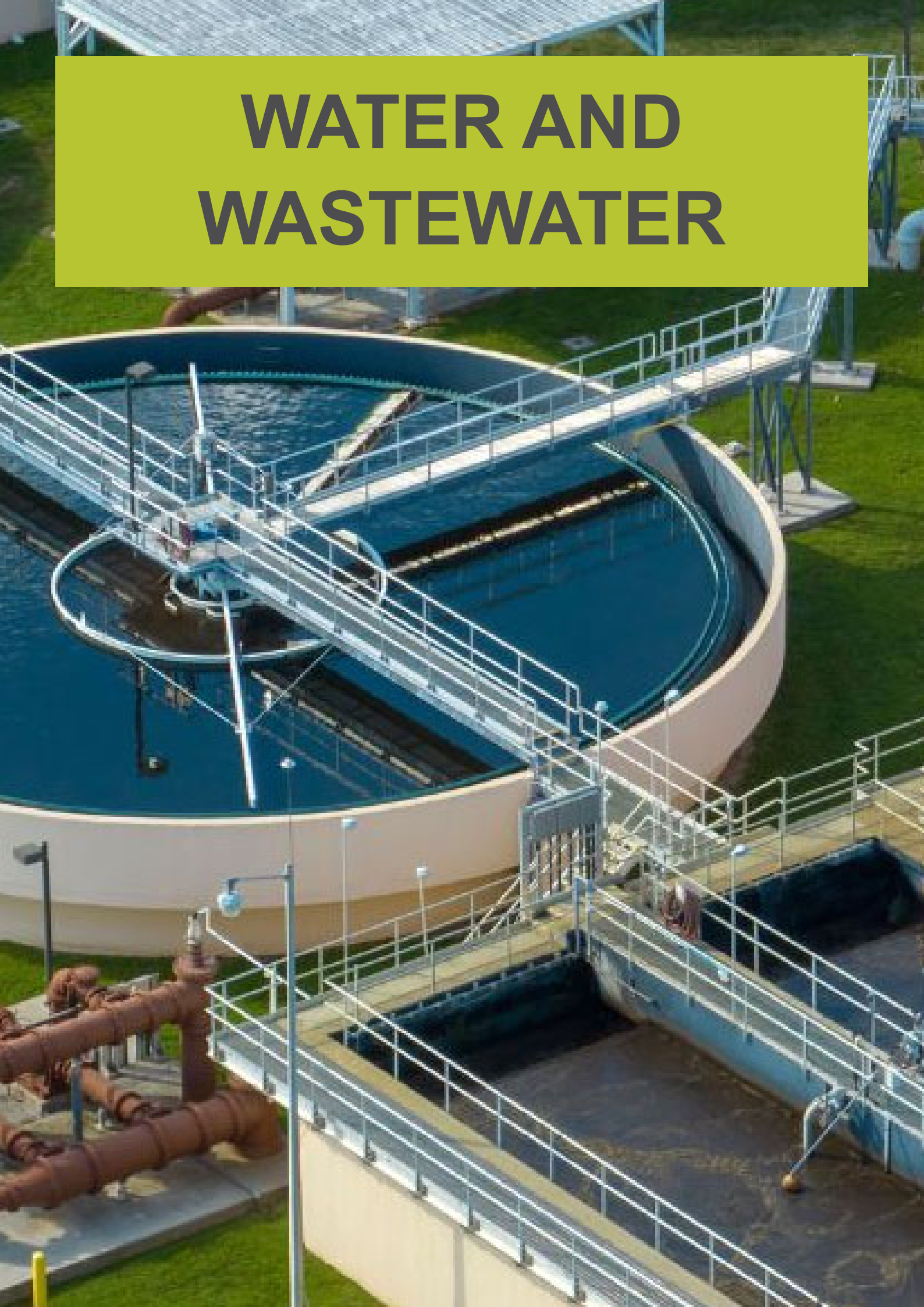
	2025	2025	2026	BUDGET CHANGE	BUDGET CHANGE
	Approved	Actuals	Approved	\$	%
<b>GARBAGE &amp; RECYCLING</b>					
<b>4520 Garbage Collection</b>					
01-4520-0559 BAG TAG FEES	(220,000)	(211,848)	(220,000)	0	0
01-4520-0579 MISC REVENUE	-	(1,086)	-		
01-4520-1110 REGULAR SALARIES	6,100	3,728	6,400	300	5
01-4520-1111 PART-TIME SALARIES	1,700	1,754	1,700	0	0
01-4520-1112 OVERTIME (TIME & HALF)	-	27	-		
01-4520-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(337)	-		
01-4520-1510 EMPLOYEE BENEFITS	2,400	1,423	2,500	100	4
01-4520-1516 WSIB	200	153	200	0	0
01-4520-2240 MATERIALS	3,500	7,888	3,600	100	3
01-4520-3519 GARBAGE COLLECTION CONTRACT	85,800	76,314	88,800	3,000	3
01-4520-3535 BAG TAG RESALE CONTRACT	8,600	7,970	8,600	0	0
01-4520-3536 SOUTH GREY CONDO	16,000	14,802	16,000	0	0
01-4520-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	4,600	2,667	4,600		
<b>Total 4520 Garbage Collection</b>	<b>(91,100)</b>	<b>(96,545)</b>	<b>(87,600)</b>	<b>3,500</b>	<b>-4</b>
<b>4530 Recycling - Blue Box Collection</b>					
01-4530-0521 ONTARIO STEWARDSHIP FUNDING	-	(1,902)	-		
01-4530-0579 FEES/MISC.CHARGES	(100)	(3,676)	(500)	-400	400
01-4530-2240 MATERIALS	500	1,129	1,000	500	100
01-4530-3519 RECYCLING CONTRACT	10,000	16,622	-	-10,000	-100
<b>Total 4530 Recycling - Blue Box Collection</b>	<b>10,400</b>	<b>12,173</b>	<b>500</b>	<b>-9,900</b>	<b>-95</b>
<b>4540 Landfill - Transfer to</b>					
01-4540-0930 PROCEEDS FROM ISSUE OF DEBT	-	(500,000)	-		
01-4540-0934 TRANSFERS FROM RESERVES	(259,500)	-	-		
01-4540-2240 TRANSFER TO LANDFILL	469,500	210,000	220,500	-249,000	-53
01-4540-4127 INTERNAL INTEREST EXPENSE	7,600	5,768	-	-7,600	-100
01-4540-4220 INTEREST PAYMENT ON EXTERNAL LOAN	-	1,845	21,200		
01-4540-5212 TRANSFER TO RESERVE FUND	37,100	508,472	-	-37,100	-100
01-4540-5213 TRANSFER TO RESERVES	50,000	50,000	50,000	0	
01-4540-5230 PRINCIPLE PAYMENTS ON LOAN	-	3,334	41,000		
<b>Total 4540 Landfill - Transfer to</b>	<b>304,700</b>	<b>776,085</b>	<b>291,700</b>	<b>-13,000</b>	<b>-4</b>
<b>Total Garbage &amp; Recycling</b>	<b>224,000</b>	<b>691,713</b>	<b>204,600</b>	<b>-19,400</b>	<b>-8.66</b>

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
LANDFILL	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>4500 Hanover Walkerton Landfill Site</b>					
31-4500-0521 GRANTS & SUBSIDIES	(4,500)	(1,163)	(4,500)	-	0
31-4500-0560 FEES-APPLIANCES	(500)	(163)	(500)	-	0
31-4500-0561 FEES-RESIDENTS(CASH CUST.)	(250,000)	(299,125)	(260,000)	(10,000)	4
31-4500-0562 FEES-COMMERCIAL ACCOUNTS	(460,000)	(463,794)	(475,000)	(15,000)	3
31-4500-0579 MISC. FEES	(61,000)	(62,687)	(38,500)	22,500	-37
31-4500-0747 FARMLAND LEASE	(6,400)	-	(6,400)	-	0
31-4500-0922 MONTHLY BANK INTEREST	(50,000)	(54,847)	(40,000)	10,000	-20
31-4500-0934 TRANSFER FROM RESERVES	(1,797,900)	(1,797,900)	-		
<b>31-4500-0945 TRANSFER FROM TOWN OF HANOVER</b>	<b>(469,500)</b>	<b>(210,000)</b>	<b>(220,500)</b>	<b>249,000</b>	<b>-53</b>
31-4500-0946 TRANSFER FROM MUN. OF BROCKTON	(469,500)	(210,000)	(220,500)	249,000	-53
31-4500-1110 REGULAR SALARIES	107,600	106,390	112,600	5,000	5
31-4500-1111 PART-TIME SALARIES	44,000	41,035	50,300	6,300	14
31-4500-1112 OVERTIME (TIME & HALF)	400	1,585	400	-	0
31-4500-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(9,502)	-	-	
31-4500-1510 EMPLOYEE BENEFITS	49,700	41,465	50,000	300	1
31-4500-1516 WSIB	4,600	4,183	4,600	-	0
31-4500-1519 EMPLOYEE ASSISTANCE PROGRAM (EAP)	-	81	-	-	
31-4500-2214 UNIFORMS & CLOTHING	1,000	1,004	1,000	-	0
31-4500-3110 PROF.DEV./TRAINING/TRAVEL	700	1,373	760	60	9
31-4500-3210 POSTAGE & FAX	700	765	700	-	0
31-4500-3212 TELEPHONE	1,200	473	1,200	-	0
31-4500-3214 OFFICE SUPPLIES & STATIONERY	-	147	40		
31-4500-3215 PRINTING & ADVERTISING	500	510	500	-	0
31-4500-3310 AUDIT SERVICE	5,600	-	8,400	2,800	50
31-4500-3311 LEGAL SERVICE/CONSULTANTS	40,000	11,980	40,000	-	0
31-4500-3325 COMPUTER SERVICES/SUPPLIES	300	764	300	-	0
31-4500-3410 PROPERTY MAINTENANCE/PURCHASES	18,000	15,941	18,500	500	3
31-4500-3415 ROAD MAINTENANCE/REPAIRS	5,500	2,758	5,000	(500)	-9
31-4500-3507 WEIGH SCALE MTC CONTRACT	7,000	12,204	8,000	1,000	14
31-4500-3526 ANN.MONITORING(ENGINEER)	71,000	54,399	76,000	5,000	7
31-4500-3527 LEACHATE HAULING	198,000	113,721	215,000	17,000	9
31-4500-3546 HOUSEHOLD HAZARDOUS WASTE	16,400	400	17,100	700	4
31-4500-3555 RECYCLING/WASTE DIVERSION	16,900	8,685	17,300	400	2
31-4500-3614 LABORATORY SERVICES	19,500	8,655	19,500	-	0
31-4500-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	48,200	42,944	48,400	200	0
31-4500-3624 MACHINERY RENTAL-"OUTSIDE"	19,000	15,544	20,000	1,000	5
31-4500-3710 INSURANCE (GENERAL)	14,800	13,899	15,300	500	3
31-4500-3716 HYDRO (GENERAL SERVICE ) #1	3,100	2,414	3,100	-	0
31-4500-3719 TAXES-BROCKTON-(BRANT)	10,500	7,533	10,500	-	0
31-4500-4121 MERCHANT FEES	1,600	1,426	1,600	-	0
31-4500-4126 ADMINISTRATION FEE (INTERNAL)	77,300	77,300	78,900	1,600	2
31-4500-4410 CASHIER OVER/SHORT	-	384	-	-	
31-4500-5210 TCA PURCHASES	2,720,000	1,896,536	-		
31-4500-5213 TRANSFER TO RESERVES	-	-	377,400	377,400	
31-4500-6000 AMORTIZATION EXPENSE - TCA	220,600	-	221,100	500	0
31-4500-6100 CHANGE IN INVESTMENT IN CAPITAL ASSE	(220,600)	-	(221,100)	(500)	0
31-4500-7000 ACCRETION EXPENSE - ARO	-	-	172,200		
31-4500-7100 CHANGE IN ARO LIABILITY	-	-	(151,200)		
31-4500-7200 FUNDED ARO PORTION-Reduces ARO Liab	-	-	(21,000)		
<b>Total 4500 Hanover Walkerton Landfill Site</b>	<b>(66,200)</b>	<b>(622,683)</b>	<b>(63,500)</b>	<b>2,700</b>	<b>-4</b>
<b>Total 4500 Hanover Walkerton Landfill Site</b>	<b>(66,200)</b>	<b>(622,683)</b>	<b>(63,500)</b>	<b>2,700</b>	<b>-4</b>
4550 2015 Cat 816F Compactor					
4550 2015 Cat 816F Compactor	52,100				
31-4550-2410 FUEL/OPERATIONS		35,045	53,500	1,400	3

				<b>BUDGET</b>	<b>BUDGET</b>
	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>CHANGE</b>	<b>CHANGE</b>
<b>LANDFILL</b>	<b>Approved</b>	<b>Actuals</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
<b>Total 4550 2015 Cat 816F Compactor</b>	52,100	35,045	53,500	1,400	3
<b>Total 4550 2015 Cat 816F Compactor</b>	52,100	35,045	53,500	1,400	3
4560 Densifier - Styrofoam					
4560 Densifier - Styrofoam					
31-4560-3525 CONTRACTED STAFF	14,100	5,660	10,000	(4,100)	-29
<b>Total 4560 Densifier - Styrofoam</b>	14,100	5,660	10,000	(4,100)	-29
<b>Total 4560 Densifier - Styrofoam</b>	14,100	5,660	10,000	(4,100)	-29
<b>Total Landfill</b>	-	<b>(581,978)</b>	-	-	

# **WATER AND WASTEWATER**



# WHO WE ARE, WHAT WE DO

The Development and Infrastructure—Public Works, Water/Wastewater Treatment Division, is responsible for the operation, maintenance, and management of systems that treat both drinking water and wastewater. This includes processes like filtration, disinfection, and the collection and treatment of sewage to meet regulatory standards and protect public health and the environment.

To achieve this, we focus on the following key areas:

- Equipment Management and Maintenance
- Compliance driven sampling and testing
- Capital reconstruction and replacement

The Water/Wastewater Division is responsible for delivering clean, reliable and safe water to residences and businesses in the Town as well as properties in Brockton north of the Saugeen River on the west side of 7th Avenue. The wastewater treatment plant is located at 718 7th Avenue and provides wastewater treatment to the same service area as the water system with effluent discharge to the Saugeen River.

The department is responsible for adhering to compliance standards from the Province of Ontario, Federal and Conservation Agencies and Municipal regulations. These are completed by stringent testing and sampling that is documented in accordance with various regulations for clean drinking water and environmental standards.

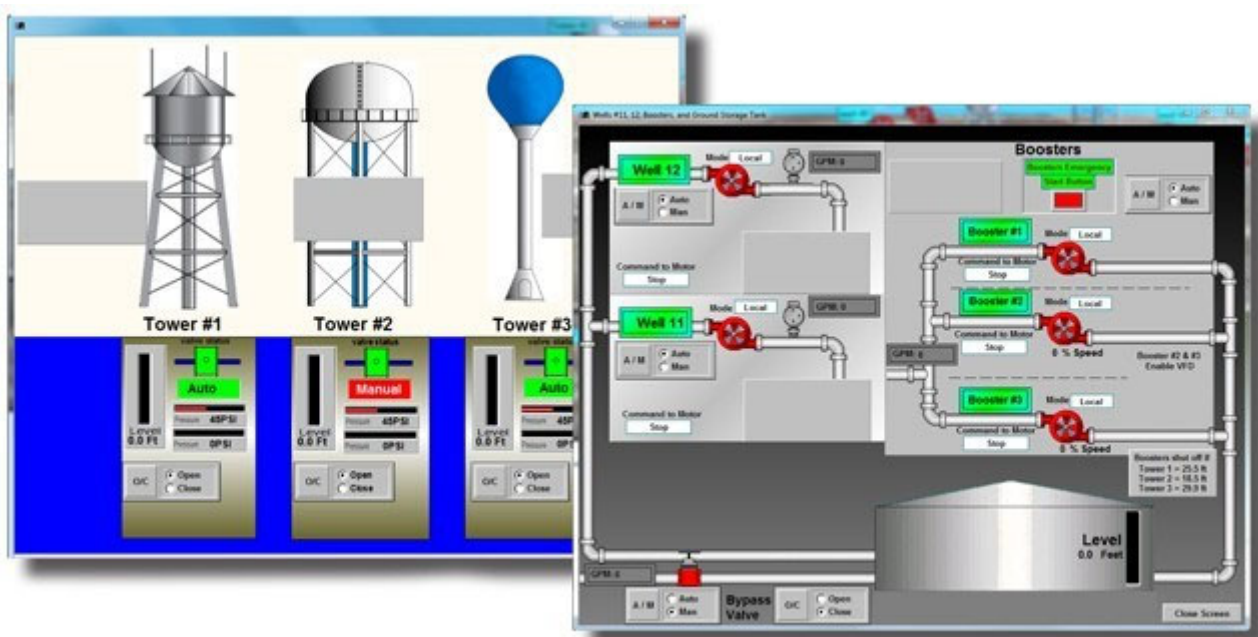
Water treatment operators manage and operate the equipment in water filtration, treatment to ensure clean drinking water. The water treatment system is comprised of two (2) wells, two (2) water towers and Ruhl Lake.

Wastewater operators monitor and treat effluent while additionally making sure that the collection system functions as designed to move this material through to the pollution control plant. The pollution control plant is located on 7th Avenue and is discharged to the Saugeen River.

# PROGRAM HIGHLIGHTS—2025

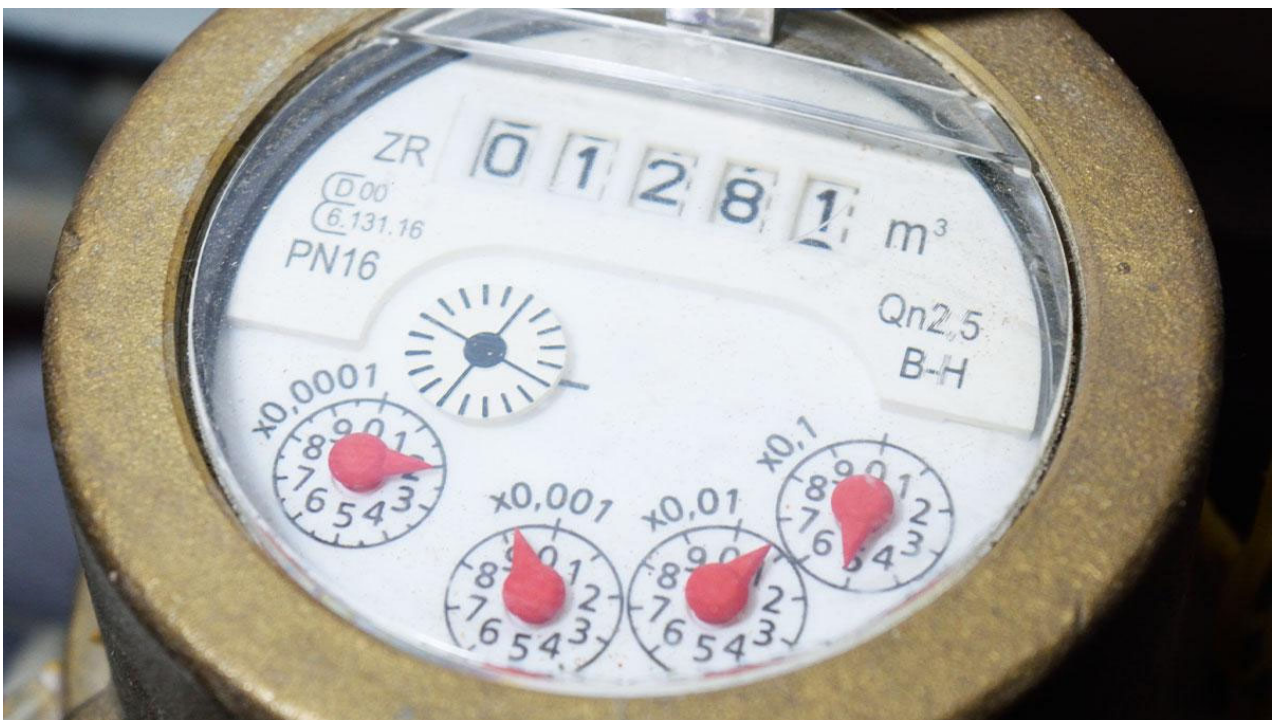
In 2025, our notable accomplishments include:

- Began construction of new 7th Avenue water tower.
- Interim upgrades of the Wastewater Treatment Plant to increase the plant's rated capacity to support new development in Town.
- New System Control and Data Acquisition (SCADA) for Water Treatment Plant, Ruhl Lake, 14th Street water tower, Wells No. 1 & 2.
- Yearly compliance investigations and reports as required from the Ministry of Environment, Climate and Parks.
- Continued monitoring and maintenance of mechanical and analytical equipment.
- Facilitated the retirement of long serving Director, Ron Cooper and transitioned with implementing the council approved Organizational Review recommendations.
- Updated 5-year Water Financial Plan and facilitated the submission of Drinking Water license renewal.



# OUR GOALS FOR 2026

- Completion of new and decommissioning and removal of the existing water tower on 7th Avenue \$1,375,000.
- Redevelopment of Well # 2 Offsetting \$800,000.
- Continuation of background studies and design work associated with future wastewater treatment plant expansion \$300,000.
- Prepare for future water meter software and hardware upgrades.
- Develop a backflow bylaw with collaboration through multiple departments.



**2026 BUDGET**  
**USER CHARGES (NO TAX LEVY REQUIRED)**  
**2025 AND 2026 OPERATING AND CAPITAL ANALYSIS**

<b>GROSS EXPENDITURES</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2026</b>	<b>2026</b>
<b>DEPARTMENT</b>	<b>OPERATING BUDGET</b>	<b>CAPITAL BUDGET</b>	<b>TOTAL BUDGET</b>	<b>OPERATING BUDGET</b>	<b>CAPITAL BUDGET</b>	<b>TOTAL BUDGET</b>
<b>WATERWORKS</b>						
Waterworks Administration	309,200		309,200	312,700	-	312,700
Pumping Stations	103,000	-	103,000	104,500	-	104,500
Waterworks Distribution	666,800	6,880,000	7,546,800	576,300	2,845,000	3,421,300
Waterworks Metering	37,100	-	37,100	37,700	-	37,700
Water Treatment Plant	967,700	368,000	1,335,700	975,000	155,500	1,130,500
<b>Sub-Total</b>	<b>2,083,800</b>	<b>7,248,000</b>	<b>9,331,800</b>	<b>2,006,200</b>	<b>3,000,500</b>	<b>5,006,700</b>
<b>SEWAGE</b>						
Sewage Plant Administration	295,700	-	295,700	303,800	-	303,800
Sewage Plant Operations	1,067,600	2,360,500	3,428,100	1,092,600	623,000	1,715,600
Sanitary Sewers	252,100	493,500	745,600	802,600	573,000	1,375,600
<b>Sub-Total</b>	<b>1,615,400</b>	<b>2,854,000</b>	<b>4,469,400</b>	<b>2,199,000</b>	<b>1,196,000</b>	<b>3,395,000</b>
<b>TOTAL EXPENDITURES</b>	<b>3,699,200</b>	<b>10,102,000</b>	<b>13,801,200</b>	<b>4,205,200</b>	<b>4,196,500</b>	<b>8,401,700</b>

<b>GROSS REVENUES</b>	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2026</b>	<b>2026</b>	<b>2026</b>
<b>DEPARTMENT</b>	<b>OPERATING BUDGET</b>	<b>CAPITAL BUDGET</b>	<b>TOTAL BUDGET</b>	<b>OPERATING BUDGET</b>	<b>CAPITAL BUDGET</b>	<b>TOTAL BUDGET</b>
<b>WATERWORKS</b>						
Previous Year (Surplus) Deficit	-	-	-	-	-	-
Waterworks - Non-User Fees	(26,000)	(6,600,000)	(6,626,000)	(62,800)	(2,075,000)	(2,137,800)
<b>Waterworks - User Fees</b>	<b>(2,057,800)</b>	<b>(648,000)</b>	<b>(2,705,800)</b>	<b>(1,943,400)</b>	<b>(925,500)</b>	<b>(2,868,900)</b>
<b>Sub-Total</b>	<b>(2,083,800)</b>	<b>(7,248,000)</b>	<b>(9,331,800)</b>	<b>(2,006,200)</b>	<b>(3,000,500)</b>	<b>(5,006,700)</b>
<b>SEWAGE</b>						
Previous Year (Surplus) Deficit	-	-	-	-	-	-
Sewage - Non-User Fees	1,487,400	(1,487,400)	(103,300)	-	(219,000)	(219,000)
<b>Sewage - User Fees</b>	<b>(1,615,400)</b>	<b>(1,366,600)</b>	<b>(2,982,000)</b>	<b>(2,199,000)</b>	<b>(977,000)</b>	<b>(3,176,000)</b>
<b>Sub-Total</b>	<b>(128,000)</b>	<b>(2,854,000)</b>	<b>(3,085,300)</b>	<b>(2,199,000)</b>	<b>(1,196,000)</b>	<b>(3,395,000)</b>
<b>TOTAL REVENUES</b>	<b>(2,211,800)</b>	<b>(10,102,000)</b>	<b>(12,417,100)</b>	<b>(4,205,200)</b>	<b>(4,196,500)</b>	<b>(8,401,700)</b>

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
USER FEES - Water	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>4300 Waterworks Revenue</b>					
01-4300-0161 WATER REVENUE	(2,618,300)	(2,054,418)	(2,778,500)	(160,200)	6
01-4300-0579 MISC FEES/CHARGES	(5,000)	(80)	(5,000)	-	-
01-4300-0645 WATER SPRINKLER CHARGES	(53,500)	(49,762)	(54,400)	(900)	2
01-4300-0653 WATER CONNECT/DISCONNECT FEE	(5,000)	(7,115)	(6,000)	(1,000)	20
01-4300-0667 SALE OF WATER METERS	(22,000)	(15,357)	(22,000)	-	-
01-4300-0991 BULK WATER SALES	(2,000)	(3,721)	(3,000)	(1,000)	50
<b>Total 4300 Waterworks Revenue</b>	(2,705,800)	(2,130,453)	(2,868,900)	(163,100)	6
4310 Waterworks Pumping Stations					
01-4310-3432 WATERWORKS STATION MTCE/REPAIRS	500	-	300	(200)	(40)
01-4310-3716 HYDRO (GENERAL SERVICE ) #1	1,500	2,082	2,300	800	53
01-4310-3726 TAXES - P.I.L	2,800	2,732	2,900	100	4
<b>Total 4310 Waterworks Pumping Stations</b>	4,800	4,814	5,500	700	15
4320 Pumping Station Ruhl Lake					
01-4320-3432 WATERWORKS STATION MTCE/REPAIR	2,200	17,191	6,700	4,500	205
01-4320-3716 HYDRO (GENERAL SERVICE ) #1	32,000	18,576	30,000	(2,000)	(6)
01-4320-3719 TAXES-BROCKTON (BRANT)	1,200	866	1,300	100	8
<b>Total 4320 Pumping Station Ruhl Lake</b>	35,400	36,633	38,000	2,600	7
4340 Deep Well #1 & 2					
01-4340-3432 WATERWORKS STATION MTCE/REPAIR	22,000	1,472	22,000	-	-
01-4340-3716 HYDRO (GENERAL SERVICE ) #1	32,000	18,463	30,000	(2,000)	(6)
01-4340-3719 TAXES-BROCKTON (BRANT)	1,200	837	1,300	100	8
<b>Total 4340 Deep Well #1 &amp; 2</b>	55,200	20,772	53,300	(1,900)	(3)
<b>4350 Water Towers</b>					
01-4350-3432 WATERWORKS STATION MTCE/REPAIR	2,000	877	1,900	(100)	(5)
01-4350-3716 HYDRO (GENERAL SERVICE ) #1	5,400	2,713	5,600	200	4
01-4350-3726 TAXES - P.I.L	200	124	200	-	-
<b>Total 4350 Water Towers</b>	7,600	3,714	7,700	100	1
4370 2025 Chev Silverado V6					
01-4370-2410 FUEL/OPERATIONS	20,000	16,752	21,900	1,900	10
<b>Total 4370 2025 Chevy Silverado V6</b>	20,000	16,752	21,900	1,900	10
4380 2024 Ford F-350 (Truck 10)					
01-4380-0953 TOWN EQUIPMENT RENTAL RECOVERY	(26,000)	(15,194)	-	26,000	(100)
01-4380-2410 FUEL/OPERATIONS	36,500	29,808	36,000	(500)	(1)
<b>Total 4380 2024 Ford F-350 (Truck 10)</b>	10,500	14,614	36,000	25,500	243
<b>4400 Waterworks Distribution</b>					
01-4400-0511 CANADA CONDITIONAL GRANTS	(2,000,000)	(1,376,132)	-		
01-4400-0521 ONTARIO CONDITIONAL GRANTS	(1,666,000)	(1,146,662)	-		
01-4400-0579 MISC. REVENUE	-	(13,002)	-		
01-4400-0934 TRANSFER FROM RESERVES	-	-	(812,800)	(812,800)	
01-4400-0936 TRANSFER FROM RESERVE FUND	(2,934,000)	(1,439,988)	(1,325,000)		
01-4400-0999 PROCEEDS ON TCA DISPOSALS	-	(22,600)	-	-	
01-4400-1110 REGULAR SALARIES	42,600	30,577	44,700	2,100	5
01-4400-1111 PART-TIME SALARIES	-	1,154	-	-	
01-4400-1112 OVERTIME (TIME & HALF)	1,900	1,832	2,000	100	5
01-4400-1113 OVERTIME (DOUBLE)					
01-4400-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(340)	-	-	
01-4400-1510 EMPLOYEE BENEFITS	15,500	10,466	16,200	700	5
01-4400-1516 WSIB	1,300	936	1,300	-	-

	2025	2025	2026	BUDGET	BUDGET
USER FEES - Water	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
01-4400-2214 UNIFORMS & CLOTHING	1,200	282	1,500	300	25
01-4400-2240 MATERIALS	31,200	33,258	31,800	600	2
01-4400-3110 PROF.DEV./TRAINING/TRAVEL	3,400	4,956	4,600	1,200	35
01-4400-3128 SUBSCRIPTIONS & MEMBERSHIPS					
01-4400-3212 TELEPHONE	600	522	600	-	-
01-4400-3428 FIRE HYDRANT MTCE/REPAIRS	3,400	476	3,000	(400)	(12)
01-4400-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	32,000	18,975	31,200	(800)	(3)
01-4400-3624 MACHINERY RENTAL-"OUTSIDE"	18,000	23,491	20,000	2,000	11
01-4400-3712 WATER/SEWAGE	400	439	400	-	-
01-4400-3713 GAS (HEATING)	1,600	1,155	1,600	-	-
01-4400-3716 HYDRO (GENERAL SERVICE ) #1	2,500	1,253	2,500	-	-
01-4400-5210 TCA PURCHASES	6,880,000	5,048,698	2,845,000	(4,035,000)	(59)
01-4400-5212 TRANSFER TO RESERVE FUND	454,700	-	357,000	(97,700)	(21)
<b>Total 4400 Waterworks Distribution</b>	<b>890,300</b>	<b>1,179,746</b>	<b>1,225,600</b>	<b>335,300</b>	<b>38</b>
<b>4410 Waterworks Administration</b>					
01-4410-0934 TRANSFER FROM RESERVES					
01-4410-1110 REGULAR SALARIES	153,800	119,192	152,900	(900)	(1)
01-4410-1127 PAGER PAY	3,300	2,640	3,300	-	-
01-4410-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(3,993)	-	-	-
01-4410-1510 EMPLOYEE BENEFITS	42,700	31,235	47,200	4,500	11
01-4410-1516 WSIB	4,500	3,277	4,200	(300)	(7)
01-4410-2130 OFFICE & STATIONERY SUPPLIES	6,800	7,318	6,800	-	-
01-4410-2410 FUEL/OPERATIONS	1,700	2,551	3,600	1,900	112
01-4410-3210 POSTAGE & FAX	8,200	7,809	8,300	100	1
01-4410-3310 AUDIT SERVICE	8,500	3,767	10,600	2,100	25
01-4410-3316 CONSULTANTS FEES	15,900	9,362	10,800	(5,100)	(32)
01-4410-3325 COMPUTER SERVICES/SUPPLIES	500	951	500	-	-
01-4410-4126 ADMINISTRATION FEE (INTERNAL)	53,300	53,300	54,500	1,200	2
01-4410-5213 TRANSFER TO RESERVE	10,000	10,000	10,000	-	-
<b>Total 4410 Waterworks Administration</b>	<b>309,200</b>	<b>247,409</b>	<b>312,700</b>	<b>3,500</b>	<b>1</b>
<b>4420 Water Meters</b>					
01-4420-1110 REGULAR SALARIES	8,400	9,101	8,700	300	4
01-4420-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(1,125)	-		
01-4420-1510 EMPLOYEE BENEFITS	2,900	2,803	3,000	100	3
01-4420-1516 WSIB	300	254	200	(100)	(33)
01-4420-2214 UNIFORMS & CLOTHING	500	65	500	-	-
01-4420-2322 WATER METERS	25,000	21,688	25,300	300	1
01-4420-5210 TCA PURCHASES	-	25,654	-	-	-
<b>Total 4420 Water Meters</b>	<b>37,100</b>	<b>58,440</b>	<b>37,700</b>	<b>600</b>	<b>2</b>

	2025	2025	2026	BUDGET	BUDGET
USER FEES - Water	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>4430 Water Treatment Plant</b>					
01-4430-0934 TRANSFER FROM RESERVES					
01-4430-0936 TRANSFER FROM RESERVE FUND				-	
01-4430-1110 REGULAR SALARIES	194,400	147,776	204,400	10,000	5
01-4430-1111 PART-TIME SALARIES				-	
01-4430-1112 OVERTIME (TIME & HALF)	7,000	3,868	7,100	100	1
01-4430-1113 OVERTIME (DOUBLE)	-	418	-	-	
01-4430-1127 PAGER PAY	4,900	4,113	4,900	-	-
01-4430-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(6,919)	-	-	
01-4430-1510 EMPLOYEE BENEFITS	69,500	47,785	69,400	(100)	(0)
01-4430-1516 WSIB	6,200	4,281	6,100	(100)	(2)
01-4430-1519 EMPLOYEE ASSISTANCE PROGRAM	-	54	-	-	
01-4430-2214 UNIFORMS & CLOTHING	2,300	407	2,300	-	-
01-4430-2221 LAB SUPPLIES	2,800	1,764	3,500	700	25
01-4430-2233 GENERAL SUPPLIES & EQUIPMENT	11,700	8,448	11,700	-	-
01-4430-2510 CHLORINE & CHEMICALS	120,000	106,191	124,000	4,000	3
01-4430-2511 OTHER CHEMICALS (ALUMINUM SULPHATE)	36,500	37,300	36,500	-	-
01-4430-3110 PROF.DEV/TRAINING/TRAVEL	6,600	3,370	7,200	600	9
01-4430-3128 SUBSCRIPTIONS & MEMBERSHIPS	1,300	560	1,300	-	-
01-4430-3212 TELEPHONE	1,600	3,191	1,600	-	-
01-4430-3325 COMPUTER SERVICES/SUPPLIES	3,200	2,956	3,300	100	3
01-4430-3326 ANALYTICAL SERVICE	16,700	15,240	16,700	-	-
01-4430-3410 PROPERTY MAINTENANCE/PURCHASES	2,100	848	1,800	(300)	(14)
01-4430-3413 GENERAL EQUIPMENT MTCE/REPAIRS	169,000	86,369	167,000	(2,000)	(1)
01-4430-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	-	50	-	-	
01-4430-3710 INSURANCE (GENERAL)	66,300	67,469	69,500	3,200	5
01-4430-3712 WATER/SEWAGE	300	249	300	-	-
01-4430-3713 GAS (HEATING)	1,000	4,005	2,000	1,000	100
01-4430-3716 HYDRO (GENERAL SERVICE ) #1	230,000	143,455	220,000	(10,000)	(4)
01-4430-3719 TAXES-BROCKTON (BRANT)	14,300	10,501	14,400	100	1
01-4430-5210 TCA PURCHASES	368,000	592,442	155,500	(212,500)	
01-4430-6000 AMORTIZATION EXPENSE - TCA	304,100	-	346,400	42,300	14
01-4430-6100 CHANGE IN INVESTMENT IN CAPITAL ASSET	(304,100)	-	(346,400)	(42,300)	14
<b>Total 4430 Water Treatment Plant</b>	<b>1,335,700</b>	<b>1,286,191</b>	<b>1,130,500</b>	<b>(205,200)</b>	<b>(15)</b>
<b>Total Water (User Fees)</b>	<b>-</b>	<b>738,632</b>	<b>-</b>	<b>-</b>	

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
USER FEES - Sewer				\$	%
<b><u>4600 Waste Water Treatment - Revenue</u></b>					
01-4600-0181 SEWER REVENUE	(2,958,000)	(2,398,565)	(3,151,000)	(193,000)	7
01-4600-0579 MISC FEES/CHARGES	(4,000)	(14,067)	(5,000)	(1,000)	25
01-4600-0652 FEE-PROCESSING SEWER WASTE	(20,000)	-	(20,000)	-	-
<b>Total 4600 Waste Water Treatment - Revenue</b>	<b>(2,982,000)</b>	<b>(2,412,632)</b>	<b>(3,176,000)</b>	<b>(194,000)</b>	<b>7</b>
<b><u>4620 Waste Water Treatment Plant</u></b>					
01-4620-0521 ONTARIO CONDITIONAL GRANTS	(1,487,400)	(490,469)	(219,000)		
01-4620-0936 TRANSFER FROM RESERVE FUND				-	
01-4620-1110 REGULAR SALARIES	194,400	178,590	204,400	10,000	5
01-4620-1111 PART-TIME SALARIES	-	56	-	-	
01-4620-1112 OVERTIME (TIME & HALF)	3,000	4,050	3,100	100	3
01-4620-1113 OVERTIME (DOUBLE)	-	88	-	-	
01-4620-1127 PAGER PAY	4,900	4,113	4,900	-	-
01-4620-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(13,393)	-	-	
01-4620-1510 EMPLOYEE BENEFITS	69,300	68,047	69,100	(200)	(0)
01-4620-1516 WSIB	6,100	5,394	6,000	(100)	(2)
01-4620-1519 EMPLOYEE ASSISTANCE PROGRAM	-	54	-	-	
01-4620-2130 OFFICE & STATIONERY SUPPLIES	-	432	-	-	
01-4620-2213 CLEANING/JANITORIAL SUPPLIES				-	
01-4620-2214 UNIFORMS & CLOTHING	2,700	407	2,700	-	-
01-4620-2224 OIL & GREASE (BULK FOR MTCE.)	4,100	2,491	3,000	(1,100)	(27)
01-4620-2233 GENERAL SUPPLIES & EQUIPMENT	17,000	21,722	25,000	8,000	47
01-4620-2510 CHLORINE & CHEMICALS	17,200	16,680	17,500	300	2
01-4620-2511 ALUM SULPHATE/SODIUM BISULPHATE	92,400	184,891	111,000	18,600	20
01-4620-3110 PROF.DEV/TRAINING/TRAVEL	4,500	1,329	6,000	1,500	33
01-4620-3128 SUBSCRIPTIONS & MEMBERSHIPS	1,000	-	300	(700)	(70)
01-4620-3212 TELEPHONE	1,100	767	1,100	-	-
01-4620-3326 ANALYTICAL SERVICE	17,900	22,016	18,400	500	3
01-4620-3413 GENERAL EQUIPMENT MTCE/REPAIRS	87,300	63,180	120,800	33,500	38
01-4620-3527 SLUDGE REMOVAL CONTRACT	107,800	82,045	112,800	5,000	5
01-4620-3536 CANADIAN WASTE-BIN CONTRACT	6,000	5,340	6,000	-	-
01-4620-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	1,900	1,206	1,500	(400)	(21)
01-4620-3710 INSURANCE (GENERAL)	58,700	55,827	57,500	(1,200)	(2)
01-4620-3712 WATER/SEWAGE	26,500	23,616	26,600	100	0
01-4620-3713 GAS (HEATING)	5,800	5,554	6,000	200	3
01-4620-3716 HYDRO (GENERAL SERVICE ) #1	315,000	156,415	255,000	(60,000)	(19)
01-4620-3726 TAXES - P.I.L	14,000	14,087	14,100	100	1
01-4620-5210 TCA PURCHASES	2,360,500	1,080,351	623,000	(1,737,500)	(74)
01-4620-6000 AMORTIZATION EXPENSE - TCA	367,700	-	344,700	(23,000)	(6)
01-4620-6100 CHANGE IN INVESTMENT IN CAPITAL ASSETS	(367,700)	-	(344,700)	23,000	(6)
<b>Total 4620 Waste Water Treatment Plant</b>	<b>1,931,700</b>	<b>1,494,886</b>	<b>1,476,800</b>	<b>(454,900)</b>	<b>(24)</b>
<b><u>4625 2019 Chev Silverado 1500</u></b>					
01-4625-2410 FUEL/OPERATIONS	9,000	7,251	19,800	10,800	120
<b>Total 4625 2019 Chev Silverado 1500</b>	<b>9,000</b>	<b>7,251</b>	<b>19,800</b>	<b>10,800</b>	<b>120</b>

	2025	2025	2026	BUDGET	BUDGET
USER FEES - Sewer	Approved	Actuals	Approved	CHANGE	CHANGE
				\$	%
<b>4630 Waste Water Treatment Administration</b>					
01-4630-0934 TRANSFER FROM RESERVES					
01-4630-1110 REGULAR SALARIES	153,800	119,192	152,900	(900)	(1)
01-4630-1127 PAGER PAY	3,300	2,640	3,300	-	-
01-4630-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(3,993)	-	-	-
01-4630-1510 EMPLOYEE BENEFITS	42,700	31,235	47,200	4,500	11
01-4630-1516 WSIB	4,500	3,277	4,200	(300)	(7)
01-4630-2130 OFFICE & STATIONERY SUPPLIES	6,400	5,923	6,200	(200)	(3)
01-4630-2410 FUEL/OPERATIONS	2,000	1,647	3,600	1,600	80
01-4630-3210 POSTAGE & FAX	8,000	7,809	8,000	-	-
01-4630-3310 AUDIT SERVICE	8,500	-	10,600	2,100	25
01-4630-3316 CONSULTANTS FEES	2,800	-	2,800	-	-
01-4630-3325 COMPUTER SERVICES/SUPPLIES	400	899	500	100	25
01-4630-4126 ADMINISTRATION FEE (INTERNAL)	53,300	53,300	54,500	1,200	2
01-4630-5213 TRANSFER TO RESERVE	10,000	10,000	10,000	-	-
<b>Total 4630 Waste Water Treatment Administration</b>	<b>295,700</b>	<b>231,929</b>	<b>303,800</b>	<b>8,100</b>	<b>3</b>
<b>4640 Sanitary Sewers Maintenance</b>					
01-4640-1110 REGULAR SALARIES	7,200	4,242	7,600	400	6
01-4640-1111 PART-TIME SALARIES	-	700	-	0	
01-4640-1112 OVERTIME (TIME & HALF)	400	196	400		
01-4640-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(167)	-		
01-4640-1510 EMPLOYEE BENEFITS	2,600	1,549	2,800	200	8
01-4640-1516 WSIB	200	143	200	0	0
01-4640-2240 MATERIALS	8,400	22,459	8,700	300	4
01-4640-3110 PROF.DEV./TRAINING/TRAVEL	500	2,243	2,000	1,500	300
01-4640-3128 SUBSCRIPTIONS & MEMBERSHIPS	300	-	300	0	0
01-4640-3318 ASSET MANAGEMENT	-	-	130,000		
01-4640-3532 CAMERA INSPECTION	1,200	-	1,200		
01-4640-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	6,400	3,320	6,000	-400	-6
01-4640-3624 MACHINERY RENTAL-"OUTSIDE"	19,000	550	19,000	0	0
01-4640-5210 TCA PURCHASES	493,500	43,025	573,000	79,500	16
01-4640-5212 TRANSFER TO RESERVE FUND	204,900	-	620,100	415,200	203
<b>Total 4640 Sanitary Sewers Maintenance</b>	<b>744,600</b>	<b>78,260</b>	<b>1,371,300</b>	<b>626,700</b>	<b>84</b>
<b>4650 Sanitary Sewer Pumphouse Maintenance</b>					
01-4650-2240 MATERIALS	-	186	-		
01-4650-3716 HYDRO (GENERAL SERVICE ) #1	800	500	800	-	-
01-4650-3726 TAXES - P.I.L	200	3,336	3,500	3,300	1,650
<b>Total 4650 Sanitary Sewer Pumphouse Maintenance</b>	<b>1,000</b>	<b>4,022</b>	<b>4,300</b>	<b>3,300</b>	<b>330</b>
<b>Total Sewer (User Fees)</b>	<b>-</b>	<b>(596,284)</b>	<b>-</b>	<b>-</b>	



# Town of Hanover

## Capital Projects

<b>Project</b>	4400C004 7th Avenue Water Tower Replacement		
<b>Department</b>	Waterworks Distribution		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>The required Schedule "B" Environmental Assessment (EA) commenced in 2023 to be completed in 2024 involves studies such as geo-technical, hydrogeology, natural heritage, archeological, and hydraulic calculations. Construction to commence in Fall of 2024 with an 18 month construction period. Based upon 2021 water tower construction in Drayton and Markdale, the overall project is estimated to cost as follows:</p> <p>Composite Elevated Tank (3500 cu m) -\$ 5,840,000; Infrastructure Upgrades -\$500,000; Demolition/Removal of Existing Tower-\$200,000; Contingency (20%) - \$1,300,000; TOTAL CONSTRUCTION \$7,840,000            Class "B" EA -\$80,000; Engineering Design/Approvals - \$450,000; Contract Administration - \$450,000; Net HST(1.76%) - \$155,000; PROJECT TOTAL-\$8,975,000</p> <p>Funding through the Investing in Canada Infrastructure Program - Green Infrastructure Stream (ICIP-Green Stream) was approved in April 2022 providing up to \$2,000,000 Federal and \$1,666,000 Provincial grant funding.</p> <p>2026: Decommissioning and Removal of old water tower included within 2026 budget (to be tendered and completed in 2026 - \$200,000 (\$175,000 removal; \$25,000 engineering - cost estimate through Ainley work)</p>

Risk of Not Proceeding
Continued deterioration of old tower will occur.

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	water supply & storage; environmental and public H&S
Tax Levy Impact (Funding Available)	2	ICIP Grant Funding - \$3,666,000; balance from water reserves and water reserve funds
Efficiency/Time Resources Savings	1	Future growth and water storage capacity
Strategic Plan Value	2	Safe & Reliable Infrastructure; Balanced Growth, Open and Responsible Government
AMP Priority	1	to allow for continued growth; TCA 25, 364
<b>Total Weight</b>	<b>100</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032

<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	100,000	100,000						
CONTRACT	1,475,000	1,475,000						
	1,575,000	1,575,000						
<b>Expenditures Total</b>	<b>1,575,000</b>	<b>1,575,000</b>						

<b>Funding</b>								
RESERVES	500,000	500,000						
RESERVE FUND	1,075,000	1,075,000						
	1,575,000	1,575,000						
<b>Funding Total</b>	<b>1,575,000</b>	<b>1,575,000</b>						

Attributes		
Attribute	Value	Comment
Department	Waterworks Distribution	



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	4400C004 7th Avenue Water Tower Replacement		
<b>Department</b>	Waterworks Distribution		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Function	Environmental Services	
Location	7th Avenue	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Buildings	
Strategic Plan	N/A	
Approval Status	In Budget	Multi-Year Project - approved in 2021
Priority Rating	A Priority Weighting Between 80-100%	



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	4400C008 Deep Well #2 - Offset Well Replacement		
<b>Department</b>	Waterworks Distribution		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
Previous well rehabilitation completed in 2014 and 2020 has noted casing deterioration. International Water Supply are recommending a new offset well be installed as the current well is inside the pumphouse. The new well would replace the current 180 feet deep 12 inch diameter well that was drilled in 1987.

Risk of Not Proceeding
Further reduction to water supply. Inability to operate well which supplies approximately 25% of water supply.

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Public H & S; Environmental Impact, Legislated
Tax Levy Impact (Funding Available)	2	100% Funded from water fees and water reserves/reserve funds
Efficiency/Time Resources Savings	1	Maintaining reliable water source supply
Strategic Plan Value	2	Safe & Reliable Infrastructure, Balanced Growth
AMP Priority	1	TCA #28 - Pumphouse; 668-Land;
<b>Total Weight</b>	<b>100</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032

<b>Expenditures</b>								
CONTRACT	800,000	800,000						
	800,000	800,000						
<b>Expenditures Total</b>	<b>800,000</b>	<b>800,000</b>						

<b>Funding</b>								
WATER FEES	300,000	300,000						
RESERVES	250,000	250,000						
RESERVE FUND	250,000	250,000						
	800,000	800,000						
<b>Funding Total</b>	<b>800,000</b>	<b>800,000</b>						

Attributes		
Attribute	Value	Comment
Department	Waterworks Distribution	
Function	Environmental Services	
Location	835 Marl Lake Road 8	Deep Well #2
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Water System	
Strategic Plan		
Approval Status	In Budget	
Priority Rating	A Priority Weighting Between 80-100%	



**Town of Hanover  
Capital Projects**

<b>Project</b>	4430C006 Equipment Upgrades PLC and VFD		
<b>Department</b>	Water Treatment		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>Installing Variable Frequency Drives (VFD's) for both high lift pumps will reduce water hammer pressure issues on main distribution piping. Pressure on piping can fluctuated from 10psi to 80psi when pumps turn on/off causing significant strain on main water line feeding Hanover. Devine &amp; Associates report in 2021 as well as Ainley's investigation study in 2023 both suggest installing VFD's to reduce water hammer. VFD's could not be installed before upgrades to the Water Plants SCADA system were completed in 2025 due to issues with programming. Removal of flow control valve that currently controls pump will also reduce maintenance time required and improve operations. VFD's will reduce hydro usage of highlift pumps and help reduce cavitation of pumps.(\$37,000 for VFD units; \$13,000 install and consultant implementation)</p> <p>Programmable Controller (PLC) hardware for Trojan UV system was installed in 2010 and is obsolete. We can no longer purchase parts for the existing equipment if any hardware fails due to it being discontinued in 2020. Trojan Technologies as well as our SCADA contractor Summa Engineering both have made strong recommendations that the hardware needs to be updated. (estimated costs from Summa consulting \$100,000 replacement; 5,500 engineering)</p>

Risk of Not Proceeding
<p>If PLC hardware is not updated and we had a failure with existing system, we would have to locate used equipment from companies that have removed the obsolete equipment from other systems or from other municipalities that may have spare parts. The UV system is critical for treatment of water for the Town of Hanover.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Water treatment Infrastructure/ Public Health and Safety; energy efficiency savings)
Tax Levy Impact (Funding Available)	2	
Efficiency/Time Resources Savings	1	
Strategic Plan Value	1	
AMP Priority	1	
<b>Total Weight</b>	<b>87</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	5,500	5,500						
CONTRACT	150,000	150,000						
	155,500	155,500						
<b>Expenditures Total</b>	<b>155,500</b>	<b>155,500</b>						
<b>Funding</b>								
WATER FEES	155,500	155,500						
	155,500	155,500						
<b>Funding Total</b>	<b>155,500</b>	<b>155,500</b>						

Attributes		
Attribute	Value	Comment
Department	Water Treatment	
Function	Environmental Services	
Location	Treatment Plant	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Equipment/Machinery	



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	4430C006 Equipment Upgrades PLC and VFD		
<b>Department</b>	Water Treatment		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Strategic Plan	Safe and Reliable Infrastructure	
Approval Status	In Budget	
Priority Rating	A Priority Weighting Between 80-100%	



## Town of Hanover Capital Projects

<b>Project</b>	4620C005 Wastewater Treatment Plant Upgrade		
<b>Department</b>	Waste Water Treatment Plant		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>The current wastewater treatment plant (WWTP) most recent expansions was complete in 1981 with an operating capacity of 6,360 cubic meters (cum) per day. In the Fall of 2020 Ainley &amp; Associate Limited commenced the Environmental Assessment (EA) to plan for the management of waterwater flows. Based upon growth and development for the next 30 years to 2052, the WWTP would require an operating capacity of 11,800 cum/day.</p> <p>Preliminary estimates of WWTP upgrades required could be in the range of \$55-\$60 million (plus taxes). This is based upon the increased capacity, new technologies required for facility upgrades on the same site depending upon effluent criteria set by the Ministry of the Environment, Conservation and Parks (MECP)</p>

Risk of Not Proceeding
Inability to allow for future growth due to current capacity limits.

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Ability to provide secure, safe effluent
Tax Levy Impact (Funding Available)	2	Funded through Sewer Fees, Reserves & Reserve Funds and future Long Term Borrowing Costs; No tax dollars/all user fees
Efficiency/Time Resources Savings	1	Capacity requirements for population
Strategic Plan Value	2	Safe & Reliable Infrastructure; Balanced Growth
AMP Priority	1	Existing building asset #609 - expansion to existing asset
<b>Total Weight</b>	<b>100</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONSULTANTS / ENGINEERING CONTRACT	4,709,600	323,000	323,000	2,031,800	2,031,800			
	54,857,400			27,428,700	27,428,700			
	59,567,000	323,000	323,000	29,460,500	29,460,500			
<b>Expenditures Total</b>	<b>59,567,000</b>	<b>323,000</b>	<b>323,000</b>	<b>29,460,500</b>	<b>29,460,500</b>			
<b>Funding</b>								
SEWER FEES	646,000	323,000	323,000					
MISC OTHER REVENUE	56,921,000			28,460,500	28,460,500			
RESERVE FUND	2,000,000			1,000,000	1,000,000			
	59,567,000	323,000	323,000	29,460,500	29,460,500			
<b>Funding Total</b>	<b>59,567,000</b>	<b>323,000</b>	<b>323,000</b>	<b>29,460,500</b>	<b>29,460,500</b>			

Attributes		
Attribute	Value	Comment
Department	Waste Water Treatment Plant	
Function	Environmental Services	
Location	Wastewater Treatment Plant	
Type of Project	Addition to Existing Asset	Additional capacity required
Project Asset Classification	Buildings	
Strategic Plan		
Approval Status	In Budget	Part of multi-year project - EA approval in 2022 - Add'l Engineering in 2024 Budget
Priority Rating	A Priority Weighting Between 80-100%	High priority for growth capacity



**Town of Hanover  
Capital Projects**

<b>Project</b>	4620C006 Interim Plant Upgrades		
<b>Department</b>	Waste Water Treatment Plant		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Description**

Based upon proposed residential developments that have been brought forward to the Town for future development as of December 31, 2022 totalling 1,089 units plus the 126 bed long-term care facility, there is minimal uncommitted reserve hydraulic capacity at our Wastewater Treatment Plant (WWTP). Through Ainley and Associates, they have been working with the Ministry (MECP) to develop an interim plan to re-rate the WWTP from the current limit of 6,360 cum/day to 7,000 cum/day or 7,500 cum/day based upon process improvements to allow for growth prior to the plant doubling its capacity which will not occur until at least 2029/2030.

Housing Enabling Fund (HEWSF) - application approved for additional work up to \$2,687,500 for Interim Plant Upgrades. Expensed approximately \$350,000 of this amount in 2024 (budgeted \$550,000 originally).  
 2025 -- the bulk of the project will be completed approximately \$2,037,500  
 2026 -- balance of the project will be finalized - approximately \$300,000

**Risk of Not Proceeding**

Inability to allow for future growth due to current capacity limits.

Housing Enabling Fund (HEWSF) approval - would lose 73% funding on \$2,687,500 project (\$1,961,875)

**Priority**

Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Required increased capacity in order to expand future development
Tax Levy Impact (Funding Available)	2	No tax levy impact; 73% funding from HEWSF and balance from sewer fees/reserves
Efficiency/Time Resources Savings	1	
Strategic Plan Value	2	Safe & Reliable Infrastructure; Strong and Vibrant Community, Balanced Growth
AMP Priority	1	Expansion of existing WWTP asset, equipment & mechanical upgrades.
<b>Total Weight</b>	<b>100</b>	

**Budget**

	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONTRACT	300,000	300,000						
	300,000	300,000						
<b>Expenditures Total</b>	<b>300,000</b>	<b>300,000</b>						
<b>Funding</b>								
SEWER FEES	81,000	81,000						
PROVINCIAL GRANTS	219,000	219,000						
	300,000	300,000						
<b>Funding Total</b>	<b>300,000</b>	<b>300,000</b>						

**Attributes**

Attribute	Value	Comment
Department	Waste Water Treatment Plant	
Function	Environmental Services	
Location	Wastewater Treatment Plant	
Type of Project	Addition to Existing Asset	Interim upgrades in order to increase flow to 7,000 - 7,500 cum/day. Preparing for eventual major upgrade to reach capacity of 11,800 cum/day.
Project Asset Classification	Sanitary System	



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	4620C006 Interim Plant Upgrades		
<b>Department</b>	Waste Water Treatment Plant		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Strategic Plan		
Approval Status	In Budget	Approved for Housing Enabling Fund (HEWSF) for Interim Plant Upgrades up to 73% funding.
Priority Rating	A Priority Weighting Between 80-100%	



**Town of Hanover  
Capital Projects**

<b>Project</b>	4640C002 Former JDSS Sewer Rehabilitation		
<b>Department</b>	Sanitary Sewers		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
The sanitary sewer that is located on the former JDSS property is currently undersized and needs to be replaced. The sanitary sewer replacement to be scheduled in conjunction with redevelopment of the former school.

Risk of Not Proceeding
Infrastructure failure of sanitary sewer system impacting approximately 100 houses as well as Hanover Mall.

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	section of sanitary sewer is undersized which could lead to sewer backup
Tax Levy Impact (Funding Available)	2	100% funded through Sewer Fees
Efficiency/Time Resources Savings	1	potential sewer backups
Strategic Plan Value	2	Safe & Reliable Infrastructure; Balanced Growth
AMP Priority	1	Sewer TCA #1160
<b>Total Weight</b>	<b>100</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032

<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	10,000	10,000						
CONTRACT	130,000	130,000						
	140,000	140,000						
<b>Expenditures Total</b>	<b>140,000</b>	<b>140,000</b>						

<b>Funding</b>								
SEWER FEES	140,000	140,000						
	140,000	140,000						
<b>Funding Total</b>	<b>140,000</b>	<b>140,000</b>						

Attributes		
Attribute	Value	Comment
Department	Sanitary Sewers	
Function	Environmental Services	
Location	5th Street	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Sanitary System	
Strategic Plan		
Approval Status	In Budget	
Priority Rating	A Priority Weighting Between 80-100%	



**Town of Hanover  
Capital Projects**

<b>Project</b>	4640C004 Industrial Lands Sanitary Servicing		
<b>Department</b>	Sanitary Sewers		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>To provide sanitary servicing for development of industrial lands north of the Saugeen River, based upon initial consultation with Saugeen Valley Conservation Authority (SVCA), there is a requirement to complete a scoped Environmental Impact Study (EIS). A Schedule "B" Environmental Assessment (EA) will be required to review water and sanitary servicing for the area. The following is a breakdown of the studies required which will take approximately 12 to 18 months to complete.</p> <p>Environmental Impact Study (EIS)- \$40,000 (sub-consultant)            Archaeological Assessment- \$15,000 (sub-consultant)            Geotechnical Investigation- \$20,000 (sub-consultant)            Topographic Survey- \$10,000 (Cobide)            Environmental Assessment- \$20,000 (Cobide)            Detailed Design (water, sewer, utilities) - \$25,000 (Cobide)</p> <p>2025:Planned Road and Services Construction tentatively slated for 2027-2028 (Estimated costs of \$3,750,000 by Cobide Eng).</p> <p>Carried forward from 2022 &amp; 2023.</p>

Risk of Not Proceeding
Inability to service and develop future industrial lands.

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Future Industrial Lands - Environmental, H&S
Tax Levy Impact (Funding Available)	2	100% Funded through Sewer Fees
Efficiency/Time Resources Savings	1	Extension of servicing to future industrial lands
Strategic Plan Value	2	Safe & Reliable Infrastructure; Balanced Growth
AMP Priority	1	New Asset required for Industrial Growth; Currently land asset only
<b>Total Weight</b>	<b>100</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONTRACT	3,800,000	50,000		3,750,000				
	3,800,000	50,000		3,750,000				
<b>Expenditures Total</b>	<b>3,800,000</b>	<b>50,000</b>		<b>3,750,000</b>				
<b>Funding</b>								
SEWER FEES	3,800,000	50,000		3,750,000				
	3,800,000	50,000		3,750,000				
<b>Funding Total</b>	<b>3,800,000</b>	<b>50,000</b>		<b>3,750,000</b>				

Attributes		
Attribute	Value	Comment
Department	Sanitary Sewers	



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	4640C004 Industrial Lands Sanitary Servicing		
<b>Department</b>	Sanitary Sewers		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Function	Environmental Services	
Location	Sanitary	
Type of Project	New Asset	
Project Asset Classification	Sanitary System	
Strategic Plan		
Approval Status	In Budget	Approved in 2022 & 2023; unable to complete. Carried forward to 2024.
Priority Rating	A Priority Weighting Between 80-100%	

# PUBLIC WORKS



# WHO WE ARE

The Development and Infrastructure—Public Works division’s primary goal is to ensure that residents have access to well-maintained infrastructure and services that support their everyday needs.

To achieve this, we focus on the following key areas:

- Traffic Infrastructure Maintenance & Repair
- Storm Water Management and Maintenance
- Water Distribution and Wastewater Collection Services
- Capital Reconstruction Projects

Public Works provides year-round maintenance of 48 kilometers of roads and 33 kilometers of sidewalks, as well as operation and maintenance of the municipal water supply while ensuring safe, clean drinking water. The distribution system is comprised of 55 kilometers of watermains and over 300 fire hydrants. In addition, the wastewater collection system is 46 kilometers of wastewater mains and one wastewater control plant.



# WHAT WE DO

The department is responsible for adhering to service levels as set by Ontario and Municipal regulations. Making sure that reliable roads and buried utilities are functioning, safe and accessible for all residents of Hanover.

Town roads are maintained through activities such as pothole repair, resurfacing, and snow removal on roads and sidewalks. Sidewalks have accessibility standards and are maintained to provide convenience to pedestrian passage year-round. Both roads and sidewalks work in conjunction to handle drainage concerns and storm infrastructure to move rainwater and snow melts away from travel routes.

Capital reconstruction projects involve the planning, construction and renewal of assets like water, sanitary, and storm.



# PROGRAM HIGHLIGHTS—2025

In 2025, our notable accomplishments include:

- Resurfacing of 1.2 kilometers of roadway, thereby extending the lifespan of large segments of 9th Street, and sections of 3rd, 11th and 14th Avenue.
- Safe and reliable roads and sidewalks during a heavy winter season.
- Watermain maintenance program and flushing of 310 hydrants throughout Hanover.
- Street and Sidewalk sweeping of spring and fall debris, completing approximately 90 km of centreline road during each season and 33 km of sidewalks.
- Cold patching throughout Town on various roads.
- Removal and maintenance of Town owned trees, with increased removals seen in ash and elm species.
- The Town collects leaf waste at the curbside during the fall season each year.
- 7th Street from 13th Avenue easterly reconstruction including infrastructure replacement as well as curb and gutter.
- Reconstruction and urbanization of 24th Avenue (County Road No. 28) from 10th to 14th Street, a joint project with Grey County to include curb and gutter, sidewalk on the west side and street lighting.
- Purchase of 2025 CAT Loader and disposal of the 2003 CAT Loader.
- Celebrated the retirement of long-standing Director, Ron Cooper and welcomed our Manager of Public Works and Projects, Jamie McCarthy.

# OUR GOALS FOR 2026

Out goals for 2026 are:

- Municipal Class Environmental Assessment (EA) continuation for the extensions of municipal infrastructure that will be required to develop lands for future Industrial/Business Park Development.
- 6th St A from 13th to 15th Ave / 14th Ave from 7th to 6th St full reconstruction budgeted at \$1.8 million.
- Paving of 14th Avenue and 1st St in the Business Park budgeted at \$216,000.
- Pre-engineering for 2nd St from 14th Ave to 18th Ave budgeted at \$87,000.
- Providing high service levels year-round with staffing compliment.



**ROADS SUMMARY****2026 INCREASE/DECREASE OVER 2025**(MUNICIPALITIES SHARE ONLY)**TOTAL**

BUDGET	2025	2026	NET	INC./DEC.
<b>ROADS</b>	<b>\$2,083,000</b>	<b>\$2,388,200</b>	<b>\$305,200</b>	<b>14.65%</b>
Roadside Mtce	\$616,200	\$613,600	(\$2,600)	-0.42%
Roads-Equip	(\$76,500)	(\$69,200)	\$7,300	-9.54%
Roads-Admin	\$1,140,800	\$1,515,500	\$374,700	32.85%
Roads-Workshop	\$181,200	\$177,100	(\$4,100)	-2.26%
Roads-Streetlights	\$117,000	\$113,700	(\$3,300)	-2.82%
Roads-Parking	\$104,300	\$37,500	(\$66,800)	-64.05%
	\$2,083,000	\$2,388,200	\$305,200	14.65%

**2026 INCREASE/DECREASE OVER 2025**(MUNICIPALITIES SHARE ONLY)**OPERATING**

BUDGET	2025	2026	NET	INC./DEC.
<b>ROADS</b>	<b>\$1,283,600</b>	<b>\$1,325,600</b>	<b>\$42,000</b>	<b>3.27%</b>
Roadside Mtce	\$616,200	\$613,600	(\$2,600)	-0.42%
Roads-Equip	(\$126,500)	(\$69,200)	\$57,300	-45.30%
Roads-Admin	\$391,400	\$452,900	\$61,500	15.71%
Roads-Workshop	\$181,200	\$177,100	(\$4,100)	-2.26%
Roads-Streetlights	\$117,000	\$113,700	(\$3,300)	-2.82%
Roads-Parking	\$104,300	\$37,500	(\$66,800)	-64.05%
	\$1,283,600	\$1,325,600	\$42,000	3.27%

**2026 INCREASE/DECREASE OVER 2025**(MUNICIPALITIES SHARE ONLY)**CAPITAL**

BUDGET	2025	2026	NET	INC./DEC.
<b>ROADS</b>	<b>\$799,400</b>	<b>\$1,062,600</b>	<b>\$263,200</b>	<b>32.92%</b>
Roadside Mtce	\$0	\$0	\$0	0.00%
Roads-Equip	\$50,000	\$0	(\$50,000)	0.00%
Roads-Admin	\$749,400	\$1,062,600	\$313,200	41.79%
Roads-Workshop	\$0	\$0	\$0	
Roads-Streetlights	\$0	\$0	\$0	
Roads-Parking	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$799,400</b>	<b>\$1,062,600</b>	<b>\$263,200</b>	<b>32.92%</b>

## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PUBLIC WORKS - ROADS				\$	%
<b>3100 Sidewalk Maintenance - Summer</b>					
01-3100-1110 REGULAR SALARIES	11,000	7,330	11,500	500	5
01-3100-1111 PART-TIME SALARIES	3,400	1,071	3,500	100	3
01-3100-1112 OVERTIME (TIME & HALF)	-	8	-	-	
01-3100-1510 EMPLOYEE BENEFITS	4,400	2,678	4,600	200	5
01-3100-1516 WSIB	400	237	400	-	-
01-3100-2240 MATERIALS	6,700	9,110	6,900	200	3
01-3100-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	10,200	4,286	10,200	-	-
<b>Total 3100 Sidewalk Maintenance - Summer</b>	<b>36,100</b>	<b>24,720</b>	<b>37,100</b>	<b>1,000</b>	<b>3</b>
<b>3101 Sidewalk Maintenance - Winter</b>					
01-3101-1110 REGULAR SALARIES	24,200	14,688	25,400	1,200	5
01-3101-1111 PART-TIME SALARIES	1,600	3,076	1,700	100	6
01-3101-1112 OVERTIME (TIME & HALF)	7,700	3,930	7,900	200	3
01-3101-1113 OVERTIME (DOUBLE)	-	1,962	-	-	
01-3101-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(1,742)	-	-	
01-3101-1510 EMPLOYEE BENEFITS	9,500	5,830	9,900	400	4
01-3101-1516 WSIB	1,000	653	1,000	-	-
01-3101-2240 MATERIALS	19,000	25,635	20,700	1,700	9
01-3101-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	25,000	24,774	26,000	1,000	4
<b>Total 3101 Sidewalk Maintenance - Winter</b>	<b>88,000</b>	<b>78,806</b>	<b>92,600</b>	<b>4,600</b>	<b>5</b>
<b>3102 Paved Roads - Resurfacing/Cold Mix</b>					
01-3102-1110 REGULAR SALARIES	11,400	6,359	11,900	500	4
01-3102-1111 PART-TIME SALARIES	500	338	500	-	-
01-3102-1112 OVERTIME (TIME & HALF)	-	144	-	-	
01-3102-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(268)	-	-	
01-3102-1510 EMPLOYEE BENEFITS	4,200	2,131	4,300	100	2
01-3102-1516 WSIB	400	190	400	-	-
01-3102-2240 MATERIALS	11,800	12,373	11,800	-	-
01-3102-3525 RESURFACING	89,400	64,520	74,500	(14,900)	(17)
01-3102-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	5,800	4,226	5,800	-	-
<b>Total 3102 Paved Roads - Resurfacing/Cold Mix</b>	<b>123,500</b>	<b>90,013</b>	<b>109,200</b>	<b>(14,300)</b>	<b>(12)</b>
<b>3103 Winter Control - Snow Plowing &amp; Removal</b>					
01-3103-1110 REGULAR SALARIES	12,200	11,687	12,800	600	5
01-3103-1111 PART-TIME SALARIES	2,200	9,463	2,300	100	5
01-3103-1112 OVERTIME (TIME & HALF)	7,700	7,060	7,900	200	3
01-3103-1113 OVERTIME (DOUBLE)	-	994	-	-	
01-3103-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(1,993)	-	-	
01-3103-1510 EMPLOYEE BENEFITS	5,200	5,403	5,400	200	4
01-3103-1516 WSIB	700	812	700	-	-
01-3103-2240 MATERIALS	1,600	1,819	1,600	-	-
01-3103-3509 RADIO/PAGER EQUIP LEASE	200	119	200	-	-
01-3103-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	24,300	34,738	24,900	600	2
01-3103-3624 MACHINERY RENTAL-"OUTSIDE"	4,600	22,815	5,000	400	9
<b>Total 3103 Winter Control - Snow Plowing &amp; Removal</b>	<b>58,700</b>	<b>92,917</b>	<b>60,800</b>	<b>2,100</b>	<b>4</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PUBLIC WORKS - ROADS				\$	%
3104 Winter Control - Sanding, Salting & Sweeping					
01-3104-1110 REGULAR SALARIES	20,700	16,463	21,800	1,100	5
01-3104-1111 PART-TIME SALARIES	-	1,053	-	-	
01-3104-1112 OVERTIME (TIME & HALF)	5,600	2,243	5,700	100	2
01-3104-1113 OVERTIME (DOUBLE)	-	550	-		
01-3104-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(1,565)	-	-	
01-3104-1510 EMPLOYEE BENEFITS	8,000	5,845	8,300	300	4
01-3104-1516 WSIB	800	569	800	-	-
01-3104-2240 MATERIALS	62,400	82,412	65,500	3,100	5
01-3104-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	31,200	24,512	31,500	300	1
<b>Total 3104 Winter Control - Sanding, Salting &amp; Sweeping</b>	<b>128,700</b>	<b>132,082</b>	<b>133,600</b>	<b>4,900</b>	<b>4</b>
3105 Road Side Maintenance - Leaf Pickup,Tree Trimming,					
01-3105-1110 REGULAR SALARIES	24,700	16,307	26,000	1,300	5
01-3105-1111 PART-TIME SALARIES	13,400	12,114	13,700	300	2
01-3105-1112 OVERTIME (TIME & HALF)	1,400	657	1,400	-	-
01-3105-1113 OVERTIME (DOUBLE)	-	192	-	-	
01-3105-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(265)	-	-	
01-3105-1510 EMPLOYEE BENEFITS	11,000	6,884	11,400	400	4
01-3105-1516 WSIB	1,200	818	1,200	-	-
01-3105-2240 MATERIALS	19,000	6,848	19,400		
01-3105-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	24,200	15,448	24,200	-	-
01-3105-3624 MACHINERY RENTAL-"OUTSIDE"	3,700	2,680	4,100	400	11
<b>Total 3105 Road Side Maintenance - Leaf Pickup,Tree Trimming</b>	<b>98,600</b>	<b>61,683</b>	<b>101,400</b>	<b>2,800</b>	<b>3</b>
3106 Streetlights					
01-3106-0579 MISC REVENUE	(14,000)	(3,505)	(14,300)	(300)	2
01-3106-3432 TRANSFORMER STATION MAINTENANCE	21,000	-	21,000	-	-
01-3106-3535 STREET LIGHT REPAIRS/UPGRADES-GEN. SUPPLY	12,500	9,318	12,500	-	-
01-3106-3716 HYDRO (GENERAL SERVICE) #1	97,500	61,450	94,500	(3,000)	(3)
<b>Total 3106 Streetlights</b>	<b>117,000</b>	<b>67,263</b>	<b>113,700</b>	<b>(3,300)</b>	<b>(3)</b>
3108 Catchbasins/Storm Sewers					
01-3108-1110 REGULAR SALARIES	4,900	4,085	5,100	200	4
01-3108-1111 PART-TIME SALARIES	-	1,311	-	-	
01-3108-1112 OVERTIME (TIME & HALF)	-	525	-		
01-3108-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(36)	-		
01-3108-1510 EMPLOYEE BENEFITS	1,700	1,723	1,800	100	6
01-3108-1516 WSIB	100	165	100	-	-
01-3108-2240 MATERIALS	4,000	8,717	4,100	100	3
01-3108-3525 CONTRACTED WORK	24,300	-	19,800		
01-3108-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	6,100	3,959	6,100	-	-
01-3108-3624 MACHINERY RENTAL-"OUTSIDE"	14,500	-	14,500	-	-
<b>Total 3108 Catchbasins/Storm Sewers</b>	<b>55,600</b>	<b>20,449</b>	<b>51,500</b>	<b>(4,100)</b>	<b>(7)</b>
3150 10th St/7th Ave Snow Removal (County - 50%)					
01-3150-0526 COUNTY OF GREY SUBSIDY - 50%	(18,700)	-	(19,000)	(300)	2
01-3150-1110 REGULAR SALARIES	10,400	3,751	10,900	500	5
01-3150-1111 PART-TIME SALARIES	-	2,905	-	-	
01-3150-1112 OVERTIME (TIME & HALF)	5,300	2,838	5,400	100	2
01-3150-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(794)	-		
01-3150-1510 EMPLOYEE BENEFITS	4,200	1,750	4,400	200	5
01-3150-1516 WSIB	500	263	500	-	-
01-3150-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	10,800	9,933	10,700	(100)	(1)
01-3150-3624 MACHINERY RENTAL-"OUTSIDE"	6,200	16,340	6,200	-	-
<b>Total 3150 10th St/7th Ave Snow Removal (County - 50%)</b>	<b>18,700</b>	<b>36,986</b>	<b>19,100</b>	<b>400</b>	<b>2</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PUBLIC WORKS - ROADS				\$	%
3151 Traffic Lights & Markings (County Rd)					
01-3151-3716 HYDRO (GENERAL SERVICE ) #1	8,300	6,098	8,300	-	-
<b>Total 3151 Traffic Lights &amp; Markings (County Rd)</b>	<b>8,300</b>	<b>6,098</b>	<b>8,300</b>	<b>-</b>	<b>-</b>
3152 10th Street Sweep/Mtnce (County 100%)					
01-3152-0525 COUNTY OF GREY SUBSIDY-100%	(4,400)	-	(4,600)	(200)	5
01-3152-1110 REGULAR SALARIES	1,800	1,061	1,900	100	6
01-3152-1112 OVERTIME (TIME & HALF)	400	361	400	-	-
01-3152-1510 EMPLOYEE BENEFITS	700	467	700	-	-
01-3152-1516 WSIB	100	40	100	-	-
01-3152-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	1,400	1,292	1,500	100	7
<b>Total 3152 10th Street Sweep/Mtnce (County 100%)</b>	<b>-</b>	<b>3,221</b>	<b>-</b>	<b>-</b>	
3153 7th Avenue (County 100%)					
01-3153-0525 COUNTY OF GREY SUBSIDY-100%	(3,500)	-	(3,700)	(200)	6
01-3153-1110 REGULAR SALARIES	1,800	850	1,900	100	6
01-3153-1112 OVERTIME (TIME & HALF)	200	377	200	-	-
01-3153-1510 EMPLOYEE BENEFITS	700	394	700	-	-
01-3153-1516 WSIB	100	35	100	-	-
01-3153-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	700	1,166	800	100	14
<b>Total 3153 7th Avenue (County 100%)</b>	<b>-</b>	<b>2,822</b>	<b>-</b>	<b>-</b>	
3200 Town Equipment Use					
01-3200-0953 TOWN EQUIPMENT RENTAL RECOVERY	(259,500)	(197,635)	(260,600)	(1,100)	0
<b>Total 3200 Town Equipment Use</b>	<b>(259,500)</b>	<b>(197,635)</b>	<b>(260,600)</b>	<b>(1,100)</b>	<b>0</b>
3202 2021 International (Truck #2)					
01-3202-2410 FUEL/OPERATIONS	14,900	18,617	15,300	400	3
<b>Total 3202 2021 International (Truck #2)</b>	<b>14,900</b>	<b>18,617</b>	<b>15,300</b>	<b>400</b>	<b>3</b>
3203 2025 Chevy Silverado 3500 (Formerly 2015 Chev 3500 (Truck #3)					
01-3203-2410 FUEL/OPERATIONS	31,000	12,938	29,900	(1,100)	(4)
<b>Total 3203 2025 Chevy Silverado 3500 (Formerly 2015 Ch</b>	<b>31,000</b>	<b>12,938</b>	<b>29,900</b>	<b>(1,100)</b>	<b>(4)</b>
3205 2024 Chevy Silverado 1500					
01-3205-2410 FUEL & OPERATIONS	18,600	16,664	18,200	(400)	(2)
<b>Total 3205 2024 Chevy Silverado 1500</b>	<b>18,600</b>	<b>16,664</b>	<b>18,200</b>	<b>(400)</b>	<b>(2)</b>
3207 2018 Western Star (Truck #7)					
01-3207-2410 FUEL/OPERATIONS	15,000	22,946	15,300	300	2
<b>Total 3207 2018 Western Star (Truck #7)</b>	<b>15,000</b>	<b>22,946</b>	<b>15,300</b>	<b>300</b>	<b>2</b>
3209 2003 John Deere 770 Grader					
01-3209-2410 FUEL/OPERATIONS	7,100	10,367	7,200	100	1
<b>Total 3209 2003 John Deere 770 Grader</b>	<b>7,100</b>	<b>10,367</b>	<b>7,200</b>	<b>100</b>	<b>1</b>
3211 2003 CAT Loader					
01-3211-2410 OPERATIONS	2,800	6,969	2,900	100	4
01-3211-2411 FUEL (DISTRIBUTED)	17,000	12,243	15,000	(2,000)	(12)
01-3211-4127 INTERNAL INTEREST EXPENSE	-	-	6,000		
01-3211-5213 TRANSFER TO RESERVES	40,000	40,000	40,000	-	-
<b>Total 3211 2003 CAT Loader</b>	<b>59,800</b>	<b>59,212</b>	<b>63,900</b>	<b>4,100</b>	<b>7</b>
3212 2018 MV4 Sidewalk Tractor					
01-3212-2410 FUEL/OPERATIONS	9,000	28,398	13,500	4,500	50
<b>Total 3212 2018 MV4 Sidewalk Tractor</b>	<b>9,000</b>	<b>28,398</b>	<b>13,500</b>	<b>4,500</b>	<b>50</b>
3213 Roads Equipment-Sweeper					
01-3213-2410 FUEL/OPERATIONS	7,200	13,091	7,300	100	1
<b>Total 3213 Roads Equipment-Sweeper</b>	<b>7,200</b>	<b>13,091</b>	<b>7,300</b>	<b>100</b>	<b>1</b>
3214 2023 Trackless Tractor					
01-3214-2410 FUEL/OPERATIONS	5,300	8,489	5,400	100	2
<b>Total 3214 2023 Trackless Tractor</b>	<b>5,300</b>	<b>8,489</b>	<b>5,400</b>	<b>100</b>	<b>2</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PUBLIC WORKS - ROADS				\$	%
3215 2007 MT6 Trackless					
01-3215-2410 FUEL/OPERATIONS	3,700	14,711	3,800	100	3
<b>Total 3215 2007 MT6 Trackless</b>	<b>3,700</b>	<b>14,711</b>	<b>3,800</b>	<b>100</b>	<b>3</b>
3216 2017 Loader Backhoe					
01-3216-2410 FUEL/OPERATIONS	11,400	23,362	11,600	200	2
<b>Total 3216 2017 Loader Backhoe</b>	<b>11,400</b>	<b>23,362</b>	<b>11,600</b>	<b>200</b>	<b>2</b>
3225 Flower Planters - Public Works Inv - 100% DIA					
01-3225-0952 EQUIP.RENTAL FEES(INVOICING)	(16,300)	(9,515)	(16,600)	(300)	2
01-3225-1110 REGULAR SALARIES	400	240	500	100	25
01-3225-1111 PART-TIME SALARIES	9,100	3,979	9,400	300	3
01-3225-1112 OVERTIME (TIME & HALF)	-	45	-	-	-
01-3225-1510 EMPLOYEE BENEFITS	1,100	500	1,100	-	-
01-3225-1516 WSIB	300	119	300	-	-
01-3225-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	5,400	4,631	5,400	-	-
<b>Total 3225 Flower Planters - Public Works Inv - 100% DIA</b>	<b>-</b>	<b>(1)</b>	<b>100</b>	<b>100</b>	
3300 Road Construction Projects					
01-3300-0521 ONTARIO CONDITIONAL GRANT	(500,000)	(538,412)	(489,400)	10,600	(2)
01-3300-0526 CTY CONTRIBUTION OF TCA	(1,365,500)	-	-	1,365,500	(100)
01-3300-0593 SOLAR ENERGY	(5,500)	(3,728)	-	5,500	(100)
01-3300-0873 DEVELOPER'S CONTRIBUTION	-	(4,300)	-	-	-
01-3300-0932 GAS TAX	(330,000)	-	(220,000)	110,000	(33)
01-3300-0934 TRANSFER FROM RESERVES	(300,000)	(262,334)	-	-	-
01-3300-0936 TRANSFER FROM RESERVE FUND					
01-3300-0998 CONTRIBUTED / DONATED ASSETS					
01-3300-0999 PROCEEDS ON TCA DISPOSALS	(30,000)	(28,500)	-	30,000	(100)
01-3300-5210 TCA PURCHASES	3,324,900	1,908,671	1,772,000	(1,552,900)	(47)
01-3300-5213 TRANSFER TO RESERVE	75,000	75,000	75,000	-	-
01-3300-6000 AMORTIZATION EXPENSE - TCA	841,600	-	839,300	(2,300)	(0)
01-3300-6100 CHANGE IN INVESTMENT IN CAPITAL ASSETS	(841,600)	-	(839,300)	2,300	(0)
<b>Total 3300 Road Construction Projects</b>	<b>868,900</b>	<b>1,146,397</b>	<b>1,137,600</b>	<b>268,700</b>	<b>31</b>
3400 Roads - General Administration					
01-3400-0579 MISC FEES/CHARGES	(1,500)	(16,728)	(2,100)	(600)	40
01-3400-0593 SOLAR ENERGY	-	-	(5,000)	(5,000)	
01-3400-0934 TRANSFER FROM RESERVES	(7,500)	-	-	7,500	(100)
01-3400-1110 REGULAR SALARIES	169,200	149,964	207,100	37,900	22
01-3400-1111 PART-TIME SALARIES	3,200	4,754	3,200	-	-
01-3400-1125 MEAL ALLOWANCES (UNION)	2,800	3,225	3,000	-	-
01-3400-1127 PAGER/ON-CALL PAY	9,800	7,920	9,800	-	-
01-3400-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(12,088)	-	-	-
01-3400-1510 EMPLOYEE BENEFITS	50,900	46,929	67,100	16,200	32
01-3400-1516 WSIB	5,500	7,575	6,200	700	13
01-3400-1519 EMPLOYEE ASSISTANCE PROGRAM	-	134	-	-	-
01-3400-2214 UNIFORMS & CLOTHING	2,500	1,781	2,500	-	-
01-3400-2410 FUEL/OPERATIONS-2019 Chev Silverado 150	6,800	4,940	11,600	4,800	71
01-3400-2423 RADIO LICENCE	1,200	1,247	1,300	100	8
01-3400-3110 PROF.DEV./TRAINING/TRAVEL	5,100	3,428	9,100	4,000	78
01-3400-3128 SUBSCRIPTIONS & MEMBERSHIPS	1,800	1,470	2,400	600	33
01-3400-3215 PRINTING AND ADVERTISING	200	1,106	200	-	-
01-3400-3310 AUDIT SERVICE	6,400	171	8,000	1,600	25
01-3400-3315 ENGINEERING	5,000	4,635	12,000	7,000	140
01-3400-3316 CONSULTANTS FEES	-	2,175	-	-	-
01-3400-3318 ASSET MANAGEMENT	-	-	25,000	25,000	
01-3400-3325 COMPUTER SUPPLIES & SERVICE	2,100	5,383	7,900	5,800	276
01-3400-3721 CURLING CLUB LEASE	3,400	3,381	3,500	100	3

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PUBLIC WORKS - ROADS				\$	%
01-3400-5213 TRANSFER TO RESERVE	5,000	5,000	5,000	-	-
<b>Total 3400 Roads - General Administration</b>	<b>271,900</b>	<b>226,402</b>	<b>377,800</b>	<b>105,900</b>	<b>39</b>
3500 Roads - Workshop					
01-3500-1110 REGULAR SALARIES	10,400	4,555	10,900	500	5
01-3500-1111 PART-TIME SALARIES	1,000	847	1,000	-	-
01-3500-1112 OVERTIME (TIME & HALF)	-	24	-		
01-3500-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)				-	
01-3500-1510 EMPLOYEE BENEFITS	3,900	1,585	4,000	100	3
01-3500-1516 WSIB	300	152	300	-	-
01-3500-3212 TELEPHONE	300	175	300	-	-
01-3500-3410 PROPERTY MAINTENANCE/PURCHASES	6,800	10,088	7,000	200	3
01-3500-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	-	42	-		
01-3500-3710 INSURANCE (GENERAL)	154,400	145,151	149,500	(4,900)	(3)
01-3500-3712 WATER/SEWAGE	400	439	400	-	-
01-3500-3713 GAS (HEATING)	1,300	1,155	1,300	-	-
01-3500-3716 HYDRO (GENERAL SERVICE ) #1	2,400	1,253	2,400	-	-
<b>Total 3500 Roads - Workshop</b>	<b>181,200</b>	<b>165,466</b>	<b>177,100</b>	<b>(4,100)</b>	<b>(2)</b>
3700 Parking - Winter Maintenance					
01-3700-1110 REGULAR SALARIES	11,600	4,641	12,200	600	5
01-3700-1112 OVERTIME (TIME & HALF)	1,100	854	1,100	-	-
01-3700-1113 OVERTIME (DOUBLE)	-	331	-		
01-3700-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(1,221)	-	-	
01-3700-1510 EMPLOYEE BENEFITS	4,300	1,533	4,400	100	2
01-3700-1516 WSIB	400	160	400	-	-
01-3700-2240 MATERIALS	8,700	13,429	8,900	200	2
01-3700-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	4,600	6,030	4,600	-	-
01-3700-3624 MACHINERY RENTAL-"OUTSIDE"	5,800	15,549	5,900	100	2
<b>Total 3700 Parking - Winter Maintenance</b>	<b>36,500</b>	<b>41,306</b>	<b>37,500</b>	<b>1,000</b>	<b>3</b>
3701 Parking - Summer Maintenance					
01-3701-0579 MISC REVENUE	-	(514)	-		
01-3701-0593 EV CHARGERS (Usage)	(300)	(438)	-		
01-3701-0846 PARKING VIOLATIONS	(3,000)	(2,117)	-	3,000	(100)
01-3701-1110 REGULAR SALARIES	33,900	10,792	-		
01-3701-1152 WAGE ACCRUAL (ANN.ADJ.AUDIT)	-	(696)	-	-	
01-3701-1510 EMPLOYEE BENEFITS	11,800	4,588	-	(11,800)	(100)
01-3701-1516 WSIB	1,000	383	-	(1,000)	(100)
01-3701-2214 UNIFORMS & CLOTHING	-	10	-	-	
01-3701-2233 GENERAL SUPPLIES & EQUIPMENT	5,800	6,207	-		
01-3701-2410 FUEL/OPERATIONS	9,700	7,693	-	(9,700)	(100)
01-3701-3525 PARKING BYLAW PROSECUTION	300	335	-	(300)	(100)
01-3701-3533 STREET PAINTING CONTRACT	1,900	1,900	-	(1,900)	(100)
01-3701-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	-	660	-		
01-3701-3726 TAXES - P.I.L.	6,700	6,634	-	(6,700)	(100)
<b>Total 3701 Parking Bylaw Enforcement/Summer Mtc.</b>	<b>67,800</b>	<b>35,951</b>	<b>-</b>	<b>(67,800)</b>	<b>(100)</b>
<b>Total Public Works - Roads</b>	<b>2,083,000</b>	<b>2,263,741</b>	<b>2,388,200</b>	<b>305,200</b>	<b>15</b>



## Town of Hanover Capital Projects

<b>Project</b>	3300C013 2nd St. from 14th Ave to 18th Ave		
<b>Department</b>	Road Construction Projects		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>To provide access and reduce traffic congestion at 10th Street/18th Avenue. The construction would include curb &amp; gutter, sidewalk, street lighting and water main to provide a secondary loop and supply. As this is a new roadway, an Environmental Assessment would be required. Construction Cost-\$1,686,000; Contingency(5.6%)-\$95,000; Engineering (11.4%) - \$193,000; Net HST(1.76%) -\$34,000. The total budget cost for each infrastructure category is as follows: Roadwork/Street Lights-\$1,313,000; Storm Sewers-\$385,000; Sidewalk-\$88,000; Watermain-\$222,000. For 2027 construction based upon 2024 construction pricing with a 4% annual inflation increase.</p>

Risk of Not Proceeding
<p>This project has been on the list since 2017 to be completed with opening of the John Diefenbaker Senior School in 2019. Lack of transportation network for future southeast development.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Provide access and reduce traffic congestion at 10th St/18th Ave; Environmental. road/water
Tax Levy Impact (Funding Available)	0	12.6% of total project covered through Water Fees
Efficiency/Time Resources Savings	1	Future truck/fire route; Adequate Transportation Network
Strategic Plan Value	2	Safe & Reliable Infrastructure; Balanced Growth; Infrastructure for growth and development
AMP Priority	1	Growth Asset - provide a secondary loop and water main supply and sidewalk access to senior school; Extension of TCA #3094-Land Under Road
<b>Total Weight</b>	<b>86</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	175,000	87,000	88,000					
CONTRACT	1,833,000		1,833,000					
	2,008,000	87,000	1,921,000					
<b>Expenditures Total</b>	<b>2,008,000</b>	<b>87,000</b>	<b>1,921,000</b>					
<b>Funding</b>								
TAXES	1,786,000	87,000	1,699,000					
WATER FEES	222,000		222,000					
	2,008,000	87,000	1,921,000					
<b>Funding Total</b>	<b>2,008,000</b>	<b>87,000</b>	<b>1,921,000</b>					

Attributes		
Attribute	Value	Comment
Department	Road Construction Projects	
Function	Transportation Services	
Location	2nd St.	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Roads	
Strategic Plan	Strong and Vibrant Economy	
Approval Status	In Budget	2024 Draft Budget
Priority Rating	A Priority Weighting Between 80-100%	



## Town of Hanover Capital Projects

<b>Project</b>	3300C033 6th St A from 13th to 15th Ave / 14th Ave from 7th to 6th St Reconstruction		
<b>Department</b>	Road Construction Projects		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>The reconstruction would include curb and gutter and a new sidewalk. There is a number of wider surface treated streets in the southeast section of Town in the 1970's that are requiring infrastructure replaced and upgrading to current standards.</p> <p>The total estimated cost of \$1,998,000 comprised of \$1,633,000 construction, \$150,000 contingency, \$180,000 Engineering and \$35,000 net HST.</p> <p>The total estimated cost for each infrastructure category is \$693,000 road, \$485,000 storm, \$147,000 sidewalk, \$370,000 water, \$303,000 sanitary.</p>

Risk of Not Proceeding
Further deteriorating of infrastructure originally constructed in the 1970's.

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Old infrastructure 50+ years old.
Tax Levy Impact (Funding Available)	1	Water/Sewer fees cover 41% of project; OCIF Grant Funding covering 25%
Efficiency/Time Resources Savings	1	Easier Road Maintenance
Strategic Plan Value	2	Safe & Reliable Infrastructure, Healthy & Welcoming Community (Sidewalk)
AMP Priority	1	TCA #830/768 Land; 1770/1646 Rd Surf; 1771/1647 Rd Base; 1062/985 Water; 1324 Sewer; Road/Storm Priority
<b>Total Weight</b>	<b>93</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	162,800	162,800						
CONTRACT	1,835,200	1,835,200						
	1,998,000	1,998,000						
<b>Expenditures Total</b>	<b>1,998,000</b>	<b>1,998,000</b>						
<b>Funding</b>								
TAXES	615,600	615,600						
WATER FEES	370,000	370,000						
SEWER FEES	303,000	303,000						
PROVINCIAL GRANTS	489,400	489,400						
GAS TAX	220,000	220,000						
	1,998,000	1,998,000						
<b>Funding Total</b>	<b>1,998,000</b>	<b>1,998,000</b>						

Attributes		
Attribute	Value	Comment
Department	Road Construction Projects	
Function	Transportation Services	
Location	6th St A / 14th Ave	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Roads	
Strategic Plan	Safe and Reliable Infrastructure	
Approval Status	In Budget	
Priority Rating	A Priority Weighting Between 80-100%	



**Town of Hanover  
Capital Projects**

<b>Project</b>	3300C041 13th Ave from 7th St to 6th St A		
<b>Department</b>	Road Construction Projects		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>The reconstruction would include a small section of road on 13th Ave between 7th Street and 6th Street. Completing this work will provide ability to upgrade infrastructure and reduce the impact to residents over 2 instead of 3 years. Installation of curb and gutter, a new sidewalk to connect into new and existing sidewalk.</p> <p>There is a number of wider surface treated streets in the southeast section of Town from the 1970's that are requiring infrastructure replaced and upgrading to current standards. This work can be tendered and completed in conjunction to 6th Street A providing cost effective pricing.</p> <p>The total estimated cost of \$580,000 comprised of \$540,000 construction, Engineering and Contingency of \$40,000 net HST.</p> <p>The total estimated cost is \$540,000 for each infrastructure category are:            Road (storm and sidewalk) \$360,000,            Water \$100,000            Sanitary \$80,000</p>

Risk of Not Proceeding
<p>Further deteriorating of the road and buried infrastructure as well as, residential impacts to those who live during multi-year construction projects.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Old infrastructure 50+ years old.
Tax Levy Impact (Funding Available)	1	Water/Sewer fees cover 41% of project
Efficiency/Time Resources Savings	1	Easier roads, water maintenance, reduction of watermain issues
Strategic Plan Value	2	Safe and Reliable Infrastructure, Healthy and Welcoming Community (Sidewalk)
AMP Priority	1	TCA Road #1623, Sanitary #1235, Water #967
<b>Total Weight</b>	<b>93</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	40,000	40,000						
CONTRACT	500,000	500,000						
	540,000	540,000						
<b>Expenditures Total</b>	<b>540,000</b>	<b>540,000</b>						
<b>Funding</b>								
TAXES	360,000	360,000						
WATER FEES	100,000	100,000						
SEWER FEES	80,000	80,000						
	540,000	540,000						
<b>Funding Total</b>	<b>540,000</b>	<b>540,000</b>						

Attributes		
Attribute	Value	Comment
Department	Road Construction Projects	
Function	Transportation Services	



**Town of Hanover  
Capital Projects**

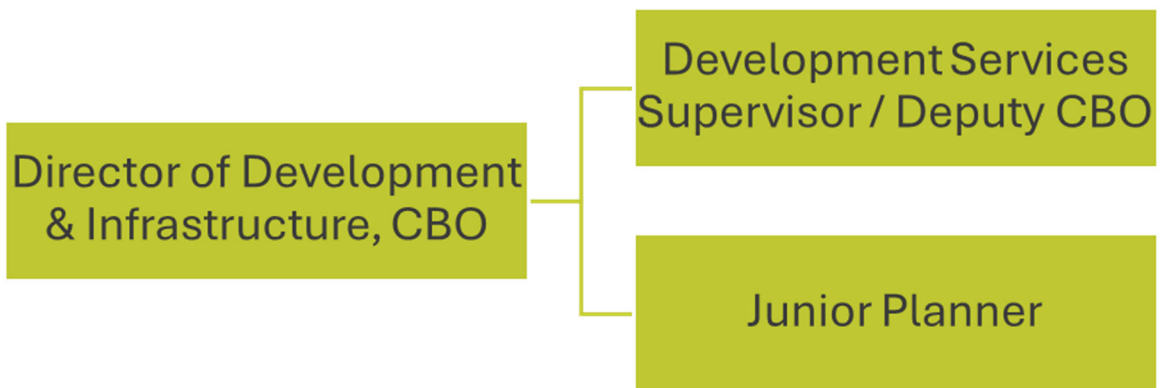
<b>Project</b>	3300C041 13th Ave from 7th St to 6th St A		
<b>Department</b>	Road Construction Projects		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Location	from 6th St A to 7th St Reconstruction	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Roads	
Strategic Plan	Safe and Reliable Infrastructure	
Approval Status	In Budget	
Priority Rating	A Priority Weighting Between 80-100%	

# BUILDING AND PLANNING



# WHO WE ARE, WHAT WE DO



Building & Development division is a multi-disciplinary team of Building Officials, Property Standards Officers, and a Planner.

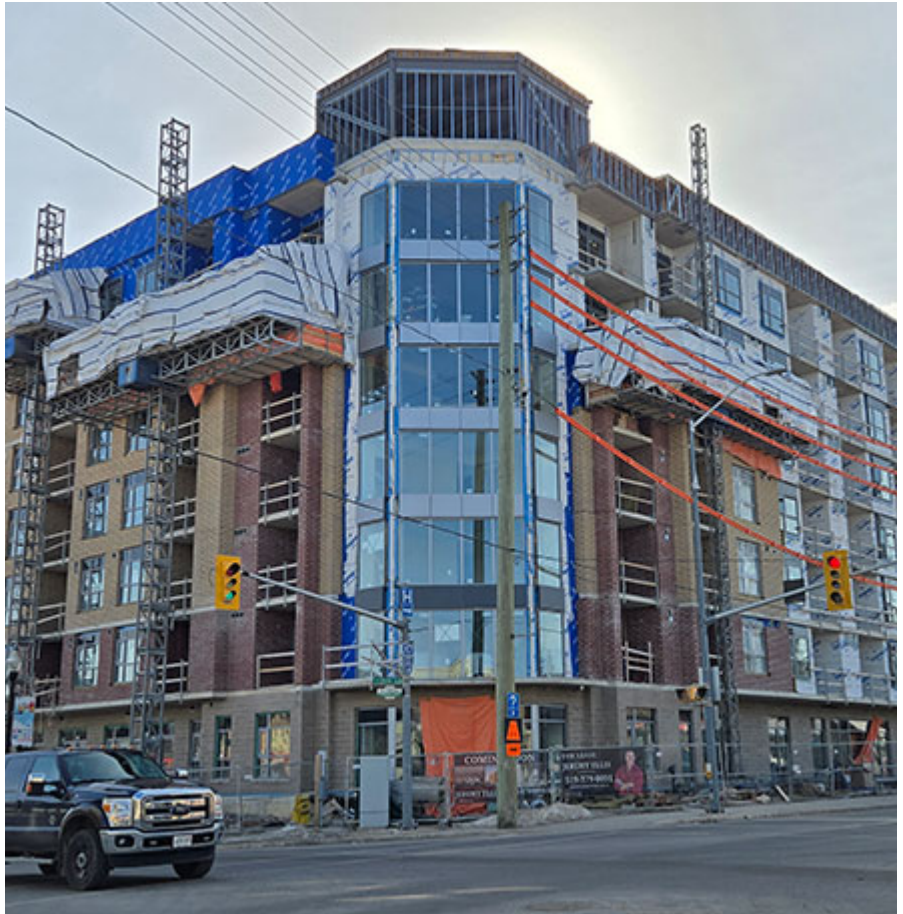
We are responsible for:

- Administering the Comprehensive Zoning By-law
- Providing land use planning advice
- Developing and implementing land use policies, regulations and approvals
- Reviewing and executing on new and redevelopment proposals
- Enforcing the Ontario Building Code and various municipal by-laws through plans examination and site inspections.



# PROGRAM HIGHLIGHTS—2025

- Saugeen Cedar Heights West continues substantial progress. A total of 55 units have permits issued: 11 semi-detached dwellings, 6 single family dwellings, 2 triplex dwellings, 5 (4unit) townhouses and 1 (7unit) townhouse.
- Completion of 109 unit apartment complex at 223 10th street.
- Navigated through 2024 Ontario Building Code changes and enforcing updates.
- Updated Sign Bylaw
- Issued nearly 100 building permits at beginning of November 2025, maintaining similar permit numbers as prior years, while overseeing complex projects.
- Managing the design development of the new Hanover Police Station with the contract issuance to +VG Architects.
- Executed (3) Site Plan Control Agreements in 2025. Projects included constructing a bank, construction of a 3 storey apartment building and the renovation of an existing vacant building into a 41-unit residential building.
- Support of a one-year extension was granted to the Loukia Georgiou subdivision to complete the conditions outlined in the draft plan of subdivision.
- Background study work on Development Charges Study and Bylaw with Watson and Associates Economists Ltd.
- Processed Three (3) Zoning By Law Amendments; Eight (8) Minor Variances; One (1) Part lot Control Application and Ten (10) Consents – an increase from 2024



# PROGRAM HIGHLIGHTS—2025

- Opening of new Volkswagen dealership on 18th Ave.
- Opening of new 3-unit plaza including Osmows and Firehouse Subs.
- Commenced Construction of Phase 1 of apartment building at 651 23rd Avenue.
- Construction commencing for new bank at 1074 10th Street.
- Assumption bylaw for Saugeen Cedar Heights East Subdivision.
- Initiation of the Town of Hanover's Official Plan update which aims to reassess and update policies to support anticipated growth, ensuring that the Plan fosters healthy, compact, and complete communities.



## Challenges

- Securing adequate lands to meet future growth for commercial, residential, and industrial needs.
- Expansive training and development requirements as Planning legislation continues to change toward sustainability, intensification, and housing.
- Some reluctance toward larger construction projects is growing due to the ongoing increase in construction costs and financing challenges
- Affordability and attainability of housing projects within the community at large
- Navigating upcoming changes to support deferrals of Development Charges.

# OUR GOALS FOR 2026



Our goals for 2026 are to:

- Continue with the revision of housekeeping by-laws to amend and update existing provisions, and incorporate the stipulated requirements outlined in the forthcoming changes to the planning act and provincial acts.
- Create short form wording as associated with Comprehensive Zoning Bylaw to enable infractions to be rectified through Part 1 set fines.
- Ensure construction commences for new Police Station.
- Continue to review innovative and collaborative ways to promote and achieve additional attainable units throughout the Town.
- Finalizing Town of Hanover updated Official Plan.
- Finalizing Development Charges study with the implementation of a development charges bylaw.
- Further development new draft plan concept for additional Industrial Park lands.
- Continuing the framework to secure adequate lands to meet future commercial, residential and industrial growth needs for the next planning horizon.

# OUR GOALS FOR 2026—CONTINUED

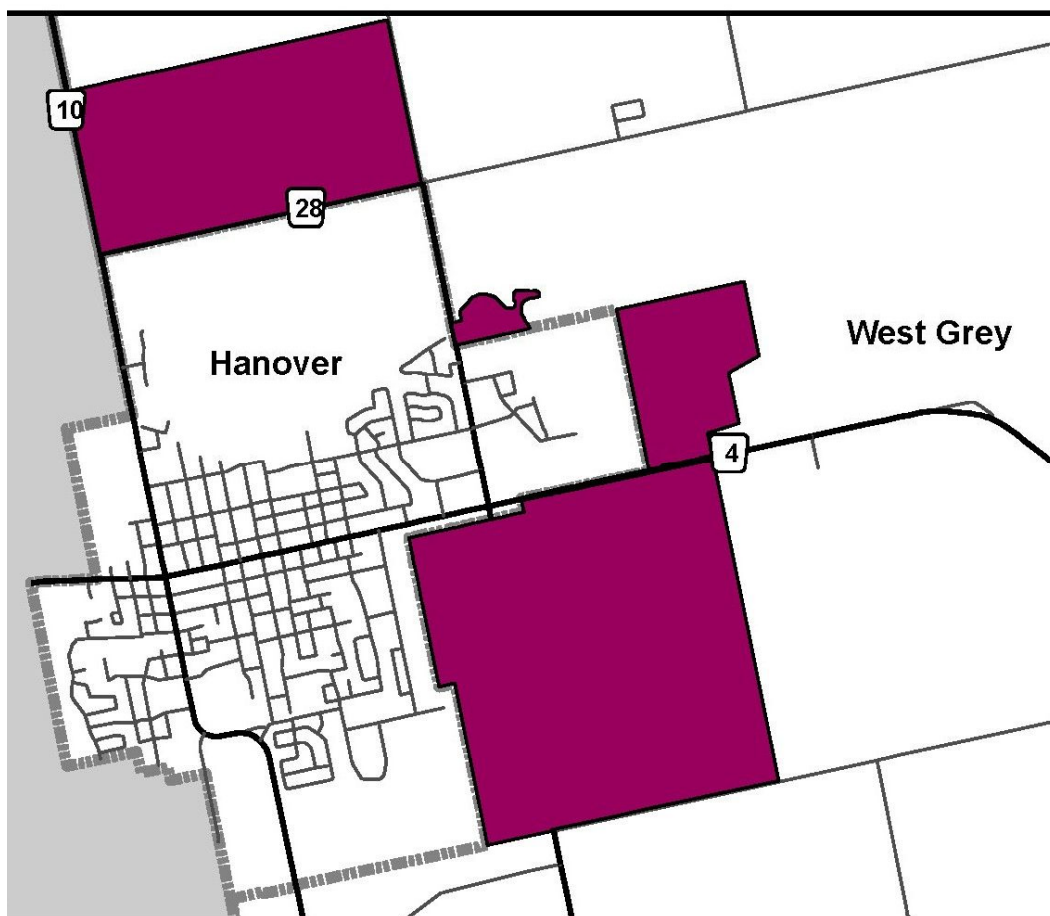
- Continuing the development within Saugeen Cedar West Heights Subdivision 114 lots.
- Planning applications for Official Plan Amendment, Zoning Bylaw Amendment and Plan of Subdivision for lands at 936 10<sup>th</sup> Street (former Irv Wand lands).
- Continue to work with various other under-utilized properties to address redevelopment opportunities
- Liaise with landowner for lands located at 741 and 853 24<sup>th</sup> Avenue for multi-use commercial and residential development.
- Construction of redevelopment of former Buckeye factory at 612 10<sup>th</sup> Ave into 41 unit apartment property.
- Undertake a Housing Needs Assessment study to assist in facilitating with on-going federal and provincial grant funding opportunities.
- Liaise with Economic Development Manager for Community Improvement Program update.
- Liaising in continuing to facilitate hotel development within the Town boundaries.
- Finalize Loukia Georgiou Plan of Subdivision and commence Phase One construction.



# LOOKING AHEAD

Several major developments are impacting the work of our department moving forward:

- The potential implementation of Development Charges under the Development Charges Act, 1997, SO 1997, c27. Within the strategic plan, development charges were a priority item.
- Continued growth discussions will neighbouring municipalities.
- Final direction with County led Centralized Planning Model to determine its feasibility and potential implementation.
- Continued complexities of current and upcoming planning matters will result in an increased need for Professional Planner involvement and additional resources.
- Continue to be involved as Hanover representation in County led committees such as Affordable Housing ADHOC committee and Green Development Standards Committee.



## 2026 BUDGET vs 2025 BUDGET

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
BUILDING & PLANNING				\$	%
<b>2400 Building</b>					
01-2400-0579 MISC. FEES/CHARGES	(6,500)	(8,384)	(5,000)	1,500	-23
01-2400-0821 BUILDING/SIGN PERMITS	(251,000)	(270,698)	(260,000)	(9,000)	4
01-2400-0880 ZONING COMPLIANCE FEE	(3,000)	(2,386)	(3,000)	-	0
01-2400-0934 TRANSFER FROM RESERVES					
01-2400-0999 PROCEEDS ON TCA DISPOSALS					
01-2400-1110 REGULAR SALARIES	173,400	137,958	149,300	(24,100)	-14
01-2400-1111 PART-TIME SALARIES	600	706	12,800		
01-2400-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(7,368)	-	-	
01-2400-1510 EMPLOYEE BENEFITS	57,000	44,454	48,100	(8,900)	-16
01-2400-1516 WSIB	5,300	3,823	4,400	(900)	-17
01-2400-1519 EMPLOYEE ASSISTANCE PROGRAM	-	81	-	-	
01-2400-2130 OFFICE & STATIONERY SUPPLIES	1,300	667	1,200	(100)	-8
01-2400-2214 UNIFORMS & CLOTHING	900	673	900	-	0
01-2400-2410 VEHICLE EXPENSES - BUILDING	13,400	12,960	13,500	100	1
01-2400-2411 VEHICLE EXPENSES - BYLAW (50%)	9,700	6,614	9,800		
01-2400-3110 PROF.DEV./TRAINING/TRAVEL	11,600	7,498	10,100	(1,500)	-13
01-2400-3128 SUBSCRIPTIONS & MEMBERSHIPS	3,300	2,303	3,000	(300)	-9
01-2400-3212 TELEPHONE	1,800	1,357	1,800	-	0
01-2400-3311 LEGAL SERVICE	500	139	500	-	0
01-2400-3316 CONSULTANTS FEES	-	4,198	-		
01-2400-3325 COMPUTER SERVICES/SUPPLIES	12,400	12,425	1,900	(10,500)	-85
01-2400-3525 CONTRACT FEE	10,200	-	7,500	(2,700)	-26
01-2400-5212 TRANSFER TO RESERVE FUND	30,000	-	30,000	-	0
<b>Total 2400 Building</b>	<b>70,900</b>	<b>(52,980)</b>	<b>26,800</b>	<b>(44,100)</b>	<b>-62</b>
<b>8100 Planning &amp; Development</b>					
01-8100-0579 FEES/MISC. CHARGES	(26,600)	(39,074)	(31,000)	(4,400)	17
01-8100-0680 SITE AGREEMENT FEES	(22,000)	(11,350)	(22,000)	-	
01-8100-0934 TRANSFER FROM RESERVES	(59,300)	-	(101,500)		
01-8100-1110 REGULAR SALARIES	98,800	62,638	57,800		
01-8100-1111 PART TIME SALARIES	-	-	18,300		
01-8100-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(3,249)	-		
01-8100-1510 EMPLOYEE BENEFITS	31,900	17,822	24,600		
01-8100-1516 WSIB	3,000	1,794	2,100		
01-8100-3110 PROF.DEV/TRAINING/TRAVEL	2,800	1,055	2,800	-	
01-8100-3128 SUBSCRIPTIONS & MEMBERSHIPS	900	1,370	900	-	
01-8100-3215 PRINTING & ADVERTISING	1,000	1,540	1,000	-	
01-8100-3311 LEGAL SERVICES	2,000	-	2,500	500	25
01-8100-3316 CONSULTANTS FEES	86,300	48,411	54,700	(31,600)	-37
01-8100-3412 GROUNDS/PROPERTY MTCE/IMPROVE.	800	11,502	1,000	200	25
01-8100-3525 CONTRACTED STAFF	-	-	80,000		
01-8100-5213 TRANSFER TO RESERVE	10,000	10,000	10,000	-	
01-8100-6000 AMORTIZATION EXPENSE - TCA	3,700	-	3,700	-	
01-8100-6100 CHANGE IN INVESTMENT IN CAPITAL ASSETS	(3,700)	-	(3,700)	-	
<b>Total 8100 Planning &amp; Development</b>	<b>129,600</b>	<b>102,459</b>	<b>101,200</b>	<b>(28,400)</b>	<b>(22)</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
BUILDING & PLANNING				\$	%
<b>8270 Industrial Park</b>					
01-8270-0579 MISC REVENUE			-		
01-8270-0614 RENTAL (LEASE) FEES	(12,900)	(10,898)	(13,000)	(13,000)	101
01-8270-0936 TRANSFER FROM RESERVE FUND				-	
01-8270-2711 COST OF INDUSTRIAL LOTS	7,600	17,910	-	-	
01-8270-3311 LEGAL SERVICE	-	-	1,500	1,500	
01-8270-5710 ACQUIRED LAND FOR RESALE	-		-	-	
<b>Total 8270 Industrial Park</b>	(5,300)	7,012	(11,500)	(6,200)	117
<b>Total Building &amp; Planning</b>	<b>195,200</b>	<b>56,491</b>	<b>116,500</b>	<b>-78,700</b>	

# **PARKS, RECREATION, AND CULTURE**



# WHO WE ARE

The Parks, Recreation, and Culture team is made up of full-time and part-time staff, and seasonal staff support from our community. Led by the Director of Parks, Recreation, & Culture, the team is supported by:

- Manager of Parks & Recreation Facilities
- Parks & Facilities Lead Hand
- Parks & Facility Operators (4)
- Custodial Staff (4)
- Horticultural Landscape Attendant (Seasonal)
- Parks & Horticultural Summer Students (5)
- Facility Event Workers (3)
- Aquatic Supervisor (1), Aquatic Assistant (1)
- Aquatic Staff (22—27)
- Programs Supervisor
- Summer Camp Staff (7)
- Program Staff (1—5)
- Administrative Supervisor
- Customer Service Clerks (3)

This team works together year-round to support our Mission and Vision:

**Our Mission:** Working in partnership with the community, we create opportunities for leisure activities, facilitate sustainable quality facilities, and support healthy lifestyles for all ages and abilities. We are a centre of excellence for our facilities and programs.

**Our Vision:** We are a community that provides an inclusive and sustainable system of experiences that celebrates the Town's heritage, culture and natural landscape while promoting a healthy actively lifestyle.

# WHAT WE DO

**Parks & Outdoor Operations:** We maintain local parks and trails, including:

- Hanover Park
- Neighbourhood Parks and Green Spaces
- Ball Parks
- Athletic Fields
- Binkley Paterson Pavilion
- Heritage Square
- Commemorative Grove

**Programs:** We run Children's Summer Camp & PA Day programming, Senior Games, Swim Lessons, and Disc Golf, and support many more programs for our entire community.

**Facilities:** We maintain the Town's facilities, including aquatics and the arena, year-round.

**Recreation Administration:** We coordinate facility rentals and program registration, and support a number of local Committees.



# PROGRAM HIGHLIGHTS—2025

**Aquatics:** 1,680 children and youth participated in swim lessons and school Swim to Survive training. 537 children participated in summer day camp and specialty camp programs

**Splash Pad Development Project:** The fundraising committee surpassed its goal, and the Canadian Tire Splash Pad was officially opened to the public on July 1. It quickly became a popular destination and was well used by the community until its final day of operation on September 22.



**Trails:** Trail Eyes and Ears volunteers provided regular trail monitoring and reported maintenance needs. The Encampment Task Force also continued to play an important role, working collaboratively with community partners to address concerns and provide outreach support where needed.

# PROGRAM HIGHLIGHTS—2025

## Age-Friendly Highlights:

- Senior Star newsletter delivered to Hanover residents in April.
- 47 participants in the Hanover Senior 55+ events.
- Continued promoting the Age Friendly Business Campaign.
- Through Seniors Active Living Centre grant funding, a variety of free and engaging programs for residents 55+ were launched, including the popular Pound Fitness classes, an informative speaker series, Walk & Talk program and well-attended senior luncheons. These no-cost programs encouraged wellness, social connection for seniors within our community.

**P&H Centre:** We have two (2) long term tenants occupying rooms within the facility. Nubreed Sports has developed a pro shop and the Classroom is now occupied full time by the Hanover Family Health Team for their cardiac rehab program and kinesiology appointments.

**Outdoor Rink:** The 2024-25 outdoor rink at Kinsmen Ball Park was a major success, with the rink operating for 49 days. The outdoor rink has been a collaboration between the Parks, Recreation & Culture Department and a dedicated group of volunteers.



# PROGRAM HIGHLIGHTS—2025

**Special Events:** This year, our special events could be described as both successful and adaptable.

- Family Day was moved to March Break due to inclement weather and still attracted a strong turnout.
- Earth Day celebrations were expanded to span an entire week, allowing for more opportunities for community participation.
- Canada Day festivities were relocated to Town Park to coincide with the Canadian Tire Splash Pad grand opening, earning highly positive feedback. Based on this success, plans are being considered to continue hosting Canada Day at Town Park in 2026 and beyond.

**Volunteer Fair:** The inaugural Volunteer Fair was introduced in June to promote volunteerism within the community. While attendance was modest in its first year, the event was well-received by participants and is expected to grow in future years.

## **2025 Unplanned work included:**

- Parks and Outdoor Operations: In early spring, drainage repair needed at Kinsmen Ball Park.
- Equipment repair: Our zero-turn mower has experienced chronic mechanical problems, including persistent oil leaks, a broken deck arm, blade drive unit failure, and hydraulic line failures.
- P&H Centre: experienced unplanned repairs with HVAC and BAS. Unplanned ice plant repairs including chiller pump leak, and dehumidifier repair.

These unplanned events impacted our 2025 budget and our ability to deliver all initiatives and projects that we had planned for 2025.

# OUR GOALS FOR 2026

Our goals for the 2026 fiscal year are to:

1. Continue to enhance the quality of life for residents by offering opportunities that encourage healthy living.
2. Support and assist other departments with initiatives that include parks, recreation and culture aspects.
3. Maintain greenspaces, playgrounds and facilities that are safe, clean, accessible and welcoming to all.
4. East end trail loop development continues. Construction of Saugeen Cedar West section proposed in 2026.
5. Continue to expand SALC programming .
6. Implement a Seniors Expo (March 2026) and alternate years with Volunteer Fair (2027).
7. Continue to promote and recognize age friendly businesses.
8. Outdoor ice rink continuation at Kinsmen Ball Park with volunteer support.
9. Continued Parks, Recreation & Culture Master Plan implementation with PRC Advisory Committee.
10. Continue with Heritage Committee building recognition sign project and implement yearly clock tower maintenance.
11. Maintain long term rental agreements for the P&H Centre Auxiliary Room, Classroom and Concession.
12. Trails 'Eyes and Ears' volunteer program continues.
13. Trail head / park sign installation continues.



**RECREATION SUMMARY**

**2026 INCREASE/DECREASE OVER 2025**

(MUNICIPALITIES SHARE ONLY)

**TOTAL**

BUDGET	2025	2026	NET	INC./DEC.
<b>RECREATION</b>	<b>\$2,443,500</b>	<b>\$2,477,300</b>	<b>\$33,800</b>	<b>1.38%</b>
Parks	\$557,400	\$648,200	\$90,800	16.29%
Aquatic	\$704,300	\$758,200	\$53,900	7.65%
Admin	\$288,600	\$284,400	(\$4,200)	-1.46%
Programs	\$50,200	\$46,800	(\$3,400)	-6.77%
Facilities	\$843,000	\$739,700	(\$103,300)	-12.25%
	\$2,443,500	\$2,477,300	\$33,800	1.38%

**2026 INCREASE/DECREASE OVER 2025**

(MUNICIPALITIES SHARE ONLY)

**OPERATING**

BUDGET	2025	2026	NET	INC./DEC.
<b>RECREATION</b>	<b>\$2,352,500</b>	<b>\$2,394,800</b>	<b>\$42,300</b>	<b>1.80%</b>
Parks	\$528,400	\$565,700	\$37,300	7.06%
Aquatic	\$704,300	\$758,200	\$53,900	7.65%
Admin	\$288,600	\$284,400	(\$4,200)	-1.46%
Programs	\$50,200	\$46,800	(\$3,400)	-6.77%
Facilities	\$781,000	\$739,700	(\$41,300)	-5.29%
	\$2,352,500	\$2,394,800	\$42,300	1.80%

\$42,300

**2026 INCREASE/DECREASE OVER 2025**

(MUNICIPALITIES SHARE ONLY)

**CAPITAL**

BUDGET	2025	2026	NET	INC./DEC.
<b>RECREATION</b>	<b>\$91,000</b>	<b>\$82,500</b>	<b>(\$8,500)</b>	<b>-9.34%</b>
Parks	\$29,000	\$82,500	\$53,500	184.48%
Aquatic	\$0	\$0	\$0	
Admin	\$0	\$0	\$0	
Programs	\$0	\$0	\$0	
Facilities	\$62,000	\$0	(\$62,000)	-1
<b>TOTAL</b>	<b>\$91,000</b>	<b>\$82,500</b>	<b>(\$8,500)</b>	<b>-9.34%</b>

## 2026 BUDGET vs 2025 BUDGET

				BUDGET	BUDGET
	2025	2025	2026	CHANGE	CHANGE
PARKS & RECREATION	Approved	Actuals	Approved	\$	%
<b>7100 Parks &amp; Outdoor Facilities</b>					
01-7100-0511 CANADA CONDITIONAL GRANT	-		-	-	
01-7100-0518 DONATIONS	(350,000)	(171,426)	-	350,000	(100)
01-7100-0521 ONTARIO CONDITIONAL GRANTS				-	
01-7100-0579 FEES/MISC. CHARGES	-	(7,510)	-	-	
01-7100-0616 PARK PAVILLION	(1,900)	(2,149)	(2,200)	(300)	16
01-7100-0879 DEVELOPERS AGREEMENT-PARK LAND	-	(7,500)	-	-	
01-7100-0930 PROCEEDS FROM ISSUE OF DEBT	-	(1,000,000)	-		
01-7100-0934 TRANSFER FROM RESERVES	(459,800)	(218,804)	-	459,800	(100)
01-7100-0936 TRANSFER FROM RESERVE FUNDS	(148,000)	(11,435)	(80,000)		
01-7100-0999 PROCEEDS ON TCA DISPOSALS	(2,000)	(1,925)	(2,500)	(500)	25
01-7100-1110 REGULAR SALARIES	36,300	35,772	39,700	3,400	9
01-7100-1111 PART-TIME SALARIES	32,700	35,763	32,900	200	1
01-7100-1112 OVERTIME (TIME & HALF)	1,100	482	1,100	-	-
01-7100-1113 OVERTIME (DOUBLE)	-	1,081	-	-	
01-7100-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(950)	-	-	
01-7100-1510 EMPLOYEE BENEFITS	17,100	16,427	18,300	1,200	7
01-7100-1516 WSIB	2,100	2,045	2,100	-	-
01-7100-3410 PROPERTY MAINTENANCE/JANITORIAL	3,000	1,852	3,000	-	-
01-7100-3413 GENERAL EQUIPMENT MTCE/REPAIRS	6,900	7,531	6,900	-	-
01-7100-3416 WINTER OPERATIONS (Outdoor Rink)	1,500	976	4,200	2,700	
01-7100-3417 BALL PARK MAINTENANCE/REPAIRS	-	119	-		
01-7100-3419 PARKS AREAS MTCE/REPAIRS	18,700	12,564	26,600	7,900	42
01-7100-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	25,000	25,059	25,500	500	2
01-7100-3710 INSURANCE (GENERAL)	53,100	50,703	52,200	(900)	(2)
01-7100-3712 WATER/SEWAGE	800	540	800	-	-
01-7100-3716 HYDRO-PARKS/ENTRANCE SIGNS	4,000	2,875	4,000	-	-
01-7100-4127 INTERNAL INTEREST ON LOAN	-	10,104	-		
01-7100-4220 INTEREST PAYMENT ON LOAN	-	-	42,300		
01-7100-5210 TCA PURCHASES	988,800	816,803	208,000	(780,800)	(79)
01-7100-5212 TRANSFER TO RESERVE FUNDS	50,000	1,024,000	-		
01-7100-5213 TRANSFER TO RESERVE	15,000	22,500	15,000	-	-
01-7100-5230 PRINCIPAL PAYMENTS ON LOAN	-	6,668	82,000		
<b>Total 7100 Parks &amp; Outdoor Facilities</b>	<b>294,400</b>	<b>645,497</b>	<b>397,900</b>	<b>103,500</b>	<b>35</b>
<b>7101 Parks - Ball Parks</b>					
01-7101-0618 BALL PARKS	(18,400)	(17,115)	(18,700)	(300)	2
01-7101-1110 REGULAR SALARIES	26,300	23,407	28,600	2,300	9
01-7101-1111 PART-TIME SALARIES	6,200	4,875	5,600	(600)	(10)
01-7101-1112 OVERTIME (TIME & HALF)	-	54	-		
01-7101-1113 OVERTIME (DOUBLE)	-	214	-		
01-7101-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(329)	-		
01-7101-1510 EMPLOYEE BENEFITS	9,200	7,865	9,900	700	8
01-7101-1516 WSIB	1,000	803	1,000	-	-
01-7101-3417 BALL PARK MAINTENANCE	46,300	20,724	24,300	(22,000)	(48)
01-7101-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	8,000	7,467	8,000	-	-
01-7101-3717 HYDRO - BALL PARK LIGHTING	1,000	858	1,000	-	-
<b>Total 7101 Parks - Ball Parks</b>	<b>79,600</b>	<b>48,823</b>	<b>59,700</b>	<b>(19,900)</b>	<b>(25)</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PARKS & RECREATION				\$	%
<b><u>7102 Parks - Athletic Fields (Soccer)</u></b>					
01-7102-0619 ATHLETIC FIELDS	(11,000)	(7,877)	(9,000)	2,000	(18)
01-7102-1110 REGULAR SALARIES	26,300	12,335	28,600	2,300	9
01-7102-1111 PART-TIME SALARIES	6,200	2,522	5,600	(600)	(10)
01-7102-1112 OVERTIME (TIME & HALF)	-	26	-		
01-7102-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(329)	-		
01-7102-1510 EMPLOYEE BENEFITS	9,200	4,000	9,900	700	8
01-7102-1516 WSIB	1,000	419	1,000	-	-
01-7102-3418 ATHLETIC FIELDS MAINTENANCE	5,900	12,135	4,800	(1,100)	(19)
01-7102-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	2,900	1,899	2,700	(200)	(7)
<b>Total 7102 Parks - Athletic Fields (Soccer)</b>	<b>40,500</b>	<b>25,130</b>	<b>43,600</b>	<b>3,100</b>	<b>8</b>
<b><u>7103 Flower Watering - Other</u></b>					
01-7103-1110 REGULAR SALARIES	-	674	-	-	
01-7103-1111 PART-TIME SALARIES	1,800	3,712	1,900	100	6
01-7103-1510 EMPLOYEE BENEFITS	200	612	200	-	-
01-7103-1516 WSIB	100	123	100	-	
01-7103-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	3,400	4,417	3,500	100	3
<b>Total 7103 Flower Watering - Other</b>	<b>5,500</b>	<b>9,538</b>	<b>5,700</b>	<b>200</b>	<b>4</b>
<b><u>7119 Binkley/Paterson Pavilion</u></b>					
01-7119-0629 MEETING ROOM/KITCHEN	(400)	-	-	400	(100)
01-7119-1110 REGULAR SALARIES	-	1,420	-	-	
01-7119-1111 PART-TIME SALARIES	-	397	-	-	
01-7119-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(17)	-		
01-7119-1510 EMPLOYEE BENEFITS	-	475	-	-	
01-7119-1516 WSIB	-	51	-	-	
01-7119-3410 MAINTENANCE/JANITORIAL	700	287	700	-	-
01-7119-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	-	323	300	300	
01-7119-3712 WATER/SEWAGE	1,500	1,219	1,500	-	-
01-7119-3713 GAS (HEATING)	600	685	700	100	17
01-7119-3716 HYDRO (GENERAL SERVICE) #1	500	686	600	100	20
<b>Total 7119 Binkley/Paterson Pavilion</b>	<b>2,900</b>	<b>5,526</b>	<b>3,800</b>	<b>900</b>	<b>31</b>
<b><u>7120 Splashpad</u></b>					
01-7120-1110 REGULAR SALARIES	4,900	1,855	5,100		
01-7120-1111 PART-TIME SALARIES	200	1,221	-		
01-7120-1510 EMPLOYEE BENEFITS	1,800	760	1,800		
01-7120-1516 WSIB	200	86	100		
01-7120-2240 MATERIALS	7,000	1,877	5,000		
01-7120-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	-	560	500		
01-7120-3710 INSURANCE	4,000	-	4,000		
01-7120-3712 WATER/SEWAGE	12,500	7,925	12,500		
01-7120-3716 HYDRO SERVICE	300	-	300		
01-7120-4127 INTERNAL INTEREST EXPENSE	-	-	18,000		
01-7120-5213 TRANSFERS TO RESERVES	-	-	56,300		
<b>Total 7120 Splashpad</b>	<b>30,900</b>	<b>14,284</b>	<b>29,300</b>		

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PARKS & RECREATION				\$	%
<b>7130 Parks - Hanover Heritage Square</b>					
01-7130-1110 REGULAR SALARIES	7,300	4,263	7,600	300	4
01-7130-1111 PART-TIME SALARIES	28,400	15,907	28,500	100	0
01-7130-1112 OVERTIME (TIME & HALF)	-	86	-		
01-7130-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(124)	-	-	
01-7130-1510 EMPLOYEE BENEFITS	7,300	3,334	7,400	100	1
01-7130-1516 WSIB	1,100	565	1,000	(100)	(9)
01-7130-3412 GROUNDS/PROPERTY MTCE/IMPROVE.	4,200	2,462	4,300	100	2
01-7130-3438 FURNISHINGS & AMENITIES	1,900	-	1,900	-	-
01-7130-3442 TREES/LANDSCAPING	2,100	1,587	2,100	-	-
01-7130-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	1,500	3,485	2,500	1,000	67
01-7130-3712 WATER/SEWAGE	1,200	1,504	1,500	300	25
01-7130-3716 HYDRO (GENERAL SERVICE ) #1	1,800	1,320	2,000	200	11
<b>Total 7130 Parks - Hanover Heritage Square</b>	<b>56,800</b>	<b>34,389</b>	<b>58,800</b>	<b>2,000</b>	<b>4</b>
<b>7131 Parks - Millenium Commemorative Grove</b>					
01-7131-0518 DONATIONS	-	(221)	(200)		
01-7131-1110 REGULAR SALARIES	3,100	340	3,400	300	10
01-7131-1111 PART-TIME SALARIES	13,600	2,813	14,000	400	3
01-7131-1510 EMPLOYEE BENEFITS	3,600	541	3,800	200	6
01-7131-1516 WSIB	500	88	500	-	-
01-7131-2315 COMMEMORATIONS	1,100	(150)	800	(300)	(27)
01-7131-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	1,500	1,534	1,500	-	-
01-7131-5213 TRANSFER TO RESERVE	-	55	-		
<b>Total 7131 Parks - Millenium Commemorative Grove</b>	<b>23,400</b>	<b>5,221</b>	<b>24,000</b>	<b>600</b>	<b>3</b>
<b>7140 Town Equipment</b>					
01-7140-0953 TOWN EQUIPMENT RENTAL RECOVERY	(43,600)	(51,309)	(45,900)	(2,300)	5
<b>Total 7140 Town Equipment</b>	<b>(43,600)</b>	<b>(51,309)</b>	<b>(45,900)</b>	<b>(2,300)</b>	<b>5</b>
7141 2024 Ford F 350 with dump box					
01-7141-2410 FUEL/OPERATIONS	30,000	27,123	30,000	-	-
<b>Total 7141 2024 Ford F 350 with dump box</b>	<b>30,000</b>	<b>27,123</b>	<b>30,000</b>	<b>-</b>	<b>-</b>
7142 2014 John Deere Tractor					
01-7142-2410 FUEL/OPERATIONS	2,500	4,594	4,300	1,800	72
<b>Total 7142 2014 John Deere Tractor</b>	<b>2,500</b>	<b>4,594</b>	<b>4,300</b>	<b>1,800</b>	<b>72</b>
7143 2020 Chev Silverado 2500					
01-7143-2410 FUEL/OPERATIONS	5,400	7,156	8,400	3,000	56
<b>Total 7143 2020 Chev Silverado 2500</b>	<b>5,400</b>	<b>7,156</b>	<b>8,400</b>	<b>3,000</b>	<b>56</b>
7144 2024 John Deere 1575 Terrain					
01-7144-2410 FUEL/OPERATIONS	2,300	3,042	2,300	-	-
<b>Total 7144 2024 John Deere 1575 Terrain</b>	<b>2,300</b>	<b>3,042</b>	<b>2,300</b>	<b>-</b>	<b>-</b>
7146 2019 Dodge Ram Truck 2500					
01-7146-2410 FUEL/OPERATIONS	5,000	7,532	5,200	200	4
<b>Total 7146 2019 Dodge Ram Truck 2500</b>	<b>5,000</b>	<b>7,532</b>	<b>5,200</b>	<b>200</b>	<b>4</b>
7147 Ferris Riding Lawn Mower					
01-7147-2410 FUEL/OPERATIONS	2,400	11,430	1,500	(900)	(38)
<b>Total 7147 Ferris Riding Lawn Mower</b>	<b>2,400</b>	<b>11,430</b>	<b>1,500</b>	<b>(900)</b>	<b>(38)</b>
7148 2025 Chevy Silverado					
01-7148-2410 FUEL/OPERATIONS	19,400	17,037	19,600	200	1
<b>Total 7148 2025 Chevy Silverado</b>	<b>19,400</b>	<b>17,037</b>	<b>19,600</b>	<b>200</b>	<b>1</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PARKS & RECREATION				\$	%
<b>7210 Aquatic - Facility</b>					
01-7210-0518 DONATIONS	-		-	-	
01-7210-0590 LOCKER RENTAL REVENUE	(2,000)	(1,450)	(2,000)	-	-
01-7210-0934 TRANSFER FROM RESERVES	-	-	(8,000)	(8,000)	
01-7210-0936 TRANSFER FROM RESERVE FUNDS	(23,500)	(8,176)	-	23,500	
01-7210-1110 REGULAR SALARIES	71,600	59,037	81,600	10,000	14
01-7210-1111 PART-TIME SALARIES	37,800	23,501	38,600	800	2
01-7210-1112 OVERTIME (TIME & HALF)	800	1,109	800	-	-
01-7210-1113 OVERTIME (DOUBLE)	-	382	-	-	
01-7210-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(3,436)	-	-	
01-7210-1510 EMPLOYEE BENEFITS	29,400	22,765	33,200	3,800	13
01-7210-1516 WSIB	3,300	2,352	3,400	100	3
01-7210-1519 EMPLOYEE ASSISTANCE PROGRAM	-	54	-	-	
01-7210-2213 CLEANING/JANITORIAL SUPPLIES	9,500	9,575	9,800	300	3
01-7210-2261 TRAINING-M/E OPERATIONS	1,800	1,819	1,000	(800)	(44)
01-7210-2265 OPERATIONS-M/E EQUIPMENT	17,300	11,625	28,600	11,300	65
01-7210-2519 WATER TREATMENT	24,800	25,536	25,000	200	1
01-7210-3410 PROPERTY MAINTENANCE/PURCHASES	11,100	10,196	11,100	-	-
01-7210-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	200	178	200	-	-
01-7210-3710 INSURANCE (GENERAL)	38,600	36,689	37,800	(800)	(2)
01-7210-3712 WATER/SEWAGE	7,100	9,549	8,000	900	13
01-7210-3713 GAS (HEATING)	73,000	34,290	74,000	1,000	1
01-7210-3716 HYDRO (GENERAL SERVICE ) #1	108,000	62,936	107,000	(1,000)	(1)
01-7210-5210 TCA PURCHASES	23,500	8,366	-	(23,500)	(100)
01-7210-5213 TRANSFER TO RESERVE	20,000	20,000	20,000	-	-
<b>Total 7210 Aquatic - Facility</b>	<b>452,300</b>	<b>326,897</b>	<b>470,100</b>	<b>17,800</b>	<b>4</b>
<b>7211 Aquatic - Classroom</b>					
01-7211-0601 CLASSROOM	(4,500)	(4,677)	(5,300)	(800)	18
01-7211-1110 REGULAR SALARIES	4,300	38	-	(4,300)	(100)
01-7211-1111 PART-TIME SALARIES	1,400	35	-	(1,400)	(100)
01-7211-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(45)	-	-	
01-7211-1510 EMPLOYEE BENEFITS	1,700	19	-	(1,700)	(100)
01-7211-1516 WSIB	200	2	-	(200)	(100)
<b>Total 7211 Aquatic - Classroom</b>	<b>3,100</b>	<b>(4,628)</b>	<b>(5,300)</b>	<b>(8,400)</b>	<b>(271)</b>
<b>7212 Aquatic - Lounge</b>					
01-7212-0602 ACTIVITY LOUNGE	(6,500)	(5,189)	(5,500)	1,000	(15)
01-7212-1110 REGULAR SALARIES	4,300	563	4,600	300	7
01-7212-1111 PART-TIME SALARIES	1,400	471	1,300	(100)	(7)
01-7212-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(55)	-		
01-7212-1510 EMPLOYEE BENEFITS	1,700	264	1,800	100	6
01-7212-1516 WSIB	200	29	200	-	-
<b>Total 7212 Aquatic - Lounge</b>	<b>1,100</b>	<b>(3,917)</b>	<b>2,400</b>	<b>1,300</b>	<b>118</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PARKS & RECREATION				\$	%
<b>7220 Aquatic - Programs</b>					
01-7220-0568 INSTR. COURSES RESOURCES	(9,000)	(4,938)	(8,000)	1,000	(11)
01-7220-0579 MISC REVENUE	-	(20,070)	-		
01-7220-0581 GENERAL ADMISSIONS	(60,000)	(45,593)	(59,000)	1,000	(2)
01-7220-0584 RENTALS-PRIVATE	(86,000)	(100,542)	(95,000)	(9,000)	10
01-7220-0585 RENTALS-SCHOOLS	(20,000)	(26,677)	(25,000)	(5,000)	25
01-7220-0588 AQUATICS GENERAL PROGRAMS	-	(527)	-	-	
01-7220-0589 AQUATICS ADVANCED TRAINING	(43,000)	(14,487)	(25,000)	18,000	(42)
01-7220-0598 AQUATICS, INSTRUCTIONAL	(135,000)	(134,000)	(137,000)	(2,000)	1
01-7220-0605 RESOURCES-UNIFORMS	(2,000)	(158)	(2,000)	-	-
01-7220-0607 PASS/MEMB. - PRESCHOOL/STUDENT	(1,100)	(659)	(1,000)	100	(9)
01-7220-0608 PASSES/MEMBERSHIPS - ADULT	(80,000)	(65,210)	(80,000)	-	-
01-7220-0609 PASSES/MEMBERSHIPS - FAMILY	(8,500)	(6,038)	(8,500)	-	-
01-7220-1110 REGULAR SALARIES	136,200	115,809	143,600	7,400	5
01-7220-1111 PART-TIME SALARIES	403,800	297,556	440,500	36,700	9
01-7220-1112 OVERTIME (TIME & HALF)	-	256	-	-	
01-7220-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(24,224)	-	-	
01-7220-1510 EMPLOYEE BENEFITS	92,100	63,802	95,700	3,600	4
01-7220-1516 WSIB	16,400	11,644	16,500	100	1
01-7220-1519 EMPLOYEE ASSISTANCE PROGRAM	-	242	-	-	
01-7220-2214 UNIFORMS & CLOTHING	3,400	567	3,000	(400)	(12)
01-7220-2218 FIRST AID/SAFETY EQUIPMENT	1,600	-	400	(1,200)	(75)
01-7220-2219 AQUATIC MANUALS/EXAMS	9,000	2,858	7,200	(1,800)	(20)
01-7220-2230 AQUATICS - AWARDS	1,600	2,137	500	(1,100)	(69)
01-7220-2260 TRAINING/PD AQUATICS	3,900	830	5,600	1,700	44
01-7220-2263 AQUATIC PROGRAMS SUPPLIES	8,000	2,525	4,600	(3,400)	(43)
01-7220-2264 AQUATICS-MARKETING/PROMOTION	1,000	-	500	(500)	(50)
01-7220-2266 STATIONERY/COPYING	2,100	1,553	2,100	-	-
01-7220-3212 TELEPHONE	1,300	953	1,300	-	-
01-7220-3525 CONTRACT STAFF	12,000	4,552	10,000	(2,000)	(17)
<b>Total 7220 Aquatic - Programs</b>	<b>247,800</b>	<b>62,161</b>	<b>291,000</b>	<b>43,200</b>	<b>17</b>
<b>7300 Recreation Administration</b>					
01-7300-0521 ONTARIO CONDITIONAL GRANTS	(7,500)	-	(9,400)	(1,900)	25
01-7300-0579 MISC. FEES/CHAMBER OF COMMERCE FEES	-	(5,702)	-		
01-7300-0641 DUPLICATING SERVICES	(2,100)	(1,770)	(1,400)	700	(33)
01-7300-0643 EQUIPMENT RENTAL CHARGES	(100)	(88)	(100)	-	-
01-7300-0934 TRANSFER FROM RESERVES					
01-7300-1110 REGULAR SALARIES	136,000	115,915	131,700	(4,300)	(3)
01-7300-1111 PART-TIME SALARIES	23,900	19,598	23,700	(200)	(1)
01-7300-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(5,589)	-	-	
01-7300-1510 EMPLOYEE BENEFITS	52,600	44,132	51,800	(800)	(2)
01-7300-1516 WSIB	4,800	3,798	4,300	(500)	(10)
01-7300-1519 EMPLOYEE ASSISTANCE PROGRAM	-	81	-	-	
01-7300-2110 OFFICE EQUIPMENT/FURNITURE	1,000	271	1,000	-	-
01-7300-2130 OFFICE & STATIONERY SUPPLIES	5,700	3,707	5,700	-	-
01-7300-3110 PROF.DEV/TRAINING/TRAVEL	4,200	3,820	3,700	(500)	(12)
01-7300-3128 SUBSCRIPTIONS & MEMBERSHIPS	600	645	1,100	500	83
01-7300-3132 HERITAGE COMMITTEE	8,400	2,302	6,700	(1,700)	(20)
01-7300-3133 AGE FRIENDLY COMMITTEE	11,600	1,945	9,200	(2,400)	(21)
01-7300-3210 POSTAGE & FAX	500	741	500	-	-
01-7300-3212 TELEPHONE	3,100	2,417	3,100	-	-

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PARKS & RECREATION				\$	%
01-7300-3215 PRINTING & ADVERTISING	2,500	3,062	3,300	800	32
01-7300-3310 AUDIT SERVICE	4,200	-	5,300	1,100	26
01-7300-3325 COMPUTER SERVICES/SUPPLIES	8,300	6,203	8,300	-	-
01-7300-3513 PHOTOCOPIER RENT/MTCE CONTRACT	900	614	900	-	-
01-7300-4110 ACTIVENET SERVICE CHARGES	30,000	40,280	35,000	5,000	17
01-7300-4410 CASHIERS OVER/SHORT-RECR.	-	1	-		
<b>Total 7300 Recreation Administration</b>	<b>288,600</b>	<b>236,382</b>	<b>284,400</b>	<b>(4,200)</b>	<b>(1)</b>
<b>7320 Recreation Programs - Daycamp</b>					
01-7320-0511 CANADA CONDITIONAL GRANT	-		-	-	
01-7320-0567 FUNDRAISING	(400)	(416)	(400)	-	-
01-7320-0579 MISC FEES/CHARGES	-	(3,439)	-	-	
01-7320-0586 GENERAL REGISTRATIONS	(109,600)	(118,705)	(116,500)	(6,900)	6
01-7320-1110 REGULAR SALARIES	14,000	11,937	14,900	900	6
01-7320-1111 PART-TIME SALARIES	64,500	62,013	68,400	3,900	6
01-7320-1112 OVERTIME (TIME & HALF)	-	1,555	-	-	
01-7320-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(781)	-		
01-7320-1510 EMPLOYEE BENEFITS	12,700	11,502	13,300	600	5
01-7320-1516 WSIB	2,400	2,113	2,400	-	-
01-7320-2233 GENERAL SUPPLIES & EQUIPMENT	11,000	7,431	9,400	(1,600)	(15)
01-7320-3146 STAFF TRAINING/DEVELOPMENT	1,800	265	1,600	(200)	(11)
01-7320-3525 CONTRACT STAFF	32,000	34,247	31,000	(1,000)	(3)
01-7320-3529 PROGRAM ACTIVITIES	1,500	6,934	1,000	(500)	(33)
<b>Total 7320 Recreation Programs - Daycamp</b>	<b>29,900</b>	<b>14,656</b>	<b>25,100</b>	<b>(4,800)</b>	<b>(16)</b>
<b>7321 Recreation Programs - Special Events</b>					
01-7321-0511 CANADA CONDITIONAL GRANT	(2,500)	(3,020)	(3,000)	(500)	20
01-7321-0579 FEES/MISC. CHARGES	(1,400)	(2,900)	(5,000)	(3,600)	257
01-7321-0941 TRANSFER FR D.I.A. BOARD	(1,000)	-	-	1,000	(100)
01-7321-1110 REGULAR SALARIES	7,300	6,233	7,800	500	7
01-7321-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(223)	-		
01-7321-1510 EMPLOYEE BENEFITS	2,500	2,092	2,600	100	4
01-7321-1516 WSIB	200	176	200	-	-
01-7321-2233 GENERAL SUPPLIES & EQUIPMENT	5,700	10,045	8,800	3,100	54
<b>Total 7321 Recreation Programs - Special Events</b>	<b>10,800</b>	<b>12,403</b>	<b>11,400</b>	<b>600</b>	<b>6</b>
<b>7322 Recreation General Programs</b>					
01-7322-0521 ONTARIO CONDITIONAL GRANTS	-	(20,897)	(50,300)		
01-7322-0586 GENERAL REGISTRATIONS	(32,000)	(34,021)	(30,800)	1,200	(4)
01-7322-1110 REGULAR SALARIES	6,700	5,683	7,100	400	6
01-7322-1111 PART-TIME SALARIES	7,900	1,751	7,000	(900)	(11)
01-7322-1112 OVERTIME (TIME & HALF)	-	49	-		
01-7322-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(937)	-		
01-7322-1510 EMPLOYEE BENEFITS	3,100	2,234	3,300	200	6
01-7322-1516 WSIB	400	211	400	-	-
01-7322-2221 SALC PROGRAM EXPENSES	-	14,536	50,300		
01-7322-2229 PROJECTS/RESOURCES/SUPPLIES	2,700	1,647	2,700	-	-
01-7322-3525 FITNESS INSTRUCTORS	14,400	5,268	13,900	(500)	(3)
<b>Total 7322 Recreation General Programs</b>	<b>3,200</b>	<b>(24,476)</b>	<b>3,600</b>	<b>400</b>	<b>13</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PARKS & RECREATION				\$	%
<b>7323 Recreation Programs - Senior Games</b>					
01-7323-0586 GENERAL REGISTRATIONS	(1,400)	(827)	(1,000)	400	(29)
01-7323-1110 REGULAR SALARIES	3,400	2,866	3,600	200	6
01-7323-1111 PART-TIME SALARIES	1,500	1,167	1,500	-	-
01-7323-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(161)	-	-	-
01-7323-1510 EMPLOYEE BENEFITS	1,400	1,164	1,500	100	7
01-7323-1516 WSIB	100	114	100	-	-
01-7323-3627 SUPPLIES/SITES/PROMO	1,300	578	1,000	(300)	(23)
<b>Total 7323 Recreation Programs - Senior Games</b>	<b>6,300</b>	<b>4,901</b>	<b>6,700</b>	<b>400</b>	<b>6</b>
<b>7400 Capital Assets</b>					
01-7400-6000 AMORTIZATION EXPENSE - TCA	462,600	-	562,700	100,100	22
01-7400-6100 CHANGE IN INVESTMENT IN CAPITAL ASSET	(462,600)	-	(562,700)	(100,100)	22
<b>Total 7400 Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>7410 Facilities - Administration</b>					
01-7410-0519 WALKING TRACK REVENUE	(400)	(308)	(300)	100	(25)
01-7410-0521 ONTARIO CONDITIONAL GRANTS	(160,000)	-	-	-	-
01-7410-0579 FEES/MISC. CHARGES	-	(20,394)	-	-	-
01-7410-0934 TRANSFER FROM RESERVES	-	-	(25,000)	(25,000)	-
01-7410-0936 TRANSFER FROM RESERVE FUNDS	(160,000)	(117,818)	(385,000)	-	-
01-7410-1110 REGULAR SALARIES	67,300	71,603	88,000	20,700	31
01-7410-1111 PART-TIME SALARIES	2,700	13,724	-	(2,700)	(100)
01-7410-1112 OVERTIME (TIME & HALF)	-	73	-	-	-
01-7410-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(14,915)	-	-	-
01-7410-1510 EMPLOYEE BENEFITS	22,700	26,342	50,500	27,800	122
01-7410-1516 WSIB	2,100	2,549	2,500	400	19
01-7410-1519 EMPLOYEE ASSISTANCE PROGRAM	-	134	-	-	-
01-7410-2214 UNIFORMS & CLOTHING	3,600	1,405	3,600	-	-
01-7410-3110 PROF.DEV/TRAINING/TRAVEL	2,600	2,349	3,300	700	27
01-7410-3128 SUBSCRIPTIONS & MEMBERSHIPS	1,400	1,305	1,500	100	7
01-7410-3212 TELEPHONE	4,100	3,180	4,700	600	15
01-7410-3215 PRINTING & ADVERTISING	500	31	500	-	-
01-7410-3319 CAPAC/PRO FEES	400	298	400	-	-
01-7410-3544 ELEVATOR SERVICE CONTRACT	6,300	5,939	6,300	-	-
01-7410-3710 INSURANCE (GENERAL)	89,900	85,549	88,100	(1,800)	(2)
01-7410-4220 INTEREST PAYMENT ON LOAN	1,100	4,828	-	(1,100)	(100)
01-7410-5210 TCA PURCHASES	382,000	117,818	410,000	28,000	7
01-7410-5213 TRANSFER TO RESERVE	5,000	-	-	-	-
01-7410-5230 PRINCIPAL PAYMENTS ON LOAN	112,300	112,326	-	(112,300)	(100)
<b>Total 7410 Facilities - Administration</b>	<b>383,600</b>	<b>296,018</b>	<b>249,100</b>	<b>(134,500)</b>	<b>(35)</b>

	2025	2025	2026	BUDGET	BUDGET
	Approved	Actuals	Approved	CHANGE	CHANGE
PARKS & RECREATION				\$	%
<b>7411 Facilities - Lions Den Room</b>					
01-7411-0611 LIONS DEN ROOM	(9,000)	(8,067)	(9,000)	-	-
01-7411-0613 BOARD ROOM/AUXILIARY ROOM RENTAL	(3,000)	(5,042)	(6,900)	(3,900)	130
01-7411-0663 SOP EVENTS	(2,300)	(3,004)	(2,500)	(200)	9
01-7411-1110 REGULAR SALARIES	4,300	3,170	4,600	300	7
01-7411-1111 PART-TIME SALARIES	7,300	4,337	7,700	400	5
01-7411-1112 OVERTIME (TIME & HALF)	-	166	-	-	
01-7411-1113 OVERTIME (DOUBLE)	-	153	-	-	
01-7411-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(414)	-	-	
01-7411-1510 EMPLOYEE BENEFITS	2,600	1,836	2,800	200	8
01-7411-1516 WSIB	400	219	400	-	-
01-7411-2213 CLEANING/JANITORIAL SUPPLIES	600	520	600	-	-
01-7411-3421 MULTI-PURPOSE ROOM MTCE/REPAIRS	500	478	400	(100)	(20)
01-7411-3715 HYDRO (HEATING)	5,100	2,997	5,100	-	-
01-7411-3716 HYDRO (GENERAL SERVICE ) #1	5,100	2,997	5,100	-	-
<b>Total 7411 Facilities - Lions Den Room</b>	<b>11,600</b>	<b>346</b>	<b>8,300</b>	<b>(3,300)</b>	<b>(28)</b>
<b>7412 Facilities - Arena Winter Operations</b>					
01-7412-0579 MISC. REVENUE	-	-	-	-	
01-7412-0582 PUBLIC ICE SKATING ADMISSIONS	(9,000)	(10,939)	(10,000)	(1,000)	11
01-7412-0596 ADVERTISING- DISPLAY PANELS	(15,500)	(15,921)	(16,000)	(500)	3
01-7412-0597 ADVERTISING- SCOREBOARD	(1,500)	(572)	(1,500)	-	-
01-7412-0621 ICE SURFACE-H.M.H.A.	(96,000)	(102,697)	(100,000)	(4,000)	4
01-7412-0622 ICE SURFACE-H.D.F.S.C.	(14,000)	(13,304)	(17,000)	(3,000)	21
01-7412-0623 ICE SURFACE-H.M.R.A.	(2,800)	(2,952)	(2,900)	(100)	4
01-7412-0624 ICE SURFACE-BARONS HOCKEY TEAM	(14,500)	(24,548)	(15,800)	(1,300)	9
01-7412-0628 ICE SURFACE-PRIVATE RENTALS	(50,700)	(50,867)	(52,200)	(1,500)	3
01-7412-1110 REGULAR SALARIES	135,600	132,985	146,600	11,000	8
01-7412-1111 PART-TIME SALARIES	52,700	48,602	50,500	(2,200)	(4)
01-7412-1112 OVERTIME (TIME & HALF)	5,300	3,877	5,400	100	2
01-7412-1113 OVERTIME (DOUBLE)	-	2,709	-	-	
01-7412-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(12,691)	-	-	
01-7412-1510 EMPLOYEE BENEFITS	52,500	51,064	56,200	3,700	7
01-7412-1516 WSIB	5,800	5,267	5,700	(100)	(2)
01-7412-2213 CLEANING/JANITORIAL SUPPLIES	6,500	9,364	7,000	500	8
01-7412-2519 WATER TREATMENT	1,300	446	1,300	-	-
01-7412-3420 ARENA MTCE/REPAIRS	42,900	52,801	46,100	3,200	7
01-7412-3422 ICE PLANT MTCE/REPAIRS	11,500	25,095	12,900	1,400	12
01-7412-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	3,000	2,364	3,000	-	-
01-7412-3712 WATER/SEWAGE	6,600	7,813	6,600	-	-
01-7412-3713 GAS (HEATING)	26,500	17,511	28,000	1,500	6
01-7412-3715 HYDRO (HEATING)	20,400	11,988	20,500	100	0
01-7412-3716 HYDRO (GENERAL SERVICE ) #1	19,000	11,988	20,500	1,500	8
01-7412-3717 HYDRO (ICE PLANT)	72,400	41,958	72,400	-	-
<b>Total 7412 Facilities - Arena Winter Operations</b>	<b>258,000</b>	<b>191,341</b>	<b>267,300</b>	<b>9,300</b>	<b>4</b>
<b>7413 2023 Olympia Millennium Ice Resurfacer</b>					
01-7413-0518 DONATIONS	(5,000)	(5,000)	(5,000)		
01-7413-2410 FUEL/OPERATIONS	5,000	3,617	5,000	-	-
01-7413-5213 TRANSFER TO RESERVES	-	-	4,000		
<b>Total 7413 2023 Olympia Millennium Ice Resurfacer</b>	<b>-</b>	<b>(1,383)</b>	<b>-</b>	<b>-</b>	<b>-</b>

				BUDGET	BUDGET
	2025	2025	2026	CHANGE	CHANGE
PARKS & RECREATION	Approved	Actuals	Approved	\$	%
<b>7414 Facilities - Arena Summer Operations</b>					
01-7414-0612 ARENA	(6,800)	(8,192)	(7,000)	(200)	3
01-7414-1110 REGULAR SALARIES	87,600	52,251	95,000	7,400	8
01-7414-1111 PART-TIME SALARIES	23,200	16,989	21,000	(2,200)	(9)
01-7414-1112 OVERTIME (TIME & HALF)	1,400	882	1,400	-	-
01-7414-1113 OVERTIME (DOUBLE)	-	369	-	-	-
01-7414-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(720)	-	-	-
01-7414-1510 EMPLOYEE BENEFITS	33,400	19,158	35,800	2,400	7
01-7414-1516 WSIB	3,400	1,972	3,300	(100)	(3)
01-7414-2213 CLEANING/JANITORIAL SUPPLIES	6,000	10,706	8,000	2,000	33
01-7414-3420 ARENA MTCE/REPAIRS	31,700	26,242	41,800	10,100	32
01-7414-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	1,000	1,510	1,200	200	20
01-7414-3716 HYDRO (GENERAL SERVICE ) #1	14,000	14,985	20,000	6,000	43
<b>Total 7414 Facilities - Arena Summer Operations</b>	<b>194,900</b>	<b>136,152</b>	<b>220,500</b>	<b>25,600</b>	<b>13</b>
<b>7415 Facilities - Concession Booth/Vending Machines</b>					
01-7415-0591 VENDOR COMMISSIONS	(2,800)	(903)	(2,900)	(100)	4
01-7415-0661 CONCESSION BOOTH	(6,100)	(5,762)	(6,300)	(200)	3
01-7415-0662 VENDING MACHINES	(6,000)	(7,026)	(7,000)	(1,000)	17
01-7415-0934 TRANSFER FROM RESERVES	-	-	(10,000)		
01-7415-2226 CONCESSION BOOTH SUPPLIES	4,000	4,207	14,500	10,500	263
01-7415-2227 VENDING MACHINE SUPPLIES	4,500	4,891	4,800	300	7
<b>Total 7415 Facilities - Concession Booth/Vending Machines</b>	<b>(6,400)</b>	<b>(4,593)</b>	<b>(6,900)</b>	<b>(500)</b>	<b>8</b>
<b>7425 Arena - East (Back) Parking Lot - 50% HBBAS</b>					
01-7425-0526 AGRICULTURAL SOCIETY SUBSIDY - 50%	(1,300)	-	(1,400)	(100)	8
01-7425-1110 REGULAR SALARIES	-	553	-	-	-
01-7425-1111 PART-TIME SALARIES	-	656	-	-	-
01-7425-1112 OVERTIME (TIME & HALF)	-	590	-	-	-
01-7425-1113 OVERTIME (DOUBLE)	-	83	-	-	-
01-7425-1152 WAGE ACCRUAL(ANN.ADJ./AUDIT)	-	(53)	-	-	-
01-7425-1510 EMPLOYEE BENEFITS	-	389	-	-	-
01-7425-1516 WSIB	-	53	-	-	-
01-7425-3420 EAST PARKING LOT MTNCE/REPAIRS	1,100	1,059	1,100	-	-
01-7425-3623 MACHINERY RENTAL-"TOWN EQUIPMENT"	1,500	1,711	1,700	200	13
<b>Total 7425 Arena - East (Back) Parking Lot - 50% HBBAS</b>	<b>1,300</b>	<b>5,041</b>	<b>1,400</b>	<b>100</b>	<b>8</b>
<b>Total Parks &amp; Recreation</b>	<b>2,443,500</b>	<b>2,062,314</b>	<b>2,477,300</b>	<b>33,800</b>	<b>1</b>



# Town of Hanover

## Capital Projects

<b>Project</b>	7100C012 Trails System East Loop Development (24th Ave/14th St)		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

### Description

The rehabilitation of the trail is required from 24th Ave. extending to the turn south to the switchback. The existing trail along this section has not been in active service and is currently overgrown and re-grading packing and surface material is needed to re-establish it for safe public use.

This project was budgeted for 2025, work was not completed, it is therefore pushed to 2026 for completion.

The primary objective of the pedestrian ramp project is to enhance the Town's existing community trail system by providing a much-needed extension. Currently, the main trail dead-ends due to the recent construction of the Saugeen Cedar West housing development, limiting connectivity for trail users.

The proposed east-end trail extension will connect the main trail to 24th avenue, creating a continuous route for active transportation using a combination of trails, roads, and sidewalks. This extension will significantly improve accessibility and connectivity across the community.

Trail construction was originally excluded from the subdivision agreement to prevent delays to the developer's timeline, with the understanding that the developer would provide a standard stone dust trail. However, now that the site has been fully developed, a simple stone dust trail is not feasible due to a four-foot elevation increase that must be addressed at 22nd Avenue A. It is anticipated that any improvements beyond a basic stone dust trail will fall under the Town's responsibility.

To accommodate the elevation change, this project includes the construction of pedestrian ramps on both sides of the roadway. These ramps will be built with hot-dipped galvanized steel decking and safety railings to ensure user protection, providing a safe transition between the base trail and 22nd Avenue A.

### Risk of Not Proceeding

If the pedestrian ramps are not constructed, the trail extension cannot safely accommodate the four-foot elevation change. Without this critical component, the overall trail connection would be incomplete, compromising accessibility, user safety, and the functionality of the entire trail system. This would leave residents without a safe, continuous route for walking, running, or cycling, limiting community connectivity and reducing the overall active transportation network.

### Priority

Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	1	Public H & S;
Tax Levy Impact (Funding Available)	2	100% Funded by Developer Costs & PRC Reserves
Efficiency/Time Resources Savings	1	New trail to link to existing trails
Strategic Plan Value	1	Safe & Reliable Infrastructure; Healthy & Welcoming Communities; Part of 2018 PRC Master Plan; Development of Trails System Loop east. Linking new residential development areas to trails for active transportation benefits.
AMP Priority	1	#665 (Trails East Side of Grey Road 28) - Addition to this existing asset
<b>Total Weight</b>	<b>77</b>	

### Budget

	Total	2026	2027	2028	2029	2030	2031	2032
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#### Expenditures

CONTRACT	159,500	159,500
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	159,500	159,500
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<b>Expenditures Total</b>	<b>159,500</b>	<b>159,500</b>
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#### Funding

TAXES	60,000	60,000
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PROVINCIAL GRANTS	47,800	47,800
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**Town of Hanover  
Capital Projects**

<b>Project</b>	7100C012 Trails System East Loop Development (24th Ave/14th St)		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Funding**

MISC OTHER REVENUE	27,700	27,700	
RESERVE FUND	24,000	24,000	
	159,500	159,500	
<b>Funding Total</b>	<b>159,500</b>	<b>159,500</b>	

Attributes		
Attribute	Value	Comment
Department	Parks & Outdoor Facilities	
Function	Recreation & Culture	
Location	Trails	
Type of Project	New Asset	
Project Asset Classification	Land	
Strategic Plan	Safe and Reliable Infrastructure	
Approval Status	In Budget	East end project was initially approved in 2019; project deferred until east end development progress was confirmed; approved dollars transferred to reserves
Priority Rating	B Priority Weighting Between 70- 79%	PRC Reserves, Grants & Developer Costs



**Town of Hanover  
Capital Projects**

<b>Project</b>	7100C014 Kinsmen Ball Park Pavillion		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>2026 Pavilion Replacement project shall include:</p> <ol style="list-style-type: none"> <li>1. Decommissioning and demolition and removal of existing Pavilion</li> <li>2. Bring the elevation of the pavilion up to street level to allow for the building to be connected to sanitary on 17th Ave.</li> <li>2. Build new washroom/ covered pavilion complete with fully universal washrooms, increase water line supply and connect directly into sewer, equipment storage, maintenance area to store groomer, snack bar, &amp; covered picnic area</li> </ol> <p>OTF Grant proposed project (\$200,000)</p> <p>Current building condition: Currently the open picnic section of the building moves due to seasonal temperature changes and has caused it to lift away from the wall of the building. The roof condition is very poor it is leaking and creating mould in the attic causing issues with the ceiling collapsing in the kitchen. The building lacks accessibility including the entrances and washrooms. The building lacks direct connection to sanitary causing additional concerns due to sludge pump failure. The kitchen area is currently closed for health and safety concerns related to mould exposure.</p>

Risk of Not Proceeding
<p>Failing to proceed with this project risks worsening structural damage from ongoing roof leaks, and increased mould growth, leading to further Health and safety concerns. The kitchen closure and inaccessible facility, remain unresolved. Concerns from pump failure also persist, posing operational risks. Immediate action is essential to prevent further deterioration, liability and user dissatisfaction.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	1	Public use of facility; Roof in poor condition
Tax Levy Impact (Funding Available)	1	Bldg Construction Safety-foundation required for picnic area; 50% possible funding from CSRIF
Efficiency/Time Resources Savings	0	
Strategic Plan Value	1	Community - Provide proper facilities for public's use
AMP Priority	1	187-Building; Roof
<b>Total Weight</b>	<b>60</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONSULTANTS / ENGINEERING	80,000	80,000						
CONTRACT	870,000		870,000					
	950,000	80,000	870,000					
<b>Expenditures Total</b>	<b>950,000</b>	<b>80,000</b>	<b>870,000</b>					
<b>Funding</b>								
TAXES	660,000		660,000					
DONATIONS	10,000		10,000					
PROVINCIAL GRANTS	200,000		200,000					
RESERVE FUND	80,000	80,000						
	950,000	80,000	870,000					
<b>Funding Total</b>	<b>950,000</b>	<b>80,000</b>	<b>870,000</b>					



**Town of Hanover  
Capital Projects**

<b>Project</b>	7100C014 Kinsmen Ball Park Pavillion		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Department	Parks & Outdoor Facilities	
Function	Recreation & Culture	
Location	Kinsmen Ball Park - 17th Ave	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Buildings	
Strategic Plan	Strong and Vibrant Economy	
Approval Status	Not Approved	
Priority Rating	C Priority Weighting Between 60 - 69%	

**Gallery**

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**Town of Hanover**  
**Capital Projects**

<b>Project</b>	7100C014 Kinsmen Ball Park Pavillion		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

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# Town of Hanover

## Capital Projects

<b>Project</b>	7100C014 Kinsmen Ball Park Pavillion		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

### Gallery

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**Town of Hanover**  
**Capital Projects**

<b>Project</b>	7100C014 Kinsmen Ball Park Pavillion		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

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**Town of Hanover**  
**Capital Projects**

<b>Project</b>	7100C014 Kinsmen Ball Park Pavillion		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

**Gallery**

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**Town of Hanover  
Capital Projects**

<b>Project</b>	7100C015 RailLands - Fencing & Field Upgrades		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>Fencing - Additional and/or replacement fencing at the Soccer facilities within Rail Lands Leisure Park. 2025- Increase the height of the fence behind CN Major easterly net from existing height to 16 ft high to meet user group needs;</p> <p>Future - consider parking area upgrade Has been deferred for past 3 years -- a priority for the soccer area.</p>

Risk of Not Proceeding
<p>User group dissatisfaction and potential increased risk attached with users needing to enter the brush area to retrieve balls.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	1	
Tax Levy Impact (Funding Available)	0	
Efficiency/Time Resources Savings	0	
Strategic Plan Value	1	Safe and Reliable Infastructure
AMP Priority	1	
<b>Total Weight</b>	<b>53</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
CONTRACT	10,000	10,000						
	10,000	10,000						
<b>Expenditures Total</b>	<b>10,000</b>	<b>10,000</b>						
<b>Funding</b>								
RESERVE FUND	10,000	10,000						
	10,000	10,000						
<b>Funding Total</b>	<b>10,000</b>	<b>10,000</b>						

Attributes		
Attribute	Value	Comment
Department	Parks & Outdoor Facilities	
Function	Recreation & Culture	
Location	16th Ave N. - Rail Lands	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Land	
Strategic Plan		
Approval Status	In Budget	
Priority Rating	D Priority Weighting Between 50 - 59%	



**Town of Hanover**  
**Capital Projects**

<b>Project</b>	7100C033 Zero Turn Mower Replacement		
<b>Department</b>	Parks & Outdoor Facilities		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>We are seeking to replace the existing Ferris zero turn mower, The mower is currently at the mid-point of its anticipated 10-year useful lifecycle. Despite being only halfway through its expected service life, the unit has exhibited a pattern of premature wear and recurring mechanical issues that raise concerns about its long-term reliability and is no longer cost-effective to maintain.</p> <p>The unit is experiencing frequent mechanical issues (oil leaks, issues with hydraulics, issues with wiring, etc.), leading to increased downtime and escalating repair costs. Replacing this mower with a newer, more reliable model will improve operational efficiency, reduce maintenance expenses, and ensure continued support for grounds maintenance needs</p>

Risk of Not Proceeding
<p>If the existing Ferris zero turn mower is not replaced, the department could face operational challenges due to the likelihood of unexpected breakdowns, which can lead to service interruptions and delayed grounds maintenance. This not only impacts the appearance and usability of outdoor spaces but may also result in higher long-term costs due to ongoing repairs, parts replacement, and labor</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	2	Environmental Impact; Employee Safety
Tax Levy Impact (Funding Available)	0	
Efficiency/Time Resources Savings	1	Extensive maintenance required on existing unit
Strategic Plan Value	1	Safe & Reliable Equipment
AMP Priority	1	Replaces TCA #2922   Purchased in 2020 10 year Lifecycle
<b>Total Weight</b>	<b>73</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
EQUIPMENT PURCHASE	25,000	25,000						
	25,000	25,000						
<b>Expenditures Total</b>	<b>25,000</b>	<b>25,000</b>						
<b>Funding</b>								
TAXES	22,500	22,500						
PROCEEDS ON DISPOSAL (TRADE-	2,500	2,500						
	25,000	25,000						
<b>Funding Total</b>	<b>25,000</b>	<b>25,000</b>						

Attributes		
Attribute	Value	Comment
Department	Parks & Outdoor Facilities	
Function	Recreation & Culture	
Location	269	
Type of Project	New Asset	
Project Asset Classification	Equipment/Machinery	
Strategic Plan		
Approval Status	In Budget	
Priority Rating	B Priority Weighting Between 70- 79%	



**Town of Hanover  
Capital Projects**

<b>Project</b>	7410C013 P&H Centre Refrigeration Plant Equipment		
<b>Department</b>	Facilities - Administration		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
A ice plant equipment life cycle assessment was completed by Black & McDonald in April 2024. The following phased upgrades have been recommended:
2025-Brine Pump # 1. The existing brine pump is original to the 2010 plant and has been given a poor condition assessment. The pump is making noise and has been recommended for replacement in 2025.
2026- Cimco Control \$55,000 System & Underfloor Pump \$20,000
2027- Condensor Water Pump \$7000
2028 Armstrong Comp Jacket Cooling Pump \$7,000 & Arena Floor Headers \$110,000
2030- Flooded Ammonia Chiller HT \$150,000
2031-Underfloor HX \$50,000
2032-Compressor # 1 \$85,000

Risk of Not Proceeding
Failing to implement the proposed phased, multi-year life cycle replacement plan for the arena's ice plant significantly increases the risk of unexpected system failures, costly emergency repairs, and potential extended facility downtime during peak usage seasons.
A proactive, phased replacement plan mitigates these risks by spreading costs predictably over time, ensuring system reliability, and maintaining service

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	1	
Tax Levy Impact (Funding Available)	0	
Efficiency/Time Resources Savings	1	New pumps will offer greater efficiency
Strategic Plan Value	1	Safe and reliable Infastructure
AMP Priority	1	
<b>Total Weight</b>	<b>63</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
EQUIPMENT PURCHASE	747,000	65,000	7,000	110,000	85,000	150,000	50,000	85,000
<b>Expenditures Total</b>	<b>747,000</b>	<b>65,000</b>	<b>7,000</b>	<b>110,000</b>	<b>85,000</b>	<b>150,000</b>	<b>50,000</b>	<b>85,000</b>
<b>Funding</b>								
TAXES	682,000		7,000	110,000	85,000	150,000	50,000	85,000
RESERVES	65,000	65,000						
<b>Funding Total</b>	<b>747,000</b>	<b>65,000</b>	<b>7,000</b>	<b>110,000</b>	<b>85,000</b>	<b>150,000</b>	<b>50,000</b>	<b>85,000</b>

Attributes		
Attribute	Value	Comment



**Town of Hanover  
Capital Projects**

<b>Project</b>	7410C013 P&H Centre Refrigeration Plant Equipment		
<b>Department</b>	Facilities - Administration		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Attributes		
Attribute	Value	Comment
Department	Facilities - Administration	
Function	Recreation & Culture	
Location	269 7th Ave	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Equipment/Machinery	
Strategic Plan		
Approval Status	In Budget	
Priority Rating	C Priority Weighting Between 60 - 69%	



**Town of Hanover  
Capital Projects**

<b>Project</b>	7410C014 P&H Centre Roof Replacement		
<b>Department</b>	Facilities - Administration		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
<p>Due to a roof membrane failure, a section of the roof located above the walking track at the P&amp;H Centre needs to be replaced, There are 3 air handler units that will need to be lifted as part of the project.</p> <p>The scope includes a replacement of a damaged section of the roof membrane with a new cold applied SBS modified Bitumen system to extend the lifespan of the facility. There are 3 air handler units that will need to be lifted as part of the project.</p>

Risk of Not Proceeding
<p>Delaying the roof membrane repair increases the risk of further damage. Proceeding with the project will help preserve the building's integrity, ensure user safety, and avoid significantly higher repair or replacement costs in the near future.</p>

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	1	
Tax Levy Impact (Funding Available)	2	TCA reserve-funded
Efficiency/Time Resources Savings	1	Reduce maintenance
Strategic Plan Value	1	
AMP Priority	1	
<b>Total Weight</b>	<b>77</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032

<b>Expenditures</b>								
CONTRACT	320,000	320,000						
	320,000	320,000						
<b>Expenditures Total</b>	<b>320,000</b>	<b>320,000</b>						

<b>Funding</b>								
RESERVE FUND	320,000	320,000						
	320,000	320,000						
<b>Funding Total</b>	<b>320,000</b>	<b>320,000</b>						

Attributes		
Attribute	Value	Comment
Department	Facilities - Administration	
Function	Recreation & Culture	
Location	269 - &th Ave	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Buildings	
Strategic Plan		
Approval Status	In Budget	
Priority Rating	B Priority Weighting Between 70- 79%	



**Town of Hanover  
Capital Projects**

<b>Project</b>	7410C016 P&H Centre Digital Sign		
<b>Department</b>	Facilities - Administration		
<b>Version</b>	4 Council Review	<b>Year</b>	2026

Description
The Digital Sign located at the P&H Centre along 7th Avenue is at the end of its life cycle. The sign has had numerous repairs in the last 3 years and parts are now becoming obsolete.

Risk of Not Proceeding
Additional funds may be needed to continue to maintain the existing sign or the sign could no longer be operational. This will negatively impact staffs ability to share information relating to P&H Centre events and user group activity.

Priority		
Category	Priority	Comment
Public Well Being (Public H&S; Environmental Impact; Legislated)	0	
Tax Levy Impact (Funding Available)	0	
Efficiency/Time Resources Savings	0	
Strategic Plan Value	1	Safe & Reliable Equipment
AMP Priority	1	Replace TCA# 2101
<b>Total Weight</b>	<b>43</b>	

Budget								
	Total	2026	2027	2028	2029	2030	2031	2032
<b>Expenditures</b>								
EQUIPMENT PURCHASE	25,000	25,000						
	25,000	25,000						
<b>Expenditures Total</b>	<b>25,000</b>	<b>25,000</b>						
<b>Funding</b>								
RESERVES	25,000	25,000						
	25,000	25,000						
<b>Funding Total</b>	<b>25,000</b>	<b>25,000</b>						

Attributes		
Attribute	Value	Comment
Department	Facilities - Administration	
Function	Recreation & Culture	
Location	269- 7th Ave	
Type of Project	Rehabilitation / Reconstruction of Existing Asset	
Project Asset Classification	Furniture/Fixtures	
Strategic Plan		
Approval Status	In Budget	
Priority Rating	E Priority Weighting Between 0 - 49%	

# ECONOMIC DEVELOPMENT



# WHAT WE DO

The Economic Development Department drives strategic initiatives to grow Hanover's economy, improve quality of life, and build strong regional partnerships.

Under the leadership of the Economic Development Manager and guidance from the advisory committee, the department supports long-term prosperity through planning, collaboration, and innovation.

**Hanover's Innovative People Program (HIPP)** continues to be a cornerstone campaign, attracting people, businesses, and investment by showcasing Hanover's unique blend of culture, creativity, and opportunity.



Hanover's Innovative  
People Program



# PROGRAM HIGHLIGHTS—2025

## Community Improvement Program (CIP):

In 2025 we approved 4 impactful applications supporting:

1. Leasehold improvements for a new business startup and expansion of an existing business;
2. Facade, building, and signage upgrades for a downtown business rebranding and expansion; and
3. Modernization of a service business, enhancing its competitiveness and improvements to a historic building.

Total project value: \$47,420.66

Grant funding provided: \$22,834.31



We also approved a Tax Increment Equivalent Grant to support housing growth by renovating a triplex and adding six new residential units, addressing local housing needs and increasing supply.

## Event Development Fund:

- Supported the attempted launch of a new festival, helping diversify Hanover's cultural offerings.
- Enabled the growth of two existing events and the return of three popular community events, boosting tourism and local engagement.



# PROGRAM HIGHLIGHTS—2025

**Summer Radio Campaign** promoted Hanover's entertainment and downtown districts, increasing visibility and foot traffic

## Saugeen Connects Initiatives:



### Youth Entrepreneurship

- Record-breaking 115 applications.
- 50 students launched 47 businesses across five municipalities.
- \$15,975 in grants awarded.
- Since 2019: 274 summer businesses created, supporting 308 youth entrepreneurs.



### Women in Business

- Hosted 9 WOWSA events with 270+ attendees.
- 16 women participated in the AWE program, gaining skills and confidence to succeed in business.

### Workforce Development

- Delivered training in DEI, poverty awareness, retention, succession planning.
- Businesses benefited from Lean4Gain, improving leadership, reducing turnover, and boosting profitability.



# PROGRAM HIGHLIGHTS—2025

## Cultural Activities:

- We supported **Music in the Square**, **Saugeen Culture Bus**, and the **annual Symposium** with regional partners.
- Launched the **Hanover Library as a Newcomer Resource Centre**, enhancing community inclusivity and support.



## Communications & Planning:

- Updated the **Community Profile** and **tourism brochure**, improving marketing tools for investment and visitation.
- Initiated the **Downtown Plan** in collaboration with the DIA, laying groundwork for future revitalization.

## Business Support & Promotion

- Sponsored the **Hawk's Nest pitch competition**, fostering entrepreneurship.
- Hosted the **Mayor's Breakfast for Business** themed "Hanover Feeds Ontario & Beyond".
- Supported Chamber-led initiatives including:
  - Golf tournament
  - Community Recognition / Mayor's Top 10 Christmas Luncheon
  - Holiday Shop & Win promotions, driving seasonal commerce.

We also installed a **new Level 3 EV fast charger at Heritage Square** through a public-private partnership with Swift Charge and RTO7; delivered at no direct cost to the Town. This addition supports sustainable travel, provides charging confidence for travelers and serves as an attraction to the downtown.

# OUR GOALS FOR 2026

1. **Strengthen Regional Partnerships:** Continue building collaborative relationships with neighbouring municipalities and service providers to amplify economic and cultural impact.
2. **Support Business Growth & Cultural Assets:** Provide tools, incentives, and funding to encourage development, modernization, and innovation within Hanover's business community and cultural sector.
3. **Expand HIPP Branding & Programming:** Reinforce the HIPP brand and initiate the second HIPP Entrepreneur Business Pitch Competition, spotlighting local innovation and entrepreneurship.
4. **Enhance Trades Training & Youth Support:** Promote continued use of the 612 10th Street trades training facility by developing a partnership with Elephant Thoughts to manage the site. Further promote collaboration to support youth retention, wellness, skill development, and entrepreneurship, ensuring long-term community vitality.
5. **Advance Downtown Revitalization:** Further develop the Downtown Plan and allocate funding to implement key actions that enhance the vibrancy, accessibility, and economic potential of Hanover's core.

2025 brought meaningful progress for Hanover's Economic Development Department, with strong outcomes in business support, cultural engagement, and regional collaboration. The Community Improvement Program (CIP) demonstrated high interest and potential, with several impactful projects funded; however, it did not fully realize its capacity, as additional applications could have been accepted.

Saugeen Connects Student Start Up Program also saw record-breaking participation in youth entrepreneurship, but the overwhelming number of applicants exceeded available funding, limiting the ability to support all deserving proposals. These challenges highlight both the success of our programs in engaging the community and the need to scale resources to meet growing demand or keep opportunities top of mind with our stakeholders.

## 2026 BUDGET vs 2025 BUDGET

				BUDGET	BUDGET
	2025	2025	2026	CHANGE	CHANGE
	Approved	Actuals	Approved	\$	%
<b>ECONOMIC DEVELOPMENT</b>					
<b>8200 Economic Development</b>					
01-8200-0521 ONTARIO CONDITIONAL GRANTS	-		-	-	
01-8200-0551 OTHER GRANTS	-	(920)	-	-	
01-8200-0579 MISC FEES/DONATIONS	(10,000)	(14,384)	(20,000)	(10,000)	100
01-8200-0934 TRANSFERS FROM RESERVES	(16,900)	(58,435)	(6,900)	10,000	(59)
01-8200-0936 TRANSFER FROM RESERVE FUND	(10,000)	(100,000)	(15,000)	(5,000)	
01-8200-1110 REGULAR SALARIES	99,300	83,920	126,600	27,300	27
01-8200-1111 PART-TIME SALARIES	2,300	-	2,300		
01-8200-1152 WAGE ACCRUAL(ANN.ADJ.AUDIT)	-	(2,937)	-	-	
01-8200-1510 EMPLOYEE BENEFITS	30,900	26,089	39,100	8,200	27
01-8200-1516 WSIB	3,100	2,367	3,700	600	19
01-8200-1519 EMPLOYEE ASSISTANCE PROGRAM	-	27	-	-	
01-8200-3110 PROF.DEV/TRAINING/TRAVEL	4,500	4,240	4,500	-	-
01-8200-3128 SUBSCRIPTIONS & MEMBERSHIPS	1,600	1,577	1,600	-	-
01-8200-3140 TRADE FAIRS	600	1,068	800		
01-8200-3212 TELEPHONE	300	151	500	200	67
01-8200-3215 PRINTING & ADVERTISING	7,000	7,510	7,000	-	-
01-8200-3232 WW WEBSITE (MAINTENANCE)	4,900	6,231	6,300	1,400	29
01-8200-3233 INITIATIVES/SPONSORSHIPS	40,500	29,300	40,500	-	-
01-8200-3234 RADIO ADVERTISING	15,000	13,022	15,000	-	-
01-8200-3316 CONSULTANTS	-	-	25,000		
01-8200-3325 COMPUTER SERVICES/SUPPLIES	700	396	900		
01-8200-3627 MARKETING & BRANDING	59,500	116,630	49,500	(10,000)	(17)
01-8200-5213 TRANSFER TO RESERVES	95,000	-	-	(95,000)	(100)
01-8200-5214 TRANSFER TO YATC	-	153,435	-	-	
<b>Total 8200 Economic Development</b>	<b>328,300</b>	<b>269,287</b>	<b>281,400</b>		
<b>8250 612 10th Street</b>					
01-8250-0518 DONATIONS	-	(9,000)	(12,000)	(12,000)	
01-8250-0579 MISC REVENUE	-	(2,837)	(500)	(500)	
01-8250-0614 ROOM RENTALS	-	(36,492)	(60,000)	(60,000)	
01-8250-1111 PART-TIME SALARIES	-	3,702	-	-	
01-8250-1510 EMPLOYEE BENEFITS	-	753	-	-	
01-8250-1516 WSIB	-	110	-	-	
01-8250-2130 OFFICE & STATIONERY SUPPLIES	-	1,542	-	-	
01-8250-2229 RENTAL EXPENSES	-	538	500	500	
01-8250-3400 PROPERTY MAINTENANCE	-	2,193	20,000	20,000	
01-8250-3710 INSURANCE (GENERAL)	-	951	1,000	1,000	
01-8250-3712 WATER/SEWER	-	-	500	500	
01-8250-3713 GAS (HEATING)	-	-	4,000	4,000	
01-8250-3716 HYDRO (GENERAL SERVICE)	-	-	4,000	4,000	
01-8250-3721 LEASE EXPENSES	-	40,953	48,000	48,000	
01-8250-6000 AMORTIZATION EXPENSE	-	-	12,400	12,400	
01-8250-6100 CHNG IN INVESTMENT IN CAPITAL ASSE	-	-	(12,400)	(12,400)	
<b>Total 8250 612 10th Street</b>	<b>-</b>	<b>2,413</b>	<b>5,500</b>	<b>5,500</b>	
<b>Total 8200 EDC/8250 612 10th St</b>	<b>328,300</b>	<b>271,700</b>	<b>286,900</b>	<b>(41,400)</b>	<b>(13)</b>