



Council Meeting – January 12, 2016

Subject: Proposed 2016 Levy Supported Operating Budget
 Report Number: F.S.16- 01
 Department: Financial Services
 Division: Financial Planning and Reporting

Closed Session:	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Budget Amendment:	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Strategic Plan Linkage:	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

Recommendations:

THAT Report FS 16-01 RE: Proposed 2016 Levy Supported Operating Budget be received as information;

AND FURTHER THAT 2016 Levy Supported Operating Budget, with a Net Levy Requirement (including the Special Levy request) of \$79,376,700 be approved.

Introduction/Background:

The Municipal Act provides that local municipalities prepare and adopt each year, estimates required during the year for the purposes of the municipality, including amounts sufficient to pay all debts of the municipality falling due within the year and amounts required for any board, commission or other body.

Council's review of the Proposed 2016 Levy Supported Operating Budget constitutes compliance with the legislative requirements.

Discussion/Analysis:

Council completed a review and approved the 2016 Capital Plan, including the 2016 Capital Budget and 2016 – 2025 Capital Forecast, on October 22, 2015. The 2016 Rate Supported Operating Budget was also approved by Council on December 8, 2015. Review and approval of the Proposed 2016 Levy Supported Operating Budget is the final component of the 2016 budget process. The Levy Supported Operating Budget outlines the business priorities and service levels for levy supported operations in Norfolk County and sets the level of taxation required to support those activities.

Developing the Proposed Levy Supported Operating Budget

Developing the Proposed 2016 Levy Supported Operating Budget (Proposed 2016 Budget) has been a collaborative process involving staff input from every Department and Division within the County. Staff across all Departments and Divisions are to be commended for the tremendous effort put into developing the Proposed 2016 Budget.

The starting point for developing the Proposed 2016 Budget is the underlying principle that levels of service, approved in the approved 2015 Levy Supported Operating Budget, will remain. Staff review these services for the most cost efficient service delivery method when reviewing the budget requirements for 2016. Changes in levels of service come from two sources: firstly, from reports approved by Council throughout the year, referred to as Council Approved Initiatives, secondly, from proposed changes presented as New Budget Initiatives in the Proposed Budget.

The Proposed 2016 Budget is prepared in a number of easily identifiable components or segments that are each reviewed independently by the Senior Leadership Team (SLT) during the initial budget review. Upon completion of the initial review of all the budget segments, Finance staff consolidates all of the components and provides SLT with the Preliminary Budget for review. It is at this point that the overall impact of the budget is seen, including the potential impact on the Net Levy Requirement and an estimate of the tax rates required. SLT then reviews the Preliminary Budget and makes additional adjustments as appropriate. The Proposed 2016 Budget, presented herein, is as approved by SLT and recommended to Council for consideration. Details of the adjustments made to the Preliminary Budget by SLT are provided later in this report.

Proposed 2016 Levy Supported Operating Budget Format

Normally, in order to provide Council with accurate information to assist in reviewing the budget document, the prior year's forecasted actuals are presented within this document which presents an estimate of year-end expenditures and revenues. For this year, due to the conversion to the new financial system the actuals financial transactions have only recently become available for departments. As a result, the prior year's forecasted actuals are not included, however a supplementary document will be provided prior to Council's budget review. This will allow Departments the time needed to review forecasted projections and make adjustments where they determine there are differences between the projection and their knowledge of actual events.

The following provides a description of the information provided on the Proposed 2016 Budget pages:

2015 Approved Budget	This is the 2015 Levy Supported Operating Budget as approved by Council. Any changes to the 2015 Budget, approved by Council as a Budget Amendment throughout the year, are included in the Council Approved Initiatives column.
2016 Adjusted Budget	This presents the cost, net of revenues, of providing the levels of service approved by Council in the 2015 Operating Budget, with adjustments for inflation and other known economic impacts. This is, essentially, a “business as usual” budget with no provision for new services for growth in levels of service and is generally referred to as the Base Budget.
2016 ADJ BUD % Incr/(Decr)	This column presents the percentage change in the 2016 Adjusted Budget over the approved 2015 Budget. This is the change in the base budget and does not include any changes approved by Council during the year. Values that are presented in (brackets) indicate the decrease in the 2016 Adjusted Budget over the approved 2015 Budget for that category.
Council Approved Initiatives	Council Approved Initiatives are adjustments to the Base Budget approved by Council (through Budget Amendment reports) during the year, after the 2015 Operating Budget was approved and in advance of preparation of the Proposed 2016 Budget. These changes to the Proposed 2016 Budget are presented separately from New Budget Initiatives as they have already been approved by Council whereas the New Budget Initiatives are for <i>proposed</i> changes.
New Budget Initiatives	New Budget Initiatives are proposals for enhancement or reduction of existing services or for new services recommended by SLT for consideration by Council during the Budget Review process. Details of all Council Approved Initiatives and New Budget Initiatives are provided in a separate document entitled New Budget Initiatives Details and Council Approved Initiatives Details.
2016 Proposed Budget	This column presents the Proposed 2016 Budget as recommended by SLT, including the 2016 Adjusted or Base Budget, Council Approved Initiatives and the New Budget Initiatives recommended by SLT.
2016 Budget \$ Incr/(Decr) 2016 Budget % Incr/(Decr)	This is the change – increase or (decrease) in dollars (\$) for each type of expenditure and revenue and percentage change (%) at the total levels – of the Proposed 2016 Budget over the approved 2015 Operating Budget.

The following explains what is included in the various Expenditure and Revenue categories. For the Proposed 2016 Budget we have made some changes in how budgets for corporate financing and interdepartmental charges are presented.

- Transfers To and From Reserves/Reserve Funds, funding for Capital Projects from Tax Levies and Debenture payments are now consolidated and provided in a Corporate Finance Budget (page 4-46).
- Interdepartmental Charges and Recoveries are now consolidated and presented in total in the Interdepartmental Charges Budget (page 4-48).

In prior year’s budgets these budget amounts were included in the individual Department/Division budgets. The purpose in making the changes is to present Department/Division budgets in such a fashion that the focus is on what they have control over. We found that presentation of these budgets in the Department/Division budgets was confusing and often distorted year-over-year comparisons. We believe that this will make Council’s review of the Proposed 2016 Budget easier.

EXPENDITURES

Salaries & Benefits	Salaries and benefits are based on a consistent full-time equivalent (FTE) of staff that provided a similar level of service in the prior year. The estimated cost is based upon negotiated contracts for salaries and wages, adjusted for anticipated annual increments, and the cost of employee benefits based upon statutory requirements and contracts with benefits providers.
Materials & Supplies, Services, Transfer Payments/Grants	These projected costs, which are controlled by Divisional Managers, are based on the prior year’s requirements with economic adjustments for inflation and other economic adjustments based on known/established impacts on existing costs and negotiated increases in contracts for services to provide a similar level of service and adjusted for annualization of Council Approved Initiatives and New Budget Initiatives in the approved 2015 Operating Budget.
Financial	These are costs associated with insurance premiums for buildings and vehicles, liability, write-offs of uncollectible accounts, bank service charges.
Capital	This provides funding for Operating Capital. Operating Capital is for acquisition of assets that are not classified as Tangible Capital Assets, including small tools, office

	furniture, office equipment, laboratory/testing equipment, etc. (Also see Capital in the Corporate Finance Budget section, below.)
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REVENUES

PIL's – Supplementaries – Local Improvements	This is the revenue from Payments-in-Lieu of Taxes, estimated supplementary taxes for new properties coming into the tax roll for the first time during 2016 and recovery of Local Improvement Charges.
Federal/Provincial Grants	This is for operating grants or subsidies received from Federal and Provincial Governments, based upon funding criteria and recovery rates applicable to the specific programs. Examples include the Ontario Municipal Partnership Fund (OMPF) Grant, funding of Health and Social Services Costs, Ambulance operating subsidies, Norview Lodge operating subsidies.
Municipal Recoveries	This is for funds received from other municipalities. Primarily this includes recoveries from Haldimand County for their share of Ontario Works, Social Housing and Health programs. Included as well are recoveries for Cross Border Ambulance service.
Financial Charges/ Investment Income	This category includes Penalty and Interest on Taxes, POA Fines, donations and income on investments.
Fees & Service Charges	This is for user fees and service charges for use of County owned facilities and services. The budgets for Fees and Service Charges are based on the 2016 User Fees and Service Charges approved by Council.
Other Revenues	This includes a variety of revenues that do not fit in any other category, including recovery of Municipal Drains costs, sale of assets, sale of fuel and other products at the marinas, and general recoveries from Ontario Works.
PIL's – Supplementaries – Local Improvements	This is the revenue from Payments-in-Lieu of Taxes, estimated supplementary taxes for new properties coming into the tax roll for the first time during 2016 and recovery of Local Improvement Charges.
Federal/Provincial Grants	This is for operating grants or subsidies received from Federal and Provincial Governments, based upon funding criteria and recovery rates applicable to the specific programs. Examples include the Ontario Municipal Partnership Fund (OMPF) Grant, funding of Health and Social Services Costs, Ambulance operating subsidies, Norview Lodge operating subsidies.

Municipal Recoveries	This is for funds received from other municipalities. Primarily this includes recoveries from Haldimand County for their share of Ontario Works, Social Housing and Health programs. Included as well are recoveries for Cross Border Ambulance service.
Financial Charges/ Investment Income	This category includes Penalty and Interest on Taxes, POA Fines, donations and income on investments.
Fees & Service Charges	This is for user fees and service charges for use of County owned facilities and services. The budgets for Fees and Service Charges are based on the 2016 User Fees and Service Charges approved by Council.
Other Revenues	This includes a variety of revenues that do not fit in any other category, including recovery of Municipal Drains costs, sale of assets, sale of fuel and other products at the marinas, and general recoveries from Ontario Works.

CORPORATE FINANCE BUDGET

Transfers from Reserves and Reserve Funds	<p>This is for funds drawn from Reserves and Reserve Funds to provide funding for operating expenditures in accordance with the provisions of the particular Reserve or Reserve Fund. In the Proposed 2016 Budget this amount is provided in the Corporate Finance Budget on page 4-46. There are 2 exceptions:</p> <ul style="list-style-type: none"> • Funds drawn from the Ride Norfolk Reserve Fund to provide funding for Ride Norfolk (page 4-73) reported in this fashion based on Ontario direction regarding how Gas Tax Funding for Transit purposes is to be recorded • Funds drawn from the Building Reserve Fund to provide funding for the Building Division (page 4-84) reported this way in accordance with Ontario regulations regarding how Building Permit revues and costs are to be recorded (there is also a transfer to this Reserve Fund included in the Transfers to Reserves/Reserve Funds.)
Transfer to Reserves and Reserve Funds	This is for funds included in the Proposed 2016 Budget that are contributed to Reserve and Reserve Funds to provide funding for replacement of existing Tangible Capital Assets or for major improvements to extend their useful life. This amount includes the transfer to the Building Reserve (page 4-84). See also the Transfer From Reserves/Reserve Funds.

Capital	This provides funding for Capital projects included in the approved 2016 Capital Budget that are to be funded from Tax Levies. In accordance with the Capital Financing Policy, Levy Funded Capital is for major capital expenditure where there is no Reserve or Reserve Fund available to fund the capital purchases, so funding must be provided from Tax Levies.
Long Term Debt Charges	This is for the repayment of principal and interest on long term debt issued by the County. The Proposed 2016 Budget includes an estimate of debt repayments on new debt to be issued in 2016.

INTERDEPARTMENTAL CHARGES BUDGET

Interdepartmental Charges and Interdepartmental Recoveries	<p>Interdepartmental Charges are for the allocation of administrative and other service costs from one Department to another. Interdepartmental Recoveries is the ‘opposite side’ of the Interdepartmental Charges, representing the amount recovered by the charging Department/Division for the services provided. (See page 4-48)</p> <p>In prior year’s budget presentations Interdepartmental Charges and Recoveries were provided in each Department/Division Budget. This was sometimes confusing and looked like there was “double counting” of these costs. As this is essentially an accounting exercise to reflect the true operating cost, and facilitate applications for grants and subsidies where administrative costs are allowed as an acceptable operating cost, these amounts are now consolidated into one budget line as part of the Corporate accounts.</p> <p>Interdepartmental Charges and Interdepartmental Recoveries should offset each other, however, there is a net difference because of the amount of Interdepartmental Charges allocated to Water and Wastewater Operations.</p> <p>Interdepartmental Charges also include the charge from the Water Operating Budget to the Levy Supported Operating Budget for the supply of water for Fire Protection. This amount is shown separately on the Interdepartmental Charges Budget.</p>
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NET LEVY REQUIREMENT	This is the amount that is required to come from property taxation to fund the net cost – Expenditures less Revenues – of providing the levels of service provided in the Proposed 2016 Budget. The Net Levy Requirement is applied across all of the taxable assessment to arrive at the annual Tax Rate.
SPECIAL LEVY	This is the amount proposed for Council’s consideration to pledge \$5,000,000 over 7 years for the Norfolk General Hospital Capital Campaign.
TOTAL WITH SPECIAL LEVY	This amount is the Net Levy Requirement plus the Special Levy.
STAFFING COMPLEMENT	The Staffing Complement line at the bottom of each Department/Division budget is the total Full Time Equivalent (FTE) staff complement for the Department/Division/Cost Centre. A summary of the FTE’s for the County, excluding Water and Wastewater Operations, Library Services, and Police Services, is provided in Tab 2 of the Budget Book.

Budget Presentation to Council

Requisitions from Boards and Agencies

Similar to last year, the Proposed 2016 Requisitions from Boards and Agencies are being presented separately from Norfolk County Departmental Budgets. As the budgets for these Boards and Agencies are the responsibility of a separately appointed Board and not within the purview of County staff, staff thought it would be appropriate to present them separately to allow representatives of the Boards, if they so wished, to attend at the Budget Review to present their budget and be available to respond to questions from Council in a timely manner. Proposed 2016 Budgets for the following Boards are included in this separate presentation:

- Haldimand-Norfolk Health Unit – to be presented to the Board of Health on January 11, 2016
- Norfolk County Police Services – Norfolk County Police Services Board
- Library Services – Norfolk County Public Library Board
- Grand River Conservation Authority and the Long Point Region Conservation Authority:

- The 2016 Requisitions from the conservation authorities are levied against the municipal members of the Authority under the authority of the *Conservation Authorities Act and Regulations*.

The net amounts of requisitions from these Boards and Agencies are included in the Proposed 2016 Budget.

Revised Financial Reporting Requirements

Starting with the 2009 fiscal year, all municipalities in Ontario have been required to follow the revised Public Sector Accounting Board (PSAB) guidelines for reporting of Tangible Capital Assets (TCA) and other financial reporting requirements.

To illustrate the differences in the reporting requirements, the Proposed 2016 Budget summary is presented using the “old” format and the “new” format required as the result of the revised PSAB reporting requirements. The Proposed 2016 Budget “old” format is presented on page 4-3 in the budget book, with the “new” format in compliance with the new PSAB guidelines, presented on page 4-2.

Summary of the Proposed 2016 Levy Supported Operating Budget

Net Levy Requirement

The Net Levy Requirement is the amount that is required to come from property taxation to fund the net cost of the Proposed Operating Budget. The Preliminary Budget is the first time that SLT sees the total consolidation of all the budget components and sees the Net Levy Requirement. Following review and revision of the Preliminary Budget, SLT provides the Proposed Budget for consideration by Council.

Table 1 A provides a comparison of the Net Levy Requirement for the Proposed 2016 Operating Budget, for County Operating Purposes Excluding the Special Levy for the Norfolk General Hospital Capital Campaign, compared to the proposed and actual Net Levy Requirement for 2014 and 2015.

**Table 1 A: Comparison of Net Levy Requirement for 2014 to 2016
For County Operating Purposes Excluding the Special Levy for Norfolk General Hospital**

Details	2014 Council Approved Budget	2015			2016	
		Preliminary Budget	SLT Proposed Budget	Council Approved Budget	Preliminary Budget	SLT Proposed Budget
Net Levy Requirement (*)	70,146,300	78,453,300	75,093,900	73,531,900	78,668,500	78,641,700
% Increase Over 2014 Approved		11.8 %	7.1 %	4.8 %		
% Increase Over 2015 Approved					7.0 %	6.9 %

(*) 2016 Net Levy Requirement excludes Special Levy of \$735,000 for Norfolk General Hospital Capital Campaign
 Table 1 B provides a comparison of the Net Levy Requirement for the Proposed 2016 Operating Budget, for total County Operating Purposes Including the Special Levy for the Norfolk General Hospital Capital Campaign, compared to the proposed and actual Net Levy Requirement for 2014 and 2015.

**Table 1 B: Comparison of Net Levy Requirement for 2014 to 2016
 For County Operating Purposes Including the Special Levy for Norfolk General Hospital**

Details	2014 Council Approved Budget	2015			2016	
		Preliminary Budget	SLT Proposed Budget	Council Approved Budget	Preliminary Budget	SLT Proposed Budget
Net Levy Requirement (*)	70,146,300	78,453,300	75,093,900	73,531,900	79,403,500	79,376,700
% Increase Over 2014 Approved		11.8 %	7.1 %	4.8 %		
% Increase Over 2015 Approved					8.0 %	7.9 %

(*) 2016 Net Levy Requirement includes Special Levy of \$735,000 for Norfolk General Hospital Capital Campaign

Major Base Budget Drivers

Table 2 presents a Summary of Major Base Budget Drivers impacting the Proposed 2016 Adjusted Budget for Norfolk County Operations only and does not include any impacts as a result of Council Approved Initiatives, New Budget Initiatives, requisitions from boards and agencies or any Special Levy requests. The Proposed 2016 Adjusted Budget, or Base Budget, is the cost, net of revenues, of providing the levels of service approved by Council in the approved 2015 Budget. This is, essentially, a “business as usual” budget with no provision for new services or for growth in levels of service beyond what was approved by Council in the 2015 Budget. The impact on the Proposed 2016 Adjusted Budget, or Base Budget, on the Net Levy Requirement is \$4,670,300 and represents a 6.36% increase in the Net Levy Requirement.

**Table 2: Summary of Norfolk County Operating Requirements
Major Base Budget Drivers
(Not including Council Approved & New Budget Initiatives or the Special Levy)**

2015 Council Approved Net Levy		73,531,900	
PROPOSED BASE BUDGET CHANGES FOR COUNTY OPERATIONS			
Uncontrollable Adjustments			
Decrease in Projected Long-Term Debt Payments	(373,400)		
Decrease in OMPF Funding Revenues	770,900		
Net Decrease in Social Services Levy Requirements	(193,300)		
Increase In Social Housing Subsidy	121,900		
Net Increase in Waste Reduction Contract	125,500		
Net Increase in Closed Sites Operating Costs	103,700		
Robinson Administration Building & Operating Costs	468,000		
Decrease in Investment Income & Corporate Rev & Exp	717,900		
Increase in Salaries & Benefits	<u>837,500</u>	2,578,700	3.51%
Council Controllable Adjustments			
Increase In Fire Protection Services	291,800		
Decrease in Illumination Costs	(473,000)		

Increase In Waste Management Costs (*)	2,241,600		
Increase in Contributions to other Reserves to Fund Capital	<u>355,400</u>	2,415,800	3.29%
Requisitions of Boards and Agencies			
Increase for Library Board	113,600		
Increase for Grand River Conservation Authority	198,300		
Increase in Grand River Conservation Authority	700		
Decrease in Police Services	<u>(583,000)</u>	(270,400)	(0.37%)
Departmental Controllable Adjustments			
Increase Winter Control Materials & Supplies	482,500		
Overall Increase in User Fee Charges & Other Revenues	(424,700)		
Increase in Fleet Equipment Repairs & Maintenance	100,000		
Net Overall Reduction in Other Items	<u>(104,000)</u>	(53,800)	(0.07%)
PROPOSED 2016 INCREASE TO BASE BUDGET FOR NORFOLK COUNTY OPERATING REQUIREMENTS		4,670,300	6.36%
PROPOSED 2016 ADJUSTED BUDGET = BUSINESS AS USUAL		78,202,200	

(*) Increased cost for transporting waste to Brampton for incineration = 3.1% Net Levy Impact

Council Approved and New Budget Initiatives

Table 3 presents a summary of the adjustments to the Proposed 2016 Budget for Council Approved Initiatives and Proposed New Budget Initiatives that are recommended by SLT for Council consideration during budget review.

Council Approved Initiatives are for adjustments to the Base Budget approved by Council during the year represent an increase of \$40,000 or 0.05% in the Net Levy Requirement for the Proposed 2016 Budget. New Budget Initiatives for

enhancement or for new services recommended by SLT for consideration by Council represent a proposed increase of \$399,500 or 0.54% to the Net Levy.

During the initial review process, SLT reviewed all proposed New Budget Initiatives (NBI's), evaluating them utilizing the Budget Ranking Criteria approved by Council. At that time, direction was given by SLT to either rework the proposed NBI or to consider alternative ways to meet the program goals through existing resources or through alternative resources. A copy of the Budget Ranking Criteria is included with the New Budget Initiatives Details. All NBI's, including those that were amended as the result of SLT's direction, are included in the Proposed 2016 Budget for consideration by Council.

Details of the New Budget Initiatives are provided under separate cover to facilitate reference during budget review.

**Table 3: Summary of Norfolk County Operating Requirements
Major Base Budget Drivers
(Includes Council Approved & New Budget Initiatives and Excludes the Special Levy)**

PROPOSED 2016 NORFOLK ADJUSTED BUDGET		78,202,200	
Council Approved Initiatives		40,000	0.05%
Proposed New Budget Initiatives			
• Rank 1	0		
• Rank 2	0		
• Rank 3	<u>399,500</u>	<u>399,500</u>	<u>0.54%</u>
PROPOSED 2016 COUNCIL APPROVED AND NEW BUDGET INITIATIVES		439,500	0.59%
PROPOSED 2016 BUDGET FOR COUNTY OPERATIONS		78,641,700	6.95%

Special Levy for Norfolk General Hospital Capital Campaign

Council received a request from the Norfolk General Hospital for a \$5 million contribution to the Hospital Capital Campaign to fund an expansion to the hospital. The Proposed 2016 Budget includes, as a separate levy, an amount of \$735,000 which represents approximately a 1% increase in the Net Levy for 2016. It is proposed that this 1% increase be included in future budgets until the \$5 million contribution is met. Table 4 provides the increase in the Net levy for the Special Levy.

Table 4.0: Special Levy

2016 NORFOLK COUNTY OPERATING REQUIREMENT		78,641,700	
2016 SPECIAL LEVY		735,000	1.00%
TOTAL 2016 NET LEVY REQUIREMENT		79,376,700	7.95%

Capital Expenditures

The Proposed 2016 Budget includes an allocation of funds to provide funding for Capital projects included in the approved 2016 Capital Budget that are to be funded from Tax Levies. In accordance with the Capital Financing Policy, Levy Funded Capital is for major capital expenditure where there is no Reserve or Reserve Fund available to fund the capital purchases, so funding must be provided from Tax Levies.

The Proposed 2016 Operating Budget also includes an allocation for Operating Capital which is included in each of the Department/Division Budgets. Operating Capital is for acquisition of assets that are not classified as Tangible Capital Assets, including small tools, office furniture, office equipment, laboratory/testing equipment, etc.

Tab 5 in the budget book provides a summary of the capital funding included in the Proposed 2016 Budget – pages 5-1 to 5-13 provide details of Operating Capital and pages 5-14 to 5-18 provide details for the Levy Funded Capital Projects. Table 5 provides a summary of funding for capital purposes approved in the Levy Supported Operating Budget for 2013 to 2015 and the amount included in the Proposed 2016 Budget:

Table 5: Summary of Approved and Proposed Budget Allocations for Capital Expenditures

Purpose	2013 Approved	2014 Approved	2015 Approved	2016 Preliminary	2016 Proposed
Operating Capital	1,601,300	859,900	1,023,400	1,352,300	1,121,800
Levy Funded Capital	790,400	1,620,300	1,432,500	1,362,000	1,262,000
Total Capital	2,391,700	2,480,200	2,455,900	2,714,300	2,383,800
Funded from Invest in Ontario Funds	0	0	0	0	0
Funded from Other Reserves	0	0	(130,000)	0	0
Funded from Tax Levy	2,391,700	2,480,200	2,325,900	2,714,300	2,383,800

The Capital Expenditures and amount Funded from the Tax Levy has been relatively consistent over the last four years.

The Preliminary 2016 Budget, presented to SLT, included \$2,714,300 for capital expenditures. During review of the Preliminary 2016 Budget, SLT revised the allocation for capital purposes to \$2,383,800 to be funded from the Tax Levy. In the Proposed 2016 Budget, the level of capital expenditures funded from the Tax Levy has remained at approximately the 2015 funding level.

Assessment Changes

In 1997, the Province introduced Current Value Assessment (CVA) as the basis for property taxation by municipalities. In 2012 the province announced that CVA values would be updated to a January 1, 2012 base year value with increases in CVA values being phased in over four years - for 2013, 2014, 2015 and 2016 taxation years - and decreases in CVA values being implemented immediately and not phased in. The effect of the change in CVA values for properties in Norfolk County is that the total assessment for 2016 taxation has increased an average of 2.5% over the total assessment for 2015 taxation. This increase is strictly the result in the change in CVA or market value and does not include any increase due to growth.

Growth in assessment, for new properties coming into the assessment roll for taxation for the first time in 2016, is approximately \$94 million or 1.19% over the 2015 assessment. This growth in assessment will generate approximately \$875,000 in new tax revenue starting in 2016.

Impact on Property Taxes

There are a number of factors that have an impact on property taxes from 2015 to 2016, including:

- Updating of CVA values for 2015
- Growth in assessment for new properties added to the tax roll for taxation for the first time
- Reduction in the Education Tax Rate provided by the Province

The updating of CVA values for all properties represents an “inflationary increase” in the assessment roll and does not represent a true increase in assessment for taxation. This “inflationary increase” in CVA values cannot be used to generate new tax revenue. The increase in CVA values must be applied to reduce the base tax rate to create a revenue-neutral situation which eliminates any false tax revenue increase resulting from the “inflationary increase” in assessment values.

The Proposed 2016 Operating Budget, as presented in Tables 1, 2, 3, and 4 above, requires a Net Levy of \$78,641,700 for County operating costs, which represents an increase of 6.9% over the approved 2015 Net Tax Levy. Including the Special Levy the Net Levy of \$79,376,700 is required which represents an increase of 7.9% over the approved 2015 New Tax Levy. To determine the impact of the proposed 2016 Tax Rates on a residential property tax bill, both the Municipal Tax Rate and the Education Tax Rate have to be included.

When there is a change in CVA, the province resets residential Education Tax Rates to offset the average change in residential assessment values across the province. In 2016, the third year of the four-year phase in of revised CVA values, the Residential Education Tax Rate was reduced by approximately 4.25%. It is anticipated that for 2016, the fourth year of the four-year phase in, the Residential Education Rate will also be reduced. As of the time this report was prepared, the 2016 Education Rates are not yet available. For purposes of preparing this report, we have reduced the Residential Education Tax Rate by an estimate of 4%. If the 2016 Education Rates are released prior to Council review of the Proposed 2016 Budget, staff will provide an update based on the approved rates.

Table 6 A presents the Residential Tax Impact of the Proposed 2016 Levy Supported Operating Budget on the average residential property for County operating purposes, excluding the Special levy for the Norfolk General Hospital Capital Campaign. For comparative purposes a residential property with an assessed value of \$204,000 in 2015 is used. Based upon the average increase in CVA values for residential properties, the assessed value for this property in 2016 would be approximately \$209,200.

Table 6 A: Residential Tax Impact of Proposed 2016 Budget – Including County and Education Tax Rates For County Operating Purposes Excluding the Special Levy for Norfolk General Hospital

	2015 Actual Tax Levy	Per 2016 Proposed Budget		
		Proposed Tax Levy	Change	% Change
Average Assessment Value	\$ 204,100	\$ 209,200	\$ 5,100	2.5 %
Tax Levy				
Municipal Tax Levy	\$ 2,069.37	\$ 2,176.24	\$ 106.87	5.2%
Education Tax Levy	398.00	391.62	(6.38)	(1.6) %
Total Tax Levy	\$ 2,467.37	\$ 2,567.88	\$ 100.49	4.1 %

Table 6 B presents the Residential Tax Impact of the Proposed 2016 Levy Supported Operating Budget on the average residential property for the Total Net Levy including the Special levy for the Norfolk General Hospital Capital Campaign. For comparative purposes a residential property with an assessed value of \$204,100 in 2015 is used. Based upon the average increase in CVA values for residential properties, the assessed value for this property in 2016 would be approximately \$209,200.

Table 6 B: Residential Tax Impact of Proposed 2016 Budget – Including County and Education Tax Rates For County Operating Purposes Including the Special Levy for Norfolk General Hospital

	2015 Actual Tax Levy	Per 2016 Proposed Budget		
		Proposed Tax Levy	Change	% Change
Average Assessment Value	\$ 204,100	\$ 209,200	\$ 5,100	2.5 %
Tax Levy				
Municipal Tax Levy	\$ 2,069.37	\$ 2,196.60	\$ 127.23	6.2%
Education Tax Levy	398.00	391.62	(6.36)	(1.6) %
Total Tax Levy	\$ 2,467.37	\$ 2,588.22	\$ 120.85	4.9 %

The Residential Tax Impacts presented above is based upon the average increase of 2.5% in the CVA value for residential properties across the County. The tax impact on an individual residential property will vary depending upon the actual increase in CVA's for that property compared to the average – for properties with an increase in CVA below the average, the tax impact will be lower and for properties with assessment increases in excess of the average, the tax impact will be greater.

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GUIDE TO FULL TIME EQUIVALENTS (FTE) REPORT – 2016

Included in the annual levy supported operating budget is a corporate summary of Full Time Equivalents (FTE) by department. The following chart provides the reader with clarification of the details included in each column of the FTE report. The FTE do not include Water and Wastewater Operations, Library, and Police Services and approved accommodated positions.

<u>Column</u>	<u>Description of Column</u>
Approved 2015 Full-Time Equivalents	This column represents the FTE included in the approved 2015 levy supported operating budget.
Budget Adjustment/Program Cancellation	This column represents the details of FTE that have moved between cost centres, programs with FTE that have been cancelled or ended, and minor adjustments to FTE complement. The financial impacts of these adjustments have been included in the proposed 2016 levy supported operating budget.
2016 Annualization of 2015 Council Approved Initiatives	This column represents the annualized impact in 2016 of the approved budget initiatives included in the 2015 approved levy supported operating budget. Current County practices provide for the impact of new budget initiatives based on the projected months of service within the cost centre they are allocated to. As a result, proposed increases in the current budget year are pro-rated for the portion of the year to which they relate. Consequentially these changes can have positive/negative levy impacts in future years.
2016 Council Approved Initiatives	This column represents the proposed effect on FTE in 2016 based on service level changes that have been adopted/approved by Council (via reports to Council during the year prior to adoption of the annual budget).
2016 New Budget Initiatives	This column represents the applicable impacts on FTE of the proposed new budget initiatives ranked 1, 2 and 3 by SLT and included in the proposed 2016 levy supported operating budget.
2016 Total Full-Time Equivalents	This column represents the total FTE included in the proposed 2016 levy supported operating budget. It is the sum of all the aforementioned columns.
Increase/(Decrease) FTE	This column represents the difference between the 2016 Total Full-Time Equivalents column and the 2015 Approved Full-Time Equivalents column.

PROPOSED FULL TIME EQUIVALENTS

2016 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)

	Approved 2015 Full Time Equivalents	Budget Adjustment / Program Cancellations	2016 Annualization of 2015 Council Approved Initiatives	2016 Council Approved Initiatives	2016 New Budget Initiatives	2016 Total Full Time Equivalents	Incr / (Decr) FTE
Mayor & Council Services							
<i>Mayor & Council Services</i>	10.00					10.00	0.00
Total Mayor & Council Services	10.00	0.00	0.00	0.00	0.00	10.00	0.00
County Manager's Office							
<i>County Manager's Office</i>	2.00					2.00	0.00
Total County Manager's Office	2.00	0.00	0.00	0.00	0.00	2.00	0.00
Employee & Business Services							
<i>Employee & Business Services Admin</i>	2.00					2.00	0.00
<i>Human Resources</i>	9.85					10.78	0.93
<i>Clerk's & Council Services</i>	9.35					9.35	0.00
<i>Corporate Support Services</i>	13.34	0.01				13.10	(0.24)
<i>Information Systems Services</i>	9.70					9.70	0.00
Total Employee & Business Services	44.24	0.94	(1.00)	0.00	0.75	44.93	0.69
Financial Services							
<i>Financial Services</i>	23.25					24.00	0.75
Total Financial Services	23.25	0.75	0.00	0.00	0.00	24.00	0.75
Public Works & Environmental Services							
Public Works & E.S. Administration							
<i>Public Works & E.S. Administration</i>	2.00					2.00	0.00
Total Public Works & E.S. Administration	2.00	0.00	0.00	0.00	0.00	2.00	0.00
Support Services							
<i>Support Services</i>	9.00					9.00	0.00
Total Support Services	9.00	0.00	0.00	0.00	0.00	9.00	0.00
Engineering Services							
<i>Engineering Services</i>	9.04					12.49	3.45
Total Engineering Services	9.04	3.45	0.00	0.00	0.00	12.49	3.45

PROPOSED FULL TIME EQUIVALENTS

2016 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)

	Approved 2015 Full Time Equivalents	Budget Adjustment / Program Cancellations	2016 Annualization of 2015 Council Approved Initiatives	2016 Council Approved Initiatives	2016 New Budget Initiatives	2016 Total Full Time Equivalents	Incr / (Decr) FTE
Municipal Drainage Services							
<i>Municipal Drainage Services</i>	5.05					1.60	(3.45)
Total Municipal Drainage Services	5.05	(3.45)	0.00	0.00	0.00	1.60	(3.45)
Fleet Equipment							
<i>Fleet Equipment</i>	13.50					13.30	(0.20)
Total Fleet Equipment	13.50	(0.20)	0.00	0.00	0.00	13.30	(0.20)
Facilities							
<i>Facilities</i>	5.85					6.05	0.20
Total Facilities	5.85	0.20	0.00	0.00	0.00	6.05	0.20
Roads Operations							
<i>Roads Operations</i>	65.46					65.46	0.00
Total Roads Operations	65.46	0.00	0.00	0.00	0.00	65.46	0.00
Waste Management							
<i>Waste Management Administration</i>	1.65					1.65	0.00
<i>Transfer Stations</i>	2.40					2.40	0.00
Total Waste Management	4.05	0.00	0.00	0.00	0.00	4.05	0.00
Total Public Works & Environmental Services	113.95	0.00	0.00	0.00	0.00	113.95	0.00
Health & Social Services							
<i>Health & Social Services Administration</i>							
Health & Social Services Admin	4.60					4.60	0.00
Total Health & Social Services Administration	4.60	1.00	0.00	0.00	0.00	5.60	1.00
Ontario Works & Social Services							
<i>Ontario Works & Social Services Admin</i>	49.50					48.80	(0.70)
<i>Ontario Works Employment Program</i>						0.00	0.00
<i>Data Analysis Coordinator</i>	0.50					0.50	0.00
<i>Child Care</i>	5.00					5.36	0.36
<i>Homemakers</i>	0.00					0.00	0.00
Total Ontario Works & Social Services	55.00	(0.20)	(0.50)	0.36	0.00	54.66	(0.34)

PROPOSED FULL TIME EQUIVALENTS

2016 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)

	Approved 2015 Full Time Equivalents	Budget Adjustment / Program Cancellations	2016 Annualization of 2015 Council Approved Initiatives	2016 Council Approved Initiatives	2016 New Budget Initiatives	2016 Total Full Time Equivalents	Incr / (Decr) FTE
Norview Lodge							
<i>Norview Administration</i>	5.32					4.86	(0.46)
<i>Programs & Support Services</i>	9.00					8.97	(0.03)
<i>Nutritional Services</i>	16.98					16.98	0.00
<i>Nursing Services</i>	112.30					112.79	0.49
<i>Housekeeping Services</i>	9.61					9.61	0.00
<i>Laundry Services</i>	5.90					5.90	0.00
<i>Building & Property</i>	6.00					6.00	0.00
Total Norview Lodge	165.11	0.00	0.00	0.00	0.00	165.11	(0.00)
Social Housing							
<i>Social Housing</i>							
Social Housing Administration	2.29					2.49	0.20
Total Social Housing	2.29	0.20	0.00	0.00	0.00	2.49	0.20
Total Health & Social Services	227.00	1.00	(0.50)	0.36	0.00	227.86	0.86
Public Health							
<i>Program Based Grants</i>	62.77					62.52	(0.25)
<i>Fiscal Programs</i>	7.33					6.89	(0.44)
<i>Prenatal/Postnatal Nurse Practitioner</i>	0.85					0.85	0.00
<i>Healthy Babies/Healthy Children</i>	10.30					10.30	0.00
<i>Ontario Tobacco Strategy</i>	3.33					3.93	0.60
Total Public Health	84.58	(1.00)	(0.69)	1.60	0.00	84.49	(0.09)
Community Services							
Community Services Administration							
<i>Community Services Administration</i>	2.00					2.00	0.00
Total Community Services Administration	2.00	0.00	0.00	0.00	0.00	2.00	0.00
Business Services							
<i>Business Services</i>	6.80					6.50	(0.30)
Total Business Services	6.80	(0.30)	0.00	0.00	0.00	6.50	(0.30)

PROPOSED FULL TIME EQUIVALENTS

2016 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)

	Approved 2015 Full Time Equivalents	Budget Adjustment / Program Cancellations	2016 Annualization of 2015 Council Approved Initiatives	2016 Council Approved Initiatives	2016 New Budget Initiatives	2016 Total Full Time Equivalents	Incr / (Decr) FTE
Parks, Facilities & Recreation							
<i>Parks & Facilities Administration</i>	4.00					7.38	3.38
<i>Arenas</i>	19.35					15.60	(3.75)
<i>Halls & Community Centres</i>	2.02					1.87	(0.15)
<i>Parks</i>	14.02					14.73	0.71
<i>Cemeteries</i>	3.71					4.98	1.27
<i>Property Management</i>	3.61					5.56	1.95
<i>Forest Conservation & Management</i>	2.87					3.79	0.92
<i>Recreation Administration</i>	2.60					0.00	(2.60)
<i>Pools</i>	11.85					10.88	(0.97)
<i>Programs</i>	11.41					11.43	0.02
<i>Simcoe Farmers' Market</i>	0.25					0.25	0.00
<i>Seniors Programs</i>	1.00					0.00	(1.00)
Total Parks, Facilities & Recreation	76.69	(0.82)	0.60	0.00	0.00	76.47	(0.22)
Fire & Rescue Services							
<i>Fire & Rescue Services</i>							
<i>Fire & Rescue Services Administration</i>	7.27					7.27	0.00
<i>Fire Districts</i>	24.20					24.20	0.00
Total Fire & Rescue Services	31.47	0.00	0.00	0.00	0.00	31.47	0.00
Emergency Medical Services							
<i>Emergency Medical Services</i>	66.87					65.92	(0.95)
Total Emergency Medical Services	66.87	0.00	(1.70)	0.00	0.75	65.92	(0.95)
Marinas							
<i>Port Dover Marina</i>	4.59					4.53	(0.06)
Total Port Dover Marina	4.59	(0.06)	0.00	0.00	0.00	4.53	(0.06)
<i>Port Rowan Marina</i>	0.70					0.72	0.02
Total Port Rowan Marina	0.70	(0.03)	0.00	0.00	0.05	0.72	0.02
Total Marinas	5.29	(0.09)	0.00	0.00	0.05	5.25	(0.04)
Ride Norfolk							
<i>Ride Norfolk</i>	1.00					1.00	0.00
Total Ride Norfolk	1.00	0.00	0.00	0.00	0.00	1.00	0.00
Total Community Services	190.12	(1.21)	(1.10)	0.00	0.80	188.61	(1.51)

PROPOSED FULL TIME EQUIVALENTS

2016 Full-Time Equivalents (excluding Water & Wastewater, Library and Police Services Board)

	Approved 2015 Full Time Equivalents	Budget Adjustment / Program Cancellations	2016 Annualization of 2015 Council Approved Initiatives	2016 Council Approved Initiatives	2016 New Budget Initiatives	2016 Total Full Time Equivalents	Incr / (Decr) FTE
Development & Cultural Services							
Development & Cultural Services Admin							
<i>Development & Cultural Services Admin</i>	3.05					3.05	0.00
Total Development & Cultural Services Admin	3.05	0.00	0.00	0.00	0.00	3.05	0.00
Community Planning Services							
<i>Community Planning Services</i>	12.10					12.10	0.00
Total Community Planning Services	12.10	0.00	0.00	0.00	0.00	12.10	0.00
Tourism & Economic Development							
<i>Tourism & Economic Development</i>	5.81					5.81	0.00
Total Tourism & Economic Development	5.81	0.00	0.00	0.00	0.00	5.81	0.00
Building Division							
<i>Building Division</i>	13.42					13.08	(0.34)
Total Building Division	13.42	0.00	(0.34)	0.00	0.00	13.08	(0.34)
By-Law Division							
<i>By-Law Division</i>	7.60					7.60	0.00
Total By-Law Enforcement	7.60	0.00	0.00	0.00	0.00	7.60	0.00
Heritage & Culture							
<i>Heritage & Culture</i>	11.80					11.80	0.00
Total Heritage & Culture	11.80	0.00	0.00	0.00	0.00	11.80	0.00
Total Development & Cultural Services	53.78	0.00	(0.34)	0.00	0.00	53.44	(0.34)
New Budget Initiatives Deferral	(2.71)		2.71				
Total New Budget Initiatives Deferral	(2.71)	0.00	2.71	0.00	(0.12)	(0.12)	2.59
TOTAL	746.21	0.48	(0.92)	1.96	1.43	749.16	2.95



**Long Point Region
Conservation Authority**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Long Point Region Conservation Authority

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Transfer Payments/Grants	692,600	890,900	28.6	0	0	890,900	198,300	28.6
TOTAL EXPENDITURES	692,600	890,900	28.6	0	0	890,900	198,300	28.6
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	692,600	890,900	28.6	0	0	890,900	198,300	28.6



**Grand River
Conservation Authority**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Grand River Conservation Authority

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Transfer Payments/Grants	29,500	30,200	2.4	0	0	30,200	700	2.4
TOTAL EXPENDITURES	29,500	30,200	2.4	0	0	30,200	700	2.4
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	29,500	30,200	2.4	0	0	30,200	700	2.4



Library Board

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

NORFOLK COUNTY PUBLIC LIBRARY

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To host and lend a collection of written and online resources for the community that promote literacy
- To engage community partners in offering interesting activities that support the library collections
- To facilitate school partnerships that will encourage lifelong learning and literacy
- To provide excellent customer service to all users of library services
- To facilitate programs and training that will assist residents with technology use
- To offer free library services that residents can enjoy in their leisure time

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Total Library Card Holders	20,976	20,652
Total visits to the library	274,986	241,918
Total Books Circulated	260,339	227,435
Total Electronic Books Downloaded	24,504	20,166
Total visits to the website	120,481	90,910
Total wireless users	17,170	15,875
Total personal computer users	25,267	22,397
Total children's computer users	4,230	5,204
Total people attending programs	11,998	14,456
Volunteer hours recorded	1,842	1,000

PRIOR YEAR ACHIEVEMENTS

- Opened a new library branch in Port Dover in partnership with the Grand Erie District School Board
- Created a new children's and youth section in the Port Rowan Branch in the Killmaster Room
- Issued more than 2000 new library cards to Norfolk residents
- Taught 600 computer lessons and classes to seniors
- Partnered with Frontier College to offer English classes to Spanish speaking workers (197 learners)
- Facilitated the Norfolk Remembers the Great War book launch and committee that will encourage all residents to remember WW1 over the next four years (2014 – 2018)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

NORFOLK COUNTY PUBLIC LIBRARY

DIVISION SUMMARY

- Partnered with Healthy Communities to offer the Ready to Swim program – borrowing a swim pass for a week to promote physical literacy
- Prepared 573 income tax returns for low income residents through the Community Volunteer Income Tax program.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Renovate and Expand the Delhi Branch
- Launch a gaming collection
- Create a Maker Space for people to try out new technology
- Create a social media strategy to educate library patrons how to use social media tools (Facebook, Twitter, Instagram, etc.)
- Launch a new logo, slogan and brand for the public library
- Expand partnerships with schools, home schoolers, youth organizations
- Focus upon activities for seniors
- Promote local authors

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Salaries and Benefits are projected to increase by 4%. Budgets will line up with actual costs. Corrections in budget lines for statutory holiday pay which was undervalued in the past - \$56,500. Allocations for merit increases as staff move up the grid and receive a 2% increase - \$122,700.
- Utilities costs are projected to increase by 3% - \$1,900
- Transfers to the Reserve Fund. This fund was depleted with the build in Port Dover. Recommended to transfer \$8,000 per year to build up the account
- Long Term Debt charges for the Port Dover project are being realized - \$27,900 per year

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Increasing numbers of people are checking out books and online resources. Public libraries are valued.
- Informing residents that library services are free and should be utilized
- Keeping up with the technological deluge of new products. Library patrons rely on staff to help educate them on how to use these devices.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Library Board

	2015 APPROVED BUDGET	2016 Adjusted Budget	Council Approved Initiatives	New Budget Initiatives	2016 PRELIMINARY BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES							
Salaries & Benefits	1,617,900	1,684,900	0	0	1,684,900	67,000	4.1
Materials & Supplies	185,700	196,200	0	0	196,200	10,500	5.7
Services	324,500	318,400	0	0	318,400	(6,100)	(1.9)
Interdepartmental Charges	188,400	188,400	0	0	188,400	0	0.0
Transfer To Reserves & Reserve Funds	300,000	300,000	0	0	300,000	0	0.0
Long Term Debt Charges	119,100	144,500	0	0	144,500	25,400	21.3
Capital	14,500	16,000	0	0	16,000	1,500	10.3
TOTAL EXPENDITURES	2,750,100	2,848,400	0	0	2,848,400	98,300	3.6
REVENUES							
Federal/Provincial Grants	(150,200)	(144,800)	0	0	(144,800)	(5,400)	(3.6)
Financial Charges/Investment Income	(104,200)	(90,500)	0	0	(90,500)	(13,700)	(13.1)
Fees & Service Charges	(14,400)	(18,200)	0	0	(18,200)	3,800	26.4
TOTAL REVENUES	(268,800)	(253,500)	0	0	(253,500)	(15,300)	(5.7)
NET LEVY REQUIREMENT	2,481,300	2,594,900	0	0	2,594,900	113,600	4.6
STAFFING COMPLEMENT	22.88	23.23	0.00	0.00	23.23	0.35	



Police Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Policing Services

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To ensure adequate & effective police services are provided in the County through the policing contract with the Ontario Provincial Police based on the following five (5) core services: Crime Prevention, Law Enforcement, Assistance to Victims of Crime, Public Order Maintenance, and Emergency Response
- Administer & oversee the Community Policing Committee committees throughout Norfolk County

PRIOR YEAR ACHIEVEMENTS

- The Police Services Board was instrumental in achieving a renegotiated contract for Police Services at a lower rate
- Implemented new terms of reference for the reporting structure of the Community Policing committees
- Implemented new funding/business plan process for Community Policing committees

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Crime prevention and reduced victimization in our communities
- Reduce crime and save lives on our roads and waterways
- Maintain and develop new partnerships with community businesses, agencies, groups and citizens
- Enhance the quality of life within our communities

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Second decrease in the O.P.P. Contract - \$576,300

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Continuation of revised contract calculations

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Police Services

	2015 APPROVED BUDGET	2016 Adjusted Budget	Council Approved Initiatives	New Budget Initiatives	2016 PRELIMINARY BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES							
Salaries & Benefits	15,000	15,300	0	0	15,300	300	2.0
Materials & Supplies	9,000	5,000	0	0	5,000	(4,000)	(44.4)
Services	12,553,700	11,977,500	0	0	11,977,500	(576,200)	(4.6)
Transfer Payments/Grants	20,000	20,000	0	0	20,000	0	0.0
Interdepartmental Charges	10,400	10,400	0	0	10,400	0	0.0
Transfer To Reserves & Reserve Funds	0	0	0	0	0	0	0.0
Capital	5,700	0	0	0	0	(5,700)	(100.0)
TOTAL EXPENDITURES	12,613,800	12,028,200	0	0	12,028,200	(585,600)	(4.6)
REVENUES							
Federal/Provincial Grants	(165,700)	(163,200)	0	0	(163,200)	(2,500)	(1.5)
Fees & Service Charges	(25,800)	(25,700)	0	0	(25,700)	(100)	(0.4)
TOTAL REVENUES	(191,500)	(188,900)	0	0	(188,900)	(2,600)	(1.4)
NET LEVY REQUIREMENT	12,422,300	11,839,300	0	0	11,839,300	(583,000)	(4.7)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET TABLE OF CONTENTS

2016 MUNICIPAL OPERATING BUDGET

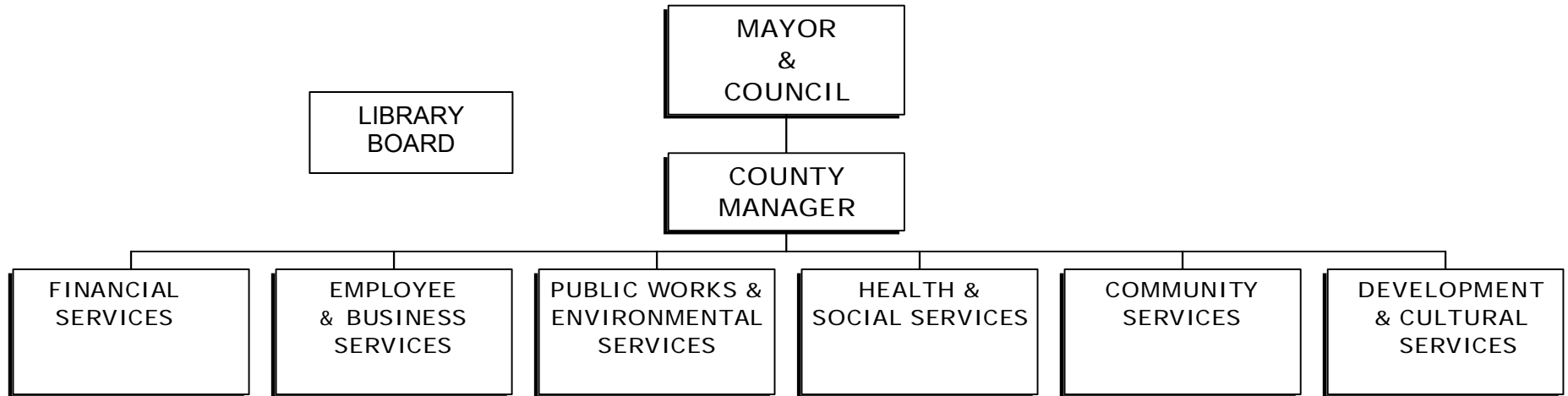
Norfolk County Government Structure
Norfolk County Council
Norfolk County Senior Staff

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NORFOLK COUNTY GOVERNMENT STRUCTURE



- Financial Services
- Unallocated Rev. & Exp.
- Taxation
- Financial Charges
- General Revenues

- Emp & Bus Serv.
- Clerk's & Council
- Corporate Support
- Information Systems
- HR & Staff Develop.
- Provincial Off. Act

- Engineering Services
- Mun.Drainage Services
- Support Services
- Roads Operations
- Facilities
- Fleet Equipment
- Garbage Collection
- Waste Management
- Water & Wastewater

- Ontario Works
- Child Care
- Norview
- Social Housing
- Public Health

- Business Systems
- Parks & Facilities
- Recreation
- Forest Conservation & Management
- Fire
- 911 Services
- Policing
- Cemeteries
- Marinas
- Emergency Med.Serv.
- Weed Inspection

- By-Law Enforcement
- Animal Control
- School Guards
- Museums
- Inspections
- Ctte of Adjustment
- Planning & Zoning
- Econ. Development & Tourism
- Building

Norfolk County Council

Mayor.....Charlie Luke

Councillors

Ward 1 Noel Haydt

Ward 2.....Roger Geysens

Ward 3..... Michael J. Columbus

Ward 4.....Jim Oliver

Ward 5..... Peter Black
.....Doug Brunton

Ward 6..... John Wells

Ward 7Harold Sonnenberg

Norfolk County Senior Staff

County Manager.....Keith Robicheau

General Manager, Financial Services John Ford

General Manager, Public Works and Environmental Services Lee Robinson

General Manager, Community Services Kevin Lichach

General Manager, Development and Cultural Services Chris Baird

General Manager, Health and Social Services Marlene Miranda

General Manager, Employee and Business ServicesKandy Webb

Medical Officer of Health..... Malcolm Lock



Solicitor Ross & McBride

AuditorsMillard, Rouse & Rosebrugh, Chartered Accountants

Bankers Canadian Imperial Bank of Commerce

Fiscal Agents..... National Bank Financial and Their Associates,
Wood Gundy Inc. and R.B.C. Dominion Securities Inc.



**NORFOLK COUNTY OPERATING
LEVY**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
Net Levy Requirement
CORPORATION OF NORFOLK COUNTY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % of TOTAL Incr/(Decr)
NORFOLK COUNTY OPERATING REQUIREMENT								
CORPORATE FINANCE	14,718,800	13,391,200	(1.8)	0	0	13,391,200	(1,327,600)	(1.8)
CORPORATE EXPENSES & REVENUES	(12,047,300)	(10,643,900)	1.9	0	(27,500)	(10,671,400)	1,375,900	1.9
INTERDEPARTMENTAL CHARGES	(719,000)	459,800	1.6	0	0	459,800	1,178,800	1.6
MAYOR & COUNCIL	706,200	677,000	0.0	31,000	35,000	743,000	36,800	0.1
COUNTY MANAGERS OFFICE	334,700	343,200	0.0	0	0	343,200	8,500	0.0
FINANCIAL SERVICES	3,012,200	3,133,000	0.2	0	0	3,133,000	120,800	0.2
EMPLOYEE & BUSINESS SERVICES	5,846,000	6,057,200	0.3	0	65,000	6,122,200	276,200	0.4
PUBLIC WORKS & ENVIRONMENTAL SERVICES	22,051,100	25,145,600	4.2	0	51,300	25,196,900	3,145,800	4.3
HEALTH & SOCIAL SERVICES	6,876,700	6,882,500	0.0	0	0	6,882,500	5,800	0.0
PUBLIC HEALTH	420,500	377,700	(0.1)	0	0	377,700	(42,800)	(0.1)
COMMUNITY SERVICES	12,976,400	13,308,400	0.5	0	184,800	13,493,200	516,800	0.7
DEVELOPMENT & CULTURAL SERVICES	3,729,900	3,715,200	0.0	9,000	90,900	3,815,100	85,200	0.1
TOTAL NORFOLK COUNTY REQUIREMENT	57,906,200	62,846,900	6.7	40,000	399,500	63,286,400	5,380,200	7.3
BOARDS & AGENCIES								
GRAND RIVER CONSERVATION AUTHORITY	29,500	30,200	0.0	0	0	30,200	700	0.0
LONG POINT CONSERVATION AUTHORITY	692,600	890,900	0.3	0	0	890,900	198,300	0.3
LIBRARY BOARD	2,481,300	2,594,900	0.2	0	0	2,594,900	113,600	0.2
POLICE SERVICES BOARD	12,422,300	11,839,300	(0.8)	0	0	11,839,300	(583,000)	(0.8)
TOTAL BOARDS & AGENCIES	15,625,700	15,355,300	(0.4)	0	0	15,355,300	(270,400)	(0.4)
TOTAL NET LEVY REQUIREMENT	73,531,900	78,202,200	6.4	40,000	399,500	78,641,700	5,109,800	6.9
SPECIAL LEVY - Norfolk General Hospital Capital Campa (\$5 Million Capital Pledge Over 7 Years)	0	735,000	100.0	0	0	735,000	735,000	100.0
TOTAL WITH SPECIAL LEVY	73,531,900	78,937,200	7.4	40,000	399,500	79,376,700	5,844,800	7.9

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
OPERATING BUDGET								
Expenditures								
Salaries & Benefits	60,761,900	61,599,400	1.4	141,100	273,500	62,014,000	1,252,100	2.1
Materials & Supplies	10,904,600	11,014,800	1.0	21,600	12,600	11,049,000	144,400	1.3
Services	18,807,100	21,796,500	15.9	16,900	194,700	22,008,100	3,201,000	17.0
Transfer Payments/Grants	42,740,500	43,282,300	1.3	31,000	35,000	43,348,300	607,800	1.4
Interdepartmental Charges	12,225,700	13,501,000	10.4	0	0	13,501,000	1,275,300	10.4
Operating Capital Expenditures	1,023,400	1,121,800	9.6	0	0	1,121,800	98,400	9.6
Financial	2,769,800	2,868,500	3.6	0	0	2,868,500	98,700	3.6
Long Term Debt Interest	1,176,300	981,800	(16.5)	0	0	981,800	(194,500)	(16.5)
Amortization	15,654,400	17,498,600	11.8	0	0	17,498,600	1,844,200	11.8
Total Expenditures	166,063,700	173,664,700	4.6	210,600	515,800	174,391,100	8,327,400	5.0
Revenues								
PIL's-Supplementaries-Local Improvements	(2,681,600)	(2,681,600)	0.0	0	0	(2,681,600)	0	0.0
Federal/Provincial Grants	(53,726,300)	(53,582,900)	(0.3)	(170,600)	(35,600)	(53,789,100)	62,800	0.1
Municipal Recoveries	(3,586,300)	(3,465,400)	(3.4)	0	0	(3,465,400)	(120,900)	(3.4)
Financial Charges/Investment Income	(5,689,400)	(5,402,700)	(5.0)	0	(41,000)	(5,443,700)	(245,700)	(4.3)
Fees & Service Charges	(11,118,600)	(11,543,300)	3.8	0	(3,000)	(11,546,300)	427,700	3.8
Other Revenues	(592,400)	(592,400)	0.0	0	0	(592,400)	0	0.0
Interdepartmental Recoveries	(12,944,700)	(13,041,200)	0.7	0	0	(13,041,200)	96,500	0.7
Total Revenues	(90,339,300)	(90,309,500)	0.0	(170,600)	(79,600)	(90,559,700)	220,400	0.2
OPERATING RATE	75.724.400	83.355.200	10.1	40.000	436.200	83.831.400	8.107.000	10.7
FINANCING BUDGET								
Long Term Debt Principal	2,428,100	2,249,200	(7.4)	0	0	2,249,200	(178,900)	(7.4)
Transfer To Reserves & Reserve Funds	10,994,100	12,170,800	10.7	0	0	12,170,800	1,176,700	10.7
Interfund Transfers	1,432,500	1,262,000	(11.9)	0	0	1,262,000	(170,500)	(11.9)
Transfer From Reserve & Reserve Funds	(1,392,700)	(3,336,400)	(139.6)	0	(36,700)	(3,373,100)	(1,980,400)	(142.2)
Transfer From Revenue Fund	(100)	0	100.0	0	0	0	100	100.0
Amortization	(15,654,400)	(17,498,600)	(11.8)	0	0	(17,498,600)	(1,844,200)	(11.8)
FINANCE RATE	(2.192.500)	(5.153.000)	(135.0)	0	(36.700)	(5.189.700)	(2.997.200)	(136.7)
NET LEVY REQUIREMENT	73,531,900	78,202,200	6.4	40,000	399,500	78,641,700	5,109,800	6.9
SPECIAL LEVY - Norfolk County General Hospital Campaign (\$5 Million Capital Pledge Over 7 Years)	0	735,000	100.0	0	0	735,000	735,000	100.0
TOTAL WITH SPECIAL LEVY	73,531,900	78,937,200	7.4	40,000	399,500	79,376,700	5,844,800	7.9
STAFFING COMPLEMENT	746.21	745.77		1.96	1.43	749.16	2.95	

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	60,761,900	61,599,400	1.4	141,100	273,500	62,014,000	1,252,100	2.1
Materials & Supplies	10,904,600	11,014,800	1.0	21,600	12,600	11,049,000	144,400	1.3
Services	18,807,100	21,796,500	15.9	16,900	194,700	22,008,100	3,201,000	17.0
Transfer Payments/Grants	42,740,500	43,282,300	1.3	31,000	35,000	43,348,300	607,800	1.4
Interdepartmental Charges	12,225,700	13,501,000	10.4	0	0	13,501,000	1,275,300	10.4
Transfer To Reserves & Reserve Funds	10,994,100	12,170,800	10.7	0	0	12,170,800	1,176,700	10.7
Financial	2,769,800	2,868,500	3.6	0	0	2,868,500	98,700	3.6
Long Term Debt Charges	3,604,400	3,231,000	(10.4)	0	0	3,231,000	(373,400)	(10.4)
Capital	2,455,900	2,383,800	(2.9)	0	0	2,383,800	(72,100)	(2.9)
TOTAL EXPENDITURES	165,264,000	171,848,100	4.0	210,600	515,800	172,574,500	7,310,500	4.4
REVENUES								
PIL's-Supplementaries-Local Improvements	(2,681,600)	(2,681,600)	0.0	0	0	(2,681,600)	0	0.0
Federal/Provincial Grants	(53,726,300)	(53,582,900)	(0.3)	(170,600)	(35,600)	(53,789,100)	62,800	0.1
Municipal Recoveries	(3,586,300)	(3,465,400)	(3.4)	0	0	(3,465,400)	(120,900)	(3.4)
Financial Charges/Investment Income	(5,689,400)	(5,402,700)	(5.0)	0	(41,000)	(5,443,700)	(245,700)	(4.3)
Fees & Service Charges	(11,118,600)	(11,543,300)	3.8	0	(3,000)	(11,546,300)	427,700	3.8
Transfer From Reserve & Reserve Funds	(1,392,700)	(3,336,400)	139.6	0	(36,700)	(3,373,100)	1,980,400	142.2
Transfer From Revenue Fund	(100)	0	(100.0)	0	0	0	(100)	(100.0)
Other Revenues	(592,400)	(592,400)	0.0	0	0	(592,400)	0	0.0
Interdepartmental Recoveries	(12,944,700)	(13,041,200)	0.7	0	0	(13,041,200)	96,500	0.7
TOTAL REVENUES	(91,732,100)	(93,645,900)	2.1	(170,600)	(116,300)	(93,932,800)	2,200,700	2.4
NET LEVY REQUIREMENT	73,531,900	78,202,200	6.4	40,000	399,500	78,641,700	5,109,800	6.9
SPECIAL LEVY - Norfolk General Hospital Capital Campaign (\$5 Million Capital Pledge Over 7 Years)	0	735,000	100.0	0	0	735,000	735,000	100.0
TOTAL WITH SPECIAL LEVY	73,531,900	78,937,200	7.4	40,000	399,500	79,376,700	5,844,800	7.9
STAFFING COMPLEMENT	746.21	745.77		1.96	1.43	749.16	2.95	



**REQUISITIONS FROM
BOARDS & AGENCIES**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

REQ'S FROM BOARDS & AGENCIES SUMMARY

DEPARTMENT NET LEVY REQUIREMENT

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % of TOTAL Incr/(Decr)
Long Point Region Conservation Authority	692,600	890,900	28.6	0	0	890,900	198,300	28.6
Grand River Conservation Authority	29,500	30,200	2.4	0	0	30,200	700	2.4
Library Board	2,481,300	2,594,900	4.6	0	0	2,594,900	113,600	4.6
Police Services	12,422,300	11,839,300	(4.7)	0	0	11,839,300	(583,000)	(4.7)
TOTAL	15,625,700	15,355,300	(1.7)	0	0	15,355,300	(270,400)	(1.7)



MAYOR & COUNCIL SERVICES

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

MAYOR & COUNCIL SERVICES SUMMARY

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To provide the citizens of Norfolk County with an efficient and quality level of service in those areas of jurisdiction which are authorized to Norfolk County
- To consider and make decisions concerning all policy matters, operating and capital budgets and plans brought forward by the County Manager and various departments.
- Provide good government and be responsible and accountable respecting matters within municipal jurisdiction and the powers and duties given to Council under the Municipal Act.
- Exercise the broad authority conferred by the Act on the municipality that enable the Council to govern the municipality's affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues.
- Represent the public and consider the well-being and interests of the municipality.
- Establish and periodically review the policies and programs of the municipality.
- Determine which services the municipality provides and service levels.
- Ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place for staff to implement the decisions of Council.
- Ensure accountability and transparency policies are in place governing the operations of the municipality, including the activities of the senior management of the municipality.
- Maintain the financial integrity of the municipality.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
CIC/Council Meetings	41	31
Planning applications processed	63	52
Letters to various Ministries	21	16
Norfolk County constituent birthday certificates	Not available	24
Norfolk County constituent wedding anniversary certificates	Not available	24

PRIOR YEAR ACHIEVEMENTS

- Sale of Norfolk Power to Hydro One and establishment of Hydro One Advisory Committee completed.
- Legacy Fund Policy adapted and Legacy Fund Advisory Committee established.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Water Waste/Water Treatment Plant in Waterford
- Official Plan Review

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

MAYOR & COUNCIL SERVICES SUMMARY

DEPARTMENT SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Grants to Others increased from \$0.50 to \$1.00 per capita - \$31,000

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Misner Dam
- Legacy Fund Requests
- Bonnie Heath Firing Range
- Port Dover Medical Clinic
- Hastings Drive Zoning Study
- Significant volume of planning applications

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
MAYOR & COUNCIL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	375,800	377,000	0.3	0	0	377,000	1,200	0.3
Materials & Supplies	17,200	18,200	5.8	0	0	18,200	1,000	5.8
Services	28,500	28,500	0.0	0	0	28,500	0	0.0
Transfer Payments/Grants	284,700	249,700	(12.3)	31,000	35,000	315,700	31,000	10.9
Capital	0	3,600	100.0	0	0	3,600	3,600	100.0
TOTAL EXPENDITURES	706,200	677,000	(4.1)	31,000	35,000	743,000	36,800	5.2
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	706,200	677,000	(4.1)	31,000	35,000	743,000	36,800	5.2
STAFFING COMPLEMENT	10.00	10.00		0.00	0.00	10.00	0.00	



COUNTY MANAGER'S OFFICE

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

COUNTY MANAGER'S OFFICE SUMMARY

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Administrative leadership and direction across 6 departments consisting of 24 divisions and business units and 780 FTE staff.
- Provide corporate oversight and management in the administration of the day-to-day business affairs of Norfolk County.
- Establish and maintain appropriate management systems for planning, organizing, leading and controlling the organization.
- Ongoing development of management accountability framework addressing: leadership/strategic direction; results and accountability; people management; financial and asset management; information management; service delivery; and organizational values/culture.
- Emergency Operations Centre Manager and Chair of Emergency Control Group and Emergency Management Program Committee.
- Provide policy advice to Council and be accountable for implementing the decisions of Council.
- Coordinate implementation of the adopted/approved direction, plans and policies of Council.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Senior Leadership Team Meetings	47	35
Mayor – County Manager Meetings	37	22
Emergency Control Group Meetings and Mock Exercise	4	6
Emergency Management Program Committee Meetings	3	3
Joint Health & Safety Committee Meetings	3	3
Performance Review/Planning Meetings (GMs and CM Staff)	8	4
Council and Council-in-Committee Meetings	41	31
Inter-governmental Relations Meetings	12	16
Developer/Agent or Community/Interest Group Meetings	72	60
Mentorship and Coaching Meetings	14	1

PRIOR YEAR ACHIEVEMENTS

- Implementation of the Corporate Strategic Plan 2014 - 2019
- Completion of the 2015 budget process
- Implementation progress milestones met for new core financial system and business processes
- Completion of the relocation of staff to the newly built Robinson Administration Building
- Completion of renovations to Gilbertson Administration Building with upgraded Emergency Operations Centre
- Establishment of the Legacy Fund Advisory Committee
- Rationalization of Capital Budget and Ten-Year Capital Plan

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

COUNTY MANAGER'S OFFICE SUMMARY

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue to monitor and measure results of the Corporate Strategic Plan 2014 – 2019
- Ongoing implementation of the core financial system and integration of other software applications with the ERP system
- Ongoing leadership and hands-on involvement in emergency preparedness and management as Chair of the Emergency Control Group, Emergency Management Program Committee and Emergency Operations Centre Manager
- Manage overall succession management activities arising from pending retirements and overall employee demographic changes
- Continued active participation in Western Ontario Wardens Caucus CAO Group and key regional initiatives (e.g. SWIFT Project)

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Salaries and benefits \$5,600

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Port Dover Medical Centre
- Misner Dam
- Planning and Development Activity/Service Volume and Inter-Departmental Processes Streamlining
- Official Plan Review
- Norfolk County Telecommunications Infrastructure
- Haldimand Arbitration Resolution (Documentation and Closure)
- Corporate Energy Conservation Plan Implementation
- AODA Legislative Responsibilities

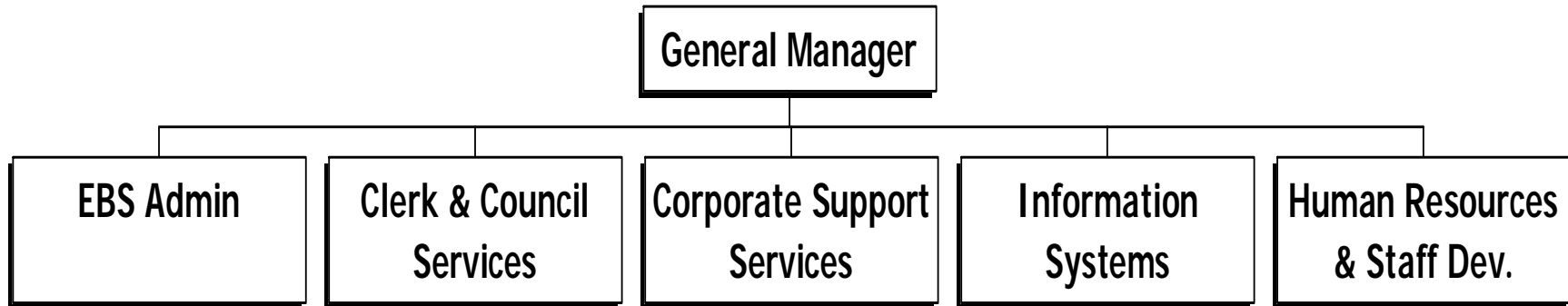
PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
 COUNTY MANAGER'S OFFICE SUMMARY
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	306,100	311,700	1.8	0	0	311,700	5,600	1.8
Materials & Supplies	12,700	12,500	(1.6)	0	0	12,500	(200)	(1.6)
Services	18,400	21,000	14.1	0	0	21,000	2,600	14.1
Capital	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	337,200	345,200	2.4	0	0	345,200	8,000	2.4
REVENUES								
Financial Charges/Investment Income	(1,300)	(900)	(30.8)	0	0	(900)	(400)	(30.8)
Fees & Service Charges	(1,200)	(1,100)	(8.3)	0	0	(1,100)	(100)	(8.3)
TOTAL REVENUES	(2,500)	(2,000)	(20.0)	0	0	(2,000)	(500)	(20.0)
NET LEVY REQUIREMENT	334,700	343,200	2.5	0	0	343,200	8,500	2.5
STAFFING COMPLEMENT	2.00	2.00		0.00	0.00	2.00	0.00	



**EMPLOYEE AND BUSINESS
SERVICES**

Employee and Business Services



PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
EMPLOYEE & BUSINESS SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % of TOTAL Incr/(Decr)
Employee & Business Services Administration	269,700	278,700	3.3	0	0	278,700	9,000	3.3
Clerk's & Council Services	700,900	687,900	(1.9)	0	0	687,900	(13,000)	(1.9)
Corporate Support Services	2,237,800	2,406,400	7.5	0	0	2,406,400	168,600	7.5
Information Systems Services	1,338,000	1,274,100	(4.8)	0	65,000	1,339,100	1,100	0.1
Human Resources & Staff Development	1,299,600	1,410,100	8.5	0	0	1,410,100	110,500	8.5
TOTAL	5,846,000	6,057,200	3.6	0	65,000	6,122,200	276,200	4.7

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

EMPLOYEE & BUSINESS SERVICES SUMMARY

DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	3,662,800	3,894,800	6.3	0	65,000	3,959,800	297,000	8.1
Materials & Supplies	415,100	391,500	(5.7)	0	0	391,500	(23,600)	(5.7)
Services	947,700	947,000	(0.1)	0	0	947,000	(700)	(0.1)
Financial	2,066,100	2,149,000	4.0	0	0	2,149,000	82,900	4.0
Capital	10,500	8,500	(19.0)	0	0	8,500	(2,000)	(19.0)
TOTAL EXPENDITURES	7,102,200	7,390,800	4.1	0	65,000	7,455,800	353,600	5.0
REVENUES								
Federal/Provincial Grants	(1,200)	(1,400)	16.7	0	0	(1,400)	200	16.7
Financial Charges/Investment Income	(1,066,500)	(1,119,300)	5.0	0	0	(1,119,300)	52,800	5.0
Fees & Service Charges	(176,500)	(200,900)	13.8	0	0	(200,900)	24,400	13.8
Other Revenues	(12,000)	(12,000)	0.0	0	0	(12,000)	0	0.0
TOTAL REVENUES	(1,256,200)	(1,333,600)	6.2	0	0	(1,333,600)	77,400	6.2
NET LEVY REQUIREMENT	5,846,000	6,057,200	3.6	0	65,000	6,122,200	276,200	4.7
STAFFING COMPLEMENT	44.24	45.18		0.00	0.75	45.93	1.69	



**Employee and Business Services
Administration**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

EMPLOYEE AND BUSINESS SERVICES ADMIN

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Administration of and strategic planning for Council Services, Corporate Support Services, Human Resources and Staff Development, Information Systems Services.
- Development and fulfillment of a Comprehensive Customer Service Strategy.
- Ensuring Corporate business practices align with the Norfolk County Strategic Plan.

PERFORMANCE MEASURES

Please refer to individual Divisional Performance Measures

PRIOR YEAR ACHIEVEMENTS

- Recruitment of the General Manager, Public Works and Environmental Services.
- Recruitment of the General Manager, Health and Social Services.
- Produced and circulated a Resident/Visitor Service Satisfaction Survey.
- Revived the Customer Service Committee to ensure fair representation.
 - Facilitated workshop with committee to determine next steps, priorities of the customer service strategy.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Implement Customer Relationship Management System (CRM) to produce a central knowledge base and information network for customer service staff as well as operational supervisors.
- Deliver Focus Groups with various sectors to include, community, operational staff, human services staff, business services staff.
- Tour Customer Service Centres in other municipalities.
- Review Customer Service Standards Policy.
- Oversee continued implementation of File Hold Electronic Document/Records Management System.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- One Time Item: \$4,000 Training and Development – Osgoode Hall Certificate in Public Procurement Law and Practice.
- Salaries – \$4,900 Economic and Merit Increases

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Limited resources to offer more digital services.
- Digitization of services for ease of access.
- Benchmarking of customer service positions.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Employee & Business Services Administration

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	255,200	260,100	1.9	0	0	260,100	4,900	1.9
Materials & Supplies	4,200	4,400	4.8	0	0	4,400	200	4.8
Services	10,300	14,200	37.9	0	0	14,200	3,900	37.9
TOTAL EXPENDITURES	269,700	278,700	3.3	0	0	278,700	9,000	3.3
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	269,700	278,700	3.3	0	0	278,700	9,000	3.3
STAFFING COMPLEMENT	2.00	2.00	2.00	0.00	0.00	2.00	0.00	2.00



Clerk & Council Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

CLERK'S & COUNCIL SERVICES

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Council related services
- Licensing
- Records Management/FOI Requests
- Statutory duties as assigned in legislation to the Clerk
- Print and Mail

PERFORMANCE MEASURES

AGENDA MANAGEMENT

Measurable Service	2014	2015 as of Oct 21, 2015
No. of Agenda Pages	5951	4728
Meeting Hours	255.75	225.75
Staff Reports to CIC or Council <small>*does not include memos*</small>	264	219
By Department: CM	2	0
DCS	115	87
PW	78	72
CSD	22	19
FS	33	35
EBS	42	34
HSS	40	25
Closed Session Items	72	89
Deputations	65	68
By-laws	214	136

LICENSING

Measurable Service	2014	2014 Fees	2015 as of Oct 20, 2015	2015 Fees
Issuance: Simcoe	910	\$143,015.06	719	\$91,481.64
(marriage licence issuance only) Delhi	12	\$1,200	27	\$2,970
(marriage licence issuance only) Langton	20	\$2,000	27	\$2,970

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

CLERK'S & COUNCIL SERVICES

DIVISION SUMMARY

RECORDS MANAGEMENT AND FREEDOM OF INFORMATION

	2014	2014 %	2015 as of Dec 1, 2015	2015 %
Freedom of Information				
Number of Formal FOI Requests	54	69% in 15 Days	35	46% in 15 Days
Number of Appeals to the IPC	1		3	
Number of Privacy Breaches to IPC	1		0	
Number of Informal Requests (Lawyers)			12	
Number of Informal Privacy Breaches (Not reported to IPC)			2	

PRIOR YEAR ACHIEVEMENTS

- Move of Norfolk County Records Centre from Langton Administration Building to Gilbertson Administration Building
- Introduction of Electronic Records Management Program – FileHold.
- Ward Boundary Review
- New Procedural By-law of Council

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Review of Records Management and Freedom of Information policies and associated procedural manuals.
- Perform a review of Business Licensing By-law as well as the By-law Appeals Committee
- Develop and provide report writing and Council presentation training for staff

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increase in Licenses & Permits due to an increase in rates and Friday the 13th revenue. (\$19,000)

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Challenges in meeting the increasing expectations from public. Significant increases in both informal requests for information also increase in complexity of formal information requests and search time required.
- Increased expectations from the public for immediacy in response to requests.
- Challenges in adjusting to changing legislation/case-law in respect to Accountability and Transparency

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Clerk's & Council Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	677,000	693,900	2.5	0	0	693,900	16,900	2.5
Materials & Supplies	22,200	22,800	2.7	0	0	22,800	600	2.7
Services	132,600	125,800	(5.1)	0	0	125,800	(6,800)	(5.1)
Capital	500	500	0.0	0	0	500	0	0.0
TOTAL EXPENDITURES	832,300	843,000	1.3	0	0	843,000	10,700	1.3
REVENUES								
Federal/Provincial Grants	(300)	(300)	0.0	0	0	(300)	0	0.0
Fees & Service Charges	(131,100)	(154,800)	18.1	0	0	(154,800)	23,700	18.1
TOTAL REVENUES	(131,400)	(155,100)	18.0	0	0	(155,100)	23,700	18.0
NET LEVY REQUIREMENT	700,900	687,900	(1.9)	0	0	687,900	(13,000)	(1.9)
STAFFING COMPLEMENT	9.35	9.35		0.00	0.00	9.35	0.00	



Corporate Support Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

CORPORATE SUPPORT SERVICES

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Risk Management and Legal Services including risk inspections, claims management, legal service administration and contract review
- Purchasing including formal bid document review and closings, procurement card administration and cooperative purchasing initiatives
- Property Management including title searching, registration, acquisitions, surplus property management and disposal and property leases
- Asset Management Program for acquisition and disposal of all County assets
- Customer Service including front counter services in Langton, communications, email response, comment cards and corporate training
- Special Events including coordination of applications and requirements, preparing by-laws and issuing permits
- Accessibility including compliance with AODA, corporate-wide accessibility initiatives, barrier-free access program
- Provincial Offences including administration, prosecution, court facilities, in-court support, fine payments and collections

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Nov 30, 2015
Number of Legal Service Requests	91	111
Number of Insurance Claims	149	110
Number of Bid Documents Reviewed	99	89
Number of Registrations	19	41
Number of Property Sales	0	6
Customer Service Information Email Inquiries	1,381	1,403
Number of Special Events Permits Issued	33	35
Number of Accessibility Complaints and/or Requests for Accessible Formats or Communication Supports	13	9
Number of charges received from enforcement agencies and processed	6,850	4,173 (Aug 31, 2015)

PRIOR YEAR ACHIEVEMENTS

- Recruitment process and divisional task realignments for staff retirements and resignations
- Robinson Administration Building lease and leasehold improvement monitoring, establishment of dedicated court facilities, accessibility initiatives, signage, furniture move coordination and customer service initiatives
- Additional Procurement Card usage and p-card roll-out
- Grant Funding received through the Enabling Accessibility Fund for DAISY Readers and Audiobooks

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

CORPORATE SUPPORT SERVICES

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Implementation of Qualified Contractor Database to centralize tracking and renewal of insurance certificates and WSIB certificates
- Comprehensive review and update to Municipal Alcohol Policy
- Implementation of Paramount Workplace (electronic purchase order system) in conjunction with new financial system and move towards further centralization of purchasing functions
- Increased procurement card use with the establishment of additional repeat vendor accounts
- Ensure continued resources to meet the demands of the property management function in a cost-effective manner
- Establish up-to-date valuations for road allowance land sales
- Conduct lease template review, standardize templates, complete lease expiry database and define corporate lease administration role
- Develop comprehensive Customer Service Strategy that consolidates telephone and front counter services and establishes a more coordinated and centralized approach through improved customer service technologies including implementation of Customer Relationship Management (CRM) software, streamlined business processes and efficient systems
- Comprehensive review and update to Customer Service Standards Policy
- Implement further refinements to the Outdoor Special Events Policy to assist Special Event Organizers
- Update and develop a new Multi-Year Accessibility Plan for 2016-2020
- Continue with the implementation of the Accessibility Design Guidelines as a corporate-wide standard for Norfolk County as well as training for staff to understand the detailed components
- Collaborate with MAG Case Management Team to determine efficiencies in Central West POA Courts due to judiciary retirements
- Implementation of Remote Video Interpreting

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Salaries & Benefits has increased largely due to re-organization of staff by \$111,900. This is the main driver increasing the Corporate Support Services Division budget, but the re-organization does not affect the bottom line Levy impact.
- Consulting Services increase of \$15,000 for Accessibility Website which was moved from the Capital Plan
- Insurance Premiums increase of \$53,500 and Insurance Deductibles increase of \$22,400 previously allocated to individual departments
- Adjudication Services increase of \$25,000 due to provincial increase to move to full cost recovery
- POA Fines revenue increase of \$50,000 based on expected revenues and increased court days

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Ongoing training for new staff members and planning for future staffing retirements/resignations
- Negligence Act and Joint and Several Liability with respect to court judgements and settlement awards
- Proposed Accessibility legislation changes effective July 1, 2016
- Ministry of Attorney General Adjudication Services per hour fee increase
- Fluctuation of charges laid by enforcement agencies

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	1,087,600	1,199,500	10.3	0	0	1,199,500	111,900	10.3
Materials & Supplies	30,700	31,400	2.3	0	0	31,400	700	2.3
Services	296,500	327,100	10.3	0	0	327,100	30,600	10.3
Financial	1,885,400	1,962,400	4.1	0	0	1,962,400	77,000	4.1
Capital	8,000	8,000	0.0	0	0	8,000	0	0.0
TOTAL EXPENDITURES	3,308,200	3,528,400	6.7	0	0	3,528,400	220,200	6.7
REVENUES								
Federal/Provincial Grants	(300)	(300)	0.0	0	0	(300)	0	0.0
Financial Charges/Investment Income	(1,038,100)	(1,089,400)	4.9	0	0	(1,089,400)	51,300	4.9
Fees & Service Charges	(32,000)	(32,300)	0.9	0	0	(32,300)	300	0.9
TOTAL REVENUES	(1,070,400)	(1,122,000)	4.8	0	0	(1,122,000)	51,600	4.8
NET LEVY REQUIREMENT	2,237,800	2,406,400	7.5	0	0	2,406,400	168,600	7.5
STAFFING COMPLEMENT	13.34	14.10		0.00	0.00	14.10	0.76	



Information Systems Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

INFORMATION SYSTEMS SERVICES

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

Information Systems Services will deliver services by:

- An internal I.T. helpdesk service and work order system.
- Internal support and maintenance of telephone, cellular phone and voice-mail systems.
- Internal support, maintenance, and installation of I.T. infrastructure equipment.
- Internal support of corporate software applications.
- Internal support of networks, data backup, and security.
- Internal support of electronic mail systems (email)
- Internal support of the Norfolk County website <http://www.norfolkcounty.ca>
- Internal support of the video camera equipment for broadcasting public meetings
- Internal support of surveillance camera equipment for security systems
- External support and training of corporate software applications by each vendor
- External support, design and development of Norfolk County sponsored websites
- External support of wireless and DSL municipal area network (MAN) connections including the water and waste water SCADA network connections

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Number of Service Desk Tickets	7,417	7,028
Number of Computer Workstations (Desktop and Laptops)		747
Number of Smartphone Devices		125
Number of Cell Phones		77
Number of Supported Networked Locations		93
4 Hour Response to High Level Service Desk Tickets (80%)	54%	66%
4 Day Response to Medium Level Work Orders (80%)	67%	75%

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

INFORMATION SYSTEMS SERVICES

DIVISION SUMMARY

PRIOR YEAR ACHIEVEMENTS

- Installation of various technologies and networking for the new Robinson Administration Building
- Renew cellular phone contract with Bell Mobility
- Implementation of New Enterprise Resource Planning system
- Upgrade of Email System
- Installation of Voice-over-IP phones in Caledonia and Dunnville
- Upgrade of Norfolk County's Intranet Application
- Upgrade to Video Web Streaming for Council Meetings

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Replacement of Desktops and Laptops scheduled for replacement including possible roll-out of Windows 10 and Office 2013
- Replacement of Data backup solution
- Installation of Server Equipment for fail-over redundancy
- Replacement of Telephone System controller
- Reduction in telephone lines and look at SIP connectivity for telephone communication
- Continued development and further expanded use of the new ERP system for Work Management and tracking
- Replacement of Norview Lodge Resident care system
- Updates to Norfolk County Website

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Decrease in Salaries & Benefits, economic increases included which are offset by reallocation of staff (\$54,400)
- Decrease in cell phone costs (\$25,000)
- New Budget Initiative for Programmer Analyst Position \$65,000

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Limited Resources for maintaining existing services
- To retain in-house specialized services for web support and development
- Response to 24 hour operations that require I.T. support
- Minimize system downtime and plan updates appropriately.
- Network and data security to minimize/eliminate any type of intrusion.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Information Systems Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	816,600	778,900	(4.6)	0	65,000	843,900	27,300	3.3
Materials & Supplies	320,800	293,800	(8.4)	0	0	293,800	(27,000)	(8.4)
Services	211,200	214,200	1.4	0	0	214,200	3,000	1.4
Capital	2,000	0	(100.0)	0	0	0	(2,000)	(100.0)
TOTAL EXPENDITURES	1,350,600	1,286,900	(4.7)	0	65,000	1,351,900	1,300	0.1
REVENUES								
Federal/Provincial Grants	(300)	(500)	66.7	0	0	(500)	200	66.7
Financial Charges/Investment Income	(300)	(300)	0.0	0	0	(300)	0	0.0
Other Revenues	(12,000)	(12,000)	0.0	0	0	(12,000)	0	0.0
TOTAL REVENUES	(12,600)	(12,800)	1.6	0	0	(12,800)	200	1.6
NET LEVY REQUIREMENT	1,338,000	1,274,100	(4.8)	0	65,000	1,339,100	1,100	0.1
STAFFING COMPLEMENT	9.70	8.95		0.00	0.75	9.70	0.00	



**Human Resources & Staff
Development**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

HUMAN RESOURCES & STAFF DEVELOPMENT

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Labour Relations
- Organizational Development Programs
- Training and Staff Development
- Payroll and Benefits Administration
- Organizational Health, Safety and Wellness
- Recruitment and Retention

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Number of resumes received	2836	2055
Number of WSIB Claims	47	27
Number of Collective Agreements ratified	1	3
Number of electronic pay stubs issued	27,229	19,164
Number of positions posted	191	127
Number of training sessions conducted	47	31

PRIOR YEAR ACHIEVEMENTS

- Negotiated and Ratified CUPE, ONA and OPSEU collective agreements
- Implemented Corporate Wellness Strategy including support for Psychological Health & Safety
- Rollout of new Payroll/HRMS system
- Implementation of Electronic Timesheets
- Provided training to new and existing supervisors in many areas including conflict resolution, Mental Health First Aid, Heart of Coaching, Health and Safety
- Ongoing promotion and development of the mentorship program
- Continued to oversee the benchmarking of management job classes to identify competencies, behaviours and values required for the enhancement of our Total Talent Management program

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

HUMAN RESOURCES & STAFF DEVELOPMENT

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue to implement Wellness Strategy including support for Psychological Health & Safety
- Enhance succession management initiatives through existing and new strategies including benchmarking, mentorship, leadership development and support for youth
- Continue to review Norfolk County's compensation strategy for all employee groups
- Continue to design and deliver corporate training programs to meet the needs of the organization including legislative compliance, succession management, wellness and professional development
- Review and update all Human Resources policies
- Continue to endorse our corporate coaching culture through continued promotion and facilitation of the Heart of Coaching framework

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Salaries and benefits increase of \$136,000 for temporary staff to address strategic initiatives
- Retirement gifts increase of \$2,000 due to trend of more staff retirements
- Legal Services increase of \$5,000 for additional employment legislation litigation and complaints
- Financial increase of \$5,900 due to 3% increase to excess loss insurance

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Continuous changes to employment legislation including Occupational Health & Safety Act, Employment Standards Act, and Case Law pertaining to Ontario Human Rights Code
- Succession management continues to be a critical component of the Norfolk County Strategic Plan due to retention challenges and number of increasing retirements
- Psychological Health and Safety and Mental Health has become a central issue in Ontario Workplaces
- Duty to Accommodate due to grounds under the Ontario Human Rights Code increasing

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Human Resources & Staff Development

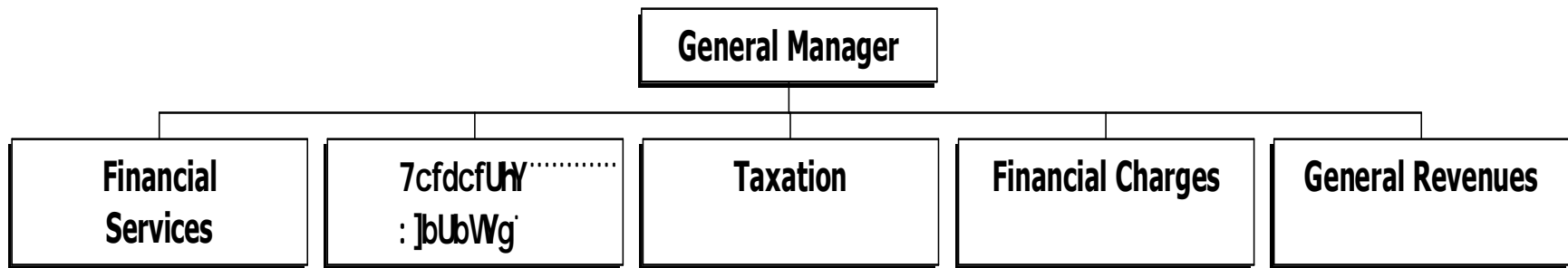
DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	826,400	962,400	16.5	0	0	962,400	136,000	16.5
Materials & Supplies	37,200	39,100	5.1	0	0	39,100	1,900	5.1
Services	297,100	265,700	(10.6)	0	0	265,700	(31,400)	(10.6)
Financial	180,700	186,600	3.3	0	0	186,600	5,900	3.3
TOTAL EXPENDITURES	1,341,400	1,453,800	8.4	0	0	1,453,800	112,400	8.4
REVENUES								
Federal/Provincial Grants	(300)	(300)	0.0	0	0	(300)	0	0.0
Financial Charges/Investment Income	(28,100)	(29,600)	5.3	0	0	(29,600)	1,500	5.3
Fees & Service Charges	(13,400)	(13,800)	3.0	0	0	(13,800)	400	3.0
TOTAL REVENUES	(41,800)	(43,700)	4.5	0	0	(43,700)	1,900	4.5
NET LEVY REQUIREMENT	1,299,600	1,410,100	8.5	0	0	1,410,100	110,500	8.5
STAFFING COMPLEMENT	9.85	10.78		0.00	0.00	10.78	0.93	



FINANCIAL SERVICES

Financial Services



PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

FINANCIAL SERVICES SUMMARY

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Primary function is to fulfill the fiduciary responsibilities, in the *Municipal ACT*, over the financial assets of the corporation. This is accomplished by providing comprehensive financial systems, effective business processes and adequate internal controls in compliance with generally accepted accounting principles, regulatory requirements and financial reporting in accordance with the requirements of the Public Sector Accounting Board (PSAB).
- Specific responsibilities include providing corporate accounting services, financial planning for capital and operating requirements, long and short-term investments, capital project financing, Reserve/Reserve Fund/Trust Fund management.
- Billing and collection of all County revenues, preparation and management of applications for grants and subsidies.
- Provide sound advice to Senior Management and Council on all financial matters affecting the financial health and security of the Corporation's assets.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Accounts Payable Division		
Invoices Processed	29,997	24,715
Errors By Originating Department (returned & tracked by Accounting Division)	782	1,086
Error Percentage Rate	2.61%	4.39
Tax Division		
2015 as of December 7, 2015		
Total Property Taxes Billed for Year	93,853,238	97,284,879
Total Tax Arrears – 2014 and prior	9,016,446	3,475,548
Total Tax Arrears – 2015 Current Year		5,874,888
Total Unpaid Taxes	9,016,446	9,350,436
Arrears as a percentage of taxes billed	9.6%	9.6%

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

FINANCIAL SERVICES SUMMARY

DEPARTMENT SUMMARY

PRIOR YEAR ACHIEVEMENTS

- Completed implementation of two new financial systems – a corporate-wide Cost Accounting System and Core Corporate Financial System.
- Initiated review of all business processes with a view to centralization as appropriate to provide more efficient processes and improved internal controls.
- To date Accounts Payable and use of Purchasing Cards for small dollar purchases have been re-engineered. Improvements include, payments to vendors are now by EFT, weekly payment runs, faster process for small dollar purchases and payment.
- The FMW system, for preparation and management of capital and operating budgets, was fully integrated with the financial systems and now provides improved internal financial reporting to all departments.
- Completed a comprehensive review of Water and Wastewater rates and successfully implemented all rate changes in 2016.
- Completed conversion from legacy tax billing and collection system to the new financial system and commenced improvements for electronic processing of incoming payments from banks.
- Completed a Credit Rating review resulting in an increase in the County's Credit Rating for the third year in a row.
- In July reported a 95% tax collection rate and reduction of prior year's tax arrears by 89% from 2011 to the end of 2014.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Implement Paramount Procurement System and assist Corporate Support Services with re-engineering and centralizing purchasing processes.
- Finalize tax payment program to provide relief for low income property owners paying taxes on their properties.
- Implement systems and business processes for in-house Water and Wastewater billing and collection services.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increase of staff in Accounts Payable from transfer of FTE from Community Services Department.
- Services – Increase as a result of Software maintenance for new systems, less a decrease in mailing costs for A/P being paid by EFT not by cheque – net impact \$7,400

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Fiscal sustainability – providing funding for capital projects for replacement of infrastructure and other assets
- Complete implementation of financial systems and re-engineering business processes
- Implementing in-house Water and Wastewater Billing and Collection Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

FINANCIAL SERVICES SUMMARY

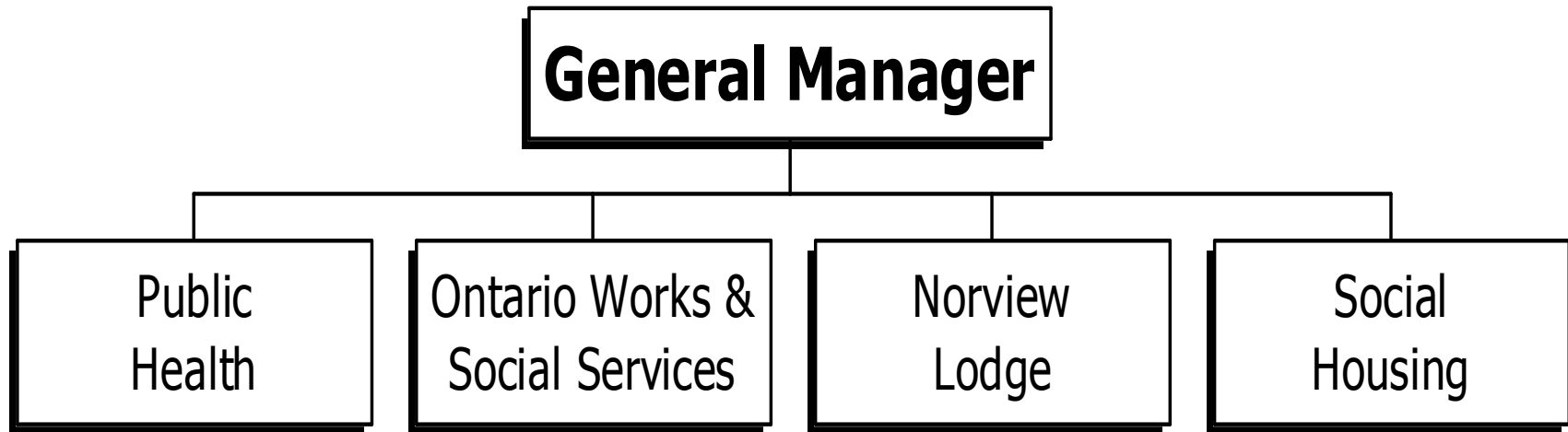
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	1,845,100	1,970,400	6.8	0	0	1,970,400	125,300	6.8
Materials & Supplies	35,800	35,800	0.0	0	0	35,800	0	0.0
Services	1,335,700	1,343,100	0.6	0	0	1,343,100	7,400	0.6
Financial	0	0	0.0	0	0	0	0	0.0
Capital	10,000	10,000	0.0	0	0	10,000	0	0.0
TOTAL EXPENDITURES	3,226,600	3,359,300	4.1	0	0	3,359,300	132,700	4.1
REVENUES								
Federal/Provincial Grants	(300)	(300)	0.0	0	0	(300)	0	0.0
Financial Charges/Investment Income	(12,800)	(12,800)	0.0	0	0	(12,800)	0	0.0
Fees & Service Charges	(201,300)	(213,200)	5.9	0	0	(213,200)	11,900	5.9
TOTAL REVENUES	(214,400)	(226,300)	5.6	0	0	(226,300)	11,900	5.6
NET LEVY REQUIREMENT	3,012,200	3,133,000	4.0	0	0	3,133,000	120,800	4.0
STAFFING COMPLEMENT	23.25	24.00		0.00	0.00	24.00	0.75	



HEALTH & SOCIAL SERVICES

Health & Social Services



PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % of TOTAL Incr/(Decr)
H&SS Administration	531,400	606,800	14.2	0	0	606,800	75,400	14.2
H&SS Admin Bldg & Central Services	576,000	572,700	(0.6)	0	0	572,700	(3,300)	(0.6)
Social Services	1,150,600	918,400	(20.2)	0	0	918,400	(232,200)	(20.2)
Norview Lodge	2,508,500	2,603,900	3.8	0	0	2,603,900	95,400	3.8
Social Housing	2,110,200	2,180,700	3.3	0	0	2,180,700	70,500	3.3
TOTAL	6,876,700	6,882,500	0.1	0	0	6,882,500	5,800	0.1

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	17,563,800	17,904,100	1.9	19,500	0	17,923,600	359,800	2.0
Materials & Supplies	1,875,600	1,835,100	(2.2)	0	0	1,835,100	(40,500)	(2.2)
Services	2,741,600	2,588,500	(5.6)	0	0	2,588,500	(153,100)	(5.6)
Transfer Payments/Grants	24,923,100	25,743,000	3.3	0	0	25,743,000	819,900	3.3
Financial	6,600	12,000	81.8	0	0	12,000	5,400	81.8
Capital	55,700	52,400	(5.9)	0	0	52,400	(3,300)	(5.9)
TOTAL EXPENDITURES	47,166,400	48,135,100	2.1	19,500	0	48,154,600	988,200	2.1
REVENUES								
Federal/Provincial Grants	(33,476,100)	(34,365,600)	2.7	(19,500)	0	(34,385,100)	909,000	2.7
Municipal Recoveries	(2,590,700)	(2,481,500)	(4.2)	0	0	(2,481,500)	(109,200)	(4.2)
Financial Charges/Investment Income	(343,800)	(351,800)	2.3	0	0	(351,800)	8,000	2.3
Fees & Service Charges	(3,879,100)	(4,053,700)	4.5	0	0	(4,053,700)	174,600	4.5
TOTAL REVENUES	(40,289,700)	(41,252,600)	2.4	(19,500)	0	(41,272,100)	982,400	2.4
NET LEVY REQUIREMENT	6,876,700	6,882,500	0.1	0	0	6,882,500	5,800	0.1
STAFFING COMPLEMENT	227.00	227.50		0.36	0.00	227.86	0.86	



**Health & Social Services
Administration**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

HEALTH & SOCIAL SERVICES ADMINISTRATION

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- This department is comprised of – Haldimand-Norfolk Health Unit, Social Services & Housing and Norview Lodge.
- Staff in the Health Unit and Social Services & Housing deliver services to both Haldimand and Norfolk Counties.
- Staff act as a resource to Norfolk County in its role as the Board of Health and Consolidated Municipal Services Manager for Haldimand and Norfolk Counties and as the Committee of Management for Norview Lodge.

PERFORMANCE MEASURES

Not applicable.

PRIOR YEAR ACHIEVEMENTS

- Completion of the expansion and capital repairs to the Gilbertson Administration Building.
- Transition of leadership to new General Manager.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Cultural Renewal
- Quality/Performance Framework
- Continue with community partnership to move Health and Social Services mandate
- Work within approved budgets, manage resources to maintain and deliver as many programs and services as can be resourced, based on legislated mandates.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increase in salaries and benefits

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- SAMS implementation ongoing challenges and Auditor General recommendations
- Public Health OPHS Modernization
- Potential Syrian Refugee Resettlement

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

H&SS Administration

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	508,400	586,700	15.4	0	0	586,700	78,300	15.4
Materials & Supplies	10,600	7,700	(27.4)	0	0	7,700	(2,900)	(27.4)
Services	12,400	12,400	0.0	0	0	12,400	0	0.0
TOTAL EXPENDITURES	531,400	606,800	14.2	0	0	606,800	75,400	14.2
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	531,400	606,800	14.2	0	0	606,800	75,400	14.2
STAFFING COMPLEMENT	4.60	5.60		0.00	0.00	5.60	1.00	



**HSS Administration Buildings &
Central Services**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

H&SS Admin Buildings & Central Services

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To maintain and preserve the physical integrity of the facilities located at the Gilbertson Administration Building and the Dunnville facility.
- To provide a safe, comfortable environment for the building occupants.
- To maximize savings in cost shared facilities and resources.

PERFORMANCE MEASURES

N/A

PRIOR YEAR ACHIEVEMENTS

- Expanded the square footage at the Gilbertson Administration Building from 23,766 sq. ft. to 34,429 sq. ft.
- Accommodated additional Norfolk County departments in the new space including Clerk's record storage and the GIS division office space.
- A new training lab was developed for corporate training and to provide more appropriate facilities for the Corporate Emergency Operations.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- To provide efficient and effective cost shared facilities and resources for the H&SS staff at the Simcoe and Dunnville locations.
- To improve access to services for clients.
- Haldimand County is conducting an Administration Accommodation Review. H&SS will continue to participate in the review as required.
- Renovated the existing H&SS space at the Gilbertson Administration Building with new paint and flooring and a redesigned reception area.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Hydro, Water & Wastewater decreased by \$4,100 to reflect the actual charges in 2015.
- Property Taxes have decreased by \$5,200 to reflect the actual charges in 2015, with the 2016 budget assumption applied as well.

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- The new lease requires the tenant to be responsible for the general maintenance and upkeep at the Gilbertson Administration Building. This includes the HVAC systems, roof repairs, parking lot, snow removal and lawn maintenance.
- Space in the Dunnville facility has reached its capacity for housing the staff required to serve our clients. Additional space may be required in the near future.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

H&SS Admin Bldg & Central Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Materials & Supplies	146,800	123,100	(16.1)	0	0	123,100	(23,700)	(16.1)
Services	432,200	450,500	4.2	0	0	450,500	18,300	4.2
Financial	0	5,400	100.0	0	0	5,400	5,400	100.0
TOTAL EXPENDITURES	579,000	579,000	0.0	0	0	579,000	0	0.0
REVENUES								
Municipal Recoveries	0	(6,300)	100.0	0	0	(6,300)	6,300	100.0
Financial Charges/Investment Income	0	0	0.0	0	0	0	0	0.0
Fees & Service Charges	(3,000)	0	(100.0)	0	0	0	(3,000)	(100.0)
TOTAL REVENUES	(3,000)	(6,300)	110.0	0	0	(6,300)	3,300	110.0
NET LEVY REQUIREMENT	576,000	572,700	(0.6)	0	0	572,700	(3,300)	(0.6)



Social Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

SOCIAL SERVICES

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- The Ontario Works program provides employment assistance and financial assistance to people in financial need.
- The vision of Ontario Works is: “To achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence.”
- The Social Services Division also includes Children’s Services which provides child care fee subsidy to eligible families and operating support to licensed child care centres in Haldimand and Norfolk Counties.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Response time to client eligibility (days)	3.3	2.8
Case load and % of population or households	1441 = 3% households	1615 = 3.8% households
Average length of time receiving assistance	31 months	31.3 months
Cost per case and cost per case by type (per month)	*Not available	*Not available

*The cost per case data is not currently available due to the limited reporting functionality of the SAMS system.

PRIOR YEAR ACHIEVEMENTS

- Implementation of the new provincial service delivery technology (ie: SAMS);
- Transition to a generic case management model;
- Achievement of the provincial benchmarked turnaround time of four days despite technological challenges with the SAMS system;
- Opening of two new licensed child care centres within schools: St. Patrick’s in Caledonia and Lakewood in Port Dover;
- Opening of two additional Before & After School programs in Norfolk;
- Implementation of Child Care Wage Enhancement Grant within licensed child care for early learning program staff.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Conduct an evaluation of the re-organization of the Ontario Works program, given the current functionality and limitations of the SAMS system;
- To meet or exceed the targets established in the Ontario Works Service Plan;
- To conduct a program review of the programs and services supported through Children’s Services to ensure that all programs are delivered in the most effective and efficient manner possible and in keeping with the Ministry mandates and funding guidelines.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

SOCIAL SERVICES

DIVISION SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increases in salaries and benefits in accordance with contractual obligations and Norfolk County policy;
- Increase in contracted services – cheque stuffing machine in Ontario Works;
- Decrease in levy requirement is due to the provincial upload of Ontario Works client payout costs (to be completed by 2018).

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Ongoing challenges related to the functionality of the SAMS system;
- Current limited ability to extract Service Plan target data from the SAMS system;
- Ongoing challenge of facilitating the transition of families from unlicensed to licensed child care within our communities;
- Lack of sufficient number of licensed child care spaces within our communities; particularly for infant care;
- Staff retention challenges for child care operators due to low pay within the profession; further perpetuated by the implementation of Full Day Kindergarten as professionals moved to positions within local school boards for considerably higher wages;
- High cost for operators to provide infant care due to child/staff ratio requirements.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Social Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	4,007,800	3,979,600	(0.7)	19,500	0	3,999,100	(8,700)	(0.2)
Materials & Supplies	98,500	96,000	(2.5)	0	0	96,000	(2,500)	(2.5)
Services	1,695,600	1,554,000	(8.4)	0	0	1,554,000	(141,600)	(8.4)
Transfer Payments/Grants	18,725,200	19,259,400	2.9	0	0	19,259,400	534,200	2.9
Financial	4,600	4,600	0.0	0	0	4,600	0	0.0
Capital	40,500	6,000	(85.2)	0	0	6,000	(34,500)	(85.2)
TOTAL EXPENDITURES	24,572,200	24,899,600	1.3	19,500	0	24,919,100	346,900	1.4
REVENUES								
Federal/Provincial Grants	(21,527,300)	(22,132,500)	2.8	(19,500)	0	(22,152,000)	624,700	2.9
Municipal Recoveries	(1,484,800)	(1,361,700)	(8.3)	0	0	(1,361,700)	(123,100)	(8.3)
Financial Charges/Investment Income	(319,000)	(322,200)	1.0	0	0	(322,200)	3,200	1.0
Fees & Service Charges	(90,500)	(164,800)	82.1	0	0	(164,800)	74,300	82.1
TOTAL REVENUES	(23,421,600)	(23,981,200)	2.4	(19,500)	0	(24,000,700)	579,100	2.5
NET LEVY REQUIREMENT	1,150,600	918,400	(20.2)	0	0	918,400	(232,200)	(20.2)
STAFFING COMPLEMENT	55.00	54.30		0.36	0.00	54.66	(0.34)	



Norview Lodge

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

NORVIEW LODGE

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Long-term care home providing 24-hour nursing care accommodation for 179 people
- Preparation of life-cycle plans, operation and capital budgets

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Average Resident Occupancy Rate	99.19%	99.26%
# of Resident Admissions	44	37
# of Outings in the Community	152	143
Average % of Residents on Supplements	26.33%	26.43%
Actual Local Food Costs	\$34,554	\$28,969
# of Incidents against Staff (Resident to Staff)	704	492
# of Resident Satisfaction Surveys Completed	44	67
# of Family Satisfaction Surveys Completed	39	16

PRIOR YEAR ACHIEVEMENTS

- Implementation of a new permanent full-time Social Service Worker position
- Installation of a retractable awning, a Snoezelen Cart and raised garden beds with concrete sidewalk access with 100% funding from the Work of Heart donations fund
- Implementation of mandatory MOHLTC Quality Inspection Program
- Implementation of a computerized staff scheduling program which also links to the County's payroll program
- Submission of the Long-Term Care Home Annual Planning Submission (LAPS) to the MOHLTC
- Capital carpet replacement in five of the resident home areas
- Capital upgrades and replacements of: communication equipment (Spectralink, tablet, cabling), kitchen equipment (steam oven, dishwasher, steam tables, and ice machines), resident care equipment (slings and lifts), housekeeping equipment (ride-on vacuum), building and property equipment (air compressors, HVAC pumps hoist beam, hot water tanks and grounds irrigation system)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

NORVIEW LODGE

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Parking lot enhancement and expansion to comply with accessibility regulations
- Capital upgrades/repairs to exterior building as identified in the 2012 Building Condition Assessment Report as well as roof dormers and repainting of the building's siding
- Capital equipment replacement of commercial dishwasher, resident lifts and therapeutic bathing systems, and hot water tanks
- Completion of capital carpet replacement in the remaining three resident home areas
- Renewal of the Long-Term Care Home Service Accountability Agreement (L-SAA) with the MOHLTC
- Successful annual mandatory Resident Quality Inspection (RQI) by the MOHLTC
- Continued improvement of resident care documentation to achieve an increase in the MOHLTC Case Mix Index which leads to an increase in MOHLTC funding
- Continuation and improvement of employee Attendance Management Program
- Continued development and improvement to resident programs, i.e. Restorative Care Program, End-of-Life Program, Continuous Quality Improvement Program
- Implementation of computerized Building Preventative Maintenance Program
- Replacement of the current resident documentation system
- Ongoing reduction of employee lost time injuries and continued improvement to the employee Return to Work Program

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Salaries and Benefits increase of \$281,400
- Resident Accommodation Revenue increase of \$126,000
- MOHLTC Revenue increase of \$107,900
- Transfer to Capital in the amount of \$88,400

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Increased in-depth care needs of residents
- Increased admissions of residents with mental health issues
- Renewal of collective agreements with the Service Employees International Union and the United Food and Commercial Workers Union
- Budgetary challenges related to staffing

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	12,836,400	13,117,800	2.2	0	0	13,117,800	281,400	2.2
Materials & Supplies	1,608,800	1,603,800	(0.3)	0	0	1,603,800	(5,000)	(0.3)
Services	546,600	554,900	1.5	0	0	554,900	8,300	1.5
Financial	1,100	1,100	0.0	0	0	1,100	0	0.0
Capital	15,200	46,400	205.3	0	0	46,400	31,200	205.3
TOTAL EXPENDITURES	15,008,100	15,324,000	2.1	0	0	15,324,000	315,900	2.1
REVENUES								
Federal/Provincial Grants	(8,689,300)	(8,801,700)	1.3	0	0	(8,801,700)	112,400	1.3
Financial Charges/Investment Income	(24,700)	(29,500)	19.4	0	0	(29,500)	4,800	19.4
Fees & Service Charges	(3,785,600)	(3,888,900)	2.7	0	0	(3,888,900)	103,300	2.7
TOTAL REVENUES	(12,499,600)	(12,720,100)	1.8	0	0	(12,720,100)	220,500	1.8
NET LEVY REQUIREMENT	2,508,500	2,603,900	3.8	0	0	2,603,900	95,400	3.8
STAFFING COMPLEMENT	165.11	165.11		0.00	0.00	165.11	0.00	



Social Housing

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

SOCIAL HOUSING

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- The Social Housing Division acts as the Consolidated Municipal Services Manager for housing and homelessness programs in Haldimand and Norfolk Counties.
- This involves the administration of the subsidized (rent-geared-to-income) housing system of 826 units that are owned and operated by 11 non-profit housing providers, the delivery of the federally and provincially-funded Investment in Affordable Housing Strategy for Ontario 2014 Extension (IAH-E) program and the provincially-funded Community Homelessness Prevention Initiative (CHPI).
- The Division, either directly or through agreements with community partners, delivers programs and services to people on all points of the housing continuum, from street homelessness to affordable home ownership.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
# of social housing units available per 1000 households	19.7	19.7
% of waiting list housed annually	30.8%	33.7%
Cost per unit of social housing annually	\$4859.56	\$5067.79

PRIOR YEAR ACHIEVEMENTS

- Completion of the construction of 6 new affordable rental units in Simcoe (Kent Park Community Homes);
- Facilitation of the first community Housing Forum with over 60 people in attendance and positive feedback received;
- Successful delivery of the IAH-E and CHPI programs in accordance with Ministry agreements;
- Completion of financial analysis and year end reconciliation process for all social housing providers, as per Ministry requirements.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Construction of a 35 unit affordable housing project in Simcoe for people living with a physical and/or mental health disability (Indwell – Hambleton Hall);
- Continued implementation of the 10 Year Housing and Homelessness Plan, including the development of a community communications strategy, and on-going stakeholder engagement dialogues;
- Implementation of an updated funding model for the Haldimand Norfolk Housing Corporation;
- Completion of a program review for all programs funded through the CHPI;
- Creation and update of Social Housing Policy and Program Directives for housing providers and central wait list process;
- Completion of a Housing Study as part of the Norfolk County Official Plan Review program.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

SOCIAL HOUSING

DIVISION SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increases in salaries and benefits as per contractual obligations and Norfolk County policy;
- Increases in payments to social housing providers in accordance with provincially established benchmark funding model.

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Central waiting list for subsidized (rent-geared-to-income) housing continues to grow, particularly in the area of single individuals and seniors;
- Emergency shelter service constraints with existing motel program, limitations in terms of access to existing motels without many (or any) alternative locations;
- Increased need for supports for vulnerable people to obtain and retain housing;
- Capital asset management and re-development / regeneration planning for existing social housing stock;
- Provincial trend for Service Managers to examine how they save or allocate funds for future affordable housing investment (ie. Development charge reserves, for allocation of surplus land sales being put in reserve fund for future affordable housing development etc.).

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Social Housing

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	211,200	220,000	4.2	0	0	220,000	8,800	4.2
Materials & Supplies	10,900	4,500	(58.7)	0	0	4,500	(6,400)	(58.7)
Services	54,800	16,700	(69.5)	0	0	16,700	(38,100)	(69.5)
Transfer Payments/Grants	6,197,900	6,483,600	4.6	0	0	6,483,600	285,700	4.6
Financial	900	900	0.0	0	0	900	0	0.0
TOTAL EXPENDITURES	6,475,700	6,725,700	3.9	0	0	6,725,700	250,000	3.9
REVENUES								
Federal/Provincial Grants	(3,259,500)	(3,431,400)	5.3	0	0	(3,431,400)	171,900	5.3
Municipal Recoveries	(1,105,900)	(1,113,500)	0.7	0	0	(1,113,500)	7,600	0.7
Financial Charges/Investment Income	(100)	(100)	0.0	0	0	(100)	0	0.0
TOTAL REVENUES	(4,365,500)	(4,545,000)	4.1	0	0	(4,545,000)	179,500	4.1
NET LEVY REQUIREMENT	2,110,200	2,180,700	3.3	0	0	2,180,700	70,500	3.3
STAFFING COMPLEMENT	2.29	2.49		0.00	0.00	2.49	0.20	



Public Health details have been included under separate cover.



CORPORATE

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

CORPORATE FINANCING SUMMARY

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To account for corporate financial transactions relating to funding from senior levels of government, financial fees and long term financial planning.
- To account for corporate tax related revenues and expenditures

PERFORMANCE MEASURES

- N/A

PRIOR YEAR ACHIEVEMENTS

- N/A

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Complete a comprehensive Reserve/Reserve Fund review.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increased Transfer to Reserve/Reserve Funds mainly to fund Capital Projects – \$334,900 – basically annual indexing for some Reserves/Reserve Funds
- Reduced Long Term Debt Financing – \$373,400 – reflects lower interest rates, debt maturing and less debt financing planned for 2016
- Reduced funding for replacement of capital assets – \$170,500 – reduced requirement for funding replacements approved in the 2016 Capital Budget
- Reduced Ontario Municipal Partnership Fund (OMPF) – \$770,900 – this should be the last year of the Province’s re-alignment of the OMPF program
- Removal of Norfolk Power Dividend Income – \$350,000 – this was in 2015 budget as the final Dividend from 2014 and is now being removed
- Reduced projected Investment Income – \$200,000 – due to worsening short-term market rates

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Limited infrastructure grants
- Potential for increased contributions to Reserves/Reserve Funds or debt financing to fund capital projects

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
CORPORATE FINANCE
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Transfer To Reserves & Reserve Funds	10,939,500	11,274,400	3.1	0	0	11,274,400	334,900	3.1
Long Term Debt Charges	3,604,400	3,231,000	(10.4)	0	0	3,231,000	(373,400)	(10.4)
Capital	1,405,000	1,234,500	(12.1)	0	0	1,234,500	(170,500)	(12.1)
TOTAL EXPENDITURES	15,948,900	15,739,900	(1.3)	0	0	15,739,900	(209,000)	(1.3)
REVENUES								
Transfer From Reserve & Reserve Funds	(1,230,000)	(2,348,700)	91.0	0	0	(2,348,700)	1,118,700	91.0
Transfer From Revenue Fund	(100)	0	(100.0)	0	0	0	(100)	(100.0)
TOTAL REVENUES	(1,230,100)	(2,348,700)	90.9	0	0	(2,348,700)	1,118,600	90.9
NET LEVY REQUIREMENT	14,718,800	13,391,200	(9.0)	0	0	13,391,200	(1,327,600)	(9.0)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
CORPORATE EXPENSES & REVENUES
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	(268,400)	(216,000)	19.5	0	0	(216,000)	52,400	19.5
Services	17,000	18,000	5.9	0	0	18,000	1,000	5.9
Financial	648,300	650,700	0.4	0	0	650,700	2,400	0.4
TOTAL EXPENDITURES	396,900	452,700	14.1	0	0	452,700	55,800	14.1
REVENUES								
PIL's-Supplementaries-Local Improvements	(2,677,300)	(2,677,300)	0.0	0	0	(2,677,300)	0	0.0
Federal/Provincial Grants	(6,945,200)	(6,174,300)	(11.1)	0	0	(6,174,300)	(770,900)	(11.1)
Financial Charges/Investment Income	(2,821,700)	(2,245,000)	(20.4)	0	(27,500)	(2,272,500)	(549,200)	(19.5)
Transfer From Reserve & Reserve Funds	0	0	0.0	0	0	0	0	0.0
Other Revenues	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(12,444,200)	(11,096,600)	(10.8)	0	(27,500)	(11,124,100)	(1,320,100)	(10.6)
NET LEVY REQUIREMENT	(12,047,300)	(10,643,900)	11.6	0	(27,500)	(10,671,400)	1,375,900	11.4
STAFFING COMPLEMENT	(2.71)	0.00		0.00	(0.12)	(0.12)	2.59	

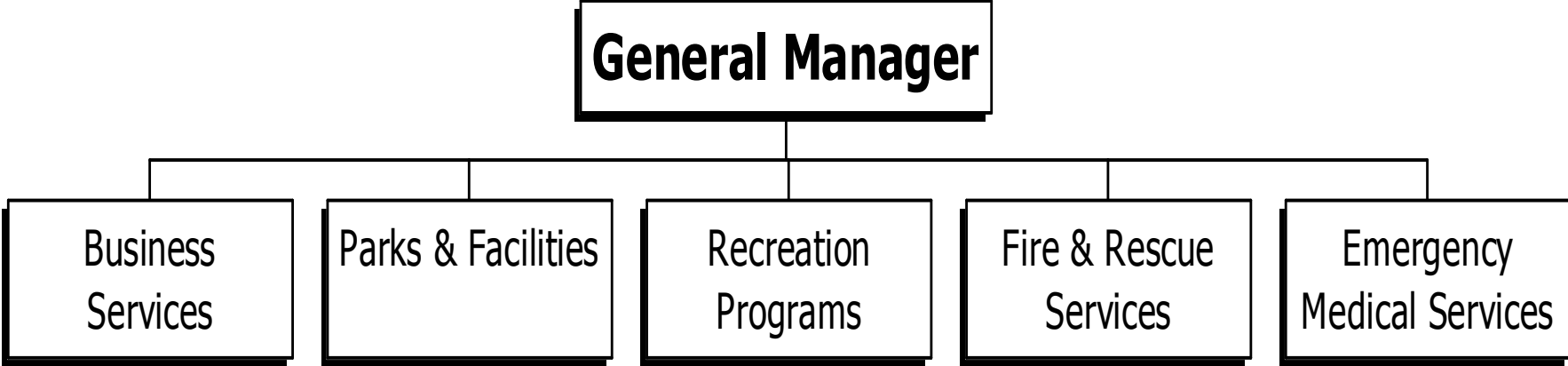
PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
INTERDEPARTMENTAL CHARGES
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Interdepartmental Charges	11,605,700	11,713,200	0.9	0	0	11,713,200	107,500	0.9
Water Supply for Fire Protection	620,000	1,787,800	188.4	0	0	1,787,800	1,167,800	188.4
TOTAL EXPENDITURES	12,225,700	13,501,000	10.4	0	0	13,501,000	1,275,300	10.4
REVENUES								
Interdepartmental Recoveries	(12,944,700)	(13,041,200)	0.7	0	0	(13,041,200)	96,500	0.7
TOTAL REVENUES	(12,944,700)	(13,041,200)	0.7	0	0	(13,041,200)	96,500	0.7
NET LEVY REQUIREMENT	(719,000)	459,800	163.9	0	0	459,800	1,178,800	163.9



COMMUNITY SERVICES

Community Services



PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % of TOTAL Incr/(Decr)
Community Services Admin	304,900	310,000	1.7	0	0	310,000	5,100	1.7
Business Services	516,800	504,900	(2.3)	0	0	504,900	(11,900)	(2.3)
Parks, Facilities & Recreation	5,650,600	5,905,100	4.5	0	0	5,905,100	254,500	4.5
Fire & Rescue Services	3,105,800	3,241,100	4.4	0	118,500	3,359,600	253,800	8.2
Emergency Medical Services	3,883,700	3,807,900	(2.0)	0	64,300	3,872,200	(11,500)	(0.3)
Port Dover Marina	(524,400)	(529,700)	(1.0)	0	0	(529,700)	(5,300)	(1.0)
Port Rowan Marina	(2,500)	15,200	708.0	0	2,000	17,200	19,700	788.0
RIDE Norfolk	41,500	53,900	29.9	0	0	53,900	12,400	29.9
TOTAL	12,976,400	13,308,400	2.6	0	184,800	13,493,200	516,800	4.0

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY SERVICES SUMMARY
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	16,187,100	16,170,100	(0.1)	0	208,500	16,378,600	191,500	1.2
Materials & Supplies	2,665,100	2,674,500	0.4	0	12,600	2,687,100	22,000	0.8
Services	2,265,800	2,722,700	20.2	0	52,500	2,775,200	509,400	22.5
Transfer Payments/Grants	47,000	49,500	5.3	0	0	49,500	2,500	5.3
Interdepartmental Charges	0	0	0.0	0	0	0	0	0.0
Financial	42,200	43,200	2.4	0	0	43,200	1,000	2.4
Capital	539,300	671,500	24.5	0	0	671,500	132,200	24.5
TOTAL EXPENDITURES	21,746,500	22,331,500	2.7	0	273,600	22,605,100	858,600	3.9
REVENUES								
Federal/Provincial Grants	(4,695,300)	(4,665,600)	(0.6)	0	(35,600)	(4,701,200)	5,900	0.1
Municipal Recoveries	(86,900)	(86,900)	0.0	0	0	(86,900)	0	0.0
Financial Charges/Investment Income	(318,300)	(555,100)	74.4	0	(13,500)	(568,600)	250,300	78.6
Fees & Service Charges	(3,540,100)	(3,590,700)	1.4	0	(3,000)	(3,593,700)	53,600	1.5
Transfer From Reserve & Reserve Funds	(129,500)	(124,800)	(3.6)	0	(36,700)	(161,500)	32,000	24.7
TOTAL REVENUES	(8,770,100)	(9,023,100)	2.9	0	(88,800)	(9,111,900)	341,800	3.9
NET LEVY REQUIREMENT	12,976,400	13,308,400	2.6	0	184,800	13,493,200	516,800	4.0
STAFFING COMPLEMENT	190.12	187.81		0.00	0.80	188.61	(1.51)	



Community Services Admin

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Community Services Administration

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To delivery & direct the department's management & overall operations
- To provide long-range planning, development, financial management and leadership of department
- To provide senior management level liaison to County Council, Senior Leadership Team and various Council appointed Boards & agencies
- To provide leadership, problem solving, project management, direction and management support to managers and other staff to enable them to meet department and divisional goals & objectives

PRIOR YEAR ACHIEVEMENTS

- Completed Parks, Facilities & Recreation Master Plan
- Initiated Goose Management Program across the County
- Initiated Community Paramedicine Program

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue with development and enhancement of the operations at the Port Dover Harbour Marina
- Continue to complete the main pier/dock street restoration at the Port Rowan Harbour Marina
- Implement new Community Centre/Hall operation strategy
- Review current land lease agreements/partnerships with Community Services Department

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increase in materials & supplies \$800 for rising costs and requirements of computer toner supplies
- Annual incremental salaries and benefits increases

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Recruitment and retaining supervisory/management staff due to attrition
- Infrastructure funding for aging facilities (i.e. Community Centres/Halls)
- User Fees/Cost Recovery for provision of recreational services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Community Services Admin

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	249,900	254,200	1.7	0	0	254,200	4,300	1.7
Materials & Supplies	12,100	12,900	6.6	0	0	12,900	800	6.6
Services	42,900	42,900	0.0	0	0	42,900	0	0.0
TOTAL EXPENDITURES	304,900	310,000	1.7	0	0	310,000	5,100	1.7
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	304,900	310,000	1.7	0	0	310,000	5,100	1.7
STAFFING COMPLEMENT	2.00	2.00	2.00	0.00	0.00	2.00	0.00	2.00



Business Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Business Services

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To provide efficient budgeting, budget monitoring, variance reporting, accounting & payroll functions, cash management, customer service, capital project management, contract/lease management, clerical/administration and other support functions for the Community Services Department as a whole
- To provide all linkages between the various divisions of the department for corporate policy and processes
- To provide administration and budget management for Policing Services – False Alarm program, Police Services Board & Community Policing
- To provide leadership & advice, as well as, project tracking to community fundraising groups, CSD Boards & Agencies and other community organizations/groups regarding charitable donations and Capital Funding partnerships
- To continue to identify and foster new opportunities for revenue generation and marketability of existing facilities/programs and monitor current partnerships for concession management

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
# of P-card transactions reconciled/\$ value processed	813 / \$108,553	2206 / \$430,005
# of AP invoices processed	6382	2515
# of payroll transactions entered (# of employees/# transactions)	5,497 / 17,976	2181 / 34,462
# of AR invoice requisitions submitted	326	242
# of payments/deposits processed at Culver Street	216	846

PRIOR YEAR ACHIEVEMENTS

- Implemented HMS (Harbour Marina Software) for the Port Rowan Harbour Marina – reducing manual transactions regarding seasonal dockage, boathouse licenses, and daily rampage. This will make statistics, contract management and tracking of outstanding accounts more efficient
- Created and implemented new chart of accounts for CSD to meet new requirements of job costing for new financial system implementation

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Business Services

DIVISION SUMMARY

- Worked closely with financial services to implement the new financial system within CSD, including Pearl payroll system, JBS software (EMS scheduling program/payroll system) and accounts payable system
- Worked closely with the purchasing division to implement the extended use of P-cards for all purchases under \$5,000 within the Community Services Department. P-card distribution increased from 36 cards to 95 individually issued cards thus drastically increasing the requirement for monthly reconciliations by Business Division staff
- Began the implementation of a less manual and more efficient method of hunting license issuance making data base management & tracking easier
- Began restructuring within the Business Division to include better revenue tracking and follow-up on outstanding receivables

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Implement more customer service focus for Culver Street and Simcoe Recreation Centre
- Continue working closely with financial services & purchasing to finalize implementation of new financial system, including new purchasing policies and procedures as well as financial reporting within the Community Services Department
- Work closely with the Purchasing & Financial Services Divisions to implement Paramount purchasing software and a more centralized purchasing atmosphere at CSD
- Continue P-card implementation with distribution and reconciliation process for cards issued for all Fire and EMS vehicles
- Develop and implement a more effective and efficient budget monitoring process for CSD management team
- Continue restructuring in the Business Services Division to ensure most effective and efficient use of resources to meet the needs of the department

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Reduction of 0.6 FTE in Business Services Admin and increase of 0.3 FTE in Revenue Generation area (reallocation from Parks, Facilities & Recreation areas) for a net reduction of 0.3 FTE
- Increase in printing costs for InNorfolk Guide - \$7,000 impact
- Increase in Operating Capital requests over the 2015 level in the amount of \$1,700
- Expenditure increases offset by an increase in revenue generation in the amount of \$6,600

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Resources and time constraints including staffing turnover
- Limited access to financial information
- Increased downtime of County computer systems & programs

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Business Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	547,700	536,300	(2.1)	0	0	536,300	(11,400)	(2.1)
Materials & Supplies	11,400	11,000	(3.5)	0	0	11,000	(400)	(3.5)
Services	50,000	55,500	11.0	0	0	55,500	5,500	11.0
Financial	25,300	25,300	0.0	0	0	25,300	0	0.0
Capital	800	2,500	212.5	0	0	2,500	1,700	212.5
TOTAL EXPENDITURES	635,200	630,600	(0.7)	0	0	630,600	(4,600)	(0.7)
REVENUES								
Financial Charges/Investment Income	(25,900)	(25,700)	(0.8)	0	0	(25,700)	(200)	(0.8)
Fees & Service Charges	(92,500)	(100,000)	8.1	0	0	(100,000)	7,500	8.1
TOTAL REVENUES	(118,400)	(125,700)	6.2	0	0	(125,700)	7,300	6.2
NET LEVY REQUIREMENT	516,800	504,900	(2.3)	0	0	504,900	(11,900)	(2.3)
STAFFING COMPLEMENT	6.80	6.50		0.00	0.00	6.50	(0.30)	



Parks, Facilities & Recreation

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Parks, Facilities & Recreation

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To operate, maintain & develop a diverse inventory of Norfolk County facilities, parkland, cemeteries, trails and forested lands
- To assist and work with community groups to encourage community initiatives and partnerships
- To enhance the quality of life for residents of Norfolk County by fostering and supporting the development of recreation services and leadership throughout the County

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
# of programming hours of recreation programs	53,000	56,977
# of Hunting Licenses sold (resident/nonresident) <i>*please note season goes from Oct-Feb – so majority of licenses will not yet be sold as of Sept 30</i>	327/325	127/182
Average # of Trail users per day	100	231
Average # of Trail users per week	690	1617
Average # of Trail user per month	2766	7027

PRIOR YEAR ACHIEVEMENTS

- Installation of fully accessible playground in Port Dover
- Installation of skate park in Port Rowan
- Successful implementation of a Goose Management Strategy across all of Norfolk County
- Continued support to Community Events throughout Norfolk County
- Completion of the Parks, Facilities & Recreation Masterplan
- Partnered with the Rotary Club of Norfolk Sunrise & Simcoe Lions Club to upgrade a section of the Norfolk Sunrise Trail
- Successful in obtaining Seniors Community Grant (ability to offer Free fitness classes and general interest programs)
- Implemented the On The Move – Partnership program with the G.E.D.S.B. and Jumpstart for children/youth ages 10-13 years
- Artists in the Class Room – Partnership activity with ARTS CO and the Grand Erie District School Board
- Partnership with the Simcoe Community Policing Committee for Community Water Safety Day event

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Parks, Facilities & Recreation

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Implementation of Parks, Facilities & Recreation Master Plan & continued implementation & review of Trails Master Plan
- Development of a Trails Maintenance Policy
- Bridge Replacement in Wellington Park
- Review Ice Allocation Policy & Facility Booking policies & procedures
- Implementation of the Turning Point Program – Partnership with Valley Heights, Houghton Public and All Youth Matters
- Working towards becoming a Youth Driven Community & creation of a Youth Council

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increase of \$200,000 in contracted services for Ash Tree Removal (previously identified in Capital Budgets in 2014 & 2015)
- One Time addition of \$75,000 in Consulting Services for the completion of a Forest Resource Management Plan for Norfolk County owned Rural Woodlands
- Annual 2% incremental salaries and benefits increases in the amount of \$92,200
- Increase in maintenance and repair of \$25,300 for painting, flooring repairs, door repairs and various other one time interior & exterior repairs at various halls & community centres
- Increase in maintenance and repair of \$18,500 for painting and various other one time interior & exterior repairs throughout the 6 Norfolk County Arenas
- Increase of \$10,000 in one time maintenance & repairs supplies to fix existing picnic tables and bleachers throughout all parks in Norfolk County
- Increase of \$15,000 in contracted grass cutting services
- Increase in long term debt charges of \$37,100
- Increase in Operating Capital requests over the 2015 level by approximately \$22,000
- Increase in levy funded capital requests over the 2015 level in the amount \$71,500

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Infrastructure funding for aging facilities (ie. Community Centres/Halls, arenas)
- Aging population needs
- User Fees/Cost Recovery for provision of recreational services
- Constant changing of user group needs/requirements
- Geographically diverse nature of Norfolk County

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Parks, Facilities & Recreation

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	4,896,400	4,988,600	1.9	0	0	4,988,600	92,200	1.9
Materials & Supplies	1,592,800	1,615,500	1.4	0	0	1,615,500	22,700	1.4
Services	1,275,900	1,613,600	26.5	0	0	1,613,600	337,700	26.5
Transfer Payments/Grants	47,000	49,500	5.3	0	0	49,500	2,500	5.3
Interdepartmental Charges	0	0	0.0	0	0	0	0	0.0
Financial	900	900	0.0	0	0	900	0	0.0
Capital	208,900	231,200	10.7	0	0	231,200	22,300	10.7
TOTAL EXPENDITURES	8,021,900	8,499,300	6.0	0	0	8,499,300	477,400	6.0
REVENUES								
Federal/Provincial Grants	(72,100)	(69,600)	(3.5)	0	0	(69,600)	(2,500)	(3.5)
Municipal Recoveries	(26,900)	(26,900)	0.0	0	0	(26,900)	0	0.0
Financial Charges/Investment Income	(152,300)	(346,300)	127.4	0	0	(346,300)	194,000	127.4
Fees & Service Charges	(2,120,000)	(2,151,400)	1.5	0	0	(2,151,400)	31,400	1.5
TOTAL REVENUES	(2,371,300)	(2,594,200)	9.4	0	0	(2,594,200)	222,900	9.4
NET LEVY REQUIREMENT	5,650,600	5,905,100	4.5	0	0	5,905,100	254,500	4.5
STAFFING COMPLEMENT	76.69	76.47		0.00	0.00	76.47	(0.22)	



Fire & Rescue Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Fire prevention, public safety and emergency preparedness education
- Fire protection services
- Training and Development of 242 Volunteer Firefighters

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Total # of Incidents / Emergency Responses (calls)	870	675
Average response time (in minutes)	12.00	12.40
Smoke Alarm / CO Alarm Campaign (annual visits)	151	182 (As of Dec 11,15)
# of Volunteer Firefighter Recruited	14	11
Total # of Volunteer Firefighter Training Hours	10,471	8,632

PRIOR YEAR ACHIEVEMENTS

- OFM/Emergency Management yearly compliance
- 42 vulnerable occupancy fire drills and reviews completed
- Annual Fire School

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Complete Fire Underwriters Water Shuttle Certification
- Submit Master Fire Plan
- Update Burn By-law
- Transition from OFM to NFPA Training Requirements
- Review Standard Operating Guidelines, Rules and Regulations
- Review of apparatus replacement schedule

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- New Budget Initiative of \$118,500 for increase in volunteer firefighter hours for various activities, officer development, recruitment and emergency preparedness education
- Annual 2% salary incremental increases for permanent full time staffing totaling \$40,600
- Overall increase in training & development costs for both administrative staff and volunteer firefighters of \$20,500
- Increase in bunker gear cleaning of \$14,500 due to new NFPA legislation
- Increase in one time requirements throughout the 11 station for painting and minor interior repairs in the combined amount of \$23,000
- Increase in costs of SCBA air pack bench testing of \$15,200
- Addition of preventative maintenance costs for extrication equipment & heaving rescue airbags of \$9,000
- Decrease in Transfers to Reserve funds of \$43,900
- Decrease in long term debt charges of \$32,000

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- OFM/EM transition, unsure of field officer placement and contacts
- NFPA transition from the Office of the Fire Marshal curriculum
- Legislated vulnerable occupancy fire drills and fire safety plan reviews
- Officer Development
- Wellness program initiative

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Fire & Rescue Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	2,110,800	2,151,400	1.9	0	118,500	2,269,900	159,100	7.5
Materials & Supplies	297,900	296,600	(0.4)	0	0	296,600	(1,300)	(0.4)
Services	509,000	602,800	18.4	0	0	602,800	93,800	18.4
Capital	260,600	392,800	50.7	0	0	392,800	132,200	50.7
TOTAL EXPENDITURES	3,178,300	3,443,600	8.3	0	118,500	3,562,100	383,800	12.1
REVENUES								
Federal/Provincial Grants	(300)	(300)	0.0	0	0	(300)	0	0.0
Financial Charges/Investment Income	(34,300)	(163,300)	376.1	0	0	(163,300)	129,000	376.1
Fees & Service Charges	(37,900)	(38,900)	2.6	0	0	(38,900)	1,000	2.6
TOTAL REVENUES	(72,500)	(202,500)	179.3	0	0	(202,500)	130,000	179.3
NET LEVY REQUIREMENT	3,105,800	3,241,100	4.4	0	118,500	3,359,600	253,800	8.2
STAFFING COMPLEMENT	31.47	31.47		0.00	0.00	31.47	0.00	



Emergency Medical Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Emergency Medical Services

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To ensure the wellbeing, safety, proper medical treatment, and transport of all patients in Norfolk County
- To assist neighbouring municipalities in providing seamless emergency response as directed by the Central Ambulance Communication Centre (CACC)
- To identify and promote the general wellness of any patient, as well as, injury prevention initiatives
- To work with the medical profession and other professional groups in furthering pre-hospital emergency care
- Continuation with the Community Paramedicine Program including clinics and home visits

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
EMS Division-GENERAL		
Total annual call volume	13,822	10,552
# of Emergency calls for service (Code 3,4,8)	12,343	9,538
# of Patient Transfers (Includes all priorities)	2,175	1,626
COMMUNITY PARAMEDICINE PROJECT		
# of Wellness Clinics in 6 social housing complexes	N/A	97
# of patients seen in Wellness Clinics	N/A	715
# of Home Visits	N/A	207
# of referrals by Paramedics to Community Resources (CREMS)	N/A	165

PRIOR YEAR ACHIEVEMENTS

- Implementation of JBS (scheduling software for EMS)
- Implementation of ePCR (electronic paperless call reports)
- Incorporating new tablets in the emergency vehicles
- Implementation of the Community Paramedicine Program
- Exemplary awards for long standing Paramedics

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Emergency Medical Services

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- In consultation with Council, explore future sites for Waterford E.M.S. Base
- Evaluate and continue the Community Paramedicine Program
- Implementation of the swipe card system in conjunction with the JBS scheduling program currently in use
- New protocol initiatives with Base Hospital (Re: Naloxone-for OPIOD overdoses)
- Increase supervisory to staff ratio

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Community Paramedicine Program has reduced the staffing requirement by 1.45 FTE therefore creating a reduction in salaries & benefits which has been offset by a reduction in Grant Funding & MOHLTC Funding
- New Budget Initiative to increase the supervisory staffing complement by 0.5 FTE
- Increase of \$5,000 in Legal Fees due to 2016 being a contract negotiation year

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Aging population growth in Norfolk County requires increased demand on services
- Increasing costs in equipment (i.e. power load stretchers)
- Expanding initiatives surrounding Community Paramedicine Program (i.e. slips/falls)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Emergency Medical Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	8,048,300	7,904,300	(1.8)	0	88,000	7,992,300	(56,000)	(0.7)
Materials & Supplies	392,600	375,700	(4.3)	0	9,600	385,300	(7,300)	(1.9)
Services	167,000	168,900	1.1	0	2,300	171,200	4,200	2.5
Interdepartmental Charges	0	0	0.0	0	0	0	0	0.0
Capital	46,000	14,500	(68.5)	0	0	14,500	(31,500)	(68.5)
TOTAL EXPENDITURES	8,653,900	8,463,400	(2.2)	0	99,900	8,563,300	(90,600)	(1.0)
REVENUES								
Federal/Provincial Grants	(4,619,400)	(4,592,200)	(0.6)	0	(35,600)	(4,627,800)	8,400	0.2
Municipal Recoveries	(60,000)	(60,000)	0.0	0	0	(60,000)	0	0.0
Financial Charges/Investment Income	(90,500)	(3,000)	(96.7)	0	0	(3,000)	(87,500)	(96.7)
Fees & Service Charges	(300)	(300)	0.0	0	0	(300)	0	0.0
TOTAL REVENUES	(4,770,200)	(4,655,500)	(2.4)	0	(35,600)	(4,691,100)	(79,100)	(1.7)
NET LEVY REQUIREMENT	3,883,700	3,807,900	(2.0)	0	64,300	3,872,200	(11,500)	(0.3)
STAFFING COMPLEMENT	66.87	65.17		0.00	0.75	65.92	(0.95)	



Port Dover Marina

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Port Dover Harbour Marina

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Provision of seasonal dockage (466) - 381 fully serviced docks with hydro & water, 74 non-serviced docks which does not include hydro & water, and 11 transient docks that are also fully serviced; Storage capabilities on site for off-season storage
- To supply patrons with the ability to purchase marine fuel & oil, ice, provide pump out capabilities & provide a public launching ramp
- To provide a safe and secure environment and well-being to our sail and powerboat customers
- To work with other businesses within Norfolk County to help promote the area and bring in new customers into Norfolk County
- To provide blue access to the public for recreational purposes
- To protect aquatic life and waterways for future generations use

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Percentage of Usage of Permanent Slip Per Season (Apr 15 -Oct 15)	95%	96%
Percentage of Usage of Transient Slip Per Season (Apr 15 – Oct 15)	29%	31%

PRIOR YEAR ACHIEVEMENTS

- Replaced propane water heater for more efficient services
- Upgrades to Dock 1 and 3 with replacing all wood on the slips and main walkways
- New benches, garbage cans and recycle containers for more coordinated park-like style
- Goose control with the installation of fencing, lights and dogs to control the goose population in the marina
- Upgrades to Wi-Fi system for patrons
- New tree planting
- Improved community profile with partnership with the Port Dover Sailing School, Port Dover Yacht Club (Interclub Race) and the Power Squadron (Boating Safety Week)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Port Dover Harbour Marina

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue Beautification of PDHM
- Continue working to develop Policy and Procedures with Ontario Boating Association
- Continue working and developing staff training with Ontario Boating Association, Norfolk County EMS & Fire Departments
- Removal of the condemned docks in old commercial dock area for the relocation of transient/day use/boat ramp

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increase in utilities – hydro & water of \$1,800
- Increase in bank service charges of \$1,000
- Capital request of \$5,000 for the installation of an 80' tower for better connectivity to the County communications network
- Inclusion of \$2,000 for the ability to complete reviews of marina infrastructure – break wall, gas dock, environmental assessments for dredging, etc.
- All expenditure increases have been offset by projection of an increase in revenues of \$9,500

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Demand for bigger slips for bigger boats (with current conditions PDHM cannot offer services to 50 foot plus boats)
- Ongoing technical issues with computer connections (PDHM is 24/7 customer service business with different operating hours than Information Services technical staff of Norfolk County)
- Aging customer base and trying to make the marina AODA compliant (more accessible for patrons)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Port Dover Marina

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	236,400	237,000	0.3	0	0	237,000	600	0.3
Materials & Supplies	349,600	351,400	0.5	0	0	351,400	1,800	0.5
Services	71,500	72,300	1.1	0	0	72,300	800	1.1
Financial	16,000	17,000	6.3	0	0	17,000	1,000	6.3
Capital	17,000	17,000	0.0	0	0	17,000	0	0.0
TOTAL EXPENDITURES	690,500	694,700	0.6	0	0	694,700	4,200	0.6
REVENUES								
Federal/Provincial Grants	(2,800)	(2,800)	0.0	0	0	(2,800)	0	0.0
Financial Charges/Investment Income	(3,700)	(3,700)	0.0	0	0	(3,700)	0	0.0
Fees & Service Charges	(1,208,400)	(1,217,900)	0.8	0	0	(1,217,900)	9,500	0.8
TOTAL REVENUES	(1,214,900)	(1,224,400)	0.8	0	0	(1,224,400)	9,500	0.8
NET LEVY REQUIREMENT	(524,400)	(529,700)	(1.0)	0	0	(529,700)	(5,300)	(1.0)
STAFFING COMPLEMENT	4.59	4.53		0.00	0.00	4.53	(0.06)	



Port Rowan Marina

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Marina

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Provision of seasonal dockage (38) - 28 with hydro on East side (recreational area) & 10 with hydro on West side (commercial area) and water lot license agreements for 35 boathouses
- To provide a public launching ramp
- To provide a safe and secure environment and well-being to our patrons
- To work with other businesses within Norfolk County to help promote the area and bring in new customers into Norfolk County
- To provide blue access to the public for recreational purposes
- To protect aquatic life and waterways for future generations use

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Percentage of Usage of Permanent Slip Per Season (Apr 15 - Oct 15) – East Slips (Recreational Area)	85%	80%
Percentage of Usage of Permanent Slip Per Season (Apr 15 - Oct 15) – West Slips (Commercial Area)	50%	40%

PRIOR YEAR ACHIEVEMENTS

- Installation of security gate at East Slips
- Implementation of HMS (Harbour Management Software)
- Improved maintenance standards implemented

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue to complete the main pier/dock street restoration at the Port Rowan Harbour Marina
- Improve customer service/satisfaction

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Marina

DIVISION SUMMARY

- Complete operations manual/policies & procedures
- Installation of channel markers

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- New Budget Initiative in the amount of \$2,000 to increase the approved hours of work for the Harbour Master
- Increase in operating capital requests of \$7,500 over 2015 levels
- Addition of contracted services in the amount of \$2,500 to install and remove the channel markers
- Addition of annual software maintenance fee of \$1,900 for the HMS Harbour Management Software program
- One time maintenance and repair services in the amount of \$5,000 for the painting of the lighthouse
- All increases in expenditures offset by the increase of transfer funding from the Port Rowan Marina Reserve

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Low water levels (dredging requirements)
- High aquatic growth
- Lack of opportunity to expand revenues to help offset increased operating costs

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Port Rowan Marina

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	26,400	24,500	(7.2)	0	2,000	26,500	100	0.4
Materials & Supplies	6,400	9,000	40.6	0	0	9,000	2,600	40.6
Services	22,500	33,800	50.2	0	0	33,800	11,300	50.2
Financial	0	0	0.0	0	0	0	0	0.0
Capital	6,000	13,500	125.0	0	0	13,500	7,500	125.0
TOTAL EXPENDITURES	61,300	80,800	31.8	0	2,000	82,800	21,500	35.1
REVENUES								
Federal/Provincial Grants	(700)	(700)	0.0	0	0	(700)	0	0.0
Financial Charges/Investment Income	(7,100)	(7,700)	8.5	0	0	(7,700)	600	8.5
Fees & Service Charges	(56,000)	(57,200)	2.1	0	0	(57,200)	1,200	2.1
TOTAL REVENUES	(63,800)	(65,600)	2.8	0	0	(65,600)	1,800	2.8
NET LEVY REQUIREMENT	(2,500)	15,200	708.0	0	2,000	17,200	19,700	788.0
STAFFING COMPLEMENT	0.70	0.67		0.00	0.05	0.72	0.02	



Ride Norfolk

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Ride Norfolk is dedicated to providing a reliable, affordable, and safe public transportation option for travelling within Norfolk County
- Ride Norfolk works with members of the community in order to continually improve the service that is offered in order to best meet the transportation needs that exist within the community
- Ride Norfolk engages the community in order to increase the financial viability of the service through effective and creative marketing and promotion.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Annual Ridership (Daily Ridership)	5103 (21/day)	4539 (25/day)
Farebox Recovery Rate (Revenue from fare/Operating Expenses)	10%	11%
South Coast Shuttle Ridership	N/A	850 (20/day)
South Coast Shuttle Sponsorship/Fare Revenue	N/A	\$15,900

PRIOR YEAR ACHIEVEMENTS

- Establishment of the South Coast Shuttle Service
- Increased ridership and revenue

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continued growth in Ridership and Revenue for both regular and south coast shuttle services
- Implementation of a demand response system to compliment current service

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Increased service costs due to implementation of South Coast Shuttle
- Increased revenues from fare sales & sponsorships due to implementation of the South Coast Shuttle

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DIVISION SUMMARY

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Coverage of a large geographic area
- Integrating services with outside agencies with diverse mandates and funding formulas
- Changing accessibility requirements related to service operations and infrastructure
- Balancing Gas Tax Funding and Municipal Contributions to sustain transportation services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

RIDE Norfolk

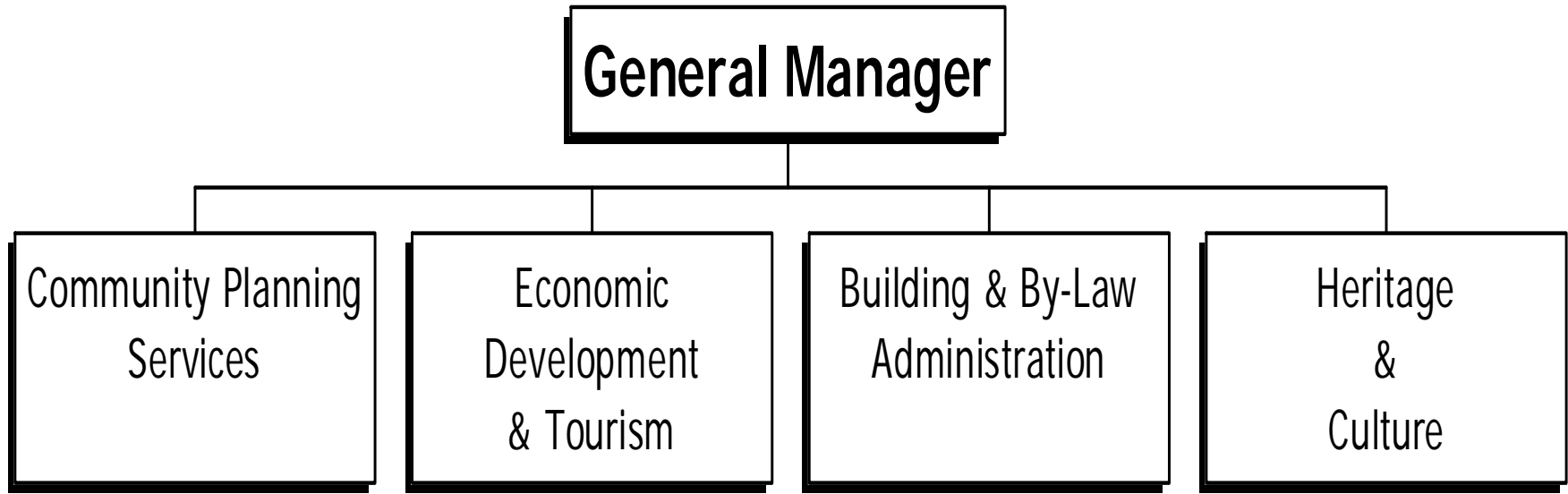
DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	71,200	73,800	3.7	0	0	73,800	2,600	3.7
Materials & Supplies	2,300	2,400	4.3	0	3,000	5,400	3,100	134.8
Services	127,000	132,900	4.6	0	50,200	183,100	56,100	44.2
TOTAL EXPENDITURES	200,500	209,100	4.3	0	53,200	262,300	61,800	30.8
REVENUES								
Federal/Provincial Grants	0	0	0.0	0	0	0	0	0.0
Financial Charges/Investment Income	(4,500)	(5,400)	20.0	0	(13,500)	(18,900)	14,400	320.0
Fees & Service Charges	(25,000)	(25,000)	0.0	0	(3,000)	(28,000)	3,000	12.0
Transfer From Reserve & Reserve Funds	(129,500)	(124,800)	(3.6)	0	(36,700)	(161,500)	32,000	24.7
TOTAL REVENUES	(159,000)	(155,200)	(2.4)	0	(53,200)	(208,400)	49,400	31.1
NET LEVY REQUIREMENT	41,500	53,900	29.9	0	0	53,900	12,400	29.9
STAFFING COMPLEMENT	1.00	1.00		0.00	0.00	1.00	0.00	



**DEVELOPMENT AND CULTURAL
SERVICES**

Development & Cultural Services



PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
DEVELOPMENT & CULTURAL SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % of TOTAL Incr/(Decr)
Development & Cultural Services Admin	411,400	409,300	(0.5)	0	0	409,300	(2,100)	(0.5)
Community Planning Services	939,600	818,800	(12.9)	0	0	818,800	(120,800)	(12.9)
Building	(156,500)	(143,200)	8.5	0	0	(143,200)	13,300	8.5
By-Law Enforcement	764,400	767,000	0.3	9,000	50,000	826,000	61,600	8.1
Tourism & Economic Development	662,100	725,900	9.6	0	35,900	761,800	99,700	15.1
Heritage & Culture	1,108,900	1,137,400	2.6	0	5,000	1,142,400	33,500	3.0
TOTAL	3,729,900	3,715,200	(0.4)	9,000	90,900	3,815,100	85,200	2.3

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
DEVELOPMENT & CULTURAL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	4,262,900	4,434,200	4.0	0	0	4,434,200	171,300	4.0
Materials & Supplies	363,100	377,300	3.9	0	0	377,300	14,200	3.9
Services	1,158,100	1,147,300	(0.9)	9,000	90,900	1,247,200	89,100	7.7
Transfer Payments/Grants	0	0	0.0	0	0	0	0	0.0
Transfer To Reserves & Reserve Funds	54,600	896,400	1,541.8	0	0	896,400	841,800	1,541.8
Financial	2,000	3,900	95.0	0	0	3,900	1,900	95.0
Capital	70,000	44,900	(35.9)	0	0	44,900	(25,100)	(35.9)
TOTAL EXPENDITURES	5,910,700	6,904,000	16.8	9,000	90,900	7,003,900	1,093,200	18.5
REVENUES								
Federal/Provincial Grants	(59,400)	(67,200)	13.1	0	0	(67,200)	7,800	13.1
Financial Charges/Investment Income	(171,600)	(178,500)	4.0	0	0	(178,500)	6,900	4.0
Fees & Service Charges	(1,916,600)	(2,080,200)	8.5	0	0	(2,080,200)	163,600	8.5
Transfer From Reserve & Reserve Funds	(33,200)	(862,900)	2,499.1	0	0	(862,900)	829,700	2,499.1
TOTAL REVENUES	(2,180,800)	(3,188,800)	46.2	0	0	(3,188,800)	1,008,000	46.2
NET LEVY REQUIREMENT	3,729,900	3,715,200	(0.4)	9,000	90,900	3,815,100	85,200	2.3
STAFFING COMPLEMENT	53.78	53.44		0.00	0.00	53.44	(0.34)	



**Development & Cultural Services
Admin**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

DEVELOPMENT & CULTURAL SERVICES ADMIN

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To provide support and management services to the Development & Cultural Services team.
- To advise Council on all matters relating to Community Planning, Building & Bylaw, Tourism & Economic Development and Heritage & Culture.
- To liaise with the Norfolk County community on matters relating to Departmental areas of responsibility.
- To establish and oversee budgets and departmental policy development; and
- To continually identify opportunities and processes which enhance Customer Service across the Department.

PERFORMANCE MEASURES

Please refer to individual Divisional Performance Measures

PRIOR YEAR ACHIEVEMENTS

- Implementation of Consolidated Zoning Bylaw
- Implementation of new Community Improvement Incentives
- Successful transition to the new Robinson Administration Building
- Initiate review of Development process with PW&ES
- Approval and oversight of 2015 budget with sound fiscal management

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Develop a resource strategy to respond to increased development activity
- Completion of the Hastings Drive Zoning Review
- Completion and approval of the Official Plan Review
- Continued emphasis of Customer Service standards across the Department
- Successful approval of the 2016 Operating and Capital Budgets

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- One time receipt of the Southwest Ontario Tourism Corporation revenue for a mobile website (\$12,400)
- Consulting Services – Bi-Annual BMA Municipal Benchmark Study \$2,500
- Graphics iMac Computer Replacement \$3,000

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

DEVELOPMENT & CULTURAL SERVICES ADMIN

DIVISION SUMMARY

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Staff Resources for Development related volume.
- Maintaining the ability to comply with legislated response times for various departmental responsibilities
- Implementation of an enhanced Customer Service Strategy
- Roll-out of new Departmental Performance Measures and Key Indicators

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Development & Cultural Services Admin

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	309,700	315,500	1.9	0	0	315,500	5,800	1.9
Materials & Supplies	23,400	23,900	2.1	0	0	23,900	500	2.1
Services	71,500	76,400	6.9	0	0	76,400	4,900	6.9
Capital	10,000	13,000	30.0	0	0	13,000	3,000	30.0
TOTAL EXPENDITURES	414,600	428,800	3.4	0	0	428,800	14,200	3.4
REVENUES								
Financial Charges/Investment Income	0	(12,400)	100.0	0	0	(12,400)	12,400	100.0
Fees & Service Charges	(3,200)	(7,100)	121.9	0	0	(7,100)	3,900	121.9
TOTAL REVENUES	(3,200)	(19,500)	509.4	0	0	(19,500)	16,300	509.4
NET LEVY REQUIREMENT	411,400	409,300	(0.5)	0	0	409,300	(2,100)	(0.5)
STAFFING COMPLEMENT	3.05	3.05		0.00	0.00	3.05	0.00	



Community Planning Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

COMMUNITY PLANNING SERVICES

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Preparation and maintenance of long range planning policy studies, documents and strategies.
- To provide effective development planning implementation and administration; evaluate and process of planning applications, zoning by-law amendments, official plan amendments, site plan, condominium, subdivision and development agreements.
- Administration of the Norfolk Environmental Advisory Committee
- Approval authority for consents and minor variances through a Committee of Adjustment where the Secretary Treasurer administers the processing of applications while complying with the Planning Act
- Create, acquire, maintain, coordinate, catalogue and distribute GIS data and mapping within the Planning Department
- Develop systems and applications to allow effective sharing and distribution of GIS data within the County structure.
- Coordinate GIS projects, data creation, data acquisition and data standards and provide GIS support within the County structure.
- Provide the public and GIS community access to the County's GIS data through data agreements and internet web mapping applications.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Complete mapping for Planning Applications within specified deadlines	100% processed within specified deadlines	98% processed within specified deadlines
Respond to request for information within 24 hours	90% of all requests for information processed within 24 hours	90% of all requests for information processed within 24 hours
Respond to basic mapping requests within 48 hours	90% of all requests for information processed within 48 hours	85% of all requests for information processed within 48 hours
Respond to GIS support calls within 24 hours	95% of GIS support calls were handled within 24 hours	90% of GIS support calls were handled within 24 hours
# of Official Plan & Zoning Bylaw Amendments Processed	82	55
# of Consent Applications	68	53

PRIOR YEAR ACHIEVEMENTS

- Approval of Norfolk County Zoning By-law
- Development of pre-consultation meetings
- Implementation of Development Information Sessions

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

COMMUNITY PLANNING SERVICES

DIVISION SUMMARY

- Completion of many development applications.
- Official Plan Review.
- Hastings Drive Study.
- Completed mapping for the new County zoning By-law.
- Rebuilt and updated all internal staff GIS web mapping applications.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Completion of Official Plan Review.
- Development review process.
- Completion of many development applications.
- Completion of Hastings Drive study.
- Natural Heritage Study.
- Complete all mapping related to Planning applications within defined deadlines.
- Create, maintain and update the County GIS data.
- Complete GIS analysis and mapping for Official Plan Review
- Increase the sharing of GIS data through the release new internal and public web mapping application.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Various User Fee recoveries have increased due to rates getting closer to full cost recovery as well as increased usage occurrences (\$145,100).
- Mileage increase \$4,100
- Computer Software Services for Bluebeam Licenses \$3,000

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Staff resources for development related volume.
- Communication implementation to development community.
- High volume of development applications.
- As the amount of GIS data continues to increase, it becomes more difficult with current staffing levels to properly maintain and update data to insure accuracy and currency.
- The sharing of GIS data through web mapping applications has become very important, as more applications are built it becomes more difficult to find staff time to properly maintain and update them.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Community Planning Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	1,024,200	1,042,600	1.8	0	0	1,042,600	18,400	1.8
Materials & Supplies	23,300	28,400	21.9	0	0	28,400	5,100	21.9
Services	171,900	177,100	3.0	0	0	177,100	5,200	3.0
Capital	10,000	5,600	(44.0)	0	0	5,600	(4,400)	(44.0)
TOTAL EXPENDITURES	1,229,400	1,253,700	2.0	0	0	1,253,700	24,300	2.0
REVENUES								
Federal/Provincial Grants	(600)	(600)	0.0	0	0	(600)	0	0.0
Financial Charges/Investment Income	(20,100)	(20,100)	0.0	0	0	(20,100)	0	0.0
Fees & Service Charges	(269,100)	(414,200)	53.9	0	0	(414,200)	145,100	53.9
TOTAL REVENUES	(289,800)	(434,900)	50.1	0	0	(434,900)	145,100	50.1
NET LEVY REQUIREMENT	939,600	818,800	(12.9)	0	0	818,800	(120,800)	(12.9)
STAFFING COMPLEMENT	12.10	12.10		0.00	0.00	12.10	0.00	



Building

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

BUILDING

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To promote the safety of buildings constructed and renovated in Norfolk County with reference to public health, fire protection, structural sufficiency, accessibility, conservation and environmental provisions by applying the Building Code Act, the Ontario Building Code and all applicable legislation.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
# of Building Permits Issued	1107	819
# of Residential Dwelling Units	253	193
\$ Value of Building Permits Issued	\$ 90.5 mil	\$ 59.7 mil

PRIOR YEAR ACHIEVEMENTS

- Building staff relocated to Robinson Administration Building from Schellburg office. This has created a better “team” approach with Planning & Economic Development staff working closer together.
- Mobile devices provided to inspection staff are providing better access to information remotely.
- Securing a “pilot” position of Zoning Review Officer (1 year).
- Continuous learning and professional development for various staff.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Enact a Code of Conduct for the Chief Building Official and Inspectors as per Building Code Act which guides their day-to-day activities.
- Continue to provide professional development to achieve and maintain provincial qualification of all Building Inspectors.
- Provide the necessary training in preparation of implementation of new 2016 Building Code requirements.
- Promote a working environment where continuous learning and professional development is encouraged, new ideas are welcome, and a friendly atmosphere prevails as the most productive team approach to business.
- Ensure consistency of data entered into our permit tracking system using CityView and to provide accuracy of information for reporting purpose;
- Continue with the implementation of CityView Mobile to provide building inspectors with the necessary tools to easily access our permit tracking system remotely in real time from the field using a smartphone or tablet.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

BUILDING

DIVISION SUMMARY

- Further promote a Customer Service approach to the Building Permit process by providing prompt, courteous, and efficient service to building owners, design professionals, contractors and residents of Norfolk County.
- Provide assistance to individuals to meet the needs of Council, County Departments and the general public regarding the building permit process; fulfill the statutory duties and responsibilities while still providing excellent customer service to the public.
- Continue to monitor building permit activity, policies and related processes to ensure that they continue to be effective, efficient and enforced.
- Process all building permit applications and perform all inspections in accordance with legislated time frames.
- Review, develop and update current Policies & Procedures for the division and establish best practice guidelines.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Legal services requests have been reduced based on average (\$4,300)
- Reduced rental costs for Schellburg office due to move to RAB (\$8,000)
- Salaries & Benefits increases based on staff reallocation \$25,300

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- New building code initiatives related to Energy Efficiency, Accessibility & Climate Change
- Familiarization with the implementation of the new Norfolk County Zoning Bylaw
- New zoning regulations and potential pitfalls in implementation.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Building

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	1,074,400	1,099,700	2.4	0	0	1,099,700	25,300	2.4
Materials & Supplies	62,600	61,000	(2.6)	0	0	61,000	(1,600)	(2.6)
Services	77,100	63,900	(17.1)	0	0	63,900	(13,200)	(17.1)
Transfer To Reserves & Reserve Funds	54,600	896,400	1,541.8	0	0	896,400	841,800	1,541.8
Capital	10,000	5,000	(50.0)	0	0	5,000	(5,000)	(50.0)
TOTAL EXPENDITURES	1,278,700	2,126,000	66.3	0	0	2,126,000	847,300	66.3
REVENUES								
Financial Charges/Investment Income	(5,800)	(5,800)	0.0	0	0	(5,800)	0	0.0
Fees & Service Charges	(1,396,200)	(1,400,500)	0.3	0	0	(1,400,500)	4,300	0.3
Transfer From Reserve & Reserve Funds	(33,200)	(862,900)	2,499.1	0	0	(862,900)	829,700	2,499.1
TOTAL REVENUES	(1,435,200)	(2,269,200)	58.1	0	0	(2,269,200)	834,000	58.1
NET LEVY REQUIREMENT	(156,500)	(143,200)	8.5	0	0	(143,200)	13,300	8.5
STAFFING COMPLEMENT	13.42	13.08		0.00	0.00	13.08	(0.34)	



By-Law Enforcement

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

BY-LAW ENFORCEMENT

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

The By-law Enforcement Division is responsible to promote a healthy, safe and harmonious community through the administration and enforcement of various County By-laws through investigation and resolution of by-law complaints.

PERFORMANCE MEASURES

Measurable Service	2014	2015 (as of November)
Bylaw complaints received	No info available	1032
Bylaw complaints resolved	No info available	740
Complaints investigated within five (5) business days	Priorities take precedent Initial inspection within three (3) days.	Priorities take precedent Initial inspection within three (3) days.
Occurrences are settled without litigation	98% of occurrences were settled without court appearance.	98% of occurrences were settled without court appearance.

PRIOR YEAR ACHIEVEMENTS

- By-law Enforcement staff relocation to Robinson Administration Building from Schellburg office & Peel St office.
- Mobile devices provided to By-law staff are providing better access to information remotely.
- Continuous learning and professional development opportunity for various staff.
- Harmonization of the Fence By-Law.
- Securing a new 3 year Animal Control Services contract with Hillside Kennels
- Securing a new 3 year School Crossing Guard Services contract with Guardian International Security Services

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue harmonization of current By-laws of the former municipalities to create uniformity across Norfolk County and reducing confusion for public and staff when dealing with by-law enforcement matters resulting in better customer service to all residents, and implementation of various by-laws
- Promote a "progressive enforcement approach" where the objective is to achieve compliance.
- Maintain a "written complaint only" format (unless it is a safety issue) and ensure that all inquiries and complaints are dealt with in a consistent, courteous, professional and timely manner. Receiving complaints in writing alleviates neighbour disputes, and allows by-law staff to have reliable witnesses in a matter that proceeds to court. Parking enforcement is handled under standard operating procedures.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

BY-LAW ENFORCEMENT

DIVISION SUMMARY

- Promote a working environment where continuous learning and professional development is encouraged, new ideas are welcome, and a friendly atmosphere prevails as the most productive team approach to business.
- Ensure consistency of data entered into our By-law tracking system using CityView to provide accuracy of information for reporting purposes.
- Continue to provide professional development to maintain knowledge as Municipal Law Enforcement Officers and Property Standards Officers.
- Ensure sufficient resources are in place for the effective administration of the Violations Program; investigate and resolve all Violations within the prescribed time frame at the cost of the property owner.
- Monitor the School Crossing Guard Program and rationalize new requests to ensure safety for school children crossing streets.
- Ensure enforcement of Animal Care and Control By-law in order to reduce the number of animal complaint
- Reduce the number of livestock kills throughout the County through education.
- Implementation of a new Adult Entertainment By-law

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- New Council initiative for Feline Trap Neuter Release Program \$50,000
- Reduced Animal Control costs based on new contract rate (\$5,000)
- Increased School Crossing guard costs due based on new contract rate (\$3,800)

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Increased concern raised regarding the number of coyote sightings within the urban areas.
- Trends in the judicial system have been imposing an increasing duty of care upon municipalities when it comes to the administration and enforcement of regulatory by-laws
- Use of more “progressive enforcement approach” to achieve compliance without the need to lay a charge and giving a reasonable opportunity for corrective action to be taken.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	554,600	564,300	1.7	0	0	564,300	9,700	1.7
Materials & Supplies	46,700	46,200	(1.1)	0	0	46,200	(500)	(1.1)
Services	361,400	352,200	(2.5)	9,000	50,000	411,200	49,800	13.8
Financial	200	1,000	400.0	0	0	1,000	800	400.0
Capital	0	2,500	100.0	0	0	2,500	2,500	100.0
TOTAL EXPENDITURES	962,900	966,200	0.3	9,000	50,000	1,025,200	62,300	6.5
REVENUES								
Federal/Provincial Grants	(600)	(600)	0.0	0	0	(600)	0	0.0
Financial Charges/Investment Income	(120,400)	(120,400)	0.0	0	0	(120,400)	0	0.0
Fees & Service Charges	(77,500)	(78,200)	0.9	0	0	(78,200)	700	0.9
TOTAL REVENUES	(198,500)	(199,200)	0.4	0	0	(199,200)	700	0.4
NET LEVY REQUIREMENT	764,400	767,000	0.3	9,000	50,000	826,000	61,600	8.1
STAFFING COMPLEMENT	7.60	7.60		0.00	0.00	7.60	0.00	



Tourism & Economic Development

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

TOURISM & ECONOMIC DEVELOPMENT

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Ensure long-term growth and prosperity by building and maintaining partnerships, increasing our assessment base, ensuring that our infrastructure and services are in place and sustainable.
- Supporting a centralized tourism marketing authority and focusing on business retention.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Total cooperative marketing revenue from partners and advertisers (all sectors) to exceed \$100,000	Met Target	Met Target
Total number of Marketing Partners to exceed 250	Met Target	Met Target
# of Incentives Approved & \$ Private Investment	Not Implemented	2 Incentives Approved \$11,445 municipal \$11,445 Private-sector
# of New Development-Related Jobs Created	Not Implemented	Not Implemented
# of Program Partners – 256 Marketing Partners	250	256
# of Economic Development Strategy Initiatives Underway/Complete	22 Underway/Complete of 57 initiatives	22 Underway/Complete of 57 initiatives

PRIOR YEAR ACHIEVEMENTS

- Completed revisions Community Improvement Plan (CIP), implementing nine (9) incentives: grants and interest-free loans for businesses
- Launched “Entrepreneurs Grow Here” economic development marketing campaign, including video, Investor’s Guide, updated norfolkbusiness.ca website, social media, advertising, etc.
- Successful merger of tourism and agricultural marketing partner programs, including upgrade of norfolktourism.ca, increased engagement on website, direct email campaigns, print publications and social media
- Winner of Ontario Culinary Tourism Leadership Award; Honourable Mention for Norfolk County Cookbook
- Assisted with the development and promotion of the successful South Coast Shuttle bus service
- Coordinated the innovative Finger Lakes Business Study Tour
- Record attendance at Annual Economic Development Symposium with keynote speaker Dr. Katherine Loflin

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

TOURISM & ECONOMIC DEVELOPMENT

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Make investors, visitors and stakeholders aware: Promote Norfolk County as a preferred destination for investment by entrepreneurs, companies and tourists with continuing support from private-sector partners.
- Support entrepreneurs and developers: Assist individual business and development projects with Community Improvement Plan incentive instruments and through collaboration with other Departments and local Agencies.
- Support climate of opportunity and positivity: Develop the capacity of industry sectors to grow and add employment through workshops, business visits and networking, and raise awareness among local businesses of this positive direction.
- Collaborate with local and regional partners: Work with Ministries, agencies and advisory boards to ensure Norfolk County is maximizing benefits of collaboration through staff development and communication with local, regional and provincial partners.
- Implement strategic priorities: Monitor implementation of priority actions in the Economic Development Strategy, implement a Business Retention and Expansion initiative for the agrifood sector (subject to Council approval), and prepare for an Economic Development Strategy Review in 2017.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Marketing Partner Fee increased from \$150 to \$175 annually for private-sector partners \$5,000.
- New Budget Initiative included for the Marketing Partner Contribution \$35,000.
- Salaries & Benefits increase mainly due to re-organization \$70,600.

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Expectations of stakeholders and the business community continue to challenge the resources available to service those expectation

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Tourism & Economic Development

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	452,700	523,300	15.6	0	0	523,300	70,600	15.6
Materials & Supplies	27,000	30,000	11.1	0	0	30,000	3,000	11.1
Services	275,700	268,700	(2.5)	0	35,900	304,600	28,900	10.5
Transfer Payments/Grants	0	0	0.0	0	0	0	0	0.0
Financial	1,400	2,500	78.6	0	0	2,500	1,100	78.6
Capital	1,000	3,500	250.0	0	0	3,500	2,500	250.0
TOTAL EXPENDITURES	757,800	828,000	9.3	0	35,900	863,900	106,100	14.0
REVENUES								
Federal/Provincial Grants	(1,200)	(1,200)	0.0	0	0	(1,200)	0	0.0
Financial Charges/Investment Income	(6,300)	(6,100)	(3.2)	0	0	(6,100)	(200)	(3.2)
Fees & Service Charges	(88,200)	(94,800)	7.5	0	0	(94,800)	6,600	7.5
TOTAL REVENUES	(95,700)	(102,100)	6.7	0	0	(102,100)	6,400	6.7
NET LEVY REQUIREMENT	662,100	725,900	9.6	0	35,900	761,800	99,700	15.1
STAFFING COMPLEMENT	5.81	5.81		0.00	0.00	5.81	0.00	



Heritage & Culture

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

HERITAGE & CULTURE

DIVISION SUMMARY

DIVISION FUNCTION/SERVICES

- Strengthen communities by supporting life-long learning and preserving, protecting, presenting and promoting Norfolk County's arts, culture and heritage.
- Work with partners to strengthen community cultural skills and knowledge, heighten the quality and diversity of activities, and increase access to cultural resources and activities.
- Manage all matters related to heritage and culture legislation.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
# of visitors	27,881	19820
# of volunteer hours - Adult	*8058	3,029
# of volunteer hours - Youth	*# inc adult & youth	1132
# of programs offered - Adult	N/A	38
# of programs offered - Youth	N/A	62
# of donations to Norfolk County collections	N/A	941
# of acquisitions to Norfolk County collections	N/A	8

PRIOR YEAR ACHIEVEMENTS

- Created position of Manager, Heritage & Culture.
- Focused effort on collections management.
- Expanded awareness through active use of social and print media.
- Created opportunities for volunteer engagement.
- Establishment of Norfolk County Agricultural Hall of Fame.
- Successfully secured funding assistance through various granting sources.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

HERITAGE & CULTURE

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Plan for Norfolk County's Canada 150 celebration in 2017.
- Participate in regional cultural tourism.
- Lay groundwork for the development of a Municipal Cultural Plan.
- Continual development of innovative new exhibits and programming.
- Facilitate active participation by community members and stakeholders.
- Develop strategy for improved and expanded collections storage.
- Seek and apply for new revenues through grants and foundations.
- Engage in robust collaborations with our communities.
- Provide expanded opportunities for youth engagement.
- Provide expanded opportunities for volunteer engagement.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Salaries & Benefits increased due to staff reallocation, economic & merit increases \$41,500.
- Building repairs of \$20,000 to the Norfolk Arts Centre now that Employee Business Services has vacated the premises.
- Decrease in one time project items of \$77,900.

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Declining volunteer base.
- Collaboration and increased partnerships.
- Shift from industrial/manufacturing economies to knowledge-based economies, cultural sites can play a pivotal role.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

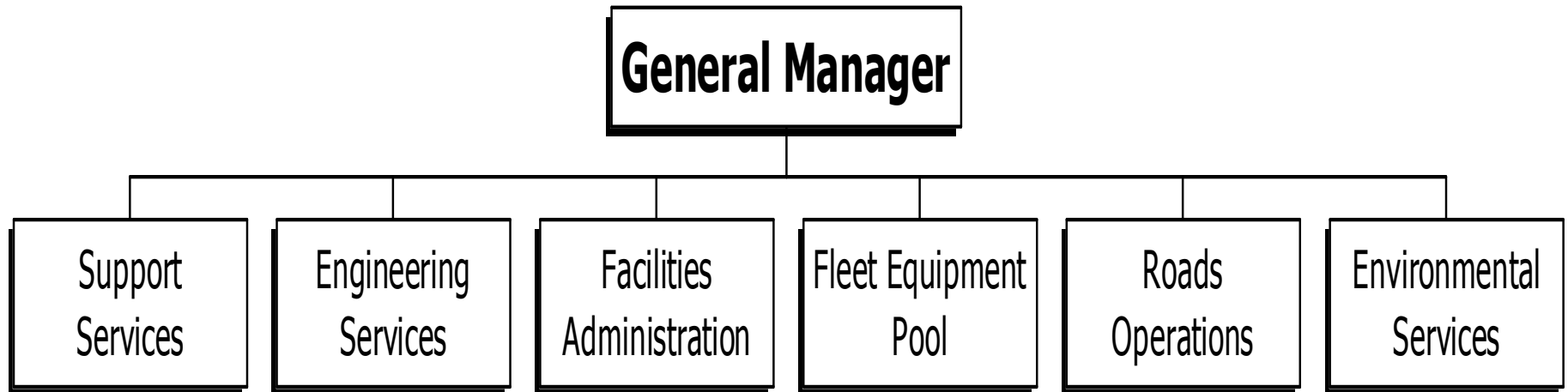
DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	847,300	888,800	4.9	0	0	888,800	41,500	4.9
Materials & Supplies	180,100	187,800	4.3	0	0	187,800	7,700	4.3
Services	200,500	209,000	4.2	0	5,000	214,000	13,500	6.7
Financial	400	400	0.0	0	0	400	0	0.0
Capital	39,000	15,300	(60.8)	0	0	15,300	(23,700)	(60.8)
TOTAL EXPENDITURES	1,267,300	1,301,300	2.7	0	5,000	1,306,300	39,000	3.1
REVENUES								
Federal/Provincial Grants	(57,000)	(64,800)	13.7	0	0	(64,800)	7,800	13.7
Financial Charges/Investment Income	(19,000)	(13,700)	(27.9)	0	0	(13,700)	(5,300)	(27.9)
Fees & Service Charges	(82,400)	(85,400)	3.6	0	0	(85,400)	3,000	3.6
TOTAL REVENUES	(158,400)	(163,900)	3.5	0	0	(163,900)	5,500	3.5
NET LEVY REQUIREMENT	1,108,900	1,137,400	2.6	0	5,000	1,142,400	33,500	3.0
STAFFING COMPLEMENT	11.80	11.80		0.00	0.00	11.80	0.00	



**PUBLIC WORKS &
ENVIRONMENTAL SERVICES**

Public Works & Environmental Services



PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY
DEPARTMENT NET LEVY REQUIREMENT

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % of TOTAL Incr/(Decr)
Public Works & Environmental Services Admin	264,200	264,100	0.0	0	0	264,100	(100)	0.0
Support Services	636,300	587,100	(7.7)	0	0	587,100	(49,200)	(7.7)
Engineering Services	1,131,400	1,044,800	(7.7)	0	0	1,044,800	(86,600)	(7.7)
Fleet Equipment	2,839,600	2,938,200	3.5	0	0	2,938,200	98,600	3.5
Facilities	1,793,600	2,469,100	37.7	0	0	2,469,100	675,500	37.7
Waste Management	5,049,000	7,250,100	43.6	0	51,300	7,301,400	2,252,400	44.6
Roads Operations	10,337,000	10,592,200	2.5	0	0	10,592,200	255,200	2.5
TOTAL	22,051,100	25,145,600	14.0	0	51,300	25,196,900	3,145,800	14.3

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY
DEPARTMENT SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	9,332,100	9,281,000	(0.5)	0	0	9,281,000	(51,100)	(0.5)
Materials & Supplies	5,016,600	5,180,200	3.3	0	0	5,180,200	163,600	3.3
Services	9,359,600	12,336,100	31.8	0	51,300	12,387,400	3,027,800	32.3
Transfer Payments/Grants	1,860,000	1,884,800	1.3	0	0	1,884,800	24,800	1.3
Financial	4,100	5,200	26.8	0	0	5,200	1,100	26.8
Capital	354,400	355,400	0.3	0	0	355,400	1,000	0.3
TOTAL EXPENDITURES	25,926,800	29,042,700	12.0	0	51,300	29,094,000	3,167,200	12.2
REVENUES								
PIL's-Supplementaries-Local Improvements	(4,300)	(4,300)	0.0	0	0	(4,300)	0	0.0
Federal/Provincial Grants	(1,054,400)	(1,054,600)	0.0	0	0	(1,054,600)	200	0.0
Financial Charges/Investment Income	(919,800)	(912,300)	(0.8)	0	0	(912,300)	(7,500)	(0.8)
Fees & Service Charges	(1,316,800)	(1,345,500)	2.2	0	0	(1,345,500)	28,700	2.2
Other Revenues	(580,400)	(580,400)	0.0	0	0	(580,400)	0	0.0
TOTAL REVENUES	(3,875,700)	(3,897,100)	0.6	0	0	(3,897,100)	21,400	0.6
NET LEVY REQUIREMENT	22,051,100	25,145,600	14.0	0	51,300	25,196,900	3,145,800	14.3
STAFFING COMPLEMENT	113.95	112.95		0.00	0.00	112.95	(1.00)	



**Public Works &
Environmental Services Admin**

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Public Works & Environmental Services Admin

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

The Department is responsible for the management, maintenance and capital works for the roads, fleet and facilities, municipal drains, water, wastewater, storm sewer and waste management services provided by the County. In addition to the capital upgrades of the Department, is responsible for all capital and operating costs for five (5) administration facilities for Norfolk County.

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Employee turnover offset by incremental and economic increases show an overall decrease in the Salary and Benefits for the Administration budget in the amount of \$11,100.
- Legal Services were increased based on prior year's actuals in the amount of \$3,000.
- Mileage has been increased based on new General Manager's travel to workshops for 2016 in the amount of \$2,000.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Efficient, effective and economical operation of the department
- Continue to improve customer service
- Continue standardization of services
- Continue development of Performance Measures
- Develop a departmental Succession Management Plan for non-union staff

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Public Works & Environmental Services Admin

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	251,500	240,400	(4.4)	0	0	240,400	(11,100)	(4.4)
Materials & Supplies	6,100	8,400	37.7	0	0	8,400	2,300	37.7
Services	6,600	10,300	56.1	0	0	10,300	3,700	56.1
Financial	0	0	0.0	0	0	0	0	0.0
Capital	0	5,000	100.0	0	0	5,000	5,000	100.0
TOTAL EXPENDITURES	264,200	264,100	0.0	0	0	264,100	(100)	0.0
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	264,200	264,100	0.0	0	0	264,100	(100)	0.0
STAFFING COMPLEMENT	2.00	2.00		0.00	0.00	2.00	0.00	



Support Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Support Services

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- The co-ordination of administrative support, payroll input and accounting support.
- Wide range of customer service and issuance of permits.
- Manage and monitor contracts for service
- Secure all revenue sources generated from water, wastewater and waste management

PRIOR YEAR ACHIEVEMENTS

- Permits Issued - 104 oversize load, 97 entrance, 56 road cut, 300 water and sewer permits.
- Work Orders - 6800

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Implement Inventory Bar Code System
- Participate in the Customer Service Strategy
- Continue with the implementation of the work order system

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Job evaluation, incremental and economic increases drive the only major budget driver in the amount of \$13,900.

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Maintain established service standards with fewer resources
- Monitoring contracted services – janitorial, locates, alarm monitoring and after hours answering service
- Implementation of Customer Service Strategy recommendations

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Support Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	585,300	539,500	(7.8)	0	0	539,500	(45,800)	(7.8)
Materials & Supplies	16,500	16,500	0.0	0	0	16,500	0	0.0
Services	25,500	25,400	(0.4)	0	0	25,400	(100)	(0.4)
Financial	800	800	0.0	0	0	800	0	0.0
Capital	8,200	4,900	(40.2)	0	0	4,900	(3,300)	(40.2)
TOTAL EXPENDITURES	636,300	587,100	(7.7)	0	0	587,100	(49,200)	(7.7)
REVENUES								
TOTAL REVENUES	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	636,300	587,100	(7.7)	0	0	587,100	(49,200)	(7.7)
STAFFING COMPLEMENT	9.00	8.00		0.00	0.00	8.00	(1.00)	



Fleet Equipment

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Fleet Equipment

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To provide and maintain 293 vehicles, equipment and radio communication system to the operational departments/divisions as required.
- To economically source materials and supplies for use by the Fleet Division and operational department/divisions County wide as required. To provide a central receiving and distribution depot for the materials and supplies.
- To coordinate all County signage through the operation of the sign shop.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of November 30, 2015
Number of vehicles serviced and maintained by Fleet	298	293

PRIOR YEAR ACHIEVEMENTS

- Completion of capital equipment purchases

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue to develop fuel reduction programs
- Continue with vehicle/equipment replacement program
- Analyze interdepartmental rental rates
- Review and confirm the replacement schedules
- Efficient use of vehicles and equipment
- Implement an inventory control system

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Materials and Supplies increased by \$100,000.00 based on history and the weak Canadian dollar
- Licensing increased by \$5,000.00 due to Service Ontario increased licensing fees
- Equipment rental decreased by \$6,400.00 to reflect the discontinuation of I.T. and Water/Wastewater short term summer vehicle leases

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Reduction of greenhouse gas emissions
- Multi-use equipment

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Fleet Equipment

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	1,169,900	1,166,400	(0.3)	0	0	1,166,400	(3,500)	(0.3)
Materials & Supplies	1,352,500	1,458,000	7.8	0	0	1,458,000	105,500	7.8
Services	400,500	398,100	(0.6)	0	0	398,100	(2,400)	(0.6)
Capital	25,300	24,300	(4.0)	0	0	24,300	(1,000)	(4.0)
TOTAL EXPENDITURES	2,948,200	3,046,800	3.3	0	0	3,046,800	98,600	3.3
REVENUES								
Financial Charges/Investment Income	(79,000)	(79,000)	0.0	0	0	(79,000)	0	0.0
Fees & Service Charges	(19,200)	(19,200)	0.0	0	0	(19,200)	0	0.0
Other Revenues	(10,400)	(10,400)	0.0	0	0	(10,400)	0	0.0
TOTAL REVENUES	(108,600)	(108,600)	0.0	0	0	(108,600)	0	0.0
NET LEVY REQUIREMENT	2,839,600	2,938,200	3.5	0	0	2,938,200	98,600	3.5
STAFFING COMPLEMENT	13.50	13.30		0.00	0.00	13.30	(0.20)	



Facilities

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Facilities

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- To assess capital equipment and facilities to ensure structural and mechanical integrity in order to maintain the value of County assets.
- To prepare life cycle plans and capital budget forecasts for facilities.
- To prepare and coordinate tenders for services, construction and equipment.
- To provide project management for capital projects.
- To manage 14 administration/municipal buildings.
- To maintain, repair and replace the 906 pieces of Heating, Ventilation and Air Conditioning (HVAC) equipment in all County facilities
- To oversee the Corporate energy management program.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Number of pieces of HVAC equipment serviced and maintained	906	906
Number of work orders processed by Facilities	2954	2148

PRIOR YEAR ACHIEVEMENTS

- Completion of the Robinson Administration Building
- Capital upgrades to various facilities
- LED street lighting conversion
- Electricity procurement
- microFIT solar installation at the Waterford Fire Station

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Capital HVAC upgrades to County Administration Building, Simcoe Recreation Center Arena, St. Williams Community Centre, Facilities Operations Building, Port Rowan Library
- Capital Roof Replacements/Repairs at Talbot Gardens, County Administration Building, Port Rowan EMS Base
- Capital Upgrades to Delhi Administration Building, County Administration Building, Simcoe Branch Library
- Project management for the Delhi Branch Library expansion.

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Facilities

DIVISION SUMMARY

- Air quality upgrade at the Annaleise Carr Aquatic Centre
- Implementation of the Generator Replacement program
- Management of the consolidated corporate service contracts
- Implementation of the Norfolk County Energy Conservation & Demand Management Plan
- Update Building Condition Assessments

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Land/Building Rental – Addition of the Robinson Administration Building to the operating budget increase of \$414,600
- Operating Capital – Last phase of Lighting Retrofit Program – one time increase of \$90,000
- Consulting Services – Community Energy Plan moved from Capital – one time increase of \$75,000
- Consulting Services – Building Condition Assessments moved from Capital – one time increase of \$60,000

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Providing consolidated facility services
- Aging buildings

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Facilities

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	517,100	565,700	9.4	0	0	565,700	48,600	9.4
Materials & Supplies	325,400	328,800	1.0	0	0	328,800	3,400	1.0
Services	763,500	1,418,300	85.8	0	0	1,418,300	654,800	85.8
Capital	295,400	264,200	(10.6)	0	0	264,200	(31,200)	(10.6)
TOTAL EXPENDITURES	1,901,400	2,577,000	35.5	0	0	2,577,000	675,600	35.5
REVENUES								
Federal/Provincial Grants	(300)	(300)	0.0	0	0	(300)	0	0.0
Financial Charges/Investment Income	(28,900)	(28,900)	0.0	0	0	(28,900)	0	0.0
Fees & Service Charges	(78,600)	(78,700)	0.1	0	0	(78,700)	100	0.1
TOTAL REVENUES	(107,800)	(107,900)	0.1	0	0	(107,900)	100	0.1
NET LEVY REQUIREMENT	1,793,600	2,469,100	37.7	0	0	2,469,100	675,500	37.7
STAFFING COMPLEMENT	5.85	6.05		0.00	0.00	6.05	0.20	



Engineering Services

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Engineering Services

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Project management of the Capital Infrastructure Replacement Program: roads, sewers and water mains
- Project management of the infrastructure improvements for Wastewater Treatment Facilities, Water Treatment Facilities and Wastewater pumping stations
- Project management of the Bridge and Culvert Replacement Program
- Manage and administer the 10 year Capital Forecast
- Provide technical review of submissions for commercial, industrial and residential development applications, engineering approval on infrastructure design and review of lot grading submissions
- Project Management of special studies with respect to areas such as master planning, traffic and transportation and unique structures (ie., dams)
- Managing the development and maintenance of design and construction standards for municipal infrastructure
- To assist property owners in resolving drainage issues/disputes in an effective and cost efficient manner through the use of the Drainage Act Legislation.
- To provide an effective and cost efficient maintenance program for municipal drains, including the County's five-year maintenance program for open ditch municipal drains. This maintenance work fulfills the County's obligations and liabilities under the Drainage Act.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Length of hard surfaced roads (km)	3975	3975
Length of gravel / earth roads (km)	200	200
Length of sidewalks (km)	157	158.6
Length of municipal drains (km)	953.4	953.4
Length of mutual agreement drains (km)	39.8	39.8

PRIOR YEAR ACHIEVEMENTS

- Completion of the Capital Infrastructure Replacement Program
- Completion of the Road Resurfacing Program

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Engineering Services

DIVISION SUMMARY

- Completion of the Bridge and Culvert Replacement Program
- Commissioning of new Delhi WWTF
- Completion of major electrical upgrades at the Simcoe WWTF
- Capital upgrades to various sanitary sewer pumping stations
- Commencement of Integrated Sustainable Master Plan (scheduled for early 2016 completion)
- Commencement of an investigation of twelve intersections and roads of concern, identified through meetings with the OPP (January 2016 completion)

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Completion of the Capital Infrastructure Replacement Program
- Completion of the Road Resurfacing Program
- Completion of the Bridge and Culvert Replacement Program
- Capital upgrades to Port Dover WWTF, Simcoe WWTF and Waterford WWTF
- Begin engineering for a new Port Dover Water Tower
- Capital upgrades to various sanitary sewer pumping stations
- Presentation to Council, and commencing implementation of the recommendations of the Integrated Sustainable Master Plan
- Continuation and expansion of the traffic and road safety program with the OPP
- Presentation of the Misner Dam report and implementing any subsequent Council direction for that structure
- Review and enhancement of the Engineering review of planning applications (Official Plan Amendments, Subdivision, etc..)

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Transfer to Capital fund - \$440,000
- Engineering Services - Traffic Review Study Moved from Capital - \$50,000
- Engineering Services - Bridge and Culvert Appraisal, moved from Capital - \$40,000
- Replacement of 7 engineering workstations in the amount of \$35,000.

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Limited Resources for asset management needed to establish a sustainable model for capital works replacement and maintenance
- Aging Infrastructure
- Replacing threatened and decommissioned groundwater sources
- Pilot program to utilize outside resources (ie., consultants) to address technical and development issues to improve efficiency and service level

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Engineering Services

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	1,257,100	1,122,500	(10.7)	0	0	1,122,500	(134,600)	(10.7)
Materials & Supplies	116,100	115,600	(0.4)	0	0	115,600	(500)	(0.4)
Services	619,500	618,300	(0.2)	0	0	618,300	(1,200)	(0.2)
Capital	10,000	50,000	400.0	0	0	50,000	40,000	400.0
TOTAL EXPENDITURES	2,002,700	1,906,400	(4.8)	0	0	1,906,400	(96,300)	(4.8)
REVENUES								
Federal/Provincial Grants	(113,100)	(113,100)	0.0	0	0	(113,100)	0	0.0
Financial Charges/Investment Income	(619,600)	(619,600)	0.0	0	0	(619,600)	0	0.0
Fees & Service Charges	(138,600)	(128,900)	(7.0)	0	0	(128,900)	(9,700)	(7.0)
TOTAL REVENUES	(871,300)	(861,600)	(1.1)	0	0	(861,600)	(9,700)	(1.1)
NET LEVY REQUIREMENT	1,131,400	1,044,800	(7.7)	0	0	1,044,800	(86,600)	(7.7)
STAFFING COMPLEMENT	14.09	14.09		0.00	0.00	14.09	0.00	



Roads Operations

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Roads Operations

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- Manage all roadway operations and maintenance activities for 2100 centreline kms of road system and 244 bridges and structures
- Road surface maintenance, roadside maintenance, winter control program, safety devices, municipal parking lots and festivals, while maintaining MMS (Minimum Maintenance Standards)
- Preparation operation and capital budgets

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Respond to 90% of service requests from residents within 24 hours	97%	98%

PRIOR YEAR ACHIEVEMENTS

- LED conversion agreement
- Expand retaining wall program
- GPS in Winter Control Contractor Trucks (plows)
- Rebuild of 10 kms of roadway

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Amendments to the Norfolk County Road Salt Management Plan (done annually)
- Reduction of gravel road inventory through hard surfacing upgrades
- Ongoing staff training and development
- Enhance skills training for all levels of the workforce for continuous improvement
- Comply with MTO legislation 4/93 of the HTA for hours of work
- Complete installation of LED retrofit program
- Continue to work with Community Services on the tree assessment program to removal all trees from the roadside that are classified critical
- Three kilometers of gravel hard topped in 2016
- Continue to expand asphalt recycling pavement program

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Roads Operations

DIVISION SUMMARY

- Build a good working rapport with Hydro One as our new power authority
- Ongoing general repair and maintenance to Road Buildings

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- M/R Supplies General - increase driven mainly by snow removal - exceptionally hard winters' increased costs of sand and salt - \$405,900
- Utilities decreased by \$380,100 due to the LED installation program
- M/R Supplies General – decreased with the implementation of LED Streetlights - \$100,000

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Limited Resources / aging infrastructure
- Minimum Maintenance Standards (MMS)
- Salt Management Plan
- Roads Master Plan
- Increased public expectations
- Increased liabilities (claims and legal investigations)

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Roads Operations

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	5,250,500	5,340,200	1.7	0	0	5,340,200	89,700	1.7
Materials & Supplies	3,133,000	3,181,600	1.6	0	0	3,181,600	48,600	1.6
Services	3,018,400	3,144,600	4.2	0	0	3,144,600	126,200	4.2
TOTAL EXPENDITURES	11,401,900	11,666,400	2.3	0	0	11,666,400	264,500	2.3
REVENUES								
Federal/Provincial Grants	(201,700)	(201,900)	0.1	0	0	(201,900)	200	0.1
Financial Charges/Investment Income	(191,400)	(183,400)	(4.2)	0	0	(183,400)	(8,000)	(4.2)
Fees & Service Charges	(101,800)	(118,900)	16.8	0	0	(118,900)	17,100	16.8
Other Revenues	(570,000)	(570,000)	0.0	0	0	(570,000)	0	0.0
TOTAL REVENUES	(1,064,900)	(1,074,200)	0.9	0	0	(1,074,200)	9,300	0.9
NET LEVY REQUIREMENT	10,337,000	10,592,200	2.5	0	0	10,592,200	255,200	2.5
STAFFING COMPLEMENT	65.46	65.46		0.00	0.00	65.46	0.00	



Waste Management

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

WASTE MANAGEMENT

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

- The management of curbside collection of garbage, blue box recyclables and leaf & yard waste.
- The management of two County transfer stations (Simcoe and South Walsingham), the Material Recovery Facility (MRF) and the waste disposal contract.
- The management of other waste programs including bulky collection, municipal household & special waste (MHSW/HHW), home composting, Christmas tree recycling plus monitoring programs for five (5) closed landfill sites.
- Work with Haldimand County for the long term care of the jointly owned Tom Howe and Canborough landfill sites.
- Securing of Waste Diversion Act funding and preparation of associated budgets and program planning.

PERFORMANCE MEASURES

Measurable Service	2014	2015 as of Sept 30, 2015
Annual Tonnage of Collected Garbage (Curbside)	13,366 mt	10,658 mt
Annual Tonnage of Collected Recyclables (Curbside)	4,813 mt	3,619 mt
Quantity of Household Hazardous Waste (Events)	84 mt	67 mt
Tonnage of Leaf & Yard Waste (Curbside & Depot)	1504 mt	814 mt

PRIOR YEAR ACHIEVEMENTS

- Conducted curbside Furniture & Appliance Pick up collection program
- Transition from disposal at the Tom Howe landfill site to the disposal of curbside collected waste to the Emerald Energy from Waste Facility in Brampton through implementation of the long term supply agreement with Walker Environmental Group
- Entered into an agreement with Walker Environmental Group for the operation of the two County transfer station operations and the disposal of transfer station material at the Walker South Landfill in Niagara Falls
- Transition through closure of Tom Howe and the return of transfer station data management to Norfolk County
- Continued effective and efficient management of all collection and diversion programs
- Secured WDO funding in excess of \$700,000
- Effective regulatory compliance

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

WASTE MANAGEMENT

DIVISION SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

- Continue with the transition and upgrades to two County transfer stations
- Enter into a new waste and recycling curbside collection contract
- In conjunction with Haldimand County, renegotiate with the Mississaugas of the New Credit First Nation waste disposal agreement
- Conduct a tipping fee review
- Conduct the \$15 Dollar Day bulky item program County transfer stations
- Establish formal agreement with Haldimand County with respect to the governance, management and operations of the now closed Tom Howe Landfill site and cost sharing of the Canborough closed landfill site.
- In conjunction with Haldimand County, finalize the purchase of the Material Recovery Facility in Simcoe
- Continued operation of all collection, diversion and monitoring programs
- Continued implementation of the Solid Waste Management Master Plan

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

- Waste disposal and haulage to new Energy From Waste Facility - \$1.734m
- Operational and disposal costs for the transfer stations - \$508,500
- Loss of revenue from Tom Howe operations to cover operating costs - \$442,000

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

- Proposed Waste Free Ontario Act
- Ongoing transition of the transfer stations to an efficient and safe environment
- Limited Resources

PROPOSED 2016 LEVY SUPPORTED OPERATING BUDGET

Waste Management

DIVISION SUMMARY

	2015 APPROVED BUDGET	2016 Adjusted Budget	2016 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2016 PROPOSED BUDGET	2016 Budget \$ Incr/(Decr)	2016 Budget % Incr/(Decr)
EXPENDITURES								
Salaries & Benefits	300,700	306,300	1.9	0	0	306,300	5,600	1.9
Materials & Supplies	67,000	71,300	6.4	0	0	71,300	4,300	6.4
Services	4,525,600	6,721,100	48.5	0	51,300	6,772,400	2,246,800	49.6
Transfer Payments/Grants	1,860,000	1,884,800	1.3	0	0	1,884,800	24,800	1.3
Financial	3,300	4,400	33.3	0	0	4,400	1,100	33.3
Capital	15,500	7,000	(54.8)	0	0	7,000	(8,500)	(54.8)
TOTAL EXPENDITURES	6,772,100	8,994,900	32.8	0	51,300	9,046,200	2,274,100	33.6
REVENUES								
PIL's-Supplementaries-Local Improvements	(4,300)	(4,300)	0.0	0	0	(4,300)	0	0.0
Federal/Provincial Grants	(739,300)	(739,300)	0.0	0	0	(739,300)	0	0.0
Financial Charges/Investment Income	(900)	(1,400)	55.6	0	0	(1,400)	500	55.6
Fees & Service Charges	(978,600)	(999,800)	2.2	0	0	(999,800)	21,200	2.2
TOTAL REVENUES	(1,723,100)	(1,744,800)	1.3	0	0	(1,744,800)	21,700	1.3
NET LEVY REQUIREMENT	5,049,000	7,250,100	43.6	0	51,300	7,301,400	2,252,400	44.6
STAFFING COMPLEMENT	4.05	4.05		0.00	0.00	4.05	0.00	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
MC MAYOR & COUNCIL SERVICES SUMMARY		
Mayor & Council Services General Operations		
15010 -1000 Mayor & Council Services		
Sit Stand Workstation - Senior Admin Assistant	800	New
Archive Room - 3rd Floor Items including Folding Table (100), Bookcase/Shelving (800) Cabinet (1,500) and Chair (400)	2,800	New
Total 8905 Operating Capital Expenditures	3,600	
Total MC MAYOR & COUNCIL SERVICES SUMMARY	3,600	
EBSD EMPLOYEE & BUSINESS SERVICES SUMMARY		
Clerk's & Council Services		
32011 -1000 Clerk's & Council Services General Opera		
2016 Office chairs (1)	500	Replacement
Total 8905 Operating Capital Expenditures	500	
Corporate Support Services		
33011 -1000 Corp Support Serv's Admin		
2016 Office Equipment Replacement Program (chairs, file cabinets, etc)	3,000	Replacement
Total 8905 Operating Capital Expenditures	3,000	
33016 -1000 Accessibility for Ontarians with Disabil		
Barrier Free Access Program - 2016 Accessible Trail Signage - Ensure all regulatory, information or directional signage is provided along trail.	5,000	New
Total 8905 Operating Capital Expenditures	5,000	
Total EBSD EMPLOYEE & BUSINESS SERVICES SUMMARY	8,500	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
FIN FINANCIAL SERVICES SUMMARY		
Financial Services		
41010 -1000 Financial Services Admin		
2016 - Required needs for Office Re-organization	10,000	New
Total 8905 Operating Capital Expenditures	10,000	
Total FIN FINANCIAL SERVICES SUMMARY	10,000	
PWES PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY		
Public Works & Environmental Services Admin		
51010 -1000 PW Admin		
Annual furniture Upgrades	5,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	
Support Services		
52010 -1000 Support Services		
2015 - Work Tech Bar code Inventory	4,900	New
Total 8905 Operating Capital Expenditures	4,900	
Engineering Services		
55010 -1000 Engineering Services Admin.		
7 workstations	35,000	Replacement
Total 8905 Operating Capital Expenditures	35,000	
Land Acquisition - dependant on Development Applications for the year.	10,000	New
Total 8907 Land Acquisition	10,000	
55040 -5522 Drainage Maintenance		
1 Work Stations @ \$5000.00 each	5,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
Fleet Equipment		
54010 -1000 Fleet Equipment Pool		
2016 - Bar Code/Inventory System Licenses & Training	5,000	New
2016 - Unnamed replacements of attachments	3,000	Replacement
2016 - T512 Trailer Replacement	4,900	Replacement
2016 - T532 Trailer Replacement	4,900	Replacement
Total 8905 Operating Capital Expenditures	17,800	
54010 -5401 Radio System		
2016 - 5 Replacement two-way radios at \$500 each	2,500	Replacement
Generator Replacement (Bloomsburg) per T&T Power Group Generator Assessment Report.	4,000	Replacement
Total 8905 Operating Capital Expenditures	6,500	
Facilities		
53010 -5301 Building Security		
Access Control Reader Units - continued program throughout County	20,000	Replacement
Upgrade hard drive storage for video cameras - continued program throughout County	10,000	Replacement
Total 8905 Operating Capital Expenditures	30,000	
53010 -5302 Energy Conservation Measures		
2016 Lighting retrofit program. Last phase of current retrofit project.	90,000	Replacement
Building insulation and envelope upgrades	30,000	Not Applicable
Request # PWE3182015025 - Micro-Hydroelectric Generation Project- Delhi Quance Dam Capital.	25,000	New
Total 8905 Operating Capital Expenditures	145,000	
53101 -5311 County Admin Building		
Replace 5 old analogue video cameras with digital (interior)	5,000	Replacement
Install video surveillance cameras on south side of CAB (exterior)	3,000	New
Install electric hand dryers - pilot project	1,500	New
Total 8905 Operating Capital Expenditures	9,500	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
53104 -5311 Delhi Admin. Building		
2016 - replace remaining windows - 2nd floor	20,000	Replacement
2016 - More painting	8,000	Not Applicable
Total 8905 Operating Capital Expenditures	28,000	
53108 -5311 Norfolk County Garage		
Floor Replacement - office area	5,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	
53109 -5311 Schellburg Ave Facility		
Replace water heater - replace rental electric with owned natural gas	1,700	Replacement
Electrical Upgrades - replace panels & disconnect switches	7,000	Replacement
Replace Flooring	23,000	Replacement
Total 8905 Operating Capital Expenditures	31,700	
53110 -5311 Hwy #24 South Facility		
2016 - Overhead door operators 2 @ \$2500	5,000	New
2016 - Renovate washrooms & fixtures - sinks, toilets, move wall in upper washroom.	8,000	Replacement
Total 8905 Operating Capital Expenditures	13,000	
61011 -1000 Port Rowan Medical Centre		
Annual building upgrade replacement	2,000	Replacement
Total 8905 Operating Capital Expenditures	2,000	
Waste Management		
57070 -5721 General Operations - Material Recycling Facility		
2016 - Eavestrough enhancement and replacement	2,500	Replacement
2016 - Interior container area block push wall	4,500	New
Total 8905 Operating Capital Expenditures	7,000	
Total PWES PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY	355,400	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
HSS HEALTH & SOCIAL SERVICES SUMMARY		
Social Services		
62010 -1000 Social Services General Administration		
2016 - Ongoing yearly replacement of 4 work stations @ approx. \$1,500 each	6,000	Replacement
Total 8905 Operating Capital Expenditures	6,000	
Norview Lodge		
63010 -6351 Housekeeping Services		
2016 - Therapeutic Mattresses (16) - ongoing Replacement Program. Ultra Max Geo-Mattress at \$600 each. 8-year Warranty. Better quality mattress for reduction in pressure ulcers as well as fall prevention due to improved edge-of-bed stability.	10,000	Replacement
2016 - Furniture - Resident Lounge & Comfort Chair Replacement Program - chairs and sofas replacement due to age (+10 years old). 8 - 10 year life expectancy.	10,000	Replacement
2016 - Outdoor Recycle Bins (2) - 2-stream system, 46 gallon bin, \$550 each	1,100	New
2016 - Outdoor Garbage Containers (3) Replacement Program - 50 gallon - spring-loaded swing doors to contain odours and prevent animals from getting into containers; "no lift" unloading; "bolt-down" capability. \$750 each	2,300	Replacement
Total 8905 Operating Capital Expenditures	23,400	
63010 -6371 Building & Property Admin		
2016 - Replacement of two (2) floor scrubber machines (\$4,000 each)	8,000	Replacement
2016 - Air Barrier - Main Entrance Norview (previously approved for 2014 but was unable to install due to contractor default) - 10 Year Life Expectancy - Ongoing Budget Impact is minimal - filters \$50	5,000	New
2016 - Air Barrier - Loading Dock Norview (previously approved for 2014 but was unable to install due to contractor default) - 10 Year Life Expectancy - Ongoing Budget Impact is minimal - filters \$50	5,000	New
2016 - Air Barrier - Loading Dock Man Door Norview (previously approved for 2014 but was unable to install due to contractor default) - 10 Year Life Expectancy - Ongoing Budget Impact is minimal - filters \$50	5,000	New
Total 8905 Operating Capital Expenditures	23,000	
Total HSS HEALTH & SOCIAL SERVICES SUMMARY	52,400	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
PH PUBLIC HEALTH SUMMARY		
Program Based Grants		
65011 -6511 Public Health Administration		
Ergonomic Assessments and Replacement of Desk and Chair	3,000	Replacement
Total 8905 Operating Capital Expenditures	3,000	
Total PH PUBLIC HEALTH SUMMARY	3,000	
CSD COMMUNITY SERVICES SUMMARY		
Business Services		
72010 -1000 Business Services Administration		
2016 - Purchase Laptop Computer, docking station, keyboard, mouse, etc (for use at PRHM)	2,500	New
Total 8905 Operating Capital Expenditures	2,500	
Parks, Facilities & Recreation		
73010 -1000 Parks & Facilities Admin		
Annual Resurfacing Program - Parking areas - various roadways and parking lots Per Sean Lindsay - These items should be TCA if individually over \$5,000, Per Dept. most items historically have not been over \$5,000 but some are.	25,000	Replacement
Annual Resurfacing Program - Sports Fields - includes baseball fields, tennis courts, running tracks, multi purpose pads, and skate parks	20,000	Replacement
Annual Keyless Equipment replacement Program - weed eaters, attachments, push mowers, ice edgers, utility trailers, commercial dehumidifiers, vacuum cleaners, portable generators, utility pumps and various power tools	15,000	Replacement
Annual Replacement of Miscellaneous Tables & Chairs - utilized to replace tables & chairs throughout 6 arenas & office areas	5,000	Replacement
2016 - Purchase iPad Air 2 (wifi, cellular 64Gb & smart case (Program Office)	1,000	New
2016 - Purchase Desktop PC including monitor, keyboard & mouse (Programs Office)	1,300	New
Total 8905 Operating Capital Expenditures	67,300	
73011 -1000 Programs Administration		
2016 - Purchase Program Canopies - 2x 10ftx20ft (\$650 ea) & 2x 10ftx10ft (\$275 ea) & 4x sets of rubber weight plates (\$110 ea)	2,300	Replacement
Total 8905 Operating Capital Expenditures	2,300	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
73012 -1000 Pools Administration		
2016 - ACAC - Purchase Storage Cubbies (4 Units @ \$600 Each)	2,400	New
2016 - ACAC - Aquatics Office Refurbishment - Instructor/Guard Office - staff desks NC Standard (\$1500 each)	1,500	Replacement
2016 - DKP - Purchase & Install Message Board on outside wall of Facility	1,500	New
2016 - Purchase AED for Training Purposes	800	New
Total 8905 Operating Capital Expenditures	6,200	
73112 -7301 Waterford Comm Centre - Facility Operations		
2016 - Kitchen Counter Top Replacements	3,000	Replacement
2016 - Retaining Wall Restoration (continuation from 2015) - additional restoration work required based on findings in 2015 Waterford	15,000	Replacement
Total 8905 Operating Capital Expenditures	18,000	
73120 -7302 Culver Street		
2016 - Customer Service Area Refurbishment - Includes - Design for better office security, AODA compliance & customer service oriented - includes design/layout, partitions, desks, etc.	15,000	Replacement
Total 8905 Operating Capital Expenditures	15,000	
73129 -7302 SRC - Property Management		
2016 - Replace Auto Floor Scrubber	4,200	Replacement
Total 8905 Operating Capital Expenditures	4,200	
73140 -7303 DKP Maintenance		
2016 - Replace Pool Vacuum	4,900	Replacement
2016 - Supply & Install Coat Hooks - reduced per SLT direction Dec 3, 2015	1,500	Replacement
Total 8905 Operating Capital Expenditures	6,400	
73140 -7305 ACAC Maintenance		
2016 - Replace Changeroom Benches with Wall Mounted Benches in Family & Men's Changerooms	4,000	Replacement
Total 8905 Operating Capital Expenditures	4,000	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
73161 -7310 Parks East - Parks Operations		
2016 - Waterford Area Parks - Replace 25x Picnic Tables for Special Events	1,500	Replacement
2016 - Port Dover Area Parks - Replace 7 Swim Bouys for Port Dover Beach Swim area (Model 425R)	2,500	Replacement
Total 8905 Operating Capital Expenditures	4,000	
73162 -7310 Parks Central (Simcoe) - Parks Operations		
2016 - Purchase & Install Inground Garbage Receptacles Simcoe Parks (5 per year at approx \$2000 each, 5 locations completed over 3 years - \$10,000 per year 2014 (completed), 2015, 2016)	10,000	New
2016 - Simcoe Soccer Park - Purchase 10x Galvanized Steel Picnic Tables (approx \$500 ea)	2,500	New
2016 - Simcoe Soccer Park - Install Back Stop Fencing between West St & the north Timbit Field (50ft x 16 ft)	9,000	New
2016 - Replace 25x Picnic Tables for Special Events - Simcoe Parks	1,500	Replacement
Total 8905 Operating Capital Expenditures	23,000	
73163 -7310 Parks West - Parks Operations		
2016 - Purchase & Install 3 Interpretative Signs for Quance Park	2,500	New
2016 - St. Williams Ball Park Fence Repairs	3,000	Replacement
Total 8905 Operating Capital Expenditures	5,500	
73171 -7301 Delih Arena - Facility Operations		
2016 - Replace Shower Valves in Changerooms (x6)	4,500	Replacement
Total 8905 Operating Capital Expenditures	4,500	
73173 -7301 Port Dover Arena - Facility Operations		
2016 - Install Video Surveillance Cameras (4) throughout facility	5,000	New
2016 - Front Entrance Curb & Concrete Slab Replacement	10,000	Replacement
Total 8905 Operating Capital Expenditures	15,000	
73175 -7301 Talbot Arena - Facility Operations		
2016 - Installation of Video Surveillance Cameras (4) throughout Facility	5,000	New
Total 8905 Operating Capital Expenditures	5,000	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
73176 -7301 Waterford Arena - Facility Operations		
2016 - Replace Existing Video Surveillance System - Waterford	5,000	Replacement
2016 - Replace Special Event Tables for Multipurpose Room/Floor Rentals - Waterford (50x 8ft commercial grade tables @ approx \$250 ea)	12,500	Replacement
Total 8905 Operating Capital Expenditures	17,500	
73213 -7365 Simcoe Seniors		
2016 - Copier Replacement	2,000	Replacement
Total 8905 Operating Capital Expenditures	2,000	
Fire & Rescue Services		
74010 -1000 Fire General Administration		
2016 - Annual Office Equipment replacement - including office chairs, filing cabinets, storage cabinets, desks, throughout HQ & 11 Districts	1,000	Replacement
2016 - Station Signage - Replace Building Signage at all 11 Fire Stations - Phase 2 of 4.	4,000	Replacement
2016 - Ethernet cabling for 11 stations to receive dispatch information.	1,300	New
Total 8905 Operating Capital Expenditures	6,300	
74031 -7433 EOC/CEMC Management		
2016 - Langton EOC Communication Antennae	2,500	New
Total 8905 Operating Capital Expenditures	2,500	
74082 -7483 Bunker Gear		
2016 - Annual Replacement - Bunker Gear - approx 30 sets of bunker gear @ \$1700 ea, 30 helmets @ \$190 ea, 30 pairs of gloves @ \$60 ea, 30 pair of boots @ \$135 ea, 30 nomex hoods @ \$23 ea	60,000	Replacement
Total 8905 Operating Capital Expenditures	60,000	
74082 -7485 FF Equipment		
2016 - AED Replacements (Removed from Capital Plan - Replace 11 of 17 PAD units located in 11x Fire Stations & (6x HQ Admin Vehicles to be replaced in 2017)	20,000	Replacement
2016 - Annual Replacement - Firefighting Rescue Equipment 11 fire districts. Replace portable pumps, portable generators, scene lighting, nozzles, hurst equip, applicances, hand tools, pike poles RIT kits, icewater rescue equip, ladders, hand lights, dsps replacement etc.	70,000	Replacement

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
2016 - Annual Replacement - Fire Hose - for 11 fire districts. Purchase 15 lengths of 1.75"x50' @ \$350 ea; 6 lengths of 2.5"x50' @ \$450 ea, 12 lengths of 4"x100' @ \$1000 ea.	20,000	Replacement
Total 8905 Operating Capital Expenditures	110,000	
74082 -7486 SCBA		
2016 - Air Bottle (SCBA) Replacement Program (Moved from the Capital Plan) - Replace older style AP50 packs with 19 new AP75 with and without FFSR at an average cost of \$7250.	138,000	Replacement
2016 - Annual Replacement - Respiratory Equipment (SCBA) - equipment including air packs, face pieces, man-down alarms, and air bottles for headquarters, as well as, 11 fire districts/stations. Includes a variety of packs @ \$4,000 each, and AV3000 masks @ \$226 each.	24,000	Replacement
Total 8905 Operating Capital Expenditures	162,000	
74083 -7487 Portable/ Mobile Radios		
2016 - Annual Portable Radio Replacement Program - there are approx 160 portable radios, chargers, microphones, wireless headsets and miscellaneous	5,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	
74083 -7489 Pagers		
2016 - Annual Pager Replacement Program - 5 year life span; currently have 260 pagers in service. Replace 35 Pager V's @ approx \$425 ea with 35 5-year warranties @ \$90 ea.	19,000	Replacement
Total 8905 Operating Capital Expenditures	19,000	
74102 -7401 Port Dover Stn - Station Operations		
2016 - Replace flooring in washrooms/offices/ hallway & Truck bay Ceiling fan replacement (4) - Port Dover (part of Annual Fire Stations Building Repairs & Maintenance Program - \$125,000)	6,000	Replacement
Total 8905 Operating Capital Expenditures	6,000	
74106 -7401 Courtland Stn - Station Operations		
2016 - Fire Extinguisher Replacements - Courtland (part of Annual Fire Stations Building Repairs & Maintenance Program - \$125,000)	3,000	Replacement
2016 - Ceiling Tile Replacement - Courtland (part of Annual Fire Stations Building Repairs & Maintenance Program - \$125,000)	2,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
74110 -7401 St. Williams Stn - Station Operations		
2016 - Concrete floor joint resealing - repairs due to settling & spalling (part of Annual Fire Stations Building Repairs & Maintenance Program - \$125,000)	5,000	Replacement
2016 - Interior Lighting Replacement (part of Annual Fire Stations Building Repairs & Maintenance Program - \$125,000)	10,000	Replacement
2016 - Flooring Replacement (part of Annual Fire Stations Building Repairs & Maintenance Program - \$125,000)	2,000	Replacement
Total 8905 Operating Capital Expenditures	17,000	
Emergency Medical Services		
75010 -1000 EMS General Administration		
2016 - Annual Replacement of Office Equipment - Storage Cabinets, Office Chairs, etc. throughout 6 EMS bases	2,000	Replacement
2016 - Purchase EPCR Hardware - 5 Modems (Supervisory Vehicles) at \$1300 per modem	6,500	New
Total 8905 Operating Capital Expenditures	8,500	
75071 -7541 EMS Operations		
2016 - Annual Replacement of Base Furniture - chairs, refrigerators, etc throughout 6 EMS bases	2,000	Replacement
Total 8905 Operating Capital Expenditures	2,000	
75102 -7501 Port Dover EMS - Base Operations		
2016 - Generator Replacement (M.Watson) - 10 yr Replacement Schedule (2015)	4,000	Replacement
Total 8905 Operating Capital Expenditures	4,000	
Port Dover Marina		
76011 -1000 PDHM - General Administration		
2016 - PDHM - Purchase New Benches for placement throughout the Marina - 1 each year @ approx \$2,500 each plus shipping/installation	2,500	Replacement
2016 - PDHM - Continue with replacement of Recycling Containers with more coordinated park-like style (started in 2015)	3,000	Replacement
2016 - PDHM - Goose Control - Dogs, Eagle, Naturalization/fencing, etc.	5,000	New
2016 - PDHM - Audible Emergency (weather alert) Alarm System	1,500	New
Total 8905 Operating Capital Expenditures	12,000	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
76011 -7601 PDHM - Gas Dock (Port Dover Marina)		
2016 - Rebuild Pump Out Unit at Gas Dock	5,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	
Port Rowan Marina		
76021 -1000 PRHM - General Administration		
2016 - Water & Land Access Signage - 8 Large & 3 Small	5,000	New
2016 - Upgrade Electrical to west side hydro services	3,500	Replacement
2016 - Purchase Channel Marker Bouys (6)	2,500	New
2016 - Office Area Improvements	2,500	Replacement
Total 8905 Operating Capital Expenditures	13,500	
Total CSD COMMUNITY SERVICES SUMMARY	640,200	
DCS DEVELOPMENT & CULTURAL SERVICES SUMMARY		
Development & Cultural Services Admin		
81010 -1000 Development & Cultural Svs Admin		
Misc Furniture Pieces Required for Replacements of Old Assets	10,000	Replacement
Total 8905 Operating Capital Expenditures	10,000	
81020 -8100 Graphics Services		
Mac Computer	3,000	Replacement
Total 8905 Operating Capital Expenditures	3,000	
Community Planning Services		
82010 -1000 Community Planning Admin		
Filing Cabinet \$500 and Footboard \$100	600	New
Total 8905 Operating Capital Expenditures	600	
82010 -8211 Community Planning Development		
2 workstations for Planners in Langton	5,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Operating Capital Requests
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget	New/ Replacement
Building		
85010 -1000 Building & Plumbing General Operations		
Miscellaneous Furniture Replacement	5,000	Replacement
Total 8905 Operating Capital Expenditures	5,000	
By-Law Enforcement		
85020 -1000 By-Law Enforcement General Operations		
Furniture Replacement - Bookshelves	2,500	Replacement
Total 8905 Operating Capital Expenditures	2,500	
Tourism & Economic Development		
84010 -1000 Tourism & Economic Dev Admin		
MAC Video editing computer	3,000	New
Total 8905 Operating Capital Expenditures	3,000	
84010 -8412 Visitor Services		
Signage for possible partner visitor centre in Turkey Point	500	New
Total 8905 Operating Capital Expenditures	500	
Heritage & Culture		
83040 -1000 Port Dover Harbour Museum General Operat		
Screen, Projector, Speakers - Sound System, digital camera	3,000	Replacement
Additional Workstation - Laptop with Docking Station and Keyboard	2,300	New
Total 8905 Operating Capital Expenditures	5,300	
83050 -1000 Norfolk Arts Centre General Operations		
Archival Matting and Solander boxes/cases	10,000	New
Total 8905 Operating Capital Expenditures	10,000	
Total DCS DEVELOPMENT & CULTURAL SERVICES SUMMARY	44,900	
Total CORPORATION OF NORFOLK COUNTY	1,118,000	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Levy Funded Capital Projects
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget
EBSD EMPLOYEE & BUSINESS SERVICES SUMMARY	
Corporate Support Services	
33016 -1000 Accessibility for Ontarians with Disabil	
3331604 - Accessible Podium	5,000
3331605 - Accessible Parking Norview Lodge	88,000
3331607 - Accessible Playspace Ground Surface - Delcrest Park	45,000
3331608 - Parking and Accessible Route - Lakeview Park - Final Phase	15,000
3331609 - Various Accessible Parking Improvements	5,000
Total 9030 T/T Capital Fund	158,000
Total EBSD EMPLOYEE & BUSINESS SERVICES SUMMARY	158,000
FIN FINANCIAL SERVICES SUMMARY	
Financial Services	
41010 -1000 Financial Services Admin	
4131601 Recreation & Facilities Booking System Replacement	50,000
Total 9030 T/T Capital Fund	50,000
Total FIN FINANCIAL SERVICES SUMMARY	50,000
PWES PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY	
Engineering Services	
55010 -1000 Engineering Services Admin.	
5531621 2016 Sidewalks & Walkways Reconstruction	75,000
Total 9030 T/T Capital Fund	75,000
55040 -1000 Municipal Drainage Services	
5931601 Drainage Engineering & Construction Program 2016	300,000
5931602 Drainage Maintenance Program 2016	65,000

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Levy Funded Capital Projects
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget
Total 9030 T/T Capital Fund	365,000
Fleet Equipment	
54010 -1000 Fleet Equipment Pool	
5431640 Drainage 1/2 Ton Pickup	20,000
Total 9030 T/T Capital Fund	20,000
Facilities	
53110 -5311 Hwy #24 South Facility	
5331601 Generator - Facilities Operation Building 2016	20,000
Total 9030 T/T Capital Fund	20,000
Waste Management	
57010 -1000 Waste Management Admin.	
5731612 Closed Sites - Charlottesville - Monitoring Wells 2016	20,000
Total 9030 T/T Capital Fund	20,000
Roads Operations	
56144 -5699 Sidewalk Maintenance	
5631605 Turkey Point Walkway	22,000
Total 9030 T/T Capital Fund	22,000
56903 -5693 Traffic Signals	
5631610 Downtown Decorative Lighting to LED Replacements 2016	20,000
Total 9030 T/T Capital Fund	20,000
Total PWES PUBLIC WORKS & ENVIRONMENTAL SERVICES SUMMARY	542,000
HSS HEALTH & SOCIAL SERVICES SUMMARY	
Norview Lodge	
63010 -6331 Nursing Services Admin	

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Levy Funded Capital Projects
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget
6331611 Ceiling Lift - Maxi Sky (2) 2016	7,000
Total 9030 T/T Capital Fund	7,000
63010 -6371 Building & Property Admin	
6331615 Carpet - Phase 2 of 3 2016	35,000
Total 9030 T/T Capital Fund	35,000
Total HSS HEALTH & SOCIAL SERVICES SUMMARY	42,000
CSD COMMUNITY SERVICES SUMMARY	
Parks, Facilities & Recreation	
73108 -7301 Port Rowan Comm Centre - Facility Operations	
7331630 - Port Rowan CC - Parking Lot Refurbishment	42,000
Total 9030 T/T Capital Fund	42,000
73109 -7301 Courtland Comm Centre - Facility Operations	
7331615 - Courtland CC - Parking Lot Refurbishment	44,000
Total 9030 T/T Capital Fund	44,000
73130 -7302 Special Events Trailer - Property Management	
7331631 - 20FT - Special Events Trailer (2of2)	1,500
Total 9030 T/T Capital Fund	1,500
73161 -7310 Parks East - Parks Operations	
7331639 - Windel Park Phase #2 - Tar and Chip Parking Lot	20,000
7331646 - Replace Fencing - Hellyer Ball Park Waterford	15,000
Total 9030 T/T Capital Fund	35,000
73162 -7310 Parks Central (Simcoe) - Parks Operations	
7331645 - Ball Park Light Refurbishment - Memorial Park Simcoe	35,000
7331647 - Wellington Park Walkway - Simcoe Parks	60,000

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Levy Funded Capital Projects
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget
7331622 - Wellington Park Bridge Rehabilitation/Replacement	25,000
Total 9030 T/T Capital Fund	120,000
73172 -7314 Langton Arena - Vehicle & Equipment	
7331629 - Fuelmaker Natural Gas Station (VRA) - Langton Arena	30,000
Total 9030 T/T Capital Fund	30,000
73182 -7334 Cemeteries - Oakwood - Cemetery Operations	
7331603 - Roadway Reconstruction Program	20,000
7331604 - Water System - Oakwood Cemetery - Phase 2	30,000
Total 9030 T/T Capital Fund	50,000
Fire & Rescue Services	
74083 -7488 Towers	
7431634 - 80' Cellular Tower - Fire Station #8 Fairgrounds	5,000
Total 9030 T/T Capital Fund	5,000
74105 -7401 Delhi Stn - Station Operations	
7431620 - Parking Area Refurbishment - Stn#5 Delhi	45,000
Total 9030 T/T Capital Fund	45,000
Emergency Medical Services	
75010 -1000 EMS General Administration	
7531605 - Ruggedized Computer Replacement Program (7)	35,000
7531610 - EMS Resource Vehicle	30,000
Total 9030 T/T Capital Fund	65,000
Port Dover Marina	
76011 -1000 PDHM - General Administration	
7631607 - 80' Cellular Tower - Port Dover Harbour Marina	5,000

2016 PROPOSED LEVY SUPPORTED OPERATING BUDGET
Levy Funded Capital Projects
CORPORATION OF NORFOLK COUNTY

Department/Division/Account/Description	2016 Preliminary Budget
Total 9030 T/T Capital Fund	5,000
Total CSD COMMUNITY SERVICES SUMMARY	442,500
Total CORPORATION OF NORFOLK COUNTY	1,234,500