

2020 BUDGET

COUNCIL APPROVED &
NEW BUDGET INITIATIVES

PROPOSED 2020 LEVY
SUPPORTED OPERATING BUDGET





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COUNCIL APPROVED & NEW BUDGET INITIATIVES
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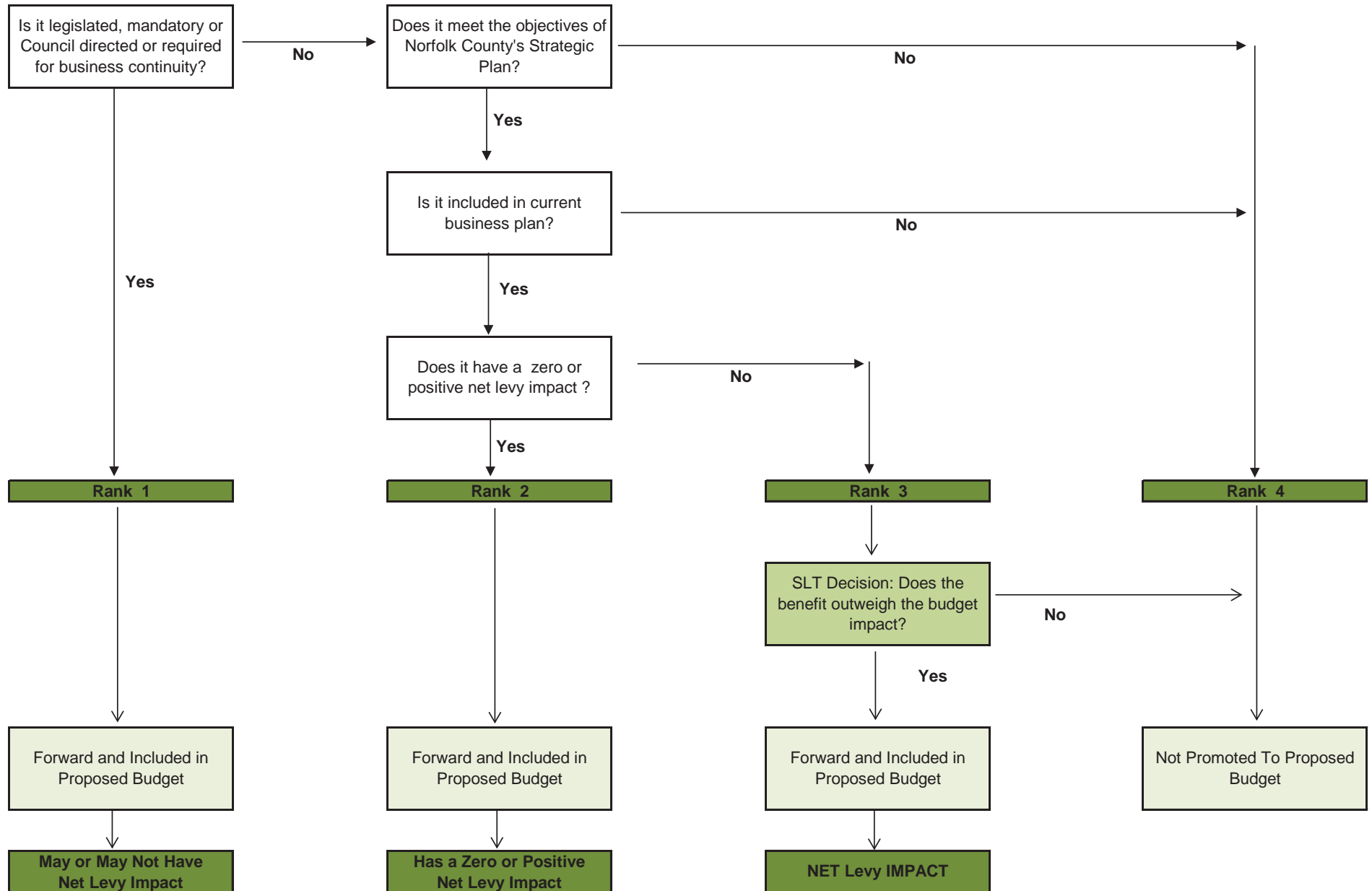
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Rank	Definition	Review Parameter	Proposed Budget Inclusion?	Budget Impact
1	Legislated, mandatory	<ul style="list-style-type: none"> • Must be financial repercussion of not meeting mandate. Reference required. • Includes Ministry orders, etc. • Provide reference to change in legislation or mandatory direction. 	Forwarded and included in Proposed Budget.	May or may not have an impact on net levy.
	Council directed	<ul style="list-style-type: none"> • Council has directed that the program or service be retained, implemented or enhanced. • Includes H & SS Programs where service delivery is mandated, but method of service delivery is at Council's discretion • Provide reference to Council Resolution. 		
	Required for business continuity	<ul style="list-style-type: none"> • Proposed expenditure is required to continue an approved, existing program or level of service - same level of service at higher cost. • Includes upgrading of software and hardware to maintain existing computing infrastructure. 		
2	Does it meet the objectives of Norfolk County's Strategic Plan?	<ul style="list-style-type: none"> • Proposed expenditure has to be included in the County's approved Strategic Plan. • Proposed expenditure must be included in the current Business Plan for the Department • Provide reference to section(s) of Strategic Plan and Departmental Business Plan. • Enhanced revenue opportunities or expenditure reduction covers cost so there is a positive net levy impact (reduces the net levy) or zero net levy impact. 	Forwarded and included in the Proposed Budget.	Has a positive net levy impact (levy is reduced) or has no net levy impact.
3	Does it meet the objectives of Norfolk County's Strategic Plan?	<ul style="list-style-type: none"> • Proposed expenditure is included in Strategic Plan and Departmental Business Plan. • Enhanced revenue or expenditure reductions are not available or are not sufficient to cover cost so there will be an increase in the net levy impact. • Soft pay back - the benefits of the proposed or revised program/service outweigh the budget impact. 	Forwarded and included in the Proposed Budget.	Will increase the net levy.
4	Proposed program/service is not legislated, mandatory, Council directed, required for business continuity and is not included in the County's strategic plan or the Departmental Business Plan.	<ul style="list-style-type: none"> • Proposed expenditure does not satisfy any of the mandatory requirements and is not included in the current Strategic Plan or current Business Plan. 	Not promoted or included in the Proposed Budget.	N/A





PROPOSED 2020 COUNCIL APPROVED INITIATIVES

Number	Name	Description	2020 Net Levy Impact (\$)	FTEs	Page Number
CSD-750-2020-062	Paramedic Technology	CS 19-23 Paramedic technology Council-in-Committee meeting (Resolution #7 - September 3, 2019).	41,600	-	4
HSS-640-2020-061	OPHI and COCHI Funding and Investment Plan	HSS 19-35 Provincial Allocation of Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative Funding and Investment Plan 2019-2020 Council meeting (Resolution #19 - August 22, 2019).	(12,900)	-	5
PWE-530-2020-031	FCM Climate Change Staff Grant	PW 19-16 Acceptance of the Federation of Canadian Municipalities (FCM) Climate Change Staff Grant Council-in-Committee meeting (Resolution #15 - February 19, 2019).	4,100	-	6
PWE-570-2020-032	Waste Management Review	PW 19-54 Waste Management Review Council-in-Committee meeting (Resolution #9 - September 3, 2019). As part of the Council deliberations on February 20th, Staff was directed to undertake an overall WM review including green bin and organic disposal options. The Green Bin program (originally included at a cost of \$25,000 for a consultant) has since been removed by SLT based on the estimated high cost for a program and the need for greater clarity on Norfolk County's role with the shift to a producer responsible recycling program with a goal to revisit this study during the 2021 budget deliberations.	184,100	-	7
PWE-570-2020-034	Redirection of Curbside Garbage to Landfill	PW 20-09 Redirecting Curbside Garbage from Incineration to Landfill (January 14, 2020).	(514,900)	-	8
Subtotal			(298,000)	0.00	
HSS-650-2020-058	Preschool Speech & Language Program	As per the Council-in-Committee closed session meeting (July 2, 2019).	(41,000)	(5.80)	9
HSS-650-2020-063	Ontario Seniors Dental Care Program	HSS 19-42 Ministry of Health and Long-Term Care 2019 Operational Funding for Ontario Seniors Dental Care Program Update Board of Health meeting (Resolution #2 - September 17, 2019).	-	0.50	10
Total Board of Health			(41,000)	(5.30)	
Total Levy Funded Council Approved Initiatives			(339,000)	(5.30)	

Norfolk County Proposed 2020 Council-Approved Initiative

Name	CSD-750-2020-062 Paramedic Technology		SLT Priority Ranking	3
Department	Paramedic Services	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 41,600	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 41,600	
Included in Business Plan?	Yes	Request Need	Council Directed	
Start Date	01-November-2019	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION
CS 19-23 Paramedic technology Council-in-Committee meeting (Resolution #7 - September 3, 2019).

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Norfolk County Paramedic Services is legislated to complete patient care documentation, incident reporting, statistical reporting and data collection as a certified Ambulance Service Provider in the Province of Ontario. The partnership with Interdev Technologies would not only ensure legislative requirements continue to be met, but provides a unique opportunity to have real time data guiding service provision, performance and strategic planning. Interdev Technologies Inc. provides a comprehensive solution for Paramedic hardware, software, support, integration and analytics that is a proven platform in multiple Paramedic Services across Ontario. Interdev gives NCPS the opportunity to reduce risk, improve performance monitoring and accountability, find efficiencies in time management and capacity, strategically plan for future service delivery, and align software systems with our peers across the province.</p> <p>The agreement is in effect from November 1, 2019 to October 31, 2023.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">41,600</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">41,600</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">41,600</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 41,600</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	41,600	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	41,600	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	41,600	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 41,600
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Norfolk County Proposed 2020 Council-Approved Initiative

Name	HSS-640-2020-061 OPHI and COCHI Funding and Investment Plan		SLT Priority Ranking	2
Department	Social Housing	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	-\$ 12,900	
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	-\$ 12,900	
Included in Business Plan?	Yes	Request Need	Council Directed	
Start Date	01-January-2020	New or Existing	New Program	
End Date	Subject to Funding			

DESCRIPTION

HSS 19-35 Provincial Allocation of Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative Funding and Investment Plan 2019-2020 Council meeting (Resolution #19 - August 22, 2019).

JUSTIFICATION

Staff presented the content of the proposed 2019-20 Investment Plan for Council's consideration, which included a summary of proposed uses of the allocated funds in accordance with each of the respective Program Guidelines.

Component	Amount (2019-20) ¹	Amount (2020-21) ²	Amount (2021-22) ²
Capital	\$615,900	\$250,000	\$633,900
Operating	\$96,600	\$110,600	\$121,200
Administration (5%)	\$37,500	\$19,000	\$39,700
Total	\$750,000	\$379,600	\$794,800

¹Capital includes committed funding for Indwell Community Homes of \$250,000 for 2020. This is a 10 year commitment and may be a combination of federal, provincial or municipal funding in future years.

²Investment Plan will be presented to Council for consideration during the indicated fiscal year.

Note that the financial information presented is for the 2020 Municipal calendar year and includes both 2019-20 and 2020-21 Investment Plan fiscal year allocations.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	
Transfer Payments and Grants to Others	610,600
Interdepartmental Charges	19,000
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	629,600
Revenues:	(\$)
Provincial/Federal Grants/Funding	629,600
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	(6,100)
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	19,000
Other Revenues	
TOTAL REVENUES	642,500
BUDGET IMPACT	(12,900)
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2020 NET LEVY IMPACT	(\$ 12,900)

Norfolk County Proposed 2020 Council-Approved Initiative

Name	PWE-530-2020-031 FCM Climate Change Staff Grant		SLT Priority Ranking	3
Department	Facilities	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 4,100	
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	\$ 4,100	
Included in Business Plan?	Yes	Request Need	Council Directed	
Start Date	01-March-2019	New or Existing	New Program	
End Date	February 2021			

DESCRIPTION
PW 19-16 Acceptance of the Federation of Canadian Municipalities (FCM) Climate Change Staff Grant Council-in-Committee meeting (Resolution #15 - February 19, 2019).

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Norfolk County has successfully applied to the Federation of Canadian Municipalities for a climate change staff grant of \$76,886 through their Municipalities for Climate Innovation Program (MCIP).</p> <p>A Norfolk County Greenhouse Gas (GHG) emissions or climate adaptation plan would identify objectives and outline specific action plans to implement municipal initiatives focused on reducing GHG emissions and improving adaptation to climate change. Norfolk County has the opportunity to develop and implement a GHG emissions or climate adaptation plan through funding from the Federation of Canadian Municipalities. Staff recommends that the FCM grant of \$76,886 over two years be accepted and that a capital project in the amount of \$85,000 be established for Consulting Services for the development of the Plan.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">42,500</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">42,500</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td style="text-align: right;">38,400</td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">38,400</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">4,100</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 4,100</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	42,500	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	42,500	Revenues:	(\$)	Provincial/Federal Grants/Funding	38,400	User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	38,400	BUDGET IMPACT	4,100	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 4,100
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2020 NET LEVY IMPACT	\$ 4,100																																								

Norfolk County Proposed 2020 Council-Approved Initiative

Name	PWE-570-2020-032 Waste Management Review		SLT Priority Ranking	3
Department	Waste Management	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 184,100	
Strategic Goal	Continue to Provide Valued Services to Residents in Norfolk County at an Affordable	Net Levy Impact	\$ 184,100	
Included in Business Plan?	Yes	Request Need	Council Directed	
Start Date	01-October-2019	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION

PW 19-54 Waste Management Review Council-in-Committee meeting (Resolution #9 - September 3, 2019). As part of the Council deliberations on February 20th, Staff was directed to undertake an overall WM review including green bin and organic disposal options. The Green Bin program (originally included at a cost of \$25,000 for a consultant) has since been removed by SLT based on the estimated high cost for a program and the need for greater clarity on Norfolk County's role with the shift to a producer responsible recycling program with a goal to revisit this study during the 2021 budget deliberations.

JUSTIFICATION

Leaf & Yard Waste Program

The leaf and yard waste curbside collection program is offered to 11 urban communities. Residents that do not receive curbside collection are able to bring their leaf and yard waste material to the transfer stations, free of charge, year round.

Adding a summer pick up of leaf and yard waste will divert more material from landfill. One pick up per month in June, July, August and September in the 11 urban areas would help residents divert grass clippings and yard waste that is currently being bagged and set out for garbage collection. Using an estimate of 40 tonnes/month of leaf and yard waste collected curbside, the cost for collection and composting would be approximately \$6,200 per month. There is a potential cost savings by removing leaf and yard waste from the garbage stream of \$2,000 per month. It also helps increase Norfolk County's diversion rate and enhances the leaf and yard waste program.

The other suggested improvement is to alternate weeks for spring leaf and yard waste collection over an eight (8) week period beginning the second week of April and ending after the long weekend in May. This would still result in four (4) collections but over a longer period aligning with Council's direction in 2019 of a four (4) week spring collection rather than a six (6) week collection. With no levy impact.

The net cost of the changes to the Leaf & Yard Waste Program is estimated at \$23,400.

Bulky Item Program

Changing the frequency of the Bulky Item Program from every 3 years to every 2 years, could potentially have a levy impact of \$165,900, as we don't have the additional year to add to the reserve to offset the cost of the program.

Total program cost for 2020 is estimated at \$365,900, which will result in an increase in the net budgeted value for 2020 of \$165,900. The bi-annual transfer to the Solid Waste Reserve will be adjusted to reflect estimated cost and revised program frequency in 2021.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	386,900
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	(100,000)
TOTAL EXPENDITURES	286,900
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	100,000
Interdepartmental Recoveries	
Other Revenues	2,800
TOTAL REVENUES	102,800
BUDGET IMPACT	184,100
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2020 NET LEVY IMPACT	\$ 184,100

Norfolk County Proposed 2020 Council-Approved Initiative

Name	PWE-570-2020-034 Redirection of Curbside Garbage to Landfill		SLT Priority Ranking	2
Department	Waste Management	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	-\$ 514,900	
Strategic Goal	Continue to Provide Valued Services to Residents in Norfolk County at an Affordable	Net Levy Impact	-\$ 514,900	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-February-2020	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION
PW 20-09 Redirecting Curbside Garbage from Incineration to Landfill (January 14, 2020).

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Norfolk County currently sends curbside garbage to the Emerald Energy From Waste Inc. (EFW) facility in Brampton where the garbage is incinerated through a contract with Walker Environmental Group (WEG). The 2020 proposed budget includes \$1.96M for this service, excluding the rate phase-in impacts from the Solid Waste reserve, which finished in 2019 (per PW 20-09, a transfer of \$426,300 from the reserve partially offset the 2019 levy impact).</p> <p>As presented in report PW 20-09, waste could start being re-directed from the EFW facility in Brampton to WEG's landfill facility in Thorold, Ontario, through a contract amendment. Staff estimates this will drive approximately \$3.6M in savings from February 1, 2020 through 2025 fiscal year.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(514,900)</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">(514,900)</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">(514,900)</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">(\$ 514,900)</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	(514,900)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	(514,900)	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	(514,900)	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	(\$ 514,900)
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BUDGET IMPACT	(514,900)																																								
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0																																								
2020 NET LEVY IMPACT	(\$ 514,900)																																								

Norfolk County Proposed 2020 Council-Approved Initiative

Name	HSS-650-2020-058 Preschool Speech & Language Program		SLT Priority Ranking	2
Department	Haldimand Norfolk Health Unit	Position Type	Permanent Full-Time	
Strategic Theme	Not Included	FTEs	(5.80)	
Strategic Direction	Not Included	Budget Impact	-\$ 41,000	
Strategic Goal	Not Included	Net Levy Impact	-\$ 41,000	
Included in Business Plan?	No	Request Need	Council Directed	
Start Date	01-January-2008	New or Existing	Existing Program	
End Date	September-2019			

DESCRIPTION
As per the Council-in-Committee closed session meeting (July 2, 2019).

JUSTIFICATION	FINANCIAL IMPACT																																						
	EXPENDITURE AND REVENUE ITEMS																																						
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">(498,200)</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(37,400)</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td style="text-align: right;">(73,700)</td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">(609,300)</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td style="text-align: right;">(523,500)</td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td style="text-align: right;">(44,800)</td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">(568,300)</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">(41,000)</td> </tr> <tr> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: yellow;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">(\$ 41,000)</td> </tr> </table>	Expenditures:	(\$)	Salaries and Benefits	(498,200)	Materials, Supplies and Services	(37,400)	Transfer Payments and Grants to Others		Interdepartmental Charges	(73,700)	Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	(609,300)	Revenues:	(\$)	Provincial/Federal Grants/Funding	(523,500)	User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations	(44,800)	Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	(568,300)	BUDGET IMPACT	(41,000)	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	(\$ 41,000)
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ADJUSTMENT FOR FIRST YEAR DEFERRAL	0																																						
2020 NET LEVY IMPACT	(\$ 41,000)																																						

Norfolk County Proposed 2020 Council-Approved Initiative

Name	HSS-650-2020-063 Ontario Seniors Dental Care Program		SLT Priority Ranking	1
Department	Haldimand Norfolk Health Unit	Position Type	Permanent Part-Time	
Strategic Theme	Health Unit Strategic Plan	FTEs	0.50	
Strategic Direction	Implement Ontario Public Health Standards (OPHS)	Budget Impact	\$ 0	
Strategic Goal	Cost of initiatives must be within funding envelope	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Mandatory	
Start Date	01-November-2019	New or Existing	New Program	
End Date	Subject to Funding			

DESCRIPTION

HSS 19-42 Ministry of Health and Long-Term Care 2019 Operational Funding for Ontario Seniors Dental Care Program Update Board of Health meeting (Resolution #2 - September 17, 2019).

JUSTIFICATION

The report was to advise the Board of Health of the alternate service delivery models supported by the MOH and request an exemption from the purchasing policy of procurement rules for efficient implementation of the Ontario Seniors Dental Care Program.

THAT Staff Report HSS 19-42, Ministry of Health 2019 Operational Funding for Ontario Seniors Dental Care Program Update, be received as information;

AND THAT the Board of Health exempt staff from Norfolk County Policy ECS-02 to permit a modified procurement process by way of informal proposal for dental services for the Ontario Seniors Dental Care Program (OSDCP);

AND FURTHER THAT the General Manager, Health and Social Services be directed to execute the necessary contract documents for dental services for a period of approximately six months from October 15, 2019 to April 30, 2020 for mid-year program implementation and use of funding for OSDCP;

AND FURTHER THAT the Board of Health approves the addition of one Program Assistant (0.5) Full Time Equivalent to deliver the Ontario Seniors Dental Care Program;

AND FURTHER THAT the Board of Health writes a letter to continue to advocate for dental funding for seniors and enable local Boards to explore and utilize efficient and effective service delivery models to meet local rural needs.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	37,900
Materials, Supplies and Services	500,000
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	537,900
Revenues:	(\$)
Provincial/Federal Grants/Funding	537,900
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	537,900
BUDGET IMPACT	0
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2020 NET LEVY IMPACT	\$ 0



PROPOSED 2020 NEW BUDGET INITIATIVES

Number	Name	Description	2020 Net Levy Impact (\$)	FTEs	Page Number
CSD-710-2020-061	EMS and Fire Optimization Study	Collaborative operational study of emergency services in Norfolk County, including station location, deployment, best practices, unit hour utilization and legislative requirements in order to optimize future strategic planning.	-	-	12
CSD-730-2020-059	Community Tree Maintenance Program Contracted Services	The objective is to Implement a Community Tree Maintenance Program for the responsible management of Norfolk County owned trees. An increase to the Urban Forestry Contracted Services budget is being requested to address increased demand for tree maintenance and transition to a more proactive, scheduled approach to maintaining County owned trees.	30,000	-	13
CSD-730-2020-065	Cemeteries and Simcoe Panorama Seasonal TFT	(1) Seasonal TFT Simcoe Panorama Setup Staff from September 1- November 30 (3 months) (0.23 FTE) to assist with the installation of Panorama lights and displays (1) Seasonal TFT Cemeteries Maintenance Staff from May 1-Nov 30 (7 months) (0.57 FTE) to perform ongoing maintenance and operational duties due to resource constraints created by the acquisition of additional rural active Cemeteries on already limited maintenance staff capacity.	66,000	0.80	14
CSD-750-2020-056	Paramedic Staffing	Additional Paramedic staffing required to meet increased call volume and improve response to emergency calls. One additional ambulance to be staffed 24 hours a day, 365 days a year. (Paramedics - 8.76 FTE Required/Requested - 50% deferred to 2021 - cost of 4.38 FTE). FTE includes relief hours.	610,400	4.38	16
DCS-850-2020-052	Digital Building File Conversion	Transfer of building hard copy files into digital format. Approximately 30,000 files.	-	-	19
EBS-340-2020-012	Application Support Analyst	An additional Application Support Analyst position will continue to enhance the County's digital strategy making improvements to application development to be utilized by the public through online services.	59,000	1.00	20
EBS-340-2020-013	Desktop Productivity Software Cloud Services	Provide Microsoft Office 365 annual subscription services to members of Council, Senior Leadership, and all management staff.	40,000	-	22
EBS-350-2020-016	Human Resources Position	To add a Permanent Full-Time position for Human Resources.	118,500	1.00	23
HSS-620-2020-062	Child Care Expansion 80/20 Cost Share	The Ministry of Education has extended the Child Care Expansion Plan program into 2020. The funding component has changed from being 100% Provincial to an 80/20 (Provincial/Municipal) cost share.	159,000	-	24
HSS-640-2020-060	Haldimand Norfolk Housing Corporation - Asset Management Plan	It has been identified that the HNHC needs a current and comprehensive asset management plan and capital forecast for the public housing that they own and operate in Haldimand and Norfolk Counties.	-	-	25
Total Levy Funded New Budget Initiatives			1,082,900	7.18	

Norfolk County Proposed 2020 New Budget Initiative

Name	CSD-710-2020-061 EMS and Fire Optimization Study		SLT Priority Ranking	2
Department	Community Services Administration	Position Type	Not Applicable	
Strategic Theme	Corporate	FTEs	0.00	
Strategic Direction	Corporate Infrastructure Sustainability	Budget Impact	\$ 0	
Strategic Goal	Ensure Sufficient Infrastructure Capacity for the Community	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2020	New or Existing	New Program	
End Date	December-2020			

DESCRIPTION
Collaborative operational study of emergency services in Norfolk County, including station location, deployment, best practices, unit hour utilization and legislative requirements in order to optimize future strategic planning.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>In order to facilitate a strategic plan for Norfolk County emergency service operations and locations, a comprehensive study needs to be completed to address current status, community needs, and future enhancements. This study may encompass call volume statistics, call types, patient/resident demographics, community demographics, population trends, call locations, deployment patterns, station locations and responses, insurance rating levels, unit hour utilization and any other necessary information to assess all facets of emergency services provision in our community. The study is not eligible under the Land Ambulance Services Grant as it is a one-time expenditure not directly related to provision of land ambulance services and as such, will be divided between Fire and Paramedic Services divisional budgets.</p> <p>Resolution #7 of CIC Minutes – November 21, 2017: That staff be directed to investigate the cost and feasibility of a comprehensive study on combining Fire and EMS stations in Norfolk County, with considerations of mutual aid obligations and optimal locations for combined service provisions.</p> <p>Municipal Modernization Program (MMP) Grant (Provincial) Expression of Interest submitted on Dec 4, 2019. Submission is a request for \$150,000 of funding to cover the cost of the proposed Emergency Services Optimization Study.</p> <p>Memo to Council from CAO requesting support for the study and Grant submission passed on December 17, 2019 and confirmation of support submitted to MMP program thereafter.</p> <p>Per SLT direction, this initiative will only proceed if funding is received.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">150,000</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">150,000</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td style="text-align: right;">150,000</td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">150,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	150,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	150,000	Revenues:	(\$)	Provincial/Federal Grants/Funding	150,000	User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	150,000	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
EXPENDITURE AND REVENUE ITEMS																																									
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TOTAL REVENUES	150,000																																								
BUDGET IMPACT	0																																								
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0																																								
2020 NET LEVY IMPACT	\$ 0																																								

Norfolk County Proposed 2020 New Budget Initiative

Name	CSD-730-2020-059 Community Tree Maintenance Program Contracted Services		SLT Priority Ranking	3
Department	Parks & Recreation	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 30,000	
Strategic Goal	Promote a Healthy and Sustainable Environment	Net Levy Impact	\$ 30,000	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2020	New or Existing	New Program	
End Date	No end date			

DESCRIPTION

The objective is to Implement a Community Tree Maintenance Program for the responsible management of Norfolk County owned trees. An increase of \$30,000 to the Urban Forestry Contracted Services budget is being requested to address increased demand for tree maintenance and transition to a more proactive, scheduled approach to maintaining County owned trees

JUSTIFICATION

Norfolk County owned trees are located within County right-of-ways and along trails, in parks, cemeteries and on other municipally owned lands. As these trees mature they require maintenance in order to address hazardous conditions, provide adequate clearances over roads, pathways, sidewalks, from buildings and street lights, and also to improve the structure and growing conditions of the tree.

Requests for service have increased significantly since 2016 resulting in resources being stretched and lower priority requests not being completed. In 2018 for example, 1,103 work orders were received for maintenance of roadside trees compared to 708 requests in 2016. Tree health issues (maturing urban forest, invasive species, climate related stressors, increased significant weather events, construction related stressors) are also driving forces behind the increased need to provide better tree maintenance and care. A significant portion of the existing contracted services budget is being allocated to activities required to maintain the current level of service and respond to ongoing work requests.

The proposed Community Tree Maintenance Program would proactively identify tree maintenance requirements within prescribed zones and work would be completed systematically on a rotating schedule. This approach is expected to reduce the number of work requests over time, improve operational efficiencies, and better allow staff to proactively respond to environmental threats, etc. before widespread damage occurs.

Staff are requesting a \$30,000 increase to the Urban Forestry Contracted Services budget to help address the highest ranked hazards identified in each prescribed work zone annually and transition budget resources to focus on a more structured maintenance approach over time.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	30,000
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	30,000
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	30,000
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2020 NET LEVY IMPACT	\$ 30,000

Norfolk County Proposed 2020 New Budget Initiative

Name	CSD-730-2020-065 Cemeteries and Simcoe Panorama Seasonal TFT		SLT Priority Ranking	3
Department	Parks & Recreation	Position Type	Temporary Full-Time	
Strategic Theme	Community	FTEs	0.80	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 66,000	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 66,000	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-May-2020	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION

(1) Seasonal TFT Simcoe Panorama Setup Staff from September 1-November 30 (3 months) (0.23 FTE) to assist with the installation of Panorama lights and displays
 (1) Seasonal TFT Cemeteries Maintenance Staff from May 1-Nov 30 (7 months) (0.57 FTE) to perform ongoing maintenance and operational duties due to resource constraints created by the acquisition of additional rural active Cemeteries on already limited maintenance staff capacity.

JUSTIFICATION

Seasonal TFT Simcoe Panorama Setup Staff (0.23 FTE):

Further to CS 19-05 Report to Council and subsequent approval of a budget amendment to provide Seasonal TFT support for the Simcoe Panorama setup, staff wishes to continue with this arrangement on an ongoing basis based on its successful implementation for the 2019 season.

Seasonal TFT Cemeteries Maintenance Staff (0.57 FTE):

Norfolk County Cemeteries Department has an existing compliment of three (3) year round Cemeteries maintenance staff that perform opening and closing of graves for full and cremation burials, columbarium interments, as well as ongoing maintenance activities at Oakwood Cemetery and 14 rural Cemeteries to the West that are under the County's license. Our current requested student allotment for Cemeteries is four (4) University/College students and one (1) Landscape laborer high school student.

During the summer months (May-Sept), one (1) Full-Time staff member (with the help of 1 student staff) is allocated as a landscape labourer to maintain the grounds at various county owned buildings, and one (1) of the remaining Full-Time staff (with the help of 2 student staff) is typically delegated to perform grounds maintenance for all 14 rural Cemeteries. Grass cutting maintenance is best completed by county staff as they receive specific training related to the protection of monuments while completing this task. This leaves only one (1) Full-Time staff member with the help of 2 student staff to operate and maintain Oakwood Cemetery, which contains more than 15,000 monuments, as well as the operation of the rural active Cemeteries under the County's license.

Further justification attached

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	66,000
Materials, Supplies and Services	
Transfer Payments and Grants to Others	
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	66,000
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	0
BUDGET IMPACT	66,000
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2020 NET LEVY IMPACT	\$ 66,000

CSD-730-2020-065 – Cemeteries and Simcoe Panorama Seasonal TFT

Further Justification:

When student staff leave in September, and the arena facilities are now operating, the maintenance and burials continue at Oakwood but other Parks and Recreation Department responsibilities are also added to the work load, such as parks/trails garbage pickup, and the fall removal of leaves in Oakwood Cemetery. Additionally, in 2018/19, Norfolk County assumed responsibility of Silver Hill and Courtland Cemeteries as a result of the previous operator abandoning these operations. There is potential that up to nine (9) additional Cemeteries may be acquired for similar reasons in the future. Under the current conditions, the potential occurrence of multiple burials on any given day, at different locations would greatly impact the ongoing regular cemetery operations including monument maintenance, topping up caved graves, grass seeding, repairs, etc. The “Funeral Burial and Cremations Services Act” requires a minimum level of maintenance and care which is becoming unattainable with the added work load at the current staffing level.

For these reasons staff is requesting an additional one (1) Seasonal TFT Cemeteries maintenance staff member in order to keep up with the ongoing maintenance and operations of Oakwood Cemetery in addition to existing and newly acquired rural Cemeteries currently being operated by the County.

Norfolk County Proposed 2020 New Budget Initiative

Name	CSD-750-2020-056 Paramedic Staffing		SLT Priority Ranking	3
Department	Paramedic Services	Position Type	Permanent Full-Time	
Strategic Theme	Community	FTEs	4.38	
Strategic Direction	Community Well-Being	Budget Impact	\$ 610,400	
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	\$ 610,400	
Included in Business Plan?	No	Request Need	Mandatory	
Start Date	06-March-2020	New or Existing	New Program	
End Date	No end date			

DESCRIPTION
Additional Paramedic staffing required to meet increased call volume and improve response to emergency calls. One additional ambulance to be staffed 24 hours a day, 365 days a year. (Paramedics - 8.76 FTE Required/Requested - 50% deferred to 2021 - cost of 4.38 FTE). FTE includes relief hours.

JUSTIFICATION																				
<p>In the past ten years, while staffing enhancements have not occurred, Paramedic Services has addressed the increasing call volume pressures through institution of a robust Community Paramedicine program, improved public education/awareness, and adjustments to deployment and response to lower priority calls. While these measures slow the pace of call volume increases and assist in emergency response, they do not sufficiently counterbalance the increase experienced over the past decade.</p> <p>In order to begin to address the significant needs outlined above, one (1) additional ambulance is required to be staffed twenty-four (24) hours a day. Staffing one ambulance 24 hours a day will require an additional eight (8) Full-Time Paramedics. To recognize the financial impact of implementing the full recommendation of 8 Full-Time Paramedics in 2020, a phase-in approach is being requested for four (4) Full-Time Paramedics in 2020 and an additional four (4) Full-Time Paramedics in 2021 to provide greater access to emergency medical care for our community.</p> <p>As Norfolk County receives funding in the year following incurred expenses, the first year of implementation would not include potential 50% funding for this increase. We anticipate receiving funding for 2021 operations based on 2020 expenditures, however, funding is not guaranteed.</p>																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Expenditures</td> <td style="text-align: right;">610,400</td> <td style="text-align: right;">1,220,900</td> <td style="text-align: right;">1,220,900</td> </tr> <tr> <td>Revenue</td> <td style="text-align: center;">-</td> <td style="text-align: right;">302,600</td> <td style="text-align: right;">605,200</td> </tr> <tr> <td>Net Levy Cost</td> <td style="text-align: right;">610,400</td> <td style="text-align: right;">918,300</td> <td style="text-align: right;">615,700</td> </tr> <tr> <td>FTE</td> <td style="text-align: right;">4.38</td> <td style="text-align: right;">8.76</td> <td style="text-align: right;">8.76</td> </tr> </tbody> </table>		2020	2021	2022	Expenditures	610,400	1,220,900	1,220,900	Revenue	-	302,600	605,200	Net Levy Cost	610,400	918,300	615,700	FTE	4.38	8.76	8.76
	2020	2021	2022																	
Expenditures	610,400	1,220,900	1,220,900																	
Revenue	-	302,600	605,200																	
Net Levy Cost	610,400	918,300	615,700																	
FTE	4.38	8.76	8.76																	
<i>Further justification attached</i>																				

FINANCIAL IMPACT	
EXPENDITURE AND REVENUE ITEMS	
Expenditures:	(\$)
Salaries and Benefits	605,200
Materials, Supplies and Services	5,200
Transfer Payments and Grants to Others	
Interdepartmental Charges	5,200
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	615,600
Revenues:	(\$)
Provincial/Federal Grants/Funding	
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	5,200
Other Revenues	
TOTAL REVENUES	5,200
BUDGET IMPACT	610,400
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2020 NET LEVY IMPACT	\$ 610,400

NBI CSD-750-2020-056 Paramedic Staffing

Additional Details Provided To Support Recommendation:

Overview and Demographic Trends

Ambulance vehicle staffing has not been addressed or improved for more than four years and staffed hours have not increased since the end of 2009. Concurrently, NCPS call volume has increased by more than 1,000 calls each year since 2015 and by an average of 2.7% annually over the past 10 years. NCPS frequently faces the dangerous situation of attempting to provide emergency medical response across our entire county with only one or two ambulances available.

The overall population continues to increase in Norfolk County and demographic data shows that our area contains a greater population over the age of 60 than most of Ontario. This segment of the population statistically generates higher call volumes for paramedic services due to patients becoming more medically vulnerable, often with multiple morbidities, complex medical needs and generally require a higher level of care.

All of these factors add to pressures already faced by our limited resources on a daily basis and these trends are presenting significant risks to the patient, increasing liability to the County, and further mental stress for the Paramedics.

Impact on Response Times and Available Resources

90th percentile benchmark for response time has steadily increased since 2009 (12:39 min) to 2019 (13:15 min) – this includes call received to arrival on scene time. Specifically, the Ministry of Health mandates that each Paramedic Service Provider report response time standard of 6 minutes or less to Sudden Cardiac Arrest Patients 50% of the time or greater. NCPS has not been able to meet this response time in the past two years.

Time on task (call received to transfer of care at hospital) has also significantly increased over this same period. In 2009 the average was 59 minutes 14 seconds, and in 2019 it is 84 minutes 31 seconds. This is due not only to delays at the hospital, but also high numbers of medically complex patients that require specialized treatment prior to transport.

Tertiary transports to provide patients a higher level of care than available locally continue to cause significant resource depletion (an average of two transfers out of town daily), especially when offload delays continue to increase at urban hospitals.

We currently have an ambulance on hand for special events and/or in case of major required repairs that we can utilize for this request at minimal estimated additional cost. The estimated increase to fleet to run the additional ambulance as

requested is \$5,200. The upstaff will be run out of the Simcoe base (and we would move our 8 hour day car to Delhi or Port Dover as needed).

Based on the projected salaries and benefits reported within this NBI, the funding is estimated to be \$302,600, applicable to 2021, and \$605,200 in 2022 if Council approves an additional 4 Full-Time Paramedics for the 2021 Levy Operating Budget, however, funding is not guaranteed. The table provided within this NBI outlines the estimated Expenditures, Revenue and FTE totals from 2020-2022.

Norfolk County Proposed 2020 New Budget Initiative

Name	DCS-850-2020-052 Digital Building File Conversion		SLT Priority Ranking	2
Department	Building	Position Type	Not Applicable	
Strategic Theme	Corporate	FTEs	0.00	
Strategic Direction	Financial Sustainability	Budget Impact	\$ 0	
Strategic Goal	Ensure Timely and Accurate Service-Delivery Reporting	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2020	New or Existing	New Program	
End Date	No end date			

DESCRIPTION
Transfer of building hard copy files into digital format. Approximately 30,000 files.

JUSTIFICATION	FINANCIAL IMPACT																																								
Provide accessibility to inspectors to property files while out in the field to enhance efficiency. Ability to access through their electronic devices without the need to pull hard files. Maintain security of permit documents and allow easier, quicker access. Eliminate significant filing space within RAB and LAB would also create additional useable office space. Allow consolidation of filing as currently files are both in Simcoe and Langton, allowing easier, quicker access to all building files for building inspectors and staff in one central digital location. More efficient way to manage and track files.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: left;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;">Expenditures:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td style="padding: 2px;">Salaries and Benefits</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Materials, Supplies and Services</td> <td style="text-align: right; padding: 2px;">175,000</td> </tr> <tr> <td style="padding: 2px;">Transfer Payments and Grants to Others</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Interdepartmental Charges</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Capital Expenditures</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Other Expenditures</td> <td style="padding: 2px;"></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">TOTAL EXPENDITURES</td> <td style="text-align: right; padding: 2px;">175,000</td> </tr> <tr> <td style="padding: 2px;">Revenues:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td style="padding: 2px;">Provincial/Federal Grants/Funding</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">User Fees and /or Service Charges</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Other Recoveries/Collections/Sponsorships/Donations</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Transfers from Reserve/Reserve Funds</td> <td style="text-align: right; padding: 2px;">175,000</td> </tr> <tr> <td style="padding: 2px;">Interdepartmental Recoveries</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Other Revenues</td> <td style="padding: 2px;"></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">TOTAL REVENUES</td> <td style="text-align: right; padding: 2px;">175,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">BUDGET IMPACT</td> <td style="text-align: right; padding: 2px;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right; padding: 2px;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right; padding: 2px;">2020 NET LEVY IMPACT</td> <td style="text-align: right; padding: 2px;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	175,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	175,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds	175,000	Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	175,000	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
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Norfolk County Proposed 2020 New Budget Initiative

Name	EBS-340-2020-012 Application Support Analyst		SLT Priority Ranking	3
Department	Information Technology	Position Type	Permanent Full-Time	
Strategic Theme	Corporate	FTEs	1.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 59,000	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 59,000	
Included in Business Plan?	Yes	Request Need	Not Applicable	
Start Date	06-April-2020	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION
The IT Department requests an additional Application Support Analyst position that will continue enhance the County's digital strategy making improvements to application development to be utilized by the public through online services.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>This position would support software systems. Some of these systems are legislated and are necessary for the Corporation to operate. Software systems require individuals at a specific technical level to maintain and continue to expand or customize for future use. Often, support and service is costly to out source and is not part of the annual maintenance cost for current software systems. The ability to offer online services to residents is a benefit to service delivery and would streamline internal processes. Norfolk County is presently looking at offering the following online services through application development for 2020;</p> <ol style="list-style-type: none"> 1. Online facility booking for community halls, arenas, etc. 2. Online building, bylaw and planning application 3. Online licensing applications 4. Online customer service complaint tracking and response <p>The IT department will invest significantly amount of time in reviewing other online service delivery as well as focusing on a improved digital strategy for all departments. On top of applying updates and providing support this position would work with departments to provide improved reporting by developing customized reports that are included in current systems.</p> <p>Further justification attached</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">85,000</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(30,000)</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td style="text-align: right;">4,000</td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">59,000</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">59,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 59,000</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	85,000	Materials, Supplies and Services	(30,000)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures	4,000	Other Expenditures		TOTAL EXPENDITURES	59,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	59,000	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 59,000
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EBS-340-2020-012 Application Support Analyst

The IT department supports a number of systems and services and due to the number of staff are not able to invest time to respond to a support issues in a reasonable amount of time. A number of municipalities are investing a significant amount of time with regard to security to protect the organization from ransomware attacks and security breaches. Having an additional position will allow the IT department to focus in these areas and to protect the organization from a serious system outage or the loss of information.

Due to an internal security breach in 2016, it was recommended that Norfolk County acquire and implement a file activity monitoring tool that would monitor all document activity. This tool would provide reports to departments regarding who has access to specific documents and who had last modified a document. In 2017, through an RFP process the IT department purchased a product entitled DataVantage by Varonis which provides this type of reporting. The annual maintenance/operating cost for this product has a budget of \$35,000. The IT department has been able to now source an open-source solution that will provide the same functionality as the current solution however IT resources would be required to configure, validate and test it. The open-source solution would cost approximately \$5,000.

If Council were to approve the NBI it would allow the IT department to allocated resources in 2020 toward decommissioning the current product and replacing it with 2 or 3 different tools that would provide the same information to departments in the case of a security breach which would reduce the annual operating budget for the IT department by \$30,000.

Norfolk County Proposed 2020 New Budget Initiative

Name	EBS-340-2020-013 Desktop Productivity Software Cloud Services		SLT Priority Ranking	3
Department	Information Technology	Position Type	Not Applicable	
Strategic Theme	Corporate	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 40,000	
Strategic Goal	Consistently offer Innovative, Quality and Timely Service that is Valued by Norfolk	Net Levy Impact	\$ 40,000	
Included in Business Plan?	Yes	Request Need	Not Applicable	
Start Date	03-February-2020	New or Existing	New Program	
End Date	No end date			

DESCRIPTION
Provide Microsoft Office 365 annual subscription services to members of Council, Senior Leadership, and all management staff.

JUSTIFICATION	FINANCIAL IMPACT	
<p>With subscription based services for desktop productivity software, Council and Norfolk County Management will be able to access documents on any device (Windows, Ipad, Iphone, etc.), interact with members of the public or other staff via conferencing software and provide better information as to their location. (i.e. in the office, in a meeting, away from the office), as well as access email via the cloud instead of relying on the Norfolk County server environment. Subscription based services will become that standard method of acquiring services in the future as they will be eliminating the ability to purchase one time licenses for office suite software.</p>	EXPENDITURE AND REVENUE ITEMS	
	Expenditures:	(\$)
	Salaries and Benefits	
	Materials, Supplies and Services	40,000
	Transfer Payments and Grants to Others	
	Interdepartmental Charges	
	Capital Expenditures	
	Other Expenditures	
	TOTAL EXPENDITURES	40,000
	Revenues:	(\$)
	Provincial/Federal Grants/Funding	
	User Fees and /or Service Charges	
	Other Recoveries/Collections/Sponsorships/Donations	
	Transfers from Reserve/Reserve Funds	
	Interdepartmental Recoveries	
Other Revenues		
TOTAL REVENUES	0	
BUDGET IMPACT	40,000	
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	
2020 NET LEVY IMPACT	\$ 40,000	

Norfolk County Proposed 2020 New Budget Initiative

Name	EBS-350-2020-016 Human Resources Position		SLT Priority Ranking	3
Department	Human Resources	Position Type	Permanent Full-Time	
Strategic Theme	Corporate	FTEs	1.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 118,500	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 118,500	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2020	New or Existing	New Program	
End Date	No end date			

DESCRIPTION
To add a Permanent Full-Time position for Human Resources.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>Norfolk County has a number of pressing human resource needs namely the following:</p> <p>1) There are a number of significant positions in the organization that are being filled in a temporary manner including a number of positions at the Senior Leadership Team (SLT). Due to this there will be a number of significant recruitments being undertaken by the organization.</p> <p>2) Norview Lodge has a number of critical human resource needs including requiring assistance with recruitment, orientation, retention, labour relations, investigations of incidents and complaints, disciplines and grievance hearings, collective bargaining support, team building, and conflict resolution. Norview Lodge currently receives HR support from HR; however, due to ever-increasing challenges associated with employee recruitment and retention coupled with long-term employee sick leave, Norview has reached a crisis point in its staffing of the home. While the HR Generalist from HR has been fully involved in and supportive of our employee recruitment initiatives, the time required far exceeds the time staff has available to dedicate to Norview. Norview has found internal savings in order to support the hiring of a position to allow for greater attention to their needs.</p> <p>3) There is the potential elimination of the Complaints position as the Council approved funding for this position ends in 2020 and is subject to review in this budget process. If the funding for this position is not maintained</p> <p>The Human Resource department will utilize this position and re-organize its existing resources in order to better meet the needs of Norview and address the key County Challenge of attracting and retaining talent. This position would be rated above that of a generalist as it will need to also support the handling of complaints.</p> <p>Risk: If the Complaints position is eliminated this would impact the total ability this position to be able to fully address the challenges.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td style="font-weight: bold;">Expenditures:</td> <td style="text-align: right; font-weight: bold;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">115,000</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">3,500</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">118,500</td> </tr> <tr> <td style="font-weight: bold;">Revenues:</td> <td style="text-align: right; font-weight: bold;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td></td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">118,500</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: center;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 118,500</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	115,000	Materials, Supplies and Services	3,500	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	118,500	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds		Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	0	BUDGET IMPACT	118,500	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 118,500
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Norfolk County Proposed 2020 New Budget Initiative

Name	HSS-620-2020-062 Child Care Expansion 80/20 Cost Share		SLT Priority Ranking	3
Department	Child Care	Position Type	Not Applicable	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 159,000	
Strategic Goal	Enhance Community Access to Services	Net Levy Impact	\$ 159,000	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2020	New or Existing	Existing Program	
End Date	Subject to Funding			

DESCRIPTION

The Ministry of Education has extended the Child Care Expansion Plan program into 2020. The funding component has changed from being 100% Provincial to an 80/20 (Provincial/Municipal) cost share.

JUSTIFICATION

The Expansion Plan recommended CMSM contribution is \$291,700. The contribution is not mandatory however staff are requesting the amount for the following reasons:

Funding for the program has been reduced by \$663,100 compared with the 2019 allocations. Overall, Child Care has seen a reduction in funding by \$742,600 since 2019, not including any additional impacts that could be seen from a breakdown in Provincial/Federal Government funding negotiations. This has put considerable pressures on Child Care, including but not limited to, the implementation of a fee subsidy wait list, increased fees to parents/caregivers and a reduction in operating funds for child care operators.

The \$291,700 is budgeted to be funded by Haldimand (\$132,700) and Norfolk (\$159,000) Counties as per the latest annual reconciliation. The share amount is subject to change once the 2020 reconciliation has been completed.

FINANCIAL IMPACT

EXPENDITURE AND REVENUE ITEMS

Expenditures:	(\$)
Salaries and Benefits	
Materials, Supplies and Services	129,600
Transfer Payments and Grants to Others	1,458,400
Interdepartmental Charges	
Capital Expenditures	
Other Expenditures	
TOTAL EXPENDITURES	1,588,000
Revenues:	(\$)
Provincial/Federal Grants/Funding	1,296,300
User Fees and /or Service Charges	
Other Recoveries/Collections/Sponsorships/Donations	132,700
Transfers from Reserve/Reserve Funds	
Interdepartmental Recoveries	
Other Revenues	
TOTAL REVENUES	1,429,000
BUDGET IMPACT	159,000
ADJUSTMENT FOR FIRST YEAR DEFERRAL	0
2020 NET LEVY IMPACT	\$ 159,000

Norfolk County Proposed 2020 New Budget Initiative

Name	HSS-640-2020-060 Haldimand Norfolk Housing Corporation - Asset Management Plan		SLT Priority Ranking	2
Department	Social Housing	Position Type	Not Applicable	
Strategic Theme	Corporate	FTEs	0.00	
Strategic Direction	Financial Sustainability	Budget Impact	\$ 0	
Strategic Goal	Establish a Corporate Financial Sustainability Plan	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	01-January-2020	New or Existing	New Program	
End Date	December-2020			

DESCRIPTION
Through the process of drafting the Shareholder Agreement for the Haldimand Norfolk Housing Corporation (HNHC), it has been identified that the HNHC needs a current and comprehensive asset management plan and capital forecast for the public housing that they own and operate in Haldimand and Norfolk Counties.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The plan and capital forecast will enable Haldimand and Norfolk Councils, as the HNHC shareholders, to evaluate the current state of the HNHC housing stock, the current and future capital needs and make decisions related to the repair and retention, regeneration or leveraging of these assets. This information is important when considering possible new HNHC community / affordable housing development.</p> <p>Based on discussions with the HNHC CEO it is estimated that \$75,000 would be required to retain the necessary consulting services to complete the asset management plan and capital forecast. The consulting services would be retained using a Request for Proposal process, with the Director of Social Services and Housing being involved in a consultative role.</p> <p>Staff propose that the funds be allocated to HNHC for this purpose out of the Social Housing Reserve.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ADD8E6;"> <th colspan="2" style="text-align: center;">EXPENDITURE AND REVENUE ITEMS</th> </tr> </thead> <tbody> <tr> <td>Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td></td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">75,000</td> </tr> <tr> <td>Transfer Payments and Grants to Others</td> <td></td> </tr> <tr> <td>Interdepartmental Charges</td> <td></td> </tr> <tr> <td>Capital Expenditures</td> <td></td> </tr> <tr> <td>Other Expenditures</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">75,000</td> </tr> <tr> <td>Revenues:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Provincial/Federal Grants/Funding</td> <td></td> </tr> <tr> <td>User Fees and /or Service Charges</td> <td></td> </tr> <tr> <td>Other Recoveries/Collections/Sponsorships/Donations</td> <td></td> </tr> <tr> <td>Transfers from Reserve/Reserve Funds</td> <td style="text-align: right;">75,000</td> </tr> <tr> <td>Interdepartmental Recoveries</td> <td></td> </tr> <tr> <td>Other Revenues</td> <td></td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">75,000</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">ADJUSTMENT FOR FIRST YEAR DEFERRAL</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #FFFF00;"> <td style="text-align: right;">2020 NET LEVY IMPACT</td> <td style="text-align: right;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits		Materials, Supplies and Services	75,000	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	75,000	Revenues:	(\$)	Provincial/Federal Grants/Funding		User Fees and /or Service Charges		Other Recoveries/Collections/Sponsorships/Donations		Transfers from Reserve/Reserve Funds	75,000	Interdepartmental Recoveries		Other Revenues		TOTAL REVENUES	75,000	BUDGET IMPACT	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
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