

2020 BUDGET

**PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET**

Budget Committee – January 28 & 29, 2020

Subject: Proposed 2020 Levy Supported Operating Budget
Report Number: FS 20-03
Division: Financial Services
Department: Financial Planning and Reporting
Purpose: For Decision

Executive Summary:

The review and approval of the Proposed 2020 Levy Supported Operating Budget will determine the amount of property taxes to be levied in 2020. The budget proposes a tax levy of \$100.9 million dollars to provide funding for the daily business of Norfolk County, and its boards and agencies. A number of service level Options have been proposed for the Budget Committee's consideration. These options outline creative ideas that support Norfolk County in moving forward strategically and efficiently with long-term financial sustainability in the forefront. If the budget is approved as presented, this will result in an average residential tax impact of 8.4%, which equates to an average monthly tax increase of \$19.53 (based on an average household assessed value of \$240,000).

Discussion:

Section 290 (1) of the *Municipal Act, 2001* requires that each year local municipalities prepare and adopt estimates for the purposes of operating the municipality including amounts sufficient to pay all debts falling due within the year, and amounts required for any board, commission or other body. Preparing and adopting annual budget estimates determines Norfolk County's revenue requirements that will need to be collected through taxation and user rates.

The Levy Supported Operating Budget is the final of four annual budgets presented to the Budget Committee for review and adoption. The Budget Committee (Committee) reviewed the Proposed 2020 Capital 10 Year Plan on October 29, 2019. At that time, the Committee approved the 2021-2029 Capital Forecast and deferred a number of 2020 capital

projects to the 2020 Levy Supported Operating Budget deliberations. Following the capital presentation, the Committee reviewed and approved the 2020 Rate Supported Operating Budget on November 19, 2019. At this time, the Board of Health review and approval of the Proposed 2020 Haldimand-Norfolk Health Unit Operating Budget and the Committee's review and approval of the Proposed 2020 Levy Supported Operating and 2020 Capital Budgets is the final component of the 2020 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 2020 Levy Supported Operating Budget

Developing the Proposed 2020 Levy Supported Operating Budget (Proposed 2020 Budget) has not been a simple exercise, however, it has been a collaborative process involving staff input from every Division and Department within the County. Staff across all Divisions worked with Financial Services staff to undertake the tremendous effort required to develop the Proposed 2020 Budget.

The starting point for developing the Proposed 2020 Budget is the underlying principle that levels of service, in the Approved 2019 Levy Supported Operating Budget, will remain. Staff review these services for the most cost efficient service delivery method when preparing the budget requirements for 2020. Changes in levels of service come from two sources: firstly, from reports approved by Council throughout the year, referred to as Council Approved Initiatives (CAI's), and secondly, from proposals presented as New Budget Initiatives (NBI's) in the Proposed 2020 Budget.

The Proposed 2020 Budget is prepared in a number of identifiable components and 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, Financial Services 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.

For 2020, once presented with the Preliminary Budget and given Norfolk County's financial position, SLT and staff continued to work collaboratively and took additional steps when developing this budget with an emphasis on sustainability. These steps included:

1. Further reviews of budgets to better align prior budget estimates with actual requirements.
2. Reviewing various service-delivery models.
3. Improving reserve contributions.

4. Potential land and facility sales.
5. Reviewing service levels.
6. Aligning and restructuring staffing.

As a result, this additional process in development of the budget has initiated the first step to address Norfolk County's financial position and challenges and has also begun to better align operating and capital budgets with Norfolk County Council's strategic plan. Recommendations have been brought forward by staff in the form of "Options" from the work completed in this review. The proposed options are presented in TAB 2.

The Proposed 2020 Budget, and the Haldimand-Norfolk Health Unit Budget (under separate cover) presented herein, is as approved by SLT and recommended to the Budget Committee and Board of Health for consideration.

Proposed 2020 Budget Format

The Proposed 2020 Budget Reports have a very similar format to prior years and is presented under TAB 3 of the budget document. A summary report is provided for each Division and Department. Detailed descriptions on the report column and row meanings has been included in an attachment directly following this report (TAB 1, Attachment A).

However, the overall Norfolk County Summary Report has been revised to include the net financial impact of the Options proposed for the Committee's consideration and decision. This was completed by adding additional rows at the bottom of the report to show the net levy and staffing complement impact. Please note that the net financial impact of the Proposed Options are excluded from the Division and Department level reports. The proposed options for the Committee's consideration have been outlined and provided under TAB 2, and will be discussed further within the main body of the Budget Committee Report.

Requisitions from Boards and Agencies

Consistent with previous years, the Proposed 2020 Requisitions from Boards and Agencies are being presented separately from Norfolk County Divisional Budgets. As the budgets for these Boards and Agencies are the responsibility of the appointed Board, and not within the purview of County staff, staff thought it would be appropriate to present them separately. This would allow representatives of the Boards, if they so wished, to attend the Budget Review to present their budget and to be available to respond to questions from the Committee in a timely manner. Proposed 2020 Budgets for the following Boards are included in this separate presentation:

1. Haldimand Norfolk Health Unit – to be presented to the Board of Health on January 28-29, 2020
2. Norfolk County Police Services – Norfolk County Police Services Board
3. Norfolk County Public Library – Norfolk County Public Library Board
4. Grand River Conservation Authority and the Long Point Region Conservation Authority:
 - a. The 2020 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 2020 Budget. Details of the Haldimand-Norfolk Health Unit are presented in a supplemental package, and details of all other requisitions are presented under TAB 4.

Summary of the Proposed 2020 Budget

Net Levy Requirement

The Net Levy Requirement is the amount that is required from property taxation to fund the net cost of the Proposed 2020 Budget. Table 1 provides a comparison of the Net Levy Requirement for the Proposed 2020 Budget compared to the approved Net Levy Requirements for 2018 and 2019.

Table 1: Comparison of Net Levy Requirements for 2018 to 2020

Details	2018 Council Approved	2019 Council Approved	2020 Proposed (no Proposed Options)	2020 Proposed (incl. Proposed Options)
Net Levy Requirement	84,261,800	89,874,100	102,869,600	100,851,800
% Increase Over 2018 Approved		6.7%		
% Increase Over 2019 Approved			14.5%	12.2%

Major Base Budget Drivers

Table 2 presents a summary of major base budget drivers impacting the Proposed 2020 Adjusted Budget and does not include any impacts as a result of Council Approved Initiatives, New Budget Initiatives, or Proposed Options. The

Proposed 2020 Adjusted Budget, or Base Budget, is the cost, net of revenues, of providing the levels of service approved by Council in the approved 2019 Budget. This is, essentially, a “business as usual” budget with no provision for new services or for increases in levels of service beyond what was approved by Council in the 2019 Budget. The impact on the Proposed 2020 Adjusted Budget, or Base Budget, on the Net Levy Requirement is \$12,251,600 and represents a 13.6% increase in the Net Levy Requirement over the approved 2019 Net Levy Requirement.

The drivers summarized below include costs related to previous budget decisions, lack of reserves, significant capital needs, the correction of unrealistic prior estimates, overall cost increases, changes in accounting methods and legislation and the increases associated with various Boards and Agencies.

Of the 13.6% increase to the base budget, the table below outlines that approximately 10% of the increase relates to items that are either beyond the Committee’s control or are budgetary adjustments that have been made to improve Norfolk County’s financial position.

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

2019 Council Approved Net Levy		89,874,100	
PROPOSED BASE BUDGET CHANGES			
2020 Impact of Prior Phase-in Decisions			
Phase-in of Waste Management Costs	420,300		
Phase-in of Fire Protection Services Costs	219,000		
Phase-in of Leachate Costs	<u>30,800</u>	670,100	0.7%
Reserves and Reserve Funds			
Increase Based on Prior Approved Contributions	1,737,200		
Additional Proposed Annual Contributions	<u>763,100</u>	2,500,300	2.8%

Debt			
Existing Debt Increase	483,700		
Proposed New Debt	<u>1,859,100</u>	2,342,800	2.6%
Capital			
	<u>690,500</u>	690,500	0.8%
“Right Sizing the Budget”			
POA Revenue Reduction	250,000		
Increase Winter Control Costs	829,900		
Increase Fleet Fuel Costs and Repair/Maintenance Costs	269,800		
Reduce Ice Rental Revenues	58,100		
Increase Tax Write-Offs	112,900		
Increase Municipal Drain and Culvert Costs	240,000		
Compensation Adjustments	566,300		
Include Complaints/Compliance Position	111,100		
Development Charges Costs For Exemptions	34,000		
Accounting for Post Employment Benefits and Sick Leave	<u>320,000</u>	2,792,100	3.1%
Other Budget Drivers			
Increase Compensation Costs	1,728,000		
Insurance Premium Increase	152,600		
Insurance Deductible Increase	102,600		
Waste Management Services Increase	718,800		
One-time Cannabis Funding Removal	174,700		
Public Health & OW Funding Download	372,700		
Ontario Municipal Partnership Fund Increase	(290,800)		
Long-Term Care Funding Increase	(135,400)		
Miscellaneous Changes	(41,100)	2,782,100	3.1%

Requisitions of Boards and Agencies			
Increase 4.2 % - Library Board	117,000		
Increase 17.7 % - Long Point Region Conservation Authority	194,400		
Increase 2.5% - Grand River Conservation Authority	700		
Increase 1.3% - Police Services	<u>161,600</u>	473,700	0.5%
PROPOSED 2020 INCREASE TO BASE BUDGET		12,251,600	13.6%
PROPOSED 2020 ADJUSTED BUDGET = BUSINESS AS USUAL		102,125,700	13.6%
Assessment Growth			(1.19%)
PROPOSED 2020 ADJUSTED BUDGET INCLUDING GROWTH			12.41%

Table 3 presents a summary of the adjustments to the Proposed 2020 Budget for CAI's and Proposed NBI's that are recommended by SLT for the Committee's consideration during budget review.

CAI's are for adjustments to the Base Budget approved by Council during the year and represents a decrease of \$339,000 in the Net Levy Requirement for the Proposed 2020 Budget. NBI's for enhancement or for new services recommended by SLT for consideration by Council represent a proposed increase of \$1,082,900 or 1.20% to the Net Levy.

During the initial review process, SLT reevaluated all proposed NBI's, utilizing the Operating Ranking Criteria approved by Council. At that time, direction was given by SLT to either rework the proposed NBI's or to consider alternative ways to meet the program goals through existing resources or through alternative resources. All NBI's, including those that were amended as the result of SLT's direction, are included in the Proposed 2020 Budget for consideration by the Committee. The most significant NBI's include the need to address Paramedic Services increasing demands and the need to provide enhanced modernized on-line customer service for Norfolk County's residents and customers.

Details of the CAI's and NBI's included within the budget estimates 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)**

PROPOSED 2020 NORFOLK ADJUSTED BUDGET		102,125,700	
Council Approved Initiatives	(339,000)		
New Budget Initiatives	<u>1,082,900</u>		
PROPOSED 2020 CAI's and NBI's		743,900	0.9%
PROPOSED 2020 BUDGET FOR COUNTY OPERATIONS		102,869,600	14.5%
Assessment Growth			(1.19%)
2020 NET LEVY REQUIREMENT ADJUSTED FOR GROWTH			13.31%

Table 4 includes the net levy requirement adjusted for Proposed Options that staff are recommending for the Committee's consideration and approval. The Options provided for the Committee's consideration include various recommendations and alternatives based on numerous discussions, meetings and analysis. The overall goal of this process was to reduce the current financial impact on property tax owners while working to build a strong financial future by making changes to current service levels. The overall impact of the Options provided is a decrease of \$2,017,800 or 2.3%. A summary and details of the "Open Session Options" has been provided under TAB 2 along with a summary of the "Closed Session Options". Details for the "Closed Session Options" have not been included under TAB 2 however, like other closed session documents, details have been provided for Committee members under separate cover.

**Table 4: Summary of Norfolk County Operating Requirements
Major Base Budget Drivers
(Includes Council Approved & New Budget Initiatives and Proposed Options)**

PROPOSED 2020 NORFOLK ADJUSTED BUDGET		102,869,600	
Open Session Options	(962,600)		
Closed Session Options	<u>(1,055,200)</u>		
PROPOSED 2020 OPTIONS		(2,017,800)	(2.3%)
PROPOSED 2020 BUDGET FOR COUNTY OPERATIONS		100,851,800	12.2%
Assessment Growth			(1.19%)
2020 NET LEVY REQUIREMENT ADJUSTED FOR GROWTH			11.01%

A brief summary of the Proposed Options included in TAB 2 of the document has been presented below:

Closed Session Options:

1. **Public Health Provincial Cost Sharing** - Revise services provided to move funding to a 70% Provincial/30% Municipal cost share.
2. **Ontario Works Administration Provincial Cost Sharing** - Review services provided to move funding to adjust for costs downloaded.
3. **Corporate Services Restructuring Initiative** - Restructuring of Financial Services and the Employee & Corporate Services Divisions.
4. **Fleet Restructuring** - Internal reorganization of fleet services and contracted services.
5. **Hockey Arena Consolidation** - Review potential to transfer operations to user groups and/or close and repurpose arenas.
6. **Repositioning Tourism & Economic Development Services** - Revise the focus and strategy of Tourism and Economic Development within Norfolk County.

7. **Museum Consolidation** - Consider reducing the number of museums through restructuring and amalgamating Norfolk County's museums.
8. **Simcoe Farmer's Market Service Delivery Model Change** - Transfer administration of operations.
9. **Office of the CAO Staffing Changes** - In-house reorganization of services provided through the County's Administrative Office.
10. **Land Monetization** - Review to reduce Norfolk County's significant land holdings.

Open Session Options:

11. **Winter Maintenance Service Level Reduction** - Change service level standards closer to the Province minimal maintenance standard.
12. **Langton Administration Customer Service Relocation** - Review option to close the Langton Administration Building and relocate services and provide services to Langton and Port Rowen on a scheduled basis.
13. **Fleet Spending Consolidation** - Analyze the purchases of materials and supplies by the Fleet Department and implement opportunities to obtain better pricing.
14. **Voice Over IP Integration** - Reduce analog lines and modernize system.
15. **IT - Bring Your Own Device Policy** - Implement a policy to allow employees to utilize their own personal phones.
16. **Vehicle Pilot Project** - Consider replacing paid mileage and purchase Norfolk County vehicles for County business.
17. **Pheasant & Rabbit Licensing Program Cancellation** - Consider discontinuing the program.
18. **Council Grant Program Reduction** - Review and revise the level of grant funding provided by Norfolk County.
19. **Coordinated Advertising Program** - Consider moving toward digital advertising.
20. **Port Rowan Marina - Passive Marina** - Maintain Port Rowan as a non-supervised marina.
21. **Halls & Community Centres Consolidation** - Review halls and community centres to pursue the potential transfer/sale of properties to community groups or other organizations.
22. **Human Resources Staffing** - Realigning duties within the Human Resources Department and increasing contracted services.
23. **Delhi Kinsmen Pool Closure** - Consider closing the Delhi Kinsmen Pool.
24. **Reserve Contributions** - Reduce proposed level of reserve contributions.

25. Non-Union Salary & Benefit Assumptions - Adjust the non-union compensation assumption.

Capital Expenditures

Table 5 provides a summary of funding for capital purposes approved in the Levy Supported Operating Budget from 2016 to 2020 and the amount included in the Proposed 2020 Budget. The Capital Budget includes various projects and depending on the project, a portion of the costs or the entire project costs may need to be funded from the tax levy if there are no other available funding sources such as grants, external recoveries or reserves. The required levy contribution for capital projects totals \$1,812,000 and the balance of \$487,800 relates to operating capital items that are not considered a Tangible Capital Asset (TCA) but by definition are considered capital.

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

Purpose	2016 Approved	2017 Approved	2018 Approved	2019 Approved	2020 Proposed
Operating Capital Projects	1,139,500	883,500	854,500	491,800	487,800
Levy Funded Projects From the 2020 Capital Budget	1,042,500	807,000	905,900	1,113,500	1,812,000
Total Capital Funded From the Levy	2,182,000	1,690,500	1,830,800	1,605,300	2,299,800

Within this document for the Committee's consideration are the 2020 Levy Supported Capital Projects that were deferred to the 2020 Levy Supported Operating Budget deliberations – TAB 5. This list includes projects in the amount of \$4,648,000 requiring funding from the tax levy in the amount of \$627,000. SLT has reviewed the Projects included within this report and for various reasons recommended a number of projects to be postponed to 2021 or cancelled. These projects, resulted in a net levy reduction of \$193,000.

In addition to reducing the capital requirement there was also a need to increase the tax levy contribution capital portion by \$63,000 for various projects that have come to staff's attention since the capital budget was reviewed in October. Details are provided under TAB 5.

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 every four years with increases in CVA values being phased in over four years - and decreases in CVA values being implemented immediately and not phased in. The most

recent assessment was conducted in 2016 for phase in from 2017-2020. The effect of the change in CVA values for properties in Norfolk County is that the total residential assessment for 2020 taxation has increased an average of 2.85% over the total residential assessment for 2019 taxation. This increase is strictly the result of the change in CVA or market value and does not include any increase due to growth.

Growth in assessment for properties added to the assessment roll for taxation in 2020 is 1.19% over the 2019 assessment. This growth in assessment will generate approximately \$1.0 million in new tax revenue starting in 2020.

Impact on Property Taxes

There are a number of factors that have an impact on property taxes from 2019 to 2020, including:

1. The update of CVA values from 2019 to 2020
2. Growth in assessment for new properties
3. A change 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 2020 Operating Budget, as presented in Tables 1, 2, 3, and 4 above, requires a Net Levy of \$102,869,600 (not including Options) or \$100,851,800 (including Options) for County operating costs, which represents an increase of 14.5% and 12.2% respectively over the approved 2019 Net Tax Levy. To determine the impact of the proposed 2020 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 Education Tax Rates to offset the change in assessment values across the province. For the past several years, the Residential Education Tax Rate has been reduced by approximately 4.5% per year. For 2020, the Residential Education Rate has been recently announced and reduced to 0.00153, which is a reduction of 4.7% over 2019.

Table 6A and 6B presents the Residential Tax Impact of the Proposed 2020 Levy Supported Operating Budget on a single family detached property. Table 6A does not include the Proposed Options and Table 6B includes the tax impact includes the Proposed Options. For this purpose we have used the median assessment value for a single family detached property as provided by MPAC which was \$233,250 in 2019 and is \$240,000 for 2020.

**Table 6A: Residential Tax Impact of Proposed 2020 Budget
(Not including proposed Options – Including County and Education Tax Rates)**

	2019 Actual Tax Levy	Per 2020 Proposed Budget		
		Proposed Tax Levy	Change	% Change
Tax Levy				
Municipal Tax Levy	\$ 2,421.79	\$ 2,717.78	\$ 295.99	12.2%
Education Tax Levy	375.53	367.20	(8.33)	(2.2) %
Total Tax Levy	\$ 2,797.32	\$ 3,084.98	\$ 287.66	10.3 %

**Table 6B: Residential Tax Impact of Proposed 2020 Budget –
(Including proposed Options - Including County and Education Tax Rates)**

	2019 Actual Tax Levy	Per 2020 Proposed Budget		
		Proposed Tax Levy	Change	% Change
Tax Levy				
Municipal Tax Levy	\$ 2,421.79	\$ 2,664.48	\$ 242.69	10.0%
Education Tax Levy	375.53	367.20	(8.33)	(2.2) %
Total Tax Levy	\$ 2,797.32	\$ 3,031.68	\$ 234.36	8.4%

Table 6C provides a comparative summary of Proposed and Approved Budgets and Residential Property Tax Impacts for the past three budget years.

Table 6C: Comparison of Residential Tax Impact of Proposed and Approved Budgets for 2017 to 2020 Including County and Education Tax Rates

	2017 Approved	2018 Approved	2019 Approved	2020 (No Proposed Options)	2020 (Including Proposed Options)
Net Levy Requirement	79,627,300	84,261,800	89,874,100	102,869,600	100,851,800
County Residential Tax Rate Impact	2.8%	3.1%	3.9%	12.2%	10.0%
Net Tax Rate Impact Including Education Taxes	2.1%	2.3%	3.1%	10.3%	8.4%

The Residential Tax Impact presented above is based upon the average increase of 2.85% in the median CVA value for single family detached residential properties across the County. The tax impact on an individual residential property will vary depending upon the actual increase in CVA 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.

Financial Services Comments:

The Proposed 2020 Budget is a step towards improving the financial situation Norfolk County has been experiencing. Moving forward continued work needs to take place including establishing clear goals in order to ensure Norfolk County becomes more sustainable. Continued service delivery reviews for developing new models to carry forward and

Interdepartmental Implications:

The levy supported operating budget includes charges for a variety of services from other divisions/departments and also includes a recoveries from the rate supported operating budget to offset various costs.

Consultation(s):

Senior Leadership Team
Norfolk County Directors and Managers

Norfolk County Library Board
Long Point Conservation Authority
Grand River Conservation Authority

Strategic Plan Linkage:

This report aligns with the 2019-2022 Council Strategic Priority "Build Solid Foundations".

Explanation:

Norfolk County's rate operating budget will establish the framework to establish a viable sustainable financial plan.

Conclusion:

The Proposed 2020 Budget begins to deliver on areas contained within Norfolk County's Strategic Study and has also been developed in order to begin to improve financial sustainability. The Proposed 2020 Budget has been developed to reverse the current trend based on what is known today, however, the County's financial planning is most definitely subjected to risk and future uncertainties.

Moving forward, the long-term plan is to continue to review how to improve services, seek partnerships and find efficiencies with the focus on sustainability and financial health.

Recommendation(s):

THAT Report FS 20-03 RE: Proposed 2020 Levy Supported Operating Budget be received as information;

AND THAT the 2020 Levy Supported Operating Budget, with a Net Levy Requirement of \$100,851,800, be approved;

AND FURTHER THAT any surplus or deficit generated from General Operations be contributed to or offset from the Contingency Reserve;

AND FURTHER THAT the Budget Committee approve staff attendance at out of province staff development and training as outlined in TAB 5, pages 5-6 and 5-8 of the Proposed 2020 Levy Supported Operating Budget document.

Attachment(s):

Attachment A – Proposed 2020 Budget Format

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ATTACHMENT A – PROPOSED 2020 BUDGET FORMAT

The following provides a description of the information provided on the Proposed 2020 Budget document pages. Descriptions of the columns displayed on the summary reports:

2019 Forecasted Actuals	<p>This presents an estimate of year-end expenditures and revenues. The FMW Budget System produces year-end projections based upon the spending pattern from previous years. Staff in each Department/Division review these projections and make adjustments where they determine there are differences between the projection and their knowledge of actual events. Financial Services staff have reviewed these forecasted amounts as of September 30, 2019 with the operating departments and adjustments have been made where appropriate.</p> <p>Please note these projections have not received any detailed year-end review and any year-end corrections are outstanding. In addition, no formal audit review has been undertaken.</p>
2020 Adjusted Budget	<p>This presents the cost, net of revenues, of providing the levels of service approved by Council in the 2019 Budget, with adjustments for inflation and other known economic impacts. This is, essentially, a “business as usual” budget with no provision for new services or changes in levels of service and is generally referred to as the Base Budget.</p>
2020 ADJ BUD % Incr/(Decr)	<p>This column presents the percentage change in the 2020 Adjusted Budget over the approved 2019 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 a decrease in the 2020 Adjusted Budget over the approved 2019 Budget for that category.</p>
Council Approved Initiatives (CAI)	<p>CAI’s are adjustments to the Base Budget approved by Council (through budget amendment reports) during the year, after the 2019 Budget was approved and in advance of preparation of the Proposed 2020 Budget. These changes to the Proposed 2020 Budget are presented separately from NBI’s as they have already been approved by Council whereas the NBI’s are for <i>proposed</i> changes.</p> <p>Details of all CAI’s and NBI’s are provided in a separate document entitled “Council Approved and New Budget Initiatives”.</p>

New Budget Initiatives (NBI)	<p>NBI's are proposals for enhancement or reduction of existing services or for new services recommended by SLT for consideration by the Committee during the budget review process.</p> <p>Details of all CAI's and NBI's are provided in a separate document entitled "Council Approved and New Budget Initiatives".</p>
2020 Proposed Budget	This column presents the Proposed 2020 Budget as recommended by SLT, including the 2020 Adjusted or Base Budget, Council Approved Initiatives and the New Budget Initiatives recommended by SLT.
2020 Budget \$ Incr/(Decr) 2020 Budget % Incr/(Decr)	This represents the change – increase or (decrease) represented in dollars (\$) for each type of expenditure and revenue and percentage change (%) at the total levels of the Proposed 2020 Budget as compared to the approved 2019 Budget.

Descriptions of the information displayed on the rows of the summary reports:

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 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 contracts to provide a similar level of service.
Interdepartmental Charges	<p>Interdepartmental Charges are for the allocation of support or administrative costs from one division/department to another. The allocation of Interdepartmental Charges is done to reflect the true operating cost, including support and administrative costs provided by another division. Also see Interdepartmental Recoveries in the Revenues Section.</p> <p>As this is an allocation of costs from one division/department to others, 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</p>

	and Wastewater Operations.
Financial	This represents costs associated with insurance premiums for buildings and vehicles, write-offs of uncollectible accounts and bank service charges.
Infrastructure Funding	<p>This represents funds included in the Proposed 2020 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.</p> <p>In addition, this category includes costs associated with the repayment of principal and interest on long term debt issued by the County. The Proposed 2020 Budget includes an estimate of debt repayments on new debt planned to be issued for 2020.</p>
Capital	<p>This category 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.</p> <p>This category also provides funding for capital projects included in the 2020 Capital 10 Year Capital Plan 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.</p>

REVENUES

PIL's – Supplementaries – Local Improvements	This represents revenue from Payments-in-Lieu of Taxes from other levels of government, estimated supplementary taxes for new properties coming into the tax roll for the first time during the year and recovery of Local Improvement Charges.
Federal/Provincial Grants	This represents 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 represents funds received from other municipalities. Primarily included are recoveries from Haldimand County for their share of Ontario Works, Social Housing and Health programs. Also included are recoveries for Cross Border Ambulance service.

Fees & Service Charges	This represents user fees and service charges for use of County owned facilities and services. The budgets for Fees and Service Charges are based on the 2020 User Fees and Service Charges approved by Council.
Transfers from Reserves and Reserve Funds	This represents 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.
Other Revenues	This includes a variety of revenues that do not fit into any other category, including sale of assets and recoveries for capital project expenditures. This category also includes penalty and interest on overdue taxes, POA fines, donations and income on investments.
Interdepartmental Recoveries	<p>Interdepartmental Recoveries is the 'opposite side' of the Interdepartmental Charges, representing the amount recovered by the charging division/department, for example the recovery in Financial Services for the charges allocated to other divisions/departments. Also see Interdepartmental Charges in the Expenditures Section.</p> <p>As this is an allocation of costs from one division/department to others, Interdepartmental Charges and Interdepartmental Recoveries should offset each other, however, there is a net difference because of the amount of Interdepartmental Recoveries allocated to Water and Wastewater Operations.</p>
NET LEVY REQUIREMENT	This is the amount that is required to be funded through property taxation and equals the net cost – Expenditures less Revenues – of providing the levels of service provided in the Proposed 2020 Budget. The Net Levy Requirement is applied across all of the taxable assessments to arrive at the annual Tax Rate.
STAFFING COMPLEMENT	The Staffing Complement line at the bottom of each division/department budget is the total Full Time Equivalent (FTE) staff complement for the division/department 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 5 of the Budget document.



**Proposed 2020 Levy Supported Operating Budget
Closed Session Options**

		2020 Impact	Additional 2021 Impact	2021 Impact	Page
Previously Discussed/Debated Board of Health Option					
1	Public Health Provincial Cost Sharing - Revise services provided to move funding to a 70% Provincial/30% Municipal cost share.	290,600	-	290,600	2-2
Previously Discussed/Debated Norfolk County Option					
2	Ontario Works Administration Provincial Cost Sharing - Review services provided to move funding to adjust for costs downloaded.	91,500	-	91,500	2-3
Additional Options for Consideration					
3	Corporate Services Restructuring Initiative - Restructuring of Financial Services and the Employee & Corporate Services Divisions.	225,000	20,000	245,000	2-4
4	Fleet Restructuring - Internal reorganization of fleet services and contracted services.	20,000	20,000	40,000	2-8
5	Hockey Arena Consolidation - Review potential to transfer operations to user groups and/or close and repurpose arenas.	150,000	250,000	400,000	2-9
6	Repositioning Tourism & Economic Development Services - Revise the focus and strategy of Tourism and Economic Development within Norfolk County.	150,000	50,000	200,000	2-14
7	Museum Consolidation - Consider reducing the number of museums through restructuring and amalgamating Norfolk County's museums.	80,000	120,000	200,000	2-15
8	Simcoe Farmer's Market Service Delivery Model Change - Transfer administration of operations.	-	-	-	2-20
9	Office of the CAO Staffing Changes - In-house reorganization of services provided through the County's Administrative Office.	45,000	16,900	61,900	2-22
10	Land Monetization - Review to reduce Norfolk County's significant land holdings.	-	-	-	2-24
TOTAL CLOSED SESSION OPTIONS		1,052,100	476,900	1,529,000	



**Proposed 2020 Levy Supported Operating Budget
Open Session Options**

		2020 Impact	Additional 2021 Impact	2021 Impact	Page
Options for Consideration					
11	Winter Maintenance Service Level Reduction - Change service level standards closer to the Province minimal maintenance standard.	25,000	75,000	100,000	2-28
12	Langton Administration Customer Service Relocation - Review option to close the Langton Administration Building and relocate services and provide services to Lngton and Port Rowen on a scheduled basis.	25,000	27,000	52,000	2-29
13	Fleet Spending Consolidation - Analyze the purchases of materials and supplies by the Fleet Department and implement opportunities to obtain better pricing.	10,000	10,000	20,000	2-31
14	Voice Over IP Integration - Reduce analog lines and modernize system.	28,000	10,000	38,000	2-32
15	IT - Bring Your Own Device Policy - Implement a policy to allow employees to utilize their own personal phones.	5,000	10,000	15,000	2-33
16	Vehicle Pilot Project - Consider replacing paid mileage and purchase Norfolk County vehicles for County business.	(60,900)	69,300	8,400	2-35
17	Pheasant & Rabbit Licensing Program Cancellation - Consider discontinuing the program.	3,100	-	3,100	2-37
18	Council Grant Program Reduction - Review and revise the level of grant funding provided by Norfolk County.	30,000	-	30,000	2-39
19	Coordinated Advertising Program - Consider moving toward digital advertising.	33,200	16,800	50,000	2-40
20	Port Rowan Marina - Passive Marina - Maintain Port Rowan as a non-supervised marina.	15,000		15,000	2-42
21	Halls & Community Centres Consolidation - Review halls and community centres to pursue the potential transfer/sale of properties to community groups or other organizations.	75,000	100,000	175,000	2-44
22	Human Resources Staffing - Realigning duties within the Human Resources Department and increasing contracted services.	61,100	-	61,100	2-46
23	Delhi Kinsmen Pool Closure - Consider closing the Delhi Kinsmen Pool.	70,000	(26,000)	44,000	2-48



**Proposed 2020 Levy Supported Operating Budget
Open Session Options**

		2020 Impact	Additional 2021 Impact	2021 Impact	Page
One-Time Impact Options					
24	Reserve Contributions - Reduce proposed level of reserve contributions.	513,100	-	-	2-50
25	Non-Union Salary & Benefit Assumptions - Adjust the non-union compensation assumption.	130,000	-	-	2-51
TOTAL OPEN SESSION OPTIONS		962,600	292,100	611,600	

CURRENT STATE

Currently Norfolk provides winter maintenance at a higher service level than prescribed by Provincial minimum maintenance standards. Winter maintenance budgets are suspect to a lack of predictability and actual costs can vary significantly from budget. During the third quarter operating variance report, a deficit of \$1.4 million dollars was estimated based on current winter control service levels.

PROPOSED PLAN

Change the service level standards for non-core roads (class 4, 5 & 6). The County would move these closer to the Provincial minimum maintenance standard. Furthermore the County will attempt to minimize the use of overtime to undertake winter maintenance unless it is to meet the Provincial minimum standard.

FINANCIAL IMPACT

- A. Cost Avoidance: The estimate of cost avoidance is difficult to determine as the timing of storms (night, weekend) cannot be predicted. However, unaudited actuals show that the overtime spent on winter maintenance in 2019 was approximately \$300,000. It should also be noted that there is the potential to reduced third party contractor costs if own sources are freed up to reduce the reliance on outside contractors.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None

Estimated Budget Impact 2020: \$25,000 - it should be noted that due to route configurations this option would not be able to be implemented until November 2020

Estimated Budget Impact 2021: \$100,000

FTE Impact: 0.00

TIMELINE

To be implemented in 2020, with an estimated start date in November.

RISKS

1. Citizen resistance to reduced service standard.
2. Potential liability if there is an increase in the number of accidents/collisions.



OPTION 12 – LANGTON ADMINISTRATION CUSTOMER SERVICE RELOCATION

CURRENT STATE

Norfolk County currently maintains 10 aging administration buildings throughout Norfolk County and overall are in poor to critical condition. These facilities differ in age, size and building conditions. Administration buildings within Norfolk County cost approximately \$2,200,000 annually to operate and maintain and also will require \$7,310,000 in capital needs over the next ten years.

Overall, it is estimated that the 20 year operating and capital costs for 10 administration buildings will total approximately \$51.4M.

The Langton Administration Building (LAB) includes Corporate Support Services as customer service for receiving various payments such as tax payments and issuing permits and licenses. In addition, one Building staff person and By-Law Enforcement staff are currently situated in this building along with file storage area for the Building Department. The Building staff person is in the office one to two hours a day otherwise this position is out performing inspections and similarly the By-Law team members may be in or out all day depending on if they are responding to calls.

Also, at times Planning, Health and Social Services and Community Services (Hall Manager) utilize this building for meeting clients plus LPRCA has an office located in LAB to work from. Norfolk County's Emergency Control Group (ECG) has also been established at LAB as the County's secondary Emergency Operations Centre (EOC).

The staffing of this building has become cumbersome for management as staffing frequently have to be pulled from other locations or called in to staff the building at the minimum compliment levels. The reality is the volume of activity for customer service is lower at this location than other locations.

PROPOSED PLAN

It is recommended that the Langton Administration building built in 1962 be closed and declared as surplus property. As a result, Corporate Support Services (customer service) will be moved to Delhi which has customer service gaps and is a busier location. However, in order to serve customer needs within the southwest portion of Norfolk County we will continue to be provided via alternative locations and scheduling (for example provision of services on fixed dates in Langton and Port Rowan).

The Port Dover Community Centre would become the Corporation's EOC as this location has already been set-up to deal with Friday 13th.

Some minor start-up costs may be incurred in order to move the EOC and for customer service to be provided within other locations.

FINANCIAL IMPACT

- A. Cost Avoidance: Annual operating savings of \$54,300.
- B. Capital Avoidance: Capital cost avoidance include costs associated with ensuring building aspects meet AODA standards and other items such as resurfacing the parking lot (\$65,000), exterior repairs (\$12,000) and an elevator for \$326,000. If this option is not approved, the capital projects relating to the parking lot resurfacing and the exterior repairs will be required to be added back to the 2020 Capital Plan. As the parking lot resurfacing is levy funded, this would result in an increase to the Levy Budget of \$65,000 as this project has been identified to be deferred.
- C. Revenue Generation: Could be limited however, any proceeds will be transferred to capital reserves.

Estimated Budget Impact 2020: \$25,000

Estimated Budget Impact 2021: \$52,000

FTE Impact: 0.00

TIMELINE

Immediate

RISKS

There will potentially be some community pushback and/or lack of community uptake.

CURRENT STATE

Fleet purchases are from numerous vendors and at various prices for products.

PROPOSED PLAN

Review and purchase fleet related supplies and services in accordance with the Norfolk County Purchasing Policy and Procedures through enhanced corporate contracts and cooperative purchasing opportunities available to streamline processes, create efficiencies, obtain better pricing cost savings.

FINANCIAL IMPACT

- A. Cost Avoidance: Ensure consistent pricing is obtained by establishing corporate contracts and cooperative initiatives with vendors to consolidate purchases of similar goods and services in an effort to obtain better pricing with larger volumes.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None

Estimated Budget Impact 2020: \$10,000

Estimated Budget Impact 2021: \$20,000

FTE Impact: 0.00

TIMELINE

Immediate – Staff would begin to develop corporate contracts with implementation in the third quarter of 2020.

RISKS

1. Business resistance by those vendors not awarded contracts through the bidding opportunities made available.
2. Staff, in the respective areas, will be required to monitor performance and specific requirements with the vendor to ensure that required supplies and services are being met to avoid any disruption of service or delay.
3. There is an estimate risk as to the budget impacts due to the timing to implement and the volume of the purchases.

CURRENT STATE

As it stands, we are using analog lines for telephone traffic at various County buildings.

PROPOSED PLAN

Reduce the number of analog lines by moving to a Voice Over IP (VOIP) system for telephone traffic and security systems.

FINANCIAL IMPACT

- A. Cost Avoidance: Currently monthly telephone costs for analogue lines is approximately \$81,000 per year. This cost would be removed as lines are transitioned to VOIP. Once 50 lines have been transitioned for the full year, total savings are estimated at \$42,000.
- B. Capital Avoidance: An initial set-up cost of \$10,000 will be required for cabling, VOIP phones and licenses; this will be absorbed within the Information Technology Replacement Program Capital Budget for 2020. Within the 2020 – 2029 Capital Plan, the Telephone Equipment Replacement Program will still be required for the transition from analog to VOIP with no additional cost or savings expected.
- C. Revenue Generation: None

Estimated Budget Impact 2020: \$28,000

Estimated Budget Impact 2021: \$38,000

FTE Impact: 0.00

TIMELINE

As noted above, the timeline would be to reduce the 50 lines between February and April 2020.

RISKS

If network goes down we would lose access to telephone communications.

CURRENT STATE

Norfolk County purchases and maintains cell phones for County staff who require them.

PROPOSED PLAN

Norfolk County would create a Bring Your Own Device (BYOD) policy. This would be a voluntary plan that would allow employees to utilize their own devices taking the burden off Norfolk County to purchase and maintain the cell phone for the employees. Employees would utilize their own cell phone provider and the County would reimburse the employee a set amount monthly. This would limit the requirement of employees to carry two cell phones: one for personal and one for corporate needs.

FINANCIAL IMPACT

- A. Cost Avoidance: At the present time Norfolk County has over 300 devices. The average replacement cost is \$400 per device and currently 50% of the corporate devices are available for a replacement. If all of these devices are replaced, this represents a potential cost of \$60,000. The reimbursement to employees would be lower than the cost to the County for the phone plan, therefore, additional cost savings will be realized through monthly plan costs.
- B. Capital Avoidance: Not applicable as the replacement of cellphones is completed through the operating budget.
- C. Revenue Generation: None

Estimated Budget Impact 2020: This is dependent on employee adoption. A conservative estimate of \$5,000 of savings has been estimated for the first year of the program.

Estimated Budget Impact 2021: Future savings are estimated at \$15,000 annually. This assumes one quarter of employees with devices will participate in the program and phone replacements are required every other year. This estimate excludes monthly plan savings, as actual intricacies of the program are still being worked on at this time.

FTE Impact: 0.00

TIMELINE

The Bring Your Own Device Policy is planned to be put forward at the Senior Leadership Team in March or April for approval. The program would be rolled out to employees immediately after Policy approval.

RISKS

1. Privacy issues, as corporate information would now be stored and accessible on employee's personal devices.
2. IT issues, as employees use personal devices these are harder to maintain security on for virus and malware protection.
3. Adoption by employees, if employee adoption is low the conservative savings estimated above will not be realized.

CURRENT STATE

Currently a majority of employees utilize their own vehicles to perform County operations and are then reimbursed based around the prescribed Council-approved mileage rate which is \$0.486 (net of HST).

PROPOSED PLAN

On July 9th, 2019 Council directed staff to prepare an analysis of when it becomes more cost effective to purchase a County vehicle instead of reimbursing employees to drive their own. In response, Staff Report ECS 19-38 Mileage Analysis Report was presented on August 22nd, 2019. Primary areas for cost savings were identified as the Building and By-Law Departments due to the high mileage required for job requirements. This option presents a pilot project where 3 county-owned vehicle would be purchased for 3 By-Law Officers in place of reimbursement for mileage driven with their own vehicles.

FINANCIAL IMPACT

- A. Cost Avoidance: Mileage reimbursements will no longer be made to these 3 By-Law Officers; however this will be offset by the operating costs required for an additional county-owned vehicle. Additionally, an increase will be made to the contribution to the Capital Fleet Equipment Pool Reserve for the future replacement of the vehicles.
- B. Capital Requirements: This will require addition of 3 fleet vehicles to the 2020 Capital Budget, with future replacement vehicles being added within the Capital Plan. The purchase of the 3 vehicles is proposed to be Levy funded, which would result in an increase in the 2020 Levy Budget.
- C. Revenue Generation: None

Table 1.0: Estimated Levy Impact for the Purchase of 3 Fleet Vehicles for By-Law Staff

	2020 (\$)	2021 & Future (\$)
Mileage Savings	8,100	32,400
Vehicle Operating Cost	(2,000)	(8,000)
T/T Capital Fleet Equipment Pool Reserve	(4,000)	(16,000)
Net Annual Operating Savings	2,100	8,400
Vehicle Purchase Cost ¹	(63,000)	
Net Levy Cost in Year of Implementation	(60,900)	

¹Vehicle Purchase cost is based on vehicle proposed in mileage report at a cost of \$20,860

Based on the above Levy costs and savings, this would represent a payback period of 7.25 years.

Estimated Budget Impact 2020: Levy cost of \$60,900

Estimated Budget Impact 2021: Levy savings of \$8,400

TIMELINE

Vehicles purchased by October 2020.

RISKS

1. Rising fuel costs would impact cost savings realized by owning vehicle.
2. Decrease in mileage driven by By-Law Officers would impact predicted savings.
3. Increased workload on fleet mechanics for the addition of five vehicles into Norfolk County fleet.



OPTION 17 – PHEASANT & RABBIT LICENSING PROGRAM CANCELLATION

CURRENT STATE

This program involves the procurement and release of pheasants (750 to 1,000 birds per season) for hunting purposes. Licenses are issued to recover the costs. This is a seasonal activity, operating from September to February, which serves a small segment of Norfolk County residents and visitors. Historically, the program has operated at minimal cost to Norfolk County taxpayers.

PROPOSED PLAN

To discontinue the program including the issuing of licenses. All revenue activities and associated operating costs (pheasant procurement, signage and material and postage for issuing licenses) would be removed. The Forest By-law Officer or Forest Technician would occasionally conduct pheasant releases on County owned land or post signage related to the program when in the field for work associated with other duties (By-Law Enforcement, roadside tree management, etc.) and time spent on these tasks would be reallocated to primary duties in the field which could result in operational efficiencies (quicker response to work orders or turnaround times for permits).

FINANCIAL IMPACT

- A. Cost Avoidance: Minimal impact as costs associated with the procurement of pheasants, signage, and issuance of licenses is largely offset by revenue generated from license and document sales. Additionally administrative efficiencies will occur due to the reduction in time required to process licenses and payments.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None

Estimated Budget Impact 2020: \$3,100 savings

Estimated Budget Impact 2021: \$3,100 savings

FTE Impact: 0.00

TIMELINE

As this is a seasonal activity and the program has commenced for the current season (pheasants purchased and licenses issued), it is expected that operations could be fully wound down by March 2020. No further purchasing or sales activity in 2020 other than to support current obligations. The current hunting season ends February 28, 2020.

RISKS

1. Staff have indicated that there is potential for pushback from other stakeholders such as the Long Point Area Fish and Game Club, hunters, and third party retailers who sell the licenses on behalf of the County. If significant pushback is experienced this may result in a report to Council at a later date to consider reinstating the program.
2. Staff have noted that there is potential for a reduction in economic spinoff from visitors who come to Norfolk County to participate in this activity due to the amount of non-resident licenses issued annually.

CURRENT STATE

Norfolk County currently budgets \$64,000 annually for community and other grants as approved in Municipal Grant Policy MC-05.

PROPOSED PLAN

Reduce the current level of grant payments provided by \$30,000 in 2020, and have Council look to set the budget for grants on an annual basis. .

An alternative is for Council to stage the reduction of the grants over a multi-year phase to reduce the impacts.

FINANCIAL IMPACT

- A. Cost Avoidance: Reduction in amount of Council grants.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None

Estimated Budget Impact 2020: \$30,000

Estimated Budget Impact 2021: \$30,000

FTE Impact: 0.00

TIMELINE

Reduction in grants allocated would begin in 2020.

RISKS

1. Negative reaction from community groups and agencies that have traditionally received grants.
2. Potential that some events, activities and services provided by impacted agencies would be reduced or eliminated with the loss of grant funding.

CURRENT STATE

Under the County's Coordinated Advertising Program, all Norfolk County ads are grouped together and are placed in a consistent spot in the Wednesday publication of the Simcoe Reformer, Thursday publication of the Delhi News Record and Lakeshore Shopper.

The distribution ensures that all Norfolk County residents and some zones in Haldimand County (including Townsend, Jarvis and Hagersville), Oxford County (including Tillsonburg) and Elgin County (including Straffordville and Port Burwell) have access to the County's advertising. An e-edition of the Simcoe Reformer is also available and a link to the County's Coordinated Advertisement is placed on the Simcoe Reformer website.

Under the current contract with Sun Media, a per inch line rate is applied that includes the cost of the newspaper print ad (one cost for all publications) along with a digital strategy credit.

With the recent addition of the Communications Department, staff conducted a detailed review of the Coordinated Advertising Program to determine current and future needs, statutory and public notice requirements, program responsibilities and potential cost-savings for both print and digital advertisements.

PROPOSED PLAN

With the ability to reach more audiences through digital advertising, Corporate Support Services and Communications has determined that savings could be found by discontinuing the program and moving to digital advertising administered through the Corporate Communications Department. Norfolk County's Communications department was created to help formalize the County's communication and marketing program, and to find efficiencies in the way that program is executed. As such, discontinuing the Coordinated Advertising program will:

- Reduce unnecessary spending
- Give Communications more control over the look and feel of advertising
- Give Communications increased oversight over advertising in general
- Encourage the use of highly targeted, highly measurable digital advertising, at a lesser cost to the tax payer

The comprehensive review of the program has concluded that moving in this direction could significantly reduce advertising costs across all departments/divisions.

The following chart summarizes the annual spend on the Coordinated Advertising Program across Departments/Divisions:

2017	\$105,032
2018	\$102,340
2019 (estimate as of Dec 23)	\$97,677

FINANCIAL IMPACT

- A. Cost Avoidance: Staff estimate a reduction of \$50,000 by moving to digital advertising. The remaining \$50,000 will be reallocated from specific Departments/Divisions to the Corporate Communications Department which will be used for print ads on an as needed basis for legislative compliance and as outlined in By-Law 2018-10, Public Notice. All other print ads would be reviewed and placed at the discretion of the Corporate Communications Department.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None.

Estimated Budget Impact 2020: \$33,200

Estimated Budget Impact 2021: \$50,000

FTE Impact: 0.00

TIMELINE

May 2020

RISKS

There will potentially be some community pushback and/or lack of community uptake.

CURRENT STATE

Currently Norfolk County operates 2 marinas, Port Dover marina is profitable and Port Rowan marina operates at a loss. There are other private sector marinas in Norfolk County.

PROPOSED PLAN

We would change the service level at Port Rowan and maintain the marina as a non-supervised marina (passive marina). This would see the removal of the Harbour Master position. Parks staff would continue to cut the grass and would now need to empty garbage cans daily. Parks staff who are in the area daily for the other Port Rowan parks could complete this work. Contracts for the boat house leases and dockage rental would need to be rewritten to include clauses stating the County was not responsible damages to user's boats.

FINANCIAL IMPACT

- A. Cost Avoidance: The staffing costs associates with hiring a Harbour Master at the Port Rowan Marina.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None.

Estimated Budget Impact 2020: \$15,000

Estimated Budget Impact 2021: \$15,000

FTE Impact: 0.32

TIMELINE

Immediate

RISKS

1. Current users of the Port Rowan Marina are accustomed to the level of service provided to staff the marina. Users may push back on the change as the users are being requested to pay the same amount at their slips for a lower level of service.
2. There may become issues with enforcing use of slips if the marina is no longer staffed by a Harbour Master. If a boat takes a rented slip and there is no staff at the Port Rowan Marina to request the boat to be moved, this may

result in resources being diverted from the Port Dover Harbour Marina. This may lead to a loss in the customer base or customer dissatisfaction.

CURRENT STATE

Norfolk County currently maintains 16 aging halls and community centres, which are largely in poor to critical condition. These facilities differ in age, size and building conditions. Halls and community centres within Norfolk County cost approximately \$775,000 annually to operate and maintain and also will require \$6,500,000 in capital needs over the next ten years.

PROPOSED PLAN

It is recommended that halls and community centres be reviewed and selected halls and community centres be:

1. First offered to community groups or other organizations to purchase the property from the County. The County could offer the buildings at nominal amounts to the groups with a right of the County to purchase the property back at the same nominal amount.
2. If there is a lack of interest in the identified properties then staff will move to close and declared as surplus property to be sold or offered to community partners.

Staff have not undertaken a full analysis at this time of the potential centres that will be subject to the above process. Prior to the release of the public process to invite interested parties to purchase or licence the use of the community centres, Council will approve the process and the final results. Additionally prior to the closure of identified centres Council will have final approval.

FINANCIAL IMPACT

- A. Cost Avoidance: The intent would be to sell property resulting in annual operating savings of \$175,000.
- B. Capital Avoidance: Capital cost avoidance will depend on the selected hall(s) and community centre(s).
- C. Revenue Generation: Could be limited however, any proceeds will be transferred to capital reserves.

Estimated Budget Impact 2020: \$75,000

Estimated Budget Impact 2021: \$175,000

FTE Impact: Estimated 0.50 FTE

TIMELINE

Immediate

RISKS

There will potentially be some community pushback and/or lack of community group or organization uptake.

CURRENT STATE

Over the last 5 years staffing resources in Human Resources has been extended with an additional Full Time Position, on an ongoing temporary basis. This position has provided support for a number of different responsibilities, depending on the corporate needs at the time. For the last 2 years this position has taken the form of the Complaints and Compliance Position.

The Complaints and Compliance Specialist position is responsible for conducting confidential complaint investigations filed under Norfolk County Policies and/or the Human Rights Code and the *Occupational Health and Safety Act*. It is also responsible for providing recommendations ensuring that proper process is followed in accordance with the legislative, policy and ethical responsibilities of Norfolk County. The *Occupational Health and Safety Act* makes it mandatory for the Employer to maintain and implement a Respectful Workplace policy to ensure the workforce remains free from harassment and threats of workplace violence. When between investigations, the Complaints and Compliance Specialist position reviews and updates the human resources policies by researching, recommending, implementing changes and modifications as required.

In the past funding for this position has been provided from the Contingency Reserve, and most recently, the WSIB Reserve Fund. As this is an operational position that has an annual cost, and transfers to these reserves have not been made specifically to fund this position, staff feel it is more transparent to fund this position directly from the levy. Additionally, due to the length in time a temporary position has been providing support to the Corporation through the Human Resources Department, to continue the current level of corporate support this position is required. Due to the reasons above, staff have positioned the budgets for the salary and benefits for this position as a figure to “right size” the budget.

PROPOSED PLAN

This plan would see the removal of the Complaints and Compliance position, as Council had only funded the position as a temporary position until April 2020. Some of the work completed by this position would be included in the job duties completed by the new Human Resources position (as presented in NBI EBS-350-2020-016). However, to support this ability for this new position to cover some of the other corporate needs, additional contracted services of \$50,000 for third party investigations is also required. As the majority of complaints are respectful workplace (i.e. harassment) and code of conduct complaints, Norfolk County has an obligation to investigate and or resolve these complaints in accordance with Norfolk County policies and the *Occupational Health and Safety Act*.

FINANCIAL IMPACT

- A. Cost Avoidance: The complaints and compliance position would be removed, offset by additional contracted services for third part support for investigations.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None.

Estimated Budget Impact 2020: \$61,100

Estimated Budget Impact 2021: \$61,100

FTE Impact: 1.00

TIMELINE

The current temporary position contract ends at the end of April 2020, after which this position would be replaced with the new Human Resource position as presented in NBI EBS-350-2020-016.

RISKS

1. If the number of internal complaints continues to grow the cost of contracting a portion of this work out may no longer provide savings.
2. Additionally the costs of outside investigation services are harder to manage and the cost savings may diminish.

CURRENT STATE

Currently the Delhi Kinsmen Pool is open for annual operation from the beginning of June until the end of August, which is approximately 3 months of operation annually.

This pool offers programming including swimming lessons, outreach school programs, instructed aquafit classes, and public swims.

PROPOSED PLAN

For this option, the Delhi Kinsmen Pool would be closed. The pool site would require remediation, which would include the removal of the pool structure and related infrastructure; this remediation can be planned for subsequent to the 2020 season.

FINANCIAL IMPACT

- A. Cost Avoidance: Annual operating costs for maintaining the pool, and programming costs will be reduced, offset by a reduction in programming revenue. In 2020 the estimated budget impact is higher than 2021 as there are known one-time maintenance and repair work budgeted for upgrades to the floor and concrete repair at the edge of the pool shell (\$28,000 total).
- B. Capital Avoidance: The 2020 Capital Plan includes \$948,000 over the next 10 years for the Delhi Kinsmen Pool. The replacement of the pool is estimated to take place beyond the current scope of the 10 year plan, with an amount upwards of \$1,000,000.
- C. Revenue Generation: Not applicable.

Estimated Budget Impact 2020: \$70,000

Estimated Budget Impact 2021: \$44,000

FTE Impact: 1.04

TIMELINE

Prior to June (opening season) in 2020

RISKS

1. Customer Discontent – With only 2 pool facilities in Norfolk County (Simcoe and Delhi) and 1 outdoor pool (Delhi), customers in the Delhi area may not be willing or able to travel to Simcoe for similar activities, while some customers may prefer the outdoor environment for which there is currently no substitute.
2. Reduced Community Access – Risk that some individuals may lose their opportunity to learn to swim if residents are unable or not willing to travel to the ACAC. Learning to swim provides residents with important drowning prevention skills.
3. Capacity issues – Potential increase in demand for swimming lessons at the Annaleise Carr Aquatic Centre (ACAC), which already operates at capacity in most instances.
4. Disruptions to Remaining Swimming Program – Swim to Survive and Grade 4 swimming lessons (utilized by schools in the West end of Norfolk County) are provided at the DKP annually in June. This change would impact school programming availability and accessibility due to higher transportation costs and limited capacity at the ACAC. Additionally, accommodation of school programming at the ACAC may disrupt services for other user groups.
5. Potential loss of funding for the Swim to Survive Program as grants are provided by the Lifesaving Society, offset by lower costs as the program will not be offered at the DKP.
6. Reduced Social Wellbeing – Groups of individuals who enjoy recreation at this facility may lose the recognized benefits of social interaction.

CURRENT STATE

Over the last number of years, Norfolk County's reserve fund balances have been declining. This decline is the result of a higher level of usage from reserves (largely for capital expenditures) as compared to the funds allocated to the reserves. To begin to reverse this trend, staff has recommended an additional \$763,100 of reserve contributions above the currently approved increase of \$1.74M per the reserve fund policy outlined in FS 17-26.

PROPOSED PLAN

Given the significant net levy increase, a reduction could be made to the reserve contribution increase within the Proposed 2020 Levy Supported Operating Budget.

FINANCIAL IMPACT

- A. Cost Avoidance: A levy increase of \$513,100 would be avoided in 2020 if this option is approved; however the uses of the capital reserves remain unchanged. This will result in a lower forecasted balance to the reserve funds at the end of 2020.
- B. Capital Avoidance: Not applicable for this option.
- C. Revenue Generation: None

Estimated Budget Impact 2020: \$513,100

Estimated Budget Impact 2021: \$0 as this is a one-time reduction

FTE Impact: 0.00

TIMELINE

Immediate

RISKS

1. Some reserves which were recommended to increase over the policy amount are in negative positions (in particular the Solid Waste Reserve and the Fire Vehicle and Equipment Reserve). In the long term, a reduction of contributions in the current year will necessitate a larger increase in future years, as capital commitments will continue to pressure the fund balances. This will result in increased overall levy impacts in the future.
2. A reduction in reserve contributions will impact the cash position of the County, which will reduce the potential interest income from investing excess cash.

CURRENT STATE

Based on economic trends during the preparation of the 2020 Levy Supported Operating Budget, a 2% economic increase was included in the calculations for Non-Union staff salary amounts.

PROPOSED PLAN

Due to constraints on the financial sustainability of Norfolk County, it would be a prudent financial decision to include a 1% economic increase for Non-Union staff salary amounts.

FINANCIAL IMPACT

- A. Cost Avoidance: Currently Non-Union staff are compensated at approved 2019 rates. An approved reduction to the 2020 Budget assumption would have a positive effect on the 2020 request from taxpayers.
- B. Capital Avoidance: Not applicable to this option.
- C. Revenue Generation: None.

Estimated Budget Impact 2020: \$130,000

Estimated Budget Impact 2021: \$0

FTE Impact: 0.00

TIMELINE

The effective date of the increase would be retroactive to January 1st, 2020.

RISKS

1. An economic increase of 1% would not move the Non-Union group towards the 50th percentile of the approved municipal comparator group, as was approved by Norfolk County Council in 2003.
2. If Non-Union increases are not kept at levels consistent or above union increases, compression issues will increase.
3. Competitive compensation packages for Non-Union staff are essential to attract and retain competent staff.
4. Potential for reduced employee morale, lower motivation and staff leaving for employment elsewhere.



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NORFOLK COUNTY GOVERNMENT STRUCTURE





NORFOLK COUNTY COUNCIL & SENIOR STAFF

Norfolk County Council 2018 - 2022

Mayor	Kristal Chopp		
Ward 1	Tom Masschaele	Ward 5	Ian Rabbitts
Ward 2	Roger Geysens	Ward 5	Ryan J. Taylor
Ward 3	Michael J. Columbus	Ward 6	Amy Martin
Ward 4	Chris Van Paassen	Ward 7	Kim Huffman

Norfolk County Senior Staff

Interim CAO	Bill Cridland	General Manager, Community Services	Bill Cridland
Interim General Manager, Corporate Services	Jason Burgess	General Manager, Health and Social Services	Marlene Miranda
Interim General Manager, Public Works	Jason Godby	Medical Officer of Health	Shanker Nesathurai
Interim General Manager, Development and Cultural Services	Paula Boutis		

NORFOLK COUNTY OPERATING LEVY

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

	2019	2019	2020	2020	Council	New	2020	2020	2020
	Forecasted	APPROVED	Adjusted	ADJ BUD %	Approved	Budget	PROPOSED	Budget \$	Budget %
	Actuals	BUDGET	Budget	Incr/(Decr)	Initiatives	Initiatives	BUDGET	Incr/(Decr)	Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	66,885,800	69,001,000	71,384,100	3.5	(460,300)	871,200	71,795,000	2,794,000	4.0
Materials & Supplies	12,843,800	11,815,400	12,394,700	4.9	(22,300)	3,500	12,375,900	560,500	4.7
Services	23,668,200	22,339,000	23,391,900	4.7	441,000	574,800	24,407,700	2,068,700	9.3
Transfer Payments/Grants	47,621,700	48,754,800	46,990,200	(3.6)	610,600	1,458,400	49,059,200	304,400	0.6
Interdepartmental Charges	15,397,600	15,514,400	15,964,600	2.9	(54,700)	5,200	15,915,100	400,700	2.6
Financial	3,662,200	3,138,000	3,370,900	7.4	0	0	3,370,900	232,900	7.4
Infrastructure Funding	21,071,900	21,544,700	26,450,300	22.8	(100,000)	0	26,350,300	4,805,600	22.3
Capital	1,487,500	1,605,300	2,295,800	43.0	0	4,000	2,299,800	694,500	43.3
TOTAL EXPENDITURES	192,638,700	193,712,600	202,242,500	4.4	414,300	2,917,100	205,573,900	11,861,300	6.1
REVENUES									
PIL's-Supplementaries-Local Improvements	(3,207,900)	(2,995,700)	(2,995,700)	0.0	0	0	(2,995,700)	0	0.0
Federal/Provincial Grants	(58,633,300)	(59,650,400)	(56,795,200)	(4.8)	(682,400)	(1,446,300)	(58,923,900)	(726,500)	(1.2)
Municipal Recoveries	(2,841,100)	(3,116,100)	(3,499,800)	12.3	34,100	(132,700)	(3,598,400)	482,300	15.5
Fees & Service Charges	(12,774,300)	(12,315,200)	(12,153,600)	(1.3)	0	0	(12,153,600)	(161,600)	(1.3)
Transfer From Reserve & Reserve Funds	(3,088,900)	(3,275,800)	(2,087,000)	(36.3)	(100,000)	(250,000)	(2,437,000)	(838,800)	(25.6)
Interdepartmental Recoveries	(14,874,000)	(14,999,000)	(15,318,000)	2.1	(19,000)	(5,200)	(15,342,200)	343,200	2.3
Other Revenues	(6,976,300)	(7,486,300)	(7,267,500)	(2.9)	14,000	0	(7,253,500)	(232,800)	(3.1)
TOTAL REVENUES	(102,395,800)	(103,838,500)	(100,116,800)	(3.6)	(753,300)	(1,834,200)	(102,704,300)	(1,134,200)	(1.1)
NET LEVY REQUIREMENT	90,243,000	89,874,100	102,125,700	13.6	(339,000)	1,082,900	102,869,600	12,995,500	14.5
Open Session Options	-	-	-	-	-	-	(962,600)		
Closed Session Options	-	-	-	-	-	-	(1,055,200)		
NET LEVY REQUIREMENT - Including Options	90,243,000	89,874,100	102,125,700	13.6	(339,000)	1,082,900	100,851,800	10,977,700	12.2
STAFFING COMPLEMENT		778.68	784.67		(5.30)	7.18	786.55	7.87	
Option Impact to Staffing Complement							(22.55)		
STAFFING COMPLEMENT - Including Options		778.68					764.00	(14.68)	



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
NET LEVY REQUIREMENT
 CORPORATION OF NORFOLK COUNTY

	2019	2019	2020	2020	Council	New	2020	2020	2020 Budget
	Forecasted	APPROVED	Adjusted	ADJ BUD %	Approved	Budget	PROPOSED	Budget \$	% of TOTAL
	Actuals	BUDGET	Budget	Incr/(Decr)	Initiatives	Initiatives	BUDGET	Incr/(Decr)	Incr/(Decr)
NORFOLK COUNTY OPERATING REQUIREMENT									
CORPORATE REVENUES & EXPENDITURES	(6,928,000)	(7,112,000)	(5,665,000)	20.3	0	0	(5,665,000)	1,447,000	20.3
MAYOR & COUNCIL SERVICES	905,700	905,100	819,500	(9.5)	0	0	819,500	(85,600)	(9.5)
OFFICE OF THE CAO	1,469,000	1,415,500	1,773,100	25.3	0	118,500	1,891,600	476,100	33.6
CORPORATE SERVICES	3,938,400	3,938,600	4,606,300	17.0	0	99,000	4,705,300	766,700	19.5
PUBLIC WORKS	38,493,500	37,209,900	43,480,900	16.9	(326,700)	0	43,154,200	5,944,300	16.0
HEALTH & SOCIAL SERVICES	8,915,600	9,223,800	9,478,500	2.8	(12,900)	159,000	9,624,600	400,800	4.3
HALDIMAND NORFOLK HEALTH UNIT	1,393,100	1,632,800	1,964,400	20.3	(41,000)	0	1,923,400	290,600	17.8
COMMUNITY SERVICES	20,588,800	20,532,300	22,825,400	11.2	41,600	706,400	23,573,400	3,041,100	14.8
DEVELOPMENT & CULTURAL SERVICES	4,965,100	5,541,500	5,782,300	4.3	0	0	5,782,300	240,800	4.3
TOTAL NORFOLK COUNTY REQUIREMENT	73,741,400	73,287,500	85,065,400	16.1	(339,000)	1,082,900	85,809,300	12,521,800	17.1
BOARDS & AGENCIES									
GRAND RIVER CONSERVATION AUTHORITY	27,900	27,900	28,600	2.5	0	0	28,600	700	2.5
LONG POINT REGION CONSERVATION AUTHORITY	1,098,100	1,098,100	1,292,500	17.7	0	0	1,292,500	194,400	17.7
NORFOLK COUNTY PUBLIC LIBRARY	2,793,800	2,793,800	2,910,800	4.2	0	0	2,910,800	117,000	4.2
POLICE SERVICES	12,581,800	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3
TOTAL BOARDS & AGENCIES	16,501,600	16,586,600	17,060,300	2.9	0	0	17,060,300	473,700	2.9
TOTAL NET LEVY REQUIREMENT	90,243,000	89,874,100	102,125,700	13.6	(339,000)	1,082,900	102,869,600	12,995,500	14.5
Open Session Options	-	-	-	-	-	-	(962,600)		
Closed Session Options	-	-	-	-	-	-	(1,055,200)		
NET LEVY REQUIREMENT - Including Options	90,243,000	89,874,100	102,125,700	13.6	(339,000)	1,082,900	100,851,800	10,977,700	12.2

CORPORATE REVENUES & EXPENDITURES

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
CORPORATE REVENUES & EXPENDITURES SUMMARY
DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. To account for corporate revenues and expenditures that do not specifically pertain to individual divisions or departments

PERFORMANCE MEASURES

1. See Financial Services Overview

PRIOR YEAR ACHIEVEMENTS

1. See Financial Services Overview

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. See Financial Services Overview

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$400,000 driven by the inclusion of budgets for post-employment and sick leave liability estimates in the amount of \$320,000 offset by the removal of a one-time credit from 2019
2. Financial increase of \$112,500 which is the net decrease/increase to various categories of taxation revenue which are written off annually
3. Infrastructure Funding increase of \$1,700,800 which includes transfers to the Contingency Reserve Fund \$550,000, Capital Replacement Reserve \$250,000, General Building Reserve \$366,800
4. Federal/Provincial Grants increase of \$290,800 due to Ontario Municipal Partnership Fund 2020 funding level
5. Transfers From Reserve & Reserve Funds are increasing due to a transfer from the Legacy Fund of \$500,000 for the Norfolk General Hospital

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Forecasting investment income is difficult with changing interest rates and cash balance volatility – therefore conservative approach is used
2. Decreasing tax arrears is positive for cash flow, however penalty interest declines
3. With expected County growth in development, supplementary tax income has been increased
4. The trend of OMPF allocations have been decreasing annually



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
 CORPORATE REVENUES & EXPENDITURES SUMMARY
SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	420,000	(80,000)	320,000	500.0	0	0	320,000	400,000	500.0
Materials & Supplies	0	0	0	0.0	0	0	0	0	0.0
Services	24,600	23,400	23,400	0.0	0	0	23,400	0	0.0
Transfer Payments/Grants	500,000	500,000	500,000	0.0	0	0	500,000	0	0.0
Interdepartmental Charges	6,400	6,400	6,500	1.6	0	0	6,500	100	1.6
Financial	1,271,400	856,500	969,000	13.1	0	0	969,000	112,500	13.1
Infrastructure Funding	3,115,200	4,783,200	6,484,000	35.6	0	0	6,484,000	1,700,800	35.6
Capital	0	0	50,000	100.0	0	0	50,000	50,000	100.0
TOTAL EXPENDITURES	5,337,600	6,089,500	8,352,900	37.2	0	0	8,352,900	2,263,400	37.2
REVENUES									
PIL's-Supplementaries-Local Improvements	(3,207,900)	(2,990,500)	(2,990,500)	0.0	0	0	(2,990,500)	0	0.0
Federal/Provincial Grants	(6,130,000)	(5,842,200)	(6,133,000)	5.0	0	0	(6,133,000)	290,800	5.0
Fees & Service Charges	0	0	0	0.0	0	0	0	0	0.0
Transfer From Reserve & Reserve Funds	(170,000)	0	(500,000)	100.0	0	0	(500,000)	500,000	100.0
Other Revenues	(2,757,700)	(4,368,800)	(4,394,400)	0.6	0	0	(4,394,400)	25,600	0.6
TOTAL REVENUES	(12,265,600)	(13,201,500)	(14,017,900)	6.2	0	0	(14,017,900)	816,400	6.2
NET LEVY REQUIREMENT	(6,928,000)	(7,112,000)	(5,665,000)	20.3	0	0	(5,665,000)	1,447,000	20.3

MAYOR & COUNCIL SERVICES

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Mayor & Council Services

SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. 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, 2001
2. 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
3. To provide the citizens of Norfolk County with quality, efficient and appropriate level of service to those areas of municipal jurisdiction
4. To consider and make decisions concerning all policy matters, operating and capital budgets and plans brought forward by the Chief Administration Officer and various departments
5. Represent the public and consider the well-being and interests of the municipality
6. Establish and periodically review the policies and programs of the municipality
7. Determine which services the municipality provides and service levels
8. Ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place for staff to implement the decisions of Council
9. Ensure accountability and transparency policies are in place governing the operations of the municipality, including the activities of the senior management of the municipality
10. Maintain the financial integrity of the municipality

PERFORMANCE MEASURES AND INDICATORS

Measurable Service	2017	2018	2019 as of Sept 30
CIC/Council Meetings	36		
Planning applications heard	96		
Mayor-County Manager Meetings	36		
Office of the Mayor			
Letters to various Ministries	27	15	
Norfolk County constituent birthday certificates	34	30	27
Norfolk County constituent wedding anniversary certificates	23	19	16
Norfolk County employee retirement certificates	25	28	17

PRIOR YEAR ACHIEVEMENTS

1. Defined Council's Strategic Priorities
2. Imposed Building Moratorium in Port Dover to address critical water service levels
3. ICB for waterfront development in Port Dover
4. Successful government relations and advocacy that has attracted \$1.66 million for Causeway Bridge, \$800,000 for gas well monitoring, \$8.30 Million Swift project approval for high-speed broadband expansion.
5. Selected location and purchased land for ALL Norfolk Community Centre
6. Construction of Water Waste/Water Treatment Plant in Waterford

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Mayor & Council Services

SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Complete recruitment of permanent CAO
2. Finalize organizational structure
3. Complete Port Dover Waterfront Planning Study
4. Improve customer experience and outcomes
5. Legacy Fund - re-examine future investment opportunities

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits increase of \$6,500 is due to economic and merit increases
2. Materials and Supplies increase of \$4,500 is driven by increased telecommunication costs for cell phone requirements
3. Service increase of \$3,700 is primarily due to an increase in the cost of WOW membership
4. Transfer Payments / Grants reduction of \$101,100 is due to removal of SWIFT payment requirements in 2020

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Marijuana related enforcement
2. Infrastructure investment needs, grant funding and municipal financing
3. Replace/repair recreation facilities
4. Future of Provincial Funding for Haldimand-Norfolk Health and Social Services Programs
5. Lake Erie waterfront storm damage



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
 MAYOR & COUNCIL SERVICES SUMMARY
SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	504,100	529,100	535,600	1.2	0	0	535,600	6,500	1.2
Materials & Supplies	21,400	18,700	23,200	24.1	0	0	23,200	4,500	24.1
Services	45,100	39,700	43,400	9.3	0	0	43,400	3,700	9.3
Transfer Payments/Grants	234,600	214,600	113,500	(47.1)	0	0	113,500	(101,100)	(47.1)
Interdepartmental Charges	100,600	103,000	103,800	0.8	0	0	103,800	800	0.8
TOTAL EXPENDITURES	905,700	905,100	819,500	(9.5)	0	0	819,500	(85,600)	(9.5)
REVENUES									
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	905,700	905,100	819,500	(9.5)	0	0	819,500	(85,600)	(9.5)
STAFFING COMPLEMENT		10.00	10.00		0.00	0.00	10.00	0.00	

OFFICE OF THE CAO

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



OFFICE OF THE CAO DIVISION





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
OFFICE OF THE CAO SUMMARY
NET LEVY REQUIREMENT

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Office of the CAO General Operations	530,800	468,500	497,100	6.1	0	0	497,100	28,600	6.1
Council Services	870,500	848,800	874,100	3.0	0	0	874,100	25,300	3.0
Human Resources	76,800	103,900	359,300	245.8	0	118,500	477,800	373,900	359.9
Corporate Communications	(9,000)	(5,700)	42,600	847.4	0	0	42,600	48,300	847.4
TOTAL	1,469,000	1,415,500	1,773,100	25.3	0	118,500	1,891,600	476,100	33.6



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
 OFFICE OF THE CAO SUMMARY
SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,611,900	2,622,000	2,797,900	6.7	0	115,000	2,912,900	290,900	11.1
Materials & Supplies	102,800	111,800	100,500	(10.1)	0	3,500	104,000	(7,800)	(7.0)
Services	771,600	651,600	647,900	(0.6)	0	0	647,900	(3,700)	(0.6)
Interdepartmental Charges	477,300	483,000	474,700	(1.7)	0	0	474,700	(8,300)	(1.7)
Financial	220,900	186,000	188,200	1.2	0	0	188,200	2,200	1.2
Infrastructure Funding	75,000	75,000	120,500	60.7	0	0	120,500	45,500	60.7
Capital	4,400	4,900	5,000	2.0	0	0	5,000	100	2.0
TOTAL EXPENDITURES	4,263,900	4,134,300	4,334,700	4.8	0	118,500	4,453,200	318,900	7.7
REVENUES									
Fees & Service Charges	(161,100)	(181,700)	(103,000)	(43.3)	0	0	(103,000)	(78,700)	(43.3)
Transfer From Reserve & Reserve Funds	(683,400)	(572,400)	(576,200)	0.7	0	0	(576,200)	3,800	0.7
Interdepartmental Recoveries	(1,935,500)	(1,935,700)	(1,859,300)	(3.9)	0	0	(1,859,300)	(76,400)	(3.9)
Other Revenues	(14,800)	(29,000)	(23,100)	(20.3)	0	0	(23,100)	(5,900)	(20.3)
TOTAL REVENUES	(2,794,800)	(2,718,800)	(2,561,600)	(5.8)	0	0	(2,561,600)	(157,200)	(5.8)
NET LEVY REQUIREMENT	1,469,000	1,415,500	1,773,100	25.3	0	118,500	1,891,600	476,100	33.6
STAFFING COMPLEMENT		27.10	27.75		0.00	1.00	28.75	1.65	

OFFICE OF THE CAO GENERAL OPERATIONS

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Office of the CAO General Operations

SUMMARY OVERVIEW

DEPARTMENT FUNCTION/SERVICES

1. Administrative leadership and direction across 6 Divisions consisting of 26 Departments
2. Provide executive support, guidance and recommendations to the Mayor and Norfolk County Council
3. Provide oversight and management in the administration of the day-to-day affairs of Norfolk County
4. Establish and maintain appropriate management systems for planning, organizing, leading and controlling the organization
5. 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
6. Emergency Operations Centre Manager and Chair of Emergency Control Group and Emergency Management Program Committee
7. Accountable for providing policy advice and implementing the decisions of Council
8. Coordinate implementation of the adopted/approved direction, plans and policies of Council, including operating and capital budgets

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Senior Leadership Team Meetings	46	41	34
Emergency Control Group Meetings and Mock Exercise	6	6	3
Emergency Management Program Committee Meetings	4	4	4
Council and Council-in-Committee Meetings	41	41	33
Mentorship and Coaching Meetings	8	12	1

PRIOR YEAR ACHIEVEMENTS

1. ICIP Grant Application submitted for the ALL Norfolk Community Centre project – the largest proposed capital project in Norfolk County history
2. Advanced work to address the Port Dover Water Supply issue with the implementation of an Interim Control Bylaw, studies on water supply options and collaboration with Haldimand County on a potential water supply solution
3. Development of a sustainable, multi-year financial plan to address funding challenges, negative reserve balances, debt management and future capital planning
4. Continued rationalization of Capital Budget and Ten-Year Capital Plan
5. Effective emergency management and necessary mobilization of resources to respond to the Friday the 13th Port Dover event, several shoreline and flooding incidents, emergency capital repairs, gas well issue management and completion of the annual Emergency Management exercise
6. Support identification of cost saving initiatives, efficiencies and service level considerations for Council consideration to address 2020/21 budget pressures

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Office of the CAO General Operations

SUMMARY OVERVIEW

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Implementation of the new Council Strategic Plan and alignment of Department business plans to support strategic initiatives
2. 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
3. Active participation in Western Ontario Wardens Caucus CAO Group and key regional initiatives (e.g. SCOR, South Western Integrated Fibre Technology (SWIFT) Project, Southern Ontario Transportation Plan, Public Health and Emergency Health Services Modernization)

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits increase of \$39,900 due to staff turnover as well as economic and merit increases
2. Services reduction of \$2,800 is primarily driven by removal of Memberships required from previous CAO and InNorfolk Guide costs, offset by economic increases in Training and Development costs
3. Interdepartmental Recoveries revenue increase of \$7,600 is due to an inflationary increase for the County Solicitor for 2020

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Updating financial practices to ensure sustainability and the impacts on Rate and Levy budgets, Gas Wells – monitoring project, and funding for project remediation (to be determined)
2. Aging infrastructure and need to address deferred capital, asset management requirements and new capital investments
3. Stabilization of Planning Department
4. Relationship with the Provincial Government
5. Facilities/Property Ownership Opportunities



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Office of the CAO General Operations

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	465,300	475,600	515,500	8.4	0	0	515,500	39,900	8.4
Materials & Supplies	23,600	27,400	26,600	(2.9)	0	0	26,600	(800)	(2.9)
Services	371,800	293,300	290,500	(1.0)	0	0	290,500	(2,800)	(1.0)
Interdepartmental Charges	75,400	76,600	76,500	(0.1)	0	0	76,500	(100)	(0.1)
TOTAL EXPENDITURES	936,100	872,900	909,100	4.1	0	0	909,100	36,200	4.1
REVENUES									
Fees & Service Charges	(1,200)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(403,800)	(403,800)	(411,400)	1.9	0	0	(411,400)	7,600	1.9
Other Revenues	(300)	(600)	(600)	0.0	0	0	(600)	0	0.0
TOTAL REVENUES	(405,300)	(404,400)	(412,000)	1.9	0	0	(412,000)	7,600	1.9
NET LEVY REQUIREMENT	530,800	468,500	497,100	6.1	0	0	497,100	28,600	6.1
STAFFING COMPLEMENT		3.00	3.00		0.00	0.00	3.00	0.00	

COUNCIL SERVICES

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Council Services

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Council Secretariat
2. Licensing
3. Records Management/FOI Requests
4. Statutory duties as assigned in legislation to the Clerk/ Municipal Election
5. Print and Mail
6. Customer Service and Corporate Switchboard

PERFORMANCE MEASURES

AGENDA MANAGEMENT

Measurable Service	2017	2018	2019 as of Sept 30
No. of Agenda Pages	7,335	6,695	6,813
Meeting Hours	247.25	149.5	193
Staff Reports to CIC or Council <small>*does not include memos*</small>	369	334	281
By Department: CAO	12	37	28
DCS	91	107	86
PW	96	57	49
CSD	31	31	13
FS	45	35	21
ECS	70	35	31
HSS	24	32	20
Closed Session Items	81	68	92
Deputations	78	47	67
By-laws	219	195	158

RECORDS MANAGEMENT AND FREEDOM OF INFORMATION

Measurable Service	2017	2017 in %	2018	2018 in %	2019 as of Sept 30	2019 in %
Number of Formal FOI Requests	62	95% in 30 days	74	100%	87	97%
Number of Appeals to the IPC	2		2		0	
Number of Privacy Breaches to IPC	1		3		4	
Number of Informal Requests (Lawyers)	16		11		9	

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Council Services

DEPARTMENT SUMMARY

PRIOR YEAR ACHIEVEMENTS

1. Finalization of 2018 Municipal Election
2. Expansion of Electronic Records Management Program
3. Introduction of New Standing Committee System/Procedural By-Law Amendments
4. Review of Business Licensing and Council Committee Structures
5. Updates to County Policies and Processes to Create Efficiencies

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continued expansion of the Electronic Records Management Program rollout
2. Completion of County Wide Policy Review and Policy Structure
3. Enhanced Volunteer Recognition
4. Creation of an Inventory of Materials that Divisions can release without a formal FOI process

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits increase of \$5,000 due to economic and merit increases
2. Interdepartmental Charges reduced by \$5,000 due to 2020 review and analysis
3. Capital increase of \$5,000 is a result of Accessible Podium Capital Projects
4. Fees and Service Charges reduction of \$30,600 is primarily driven by removal of Friday the 13th revenues as there are no warm weather events in 2020

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Dramatic Increase in amount of FOI requests and complexity of requests
2. Reduced revenues, As of November 2019 the following revenues were recovered - Business Licensing \$26,381.74, Friday the 13th \$11,700 and lottery licensing \$31,293.22. In 2020 there will not be a warm weather Friday the 13th
3. 2019 saw significant costs overruns for Integrity Commissioner Services. Council Services believes costs will be within the \$30,000 budget for 2020



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Council Services
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	736,600	788,000	782,500	(0.7)	0	0	782,500	(5,500)	(0.7)
Materials & Supplies	23,600	20,200	20,600	2.0	0	0	20,600	400	2.0
Services	179,500	123,500	123,100	(0.3)	0	0	123,100	(400)	(0.3)
Interdepartmental Charges	205,900	208,300	203,300	(2.4)	0	0	203,300	(5,000)	(2.4)
Infrastructure Funding	75,000	75,000	75,000	0.0	0	0	75,000	0	0.0
Capital	0	0	5,000	100.0	0	0	5,000	5,000	100.0
TOTAL EXPENDITURES	1,220,700	1,215,000	1,209,500	(0.5)	0	0	1,209,500	(5,500)	(0.5)
REVENUES									
Fees & Service Charges	(110,600)	(118,100)	(87,500)	(25.9)	0	0	(87,500)	(30,600)	(25.9)
Transfer From Reserve & Reserve Funds	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(235,600)	(235,600)	(235,400)	(0.1)	0	0	(235,400)	(200)	(0.1)
Other Revenues	(4,000)	(12,500)	(12,500)	0.0	0	0	(12,500)	0	0.0
TOTAL REVENUES	(350,200)	(366,200)	(335,400)	(8.4)	0	0	(335,400)	(30,800)	(8.4)
NET LEVY REQUIREMENT	870,500	848,800	874,100	3.0	0	0	874,100	25,300	3.0
STAFFING COMPLEMENT		9.35	9.00		0.00	0.00	9.00	(0.35)	

HUMAN RESOURCES

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Human Resources

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Labour and Employee Relations
2. Organizational Development Programs
3. Training and Staff Development
4. Payroll, Salary and Benefits Administration
5. Organizational Health, Safety and Wellness
6. Recruitment and Retention

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Number of resumes received	5,974	9701	6237
Number of WSIB Claims	62	49	43
Number of Collective Agreements ratified	2 (IAMAW, UFCW)	3 (ONA, OPSEU, CUPE)	None (SEIU on going)
Number of electronic pay stubs issued	25,962	27,255	20,135
Number of positions posted	362 (SRs processed) 218 (positions posted) 51 (summer student SRs)	332 (SRs processed) 239 (positions posted) 54 (summer student SRs)	308 (SRs processed) 215 (positions posted) 47 (summer student SRs)
Number of training sessions conducted	60	36	42

PRIOR YEAR ACHIEVEMENTS

1. Enhanced the succession management initiatives through existing and new strategies including benchmarking, mentorship, leadership development and support for youth
2. Finalized negotiations for and ratification CUPE, OPSEU and ONA Collective Agreements
3. Continued to review Norfolk County's compensation strategy for all employee groups
4. Continued to design and deliver corporate training programs to meet the needs of the organization including legislative compliance, succession management, wellness and professional development
5. Continued to endorse our corporate mentorship program with the introduction of Emotional Intelligence training
6. Continued to implement Wellness Strategy including support for Psychological Health & Safety
7. Entered into collective bargaining with SEIU and IAMAW
8. Streamlined the Summer Student recruitment process
9. Reviewed, updated and implemented a Supervisory training program for new supervisors
10. Implemented a County wide Musculoskeletal Disorder prevention training program for all current and new staff

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Human Resources

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Finalize collective bargaining with SEIU and IAMAW
2. Enter into collective bargaining with UFCW and OPSEU
3. Thorough review of the Non Union group's compensation
4. Update of Human Resources policies on a regular ongoing basis
5. Modify Supervisory training program for new supervisors
6. Finalize organization structure
7. Continue to enhance and upgrade the County's mentorship program

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI EBS-350-2020-016 Human Resources Position to better meet the needs of Norview and address the key County Challenge of attracting and retaining talent requiring Salaries and Benefits of \$115,000 and operating supplies cost of \$3,500
2. Salaries & Benefits increase of \$241,900 is a result of economic and merit increases, the right sizing for the Complaints and Compliance position and for the Human Resource Position NBI noted above
3. Infrastructure Funding Increase of \$45,500 is due to debt for the Proposed Human Resource Information System Capital Project
4. Interdepartmental recoveries have decreased by \$83,800 with the bulk of these decreases being the result of the analysis and reconciliation of the HR charges charged to other County departments

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Continuous changes to employment legislation including the *Occupational Health & Safety Act*, *Employment Standards Act*, and Case Law pertaining to the *Ontario Human Rights Code*
2. Succession management continues to be a critical component of the Norfolk County Strategic Plan due to retention challenges and the number of increasing retirements and resignations
3. Psychological Health and Safety and Mental Health has become a central issue in Ontario Workplaces
4. Duty to Accommodate due to grounds under the Ontario Human Rights Code increasing
5. Increased expectations on Musculoskeletal Disorder prevention after Ministry of Labour initiative from 2019



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Human Resources

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,119,500	1,051,200	1,178,100	12.1	0	115,000	1,293,100	241,900	23.0
Materials & Supplies	49,700	48,300	48,700	0.8	0	3,500	52,200	3,900	8.1
Services	163,300	182,200	183,000	0.4	0	0	183,000	800	0.4
Interdepartmental Charges	168,500	170,600	173,800	1.9	0	0	173,800	3,200	1.9
Financial	220,900	186,000	188,200	1.2	0	0	188,200	2,200	1.2
Infrastructure Funding	0	0	45,500	100.0	0	0	45,500	45,500	100.0
Capital	4,400	4,900	0	(100.0)	0	0	0	(4,900)	(100.0)
TOTAL EXPENDITURES	1,726,300	1,643,200	1,817,300	10.6	0	118,500	1,935,800	292,600	17.8
REVENUES									
Fees & Service Charges	(15,500)	(15,500)	(15,500)	0.0	0	0	(15,500)	0	0.0
Transfer From Reserve & Reserve Funds	(683,400)	(572,400)	(576,200)	0.7	0	0	(576,200)	3,800	0.7
Interdepartmental Recoveries	(940,100)	(940,100)	(856,300)	(8.9)	0	0	(856,300)	(83,800)	(8.9)
Other Revenues	(10,500)	(11,300)	(10,000)	(11.5)	0	0	(10,000)	(1,300)	(11.5)
TOTAL REVENUES	(1,649,500)	(1,539,300)	(1,458,000)	(5.3)	0	0	(1,458,000)	(81,300)	(5.3)
NET LEVY REQUIREMENT	76,800	103,900	359,300	245.8	0	118,500	477,800	373,900	359.9
STAFFING COMPLEMENT		10.75	11.75		0.00	1.00	12.75	2.00	

CORPORATE COMMUNICATIONS

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Corporate Communications DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. The Corporate Communications Department was established through report CAO 18-17 Communications Department Proposal, which was approved on May 15, 2018. Existing staff resources and associated budgets were reallocated in order to assemble a team of dedicated communications professionals. The creation of the Department has allowed for a greater degree of service coverage and communications specialization.
2. The main functions of the Corporate Communications Department include:
 - a) Media relations;
 - b) Crisis communications/issues management;
 - c) Social media communications;
 - d) Marketing and branding;
 - e) Internal communications

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Media stories	-	-	280
Social media engagements	-	-	74,017
Avg. open rate – netWORKS employee newsletter	-	-	36%

PRIOR YEAR ACHIEVEMENTS

1. Hiring and onboarding of two Communications Specialists and one Graphic Designer
2. Played key role in facilitating and communicating Council's strategic priorities, both internally and externally
3. Began development of consistent corporate brand identity
4. Began use of County-owned social media properties for strategic citizen engagement

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Development of a Corporate Communications Plan which aligns with Norfolk County's strategic plan
2. Updating/creation of corporate policies/guidelines for communications and marketing activities, including:
 - a) Media relations
 - b) Social media
 - c) Brand standards/corporate identity
3. Development of website content plan
4. Creation of staff communications advisory committee

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Corporate Communications

DEPARTMENT SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$14,600 is a result of economic and merit increases
2. Materials & Supplies decrease is driven by the reallocation of a portion of the office and computer supplies budgets to computer software services and a reduction to the mileage budget
3. Service increase is driven by the reallocation noted above for Computer Software Service being partially offset by a removal of contracted out printing charges
4. Interdepartmental Charge reduction of \$6,400 is primarily due to the removal of the charge for graphic services
5. Fees & Service Charges revenues have decreased by \$48,100 which is mainly driven by the reduction in advertising sales for the InNorfolk Guide
6. Other Revenues have decreased by \$4,600 as the Tourism recovery for external websites is no longer required

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Communicating with a diverse population spread out across a large geographic area
2. Rapidly changing traditional media landscape
3. Expectation of engagement with County via social media 24/7



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

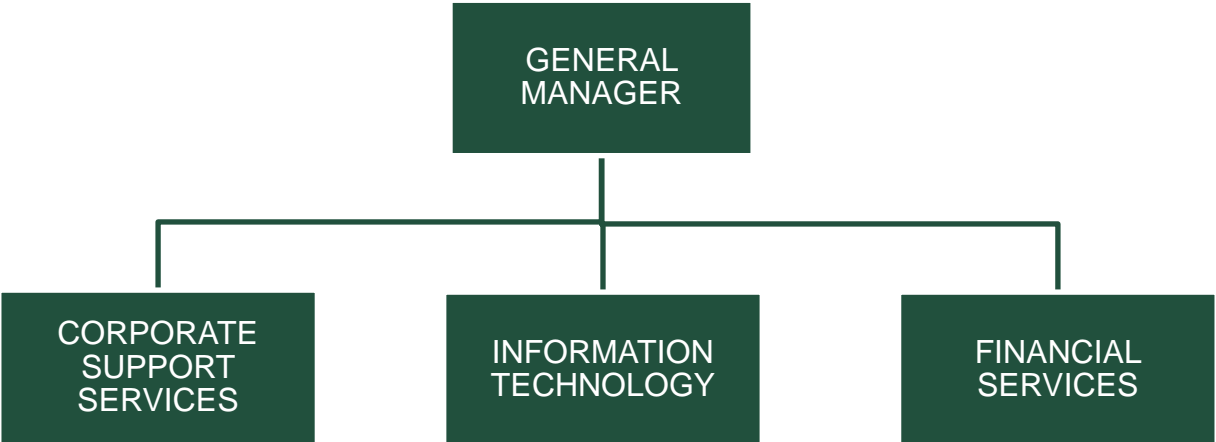
Corporate Communications

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	290,500	307,200	321,800	4.8	0	0	321,800	14,600	4.8
Materials & Supplies	5,900	15,900	4,600	(71.1)	0	0	4,600	(11,300)	(71.1)
Services	56,900	52,600	51,300	(2.5)	0	0	51,300	(1,300)	(2.5)
Interdepartmental Charges	27,500	27,500	21,100	(23.3)	0	0	21,100	(6,400)	(23.3)
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	380,800	403,200	398,800	(1.1)	0	0	398,800	(4,400)	(1.1)
REVENUES									
Fees & Service Charges	(33,800)	(48,100)	0	(100.0)	0	0	0	(48,100)	(100.0)
Interdepartmental Recoveries	(356,000)	(356,200)	(356,200)	0.0	0	0	(356,200)	0	0.0
Other Revenues	0	(4,600)	0	(100.0)	0	0	0	(4,600)	0.0
TOTAL REVENUES	(389,800)	(408,900)	(356,200)	(12.9)	0	0	(356,200)	(52,700)	(12.9)
NET LEVY REQUIREMENT	(9,000)	(5,700)	42,600	847.4	0	0	42,600	48,300	847.4
STAFFING COMPLEMENT		4.00	4.00		0.00	0.00	4.00	0.00	

CORPORATE SERVICES

CORPORATE SERVICES DIVISION





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Corporate Services Administration	164,100	199,200	212,300	6.6	0	0	212,300	13,100	6.6
Corporate Support Services									
Corporate Support Services General Operation	1,075,200	1,126,500	1,240,100	10.1			1,240,100	113,600	10.1
Provincial Offences Act Administration	(66,400)	(293,300)	(30,800)	89.5			(30,800)	262,500	89.5
Total Corporate Support Services	1,008,800	833,200	1,209,300	45.1			1,209,300	376,100	45.1
Financial Services	2,529,500	2,596,300	2,797,200	7.7	0	0	2,797,200	200,900	7.7
Information Technology	236,100	309,900	387,500	25.0	0	99,000	486,500	176,600	57.0
TOTAL	3,938,400	3,938,600	4,606,300	17.0	0	99,000	4,705,300	766,700	19.5



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
CORPORATE SERVICES SUMMARY
DIVISION SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	4,539,000	4,983,200	5,057,100	1.5	0	85,000	5,142,100	158,900	3.2
Materials & Supplies	275,800	258,800	271,500	4.9	0	0	271,500	12,700	4.9
Services	2,085,300	2,019,100	2,174,600	7.7	0	10,000	2,184,600	165,500	8.2
Interdepartmental Charges	720,600	715,900	740,100	3.4	0	0	740,100	24,200	3.4
Financial	2,032,100	1,973,000	2,123,800	7.6	0	0	2,123,800	150,800	7.6
Infrastructure Funding	1,516,900	450,600	624,300	38.5	0	0	624,300	173,700	38.5
Capital	17,000	20,000	18,000	(10.0)	0	4,000	22,000	2,000	10.0
TOTAL EXPENDITURES	11,186,800	10,420,600	11,009,400	5.7	0	99,000	11,108,400	687,800	6.6
REVENUES									
Fees & Service Charges	(240,100)	(270,800)	(258,300)	(4.6)	0	0	(258,300)	(12,500)	(4.6)
Transfer From Reserve & Reserve Funds	(201,300)	(186,000)	(105,300)	(43.4)	0	0	(105,300)	(80,700)	(43.4)
Interdepartmental Recoveries	(4,863,400)	(4,945,600)	(5,176,900)	4.7	0	0	(5,176,900)	231,300	4.7
Other Revenues	(1,943,600)	(1,079,600)	(862,600)	(20.1)	0	0	(862,600)	(217,000)	(20.1)
TOTAL REVENUES	(7,248,400)	(6,482,000)	(6,403,100)	(1.2)	0	0	(6,403,100)	(78,900)	(1.2)
NET LEVY REQUIREMENT	3,938,400	3,938,600	4,606,300	17.0	0	99,000	4,705,300	766,700	19.5
STAFFING COMPLEMENT		54.29	54.00		0.00	1.00	55.00	0.71	

CORPORATE SERVICES ADMINISTRATION

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Corporate Services Administration

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Administration of and strategic planning for Corporate Support Services, Information Technology and Financial Services
2. Ensuring Corporate business practices align with the Norfolk County Strategic Plan, Policies and Procedures

PRIOR YEAR ACHIEVEMENTS

1. Corporate Support Services was instrumental in the land acquisition for the ALL Norfolk Community Centre
2. POA collection strategy enhancements
3. Completed network upgrades for all facilities in Langton, Port Rowan, and St. Williams
4. Completed the Development Charges Study

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Fulsome review of Insurance Program and Approach to ensure appropriateness for the County in effort of cost reductions
2. Contract execution for Collection Agency Services and implementation of collection program with successful proponents
3. Upgrade network connectivity to fibre optics for all facilities in Port Dover and Vittoria
4. Update and develop Financial Policies

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits have decreased \$22,100 from the removal of the Complaints & Compliance position budgeted here, offset by economic increases
2. Transfer From Reserve and Reserve Funds revenue of \$36,200 has been removed for the transfer from Contingency amount allocated to fund the Complaints & Compliance position
3. Interdepartmental Charges decrease of \$1,100 from Finance, IT Support and Human Resources

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Implication of Joint and Several Liability and long-tail Liability Claims
2. Monitor court closures occurring across the Province due to lack of judicial resources
3. Protect corporation from ransomware attacks or security breaches
4. Fiscal sustainability – providing funding for capital projects for replacement of infrastructure and other assets



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Corporate Services Administration
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	259,800	296,500	274,400	(7.5)	0	0	274,400	(22,100)	(7.5)
Materials & Supplies	2,500	5,000	5,000	0.0	0	0	5,000	0	0.0
Services	1,900	6,400	6,400	0.0	0	0	6,400	0	0.0
Interdepartmental Charges	17,600	17,600	16,500	(6.3)	0	0	16,500	(1,100)	(6.3)
TOTAL EXPENDITURES	281,800	325,500	302,300	(7.1)	0	0	302,300	(23,200)	(7.1)
REVENUES									
Transfer From Reserve & Reserve Funds	(28,100)	(36,200)	0	(100.0)	0	0	0	(36,200)	(100.0)
Interdepartmental Recoveries	(89,600)	(89,600)	(89,500)	(0.1)	0	0	(89,500)	(100)	(0.1)
Other Revenues	0	(500)	(500)	0.0	0	0	(500)	0	0.0
TOTAL REVENUES	(117,700)	(126,300)	(90,000)	(28.7)	0	0	(90,000)	(36,300)	(28.7)
NET LEVY REQUIREMENT	164,100	199,200	212,300	6.6	0	0	212,300	13,100	6.6
STAFFING COMPLEMENT		2.29	2.00		0.00	0.00	2.00	(0.29)	

CORPORATE SUPPORT SERVICES GENERAL OPERATIONS

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Corporate Support Services General Operations

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Administration of and strategic planning for Corporate Support Services, Information Technology and Financial Services
2. Ensuring Corporate business practices align with the Norfolk County Strategic Plan, Policies and Procedures

PRIOR YEAR ACHIEVEMENTS

1. Corporate Support Services was instrumental in the land acquisition for the ALL Norfolk Community Centre
2. POA collection strategy enhancements
3. Completed network upgrades for all facilities in Langton, Port Rowan, and St. Williams
4. Completed the Development Charges Study

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Fulsome review of Insurance Program and Approach to ensure appropriateness for the County in effort of cost reductions
2. Contract execution for Collection Agency Services and implementation of collection program with successful proponents
3. Upgrade network connectivity to fibre optics for all facilities in Port Dover and Vittoria
4. Update and develop Financial Policies

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits have decreased \$22,100 from the removal of the Complaints & Compliance position budgeted here, offset by economic increases
2. Transfer From Reserve and Reserve Funds revenue of \$36,200 has been removed for the transfer from Contingency amount allocated to fund the Complaints & Compliance position
3. Interdepartmental Charges decrease of \$1,100 from Finance, IT Support and Human Resources

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Implication of Joint and Several Liability and long-tail Liability Claims
2. Monitor court closures occurring across the Province due to lack of judicial resources
3. Protect corporation from ransomware attacks or security breaches
4. Fiscal sustainability – providing funding for capital projects for replacement of infrastructure and other assets



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Corporate Support Services General Operation
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,067,300	1,264,300	1,310,800	3.7	0	0	1,310,800	46,500	3.7
Materials & Supplies	32,000	29,700	30,400	2.4	0	0	30,400	700	2.4
Services	137,100	161,600	162,800	0.7	0	0	162,800	1,200	0.7
Interdepartmental Charges	195,500	186,300	199,900	7.3	0	0	199,900	13,600	7.3
Financial	2,017,200	1,959,600	2,110,000	7.7	0	0	2,110,000	150,400	7.7
Infrastructure Funding	1,144,600	12,000	102,600	755.0	0	0	102,600	90,600	755.0
Capital	13,000	13,000	3,000	(76.9)	0	0	3,000	(10,000)	(76.9)
TOTAL EXPENDITURES	4,606,700	3,626,500	3,919,500	8.1	0	0	3,919,500	293,000	8.1
REVENUES									
Fees & Service Charges	(22,600)	(24,700)	(24,800)	0.4	0	0	(24,800)	100	0.4
Transfer From Reserve & Reserve Funds	(149,800)	(149,800)	(105,300)	(29.7)	0	0	(105,300)	(44,500)	(29.7)
Interdepartmental Recoveries	(2,078,200)	(2,160,400)	(2,351,200)	8.8	0	0	(2,351,200)	190,800	8.8
Other Revenues	(1,280,900)	(165,100)	(198,100)	20.0	0	0	(198,100)	33,000	20.0
TOTAL REVENUES	(3,531,500)	(2,500,000)	(2,679,400)	7.2	0	0	(2,679,400)	179,400	7.2
NET LEVY REQUIREMENT	1,075,200	1,126,500	1,240,100	10.1	0	0	1,240,100	113,600	10.1
STAFFING COMPLEMENT		12.95	12.95		0.00	0.00	12.95	0.00	

PROVINCIAL OFFENCES ACT ADMINISTRATION

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Provincial Offences Act Administration

DEPARTMENT OVERVIEW

DEPARTMENT FUNCTION/SERVICES

1. As an area within Corporate Support Services, Provincial Offences includes administration, prosecution, court facilities, in-court support, fine payments and collections

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 (Oct 31/19)
Number of Charges Processed	6,353	5,039	4,930
Number of Defaulted POA Cases	9,043	8,875	8,912
Amount Owing Defaulted POA Cases	\$6,280,277.25	\$6,201,149.46	\$6,553,673.29
Amount Collected by Collection Agencies	\$77,606.53	\$65,587.46	\$72,792.94
Amount Collected by Internal Staff	\$398,947.36	\$340,367.22	\$334,211.18

PRIOR YEAR ACHIEVEMENTS

1. Comprehensive audit and update to the Court Administration Management System (CAMS) in an effort to utilize more of its function
2. Complete review of outstanding fines in order to assign and transfer accounts to the successful collection agencies identified in Report No. ECS 19-35
3. Implementation of electronic importing of RICO Reports and Court Dockets through the Integrated Courts Offences Network (ICON) court system and interface with CAMS
4. Collaboration with Ministry of Attorney General (MAG) Case Management for effective scheduling and court utilization

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continued focus on court scheduling and utilization to create efficiencies for Central West Region and potential for further cost-savings in adjudication and prosecution services
2. Contract execution for Collection Agency Services and implementation of collection program with successful proponents
3. Continued focus on POA collection strategies including the monitoring of new legislation which may improve the ability of municipalities to collect unpaid POA fines
4. Address the differential between ICON and CAMS by implementing regular system auditing as part of the collections regime and adopting CAMS Best Practices established by Niagara Region
5. Payment enhancements through third-party service provider Paytickets to permit Part 3 charges to be paid on-line
6. Establish marketing strategy and rental rates for third-party hearings, tribunals and meetings to be held in POA courtrooms when not being utilized by Norfolk County
7. Explore operational opportunities and efficiencies with Tri-County (Brant, Haldimand, Norfolk) in POA Central West Region

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Provincial Offences Act Administration

DEPARTMENT OVERVIEW

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$15,600 is a result of economic, merit and job evaluation increases
2. Services has a decrease of \$ 9,800 reflected in efficiencies for Adjudication Services, Prosecution Services and printing
3. Interdepartmental Charges have increased \$5,000 due to increased cost for equipment, insurance and legal charges
4. Other Revenues, specifically POA fines, have decreased by \$250,000 as a result of fewer overall offences, reduction in larger Ministry fines and the realignment of revenues based on the average of three years actuals

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Monitor court closures occurring across the Province due to lack of judicial resources
2. Monitor and implement (as required) the transfer of responsibilities for Part 3 Prosecution Services to the Municipal Partner in accordance with *Bill 177, Stronger, and Fairer Ontario Act*



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Provincial Offences Act Administration
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	327,400	337,800	353,400	4.6	0	0	353,400	15,600	4.6
Materials & Supplies	7,700	8,200	8,400	2.4	0	0	8,400	200	2.4
Services	108,800	121,900	112,100	(8.0)	0	0	112,100	(9,800)	(8.0)
Interdepartmental Charges	138,500	140,900	145,900	3.5	0	0	145,900	5,000	3.5
Financial	14,100	13,400	13,800	3.0	0	0	13,800	400	3.0
TOTAL EXPENDITURES	596,600	622,200	633,600	1.8	0	0	633,600	11,400	1.8
REVENUES									
Fees & Service Charges	(400)	(1,500)	(400)	(73.3)	0	0	(400)	(1,100)	(73.3)
Other Revenues	(662,600)	(914,000)	(664,000)	(27.4)	0	0	(664,000)	(250,000)	(27.4)
TOTAL REVENUES	(663,000)	(915,500)	(664,400)	(27.4)	0	0	(664,400)	(251,100)	(27.4)
NET LEVY REQUIREMENT	(66,400)	(293,300)	(30,800)	89.5	0	0	(30,800)	262,500	89.5
STAFFING COMPLEMENT		4.40	4.40		0.00	0.00	4.40	0.00	

FINANCIAL SERVICES

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Financial Services DIVISION SUMMARY

DIVISION FUNCTION/SERVICES

1. Primary function is to fulfill the fiduciary responsibilities, in the *Municipal Act, 2001*, over the financial assets of the corporation; this is accomplished by providing comprehensive financial systems, effective business processes and thorough internal controls in compliance with generally accepted accounting principles and regulatory requirements; financial reporting is presented in accordance with the requirements of the Public Sector Accounting Board (PSAB)
2. 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
3. Billing and collection of all County revenues, preparation and management of applications for grants and subsidies
4. Provide sound advice to Senior Leadership and Council on all matters affecting the health and sustainability of the Corporation's financial position

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Invoices Processed	20,868	18,698	11,088
Total number of Payments for Year	12,050	10,719	6,698
Number of EFT Payments	9,525	8,449	5,337
Total Percentage of EFT Payments	79%	79%	80%
Total Property Taxes Billed for Year	104,033,253	107,689,803	113,909,977
Total Current Year Taxes Paid	98,456,947	102,444,002	104,466,740
Percentage Current Year Taxes Collected	94.6%	95.1%	91.7%
Total Tax Arrears	8,296,125	8,456,641	13,673,922 *
Arrears as a percentage of Current Year Taxes Billed	7.9%	7.9%	12.0%

*Includes supplementary taxes due in January/February

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Financial Services

DIVISION SUMMARY

PRIOR YEAR ACHIEVEMENTS

1. Continue to review and establish a rebuilding strategy of the Reserve and Reserve Fund balances in order to sustain the ten year capital plan
2. Ongoing improvements and researching functionality of the financial system
3. Initiated variance reporting corporately
4. Continue to establish improved efficiencies and timeliness with year-end process
5. 2019 was the final year of phasing out the Vacancy Rebate Program
6. Obtained delegated authority from Council to expedite processing of tax applications related to Sections 357-359, *Municipal Act*
7. Completed Financial Statements in house in a timely manner and the Financial Information Return by the provincial due date
8. Finalized Norfolk County's Development Charges Background Study

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continue reporting Financial Statements in house in a timely manner and the Financial Information Return by the provincial due date
2. Continue the Reserve and Reserve Fund reform using Fund Manager
3. Update and develop Financial Policies
4. Complete a Water and Wastewater Rate Study
5. Ongoing tax arrears collection process to maintain percentage of arrears less than 10%
6. Investigate opportunities to improve customer experiences, i.e. self-serve property tax information

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits increase of \$27,400 is a result of economic and merit increases
2. Services increase of \$68,500 is due to requirements for WSIB and Sick Leave and Post Employment Benefit Actuarial Studies, as well as, inflationary increase to MPAC tax billings and increased training and development costs for job requirements
3. Infrastructure Funding increase of \$64,400 for the final debt payment for Capital Project 413140 Replace Existing Financial System
4. Fees & Service charge reduction of \$11,500 is driven by a reduced tax certificates expected as lawyers are using title insurance instead of tax certificates in property sales

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Fiscal sustainability – providing funding for capital projects for replacement of infrastructure and other assets
2. Bill 177 was passed to establish more reporting related to Asset Management Plans which will require significant resources
3. The Assessment Review Board assigned greater responsibility on municipalities to actively participate in appeals. Difficulties fulfilling mandated obligations with current limited resources
4. Norfolk County's long term liabilities have almost doubled from 2009 to 2018 and are projected to increase by another 53% by the end of 2020
5. The Corporation's reserve and reserve fund balances have been reduced by \$29.2 million from 2009 to 2018 (excluding the Legacy Fund), which represents a significant challenge to finance the future infrastructure replacement needs of Norfolk County

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Financial Services

DIVISION SUMMARY

6. In 2009, Norfolk County was in a net financial asset position of \$15.9 million and at the end of 2018 the County was in a net financial debt position of \$19.8 million; Net Financial Debt is a measure of current assets over all liabilities and although this is not currently an issue, this indicates a trend that may impact the future capability of Norfolk County to meet its long term obligations
7. It is difficult to estimate the annual cost for assessment changes in a year; the Assessment Review Board and MPAC are committed to making appeal decisions in a timely manner and have introduced new rules to expedite applications



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Financial Services

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,130,500	2,186,500	2,213,900	1.3	0	0	2,213,900	27,400	1.3
Materials & Supplies	24,100	24,500	24,700	0.8	0	0	24,700	200	0.8
Services	1,503,400	1,467,100	1,535,600	4.7	0	0	1,535,600	68,500	4.7
Interdepartmental Charges	255,100	255,600	260,400	1.9	0	0	260,400	4,800	1.9
Financial	800	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	0	48,200	112,600	133.6	0	0	112,600	64,400	133.6
Capital	4,000	7,000	15,000	114.3	0	0	15,000	8,000	114.3
TOTAL EXPENDITURES	3,918,000	3,988,900	4,162,200	4.3	0	0	4,162,200	173,300	4.3
REVENUES									
Fees & Service Charges	(217,100)	(244,600)	(233,100)	(4.7)	0	0	(233,100)	(11,500)	(4.7)
Transfer From Reserve & Reserve Funds	(23,300)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(1,148,000)	(1,148,000)	(1,131,900)	(1.4)	0	0	(1,131,900)	(16,100)	(1.4)
Other Revenues	(100)	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(1,388,600)	(1,392,600)	(1,365,000)	(2.0)	0	0	(1,365,000)	(27,600)	(2.0)
NET LEVY REQUIREMENT	2,529,500	2,596,300	2,797,200	7.7	0	0	2,797,200	200,900	7.7
STAFFING COMPLEMENT		24.95	24.95		0.00	0.00	24.95	0.00	

INFORMATION TECHNOLOGY

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Information Technology DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Information Technology (I.T.) will deliver services by:
 - a. An internal I.T. helpdesk service and work order system
 - b. Internal support and maintenance of telephone, cellular phone and voice-mail systems
 - c. Internal support, maintenance and installation of I.T. infrastructure equipment
 - d. Internal support of corporate software applications
 - e. Internal support of networks, data backup, and security
 - f. Internal support of electronic mail systems (email)
 - g. Internal support of approximately 15 Norfolk County sponsored websites including norfolkcounty.ca
 - h. Internal support of the video camera equipment for broadcasting public meetings
 - i. Internal support of surveillance camera equipment for security systems
 - j. Internal support of the Building Access Control Card system for Norfolk County Employees
 - k. External support and training of corporate software applications by each vendor
 - l. External support, design and development of Norfolk County sponsored websites
 - m. External support of fibre, wireless and DSL municipal area network (MAN) connections including the water and wastewater SCADA network connections

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Number of Service Desk Tickets	8,616	9,352	6,944
Number of Computer Workstations (Desktop and Laptops)	753	755	755
Number of Smartphone Devices	160	215	229
Number of Cell Phones	65	135	146
Number of Supported Networked Locations	95	96	97
4 Hour Response to High Level Service Desk Tickets (80%)	77%	75%	74%
4 Day Response to Medium Level Work Orders (80%)	92%	89%	93%

PRIOR YEAR ACHIEVEMENTS

1. Complete upgrade of building, by-law and planning property management system to web enabled system
2. Complete network upgrades to all facilities in Langton, Port Rowan, and St. Williams
3. Replacement of Desktops and Laptops scheduled for replacement
4. Migration of all external Norfolk County sponsored websites to a hosted solution
5. Upgrades to a number of corporate applications
6. Implementation of an online disclosure website for public inspection reporting on business and services

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Information Technology

DEPARTMENT SUMMARY

7. Assisted in the replacement of the current facility booking and program registration software system
8. Assisted in the development of various electronic forms with improved workflow for various internal processes
9. Completed updates and changes to the current backup system
10. Completed updates to the current email archival system

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Upgrade network connectivity to fibre optics for all facilities in Port Dover and Vittoria
2. Migration of cell phone service over to Rogers
3. Implementation of office automation with the use of Office 365 for management
4. Implementation of disaster recovery information replication to the Langton Administration Building
5. Implementation of an online portal for building and planning applications
6. Automation of Public Works permitting through the CityView permitting system
7. Access to work orders for public works through a mobile application
8. Review of electronic document records management system with further expansion to a corporate system
9. Implement changes to electronic mail (email) archival and retention
10. Updates to corporate applications including finance, procurement, GIS, etc.
11. Replacement of laptop and desktop equipment included in the 2020 replacement program
12. Security penetration testing by an external firm to identify any possible vulnerabilities
13. Reduction of analogue phone lines for various locations through the use of voice over IP (voip) phones
14. Security enhancements through the use of complex passwords or two-factor authentication
15. Determine future network improvements for all facilities within Waterford
16. Network segregation to eliminate security vulnerabilities and minimize impacts of ransomware attacks
17. Review/renewal of current dark fibre contract with Hydro One for Simcoe and Delhi set to expire in 2021
18. Acquisition/Implementation of an HRIS system
19. Implementation a new online facility booking and program registration product for Community Services

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI EBS-340-2020-012 Application Support Analyst – an additional Application Support Analyst position to support software systems required by various County departments – levy impact of \$89,000
2. NBI EBS-340-2020-013 Desktop Productivity Software Cloud Services – to provide Microsoft Office 365 annual subscription services to members of Council, Senior Leadership and all management staff – levy impact of \$40,000
3. Salaries & Benefits increase of \$91,500 is a result of economic and merit increases for \$6,500 and NBI EBS-340-2020-012 as referenced in Item 1 for \$85,000

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Information Technology

DEPARTMENT SUMMARY

4. Materials & Supplies increase of \$11,600 to align non-cellular telephone charges within the IT communication budget with actual costs
5. Services increase \$135,600 is a result of antivirus software increase and maintenance, maintenance costs for various fibre optic cables and the previous noted NBI for Desktop Productivity Software Cloud Services
6. Infrastructure Funding increase \$18,700 is due to an increase in Long Term Debt and the 2020 4% increase to the Transfer to the Office Automation Equipment Reserve
7. Interdepartmental Recoveries increase of \$56,700 is based on the result of the analysis and reconciliation of the IT support charges charged to other County departments

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Protect corporation from ransomware attacks or security breaches
2. Limited staff resources for maintaining existing services
3. Response to 24 hour operations that require I.T. support
4. Minimize system downtime and plan updates appropriately
5. Develop preventative maintenance, change management and auditing processes with limited number of resources



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Information Technology

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	754,000	898,100	904,600	0.7	0	85,000	989,600	91,500	10.2
Materials & Supplies	209,400	191,400	203,000	6.1	0	0	203,000	11,600	6.1
Services	334,200	262,100	357,700	36.5	0	10,000	367,700	105,600	40.3
Interdepartmental Charges	113,900	115,500	117,400	1.6	0	0	117,400	1,900	1.6
Infrastructure Funding	372,300	390,400	409,100	4.8	0	0	409,100	18,700	4.8
Capital	0	0	0	0.0	0	4,000	4,000	4,000	100.0
TOTAL EXPENDITURES	1,783,700	1,857,500	1,991,800	7.2	0	99,000	2,090,800	233,300	12.6
REVENUES									
Interdepartmental Recoveries	(1,547,600)	(1,547,600)	(1,604,300)	3.7	0	0	(1,604,300)	56,700	3.7
TOTAL REVENUES	(1,547,600)	(1,547,600)	(1,604,300)	3.7	0	0	(1,604,300)	56,700	3.7
NET LEVY REQUIREMENT	236,100	309,900	387,500	25.0	0	99,000	486,500	176,600	57.0
STAFFING COMPLEMENT		9.70	9.70		0.00	1.00	10.70	1.00	

PUBLIC WORKS

PUBLIC WORKS DIVISION





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS SUMMARY
DIVISION NET LEVY REQUIREMENT

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Public Works Administration	357,200	342,600	400,700	17.0	0	0	400,700	58,100	17.0
Public Works Administration Services	1,589,300	978,700	1,528,900	56.2	0	0	1,528,900	550,200	56.2
Engineering	6,434,000	6,459,400	7,350,900	13.8	0	0	7,350,900	891,500	13.8
Facilities	2,270,500	2,439,500	3,068,900	25.8	4,100	0	3,073,000	633,500	26.0
Roads	20,272,000	19,045,900	22,055,800	15.8	0	0	22,055,800	3,009,900	15.8
Environmental Services - Waste Management	7,570,500	7,943,800	9,075,700	14.2	(330,800)	0	8,744,900	801,100	10.1
TOTAL	38,493,500	37,209,900	43,480,900	16.9	(326,700)	0	43,154,200	5,944,300	16.0



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
PUBLIC WORKS SUMMARY
DIVISION SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	9,615,000	9,893,100	10,167,900	2.8	0	0	10,167,900	274,800	2.8
Materials & Supplies	6,934,000	5,565,400	6,167,300	10.8	0	0	6,167,300	601,900	10.8
Services	12,997,300	12,353,600	13,318,600	7.8	(85,500)	5,200	13,238,300	884,700	7.2
Transfer Payments/Grants	2,000,500	2,000,500	2,287,100	14.3	0	0	2,287,100	286,600	14.3
Interdepartmental Charges	5,089,800	5,112,800	5,272,000	3.1	0	0	5,272,000	159,200	3.1
Financial	16,700	15,000	15,200	1.3	0	0	15,200	200	1.3
Infrastructure Funding	11,019,100	11,116,900	14,134,800	27.1	(100,000)	0	14,034,800	2,917,900	26.2
Capital	541,900	636,100	1,161,000	82.5	0	0	1,161,000	524,900	82.5
TOTAL EXPENDITURES	48,214,300	46,693,400	52,523,900	12.5	(185,500)	5,200	52,343,600	5,650,200	12.1
REVENUES									
PIL's-Supplementaries-Local Improvements	0	(5,200)	(5,200)	0.0	0	0	(5,200)	0	0.0
Federal/Provincial Grants	(1,008,500)	(1,032,500)	(1,006,500)	(2.5)	(38,400)	0	(1,044,900)	12,400	1.2
Fees & Service Charges	(1,292,300)	(1,153,800)	(1,156,300)	0.2	0	0	(1,156,300)	2,500	0.2
Transfer From Reserve & Reserve Funds	(616,300)	(610,700)	(107,400)	(82.4)	(100,000)	0	(207,400)	(403,300)	(66.0)
Interdepartmental Recoveries	(5,958,900)	(5,851,300)	(5,920,400)	1.2	0	(5,200)	(5,925,600)	74,300	1.3
Other Revenues	(844,700)	(830,000)	(847,200)	2.1	(2,800)	0	(850,000)	20,000	2.4
TOTAL REVENUES	(9,720,700)	(9,483,500)	(9,043,000)	(4.6)	(141,200)	(5,200)	(9,189,400)	(294,100)	(3.1)
NET LEVY REQUIREMENT	38,493,500	37,209,900	43,480,900	16.9	(326,700)	0	43,154,200	5,944,300	16.0
STAFFING COMPLEMENT		111.30	111.65		0.00	0.00	111.65	0.35	

PUBLIC WORKS ADMINISTRATION

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Public Works Administration

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Public Works Administration is responsible for the overall management, maintenance and capital works for roads, fleet, facilities, engineering, municipal drains, water, wastewater, storm sewer and waste management services provided throughout the County
2. In addition to the capital upgrades within the Division, it is responsible for all capital and operating costs for five (5) administration facilities in Norfolk County
3. Responsible for the implementation of an asset management system and the creation of asset management plans

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Efficient, effective and economical operation of the Division
2. Strive for exceptional customer service
3. Continue standardization of services
4. Develop a division Succession Management Plan for a sustainable future
5. Ensuring we stay compliant with the new asset management regulation *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure*

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$18,400 is a result of economic and merit increases
2. Interdepartmental Charges have increased \$6,800 with the largest increase being in the office space rental charge
3. Transfers from Reserve & Reserve Funds have decreased by \$32,200, this amount includes the removal of the one-time 2019 Ontario Community Infrastructure Fund (OCIF) revenue for Asset Management Projects but is offset by additional OCIF revenue to fund training and development needs



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Public Works Administration
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	378,400	360,500	378,900	5.1	0	0	378,900	18,400	5.1
Materials & Supplies	5,500	6,500	7,400	13.8	0	0	7,400	900	13.8
Services	5,100	7,400	8,400	13.5	0	0	8,400	1,000	13.5
Interdepartmental Charges	73,200	73,200	80,000	9.3	0	0	80,000	6,800	9.3
Financial	0	0	0	0.0	0	0	0	0	0.0
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	462,200	447,600	474,700	6.1	0	0	474,700	27,100	6.1
REVENUES									
Transfer From Reserve & Reserve Funds	(37,200)	(37,200)	(5,000)	(86.6)	0	0	(5,000)	(32,200)	(86.6)
Interdepartmental Recoveries	(67,800)	(67,800)	(69,000)	1.8	0	0	(69,000)	1,200	1.8
TOTAL REVENUES	(105,000)	(105,000)	(74,000)	(29.5)	0	0	(74,000)	(31,000)	(29.5)
NET LEVY REQUIREMENT	357,200	342,600	400,700	17.0	0	0	400,700	58,100	17.0
STAFFING COMPLEMENT		3.00	3.00		0.00	0.00	3.00	0.00	

PUBLIC WORKS ADMINISTRATION SERVICES

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Public Works Administration Services

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. The provision of administrative support, payroll input and work order maintenance for the operational departments of Public Works
2. Review and update of existing divisional policies, procedures and permits
3. Wide range of customer service and issuance of permits
4. Manage and monitor contracts for service (water & wastewater billing and collection, municipal infrastructure locates, after hours answering service, fuel supply and delivery)
5. Secure all revenue sources generated from water, wastewater and waste management
6. To provide and maintain 292 vehicles, equipment and radio communication system to the operational divisions/departments as required.
7. To economically source various materials and supplies for use by the Norfolk County Garage and operational divisions/departments County wide as required
8. To coordinate all County signage through the operation of the sign shop

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019
Number of vehicles serviced and maintained	292	292	292
General work orders processed	5,588	6,119	6367
Vehicle and equipment work orders processed	2,000	2,364	2455
Oversize load permits issued	128	137	131
Entrance permits issued	111	141	227
Road cut permits issued	35	70	77
Water and sewer permits issued	437	217	224

PRIOR YEAR ACHIEVEMENTS

1. Continued improvement with the Water & Wastewater Billing and Collections Contractor (ERTH)
2. Effective repair and maintenance of Norfolk County vehicles and equipment within more stringent emission level requirements
3. Move to texting option for Water and Wastewater after hours calls
4. Obtained new locate service provider

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Public Works Administration Services

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Participate in the Customer Service Strategy
2. Continue with the implementation and improvement to the work order system
3. Continue to develop fuel reduction programs
4. Continue with vehicle/equipment replacement program including in-depth analysis of the County's existing vehicles and equipment in an effort to improve and streamline the fleet
5. Analyze interdepartmental usage and rental rates

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI CSD-750-2020-056 Paramedic Staffing – a portion of the NBI contains costs to increase maintenance for the special events ambulance of \$5,200; additional costs are recovered through an increase in interdepartmental recoveries resulting in no levy impact
2. Salaries & Benefits increase of \$36,200 is a result of economic and merit increases offset by a reallocation of .35 FTE to Roads
3. Materials & Supplies – the increase of \$ 90,500 are driven by the following: the removal of 2019 one-time costs, 2020 decrease for one - time items of reallocation of sign materials for fabrication, with increases for the purchase of cell phones and specialty replacement tires; ongoing impacts were made for increased fuel and tire costs
4. Services total increases of \$152,900 are driven by the following: one-time costs to maintain aging fleet vehicles and reallocation of sign materials to contracted services for signs not produced in house, this is partially offset by reduction in cost of GPS trackers
5. Infrastructure funding – Transfer to Capital Equipment Pool Reserve staff recommended increase of 4% or \$56,000 over the 2% approved in FS 17-26 Repositioning Norfolk County's Reserves and Reserve Funds
6. Operating Capital increases of \$321,000 driven by the following items: four $\frac{3}{4}$ ton vans, brush chipper, electric vehicle pilot program and automatic vehicle locating system
7. Interdepartmental recoveries have increased by \$109,900 with the bulk of these increases being annual CPI adjustments

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Maintain established service standards with fewer resources
2. Management of various contracted services (water & wastewater billing and collection, municipal infrastructure locates, after hours answering service, fuel supply and delivery)
3. Multi-use equipment – Increased cost of acquisition, and additional complexities around implementing fleet equipment which can serve multiple needs continues to be a challenge that the department is working on
4. It is becoming increasingly difficult to maintain vehicles and equipment to a safe standard with the aging of our current fleet



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Public Works Administration Services
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,625,500	1,577,900	1,614,100	2.3	0	0	1,614,100	36,200	2.3
Materials & Supplies	1,919,300	1,664,200	1,754,700	5.4	0	0	1,754,700	90,500	5.4
Services	935,700	522,300	670,000	28.3	0	5,200	675,200	152,900	29.3
Interdepartmental Charges	353,500	352,900	356,500	1.0	0	0	356,500	3,600	1.0
Financial	700	800	700	(12.5)	0	0	700	(100)	(12.5)
Infrastructure Funding	1,400,700	1,400,700	1,456,700	4.0	0	0	1,456,700	56,000	4.0
Capital	16,100	0	321,000	100.0	0	0	321,000	321,000	100.0
TOTAL EXPENDITURES	6,251,500	5,518,800	6,173,700	11.9	0	5,200	6,178,900	660,100	12.0
REVENUES									
Fees & Service Charges	(7,400)	(7,600)	(7,600)	0.0	0	0	(7,600)	0	0.0
Interdepartmental Recoveries	(4,649,800)	(4,527,500)	(4,632,200)	2.3	0	(5,200)	(4,637,400)	109,900	2.4
Other Revenues	(5,100)	(5,000)	(5,000)	0.0	0	0	(5,000)	0	0.0
TOTAL REVENUES	(4,662,300)	(4,540,100)	(4,644,800)	2.3	0	(5,200)	(4,650,000)	109,900	2.4
NET LEVY REQUIREMENT	1,589,300	978,700	1,528,900	56.2	0	0	1,528,900	550,200	56.2
STAFFING COMPLEMENT		18.35	18.00		0.00	0.00	18.00	(0.35)	

ENGINEERING

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Engineering

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Project management of the Capital Infrastructure Replacement Program: roads, sewers and watermain
2. Project management of the infrastructure improvements for Wastewater Treatment Plants (WWTF), Water Treatment Plants (WTP) and Wastewater pumping stations
3. Project management of the Bridge, Culvert and Retaining Walls Assessment and Repair/Replacement Program
4. Manage and administer the 10 year Capital Forecast for the Infrastructure Replacement Program
5. Project Management of special studies with respect to areas such as master planning, traffic and transportation and unique structures (i.e. dams)
6. Project Management of Utility Municipal Consent applications and Franchise Agreements
7. Managing the documentation of design and construction standards for municipal infrastructure
8. To assist property owners in resolving drainage issues/disputes in an effective and cost efficient manner through the use of the *Drainage Act* legislation
9. 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	2017	2018	2019
Length of municipal drains (km)	953.4	963.4	965.9
Length of mutual agreement drains (km)	39.8	39.8	40.6

PRIOR YEAR ACHIEVEMENTS

1. Completion of the annual programs for Capital Infrastructure Replacement, Road Resurfacing, Bridge and Culvert Replacement
2. Completed construction of Tertiary Filters and Ultraviolet Disinfection at the Delhi WWTF
3. Completed detail design and tender preparation for new headworks, pumping, and biosolids storage at the Simcoe WWTP
4. Detailed design and ECA application for the upgrades at the Port Dover WWTF
5. Commenced construction of upgrades to the Waterford WWTF (anticipate completion in November, 2019)
6. Completed studies and public consultation leading to reconstruction and improvement of the full length of the Long Point Causeway and Big Creek Bridge; prepared and issued RFP for design services
7. Undertook studies related to intersections and roads of concern, identified through meetings with the OPP and public input
8. Continued cooperative efforts with Development and Cultural Services to ensure development proposals meet level-of-service goals for County infrastructure

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Engineering

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Completion of the Annual Programs for Capital Infrastructure Replacement, Road Resurfacing, Bridge and Culvert Replacement
2. Construction of capital upgrades to Port Dover WWTF, Simcoe WWTF and Waterford WWTF – Phase 2
3. Upgrades to the Port Dover Water Treatment Plant and the Port Rowan Water Treatment Plant
4. Capital upgrades to various sanitary sewer pump stations
5. Complete Inter Urban Water Supply System Study, which is evaluating potentially connecting water systems in Port Dover, Simcoe, Waterford and Delhi
6. Complete construction of the Delhi Wells 3A & 3B to the municipal water system
7. Rehabilitation of the Misner Dam
8. Prepare Franchise Agreements for the fibre internet companies throughout the County
9. Continuation and expansion of the traffic and road safety program with the OPP

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$87,700 is a result of economic, merit and job evaluation changes, as well as Student position being moved from Clerks to Engineering
2. Services increase of \$65,400 is driven by an increase in the Municipal Drain Maintenance Assessments, Bridge and Culvert Assessment requirements and one-time costs for culvert replacements not included in Capital Budget incurred in 2019 and billed in 2020
3. Infrastructure Funding increase of \$ 660,800 is due to a 10% contribution to replenish the Roadway Construction Reserve which is an increase from the 7% increase approved in FS 17-26 Repositioning of Norfolk County's Reserve and Reserve Funds, as well as the transfer to the Municipal Drain Reserve to fund Norfolk County drain construction as presented in report FS 20-02 Drain Construction Financial and Project Status Update
4. Transfers from the Reserve and Reserve Funds have decreased by \$20,000 due to the removal of the Transfer From the Roadway Construction Reserve which funded the 2019 Roads Needs Study
5. Federal and Provincial grants have decreased by \$5,000 due to a reduction in the Drainage Superintendent Grant
6. Other Revenues have a decrease of \$43,100 due to lower drainage maintenance salary and benefit recovery required

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Limited Resources for asset management needed to establish a sustainable model for capital works replacement and maintenance
2. Detailed Project Management required for all projects, as project specifications are continuously changing and becoming more stringent (MECP, MNRF)
3. Aging Infrastructure
4. Replacing threatened and decommissioned groundwater sources
5. Replacing/upgrading the aging wastewater treatment plants to current standards



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Engineering

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,198,500	1,243,300	1,331,000	7.1	0	0	1,331,000	87,700	7.1
Materials & Supplies	28,900	32,400	33,600	3.7	0	0	33,600	1,200	3.7
Services	342,100	311,000	376,400	21.0	0	0	376,400	65,400	21.0
Interdepartmental Charges	285,500	287,900	296,800	3.1	0	0	296,800	8,900	3.1
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	4,607,800	4,607,800	5,268,600	14.3	0	0	5,268,600	660,800	14.3
Capital	402,800	400,000	400,000	0.0	0	0	400,000	0	0.0
TOTAL EXPENDITURES	6,865,600	6,882,400	7,706,400	12.0	0	0	7,706,400	824,000	12.0
REVENUES									
Federal/Provincial Grants	(113,900)	(113,900)	(108,900)	(4.4)	0	0	(108,900)	(5,000)	(4.4)
Fees & Service Charges	(40,400)	(39,400)	(38,700)	(1.8)	0	0	(38,700)	(700)	(1.8)
Transfer From Reserve & Reserve Funds	(25,600)	(20,000)	0	(100.0)	0	0	0	(20,000)	(100.0)
Interdepartmental Recoveries	(65,900)	(65,900)	(67,200)	2.0	0	0	(67,200)	1,300	2.0
Other Revenues	(185,800)	(183,800)	(140,700)	(23.4)	0	0	(140,700)	(43,100)	(23.4)
TOTAL REVENUES	(431,600)	(423,000)	(355,500)	(16.0)	0	0	(355,500)	(67,500)	(16.0)
NET LEVY REQUIREMENT	6,434,000	6,459,400	7,350,900	13.8	0	0	7,350,900	891,500	13.8
STAFFING COMPLEMENT		13.09	13.19		0.00	0.00	13.19	0.10	

FACILITIES

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. To provide strategic facilities planning, construction, renewal and life cycle maintenance of 107 County facilities
2. To proactively assess and maintain facilities and capital equipment to ensure structural and mechanical integrity in order to maintain the value of County assets
3. To provide a centralized support centre to dispatch and manage work orders through the Facilities Service Desk
4. To oversee corporate security for facilities including video surveillance, access control, intrusion systems and duress alarms
5. To provide project management for facilities capital projects including new construction, renovation and life cycle renewal
6. To manage facilities service contracts including janitorial services, mats & uniforms, overhead doors, CO monitoring systems, pest control, door operators, elevating devices, generator services and disposal bin services
7. To provide design services, space planning and regulatory compliance for facilities projects
8. To operate and maintain 12 administration/municipal buildings
9. To maintain, repair and replace the 950 pieces of Heating, Ventilation and Air Conditioning (HVAC) equipment in all County facilities
10. To ensure that Norfolk County operates as a sustainable, energy efficient corporation through a corporate energy management program
11. To oversee the development and implementation of the Norfolk County Climate Change Adaptation Plan

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Nov 15
Number of pieces of HVAC equipment serviced and maintained	949	950	950
Number of work orders processed by Facilities service desk	3,155	2,979	2,424
Energy Star Portfolio Manager Energy use intensity of all County facilities	93.2	95.9	Not available yet
GHG emissions from County Operations (tonnes)	6,235	6,205	Not available yet

PRIOR YEAR ACHIEVEMENTS

1. Capital upgrades to various facilities
2. Consolidated service contracts for eavestrough and roof drain cleaning for 55 buildings
3. Roof replacements at Courtland Operations Facility, Port Dover Fire Station and the County Administration Building
4. Exterior restoration of Port Dover Harbour Museum Net Shanty building
5. Various HVAC equipment replacements
6. East Area Roads Operations Facility interior renovations
7. Delhi Administration Building fire separation repairs
8. No cost LED lighting upgrades through the Hydro One Small Business Lighting Program
9. Award of RFP for Climate Change Adaptation Plan
10. Creation of the 2019-2024 Norfolk County Energy Conservation & Demand Management Plan
11. Creation of the Norfolk County Climate Change Adaptation Committee

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continued soil remediation of Norfolk County Garage property
2. Management of the existing consolidated County wide service contracts
3. New service contract for door operators, fire extinguisher service
4. Implement the 2019-2024 Norfolk County Energy Conservation & Demand Management Plan
5. Development of Norfolk County Climate Change Adaptation Plan
6. County-wide lighting replacement to LED
7. Rooftop Solar Net Metering Pilot Project
8. Refrigerator/Freezer Replacement Program
9. Electric Fleet/Charging Station Pilot Project
10. Facilities Asset Management Plan
11. Project management assistance for the ALL Norfolk Community Centre

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. CAI PW-530-2020-031 FCM Climate Change Staff Grant; emissions or climate adaptation plan identifying municipal initiatives focused on reducing Greenhouse Gas emissions – total expenses of \$42,500 and revenues of \$38,400 – for a net levy impact of \$4,100
2. Materials & Supplies reductions of \$69,500 are mainly driven by anticipated budget reductions to facility hydro costs based on budget assumptions and the elimination of all utility budgets for the County Medical building which is no longer occupied
3. Services increases of \$71,400 are driven by removal of 2019 one-time costs of \$90,500 offset by 2020 one time increases of \$198,700 for the following items: electrical panel assessments all County facilities, control joint caulking replacement at various County facilities, expenses for FCM Climate Change Staff Grant CAI, training requirements, energy conservation initiatives, building repairs at various County administration buildings; ongoing impacts include the removal of tax expense for the County Medical Building, Energy Conservation being moved to a one time item, being offset by increases in Maintenance and Repairs for existing buildings
4. Infrastructure Funding increase of \$509,600 is primarily driven by debt costs for Soil Remediation
5. Operating Capital increases of \$104,900 are driven by the following one-time costs: control reader for building security, various Energy Conservation initiatives and transfers to Capital Funds for 2020 Levy Funded Capital Projects
6. Federal/Provincial Grants have increase by \$38,400 as referenced in CAI PW-530-2020-031 FCM Climate Change Staff Grant
7. Fees and Service Charge revenue has decreased by \$31,200 as the rental revenue for the County Medical building will no longer be received and it is expected that the vacancy will continue through 2020
8. Interdepartmental Recoveries have decreased by \$31,800 as the calculations for the operating costs and the square footage allocations for the County buildings were updated for the 2020 budget

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Providing consolidated facility service contracts
2. Aging buildings, too many buildings
3. Reorganization of facility maintenance/repair services delivery
4. Intensifying impacts of climate change



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Facilities

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	688,600	726,000	728,900	0.4	0	0	728,900	2,900	0.4
Materials & Supplies	406,200	476,200	406,700	(14.6)	0	0	406,700	(69,500)	(14.6)
Services	1,895,600	1,905,400	1,934,300	1.5	42,500	0	1,976,800	71,400	3.7
Interdepartmental Charges	293,100	292,000	281,600	(3.6)	0	0	281,600	(10,400)	(3.6)
Financial	7,900	7,500	7,500	0.0	0	0	7,500	0	0.0
Infrastructure Funding	268,400	253,300	762,900	201.2	0	0	762,900	509,600	201.2
Capital	29,000	27,100	132,000	387.1	0	0	132,000	104,900	387.1
TOTAL EXPENDITURES	3,588,700	3,687,500	4,253,900	15.4	42,500	0	4,296,400	608,900	16.5
REVENUES									
Federal/Provincial Grants	(38,300)	(38,300)	(38,300)	0.0	(38,400)	0	(76,700)	38,400	100.3
Fees & Service Charges	(110,400)	(78,700)	(47,500)	(39.6)	0	0	(47,500)	(31,200)	(39.6)
Transfer From Reserve & Reserve Funds	(25,000)	(25,000)	(25,000)	0.0	0	0	(25,000)	0	0.0
Interdepartmental Recoveries	(1,062,600)	(1,077,200)	(1,045,400)	(3.0)	0	0	(1,045,400)	(31,800)	(3.0)
Other Revenues	(81,900)	(28,800)	(28,800)	0.0	0	0	(28,800)	0	0.0
TOTAL REVENUES	(1,318,200)	(1,248,000)	(1,185,000)	(5.0)	(38,400)	0	(1,223,400)	(24,600)	(2.0)
NET LEVY REQUIREMENT	2,270,500	2,439,500	3,068,900	25.8	4,100	0	3,073,000	633,500	26.0
STAFFING COMPLEMENT		7.35	7.35		0.00	0.00	7.35	0.00	

ROADS

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Roads

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Conduct regulatory inspections of approximately 4,200 lane km of road network to identify maintenance needs and required repairs
2. Maintain various road surface types, gravel shoulders, signs, guide cable and rail, ditches, culverts, roadside trees, curbs and gutters, storm sewers, catch basins, manholes, sidewalks, street lighting, traffic lights, municipal parking lots and bridges
3. Provide winter maintenance consisting of plowing, salting and sanding of roads and municipal parking lots, plowing and salting of sidewalks that meet criteria requirements and removal of snow from downtown areas
4. Preparation and administration of Operating and Capital budgets
5. Provide barricades and signs for special events and traffic control setup for Friday 13th events in Port Dover

PERFORMANCE MEASURES

Compliance with *O. Reg. 239/02: Minimum Maintenance Standards for Municipal Highways*, with respect to maintaining the following infrastructure:

Measurable Service	2017	2018	2019
Length of hard surfaced roads (lane km)	4,000	4,007	4,007
Length of gravel/earth roads (lane km)	195	188	188
Length of sidewalks (km)	159.9	160.0	160.0

PRIOR YEAR ACHIEVEMENTS

1. Reconstructed 10.8 km of rural road by pulverizing, addition of cold recycled mix material and a double tar and chip surface
2. Surface treated 100 km of additional existing rural tar and chip roads
3. Micro surfaced 8 km of existing hard surfaced semi-urban roadways in hamlets and rural residential areas
4. Completed shave and pave of 1.5 km of urban road in Simcoe

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continue to meet the standards of *O. Reg. 239/02 Minimum Maintenance Standards for Municipal Highways*
2. Amendments to the Norfolk County Road Salt Management Plan (done annually)
3. Expand on urban and semi-urban resurfacing projects, i.e. micro surfacing, hot mix overlays, shave and pave
4. Ongoing staff training and development
5. Enhance skills training for all levels of the workforce for continuous improvement
6. Continue to work with the Community Services Department on the tree assessment program to remove all critical trees from roadsides
7. To expand on cold recycled mix reconstruction program, making use of asphalt millings

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Roads

DEPARTMENT SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$127,800 is a result of economic, merit and job evaluation increases as well as a reallocation of FTE
2. Materials & Supplies increase of \$ 555,300 is driven by updated costs for salt, sand and salt brine
3. Services increase of \$423,700 is driven by higher costs for the following: line painting, renewal of winter maintenance contracts, street lighting maintenance, repairs of various salt domes, and additional training costs
4. Interdepartmental Charges have increased \$140,700 with the largest increases being fleet equipment rental charges and Insurance Administration costs
5. Infrastructure Funding has increased by \$1,727,900 as new debt has been issued for various Capital Projects such as the Long Point Causeway, and increased transfer to the Roadway Construction Reserve fund for Surface Treatment and Gravel Resurfacing
6. Capital increases of \$108,000 are driven by increased Levy Funded Capital Projects in 2020
7. Fees and Service Charges are increasing by \$26,400, mainly due to increased aggregate production locally
8. Other Revenues have increased by \$47,100 through allocation of internal resources to capital projects for Surface Treatment and Gravel Resurfacing

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Growing community with increasing public expectations of infrastructure conditions
2. Limited financial resources and aging infrastructure needs
3. Meeting the standards identified in *O. Reg. 239/02 Minimum Maintenance Standards for Municipal Highways*
4. Increasing liabilities from personal injury and property damage claims
5. Recruitment and retention of human resources in a competitive job market
6. Implementing recommendations from Road Needs Study
7. Salt Management Plan



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Roads

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,400,100	5,657,600	5,785,400	2.3	0	0	5,785,400	127,800	2.3
Materials & Supplies	4,493,700	3,312,200	3,867,500	16.8	0	0	3,867,500	555,300	16.8
Services	3,573,100	3,047,600	3,471,300	13.9	0	0	3,471,300	423,700	13.9
Interdepartmental Charges	3,815,700	3,836,500	3,977,200	3.7	0	0	3,977,200	140,700	3.7
Infrastructure Funding	3,734,900	3,814,500	5,542,400	45.3	0	0	5,542,400	1,727,900	45.3
Capital	90,000	200,000	308,000	54.0	0	0	308,000	108,000	54.0
TOTAL EXPENDITURES	21,107,600	19,868,400	22,951,800	15.5	0	0	22,951,800	3,083,400	15.5
REVENUES									
Fees & Service Charges	(206,800)	(140,100)	(166,500)	18.8	0	0	(166,500)	26,400	18.8
Transfer From Reserve & Reserve Funds	(71,400)	(71,400)	(71,400)	0.0	0	0	(71,400)	0	0.0
Other Revenues	(557,300)	(611,000)	(658,100)	7.7	0	0	(658,100)	47,100	7.7
TOTAL REVENUES	(835,600)	(822,500)	(896,000)	8.9	0	0	(896,000)	73,500	8.9
NET LEVY REQUIREMENT	20,272,000	19,045,900	22,055,800	15.8	0	0	22,055,800	3,009,900	15.8
STAFFING COMPLEMENT		65.46	66.06		0.00	0.00	66.06	0.60	

ENVIRONMENTAL SERVICES - WASTE MANAGEMENT

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Environmental Services - Waste Management

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

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

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Curbside garbage collected (metric tonnes)	13,592	13,983	10,499
Curbside recyclables collected (metric tonnes)	5,059	5,196	3,771
Household hazardous waste events (metric tonnes)	65	90	73
Curbside and depot leaf & yard waste collected (metric tonnes)	1,375	2,038	1,001
Waste (garbage, wood, scrap metal, yard waste, brush) managed at both Transfer Stations (metric tonnes)	4,376	4,131	3,606

PRIOR YEAR ACHIEVEMENTS

1. Completed modifications of the residential drop off areas at the two transfer stations
2. Banning of the collection of recycling in plastic bags curbside, December 1, 2019
3. Successfully negotiated the recycling processing contract with current vendor
4. Continued effective and efficient management of curbside garbage, recycling and leaf and yard waste collection
5. Continued effective management of diversion programs
6. Offered residents 4 household hazardous event days to properly dispose of hazardous material
7. Secured Waste Diversion Ontario funding (WDO) of \$800,000
8. Effective regulatory compliance
9. Effective education and promotion of waste programs
10. Replacement of Simcoe Transfer Station scale, December 2019

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Monitor and prepare for the impact of the *Resource Recovery and Circular Economy Act, 2016* and the *Waste Diversion Transition Act, 2016* as enacted by the *Waste-Free Ontario Act, 2016* and the new Resource Productivity and Recovery Authority (the Authority) on waste management programs

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Environmental Services - Waste Management

DEPARTMENT SUMMARY

2. Continued operation of all collection, diversion and monitoring programs
3. Continued implementation of the Solid Waste Management Master Plan
4. Addition of summer leaf & yard waste collection in June, July, August and September for 2020
5. 2020 Bulky Item Collection Program as per Council Approved Initiatives
6. RFP for recycling processing of Norfolk County's recyclables
7. RFP for composting services for Leaf and Yard Waste material
8. Investigating green bin program (pilot collection and finding a processor for green bin material)
9. Replacement of scales at the South Walsingham Transfer Station and Material Recovery Facility

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. CAI PWE-570-2020-032 Waste Management Review which contains options for an additional leaf & yard waste pick up, different method of delivering the spring leaf & yard waste pick up, frequency of the bulky item program with expenditures of \$384,100; this initiative has a levy impact of \$184,100
2. CAI PWE-570-2020-034 Redirection of Curbside Garbage to Landfill – decrease of \$514,900 per PW 20-09 report to Council outlining significant cost savings to Norfolk County by transitioning from incineration of curbside waste to landfill
3. Materials & Supplies increase of \$23,500 which includes a one-time allocation for replacement of office chairs, replacement for netting to capture wind-blown litter and water heater for the Simcoe Transfer Station and an increase in the number of blue boxes purchased
4. Services increase \$710,000; driven by the increase in garbage collection costs and the Waste Management Review CAI
5. Transfer Payments/Grants increase of \$286,600 is due to the transfer to Haldimand County for increased leachate treatments
6. Infrastructure Funding decrease of \$36,400 is due to the removal of the transfer to the Solid Waste Reserve Fund for Bulky Item Program offset by increased transfer to the Solid Waste Reserve Fund for Tom Howe Landfill and increasing debt principle charge
7. Federal/Provincial Grants decrease of \$21,000 due to the reduction of the WDO (Waste Diversion Ontario) grant
8. Transfers from Reserve and Reserve Funds have decreased by \$351,100 due to the removal of phased in transfer for Solid Waste program offset by increased transfer for the Waste Management Review CAI
9. Other revenues are anticipated to increase \$16,000 due mainly to an increased 3 year average in scrap metal recycling sales

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Impacts of the new *Waste-Free Ontario Act, 2016* and the *Resource Recovery and Circular Economy Act, 2016* continuing to evolve
2. Unveiling of a provincial organics strategy
3. Declining market value of recyclables
4. Maintaining levels of service cost effectively
5. Ongoing service level impacts of waste collection at condominiums
6. Limited resources

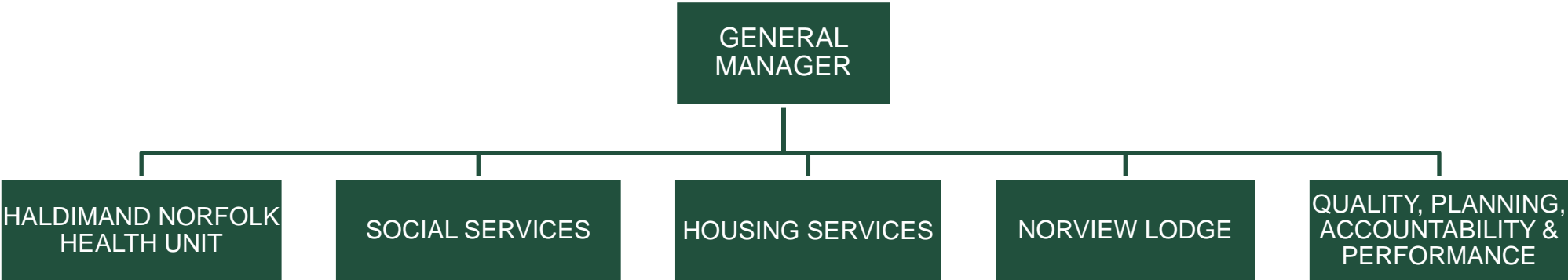


PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Environmental Services - Waste Management
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	323,800	327,800	329,600	0.5	0	0	329,600	1,800	0.5
Materials & Supplies	80,400	73,900	97,400	31.8	0	0	97,400	23,500	31.8
Services	6,245,600	6,559,900	6,858,200	4.5	(128,000)	0	6,730,200	170,300	2.6
Transfer Payments/Grants	2,000,500	2,000,500	2,287,100	14.3	0	0	2,287,100	286,600	14.3
Interdepartmental Charges	268,800	270,300	279,900	3.6	0	0	279,900	9,600	3.6
Financial	8,000	6,700	7,000	4.5	0	0	7,000	300	4.5
Infrastructure Funding	1,007,300	1,040,600	1,104,200	6.1	(100,000)	0	1,004,200	(36,400)	(3.5)
Capital	4,000	9,000	0	(100.0)	0	0	0	(9,000)	(100.0)
TOTAL EXPENDITURES	9,938,500	10,288,700	10,963,400	6.6	(228,000)	0	10,735,400	446,700	4.3
REVENUES									
PIL's-Supplementaries-Local Improvements	0	(5,200)	(5,200)	0.0	0	0	(5,200)	0	0.0
Federal/Provincial Grants	(856,300)	(880,300)	(859,300)	(2.4)	0	0	(859,300)	(21,000)	(2.4)
Fees & Service Charges	(927,300)	(888,000)	(896,000)	0.9	0	0	(896,000)	8,000	0.9
Transfer From Reserve & Reserve Funds	(457,100)	(457,100)	(6,000)	(98.7)	(100,000)	0	(106,000)	(351,100)	(76.8)
Interdepartmental Recoveries	(112,900)	(112,900)	(106,600)	(5.6)	0	0	(106,600)	(6,300)	(5.6)
Other Revenues	(14,500)	(1,400)	(14,600)	942.9	(2,800)	0	(17,400)	16,000	1,142.9
TOTAL REVENUES	(2,368,100)	(2,344,900)	(1,887,700)	(19.5)	(102,800)	0	(1,990,500)	(354,400)	(15.1)
NET LEVY REQUIREMENT	7,570,500	7,943,800	9,075,700	14.2	(330,800)	0	8,744,900	801,100	10.1
STAFFING COMPLEMENT		4.05	4.05		0.00	0.00	4.05	0.00	

HEALTH & SOCIAL SERVICES

HEALTH & SOCIAL SERVICES DIVISION





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Health & Social Services Administration	0	0	0	0.0	0	0	0	0	0.0
Quality, Planning, Accountability & Performance	0	0	0	0.0	0	0	0	0	0.0
Social Services	1,214,400	1,439,000	1,540,300	7.0	0	159,000	1,699,300	260,300	18.1
Norview Lodge	5,272,800	5,262,900	5,294,600	0.6	0	0	5,294,600	31,700	0.6
Housing Services	2,428,500	2,521,900	2,643,600	4.8	(12,900)	0	2,630,700	108,800	4.3
TOTAL	8,915,600	9,223,800	9,478,500	2.8	(12,900)	159,000	9,624,600	400,800	4.3



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
HEALTH & SOCIAL SERVICES SUMMARY
DIVISION SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	19,311,500	20,374,400	20,772,000	2.0	0	0	20,772,000	397,600	2.0
Materials & Supplies	1,941,800	2,006,500	1,955,700	(2.5)	0	0	1,955,700	(50,800)	(2.5)
Services	3,239,100	2,435,000	2,416,700	(0.8)	0	204,600	2,621,300	186,300	7.7
Transfer Payments/Grants	28,200,900	29,279,400	26,818,300	(8.4)	610,600	1,458,400	28,887,300	(392,100)	(1.3)
Interdepartmental Charges	1,955,100	2,016,800	2,095,400	3.9	19,000	0	2,114,400	97,600	4.8
Financial	22,600	5,900	5,700	(3.4)	0	0	5,700	(200)	(3.4)
Infrastructure Funding	2,013,600	2,013,600	2,013,200	0.0	0	0	2,013,200	(400)	0.0
Capital	68,500	39,000	31,800	(18.5)	0	0	31,800	(7,200)	(18.5)
TOTAL EXPENDITURES	56,753,200	58,170,600	56,108,800	(3.5)	629,600	1,663,000	58,401,400	230,800	0.4
REVENUES									
Federal/Provincial Grants	(38,911,300)	(39,938,400)	(37,339,400)	(6.5)	(629,600)	(1,296,300)	(39,265,300)	(673,100)	(1.7)
Municipal Recoveries	(1,812,500)	(1,986,900)	(2,102,100)	5.8	6,100	(132,700)	(2,228,700)	241,800	12.2
Fees & Service Charges	(4,590,800)	(4,251,900)	(4,471,900)	5.2	0	0	(4,471,900)	220,000	5.2
Transfer From Reserve & Reserve Funds	(255,200)	(255,200)	(303,700)	19.0	0	(75,000)	(378,700)	123,500	48.4
Interdepartmental Recoveries	(1,726,700)	(1,880,100)	(1,955,300)	4.0	(19,000)	0	(1,974,300)	94,200	5.0
Other Revenues	(541,200)	(634,300)	(457,900)	(27.8)	0	0	(457,900)	(176,400)	(27.8)
TOTAL REVENUES	(47,837,600)	(48,946,800)	(46,630,300)	(4.7)	(642,500)	(1,504,000)	(48,776,800)	(170,000)	(0.3)
NET LEVY REQUIREMENT	8,915,600	9,223,800	9,478,500	2.8	(12,900)	159,000	9,624,600	400,800	4.3
STAFFING COMPLEMENT		243.20	243.10		0.00	0.00	243.10	(0.10)	

HEALTH & SOCIAL SERVICES ADMINISTRATION

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Health & Social Services Administration

DEPARTMENT SUMMARY

DIVISION FUNCTION/SERVICES

1. The Health & Social Services Division is comprised of: The Haldimand-Norfolk Health Unit, Social Services and Housing, Norview Lodge and Quality, Planning, Accountability and Performance
2. Staff in the Health Unit, Social Services and Housing and Quality, Planning, Accountability and Performance deliver services to both Haldimand and Norfolk Counties
3. 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

PRIOR YEAR ACHIEVEMENTS

1. Secured office space in Caledonia and Dunnville
2. Successful first year of pilot to deliver Homeless Prevention services in-house (Coordinated Access System)
3. Secured provincial funding for gas wells
4. Norfolk County awarded Bronze Level Bicycle Friendly Community designation
5. Norfolk Inn redevelopment project approved
6. Implementation of Ontario Seniors Dental Care Program
7. Successful transition of preschool speech and language services to Lansdowne Children's Centre

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Quality, Planning, Accountability and Performance Development ongoing
2. HNHC-Shareholder Agreement and Asset Management
3. Continue with community partnerships to move Health and Social Services mandate
4. Work within approved budgets, manage resources to maintain and deliver as many programs and services as can be resourced, based on legislated mandates
5. Human Services Integration program ongoing
6. Renovate new/expanded office space in Caledonia and Dunnville

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits decrease of \$14,400 is due to a 0.1 FTE being allocated to Public Health offset by economic and merit increases
2. Services decrease of \$11,100 is driven by the removal of a lease for a postage machine not being renewed, with postage and mailings now completed at the County Administration Building
3. Interdepartmental Recoveries decrease of \$26,800 is from the cost centre being fully charged out to Health & Social Services departments

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Health & Social Services Administration

DEPARTMENT SUMMARY

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Public Health modernization - regionalization consultation in progress - uncertainty
2. Hydrogen sulphide gas wells - ongoing
3. Opioid crisis
4. Social Assistance Reform - implement as plan is released



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Health & Social Services Administration
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	201,500	276,100	261,700	(5.2)	0	0	261,700	(14,400)	(5.2)
Materials & Supplies	27,100	20,900	20,600	(1.4)	0	0	20,600	(300)	(1.4)
Services	150,600	130,500	119,400	(8.5)	0	0	119,400	(11,100)	(8.5)
Interdepartmental Charges	22,800	22,600	21,600	(4.4)	0	0	21,600	(1,000)	(4.4)
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	402,000	450,100	423,300	(6.0)	0	0	423,300	(26,800)	(6.0)
REVENUES									
Interdepartmental Recoveries	(400,200)	(448,300)	(421,500)	(6.0)	0	0	(421,500)	(26,800)	(6.0)
Other Revenues	(1,800)	(1,800)	(1,800)	0.0	0	0	(1,800)	0	0.0
TOTAL REVENUES	(402,000)	(450,100)	(423,300)	(6.0)	0	0	(423,300)	(26,800)	(6.0)
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0
STAFFING COMPLEMENT		2.00	1.90		0.00	0.00	1.90	(0.10)	

QUALITY, PLANNING, ACCOUNTABILITY & PERFORMANCE

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Quality, Planning, Accountability and Performance

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. The Quality, Planning, Accountability and Performance (QPAP) department is comprised of an epidemiologist, data analyst, priority population nurses, health planner, reception, and emergency planner
2. Staff in this department deliver services to both Haldimand and Norfolk Counties through support to the Health Unit, Social Services & Housing and Norview Lodge
3. Staff act as a resource in the areas of program planning, emergency planning, program monitoring and evaluation, capacity building on the social determinants of health, and quality management

PERFORMANCE MEASURES

Measurable Services	2017	2018	2019 as of Sept 30, 2019
Work orders completed	N/A	N/A	42
Work orders in progress or on hold	N/A	N/A	15
Total consultations	N/A	N/A	57

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Roll out of Program Planning software application
2. Continued reporting of accountability indicators and other accomplishments of the division
3. Integration of the risk management framework into the operational processes of the division
4. Continued institutionalization of a quality culture within the division
5. Publication of the Community Needs Assessment Report
6. Development of the next Strategic Plan for the Health Unit

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$15,100 is due to economic and merit increases
2. Interdepartmental Charges increase of \$10,500 is driven by support services and equipment charges for laptops (reallocated from other Health & Social Services departments)
3. Interdepartmental Recoveries increase of \$24,200 is based on the department being fully charged out to other Health & Social Services departments

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Implementation of a Program Planning software app
2. Continued impact of Provincial changes to the delivery of programs and services
3. Implementation of the recommendations of the Community Needs Assessment



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Quality, Planning, Accountability & Performance

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	860,300	964,200	979,300	1.6	0	0	979,300	15,100	1.6
Materials & Supplies	22,500	31,500	32,600	3.5	0	0	32,600	1,100	3.5
Services	17,700	18,000	15,900	(11.7)	0	0	15,900	(2,100)	(11.7)
Interdepartmental Charges	239,700	238,900	249,400	4.4	0	0	249,400	10,500	4.4
TOTAL EXPENDITURES	1,140,200	1,252,600	1,277,200	2.0	0	0	1,277,200	24,600	2.0
REVENUES									
Interdepartmental Recoveries	(1,140,200)	(1,252,600)	(1,276,800)	1.9	0	0	(1,276,800)	24,200	1.9
Other Revenues	0	0	(400)	100.0	0	0	(400)	400	100.0
TOTAL REVENUES	(1,140,200)	(1,252,600)	(1,277,200)	2.0	0	0	(1,277,200)	24,600	2.0
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0
STAFFING COMPLEMENT		11.00	11.00		0.00	0.00	11.00	0.00	

SOCIAL SERVICES

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Social Services

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. The Ontario Works program provides employment assistance and financial assistance to people in financial need
2. 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"
3. The Social Services Department also includes Children's Services which provides child care fee subsidy to eligible families, operating support to licensed child care centres and administration and funding and oversight of the EarlyON Child and Family Centres in Haldimand and Norfolk Counties

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as at Sept 30
Response time to client eligibility (days)	3	7	6
Case load (in benefit units) against % of households	1,241= 2.6% of households	1,231 = 2.4% of households	1,179 = 2.3% of households
Average length of time receiving assistance	29 months	30 months	32 months

PRIOR YEAR ACHIEVEMENTS

1. Achievement of the Ontario Works service targets for the number of program participants exiting to employment
2. Achievement of service targets for the Ministry of Education (EDU) Child Care programs
3. Continued implementation of Indigenous-led Child and Family Programming to better support and include Indigenous families and children in early years programming in partnership with the Mississaugas of the Credit First Nation
4. Stabilized staffing levels within before and after school programs in order to maintain school based programming for families

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. To meet or exceed the targets established in the Ontario Works Service Plan
2. Continued implementation of the Ministry of Children Community and Social Services (MCCSS) social assistance reform plans for Ontario Works
3. Continued support of the community's licensed child care system to respond to the needs of families for high quality and affordable licensed child care
4. Continued implementation of Indigenous-led Child Care and Child and Family Programming in partnership with the Mississaugas of the Credit First Nation through the establishment of a new child care centre serving infants, toddlers and preschool age children

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Social Services

DEPARTMENT SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI HSS-620-2020-062 Child Care Expansion 80/20 Cost Share - program would be used to reduce the fee subsidy wait list, reduce fees paid by parents and increase funding for child care operators; the province will provide \$1,296,300 in funding and recommends a municipal investment of \$291,700 for a program total of \$1,588,000
2. Services increase of \$105,200 is due to the NBI mentioned above offset by a reduction for consulting needs assessment requirements in Child Care which was 10% funded by the EDU
3. Transfer Payments/Grants increase of \$998,200 is driven by the NBI mentioned above offset by an anticipated reduction in the number of Ontario Works clients (funded by the MCCSS)
4. Interdepartmental Charges increase of \$69,000 is driven by increased allowable chargeback for administration of Child Care programs as well as CPI increases in support services
5. Federal/Provincial Grants increase of \$532,900 is due to the NBI mentioned above offset by a reduction in Ontario Works 50% Administration funding; held to 2018 actual expenditures
6. Fees & Service Charges increase of \$162,500 is driven by a recognized decrease in available funding to offset Parental Fees for Child Care services
7. Interdepartmental Recoveries increase of \$57,100 is driven by the above mentioned allowable recovery from Child Care
8. Other Revenues decrease of \$84,700 is due to reduced Ontario Works recoveries from ineligible clients which is in line with a reduction in case load

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Implementation of any change in provincial direction related to social assistance and child care – will need to complete an analysis of impact on current service delivery of any proposed changes
2. Increased complexity of needs of Ontario Works participants – will need to continue to identify training needs for staff in order to meet client needs related to mental health, addictions, disability and other effects of living in poverty – also need to ensure appropriate supports are in place for staff to prevent and respond to compassion fatigue and vicarious trauma
3. Increased need for licensed child care in Haldimand and Norfolk Counties, particularly infant spaces
4. The need to ensure an adequate number of Registered Early Childhood Educators (RECEs) in the child care and early years system as the number of licensed child care spaces is expanded



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Social Services

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	3,797,300	4,456,400	4,481,800	0.6	0	0	4,481,800	25,400	0.6
Materials & Supplies	98,000	133,200	112,800	(15.3)	0	0	112,800	(20,400)	(15.3)
Services	2,390,200	1,576,500	1,552,100	(1.5)	0	129,600	1,681,700	105,200	6.7
Transfer Payments/Grants	20,670,400	21,435,600	20,975,400	(2.1)	0	1,458,400	22,433,800	998,200	4.7
Interdepartmental Charges	942,800	973,200	1,042,200	7.1	0	0	1,042,200	69,000	7.1
Financial	17,800	4,500	4,400	(2.2)	0	0	4,400	(100)	(2.2)
Infrastructure Funding	0	0	0	0.0	0	0	0	0	0.0
Capital	2,000	2,000	0	(100.0)	0	0	0	(2,000)	(100.0)
TOTAL EXPENDITURES	27,918,500	28,581,400	28,168,700	(1.4)	0	1,588,000	29,756,700	1,175,300	4.1
REVENUES									
Federal/Provincial Grants	(24,897,500)	(25,358,100)	(24,594,700)	(3.0)	0	(1,296,300)	(25,891,000)	532,900	2.1
Fees & Service Charges	(396,100)	(155,200)	(317,700)	104.7	0	0	(317,700)	162,500	104.7
Interdepartmental Recoveries	(97,900)	(97,900)	(155,000)	58.3	0	0	(155,000)	57,100	58.3
Other Revenues	(387,600)	(487,100)	(402,400)	(17.4)	0	0	(402,400)	(84,700)	(17.4)
TOTAL REVENUES	(25,779,100)	(26,098,300)	(25,469,800)	(2.4)	0	(1,296,300)	(26,766,100)	667,800	2.6
NET LEVY REQUIREMENT	2,139,400	2,483,100	2,698,900	8.7	0	291,700	2,990,600	507,500	20.4
HALDIMAND SHARE	925,000	1,044,100	1,158,600	11.0	0	132,700	1,291,300	247,200	23.7
NORFOLK SHARE	1,214,400	1,439,000	1,540,300	7.0	0	159,000	1,699,300	260,300	18.1
STAFFING COMPLEMENT		55.60	55.60		0.00	0.00	55.60	0.00	

NORVIEW LODGE

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

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

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Average Resident Occupancy Rate	98.69%	98.78%	99.28%
# of Resident Admissions	62	70	38
# of Outings in the Community	194	200	136
Actual Local Food Costs	\$32,511	\$32,438	\$27,138
# of Emergency Transfers	65	61	41
# of Resident Satisfaction Surveys Completed	74	66	63
# of Family Satisfaction Surveys Completed	25	50	12

PRIOR YEAR ACHIEVEMENTS

1. Submission of the Long-Term Care Home Quality Improvement Plan (QIP) with the Ministry Of Long-Term Care (MOLTC)
2. Two successful Critical Incident Inspections (April and June) by the MOLTC
3. Capital upgrades and replacements of: carpeting in resident home areas, kitchen equipment (ice machine and enhanced menu program), building equipment (fluorescent lighting tube conversion to LED lighting tubes) and resident care equipment (mechanical lifts, slings, lift chairs and mattresses)
4. Acquisition of UVC Disinfection System for resident rooms and washrooms; made possible by a generous donation of \$75,000 from the Who Did It Club of Simcoe
5. Acquisition of a Recumbent Stepper for the Residents' Therapy Room; funded from the Work of Heart Donation Program
6. Capital upgrades/repairs that began in 2018 were completed in 2019 to the exterior building as identified in the 2012 Building Condition Assessment report; these included roof repairs, attic insulation, repainting of all siding and other siding repairs and replacement of the building's siding within the courtyards
7. A very successful timed fire drill to meet and exceed Ontario Fire Marshal's requirements with the night staff was compliant

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Parking lot expansion to comply with accessibility regulations
2. Capital upgrades and equipment replacement of mechanical lifts, slings, building carpeting
3. Annual mandatory Resident Quality Inspection (RQI) by the MOLTC
4. Continuation and improvement of employee Attendance Management Program
5. Continuation of interior and exterior home-wide lighting conversion to LED lighting to reduce energy consumption

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

6. Continued development and improvement to resident programs, i.e. Restorative Care Program, End-of-Life Program, Continuous Quality Improvement Program
7. Implementation of computerized Building Preventative Maintenance Program

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$356,800 is from economic, merit and job evaluation changes
2. Materials & Supplies decrease of \$49,100 is driven by utilities forecasted usage plus the current year budget assumption; offset by the new falls prevention supplies which are 100% funded by the MOLTC
3. Services increase of \$86,600 is due to maintenance and repairs for the Chiller machine (occurs approximately every 15 years) and a one-time cleanup of the gardens which were not maintained over the prior year
4. Interdepartmental Charges decrease of \$43,300 is driven by a corporate reallocation of support charges
5. Federal/Provincial Grants increase of \$135,400 is due to the anticipation of a two percent increase in per diem MOLTC funding and the new Global Level of Care (LOC) funding introduced by the Ministry
6. Fees & Service Charges increase of \$57,500 is based on the maximum Ministry allowable charge per day for residents
7. Transfer from Reserve & Reserve Funds increase of \$137,900 is as a result of accommodated position requirements for the current year

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Increased in-depth care needs of residents; many residents are coming to Long-Term Care with further advanced care needs which require a much higher level of expertise
2. Increased admissions of residents with mental health issues and physical health challenges
3. Striving for a reduction of employee lost time injuries and requests for work accommodations
4. Managing sick leaves, compassionate leaves and personal leaves; many of our staff are in the sandwich generation where they have children who have not left the home or moved back while caring for and even sometimes providing essential needs of life including living accommodations for elderly parents
5. Recruitment and retention of staff especially with an aging work force
6. Managing the new and enhanced legislative requirements
7. Changes to the funding model, from the Local Health Integration Network (LHIN) to the Ontario Health Team (OHT)
8. Managing negotiations for two collective agreements



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Norview Lodge

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	13,773,500	13,860,400	14,217,200	2.6	0	0	14,217,200	356,800	2.6
Materials & Supplies	1,765,400	1,791,600	1,742,500	(2.7)	0	0	1,742,500	(49,100)	(2.7)
Services	606,500	617,600	704,200	14.0	0	0	704,200	86,600	14.0
Interdepartmental Charges	540,000	569,700	526,400	(7.6)	0	0	526,400	(43,300)	(7.6)
Financial	900	900	900	0.0	0	0	900	0	0.0
Infrastructure Funding	2,013,600	2,013,600	2,013,200	0.0	0	0	2,013,200	(400)	0.0
Capital	60,500	37,000	31,800	(14.1)	0	0	31,800	(5,200)	(14.1)
TOTAL EXPENDITURES	18,760,400	18,890,800	19,236,200	1.8	0	0	19,236,200	345,400	1.8
REVENUES									
Federal/Provincial Grants	(9,138,500)	(9,383,000)	(9,518,400)	1.4	0	0	(9,518,400)	135,400	1.4
Fees & Service Charges	(4,194,700)	(4,096,700)	(4,154,200)	1.4	0	0	(4,154,200)	57,500	1.4
Transfer From Reserve & Reserve Funds	(77,800)	(77,800)	(215,700)	177.2	0	0	(215,700)	137,900	177.2
Other Revenues	(76,700)	(70,400)	(53,300)	(24.3)	0	0	(53,300)	(17,100)	(24.3)
TOTAL REVENUES	(13,487,600)	(13,627,900)	(13,941,600)	2.3	0	0	(13,941,600)	313,700	2.3
NET LEVY REQUIREMENT	5,272,800	5,262,900	5,294,600	0.6	0	0	5,294,600	31,700	0.6
STAFFING COMPLEMENT		166.11	166.11		0.00	0.00	166.11	0.00	

HOUSING SERVICES

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Housing Services

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. The Housing Services Department acts as the Consolidated Municipal Services Manager for housing and homelessness programs in Haldimand and Norfolk Counties
2. This involves the administration of the community housing (rent-geared-to-income) system of 826 units that are owned and operated by 11 non-profit housing providers; the delivery of the federally and provincially-funded Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI) and Social Infrastructure Fund (SIF) programs; and the provincially-funded Community Homelessness Prevention Initiative (CHPI) program
3. The Department, 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	2017	2018	2019 as at Sept 30
# of social housing units available per 1,000 households	17.1	16.4	16.2
% of waiting list housed annually	20%	24%	Unavailable due to system changeover
Cost per unit of social housing annually	\$5,177.96	\$5,030.86	\$5,026.39

PRIOR YEAR ACHIEVEMENTS

1. Successful implementation of the coordinated access system and new service delivery model for Homeless Prevention Services within the Social Services and Housing Department
2. Construction completion of a 14 unit, fully accessible, affordable rental seniors housing on the Grandview Lodge site in Dunnville (Aspen Apartments)
3. Commencement of the Five-Year Review of the Haldimand Norfolk 10-Year Housing & Homelessness Plan, completed December 2019
4. Full use of funding allocation for federal and provincial programs including CHPI, Investment in Affordable Housing - Extension (IAH-E) (final year of funding), SIF, and the new COCHI and OPHI programs

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continued implementation and evaluation of the coordinated access system via the Homelessness Prevention Services team
2. Finalization of a Shareholder's Agreement for the Haldimand-Norfolk Housing Corporation
3. Commencement of implementation of updated Haldimand Norfolk 10-Year Housing and Homelessness Plan
4. Implementation of recent changes to the *Housing Services Act* and Regulations in relation to community housing processes
5. Continued collaboration with partner organizations, including but not limited to non-profit housing providers, towards the facilitation of new affordable housing opportunities

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Housing Services

DEPARTMENT SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. CAI HSS-640-2020-061 OPHI and COCHI Funding and Investment Plan (HSS 19-35) - included three years of planned commitments from the Ministry of Municipal Affairs and Housing (MMAH) for the two new programs - funded by the MMAH (\$629,600)
2. NBI HSS-640-2020-060 Haldimand-Norfolk Housing Corporation (HNHC) Asset Management Plan - a one-time request for the HNHC funded by the Social Housing Reserve (\$75,000)
3. Materials & Supplies increase of \$17,900 is driven by mileage requirements for staff within the CHPI program as well as the new rate
4. Transfer Payments/Grants decrease of \$1,390,300 is due to the completion of the Aspen Apartments build in Dunnville; offset by the new Indwell Housing Support amount for the former Norfolk Inn building
5. Interdepartmental Charges increase of \$62,400 is due to recovering the maximum amount of Ministry funding to offset administration costs, as well as other support services changes and the CAI mentioned above
6. Federal/Provincial Grants decrease of \$1,341,400 is driven by the completion of the Aspen Apartments build in Dunnville; offset by the new Indwell Housing Support amount for the former Norfolk Inn building
7. Interdepartmental Recoveries increase of \$39,700 consists of recovery of funding to offset administration expenditures
8. Other Revenues decrease of \$75,000 is from a one-time adjustment of the CMSM budgeted cost share

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Implementation of any regulatory or program changes that are announced as a result of the change in provincial government - identification and assessment of impacts on local service delivery
2. Waiting list for rent-gearred-to-income housing continues to grow with wait times up to 10 years for non-senior adults in the communities of Simcoe and Dunnville
3. Increasing complexity of need for support for those who are experiencing homelessness and housing instability
4. Planning for the future of existing community housing, including capital asset management and regeneration to meet community need

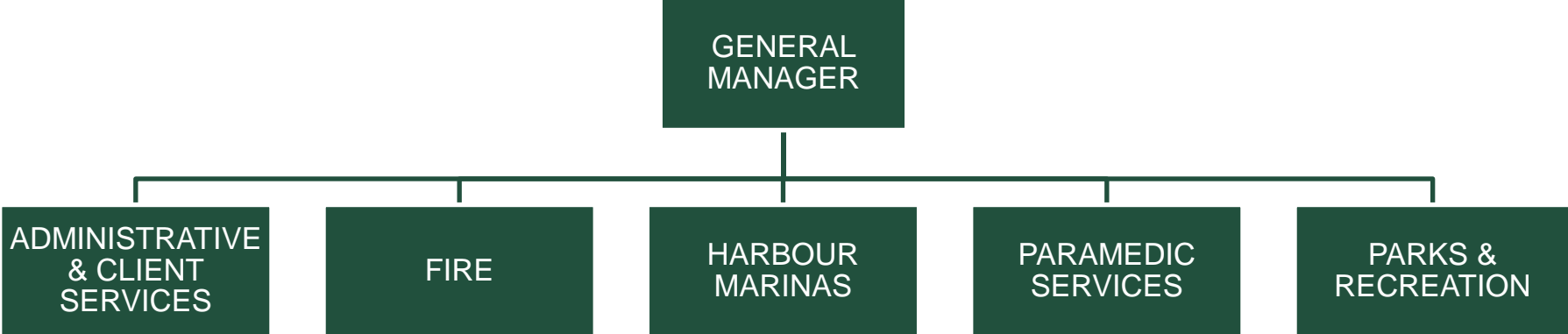


PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Housing Services

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	679,000	817,300	832,000	1.8	0	0	832,000	14,700	1.8
Materials & Supplies	29,000	29,300	47,200	61.1	0	0	47,200	17,900	61.1
Services	74,000	92,400	25,100	(72.8)	0	75,000	100,100	7,700	8.3
Transfer Payments/Grants	7,530,500	7,843,800	5,842,900	(25.5)	610,600	0	6,453,500	(1,390,300)	(17.7)
Interdepartmental Charges	209,700	212,400	255,800	20.4	19,000	0	274,800	62,400	29.4
Financial	3,900	500	400	(20.0)	0	0	400	(100)	(20.0)
Infrastructure Funding	0	0	0	0.0	0	0	0	0	0.0
Capital	6,100	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	8,532,200	8,995,700	7,003,400	(22.1)	629,600	75,000	7,708,000	(1,287,700)	(14.3)
REVENUES									
Federal/Provincial Grants	(4,875,300)	(5,197,300)	(3,226,300)	(37.9)	(629,600)	0	(3,855,900)	(1,341,400)	(25.8)
Transfer From Reserve & Reserve Funds	(177,400)	(177,400)	(88,000)	(50.4)	0	(75,000)	(163,000)	(14,400)	(8.1)
Interdepartmental Recoveries	(88,400)	(81,300)	(102,000)	25.5	(19,000)	0	(121,000)	39,700	48.8
Other Revenues	(75,100)	(75,000)	0	(100.0)	0	0	0	(75,000)	0.0
TOTAL REVENUES	(5,216,100)	(5,531,000)	(3,416,300)	(38.2)	(648,600)	(75,000)	(4,139,900)	(1,391,100)	(25.2)
NET LEVY REQUIREMENT	3,316,000	3,464,700	3,587,100	3.5	(19,000)	0	3,568,100	103,400	3.0
HALDIMAND SHARE	887,500	942,800	943,500	0.1	(6,100)	0	937,400	(5,400)	(0.6)
NORFOLK SHARE	2,428,500	2,521,900	2,643,600	4.8	(12,900)	0	2,630,700	108,800	4.3
STAFFING COMPLEMENT		8.49	8.49		0.00	0.00	8.49	0.00	

COMMUNITY SERVICES

COMMUNITY SERVICES DIVISION





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Community Services Administration	311,600	316,600	329,300	4.0	0	0	329,300	12,700	4.0
Administrative & Client Services									
Administrative & Client Services General Operations	568,200	622,100	637,000	2.4			637,000	14,900	2.4
Ride Norfolk	150,800	158,900	163,400	2.8			163,400	4,500	2.8
Total Administrative & Client Services	719,000	781,000	800,400	2.5			800,400	19,400	2.5
Parks & Recreation	8,037,200	8,129,900	8,790,600	8.1	0	96,000	8,886,600	756,700	9.3
Fire	6,822,500	6,817,600	7,687,600	12.8	0	0	7,687,600	870,000	12.8
Paramedic Services	4,909,100	4,725,800	5,329,500	12.8	41,600	610,400	5,981,500	1,255,700	26.6
Harbour Marinas	(210,600)	(238,600)	(112,000)	53.1	0	0	(112,000)	126,600	53.1
TOTAL	20,588,900	20,532,300	22,825,400	11.2	41,600	706,400	23,573,400	3,041,100	14.8



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
COMMUNITY SERVICES SUMMARY
DIVISION SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	17,416,900	17,300,900	18,162,300	5.0	0	671,200	18,833,500	1,532,600	8.9
Materials & Supplies	2,756,800	3,004,400	2,973,600	(1.0)	0	0	2,973,600	(30,800)	(1.0)
Services	2,906,200	2,779,700	3,137,200	12.9	41,600	180,000	3,358,800	579,100	20.8
Transfer Payments/Grants	59,600	51,200	51,500	0.6	0	0	51,500	300	0.6
Interdepartmental Charges	4,376,100	4,284,400	4,423,800	3.3	0	5,200	4,429,000	144,600	3.4
Financial	88,600	89,200	56,500	(36.7)	0	0	56,500	(32,700)	(36.7)
Infrastructure Funding	1,996,600	2,074,400	2,866,800	38.2	0	0	2,866,800	792,400	38.2
Capital	798,700	816,500	864,700	5.9	0	0	864,700	48,200	5.9
TOTAL EXPENDITURES	30,399,500	30,400,700	32,536,400	7.0	41,600	856,400	33,434,400	3,033,700	10.0
REVENUES									
Federal/Provincial Grants	(4,902,400)	(5,111,600)	(5,159,500)	0.9	0	(150,000)	(5,309,500)	197,900	3.9
Municipal Recoveries	(61,400)	(10,000)	(35,000)	250.0	0	0	(35,000)	25,000	250.0
Fees & Service Charges	(3,554,200)	(3,777,800)	(3,654,800)	(3.3)	0	0	(3,654,800)	(123,000)	(3.3)
Transfer From Reserve & Reserve Funds	(362,000)	(401,700)	(165,100)	(58.9)	0	0	(165,100)	(236,600)	(58.9)
Interdepartmental Recoveries	(287,700)	(284,500)	(302,400)	6.3	0	0	(302,400)	17,900	6.3
Other Revenues	(642,800)	(282,800)	(394,200)	39.4	0	0	(394,200)	111,400	39.4
TOTAL REVENUES	(9,810,600)	(9,868,400)	(9,711,000)	(1.6)	0	(150,000)	(9,861,000)	(7,400)	(0.1)
NET LEVY REQUIREMENT	20,588,800	20,532,300	22,825,400	11.2	41,600	706,400	23,573,400	3,041,100	14.8
STAFFING COMPLEMENT		191.96	198.49		0.00	5.18	203.67	11.71	

COMMUNITY SERVICES ADMINISTRATION

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Community Services Administration

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. To deliver & direct the division's management & overall operations
2. To provide long-range planning, development, financial management and leadership of division
3. To provide senior management level liaison to County Council, Senior Leadership Team and various Council appointed Boards & agencies
4. 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

1. Implemented changes to improve public safety at Friday the 13th events
2. Finalized Dock Street restoration project at the Port Rowan Harbour Marina
3. Completed 2 major grant application submissions related to the Investing in Canada Infrastructure Program (ICIP)

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continue the implementation of the Parks, Facilities & Recreation Master Plan
2. Review current land lease agreements/partnerships with Community Services Division
3. Continue with development and enhancement of the operations at the Port Dover & Port Rowan Marinas
4. Commence projects related to potential ICIP funding

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Increase in Salaries & Benefits of \$10,100 driven by economic & merit increases
2. Increase in Materials and Supplies of \$400 driven by expected meeting expenses and cell phone data usage
3. Increase in Services of \$3,100 driven primarily by costs associated with new service contracts for replacement printer/copier units and training and development increases
4. Decrease in Interdepartmental Charges of \$900 driven by reductions in allocations for office space rental costs and finance charges

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Recruitment and retaining staff due to attrition
2. Infrastructure funding for aging facilities (i.e. Community Centres/Halls, Seniors Centres, EMS Bases, Fire Halls)
3. Leaking gas well in County woodlot - to continue to work with Public Health MECP, MNR, University of Waterloo and Industry leaders in order to develop a strategy to control and treat the flow of hydrogen sulphide from the well
4. Decreasing volunteer and service club membership involvement



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Community Services Administration

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	249,100	252,400	262,500	4.0	0	0	262,500	10,100	4.0
Materials & Supplies	12,500	13,100	13,500	3.1	0	0	13,500	400	3.1
Services	8,700	9,800	12,900	31.6	0	0	12,900	3,100	31.6
Interdepartmental Charges	41,300	41,300	40,400	(2.2)	0	0	40,400	(900)	(2.2)
TOTAL EXPENDITURES	311,600	316,600	329,300	4.0	0	0	329,300	12,700	4.0
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	311,600	316,600	329,300	4.0	0	0	329,300	12,700	4.0
STAFFING COMPLEMENT		2.00	2.00		0.00	0.00	2.00	0.00	

ADMINISTRATIVE & CLIENT SERVICES GENERAL OPERATIONS

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Administrative & Client Services General Operations

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. To provide exceptional Customer Service to Community Services patrons at both the Culver Street & Simcoe Recreation Centre locations
2. To provide budgeting, budget monitoring, variance reporting, accounting & payroll functions, cash management, capital project management, contract/lease management, clerical/administration and other support functions for the Community Services Division as a whole and to oversee all administrative and client service functions of the Division including functionality & operations of all division specific software systems – facility booking, program registration, marina management and cemetery management
3. To provide efficient & effective transportation services through the Ride Norfolk program
4. To provide all linkages between the various departments of the division for corporate policy and processes
5. To provide administration and budget management for Policing Services – False Alarm program, Police Services Board & Community Policing
6. 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
7. 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	2017	2018	2019 as of Sept 30
# of P-card transactions reconciled/\$ value processed	4612 / \$ 1,383,848	5,755 / \$1,946,472	4647 / \$1,688,442
# of AP invoices processed	2,331	2,611	1,310
# of AR invoice requisitions submitted	310	293	218
# of payments/deposits processed at Culver Street	2,554 / 1,267	2,400 / 1,105	1,686 / 804

PRIOR YEAR ACHIEVEMENTS

1. Awarded new Recreation Management Software RFP to PerfectMind Software with implementation beginning in December 2019 and roll out and go live expected in spring of 2020
2. Launched Ride Norfolk Brantford Service and implemented improved schedules and routes for existing service
3. Created partnerships with minor sports organizations for concession operations in all Norfolk County arenas for the 2019/2020 season
4. Policy development of new Commemorative Bench & Tree program – for release in 2020
5. In conjunction with the Accessibility Committee, began research and development of income-based User Fee solution for Community programs/services and public transportation
6. Implemented new enhanced gift cards with electronic tracking system which represents a change from the traditional paper certificates and manual tracking process used previously
7. Continued implementation towards paperless office/filing systems – purchased 4 more desktop scanners in 2019 (4 more budgeted for 2020) – began implementation in 2018

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Administrative & Client Services General Operations

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Coordinate implementation of PerfectMind Recreation Management Software – targeted for Spring 2020
2. Implement online process for facility usage availability and bookings
3. Implement new Ice Allocation and Facility Booking Policies
4. Continue implementation of Customer Service Strategy for the Simcoe Recreation Centre and CSD as a whole
5. Conduct comprehensive review of all User Fees (except Marinas – completed in 2017) including income-based User Fee solutions
6. Implement new memorial/commemorative program for benches, trees, memorial gardens, etc.
7. Review and update policies and procedures for arena advertising programs
8. Implement a pilot project of an On-Demand Transit System to augment the current fixed-route system for Ride Norfolk
9. Develop and implement a more effective and efficient budget monitoring process for CSD management team

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits decrease of \$3,000, driven by reallocation of 0.10 FTE to Ride Norfolk area, offset by economic and merit increases
2. Materials and Supplies increase of \$10,100 driven by Memorial/Commemorative Program changes and expected costs to produce benches, plaques, etc. (costs completely offset by increased revenue); as well as minor increases for expected cost of supplies related to implementation of new Recreation Management System
3. Services increase of \$700 driven by an increase in training and development costs and removal of recoveries for InNorfolk Guide advertising as a result of program responsibility change to the Communications Department
4. Interdepartmental Charges increase of \$2,100 driven by allocation of finance charges
5. Capital increase of \$2,000 due to laptop replacement required for operation of visual displays at the Simcoe Recreation Centre
6. Fees and Service Charges decrease of \$3,500 driven by a decrease in Rink Board Program advertising revenue due to a continued decline of advertisers offset by an expected increase in Memorial/Commemorative Program revenue to coincide with increase in materials and supplies mentioned above (plan in place to review arena advertising program in 2020 for new opportunities)
7. Interdepartmental recoveries increase of \$16,500 and Other Revenues decrease of \$21,000 due to change in the accounting mechanism of administrative support recoveries for the marinas

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Lack of adequate Training & Development Budget
2. Limited staffing resources and time constraints including staffing turnover
3. User Fees - Cost Recovery methodology for provision of services can lead to customer service challenges



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Administrative & Client Services General Operations
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	557,500	637,800	634,800	(0.5)	0	0	634,800	(3,000)	(0.5)
Materials & Supplies	20,400	21,000	31,100	48.1	0	0	31,100	10,100	48.1
Services	31,400	32,900	33,600	2.1	0	0	33,600	700	2.1
Interdepartmental Charges	48,000	48,000	50,100	4.4	0	0	50,100	2,100	4.4
Financial	38,900	35,700	35,200	(1.4)	0	0	35,200	(500)	(1.4)
Capital	4,000	4,000	2,000	(50.0)	0	0	2,000	(2,000)	(50.0)
TOTAL EXPENDITURES	700,200	779,400	786,800	0.9	0	0	786,800	7,400	0.9
REVENUES									
Fees & Service Charges	(46,300)	(67,700)	(64,200)	(5.2)	0	0	(64,200)	(3,500)	(5.2)
Transfer From Reserve & Reserve Funds	(59,600)	(59,600)	(60,100)	0.8	0	0	(60,100)	500	0.8
Interdepartmental Recoveries	(5,500)	(5,500)	(22,000)	300.0	0	0	(22,000)	16,500	300.0
Other Revenues	(20,600)	(24,500)	(3,500)	(85.7)	0	0	(3,500)	(21,000)	(85.7)
TOTAL REVENUES	(132,000)	(157,300)	(149,800)	(4.8)	0	0	(149,800)	(7,500)	(4.8)
NET LEVY REQUIREMENT	568,200	622,100	637,000	2.4	0	0	637,000	14,900	2.4
STAFFING COMPLEMENT		7.58	7.48		0.00	0.00	7.48	(0.10)	

RIDE NORFOLK

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Ride Norfolk is dedicated to providing a reliable, affordable, and safe public transportation option for travelling within Norfolk County
2. 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
3. Ride Norfolk engages with the community in order to increase the financial viability of the service through effective and creative marketing and promotion

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 (up to Sept 30)
Annual Ridership (Daily Ridership) – both Weekday & SCS	8,570 (30.5/day)	7,309	6,740
Farebox Recovery Rate (Revenue from fare/Operating Expenses)	10%	10%	11%
South Coast Shuttle (SCS) Ridership* <i>*NOTE – operation was shortened in 2019 from 20 weeks to 14 weeks</i>	1,223 (31/day)	605 (15.2/day)	275 (9.8/day)

PRIOR YEAR ACHIEVEMENTS

1. Implemented service to Brantford 3 times per day on weekdays as a result of funding from the Community Transportation Grant
2. Implemented new routing, schedules and maps for weekday service
3. Launched Interactive GIS mapping of Ride Norfolk Bus Routes to Norfolk County website
4. Installed transit related infrastructure – 5 bus shelters, improved signage at all stops, and technology for bus times utilizing the funding received through the Public Transit Infrastructure Fund (PTIF) in 2017/2018
5. Implemented changes to routing for South Coast Shuttle and shortened extended service season
6. Created partnership with the Norfolk County Fair Board for promotion of both Ride Norfolk & the Norfolk County Fair - “Fare Special”
7. Created partnerships with neighboring municipalities to work towards more interconnectivity between municipal boundaries
8. Conducted various outreach opportunities with presentations at community organizations – ie. Fanshawe College, Cedar Crossing
9. Awarded new 2-year contract for Ride Norfolk Service provision

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Implement new farebox system and audio/visual next stop notifications
2. Continue with the installation of transit related infrastructure – benches to finalize the use of PTIF funding
3. Conduct survey for service provision and customer satisfaction as a requirement of the Community Transportation Grant
4. Increase ridership and revenue for all aspects of the Ride Norfolk Transportation services

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DEPARTMENT SUMMARY

5. Continue engagement with community members and agencies to improve coordination of transportation services offered throughout Norfolk County and surrounding municipalities
6. Restructure South Coast Shuttle Operations – propose On-Demand weekend service pilot project for summer months
7. Create and implement new advertising and sponsorship initiatives to increase revenue

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits increase of \$14,100 driven by economic and merit increases as well as reallocation of 0.10 FTE from Administrative and Client Services General Operations
2. Services increase of \$98,500 driven primarily by a new service contract and full year of Brantford Connection service costs, in addition to a planned technology investment which are partially offset by Community Transportation (CT) Grant funding
3. Capital decrease of \$20,000 due to Brantford Connection Technology Upgrade being moved to contracted services for 2020 to be funded by the CT Grant as outlined above
4. Federal/Provincial Grants increase of \$55,000 due to additional funding for CT Grant based on full year of Brantford service and expected expenditure increase outlined above
5. Transfer From Reserve and Reserve Funds increase of \$36,100 due to increase in expected Provincial Gas Tax funding
6. Other Revenues decrease of \$6,000 based on reduction of expected South Coast Shuttle Sponsorships

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Meeting AODA legislated requirements for provision of service
2. Service provision to a large geographic area and diverse population
3. Integrating services with outside agencies with diverse mandates and funding formulas
4. Balancing Gas Tax Funding and Municipal Contributions to sustain transportation services
5. Utilizing contractors for Service Provision versus County owned & operated



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Ride Norfolk

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	61,400	51,700	65,800	27.3	0	0	65,800	14,100	27.3
Materials & Supplies	5,700	5,500	5,700	3.6	0	0	5,700	200	3.6
Services	334,800	364,300	462,800	27.0	0	0	462,800	98,500	27.0
Interdepartmental Charges	800	800	800	0.0	0	0	800	0	0.0
Financial	0	0	0	0.0	0	0	0	0	0.0
Capital	0	20,000	0	(100.0)	0	0	0	(20,000)	(100.0)
TOTAL EXPENDITURES	402,700	442,300	535,100	21.0	0	0	535,100	92,800	21.0
REVENUES									
Federal/Provincial Grants	(143,500)	(165,000)	(220,000)	33.3	0	0	(220,000)	55,000	33.3
Fees & Service Charges	(33,000)	(33,500)	(36,700)	9.6	0	0	(36,700)	3,200	9.6
Transfer From Reserve & Reserve Funds	(68,900)	(68,900)	(105,000)	52.4	0	0	(105,000)	36,100	52.4
Other Revenues	(6,500)	(16,000)	(10,000)	(37.5)	0	0	(10,000)	(6,000)	(37.5)
TOTAL REVENUES	(251,900)	(283,400)	(371,700)	31.2	0	0	(371,700)	88,300	31.2
NET LEVY REQUIREMENT	150,800	158,900	163,400	2.8	0	0	163,400	4,500	2.8
STAFFING COMPLEMENT		0.80	0.90		0.00	0.00	0.90	0.10	

PARKS & RECREATION

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Parks & Recreation

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. To operate, maintain & develop a diverse inventory of Norfolk County recreation facilities, parkland, cemeteries, trails and forested lands
2. Develop and implement a wide range of low cost, inclusive programs for children, seniors and adults
3. To assist and work with community groups to encourage community initiatives and partnerships
4. 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
5. Provide the highest quality accessible & affordable recreational opportunities for as many citizens as possible with the resources available
6. To create an Active Living Plan that will identify partnerships, program requirements and other direction for future methods to encourage physical activity for residents

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
# of programming hours of recreation programs	17,225	17,715	13,951
# of Hunting Licenses sold (resident/non-resident)	256/189	201/211	29/18**
Average # of Trail users per day	265	275	300
Average # of Trail users per week	750	900	1000
Average # of Trail user per month	3000	3500	4000

***please note hunting season runs October to February –therefore, majority of licenses will not yet be sold as of Sept 30*

PRIOR YEAR ACHIEVEMENTS

1. Waterford Arena, condenser replacement
2. Waterford arena access door installation in partnership with Waterford Minor Hockey
3. Oakwood Cemetery - 3 new Columbarium's installed
4. Waterford Arena front entrance replacement – construction and installation of vestibule with sliding doors
5. Replacement of the Port Dover electric ice resurfacer
6. Norfolk County, through transfer of ownership, took control of Silver Hill Cemetery and Courtland Baptist Cemetery
7. Completed Ash Tree Removal project. Started in 2015, estimated 5,226 ash trees removed from County parks, cemeteries, trails & roadsides
8. Expanded approved trail network in Pinegrove area from 7.18 kms in one County woodlot to 23.51 kms across different County woodlots
9. Simcoe Kinsmen Park accessibility project - With the assistance of grants, we were able to install rubberized surfacing to promote inclusive play at this major park in Simcoe
10. Removed the tall wooden perimeter fence at the Delhi Kinsmen Splash pad to make it more open and inviting to users. Attendance and use has increased substantially since the change

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Parks & Recreation

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Implementation of Public Tree By-law
2. Development of Concussion Policy, Tree Maintenance Policy, Trail Maintenance Policy, Fire Management Plan for County Woodlots, and Invasive Species Management Plan for County Woodlots
3. Implementation of “Zone” maintenance program for main urban centres of Norfolk County (Simcoe, Waterford, Port Dover, Delhi, Port Rowan)
4. Construct additional dressing rooms in Port Dover Arena, Langton Arena, Delhi Arena and Waterford Arena
5. Increase programming in underserved areas of Norfolk County
6. By-Law amendments and signage upgrades for Oakwood Cemetery
7. Creation of a Cemeteries Masterplan and trails Masterplan review
8. WinDel Park field house/washroom renovation
9. Sports Field light tower replacements
10. Ice Rink floor & dasher board replacement
11. Replacement of Ice Resurfacer with Electric Unit - Port Dover Arena
12. Complete the Langton Community Centre washroom renovations. This project will bring a much needed rejuvenation to the washroom facilities at this building, including a redesigned universal washroom
13. Complete the Port Rowan pavilion project; this is the next phase of a new premier park which currently features a walking trail, a skateboard park and a beach volleyball court

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI CSD-730-2020-059 Community Tree Maintenance Program request of \$30,000 to address the increased demand and need for responsible management of Norfolk County owned trees
2. NBI CSD-730-2020-065 Cemeteries and Simcoe Panorama Seasonal TFT request for \$66,000 for one additional Seasonal TFT (0.57 FTE) Cemeteries Maintenance staff member to help maintain service levels due to the acquisition of additional active cemeteries requiring ongoing maintenance, and one additional Seasonal TFT (0.23 FTE) Simcoe Panorama Setup Staff member to assist with the installation of Panorama lights and displays
3. Salaries and Benefits increase of \$461,100 is driven by CSD-730-2020-065 NBI for Cemeteries and Simcoe Panorama Seasonal FTE in addition to economic and merit increases, adjustments to position pay rates, and additional staffing hours based on the collective agreement language and requirement for more hours
4. Materials & Supplies decrease of \$15,700 is driven by a decrease in hydro costs across various facilities which was partially offset by one time cost increases of: chair and table replacement in various facilities and tree buffer planting at Oakwood Cemetery
5. Services increase of \$208,100 is due to 2020 studies of Bi-Annual Pedestrian Structure Inspections, Master Plan – Wellington Park, 10-year Refrigeration Plan and Delhi Erosion study requirements; as well as one time maintenance costs at various facilities

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Parks & Recreation

DEPARTMENT SUMMARY

6. Financial decrease of \$33,200 driven by removal of budget for Transfer to Trust Fund activity for Cemeteries related to perpetual care portion of real estate/land sales, interments, monuments and markers as this activity is recognized in the trust (previously removed during year-end process)
7. Infrastructure Funding increase of \$77,600 due to debt principal and interest payments related to various capital projects including Delhi Arena Dressing Room, Port Rowan Picnic Pavilion, and Ash Tree Removal
8. Capital decrease of \$46,300 driven by a net reduction in Operating Capital and Capital Fund contributions
9. Fees & Service Charges decrease of \$121,300 driven by:
 - a. A reduction in expected Ice Rental Fee Revenue across all Arenas based on historical averages
 - b. Removal of revenue budgets in Cemeteries related to the perpetual care portion of real estate/land sales, interments, monuments and markers as this activity is recognized in the trust (previously removed during year-end process)
10. Other Revenues Increase of \$24,900 driven primarily by additional grant funding expected for various swim programs

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Ability to meet individual needs with regards to accessibility with current resources and infrastructure
2. Reacting and adjusting to the new extreme and radical weather conditions due to climate changes
3. Viewing operations with a new “green/sustainable” perspective



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Parks & Recreation

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,400,900	5,284,300	5,679,400	7.5	0	66,000	5,745,400	461,100	8.7
Materials & Supplies	1,644,800	1,851,000	1,835,300	(0.8)	0	0	1,835,300	(15,700)	(0.8)
Services	1,512,700	1,574,500	1,752,600	11.3	0	30,000	1,782,600	208,100	13.2
Transfer Payments/Grants	59,600	51,200	51,500	0.6	0	0	51,500	300	0.6
Interdepartmental Charges	1,159,700	1,175,700	1,185,700	0.9	0	0	1,185,700	10,000	0.9
Financial	1,400	34,500	1,300	(96.2)	0	0	1,300	(33,200)	(96.2)
Infrastructure Funding	417,700	403,100	480,700	19.3	0	0	480,700	77,600	19.3
Capital	510,300	512,600	466,300	(9.0)	0	0	466,300	(46,300)	(9.0)
TOTAL EXPENDITURES	10,707,100	10,886,900	11,452,800	5.2	0	96,000	11,548,800	661,900	6.1
REVENUES									
Federal/Provincial Grants	(42,700)	(53,400)	(53,400)	0.0	0	0	(53,400)	0	0.0
Fees & Service Charges	(2,120,700)	(2,260,700)	(2,139,400)	(5.4)	0	0	(2,139,400)	(121,300)	(5.4)
Transfer From Reserve & Reserve Funds	(8,500)	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	(272,200)	(269,000)	(270,600)	0.6	0	0	(270,600)	1,600	0.6
Other Revenues	(225,900)	(173,900)	(198,800)	14.3	0	0	(198,800)	24,900	14.3
TOTAL REVENUES	(2,669,900)	(2,757,000)	(2,662,200)	(3.4)	0	0	(2,662,200)	(94,800)	(3.4)
NET LEVY REQUIREMENT	8,037,200	8,129,900	8,790,600	8.1	0	96,000	8,886,600	756,700	9.3
STAFFING COMPLEMENT		75.92	80.90		0.00	0.80	81.70	5.78	

FIRE

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Fire

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Public safety and emergency preparedness education
2. Fire Code enforcement
3. Fire protection and rescue services
4. Training and development of 254 volunteer firefighters

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Total # of Incidents / Emergency Responses (calls)	962	1012	654
Average response time (in minutes)	12.17	12.12	11.50
Smoke Alarm / Carbon Monoxide Alarm Campaign (annual visits)	517	512	282
# of Volunteers Firefighter Recruited	23	16	-
Total # of Volunteer Firefighter Training Hours	13,413	14,954	13,355

PRIOR YEAR ACHIEVEMENTS

1. Office of the Fire Marshal (OFM)/Emergency Management yearly compliance
2. Completion of OFM mandated inspections of long-term care homes, retirement homes and homes for occupants with special needs
3. Business licensing inspections and AGCO inspections
4. 16 firefighters trained to NFPA Firefighter Level 1, 8 firefighters trained to Fire Instructor 1 and 10 firefighters trained to Fire Officer 1
5. 12 firefighters NFPA 1002 Pump Ops certified
6. 1 Promotion within the volunteer ranks to district chief and 1 promotion within the volunteer ranks to deputy district chief
7. Digitized property files
8. Successful management of significant special events

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Mental health awareness program and development of an achievable firefighter wellness program
2. Increasing the scope of occupational specific carcinogen reduction program
3. Review standard operating guidelines
4. Standardizing firefighter equipment and apparatus
5. Evaluating recruitment and retention program
6. Rescue 2 tender
7. Tanker shuttle certification – Station 1 and Station 2

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Fire

DEPARTMENT SUMMARY

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI CSD-710-2020-061 EMS and Fire Optimization Study – Operational study of emergency services in Norfolk County – Zero Net Levy impact due to pending funding from MMP Grant Program – will only proceed if funding received
2. Salaries and Benefits increase of \$124,700 driven by merit, economic, and call volume increases as well as job evaluation
3. Services increase of \$100,300 driven by NBI CSD-710-2020-061 EMS and Fire Optimization Study in addition to SCBA, API monitoring, and winter control cost increases across all stations
4. Interdepartmental Charges increase of 98,500 driven by:
 - a. Increase of \$11,500 to Insurance Administration Charges based on calculated charge out
 - b. Increase of \$15,300 to HR Charges based on 2020 full review
 - c. Increase of \$69,800 to Water Supply for Fire Protection based on Option 1 of 2020 approved rate budget
5. Infrastructure Funding increase of \$329,700 driven primarily by annual calculation for amortization as well as increase to debt principal for proposed Delhi Standpipe Fire Pump
6. Capital increase of \$78,000 driven by Washer Extractors and Dryers capital project scheduled for 2020
7. Federal/Provincial Grants increase of \$75,000 due to pending MMP funding related to NBI CSD-710-2020-061 EMS and Fire Optimization Study
8. Transfers From Reserve & Reserve Funds decrease of \$219,000 driven by end of Phase-In Cost of Fire Protection
9. Other Revenues increase of \$6,300 driven primarily by expected increase in external recoveries for emergency responses

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Gas well (Hydrogen Sulfide) monitoring and training
2. Firefighter certification
3. Volunteer firefighter commitment to fire protection
4. Fire service delivery review
5. Officer development training
6. Business licensing inspections
7. Master fire plan review
8. Emergency preparedness plans for flooding and other significant large scale emergencies
9. Begin development of legislated Community Risk Assessment
10. Continuing to meet expectations of the public while maintaining our volunteer firefighter model
11. Meeting expanding community needs through training enhancements



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Fire

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	2,207,400	2,264,900	2,389,600	5.5	0	0	2,389,600	124,700	5.5
Materials & Supplies	416,200	405,900	405,800	0.0	0	0	405,800	(100)	0.0
Services	767,400	581,100	606,400	4.4	0	75,000	681,400	100,300	17.3
Interdepartmental Charges	2,598,100	2,485,000	2,583,500	4.0	0	0	2,583,500	98,500	4.0
Financial	500	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	1,097,000	1,145,700	1,475,400	28.8	0	0	1,475,400	329,700	28.8
Capital	226,700	215,500	293,500	36.2	0	0	293,500	78,000	36.2
TOTAL EXPENDITURES	7,313,300	7,098,100	7,754,200	9.2	0	75,000	7,829,200	731,100	10.3
REVENUES									
Federal/Provincial Grants	0	0	0	0.0	0	(75,000)	(75,000)	75,000	100.0
Fees & Service Charges	(33,000)	(35,800)	(34,800)	(2.8)	0	0	(34,800)	(1,000)	(2.8)
Transfer From Reserve & Reserve Funds	(219,000)	(219,000)	0	(100.0)	0	0	0	(219,000)	(100.0)
Interdepartmental Recoveries	(10,000)	(10,000)	(9,800)	(2.0)	0	0	(9,800)	(200)	(2.0)
Other Revenues	(228,900)	(15,700)	(22,000)	40.1	0	0	(22,000)	6,300	40.1
TOTAL REVENUES	(490,800)	(280,500)	(66,600)	(76.3)	0	(75,000)	(141,600)	(138,900)	(49.5)
NET LEVY REQUIREMENT	6,822,500	6,817,600	7,687,600	12.8	0	0	7,687,600	870,000	12.8
STAFFING COMPLEMENT		33.67	33.67		0.00	0.00	33.67	0.00	

PARAMEDIC SERVICES

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Paramedic Services

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Norfolk County Paramedic Services is committed to professionally serving the residents and visitors of Norfolk County with compassion, integrity and advocacy. This is accomplished through timely response to emergencies, medical care based on clinical excellence and community service programs to preserve life, improve health and promote safety.
2. The provision of effective, timely and seamless emergency response as directed by the Central Ambulance Communication Centre (CACC) to all legislative standards from the Ministry of Health and Long Term Care
3. To promote wellness and healthy lifestyles, through health surveillance, public education and injury prevention initiatives
4. To work with fellow medical professionals, allied agencies and community health care providers in furthering pre-hospital emergency medical care and improving health care provision and system navigation in Norfolk County
5. Enhanced services for vulnerable patients through Community Paramedicine Program including referrals, clinics, home visits and remote patient monitoring

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
EMS Department - General			
Total annual call volume	15,080	15,637	11,677
# of Emergency calls for service (Code 3,4,8)	14,095	14,746	11,129
# of Patient Transfers (includes all priorities)	2,066	1,331	823
Community Paramedicine Project			
# of Wellness Clinics in social housing complexes	60	60	45
# of patients seen in Wellness Clinics	196	220	177
# of Home Visits	402	425	298
# of referrals by Paramedics to Community Resources (CREMS) (total/referred to other agencies)	605/188	394/248	367/155

PRIOR YEAR ACHIEVEMENTS

1. Continued Implementation of new stretchers and load systems to protect the health and safety of patients and Paramedics
2. Enhancement of the Community Paramedicine Program, including addition of flu shot administration to program participants, home visits, growth of remote patient monitoring programming and maintenance of community wellness clinics
3. Governor General Exemplary Service Medal presented to Paramedic Samantha Pacheco
4. Community relations presence, with food drive, parades, school and community presentations and Norfolk County Fair Booth
5. Change to iMedic ACR program for improved data collection and strategic planning

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Paramedic Services

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continued development of strategic plan for the future of Norfolk County Paramedic Services
2. Ongoing evaluation and enhancement of Community Paramedicine Program
3. Future Paramedic Services Headquarters with improved storage, training, administration offices and garage facilities
4. Ongoing medical education and skills training to ensure highest quality of care delivered to all patients

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI CSD-750-2020-056 for \$610,400 – Additional Paramedic staffing required to meet increased call volume and improve response to emergency calls. Includes 4.38 FTE increase in 2020 and estimated cost to run additional ambulance for requested increase
2. NBI CSD-710-2020-061 – EMS/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 – Zero Net Levy impact due to pending funding from MMP Grant – Will only proceed if funding received
3. CAI CSD-750-2020-062 for \$41,600 – Paramedic Technology solution for Paramedic hardware, software, support, integration and analytics
4. Salaries and Benefits increase of \$935,000 driven by Additional Paramedic staffing NBI listed above, economic and merit increases, in addition to an increase in relief hours based on paramedic service tenure and historical statistics
5. Materials and Supplies decrease of \$20,800 driven by reversal of one-time items offset partially by increases in operating and seasonal maintenance supplies
6. Services increase of \$163,200 driven primarily by the Paramedic Technology CAI and EMS/Fire Study NBI listed above in addition to increasing cross-border services expenses
7. Interdepartmental Charges increase of \$10,800 driven by computer replacement costs and increased fleet repair costs
8. Infrastructure Funding increase of \$295,700 driven mainly by annual amortization calculation
9. Capital increase of \$26,000 driven primarily by increase in Stretcher Replacement Program
10. Federal/Provincial Grants increase of \$67,900 driven by a combination of the addition of pending MMP funding related to CSD-710-2020-061 EMS/Fire Optimization Study, an increase to Land Ambulance Grant funding, offset partially by a decrease from the reallocation of Community Paramedicine Grant funding to Other Revenues (funded by Alzheimer Society of Brant, Haldimand Norfolk, Hamilton Halton, not Ministry of Health)
11. Municipal Recoveries increase of \$25,000 driven by an increase in Cross-Border Services Billing based on historical actuals
12. Transfer From Reserve & Reserve Funds decrease of \$46,800 is as a result of the accommodated position requirements not needed for the current year
13. Other Revenues increase of \$107,900 driven primarily by Community Paramedicine Grant being moved from Federal/Provincial Grants to Other Revenues

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Paramedic Services

DEPARTMENT SUMMARY

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Aging population growth in Norfolk County continues to increase demand for services, both emergency-based and non-emergency care
2. Specialized care and centralization of services leading to increased transfers of patients to tertiary care centres, increasing time on task and increasing service response times
3. Steadily increasing call volume and offload delays while out-of-County continue to impact response time and service provision
4. Severe office, garage and storage deficiencies at Simcoe headquarters for current Leadership Team and Paramedics
5. Increasing cost of equipment (new standards enforced by Ministry, industry best practices, equipment and supplies)



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Paramedic Services

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	8,545,300	8,444,000	8,773,800	3.9	0	605,200	9,379,000	935,000	11.1
Materials & Supplies	325,500	351,800	331,000	(5.9)	0	0	331,000	(20,800)	(5.9)
Services	144,800	121,800	168,400	38.3	41,600	75,000	285,000	163,200	134.0
Interdepartmental Charges	454,900	459,300	464,900	1.2	0	5,200	470,100	10,800	2.4
Financial	26,600	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	304,900	304,900	600,600	97.0	0	0	600,600	295,700	97.0
Capital	37,000	37,000	63,000	70.3	0	0	63,000	26,000	70.3
TOTAL EXPENDITURES	9,839,000	9,718,800	10,401,700	7.0	41,600	685,400	11,128,700	1,409,900	14.5
REVENUES									
Federal/Provincial Grants	(4,716,200)	(4,893,200)	(4,886,100)	(0.1)	0	(75,000)	(4,961,100)	67,900	1.4
Municipal Recoveries	(61,400)	(10,000)	(35,000)	250.0	0	0	(35,000)	25,000	250.0
Fees & Service Charges	(500)	(1,700)	(1,900)	11.8	0	0	(1,900)	200	11.8
Transfer From Reserve & Reserve Funds	0	(46,800)	0	(100.0)	0	0	0	(46,800)	(100.0)
Other Revenues	(151,600)	(41,300)	(149,200)	261.3	0	0	(149,200)	107,900	261.3
TOTAL REVENUES	(4,929,800)	(4,993,000)	(5,072,200)	1.6	0	(75,000)	(5,147,200)	154,200	3.1
NET LEVY REQUIREMENT	4,909,100	4,725,800	5,329,500	12.8	41,600	610,400	5,981,500	1,255,700	26.6
STAFFING COMPLEMENT		66.37	67.94		0.00	4.38	72.32	5.95	

HARBOUR MARINAS

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Harbour Marinas

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Port Dover Harbour Marina (PDHM) - Provision of seasonal dockage (466) - 381 fully serviced docks with hydro & water, 74 non-serviced docks (no hydro & water), and 11 transient docks that are fully serviced; Storage capabilities on site for off-season storage
2. Port Rowan Harbour Marina (PRHM) - Provision of seasonal dockage (38) - 28 with hydro on East side (recreational area) & 10 with hydro on West side (commercial area & break wall) and water lot license agreements for 35 boathouses; limited off-season storage
3. To provide a public launching ramp (PDHM & PRHM); ability to purchase marine fuel, oil & ice (PDHM); provide pump out capability (PDHM)
4. To provide a safe and secure environment and well-being to all sail and powerboat customers
5. To work with other businesses within Norfolk County to help promote the area and bring new visitors into Norfolk County
6. To provide blue access to the public for recreational purposes & to protect aquatic life and waterways for future generations use

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019
PDHM - Percentage of Usage of <u>Permanent</u> Slip Per Season (Apr 15 -Oct 15)	94%	92%	97%
PRHM - Percentage of Usage of <u>Permanent</u> Slip Per Season (May 1 -Oct 15) – East Slips (<u>Recreational Area</u>)	89%	96%	99%
PRHM - Percentage of Usage of <u>Permanent</u> Slip Per Season (May 1 -Oct 15) – West Slips (<u>Commercial Area</u>)	90%	100%	100%
PDHM - Percentage of Usage of <u>Transient</u> Slip Per Season (Apr 15 – Oct 15)	43%	45%	50%

PRIOR YEAR ACHIEVEMENTS

1. Began AODA Washroom Upgrades (PDHM) – to be completed in Spring 2020 & continued resurfacing roadways in the marina (PDHM)
2. Replaced one sewer pump with a shredding pump (PDHM) & refurbished pump out machine and system (PDHM)
3. Continued beautification of marina - new benches, garbage cans & recycle containers for more coordinated park-like style (PDHM & PRHM)
4. Completed third season of aquatic weed removal by using a herbicide application which worked very well (PDHM & PRHM)
5. Completed third season of goose control with removal and fencing which has controlled the geese very well (PDHM)
6. Completed upgrades to the pavilion adding more deck space and new patio furniture (PDHM)
7. Increased available area for winter storage (PDHM & PRHM)
8. Completed Dock Street restoration with a new retaining wall and paving (PRHM)
9. Installed various safety features in both marinas – specifically; 6 life rings and stands with floating line, 4 safety ladders on docks & pier, and 6 fire extinguishers (PRHM); Purchased 2 AED's including box and extra battery for each unit and installed 10 portable speed bumps to help control speed and safety of pedestrians (PDHM)
10. Purchased 4 new dock carts to aid patrons with moving belongs from parking areas to boats (PDHM)
11. Continued overhaul of various docks (PDHM)

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Harbour Marinas

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Develop and implement plans for new transient/day use/boat ramp in the old commercial dock area (PDHM)
2. Review current policies, procedures and contracts (PDHM & PRHM), as well as longer term water lot licenses for boathouses (PRHM)
3. Continue beautification of marina, including new ways to improve customer service/satisfaction and safety (PDHM & PRHM)
4. Continue working to develop policies and procedures with Ontario Boating Association (PDHM & PRHM)
5. Investigate alternate revenue sources including provision of water accommodations to help increase tourism opportunities (PDHM & PRHM)

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits decrease of \$9,400 driven by staff turnover, offset by economic and merit increases
2. Materials and Supplies decrease of \$4,900 driven primarily by the removal of one time purchases in 2019 for the installation of various safety equipment (life rings, dock ladders, extinguishers, speed bumps) and dock carts; offset slightly by an increase in fuel purchases for resale
3. Services increase of \$5,200 driven primarily by increase in M/R Services – Equipment (PDHM) based on average costs in 2019/2018 and one time increase for the removal of armor stone (PRHM)
4. Interdepartmental Charges increase of \$24,100 driven by addition of \$16,500 charge for administrative support (PDHM) from Community Services Administrative and Client Services area (previously completed but not identified as an interdepartmental charge) and \$4,700 combined increases in HR (PRHM) and Insurance charges
5. Infrastructure Funding increase of \$89,400 due to debt principal and interest payments to fund PDHM Wastewater System project and PRHM Retaining Walls project
6. Levy Funded Capital increase of \$12,500 driven primarily by PRHM West Wall Walkway project
7. Transfer from Reserve and Reserve Funds decrease of \$7,400 due to removal of prior year transfer to fund one-time operating capital items for recycling station and benches

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Demand for bigger slips for bigger boats (with current conditions PDHM cannot offer services to 50 foot plus boats)
2. Ongoing technical issues with computer connections due to location
3. High aquatic growth
4. Aging customer base and trying to make the marina AODA compliant (more accessible for patrons)
5. High water levels and severe storms causing damage
6. Lack of staff resources
7. Lack of opportunity to expand revenues to help offset increased operating costs



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Harbour Marinas
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	395,500	365,800	356,400	(2.6)	0	0	356,400	(9,400)	(2.6)
Materials & Supplies	331,600	356,100	351,200	(1.4)	0	0	351,200	(4,900)	(1.4)
Services	106,200	95,300	100,500	5.5	0	0	100,500	5,200	5.5
Interdepartmental Charges	73,300	74,300	98,400	32.4	0	0	98,400	24,100	32.4
Financial	21,200	19,000	20,000	5.3	0	0	20,000	1,000	5.3
Infrastructure Funding	177,000	220,700	310,100	40.5	0	0	310,100	89,400	40.5
Capital	20,700	27,400	39,900	45.6	0	0	39,900	12,500	45.6
TOTAL EXPENDITURES	1,125,600	1,158,600	1,276,500	10.2	0	0	1,276,500	117,900	10.2
REVENUES									
Fees & Service Charges	(1,320,800)	(1,378,400)	(1,377,800)	0.0	0	0	(1,377,800)	(600)	0.0
Transfer From Reserve & Reserve Funds	(6,000)	(7,400)	0	(100.0)	0	0	0	(7,400)	(100.0)
Other Revenues	(9,300)	(11,400)	(10,700)	(6.1)	0	0	(10,700)	(700)	(6.1)
TOTAL REVENUES	(1,336,100)	(1,397,200)	(1,388,500)	(0.6)	0	0	(1,388,500)	(8,700)	(0.6)
NET LEVY REQUIREMENT	(210,600)	(238,600)	(112,000)	53.1	0	0	(112,000)	126,600	53.1
STAFFING COMPLEMENT		5.62	5.60		0.00	0.00	5.60	(0.02)	

DEVELOPMENT & CULTURAL SERVICES

DEVELOPMENT & CULTURAL SERVICES DIVISION





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
DEVELOPMENT & CULTURAL SERVICES SUMMARY
DIVISION NET LEVY REQUIREMENT

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Development & Cultural Services Administration	574,000	559,800	511,600	(8.6)	0	0	511,600	(48,200)	(8.6)
Planning	895,200	1,143,900	1,092,200	(4.5)	0	0	1,092,200	(51,700)	(4.5)
Development Engineering	440,000	478,800	506,100	5.7	0	0	506,100	27,300	5.7
Building	0	0	0	0.0	0	0	0	0	0.0
By-Law Enforcement	814,700	861,900	1,070,200	24.2	0	0	1,070,200	208,300	24.2
Tourism & Economic Development	789,900	935,600	1,017,700	8.8	0	0	1,017,700	82,100	8.8
Heritage & Culture	1,451,200	1,561,500	1,584,500	1.5	0	0	1,584,500	23,000	1.5
TOTAL	4,965,100	5,541,500	5,782,300	4.3	0	0	5,782,300	240,800	4.3



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
DEVELOPMENT & CULTURAL SERVICES SUMMARY
DIVISION SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	5,010,700	5,516,100	5,568,500	0.9	0	0	5,568,500	52,400	0.9
Materials & Supplies	434,000	454,900	476,000	4.6	0	0	476,000	21,100	4.6
Services	1,178,100	1,714,000	1,296,100	(24.4)	0	175,000	1,471,100	(242,900)	(14.2)
Transfer Payments/Grants	122,000	120,000	159,500	32.9	0	0	159,500	39,500	32.9
Interdepartmental Charges	1,050,700	1,055,900	1,040,600	(1.4)	0	0	1,040,600	(15,300)	(1.4)
Financial	9,200	8,900	9,100	2.2	0	0	9,100	200	2.2
Infrastructure Funding	1,335,500	1,031,000	206,700	(80.0)	0	0	206,700	(824,300)	(80.0)
Capital	48,300	73,900	165,300	123.7	0	0	165,300	91,400	123.7
TOTAL EXPENDITURES	9,188,300	9,974,700	8,921,800	(10.6)	0	175,000	9,096,800	(877,900)	(8.8)
REVENUES									
Federal/Provincial Grants	(275,300)	(268,100)	(52,100)	(80.6)	0	0	(52,100)	(216,000)	(80.6)
Fees & Service Charges	(2,859,700)	(2,584,000)	(2,410,200)	(6.7)	0	0	(2,410,200)	(173,800)	(6.7)
Transfer From Reserve & Reserve Funds	(800,600)	(1,249,800)	(329,300)	(73.7)	0	(175,000)	(504,300)	(745,500)	(59.6)
Interdepartmental Recoveries	(101,800)	(101,800)	(103,700)	1.9	0	0	(103,700)	1,900	1.9
Other Revenues	(185,900)	(229,500)	(244,200)	6.4	0	0	(244,200)	14,700	6.4
TOTAL REVENUES	(4,223,300)	(4,433,200)	(3,139,500)	(29.2)	0	(175,000)	(3,314,500)	(1,118,700)	(25.2)
NET LEVY REQUIREMENT	4,965,100	5,541,500	5,782,300	4.3	0	0	5,782,300	240,800	4.3
STAFFING COMPLEMENT		60.83	59.83		0.00	0.00	59.83	(1.00)	

DEVELOPMENT & CULTURAL SERVICES ADMINISTRATION

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Development & Cultural Services Administration

DIVISION SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. To provide support and management services to the Development & Cultural Services team
2. To advise Council on all matters relating to Planning, Development Engineering, Building, Tourism & Economic Development and Heritage & Culture
3. To liaise with the Norfolk County community on matters relating to Divisional areas of responsibility
4. To establish and oversee budgets and divisional policy development; and
5. To continually identify opportunities and processes which enhance Customer Service across the Corporation and Community

PRIOR YEAR ACHIEVEMENTS

1. Approval and Implementation of Official Plan in 2018-2019
2. Implementation of revised Community Improvement Incentives to enhance oversight and streamline process
3. Hastings Drive Zoning Implementation
4. Establishment of Heritage and Culture Advisory Committee
5. High number of processed Development Applications and Building Permits
6. Zoning By-Law Appeals Complete
7. Completed Economic Development Strategy Review

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Refine our Client Services strategy to respond to increased development activity
2. Continuation of Urban Renewal Partnership (Downtown Revitalization)
3. Continued emphasis of Customer Service standards across the Division
4. Review of By-Laws

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits increase of \$33,200 due to economic and merit increases as well as a reallocation of 0.40 FTE
2. Materials and Supplies increase of \$8,100 due to reallocation of departments Office Supplies to Administration budget
3. Services reduced as a result of the Urban Renewal Partnership grant program completed in 2019, expenses for Consulting Services \$10,000 and Contracted Services \$120,000 removed for the 2020 budget
4. Revenue reduced as a result of the Urban Renewal Partnership carry forward grant for \$41,300 removed in 2020 as program complete

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Aligning all Departmental resources to serve our Clients needs in an era of continued development growth
2. Maintaining the ability to comply with legislated response times
3. Implementation of an enhanced Customer Service Strategy

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Development & Cultural Services Administration

DIVISION SUMMARY

4. Focus on Economic Development and Small Business Development/Downtown Revitalization
5. Low inventory of shovel-ready industrial land
6. Competing priorities in Economic Development Strategy (e.g. Manufacturing, Agriculture, Tourism, Small Business, etc.)
7. Declining Volunteer Base



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Development & Cultural Services Administration
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	166,500	188,900	222,100	17.6	0	0	222,100	33,200	17.6
Materials & Supplies	20,100	13,500	21,600	60.0	0	0	21,600	8,100	60.0
Services	193,500	175,500	44,100	(74.9)	0	0	44,100	(131,400)	(74.9)
Transfer Payments/Grants	18,900	0	0	0.0	0	0	0	0	0.0
Interdepartmental Charges	147,200	147,200	147,800	0.4	0	0	147,800	600	0.4
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	73,500	73,500	73,500	0.0	0	0	73,500	0	0.0
Capital	2,500	2,500	2,500	0.0	0	0	2,500	0	0.0
TOTAL EXPENDITURES	622,200	601,100	511,600	(14.9)	0	0	511,600	(89,500)	(14.9)
REVENUES									
Federal/Provincial Grants	(47,900)	(41,300)	0	(100.0)	0	0	0	(41,300)	(100.0)
Fees & Service Charges	0	0	0	0.0	0	0	0	0	0.0
Interdepartmental Recoveries	0	0	0	0.0	0	0	0	0	0.0
Other Revenues	(300)	0	0	0.0	0	0	0	0	0.0
TOTAL REVENUES	(48,200)	(41,300)	0	(100.0)	0	0	0	(41,300)	(100.0)
NET LEVY REQUIREMENT	574,000	559,800	511,600	(8.6)	0	0	511,600	(48,200)	(8.6)
STAFFING COMPLEMENT		1.40	1.80		0.00	0.00	1.80	0.40	

PLANNING

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Planning

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Preparation and maintenance of long range planning policy studies, documents and strategies
2. To provide effective development planning implementation and administration; evaluate and process of planning applications including: consents, minor variance, official plan and zoning by-law amendments, site plan approval and condominium/ subdivision applications
3. Administration of the Norfolk Environmental Advisory Committee and Planning Advisory Committee
4. Provide Planning resources to Tourism & Economic Development Advisory Board, AAB and the Heritage and Culture Committee
5. Create, acquire, maintain, coordinate, catalogue and distribute GIS data and mapping within the Planning Department
6. Develop systems and applications to allow effective sharing and distribution of GIS data within the County structure
7. Coordinate GIS projects, data creation, data acquisition and data standards and provide GIS support within the County structure
8. Provide the public and GIS community access to the County's GIS data through data agreements, open data and internet web mapping applications

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Nov 14
Complete mapping for Planning Applications within specified deadlines	100% processed within specified deadlines	100% processed within specified deadlines	100% processed within specified deadlines
Respond to request for information within 24 hours	90% processed within 24 hours	90% processed within 24 hours	90% processed within 24 hours
Respond to basic mapping requests within 48 hours	90% processed within 48 hours	90% processed within 48 hours	90% processed within 48 hours
Respond to GIS support calls within 24 hours	95% of GIS support calls handled within 24 hours	95% of GIS support calls handled within 24 hours	95% of GIS support calls handled within 24 hours
# of Official Plan & Zoning Bylaw Amendments Processed	91	80	
# of Official Plan Amendments Processed			21
# of Zoning By-Law Amendments Processed			68
# of Consent Applications	90	83	82
# of Minor Variance Applications			71
# of Site Plan Applications	31	54	17
# of Site Plan Waivers			29
# of Subdivisions and Condominiums			4
# of Deeming and Part Lot Applications			5
# of Tower Applications			3

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Planning

DEPARTMENT SUMMARY

PRIOR YEAR ACHIEVEMENTS

1. Completion of approximately 290 development applications
2. Official Plan Review Approved and Implemented including mapping
3. Consolidated Zoning By-Law Appeals Completed
4. Cannabis Zoning and Hastings Drive Zoning Implemented
5. New Site Plan Agreement
6. Rebuild of internal staff main mapping applications and completed Open Data Portal

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Archeological Study
2. Development review process to include Development & Engineering Department
3. Completion of many development applications including mapping
4. Simcoe Downtown and Port Dover Secondary Plans
5. Service and Residential Monitoring
6. New Subdivision and Condominium Agreements
7. Create, maintain and update the County GIS data
8. Partner in the SWOOP 2020 Air Photography Project

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salary & Benefits decrease of \$96,800 due to the temporary Planner position ending in 2019 offset by economic and merit increases
2. Services reduction of \$365,500 due to the Port Dover Secondary Plan being moved into the Capital Budget
3. Transfer to Capital increase of 116,000 for the Community Web Portal, Aerial Photography Updates and Port Dover Secondary Plan
4. Fees & Service Charges increase of \$19,100 driven by increase in number of Minor Variance, Zoning Amendment and Surplus Farm Dwelling Consent/Zoning applications being partially offset by a reduction in Combined Official Plan / Zoning Amendment applications
5. Transfer from Reserve fund reduction of \$315,000 was due to Port Dover Secondary Plan being moved to Capital as noted in Services

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Staff resources/connections for development related volume (specifically Development Engineering/ Administration)
2. Communication implementation to development community
3. High volume of development applications
4. Continued Policy Enhancements (Agricultural Diversification)
5. Condominium Approvals/Agreements
6. PSW Mapping
7. Service Monitoring



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Planning

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,091,700	1,305,100	1,208,300	(7.4)	0	0	1,208,300	(96,800)	(7.4)
Materials & Supplies	34,100	35,000	35,400	1.1	0	0	35,400	400	1.1
Services	101,500	475,400	109,900	(76.9)	0	0	109,900	(365,500)	(76.9)
Interdepartmental Charges	301,300	302,200	293,500	(2.9)	0	0	293,500	(8,700)	(2.9)
Infrastructure Funding	30,400	30,400	30,200	(0.7)	0	0	30,200	(200)	(0.7)
Capital	0	2,000	118,000	5,800.0	0	0	118,000	116,000	5,800.0
TOTAL EXPENDITURES	1,559,000	2,150,100	1,795,300	(16.5)	0	0	1,795,300	(354,800)	(16.5)
REVENUES									
Fees & Service Charges	(561,900)	(536,300)	(555,400)	3.6	0	0	(555,400)	19,100	3.6
Transfer From Reserve & Reserve Funds	0	(315,000)	0	(100.0)	0	0	0	(315,000)	(100.0)
Interdepartmental Recoveries	(101,800)	(101,800)	(103,700)	1.9	0	0	(103,700)	1,900	1.9
Other Revenues	0	(53,100)	(44,000)	(17.1)	0	0	(44,000)	(9,100)	(17.1)
TOTAL REVENUES	(663,700)	(1,006,200)	(703,100)	(30.1)	0	0	(703,100)	(303,100)	(30.1)
NET LEVY REQUIREMENT	895,200	1,143,900	1,092,200	(4.5)	0	0	1,092,200	(51,700)	(4.5)
STAFFING COMPLEMENT		14.10	13.10		0.00	0.00	13.10	(1.00)	

DEVELOPMENT ENGINEERING

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Development Engineering

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Review and provide comments for all planning/development applications, including; consent, minor variance, official plan and zoning by-law amendments, site plan approval and draft plan of condominium/subdivision applications
2. Act as approval authority for engineering plans for subdivisions and condominiums
3. Develop and implement draft plan conditions for both subdivisions and condominiums
4. Oversee all development from conception to full build-out
5. Provide customer service to consultants, developers and residents
6. Provide inspection of newly installed infrastructure that will be assumed by Norfolk County
7. Inspect new developments for completeness and to ensure approved plans were followed
8. Process and issue security reductions for both public and private infrastructure
9. Oversee Norfolk County's interactive water and sanitary modelling
10. Attend pre-consultation meetings
11. Provide development community with Norfolk County development criteria, as-constructed information and local knowledge

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
# of Official Plan & Zoning Bylaw Amendments Reviewed for Planning Department	87	75	84
# of Consent Applications Reviewed for Planning Department	90	81	69
# of Site Plan Applications Reviewed for Planning Department	30	54	41
\$ Performance Securities Collected to ensure public infrastructure is developed according to standards	\$452,247	\$3,804,695.20	\$2,883,151.43

PRIOR YEAR ACHIEVEMENTS

1. Completion of approximately 210 development applications
2. Implementation of shorter review times
3. Incorporated new technology to allow for review of digital plans
4. Implemented cost recovery for all modelling applications
5. Improved peer review process to keep majority of work "in house"
6. Helped implement servicing monitoring
7. MECP Transfer of Review program for storm and sanitary sewer
8. Increased meetings and face to face discussions with developers/consultants

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Development Engineering

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Development and implementation of Norfolk County specific Development Standards
2. Implement new fee structure that will help achieve full cost recovery
3. New Subdivision Agreement template
4. Develop policy for cost recovery of peer reviews when unable to be done “in-house”
5. Time tracking for specific jobs/projects
6. Accept and assume by-law

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries and Benefits increase of \$12,700 due to economic and merit increases
2. Services increase of \$26,100 is mainly driven by Consulting Services as more studies are being required this is partially offset by the increase in External Recoveries
3. Capital increase of \$8,500 is due to the transfer for the Community Web Portal Capital Project
4. Other Revenues increase of \$23,000 is driven by the cost recovery of the Consulting Service studies listed in Services

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Staff resources/connections for development related volume
2. Communication implementation to development community
3. High volume of development applications
4. Continued Policy Enhancements
5. Servicing capacity
6. Consistency in circulation comments



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Development Engineering
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	375,300	405,600	418,300	3.1	0	0	418,300	12,700	3.1
Materials & Supplies	7,100	10,900	9,600	(11.9)	0	0	9,600	(1,300)	(11.9)
Services	62,900	40,600	66,700	64.3	0	0	66,700	26,100	64.3
Interdepartmental Charges	45,200	45,200	43,500	(3.8)	0	0	43,500	(1,700)	(3.8)
Capital	2,000	2,000	14,000	600.0	0	0	14,000	12,000	600.0
TOTAL EXPENDITURES	492,500	504,300	552,100	9.5	0	0	552,100	47,800	9.5
REVENUES									
Fees & Service Charges	(10,800)	(13,500)	(11,000)	(18.5)	0	0	(11,000)	(2,500)	(18.5)
Other Revenues	(41,800)	(12,000)	(35,000)	191.7	0	0	(35,000)	23,000	191.7
TOTAL REVENUES	(52,600)	(25,500)	(46,000)	80.4	0	0	(46,000)	20,500	80.4
NET LEVY REQUIREMENT	440,000	478,800	506,100	5.7	0	0	506,100	27,300	5.7
STAFFING COMPLEMENT		4.00	4.00		0.00	0.00	4.00	0.00	

BUILDING

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Building

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. 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 other applicable legislation.

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
# of Building Permits Issued	1,301	1,188	1,094
# of Residential Dwelling Units	398	261	290
\$ Value of Building Permits Issued	\$ 142.0 mil	\$ 100.1 mil	\$ 93.7 mil

PRIOR YEAR ACHIEVEMENTS

1. Secured a replacement of two (2) Building Permit Coordinator positions due to vacancy as a result of a parental leave and succession planning within the department.
2. Secured an additional Zoning Administrator position to assist with increased workloads and to provide an enhanced level of customer service
3. Secured a one (1) year contract Zoning Compliance Officer to assist with increased workloads and to provide an enhanced level of customer service
4. Filled two (2) vacant Building Inspector positions due to vacancies. One (1) vacancy was as a result of succession planning within the department and the other as a result of a resignation
5. Continued to work together in a “team” approach with Planning, Development Engineering and Tourism & Economic Development
6. Continued to enhance connectivity of mobile devices which provides easier access to information remotely while on-site
7. Issuance of permits have been on schedule where applications were deemed “complete”
8. Continuous training and professional development for staff has maintained knowledge of ever changing building code requirements. This was critical with the hiring of new staff as well as maintaining the building code knowledge of all existing staff
9. Introduction of Bluebeam electronic plan review
10. Established a single point inspection request phone line: (519) 426-5870 ext. 4677 (INSP) and email: inspections@norfolkcounty.ca
11. Creation of an Inspection Team and a Permit Review Team
12. Responding to the needs of the building industry and the general public with the implementation of “all day” inspections

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Further promote and foster a positive experience in Customer Service approach to the Building Permit process by providing prompt, courteous, and efficient service to developers, building owners, design professionals, contractors and residents of Norfolk County

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Building

DEPARTMENT SUMMARY

2. Create a positive and safe environment for all staff
3. Preparation of implementation of proposed new Building Code amendments scheduled to be released in 2020
4. Ensure consistency of data entered into our permit tracking software to provide accuracy of information for reporting purposes
5. Providing exceptional customer service with timely reviews and response to building permit submissions
6. Use of up to date technology and hardware by way of portable devices (tablets) for all inspection staff to provide quick and easy access to our permit tracking system (Cityview) and plans remotely and in real time from the field
7. Provide assistance to individuals to meet the needs of Council, internal and external agencies and departments as well as the general public regarding the building permit process
8. Fulfilling statutory duties and responsibilities while still providing excellent customer service to the public
9. Prepare, provide and make available regular building activity reports and stats
10. Monitoring building permit activity, policies and related processes to ensure that they continue to be effective, efficient and enforced
11. Process all building permit applications and perform all inspections in accordance with legislated time frames
12. Review, develop and update current Policies & Procedures for the department and establish best practice guidelines
13. Prepare for implementation of Electronic Records Management software and document management software
14. Introduction of Cityview Portal

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI DCS-850-2020-052 Digital Building File Conversion to hire an outside firm to convert hard copy files into digital format, no levy impact as funding of \$175,000 would come from Building Permit Stabilization Operating Reserve Fund
2. Salaries and Benefits increase of \$14,300 due to economic and merit increases and slight .10 FTE reallocation
3. Infrastructure Funding reduction of \$838,000 is driven by a reduction in the transfer to the Building Permit Stabilization Operating Reserve Fund to be consolidated under one line each year, depending on if funds are transferred to or from the reserve, for transparency.
4. Fees & Service Charges decrease of \$129,800 is driven by a reduction in the expected amount of permit fees collected in 2020 due to the development moratorium in Port Dover
5. Transfer from Reserve Fund reduction of \$511,000 is due to consolidation of Reserve Fund transfer noted in Infrastructure Funding

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Ongoing changes to the Building Code related to matters including Energy Efficiency, Climate Change and Accessibility
2. Development and implementation of a revised National Farm Building Code
3. Staffing changes and review of roles and responsibilities within the department
4. Increased expectation of service levels by the public and Council
5. Opportunity to further review e-permitting, online permit applications options, electronic plan reviews
6. Decreasing building activity due to the implementation of the Interim Control Bylaw and development moratorium in Port Dover



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Building

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,306,100	1,433,100	1,447,400	1.0	0	0	1,447,400	14,300	1.0
Materials & Supplies	64,600	68,000	67,400	(0.9)	0	0	67,400	(600)	(0.9)
Services	47,300	54,600	57,800	5.9	0	175,000	232,800	178,200	326.4
Interdepartmental Charges	266,000	266,100	274,700	3.2	0	0	274,700	8,600	3.2
Financial	0	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	1,131,800	838,800	0	(100.0)	0	0	0	(838,800)	(100.0)
Capital	0	0	0	0.0	0	0	0	0	0.0
TOTAL EXPENDITURES	2,815,800	2,660,600	1,847,300	(30.6)	0	175,000	2,022,300	(638,300)	(24.0)
REVENUES									
Fees & Service Charges	(2,012,200)	(1,720,000)	(1,590,200)	(7.5)	0	0	(1,590,200)	(129,800)	(7.5)
Transfer From Reserve & Reserve Funds	(800,600)	(934,800)	(248,800)	(73.4)	0	(175,000)	(423,800)	(511,000)	(54.7)
Other Revenues	(3,100)	(5,800)	(8,300)	43.1	0	0	(8,300)	2,500	43.1
TOTAL REVENUES	(2,815,900)	(2,660,600)	(1,847,300)	(30.6)	0	(175,000)	(2,022,300)	(638,300)	(24.0)
NET LEVY REQUIREMENT	0	0	0	0.0	0	0	0	0	0.0
STAFFING COMPLEMENT		15.43	15.53		0.00	0.00	15.53	0.10	

BY-LAW ENFORCEMENT

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. The By-Law Enforcement Department 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	2017	2018	2019 as of Sept 30
By-Law complaints received	714	1,211	899
By-Law complaints resolved	625	1,085	817
Complaints investigated within five (5) business days	Priorities take precedence Initial inspection within three (3) days	Priorities take precedence Initial inspection within three (3) days	Priorities take precedence Initial inspection within three (3) days
Occurrences resolved without litigation	98% of occurrences were resolved without court appearance	98%	99%
Parking infraction notices issued	795	1,211	1,585
Number of call outs by animal control	265	77	90

PRIOR YEAR ACHIEVEMENTS

1. Move management of By-law to County Solicitor
2. Hiring completed for replacement By-Law Enforcement Officer resulting from vacancy due to retirement
3. Assigned specific officer full-time to cannabis enforcement
4. Centralized By-Law Enforcement out of the Langton Office
5. Purchase of new protective vests, computers, access to MTO driver's licence data base for use by our officers
6. New Animal Control Contract for 3 year term plus option to renew for one year
7. Working collaboratively with the OPP to deal with By-Law enforcement matters
8. Accepting assistance from the Ministry of Natural Resources and Forestry with enforcement of "no fishing" rules at the waterfront in Port Dover

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Move toward more of a proactive enforcement philosophy as well as reactive; determine whether a particular By-Law or area would benefit from proactive enforcement (i.e. downtowns) however, in most cases we respond reactively to community complaints due to limited officer resources
2. Monitor the impacts, regulation needs and challenges as it applies to the new cannabis legislation
3. Continue the harmonization of current By-Laws and those of the former municipalities to create uniformity across Norfolk County and to reduce confusion for public and staff when dealing with By-Law enforcement matters which will result in better customer service to all residents
4. Implementation of various By-Laws

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DEPARTMENT SUMMARY

5. Ensure that all inquiries and complaints are dealt with in a consistent, courteous, professional and timely manner
6. Ensure prompt and consistent data entry into our By-Law tracking system to provide accuracy of information for reporting purposes
7. Continue to monitor the School Crossing Guard Program and rationalize new requests to ensure safety for school children
8. Further implementation of document management software for historical records (FileHold)

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Salaries & Benefits increase of \$81,200 is a result of economic and merit increases, as well as an increase to By-Law officer hours offset by a reallocation of 0.5 FTE to the Building Department
2. Materials & Supplies increase of \$9,500 which is driven by the removal of prior year one-time items offset by mileage changes based on prior year history and rate increase
3. Capital increase of \$15,500 which includes a transfer to the capital for the Community Web Portal and the purchase of a drone for cannabis enforcement
4. Federal/Provincial Grants have decreased by \$174,700 due to the removal of the Ontario Cannabis Legalization Implementation funding
5. Transfer From Reserve & Reserve Funds have increased by \$60,500 to support a staff accommodation through the WSIB Reserve Fund
6. Other Revenues increase of \$12,400 are mainly due to anticipated parking ticket revenues as monitoring of parking infractions within downtown of Simcoe is now administered by By-Law staff

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Increased concern regarding continuing introduction and changes to cannabis laws by other levels of Government
2. Introduction of animal cruelty laws introduced by the Province
3. Continued concerns regarding the increase in cases of dog bite incidents resulting in further enforcement and partnership with the Ontario Provincial Police and Haldimand-Norfolk Health Unit
4. Philosophy of more “progressive enforcement approach” to achieve compliance – letter, issue notice, then lay a charge if appropriate
5. Consideration of the continuation of the cat control program
6. Retirement of the BIA Parking Commissionaire
7. Downtown Simcoe issues, e.g. garbage of bulk items, graffiti etc.
8. Management of legislative services, i.e. the updating and review of by-laws, both from pre-amalgamation and post-amalgamation, which is currently done without consistency



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

By-Law Enforcement

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	605,000	626,700	707,900	13.0	0	0	707,900	81,200	13.0
Materials & Supplies	56,500	49,600	59,100	19.2	0	0	59,100	9,500	19.2
Services	391,700	428,700	431,300	0.6	0	0	431,300	2,600	0.6
Interdepartmental Charges	78,500	78,700	77,300	(1.8)	0	0	77,300	(1,400)	(1.8)
Financial	600	600	600	0.0	0	0	600	0	0.0
Capital	0	0	15,500	100.0	0	0	15,500	15,500	100.0
TOTAL EXPENDITURES	1,132,200	1,184,300	1,291,700	9.1	0	0	1,291,700	107,400	9.1
REVENUES									
Federal/Provincial Grants	(174,700)	(174,700)	0	(100.0)	0	0	0	(174,700)	(100.0)
Fees & Service Charges	(42,400)	(37,300)	(38,200)	2.4	0	0	(38,200)	900	2.4
Transfer From Reserve & Reserve Funds	0	0	(60,500)	100.0	0	0	(60,500)	60,500	100.0
Other Revenues	(100,400)	(110,400)	(122,800)	11.2	0	0	(122,800)	12,400	11.2
TOTAL REVENUES	(317,500)	(322,400)	(221,500)	(31.3)	0	0	(221,500)	(100,900)	(31.3)
NET LEVY REQUIREMENT	814,700	861,900	1,070,200	24.2	0	0	1,070,200	208,300	24.2
STAFFING COMPLEMENT		7.60	7.10		0.00	0.00	7.10	(0.50)	

TOURISM & ECONOMIC DEVELOPMENT

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Tourism & Economic Development

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Business Retention and Expansion: Business Visits, Community Improvement Plan Business Incentive Grants, Business and Entrepreneur Supports, Workshops and Networking Events, Economic Development Symposium, Youth Entrepreneurship
2. Investment Attraction: Industrial Park Land Sales, Development Liaison Service, Workforce Collaborations, Downtown Revitalization, Newcomer Attraction, Film/TV Production Liaison Office
3. Destination Marketing: Tourism Marketing, Publications, Websites, Social Media, Email Newsletters, Promotions, Media Relations, Trade Shows and Activations, Directional and Gateway Signage
4. Strategic Planning, Performance Measurement, Policy Alternatives, Liaison to Agriculture Advisory Board, Tourism and Economic Development Advisory Board, Planning Advisory Committee
5. Collaborations with Other Departments and Divisions, Marketing Partners, Businesses, Business Associations (BIAs and Chambers of Commerce), Regional Economic Development Groups, Regional Tourism Groups, Municipal Alliances, Professional Alliances

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Total value of revenues and recoveries from private-sector partners, advertisers and program participants – not including land sales (Goal: \$100,000)	\$109,800	\$90,898	\$94,801
Total number of marketing partners (Goal: 250)	280	277	269
Total number of Community Improvement Plan incentives disbursed	13	11	12
Total value of Community Improvement Plan incentives disbursed	\$71,185	\$157,632	\$119,316
Ratio of municipal incentive investment : private-sector investment	1:25	1:5	1:5

PRIOR YEAR ACHIEVEMENTS

1. Completed Economic Development Strategy Review and aligned recommendations with Council Strategic Directions
2. Coordination of ten workshops for agriculture, small business and tourism, twice as many as last year
3. Economic development and tourism promotions generated (Jan-Sept 2019) 10% increase in norfolktourism.ca website sessions, 2.6% increase in norfolkbusiness.ca website sessions, plus increases in development- and consumer-related email subscriptions
4. Ongoing implementation of Community Improvement Plan (CIP) business incentive grants
5. Continued implementation the Student Start Up Program (SSUP), funding 10 student businesses in Grades 6-12
6. Implemented Phase I of Simcoe Gateway signage project, including donations from service clubs and Rural Economic Development Fund grant application
7. Completed Urban Renewal Partnership in Simcoe with other collaborators (Downtown Revitalization)

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Tourism & Economic Development

DEPARTMENT SUMMARY

8. Economic Development Symposium: record attendance (25% increase in registration revenue) and corporate support (doubling of sponsorship funds)

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Reorganize staff complement to address changing strategic priorities
2. Measure performance of Norfolk County using the innovative world standard, creating a competitive edge compared to other municipalities
3. Review the industrial land strategy and implement a vacant commercial and industrial property registry
4. Support entrepreneurs by assisting individual business and development projects with incentives and through collaboration
5. Optimize capacity of industry sectors to grow and add employment through workshops, business visits and networking
6. Promote Norfolk County as a preferred destination for investment by entrepreneurs, businesses, investors, newcomers and tourists
7. Collaborate with local and regional partners by working with Ministries, agencies and advisory boards
8. Advance agriculture development, tourism development, business development, newcomer attraction and community revitalization

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Materials & Supplies increase of \$11,400 is mainly due to a cost increase to host the annual Symposium
2. Services are increasing \$27,900 driven by increased advertising for Newcomer / New Residents
3. Transfer Payments / Grant increase of \$39,500 for increased budget requests for the Community Improvement Program
4. Interdepartmental Charges have decreased by \$8,800 mostly from HR and Finance charges
5. Operating Capital has decreased by \$49,000 as a result of no Capital requests in 2020
6. Fees & Services charges have decreased \$52,800 as a result of reduced advertising sales and adjusting sign rental revenue

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Low inventory of shovel-ready industrial land and servicing capacity concerns
2. Reduced marketing budget and staffing inhibits municipality's ability to promote itself as an investment destination, less funding support from tourism industry
3. Competing priorities of business community continue to challenge resources available to service those expectations



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Tourism & Economic Development
DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	477,400	522,200	525,000	0.5	0	0	525,000	2,800	0.5
Materials & Supplies	41,700	47,600	59,000	23.9	0	0	59,000	11,400	23.9
Services	143,100	241,400	269,300	11.6	0	0	269,300	27,900	11.6
Transfer Payments/Grants	103,100	120,000	159,500	32.9	0	0	159,500	39,500	32.9
Interdepartmental Charges	82,800	84,700	75,900	(10.4)	0	0	75,900	(8,800)	(10.4)
Financial	5,000	5,000	5,000	0.0	0	0	5,000	0	0.0
Infrastructure Funding	34,900	34,900	34,900	0.0	0	0	34,900	0	0.0
Capital	26,200	49,000	0	(100.0)	0	0	0	(49,000)	(100.0)
TOTAL EXPENDITURES	914,200	1,104,800	1,128,600	2.2	0	0	1,128,600	23,800	2.2
REVENUES									
Fees & Service Charges	(120,800)	(144,200)	(91,400)	(36.6)	0	0	(91,400)	(52,800)	(36.6)
Other Revenues	(3,500)	(25,000)	(19,500)	(22.0)	0	0	(19,500)	(5,500)	(22.0)
TOTAL REVENUES	(124,300)	(169,200)	(110,900)	(34.5)	0	0	(110,900)	(58,300)	(34.5)
NET LEVY REQUIREMENT	789,900	935,600	1,017,700	8.8	0	0	1,017,700	82,100	8.8
STAFFING COMPLEMENT		5.00	5.00		0.00	0.00	5.00	0.00	

HERITAGE & CULTURE

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DEPARTMENT SUMMARY

DEPARTMENT FUNCTION/SERVICES

1. Strengthen communities by preserving, supporting, presenting and promoting Norfolk County's heritage and culture
2. 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
3. Manage all matters related to heritage and culture legislation

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
# of visitors	32,625*	58,872*	27,767*
# of volunteer hours - Adult	5,264	4,241	3,878
# of volunteer hours - Youth	2,158	1,440	2,199

*This number includes outreach as staff move outside the walls of their sites to engage with their communities through presentations and exhibits.

PRIOR YEAR ACHIEVEMENTS

1. Established amalgamated Norfolk County Heritage & Culture Advisory Committee
2. Established Doors Open Committee to initiate new event
3. Continued focus on collections management including collections storage reorganization
4. Established and launched Norfolk County Book of Remembrance online searchable database
5. Established and produced collaborative publication/magazine ART-I-FACTS to replace individual site newsletters
6. Completed renovations to Norfolk County Archives' reading room and archives storage area
7. Transferred Norfolk County archival material to the Norfolk County Archives in consultation with the Records Management team
8. Recruitment and training of new carilloneurs for Carillon Tower
9. Initiated the partnership with Waterford Skateboard Park organizing committee
10. Continued restoration of the W.S. Stalker Alligator Tug
11. Building rehabilitation of Port Dover Harbour Museum net shanty and complete renovation of interior exhibit space
12. Collaborated with Waterlution's Great Art for Great Lakes public art program resulting in permanent art installations at the Norfolk Arts Centre and the Port Dover Harbour Museum.
13. Streamlined department procedures and documents to encourage consistency and mitigate duplication
14. Revamped Heritage & Culture membership program

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DEPARTMENT SUMMARY

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Continue to digitize collection into the collections data management system
2. Network computerized collections data management system
3. Develop and produce informational publication for heritage designated property owners
4. Develop and launch online listing of Norfolk County heritage designated properties
5. Explore options to store and conserve Norfolk County's ever growing art/artifact/archival collection
6. Complete restoration and launch of the Alligator Tug
7. Expand exhibit outreach program
8. Investigate online options for registration, event ticketing and donations
9. Work with Doors Open Committee to plan event
10. Facilitate active participation by community members and stakeholders
11. Engage in robust collaborations with our communities

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Services have increased by \$19,200 which is a net result of the removal of prior year one-time costs, the addition of 2020 one-time costs for the Almidart repairs and repairs to various buildings, as well as, ongoing costs increased for contracted services and building repairs
2. Infrastructure Funding, specifically Long Term Debt (principle and interest) has increased \$14,700 issued for the restoration and preservation of works at the Norfolk Arts Centre
3. Fees and Service Charges revenues have a net decrease of \$8,700 which is the result of revenues at all sites being aligned to reflect anticipated actuals in 2020
4. Transfers from Reserve & Reserve Funds have a one-time increase of \$20,000 to support the Almidart repairs at the Port Dover Harbour Museum from a portion of the donations received that are currently in the Museum Reserve
5. Other Revenues decrease of \$8,600 is driven by lower expected donations and the removal of external recoveries from the Administration budget as no special event planned for 2020

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Declining volunteer base
2. Collaboration and increased partnerships
3. With the shift from industrial/manufacturing economies to knowledge-based economies, cultural sites can play a pivotal role. Culture is a driver of development, led by the growth in the creative economy in general and cultural industries in particular. Both are recognized not only for their economic value, but also increasingly for their role in producing creative ideas or technologies and for their non-monetized social benefits.



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Heritage & Culture

DEPARTMENT SUMMARY

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	988,800	1,034,500	1,039,500	0.5	0	0	1,039,500	5,000	0.5
Materials & Supplies	209,900	230,300	223,900	(2.8)	0	0	223,900	(6,400)	(2.8)
Services	238,100	297,800	317,000	6.4	0	0	317,000	19,200	6.4
Interdepartmental Charges	129,600	131,800	127,900	(3.0)	0	0	127,900	(3,900)	(3.0)
Financial	3,600	3,300	3,500	6.1	0	0	3,500	200	6.1
Infrastructure Funding	64,900	53,400	68,100	27.5	0	0	68,100	14,700	27.5
Capital	17,500	18,400	15,300	(16.8)	0	0	15,300	(3,100)	(16.8)
TOTAL EXPENDITURES	1,652,400	1,769,500	1,795,200	1.5	0	0	1,795,200	25,700	1.5
REVENUES									
Federal/Provincial Grants	(52,700)	(52,100)	(52,100)	0.0	0	0	(52,100)	0	0.0
Fees & Service Charges	(111,500)	(132,700)	(124,000)	(6.6)	0	0	(124,000)	(8,700)	(6.6)
Transfer From Reserve & Reserve Funds	0	0	(20,000)	100.0	0	0	(20,000)	20,000	100.0
Other Revenues	(37,000)	(23,200)	(14,600)	(37.1)	0	0	(14,600)	(8,600)	(37.1)
TOTAL REVENUES	(201,100)	(208,000)	(210,700)	1.3	0	0	(210,700)	2,700	1.3
NET LEVY REQUIREMENT	1,451,200	1,561,500	1,584,500	1.5	0	0	1,584,500	23,000	1.5
STAFFING COMPLEMENT		13.30	13.30		0.00	0.00	13.30	0.00	



REQUISITIONS FROM BOARDS & AGENCIES

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PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
REQ'S FROM BOARDS & AGENCIES SUMMARY
NET LEVY REQUIREMENT

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % of TOTAL Incr/(Decr)
Long Point Region Conservation Authority	1,098,100	1,098,100	1,292,500	17.7	0	0	1,292,500	194,400	17.7
Grand River Conservation Authority	27,900	27,900	28,600	2.5	0	0	28,600	700	2.5
Norfolk County Public Library	2,793,800	2,793,800	2,910,800	4.2	0	0	2,910,800	117,000	4.2
Police Services	12,581,800	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3
TOTAL	16,501,600	16,586,600	17,060,300	2.9	0	0	17,060,300	473,700	2.9

LONG POINT REGION CONSERVATION AUTHORITY

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Long Point Region Conservation Authority

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	1,098,100	1,098,100	1,292,500	17.7	0	0	1,292,500	194,400	17.7
TOTAL EXPENDITURES	1,098,100	1,098,100	1,292,500	17.7	0	0	1,292,500	194,400	17.7
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	1,098,100	1,098,100	1,292,500	17.7	0	0	1,292,500	194,400	17.7

GRAND RIVER CONSERVATION AUTHORITY

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET





PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Grand River Conservation Authority

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Transfer Payments/Grants	27,900	27,900	28,600	2.5	0	0	28,600	700	2.5
TOTAL EXPENDITURES	27,900	27,900	28,600	2.5	0	0	28,600	700	2.5
REVENUES									
TOTAL REVENUES	0	0	0	0.0	0	0	0	0	0.0
NET LEVY REQUIREMENT	27,900	27,900	28,600	2.5	0	0	28,600	700	2.5

NORFOLK COUNTY PUBLIC LIBRARY

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Norfolk County Public Library

OVERVIEW

FUNCTION/SERVICES

1. PROVIDE EXCEPTIONAL CUSTOMER SERVICE: train staff to meet the changing needs of library patrons and to keep pace with technology; monitor the NCPL website to be compliant with AODA standards and to be user friendly, vibrant and inviting for all patrons
2. PROVIDE INCLUSIVE OPPORTUNITIES FOR LITERACY: host and lend a collection of published hardcopy and online resources for the community that promote literacy and support lifelong learning; offer free library services and programs that residents can enjoy in their leisure time
3. DEVELOP A RELEVANT COLLECTION OF MATERIALS TO LEND: encourage feedback from library patrons about collection development; monitor statistics for use of hardcopy and online resources to meet resident needs and budget guidelines
4. CREATE COMMUNITY CONNECTIONS: collaborate with local museums and cultural organizations; expand the points of library service by attending community festivals and events; develop clearer relations with Norfolk County Divisions, educational institutions and the business community
5. DEVELOP RESPONSIVE INFRASTRUCTURE: address AODA and Health and Safety Standards in each Branch; explore the MakerSpace and STEM (Science, technology, engineering and math) trends and provide facilities where appropriate; create comfortable, welcoming, safe spaces in all Branches
6. CREATE SUSTAINABLE FINANCING: follow best practices to gain efficiencies; assemble Friends of the Library Chapters in each NCPL Branch that will contribute to operating funds; cultivate a donor and library legacy program to support long term finances; replenish reserves for future capital projects

PERFORMANCE MEASURES

Measurable Service	2017	2018	2019 as of Sept 30
Total Library Card Holders (cards are renewed every 2 years)	17,002	19,654	21,176
Total visits to the library	253,437	270,365	208,992
Total Books Circulated	274,820	280,921	209,992
Total Electronic Books Downloaded	34,598	37,750	34,137
Total visits to the website	93,170	99,169	35,323
Total wireless users	17,944	68,821	72,181
Total public access computer users	34,598	37,750	11,205
Total people attending programs	33,300	35,228	26,919
Reference questions answered	44,391	47,759	40,402

PRIOR YEAR ACHIEVEMENTS (2018)

1. Increased the number of library card holders to 19,654 (an increase of 2,652 from 2017)
2. Offered 16 tax preparation clinics for low income residents. A total of 19 volunteers spent 653 hours to complete 689 tax returns.
3. Staff answered 47,759 reference questions (an increase of 3,368 from 2017)

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Norfolk County Public Library

OVERVIEW

4. Grew our social media presence in the community. Facebook – 370,768 impressions (an increase of 176,974 from 2017); Instagram – 16,048 impressions (an increase of 12,968 from 2017) and Twitter – 165,000 impressions (an increase of 39,000 from 2017)
5. Circulated 280,921 books (an increase of 6,101 from 2017)
6. Patrons downloaded 37,750 e-books (an increase of 3,152 from 2017)
7. Expanded the summer reading program to include 404 students who read 8,255 books (an increase of 2,525 books read from 2017)
8. Hosted 5 published authors over the year for book launches and signings
9. Developed 30 story time kits for loan to child care providers and teachers
10. Held used book sales that generated \$5,585 in additional revenue
11. Completed a “Clear the Clutter” initiative by organizing storage areas and posting surplus items on the government auction site.
12. Held a volunteer lunch that recognized 60 library volunteers who donated a total of 4,894 hours towards library projects
13. Celebrated Earth Day with a tree planting at the Port Dover Branch, in memory of local author and historian, Harry B. Barrett
14. Engaged with 41 community partners to offer programs and community outreach initiatives
15. Facilitated the Norfolk Remembers Committee who completed Vimy tree plantings, launched another book and held 100th anniversary of the end of WW1 events
16. Facilitated the Dolly Parton Imagination Library in partnership with the Norfolk Friends of the Library, for Norfolk children ages birth to 5 years.

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Dedicate more resources to develop a youth engagement strategy for all library Branches
2. Expand MakerSpace and STREAM (Science Technology Reading Engineering Art and Math) activities at all library Branches
3. Develop a work plan to apply for Accreditation with the Ontario Public Library System
4. Create an updated strategic plan that will serve the years 2020 to 2025
5. Expand upon the partnership with the French Immersion programs being offered in the Grand Erie District School Board for collection development and online resources in French
6. Revise and develop policies to meet changing legislation and requirements identified by the Ontario Library Guidelines
7. Prepare a succession plan for library staff who are planning to retire within 5 years
8. Continue to host staff training days that focus upon technology, reader advisory, health and safety and addressing community needs
9. Develop a MOU (memorandum of understanding) with Norfolk County in regards to library facilities and services

PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Norfolk County Public Library

OVERVIEW

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. NBI REQ-910-2020-010 Library Assistant – Increase Hours to support early literacy and STEAM programs at the Waterford and Delhi branches with a Salaries and Benefits cost of \$13,400
2. NBI REQ-910-2020-011 Janitor – Delhi & Waterford for a hired Janitor for cleaning, the increase of Salaries and Benefits of \$18,100 and Supplies of \$2,300 is offset by a reduction in Contracted Services of \$20,400
3. NBI REQ-910-2020-012 Janitor – Port Rowan for a hired Janitor for cleaning, the increase of Salaries and Benefits of \$6,900 and Supplies of \$800 is offset by a reduction in Contracted Services of \$7,700
4. NBI REQ-910-2020-013 Increase Caretaker Hours – For the cleaning at the Port Dover library, the increase of Salary and Benefits of \$11,100 and Maintenance and Repairs – Supplies of \$900 is partially offset by a reduction of \$10,800 in Contracted Services
5. Salaries and Benefits increase of \$90,500 is primarily driven by economic and merit increases and the inclusion of a budget for Post-Employment and sick leave benefits and the above noted NBI's
6. Services decrease of \$16,700 is driven by the reduction in Contracted Services noted above in the NBIs for Janitor and Caretaker
7. Interdepartmental Charge reduction of \$16,200 was due to revised allocations for 2020, primarily in IT support charges
8. Infrastructure Funding increase of \$47,300 is mainly driven by the proposed Delhi Library Expansion and the proposed shelving replacement at the Simcoe Library
9. Capital increase of \$7,600 is for the one-time purchase of security cameras at Port Rowan and Waterford libraries

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Keeping pace with patron requests for new materials. Collection development budgets also need to keep pace
2. Replacement of technology. Support for Windows 7 products will be discontinued in January 2020. Upgrades to Windows 10 is necessary and will increase costs as many current pieces of technology such as self-check outs will not support the upgrade required
3. Staff training needs to address reader advisory role, information dissemination role for the community and how to support patrons with mental health issues



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Norfolk County Public Library

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	1,884,700	1,906,200	1,947,200	2.2	0	49,500	1,996,700	90,500	4.7
Materials & Supplies	178,000	192,400	196,400	2.1	0	4,000	200,400	8,000	4.2
Services	328,600	330,300	352,500	6.7	0	(38,900)	313,600	(16,700)	(5.1)
Interdepartmental Charges	186,500	187,300	171,100	(8.6)	0	0	171,100	(16,200)	(8.6)
Financial	2,500	2,400	2,600	8.3	0	0	2,600	200	8.3
Infrastructure Funding	405,300	410,700	458,000	11.5	0	0	458,000	47,300	11.5
Capital	6,500	4,000	11,600	190.0	0	0	11,600	7,600	190.0
TOTAL EXPENDITURES	2,992,000	3,033,300	3,139,400	3.5	0	14,600	3,154,000	120,700	4.0
REVENUES									
Federal/Provincial Grants	(119,000)	(134,000)	(134,000)	0.0	0	0	(134,000)	0	0.0
Fees & Service Charges	(30,100)	(27,000)	(30,700)	13.7	0	0	(30,700)	3,700	13.7
Other Revenues	(77,000)	(78,500)	(78,500)	0.0	0	0	(78,500)	0	0.0
TOTAL REVENUES	(226,200)	(239,500)	(243,200)	1.5	0	0	(243,200)	3,700	1.5
NET LEVY REQUIREMENT	2,765,900	2,793,800	2,896,200	3.7	0	14,600	2,910,800	117,000	4.2

Norfolk County Proposed 2020 New Budget Initiative

Name	REQ-910-2020-010 Library Assistant - Increase Hours		SLT Priority Ranking	N/A
Department	Library Board	Position Type	Permanent Part-Time	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Community Well-Being	Budget Impact	\$ 13,400	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 13,400	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	06-January-2020	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION
Increase one Library Assistant position from .362 FTE to .57 FTE or 380 hours.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>This Library Assistant currently works during the school year at Lakewood Elementary . This partnership has been in place since 2013 and NCPL continues to provide dedicated staff to Lakewood students and staff. The NCPL would like to increase the current 15 hours per week to 20 hours per week to accommodate continued growth in programs and events. The additional staffing hours is required to support early literacy and STEAM programs at the Waterford and Delhi Branches.</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;">13,400</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td></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;">13,400</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;">13,400</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;">\$ 13,400</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	13,400	Materials, Supplies and Services		Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	13,400	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	13,400	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 13,400
EXPENDITURE AND REVENUE ITEMS																																									
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ADJUSTMENT FOR FIRST YEAR DEFERRAL	0																																								
2020 NET LEVY IMPACT	\$ 13,400																																								

Norfolk County Proposed 2020 New Budget Initiative

Name	REQ-910-2020-011 Janitor - Delhi & Waterford		SLT Priority Ranking	N/A
Department	Library Board	Position Type	Permanent Part-Time	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 0	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	02-January-2020	New or Existing	New Program	
End Date	No end date			

DESCRIPTION
Hire a janitor to clean the Delhi and Waterford branches.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The NCPL withdrew from the Norfolk County cleaning contract in 2019. A janitor has been hired for 15 hours per week to clean the Delhi and Waterford Branches. The janitor will dedicate 9 hours per week in Delhi and 6 hours per week in Waterford. Offset savings will be realized from a reduction in contracted services.</p>	<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-left: 5px;">Expenditures:</td> <td style="text-align: right;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">18,100</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(18,100)</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> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="padding-left: 5px;">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> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</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;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	18,100	Materials, Supplies and Services	(18,100)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	0	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	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
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Norfolk County Proposed 2020 New Budget Initiative

Name	REQ-910-2020-012 Janitor - Port Rowan		SLT Priority Ranking	N/A
Department	Library Board	Position Type	Permanent Part-Time	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 0	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 0	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	02-January-2020	New or Existing	New Program	
End Date	No end date			

DESCRIPTION
Hire a janitor for the Port Rowan branch.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The NCPL withdrew from the County cleaning contract in 2019. A janitor has been hired for 6 hours per week to clean the Port Rowan Branch. Offset savings will be realized from a reduction in contracted services.</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;">6,900</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(6,900)</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> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">0</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> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">0</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;">\$ 0</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	6,900	Materials, Supplies and Services	(6,900)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	0	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	0	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 0
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Norfolk County Proposed 2020 New Budget Initiative

Name	REQ-910-2020-013 Increase Caretaker Hours		SLT Priority Ranking	N/A
Department	Library Board	Position Type	Permanent Part-Time	
Strategic Theme	Community	FTEs	0.00	
Strategic Direction	Ongoing Operations	Budget Impact	\$ 1,200	
Strategic Goal	Maintain Current Levels of Service in Operating Departments	Net Levy Impact	\$ 1,200	
Included in Business Plan?	Yes	Request Need	Business Continuity Requirement	
Start Date	02-January-2020	New or Existing	Existing Program	
End Date	No end date			

DESCRIPTION
The Caretaker position has been increased 9 hours per week. The 9 hours will be dedicated to the cleaning of the Port Dover Branch.

JUSTIFICATION	FINANCIAL IMPACT																																								
<p>The NCPL withdrew from the County cleaning contract in 2019. The Caretaker has assumed the maintenance and janitorial care of the facility. The position has moved from a 20 hour per week to 29 hours per week. Offset savings will be realized from a reduction in contracted services.</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="padding: 2px;">Expenditures:</td> <td style="text-align: right; padding: 2px;">(\$)</td> </tr> <tr> <td>Salaries and Benefits</td> <td style="text-align: right;">11,100</td> </tr> <tr> <td>Materials, Supplies and Services</td> <td style="text-align: right;">(9,900)</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> <td style="text-align: right;">TOTAL EXPENDITURES</td> <td style="text-align: right;">1,200</td> </tr> <tr> <td style="padding: 2px;">Revenues:</td> <td style="text-align: right; padding: 2px;">(\$)</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> <td style="text-align: right;">TOTAL REVENUES</td> <td style="text-align: right;">0</td> </tr> <tr> <td style="text-align: right;">BUDGET IMPACT</td> <td style="text-align: right;">1,200</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;">\$ 1,200</td> </tr> </tbody> </table>	EXPENDITURE AND REVENUE ITEMS		Expenditures:	(\$)	Salaries and Benefits	11,100	Materials, Supplies and Services	(9,900)	Transfer Payments and Grants to Others		Interdepartmental Charges		Capital Expenditures		Other Expenditures		TOTAL EXPENDITURES	1,200	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	1,200	ADJUSTMENT FOR FIRST YEAR DEFERRAL	0	2020 NET LEVY IMPACT	\$ 1,200
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POLICE SERVICES

PROPOSED 2020 LEVY SUPPORTED
OPERATING BUDGET



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET

Police Services

OVERVIEW

DEPARTMENT FUNCTION/SERVICES

1. 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
2. Administer & oversee the Community Policing Committee committees throughout Norfolk County

PRIOR YEAR ACHIEVEMENTS

1. Development of a new False Security Alarm By-law and Policy that will reduce administrative processes, as well as increase cost recovery for police attendance at non emergent calls
2. Restructured the strategy for Community Policing Committees and Terms of Reference

UPCOMING MAIN OBJECTIVES, INITIATIVES OR MILESTONES

1. Implementation of new False Security Alarm By-law
2. Implement new Community Policing Strategy and Terms of Reference; and increase Community Policing participation
3. Crime prevention and reduced victimization in our communities
4. Maintain and develop new partnerships with community businesses, agencies, groups and citizens
5. Enhance the quality of life within our communities

MAIN BUDGET DRIVERS/SERVICE ENHANCEMENTS

1. Increase in OPP contract of \$114,500
2. Increase in Capital of \$47,000 due to Speed Watch Signs capital project

CHALLENGES, EMERGING TRENDS, SERVICE ISSUES

1. Continuation of revised contract calculations



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
Police Services

	2019 Forecasted Actuals	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
EXPENDITURES									
Salaries & Benefits	12,300	14,800	15,100	2.0	0	0	15,100	300	2.0
Materials & Supplies	9,500	12,500	12,500	0.0	0	0	12,500	0	0.0
Services	11,812,300	12,935,000	13,049,500	0.9	0	0	13,049,500	114,500	0.9
Transfer Payments/Grants	11,300	12,000	12,000	0.0	0	0	12,000	0	0.0
Interdepartmental Charges	10,800	10,800	10,600	(1.9)	0	0	10,600	(200)	(1.9)
Financial	500	0	0	0.0	0	0	0	0	0.0
Infrastructure Funding	0	0	0	0.0	0	0	0	0	0.0
Capital	0	0	47,000	100.0	0	0	47,000	47,000	100.0
TOTAL EXPENDITURES	11,856,600	12,985,100	13,146,700	1.2	0	0	13,146,700	161,600	1.2
REVENUES									
Federal/Provincial Grants	(290,000)	(298,300)	(298,300)	0.0	0	0	(298,300)	0	0.0
Fees & Service Charges	(11,700)	(20,000)	(20,000)	0.0	0	0	(20,000)	0	0.0
TOTAL REVENUES	(301,700)	(318,300)	(318,300)	0.0	0	0	(318,300)	0	0.0
NET LEVY REQUIREMENT	11,555,000	12,666,800	12,828,400	1.3	0	0	12,828,400	161,600	1.3



SUPPLEMENTARY DOCUMENTATION TABLE OF CONTENTS

SUPPLEMENTARY DOCUMENTATION

2020 Capital Budget Projects for Further Deliberation	5-1
Summary of Planned Our of Province Staff Development and Training 2020.....	5-6
Corporate PSAB Report.....	5-9
Guide to Full Time Equivalentents (FTE) Report	5-11
Full Time Equivalentents Summary	5-12



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET 2020 CAPITAL BUDGET PROJECTS FOR FURTHER DELIBERATION

Within this document for Council's consideration are the 2020 Levy Supported Capital Projects that were deferred to the 2020 Levy Supported Operating Budget deliberations. SLT has reviewed the Projects included within this report and recommended a number of projects to be postponed to 2021. These projects, which are presented below the blue header, were recommended to alleviate some of the financial pressures placed on the 2020 Levy Supported Operating Budget.

This document also advises Council of four changes to what was presented in the 2020 Capital Plan. Three additional projects have been added and one project's value has been adjusted.

Additional Projects added:

1. 6532001 Dental Operatory and Upgrades – Gilbertson Office, \$300,000: This project has been included for approval in report HSS 20-02 Ministry of Health 2019 Funding for Ontario Seniors Dental Care Program as presented on January 28th, 2020.
2. 6532002 Operatory and Dental Suite – Dunnville Office, \$323,000: This project has been included for approval in report HSS 20-02 Ministry of Health 2019 Funding for Ontario Seniors Dental Care Program as presented on January 28th, 2020.
3. 4132003 Development Charges Study, \$75,000: Legislative changes require an update in 2020 to implement the Community Benefit Charge, staff has assumed a 90% Development Charge eligibility as per prior studies, which would result in a levy impact of \$8,000.

Capital Projects with updated values:

1. 8232005 Port Dover Secondary Plan: The Port Dover West Secondary Plan project was changed to Port Dover Secondary Plan based on the Interim Control By-Law 2019-89, the value has increased from \$50,000 to \$150,000 with the levy funded portion increasing by \$55,000, from \$27,000 to \$82,000.



2020 CAPITAL BUDGET - FOR FURTHER DELIBERATION

	2020	Grants,	Debt	Reserve &	Levy / Rates	Development	Total
Project ID/Name	PROPOSED	Subsidies &	Financing	Reserve Funds		Charges	Funding
	BUDGET	Donations					2020
Projects to Remain in 2020 Capital Budget							
Requisitions from Boards & Agencies							
Norfolk County Public Library							
9132001 Library Materials	316,000	0	0	(292,000)	0	(24,000)	(316,000)
9132002 Security & Technology for Libraries	40,000	0	(40,000)	0	0	0	(40,000)
9132003 Shelving Replacement - Simcoe Library	200,000	0	(200,000)	0	0	0	(200,000)
9132004 Carpets - Simcoe Library	30,000	0	(30,000)	0	0	0	(30,000)
Total Norfolk County Public Library	586,000	0	(270,000)	(292,000)	0	(24,000)	(586,000)
Total Requisitions from Boards & Agencies	586,000		(270,000)	(292,000)		(24,000)	(586,000)
Employee & Corporate Services							
Corporate Support Services							
3332008 Simcoe Kinsmen Park - Phase 2	100,000	0	0	0	(100,000)	0	(100,000)
3332011 Expression Swing - Lions Park & Kinsmen Park	10,000	0	0	0	(10,000)	0	(10,000)
Total Corporate Support Services	110,000	0	0	0	(110,000)	0	(110,000)
Total Employee & Corporate Services	110,000				(110,000)		(110,000)
Financial Services							
Financial Services							
4132003 Development Charges Study	75,000	0	0	0	(8,000)	(67,000)	(75,000)
Total Financial Services	75,000	0	0	0	(8,000)	(67,000)	(75,000)
Total Financial Services	75,000				(8,000)	(67,000)	(75,000)
Public Works							
Facilities							
5332007 Interior LED Lighting Retrofits	500,000	(45,000)	0	(455,000)	0	0	(500,000)
5332012 Waterford Library - Attic Repairs	30,000	0	0	(30,000)	0	0	(30,000)
5332013 Langton Community Centre - Exterior Repairs	120,000	0	0	(120,000)	0	0	(120,000)
5332015 Exterior Door Replacement - Norfolk Arts Centre	5,000	0	0	(5,000)	0	0	(5,000)
5332021 40 Colborne Street Flooring Replacement	8,000	(4,000)	0	(4,000)	0	0	(8,000)
5332022 Replace CO & NO2 Detection System-West Rds Facility	7,000	0	0	(7,000)	0	0	(7,000)
5332023 Replace CO & NO2 Detection System-Ctld Operation Bldg	12,000	0	0	(12,000)	0	0	(12,000)
5332027 Basement HVAC Upgrade - Norfolk Arts Centre	6,000	0	0	(6,000)	0	0	(6,000)
5332031 Fire Separation Repairs - Waterford Community Centre	15,000	0	0	(15,000)	0	0	(15,000)
5332036 Fire Separation Repairs - Port Dover Arena	9,000	0	0	(9,000)	0	0	(9,000)
5332037 Fire Separation Repairs - Delhi Community Centre Arena	12,000	0	0	(12,000)	0	0	(12,000)



2020 CAPITAL BUDGET - FOR FURTHER DELIBERATION

	2020	Grants,	Debt	Reserve &	Levy / Rates	Development	Total
Project ID/Name	PROPOSED	Subsidies &	Financing	Reserve Funds		Charges	Funding
	BUDGET	Donations					2020
5332041 Pt Dover Harbour Museum Fire Separations Repairs	15,000	0	0	(15,000)	0	0	(15,000)
Total Facilities	739,000	(49,000)	0	(690,000)	0	0	(739,000)
Total Public Works	739,000	(49,000)		(690,000)			(739,000)
Health & Social Services							
Haldimand Norfolk Health Unit							
6532001 Dental Operatory and Upgrades - Gilbertson Office	300,000	(300,000)	0	0	0	0	(300,000)
6532002 Operatory and Dental Suite - Dunnville Office	323,000	(323,000)	0	0	0	0	(323,000)
Total Haldimand Norfolk Health Unit	623,000	(623,000)	0	0	0	0	(623,000)
Total Health & Social Services	623,000	(623,000)					(623,000)
Community Services							
Parks & Recreation							
7331848 Skatepark Ramp Replacements - Simcoe Rec Centre	40,000	0	0	0	(40,000)	0	(40,000)
7331963 Washroom Renovation - Langton Community Centre	150,000	0	0	(150,000)	0	0	(150,000)
7332002 Roadway Resurfacing - Oakwood Cemetery	35,000	0	0	0	(35,000)	0	(35,000)
7332019 Construct Skate Park - Waterford	500,000	(300,000)	0	0	(38,000)	(162,000)	(500,000)
7332021 Pool Entrance Turnstile Gating - ACAC	27,000	0	0	0	(27,000)	0	(27,000)
7332022 Plate & Frame Heat Exchanger - Delhi Arena	25,000	0	0	(25,000)	0	0	(25,000)
7332023 Plate & Frame Heat Exchanger - Port Dover Arena	25,000	0	0	(25,000)	0	0	(25,000)
7332025 Plate & Frame Heat Exchanger - SRC Arena	25,000	0	0	(25,000)	0	0	(25,000)
7332027 Annex Room Flooring Replacement - VDCC	8,000	0	0	(8,000)	0	0	(8,000)
7332028 Replace Dessicant Dehumidifier Wheel - Wtfd Arena	15,000	0	0	(15,000)	0	0	(15,000)
7332031 Fire Suppression System Hood Range - WTFDCC	10,000	0	0	(10,000)	0	0	(10,000)
7332034 Parking Lot Refinishing - Delhi Quance Parking Lot	20,000	0	0	0	(20,000)	0	(20,000)
7332035 Storage Shed - Delhi Arena Ball Diamond	10,000	0	0	0	(10,000)	0	(10,000)
7332037 Railing Replacements - Delhi Friendship Centre	13,000	0	0	(13,000)	0	0	(13,000)
7332040 Mechanical Room Maintenance Platform-Delhi Arena	12,000	0	0	0	(12,000)	0	(12,000)
7332042 Replace Dessicant Dehumidifier Wheel - Delhi Arena	33,000	0	0	(33,000)	0	0	(33,000)
7332045 Ice Door - Delhi Arena	7,000	0	0	0	(7,000)	0	(7,000)
7332049 Port Dover Arena Parking Lot - Surface Treatment	15,000	0	0	0	(15,000)	0	(15,000)
7332050 Replace Dessicant Dehumidifier Wheel-Talbot Arena	24,000	0	0	(24,000)	0	0	(24,000)
Total Parks & Recreation	994,000	(300,000)	0	(328,000)	(204,000)	(162,000)	(994,000)
Total Community Services	994,000	(300,000)		(328,000)	(204,000)	(162,000)	(994,000)
Development & Cultural Services							



2020 CAPITAL BUDGET - FOR FURTHER DELIBERATION

	2020	Grants,	Debt	Reserve &	Levy / Rates	Development	Total
Project ID/Name	PROPOSED	Subsidies &	Financing	Reserve Funds		Charges	Funding
	BUDGET	Donations					2020
Planning							
8232005 Port Dover Secondary Plan	150,000	0	0	0	(82,000)	(68,000)	(150,000)
Total Planning	150,000	0	0	0	(82,000)	(68,000)	(150,000)
Building & By-Law							
8532003 Ruggedized Tablets (9) - Building Dept	54,000	0	0	(54,000)	0	0	(54,000)
Total Building & By-Law	54,000	0	0	(54,000)	0	0	(54,000)
Heritage & Culture							
8331914 Carillon Tower Entrance Masonry Restoration	150,000	0	0	(150,000)	0	0	(150,000)
8331915 Waterford Museum Loading Door Replacements	10,000	0	0	(10,000)	0	0	(10,000)
8332007 Microfilm Reader - EBD	10,000	0	0	0	(10,000)	0	(10,000)
Total Heritage & Culture	170,000	0	0	(160,000)	(10,000)	0	(170,000)
GIS							
8232002 Aerial Photography Updates	20,000	0	0	0	(20,000)	0	(20,000)
Total GIS	20,000	0	0	0	(20,000)	0	(20,000)
Total Development & Cultural Services	394,000			(214,000)	(112,000)	(68,000)	(394,000)
Total Projects to Remain in 2020 Capital Budget	3,521,000	(972,000)	(270,000)	(1,524,000)	(434,000)	(321,000)	(3,521,000)
Projects Recommended for Postponement to 2021 Capital Budget							
Employee & Corporate Services							
Corporate Support Services							
3332010 Ring Road - Norview	8,000	0	0	0	(8,000)	0	(8,000)
Total Corporate Support Services	8,000	0	0	0	(8,000)	0	(8,000)
Total Employee & Corporate Services	8,000				(8,000)		(8,000)
Public Works							
Facilities							
5331907 Resurface Parking Lot - Langton Administration Bldg	65,000	0	0	0	(65,000)	0	(65,000)
5332014 Museum Archive Study	25,000	0	0	0	(25,000)	0	(25,000)
5332029 Exterior Repairs - Langton Administration Building	12,000	0	0	(12,000)	0	0	(12,000)
5332048 Delhi Friendship Centre - Vertical Lift	70,000	0	0	(70,000)	0	0	(70,000)
Total Facilities	172,000	0	0	(82,000)	(90,000)	0	(172,000)
Total Public Works	172,000			(82,000)	(90,000)		(172,000)
Community Services							
Parks & Recreation							
7331849 Digital Information Sign - Simcoe Recreation Centre	15,000	0	0	0	(15,000)	0	(15,000)



2020 CAPITAL BUDGET - FOR FURTHER DELIBERATION

	2020	Grants,	Debt	Reserve &	Levy / Rates	Development	Total
Project ID/Name	PROPOSED	Subsidies &	Financing	Reserve Funds		Charges	Funding
	BUDGET	Donations					2020
7331905 Electric Ice Resurfacer & Ice Leveller - SRC Arena	160,000	0	0	(140,000)	(20,000)	0	(160,000)
7331940 Laser Levelling System-Wtfd Arena Ice Resurfacer	25,000	0	0	0	(25,000)	0	(25,000)
7332026 Plate & Frame Heat Exchanger - Talbot Arena	25,000	0	0	(25,000)	0	0	(25,000)
7332036 Water Piping Replacement - Culver Street	22,000	0	0	(22,000)	0	0	(22,000)
7332038 Langton Fieldhouse Refurbishment	55,000	0	0	(55,000)	0	0	(55,000)
7332041 Commercial Dishwasher - St Williams CC	20,000	0	0	(20,000)	0	0	(20,000)
7332043 Pool Shell & Filtration System Upgrade - Delhi Kinsmen Pool	15,000	0	0	(15,000)	0	0	(15,000)
7332210 Dressing Room Construction - Delhi Arena	575,000	0	(559,000)	0	0	(16,000)	(575,000)
Total Parks & Recreation	912,000	0	(559,000)	(277,000)	(60,000)	(16,000)	(912,000)
Total Community Services	912,000		(559,000)	(277,000)	(60,000)	(16,000)	(912,000)
Development & Cultural Services							
Tourism & Economic Development							
8432001 Simcoe Gateway Signage - Hwy 3 E & W	35,000	0	0	0	(35,000)	0	(35,000)
Total Tourism & Economic Development	35,000	0	0	0	(35,000)	0	(35,000)
Total Development & Cultural Services	35,000				(35,000)		(35,000)
Total Projects Recommended for Postponement to 2021 Capital Budget	1,127,000	0	(559,000)	(359,000)	(193,000)	(16,000)	(1,127,000)
Total NORFOLK COUNTY SUMMARY	4,648,000	(972,000)	(829,000)	(1,883,000)	(627,000)	(337,000)	(4,648,000)

COMMUNITY SERVICES

Category	Details
Name and location of training session	Paramedic Chiefs of Canada – Leadership Summit
Date of training session	June 2 to June 4, 2020
Staff position requesting attendance	Chief Sarah Page
Why it is important for the staff to attend the particular training session?	Professional Development with Peers across Canada, improving service delivery, community programs and leadership.
Estimated cost	\$2,200
Date for cut-off for early-bird registration	March 2020

Category	Details
Name and location of training session	Paramedic Chiefs of Canada – Leadership Summit
Date of training session	June 2 to June 4, 2020
Staff position requesting attendance	Deputy Chief Stuart Burnett
Why it is important for the staff to attend the particular training session?	Professional Development with Peers across Canada, improving service delivery, community programs and leadership.
Estimated cost	\$2,200
Date for cut-off for early-bird registration	March 2020

CORPORATE SERVICES

Category	Details
Name and location of training session	Joint Councils Public Sector Service Delivery Council (PSSDC) Public Sector Chief Information Officer Council (PSCIOC) Toronto, Ontario Quebec City, Quebec
Date of training session	February, 25 – 27, 2020 (Toronto) September 22 – 24, 2020 (Quebec City)
Staff position requesting attendance	Director, Corporate Support Services
Why it is important for the staff to attend the particular training session	<p>The Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC) (also known as the Joint Councils) are pan-Canadian interjurisdictional Councils focused on citizen-centred service delivery.</p> <p>The PSSDC was created in 1998 to bring together service leaders from the federal, provincial and territorial governments to share information and best practices. Subsequently, regional representatives of municipal governments also joined the Council who are currently appointed through the Municipal Service Delivery Officials organization.</p> <p>The Director, Corporate Support Services represents Norfolk County on the MSDO Board of Directors as a Director at Large. One of the primary roles for the Director at Large is the appointment and participation in PSSDC and the Joint Councils. There are two in-person meetings each year. The winter meeting alternates between Toronto and Ottawa/Gatineau and the fall meeting is held in one of the provinces or territories in Canada.</p> <p>PSSDC supports a research agenda to gain a better understanding of what drives excellence in public service. There is a sharing of best practices that has led to a number of service integration initiatives which have improved public service delivery across Canada.</p> <p>PSSDC is a parallel organization to the Public Sector Chief Information Officer Council (PSCIOC), which brings together information management and information technology</p>

	<p>leaders from the federal, provincial and territorial governments along with regional representatives from the Municipal Information Systems Association (MISA).</p> <p>The two Councils work collaboratively to enhance the efficacy of public service to Canadians.</p> <p>Attendance at the Joint Councils will fulfil the role of the Director at Large position, provides a unique opportunity for Norfolk County to be represented at the federal, provincial and territorial level and continues education and training on innovative public sector service delivery strategies for consideration and application in Norfolk County.</p>
Estimated cost	<p>\$0 (all costs reimbursed by MSDO)</p> <p>There is an annual fee to participate in PSSDC along with registration fees, accommodation and travel costs for each of the in-person meetings that are reimbursed by MSDO.</p>
Date for cut-off for early-bird registration	Cut-off date not yet available.



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
OPERATING BUDGET								
Expenditures								
Salaries & Benefits	69,001,000	71,384,100	3.5	(460,300)	871,200	71,795,000	2,794,000	4.0
Materials & Supplies	11,815,400	12,394,700	4.9	(22,300)	3,500	12,375,900	560,500	4.7
Services	22,339,000	23,391,900	4.7	441,000	574,800	24,407,700	2,068,700	9.3
Transfer Payments/Grants	48,754,800	46,990,200	(3.6)	610,600	1,458,400	49,059,200	304,400	0.6
Interdepartmental Charges	15,514,400	15,964,600	2.9	(54,700)	5,200	15,915,100	400,700	2.6
Operating Capital Expenditures	491,800	483,800	(1.6)	0	4,000	487,800	(4,000)	(0.8)
Financial	3,138,000	3,370,900	7.4	0	0	3,370,900	232,900	7.4
Long Term Debt Interest	1,244,900	2,042,300	64.1	0	0	2,042,300	797,400	64.1
Amortization	19,532,600	19,950,400	2.1	0	0	19,950,400	417,800	2.1
Total Expenditures	191,831,900	195,972,900	2.2	514,300	2,917,100	199,404,300	7,572,400	3.9
Revenues								
PIL's-Supplementaries-Local Improvements	(2,995,700)	(2,995,700)	0.0	0	0	(2,995,700)	0	0.0
Federal/Provincial Grants	(59,650,400)	(56,795,200)	(4.8)	(682,400)	(1,446,300)	(58,923,900)	(726,500)	(1.2)
Municipal Recoveries	(3,116,100)	(3,499,800)	12.3	34,100	(132,700)	(3,598,400)	482,300	15.5
Financial Charges/Investment Income	(6,897,300)	(6,622,800)	(4.0)	16,800	0	(6,606,000)	(291,300)	(4.2)
Fees & Service Charges	(12,315,200)	(12,153,600)	(1.3)	0	0	(12,153,600)	(161,600)	(1.3)
Other Revenues	(589,000)	(644,700)	9.5	(2,800)	0	(647,500)	58,500	9.9
Interdepartmental Recoveries	(14,999,000)	(15,318,000)	2.1	(19,000)	(5,200)	(15,342,200)	343,200	2.3
Total Revenues	(100,562,700)	(98,029,800)	(2.5)	(653,300)	(1,584,200)	(100,267,300)	(295,400)	(0.3)
OPERATING RATE	91,269,200	97,943,100	7.3	(139,000)	1,332,900	99,137,000	7,867,800	8.6
FINANCING BUDGET								
Long Term Debt Principal	3,214,400	4,759,800	48.1	0	0	4,759,800	1,545,400	48.1
Transfer From Reserve & Reserve Funds	(3,275,800)	(2,087,000)	(36.3)	(100,000)	(250,000)	(2,437,000)	(838,800)	(25.6)



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET
 CORPORATION OF NORFOLK COUNTY

PSAB FORMAT

	2019 APPROVED BUDGET	2020 Adjusted Budget	2020 ADJ BUD % Incr/(Decr)	Council Approved Initiatives	New Budget Initiatives	2020 PROPOSED BUDGET	2020 Budget \$ Incr/(Decr)	2020 Budget % Incr/(Decr)
Transfer To Reserves & Reserve Funds	17,085,400	19,648,200	15.0	(100,000)	0	19,548,200	2,462,800	14.4
Interfund Transfers	1,113,500	1,812,000	62.7	0	0	1,812,000	698,500	62.7
Amortization	(19,532,600)	(19,950,400)	(2.1)	0	0	(19,950,400)	(417,800)	(2.1)
FINANCE RATE	(1,395,100)	4,182,600	(399.8)	(200,000)	(250,000)	3,732,600	(5,127,700)	(367.6)
NET LEVY REQUIREMENT	89,874,100	102,125,700	13.6	(339,000)	1,082,900	102,869,600	12,995,500	14.5
STAFFING COMPLEMENT	778.68	784.67		(5.30)	7.18	786.55	7.87	



PROPOSED 2020 LEVY SUPPORTED OPERATING BUDGET GUIDE TO FULL TIME EQUIVALENTS (FTE) REPORT

Included in the annual levy supported operating budget is a corporate summary of Full Time Equivalents (FTE) by division. 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, Norfolk County Public Library, and Police Services and approved accommodated positions.

COLUMN	DESCRIPTION OF COLUMN
Approved 2019 Full-Time Equivalents	This column represents the FTE included in the Approved 2019 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 2020 Levy Supported Operating Budget.
2020 Annualization of 2019 Council Approved Initiatives	This column represents the annualized impact in 2020 of the approved initiatives included in the Approved 2019 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.
2020 Council Approved Initiatives	This column represents the proposed effect on FTE in 2020 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).
2020 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 2020 Levy Supported Operating Budget.
2020 Total Full-Time Equivalents	This column represents the total FTE included in the Proposed 2020 Levy Supported Operating Budget. It is the sum of all the aforementioned columns.
Increase/(Decrease) FTE	This column represents the difference between the 2020 Total Full-Time Equivalents column and the 2019 Approved Full-Time Equivalents column.



2020 FULL TIME EQUIVALENTS SUMMARY

(excluding Water & Wastewater, Norfolk County Public Library and Police Services)

	Approved 2019 Full Time Equivalents	Budget Adjustment / Program Cancellations	2020 Annualization of 2019 Council Approved Initiatives	2020 Council Approved Initiatives	2020 New Budget Initiatives	2020 Total Full Time Equivalents	Incr / (Decr) FTE
Mayor & Council Services							
Mayor & Council Services	10.00					10.00	0.00
TOTAL MAYOR & COUNCIL SERVICES	10.00	0.00	0.00	0.00	0.00	10.00	0.00
Office of the CAO							
Office of the CAO	3.00					3.00	0.00
Council Services	9.35	(0.35)				9.00	(0.35)
Human Resources	10.75	1.00			1.00	12.75	2.00
Corporate Communication	4.00					4.00	0.00
TOTAL OFFICE OF THE CAO	27.10	0.65	0.00	0.00	1.00	28.75	1.65
Corporate Services							
Employee & Corporate Services Administration	2.29		(0.29)			2.00	(0.29)
Corporate Support Services	17.35					17.35	0.00
Financial Services	24.95					24.95	0.00
Information Technology	9.70				1.00	10.70	1.00
TOTAL CORPORATE SERVICES	54.29	0.00	(0.29)	0.00	1.00	55.00	0.71
Public Works							
Public Works Administration	3.00					3.00	0.00
Administration Services	18.35	(0.35)				18.00	(0.35)
Engineering Services	13.09	0.10				13.19	0.10
Facilities	7.35					7.35	0.00
Roads Operations	65.46	0.60				66.06	0.60
Waste Management	4.05					4.05	0.00
TOTAL PUBLIC WORKS	111.30	0.35	0.00	0.00	0.00	111.65	0.35
Health & Social Services							
Health & Social Services Administration	2.00	(0.10)				1.90	(0.10)
Social Services	55.60					55.60	0.00
Norview Lodge	166.11					166.11	0.00



2020 FULL TIME EQUIVALENTS SUMMARY

(excluding Water & Wastewater, Norfolk County Public Library and Police Services)

	Approved 2019 Full Time Equivalents	Budget Adjustment / Program Cancellations	2020 Annualization of 2019 Council Approved Initiatives	2020 Council Approved Initiatives	2020 New Budget Initiatives	2020 Total Full Time Equivalents	Incr / (Decr) FTE
Social Housing	8.49					8.49	0.00
Quality, Planning, Accountability & Performance	11.00					11.00	0.00
TOTAL HEALTH & SOCIAL SERVICES	243.20	(0.10)	0.00	0.00	0.00	243.10	(0.10)
Haldimand-Norfolk Health Unit							
Program Based Grants	59.52	0.10		0.50		60.12	0.60
Preschool Speech & Language	5.80			(5.80)		0.00	(5.80)
Nurse Practitioner	1.00					1.00	0.00
Healthy Babies/Healthy Children	9.50					9.50	0.00
Smoke Free Ontario	4.18	(0.25)				3.93	(0.25)
TOTAL HALDIMAND-NORFOLK HEALTH UNIT	80.00	(0.15)	0.00	(5.30)	0.00	74.55	(5.45)
Community Services							
Community Services Administration	2.00					2.00	0.00
Administrative & Client Services							
Administrative & Client Services General Operations	7.58	(0.10)				7.48	(0.10)
Ride Norfolk	0.80	0.10				0.90	0.10
Parks & Recreation	75.92	4.98			0.80	81.70	5.78
Fire	33.67					33.67	0.00
Paramedic Services	66.37	1.57			4.38	72.32	5.95
Harbour Marinas	5.62	(0.02)				5.60	(0.02)
TOTAL COMMUNITY SERVICES	191.96	6.53	0.00	0.00	5.18	203.67	11.71
Development & Cultural Services							
Development & Cultural Services Administration	1.40	0.40				1.80	0.40
Community Planning & Development Services	18.10		(1.00)			17.10	(1.00)
Tourism & Economic Development	5.00					5.00	0.00
Building	15.43	0.10				15.53	0.10
By-Law Enforcement	7.60	(0.50)				7.10	(0.50)
Heritage & Culture	13.30					13.30	0.00



2020 FULL TIME EQUIVALENTS SUMMARY

(excluding Water & Wastewater, Norfolk County Public Library and Police Services)

	Approved 2019 Full Time Equivalents	Budget Adjustment / Program Cancellations	2020 Annualization of 2019 Council Approved Initiatives	2020 Council Approved Initiatives	2020 New Budget Initiatives	2020 Total Full Time Equivalents	Incr / (Decr) FTE
TOTAL DEVELOPMENT & CULTURAL SERVICES	60.83	0.00	(1.00)	0.00	0.00	59.83	(1.00)
New Budget Initiatives Deferral							
New Budget Initiatives Deferral							
TOTAL NEW BUDGET INITIATIVES DEFERRAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	778.68	7.28	(1.29)	(5.30)	7.18	786.55	7.87